

The background is a solid green color. It features several abstract botanical illustrations in white and red. On the left, there are some light green leaf-like shapes. On the right, there is a larger, more complex illustration of a plant with multiple leaves. At the bottom, there are dark green, rounded shapes representing hills or ground, with some white and red circular elements that look like flowers or berries.

Green Plan

2021–2025

Gloucestershire
Hospitals NHS
Foundation Trust

Gloucestershire
Managed
Services

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Our mission

Gloucestershire Hospitals NHS Foundation Trust’s (GHNHSFT) ambition is to become a leader in sustainable healthcare i.e. act sustainably, lead by example and embed sustainability into the organisational culture. This will support the targets of the NHS Long Term Plan, help us take the opportunity to improve what we do and how we do it and ensure our Trust is as environmentally, economically and socially sustainable as possible.

As a Trust we recognise the enormous challenge that the issues of climate change, air pollution, flooding, extreme heat and waste present to Gloucestershire and the impact that these issues have on our patients, colleagues and communities. In December 2019 we were one of the first NHS organisations in the United Kingdom to declare a Climate Emergency; we have joined a growing number of health organisations globally to deliver reductions in the carbon footprint generated by healthcare delivery.

We have already undertaken excellent work to address these issues through our previous Sustainable Development Management Plan (SDMP) and we welcome this new Green Plan, which builds upon our progress so far. This Green Plan details a proactive approach that our Trust will take to ensure we do our part to reduce the impact that climate change will have on the people of Gloucestershire.

In 2020 we were awarded a £13.7 million grant from the Public Sector Decarbonisation Scheme. This has funded a number of infrastructure improvement projects which will make significant contributions to the reduction in carbon emissions from our

buildings. We will seek further funding of this type when opportunities arise.

For the Trust to be a truly sustainable organisation, we need all of us to play our part, and work together with our partners and communities to deliver this Green Plan. Our Green Champions network will support everyone in the Trust to work together to address the climate emergency and achieve zero carbon by 2040.

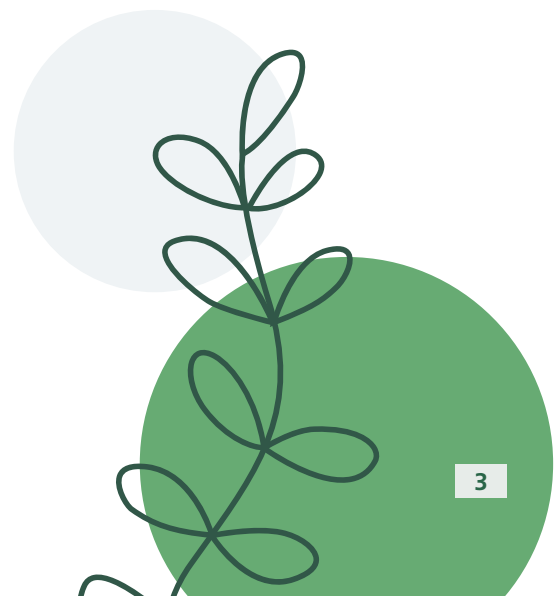
We strongly encourage all of us to build a green social movement to deliver a safer, more environmentally sustainable future.



Professor Steve Hams
Director of Quality and Chief Nurse Executive Lead for Sustainability, GHNHSFT



Keith Hamer
Managing Director, Gloucestershire Managed Services



About our Trust

Gloucestershire Hospitals NHS Foundation Trust is one of the largest hospital trusts in the country and provides high quality acute elective and specialist health care for a population of more than 633,000 people.

Acute hospital services are provided from two large district general hospitals, Cheltenham General Hospital and Gloucestershire Royal Hospital.

Maternity Services are also provided at Stroud Maternity Hospital.

The Trust is the largest employer in Gloucestershire with over 8,000 colleagues.

Gloucestershire Managed Services (GMS) is a wholly owned subsidiary company set up by GHNHSFT on 1st April 2018. GMS provides the estates, facilities, sterile services and materials management services for the Trust.

Our green plan

This Green Plan outlines the steps which our Trust will take to reduce carbon emissions and improve sustainability over the next five years as we head toward net zero in 2040.

The links between human health, climate change and biodiversity loss are clear and we have a responsibility to take action. The Climate Change Act (2008) and the NHS targets (Delivering a Net Zero NHS, 2020) oblige the Trust to reduce carbon emissions.

We must act now to embed sustainability into our organisational culture; make changes to how we operate and deliver services, choose differently in regard to how and what we procure, and upgrade our infrastructure. These actions will enable us to meet the NHS targets of net zero carbon emissions by 2040 on the emissions we directly control, and reach net zero carbon by 2045 on those we influence.

This Green Plan builds upon the success of the previous Sustainable Development Management Plan (2015-20) which this Green Plan replaces.

The Green Plan sets out our goals and shows how sustainability is incorporated into our strategic objectives and visions for the future. The plan outlines some of our progress to date and highlights aims for the future, covering all aspects of sustainability including adaptation to climate change, travel, green space, new models of healthcare and improvements to infrastructure and resource efficiency.

The involvement of colleagues, patients and visitors will be vital. Many of our

colleagues want to be involved and have enthusiasm and ideas and are already taking action to make a difference. We will support and encourage their assistance with this programme through our Green Champions network. We will also work with our stakeholders e.g. local councils, One Gloucestershire (the Integrated Care System) and our suppliers, to drive the sustainability agenda and reach our targets.

Sustainable healthcare will improve the health of the local population and reduce demand on NHS services. As we recover from the COVID-19 pandemic the Trust can look to the future, not merely returning to business as usual but taking the opportunity to do things more sustainably.

We will take the opportunity to improve what we do, how we do it and consider the wider implications of our actions. All decisions must consider the impact on sustainability – social, environment and economic, and how they contribute to climate change and the overall reduction in carbon emissions.

Our vision

To become a leader in sustainable healthcare, act sustainably and lead by example.

GHNHSFT wants to embed sustainability into the organisational culture. Sustainability must underpin all actions and decisions, becoming part of what we think and how we do things. All staff have a role to play in this change.

Every decision and project, especially those linked to long term strategy or business planning, must consider how the planned action will contribute to sustainability – not just environmental but also social and economic.

This sustainability vision aligns with the values of both organisations, for GHNHSFT ‘Caring’, for GMS ‘Inclusive and Integrity’ and our shared values of ‘Listening and Excelling’. Sustainability supports these values and will help us achieve them.

Our Trust’s ten strategic objectives 2019–2024 all link to sustainability values and benefits.

Strategic Objective	Sustainability benefit
Outstanding care	Good health and wellbeing for all
Compassionate workforce	Skilful workforce with good recruitment and retention levels as part of a compassionate, just and inclusive work culture
Quality improvement	Improvement at the heart of everything that we do
Care without boundaries	Reduced inequality and greater partnership working
Involved people	Staff who are enabled and encouraged to make a difference
Centres of excellence	Best care locally with a focus on local resources
Financial balance	Using available finance for best investments for long term sustainable benefit
Effective estate	Reducing carbon emissions in our workspaces
Digital future	Virtual appointments saving patient travel to our sites
Driving research	Preventing illness, creating a healthier community and supporting provision of sustainable healthcare for all

Overview



Our vision

To become a leader in sustainable healthcare, act sustainably and lead by example

Our green objectives

Healthy environment

managing and reducing our negative environmental impacts, developing and enhancing our natural environment

Health for all

Improving the health of our patients, staff and local community

Embedding Sustainability

sustainability must underpin all actions and decisions, becoming part of how we think and what we do within the organisation. Staff empowered and leading the change

Our Targets

Meet NHS targets

Net Zero Carbon Footprint:

- › 80% reduction by 2032 and net zero by 2040

Carbon Footprint Plus:

- › Net Zero Carbon by 2045

Develop sustainable care models and use digital technologies to benefit our patients

50% of our follow-up OPD appointments to be virtual by 2025

Be recognised as a leader in sustainable healthcare and climate change action

Key initiatives for the next three years

- ✓ Drive decarbonisation with specific partners and available Public Sector Decarbonisation Scheme funding

- ✓ 20% of our energy consumption from renewable sources

- ✓ Sustainability on every meeting agenda

- ✓ Sustainability embedded in decisions for corporate investment and key decision making

- ✓ 100% food waste recycled and 100% non-clinical waste recycled by 2025

- ✓ Create sustainable infrastructure to support transition to electrical vehicle fleet by 2025

- ✓ Improve digital monitoring and management on infrastructure services

- ✓ Increase recycling on clinical product base by 20%

Areas of focus

Corporate Approach

Adaptation

Sustainable Care Models

Carbon and Greenhouse Gases

Asset Management and Utilities

Capital Projects

Our People

Travel and Logistics

Green Space and Biodiversity

Sustainable Use of Resources

These Areas of Focus identify our initial actions on our sustainability journey. They are supported by the Green Action Plan.

Climate emergency declaration

In December 2019 GHNHSFT declared a climate emergency.

This declaration sent a clear message that our Trust recognises and gives weight to the threat that climate breakdown poses to public health, and that we lead other healthcare organisations in committing to fast track plans to achieve carbon neutrality and improving the health of our population in the process.



Planting a tree at GRH to mark the declaration of the climate change emergency in December 2019

(Left to right)

Steve Hams
Director of
Quality and
Chief Nurse,
GHNHSFT

Keith Hamer
Managing
Director,
Gloucestershire
Managed
Services

Deborah Lee
Chief Executive,
GHNHSFT

**Elaine
Warwicker**
Non-executive
Director,
GHNHSFT

Sustainability in healthcare: drivers for change

Sustainability has been defined by the United Nations Brundtland Commission (1987) as: “development that meets the needs of the present without compromising the ability of future generations to meet their own needs...”

As an NHS organisation we have an obligation to work in a way that has a positive effect on the communities we serve. The three pillars of sustainability – society, environment, and economy are interconnected and reliant on each other (Figure 1, p10).

The Sustainable Development Strategy for the NHS, Public Health and Social Care System (2014) says: *“A sustainable health and care system works within the available environmental and social resources, protecting and improving health now and for future generations. This means working to reduce carbon emissions, minimising waste and environmental pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.”*

Gloucestershire Hospitals NHS Foundation Trust acknowledges the impact we have on the local economy, society and environment and are therefore committed to continually work to actively integrate sustainability into our core business.

Climate and Health

Climate change is the greatest threat to health of the 21st century (The Lancet and University College London Institute for Global Health, 2009). Humans have already caused irreversible climate change, the impacts of which are being felt around the world.

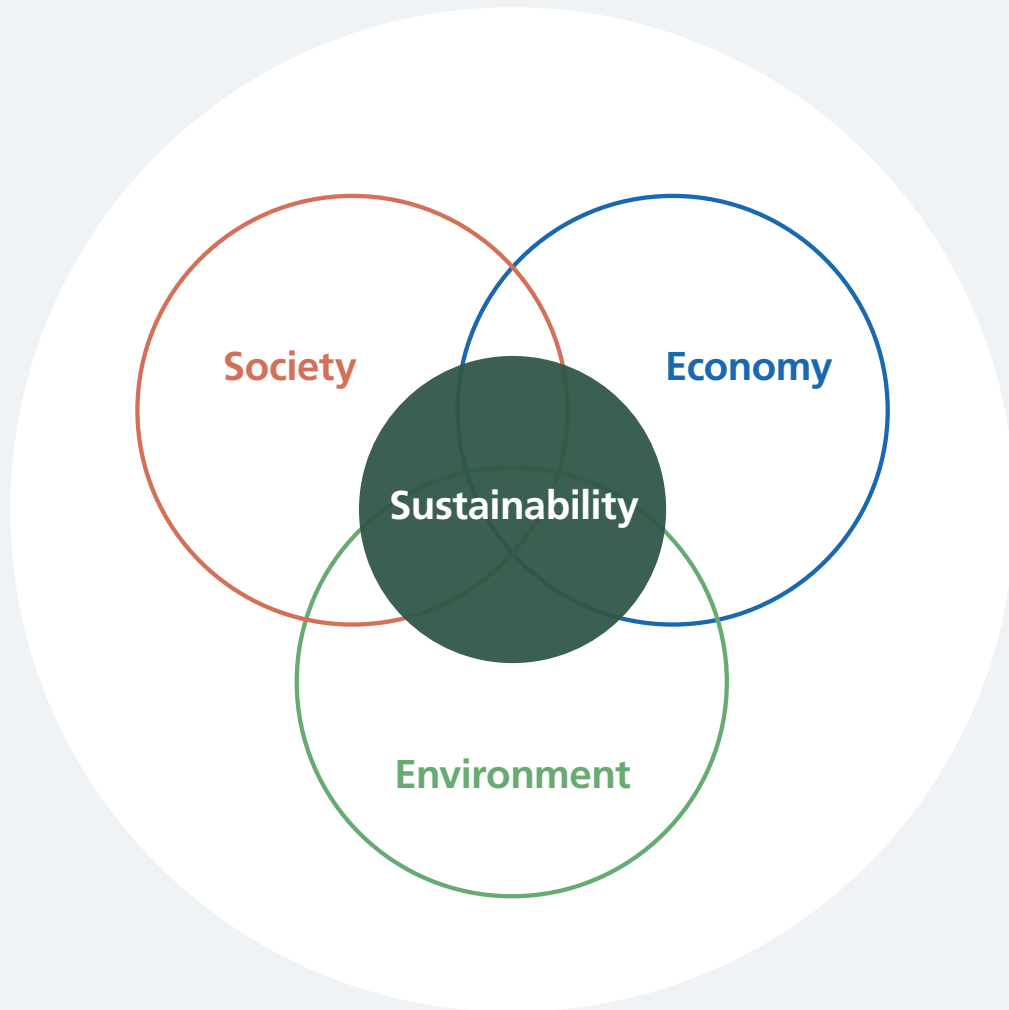
The United Kingdom was the first country in the world to commit to legally binding carbon emissions reductions of 80% by 2050, from 1990 levels. However even alongside plans from across the world this is not enough.

The World Meteorological Organisation report ([State of the Global Climate 2020, World Meteorological Organization \[WMO\]](#)) noted that the global mean temperature for 2020 was around 1.2°C warmer than pre-industrial times, which means time is running out to avoid climate breakdown i.e. exceeding the Paris Agreement’s safe limit of 1.5°C ([Intergovernmental Panel on Climate Change Special Report on the Impacts of Global Warming of 1.5°C, 2018](#)).

The Health Care Climate footprint report published in September 2019 by Healthcare without Harm, noted that globally, healthcare’s climate footprint accounts for 4.4% of the world’s net CO₂ emissions. If healthcare were a country it would be the fifth largest emitter on the planet.

The report also finds that the NHS produces higher emissions than the

Figure 1: Three pillars of sustainability



Society	Environment	Economy
Includes health and social equality, social responsibility and justice, and a compassionate and inclusive workforce	Where processes, systems and activities reduce the environmental impact of the organisations facilities and operations	Where efficient and responsible use of resources can support the local economy, fund investment in sustainable projects and also create savings from reducing consumption

global average for healthcare and is responsible for 5.4% of the UK's total carbon emissions, equivalent to the greenhouse gas emissions of 11 coal-fired power stations. Its emissions are not much lower than those for both aviation, and agriculture, forestry and land use in the UK (each 6.5% according to Committee on Climate Change figures).

In the United Kingdom, climate change has a detrimental impact on health, for example heat related mortality in persons older than 65 years increased by 21% between 2004 and 2018. 2020 was the third warmest year on record in the United Kingdom. Winter 2019–2020 was particularly warm and wet with three named storms delivering widespread flooding damage and disruption. Together, storms Ciara, Dennis and Jorge contributed to the wettest February on record.

The Climate Coalition report ([The impact of climate change on public health, 2021](#)) notes that about 1.8 million people in the UK are at risk of flooding, with almost 1 in 3 suffering from poor mental health and post-traumatic stress disorder after their homes have been flooded. Unfortunately various areas of Gloucestershire are prone to regular flooding and climate change has increased flood risk. The same report notes about 12 million people in the UK are vulnerable to summer heatwaves, especially those with heart or circulatory disease.

The NHS Long Term Plan and Targets

[The NHS Long Term Plan](#) published in January 2019 reaffirmed the NHS's commitment to reducing its carbon footprint. Specifically the NHS Long Term Plan noted:

A commitment to the carbon targets in the UK government Climate Change Act (2008), reducing carbon emissions (on a 1990 baseline) by 34% by 2020; 51% by 2025 and 80% by 2050.

Air pollution contributes to almost a third of preventable deaths ([Clean Air Hospital Framework](#)). Switching to low carbon vehicles and active travel will reduce greenhouse gas emissions and air pollution related to transport. [This is particularly important as there are three Air Quality Management Areas within Gloucester and Gloucester City Council have an action plan in place.](#)

The NHS is committed to improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.

The NHS will ensure that all trusts adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water and carbon, in addition to reducing single-use plastics.

The plan also outlines the idea of the NHS as an 'anchor institution', which is an important concept to promote an understanding of the NHS' contribution to the local economy, society and environment.

The idea of prevention and more efficient working is threaded throughout the plan, e.g. by promoting earlier detection of illness. Preventing illnesses from happening in the first place is the best possible way for the NHS to become the most sustainable health and care system it can be.

The NHS is responding by focusing on:

- › Improving air quality (fleet emissions and reducing outpatient attendances at site)
- › Reducing carbon, waste and water (estates, inhalers and anaesthetic gases)
- › Reducing single use plastics (plastics and recycling)
- › Procurement and supply chain
- › Innovation and technology
- › Communications and engagement.

In October 2020 NHS England published the NHS Net Zero report. This introduced new targets for the reduction of carbon emissions:

For the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032

For the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

(See figures 2 and 3)

The NHS Carbon Footprint emissions include gas and oil for heating, hot water and steam, fuel for fleet vehicles, emissions from business travel, electricity (both on-site generation and that supplied via the national grid) and emissions associated with waste, supply chain and other services.

The NHS Carbon Footprint Plus emissions include the above, plus emissions from patient and visitor travel to and from our services and medicines used in the home.

The Trust will adopt these new targets and will aim to be net zero carbon in our directly controlled emission by 2040.

Figure 2: Greenhouse Gas Protocol scopes

From Delivering a 'Net Zero' NHS, NHS 2020

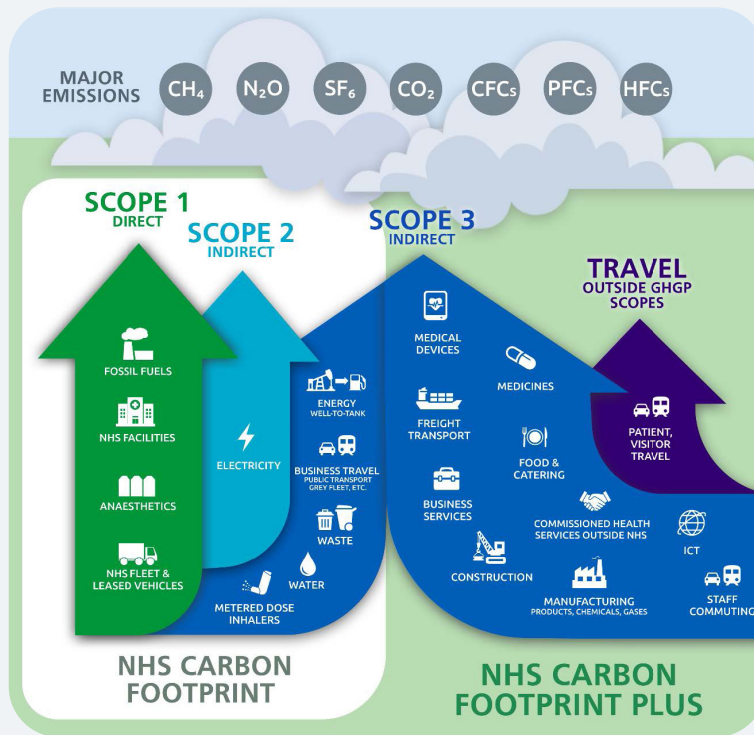
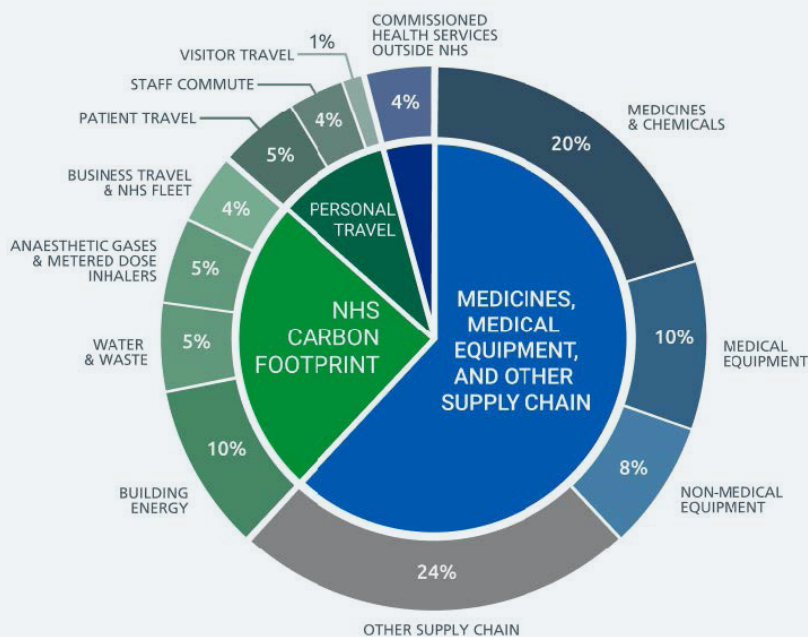


Figure 3: Sources of carbon emissions by proportion

From NHS Carbon Footprint Plus (from Delivering a 'Net Zero' NHS, NHS 2020)



United Nations Sustainable Development Goals (UN SDG)

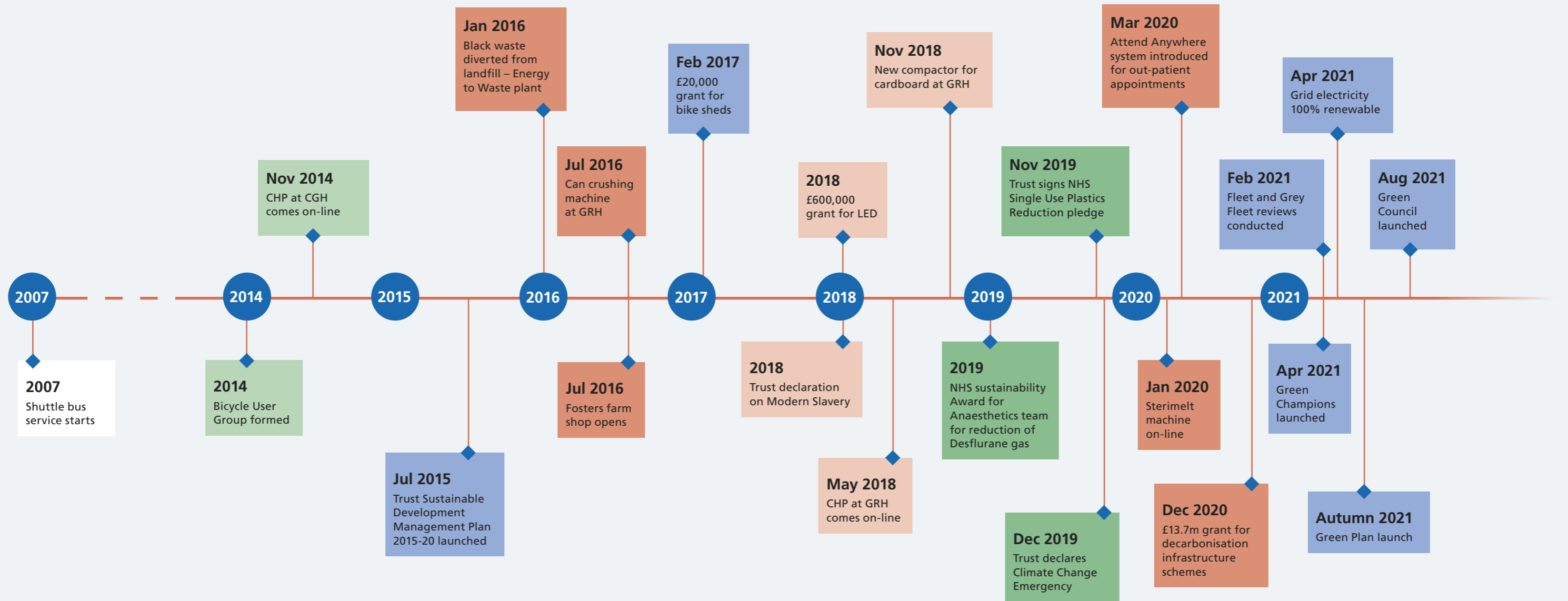
This Green Plan is aligned with the 17 United Nations Sustainable Development Goals.

These global aims intend to end all forms of poverty, fight inequalities and tackle climate change. They were agreed at the UN in 2015 and as a signatory the UK has agreed to work for a “more inclusive, sustainable and prosperous world that leaves no-one and nowhere behind by 2030” (<https://www.ons.gov.uk/economy/environmentalaccounts/articles/sustainabledevelopmentgoalstakingstockprogressandpossibilities/december2020>)

As part of the NHS we need to identify how we can help meet these goals and so our Green Plan shows how our actions will support some of these goals.



Timetable of sustainability actions



What we have achieved to date: results and progress

The organisation reports its carbon figures and greenhouse gas emissions each year.

The Trust spent £3.05m on gas, oil, electricity and water in 2020–21.

The increase in gas consumption is due to the running of the Combined Heat and Power units, which use mains gas to generate electricity.

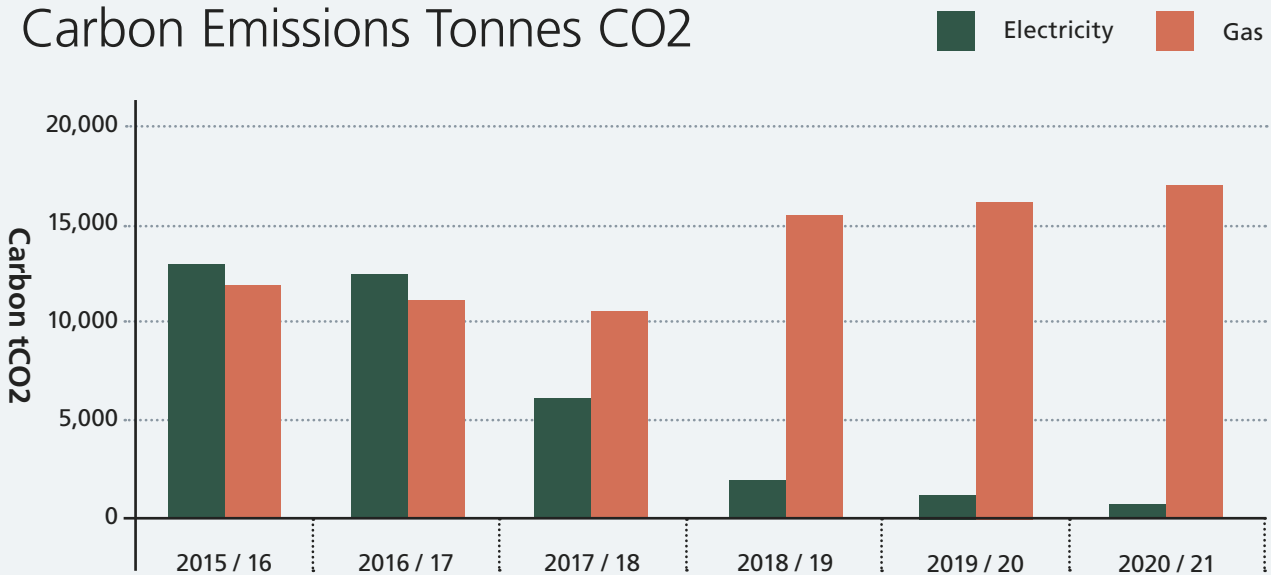
Heat is produced as a by-product and is used for the creation of steam and hot water. There is therefore a corresponding decrease in the electricity taken from the national grid. Oil is used to heat one building at GRH and to fuel the back-up generators on both main sites.

Since April 2021 all our electricity taken from the national grid is from 100% renewable sources.

Energy usage

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Gas						
Use (kWh)	59,520,043	60,062,487	56,854,097	85,965,330	87,932,803	90,503,442
tCO2e	12,487	11,085	10,471	15,814	16,176	16,641
Oil						
Use (kWh)	31,060	103,061	42,435	71,280	351,200	224,560
tCO2e	8	26	10	18	89	57
Electricity						
Use (kWh)	22,273,744	22,633,386	17,791,983	7,027,940	5,528,742	3,717,545
tCO2e	12,806	12,066	6,255	1,989	1,565	867
Total CO2						
Total Energy CO2e	25,301	23,177	16,736	17,821	17,830	17,565

Carbon Emissions Tonnes CO2



Scope 1, 2 and 3 emissions

In compliance with Greenhouse Gas protocols the Trust reports its scope 1, 2 and 3 emissions in the annual report. In 2020-21 the Trust declared the following:

Greenhouse Gas Emissions

Type	Unit	Cost
Scope 1 (gas and oil consumption, fleet vehicles and anaesthetic gases)	19,031 tCO ₂ e	Total Scope 1, 2 and 3 emissions (not including anaesthetic gas) £2,925,595
Scope 2 (electricity consumption)	867 tCO ₂	
Scope 3 (business travel, water supply and treatment)	439 tCO ₂	

Water

Type	Unit	Cost
Water consumption	300,845m ³	£578,791

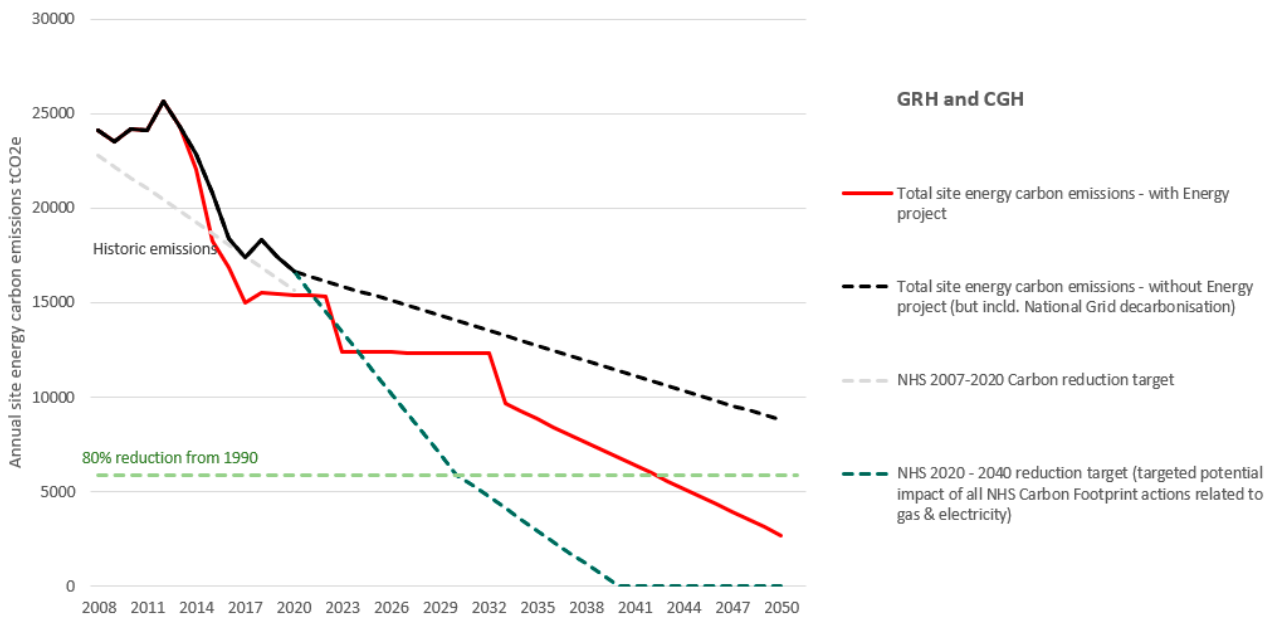
Waste minimisation and management

Type	Unit	Cost
(a) total waste arising	2,399 tonnes	£649,586
(b) waste to energy	904 tonnes	
(c) waste recycled/reused	534 tonnes	
(d) waste incinerated	228 tonnes	
(e) waste sent to landfill	25 tonnes	
(f) waste sent to an AT plant	698 tonnes	

Overall waste tonnage decreased by 34 tonnes from 2019–20.

Forecast and targets

Pathway to net zero for NHS Carbon Footprint Scope (energy only)



This is a model of what could happen in the future, so can only be used as an indication of future carbon emissions. There are a number of assumption, these are:

1. Department for Business, Energy and Industrial Strategy carbon factors for electricity that reduce in line with future predictions
2. 2023 shows full impact of short medium-term projects:
 - a. Public Sector Decarbonisation Scheme Round 1 savings occur as planned (projects complete by 2021)
 - b. Potential impact for de-steaming of sites, cladding of Tower Block and optimising combined heat and power (CHP) units
3. 2033 end of existing CHP scheme with a heat pump at CGH.

Note: the financial impact of this has not been modelled, however work is starting on 2b.

The Greener NHS National Programme will calculate and release regional and ICS (Integrated Care System) baseline carbon footprints by the end of 2021.

They will then calculate these for individual trusts. We will act on this trust specific data when it becomes available and will include this baseline footprint information in the next review of our Green Plan.

The impact of COVID-19

The COVID-19 pandemic has impacted on sustainability in both positive and negative ways.

The Trust now uses more personal protective equipment (PPE) and has seen an increase in clinical waste tonnage. This additional PPE also generates more deliveries and more packaging for disposal. However fewer staff working on site and the absence of visitors led to a decrease in domestic waste.

Additional uniform, scrubs and coveralls were needed during the initial months of the pandemic. All items were reusable and sent to the laundry. Demand for these items has since returned to normal levels. Disposable coveralls are only used by exception.

The Trust will continue to look at ways to dispose of PPE in the most environmentally friendly (but safe) ways. It will ensure that the sustainable impact of PPE usage is kept to a minimum.

The Trust is fully supportive of staff continuing to split their working week between days in the office and days working at home (where possible). Home working has reduced the number of staff travelling to site and this will have had a positive impact in the surrounding areas with reductions in traffic congestion and air pollution.

Similarly the introduction of video consultations has saved many patients from needing to travel for out-patient appointments. The use of this system will continue as patients and staff have responded favourably to this and it has removed the need for

many journeys to hospital facilities.

The Trust will ensure that any positive sustainable development initiatives identified during the changes in working practice necessitated by the pandemic will be considered and acted upon. This is a time to innovate and develop – not just returning to the old ways of doing things but taking the opportunity to do things differently.

However some uncertainty will continue as future COVID-19 surges are likely.

Outpatient Transformation: Impact of avoided face-to-face appointments

Benefits based on the avoidance of 7,471 appointments



Methodology and source information

Calculation methodology is based on the Sustainable Development Unit's Health Outcomes of Travel Tool (HOTT).

1. Taken from the Journey Time Statistics publication, 2017.
<https://www.gov.uk/government/collections/journey-time-statistics>
2. Taken from methodology used by US Environmental Protection Agency:
<https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>
3. Taken from NASA: Solar System Exploration – Earth by the numbers.
<https://solarsystem.nasa.gov/planets/earth/by-the-numbers/>

Areas of focus

The Sustainable Development Assessment Tool (SDAT) from the NHS Sustainable Development Unit has been used to assess where we are and where we want to be.

The SDAT forms the basis of the Green Action Plan (Appendix 1) which supports this Green Plan.

It divides into ten sections covering different aspects of sustainability:

- › Corporate Approach
- › Asset Management and Utilities
- › Travel and Logistics
- › Adaptation
- › Capital Projects
- › Green Space and Biodiversity
- › Sustainable Care Models
- › Our People
- › Sustainable Use of Resources
- › Carbon and Greenhouse Gases

These Areas of Focus can be linked to different aspects of the 17 United Nations Sustainable Development Goals.

The activities the Trust has done and the actions we will take in the future support these goals.



Due to its size, the Green Action Plan is not presented in this document, however, it is a crucial aspect of the Green Plan and is available as a separate appendix (appendix 1) An overview of each of the key sections is presented across the following pages.

Our alignment with the UN Sustainable Development Goals

<p>Corporate approach</p>			
<p>Asset management and utilities</p>			
<p>Travel and logistics</p>			
<p>Adaptation</p>			
<p>Capital projects</p>			
<p>Green space and biodiversity</p>			
<p>Sustainable care models</p>			
<p>Our people</p>			
<p>Sustainable use of resources</p>			
<p>Carbon and greenhouse gases</p>			

Corporate approach

Embedding sustainability into organisational culture	Timescale
Decision makers, procurement teams and budget holders understand their role and responsibilities towards the requirements of the Public Sector (Social Value) Act 2012	Awareness and training sessions 2021 / 2022
We will develop a sustainability quality improvement training programme linked to the Gloucestershire Safety and Quality Improvement Academy	April 2022
Board papers will include a standing section on sustainability	April 2022
Senior staff, stakeholders and governors are engaged in, and accountable for, delivering our Green Plan	Ongoing
Provide financial sustainability training to ensure optimisation of green savings	Ongoing

Engagement and partnership	Timescale
Trust is a member of the NHS Net Zero System Leadership Sub-group: a key part of the 'Greener NHS' programme	September 2020
Work with One Gloucestershire Integrated Care System (ICS), the county and district councils and other stakeholders as an integrated and coordinated approach is vital in tackling climate change	Ongoing
Embed Green Champions network for staff	April 2021
Communications plan for promotion of sustainability	Ongoing

Future aims	Timescale
Sustainability and social value are a material consideration in all business cases and in tender specifications	2022
Our sustainability and social value commitments are reflected in our procurement policy	September 2022

Delivering sustainability benefits	Timescale
Monitor and evaluate the Green Plan, adjusting it accordingly to maximise value and benefit	September 2022

Measuring and reporting progress	Timescale
Annual sustainability report to detail achievements and report on progress towards targets	Annual report submitted in June
Completion of the Greener NHS Data Collections	May 2021
We will use the Greener NHS Dashboard to identify opportunities to further reduce our carbon footprint and benchmark with comparable organisation	September 2021

Supports UN Sustainable Development Goals



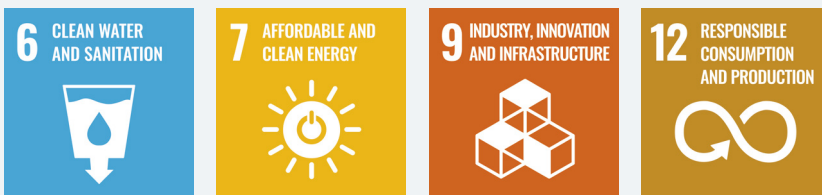
Asset management and utilities

Embedding sustainability into organisational culture	Timescale
We evaluate energy and water consumption as a factor in whole life costing during procurement of goods and services	Will be included in new Procurement policy 2022
Educate, inform and support staff to conserve energy and water at work, managing energy usage, reporting leaks etc.	December 2021
Engagement and partnership	Timescale
We will seek collaboration and funding from external organisations so we can complete large energy related infrastructure projects to deliver significant carbon savings	Ongoing
Work with PFI partners to maximise energy and water efficiency across sites	Ongoing
Future aims	Timescale
Review building stock with a Six Facet Survey of Trust property	August 2021
Use Six Facet Survey data to develop a sustainable buildings action plan	August 2022
Ensure the estates strategy clearly demonstrates our commitment to sustainability	Estates strategy launch 2021 / 2022
Encourage innovation and support new technologies which reduce our carbon emissions	Ongoing
Develop an Energy policy to promote sustainable use of energy and the introduction of new technologies	Sep 2022

Delivering sustainability benefits	Timescale
Demonstrate a continual reduction in absolute levels of energy and water use	Six monthly reports to Trust and in annual report
Improvements to metering to allow better measurement, monitoring and analysis of energy use within buildings	April 2022
Electricity purchased from national grid is from 100% renewable sources	April 2021

Measuring and reporting progress	Timescale
Report energy and water use and performance to the Board	Ongoing
Set targets for reduction in water and energy consumption	April 2022
Annual ERIC returns	May 2022
Use of national Model Hospital benchmarking tool	Ongoing

Supports UN Sustainable Development Goals



Travel and logistics

Embedding sustainability into organisational culture	Timescale
New Travel Plan to support colleagues in active travel and use of public transport	April 2022
Update of all travel related policies to favour sustainable travel options and promote less polluting vehicles	July 2022
Promotion of active travel especially cycling and walking	April 2022
Engagement and partnership	Timescale
Work with local councils and transport providers to improve walking and cycling routes around the hospitals and to improve the provision of public transport	Ongoing
Work with major suppliers to reduce carbon emissions associated with delivery of goods to our sites	First report in 2023 / 2024
Ensure staff can access discounts on public transport and for cycle purchase and seek new discounts with local suppliers	Ongoing
Future aims	Timescale
Install EV charging points on our sites	2023
Meet the NHS Long Term Plan (2019) target to have at least 90% of the fleet using low and ultra-low carbon emissions engines by 2028	December 2027
Cut business mileage by 20% by 2023/24	March 2024
Review and implement options on car sharing and car pooling	Complete by April 2022

Delivering sustainability benefits	Timescale
Work with ICS and local stakeholders to improve air quality and encourage active travel, with the associated health and wellbeing benefits	Ongoing
Improvements to cycling facilities across sites	Links to Travel Plan: Complete works by March 2022

Measuring and reporting progress	Timescale
Report business travel and fleet related carbon emissions	In sustainability annual report April/ May each year
Annual assessment against the Clean Air Hospital Framework	Complete annually each April
Staff travel survey to measure progress on, and impact of travel policy changes	September 2022
Monitor number of cycles on site and use information to target cycle promotions and ensure bike stand supply meets demand	Quarterly

Supports UN Sustainable Development Goals



Adaptation

Embedding sustainability into organisational culture	Timescale
Staff receive training on local emergency and resilience issues	Ongoing
Heatwave plan in place and acted on each summer Trust utilises Public Health England Heatwave Plan supported by local action cards	Ongoing
Engagement and partnership	Timescale
Trust participates in local emergency / resilience testing exercises with local partners	Ongoing
Work with major suppliers to understand resilience and continuity issues within the supply during any extreme weather event	2022/ 2023
Will share the Climate Change Adaptation Plan with staff	July 2022 once plan developed
Future aims	Timescale
Write a Climate Change Risk Assessment to highlight risks to continuity and resilience of supply. This will be recorded on the Trust's risk register	March 2022
Write a Climate Change Adaptation Plan which will outline the actions and interventions we take to mitigate the risks	June 2022

Delivering sustainability benefits	Timescale
Conduct an assessment of flood risks to our sites, access routes and supporting infrastructure and workforce based on current and future projected climate conditions	Issue report by Dec 2022

Measuring and reporting progress	Timescale
Review and improve our monitoring process for over-heating events	Included in quarterly Greener NHS Data Collection
Regular review and updates of the Climate Change Risk Assessment and Climate Change Adaptation Plan	June 2023

Supports UN Sustainable Development Goals



Capital projects

Embedding sustainability into organisational culture	Timescale
All capital projects will consider a whole-life approach, from initial concept, through design, construction, commissioning, operation and final decommissioning/demolition	Introduce from 2022 / 2023
Capital Projects Procedure Manual will help the Strategy and Capital teams to include sustainability throughout the project	Complete end Dec 2021

Engagement and partnership	Timescale
Our design process and estate strategy is informed by the views of staff, patients and local community	Public and staff engagement on large projects when required
On occupation of a new building we inform staff on the energy efficiency and control measures which are designed to improve its sustainable performance	New practice to introduce in 2022

Future aims	Timescale
We have a set of clear sustainability aims and objectives which are scaled and applied to all capital projects and major refurbishments	Included in Capital Projects Procedure Manual Dec 2021
Resource efficacy is embedded into the design specifications for new builds and major refurbishments	Introduce from 2022 / 2023
The Trust will consider accreditation schemes such as BREEAM or the Royal Institute of British Architects sustainability standards for major refurbishments and new builds	Ongoing: part of design process

Delivering sustainability benefits	Timescale
Projects will seek to prioritise access to natural light and ventilation and maximise energy and water efficiency	Ongoing: part of design process
Our design briefs invite low carbon, low environmental impact proposals / solutions from suppliers and partners	Ongoing: part of design process
Project design will consider any impacts on green space and will aim to enhance / add to available green space	Ongoing: part of design process

Measuring and reporting progress	Timescale
After occupancy we will assess energy/carbon performance of the building in use to ensure design parameters have been met and take any necessary remedial actions	From 2022

Supports UN Sustainable Development Goals



Green space and biodiversity

Embedding sustainability into organisational culture	Timescale
As members of the NHS Forest we will continue to maintain our existing green spaces and trees	Ongoing
We will develop more green space on our sites, including a wildlife garden at GRH and developing courtyards into green space to be enjoyed by staff, visitors and patients	Ongoing
Help improve the physical and mental wellbeing of staff, patients and the local community through access to green space and biodiversity on our sites	Ongoing

Engagement and partnership	Timescale
We will work with local green space and biodiversity partners to improve biodiversity on our estate in line with local strategic plans	Start in 2022
We encourage colleagues and patients in local sustainable food sourcing and growing their own	February 2022
We will develop maps of CGH and GRH highlighting the grounds, areas of interest and suggested walking routes. To include interpretation boards at key locations to aid understanding and inclusion of staff, patients and public	June 2022

Future aims	Timescale
Develop a biodiversity strategy and associated action plan	Launch by Sep 2022
Food waste composting will be adopted where feasible, especially in the main kitchens as part of Catering development	Introduce 2022 / 2023
Appoint a biodiversity lead to develop the biodiversity strategy	April 2022

Delivering sustainability benefits	Timescale
<p>Work to maintain and enhance biodiversity on our sites</p> <p>Our Trust will move to the purchase of recycled photocopy paper (following a reduction in the number of printers and printing demand)</p>	<p>Ongoing</p> <p>Currently purchase sustainably produced paper. Will consider recycled paper by Dec 2022</p>
<p>Catering and food contracts follow Government Buying Standards and ensure food is from sustainable sources e.g. Red Tractor scheme, dolphin friendly, sustainable fish etc.</p>	<p>Ongoing</p>

Measuring and reporting progress	Timescale
<p>Annual report on activities and progress</p>	<p>In sustainability annual report each April / May</p>
<p>Surveys on biodiversity</p>	<p>Annual survey reported to Estates and Facilities Committee</p>

Supports UN Sustainable Development Goals



Sustainable care models

Embedding sustainability into organisational culture	Timescale
We will work with public health partners to ensure prevention is embedded in development of all models of care to encourage healthy lifestyles e.g. tobacco dependency, exercise and dietary advice	By end of 2021–22
The principle of Getting It Right First Time is embedded to ensure we have a system approach for best use of all resources e.g. staff, infrastructure, products etc.	September 2020
We will secure funding so that two wards can participate in the Green Ward programme led by the Centre for Sustainable Healthcare	April 2022

Engagement and partnership	Timescale
Staff and patients are involved in service design so care models are realistic, appropriate and aligned to expectations	Ongoing
We will work with ICS partners to offer more care closer to home using the latest digital technology	Ongoing
We will continue to work with Gloucestershire partners to deliver the Gloucestershire Health and Wellbeing strategy, to reduce health inequalities and social injustice	Ongoing
We will work with public health and other Gloucestershire organisations to tackle health inequalities, focusing on our communities with the highest deprivation. We will develop a Health Inequalities Plan so that we can amplify our contribution to health and wellbeing	April 2022

Future aims	Timescale
Identify carbon hotspots e.g. pharmaceuticals, and form action plans to mitigate adverse environmental impacts	April 2022
We will work with ICS partners across the Clinical Programme Groups and calculate the carbon footprint of new models of care, we will develop plans to reduce the carbon footprint and ensure care pathways are as sustainable as possible	April 2022

Delivering sustainability benefits	Timescale
Continue to develop video conferencing system to facilitate more patient consultations to be held virtually	March 2020
Improved healthy life expectancy for Gloucestershire residents, with a specific focus on those in our most deprived communities	Ongoing

Measuring and reporting progress	Timescale
Report on number of virtual appointments and patient feedback on this approach	Include in sustainability annual report each April / May
Public health annual report provided by the Director of Public Health	April 2022

Supports UN Sustainable Development Goals



Our people

Embedding sustainability into organisational culture	Timescale
We will ensure that sustainability is part of our staff annual appraisals	Summer 2022
Staff personal development objectives will be adapted as our staff are expected to demonstrate sustainable behaviours in practice throughout their role	Summer 2022
Green Champion category in staff annual awards	2021 / 2022
Training materials (e.g. webinars and power points) will be developed to cover a range of sustainability topics	April 2021
Sustainability to be incorporated into Quality Improvement training and development programme	2022

Engagement and partnership	Timescale
Work with local partners to improve access to employment opportunities in our organisation	2023
Establishment of Green Champion network across Trust	Introduced April 2021
Launch and embed our Green Council to support engagement and involvement on decision making on green matters	Launched August 2021
Continual development of Staff Advice and Support Hub (health and wellbeing)	May 2019
Continue to offer colleagues incentives and encouragement to make sustainable choices on transport, vehicle type, active travel e.g. salary sacrifice bicycle purchase scheme	Ongoing

Future aims	Timescale
Develop an active communications strategy to raise awareness about sustainability at every level of the organisation	Ongoing
Sustainability training and awareness raising programme focusing on increasing knowledge and understanding of sustainability and social value amongst our staff	April 2022

Delivering sustainability benefits	Timescale
Green Champions will work across the organisation on sustainability projects helping to reduce carbon emissions	Ongoing

Measuring and reporting progress	Timescale
Staff surveys include section on health and wellbeing	Annual staff survey each autumn

Supports UN Sustainable Development Goals



Sustainable use of resources

Embedding sustainability into organisational culture	Timescale
Green Champions to help reduce resource use at local level by working on projects in their areas	Ongoing
Provide healthy and sustainable catering choices that meet and exceed national guidelines	Ongoing
Promote whole life costing approach to procurement	Part of new procurement policy 2022

Engagement and partnership	Timescale
Existing 'swap shop' for furniture and equipment will be formalised into a system where unwanted items can be shared with partner organisations	Summer 2022
Our Trust signed the NHS pledge for reduction of single use plastic items and will continue to take actions to fulfil this commitment	Complete
Work with major suppliers on sustainability to start measuring carbon impact	Complete by 2023 / 2024

Future aims	Timescale
New food service system for patients including electronic ordering to deliver improvement in quality and service and a reduction in waste	Start summer 2022
Take advantage of new technologies to divert waste from landfill and waste to energy plants by increasing reuse and recycling	Ongoing but will be supported by new waste contracts starting February 2022
New waste training programme	Introduce 2022 / 2023
New food service system for retail – improvement in quality and service and reduction in waste	Start by April 2022
Reduce food waste from catering services run by GMS to 5%	Introduce in 2022

Future aims	Timescale
Work with other onsite catering services to reduce their food waste to 5%	Introduce in 2022 / 2023

Delivering sustainability benefits	Timescale
Reusable sharps bins will be introduced across the Trust to reduce amount of plastic that is sent for incineration	Introduce 2021 / 2022
Implement a new Inventory Management System to improve stock management and streamline product lines as a way of reducing waste	Introduce by Oct 2022
Review theatre instrument packs for standard procedures and remove unused items	Complete by summer 2022

Measuring and reporting progress	Timescale
More monitoring of waste volumes within the waste streams will allow us to target reduction. Investigate new software package to enable better recording	Introduce 2022 / 2023

Supports UN Sustainable Development Goals



Carbon and greenhouse gases

Embedding sustainability into organisational culture	Timescale
Inform colleagues of our carbon reduction targets and how they can help achieve these	October 2021
Installation of sustainable energy systems e.g. Solar PV	Initial 400kWp solar to be installed by Feb 2022
Inform colleagues of water and energy usage within their buildings	New metering being installed Oct 2021 which will allow data capture, analysis and sharing

Engagement and partnership	Timescale
Reduce carbon impact of inhalers by 50% by 2030 (NHS target) by switching patients away from meter dose inhalers (where clinically applicable). Scheme led by Pharmacy team in conjunction with ICS colleagues	Ongoing

Future aims	Timescale
Develop further plans and seek external funding for carbon reducing projects	Continual work with Energy Performance Contractors and other stakeholders
Develop plans to reduce water and energy demand	Targets to be set by April 2022
Calculate and report on core carbon emissions, identify hotspots and take targeted action to reduce emissions year-on-year	Ongoing

Delivering sustainability benefits	Timescale
Anaesthetic team will continue to look at ways they can minimise use of the anaesthetic gases and nitrous oxide	Report in March 2022
New battery energy storage system will increase the hospital resilience to external power failure and provide grid services revenues to the Trust	April 2022
Reduction of desflurane (an anaesthetic gas) to 10% of all volatile gas by volume in 2021/22	By April 2022

Measuring and reporting progress	Timescale
Develop further benchmarking on sustainability and social value	2022
Measure and monitor impact of projects funded from the Public Sector Decarbonisation Scheme (2021)	Included in regular energy reports and in sustainability annual report
Measure and report volumes and associated carbon from anaesthetic gases	Part of annual sustainability report
Measure and report volumes and associated carbon from Pharmacy (asthma and COPD inhalers)	Part of annual sustainability report

Supports UN Sustainable Development Goals



Governance and reporting

Clear leadership is essential to ensure we will deliver the commitments in this Green Plan.

The Trust structure for sustainability includes:

- › Head of Sustainability: Jen Cleary
- › Head of Leadership and Organisational Development: Abigail Hopewell
- › Lead Executive Director: Steve Hams, Director of Quality and Chief Nurse
- › Lead Non-Executive Director: Elaine Warwicker
- › Managing Director, Gloucestershire Managed Services: Keith Hamer

The two key groups for sustainability are:

- › **Green Council:** operational group which receives ideas and initiatives, supports the Green Champions and is generally involved in all sustainability projects.
- › **Climate Emergency Response Leadership group:** makes key decisions, considers strategy and oversees progress towards net zero carbon by 2040.

Clear reporting is required to monitor progress and ensure actions are delivered.

Sustainability Annual Report: included within the Trust's annual report. Reports carbon emissions, progress towards targets and highlights key sustainability activities throughout the year.

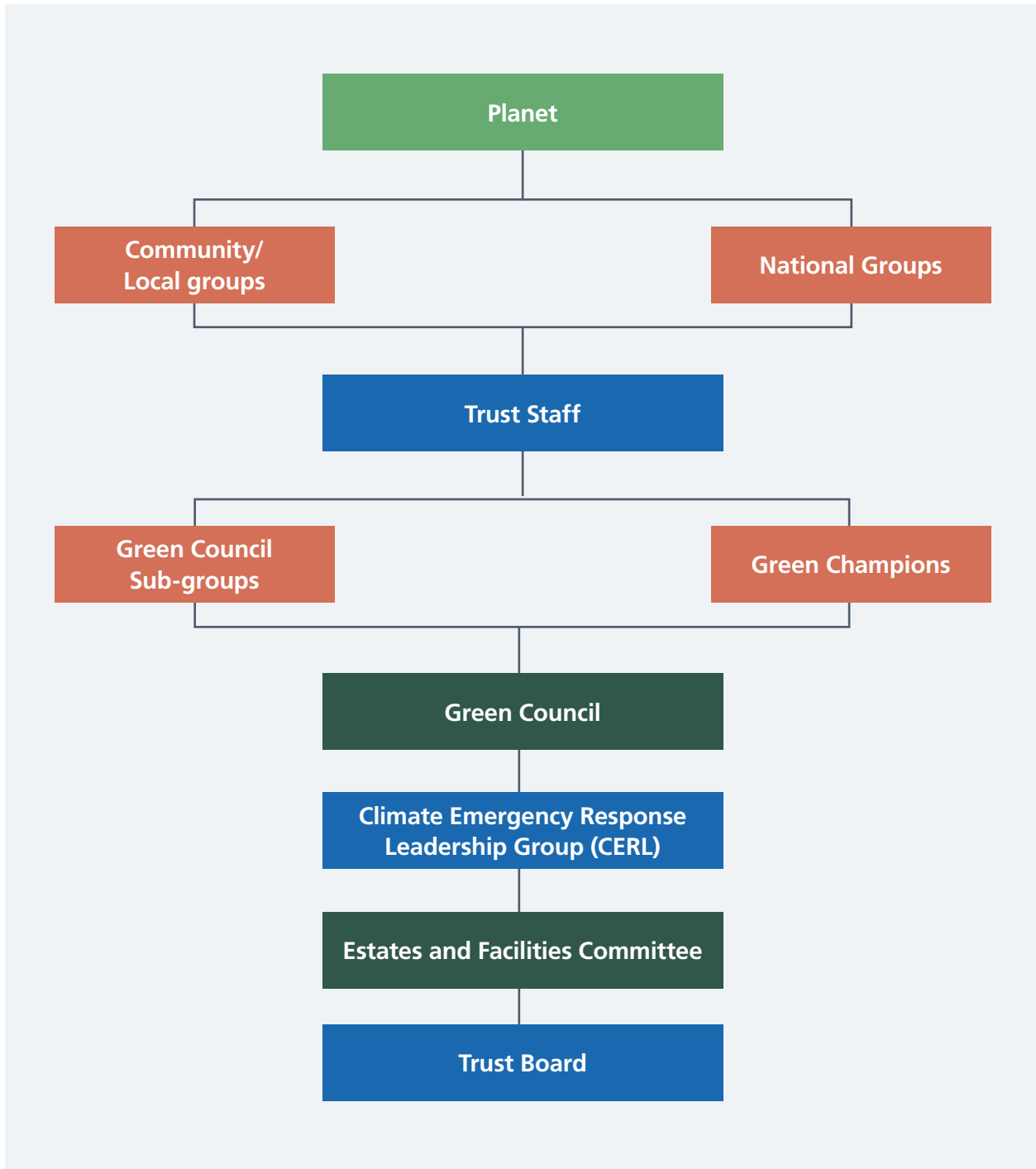
ERIC (Estates Return Information Collection): mandatory data return for all NHS trusts, provides benchmarking information for estates and facilities related data.

Progress reports: internal bi-annual report produced for Estates and Facilities Committee and monthly data / reports on waste, water and energy and associated carbon emissions. Climate Emergency Response Leadership group receives updates from the Green Council meetings. The Green Council receive updates from the Green Council sub-groups which cover our ten Areas of Focus and the associated Green Action plan.

We also report through other national frameworks such as the Greener NHS data collection.

This Green Plan is supported by a variety of other strategies, policies and documents. These include the Waste Management Policy, People and Organisational Development Strategy 2019-2024, Engagement and Involvement Policy 2020-2024, Green Travel Plan and associated travel policies. As further documents are developed e.g. the Climate Change Adaptation Plan, they will be related to this Green Plan and will help to underpin our approach to sustainable behaviour and support our actions towards zero carbon.

Investment in infrastructure and technology to enable the Trust to reach its core targets will require funding individual initiatives, each of which will be subject to business case and approval through the agreed governance route and are a priority



for the five year capital programme. In particular, electrical infrastructure, recycling and renewable energy are areas of focus for future investment. In addition we will take advantage of Government funding opportunities to further enable and enhance investment in the green future for our Trust.

In light of this Green Plan we will be continually reviewing our staff resources to enable us to achieve our core targets and objectives.

Engagement

In order to achieve our vision ‘to become a leader in sustainable healthcare, act sustainably and lead by example’, we need to work together. We need to build a green social movement which will deliver a safer, more environmentally sustainable future.

Colleagues within the organisation are concerned about climate change and want to take action. It was the ‘Big Conversation’ event in September 2019 (attended by over 80 staff) which prompted the GHNHSFT Board to declare a Climate Emergency at the second ‘Big Conversation’ event in December 2019.

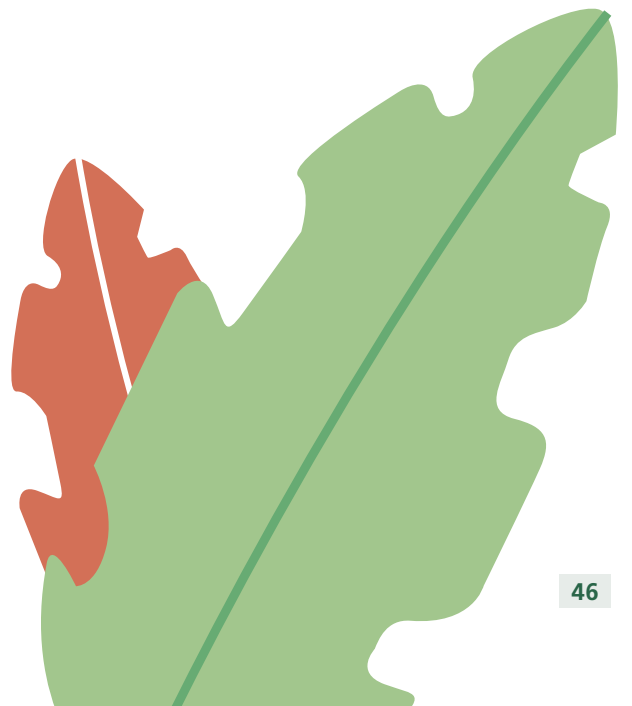
The support of both GHNHSFT and GMS Boards and senior staff demonstrates our commitment to achieve the national carbon reduction targets and develop sustainable healthcare. However the involvement of all colleagues, patients and visitors will be vital if we are to achieve this vision.

Our Green Champions were launched in April 2021 and represent all divisions and cover a wide variety of staff roles, both clinical and non-clinical. This network is a way of encouraging, enabling and empowering colleagues to take action at local or trust level and make a difference. They are supported by the Green Council and its network of sub-groups. This operational group receives ideas and initiatives and also provides a voice to all Green Champions, allowing them to contribute to decision making and steer sustainable development policies.

Webinars and training sessions educate and inform all staff on sustainability topics and Green Champions are encouraged to run these events, developing their own skills and sharing their knowledge. Our ICS partners join us for some of these events. Further information is available for all on the intranet and internet.

We will work with our Foundation Trust members, the GHNHSFT Youth Group and other public groups to get their involvement in our sustainability journey. We will continue to work with our ICS partners to take a countywide approach to sustainable development and support the work of the regional and national Greener NHS teams to help ensure the NHS become the world’s first ‘net zero’ national health service.

We ask all readers of this Green Plan to consider how they can help us meet our aims and achieve our vision and objectives.



Communications

The Communication Plan for our Green Plan shows what we are doing both within and outside of the organisation, highlights our priorities and demonstrates what we are achieving.

The plan ensures we share our progress on carbon reduction and sustainability, engage with stakeholders and community and show staff how they can get involved a have a positive impact on sustainability.

Use of media

Our Green Plan and Annual Sustainability report are on the Trust public website.

Our sustainability intranet pages provide information, training materials and action plans for staff.

Social media and press releases inform every one of our sustainability achievements.

Engagement

Our Green Champions network unites staff from across the whole organisation who will work together to make a difference in their area. They also share ideas through the Green Champions What's App group.

The views of Green Champions, patients, public and staff will be sought on future sustainable policies, targets and in the review of this Green Plan.

We will promote local and national campaigns and sustainability action days.



Awards and Rewards

We will apply for national sustainability awards.

The annual staff awards include one for sustainability.

For the outline Sustainability Communications Plan see Appendix 2.

Summary

When our Trust declared a climate emergency in December 2019 it sent a clear message as to the importance it places on the threat that climate change poses to public health.

This Green Plan is the Trust’s key document for the sustainability agenda and commits the Trust to a range of actions, initially between 2021 and 2025, but also longer term, which will help move us forward on our pathway to net-zero by 2040.

It provides a comprehensive and structured framework to show how the Trust will work to embed sustainability into the organisational culture so that sustainability becomes part of how we think and everything we do. As we recover from the pandemic we must take care to ensure our actions do not increase climate risk or lock-in greenhouse gas emissions.

Our Trust is keen to be a leader in climate change action, helping and encouraging others to make a positive long-term shift towards sustainable behaviour. However, it is very aware that this ambitious agenda will require the vision, collaboration, support and efforts of all – not only our colleagues, patients and visitors, but also our suppliers, Integrated Care System partners and external organisations.

The Trust’s Sustainability Lead and the Climate Emergency Response Leadership group will monitor, implement and manage the delivery of this Green Plan and associated Green Action Plan, working with our colleagues across the Trust to implement the actions contained within the plan.

We ask all readers of this Green Plan to consider how they can help us achieve our ambitions.

If you are a staff member please contact ghn-tr.climateemergency@nhs.net and become a Green Champion.

Members of the public, suppliers and other stakeholders please see our website for further information.

Above all please remember that small actions count and you can make a positive contribution to sustainability.



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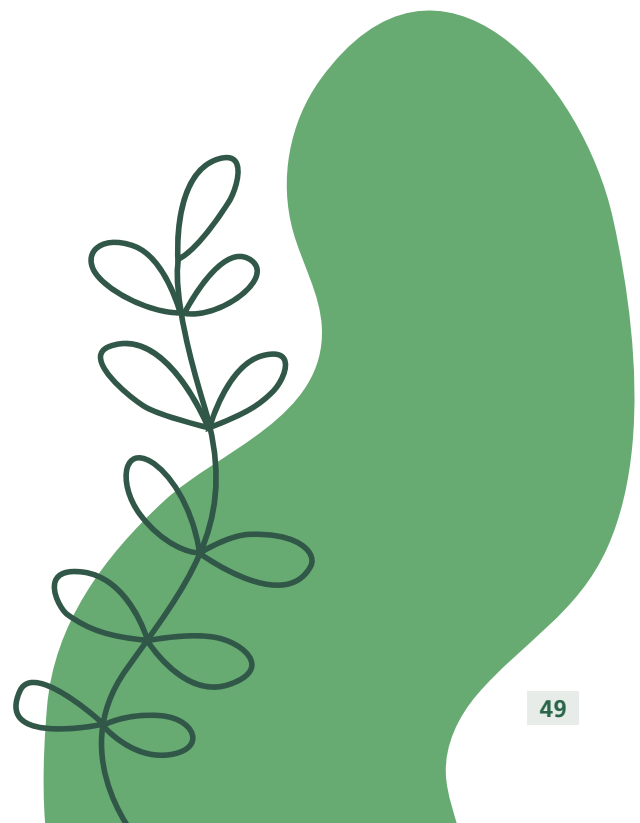
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Glossary

Active Travel: Walking, cycling or using some other physically active way to travel. Can include public transport if you walk or cycle etc. to the bus stop or railway station.

Adaptation: Processes which adjust our infrastructure and system so we can continue to operate effectively as the climate changes.

Anchor Institution: Large, public sector organisation whose long-term sustainability is tied to the wellbeing of the population it serves.

BEIS: Department for Business, Energy & Industrial Strategy

BREEAM: Set of standards, assessment methods and tools to help construction professionals understand and mitigate the environmental impacts of construction developments.

Business Mileage: Mileage travelled by staff in their own cars whilst on Trust business. Mileage costs are reimbursed via travel claims.

Carbon Emissions / Carbon Footprint: Amount of carbon dioxide released to atmosphere by an organisation or individual as a result of their activities.

CGH: Cheltenham General Hospital.

CHP: Combined Heat and Power unit.

Climate Change: A change in global or regional climate patterns and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Climate Change Emergency:

A call for action. A situation in which urgent action is necessary to reduce or stop climate change and avoid any irreversible environmental damage associated with climate change.

CO₂: Carbon dioxide is the most prevalent of the greenhouse gases.

CO₂e: Carbon dioxide equivalent. For simplicity of reporting the mass of each GHG gas is commonly translated into CO₂e so that the total impact from all sources can be summed to one figure.

Economic Sustainability: Supporting the local economy, savings from reducing consumption, investment in sustainable projects.

ERIC: Estates Return Information Collection. Annual data submission enables analysis of estates and facilities information.

EV: Electric vehicles and associated EV Chargers.

GHNHSFT (the Trust): Gloucestershire Hospitals NHS Foundation Trust.

GHG: Greenhouse Gases (GHG) include carbon dioxide, nitrous oxide, methane, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.

GMS: Gloucestershire Managed Services. A wholly owned subsidiary company providing estates and facilities services to GHNHSFT.

Green Champions: A network of GHNHSFT and GMS staff who take sustainable actions and projects within their work area.

Green Plan: Sustainability strategy.

Greener NHS: National NHS programme to deliver NHS target on net zero emissions by 2040 / 2045.

Grey Fleet: Staff vehicles which are used on Trust business.

GRH: Gloucestershire Royal Hospital.

Health Inequalities: Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society.

Integrated Care System (ICS): The partnerships between the organisations which provide health and social care in the area - 'One Gloucestershire'.

Model Hospital: Benchmarking tool produced by NHS Information unit.

One Gloucestershire: Integrated Care System for Gloucestershire.

NHS Fleet: Vehicles owned or leased directly by the Trust.

NHS Forest: Links the green spaces of NHS organisations to encourage tree planting and development of green space and promote the health benefits of green space.

PFI: Private Finance Initiative used to fund major capital projects. Part of the GRH site and the multi-storey car park are PFI schemes.

PSDS: Public Sector Decarbonisation Scheme. A series of grants to public sector bodies for infrastructure works which will reduce carbon emissions.

Six Facet Survey: A set of six surveys which form the core of estates information - includes physical condition and environmental management.

Social Sustainability: Includes health and social equality, social responsibility and justice and decent working conditions.

Sustainability: "Meeting the needs of today without compromising the ability of future generations to meet their needs" (United Nations Brundtland Report 1987).

Sustainable Development Management Plan (SDU): Sustainable Development Management Plan now replaced by the Green Plan.

Travel Plan: A package of actions that will promote safe, healthy and sustainable travel options.

Ultra-low Emission Vehicle (ULEV): ULEV is any vehicle that uses low carbon technologies and emits less than 75g of CO₂/km.

Whole Life Cost (WLC): Also known as Life Cycle Cost. A calculation to establish the spend profile (cost) of a product or service over its anticipated life span.

Zero Emission Vehicle (ZEV): ZEV is any vehicle that emits no exhaust gas from the onboard source of power.

Appendix 1: Green Action Plan

Due to its size, the Green Action Plan is not presented in this document.

[View the Green Action Plan on our website.](#)



Appendix 2: Sustainability Communications Plan

What	When	Channels/ details
Green Champions	May	On a quarterly basis, reminder of how to become a Green Champion will go in the Trust internal global email. Promote networking sessions for Champions to share ideas and best practice.
Awareness day: World Environment Day	5 June	Encourage staff to make a pledge (and quantify saving where possible for the organisation at large). Internal communications and social media.
Awareness day: Bike Week	Early June	Promote Bicycle User Group (BUG), any facilities upgrades, bike marking events. Internal communications and social media. Quotes from BUG lead.
Awareness day: Plastic free July	July	Focus of reducing plastic in the Trust through catering and other initiatives. Internal communications and social media.
Update papers to Estates and Facilities Committee	Quarterly	Internal distribution only.
Awareness day: Cycle to work day	6 Aug	Promote BUG, any facilities, bike marking events and sustainability. Internal communications and social media.
New green plan launch	September	On website (document and story) and on social media including LinkedIn. Press release. Internal global email and with a dedicated section in the Vlog with Steve Hams and Deborah Lee.
£13.7 m Salix funding follow up (Public Sector Decarbonisation Scheme December 2020)	Ongoing and by September	Articles, local and trade media and internal communications when significant milestones are reached. Particularly around solar panels. Potential for green awards.
Awareness day: WRAP – Recycle week	Late September	Promoting our recycling rates. Internal communications and social media.
Awareness day: World vegetarian day	1 October	Focus on catering. Internal communications and social media.
Awareness day: No disposable cup day	4 October	Create and purchase reusable branded cups to sell in onsite restaurants and promote internally and externally.

What	When	Channels/ details
Awareness day: World habitat day	7 October	Promote wildlife garden and landscape team. Internal communications and social media. Possible staff/ community volunteering initiative.
Awareness day: National clean air day	8 October	Promoting our renewable energy credentials and sustainable transport. Internal communications and social media.
Awareness day: World energy conservation day	21 October	Promoting our renewable energy credentials and sustainable transport. Internal communications and social media.
Green Champion staff award	November	Reintroduce a green award and promote
Green facts graphics	Ongoing	Develop a suite of eye-catching green facts and quotes that we can use as social graphics. Use these for awareness days.
Green blog	Bi-monthly	Bimonthly articles written by specialists giving insight into a selection of topics. To be hosted on the GMS website. This requires regular committed content creation from the sustainability team.
Wildlife garden open day	tbc	Feature on sustainable gardening practices with head gardener
Recycling PPE and masks	tbc	Video and press release if we can start to recycling disposable masks.
Sustainability innovations/ projects and good news stories as required.	ongoing	Press releases/ website articles, social media and internal communications as appropriate.
Awareness day: Big energy saving week	Mid-January	Raise awareness of how we are saving energy, tweet with facts. Internal communications and social media.
Awareness day: Fairtrade fortnight	Mid-February	Focus on catering. Internal communications and social media.
Awareness day: World wildlife day	3 March	Focus on wildlife in our estate, peregrine falcons? Internal communications and social media.
Awareness day: NHS Sustainability day	19 March	Awareness tweet campaign. Opportunity to launch a new initiative or celebrate with a particular focus on a good outcome. Internal communications and social media.
Awareness day: World water day	22 March	Focus on Estates and catering with key water facts. Internal communications and social media.

What	When	Channels/ details
Awareness day: National gardening week	Late April	Focus on the grounds team. Internal communications and social media.
Awareness day: Stop food waste day	29 April	Focus on catering and waste services. Internal communications and social media.
Awareness day: Earth day	22 April	Awareness tweet campaign. Opportunity to launch a new initiative or celebrate with a particular focus on a good outcome. Internal communications and social media.
Awareness day: Community garden week	Early April	Focus on any garden initiatives taking place at the time. Internal communications and social media.
Green plan: one year on (including Green Champions)	Spring	Video celebrating all that has been achieved in the past year, key initiatives and the difference it has made to the hospitals and the wider community.
Awareness day: Water saving week	Mid-May	Focus on estates and catering with key water facts. Internal communications and social media.
Awareness day: Global recycling day	18 May	Focus on waste services. Internal communications and social media.
Sustainability annual report	Early June	Publish as part of Trust annual report. Website and internal communications.

