



PFI asset data handback
readiness assessment

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PFI asset data handback readiness assessment

As Private Finance Initiative (PFI) contracts reach expiration, the handback of healthcare facilities and hospitals to contracting authorities is underway. In total, over 600 PFI projects across the UK are set to expire before 2040 and around 159 of them are hospital and acute care facilities.

Amongst the complexities of this process, One key area of PFI contract expiry is the transfer of the asset data and documentation that has been maintained over the contract term.

An extensive volume of documentation and asset data that has been maintained over the contract term will be handed back with the physical assets. This includes, but is not limited to statutory compliance information, as-built records, operating and maintenance manuals, health and safety file, asset, and equipment registers, testing and maintenance records and condition surveys.

A smooth and timely handover of this information will be key to the expiry transition. It will help ensure the continued, uninterrupted running of what are typically critical, 24/7 services, full compliance with regulations and that the long-term value of the assets is not impacted.

But the handback from the private finance company (PFI Co) to the contracting authority, brings with it significant challenges. These include:

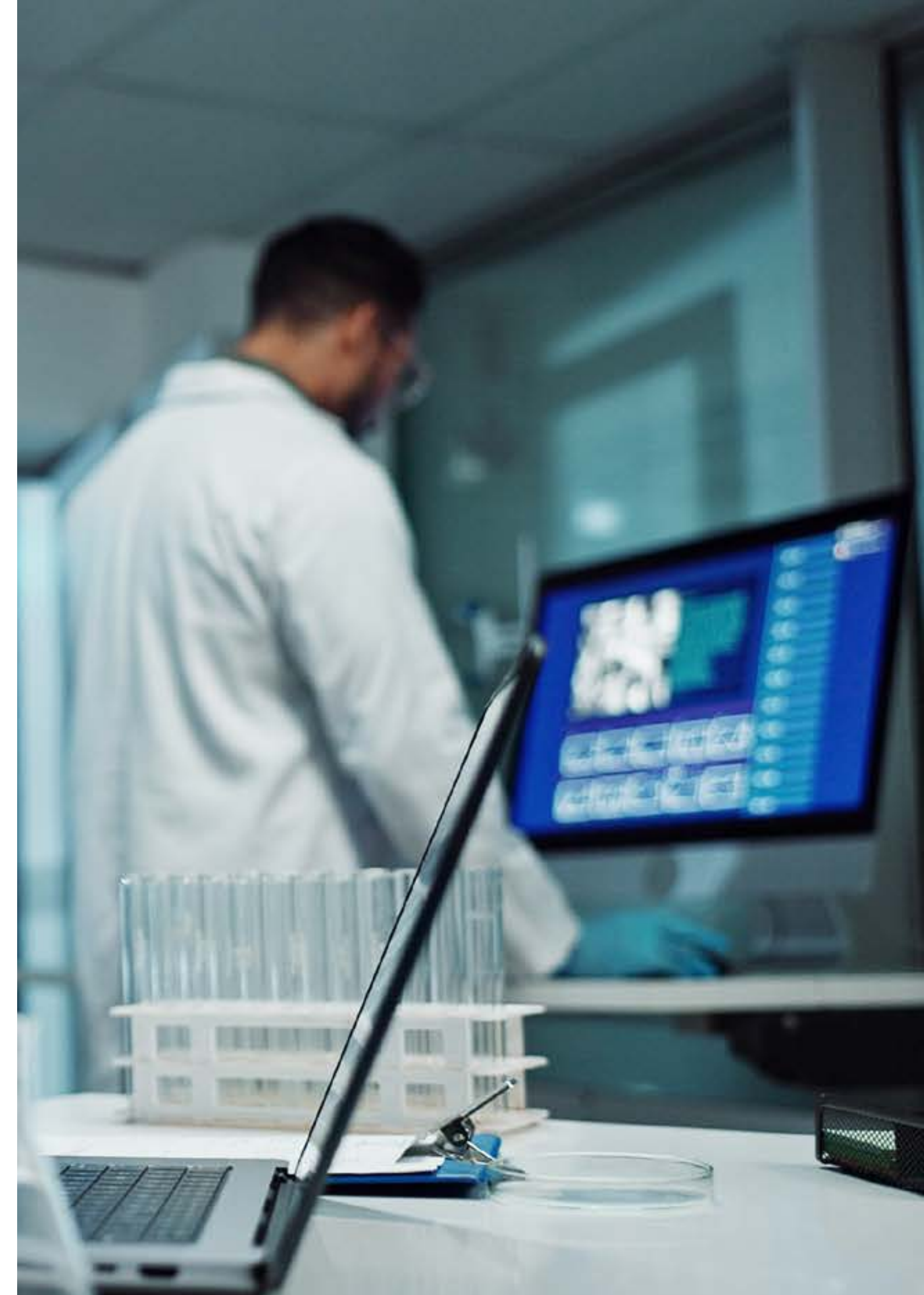
- The trustworthiness of the available asset information.
- The information being held in 'analogue'/paper form (technology, digitalisation and standards have evolved significantly since PFI contracts were established.)

- Gaps in information about the assets – or very limited available information.
- Information held in difficult to access formats and across different systems.
- Operational knowledge of the assets & understanding of them being locked within the PFI company.

Incomplete information, or asset information lacking fidelity, poses a risk to the future operation and maintenance of the assets. It also presents a barrier to the contracting authority's full understanding of the asset's history and its condition.

We know how easy it for contracting authorities to underestimate not just the complexity of the asset information process for PFI handback, but the time and resources a 'best practice' handbook demands. [In a June 2020 report on PFI contract expiry the National Audit Office found that public sector bodies "risk underestimating the time, resources and complexity involved in managing the end of PFI contracts."](#) It identified that a significant proportion of authorities felt underprepared for PFI expiry.

Good preparation, involving the right level of technical expertise, and a planned, proactive approach, is key to ensure a smooth handover with the private sector, minimise risk and allow time for corrective action to be taken.





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How we can help

Cohesive is supporting PFI contracting authorities, including NHS Trusts and Health Boards, with this critical component of the PFI handback process.

Ahead of asset handback we will work with you to establish the quality and completeness of the available asset information and gain the answers to key questions. These include:

- 1. What asset information is available?**
- 2. What format is it in?**
- 3. Is it verified and trusted?**
- 4. What asset information is required and what is missing?**
- 5. What asset management systems are currently being used and what is the suitability of these systems?**

We will also help establish the mechanisms and timeline for data transfer and will arm you with the knowledge needed to confidently engage with your private sector partner to manage this core aspect of PFI handback.

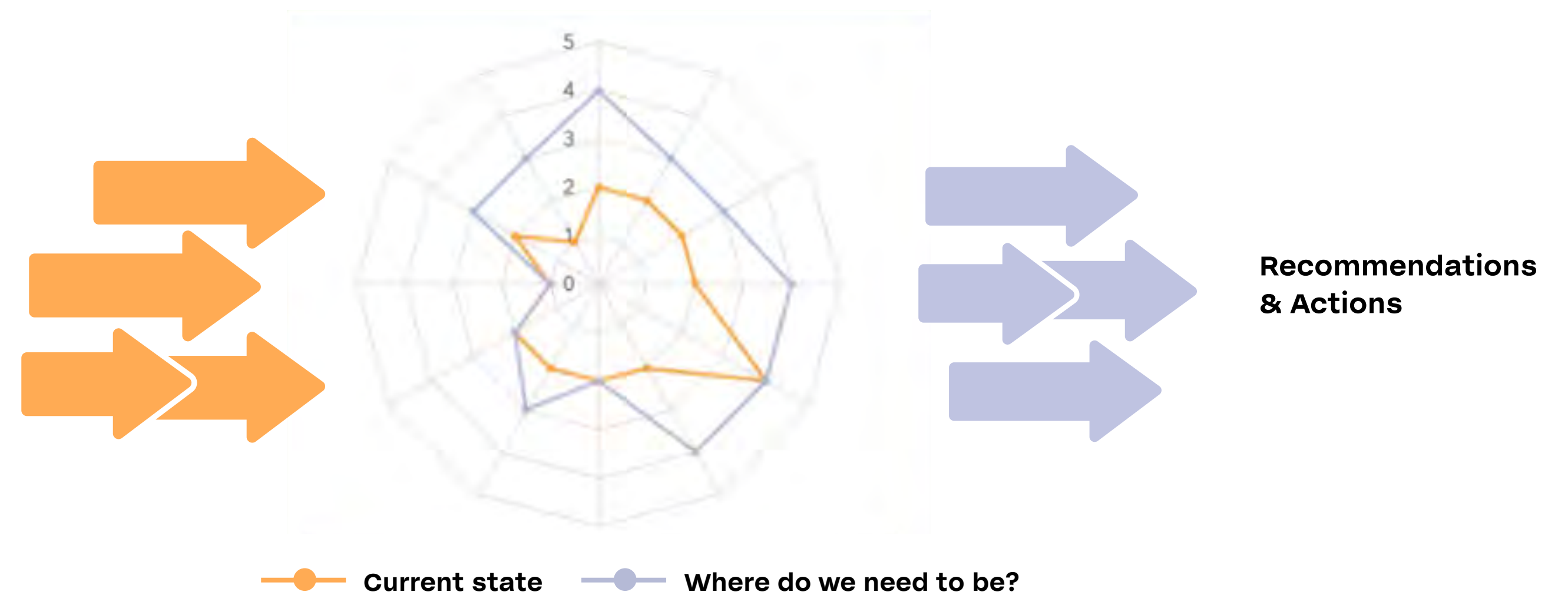
Where to start?

To support this process, we have developed a PFI Handback Asset Data Rapid Readiness Assessment.

Informed by the in-depth knowledge and experience of our team in supporting public sector organisations with effective asset information management, the assessment spans asset data, organisational strategy and the technology systems used to manage it. It provides a comprehensive route for contracting authorities to find the answer to key questions such as:

- How will the estate / asset be managed post PFI handback?
- What are the data/information requirements within the project agreement?
- How is the existing data structured? Is there a data schema model? Does it include medical equipment as well as core asset plant and equipment?
- Is there evidence to support that the data is being kept up to date?
- What are the technologies used by the PFI Co for asset management?

The assessment will provide you with clarity of the ‘as is’ situation versus where your organisation needs to be for a successful handback. It will establish a clear set of recommendations and actions to address the issues identified and gaps in capabilities.



Our offering

Our offering is designed to ease the burden on your teams as you prepare to take-on responsibility for operating and maintaining key assets moving forward. It will rapidly equip you with the intelligence you need by working with experts who bring extensive experience and knowledge in built asset information management.

The core elements are as follows:

- 1.** Using our decades of experience we will act as a trusted advisor to your team. We will help you navigate this core area of expiry and the challenges involved, based on your asset class, size and complexity.
- 2.** Using our Readiness Assessment we will capture detailed information and answer key questions regarding the asset information completeness, format and reliability. This can be used by you to feed into the Expiry Health Check which will be conducted by the Infrastructure Projects Authority three times ahead of expiry (7,5 and 3 years) – or used in isolation as part of your own expiry planning processes.

- 3.** We will work alongside your teams – being mindful of their time and their ‘day job’ pressures. We will agree our on-site engagement plan and schedule focused one-to-one/group discovery meetings to capture the relevant information.
- 4.** Our key findings will be presented in a full report. If you choose, we can use the report as the foundation for considering life after the PFI expiry - examining, more widely, how you can better use digital and data to support your business outcomes.



Post-PFI Handback

Beyond the handback, our team is able to work with you to examine, how, more broadly, you can refine and enhance your asset management. We can also help you build core asset management capabilities as part of future services for these assets or as part of a wider estate's strategy.

This reflects the thinking of the Infrastructure and Projects Authority (IPA) – the government's centre of expertise for infrastructure and major projects, and the PFI Centre of Excellence, which was established to lead the PFI Contract Management Programme. It has spoken about the "significant opportunity" presented by the expiry period for authorities to ensure "assets instrumental in delivering essential public services are well maintained, resilient and fit for purpose beyond the term of the PFI contract."

So why choose Cohesive?

Our team has decades of experience in supporting organisations both in the public and private sector to organise and manage their asset data and use it to drive more efficient operations and a better service for their users.

Our experience includes major programmes. We helped create, for example, the 'digital approach' for the NHS New Hospitals Programme and are currently supporting the Interim Delivery Partner on the Connected Data Environment Strategy.

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And we have advised multiple NHS Trusts/Boards on digital capabilities, including asset management, information management and information security.

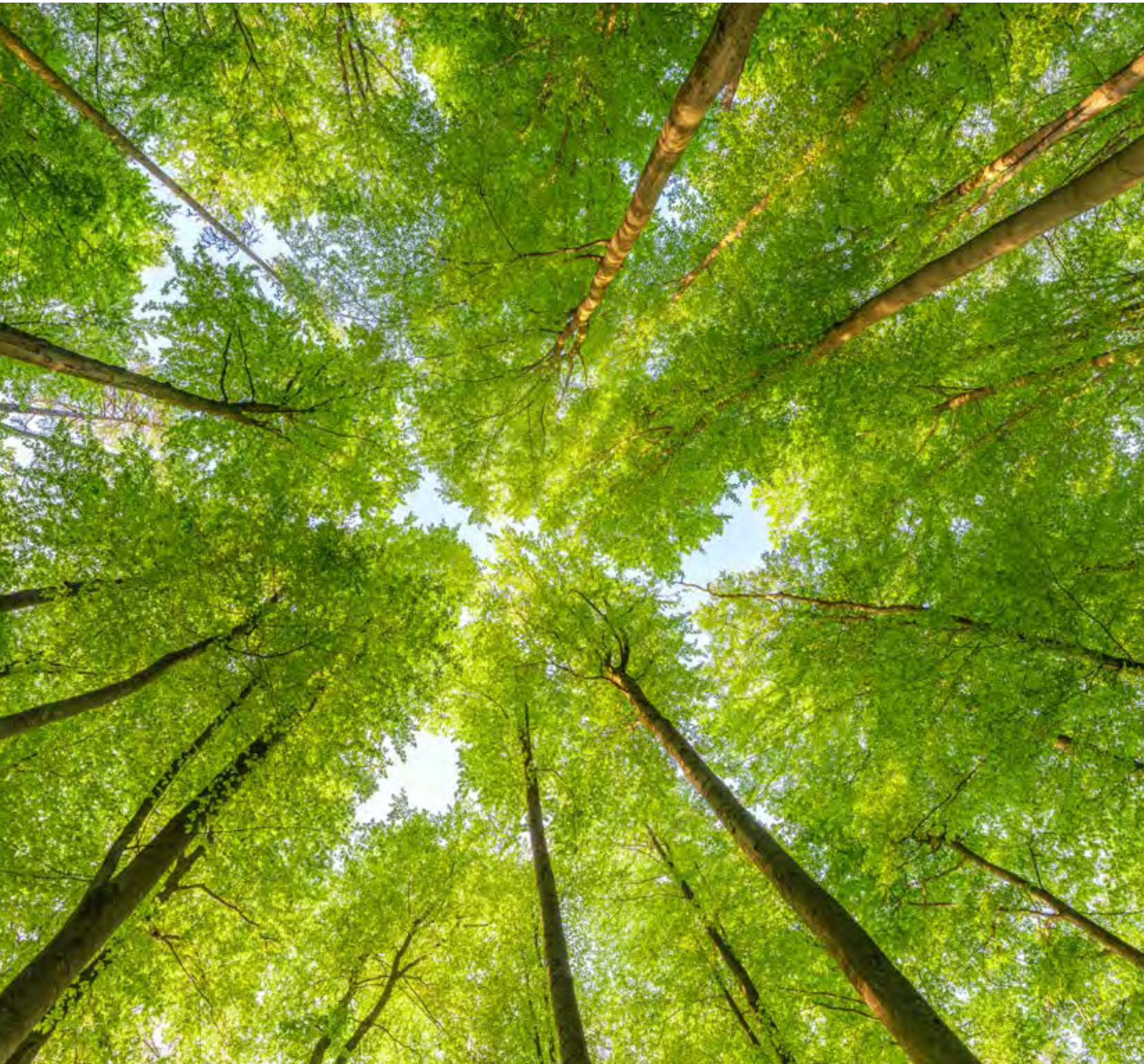
As a team we have also supported data integration and data strategy development on many flagship non-healthcare programmes. These have ranged from the implementation of the connected data platform for HS2, to supporting National Highways to develop a Business Information Framework platform and developing a tailored data integration platform proof of concept for the Office of Government Property (OGP).

We work always within the best-practice framework of the international standard ISO 19650 series along with ISO 55000 which dictates how built environment data should be structured and classified.

We have built into our offering the key lessons provided to the public sector from the IPA following the initial wave of handbacks. One of those learnings was the need to improve, earlier on in the handback process, the understanding of the asset condition and data and to seek more data to support asset condition.

Let's work together to ensure assets fit for the future.





About Cohesive

Cohesive brings you the world’s leading digital transformation, enterprise asset management, asset delivery, and asset service performance optimization capabilities. We use the power of data, digital twins, and artificial intelligence, and capitalize on innovative technology to optimize and automate operations. We build digital talents and cultures for improved and sustainable results.

Cohesive was created by the amalgamation of industry-leading brands. The businesses have been selected by Bentley Systems to provide a blend of industry experts and lifecycle capabilities enabling us to support the most complex projects anywhere in the world.

We have 900 skilled engineers, data scientists, change and asset management experts, researchers, writers, and people coaches with unparalleled expertise and experience. They push boundaries and think in fresh ways to achieve better outcomes and deliver a highperforming, sustainable, and digital future.

To complement our team, we have an extensive ecosystem of industry partners who bring the best possible technology, thinking, and delivery needed to help bring transformational outcomes to your estate, network, or assets and the service you provide your customers.

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