



An Asset Management Transformation Model for healthcare

Your path to high performance, cost savings
and operational efficiency across your entire estate



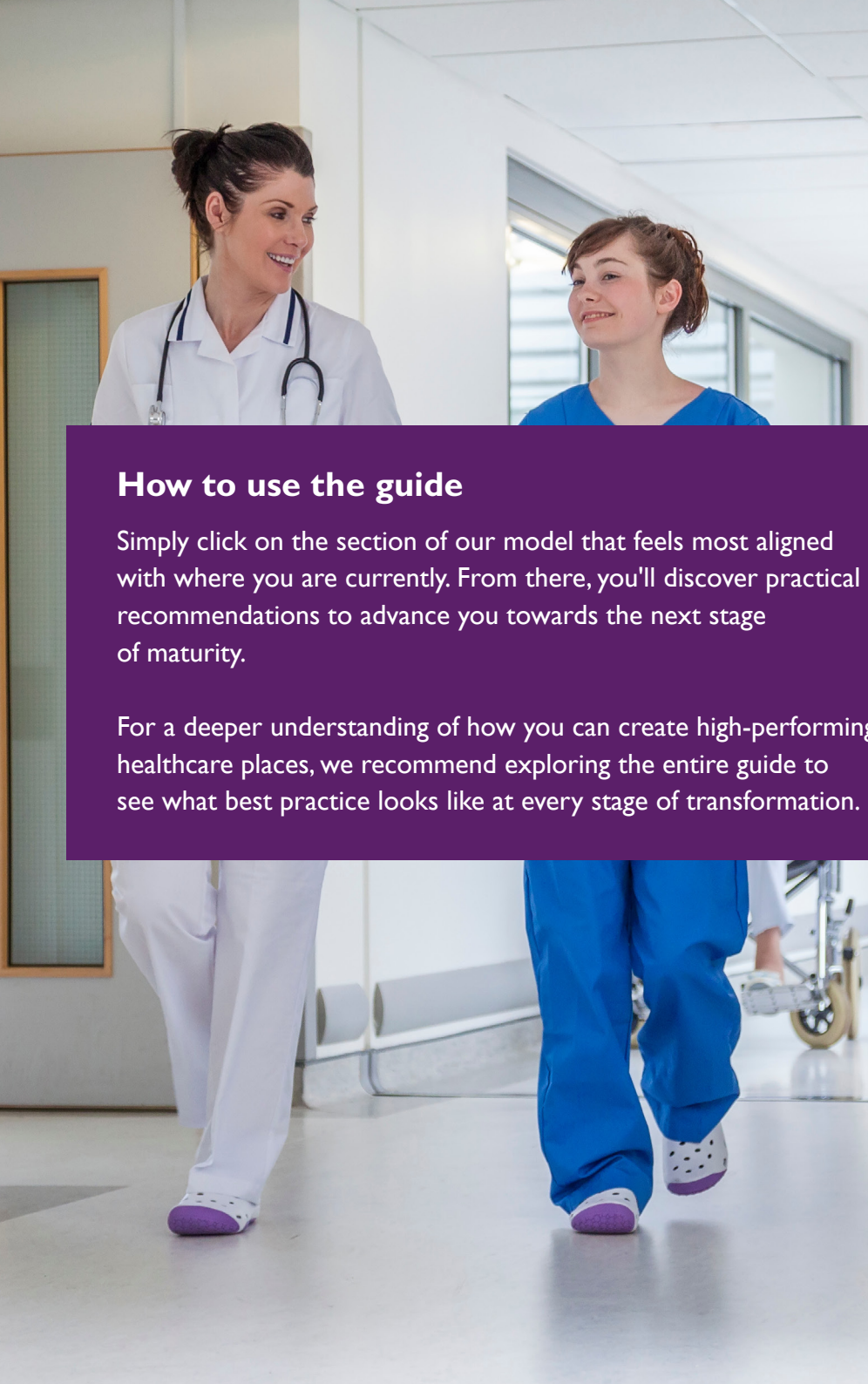


Your estate is a critical enabler of safe, efficient, and high-quality care. As NHS estates face mounting pressure to deliver more with less, healthcare providers across the UK must make difficult decisions about how to maintain, modernise and maximise the value of their buildings. From community clinics to acute hospitals, estates must not only meet today's standards but also evolve to support future models of care, improve productivity, and help create a health system fit for the future.

With over 30 years of experience supporting NHS trusts and healthcare providers, we understand the complexity of managing large, underinvested estates. That's why we've developed our Asset Management Transformation Model — a practical framework to help you assess where you are now, uncover risks and inefficiencies, and take manageable steps toward greater resilience, smarter investment decisions and improved patient and staff experience.

It's a flexible and scalable tool designed to support progress on your terms — helping you unlock long-term value, improve compliance, and move toward more sustainable, future-ready healthcare environments.

Because when your estate performs better, so does your care.

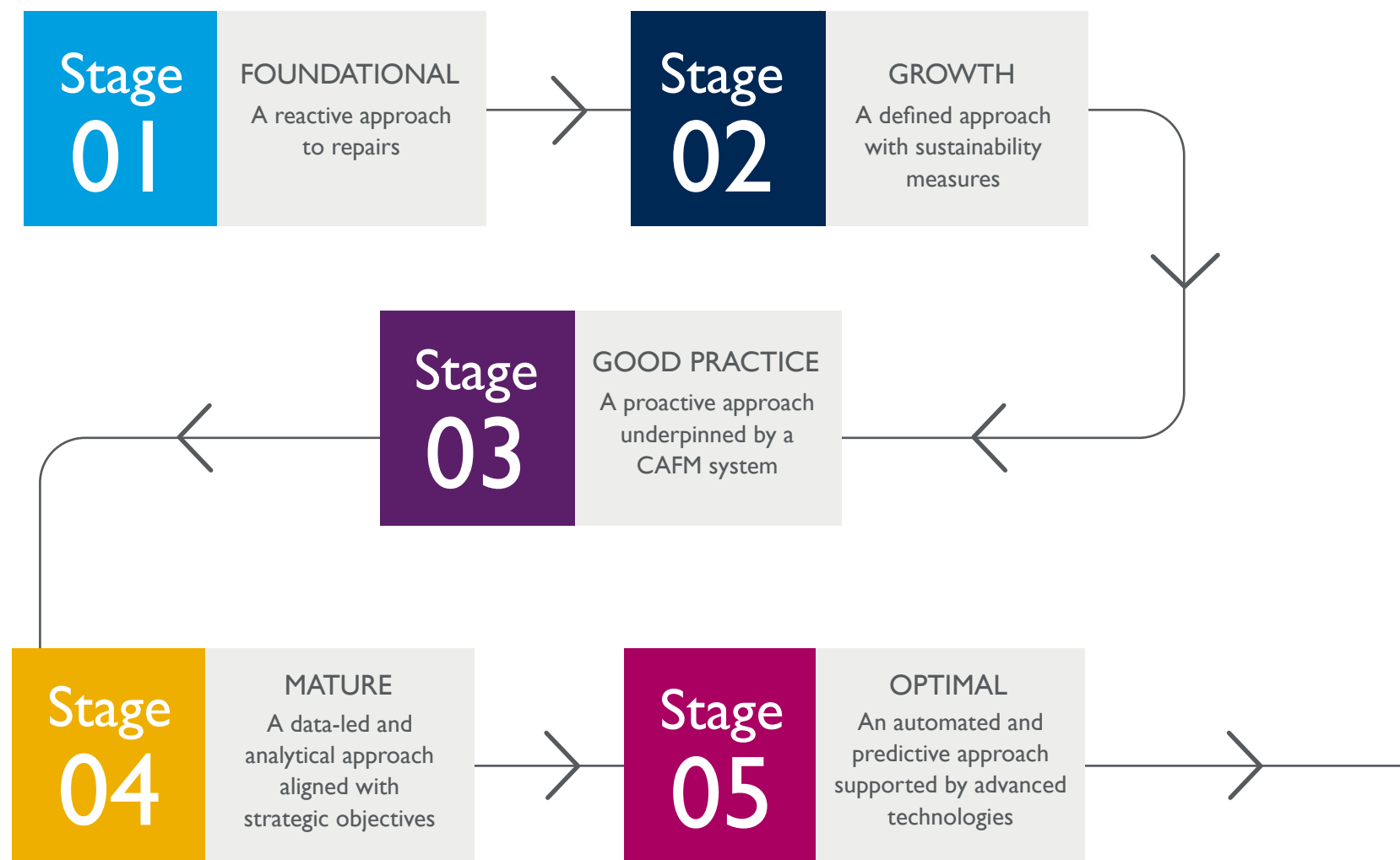


OUR ASSET MANAGEMENT TRANSFORMATION MODEL FOR HEALTHCARE

How to use the guide

Simply click on the section of our model that feels most aligned with where you are currently. From there, you'll discover practical recommendations to advance you towards the next stage of maturity.

For a deeper understanding of how you can create high-performing healthcare places, we recommend exploring the entire guide to see what best practice looks like at every stage of transformation.



STAGE 01 FOUNDATIONAL

Typical characteristics at this stage often include:

An unplanned approach to maintenance with a focus on reactive repairs.

Informal procedures which account for the condition of assets.

No formal process established to measure an estate's carbon footprint.

Here we explore the typical attributes of a foundational approach. This should help you identify whether your healthcare estate sits at this stage of maturity.



What does the foundational stage look like?

Data Maturity:

Maintenance activities are unplanned or not tracked centrally.

Financial Maturity:

Forecasting target budgets is challenging.

Operational Maturity:

Managing in-house teams and supply chain takes up substantial time.

Legislative Maturity:

Physical assets may not comply with legal, regulatory or statutory requirements.

Organisational Maturity:

Physical assets are not aligned with strategic objectives or operational needs.

Decarbonisation:

Without access to centralised asset data, calculating your carbon footprint is a challenge.

Transformation recommendations

At this stage of maturity, healthcare providers are often at the beginning of their transformation journey.

To accelerate your progress, we recommend taking the following steps. This will improve data insights and make sure your asset maintenance plan supports your overall goals.

Steps to move forward from Foundational to Growth:

Commission an Asset Capture & Condition Survey

Categorise and rank assets based on condition and criticality, identify associated lifecycle costs and risks, remove non-essential assets, and prioritise maintenance gaps.

Create a Forward Maintenance Plan

Using data from an asset survey, you can plan asset repairs vs. replacements over five years, to reflect your needs and budget.

Prioritise maintenance activity around business functions

Aligning maintenance activities with business-critical functions maximises efficiencies and reduces unnecessary expenditure.



Benefits of implementing recommendations



EXPENDITURE

Understanding your estate and its condition leads to better budget management.



BENCHMARKING

A digital footprint of your estate provides a baseline to track your progress against.



FORECASTING

Having visibility over which assets will need repairing or replacing will strengthen your yearly forecasts.



COMPLIANCE

A baseline view of future planned and reactive maintenance choices can help identify compliance issues.

STAGE 02 GROWTH

Typical characteristics at this stage often include:

Maintenance activity and schedules are planned with a focus on frequency and identifying potential issues.

No formal strategy exists to monitor or maintain an estate's asset condition.

Scope 1 and 2 emissions are clearly defined and managed.

Here we explore the typical attributes of a growth approach. This should help you identify whether your healthcare estate sits at this stage of maturity.



What does the growth stage look like?

Data Maturity:

Maintenance activities are planned from your condition survey.

Financial Maturity:

Total estate costs are known but lack granularity.

Operational Maturity:

A dedicated person is appointed to co-ordinate services.

Legislative Maturity:

There's a limited understanding of statutory requirements and Construction (Design and Management) Regulations, CDM (2015).

Organisational Maturity:

Basic needs are understood to keep sites operational but there is no visibility or plans for long-term changes to an estate.

Decarbonisation:

Asset data has been collected, Scope 1 and Scope 2 carbon emissions have been identified and net zero targets have been set.

Transformation recommendations

At the growth stage, healthcare providers have often made progress in sustainability initiatives and operational efficiency, benefitting the communities they serve.

The next steps to accelerate transformation and increase performance include improving compliance and reducing reactive maintenance costs.

Steps to move forward from Growth to Good Practice:

Implement a Computer Aided Facility Management (CAFM) system

Implementing a robust CAFM system will enable you to plan, execute and monitor planned and reactive maintenance activities. Developing baseline management information will help you improve overall efficiency, reduce maintenance costs and increase asset performance.

Establish a compliance and risk management programme

Using a CAFM system, you can now establish a compliance and risk management programme to ensure you meet regulatory requirements. From centralising risk assessments to maintenance records, everything sits in one place for easy management and peace of mind.



Benefits of implementing recommendations



EXPENDITURE

New processes will strengthen budgetary control and visibility over spend.



RISK MANAGEMENT

Improvement on Planned Preventative Maintenance (PPM) activity leads to an average 10% gain in compliance against SFG20.



FORECASTING

Agile view of repair vs. replace options supports yearly forecasts.



COMPLIANCE

Defining targets, undertaking audits and strengthening regulatory knowledge will reduce risk.

STAGE 03 GOOD PRACTICE

Typical characteristics at this stage often include:

Regulatory guidance (SFG20 and HTMs) or manufacturer's recommendations for maintenance are followed

Data is leveraged and technology drives efficiencies to proactively address issues.

Long-term carbon reduction and neutrality strategies are in place.

Here we explore the typical attributes of a good practice approach. This should help you identify whether your healthcare estate sits at this stage of maturity.



What does the good practice stage look like?

Data Maturity:

Planned Preventative Maintenance (PPM) and reactive maintenance activities are co-ordinated. Maintenance history is held on a Computer Aided Facility Management system.

Financial Maturity:

Estate costs are broken down into subcategories and audit verified.

Operational Maturity:

A defined workflow links the estate, assets, and supply chain.

Legislative Maturity:

A system is in place to demonstrate compliance with basic statutory compliance certification.

Organisational Maturity:

There is an overall estate plan but it is not linked through the CAFM system.

Decarbonisation:

A carbon reduction plan has been put into action and regular measures are in place.

Transformation recommendations

At the good practice stage, healthcare providers are using technology for data insights, following recommendations and have longer term carbon neutral strategies in place.

To accelerate transformation at the good practice stage, you'll need to use data analytics more strategically, reduce asset replacement costs, and strengthen transparency across your supply chain.

Steps to move forward from Good Practice to Mature:

Establish a Service Delivery Partner

Outsource asset and facilities management to strategic providers and specialist subcontractors. This will free your internal teams from day-to-day maintenance and give you access to industry expertise. The outcome? Enhanced visibility, collaboration and efficiency across your supply chain.

Programming digital skills training and upskilling

Your team needs robust digital skills to make accurate data-led decisions and maximise investments in new technologies. Yearly training keeps team members ahead of technological changes and able to optimise solutions.

Benefits of implementing recommendations



RISK MANAGEMENT

You'll be able to accurately measure the performance of each supplier against cost, quality and performance.



FORECASTING

You'll be able to forecast target budgets from asset data held in your CAFM systems.



COMPLIANCE

Statutory compliance and risk assessments will be retrieved through reporting functionality.



EXPENDITURE

By implementing a 24/7 help desk, deploying mobile teams and agreeing on strict SLAs with specialist subcontractors, you can make savings, streamline operations and improve the maintenance of your assets.

STAGE 04 MATURE

Typical characteristics at this stage often include:

Teams leveraging predictive maintenance and advanced analytics to optimise processes.

Asset performance and resource allocation across the estate are being effectively managed.

Decisions to repair and replace assets are made based on empirical data.

Here we explore the typical attributes of a mature approach. This should help you identify whether your healthcare estate sits at this stage of maturity.



What does a mature stage look like?

Data Maturity:

Planned Preventative Maintenance (PPM) and reactive maintenance are condition-based. Maintenance history is linked to an asset's condition.

Financial Maturity:

Estate costs are either internally or externally benchmarked.

Operational Maturity:

The estates team makes decisions based on supplier metrics of cost and quality.

Legislative Maturity:

Able to demonstrate that all suppliers have the skills and accreditations to carry out allocated tasks.

Organisational Maturity:

Recognises the critical nature of the estate to its strategy and has a robust estate plan.

Decarbonisation:

A dedicated team has been established to develop, monitor, and update a carbon reduction plan. This includes the development of Scope 3 strategies.

Transformation recommendations

At this stage, healthcare providers are leveraging data for better decision-making but still have opportunities to streamline operations and strategically manage their estate.

To drive transformation, you must adopt processes that enhance asset visibility and control while innovating services to stay future-ready. A [PwC survey](#) estimates that predictive maintenance can:

- cut costs by 12%
- extend asset lifespan by 20%
- reduce safety, health, environmental and quality risks by 14%
- improve uptime by 9%

Steps to move forward from Mature to Optimal:

Establish robust reporting processes based on trend analysis

Advanced analytics can provide extensive data for your asset management reporting, optimising processes and identifying areas of improvement.

Implement strategic procurement

This advanced procurement approach goes beyond task-based sourcing, enabling you to build long-term partnerships with subcontractors who support future goals.

Develop comprehensive energy management strategies

Use real-time data to cut your energy consumption. Leverage insights to forecast maintenance, align activities with off-peak rates, and lower costs while reducing your carbon footprint.



Benefits of implementing recommendations



RISK MANAGEMENT

Reworking your estate usage can drive operational efficiency gains and reduce risk.



COMPLIANCE

Robust compliance measures help create peace of mind around meeting regulatory requirements.



FORECASTING

Budget reports can be benchmarked against previous years.



EXPENDITURE

By understanding how your spaces are used, you can maximise their value.

STAGE 05 OPTIMAL

Typical characteristics at this stage often include:

Advanced sensors and machine learning solutions which strengthen PPM.

Asset performance and asset management approaches which fully align with your goals.

The effective measurement and optimisation of Scope 3 emissions.

Here we explore the typical attributes of an optimal approach. This should help you identify whether your healthcare estate sits at this stage of maturity.



What does an optimal stage look like?

Data Maturity:

Critical assets are monitored remotely using sensors to predict potential issues, maximising uptime.

Financial Maturity:

Lifecycle decisions on repair versus replace are routinely made to improve financial outcomes.

Operational Maturity:

An integrated internal and external supplier job allocation and performance framework is in place.

Legislative Maturity:

Informed estate decisions are made based upon a holistic risk assessment.

Organisational Maturity:

Successfully linked strategy, estate plan, and employee wellbeing to create real advantage.

Decarbonisation:

Workplace and working practices are adapted to support the Carbon Reduction plan. The use of advanced technology is used to enable better decision making to achieve net-zero goals.

How to achieve an optimal asset management strategy

At this stage of maturity, we'd expect to see healthcare providers effectively using advanced technologies to reduce the need for manual intervention, protecting critical assets from downtime, and making sure operations are as close to net zero as possible.

You can efficiently manage assets to maximise cost savings while driving transformation that helps your organisation to thrive.

To achieve this gold standard in high performance, healthcare providers must become confident in developing business cases and generating ROI for future investments in technologies and services.

This is key to advancing from one stage of maturity to the next and, ultimately, harnessing the power of data insights and predictive maintenance.



Benefits of an optimal approach to asset management



EXPENDITURE

By proactively managing critical assets, you can improve uptime and minimise costs while providing more comfortable buildings for your colleagues, patients and visitors.



RISK MANAGEMENT

No longer be reliant on the supply chain to identify potential risks as the information is held centrally.



COMPLIANCE

Statutory compliance and mandatory items are automatically scheduled ahead of due dates to ensure continued compliance.



FORECASTING

Lifecycle programmes generated electronically from your CAFM system improves accuracy and results in better forecasting.



Thank you

Find out how we can help you create high-performing healthcare places fit for the future.

[Find out more](#)