

# Developing and implementing Green Plans for NHS estates'

**Cameron Hawkins**

*Head of Energy & Environment*

*NHS Property Services*



# Who are we?



Established in **2013**



We own and manage around **10% of the NHS estate**



**Over 5,000 colleagues** across both property and facilities management



We offer **strategic estates services** to help NHS organisations deliver the best patient care



Utility spend **upwards of £65m** a year



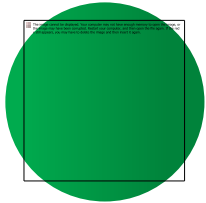
The Energy and Environment team has grown to **minimise the environmental impact** of our buildings and **enable net zero carbon**

# Delivering a Greener NHS



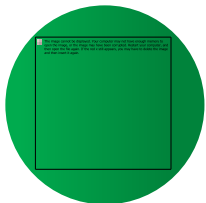
## Our Purpose

Create smarter, greener and more efficient healthcare facilities, enabling excellent patient care.



## Our Vision

Achieve net zero carbon emissions by 2040, reducing the environmental impact and fostering a culture of sustainability across the NHS.



## Our Strategy

Through data led decision making, create a resilient, efficient, and sustainable healthcare estate.



# Greener NHS Key Achievements 25/26

## Reducing Carbon Emissions and Costs



reduction in carbon emissions against a corporate target of 5%



of value savings delivered in 25/26



(inc. £1.3m vested for 26/27 & funds from Hard FM)  
Funding spent for 25/26 decarbonisation and energy efficient projects



energy cost savings delivered through estate-wide efficiency projects (LEDs, BMS, ASHP, solar)



Energy efficiency project plan with Capital team.



Capital funding secured for 26/27



decarbonisation projects delivered via the Capital Project Team using REEF and standalone funding.



cost savings delivered through utilities management and energy procurement strategy



Energy Efficiency Projects invested and completed in 25/26

## Improving Customer at the heart and reducing our environmental impact



3<sup>rd</sup> Climate-Related Financial Disclosure report published.



Social value commitments secured in 19 tenders worth £132 million



Green spaces and flooding have been mapped on over 1900 sites



Environmental Audits Completed



Engineers trained as Spill 1<sup>st</sup> Responders



National Greener NHSPS Updates sent to 400+ colleagues/ICS Teams



"This year we have witnessed greater collaboration across the whole organisation on E&E topics. Working closely with the E&E team we have seen progress on Environmental Audits, Biodiversity, Decarbonisation and Energy Efficiency programmes."

**Shamir Ghumra,**  
Executive Director of Responsible Business

# Torrington – Energy & Utilities Case Study

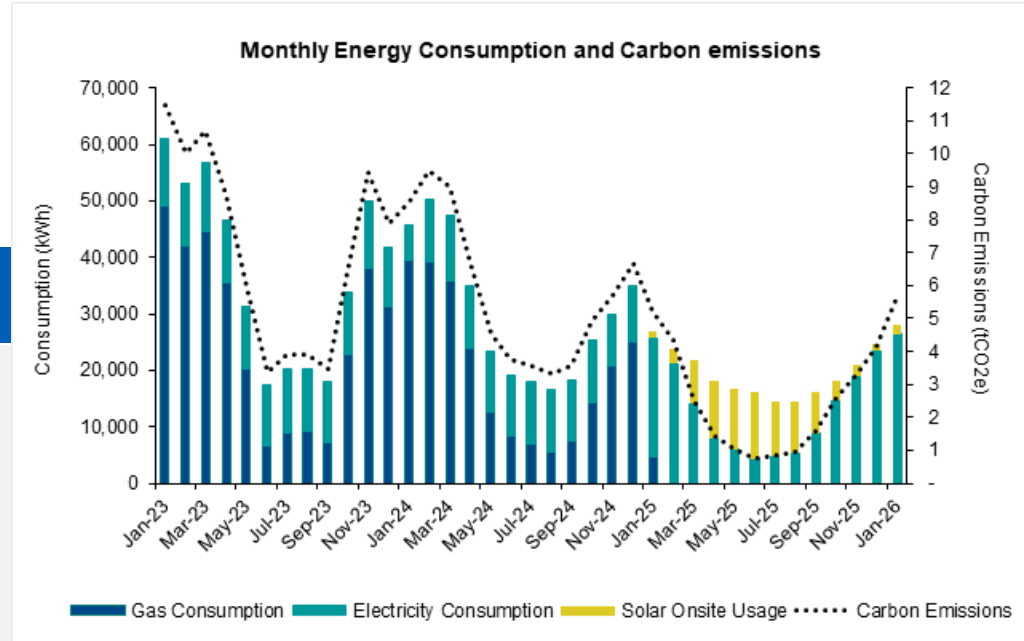
## Energy and Utilities

### Background:

This case study showcases the successful implementation of a capital retrofit programme at a primary care facility, resulting in a **net zero carbon ready** building that is fit for purpose. Full electrification supports NHSPS Net Zero goals and future-proofs the site with scalable infrastructure.

### Project

Air source heat pump installed Jan 2025 – 90 kWp Solar – New substation – BNG – Change of use of space



### The challenge

- To provide NHS Property Services first retrofit net zero carbon ready primary care facility.
- The customer was unable to relocate, so all works had to be completed while the site remained operational.
- Immediate remedial works were required to address compliance and operational risks.

### The solution

- £3 million capital investment in sustainable infrastructure, including funding from the Regional Energy and Environment Fund.
- Support from the Energy Team to complete project.
- Decarbonisation achieved by replacing the gas boiler system with air source heat pumps
- Pipework upgraded throughout the facility, with added insulation to improve efficiency.
- LED lighting installation to underground carpark.
- Full roof replacement.
- Solar PV array installed to offset the increased electricity demand from heat pumps.
- A new substation was installed to increase the site's electrical capacity
- Plan for EV chargers to be installed

### The impact

A 12-month impact review was completed following project completion. Actual use was compared with the forecasted scenario (assuming no replacement). This highlighted:

- ✓ Overall energy costs have decreased by **1%** versus forecasted costs
- ✓ Total carbon emissions have decreased by **68%** versus forecasted emissions
- ✓ Solar generation provided **33%** of electricity post-works

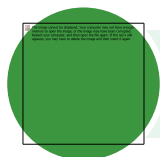
\*YTD refers to Feb 25 to Jan 2026

### Feedback

*This Project shows how through collaboration, a complicated retrofit scheme can positively impact both customer and the environment for years to come. A great example of what can be achieved in future projects with the combination of decarbonisation and efficiency works, allowing the site to be net zero carbon ready.*

Callum Moon – Energy Delivery Project Manager

# Our 3 Year Green Plan: 2025 - 2028



## Energy

**Goal:** Achieve Net Zero Carbon by 2040.

**KPI:** We'll complete 90 decarbonisation projects over the next 3 years.

### How we get there

- Deliver targeted decarbonisation projects across the estate
- Prioritise the top 100 highest-emitting sites
- Embed carbon in all estates decision-making
- Invest in energy efficiency (LEDs, BMS, etc.)
- Support zero-emissions transport and wider sustainability initiatives



## Environment

**Goal:** Continuously improve environmental impact and meet compliance obligations.

**KPI:** We'll complete audits at 132 of our higher risk sites.

### How we get there

- Strengthen compliance through embedded processes
- Improve climate resilience at high-risk sites
- Enhance biodiversity across the estate
- Develop sustainable travel and procurement strategies
- Track and report Scope 3 (supply chain) emissions



## Utilities and Data

**Goal:** Help NHSPS colleagues and customers use data to reduce utilities costs, carbon emissions, and environmental impact.

**KPI:** We'll set stretching targets, including doubling the amount of data our customers can access.

### How we get there

- Partner with customers to improve carbon reporting and insights
- Use data and technology to drive lower costs, emissions, and impact
- Enhance carbon footprint calculation and transparency
- Provide analysis to support informed, sustainable decisions
- Deliver value through responsible procurement and utilities management

# Find out more

For details on our plan:  [www.property.nhs.uk/greenplan](http://www.property.nhs.uk/greenplan)



For general queries:



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# Q&A

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