with you, for you

NHS
Gloucestershire Health and Care
NHS Foundation Trust

Green Plan

Our sustainability strategy from 2022–2025

FOR A GREENER **NHS**

working together | always improving | respectful and kind | making a difference

Contents

About us

Gloucestershire Health and Care NHS Foundation Trust was formed in October 2019. This followed the merger of 2gether NHS Foundation Trust and Gloucestershire Care Services NHS Trust to provide joined-up physical health, mental health, learning disability and autism services for all age groups. Our trust employs more than 5,800 people and provides care for over 600,000 people across Gloucestershire.

We operate from over 140 premises which include 7 Community Hospitals, 4 Mental Health Inpatient Hospitals, and 1 Learning Disability Inpatient Hospital, and a varied portfolio of clinical and non-clinical buildings across the county.

Introduction

This three-year Green Plan serves as the central document for the Trust's sustainability agenda and details how we intend to reduce our emissions between now and 2025.

We have a legal and social responsibility to address climate change and to reduce our carbon emissions to net zero, as set out in the UK's Climate Change Act.

Climate change threatens the foundations of good health with rising global temperatures and increased air pollution contributing to an increase in the rate of major diseases and wider health inequalities. At the same time, the impact of floods, storms, and heatwaves has the potential to disrupt our healthcare services.

In Gloucestershire, the effects of climate change are happening now – from increased summer temperatures to winter flooding. These events impact the physical and mental health of our local population and exacerbate already existing pressures on healthcare services.
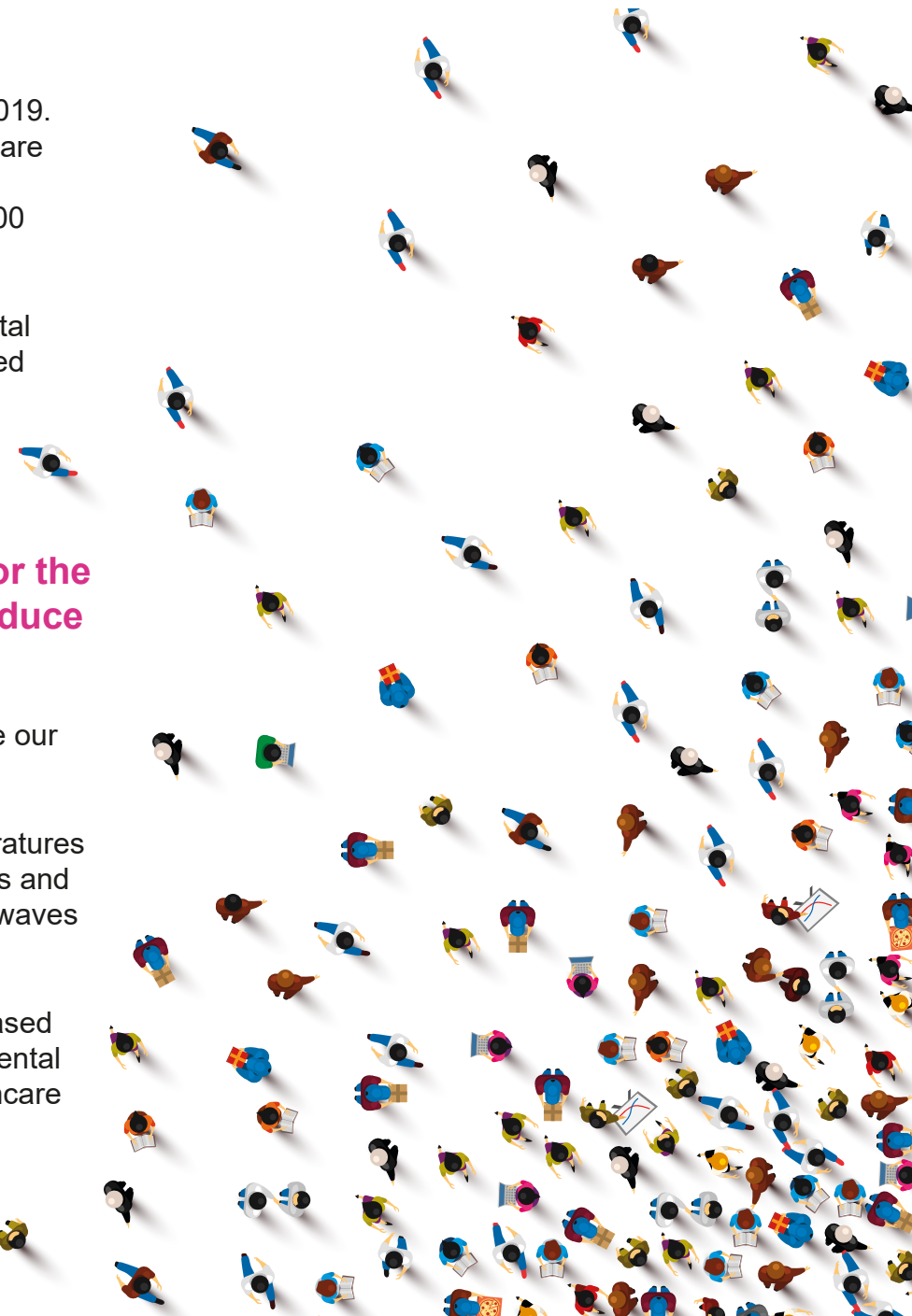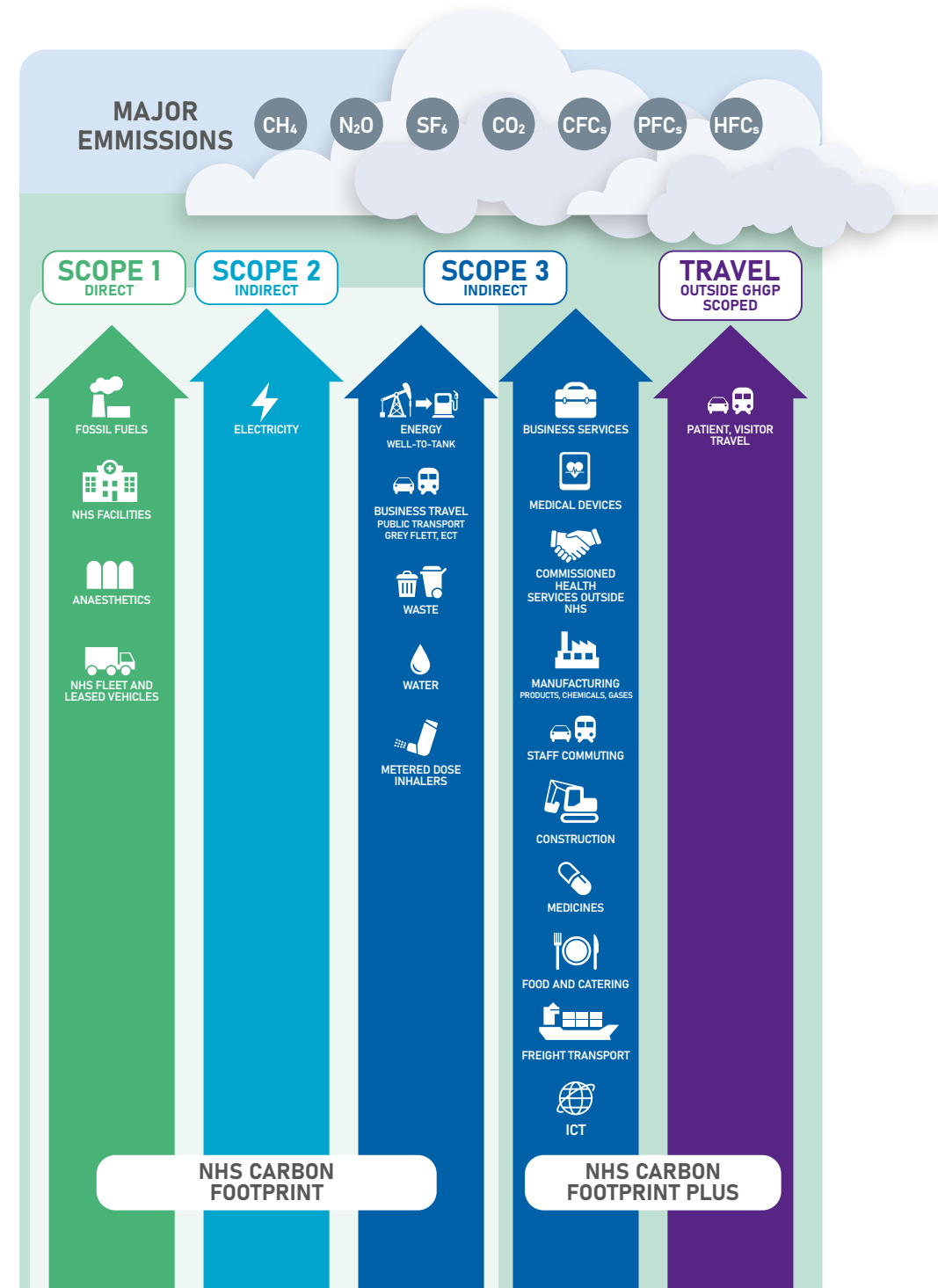
Delivering national net zero NHS targets

The NHS accounts for 4% of the UK's carbon footprint, as we use significant resources to keep our healthcare services running 24 hours a day, 365 days a year.

To support national net zero ambitions, NHS England declared they want to be the world's first net zero carbon healthcare service, with two key targets emerging from this process:

1. **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 to 2032

2. **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 to 2039

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Social Care Act. This places duties on all NHS organisations to contribute towards statutory emissions and environmental targets.

Meeting these trajectories is only possible if they are supported by collective action from all NHS Trusts, Primary Care, Integrated Care Boards (ICB's), NHS staff, and collaborative partnerships working across the healthcare system.

MAJOR EMMISSIONS: CH_4, N_2O, SF_6, CO_2, CFCs, PFCs, HFCs

SCOPE 1 DIRECT
- FOSSIL FUELS
- NHS FACILITIES
- ANAESTHETICS
- NHS FLEET AND LEASED VEHICLES

SCOPE 2 INDIRECT
- ELECTRICITY

SCOPE 3 INDIRECT
- ENERGY WELL-TO-TANK
- BUSINESS TRAVEL PUBLIC TRANSPORT GREY FLETT, ECT
- WASTE
- WATER
- METERED DOSE INHALERS

- BUSINESS SERVICES
- MEDICAL DEVICES
- COMMISSIONED HEALTH SERVICES OUTSIDE NHS
- MANUFACTURING PRODUCTS, CHEMICALS, GASES
- STAFF COMMUTING
- CONSTRUCTION
- MEDICINES
- FOOD AND CATERING
- FREIGHT TRANSPORT
- ICT

TRAVEL OUTSIDE GHGP SCOPED
- PATIENT, VISITOR TRAVEL

NHS CARBON FOOTPRINT

NHS CARBON FOOTPRINT PLUS

Wider sustainability impacts

Whilst this strategy focuses on our direct sustainability agenda, we also recognise our wider sustainability role as an 'Anchor Institution'.

Our Green Plan will touch on many of these aspects and is a key enabler to supporting and influencing the health and wellbeing of our communities.
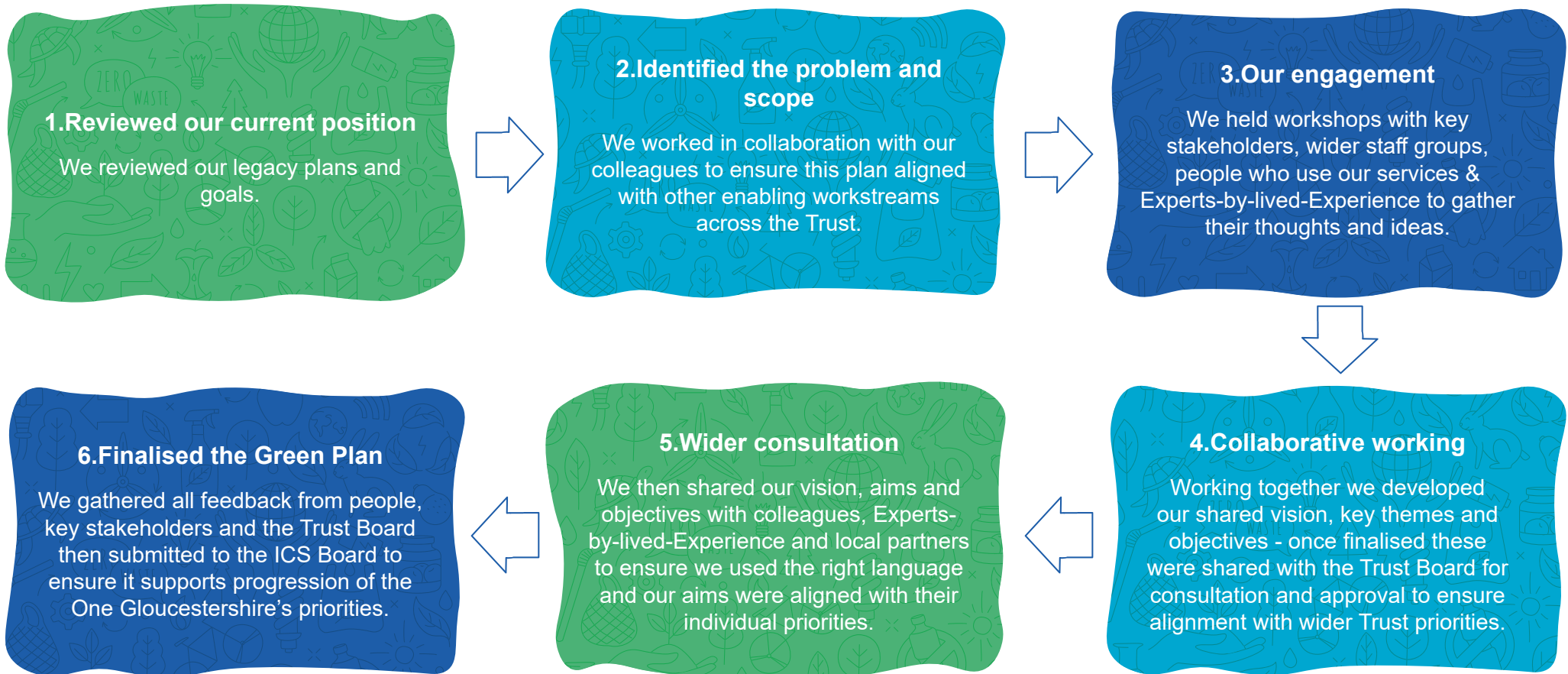
Developing our Green Plan

Sustainability is a broad and multi-faceted agenda and we aligned this strategy with the objectives set in the NHS Long Term Plan and commitments to net zero carbon emissions.

We recognised the importance of public views and expectations by involving a wide audience and empowering our communities to contribute to the development of this plan and our key objectives.

Plan development process

1.Reviewed our current position

We reviewed our legacy plans and goals.

2.Identified the problem and scope

We worked in collaboration with our colleagues to ensure this plan aligned with other enabling workstreams across the Trust.

3.Our engagement

We held workshops with key stakeholders, wider staff groups, people who use our services & Experts-by-lived-Experience to gather their thoughts and ideas.

4.Collaborative working

Working together we developed our shared vision, key themes and objectives - once finalised these were shared with the Trust Board for consultation and approval to ensure alignment with wider Trust priorities.

5.Wider consultation

We then shared our vision, aims and objectives with colleagues, Experts-by-lived-Experience and local partners to ensure we used the right language and our aims were aligned with their individual priorities.

6.Finalised the Green Plan

We gathered all feedback from people, key stakeholders and the Trust Board then submitted to the ICS Board to ensure it supports progression of the One Gloucestershire's priorities.

Green Plan vision

"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."

Our Green Plan vision coupled with our passion for sustainability will enable us to demonstrate the Trust Values and turn the Trust Vision **"working together to provide outstanding care"** into reality.

This vision for sustainability has been developed by working inclusively with colleagues, people who use our services and experts-by-lived-experience to deliver positive change and real lasting benefits.

As part of our Green Plan, we have aligned the Trust Values to drive culture change across the organisation by:

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

To accelerate this change, we have incorporated **Sustainability** within the organisations Trust strategy as one of our four strategic aims to **demonstrate that we are reducing our total carbon footprint and increasing the social value we can offer as a major employer in Gloucestershire.**

This goal has been achieved by embedding the following sustainability objectives into all enabling strategies and work plans.

Understand our baseline position in all aspects of sustainable development and set clear measurable targets

Take positive action to reduce carbon footprint and improve air quality

Take forward digital by design to transform our service delivery

Maximise our position as a major contributor to the local economy – promoting local, high quality employment opportunities and investment to add wider value across Gloucestershire

Our achievements so far

Before the formation of GHC in 2019, the legacy organisations achieved a 25% reduction in their direct carbon footprints. Since then, we have undertaken numerous projects to further reduce our carbon footprint and support wider sustainability goals.

Net zero

- Installed **18** 7.2KWh Electric Vehicle Charging Points
- Saved over **1,300** tonnes CO_2 from LED lighting projects
- **100%** of electricity purchased from green renewable sources
- Installed roof mounted Solar Energy at four hospitals that generates over **21%** of renewable electricity

Sustainable models of care

- 2 NHS Forest projects located at Cirencester and North Cotswolds Hospitals
- 2 outdoor therapy gyms provided for colleagues and people who use our services
- Set up **3** community gardening and vegetable allotments
- Provided **80** secure cycle spaces to encourage active and sustainable modes of travel
- Provide over **1000** virtual appointments per week
- **55** of our services are using Attend Anywhere to support delivery of care
- Introduced a COPD Greener Inhaler guide to inform clinical practice and raise awareness of lower carbon care
- Since 2020, we have delivered over **250** warm and well bags to vulnerable residents across Gloucestershire

Equity and procurement

- Saved over **8** tonnes of waste using Warp-it
- Converted over **22** tonnes of food waste to bio-gas
- Recycled over **1058** items of IT equipment
- Sustainable paper switch in all Trust printers and copiers

Workforce and system leadership

- Hosted over **18,000** virtual staff meetings using Microsoft Teams
- Named Sustainability as one of the Trust's 4 strategic aims
- Launched Sustainable Healthcare E-Learning to raise awareness of the Sustainability Agenda
- Included Sustainability in Silver Quality Improvement Training

Below are two examples of sustainability work that have been carried out in our organisation.

North Cotswold Hospital

The grounds have extensive ornamental gardens with some semi naturalised copses. The site is drained with a system of swales with a variety of bog plants.

**Grounds designed with rehabilitation in mind:**

- Raised benches
- Steps and sloping paths with handrails
- Different surfaces encompassing grass, gravel and brick

People are able to make full use of the grounds to help with their recovery.

The grounds are maintained by a dedicated team of experienced volunteers with assistance from a wildlife volunteer project

246 NHS Forest trees have been planted since 2012	The site was highly commended at the NHS Forest Conference Awards in 2014
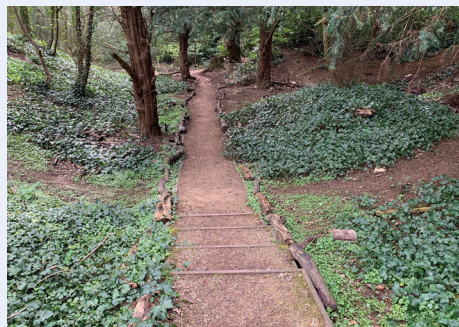
Charlton Lane Hospital

The purpose of the project was to reduce energy demand to enable our transition towards net zero building emissions at the hospital.

What we did:

- Lighting was upgraded to low energy LED
- Installed roof mounted solar panels to create on site renewable energy
- Generates over 21% of renewable electricity

Achieved carbon savings of 2,324 tonnes CO_2e

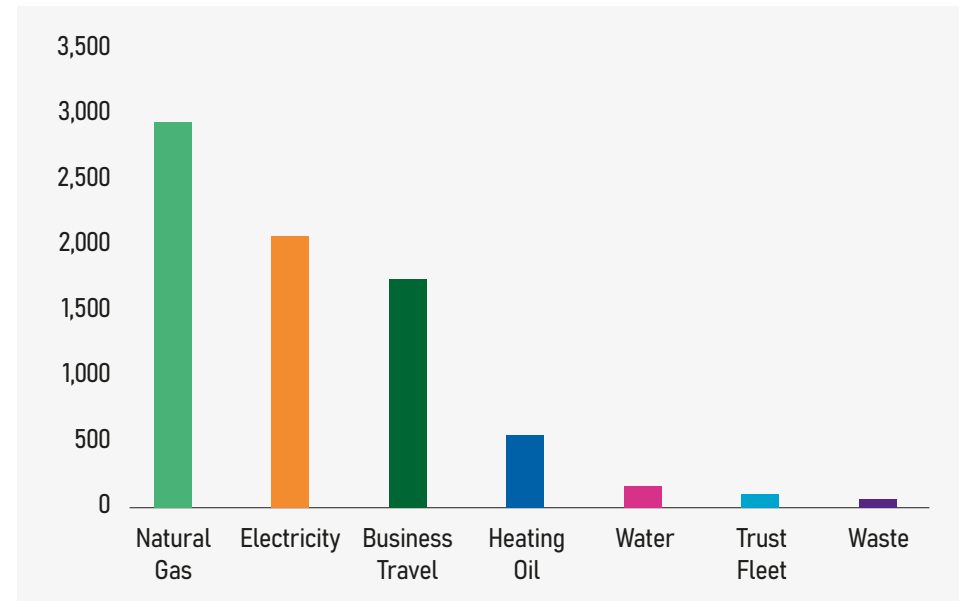| Equivalent 6,294 trees planted	Equivalent to powering 100 homes	Supported 21 jobs during this project

Our carbon impact

All of our activities have a carbon footprint which are arranged into 3 categories, or Scopes. Scope 1 is for emissions produced as a direct result of our building operations and travel, scope 2 is the emissions from electricity purchased. Scope 3 is for indirect emissions from operational activities, such as waste production and water usage.

Although activities such as waste and water have a lesser impact on our carbon footprint they still account towards our Trust's resources footprint and are considered a key factor within this strategy.
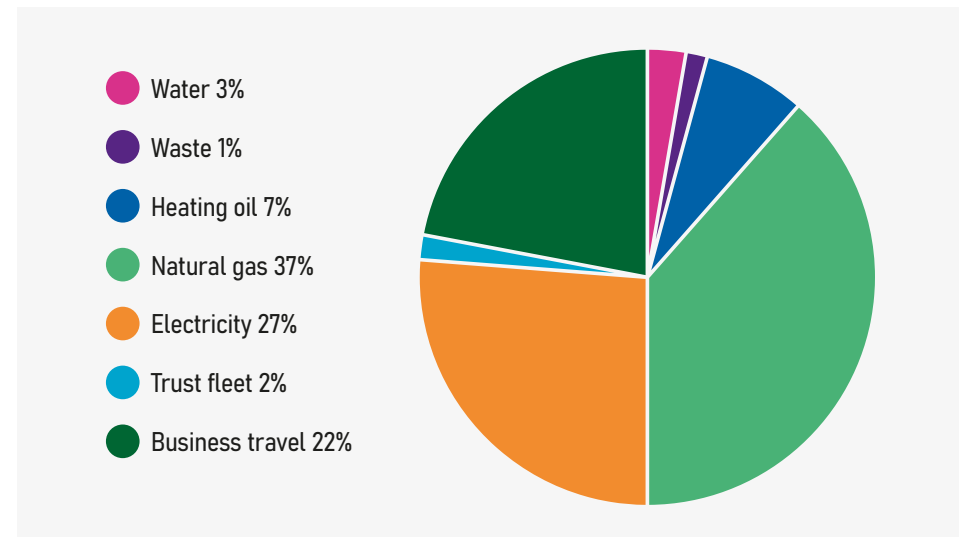
Our 2019/20 baseline data shows we emit 7,730 tCO_2e, which was calculated using the Sustainability Reporting Portal. This has now been superseded by the Greener NHS Reporting tool and we will produce our full carbon footprint once this becomes available.

*Carbon footprint excludes emissions (tCO_2e) for anaesthetic gases and meter dose inhalers (2019 / 20). These emissions will be included within future calculations when reporting our carbon footprint. Scope 3 procurement and staff commuting emissions will be calculated and reported separately under a new baseline defined as our carbon footprint (plus).

Carbon footprint by activity (tCO_2e)

Percentage of carbon by activity

- Water 3%
- Waste 1%
- Heating oil 7%
- Natural gas 37%
- Electricity 27%
- Trust fleet 2%
- Business travel 22%

What we want to achieve

We have set 2 overarching goals which will help us achieve our vision, whilst also meeting national NHS targets.

We recognise that these goals supersede the lifetime of this strategy, but our Sustainability Priorities over the next 3 years will ensure we have the solid foundations to make a net zero GHC a reality.

**Goal 1:** We will achieve a net zero carbon footprint by 2040[1]

We will need to achieve a minimum of a 6.8% year-on-year decrease in our emissions, taking our carbon footprint for Scope 1 and 2 emissions from 7,730 tCO_2e to 3,478 tCO_2e by 2040. Over the next 3 years, we will need to reduce our carbon footprint by a further 25% to ensure we are on track to meet this goal.

Goal 2: We will achieve a net zero carbon footprint plus by 2045[1]

When the Greener NHS' Carbon Reporting tool becomes available, we will calculate our Carbon Footprint Plus and plot our trajectories to net zero. In the meantime, we will continue to reduce our Carbon Footprint Plus by being more resource efficient and using our purchasing power to influence change across our supply chain and beyond.

Further information on how we are going to achieve this target can be found in our strategic themes and are further outlined by the specific objectives set.

Projections for our directly controlled emissions
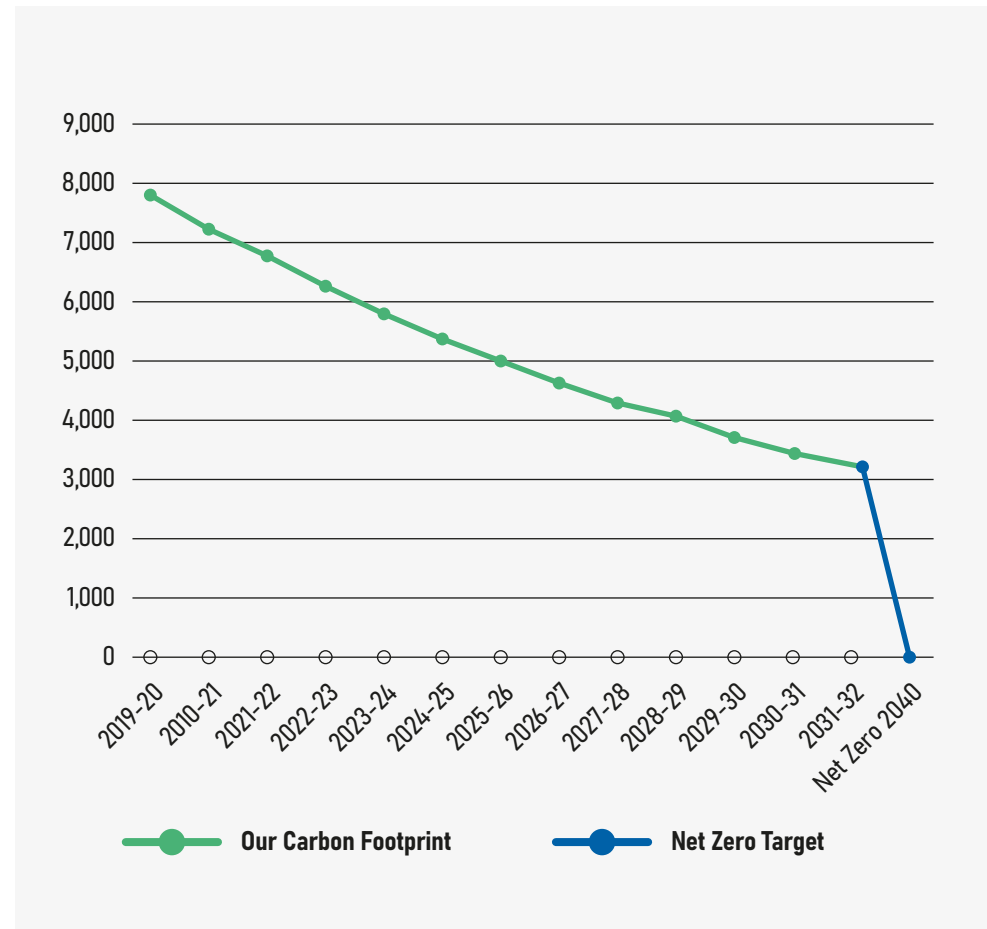
[1]These measurements will also be benchmarked against Gross Internal Area m^2 and patient contact

Sustainability priorities

Our four sustainability priorities will ensure that we deliver our wider sustainability and carbon reduction commitments. These priorities are formed from the main drivers of change and sources of carbon emissions.

Net zero
- Estates
- Capital projects
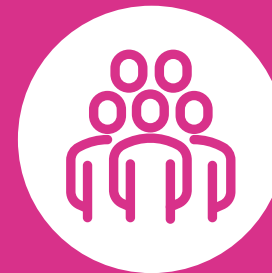- Trust travel and transport
- Climate adaption and mitigation

Sustainable models of care
- Medicines
- Food and nutrition
- Sustainable and active travel
- Digital transformation
- Greenspace and biodiversity

Equity and procurement
- Social value and inclusion
- Single-use plastics
- Circular economy and reuse
- Facilities

Workforce and system leadership
- Sustainable workforce
- Culture of sustainability

Net zero

Estates

Our estates and associated activities are diverse, complex, and geographically dispersed across 140 sites in the county and are vital to the running of our healthcare services. These assets are a significant cost to the Trust and contribute a significant proportion of direct carbon emissions.

Goals for next 3 years	Objectives and actions
To reduce our emissions from building use by 25% by March 2026. Develop and construct our first net zero community hospital in the Forest of Dean by 2024/25.	• Develop an estate decarbonisation strategy to identify carbon hotspots and net zero opportunities. • Use real-time consumption and analytics to inform water efficiency projects across the Trust. • Reduce electricity demand by installing on-site renewable energy systems as appropriate (e.g. solar panels). • Further decarbonise one of our inpatient mental health hospitals to enable it to become our first net zero mental health hospital. • Embedded Sustainability in the delivery and rationalisation of our estates as set out in our Estates Strategy to lower carbon emissions.

Capital projects

Our estate is ever-changing which allows us to embed sustainability and low carbon technologies across our capital estates projects.
This will ensure we future-proof our buildings so that they are fit for purpose in a net zero future.

Goals for next 3 years	Objectives and actions
To develop sustainability and net zero principles into all-new, existing, and decommissioning projects by March 2023.	• Develop a sustainable design guide to ensure sustainability is embedded into new, refurbished, and decommissioned buildings. • Define minimum sustainability standards for any new or existing leased buildings within our portfolio. • Embed 'triple bottom line principles' into all capital work specifications and tender documents. • Appoint and work with contractors and consultants who take a value-based, whole-carbon lifecycle approach to the design, construction, and delivery of our new, existing, and decommissioned buildings.

Trust travel and transport

How goods and services are transported across the Trust has a carbon impact and contributes to poor air quality. As technology evolves, we will reduce all unnecessary travel and switch to lower-carbon modes of travel where applicable.

Goals for next 3 years	Objectives and actions
10% of the Trust Fleet to be low, ultra-low or zero emission by 2025. Reduce Trust business mileage by 20% by March 2025 (against a 2019 baseline).	• Phase out existing petrol and diesel vehicles where appropriate across the Trust. • Ensure all newly purchased or leased vehicles are low, ultra-low or zero-emissions. • Increase our Electric Vehicle charging network to accommodate for a net zero fleet. • Reduce business travel through the increased use of virtual platforms such as Microsoft Teams and Attend Anywhere. • Develop a sustainable business travel policy to encourage more sustainable modes of travel between sites. • Undertake an annual review of the 'Clean Air Hospital Framework' to support improvements to local air quality.

Climate adaption and mitigation

We must prepare our healthcare buildings and services to be resilient to climate change to minimise disruptions to care.

Goals for next 3 years	Objectives and actions
To increase our resilience against climate-related severe weather events by March 2026.	• Develop a Climate Adaptation Plan to outline the actions and interventions required to mitigate the risks. • Embed climate adaptation and mitigation as part of business continuity planning. • Carry out a Risk Assessment and ensure climate change and adaptation features on the Trust risk register.

Measures of success

The installation of a low carbon heating system by 2025/26

Development of heat decarbonisation plans for all inpatient sites by 2022/23

25% reduction in direct carbon emissions

Development of Climate Adaption Plan

10% increase in low, ultra-low or zero-emission fleet vehicles by March 2025

Sustainable models of care
Medicines

Medicines are used by people that use our services. By addressing how medicines are used (by optimising their use, reducing waste, and seeking to use low carbon alternatives where possible) will help reduce our carbon emissions.

Goals for next 3 years	Objectives and actions
Reduce Meter Dose Inhalers by 25% by 2025 Optimise and reduce the use of pharmaceuticals and harmful medical gases by 2025/26.	• Reduce unnecessary medicine where clinically appropriate and develop methodologies for quantifying the health, sustainability, and carbon benefits of these interventions • Increasing the number of low-carbon inhalers consumed where clinically appropriate, in line with NHS Targets. • Seek opportunities to collaborate and redesign inefficient care pathways and calculate the carbon or wider environmental impacts of these. • Reduce harmful volatile medical gases (e.g. Desflurane and nitrous oxide) in exchange for lower-carbon alternatives where clinically appropriate, in line with NHS targets.

Food and nutrition

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.

Goals for next 3 years	Objectives and actions
Reduce our carbon emissions and wider environmental impacts from food made, served, and processed by March 2026. Empower people across the organisation to make sustainable and nutritious food choices. Reduce food waste by 60% (against a 2020/21 baseline).	• Work with dieticians to develop and increase the amount of healthy, low carbon, and sustainable food options across all services. • Educate staff and people who use our services on the importance of a sustainable diet for health and wellbeing. • Develop sustainability guidelines for all food and drink services purchased across the Trust. • Support the growing of fruit and vegetables at our Trust garden spaces and use this produce for meal planning and preparation where clinically appropriate. • Introduce a digital meal ordering system to reduce food waste. • Undertake audits across the Trust to identify common causes of food waste.

Sustainable and active travel

How people travel to and around our sites has an impact on our carbon emissions, local air quality, and health and wellbeing. It is possible to become healthier through engaging in more sustainable and active travel e.g. public transport, walking and cycling.

Goals for next 3 years	Objectives and actions
Increase the amount of sustainable and active travel facilities across the Trust by March 2023 to contribute towards improved air quality, health and wellbeing.	• Develop a healthy travel plan to increase active and sustainable modes of travel to our sites and within local communities. • Undertake site-based travel plans and seek internal and external funding to improve active travel infrastructure across our estate. • Work alongside internal and external partners to promote and encourage more sustainable modes of travel to and from our Hospital sites. • Measure how staff commute to work and understand how lower carbon alternatives can be encouraged. • Work alongside local partners to measure and benchmark the air quality surrounding our sites and take proactive measures in highly populated urban areas.

Digital transformation

We can harness new and existing digital technology and systems to streamline our services, and improve patient experience whilst systematically reducing resources, and carbon emissions.

Goals for next 3 years	Objectives and actions
Quantify the environmental and social impacts of digitally enabled care through a 25% reduction in face-to-face outpatients appointments (against a 2019/20 baseline)	• Develop a digitalised pathway to enable the Trust to become a paperless organisation where clinically possible • Embed digital technology into all clinical activities by 2022, in line with NHS Targets. • Include sustainability principles in the procurement and disposal of IT equipment and other digital services and quantify the carbon benefits of these interventions.

Greenspace and biodiversity

In Gloucestershire and across our estates we have access to the most beautiful locations for promoting Biodiversity and Greenspace. This will enable us to forge the link between the natural world, providing sustainable models of care. This will be achieved by creating areas of natural biodiversity or gaining access to local greenspaces to enable preventative healthcare.

Goals for next 3 years	Objectives and actions
Understand opportunities that biodiversity and, greenspace offer in order to promote a more sustainable model of care. Increase the amount of accessible Greenspace across the Trust by March 2025.	• Develop a Greenspace and Biodiversity Plan to understand our existing Greenspaces and their benefits to biodiversity. • Explore internal and external funding opportunities to expand and further develop our green spaces. • Increase Biodiversity Net Gain across our estate to encourage and enhance local species of wildlife. • Support people to get involved in greenspace and other outdoor activities to complement care and improve overall health and wellbeing. • Work with system partners to increase uptake of green/social prescriptions through access to green space, biodiversity, and other activities. • Work in partnership with internal and external organisations to ensure our estates and green spaces are as accessible as possible. • Ensure the provision of Greenspace is a key criterion in all new developments.

Measures of success

Development of Healthy Travel Strategy and associated site-based Travel Plan

Development of Biodiversity and Green Space Plan

Increase in sustainable travel facilities

Equity and procurement

Social value and inclusion

As an organisation that is intrinsically tied to the long-term health and wellbeing of its communities, we play an important role in improving the lives of people who deliver and use our services.

Goals for next 3 years	Objectives and actions
Increase the use of local suppliers by 10% where financially viable (against the 2022/23 baseline). Apply sustainability and social value weighting of at least 10% criteria into all procurement contracts by 2022/23.	• Collaborate with new and existing internal/external partnerships to provide sustainable healthcare learning experiences, work placements, and apprenticeship programmes. • Develop service-specific sustainability and social value KPIs for all procurement contracts. • Work alongside internal diversity networks to improve employment opportunities for people from underrepresented groups.

Single-use plastics

We use a large number of single-use plastics across the Trust, which is harmful to the environment and local ecosystems. These items can be avoided or replaced with plastic-free or reusable alternatives, where carbon and clinically appropriate.

Goals for next 3 years	Objectives and actions
To reduce the use of single-use plastics by 10% where financially feasible (against 2018/19 baseline)	• Eliminate unnecessary single-use plastic and packaging supplied in our catering outlets, meal services, and vending machines. • Reduce the amount of bottled water sold within our catering outlets by 10%. • Ensure single-use plastic reduction is included as a key criterion for all appropriate contracts by 2023. • Investigate and implement alternatives for single-use plastics used in clinical services where appropriate.

Circular economy and reuse

Where we cannot reduce the amount of waste produced within the Trust, we need to increase the number of reused or recycled equipment by embedding a whole-lifecycle approach to our procurement decision-making.

Goals for next 3 years	Objectives and actions
Deliver annual savings in cost and tonnage of waste produced by increasing the amount of repaired, remanufactured and reused items within the Trust. Achieve a 50% recycling rate (Against 2020/21 baseline).	• Explore innovative ways of reducing waste and deliver annual savings. • Embed a whole lifecycle and circular economy principles in the tendering of Trust equipment and services and prioritise suppliers who can fix, refurbish or remanufacture and consolidate equipment to reduce our carbon footprint plus. • Work with clinicians to reduce the amount of unnecessary single-use or disposable items used and replace them with reusable or lower carbon alternatives that are medically appropriate. • Segregate high-volume waste items at source. • Reduce overall volumes of non-clinical, clinical, and hazardous waste.

Facilities

Our facilities have an environmental impact from chemical use and single-use items, some of which can be replaced with reusable alternatives, enhanced methods of cleaning, and increase the transparency of reporting.

Goals for next 3 years	Objectives and actions
To purchase goods and services ethically and sustainably to protect the environment. Reduce chemicals or use alternatives within cleaning systems (against a 2020/21 baseline).	• Increase the use of circular-economic and reusable equipment and materials within our facilities' operations. • Increase the transparency of renewable energy and waste contracts through recognised, sustainable reporting frameworks (e.g. Renewable Energy Guarantee Origin). • To work with suppliers to develop a data dashboard to measure consumption and improve water efficiency across our sites.

Measures of success

Increased reuse of items within the Trust

Overall reduction of waste materials

Increased direct awards to local / SME contracts

Workforce and systems leadership
Knowledge and competence

Our workforce needs to understand the importance of the sustainability agenda in order to feel competent to embed sustainable practices within their day-to-day activities.

Goals for next 3 years	Objectives and actions
Improve the awareness of Sustainability agenda across the organisation by 2023/24 (against a 2021/22 baseline).	• Develop a Sustainability and Communications Plan by 2022. • Develop and deliver sustainability training, communications, events and engagement campaigns to raise the profile of sustainability across the Trust. • Work with our system partners to embed sustainability across the county. • Embed sustainability into wider Trust initiatives (e.g. health and wellbeing). • Provide opportunities to improve people's health and wellbeing through sustainability-based activities (e.g. Gardening, Cycle to Work Schemes). • Include Sustainability into Trust Awards and Staff Surveys. • Provide people the opportunity to get involved in Sustainability related activities which enhance social value and contribute to staff retention.

Culture of sustainability

People will need be empowered to advocate, embed and raise awareness of this agenda to create a culture of sustainability. This will help us underpin our Sustainability priorities, goals and objectives to ensure they align with wider Trust vision and strategies.

Goals for next 3 years	Objectives and actions
To create a culture of sustainability across the organisation by 2024/25 Embed sustainability into Trust transformational, learning & development and quality improvement programmes of work by March 2024.	• Embed sustainability into all learning and development opportunities. • Develop a Sustainability Impact assessment into all strategic business cases over £250,000. • Embed sustainability principles into all service redesigns. • Further develop the Trust's Strategic Sustainability Group. • Hold regular Sustainability Sessions with the Trust Board. • Identify a HR Lead for Sustainability and ensure sustainability is instilled in new/existing employee culture.

Measures of success

Increased awareness of Sustainability among staff and people who use our services.

Quantity of sustainable health & wellbeing opportunities.

Development of ac Impact Assessment.

Governance and reporting

This Green Plan is broad with many of targets requiring a collective effort across the organisation. We need good governance and reporting structures to ensure we achieve the targets within this plan.

Trust Board

The Trust Board offers senior leadership, supports implementation, and ensures we are on track to meet the goals set within the Sustainability Strategic Aims for the Trust.

Resources Committee

Strategic Sustainability Group (SSG)

The Strategic Sustainability Action Group meets every quarter and consists of Senior Managers across the Trust. These individuals are responsible for ensuring the Green Plan Targets are embedded into their annual workstreams and areas.

Wider staff networks

These 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

Some risks could undermine our effective delivery of this Green Plan. The risks outlined below will be monitored through the Trust's internal risk and governance teams through the lifetime of this strategy.

Risks	Reasons	Mitigation	Reporting
Non-compliance with climate change legislation	Size, scale, and complexity of our organisation	Creation of environmental risk register	Annual
Failure to meet carbon reduction goals and Trust's strategic aim 4: Sustainability	Carbon reduction measures neutralised by an increase in estates/clinical activity	Transparent reporting to include absolute carbon reduction as well as baselined against estate size and patient contact	Annual to the board; quarterly to SSAG and Resources Committee.
Financial	Unknown financial positioning will affect our ability to resource annual work plan The increasing cost of core contracts (utilities, waste) has the potential to mitigate cost savings.	The creation of a detailed annual financial plan for the lifetime of the strategy, signed off by Trust Board (summary provided in the section below)	Annual

Financial resources

Interventions to achieve a net zero healthcare estate go hand-in-hand with financial savings. At the same time, wider estates costs (waste, energy, and raw materials) are rising. We need to ensure we have the financial backing to support this plan, ensure our utility supplies are competitively priced, educate staff on best practices, respond to leaks and overheating promptly, and invest in schemes (such as solar PV) to reduce our demand on the electricity grid.

Our financial plans are detailed below:

1. Over time we will consider the level of resources we have internally to respond to this wide agenda. Re-investment into both the Team and wider sustainability schemes from some of the financial gains achieved as a result of resource efficiency projects will be considered on a case by case basis. This will also enable us to invested into other projects which have limited financial savings but benefit the wider environment or social value (e.g. Greenspace and Biodiversity Projects).

2. We will seek funding from external partners for large-scale energy and water efficiency projects (e.g. Salix Funding), where internal funds are not available.
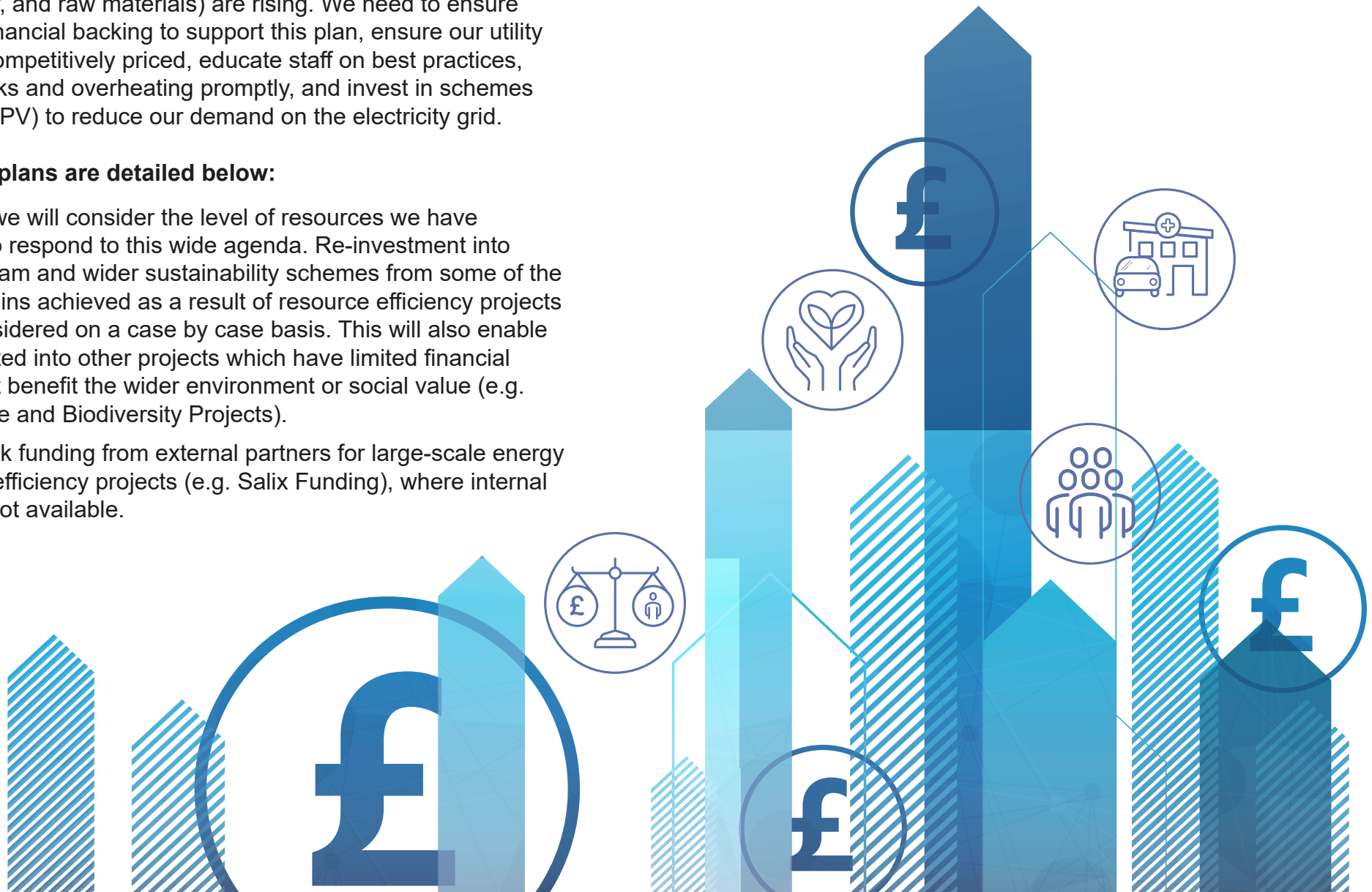
Summary

Achieving our vision, will not be easy or straightforward. Our ambition is to maximise the benefits of sustainability and wider health, wealth and well-being of our community and workforce.

We are sure that our Green Plan, underpinned by our Sustainability Priorities, will help us make a positive difference and achieve our wider Trust vision, aims and objectives.

We will update this Green Plan annually, as sustainability and sustainable healthcare is a field that is consistently under review. This includes new issues, opportunities and technologies that are likely to arise over the lifecycle of the Green Plan.

Thank you for taking the time to read our strategy.