

Managing programmes and projects effectively in public-private partnerships (PPP)

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Presentation Synopsis

- In 2017, Community Health Partnerships (CHP) decided to consolidate its programme and project processes in order to have a single version of the truth and, following a procurement process, selected Antura Projects as its new PPM tool to do so.
- As head tenant for the £2.5bn NHS LIFT estate, CHP is responsible for the overall management of 308 primary and community healthcare buildings across England, taking a lead on asset change in collaboration with its private sector partners.
- This presentation will cover CHP's journey so far, providing insight into a real implementation of a PPM tool within an already prescribed process.

Contents

- Who am I?
- Who are CHP?
- What do CHP do?
- What do I do? (CHP Developments)
- Why PPM?
- Selection
- Experience to date
- Issues
- Next
- Questions

My name is ... Julian Humphreys

- Civil Engineering and Construction Management background
- Community Health Partnerships (07/17)
- Warwickshire County Council
- CITB / Construction Skills
- Main Contractors

- ❖ MCIOB
- ❖ FCMi
- ❖ MAPM
- ❖ PRINCE 2 certified

Who are CHP

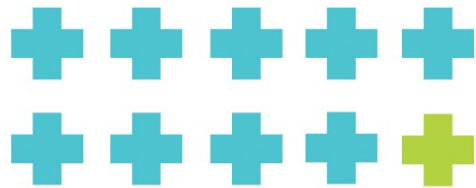
- Originally incorporated in 2001
- Community Health Partnerships Ltd or CHP, is a limited company
- Wholly owned by the Secretary of State for Health and Social Care.
- Head Tenant 308 Properties
- 49 NHS LIFT Companies across England
- Almost £2.5bn has been invested in community assets
- Public in PPP (40%)

18 Year of NHS LIFT



Investment

£2.5bn



Nearly 9 in every 10

LIFT projects are in areas with above average health needs

342 schemes
delivered by 49
LIFTCos



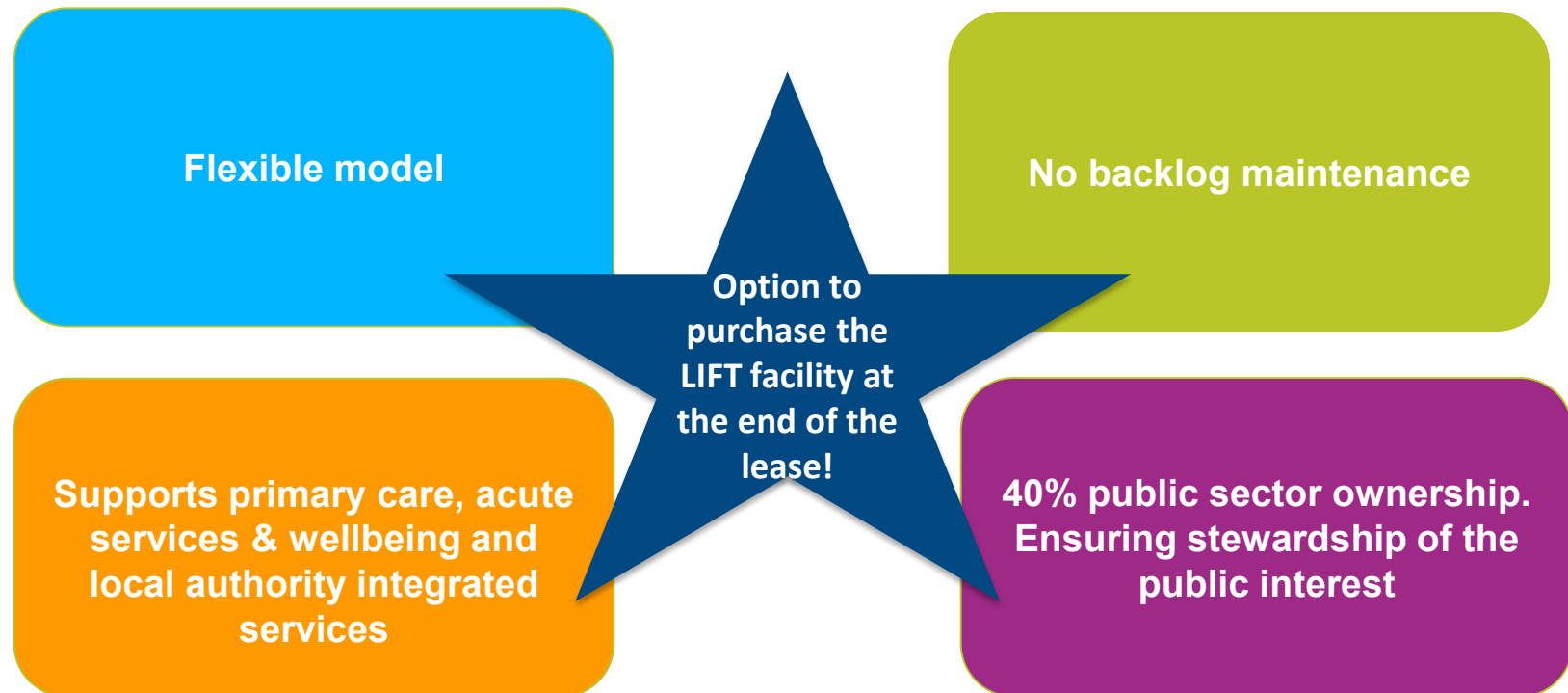
333 schemes
owned by 49
LIFTCos



308 schemes
leased by CHP



Benefits of LIFT





LIFT delivering for Acute, Mental Health & Community Trusts

67 schemes with circa 1,000m² Trust occupancy



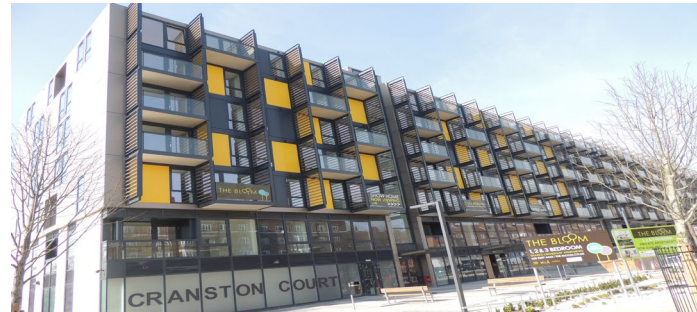
Health and Well-Being Centres

8 schemes with health and leisure facilities



Integrated Council, Public Services & Libraries

45 schemes across 21 local authorities, including 24 public libraries



Housing

14 schemes include or have facilitated the delivery of housing units

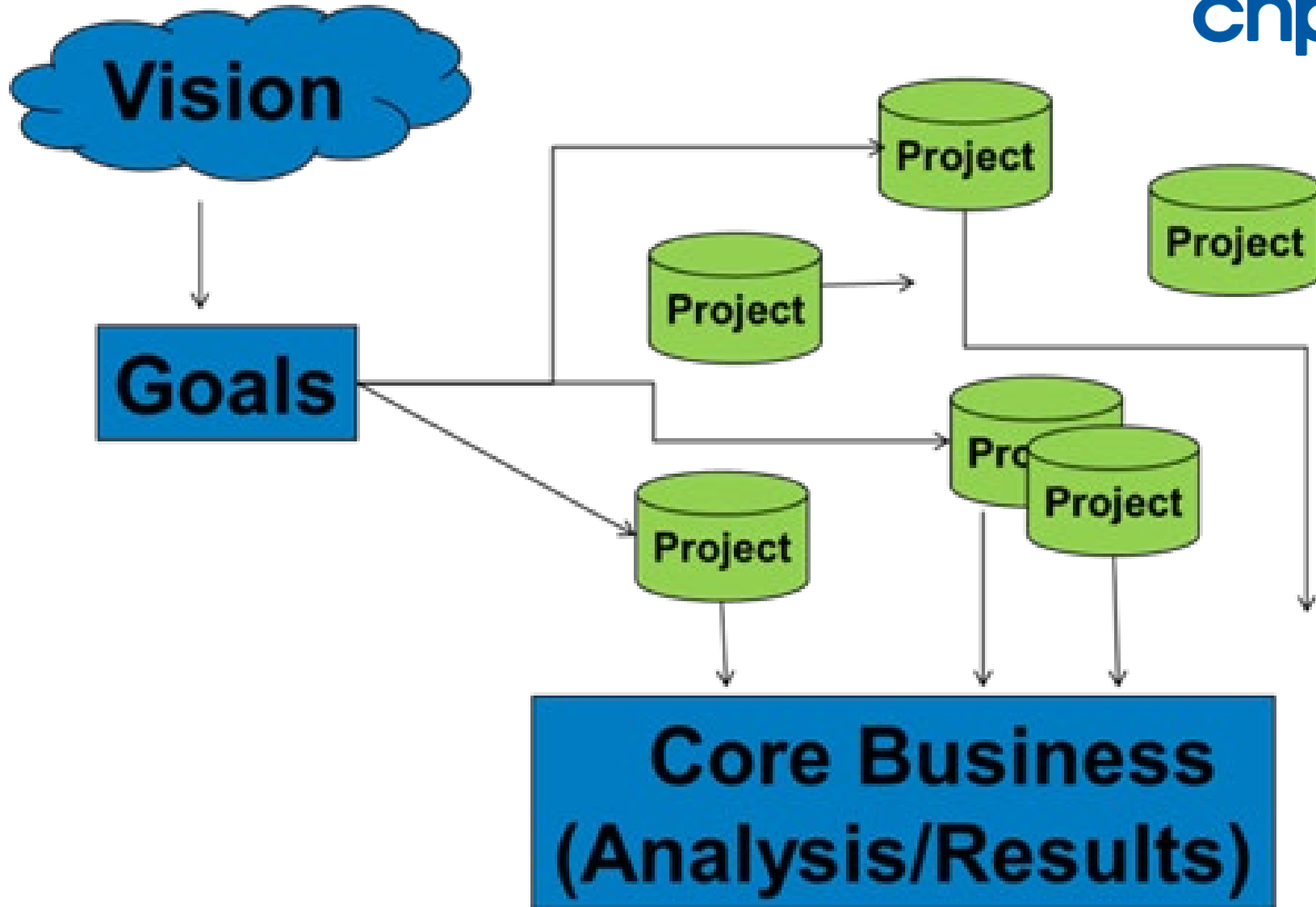
One size fits all



Source: Kings Fund

CHP Commercial - Developments

- New Build
 - Variations
 - Feasibility / Strategic Options
 - Ad Hoc
-
- Programme – Void reduction and improved utilisation
 - Multiple Stakeholders – Tenants / Landlord(s) / Commissioners
-
- Current (Active)
 - New Build - 7
 - Variations - 27



From

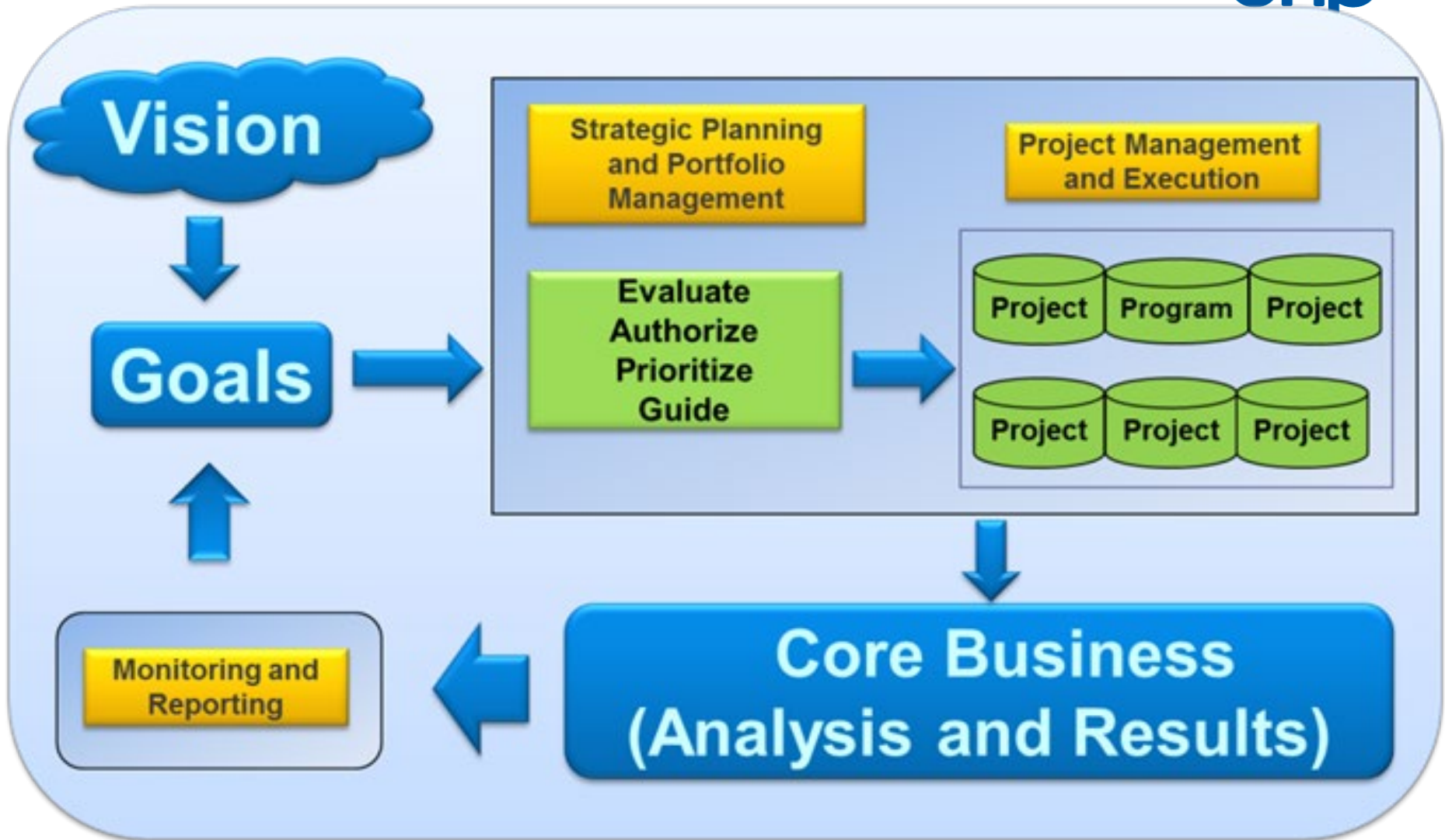
- Word
- Excel
- MS Project
- Ad hoc
- G Drive
- H Drive
- Laptop
- One Drive / Google Drive / Sharepoint

- Resources

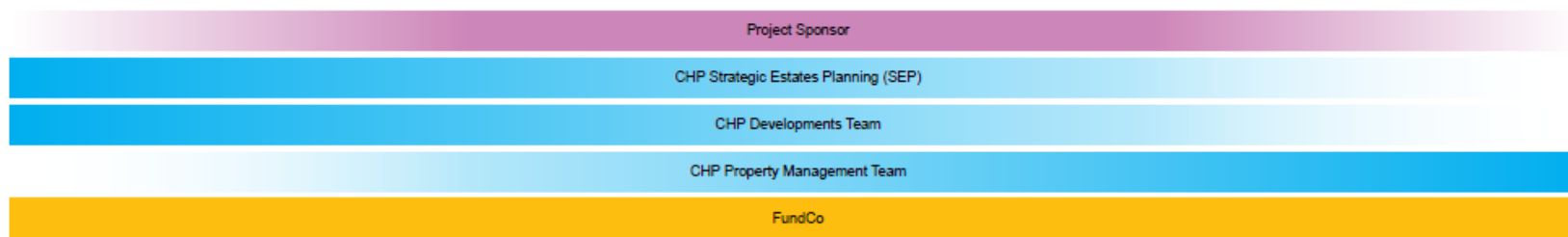
- Single version of the “truth”

Why PPM

- A. Ineffective project prioritization;
- B. Missed opportunities for collaboration and efficiency improvements;
- C. Inappropriate assignment of resources;
- D. Overlap and conflict of roles between internal functions;
- E. Misalignment of strategy and goals.





The CHP Variations Process



Milestones:

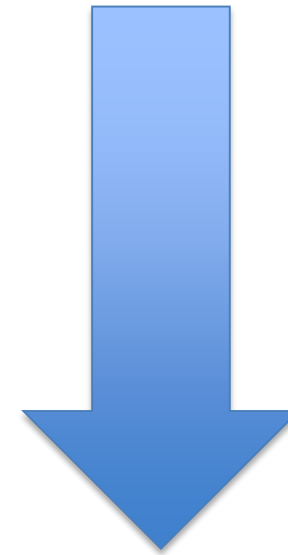
-  Gateway 1
-  Gateway 2
-  Gateway 3
-  Gateway 4

Other:

-  Financial Close
-  Practical Completion

PPM Process

- Tender Brief
 - Essential
 - Desirable
- Bids
- Presentation
- Evaluation
 - Quantitative
 - Qualitative
- Review
- Recommendation
- G9 Framework



Why Antura...



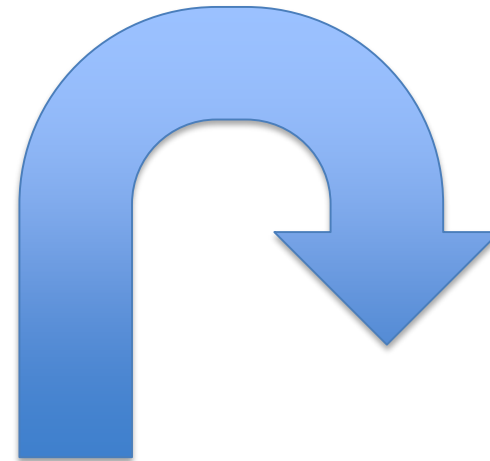
ANTURA

- Match to Brief
- Value
- Flexibility
- Customise
- Web based

Story so far

- Data Migration Jan 18
- In use from Mar 18
- Resources – change
- Internal Review Feb 19

- Essential
- Use
- Refine
- Grow



Project model - Variations

Approve | Call back approval | History



Guidance documents

- CHP Variations Process Map - FINAL.pdf
- Process- Variations (Revised).pdf
- CHP Variations Process Map (main page).pdf

Project facts

Project name	Glebefields Health Centre
ProjectID	7
Project number	
Project type	Standard variations
Start - Finish	2018-01-24 - 2019-10-30
Project manager	Julian Humphreys
Programme Manager	Eugene Prinsloo

Decision points

Funding approval	2018-03-22	Final
G1	2018-04-10	Final
G2	2018-08-10	Final
FC G3	2019-03-22	Planned
PC G4	2019-10-31	Planned
Handover	2019-10-31	Planned

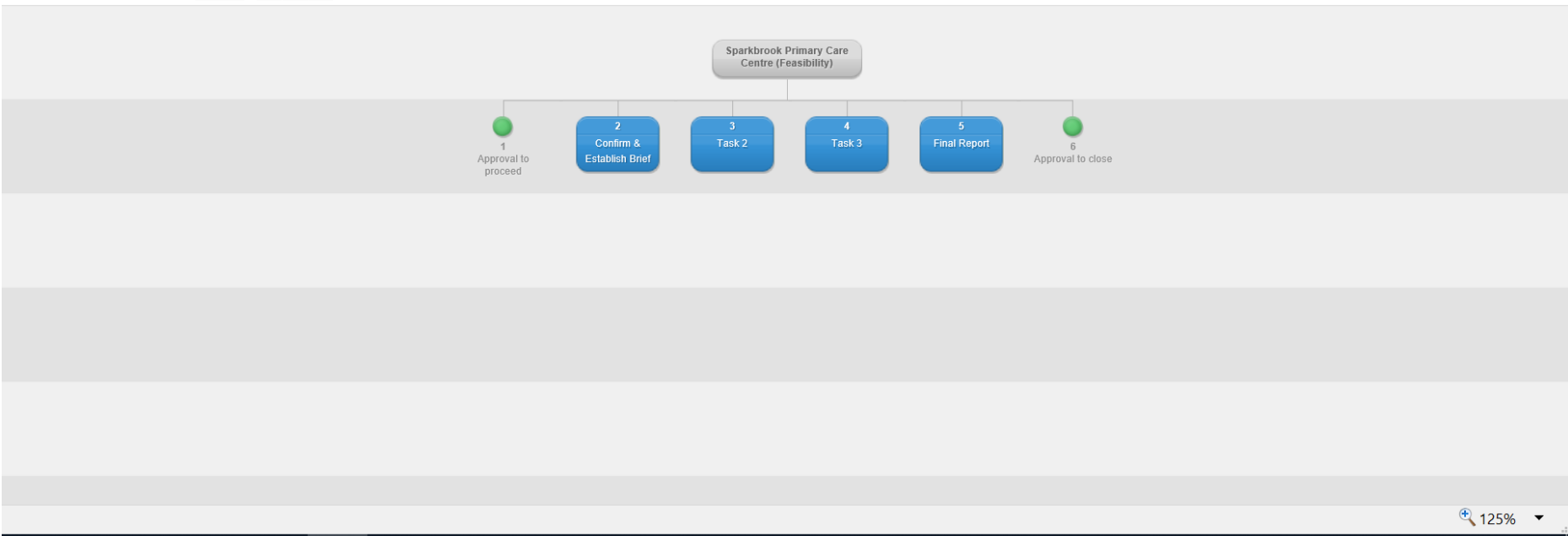
Project Information

Name	Description
Brief description	Installation of MRI scanner into GF Glebefields Health Centre, St Marks Road, Tipton, DY4 0UB
Project benefits	Reduced void, Service delivery in the community
Project total	

Project events

2019-02-25	Schedule	Schedule/ Resources/ Costs/ Effects updated	●
2019-02-25	Start page	Updated	●
2019-02-20	Members	1 new	●
2019-02-11	Schedule	Schedule/ Resources/ Costs/ Effects updated	●
2019-02-11	Start page	Updated	●
2019-02-01	Schedule	Schedule/ Resources/ Costs/ Effects updated	●
2019-01-31	Schedule	Schedule/ Resources/ Costs/ Effects updated	●
2019-01-29	Schedule	Schedule/ Resources/ Costs/ Effects updated	●
2019-01-22	Start page	Updated	●
2019-01-08	Performance reports	New performance report	●

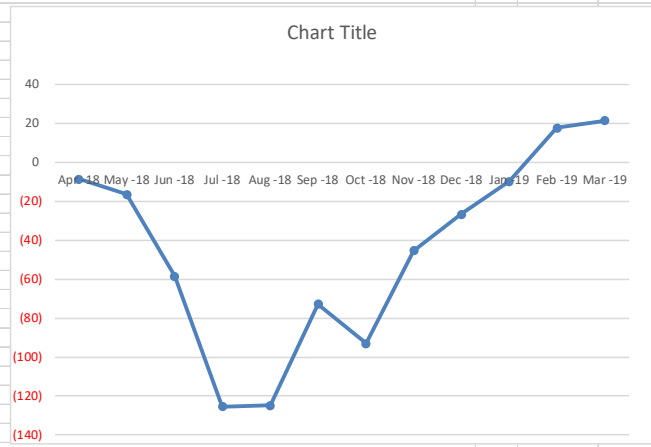
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Project	Task	Time type	Total	Apr -18	May -18	Jun -18	Jul -18	Aug -18	Sep -18	Oct -18	Nov -18	Dec -18	Jan -19	Feb -19	Mar -19	18-19
1 Ad hoc Other		Planned	156.00	12.60	13.80	12.60	13.20	13.80	12.00	13.80	13.20	12.60	13.80	12.00	12.60	156.0
2 Ad hoc Other (Leave)		Planned	280.00	22.62	24.77	22.61	23.69	24.77	21.54	24.77	23.69	22.62	24.77	21.54	22.61	280.0
3 Attwood Green Health Centre (Feasibility)		Planned	63.00	0.00	0.00	4.00	14.80	9.20	8.00	12.40	14.60	12.00	0.00	0.00	0.00	75.0
4 Canvey Primary Care Centre		Planned	96.00	12.60	2.40	12.00	8.80	9.20	8.00	10.20	4.80	4.20	4.60	5.00	4.20	86.0
5 Capital Programme 18-19		Planned	118.00	12.80	10.80	16.40	8.80	9.20	8.00	9.20	8.80	8.40	9.20	8.00	8.40	118.0
6 Coleman Health Centre (Feasibility)		Planned	80.00	0.00	0.00	4.00	17.60	18.40	16.00	18.40	5.60	12.00	0.00	0.00	0.00	92.0
7 Finchley Memorial Hospital CT		Planned	88.00	8.40	9.20	8.40	8.80	9.20	8.00	0.00	0.00	0.00	0.00	0.00	0.00	52.0
8 Finchley Memorial Hospital Mammography		Planned	78.00	8.40	9.20	8.40	8.80	9.20	8.00	0.00	0.00	0.00	0.00	0.00	0.00	52.0
9 Foleshill (18-19)		Planned	704.00	28.37	31.08	28.38	29.72	31.08	27.03	31.08	29.72	28.38	31.08	27.02	28.38	351.3
10 Garland Road Health Centre (18-19)		Planned	78.00	0.00	0.00	3.82	8.41	8.80	7.64	8.80	8.41	8.03	8.79	7.65	7.65	78.0
11 Glebefields Health Centre		Planned	134.00	12.60	13.80	12.60	13.20	13.80	12.00	13.80	13.20	12.60	12.00	4.40	0.00	134.0
12 Gracefield Gardens Primary Care Centre		Planned	104.00	8.40	13.20	8.40	6.80	9.20	8.00	9.20	8.80	8.00	7.60	8.00	8.40	104.0
13 Heart of Hounslow Health Centre		Planned	78.00	8.40	9.20	8.40	8.80	9.20	8.00	9.20	8.80	0.00	0.00	0.00	0.00	70.0
14 Kenworthy Road Health Centre (18-19)		Planned	34.00	0.00	0.00	4.00	6.40	4.60	4.00	4.60	4.40	6.00	0.00	0.00	0.00	34.0
15 Lakeside Health Centre FF		Planned	78.00	8.40	9.20	8.40	8.80	9.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.0
16 Lakeside Health Centre GF		Planned	78.00	8.40	9.20	8.40	8.80	9.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.0
17 License to Alter Principle		Planned	48.00	4.80	6.40	10.80	8.80	1.20	4.00	11.20	0.80	0.00	0.00	0.00	0.00	48.0
18 Long Eaton Health Centre (Feasibility)		Planned	84.00	0.00	0.00	8.00	17.60	18.40	16.00	18.40	5.60	0.00	0.00	0.00	0.00	84.0
19 RHIC Midlands & East		Planned	104.00	8.40	9.20	8.40	8.80	9.20	8.00	9.20	8.80	8.40	9.20	8.00	8.40	104.0
20 The Barkantine Centre		Planned	78.00	0.00	0.00	2.00	8.80	9.20	8.00	0.00	0.00	0.00	0.00	0.00	0.00	28.0
21 Waldron		Planned	78.00	8.40	9.20	8.40	8.80	9.20	8.00	9.20	8.80	8.40	9.20	8.00	8.40	104.0
22 Variation Process review & refine		Planned	104.00	8.40	9.20	8.40	8.80	9.20	8.00	9.20	8.80	8.40	9.20	8.00	8.40	104.0
23 Washwood Heath Primary Care and Wellbeing Centre (18-19)		Planned	86.00	0.00	0.00	4.30	8.60	8.99	7.81	9.00	8.60	8.20	9.00	7.81	8.21	80.5
24 Village Community Medical Centre (18-19)		Planned	104.00	0.00	0.00	5.58	11.16	11.67	10.15	11.67	11.16	10.65	11.67	10.15	10.14	104.0
25 Wilson Health and Wellbeing Campus		Planned	195.00	0.00	0.00	5.00	22.00	23.00	20.00	23.00	22.00	21.00	23.00	20.00	16.00	195.0
Total		Planned	3128.00	181.99	189.85	231.69	298.78	298.11	246.17	266.32	218.58	199.88	183.11	155.57	151.79	2621.8
Total		Planned	3128.00	181.99	189.85	231.69	298.78	298.11	246.17	266.32	218.58	199.88	183.11	155.57	151.79	2621.8

All projects all years

Full Year	2080	Avg	173	173	173	173	173	173	173	173	173	173	173	173	173	2080.0
WD			168	184	168	176	184	160	184	176	168	184	160	168		
Avg		(9)	(17)	(58)	(125)	(125)	(73)	(93)	(45)	(27)	(10)	18	22			
WD		(14)	(6)	(64)	(123)	(114)	(86)	(82)	(43)	(32)	1	4	16			
Apr		-0.2	-0.4	-1.5	-3.1	-3.1	-1.8	-2.3	-1.1	-0.7	-0.2	0.4	0.5			
		21	23	21	22	23	20	23	22	21	23	20	21			



Julian Humphreys:
20 day month

Benefits

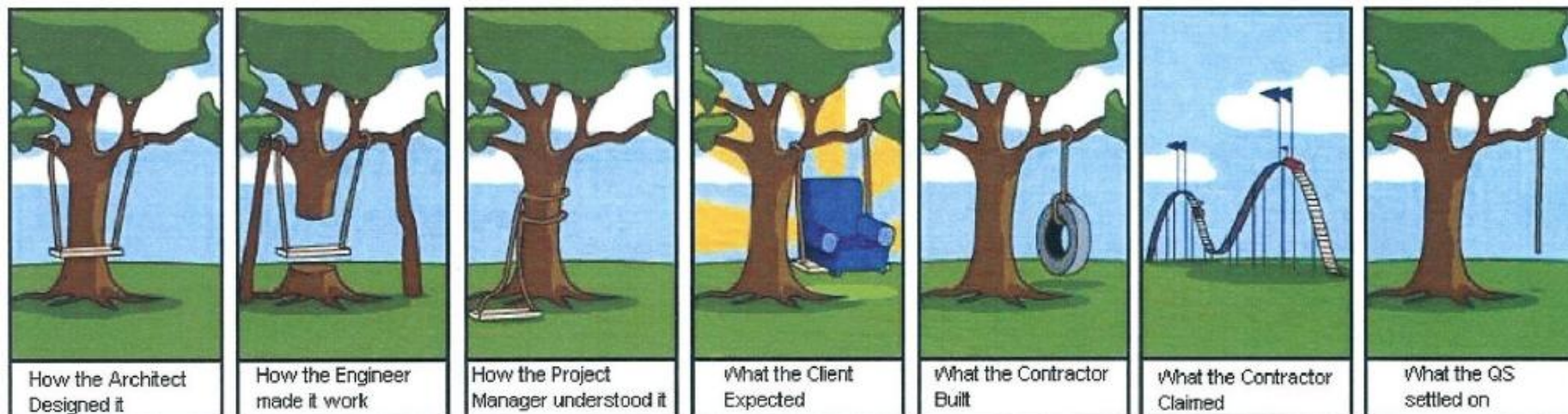
- Consistent
- Reporting
- Single source
- History
- Access
- Scalability
- Resource management
- Predictability of milestones

Issues

- Team changes
- Linked systems
- Time
- Language
 - Issues = To do
 - Risk
- Documents

Next

- Refine
- Tailor
- Adapt
- Default
- External



THE CONSTRUCTION INDUSTRY EXPLAINED

Questions?

Contact

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