



Property Services

Your NHS strategic estates partner





Who we are 3

Our service offer 4

How we support our customers 6

How we're delivering on our strategy 7



This is an **excellent example of co-operation and collaboration** across the system. I am very pleased that the NHSPS team has shown such initiative to liaise directly with individual practices to help identify redundant and vacant space within the Health Centres, and to **provide the support to convert and repurpose these spaces.**



David Armstrong

Senior Finance Lead

NHS England & Improvement



I've used your lease advisory service and that's **fantastic** and I would absolutely have a proposal **to go to you to help** negotiate all of our leases on behalf of our GPs. That **team is fantastic**, property development as well.



Jamie Mitchell

Strategic Head of Commissioning Estates & Premises

NHS North East and Cumbria ICB

Who we are



We provide strategic estate services to enable excellent patient care. Working in partnership with Integrated Care Boards, Trusts, and GP practices across England, we help assess, adapt, and manage around 3,000 buildings - safely and sustainably.

As the government sets the ambition of the 10 Year Health Plan, we want to be **your first-choice estates partner**. Helping you shape and adapt your estate **to deliver the three shifts**: from hospital to community, analogue to digital, and sickness to prevention.

What makes us different?

- ✓ **Part of the NHS**
Our insider knowledge means we understand your challenges and priorities, and can help you navigate the system more easily.
- ✓ **Local reach, national scale**
We manage thousands of NHS buildings nationally, delivering solutions tailored to every site's needs.
- ✓ **End-to-end service**
We help manage your estate throughout its lifecycle, giving you one trusted partner at every stage.
- ✓ **Your NHS estates partner**
We proactively seek solutions to help you solve any estates problem including unlocking value and reducing waste.
- ✓ **Value retained in the NHS**
Every penny we get is reinvested in improving and future-proofing the NHS estate.

NHSPS in numbers



c.3,000

buildings maintained and compliant for your patients



6m

patients visiting your buildings every day and receiving excellent care



5,500

experts on hand helping you assess, adapt and get the most out of your estate



1,850

customers supported by locally based teams across England



£186.4m

unlocked in funding and value to optimise your estate

Our service offer

As the 10 Year Health Plan takes shape, we'll work hand-in-hand with you to deliver the services you need, in a way that's compliant, sustainable and data-driven. Our end-to-end service helps you assess, adapt and maintain your estate at any or every stage of its life.

So you can keep on delivering for your communities.

Estates strategy development

You need to know the full potential of your estate, and develop plans that will help your spaces work harder and unlock value. We've already partnered with many ICBs on their estate strategies, so we can help you make confident and informed decisions.

We can help with every aspect of your estate strategy including:

- understanding and reviewing your building and funding options
- planning to meet your net zero targets and measure return on investment
- developing an evidence-based business case to secure investment and get the support you need
- making clear, data-backed plans for a changing landscape and patient needs.

Estates strategy implementation

Whether you're dealing with void space or refurb, disposals or new-builds, our team of experts will always put your patients first. Since 2020, we've completed over 500 projects doing just that. Together we can transform so much more.

We can help with every aspect of implementing your plans including:

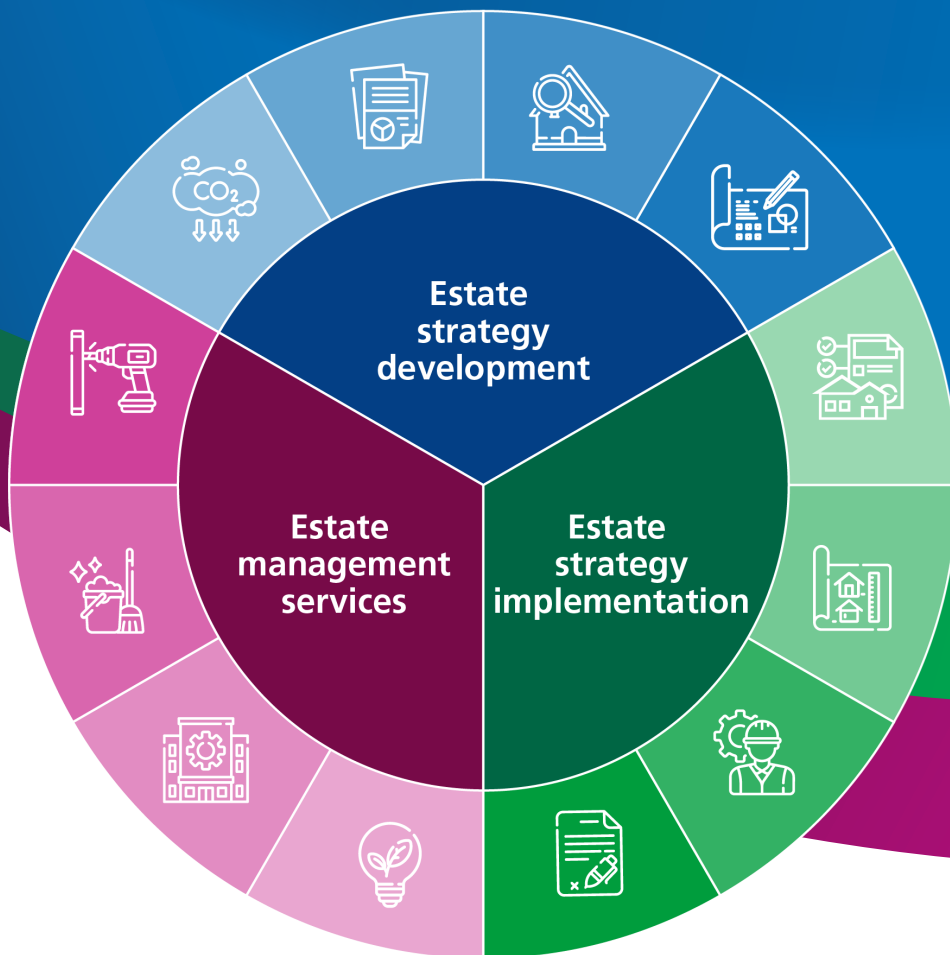
- reviewing and designing new spaces
- unlocking funding across the system
- constructing a new build or refurbishment
- managing a project end-to-end
- negotiating your lease(s).

Estates management services

Safety matters most to your patients. That's why we'll help keep your spaces compliant every day. We meet 98% of our facilities management service level agreements, so you know you can rely on us. And provide all the services you need to keep your buildings healthy for patients and colleagues, now and in the future.

We can help with every aspect of your estate management including:

- keeping spaces clean to make patients and colleagues feel welcomed and supported
- swiftly and accurately dealing with everyday wear and tear
- making the right green investments.



Estates strategy development

- Strategic estate planning
- Options appraisals and funding solutions
- ICB business case development
- Net zero strategy



Estates strategy implementation

- Estate optimisation and space utilisation
- Town planning
- Property development
- Lease advisory
- Property disposal and re-investment
- Capital project management



Estates management services

- Hard facilities management
- Soft facilities management
- Property management
- PFI management
- Statutory building compliance
- Carbon reduction and energy management

How we support our customers



Working with NHS Property Services has been a **really valuable experience** in helping us create our new Estates Strategy. **Their team became part of our team** – working with our ICB and wider system partners to gain a deeper understanding of the challenges and opportunities that exist across Cambridgeshire and Peterborough. They then took these insights and combined it with data to co-create a strategy that will help us to **transform our estate** over the next five to ten years to support our priorities to **create healthier futures for our local people**. We look forward to **continuing to work with the team** in the future to bring the strategy to life.



Jan Thomas

*Chief Executive Officer of NHS Cambridgeshire & Peterborough ICB
Part of Cambridgeshire & Peterborough ICS*



NHSPS fostered a **collaborative approach**, working as a single team and creating a **positive working environment** by providing regular updates, responding to feedback and remaining flexible in order to **best support our organisation**.



Sara Tiller

*Hampshire Place Director
NHS Hampshire and Isle of Wight*



We're **delighted with the refurbishment** of Somers Town Medical Centre, which was commissioned to provide top-quality healthcare services for the local community. The upgrades will allow the practice to expand its patient capacity and accommodate growth for many years to come. The renovations, **carried out to the highest standards** by NHS Property Services, have resulted in a modern, sustainable, and welcoming facility where **patients can receive excellent care**. Our NHS colleagues now also have a **great place to work**, both now and in the future.



Simon Wheatley

*Director of Integration
Camden Directorate - North Central London ICB*

How we're delivering on our strategy

Our core purpose is to enable excellent patient care. And in an ever-changing NHS landscape, our vision is to be the first choice NHS strategic service delivery organisation.

Our three strategic pillars below guide how we achieve that. To **help you deliver against the 10 Year Health Plan** and prepare your estate for what comes next.

In 2025/26, we made meaningful progress in turning ambition into measurable outcomes - reducing vacant space, improving building performance, enhancing customer experience and unlocking significant value for the NHS.



Better estate fit for the future

Goal	Objective	Target	What we achieved
Invest, optimise, rationalise	Estate rationalised and optimised to reduce vacant space	25,000m ²	33,906m ²
	Core estate at minimum condition B	60%	67%
Smarter, greener, more efficient	Net zero – reduce carbon emissions	5%	5.2%
	Positively impact patients	3.25M	3.6M
Support communities in safe and compliant facilities	Maintain environmental compliance	100%	100%
	Organisational Health and Safety culture (maturity score for colleagues)	7.4	7.4



Brilliant service every time

Goal	Objective	Target	What we achieved
Always place customers at the heart	Customer journey improvement (Customer effort score)	+23	+28
	Customer loyalty improvement (Net promoter score)	+24	+24
Respond quickly and collaboratively	Colleague engagement (Maintain eNPS score)	+55	+57
Colleague engagement	Colleague engagement (Maintain Your Voice engagement score)	+8.4	+8.4



Unlock value across more of the NHS estate

Goal	Objective	Target	What we achieved
Understand customer priorities and help deliver them	Partner with ICBs to implement their infrastructure strategies	21	26
Deliver more estate services to more of the NHS	Unlock value	£165M	£186.4M



Get in touch



property.nhs.uk



0808 196 2045



customer.service@property.nhs.uk



NHS Property Services