



### Group Green Plan 2024-2028

Enabling delivery of our CARE strategy





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### **Executive Summary**

As a Group we are committed to driving sustainable development to deliver our five-year strategy, and our vision for 2028 of outstanding care, together.

Our Group's strategic Green Plan acts to:

- Publicly set out our sustainability ambitions for our estates & facilities, travel & transport, clinical provision, and supply chain & procurement
- Define the strategic objectives for these key areas that will help us meet our legislative requirements and ambitions, including Net Zero Carbon
- Set out governance arrangements for how we will monitor and assure delivery of this Green Plan
- Demonstrate how we will evaluate our impact and continually improve our performance

Fundamentally our Green Plan is based upon becoming an environmentally sustainable organisation which follows four key principles:

- Eliminating waste and pollution
- Implementing the principles of a circular economy
- Regenerating nature and operating within ecosystem boundaries
- Developing the environmental management systems to support this





National

In June 2019 the UK government adopted the legally binding target of achieving Net Zero Carbon by 2050. Enacted through the Climate Change Act of 2008, this enables the UK to achieve its nationally determined contributions and help the international community to achieve the Paris Agreement 2015 target of limiting global warming to 2°C by the year 2100, with an aspiration of 1.5°C.

The Vision: To deliver the world's first net zero health service and respond to climate change, improving health now and for future generations.

In October 2020, the NHS became the world's first health service to commit to reaching Net Zero Carbon recognising that climate change has direct consequences for patients, the public, and the NHS as a whole. In July 2022, the NHS embedded the net zero requirement into legislation, through the Health and Care Act 2022. This places a duty on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions and environmental targets.

The Act requires commissioners and providers of NHS services specifically to address the net zero emissions targets:

- for emissions controlled directly net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- for emissions that can be influenced net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039 It also covers measures to adapt to any current or predicted impacts of climate change identified within the 2008 Climate Change Act. Trusts and integrated care boards (ICBs) will meet this new duty through the delivery of their localised Green Plans, and every Trust and ICB in the country is also required to have a board-level lead. To support these aims, statutory guidance including the <u>Delivering</u> a Net Zero National Health Service report and the Net Zero Supplier Roadmap, have been developed.

The NHS





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Work to improve sustainability is already underway through the <u>St George's Green Plan</u> agreed by Board in July 2021, and the <u>Epsom & St Helier Green Plan</u> agreed at Board in June 2023. The Group strategy 2023-2028 outlines a Group wide gesh Green Plan as one of six corporate enabling strategies, and therefore this gesh Green Plan strategic document builds on progress to date as a key corporate enabler for delivery of our vision for 2028 – Outstanding Care, Together.

Some excellent progress to date on sustainability matters has also already been made at both St George's and Epsom & St Helier, including:

#### St George's (SGUH)

- An Estates Decarbonisation Strategy document has been produced, giving a pathway to Net Zero
- We have developed the UK's first SMART theatres, reducing energy use and improving patient flow and outcomes
- We have ended the use of highly polluting anaesthetic gases, moved to low carbon methods of administering anaesthetics, decommissioned our Nitrous Oxide manifold and installed Nitrous Oxide cracking technology
- A programme of work has been implemented encouraging active travel e.g. Cycle to work events held, Dr Bike (free bike repair workshops for staff), Cycle to Work Scheme, and offering only ULEZ compliant and electric lease cars

#### **Epsom & St Helier (ESTH)**

- A Heat Decarbonisation Plan document has been produced by an external contractor through the Low Carbon Skills Fund, giving a pathway to Net Zero for energy.
- A programme of work implemented encouraging active travel e.g. Staff travel survey, Travel Plan, Cycle to work events held, Dr Bike (free bike repair workshops for staff), Cycle to Work Scheme, and offering only ULEZ compliant & EV lease cars
- Low carbon patient menus have been implemented
- Tree planting scheme in place
- Grant received for walking aid return scheme





### Financial sustainability



Delivery of this green plan will also support financial sustainability longer term for gesh by:

- Reducing costs due to improved efficiency with a lower carbon footprint and lower energy demand. For example, moving
  from combined heat and power systems to air source heat pumps will reduce organisational running costs long term
- Future proofing the Trust against energy price shocks and by minimising the risk of emergency expenditure from climate issues
- Increasing self-sufficiency and reducing the risk associated with supply chain partners
- Delivering benefits of the circular economy by reusing equipment and supplies rather than buying new
- Improving the performance of clinical service delivery through efficiency savings, better use of staff time, and through reduced
  use of materials, transportation, and energy
- Acting as an anchor organisation communicating the co-benefits of environmental sustainability (e.g. active travel) thus
  improving health of patients and reducing the strain on services

To ensure delivery of commitments and funding to support this Green Plan we will investigate and explore external funding opportunities, alternative finance options, and innovative mechanisms designed to keep costs of change low. An indicative outline of the financial benefits of delivering this Green Plan is in development.





**Finance** 

In a financially challenging environment, internal and external funding needs to be accessed for longer term sustainability initiatives e.g. electric vehicle pool cars and charging points, and for developing and delivering investment grade proposals for estates heat decarbonisation

**Capacity and capability** 

Building capacity and capability around "green" issues. Understanding needs to be developed across gesh that achieving sustainability is a requirement for the whole organisation not just estates and facilities

**Accountability** 

Given that sustainability has many factors, setting up robust Group oversight whilst also having site-based action plans, and real ownership of actions within all sustainability workstreams is a challenge





# **Opportunities**

Scale and spread

The benefits of Group level collaboration provide a real opportunity to scale and spread what is working well at each site and also to share sustainability resources e.g. training, education and awareness raising materials

Building a reputation for sustainability

Delivering the gesh Green Plan will improve the reputation and standing of the organisation as a centre of sustainability excellence

Improved outcomes and efficiency

Using a continuous improvement approach to deliver the Group Green Plan will lead to efficiency savings, better clinical services and improved outcomes for patients



What do we want to achieve?







**University Hospitals and Health Group** 

Our vision is that by 2028 we will achieve outstanding care, together by integrating sustainability into everything we do:

Estates and Facilities

We will be well on the way to reducing our direct emissions of carbon by 80% to hit the 2032 target

For indirect emissions, we will have made significant progress towards reaching the 80% reduction target (by 2036 to 2039)

We will produce minimal waste and be meeting national waste targets

Our current and new infrastructure will be sustainable, and resilient to the impacts of a changing climate

Patients, staff and the public will benefit from flourishing grounds and outdoor spaces

Travel and Transport We will transition to an electric fleet, generating minimal harmful air pollution

We will promote virtual care where possible

We will promote zero emission travel for staff, patients and the public

Clinical provision

Outstanding care will be provided across the Group in a financially and environmentally sustainable manner We will have minimised the environmental impact of the medicines and care we provide

Supply chain

We will reuse and repair everything that can be reused and repaired

Our hospital supplies will be sourced from environmentally friendly suppliers who can demonstrate a commitment to achieving Net Zero Carbon

We will be applying the principles of a circular economy in all our procurement decisions i.e. avoiding single use equipment and buying reusable goods

All our staff will have the opportunity to benefit from sustainability training and education We will support the delivery of our vision with internationally recognised management standards





We will be guided by towards our vision for environmental sustainability by the following principles:

- The ecological principle we rely on ecosystems as the basis of life and wealth, ecosystems are our life support systems
- The prevention of pollution principle we have a responsibility to prevent pollution of and damage to our ecosystems
- The polluter pays principle if we cause the pollution we should be responsible for the costs of cleaning it up
- The hierarchy approach we will seek to prioritise prevention, then reduction, reuse and recycling of: waste, materials, energy and water
- The principles of a circular economy ensuring we avoid extraction of raw materials and maximise reuse and recycling of materials
- Supporting regenerative processes over extractive processes seeking to support ecological regeneration
- The principle of nonmaleficence the obligation of a physician not to harm the patient, as the ancient Greek physician Hippocrates said "to do good or to do no harm" and in this case we recognise that damaging the environment damages the health of our patients



# **Domains**

St George's, Epsom and St Helier University Hospitals and Health Group

Estates and Facilities

Travel and Transport

**Clinical provision** 

Supply chain and procurement







This domain covers all functions which are responsibilities of Estates and Facilities including: waste, energy, capital projects, biodiversity, adaptation for climate change, and food & nutrition. The Green Plan Team is embedded in Estates & Facilities with the Deputy Group Officer for Facilities, Infrastructure and Environment leading on the Green Plan. Estates & Facilities is therefore at the heart of Group action on sustainability and is the division with the largest input into Green Plan Progress so far:

- St George's have developed the SMART Theatres project saving £750k and 1,346 tonnes of CO<sub>2</sub> every year
- We are replacing the fleet cars with Electric Vehicles (EVs) at St George's
- Both St George's and Epsom & St Helier have diverted all of their waste from landfill
- Our capital projects, Intensive care and Renal are targeting Building Research Establishment Environmental Assessment Method (BREEAM) ratings of "Very Good" and "Outstanding" respectively
- Our estates strategy is being informed by the Green Plan and Decarbonisation Strategies for St George's and Epsom & St
   Helier
- We have an abundant and varied set of gardens that provide a healing resource for staff, visitors and patients across gesh
- We have low carbon patient and canteen menus in place, digital ordering for the patient menu, and have moved to reusable cutlery and crockery and waste food recycling in the canteens across gesh





## **Estates and Facilities**

What do we want to achieve?

**Energy** - we will be delivering key elements of our roadmap to 80% carbon reduction by 2028-32 and net zero carbon by 2040 and have moved a significant portion of the estate from gas to electric heating. Significant upgrades will have been made to more efficient fabric, and low energy lighting, and smart metering. We will have minimised our air pollution through energy efficiency work.

Capital projects - our new buildings and refurbishments (Intensive care, Renal, SECH) will all meet the NHS Net Zero Building Standard (NZBS) and target the BREEAM ratings of "Outstanding" and "Very Good", demonstrating sustainable construction and minimising embodied carbon, as well as reducing their operational energy demand.

#### How will we get there?

To do this we will **deliver our Estates Decarbonisation Strategies for each site.** This will include:

- moving from gas to all electric heating and cooling, and improving the efficiency of our building fabric and lighting
- Applying for funding for further decarbonisation support to replace equipment coming to the end of its life through upcoming phases of the Public Sector Decarbonisation Scheme (PSDS) and Low Carbon Skills Fund (LCSF)
- Developing the on-site renewables capacity and battery storage

We will achieve key standards in the delivery of all new capital projects (e.g. BREAAM and NZBS). We will:

- Ensure ongoing delivery in line with the requirements of the Net Zero Building Standard
- Integrate the requirements of BREEAM/ NZBS into business as usual and achieve them where appropriate



### How will we get there?

To do this we will **deliver national Clinical Waste targets**, and develop a detailed plan for delivering the required Clinical Waste Targets, and ensure that the waste targets are embedded in relevant contracts

We will develop and implement group wide protocols/ plans for responding to climate emergencies, assessing the vulnerability of the existing group estate against a list of key climate scenarios. We will develop group wide climate risk assessment templates, and group protocols/ action plans for responding to climate emergencies which will also include consideration of longer-term potential issues e.g. flooding and overheating

We will develop and **implement a group Biodiversity Management Plan.** This will include a review of open spaces across all current and future sites to prioritise the maintenance and development of landscape and biodiversity. We will identify opportunities to engage with staff, public and local communities to support ongoing promotion and development of biodiversity and wellbeing

What do we want to achieve?

**Waste** - our waste volumes going to incineration will be low, and we will have improved segregation and recycling rates. In particular we will be achieving the targets for reducing the carbon footprint of our waste to Net Zero and implementing the requirements of the Clinical Waste Strategy 60/20/20

**Adaptation** - our approach to adapting to climate change will be well defined, with clear protocols and risk assessments across the Group to respond to heat waves, cold weather, floods and other aspects of climate change.

Landscape and biodiversity - we will be recognised as a leader in this area, with a robust biodiversity management plan in place across all current and future group sites. We will work in partnership with our patients, staff and communities to enhance our biodiversity and connection to it.



St George's, Epsom and St Helier
University Hospitals and Health Group

What do we want to achieve?

**Food and nutrition** - our delivery of food and nutrition across gesh will ensure minimal food waste, organic certification of products, delivery of low carbon menus, local sourcing and reduced food miles, and enhanced nutritional content.

#### How will we get there?

We will **integrate sustainability into the delivery of food and nutrition** by mapping current food provision across sites and identifying opportunities for improvement. We will also develop improved purchasing and provision of 'sustainable' food e.g. organic certification, low carbon, locally sourced minimal waste







This domain covers electrification of the group fleet and transport, and encouraging active travel (cycling, walking etc.). Good progress has been made to date with the following success:

- We have ensured all Trust Vehicles (owned and leased) are ULEZ compliant across gesh
- Also across gesh only Low Emissions Vehicles (LEV) and Zero Emissions Vehicles (ZEV) vehicles available to staff through Trust lease scheme
- An inter-site shuttle bus is available to staff and public at ESTH, and ESTH has a travel plan currently awaiting approval
- A digital parking system was introduced in April 2024 at ESTH saving the equivalent of 350 trees per year compared with the scratch card system
- Cycle to work schemes are in place for staff with active cycling groups at both Trusts and the Cycle2Work scheme is available for staff across the group (includes electric bikes)
- DASH cycle hire scheme is also available for staff at St George's
- "Dr Bike" free bike repair is available across both Trusts and keen to roll out further at ESTH





What do we want to achieve?

#### **Transport**

The Group will be well along its roadmap of transition to an electric fleet with pooled community cars and couriers, shuttle buses, and an electric Patient Transport fleet generating minimal harmful air pollution

#### Travel

Our staff across the Group will be able to work flexibly as appropriate and supported to choose sustainable methods of transport for their commute, with high levels of staff using active travel

#### How will we get there?

We will progress the transition to low carbon transport by implementing an electric fleet. This will entail:

- A review of loading capacity across the Group
- A review of connection to the grid, and infrastructure/ investment required for charge points
- New vehicles leases for pooled/ community/ courier vehicles
- The Patient Transport Service vehicle provider to offer a proposal for ambulance charging infrastructure and transition to an all-electric fleet

A key focus will be to **promote active travel for staff**, **patients and the public**:

- We will prioritise promoting the health and cost benefits to staff of active travel as well as the reduction in air pollution
- A travel survey will be carried out annually and actions determined from staff feedback
- Criteria for staff parking across the Group will be reviewed and aligned
- An investment programme to be determined for staff cycling facilities
- A programme of awareness raising will be developed for staff to include information on public transport/ active travel and air quality awareness
- We will continue to work to develop air quality monitoring information by implementing an air quality node







Clinical provision is key to achieving sustainability, and this area covers optimising prescribing, substituting high carbon products for low-carbon alternatives, and making improvements in service delivery and waste processes. Additionally, development of more sustainable clinical models of care will also help to prevent unnecessary journeys through improved preventative medicine and enhanced digital care. So far, the following progress has been made

- We have decommissioned use of desflurane across gesh, moved to TIVA pumps and oral anaesthetics, significantly reducing the clinical carbon footprint
- St George's are planning to close nitrous manifolds in September 2024, and ESTH are planning to review nitrous oxide manifold closure in 2024/25
- Clinicians have been involved in the SMART theatres project and in implementing the Intercollegiate Green Theatre
  Checklist





What do we want to achieve?

Sustainable models of care - we will deliver the best quality of care while being mindful of its social, environmental and financial impact and we will take a whole systems approach to the way it is delivered. Our approach will embed consideration of sustainability into any existing or new clinical model/ service change.

Medicines - our clinical colleagues will be supported to optimise prescribing for example, by reducing the use of inhalers, nitrous oxide, and anaesthetic gases. We will have low levels of drug waste and will have minimised our emissions from medicines.

How will we get there?

We will support our clinical and operational teams to consider sustainability in their delivery of care by:

- Developing green toolkits and educational materials for clinical teams, to help them learn from early sustainability champion successes, and give them the tools to assess their own service provision. This will also include how to encourage discussions with patients about active travel, exercise etc.
- Ensuring sustainability is embedded as a requirement for consideration in any future service change
- Supporting programmes of work to avoid clinically unnecessary interventions
- Minimising environmental impact of delivery e.g. outpatient follow up activity to be delivered digitally and only by patient initiation, or seeking if possible to deliver patient care in community-based settings closer to people's homes
- Developing a programme of communication/ engagement to promote sustainability in service provision with clinical and operational colleagues, and other key stakeholders

We will implement plans to optimise sustainability in pharmacy. This will include:

- Manifold closures to reduce wastage (leaks)
- Introduction of N<sub>2</sub>O cracking for patient-controlled delivery
- Promotion of Sevoflurane (least global warming potential)
- Investment in TIVA
- Increase of dry powder inhaler prescriptions
- Developing a programme of awareness raising for staff e.g. "don't open it unless you need it"







The NHS Carbon Footprint Plus considers an expanded scope of emissions that Trusts does not control directly but can influence (these are known as Scope 3 emissions). This includes consideration of all the products procured from our suppliers, where we can use our Group purchasing power to influence change. To date progress includes:

- Sustainability and social value added to all tender key performance indicators (KPIs)
- Carbon reduction plans required for all tenders from April 2024
- A sustainable procurement working group running across the Group





What do we want to achieve?

Supply chain and procurement - we will be an ethical and sustainable procurer of goods and services, with clear requirements for all our suppliers to outline their own sustainability plans and pathway to net zero. We will implement the principles of a circular economy prioritising products that can be reused and recycled. Greatly reducing single use plastics, substituting high carbon products with low-carbon alternatives and procuring products from sustainable sources.

How will we get there?

We will build sustainability requirements into procurement processes and contracts and:

- Review procurement spend to identify high carbon products and contracts and develop a plan to tackle these as a priority
- Ensure social value/ sustainability has 10% weighting for all tender contract scoring
- Make sure KPIs for sustainability are built into all contracts
- The procurement team will engage with all suppliers on net zero requirements

#### We will review all goods purchased against key sustainability criteria

- This will ensure as a group we:
  - Remove any unnecessary single use plastics from supply chain by 2025
  - Ensure plastic packaging purchase contains at least 30% recycled plastic
  - Only purchase recycled paper
  - Only purchase reusable equipment and textiles
- Develop and promote a programme to ensure all products procured are reusable, recyclable and from sustainable sources.



equipment and buying reusable goods



**University Hospitals and Health Group** 

In summary there are 12 strategic objectives in the Green Plan, manned below to where there are national requirements/ targets for delivery:

In summary there are 12 strategic objectives in the Green Plan, mapped below to where there are national requirements/ targets for delivery:				
Domain	Ambitions from our vision	Strategic objectives 2024-2028	National targets/ requirements	
Estates and Facilities	<ul> <li>We will be well on the way to reducing our direct emissions of carbon by 80% to hit the 2032 target</li> <li>For indirect emissions, we will have made significant progress towards reaching the 80% reduction target (by 2036 to 2039)</li> <li>We will produce minimal waste and be meeting national waste targets</li> <li>Our current and new infrastructure will be sustainable, and resilient to the impacts of a changing climate</li> <li>Patients, staff and the public will benefit from flourishing grounds and outdoor spaces</li> </ul>	<ul> <li>1: Deliver our Estates Decarbonisation Strategies for each site</li> <li>2: Achieve key standards in the delivery of all new capital projects (e.g. BREAAM and NZBS)</li> <li>3: Deliver national Clinical Waste targets</li> <li>4: Develop and implement group wide protocols/plans for responding to climate emergencies</li> <li>5: Implement a group biodiversity management plan</li> <li>6: Integrate sustainability into the delivery of food and nutrition</li> </ul>	3. Clinical waste segregation targets	
Travel and transport	<ul> <li>We will transition to an electric fleet, generating minimal harmful air pollution</li> <li>We will promote virtual care where possible</li> <li>We will promote zero emission travel for staff, patients and the public</li> </ul>	7: Progress the transition to low carbon transport by implementing an electric fleet 8: Promote active travel for staff, patients and the public	7. From 2028 all new vehicles owned/ leased by the NHS will be zero emission vehicles	
Clinical provision	<ul> <li>Outstanding care will be provided across the Group in a financially and environmentally sustainable manner</li> <li>We will have minimised the environmental impact of the medicines and care we provide</li> </ul>	<ul><li>9: Support our clinical and operational teams to consider sustainability in their delivery of care</li><li>10: Implement plans to optimise sustainability in pharmacy</li></ul>	10. NHS contract includes specific requirements to reduce piped nitrous oxide waste, and also for providers to reduce the proportion of desflurane to all volatile gases used in surgery to 2% or less by volume	
Supply chain and procurement	repaired	11: Build sustainability requirements into procurement processes and contracts 12: Review all goods purchased against key sustainability criteria	11/12. From April 2028 all NHS suppliers will be required to publicly report targets, emissions and publish a Carbon Reduction Plan for global emissions aligned to the NHS net zero target	





#### **Quality and Digital Strategies**

- This Green Plan will support delivery of the Quality Strategy, specifically the priority domain of "sustainably resourced". We will implement the
  principles of ISO14001 to ensure the consistency and rigour in developing appropriate management systems
- The Digital Strategy will align with the Green Plan in terms of leveraging the benefits of digital innovation e.g. use of patient apps to encourage patient access and communications

#### Workforce

- We will ensure all staff have the opportunity to access a Group programme of sustainability training and education from Board level down, this will be role specific and key to increase education and raise awareness in clinical and corporate teams
- We want staff to be enabled and empowered to take personal responsibility for ensuring sustainability in everything they do
- Workforce enablers will involve ensuring the sustainability team is fully recruited to enable ongoing Green Plan delivery
- Working in an integrated way with the Group Communications team will be vital to share sustainability messaging also
- There is also a key link into wellbeing and Health and Safety teams to align sustainability messages and promote the importance for workforce wellbeing

#### Partnership approach

- We will work closely with other stakeholders who utilise our estate or where we lease estate, particularly with St George's University of London as they merge with City, to ensure we are delivering against our sustainability vision in a collaborative manner
- We will also work closely with colleagues at SWL ICB, the London Sustainability team and national Greener NHS team to deliver our plan

#### **Group Green Plan**



How do we get there?







# Implementation approach

Implementation

- We will develop a road map of the high-level milestones for achieving the strategy phased over the four years of delivery
- Implementation will then be delivered through annual action plans for each year of the strategy which will contain the detailed actions required to step gesh towards delivering key strategic objectives in each of the four domains
- Work to define the financial cost/ benefit analysis of actions will be a key part of implementation planning to ensure financial benefits are derived through implementation

Evaluating impact

- A scorecard/ dashboard will be developed with key metrics to track progress and impact such as:
  - Air quality improvements
  - Carbon Emissions
  - Efficiency savings
  - Sustainable procurement





# Implementation approach



- There will be a gesh Green Plan Steering Group providing oversight for delivery of the gesh Green Plan
- Progress in each of the four domains will feed into this Steering Group
- The gesh Steering Group will report into the Group Executive meeting and then up to the Infrastructure Committee-in-Common
- Each site will progress delivery of local actions through existing governance meetings
- Progress against key elements of delivery may also be fed into external governance structures for e.g. South West London Procurement Partnership



# **Glossary of terms**





# Glossary



**University Hospitals and Health Group** 

BREEAM	Building Research Establishment Environmental Assessment Method
EV	Electric Vehicle
ICB	Integrated Care Board
LCSF	Low Carbon Skills Fund
LEV	Low Emissions Vehicle
NOx	Nitrous Oxide
NZBS	Net Zero Building Standards
NZC	Net Zero Carbon
PSDS	Public Sector Decarbonisation Scheme
SECH	Specialist Emergency Care Hospital
TIVA	Total intravenous anaesthesia
ULEZ	Ultra Low Emission Zone
ZEV	Zero Emissions Vehicle