



WILLMOTT DIXON

WILLMOTT DIXON HEALTHCARE SOLUTIONS

Delivering World Class Locally



THE IMPACT OF CHANGING DEMOGRAPHICS

Living healthier and longer lives

In a lecture at the London School of Economics in 2010, Prof Heinz Wolff declared that “The demographic time-bomb has exploded”.

This presents a ‘triple whammy’ to the National Health Service – more people are going to expect a continuing level of high quality care as they get older and have more complex needs whilst at the same time there will be fewer people to undertake the caring as well as fewer people paying taxes to fund the NHS.

The solution is to find more effective ways of treating people which improve staff efficiency and allows people to live more independently in their own homes.

One aspect of this is to encourage people to be more active, to stay fitter and delay the time when they need medical help. Willmott Dixon worked closely with NHS South of Tyne & Wear and Gateshead Council to develop their strategy of co-locating health centres with leisure centres, allowing shared use of facilities and encouraging people to adopt a healthy lifestyle.

Another aspect is that Willmott Dixon has been working with the likes of Microsoft, Cisco Systems, the Building Research Establishment and Tunstall on pilot schemes funded by the Department for Health and the Technology Strategy Board to develop technological solutions such as smart meters, tele-care, tele-health and mobile interactive communications.

We are in a position whereby we are able to produce specifications for facilities which embrace all of this health promotion and technological innovation, ranging from care homes through to interactive tele-health solutions.

It is estimated that by 2031 there will be a reduction of around 2 million workers from 2001

Revenue budgets will continue to be under strict scrutiny

Living longer and healthier lives

	2001	2031
Aged over 64	9.5 million	15 million
Dependent old	2.5 million	4 million
Under 15	11.2 million	8.7 million
Adults of working age (% of population)	48%	44.5%

WILLMOTT DIXON

Understanding the Health Sector

Healthcare continues to be rapidly changing – technological improvements, pharmaceutical advances, demographic changes, public demands, financial constraints and perhaps above all seemingly continuous restructuring.

Willmott Dixon provides the robustness of a substantial privately owned, family based company which has been operating for 160 years and specialises in supporting public service clients.

Our dependability is demonstrated by having joined the NHS Procure 21+ Framework in 2010 but we are equally comfortable at working for private and third sector providers as well as joint ventures and Special Purpose Vehicles.

Our approach is to offer a Healthcare Solutions team with a consultancy and advisory ethos which can deliver a full service from initial estate analysis through the process of business case writing and delivery of construction projects. This team is led by staff who have spent many years working in and for the NHS and private providers at very high levels.

Many of our clients have benefited considerably from our enthusiasm for innovation and research, particularly in the field of sustainability. Working with NHS South of Tyne & Wear, we have achieved the first (and to date only) BREEAM 'Outstanding' healthcare building. Working with the Building Research Establishment and University College Hospitals London we are supporting the Centre for Evidence Based Design which is partly based in our demonstration healthcare campus in Watford, a building which itself achieved BREEAM 'Excellent' on a demonstration basis for a refurbishment.

We would be delighted to talk to you in more detail about your issues and needs, and develop bespoke value for money solutions with you.



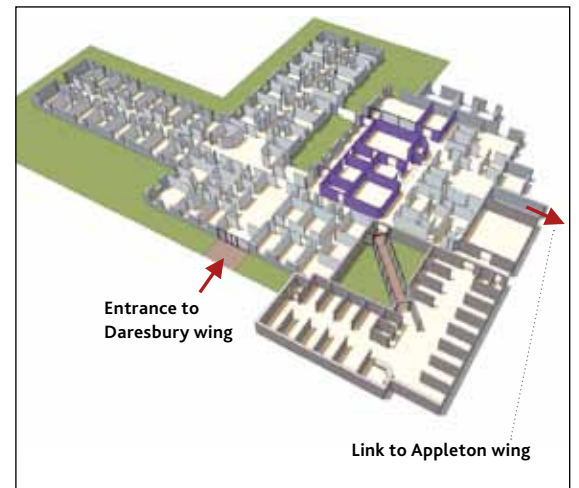
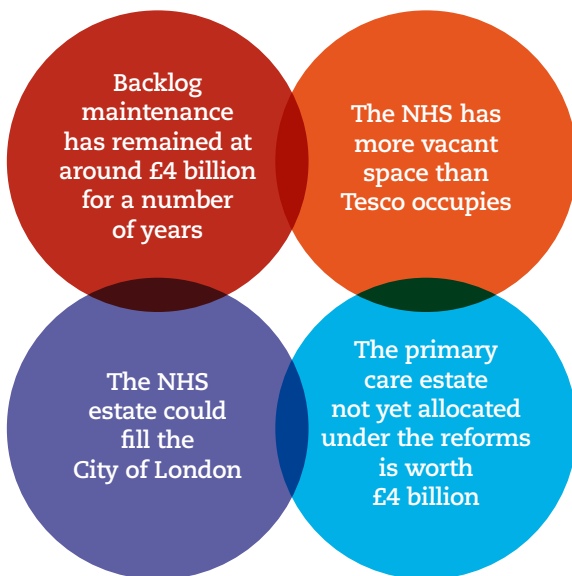
CHRIS TREDGET

Health Sector Leader
Willmott Dixon

MAXIMISING THE VALUE OF THE NHS ESTATE

Willmott Dixon is able to provide expert advice to NHS organisations

Several numbers and comparators have been used to describe issues with the NHS estate:



P21+ WARRINGTON HOSPITAL
EXPANSION OF ORTHOPAEDIC FACILITIES

What these all show in their different ways is that the NHS estate is a highly valuable asset and needs to be used more intensively. In many instances rationalisations are required to fully vacate underused property and surplus estate should be disposed of in a manner which maximises the income to the NHS.

There are a number of models which the NHS, and in particular NHS Foundation Trusts, have at their disposal and Willmott Dixon is able to work with all of these and bring real value to the NHS.

Land sales have been taking place for many years, with the capital receipts being returned to the centre or re-invested locally. With the pressure on revenue budgets to achieve QIPP targets it is vital that projects which require capital monies in turn free up capital as a result, or give a significant reduction to ongoing costs such as rates, utilities, repairs and capital charges, not forgetting the potential savings by having patients cared for and staff working in modern fit for purpose ergonomically designed buildings.

An alternative model is the use of Local Asset Backed Vehicles (LABVs) where a Foundation Trust forms a Joint Venture with a private company to jointly undertake developments and reap the rewards (usually a revenue stream) from the schemes.

PROCURING OUR SERVICES

Willmott Dixon is equally at ease with all procurement types through our family based ethos and values

Willmott Dixon and its supply chain enjoys and has a preference for long term partnerships with clients. This allows us both to learn from how we have worked in the past and make sure that future projects deliver continuous improvement and best value for our clients.

We will develop Key Performance Indicators which we will jointly use to show that our client is consistently obtaining a better service from us. This will cover not only the traditional construction areas such as 'time', 'cost' and 'quality' but also environmental performance to ensure that the scheme is as sustainable as possible.

We have and continue to deliver buildings procured through a number of public sector frameworks based on geographical areas, under many different forms of contract.

“I’ve seen a lot of LIFT projects around the country, I have three in my own constituency, but this is a different quality altogether - this is as good as it gets.”

Andy Burnham MP, former Minister of State for Delivery & Reform at the Department of Health commenting on the Heart of Hounslow Centre for Health (LIFT)

Our Procurement Frameworks

- ProCure21+
- LIFT - Building Better Health (West London, South West London and Lambeth, Southwark & Lewisham LIFTs)
- SCAPE
- Abertawe Bro Morgannwg University Local Health Board
- NOMS (National Offender Management Service)
- IESE (Efficiency South East Framework)
- Constructing West Midlands Framework
- YORbuild
- North West Construction Hub
- Cambridgeshire County Council
- Surrey County Council
- Monmouthshire County Council
- Gloucester County Council
- Milton Keynes Council
- University of Wales Institute Cardiff (UWIC)
- Powys Gwynedd Ceredigion Contractor Framework



HEART OF HOUNSLOW CENTRE FOR HEALTH, LIFT FRAMEWORK



HOUGHTON-LE-SPRING URGENT & PRIMARY CARE CENTRE, SCAPE FRAMEWORK

PROCURE21+ FRAMEWORK

An efficient and economic means of procurement for public sector clients



ProCure21+ is a framework provided by the Department of Health for the procurement of new build and refurbishment of NHS facilities. It can be used as a fast track procurement route to achieve the savings and re-configuration proposed in the 'Liberating the NHS' document.

It can also be used to address capital investment aspects of the 'Quality, Innovation, Productivity and Prevention' (QIPP) programme. It is consistent with Government Policy, the Public Contracts Regulations 2006 and 2009 and the OGC Common Minimum Standards.



P21+ LISTER HOSPITAL, ICU AND CHEMOTHERAPY DEPARTMENT REFURBISHMENT

ProCure21+ Projects

Since the P21+ Framework was launched in October 2010, we have been appointed as the Principal Supply Chain Partner (PSCP) on the following projects:

Warrington & Halton Hospitals NHS Trust

A new £6m state of the art Orthopaedic Operating Theatre Unit at Warrington Hospital.

East & North Hertfordshire NHS Trust

£5.5m scheme to refurbish the ICU and Chemotherapy department at Lister Hospital as part of its 'Our Changing Hospitals' programme.

Queen Victoria Hospital NHS Foundation Trust

A new £12m modular build Operating Theatre Development.

West London Mental Health NHS Trust

£10m enabling works programme.

Oxford Radcliffe Hospitals NHS Trust

£4m Extension and Refurbishment of the Neo-natal Unit and the Kadoorie Research Centre.

Brighton & Sussex University Hospitals NHS Trust

£10m Estate Investment Programme to upgrade facilities at the Princess Royal Hospital, Haywards Heath and Royal Sussex County Hospital Campus.

Airedale NHS Foundation Trust

£16m Capital Construction Programme to upgrade the estate including ward and theatre refurbishments.

“Willmott Dixon has demonstrated excellent innovation and engagement with our clinical team in delivering a more cost effective and efficient design solution by looking at different ways the scheme could be designed and delivered.”

George Cresswell, Associate Director of Estates on our current P21+ project for Warrington & Halton Hospitals NHS Foundation Trust

Key Benefits of ProCure21+



MORE THAN JUST CONTRACTORS

Willmott Dixon's In-house Healthcare Solutions Team & Sustainability Offer



MICHAEL CLARKE
Health Sector Manager
Willmott Dixon

“Almost all of our schemes involve working on ‘live’ sites - we therefore need to fully understand how patients will be affected and ensure that our actions do not compromise their care.”

In-house Healthcare Solutions Team

Our in-house Healthcare Solutions team (WDHS) is led by Michael Clarke, our Health Sector Manager. As a former Director of Estates in the NHS, Michael has over 25 years experience of working in or for the NHS.

WDHS comprises health and strategic planners, clinical planners, business case writers and NHS migration and commissioning managers experienced in the planning and design of numerous healthcare facilities including primary care, acute and mental health care. Individuals in the team have also acted as client side advisors in the procurement of major health facilities. Their role, as clinical and patient advocates, is to lead the interface with client groups including clinicians and to translate clinical needs into design briefs for our design teams.

Construction Methodology

WDHS consult with Willmott Dixon's construction delivery teams during the design process, using their expertise to check design solutions allow for efficient and safe construction processes. WDHS also has direct access to construction support services such as planning, programming, project costing and whole life cost analysis and use these to check scheme designs are providing value for money in all respects.

Sustainability Advice

Willmott Dixon has an in-house sustainability advisory team, with Jonathon Porritt as Non-Executive Director of our company. The team includes our Head of Sustainable Development, George Martin, a contributing author to the Department of Health Carbon Reduction Strategy. George also chairs the Sustainable Development Foundation, is an Associate of the Forum for the Future and was involved in the development of SHINE, the Learning Network for Sustainable Healthcare Buildings.

In-house BREEAM Assessors

We have our own team of BREEAM assessors and introduce them from the very beginning of a commission. Our experience is that this early involvement is critical in order to achieve BREEAM credits and thus obtain an 'Outstanding' rating such as that recently achieved at Houghton-le-Spring, the first healthcare facility to receive a BREEAM 'Outstanding' rating in the UK.

Post Occupancy Evaluations

Starting eighteen months after practical completion we begin our own Post Occupancy Evaluation of projects. This involves interviewing staff to assess whether the building has delivered what was planned and measuring the energy consumption of the building and comparing against targets. This exercise covers the construction related aspects of a Post Project Evaluation as required by the Department of Health's document "Good Practice Guide – Learning Lessons from Post Project Evaluation".

RESEARCH AND DEVELOPMENT INVESTMENT

At the forefront of developments in healthcare

Willmott Dixon is committed to undertaking research and development projects with a view to implementing innovation on the schemes which we deliver. Research should be capable of delivering savings to the NHS by way of improved efficiencies or capital/running cost benefits and this saving could be evaluated and taken from future projects thus providing cost neutral solutions.



WILLMOTT DIXON COMMUNITY HEALTHCARE CAMPUS AT THE BRE, THE FIRST HEALTHCARE REFURBISHMENT PROJECT TO ACHIEVE A BREEAM 'EXCELLENT' RATING ON A DEMONSTRATION BASIS

Our Community Healthcare Campus at the Building Research Establishment (BRE)

The facility incorporates many new technologies, materials and products such as zero carbon procedure suites, passively ventilated consulting rooms, light reflecting & anti microbial paints and remote monitoring tele-health systems.

Our Partnership with Breathing Buildings, an off-shoot of Cambridge University

Together, we developed the e-stack[®] system for use at the Houghton-le-Spring Urgent & Primary Care Centre - a 1 metre wide and 2 metre deep plenum for the whole length of the building for storing air. The first healthcare project to achieve a BREEAM 'Outstanding' rating.

HaCIRIC

The Health and Care Infrastructure Research and Innovation Centre (HaCIRIC) is a consortium of four English Universities and grant funded by the Department of Health. We are members of a HaCIRIC working group reviewing the status of Department of Health guidance documentation. We are also part of a sub-group of HaCIRIC developing a long-term multi-disciplinary network to support an integrated life cycle approach to the commissioning, construction, exploitation, use and decommissioning of resilient sustainable infrastructure.

ALIP

We are a partner of the Department for Business, Innovation and Skills and Department of Health's Assistive Living Innovation Platform (ALIP) along with organisations such as the BRE, Microsoft, Cisco Systems and HoIP. Our demonstration Community Healthcare Campus at the BRE, displays hardware and software which has been developed as a result of these initiatives and pilots.

SUSTAINABLE DEVELOPMENT

Committed to making a difference

Sustainable development and carbon management have increasingly gained momentum over the last decade, culminating in the launch of the CRC Energy Efficiency Scheme and Good Corporate Citizenship Assessment Model.

We will work with you to meet the Department of Health's sustainable development and carbon reduction strategy by sharing our own practices and working together to meet and exceed national standards. It is essential that sustainable development is embedded into the NHS. Through the improvement of your estate, we can help make it easier to meet these targets.

The NHS strategy was co-authored by George Martin, Head of Sustainable Development at Willmott Dixon and endorsed by Jonathon Porritt, Chairman of the Sustainable Development Commission and a Non-Executive Director at Willmott Dixon.



“I am satisfied that Willmott Dixon takes its commitment to sustainable development very seriously, and this has been evident during my time as a Non-Executive Director charged with challenging and supporting the corporate strategy.”

JONATHON PORRITT, Non-Executive Director Willmott Dixon Group and Founder of Forum for the Future



NHS England Carbon Footprint

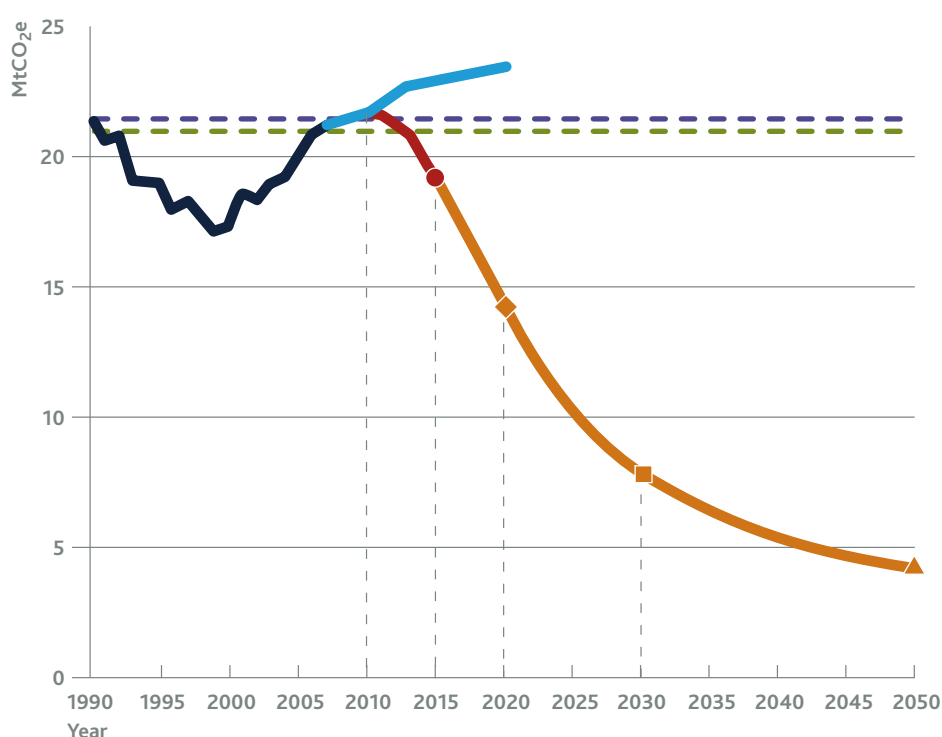


Fig: NHS England CO2e emissions from 1990 to 2020 with Climate Change Act targets

- KEY
- NHS England CO2e emissions
 - NHS England projected emissions
 - 2007 baseline
 - Carbon Reduction Strategy Target
 - 10% target from 2007 baseline
 - 1990 baseline
 - Climate Change Act Trajectory
 - 34% target from 1990 baseline
 - 64% target from 1990 baseline
 - 80% target from 1990 baseline

BREEAM

Since 2010, 17 of our projects were awarded BREEAM ratings of 'Excellent' with two 'Outstanding' including our Houghton-le-Spring Primary and Urgent Care Centre.

Our 10 Point Sustainable Project Criteria

Achieving all 10 points defines what we consider to be a sustainable project. The measurement criteria is established and reviewed in line with current strategic government legislation.

CRITERIA	2010	2011	2012	2013	2014
1 Client commitment to making it a sustainable project	Yes	Yes	Yes	Yes	Yes
2 Code for Sustainable Homes	Level 3	Level 4	Level 4	Level 5	Level 6
3 Sustainability workshop	Yes	Yes	Yes	Yes	Yes
4 Energy Performance Certificate - Rating	B	B	B	A	A
5 Recycled content by value	>25%	>25%	>30%	>30%	>30%
6 Waste - % diverted from landfill	>85%	>90%	100%	100%	100%
7 Sustainability healthchecks & Post Occupancy Evaluation	Yes	Yes	Yes	Yes	Yes
8 Whole Life Costing & Life Cycle Analysis undertaken	Yes	Yes	Yes	Yes	Yes
9 Considerate Constructor Scheme - Score	>34	>34	>34	>35	>35
10 Directly associated community project	Yes	Yes	Yes	Yes	Yes
Percentage of projects that must comply:	10%	20%	40%	50%	60%

OUR CORPORATE SOCIAL RESPONSIBILITY

We transfer skills, knowledge and expertise into the community and contribute to social sustainability

A Responsible Business

- We support the Construction Ambassador Scheme
- We work very closely with the CITB to ensure that all our apprentices receive the best training possible and go into full employment
- Our target is to ensure at least 85% of employees on the project live within a 30 mile radius of site - we achieved 91% of all spend within 30 miles of the site for St.Helens Council
- We hold 'Meet the Buyer' events
- In conjunction with the Chamber of Commerce, we have coached companies who cannot yet meet our standards
- In 2008 we enlisted 'Business in the Community' to assist us in developing formal policies and principles to focus our approach more effectively

£5m

We have invested £5 million in management trainees and apprentices

15 hrs

We enable each member of staff to undertake 15 hours of volunteer work per year at normal pay

For every project we develop an engagement plan which must be in place before construction activities commence.



BLAYDON PRIMARY CARE & LEISURE CENTRE

Our site team planted 125 native trees, together with the Durham Wildlife Trust, in previously cleared sections helping to create a sustainable environment for local residents and wildlife.



'Ivor Goodsite'

We introduce local school children and paediatric patients to Ivor Goodsite, the Considerate Constructor's safety mascot, to raise awareness about Health & Safety.

MODERN METHODS OF CONSTRUCTION

Our internal Re-Thinking consultancy team is a key motivator and leader in our innovative use of materials, prefabricated components and technical systems

Mechanical & Electrical Services

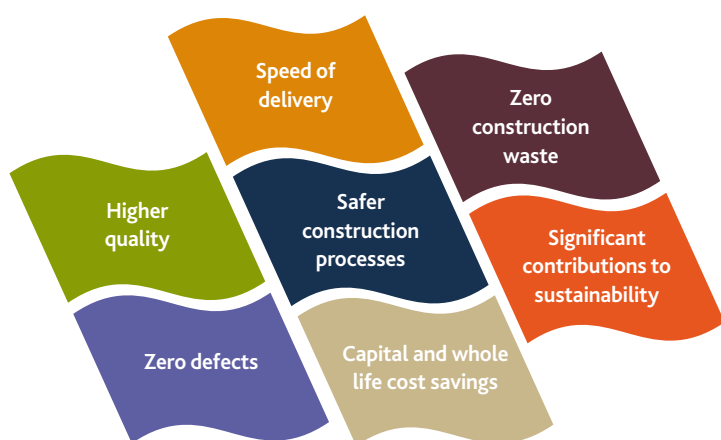
Modular technology helps to ensure the air-tightness of the construction.

This experience has been transferred into our healthcare projects with precise requirements for control of air movement and temperature, such as pathology laboratories, operating theatres and infectious disease units.

Standardisation and Prefabrication

Standardisation and prefabrication will deliver consistency of spaces, equipment and layouts delivering uniformity and supporting common working practices that should deliver flexibility not only to inter-department but inter hospital working, increasing staff familiarity and reducing clinical risk benefiting the NHS, staff and patients.

Prefabrication delivers added value through:



University of East Anglia's Biomedical Research Centre

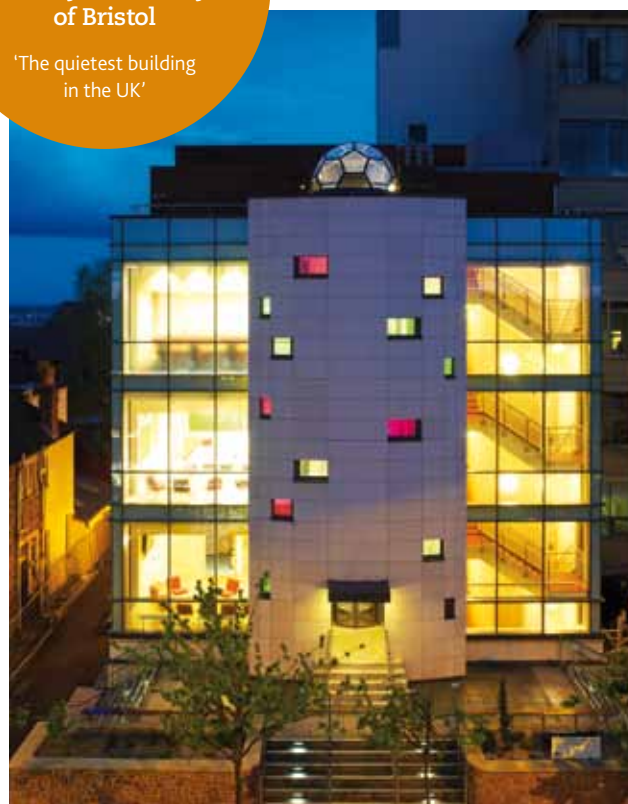
The lowest air-leakage test recorded by the Home Office inspection panel

John Perryn School, Ealing Council

The most airtight school in the UK & a Constructing Excellence demonstration project

Nanoscience and Quantum Information Research Facility, University of Bristol

'The quietest building in the UK'



STANDING OUT FROM THE CROWD

Awards and achievements

Sunday Times
Green Companies
List 2011:
17th place

Business in
the Community's
Corporate
Responsibility
Index 2011:
Gold Level

Silver
Medal Project
Manager of the
Year Award 2008:
Heart of Hounslow
Health Centre

2011
European
Business Awards:
UK representative
for Environmental
Leadership
Award

Sunday Times
Top 100 Best
Companies to
Work For 2010:
6th place

LIFT Waldron
Primary Care
Centre, Building
Better Healthcare
Awards, Best
Primary Care
Design 2008:
Winner

Our Houghton-le-
Spring Urgent &
Primary Care Centre
achieved the first
healthcare BREEAM
'Outstanding' rating
in the UK

Finalist
Building Better
Healthcare 2007:
Heart of Hounslow
Health Centre

2011
Shortlisted
Building Better
Health Awards:
Baldry Gardens
Family Practice

WRAP
Sustainable
Construction
Award 2010:
Winner

2011
National Award
for Diversity in
Construction for a
Large Company:
Winner

Most
Outstanding Extra
Care Scheme in UK
Over 50s Housing
Awards 2009
for Wood Court,
Edgeware

Centre
of Excellence
Specialist Dementia
Care, The Watermill,
Walsall - the scheme
is one of the first
Housing21 Dementia
Voice Centres of
Excellence

LIFT
Waldron
Primary Care Centre,
Design & Health Intl.
Academy Awards, Intl.
Health Project (Under
40,000sqm)
2011:
Winner

Silver
Medal Project
Manager of the
Year Award 2008:
Heart of Hounslow
Health Centre

Building
Awards
Major Contractor
of the Year 2011:
Winner





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