



NHS Property Services Green Plan

2022/23 to 2024/25

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1. Executive summary

The NHS recognises the impact that it has on the environment and how this affects the health of the population it serves. NHS England is embracing the challenge of implementing ambitious targets for all parts of the NHS.

At NHS Property Services (NHSPS), we recognise the important role we need to play in helping the NHS become a global leader in sustainability and reach its targets. In response, our Board and Executive Committee are committed to being net zero carbon by 2040 and have endorsed this Green Plan outlining our plans for the next three years.

This document outlines how in the next phase of our planning we will improve in the following areas:



Increased resilience of the NHSPS estate to manage climate change



More resources to channel into patient care



Better use of our data for estate management



Improved workforce engagement on climate change



Assurance for stakeholders creating confidence in our environmental stewardship



Greater customer satisfaction



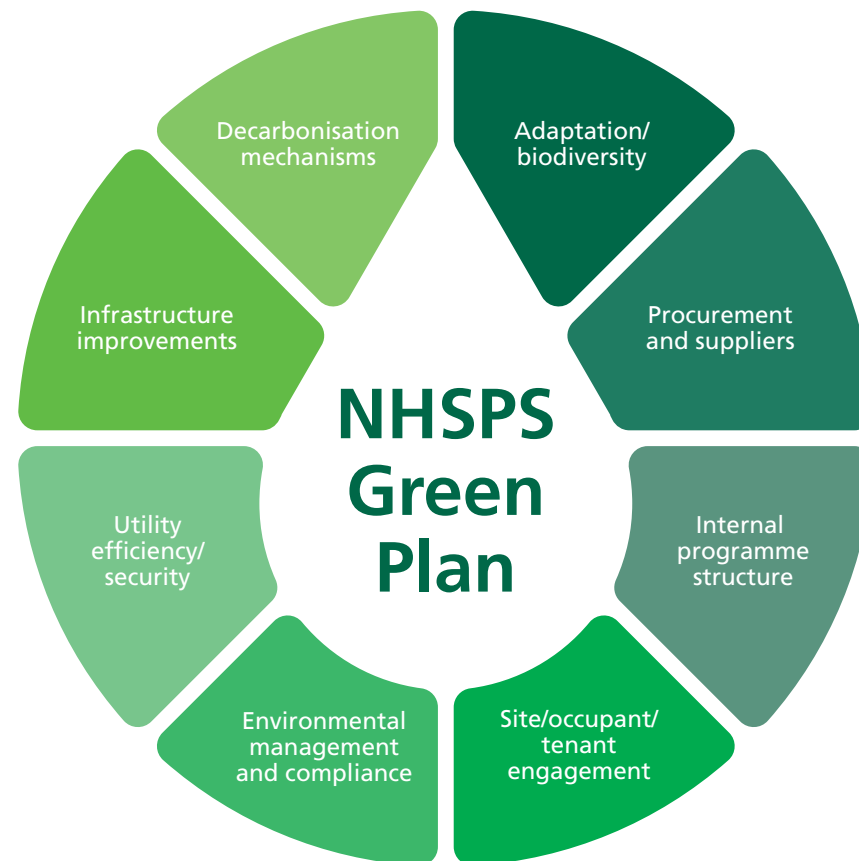
Reduction in our environmental impact



Conserving, protecting and enhancing our estate biodiversity



Reaching overall NHSPS sustainability goals



During the first three years of our Energy and Environment plan, we have:



Reduced costs to the NHS by over **£23m**



Reduced our carbon footprint by **30%** against a baseline of 2017/18



Established an **Environmental Management System**

While we are proud of these numbers, we recognise that it is just the beginning.



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In order to implement our Green Plan, we have identified the following workstreams, each with clear objectives and outlined our planned activities for the next three years. We will develop KPIs to track our progress.



Workforce and leadership

Objective

Ensure everyone from the Board through to our frontline colleagues and customers understand their role and can access appropriate information.

Progress/Plan

We will expand training and reporting across the business, including to the Board and Executive Committee, to increase understanding and drive the appropriate behaviours. Surveys will be introduced to benchmark this. A designated Non-Executive Director and the Chief Operating Officer will sponsor the Green Plan at Board and Executive Level.



Sustainable models of care

Objective

Support the NHS in providing low impact patient care.

Progress/Plan

We will continue to deliver our Social Prescribing programme, where underutilised or vacant space is repurposed for patient care and we will look to combine this with our biodiversity strategy.



Digital transformation

Objective

Use technology to collate data and process information to reduce travel and paper, while also improving decision making processes.

Progress/Plan

Through our Smarter Working policy, web app development and Smarter Buildings programme, we will enable our colleagues to collate and share information more easily without the need to travel or print, targeting inefficient use of resources.



Transport and travel

Objective

Transition our 800 service vehicles and 130 company fleet to ultra-low emission vehicles, while supporting the wider NHS electric vehicle targets.

Progress/Plan

We will develop an electric vehicle strategy, establish where vehicle charging points will go and how we will transition our fleet. We plan to review our travel strategy to further support the movement of our colleagues in a low impact manner.



Estates and facilities

Objective

Establish the foundations to enable net zero carbon, adaptation and biodiversity to be key elements of our Estates Strategy. Continue to minimise waste and creating a funding stream for further investment.

Progress/Plan

We will build on our successful optimisation programme of low/no cost measures via our colleagues, enhance our capital investment by taking a regional focus through new regional team members and develop long term strategies for climate change adaptation and biodiversity.



Supply chain and procurement

Objective

Ensure our supply chain is in alignment with, or will exceed our long-term social value goals and develop reporting to monitor the carbon footprint of third-party service provision.

Progress/Plan

Develop a procurement strategy that recognises the benefits of selecting suppliers with a strong environmental and social value and establish a process to capture emissions from our suppliers (scope 3).



Adaptation and biodiversity

Objective

Ensure our estate is fit for purpose in the long term to cope with the impacts of climate change, while ensuring it conserves or enhances biodiversity.

Progress/Plan

Develop both adaptation and biodiversity management plans that outline the transitional and physical risks to our portfolio.



Responsible landlord

Objective

To have clear and proactive engagement between NHSPS and our customers to ensure both parties work towards our targets in a cost effective and constructive manner.

Progress/Plan

We will develop green agreements, increase data provisions and provide relevant certifications to ensure both parties benefit from shared best practice.



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2. Foreword



Becoming net zero carbon by 2040 is not just a bold ambition - it is a necessity.

Echoing the words of NHS England Chief Executive, Amanda Pritchard, our environment and health are intrinsically linked, with the impacts of climate change being a huge threat.

If we reach the UK's targets under the Paris Agreement, we could save:



5,700 lives each year by improving air quality



38,000 lives every year by living more active lifestyles



100,000 lives every year by eating healthier diets

As owners of 10% of the NHS estate, NHS Property Services (NHSPS) is in a key position to reduce emissions and help create greener and healthier communities.

A lot has changed since we first launched our first Three Year Strategy in 2019, notably the emergence of COVID-19 and the resulting impact on health, healthcare estates and the environment.

I am proud that through these testing times have been simultaneously able to support COVID-19 recovery while also delivering against our Three-Year Strategy.

Since 2017/18 we have reduced carbon emissions by 30% and saved the NHS £23m which can be reinvested. While we are pleased with these results, we recognise that more work needs to be done to achieve net zero carbon. Given NHSPS' unique position, with ownership of such a large part of the NHS estate, I have no doubt we will be able to achieve this, implementing multiple environmental initiatives at pace.

Our new Green Plan sets out how we intend to embed environmental stewardship across our organisation and among those we work with, ultimately improving the health and wellbeing of the communities we serve.

We are committed to creating a culture of accountability around our environmental impact. Whether you are a customer, colleague or patient, we encourage everyone to look at what you can do to be 'greener'.

That said, progress is never linear. Owning such a large part of the estate means that we have a considerable carbon footprint. As the NHSPS estate is so varied, there is no one-size-fits-all approach to net zero. Through close collaboration with customers and partners, we will assess how these buildings can facilitate low carbon technologies and can be adapted to climate change.

Because we can only achieve our ambitions if we work together.

Martin Steele
Chief Executive Officer
NHS Property Services Ltd



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3. About us

Who we are


We are part of the NHS family with 6,000 professionals supporting over 3,000 healthcare properties across England. Our purpose is to enable excellent patient care by being the best property and facilities provider to the NHS.

Our services include estate strategy and optimisation, property management, facilities management, property development and construction project management. We help support millions of patients and NHS colleagues in collaboration with our 7,000 customers who range from Integrated Care Systems, health providers, charities and more.


Our culture and values seek to place our NHS colleagues and their patients, at the heart of everything we do.




Formed in
2013




6,000
colleagues




3,000+
properties



c. 7,000
occupiers



6,000,000
patients daily



24/7
support




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Our Green Plan

Our Green Plan represents an opportunity to highlight NHSPS’ key achievements in reducing the environmental impact of the NHS and mitigating the impact of climate change, as well as detailing actions to continue to make great progress in these areas.

At NHSPS, we recognise that our plan is more important than achieving targets on a page, it is to ensure the NHS not only continues to provide excellent patient care, but also to mitigate and prepare for the negative impact climate change will have. Getting this right will reduce the underlying demand for services and ensure NHS infrastructure is fit for purpose for years to come.

Through our ‘Delivering a Greener NHS’ programme, we have established the blueprint for the next three years, focusing on:

 Workforce and leadership	 Sustainable models of care	 Digital transformation	 Transport and travel
 Estates and facilities	 Supply chain and procurement	 Adaptation and biodiversity	 Responsible landlord

The remainder of the plan will dive deeper into these focus areas, demonstrating progress to date, the challenge ahead and what we seek to achieve.



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Aim and vision

The NHSPS Energy and Environment team aim to deliver a greener NHS by minimising the environmental impact of the NHSPS estate, enabling net zero carbon and embedding environmental stewardship across our colleagues and customers.

NHSPS is unique in the UK, operating a large estate primarily occupied by health care providers, while also being publicly funded itself. This means that any activity that NHSPS undertakes is focussed on ensuring occupiers have high-quality environments in which to provide health care, while spending public funds in the most cost-effective manner.

Net zero carbon

As our estate is so varied there is no ‘one-size-fits-all’ solution to transitioning to net zero carbon. We need to understand if and how our buildings can be adapted to install new and low carbon technologies, and this will be completed on a case-by-case basis. This understanding will take time and therefore, we are not planning to try to transition all our buildings to net zero carbon in one go. Rather, we will develop a process of steps to achieve this transition through to 2040. These steps will ensure that the right ‘enabling works’ can be undertaken at our properties to enable future low-carbon technologies to be installed. These enabling works will include the likes of improved insulation to the building fabric, improvements in airtightness and improved building power infrastructure, paving the way for an increase in electrification in the future.

Biodiversity

We recognise the benefits green space and nature have on human health and wellbeing. As such, we will be creating a biodiversity management plan that ensures we are always creating, protecting and/or enhancing the natural environment that is within our estate. The result will generate more flourishing and diverse ecosystems that can continue to provide benefit to building occupants, members of the public who visit our properties and of course, our colleagues. This initiative will complement the Social Prescribing work that our Corporate Social Responsibility (CSR) team is delivering to ensure our properties are equipped to provide a range of social benefits to the communities we operate in.

Climate change adaptation

As we work to mitigate harmful emissions through our net zero carbon campaign, the UK is already undergoing climate change. In recent years, scientists have noted a rapid increase in average temperatures and rainfall throughout the

country. With the majority of our properties operating to deliver health services in a safe and secure environment, we need to ensure that the buildings themselves are designed with the future in mind. As such, our focus will extend to climate change adaptation, ensuring our estate can cope with current changes in weather patterns, as well as the predicted increase in frequency and severity of extreme weather events.

Not only do we need to ensure that we can adapt our properties to transition to a low and zero carbon economy, but we also need to ensure that our customers understand what impact they can have and their role in delivering these benefits.

Our strategy

Our Green Plan builds on our existing strategy and sets out the initiatives and actions that we will undertake over the next three years (2022/23 – 2024/25).

Our purpose		Our vision	Our strategy
To help minimise the environmental impact of the NHS		Deliver a Greener NHS and enable net zero	Embed environmental stewardship across NHSPS and our customers
Our focus areas	Utilities	Ensure cost and carbon efficiency through procurement and benchmarking	<ul style="list-style-type: none">Utilities procurementCarbon footprintBuilding benchmarkingSustainability reportingSub-metering
	Energy	Progress towards net zero carbon through energy efficiency and decarbonisation	<ul style="list-style-type: none">Optimisation - low/no cost programmeCapital investment - Regional Energy Efficiency Fund, central rolloutsElectric vehicles
	Environment	Reduce our environmental impact through continuous improvement and risk management	<ul style="list-style-type: none">Environmental complianceEnvironmental Management SystemClimate change adaptationBiodiversity
Communication and engagement		Process and performance	
Training, reports, media		SLAs, KPIs, procedures, training resources	

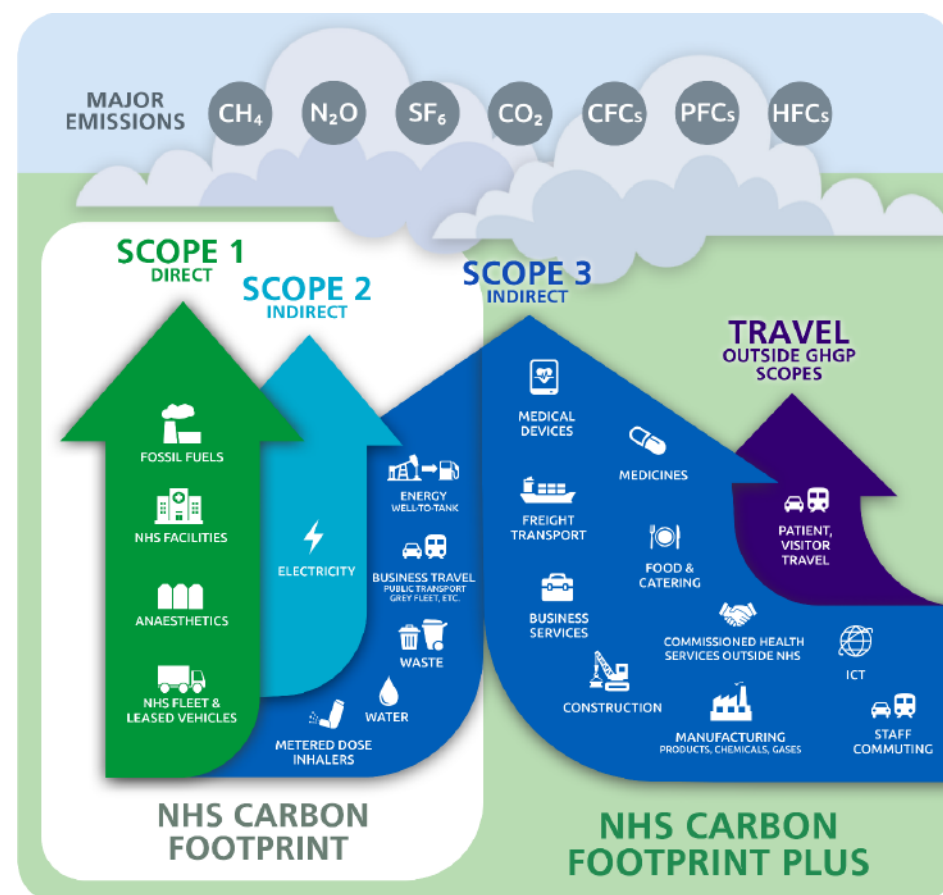


4. Background

Since NHSPS was established in 2013, there have been a number of developments across the environmental industry. For example, the UK Government has set legally binding targets to become net zero carbon by 2050 and the Paris Agreement established binding agreements to limit global warming to below 2°C, and ideally to 1.5°C or below. In response to this, NHS England was the first national health establishment to set a net zero carbon target of 2040.

In 2020, NHS England produced its report 'Delivering a 'Net Zero' NHS', which set out the ambition for the NHS to become net zero carbon by 2040, and to be 80% towards this target (against a 1990 baseline) by 2028-32. In addition, there are targets to achieve net zero carbon in the NHS supply chain, termed 'NHS Carbon Footprint Plus', by 2045.

Greenhouse Gas Protocol (GHGP) scopes in the context of the NHS



Source: [Delivering a 'Net Zero' National Health Service](#)

Both targets are a positive ambition and a world-first for an organisation such as the NHS.

NHSPS operates a large and highly varied estate across England, which vary in age from 150+ years old to high tech modern new builds, all of which are integral to the communities that they serve. Although we have undertaken extensive work to ensure the estate we operate is safe, secure and fit for the future, the challenges associated with climate change continue to evolve. Energy efficiency has evolved into decarbonising for net zero carbon, while our environmental management system needs to expand to include adaptation and biodiversity.



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Our 2018/19-2021/22 strategy

NHSPS established an Energy and Environment team in 2019. At this point, a three-year energy and environment plan was developed, setting out the ‘enabling’ phase of our long-term objectives 200 separate actions were created across eleven key deliverables, under four main pillars. Some of the actions were clear, with definitive endpoints, while others were more about discovery and had longer-term targets.

This initial three-year plan was created to allow the business to develop a fundamental understanding of which policies and procedures needed to be established, where data could be gathered and utilised that was not already being done, and which areas needed focus to develop a springboard for future energy and environmental improvements across the estate.



Information	Documentation	Efficiency	Environment
<div>Data What data to collect, from where and its hierarchy.</div>	<div>Strategy How we deal with the wider business and our long-term goals.</div>	<div>Engagement Programmes and resources for upskilling and self-delivery at site.</div>	<div>Protection Environment protection, adaptation and biodiversity.</div>
<div>Reporting Benchmarking, analysis and data request.</div>	<div>Compliance/risk/certification Legal requirements for reporting and surveys.</div>	<div>Projects Project works and focused efficiency measures.</div>	<div>Transport Improving the movement of our people.</div>
	<div>Processes Our standard approach to daily tasks. Monitoring and verification.</div>	<div>Supply How we procure, invoice and self produce. Contract management.</div>	<div>Waste KPIs and data requests.</div>



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Key successes to date

We have achieved significant success over this three-year plan.

We took our baseline of carbon emissions as being 2017 and confirmed that in that year NHSPS was responsible for emitting 146,604 tCO₂e. By the end of the 2020-21 fiscal year, this footprint had reduced to 104,244 tCO₂e, a reduction of 42,360 tCO₂e, or a reduction of almost 30% since 2017. Associated cost savings of over £23 million were delivered back to the NHS.

The vast majority of emissions came from building-related operations and those of our occupiers, through the consumption of electricity and gas for space heating and hot water generation. We have some legacy oil boilers that contributed to our emissions, although these are being phased out, and we consume diesel for our back-up generator network. Our transport emissions have been estimated to produce about 2,000 tCO₂e, attributed to engineer and cleaner vans, servicing our estate.

In April 2020, we adopted a flexible procurement strategy with our energy brokers Inspired Energy. This enabled us to procure electricity and gas ahead of time, to secure the best rates and provide budget certainty. At the same time, we specified that our electricity was going to be 100% renewable. This procurement strategy has delivered significant benefits with savings of over £10m by the end of FY (Financial Year) 2020-21, with year two savings over £6m (or a 12% reduction in cost). This strategy has also shown significant benefits in more recent times as we have been protected, to a degree, from the large price increases seen towards the end of 2021, although the full impact of this is still to be quantified.

We have also established a successful programme of upgrading our lighting systems to LEDs across the estate. This programme is ongoing and is a core part of our carbon reduction strategies.

Alongside the energy-related work, we have also been improving and developing other aspects of sustainable development across our estate.

Our Environmental Management System has been established to align with ISO:14001 and is being rolled out across the business. This will ensure all necessary environmental monitoring is in place throughout the organisation to identify and improve any environmental issues which may arise.

Our CSR team has established a volunteering programme, where everyone in the organisation is encouraged to give something back to the local community through volunteering projects. In 21/22, around 8% of colleagues were involved in volunteering activity, taking time out of the working day to support charities and community groups to improve the health and wellbeing of local communities.



Reduced carbon emissions by **30%** between 2017/18 and 2020/21



Delivered associated cost savings of **over £23m** back to the NHS



Adopted a flexible procurement strategy, saving **over £10m** by the end of the financial year 2020/21



Shifted to **100%** renewable electricity in April 2020



Established a successful programme of upgrading our lighting systems across the estate **to LED**



Developed our **Environmental Management System** to align with ISO:14001



Created a volunteering programme, with around **8%** of colleagues involved in supporting charities and community groups in 2021/22



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5. Areas of focus

This section sets out the areas we will focus on to reduce emissions and improve sustainability outcomes. For each of these focus areas, an objective and plan has been created to track our progress.



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Sustainable models of care



Digital transformation



Travel and transport



Estates and facilities



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Adaptation and biodiversity



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Workforce and leadership



Objective

Ensure everyone from the Board through to our frontline colleagues and customers understand their role and can access appropriate information.



Progress/Plan

We will expand training and reporting across the business, including to the Board and Executive Committee, to increase understanding and drive the appropriate behaviours. Surveys will be introduced to benchmark this. A designated Non-Executive Director and the Chief Operating Officer will sponsor the Green Plan at Board and Executive Level.

Workforce

NHSPS recognises the important part our organisation plays in helping the NHS reach our targets. With more than 6,000 colleagues working to support the NHS, it is key that everyone is familiar with our Green Plan and are informed and empowered to take proactive actions to embed environmental stewardship across both NHSPS and our customers.

In order to develop and deliver the Green Plan, NHSPS is investing in its colleagues and resources. Over 2021-22, the Energy and Environment team has expanded from a team of 5 to a team of 11, with plans to increase this to 19 during 2022-23.

This expanding team is focussed on establishing the programme required to transition to a low impact future and embedding best practice. In doing so, our colleagues and customers will have the necessary skillset and knowledge to implement small day to day changes and recognise opportunities for large scale projects.

Training

To help achieve this, the Energy and Environment team has been working with our Learning and Development team to create specific training courses and a dedicated training platform to house environmental, climate change and carbon reduction courses that can be accessed by our colleagues across the business.

All our colleagues will undertake 'Energy and Environment Awareness' and 'Waste Management' training, with targeted training provided to specific individuals, including those in management roles, engineering teams, management and frontline colleagues.

Optimisation programme

Our already successful 'Optimisation' programme of delivering low/no-cost projects, will continue to be developed. The programme takes a data-led approach to identify interventions that allow colleagues and customers to work together to reduce costs and make carbon savings. Through our regular webinars, pledges, performance reports and case studies, the impact that individuals, sites, and regions are having, will be documented and shared.

To establish what is and is not working with our engagement programme, we will use our people engagement surveys to benchmark the understanding of environmental, climate change and net zero carbon issues and how the solutions are perceived across the business, taking the insights to understand how our process might evolve through the next three years of our Green Plan.



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Leadership

To ensure accountability at all levels:

- A Board Sponsor has been appointed for our 'Delivering a Greener NHS' programme
- Our Chief Executive Officer sits on the Net Zero Health and Care Committee, where best practice in achieving net zero carbon is shared across the NHS

The Energy and Environment team are active in sharing best practices as members of the 'Greener NHS Community' with recent consultation into the Waste HTM, Climate Change Adaptation, Electric Vehicle charging infrastructure and Green Lease documents.

As part of the Green Plan, NHSPS has established our own 'Delivering a Greener NHS' programme in support of NHS England's Greener NHS campaign. Through this programme, an overarching structure will be applied to the planning and delivery of projects whilst establishing stakeholders and accountability across the business.



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Sustainable models of care



Objective

Support the NHS in providing low impact patient care.



Progress/Plan

We will continue to deliver our Social Prescribing programme, where underutilised or vacant space is repurposed for patient care and we will look to combine this with our biodiversity strategy.



Community wellbeing

While NHSPS does not undertake direct patient care, we make a positive difference in the local communities we serve. This includes using our spaces, expertise and resources to support others in their health and wellbeing. Through fundraising and volunteering activities we also engage our colleagues, allowing them to build connections and give back to the community.

Our report 'Corporate Social Responsibility – Our Progress 2018-2020' Sets out the progress that NHSPS made up to 2020 and the achievements attained in that period, such as:



324 accessibility guides created



2,500 volunteer hours



6 social prescribing spaces developed



46 volunteering projects



18 community groups using social prescribing spaces



£56,000 raised for Carers Trust



£89,000 raised for charities and good causes

Social prescribing

Our flagship Social Prescribing programme breathes life into underutilised and vacant spaces to support local community wellbeing and help the NHS deliver sustainable models of care.

It is estimated that around 20% of a GP's time is spent addressing a patient's social problems that are not principally about health.

Social prescribing is a way that GPs, nurses and other primary care professionals can refer patients to local, non-clinical services often provided by the voluntary and community sector. These services, such as group learning, healthy eating advice and debt counselling, help colleagues to address the root cause of their health problems and improve their wellbeing. Social prescribing is a key component of universal personalised care, as set out in the NHS Long Term Plan, to reduce demand on primary care services.

By transforming vacant and underutilised space within our portfolio into affordable or free-of-charge facilities for community groups, we are supporting the growth of social prescribing and bringing together clinical and community-based health services.



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Digital transformation



Objective

Use technology to collate data and process information to reduce travel and paper, while also improving decision making processes.



Progress/Plan

Through our Smarter Working policy, web app development and Smarter Buildings programme, we will enable our colleagues to collate and share information more easily without the need to travel or print, targeting inefficient use of resources.

Smarter working

In 2021, NHSPS implemented a 'Smarter Working' Policy. The policy has seen a large-scale adoption of digital technology and flexible working. With over 4,000 internet-enabled devices being distributed to our colleagues, this has allowed task allocation, document retention and quality control to move from being paper-based to being electronic. While the pandemic has seen a large-scale adoption of working from home for office workers, NHSPS has recognised that this alone does not deliver environmental benefits. Thanks to technology, meetings have moved online, minimising travel and waste production and with the decreasing demand for desks in offices, overall office space has been reduced and reconfigured into collaboration space. This is supporting our ambition to reducing carbon emissions.

Applications

Over the course of our Green Plan, NHSPS will be implementing several web-based applications that will further allow the digital transformation of our services. Cleaning Audits, Building Inspections and Environmental Compliance apps will be rolled out to complement the Computer Added Facilities Management (CAFM) already in use.

Data

The collation of greater data into our Enterprise Data Hub (EDH) allows for detailed information and analysis to be produced, allowing NHSPS to deliver on its objective of 'enabling excellent patient care'.

Whereas some of this data is important for operational and financial purposes, other types of data are useful from an energy and environmental management point of view.

To secure and leverage this data, we are investigating the potential of a dedicated utilities software platform, which will enable improved data management, screening and cleaning before being integrated into the EDH.

Buildings

Over the next three years, NHSPS will also roll out a 'Smarter Buildings Programme' to enable our properties to be connected remotely via broadband or mobile technologies. These dedicated connections will enable improved data collection, centralised storage and analysis across services such as automated meter readings, Building Management Systems and IoT technologies.

By adopting a data-led approach to managing our infrastructure, maintenance can be fine-tuned to reduce excess energy use and vehicle movements can be targeted to ensure maintenance workers only travel when required. Through increased utilization information, the portfolio can be further optimized based on actual demand.



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Travel and transport



Objective

Transition our 800 service vehicles and 130 company fleet to ultra-low emission vehicles, while supporting the wider NHS electric vehicle targets.



Progress/Plan

We will develop an electric vehicle strategy, establish where vehicle charging points will go and how we will transition our fleet. We plan to review our travel strategy to further support the movement of our colleagues in a low impact manner.

Van fleet

NHS Property Services operates a 'White Fleet' (operational vans) of about 800 vans that are used by our maintenance engineers and cleaning teams across the estate. In 2020-2021, diesel made up 98% of our fuel mix, with 99% of our vehicles having diesel engines and the remainder having petrol engines. This white fleet used about 874,000 litres of fuel, which resulted in a cost of about £872,000.

Our 'Grey Fleet' (personal use cars leased through our corporate leasing scheme) consists of about 145 vehicles with 19% being diesel, 44% petrol, 28% hybrid and 8% electric.

Our van fleet meets the Euro-6 standard for emissions from diesel engines, conforming to the standards of most of the Clean Air and Ultra Low Emission Zones (ULEZ) being proposed by various cities. However, there is more we can be doing to reduce the emissions associated with our van fleet.

In 2020-2021, the use of our vans and corporate fleet resulted in carbon emissions of approximately 2,200 tCO₂e. As our van fleet is generally run through a lease scheme, with some leases expiring over the next three years of this Green Plan, we have the opportunity to start transitioning some of these vans to electric alternatives.

Approximately 31 tonnes of Nitrogen dioxide (NO₂) were associated with our van fleet through 2020-2021. As we operate in most major towns and cities across England, this means that our activities contribute to emissions in areas where air pollution is already high. In fact, we have 490 properties within areas that report air pollution levels over the World Health Organisation (WHO) target maximum of 10µg/m³ for fine particulate matter (PM_{2.5}). Although our operations will not be the main contributors to these levels, we can start changing our behaviours to mitigate these pollution levels.



NHS target of net zero carbon by 2040

- Includes transport
- White Fleet emissions C. 2,200 tCO₂e per year
- This is 2% of our overall emissions
- Planning policy is set to mandate the installation of electric vehicle (EV) charging points at new and existing non-domestic properties



Current fleet

- C. 800 vans and 120 company lease cars, travelling approximately million miles per year and costing C. £870,000 per year in fuel
- The sale of new combustion engine cars and vans will be banned by 2030, and hybrids by 2035



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Particulate pollution

- W.H.O. target maximum for PM_{2.5} is 10µg/m³ (Particulates)
- NHSPS has 490 buildings in areas above this limit
- The majority of PM_{2.5} particulates come from diesel fuel emissions
- Other sources are related to tyre and brake wear



Congestion charges

- More UK Cities already have or are beginning to set up congestion/emissions charges, including London, Birmingham, Bath, Bristol, Cambridge, Coventry, Leicester, Liverpool, Manchester, Newcastle, Oxford...
- Electric Vehicles will be exempt from such charges
- Hybrid vehicles will either be exempt for a short period or are still liable for charges



Ethical duty

- NHSPS provide excellent healthcare facilities
- Reduce the impact of visiting our properties
- It has been estimated that the total cost to the NHS due to PM_{2.5} and NO₂ combined in 2017 was £42.88m.
- By 2035 the costs are estimated to rise to £5.1bn due to PM_{2.5} and £230m due to NO₂

Electric vehicle infrastructure

Along with our van fleet, many of our facilities management colleagues and customers conduct operations that require regular travel to local sites, such as Facilities Managers, District Nursing teams and patient transport services. We can assist them in changing practices and providing the infrastructure needed to transition away from fossil fuel vehicles to Electric Vehicle (EV) alternatives.

NHSPS is developing a strategy for the rollout EV charging infrastructure across our estate, which will then allow the start of a transition of our van fleet to electric vehicles. At the same time, we will work in partnership with the NHS England Greener NHS team and Trusts/ICs to enable our customers to transition to EVs.

The level of demand and nature of the EV charge point (EVCP) infrastructure is a complex piece of work, which involves a number of stakeholders, each with differing demands and requirements. Striking the right balance in number and type of EVCP that we install on the estate will be key to how effective we are in transitioning our own fleet and that of those utilising our estate.

We need to make sure that our investment is delivering benefits in the right areas, such as promoting the transition of our customer fleets to EVs, whilst not overburdening the electrical network of our sites, or flooding the local areas with EVCPs that will not be fully utilised.

Travel to offices

Working across our CSR, Asset Management and Operations divisions, NHSPS seeks to minimise our Scope 3 emissions and how our colleagues travel to sites. When travelling to Hub sites, travel plans are to be established, highlighting low/no carbon alternatives to driving. A car-sharing program will also be established, allowing those who do need to travel by car to minimise the number of cars on the road.

Our People team manages sustainable travel for the organisation encompassing, business travel, fleet, logistics, private user schemes, car parking and transport services. In our bid to reduce the Scope 3 emissions associated with employee travel, the Travel and Expenses Policy is available and widely communicated to all colleagues.

Incorporated within the policy is information on:



Cycle to work scheme

Salary sacrifice scheme in association with Cycle Solutions. Our colleagues are provided with information about the cost savings and personal benefits of sustainable modes of commuting.



Click Travel

Our travel booking system offers clear oversight of our business travel and accommodation, giving us greater control over the cost to our business. The tailored travel results, which align to our procurement policies, allow colleagues to book travel without lengthy approval processes whilst ensuring that every journey and overnight stay has as little impact on the environment as possible.



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Estates and facilities



Objective

Establish the foundations to enable net zero carbon, adaptation and biodiversity to be key elements of our Estates Strategy. Continue to minimise waste and creating a funding stream for further investment.



Progress/Plan

We will build on our successful optimisation programme of low/no cost measures via our colleagues, enhance our capital investment by taking a regional focus through new regional team members and develop long term strategies for climate change adaptation and biodiversity.

Progress to date

NHSPS is nearing the end of the three-year Energy and Environment Strategy, which saw us identify 11 main priority areas and over 200 separate underlying actions. This three-year plan was designed as a springboard to allow the business to establish a number of fundamental processes and procedures, from which a more targeted and focussed next phase could develop from. This Green Plan will form this next phase and sets out our intention to build on past successes and move towards a net zero strategy.

Since 2019, the Energy and Environment team has initiated several successful energy efficiency and engagement projects across the estate, such as:



Established our carbon footprint and baseline year



Revamped the engagement and optimisation programme across the regions



Installed over 1,000 smart meters to improve energy data accuracy



Delivered a successful programme of LED upgrades across the estate with over £8m invested so far



Switched to a 100% renewable electricity tariff in April 2020



Implemented a new energy procurement methodology that has resulted in a 12% cost reduction



Set up a new Environmental Management System aligned to ISO14001



Started investigation into introducing EV charge points across the estate



Installed sub-metering to path the way for a wider rollout of sub-meters across the estate



Developed the principles of an adaptation and biodiversity strategy



Established a waste strategy to minimise waste to landfill, with more than 99% being diverted from landfill



Agreed processes to ensure compliance of our estate in terms of EPCs, DEC's and Air Conditioning Inspections (TM44s)



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What's next?







The next three years will see us build on these successes and start to work towards adapting the business to meet the wider NHS targets of achieving net zero carbon by 2040, as a long-term goal.

The programme to meet the long-term goal of net zero carbon by 2040 will be aligned to the wider NHS target and as such, we will be focussing on our Scope 1 and 2 emissions through our business operations, such as Facilities Management, Construction/Minor Works and Property Management teams. At the same time, we will work with our Procurement team and suppliers to develop mechanisms to target our Scope 3 emissions as part of the commitment to meet the Carbon Footprint Plus targets set by the NHS (more detail on this can be found in the [‘Supply chain and procurement’ section](#)).

We have recruited a dedicated Programme Manager to oversee the ‘Delivering a Greener NHS’ programme, along with a Change Manager to assist in ensuring the business manages the changes needed to deliver this.

The ‘Net Zero Carbon’ programme is part of the overarching ‘Delivering a Greener NHS’ programme. It will encompass aspects of energy efficiency and net zero carbon activities to mitigate the effects of climate change, along with assessing and adapting our estate to adapt to the effects of climate change.

The ‘Net Zero Carbon’ programme focusses on the aspects below:

- | | |
|---|--|
|  Net zero carbon |  Water efficiency |
|  Optimisation programme |  Construction |
|  Decarbonisation mechanisms |  Renewable energy |
|  Support resources |  Energy procurement |
|  Regional Energy Efficiency Fund (REEF) |  Waste |
|  Utility sub-metering |  Medical gases |
|  Asset management | |



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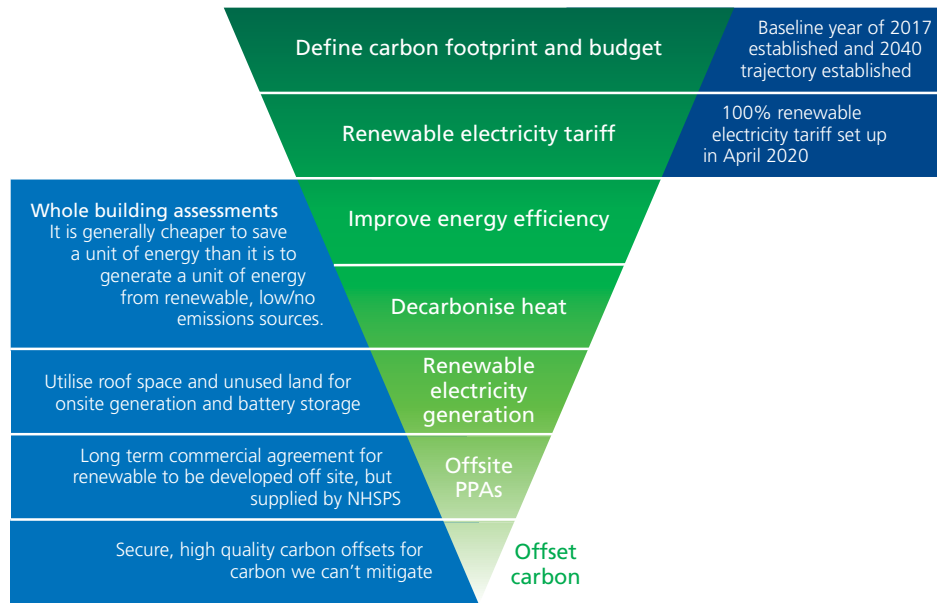
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Net zero carbon

NHSPS has committed to the wider NHS target of reaching net zero by 2040. With about 10% of NHS properties in our estate, we have the ability to make a significant impact on the wider NHS Scope 1 and 2 emissions.



Although we recognise that carbon offsetting may be a requirement to achieve net zero carbon, we believe that this should be the last option to implement once all other mitigation actions have been completed. For this reason, we do not intend to investigate carbon offsetting during this Green Plan period.

Our roadmap to achieve net zero carbon will include:

- How we will work with our FM and Construction teams to reduce emissions through the refurbishment, maintenance and new build projects that we undertake across the estate
- How we will work with our Fleet Manager to transition to electric vehicles and install an EV charging infrastructure
- Work with Procurement to ensure our suppliers are working within our net zero carbon guidelines
- Work with Finance to ensure our funding mechanisms are suitable and capable of delivering the investment we require
- Work with our Learning and Development team to ensure we are upskilling and equipping our colleagues with the right skills and carbon literacy

Optimisation programme

In 2019 we revamped the existing energy engagement programme that had been established. This programme has gone on to be a great success in raising awareness and delivering cost savings from no/low-cost initiatives delivered in the regions.

We are re-assessing the parameters of this programme and establishing roles and responsibilities across the expanding team to ensure this programme is a continued success.

Decarbonisation mechanisms

We have reviewed our backlog maintenance programme and determined that the traditional 'like-for like' replacement process is not going to enable us to make the significant change we require if we are to reach net zero carbon.

In order to drive change, we need to focus on how we deal with end-of-life gasoil-fired heating systems. This involves us understanding the potential to decarbonise these, and to identify the 'enabling works' required to the property that will make decarbonisation in the future easier.

Therefore, we are proposing to carry out decarbonisation feasibility studies at the properties where we have end-of-life heating plants and systems, as derived from our back-log maintenance and capital programmes.

To support these decarbonisation studies and lifecycle replacement, we will establish a set of minimum specification standards. Our construction and minor works teams, along with their appointed consultants, will use these to understand the level of equipment and plant to be specified when planning projects. These standards, and subsequent tightening of the specification sets, will enable us to improve the efficiency of plants and equipment we install in our properties over time.

To support the drive to net zero carbon we will establish a calculation tool that will allow us to better determine the costs and resultant savings from our projects. The aim of this tool will be to put carbon as the main metric to measure cost effectiveness against. As carbon reduction is one of our biggest goals, we need a mechanism to understand the cost of mitigating carbon emissions specifically.

This calculation tool and the decarbonisation feasibility studies should allow us to determine a pipeline of suitable projects to take advantage of the Public Sector Decarbonisation Scheme phases as and when they are released.



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Support resources

To support our regional approach, we have recruited two new Energy Managers to oversee the regions. The Energy Manager (North) is overseeing the North West, North East and Yorkshire and Midlands regions, with the Energy Manager (South) overseeing the East of England, London, South East and South West regions.

We will also be expanding our team with seven Regional Energy and Environment Managers (REEMs), helping us engage, identify and deliver projects in each region. These roles will be key to ensuring there is effective communication from the central Energy and Environment team and the regional Operations teams.



Regional Energy Efficiency Fund (REEF)

We will establish a funding mechanism to allow the regional teams to access capital finance for energy efficiency projects in their regions. Traditionally, we have operated a centralised funding model with all potential energy efficiency projects being developed, financed and overseen by the central Energy and Environment team. However, as the scale of projects and investments to be required increases, this centralised model will no longer be suitable.

The REEF has been set up to split the Energy Efficiency budget across the regions, to allow each region to take control of the projects that need to be delivered and take ownership of the identification, assessment, development and delivery of these works. This means many more projects can run simultaneously across the estate than ever before.

The REEMs and Energy Managers will be key stakeholders in ensuring this capital is spent on suitable projects in the regions that will provide the most cost-effective solutions to reducing carbon.

These projects will be either larger capital replacement programmes coming out of the decarbonisation mechanisms or local smaller cost improvements and initiatives across the regions.

To enable a focussed targeting of properties, we intend to develop a top-down and bottom-up targeting mechanism that will allow us to set suitable carbon budgets for our regions. These carbon budgets will not only aid in identifying where the most suitable sites are to invest in but also aid in reporting progress.

The diagram below shows the proposed high-level process for how the decarbonisation and REEF mechanisms will operate through a financial year.

Q1	Q2-Q3	Q3-Q4		Q4
Minimum standards				
Ensure standards are used for project designs Update annually for incremental improvement	Capital planning			
	Identify suitable projects to target from construction team capital plans for following year	Feasibility studies		
	Ideally identify projects up to 5 years in advance to develop pipeline	Complete on target priorities	REEF affordability assessment	
		Assess potential for decarbonisation	Ensure uplift in costs meets the £/tCO2 threshold	
		Apply to sites where heating/ HVAC plant replacement is needed	Only if criteria are met will the REEF funding be released	REEF funding process
				Funding is provided for the uplift in costs from like-for-like to lower carbon alternative



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Utility sub-metering

As we have a large and diverse estate consisting of single properties and multi-property sites, it is imperative that we ensure our ability to collect utility data is fit for the present and future.

Currently, we have a large network of fiscal meters, automated meter readings and data-loggers for electricity, gas and water. To gather more exhaustive data, we need to meter a much larger cross-section of the estate and provide more granular data on consumption patterns.

NHSPS will be developing a programme of sub-meter installations, looking at improving the utilities we monitor, specifically at building and floor level, where feasible. This will involve installing sub-meters of various grades to monitor electricity, gas, water and heat/cooling.

More detail on what we plan to do with this data is set out in the [‘Digital transformation’ section](#).

Asset management

Our Asset Management team are continuously assessing the properties in our estate and how effective they are in delivering the best NHS services to the communities they serve.

While we undertake property management in much the same way as a commercial landlord, we also have a key role in portfolio optimisation. The needs of the NHS in each area are assessed, while ensuring the sites and buildings are required by the NHS. Where trusts have outlined there is no requirement, we ensure these assets are repurposed, alleviating the burden on the NHS. By reducing the redundant footprint of the NHS, we also cut its carbon footprint. Over the next three years, the assessment criteria of sites will be increased to include their sustainability credentials.

One aspect of this assessment is how well adapted they are to the effects of climate change. The ability to assess our properties against future impacts and potential obsolescence is key to ensuring our estate will be fit for purpose through to 2040 and beyond.

We intend to develop a sustainability checklist for assessing the suitability and potential to remain in existing properties and/or to determine suitability to invest in new property.



Water efficiency

Over the last three years, we have worked hard to reduce the number of water suppliers from 25+ to under 10 at the end of 2021. However, to further improve our ability to manage our water supply and consumption across the estate, we need to select a single supplier that can meet our needs.

We are developing a procurement process to select a national water supplier. This will provide us with enhanced cost and billing certainty, whilst enabling us to improve the metering of water and develop mechanisms to reduce consumption. The selection criteria will also include key requirements around leak detection, usage reporting and net zero commitments strategy.

Construction

Our Construction and Minor Works teams deliver a large volume of small and large construction projects across the estate each year. These projects range from redecoration, car park resurfacing, roof replacements, asbestos removal, major refurbishments and new builds.

These teams are at the sharp end of delivering our net zero carbon ambitions and so we need to ensure we equip them with the right tools and knowledge to make a success of any project.

The introduction of the decarbonisation and REEF mechanisms, the Regional Energy and Environment Managers and additional training courses, will provide the Construction and Minor Works Managers with a range of resources to incorporate net zero carbon, adaptation and biodiversity into their projects.

The change in technologies and specification of these technologies to focus on net zero carbon, is not something that many of our Operational teams are fully comfortable with. The provision of training in carbon literacy, net zero carbon and other aspects such as renewable energy systems, will provide greater knowledge and confidence select low/zero carbon technologies in the future.



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Renewable energy

There are already a number of renewable energy systems installed across our estate, ranging from solar photovoltaic panels (solar PV) and solar thermal, to wind turbines.

As we move away from fossil fuels for heating and hot water, we will need to rely more heavily on the electrical infrastructure serving our estate and others in the communities in which we operate.

This reliance on electricity should mean that we will move to a lower carbon intensity, but that also means our sites will need to be suitable to cope with this additional power demand.

One way to counteract this will be to generate our own electricity at our sites. This self-generation will not only reduce our dependency on grid networks, but also provide a secure and low carbon supply and some price stability, both for us and our customers.

The security of supply and price stability make these technologies particularly attractive when the current energy market and external influences mean the price of energy has never been higher.

However, we need to ensure that any installations we procure are in the right places with considerations for cost/benefit, space utilisation, longevity of investment/return and ability to maintain.

Energy procurement

As part of NHSPS' first three-year strategy, a full review of utilities procurement was undertaken. As a result, from April 2020, NHSPS has operated under a flexible procurement model. This bespoke risk management strategy has seen greater budget certainty and cost reductions. Since April 2020, NHSPS has also procured only 100% renewable electricity via its central contract.

Over the course of this Green Plan, NHSPS plans to explore the further role that renewables can play in its energy mix. The commercial model for Power Purchase Agreements (PPA) exists and could provide an off-balance option for renewable energy. Being built either offsite or on the existing NHSPS portfolio, this 'additionality' would provide price certainty and reduce emissions from the grid. Therefore, the commercial model and business case for a PPA will be established.



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Waste

With greater than 99% of waste diverted from landfill, we are proud of our waste statistic numbers. NHSPS captures and monitors waste outputs and their associated costs (carbon, financial and social) closely across various parts of the organisation.

NHSPS regularly seeks opportunities to convert "waste" into a resource and is signed up to several furniture re-use schemes. IT and other supplies are also recycled or donated to community groups or charities.

NHSPS is, constantly seeking to improve. As such, our key focus going forward will be on:



Working with occupiers to maximise their recycling figures by generating annual, customer-specific, waste management reports detailing their performance against the waste hierarchy. This report will also incorporate the various levels of support NHSPS offer to help them achieve their waste targets.



Continuously improving the Waste Management System of NHSPS hubs with a particular emphasis on increasing our recycling rates.



Ensure at least 80% of colleagues assigned to waste management training complete it within the allocated timeframe

Medical gases

Medical gases are a significant contributor to the overall carbon footprint of NHS England. While NHSPS has little influence in the use of these global warming gases, we acknowledge that areas of our maintenance could assist in reducing their impact. For example, the maintenance of medical gas harvesters.

Therefore, over the course of this Green Plan, a review will be undertaken to establish if any actions, beyond what is currently acted upon, can be taken to reduce these emissions.



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Supply chain and procurement



Objective

Ensure our supply chain is in alignment with, or will exceed our long-term social value goals and develop reporting to monitor the carbon footprint of third-party service provision.



Progress/Plan

Develop a procurement strategy that recognises the benefits of selecting suppliers with a strong environmental and social value and establish a process to capture emissions from our suppliers (scope 3).

Sustainable procurement strategy

NHSPS recognises the value of our suppliers, as well as the impact they have on our energy and environmental performance, particularly in delivering our NHS Footprint Plus targets and Scope 3 emissions.

Over this Green Plan period, we intend to improve the way we engage with suppliers we commission to operate on our estate. This will involve setting up of a Sustainable Procurement Strategy which will have a foundation in our wider Responsible Business agenda.

Part of this Sustainable Procurement Strategy will require the establishment of sustainability key performance indicators required at both the supplier selection stage and the contract delivery stage. This will ensure that only suppliers with the highest environmental agendas will be able to operate on our estate, helping us meet and exceed our sustainability goals and obtain the reporting we require.

This Sustainable Procurement Strategy assures that we are working in synergy with our suppliers to achieve a common goal.

Food and nutrition

We deliver a combination of catering provisions across the NHSPS estate, including:



Cook chill provision

Fresh products that can be reheated



Cook freeze options

Frozen products prepared and served to the wards as per patient requirements



Traditional

Freshly cooked food

We work across the estate with four main suppliers delivering high-quality standards of patient meals and wholesale items. Each of those suppliers works closely with us to minimise deliveries, minimise packaging and, where possible, find fresh and sustainably sourced ingredients.

Working in collaboration with our suppliers and customers, we develop menus to meet the guidelines for various nutritional requirements. Everyone has different needs, with nutrition and hydration being a key part in patient recovery. The menu design and plans include the required dietary coding to cover all aspects of patient nutrition. These include therapeutic requirements (e.g. modified texture, finger food, renal or allergy diets) cultural or religious diets (e.g. halal, kosher) and vegan diets.

Government buying standards for procurement of food are also currently being looked at by NHS England and NHS Improvement (NHSEI).



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Adaptation and biodiversity



Objective

Ensure our estate is fit for purpose in the long term to cope with the impacts of climate change, while ensuring it conserves or enhances biodiversity.



Progress/Plan

Develop both adaptation and biodiversity management plans that outline the transitional and physical risks to our portfolio.

Climate change adaptation

As climate change starts to affect the UK, our properties will start to face new risks from the effects of the changing climate. Throughout this Green Plan, we have set out how we intend to mitigate the impact of climate change by making our properties more energy-efficient and emitting fewer greenhouse gases. However, for our estate to be sustainable and to continue to deliver vital health services, we need to make sure our properties can still serve our customers as the weather and the immediate environment change.

The last three-year plan recognised the importance of adaptation and understanding the risks that a changing climate might pose. In this Green Plan, we want to ensure that the effects of climate change are embedded in our organisation's Risk Register, with a more detailed department level adaptation Risk Register to be developed.

To hold ourselves accountable, we have started to develop an Adaptation Strategy (including a climate change risk assessment) to be approved at the Board level. This strategy will feed back into our adaptation management, resilience planning and emergency procedures.

Part of this Adaptation Strategy is to undertake Climate Change Risk Assessments across the business and link these to the potential financial impacts on our organisation. These risk assessments will look at scenarios using both current and future projections on climate conditions, so we can identify potential issues in the short and long term. This methodology will be in line with the Taskforce for Climate-Related Financial Disclosure (TCFD) to provide transparency on these risks and potential impacts.

To ensure that the results and outputs of the strategy and assessments are implemented and acted upon, we will develop a training programme for our colleagues to understand the risks associated with climate change, how to act upon the identified risks and understand how to design solutions to minimise future risks.

Biodiversity

As an organisation, we value the role nature and biodiversity play in our plight to combat climate change. We also appreciate the benefits nature and green spaces have on communities. As many of our properties function to serve the most vulnerable within our society, we understand the positive impact these green spaces have on their health, recovery and wellbeing.

As such, we will be developing our Biodiversity Management Plan which will function as a tool for our colleagues to implement measures that will protect, conserve and/or enhance the habitats and biodiversity at the properties they manage.

Our goal is to bring about Biodiversity Net Gain (BNG) and ensure that biodiversity is in a much better position than before. The Biodiversity Working Group will lay the foundation for this and develop a holistic approach to the development and implementation of the plan, with members joining from various functions and directorates within the organisation.



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Responsible landlord



Objective

To have clear and proactive engagement between NHSPS and our customers to ensure both parties work towards our targets in a cost effective and constructive manner.



Progress/Plan

We will develop green agreements, increase data provisions and provide relevant certifications to ensure both parties benefit from shared best practice.



NHSPS is a key provider of spaces to the NHS, carrying out their essential operations as needed and in the highest quality environments. Our role as a landlord to a large and diverse group of healthcare providers gives us a duty to ensure our buildings are safe, secure, fit for purpose, efficient and compliant.

Our Green Plan sets out the ambition to improve the services that we provide to our occupants across our estate.

Corporate Social Responsibility and Social Prescribing

Having a company-wide approach to Corporate Social Responsibility (CSR) is an important way we can strike the right balance between the economic, environmental, and social aspects of our activities and deliver sustainable value for all our stakeholders.

The CSR team helps the business to act responsibly and operate sustainably and works closely with others across NHSPS to deliver on our four CSR pillars of:



Marketplace



Environment



Workplace



Community

Our approach to CSR is all about making a positive contribution to the wider transformation of the NHS and helping address some of the root causes for rising patient demand for clinical services.



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Marketplace

We place customers at the heart of what we do and seek to continually improve our services to meet their needs. We provide safe, clean, warm and accessible buildings which are fit for modern healthcare and adopt fair and transparent practices when working with our customers and suppliers.

Environment

We seek to minimise our negative environmental impacts through responsible energy consumption and waste management. This includes developing and managing our buildings, so they are efficient, sustainable and fit for the future. This makes business sense and acknowledges the link between public health and a healthy environment.

Workplace

Our success is based on our colleagues' expertise, passion, and commitment. We aim to create a great place to work for our colleagues, where they can develop their skills and expertise, and where we support them with their health and mental wellbeing. We value the diversity of our colleagues and treat them with fairness and respect and encourage a culture where our colleagues live by our vision and values.

Community

We make a positive difference in the local communities we serve. This includes using our spaces, expertise, and resources to support others in their health and wellbeing. Through fundraising and volunteering activities, we build trust by supporting communities in ways that benefit local colleagues, and which are valued by our colleagues.

Our flagship social prescribing programme breathes life into underutilised spaces to support local community wellbeing and help the NHS deliver sustainable models of care. More details can be found in the [‘Sustainable models of care’ section](#).



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Data

Over the last three years, we have recognised the important part data plays in managing the estate both for NHSPS and our customers. Therefore, we have been improving the way we provide data to allow quicker responses and a wider set of data to be shared.

Currently, we provide a large amount of data, generally utility data, to our occupants throughout the year. The focus of these data requests is related to the completion of ERIC returns and internal sustainability and performance reporting.

With the establishment of the ICS, we foresee the interest in data relating to our estate increasing, be it from occupiers of single buildings to GP groups across multiple sites, to CCGs, Trusts and ICS members. Whilst the fundamental data may be similar, different groups require different formats and detail, which, at present, is a time-consuming task to pull together.

As referenced in the [‘Digital transformation’ section](#), we are aiming to procure and install a utilities software platform. Once in place, this platform will enable much quicker, detailed and robust reporting both internally and to our customers, whoever they may be.

Green agreements

We recognise that we need to collaborate with the NHS bodies occupying our spaces to achieve our mutual goals, be this reaching net zero carbon, implementing common interest projects such as electric vehicle charge point infrastructure or improving the green spaces in and around our properties.

The development and wider roll out of green occupation agreements with our occupiers will enable mutual understanding of what each party will undertake and how we can work together.

After engaging with NHS England on a template for green occupation agreements, we will look to adopt this guidance into working documents such as ‘Green Service Level Agreements’ (SLAs). While working with our Property and Asset Management teams to develop green occupation agreement/Memorandum of Understanding (MoU) templates for use across the estate.

There are a number of sites where NHSPS has agreements with third-party landlords. Historically, we have had mixed results getting data and development plans. As part of future lease agreements, we will work with our landlords to establish green agreements and clauses to ensure this information is readily available.



Energy certification/legislation

Over the last three-year plan, we have improved our Energy Performance Certificate (EPC) and Display Energy Certificate (DEC) procedures to ensure properties that require EPCs have them in place and those requiring DEC (where NHSPS is liable) have up to date certificates and reports.

From April 2023, non-domestic properties can only continue to be let if the EPC rating is E or better. NHSPS are working with our EPC supplier to ensure that all relevant properties that have not yet had an EPC will do so, helping us understand the risk of F or G rated properties leading up to this date.

With the UK Heat and Buildings Strategy (2021) setting out plans to introduce a much tougher threshold of minimum efficiency standard of B rating by 2030, NHSPS will be working to understand the risks, impacts and resultant costs that these may pose.

To maintain EPC integrity across the estate we understand the impact that our construction team works will have on existing EPCs and where they hold the potential to maximise EPC potential. We will be working with our Construction Team to ensure that decarbonisation plans ([see the ‘Estates and facilities’ section](#)) and general refurbishment works will take account of EPC ratings in the design process.



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