

Green Plan

Our sustainability strategy from 2025-2028

FOR A GREENER 



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About Us

Gloucestershire Health and Care NHS Foundation Trust provide joined-up physical health, mental health, learning disability and autism services for all age groups.

We employ over 5000 people and provide care throughout Gloucestershire. The majority of our services are provided in people's own homes or community clinics; the Trust also operates 6 community hospitals, as well as inpatient mental health, learning disability, and recovery units.



Green Plan Refresh

Since the publication of our 2022-2025 Green Plan, national policy, guidance and targets have evolved. This has resulted in NHS England requiring all Trusts to refresh our Green Plan in line with new statutory guidance.

This Green Plan builds upon our previous Green Plan. Our vision and net zero commitments remain the same, but our goals over the next 3 years have changed to align with new national targets.

To align with the new statutory guidance, we have made the following changes:

Areas of Focus

Previously, we reported progress under 4 priority themes (Net Zero, Sustainable Models of Care, Equity and Procurement and Workforce and Systems Leadership). To improve accessibility and to align with new Green Plan guidance, we have simplified the structure so that each area of focus is a standalone heading

Managing our Objectives

Previously, we included a detailed list of objectives under each area of focus. In this Green Plan, we have moved these objectives to an internal dashboard. This gives us more flexibility to update our actions as priorities change over time.

Clear Language and Terminology

We have simplified the language in this strategy to make it more accessible and aligned with the national Green Plan Guidance. Where technical terms are necessary, we have included a Glossary in Appendix A to support understanding.

Introduction

Climate change is primarily caused by rising carbon emissions from burning fossil fuels. This leads to more extreme weather, air pollution and impacts everything, from food systems to healthcare services.

Climate change also impacts our health. Higher temperatures cause more heat-related illnesses. Increased rainfall causes more flooding. Pollution causes poor air quality, which leads to cardiovascular diseases. These challenges impact us all and the NHS.

At the same time, the NHS produces a lot of carbon as we use a lot of resources to keep our health services running 24 hours a day, 365 days a year.

To reduce this, we need to stop adding carbon to the atmosphere, which is known as net zero. The UK has committed to becoming a global leader in tackling climate change, building on the impact of the Industrial Revolution.

This Green Plan sets out how our Trust will reduce our carbon emissions and improve population health. It builds upon our previous Green Plan, reflecting national policy changes and the progress we've already made to date.

Delivering A Net Zero NHS

The NHS accounts for 4% of the UK's carbon footprint and 40% of all public-sector emissions, as we use a lot of resources to keep our healthcare services running 24 hours a day, 365 days a year.

In 2020, the NHS declared that it wanted to be the world's first net zero carbon healthcare service.

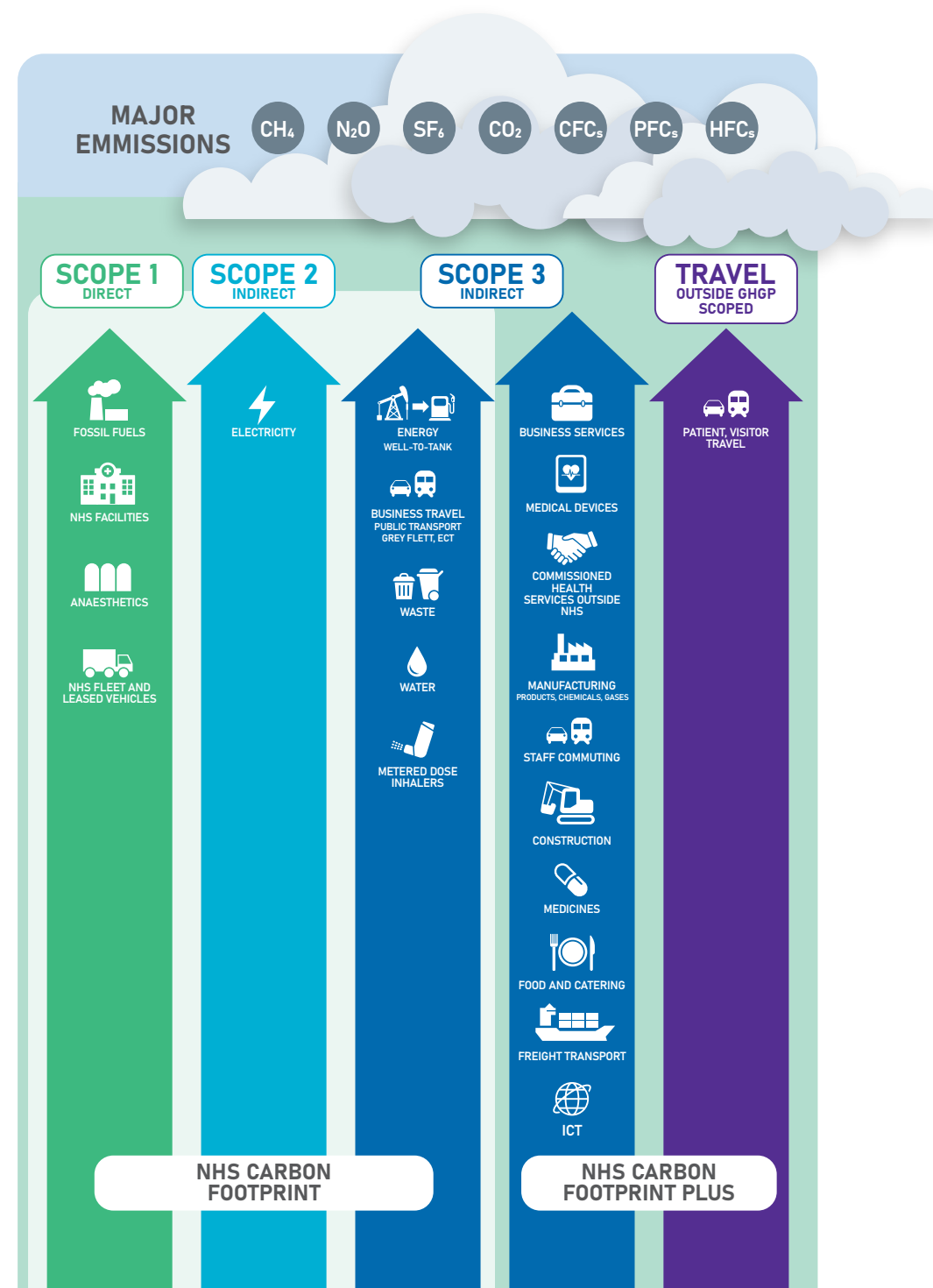
To achieve this ambition, two national targets have been set:

- **NHS Carbon Footprint:** to reach net zero by 2040, with an ambition for an 80% reduction in emissions (compared with a 1990 baseline) between 2028 and 2032.
- **NHS Carbon Footprint Plus:** to reach net zero by 2045, with an ambition for an 80% reduction in emissions (compared with a 1990 baseline) between 2036 and 2039.

These targets are embedded in the Health and Social Care Act, which means all NHS Trusts, Primary Care and Integrated Care Boards must reduce their carbon footprint.

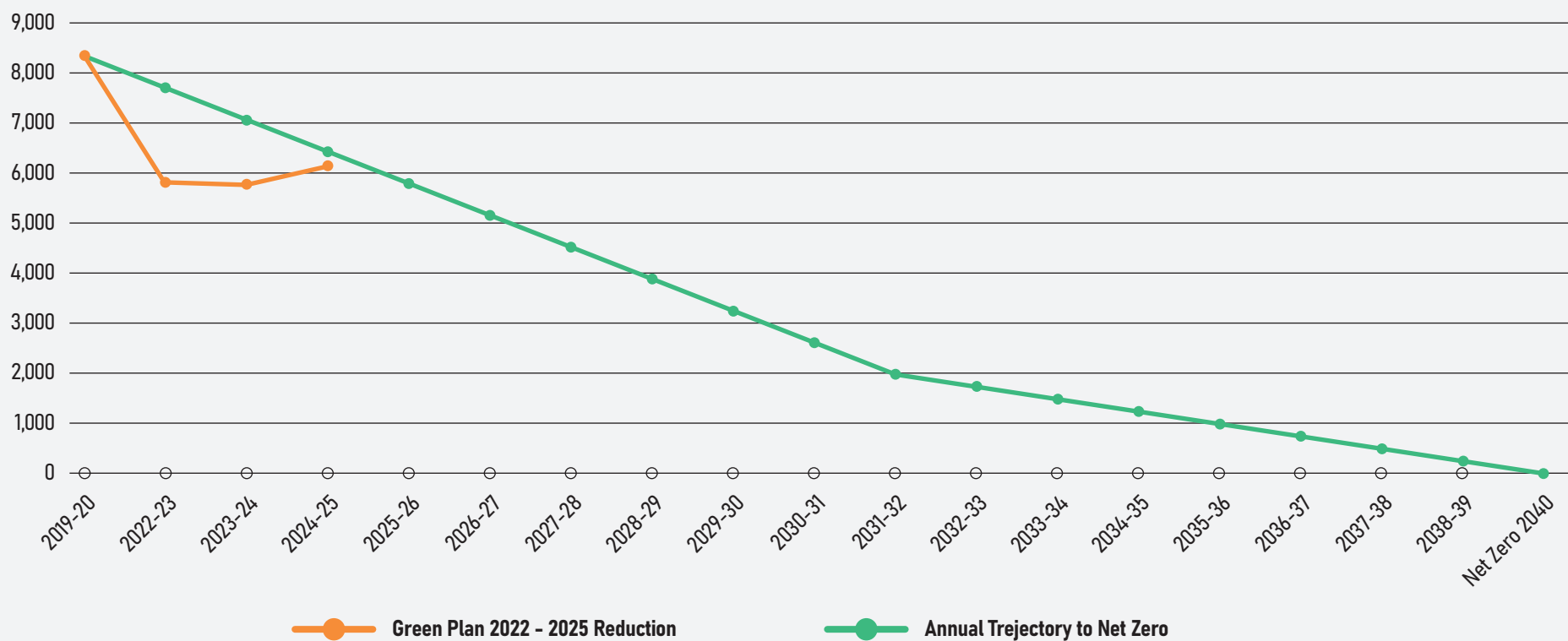
What this means for GHC

To reach the NHS England's interim target of an 80% reduction in our NHS Carbon Footprint by 2032, we must reduce emissions by around 8% each year. Beyond 2032, we will need to reduce our emissions by 2.5% per year to reach net zero by 2040.



GHC NHS Carbon Footprint 2040 Emissions Trajectory

TCO₂e



Our Carbon Impact

We use a lot of resources to keep our hospitals running 24hrs a day, 365 days a year. As a result, we generate carbon emissions.

These carbon emissions fall into two groups:

- **NHS Carbon Footprint (Measured Emissions)** – These emissions are from things we run ourselves, such as energy use in our buildings. We calculate these using real data (e.g. meter readings), so they are based on accurate measurements.
- **Carbon Footprint Plus (Estimated Emissions)** – These emissions are linked to the things we buy and use to provide care, such as medicines. We do not have exact data from every supplier, so we estimate these emissions based on how much we spend.

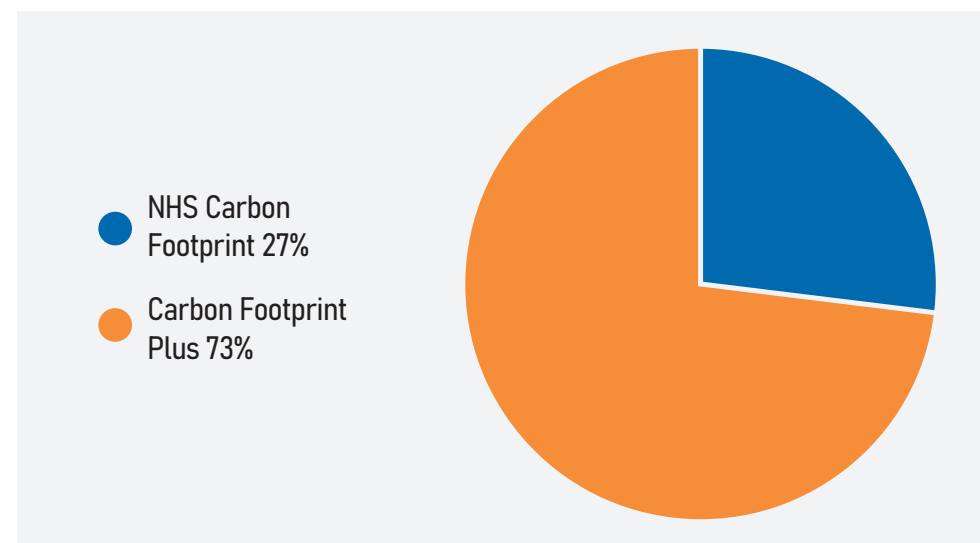
When we add these together, they make up our total carbon footprint. Our estimated Total Carbon Footprint for the 24/25 financial year is 22,052 TCO₂e, which is about the same as a person flying a return journey from London to Hong Kong 6,300 times.

Most of our emissions (73%) come from our Carbon Footprint Plus, whilst 27% comes from our NHS Carbon Footprint.

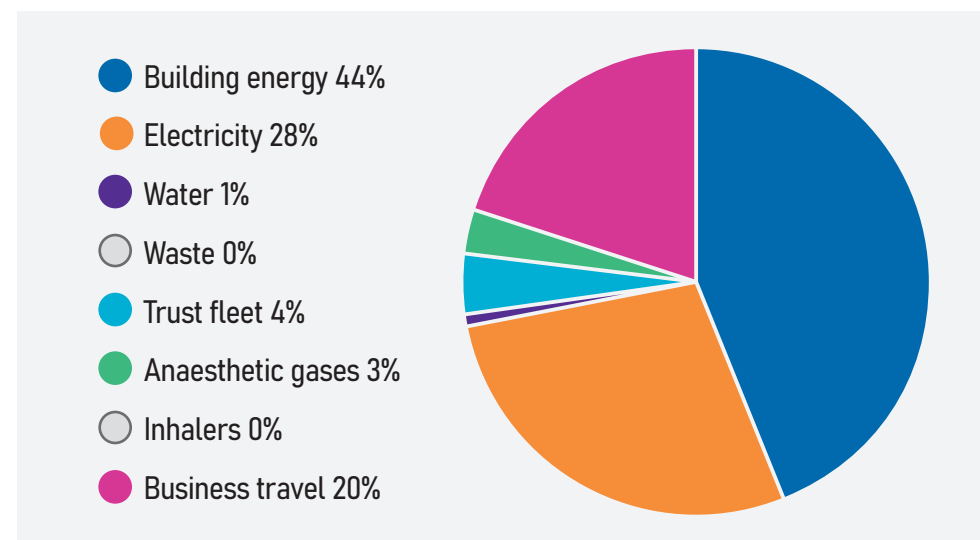
Whilst our NHS Carbon Footprint represents a smaller proportion of our carbon emissions, we can make the biggest change here as we control how they are run.

Nearly half (44%) of our NHS Carbon Footprint emissions comes from using fossil fuels to heat and power our buildings. Reducing this will be one of our main priorities in this strategy.

GHC Total Carbon Footprint *



GHC 24/25 NHS Carbon Footprint by Source *



* These figures have been rounded up to the nearest whole number

Wider Sustainability Impacts

We recognise that achieving net zero will not only reduce carbon, but it will improve people's health, wellbeing and the lives of our local community.

As an anchor institution, we are committed to using our influence and resources to create a positive impact across all three areas – for our staff, patients and the wider population.

This Green Plan embraces a triple-bottom-line approach, balancing environmental sustainability, social value and financial efficiency.



Developing Our Green Plan

The Trust Board are fully committed to embedding sustainability into our organisation and meeting national net zero targets.

To write this Green Plan, we reviewed national guidance and held two sessions with our Trust Board. In these sessions, the board looked at our progress so far and what we need to do over the next 3 years.

To help them, we used a Sustainability Maturity Model as a guide. The Board agreed that we are currently at Level 2 and will aim to reach Level 3 (with some elements in Level 4) over the lifetime of this strategy.

We also engaged with departmental leads across the Trust to embed national targets and associated objectives within their annual business plans.

5 Levels of Sustainability Maturity



Green Plan Vision

Our overarching vision has not changed since our previous Green Plan.

“Delivering sustainability through a whole system approach; going beyond net zero to prevent ill health and reduce dependencies on high carbon care ensuring better health for all.”

The vision was developed by working inclusively with colleagues, people who use our services and experts by lived experience to deliver positive change and lasting benefits.

In developing of our Green Plan, we have aligned with the Trust Values:

- Working together
- always improving
- respectful and kind
- making a difference

Sustainability has been a core strategic aim of the Trust since 2019 and has remained so in our recent Trust Strategy Refresh for the next 5 years (2026-2031). The sustainability strategic aim now enhances our commitment to net zero and the development of sustainable healthcare services.

Better Health

Work together to improve the health of all people in Gloucestershire



High Quality Care

Inclusive and timely access, great experiences, and better outcomes



Great Place to Work

Be the place where people enjoy working, learning and building a career



Sustainable Services

Great value services for healthier people, stronger communities and a greener world



Our Achievements (2022-2025 Green Plan)

Our first 3-year Green Plan was board-approved in 2022. In this strategy, we set two main goals:

Goal 1: To reduce our NHS carbon footprint by 25% (against a 19/20 baseline).

Goal 2: We will reach net zero for our Carbon Footprint Plus emissions by 2045

Why did we set this goal?

To reach net zero for our NHS Carbon Footprint by 2040, we needed to achieve at least a 24% reduction (against a 19/20 baseline) between 2022-2025.

In the strategy, we set a more ambitious 25% reduction target to accelerate progress.

Why did we set this goal?

We did not set a specific 3-year target in 2022 for these emissions because the national tool for accurately calculating our carbon footprint plus emissions was still in development.

As best practice, we continued to measure our estimated Carbon Footprint Plus emissions internally using other methodologies to ensure our ability to meet the 2045 target.

What did we achieve?

We reduced our NHS carbon footprint by 28% between 2022-2025 compared to our 19/20-baseline, exceeding both the minimum requirements and our own accelerated target.

What did we achieve?

We have seen a reduction in our Carbon Footprint Plus emissions. However, as the majority of these emissions are estimated based on spend, we will not be reporting these in our final public documents. We will report our Carbon Footprint Plus emissions publicly once the national reporting tool is available.

Green Plan 2022-2025 Case Studies

Therapeutic Allotment

Officially opened in 2023 by HRH Princess Anne, The Therapeutic Allotment in Gloucester is a therapeutic space that supports patient recovery through horticulture, animal care, creative sessions, and cooking. Transformed by staff, volunteers and service users, it now features gardens, wildlife areas (including chickens and a koi carp pond), vegetable patches and a log cabin.

The site is integrated into patient care plans and guided by a dedicated working group to ensure its continued development.



School Aged Immunisations Project

In August 2024, the School Age Immunisations Team (who are responsible for vaccinating 91,000 school-aged children across Gloucestershire) redesigned their service to boost vaccine uptake and reduce health inequalities. Central to the transformation was replacing paper-based parental consent forms to a fully digital consent system for the annual Flu Vaccination Programme, alongside a redesigned workforce model.

Key Outcomes

- Increased Vaccine Uptake - Achieved a 0.9% rise in flu vaccination rates across all schools.
- Eliminated paper consent forms except where specifically requested by schools or parents.
 - Significant Administrative Efficiency
 - 88% reduction in admin triage time, enabling staff to be upskilled.
- 92% fewer consent forms requiring clinical triage.
- High Parent Satisfaction - 91% of parents or carers rated the new digital system as “very good” or “excellent.”
- Reduced Health Inequalities - Time saved allowed targeted support for low-uptake schools, contributing to a 30% increase in vaccinations at one school

Forest of Dean Hospital

The Forest of Dean Community Hospital, opened in April 2024, is a highly sustainable, net zero building designed around patient wellbeing and environmental responsibility.

The Hospital is rated ‘BREEAM Excellent’ and over 70% of suppliers were sourced within 30 miles of the site, supporting the local economy and cutting transport emissions.

The hospital features dementia-sensitive design, natural views, air-source heat pumps, solar PV, and EV charging points. Climate-resilience measures, including SuDS, solar-resistant glazing and enhanced insulation, ensure the building is prepared for the future and provides long-term value to the community.



What We Want To Achieve (2025-2028)

We have set three goals that will help us achieve our Trust Green Plan Vision, while also supporting the achievement of the wider NHS net zero targets.

Goal 1	How does this support our journey to net zero?
By 2028, we will reduce our NHS Carbon Footprint by 50% (against a 19/20 baseline)	We have already achieved a 28% reduction, so over the next 3 years, we need to reduce emissions by a further 22% to reach this goal. Reaching the 50% milestone keeps us on track for an 80% reduction in emissions by 2032 and net zero by 2040. Decarbonising our estate and fleet are key actions that will enable us to reduce emissions and costs whilst improving the quality of care delivered in mental and physical health settings.
Goal 2	How does this support our journey to net zero?
We will reach net zero for our Carbon Footprint Plus emissions by 2045	We will continue to work towards the national goal of net zero by 2045 target for our Carbon Footprint Plus. Similarly to our previous Green Plan (2022-2025), we will not be setting a specific, 3-year carbon reduction target due to the delayed publication of national support tools and associated programmes. We will, however, continue to measure and internally report our Carbon Footprint Plus emissions to provide assurance of carbon reduction.
Goal 3	How does this support our journey to net zero?
By 2028, we will integrate sustainability into wider Trust service delivery and key governance processes to enhance patient care, make best use of resources and reduce waste.	Every day, teams across the Trust are making changes that support better care, and many of these also support net zero, even if that's not the primary driver of the change and improvement. By recognising the sustainability benefits across everyday improvements, we can demonstrate that sustainability is an integral part of high-quality care, and this supports the achievement of our longer-term net-zero goals.

Areas of Focus

To achieve these goals, we have developed aims under 10 key areas of focus. The aims are consistent with national guidance for the next three years of our Green Plan.

Behind each aim, we have developed clear objectives, which we will track through our internal Green Plan Dashboard. This approach will allow us to respond flexibly to evolving priorities and funding opportunities, adapt objectives as progress is made or challenges arise, and ensure accountability through regular reporting.

We will publish an annual standalone Sustainability Report, summarising our progress and highlighting how our objectives have evolved.

Workforce and Leadership



Net Zero Clinical Transformation



Digital Transformation



Medicines



Travel and Transport



Estates and Facilities



Supply Chain and Procurement



Food and Nutrition



Adaptation



Greenspace and Biodiversity



Workforce and Leadership

Why this matters

We need everyone, from Senior Leaders to frontline staff, to feel supported and inspired to take sustainability action. To do this, we will provide our workforce with the tools and knowledge to embed sustainable practices within their day-to-day activities. By building knowledge and embedding sustainability principles throughout the organisation, we can create a net zero NHS.

Our progress so far (2022-2025 Green Plan)

- Embedded Sustainability as a core principle within Quality Improvement
- Developed a Sustainability Programme Board to oversee the delivery of our Green Plan
- Hosted a Sustainability themed 'Better Care Together' event with influential colleagues across the Trust and wider systems

Our aims for the next 3 years

By March 2028, we will review Trust policies and procedures to include updated Green Plan Guidance and sustainability criteria where applicable.

By March 2028, we will assess our workforce's capability and ensure that all identified staff complete core and specialist sustainability training.

How we will measure success

- Percentage of staff completing core sustainability training
- Percentage of identified key roles that have completed specialist sustainability training
- Completion of a workforce capability and skills assessment for identified staff
- Embedding Sustainability requirements across all aspects of the Trust and Improvement Programmes





Net Zero Clinical Transformation

Why this matters

How we design and deliver care significantly influences our carbon footprint – from reducing unnecessary travel and hospital admissions to embracing prevention. By rethinking the way care is provided, we can not only reduce emissions but also improve patient outcomes, reduce health inequalities and build a more efficient healthcare system.

Our progress so far (2022-2025 Green Plan)

Transformed the School Immunisation Care Pathway from paper-based to digital which increased vaccine uptake, improved health inequalities and reduced waste to support sustainable and efficient service delivery

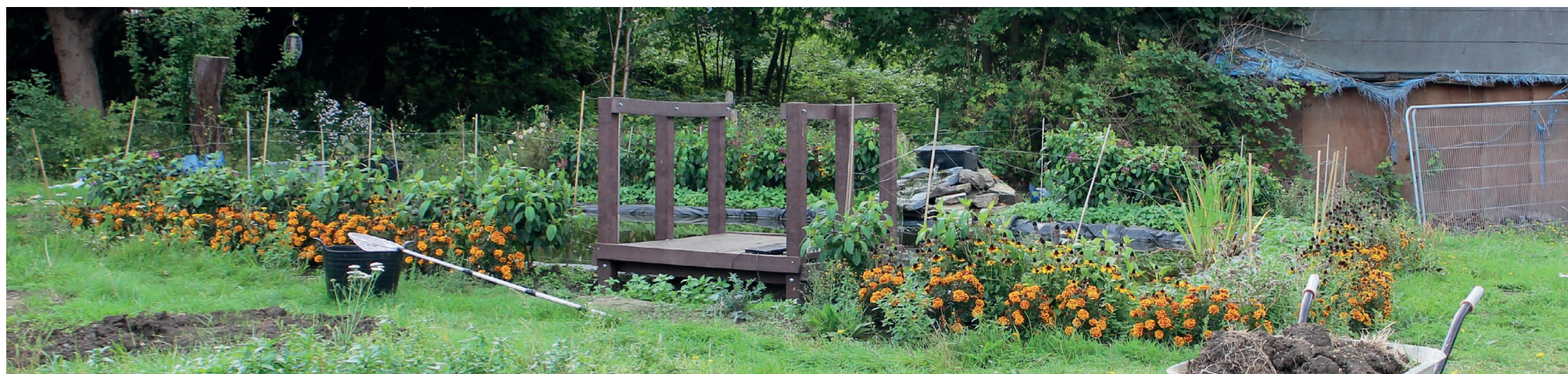
Our aims for the next 3 years

By March 2028, we will appoint a Net Zero Clinical Lead to embed and support sustainable clinical practices in at least one of the High-Carbon Specialities listed in the Green Plan Guidance.

By March 2028, we will identify and deliver at least one Quality Improvement or Transformation Project annually which has measured sustainability benefits to both reduce emissions and enhance the quality of care.

How we will measure success

- Appointment of Net Zero Clinical Lead for the Trust
- Number of Quality Improvement Projects with a positive impact on Sustainability, year on year, over the life of our plan





Digital Transformation

Why this matters

We can use digital technology to improve patient access and experience, streamline clinical services and reduce reliance on paper, travel and other resource-intensive processes. These practices will not only save time and improve care but also play a key role in the NHS achieving its net zero targets by reducing emissions and waste.

Our progress so far (2022-2025 Green Plan)

Launched a Trust wide digital catering system to improve patient experience, food waste and time across the organisation

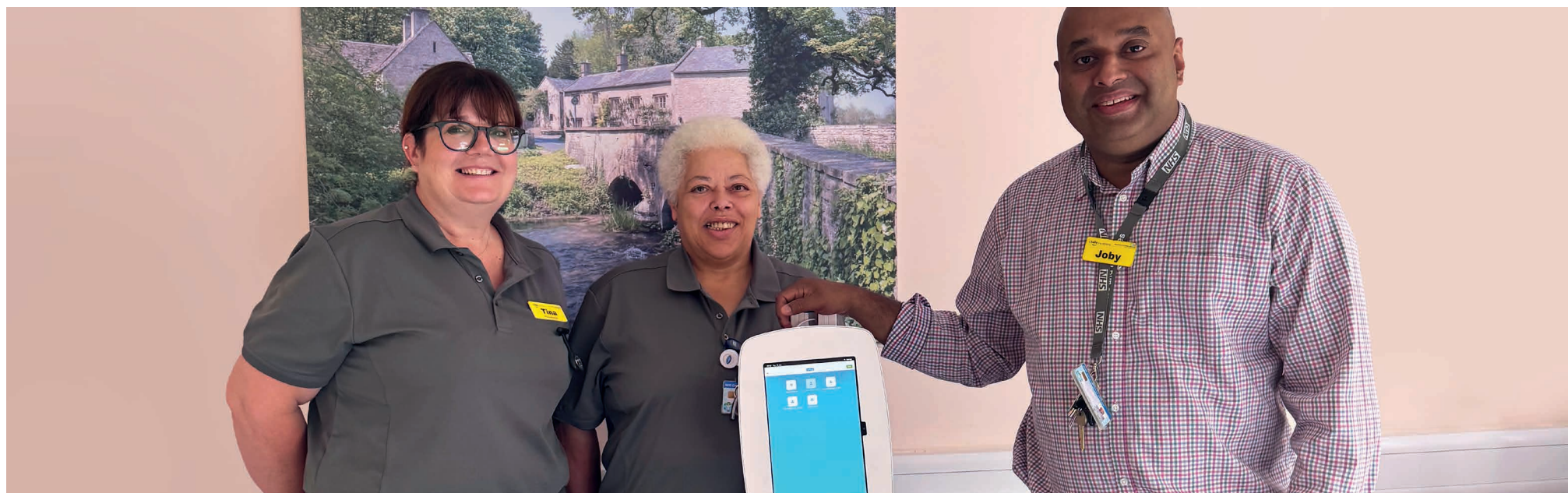
Our aims for the next 3 years

By March 2028, we will identify and report the sustainability benefits of digitalised care models.

By March 2028, we will use the results of the Annual Digital Maturity Assessment to identify appropriate sustainability improvement opportunities.

How we will measure success

- Annual completion of the Digital Maturity Assessment



Medicines

Why this matters

Medicines are responsible for 25% of the NHS's Carbon Footprint Plus, making them one of the biggest contributors to healthcare emissions. Most of these emissions come from the production, use, and disposal of these products. By focusing on Medicine optimisation, we can make sure patients get the right medicines at the right time. This will not only improve patient care, but lower carbon emissions, reduce waste and support NHS net zero ambitions.

Our progress so far (2022-2025 Green Plan)

Tackling emissions from inhalers

We worked in collaboration with ICB Colleagues to promote the use of breath-activated, Dry Powdered Inhalers, resulting in NHS Gloucestershire ICB having one of the lowest average carbon footprints per inhaler in the NHS.

Our aims for the next 3 years

We will continue to support high-quality, low-carbon respiratory care by reducing the volume of high-carbon inhalers and increasing the volume of low-carbon inhalers prescribed (against a 19/20 baseline). By March 2028, we will address medicine optimisation opportunities and implement at least one project to improve medicine wastage

How we will measure success

- Reduction (%) of prescribed high-carbon inhalers
- Number of medicine optimisation opportunities that result in measurable sustainability benefit





Travel and Transport

Why this matters

Due to its high carbon footprint, travel and transport play a crucial role in our net zero ambitions and are included in both our NHS Carbon Footprint and NHS Carbon Footprint Plus emissions. Not only will reducing these emissions make us more sustainable, but it will also improve air quality and public health.

Our progress so far (2022-2025 Green Plan)

Installed a further 6 dual electric vehicle charging points to support sustainable travel and service delivery. We have 25 dual EV charging points, which is the largest EV charging network in the NHS South West Region.

Our aims for the next 3 years

By December 2026, we will develop and publish a Green Travel Plan to reduce carbon emissions from our fleet, business travel and staff commuting.

From December 2026, we will only offer zero-emission vehicles through vehicle salary sacrifice schemes.

From December 2027, all newly leased, hired and purchased Trust Fleet vehicles will be zero emissions.

By March 2025, we will increase the number of fleet-only electric vehicle charging points to support a net zero fleet.

How we will measure success

- Publication of Sustainable Travel Plan
- Number of Fleet-only EV Charging Points
- Percentage of owned and leased fleet vehicles that are ultra-low emission vehicles (ULEV) and zero-emission vehicles (ZEV)





Estates and Facilities

Why this matters

The NHS estate and its supporting facilities services contribute 15% towards the total NHS carbon footprint. By removing fossil fuels and improving the efficiency of our estate, our buildings will become more resilient to the effects of climate change and improve the environment in which care is delivered.

Our progress so far (2022-2025 Green Plan)

Developed the New BREEAM Excellent-rated Forest of Dean Hospital, which is powered by air source heating and solar PV. The hospital was designed with patients, sustainability, operational efficiency and long-term value in mind.

Our aims for the next 3 years

By March 2028, we will reduce our NHS Carbon Footprint by 50% (against a 19/20 baseline)

By March 2028, we will develop Heat Decarbonisation Plans and associated business cases for all carbon-intensive sites, identifying and prioritising the phase out of fossil fuel heating systems by 2032

By December 2026, achieve a 20:20:60 clinical waste segregation target, in line with the Clinical Waste Strategy

How we will measure success

- Percentage of sites with Heat Decarbonisation Plans
- Carbon Footprint reduction from the removal of fossil fuel heating systems





Supply Chain and Procurement

Why this matters

Supply chain and procurement underpin every aspect of healthcare delivery – medicines, medical equipment, PPE, food, uniforms and cleaning. As a result, it has a high carbon footprint, accounting for an estimated 62% of our carbon footprint plus emissions.

Whilst we do not have direct control of these emissions, we can use our purchasing power to focus on more sustainable procurement practices, including the use of local suppliers to aid social value.

Our progress so far (2022-2025 Green Plan)

- Prioritised the use of local suppliers during the development of the Forest of Dean Hospital, with 70% of the suppliers located within a 30-mile radius, including a significant proportion based within the Forest of Dean.
- Replaced all single-use plastic cups and forks with sustainable alternatives in our catering department

Our aims for the next 3 years

By March 2028, we will embed the NHS Net Zero Supplier Roadmap into all relevant procurement contracts and support suppliers to use the Evergreen Sustainable Supplier Assessment.

By December 2026, we will establish a baseline of all high-consumption single-use items used across settings to identify improvement opportunities.

How we will measure success

- Sustainability KPI's in all contracts over £250,000
- Increasing Number of Quality Improvement Projects with a positive impact on Sustainability, year on year, over the life of our plan
- Number of single-use items reduced



Food and Nutrition

Why this matters

The food we produce, purchase and serve across the Trust has an environmental and carbon impact. We can continue to meet the nutritional requirements of people while reducing our carbon emissions through sourcing local, in-season and lower-carbon produce and reducing food waste.

Our progress so far (2022-2025 Green Plan)

Trust dieticians and the Catering Team developed a low carbon meal plan for inpatient meal services, delivering a 27% reduction in carbon emissions and expanding meal options across the Trust.

Our aims for the next 3 years

By March 2028, we will measure food waste in line with Estates Return Information Collection (ERIC) requirements.

By March 2028, we will reduce food waste by up to 20% across the organisation (against a 23/24 baseline)

By March 2028, we will review our meal service and prioritise meals that are high in fruits and vegetables and low in heavily processed foods.

How we will measure success

- Percentage reduction in food waste (compared to 19/20 baseline)
- Annual cost savings from food waste reduction
- Total food waste (tonnes)





Adaptation

Why this matters

Climate change is increasing extreme weather like heatwaves and floods, which disrupt NHS services, putting additional pressure on colleagues, buildings and patient care.

Adapting our buildings, ways of working and being flexible in how we deliver care, we can protect colleagues, service users and reduce climate-related service disruptions.

Our progress so far (2022-2025 Green Plan)

- Shared Heat Warnings and bought in temporary air conditioning units for affected buildings during the 2022 heatwave
- Embedded Adaptation principles into the new Forest of Dean hospital by including Sustainable Drainage Systems, Solar resistant glazing and extra thick insulation.

Our aims for the next 3 years

By March 2027, we will work with wider system partners to develop and publish a joint climate change adaptation plan to address identified vulnerabilities and risks to services and service users.

How we will measure success

- Percentage reduction in food waste (compared to 19/20 baseline)
- Annual cost savings from food waste reduction
- Total food waste (tonnes)





Greenspace and Biodiversity

Why this matters

Accessible Greenspace improves wellbeing, supports preventative healthcare measures through physical activity and helps to reduce carbon and improve air quality.

This area of focus goes beyond mandated national guidance, but we have included it as a priority because many of our community hospitals are surrounded by green space. This presents opportunities to enhance these spaces, which will benefit the environment and the health of our communities.

Our progress so far (2022-2025 Green Plan)

Development of the Therapeutic Allotment space to support the rehabilitation of patients

Our aims for the next 3 years

By March 2027, we will develop and publish a Greenspace and Biodiversity Strategy

By March 2028, we will implement at least one Greenspace and biodiversity project to support patient recovery and overall health and wellbeing

How we will measure success

- Development of the Greenspace and Biodiversity Strategy
- Increase the number of accessible green spaces across our Sites



Governance and reporting

We have a well-established and robust governance and reporting structure to provide oversight and assurance around the delivery of this Green Plan.

Trust Board

Progress against the Green Plan, and our carbon footprint will be reported annually to the Trust Board.

Resources Committee

Progress against the Green Plan, and our carbon footprint will be reported biannually to Resources Committee.

Strategic Oversight Group (SOG)

The Strategic Oversight Group meetings are bi-monthly and provide executive oversight of major operational transformation programmes.

Sustainability Programme Board (SPB)

The Sustainability Programme Board meets every quarter oversees the delivery of our Green Plan. Our Net Zero Board Lead chairs the group, and it includes operational leads responsible for achieving the Green Plan's objectives.

Project Groups

Responsible for the delivery of individual sustainability schemes, or workstreams within wider transformation projects.

Wider staff networks

These special interest groups (such as staff allotments) are run exclusively by staff and support the implementation of the Green Plan, but have no formal reporting structure.

Risks

There are risks which could impact the delivery of this Green Plan. These risks will be monitored through the Sustainability Programme Board throughout the lifetime of this strategy, with escalation through to Board level where appropriate. We recognise that there are factors that may impact our carbon footprint but fall outside the scope of this strategy. This includes artificial intelligence. As AI is a new and emerging tool, we are unable to foresee its full environmental impact but will continue to seek guidance from NHS Sustainability colleagues and networks on how to respond appropriately.

Risk and Description	Mitigation	Likelihood	Impact	Risk Score
Organisational scale and associated utility costs may impact our Carbon Footprint target. The size and complexity of our organisation, combined with increases in utility costs may limit the ability to reach our Carbon Footprint targets.	Measure carbon footprint annually, work with energy suppliers to ensure the best value contracts, prioritise fast return energy upgrades across the estate.	3	3	9
Loss of external funding The withdrawal of external heat decarbonisation schemes (e.g. PSDS) could limit the Trust's ability to reduce our Carbon Footprint emissions.	Creation of a financial plan based on available internal capital and balanced with the availability of external funding sources.	4	2	8
Changes to National methodology may increase our Carbon Footprint Plus emissions. Planned improvements to the national Carbon Footprint Plus emissions calculator will change from a spend-based to an activity-based. This could result in an increase in emissions at both a national and Trust level.	The exclusion of a 3-year Carbon Footprint Plus emissions target, proactively communicate methodology changes to the Board.	3	3	9

Risk and Description	Mitigation	Likelihood	Impact	Risk Score
Insufficient workforce capacity to deliver Green Plan Targets Current capacity of both the Sustainability Team and the wider workforce may be inadequate to effectively implement and achieve the targets outlined in the Green Plan.	Completion of a workforce capability assessment, upskilling of staff, and dedicated programmed activity time where appropriate.	3	4	12
Equity and accessibility risks associated with the mandated transition to electric-only salary sacrifice vehicle schemes. The mandated removal of petrol and diesel vehicles from the staff benefits salary sacrifice scheme may reduce participation amongst lower-banded staff. This will not impact our Carbon Footprint or Carbon Footprint Plus emissions but has wider sustainability considerations relating to equity and staff benefit offers.	Negotiate with the current vehicle provider to ensure a range of accessible electric vehicles and benchmark best practice from other Trust's that have already implemented this mandated target.	3	3	9

Financial Resources

Achieving the NHS' net zero ambitions will require significant upfront financial investment, particularly across our estate. Reaching net zero for our NHS Carbon Footprint by 2040 will depend on major upgrades to our existing buildings and infrastructure. Whilst these upgrades lead to long-term cost savings and a reduction in emissions, these schemes require a large upfront financial investment.

To date, we have successfully secured Government Grant funding through the Public Sector Decarbonisation Scheme (PSDS). These grants cover most of the costs, and we only fund a proportion of this. We have been awarded this funding twice, and most recently for the installation of air source heating at Charlton Lane Hospital, which will be completed by the end of 2025.

Following the Government's 2025 spending review, it was announced that there will be no further grant funding available when the current funding phase ends in 2028. Whilst developing this strategy, no announcements of alternative funding schemes have been made. This presents a risk to our net zero journey, and long-term consideration will need to be given to capital investments associated with the estate, in particular, replacement of heating systems and refurbishments.

We will continue to consider the level of resources we have internally to respond to this Trust wide agenda. Re-investment into both the Team and wider sustainability schemes from some of the financial gains achieved because of resource efficiency projects will be considered on a case-by-case basis. This will also enable us to invest into other projects which bring limited financial benefit, but which will deliver wider environmental or social value (e.g. Greenspace and Biodiversity Projects).

The detailed objectives and schemes in our Green Plan Dashboard, will be adjusted annually to reflect the amount of available capital and resourcing, and this is a risk that may impact the pace and scale of progress across the lifetime of this strategy.

Summary

Achieving our vision will not be easy, and we have made an intentional and challenging commitment to go beyond net zero and improve our services and the wider health and wellbeing of our service users, communities and workforce.

Building on the success of our 2022-2025 Green Plan, we believe that by delivering this updated strategy, we will make a positive difference and achieve the goals and aims we have set. To ensure accountability, we will publish an annual standalone Sustainability Report, which will detail our progress against the goals and aims set out in this strategy. Where significant national policy or legislative changes are made, or any new guidance published we will update this strategy accordingly.



Appendix 1 – Glossary

We have purposely made this strategy clear and easy to read. However, some words cannot be altered because they have specific meanings that we cannot change.

We have added a glossary below to help explain these terms and make the strategy easier to understand.

Anchor Institution: a large, locally rooted organisation that invests and supports the wellbeing of its community, it has long-term presence and significant economic, social and environmental influence.

Area of Focus: A priority theme that guides work within a strategy

BREEAM: A sustainability assessment method for buildings that rates their environmental performance.

Carbon Footprint: The total amount of greenhouse gas emissions released by an activity, organisation or product. It is measured in CO₂e.

Climate Change: Long-term changes to temperature and weather patterns. It is primarily caused by human activities, especially the burning of fossil fuels.

EV Charging Points: Stations where electric vehicles can charge their batteries.

Fossil Fuels: Energy sources such as coal, oil and gas. They cannot be replaced once used, and burning them releases Greenhouse Gases that contribute to climate change.

Greenhouse Gases: Gases in the atmosphere (e.g. carbon dioxide) that trap heat from the sun. When their levels rise, they warm the planet and contribute to climate change.

Heat Decarbonisation Plan: A plan outlining how an organisation will reduce emissions from heating its buildings.

Heatwave: A prolonged period of high temperatures relative to the expected climate for the time of year.

Key Performance Indicators (KPI's): Measurable metrics used to track progress towards a goal.

Maturity Matrix: A tool used to assess how advanced an organisation is in a particular area of work.

Net Zero: When greenhouse gases released into the atmosphere are balanced by removing them from the atmosphere. This means reducing them as much as possible and offsetting the remainder.

NHS Carbon Footprint: Emissions controlled directly by NHS activity, such as energy use and fleet vehicles.

NHS Carbon Footprint Plus: The indirect emissions linked to NHS activity, such as medicines, medical equipment, supply chain, travel and patient transport.

Public Sector Decarbonisation Scheme (PSDS): A government-funded programme that supports public sector organisations in reducing carbon emissions from buildings.

Social Value: The wider environmental, social and economic benefits created by an organisation. It includes outcomes such as improved health and local jobs.

Solar PV Panels: A renewable energy source where panels convert sunlight into electricity.

Triple Bottom Line: A framework that measures success across three areas; the environment, society and economic cost.

Ultra Low Emission Vehicles (ULEV): Vehicles that emit very low levels of greenhouse gases or pollution.

Zero Emissions Vehicles (ZEV): Vehicles that produce no exhaust emissions (e.g. Electric Vehicles).