

SFT Outcomes Demonstrating progress with impact



2020 CASE STUDY

Outcome 07



Public asset condition and performance is improved through more effective whole-estate management and maintenance

Operational Contract Management

Providing contract expertise to benefit health service

Across Scotland, there are many essential buildings such as schools and hospitals, built and maintained through Public Private Partnerships (PPPs). These PPP contracts, which are often complex and need active management, require the public sector to make monthly payments to the private sector to ensure their buildings are properly looked after.

Since 2009 when the Scottish Futures Trust (SFT) was established, SFT's Operational Contract Management (OCM) team has offered and provided support to public bodies with operational PPP projects when there have been problems or when periodic commercial support is required, resulting in repeated savings as well as significant one-off savings to the public sector.

In 2014, SFT set up a specialist support team, jointly staffed by Health Facilities Scotland, to work across health PPP projects.

One specific health project the team worked on went through a difficult transition from the construction phase to the operational phase with a significant drop in service quality in its first 18 months of operation. As a result, the relationship between the health board and the private sector maintenance provider had deteriorated to the point where only limited cooperation was possible.

The specialist support team was invited in by the health board to help resolve issues that focused on establishing a sustainable support plan, incorporating tri-party workshops, training sessions and the establishment of a joint senior management forum to monitor progress.

The health board also fully committed to this support plan through the appointment of a full time Contracts Manager and established a senior management team to provide governance and service input.

In committing to this plan, all parties were able to establish and agree a recovery plan for the project. The team also provided contractual training for the health board and facilitated several workshops to resolve areas of contention and to develop solutions.

With all parties working through the agreed plan, there is now a proactive approach to the maintenance of the health facility which has delivered significant benefits to all parties through more efficient and effective operation of the project.

In addition, the sustained involvement of the contract manager has led to a number of further benefits around change management and energy efficiency, through the application of shared experiences and best practice.

