



Portsmouth Hospitals
University
NHS Trust

Our Green Plan

A three-year enabling strategy,
ensuring our carbon emission activity
totals net zero by 2045.



Our vision for this Green Plan is, over the next three years, to deliver tangible action and initiate a range of longer-term changes that will set the Trust on a path to achieve net-zero in line with national goals and improve its overall environmental sustainability.

Introduction

Mark Orchard
Chief Financial Officer and Board-
level Senior Responsible Officer

“Our ambitious Green Plan is a signal for the communities we serve, using our Trust’s values we will actively work in collaboration with our partners to achieve a net zero health service.”



The publication of our Green Plan and its accompanying Green Action Plan is a significant first step and acknowledges the commencement of our ambitious journey towards net-zero carbon.

Over the next three years we will start to deliver real change built on effective governance linked to our Working Together strategy, and our Trust core values. The Green Plan also recognises the health consequences arising from climate change and air pollution if we do not act.

Our Trust fully supports and commits to the challenge set out by the Greener NHS National Programme to reach net zero carbon emissions by 2045, in turn making the NHS the world’s first carbon neutral healthcare service.

We acknowledge the declaration of a Climate Emergency by our partners in Portsmouth City Council and our Green Plan sets out our response, support and contribution.

We recognise that we account for a significant portion of Portsmouth and south-east Hampshire’s carbon footprint. As an anchor institution and one of the largest organisations, in the heart of our community, we embrace our obligation to act as an exemplary force for the population we serve. Alongside this, we have recently published our Travel Plan setting out how we will support sustainable and active travel as just one example of how we are implementing this strategy.

Engaging in collaborative conversations and working together will allow us to coordinate with stakeholders locally, regionally, nationally, and globally to inform our priorities and accelerate the establishment of sustainability measures from ward to Board – making the steps towards net zero, accessible for everyone.

Together, we can make significant change, in a way that is reflected in the way we work together for our patients, with compassion, as one team, always improving.

We are proud to be Portsmouth, and I am delighted to hold the responsibility of Board-level Senior Responsible Officer. This moment in time provides a unique opportunity to confront our targets and commitments with vital backing, ensuring the beacon of sustainability shines across all that we do, for a better future.

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Our Vision

Portsmouth Hospitals University NHS Trust (the Trust) proudly serves a local population of around 675,000 residents across Portsmouth and south-east Hampshire. The Trust has a vision of “*working together to drive excellence in care for patients and communities*”.

Our Green Plan establishes the Trust’s sustainability vision, our commitments, and the actions by which to achieve this over the next three years. The Trust considers sustainability to be one of the key issues facing the future, for the Trust, the City of Portsmouth, and the UK.

Our Green Plan is a significant step to tackle the urgent climate crisis. By implementing strong leadership and governance, supported by decisive ambitious actions, we will develop a culture of sustainability in line with the Trust’s vision for delivering excellence.

Climate change, driven by human activities, is resulting in the Earth’s temperature accelerating faster than historic levels. The consequences of this, taking the climate to an irreversible tipping point, is threatening the health and livelihoods of future generations as referenced in the United Nations Climate Change papers in 2018.

Globally, governments, corporations and individuals around the world are attempting to reduce the effects of climate change. Figure 1 shows the 17 sustainable development goals set out by the United Nations as an urgent call for action. The NHS has set out a bold ambition to become the world’s first carbon neutral healthcare system and locally Portsmouth City Council have already declared a climate emergency and pledged to achieve net zero carbon emissions by 2030. Here, at the Trust, we will support and engage with colleagues in the council to ensure alignment and agree common goals for both organisations.

Figure 1: The 17 Sustainable Development Goals (United Nations, 2015)



Our responsibility

The NHS has a significant carbon footprint. It is estimated that carbon emissions in the health service have increased by forty per cent since 1990. Currently the NHS holds responsibility for five per cent of all greenhouse gas emissions in England.

Every area of the NHS will need to act if net zero is to be achieved. Figure 2 identifies the greatest areas of opportunity – or challenge – for change and draws attention to the need for action in respect of (in particular) supply chain and procurement, estates and facilities, pharmaceuticals and medical devices, and travel.

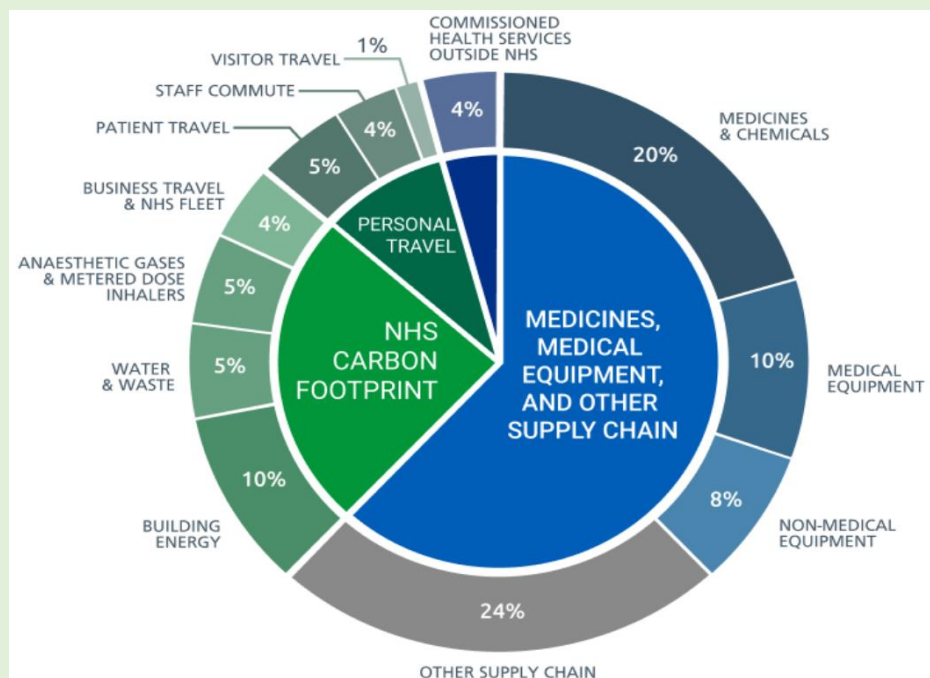


Figure 2: Sources of carbon emissions by proportion of NHS Carbon Footprint (NHS England, 2020, p.13)

The NHS has a vital role to play in climate change mitigation efforts. As a Trust we will seek to operate in a way which individuals to prioritise sustainable behaviour.

Key national deliverables (Figure 3):

- 1) Net zero by 2040 for emissions we control directly (the NHS Carbon Footprint), with an 80% reduction by 2028-2032, and
- 2) Net zero by 2045 for the broader emissions we can influence (the NHS Carbon Footprint plus), with an 80% reduction by 2028-2032.

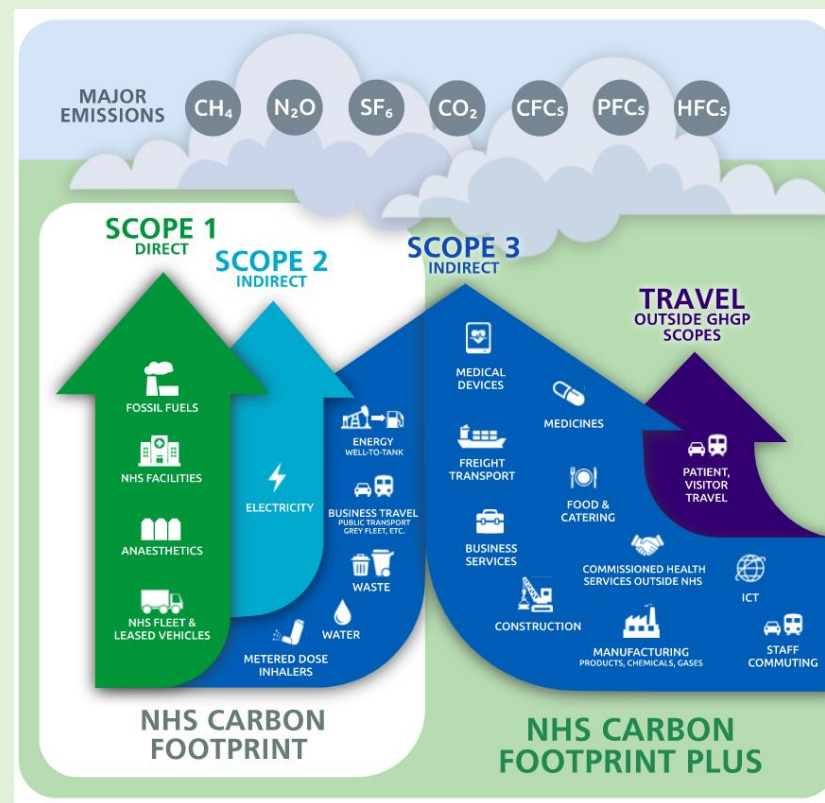


Figure 3: Definitions of NHS Carbon Footprint and Carbon Footprint Plus (Greener NHS 2020)

Our population's health

The climate emergency is a health emergency. Climate change threatens the foundations of good health, with direct and immediate consequences for our patients, the public and the NHS. As a Trust, we recognise the enormous challenge that the issues of climate change, air pollution, flooding, extreme heat and waste present and the impact that these issues have on our patients, colleagues, and communities. The environment is changing, and the pace of change is accelerating.

The impacts of climate change have increasingly been identified as a key health crisis facing the world in the twenty-first century. In the UK, the British Medical Association (2019), the Royal College of Physicians (2017) and the Royal College of Nursing (2019) have all publicly recognised that time to act is now.

As a member of the Portsmouth Health and Wellbeing Board the Trust is promoting action to improve Air Quality to deliver the Health & Wellbeing strategy which identifies poor air quality as an acute problem in our local community. Air pollution alone is already responsibly for an estimated 40,000 excess deaths a year in the UK (UK Health Alliance, 2020) and the recent implementation of the Portsmouth Clean Air Zone by the City Council is an example of positive action to improve the health and wellbeing of our local population.

If radical action is not taken by the Trust to address these risks, we would increase the likelihood of aggravating strain on the demand of our health service. Placing our local, regional, national, and global population's health in danger through deterioration of existing chronic conditions and untold ramifications, which, will only further exacerbate social inequalities.

"Increasingly studies are showing climate sensitive health risks such as heat, cold and flooding are disproportionately felt by the most vulnerable and disadvantaged including women, children, ethnic minorities, poor communities, migrants or displaced persons, older populations, and those with underlying health conditions.

Academics have linked an increase of the following health conditions with climate change: heart disease, stroke, lung cancer, cardiac arrests, asthma, mental health disorders to name a few."

John Knighton, Medical



Our commitments

As set out in our vision the Trust will use the next three years (2022-2025) to lay a strong foundation for our long-term net-zero targets. We will become more sustainable through continuous improvement and innovation in the care we provide for our patients. Focusing on the following key areas we will utilise sustainable quality improvement practices to identify and implement initiatives that deliver maximum benefit in line with our ambition.

The rationale behind prioritising these actions comes in conjunction with national requirements, such as the NHS Standard Contract and a blend of sustainable cultural enablers and active action that will be enacted as year one priorities.



Figure 4: Bus Connections to the hospital

10 Principal strategic actions for the next three years (2022/25)

Appendix A further details each of these principal actions.

1. Corporate approach – embed the sustainability and net zero carbon agenda within everything we do.
2. Asset management and utilities – continue to improve the efficiency of our practices and utilities by adopting green technologies and improving staff awareness.
3. Travel and logistics – encourage low-carbon, active travel and virtual alternatives to reduce our carbon and air quality impact.
4. Adaptation – embed climate change awareness across the Trust and prepare for extreme weather events and climate change threats.
5. Capital projects – facilitate net zero carbon progress through new builds and refurbishments.
6. Greenspace and biodiversity – protect and improve greenspace across our sites.
7. Sustainable care models – implement green care pathways to reduce the environmental impact of the care we provide to our community.
8. Our people – embed climate awareness and enable our staff, patients, and community to live more healthy and sustainable lifestyles.
9. Sustainable Procurement and use of resources – ensure that purchasing decisions are made in line with the national commitment to no longer purchase from companies that do not meet or exceed our net-zero targets and adopt innovative solutions to reduce waste and move towards a circular economy approach to the goods we purchase.
10. Carbon emissions and greenhouse gases – identify and target our carbon hotspots to reduce our carbon footprint and achieve our carbon reduction targets

Our local context

Trust Context

Our Trust Strategy “Working Together” drives us to work collaboratively to solve problems and deliver our vision, priorities, and values. By outlining how we expect each of us to work together, we can provide the excellence in care for patients. All colleagues commit to uphold these, whatever their role or level.

The Green Plan’s commitment to net-zero goes significantly further in its ambitions. The Trust views sustainability as one of 7 strategic initiatives that are being pursued as part of its Delivering Excellence programme. Implementation of this Green Plan will contribute to the following strategic aims:

- Providing the best possible patient experience
- Living within our means and eliminate waste
- Being the best place to work
- Everyone able to improve

Considering this, the Trust Board is publishing this Green Plan to address this gap and will ensure that this plan’s ambitions complement those from our Trust Strategy and seek to embed sustainability into our culture.



The Hampshire and Isle of Wight Integrated Care System

The Trust directly serves the Portsmouth and south-east Hampshire community and is part of the Integrated Care System (ICS) for Hampshire and the Isle of Wight (HIOW). The ICS is developing a joined-up

overarching green plan through its sustainability sub-group. The plan’s focus will be on adding value to the work underway in constituent NHS organisations. The Trust is an active partner of this group.

The ICS Green Plan has identified the following priorities:



The Trust is an active member of the HIOW Sustainability and Energy Group working with regional partners to share best practice and seek to accelerate carbon reduction and sustainability improvements across the region.

Wider partnerships

The Trust works closely with other local institutions in Portsmouth to collaborate on the globally important issues associated with tackling climate change. Key partnerships have been established with the University of Portsmouth and Portsmouth City Council. The Trust is also a member of the following groups:

- **Portsmouth Climate Action Board** – representing the local healthcare providers and drive collaborate action which reduce our total carbon emissions.
- **Portsmouth Clean Air Zone: Business Advisory Group** – representing the Trust in the implementation of the ongoing Clean Air Zone to reduce traffic generated air pollution emissions in Portsmouth.

- **Portsmouth Health and Wellbeing Board** – as an active partner, the Trust upholds its commitment to working with our public health partners to ensure we can bring improvements in health and wellbeing for local populations.
- **Portsmouth Health and Wellbeing Active Travel and Air Quality Board** - The Trust is sponsor to the Air Quality and Active Travel sub-Board
- **MyJourney Workplace Travel Network** – the Trust is an active member of the south-east Hampshire forum for large employers seeking to reduce use of car and uptake of sustainable travel modes
- **Imagine Portsmouth 2040** – the Portsmouth city vision group, a project which is by and for the residents, business and organisations in Portsmouth which sets the ambitions for our City to thrive.
- **HIOW Sustainability and Energy Group** – regional ICS group seeking to drive improvement in sustainability and carbon reduction

External peer support is also critical and the regional ICS Network, the regional Greener NHS team and the South East Regional programme are already in position to support and challenge.



Figure 5: Site biodiversity

Where are we now?

In November 2021 the Trust undertook a data gathering exercise to establish a baseline of where we are now and identify gaps in data needed to build an accurate picture of our carbon footprint. The Trust is committed to undertake an organisation-wide carbon audit so that we can start measuring and monitoring progress. At present we have several projects which will be used to calculate our carbon reduction progress, including:

LED lighting programme

The Trust and its PFI provider are in year one of a three-year project to replace existing tungsten, halogen and fluorescent lighting with modern LED alternatives expecting to reduce energy demand by C. 5million KWH saving **1171 Tonnes of carbon dioxide equivalent (TCO₂e)**.

Managed print service

In 2021 the Trust mobilised a contract for a managed print service. This resulted in the rationalisation of the printer fleet reducing the number of devices. By introducing more efficient devices with lower energy demands to save money and carbon. In future this will also drive further reduction in demand for paper by less wasted printing and default application of double-sided printing and black and white.

Electric Emergency Department

The designs for the Trust's new £65m Emergency Department will ensure the building is **100 per cent electric** meaning its ongoing electricity demand can be net carbon neutral. All systems for heating, cooling and ventilation are electric ready. The scheme is BREEAM excellent rated.

Biodiversity & Greening Plan

The Trust has commissioned a greening strategy identifying opportunities to enhance biodiversity on the Queen Alexandra Hospital site and is now looking at ways to implement them. Wildflower planting and no-mow areas are being introduced along with bat, bird and bee boxes

Battery recycling scheme

The Trust's PFI operate a battery recycling scheme recycling **over 1600kg of batteries since 2020** which saves money every year but importantly enables the recovery of non-renewable resources and keep harmful chemicals out of the environment.

Electronic forms solution

Recording sensitive information captured during our 7-day nursing assessments through an electronic form (as opposed to inaccessible paper records) has contributed towards a safer environment for our staff and our patients and, since going live in early 2021, has seen 71,500 digital assessments **saving over 321kgCO₂e** and over 140 reams of paper.

Energy usage monitoring

The Trust monitors energy usage monthly using performance data from the PFI provider. This enables action to be taken to address spikes in usage and identify leaks actively. The Trust has combined heat and power systems operating on site which whilst currently being gas powered mean that surplus heat is used to offset power demand across the site.

Net Zero Governance

This Green Plan sets out priority actions for the next three years and will be supported by a Green Action Plan which will be developed to address key areas of concern and will be considered a 'live' document.

To achieve the net zero goal of the Green Plan, the Trust needs to ensure the Green Action Plan has the following governance arrangements:

- strong leadership and board level commitment
- clear accountability and capacity at managerial level
- adequate resources to support implementation
- mechanisms for engaging with the wider workforce to maintain and embrace the active energy that will be critical to its success.

The following structure is proposed:

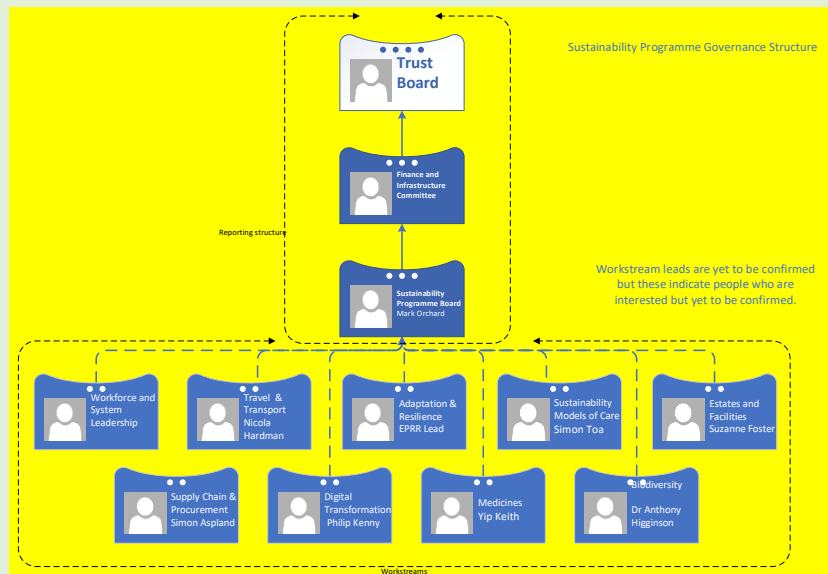


Figure 6: Proposed Trust Governance for the Green Plan

The current Green Plan Working Group will be superseded by the new Sustainability Programme Board and hold authority for the delivery of the Green Action Plan. The Sustainability Programme Board will report quarterly to the Finance and Infrastructure Committee. Accountability for progress against the Green Plan will sit with the Trust's Head of Sustainable Development who will report to the Chief Finance Officer as the Board-level Senior Responsible Officer. Each workstream has a named accountable officer.

To ensure that the wider stakeholder voice is heard, including that of staff and the patient, a patient representative will be sought to join the Sustainability Programme Board and a staff "Green Champions" network will be established.



Wildflower planting to increase biodiversity at Queen Alexandra Hospital

Net Zero leadership

Executive Lead – Trust Leadership Level



Mark Orchard

Chief Financial Officer and
Board-level Senior Responsible Officer

Responsibility of the implementation of the Green Plan and Green Action Plan over its duration of the next three years (2022 to 2025) lies with the Chief Financial Officer, Mark Orchard.

The Chief Financial Officer will act as the Board-level Senior Responsible Officer and sponsor for the Sustainability Programme Board. A quarterly overview of progress against the NHS's net zero carbon emission targets will be provided to the Finance and Infrastructure Committee.

The board level sponsor, the chief financial officer, will also represent Portsmouth, formally reporting to the ICS Governing Body and other national and regional bodies to execute long-term sustainability targets of the Trust.



Christine Slaymaker

Non-executive Director

As chair of the Trust Board's Finance and Infrastructure Committee Christine will be our non-executive champion.

Mark will be supported by:



John Knighton

Medical Director and
Clinical Lead for sustainability

And



**Clinical Director for Finance and Strategic
Estate**

Together they will form a triumvirate leadership group like our divisional management teams to drive progress.

Management Lead – Corporate leadership and oversight

The Head of Sustainable Development is responsible for delivery and review of the Green Plan. The postholder is embedded within the Estates & Facilities team and accountable to the Chief Financial Officer.



Trevor Mose

Head of Sustainable Development

Sustainability Programme Board

The core membership of the Sustainability Programme Board will meet bi-monthly, composing initially up to nine workstream leads and a representative from the communications team. Engagement within this group will ensure evolution of ideas and allow ownership and support of the work stream leads, in turn providing assurance around the chair.

The prime focus will be:

- Reducing our carbon footprint
- Driving innovation
- Monitoring delivery of the Green Action Plan, and
- Ensuring Trust-wide engagement.

The Sustainability Programme Board will be a formal sub-committee of the Trust's Finance and Infrastructure Committee which reports directly to the Trust Board.

Workstream leads

These will comprise representatives from each of the nine key workstreams who will act as workstream leads, each representing the nine areas of focus within the Sustainable Action Plan. This breakdown into nine manageable areas of focus with a specific grouping that impacts an area of hospital allows sufficient ownership and accountability to an oversight group, with a real purpose and deliverables.

The initial nine workstreams are:



Implementation and Measuring Progress

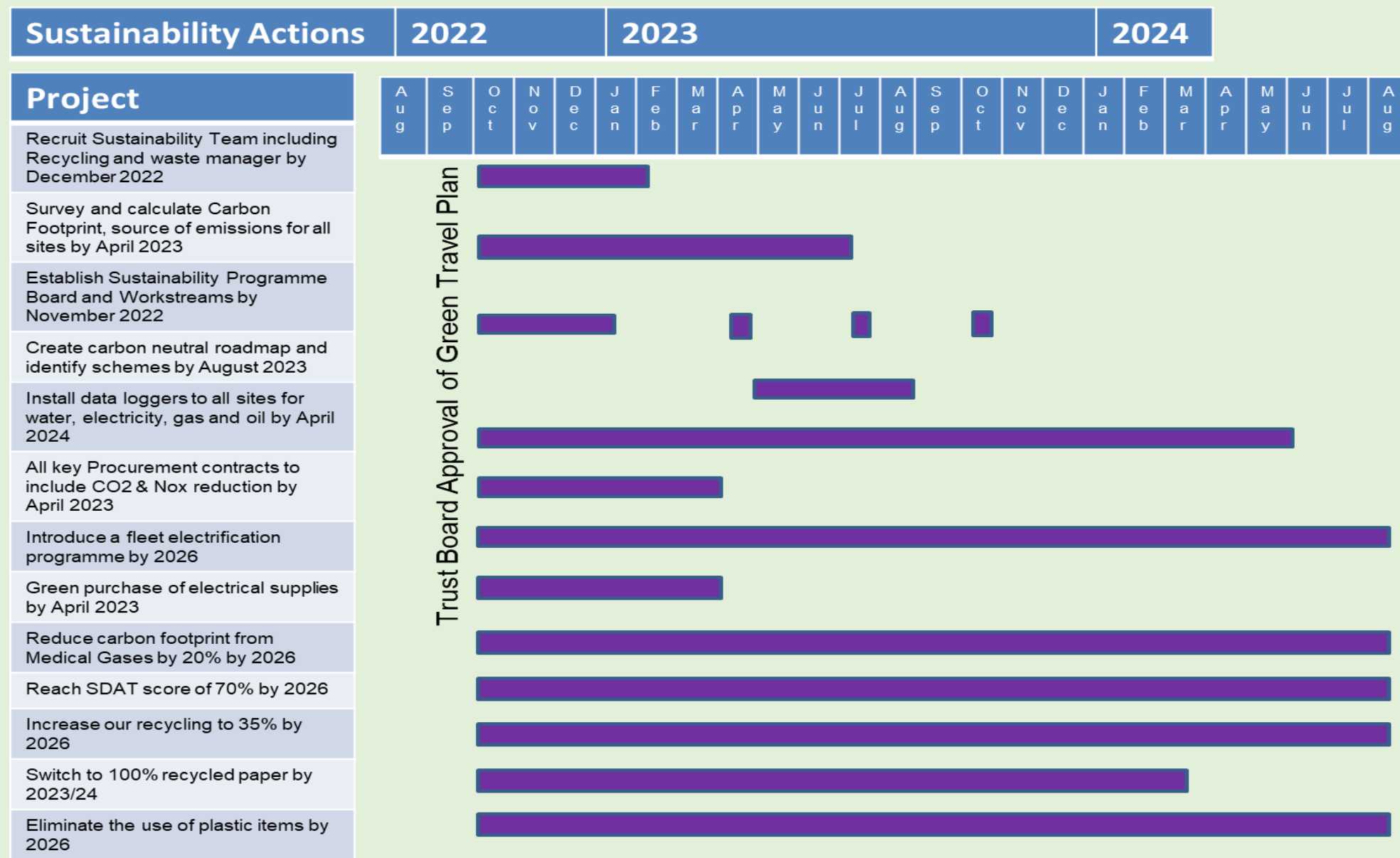
The Green Action Plan sets out the priority actions that the Trust will implement over the next three years and the outcomes it is seeking. Implementation will be monitored by the Sustainability Programme Board who will regularly review progress against the Green Action Plan.

Performance will be quantified in terms of the individual carbon benefit of schemes as they are implemented. This will provide an absolute measure of the impact until it is possible to establish a credible baseline against which a relative assessment can be made. A net-zero goal requires that all services and functions are brought in line.

The Trust will continue to work with regional partners at Greener NHS who are developing benchmarking tools to enable the Trust to compare its performance locally and nationally. Within this plan period the Trust intends to have established a credible carbon baseline and set out intermediate targets for reducing this on the path to net-zero.



Appendix A: Green Action Plan



Key outcomes from each workstream

Corporate approach:

- Recruit a Head of Sustainable Development in 2022
- Recruit a Recycling and Waste Manager in 2023
- Implement process for upkeep and regular review of Green Plan and associated requirements
- Include sustainability KPIs in Annual Report
- Complete the NHS Green Plan Support Tool (successor to SDAT) when it becomes available to understand baseline and set meaningful targets
- Establish Green Champions network for sharing ideas and initiatives
- Establish Green Shoots suggestions inbox
- Engage with ICB and ICS Partners within the local sustainability forum
- Introduce sustainability within job descriptions, staff induction, appraisals and training
- Ensuring business cases and key decisions are accompanied by a sustainability / carbon impact assessment

Asset Management and Utilities

Short Term

Energy optimisation and water saving awareness campaigns

- Recruit an Energy & Sustainability Manager in 2022
- Develop energy awareness e-learning programme
- Provide information and saving advice and run water saving campaigns

Longer Term

- On-site Renewable – Green Generation and migration away from CHP, replacing with a zero-carbon alternative
- Green Purchase – Electrical

Other actions

- Embed carbon and energy management across all Trust operational functions
- Ensure accurate data collection across all sites by developing AMR across key sites and identifying areas not currently monitored by PFI system

- Complete carbon neutral roadmap and identify energy reduction projects
- Optimise Building Management System and implement intelligent analytics of BMS data
- Implement LED lighting across Trust, replacing with LED during routine maintenance activities
- Adopt Green IT measures and decarbonise the digital use from the Trust through data centre efficiency and renewably charged servers
- Review site utilities generation and distribution strategy to enable transition to Low Carbon future
- Continue rollout of water data logger to all sites
- Generate and implement monitoring and tracking strategy/system
- Review potential for strategic sub-metering at sites with high water consumption
- Replace water using devices with poor efficiency rating
- Ensure water-saving technology is used during capital development projects
- Identify and fix any leaks (through work with contractors)

Travel and Logistics:

- 100% of the vehicle fleet to use ultra-low and zero-emission vehicles by 2028
- In line with the NHS Long Term Plan, cut business mileages and fleet air pollutant emissions by 20% by 2023/24
- All key contracts include CO₂e and/or NO_x reduction KPIs by 2022/23
- 20% reduction in single car use for staff commuting by 2024 in line with the travel plan

How will we get there?

- Identify sources of emissions and develop emissions tracking plan
- Develop policy for Business Travel and NHS Fleet vehicles
- Develop and implement a Trust-wide Fleet Electrification Programme 2021 – 2026, ensuring all vehicles purchased/leased are low and ultra-low emission in 2021/22 and meet the NHS Long Term Plan commitment for 90% of the NHS fleet to use ultra-low and zero-emission vehicles by 2028
- Expand provision of active travel facilities across our sites (showers, lockers, cycle storage etc)

- Encourage sustainable travel through communications e.g. walking maps, incentives and competitions, green car lease scheme etc.
- Continue to provide flexible working options and efficient use of IT we can reduce the need for our staff to travel between sites, although some travel is clearly essential for clinicians
- Employ accurate measuring techniques in the near future to set a baseline against which our progress can be monitored
- Run campaigns and educational training to educate staff and patients on sustainable transport
- Establish strong partnerships with local councils and NHS bodies to increase uptake in active travel

Climate Adaptation

Manage, monitor and report on all public health risks associated with climate change and vulnerable communities.

How will we get there?

- Establish climate change adaption working group
- Develop a Climate Change Risk Assessment (CCRA) and Climate Change Adaptation Plan to highlight risks to continuity and resilience of services, which will be reviewed annually or after an event or near miss
- Introduce staff training on extreme weather events
- Evaluate the climate change risks associated with the Trust's local community and establish plans to mitigate against or prepare for these risks

Capital Projects

- BREEAM Healthcare rating of excellent for new buildings and a very good rating for refurbished buildings
- Sustainability and low carbon design included as clear project objectives for all new builds and refurbishments

How do we get there?

- Clearly define organisational responsibility for sustainable capital and refurbishment projects
- Define a clear set of sustainability aims and objectives that can be scaled and applied to all capital projects and major refurbishments
- Application of the 2021 zero carbon standard for buildings

- Adopt the BSRIA Soft Landings Protocol in all capital projects
- New builds and refurbishments must comply with the new NHS Net Zero Carbon Hospital Standard
- Capital projects and estates staff to undertake training in sustainable and net zero carbon buildings
- Utilise local suppliers wherever possible
- Collaborate with supply chain to minimise their environmental footprint within construction processes

Greenspace and Biodiversity

- Deliver enhancements to the site in line with the greening strategy
- Achieve biodiversity net gain in all new builds and refurbishments

How do we get there?

- Identify opportunities for local partnerships with nature organisations to improve biodiversity on Trust sites
- Identify opportunities for staff involvement in greening and biodiversity improvements
- Integrate greenspace and biophilic design principles within new build and refurbishment project briefs e.g. green walls
- Communicate greenspace and biodiversity access and opportunities to staff and patients via maps and diagrams
- Work to deliver local sustainable food sourcing options to provide for our canteens and patient meal

Sustainable Care Models

- Reduce carbon footprint from medical gases by 20% by 2026
- Increase the proportion of low carbon DPI's to 15% of inhalers prescribed
- Reduce the carbon footprint associated with anaesthetic gases in line with long term plan commitments
- To reduce the use of desflurane in surgery to less than 10% of its total volatile anaesthetic gas use, by volume
- Where outpatient attendances are clinically necessary, aim for at least 25% of outpatient activity to be delivered remotely, resulting in direct and tangible carbon reductions

How do we get there?

- Establish improvement hubs and green pathway forums to develop and pilot sustainable care models

- Introduce IT system changes to reduce administrative burden on staff
- Enhance our offering of social prescribing and lifestyle medicines as alternatives
- Embed prevention and out-of-hospital care models within the development of all green care models
- Calculate the environmental footprint of our care models
- Provide information to patients on the sustainability improvements made to their care, where possible
- Explore anaesthetic gas scavenging systems incorporating gas capture and cracking to mitigate impact
- Switch to gases that have a lower environmental impact such as sevoflurane
- Use of alternative anaesthetics
- Reduction in the atmospheric release from leftover nitrous gas canisters

Our People

- Achieve NHS Staff Survey engagement score of greater than or equal to 7/10
- Expand our Green Champions network, with one representative within every department

How do we get there?

- Continue support and develop the Green Champions network
- Encourage ideas and innovations from staff and contractors through surveys and meetings
- Undertake a sustainability survey for staff, volunteers, patients and visitors annually
- Expand vegetarian and vegan food options
- Provide the opportunity for staff to undertake carbon literacy or other sustainability training
- Continue to provide incentives for staff to behave more sustainably and be active to improve health and wellbeing
- Introduce sustainability within staff objectives, where possible
- Develop a Sustainability Communications and Engagement Plan and continue to share information with staff, patients and the wider community on Green Plan progress and sustainability initiatives at PHU
- Continue to provide volunteering opportunities that help move forwards with Green Plan initiatives

Sustainable use of resources:

- Increase our recycling to 35% by 2026
- Reducing reliance on office paper by 50%, with a switch to 100% recycled content paper for all office-based functions by 2023/4
- Minimise use of single-use plastics and eliminate waste to landfill

How do we get there?

- Communicate waste management policy across the Trust
- Undertake waste management projects (adopting circular economy through medical devices remanufacturing) and feeding bottle recycling
- Set up a waste oversight group to ensure co-ordinated action on waste minimisation
- Collaborate across Trust to reduce waste at early stages of procurement cycles and capital investments
- Centralise waste volume data from all companies disposing our waste
- Establish process to monitor procured goods against waste
- Increase recycling by separating tins/cans, plastic bottles and glass to be recycled separately
- Investigate innovations to minimise waste such as reverse vending machines and polypropylene recycling technologies
- Poster and digital campaign to reduce food wastage and promote sustainable buying behaviours
- Implement re-usable sharps containers to minimise waste that is incinerated
- Trust pledge to eliminate a number of single-use plastic items by 2026 by signing up to the NHS Plastic Pledge and collaborating with supply chain
- Collaborate with contractors to understand end point of all waste streams
- Upgrade all theatres to have the capability to deliver low flow anaesthesia
- Introduce furniture re-use scheme and donation of IT equipment
- Reduce unnecessary prescribing and undertake stock management to reduce pharmaceutical waste, indicating carbon cost when purchasing prescriptions

Carbon emissions and greenhouse gasses:

- Net zero carbon footprint by 2040 and carbon footprint plus by 2045

- Improve carbon reporting across our activities and supply chain

How do we get there?

NHS Carbon Footprint

- Incorporate headline carbon reporting in Trust Annual Report
- Identify high carbon products and services and plan to reduce their impacts, for example by specifying lower carbon alternatives
- Sign up to the Clean Air Hospitals Framework
- Develop a system to make carbon emissions visible in key identified high carbon activities where patient and staff choice is available to encourage behaviour change
- Incorporate the greenhouse gas impact of medical gases into the Medical Gas Policy and ensure it is considered by the Medical Gas Committee
- Identify alternative gases and carry out techno-economic analysis
- Keep abreast of policy and technology developments aimed at minimising impact of gases NHS

Carbon Footprint Plus

- Baseline procurement footprint annually using Greener NHS tools
- Undertake basic quantification and develop reduction strategies for our wider carbon impact (e.g. travel, supply chain)
- Identify and work with strategic suppliers to reduce overall carbon impacts
- Suppliers must continue to comply with NHS requirements aimed at driving carbon reduction
- Align offsetting approach with upcoming NHS guidance as well as partners
- Request supply chain report on carbon emissions associated with products and services

Communications and engagement:

Sustainable Communications Plan:

Develop a plan that sets out the key actions to gain engagement and share communications surrounding sustainability to Trust staff, patients and visitors, and the wider community Engagement and events

Hold events centred around sustainability and the Trust's net zero carbon ambition to spread awareness and gather ideas from our community.

Identity Establish a sustainability brand that stakeholders can associate with the Green Plan and net zero carbon at PHU.

Networks and collaboration:

Share best practice initiatives across our community to accelerate carbon reduction, improve awareness and share success.

Sharing success Communicate Green Plan progress and success stories relating to sustainable development across the Trust, via newsletters, social media, blogs etc.