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

Green Plan

Healthy planet, healthy people

Our strategy for 2025 - 2030



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Foreword



Matthew Shaw
Group Chief Executive Officer

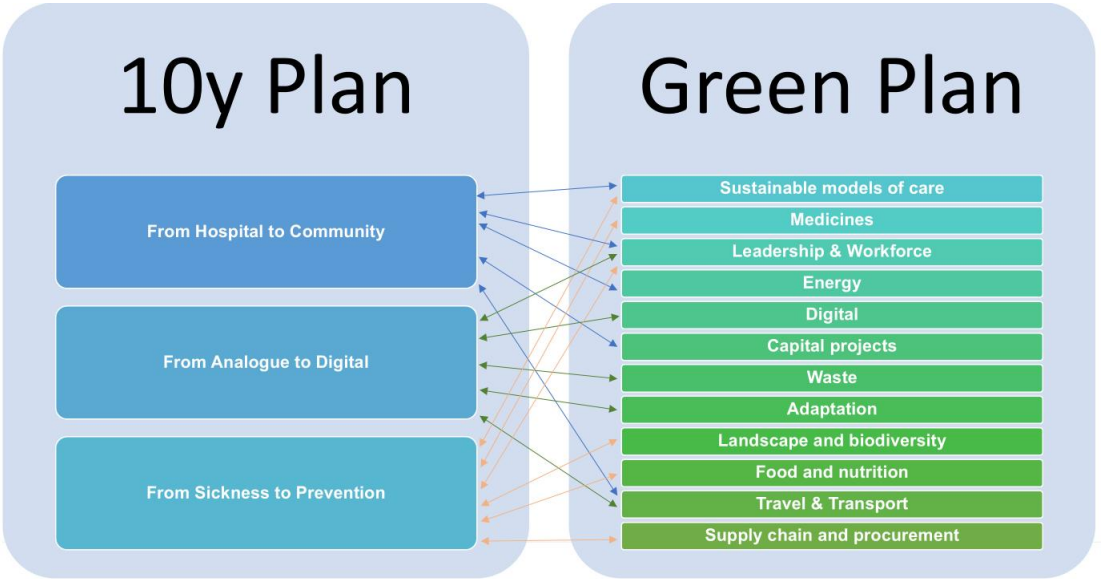
Health and environment are inextricably linked

We're all part of this big wonderful life system we call the planet. It's our home, we belong here. We know that our planetary ecosystem provides the basis for human health and our economy. You could say the ecosystem is our life support system. We simply cannot have healthy people without a healthy ecosystem. And we know that climate change and biodiversity loss will have profound impacts on the health of the people we serve, as well as our ability to deliver those services. We also recognise that we are part of the problem, burning fossil fuels and using scarce resources in the day-to-day delivery of healthcare. So, we must change.

This plan sets out how we will change. We are committed to achieving environmental sustainability and in the process reaping the co-benefits of reduced costs and improved care. Let's be really clear sustainability will improve our services, make us more efficient and save us money. But we may need to invest to see this return. Our vision is that by 2030 we will have integrated sustainability into everything we do. The two areas of Health Inequalities and the NHS 10 year plan are key to our broader strategic direction, I've outlined the co-benefits between these priorities and the green plan below. It's clear that work on the Green Plan brings many benefits so I encourage you to support the Green Plan and be part of the solution.

"Climate change is the greatest global health threat facing the world in the 21st century, but it is also the greatest opportunity to redefine the social and environmental determinants of health." ***The Lancet 2021***

Health Inequalities and the Green Plan		
Green Plan Area		**Benefit for Health Inequalities**
Increasing active travel and use of public transport	⇨	Reduces air pollution, improves population fitness, reduces obesity, improves mental health
Access to green spaces	⇨	Helps to cool urban areas, improves air quality, reduces stress, improves physical and mental health
Improved energy efficiency	⇨	Reduced air pollution, saves money, reduces carbon emissions and climate change
Increase in plant-based diets	⇨	Helps to tackle obesity, improves physical and mental health, improves food security & cost



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Executive Summary



Mark Bagnall
Group Chief Facilities, Infrastructure & Environmental Officer. Board Lead for the Green Plan

This Green Plan enables our overarching CARE Strategy and vision of 'Delivering outstanding care, together' it sets out:

- ✓ How we intend to meet the legal and policy requirements around sustainability including Net Zero Carbon
- ✓ Our own strategic objectives and targets
- ✓ Our governance arrangements for how we will manage, monitor and continually improve our performance

Our vision is that we will integrate Sustainability into everything we do.
Environmental sustainability and the NHS Net Zero Carbon targets present significant challenges and we have set out objectives for our four domains:

- For **Clinical Transformation** we will enable our clinical staff to make sustainable improvements to their workplaces bring in best practice and innovation. At its heart the Green Plan is a quality improvement project.
- For **Leadership and Workforce,** we will ensure the Group leadership teams are actively engaged in the Green Plan, supporting its delivery and championing its vision and aims. Our staff across the Group will be supported and enabled to make change through a program of training and communications.
- For **Estates and Facilities**, our buildings and operations will move away from fossil fuel to electricity from renewable sources. We will promote low emissions and active travel to staff, offer healthy sustainable food, maintain flourishing grounds, minimize our waste, construct energy efficient new buildings, move to an electric fleet, and ensure we're adapting to climate change.
- For **Procurement,** we will support and promote sustainability, social value as well as circular economy principles within our procurement activity. We will seek environmentally friendly suppliers who can demonstrate a commitment to achieving Net Zero Carbon and we will apply best practice i.e. buying products from sustainable sources that can be reused, repaired and recycled, and avoiding single use products.

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The Green Plan is a key part of Our Care Strategy



The Green Plan is one of six enabling strategies that run throughout the organisation enabling 'Outstanding Care, Together' to be achieved.

The CARE strategy states:

"We will have reduced our carbon footprint, and be on our way to net zero by 2040"

"Becoming an increasingly sustainable group of hospitals is a growing priority due to the climate emergency and the link between environment and health."



Where are we now?



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The wider context

International Ambition

Limit global warming to 2°C by 2100

The Paris Agreement 2015 is a legally binding international treaty on climate change that unites nearly every nation in a shared effort to limit global warming to 2°C by the year 2100, with an aspiration of 1.5°C. These targets were chosen as they are based on overwhelming scientific evidence and represent the best way to avoid run away climate change and catastrophic disruption to human health and economic prosperity.

National Ambition

Net Zero Carbon by 2050

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 targets.

The NHS Vision

Net Zero Carbon by 2040

The NHS 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.

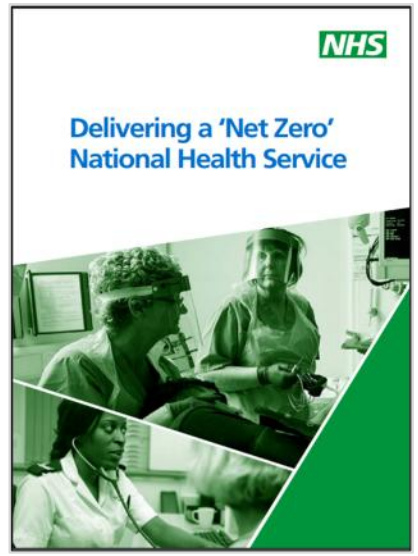
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NHS requirements

- In 2020, the NHS became the world's first health system to commit to reaching net zero emissions. The Delivering a Net Zero National Health Service report set out the scale of ambition. The Health and Care Act 2022 reinforced this commitment, placing new duties on integrated care boards (ICBs), NHS trusts and foundation trusts to consider statutory emissions and environmental targets.
- The NHS has produced statutory guidance on developing a Green Plan 'Delivering a Net Zero NHS'. We are required to produce a Green Plan in line with the ICB. Every NHS trust & ICB now has a Green Plan.
- The Care Quality Commission (CQC) has integrated environmental sustainability and sustainable development as a core quality statement under the Well-led key question in its Single Assessment Framework.

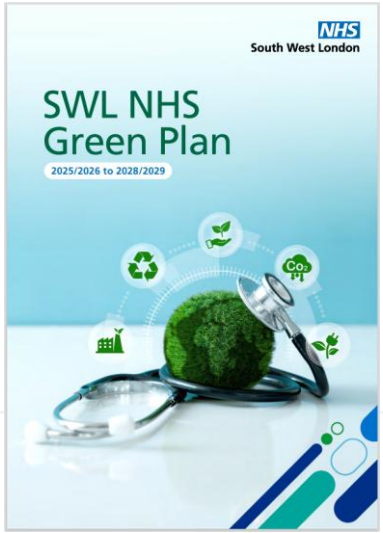




CareQuality Commission

Environmental sustainability – sustainable development

We understand any negative impact of our activities on the environment and we strive to make a positive contribution in reducing it and support people to do the same.



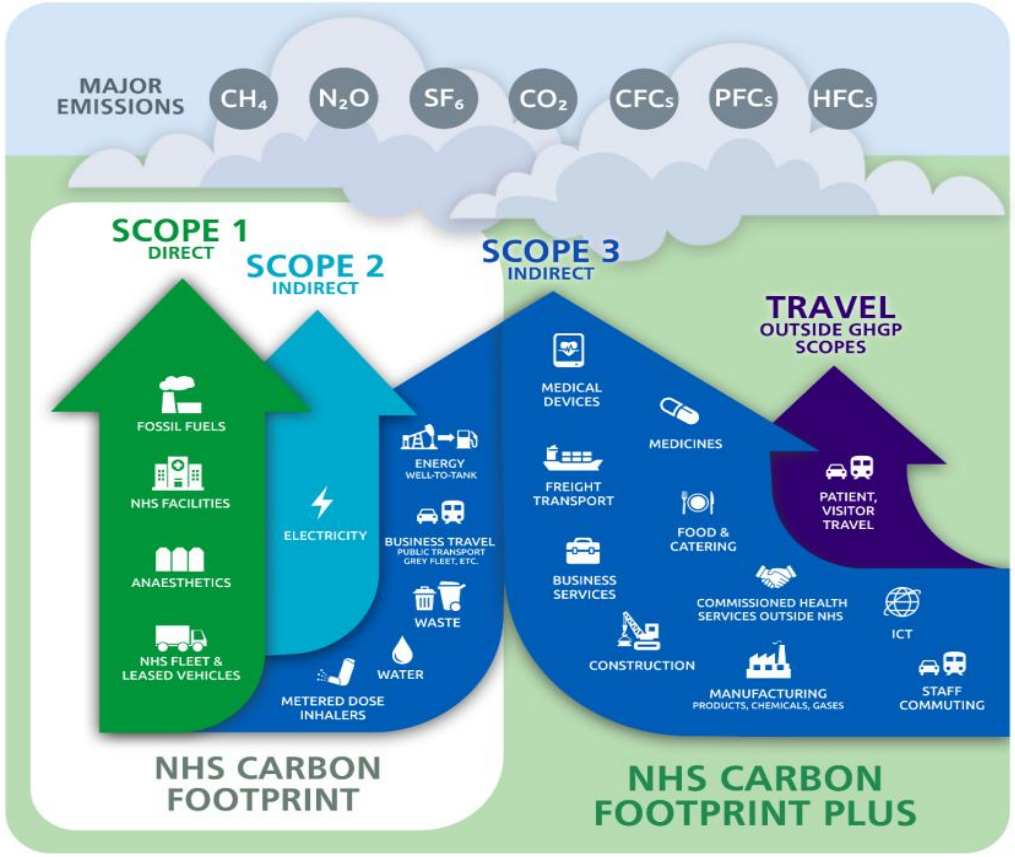
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The NHS Net Zero targets

For the emissions we control directly we will reach net zero by 2040



- For the emissions we **control directly** we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032 (the NHS Carbon Footprint).
- For the emissions we can **influence** we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039 (the NHS Carbon Footprint Plus).
- Against the **2019/20** emissions footprint baseline:
  - Carbon Footprint, reducing emissions by at least **47% by 2028-2032**;
  - Carbon Footprint Plus, reducing emissions by at least **73% by 2036-2038**.
- See Greener NHS for more details

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What have we achieved so far?

Achievements

Work to improve sustainability has been underway for some time through the St George's Green Plan agreed by Board in July 2021, and the Epsom & St Helier Green Plan agreed at Board in June 2023. Some excellent progress has also already been made at both St George's and Epsom & St Helier, including most recently:

- ✓ After a successful bid application to Greener NHS we installed LED lighting across the group saving over £1m per year and over 500 tonnes of carbon.
- ✓ After a successful bid application to Great British Energy we have installed 272kWhp of solar photovoltaic panels at St George's Hospital. We will be able to generate over £60k of electricity and save 60 tonnes of carbon each year.



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 the highly polluting anaesthetic gas Desflurane, moved to low carbon methods of administering anaesthetics, closed 3 of our Nitrous Oxide manifolds and installed Nitrous Oxide cracking technology in our maternity department
- ✓ 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 our estates.
- ✓ 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

Opportunities



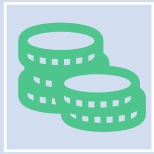
Reputation. Delivering the Green Plan will improve the reputation and standing of the organisation as a centre of sustainability excellence. gesh has already led the way with nationally significant projects such as SMART theatres and the maternity departments Central Destruction Unit.



Care. Using a continuous improvement approach to improve sustainability will lead to efficiency savings, better clinical services and outcomes for patients as well as a better working environment for our staff.



Efficiency. Reducing waste, improving the energy efficiency of our operations, streamlining our service delivery and procuring with sustainability in mind will all improve efficiency.



Cost. The Green Plan will improve our financial position by improving efficiencies and reducing costs.



Collaboration. We have an opportunity to work with learn from and share best practice with a wide range of organisations including our PFI partners, local community partners, the City St Georges University, the South-West London ICB, the local authorities Wandsworth, Merton, Epsom and Ewell and Sutton, the Greener NHS team and the NHS Estates team as well as wider supply chain and government bodies, transport network providers and TFL.



Carbon. Reducing our impact on the natural environment helps protect the population we serve and our staff from the direct and indirect effects of pollution.

Challenges



Finance – We are in a financially challenging time. So the focus of our Green Plan is on delivering cost savings and efficiencies. We will build effective business cases and seek internal and external funding to deliver projects that provide long-term financial savings and carbon reduction.



Scale and spread – integrating sustainability into everything we do is a challenge for the whole organisation, every team must 'green' their operations. We need to build awareness and engagement and develop effective support tools to enable staff to make the necessary changes.



Governance - Sustainability is a cross cutting issue that has many different elements so setting up robust governance is essential. We will support governance with effective reporting and assurance across the group enabling leadership teams to guide the work effectively and all staff to see progress.

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Financial sustainability

While achieving sustainability can be difficult and can add costs we can demonstrate benefits and long term cost savings. We will investigate and explore external funding opportunities, alternative finance options, and innovative mechanisms designed to keep the costs of change low. An indicative outline of the financial benefits of delivering this Green Plan is in development. There are a number of areas where we can improve the financial position including…



Reducing costs due to improved efficiency, lower energy use, materials demand and waste as well as the effective use of digital technology



Future proofing the Trust against energy price shocks and minimising the risk of emergency expenditure from climate issues such as flooding and heat waves



Reducing the risk associated with supply chain partners by choosing those tackling their own carbon emissions and investing in adaptation and resilience



Delivering the benefits of a circular economy e.g. by purchasing reusable, remanufactured, recyclable and low impact equipment and supplies that save costs



Improving the performance of clinical service delivery through efficiency savings, better use of staff time, digital technology, reduced use of materials, transportation, energy and waste



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 our services

"We'll go down in history as the first society that wouldn't save itself because it wasn't cost-effective." ***Kurt Vonnegut***

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Risk Assessment – Adaptation & Resilience

We see three areas of risk that climate change and nature loss will bring



1. An increase in the demand for our services

- Exacerbation of existing health conditions (e.g. heart and lung function, cognitive impairments, impacts on vulnerable populations)
- Increases in the spread of infectious diseases (e.g. diarrhoea and leptospirosis)
- Impacts on mental health (e.g. depression, PTSD, anxiety)
- Direct physical injuries (e.g. fractures, respiratory admissions from smoke, dust, air pollution)
- Heat related illness (e.g. exhaustion, heatstroke, and worsening pre-existing cardiovascular and respiratory conditions)
- Cold-related illness (e.g. increased risks of hypothermia, heart attack and stroke)
- Indirect health effects (e.g. reduction in microbiome diversity and health, increase in allergies from air pollution, impacts of forced migration & social conflict, potential impacts of reduced food availability, diversity and nutritional quality, increases in the prevalence and spread of harmful bacteria and viruses exposing the local population to new pathogens)



2. A reduction in our ability to deliver services

- Direct damage to the estate adding to estates maintenance backlog and a worsening financial position (e.g. fires, flooding, storm damage, overheating)
- Damage to critical infrastructure on and off site affecting our ability to maintain ICT and other key services (e.g. electrical failures, disruption to staff travel, disruption to supply chain deliveries, disruption to supply of utilities)
- Direct effects on the ability of staff to perform their duties (e.g. excess cooling demand during heatwaves, flooding evacuations, transport disruption, supply chain disruption, disruption to ICT, delays to patient discharge)



3. Breaching legal requirements & NHS Targets

- Reputational damage of the Group.
- Poor performance in key metrics e.g. the CQC Well Lead – Environmental Sustainability chapter.
- Negative impacts on the perception of the senior leadership teams and the Board
- Impacts on staff morale, engagement and recruitment.

What do we want to achieve?



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Our vision:

To integrate Sustainability into everything we do



Clinical Transformation

We will enable our clinical teams to improve working practices and achieve sustainability
We will optimise prescribing, interventions and product use, whilst reducing waste and carbon
We will use digital technology to provide care more sustainably



Leadership & Workforce

Our leadership teams and workforce will be actively engaged in the Green Plan, supporting its delivery and championing its vision and aims
We will adapt to the risks of a changing climate and take advantage of the opportunity to modernise



Estates & Facilities

Our current and new buildings will support our resilience by being energy efficient, low carbon and powered by on site renewables
We will reduce, reuse and recycle our waste wherever possible
Patients, staff and visitors will benefit from flourishing grounds and healthy sustainable food
We will transition to an electric fleet, and encourage staff, patients and visitors to use low emissions travel



Procurement

We will buy sustainable products and services from sustainable suppliers

Clinical Transformation



Where are we now?

Clinical transformation 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. Developing more sustainable clinical models of care will also help to prevent unnecessary treatment and journeys through improved preventative medicine and enhanced digital care.

Progress

Achievements

- ✓ Richard Jennings our Chief Medial Officer is the Chair of the Green Plan - Clinical Steering Group and is actively driving the actions identified in this section
- ✓ We have ended the use of desflurane across gesh, moved to TIVA pumps and oral anaesthetics, significantly reducing the clinical carbon footprint
- ✓ St George's closed 3 of the 4 nitrous oxide manifolds in 2024, and ESTH fully decommissioned the nitrous oxide manifolds in 2025
- ✓ Clinicians have been involved in the SMART theatres project and in implementing the Intercollegiate Green Theatres Checklist
- ✓ We have started the roll out of the clinical engagement workshops aimed at implementing a sustainable quality improvement process for all clinical departments

Challenges

Challenges

- ✓ **Integrating into business as usual**. Our clinical staff work in busy settings often with high demands on their time and resources, our challenge is to support them and make it easy to achieve change towards sustainability.
- ✓ **Finances** are always a challenge, we have to work within the financial constraints that we have, this means demonstrating that we can add value to our services in through our work on sustainability.
- ✓ **Motivation & engagement** our busy staff are generally well informed on sustainability and agree that more needs to happen, but in a busy setting with limited funds this can seem difficult. We need to provide the solutions to the issues and bring in best practice from other trusts nationally, motivating and encouraging our staff.

Clinical Transformation



Our Vision	Key actions, we will…
Sustainable models of care - We will enable our clinical teams to improve working practices and achieve sustainability	• Ensure the Green Plan – Clinical Steering Group meets quarterly to guide and manage delivery • Integrate the Gren Plan aims into the Clinical Strategy & Standards Group • Integrate the Green Plan into the Health Equity Community of Practice to make the link more explicit between green initiatives and improved experiences and outcomes for those at risk of inequity • Develop a network of Sustainability Leaders for the clinical divisions and teams • Consider making funded clinical time available for sustainability • Integrate sustainability into our Continual Improvement processes developing a Sustainable Quality Improvement (SusQi) process. • Develop a programme of workshops and engagement for all clinical departments to help them adopt SusQi and learn from our own campaigns & successes, professional bodies standards and national best practice. • Ensure sustainability and the climate change risk assessment is considered in any clinical strategy, service change and business continuity plans • Support clinical teams to avoid clinically unnecessary interventions (including Canulations, Blood Tests, Catheters) • Support clinical teams to avoid unnecessary product and equipment use (including Gloves, Aprons, Couch Roll, Pulp Products, Linens) • Support clinical teams to procure sustainable products and equipment (including reusable Tourniquets, BP Cuffs, Sharps Containers, Non-Sterile Scissors, Curtains, Theatre Caps, Medical Scopes) • Seek to deliver patient care in community-based settings closer to people's homes • Promote preventative healthcare and lifestyle changes to staff and patients that support sustainability and reduce health inequalities e.g. active travel, healthy diets.
Medicines - We will optimise prescribing, interventions and product use, whilst reducing waste and carbon	• Support clinical teams to minimise drug waste and over prescription • Promote deprescribing to minimise polypharmacy • Decommission our Nitrous Oxide manifolds where possible • Introduce oxide/oxygen mixture cracking for patient-controlled delivery in our maternity department • Promote of Sevoflurane as the preferred anaesthetic gas and ending procurement of Desflurane • Move to TIVA for anaesthetics delivery over gas delivery • Move from intravenous to oral medication when clinically appropriate • Increase dry powder inhaler prescriptions and reduce/ recycle Metered Dose Inhalers
Digital - We will use digital technology to provide care more sustainably	• Maximise online outpatient appointments • Support the use of AI technology to improve care and outcomes • Develop plans to improve the environmental performance of ICT procurement, use and disposal

Leadership & workforce



Where are we now?

This domain covers the essential role leadership and the workforce in general plays in delivering the aims of the Green Plan. Without the support of the leadership and workforce the Green Plan simply wont be achieved.

Progress

Achievements

- ✓ Mark Bagnall Group Chief Facilities, Infrastructure & Environmental Officer is our Board Lead for the Green Plan and ensures the plan is achieved
- ✓ We produce a performance report on progress for the Senior Leadership Team (SLT) meetings and Group Executive Committee (GEC) on a quarterly basis for both sites
- ✓ We report to the Infrastructure Committee (ICIC) every six months and in our Annual Report
- ✓ We have developed working groups or have integrated into existing meetings / groups for each of the workstreams and key projects
- ✓ We have active staff led groups for Theatres, ED and ICU
- ✓ We have an active group Green Champions Group with representatives from throughout the organisation
- ✓ We have specialist groups like the Bicycle User Group
- ✓ We run a quarterly GESH Green Day to engage staff and build awareness of the issues and solutions

Challenges

Challenges

- ✓ **Prioritising** sustainability. There is a natural tendency for other more immediate and more business critical issues to take priority over sustainability. The long term focus that is required to achieve sustainability doesn't lend itself to the management of a busy hospital group with multiple competing issues. Our governance structure should help mitigate this as well as our focus on QI.
- ✓ **Funding** is and will remain a challenge, we need to develop robust business cases that enable executives to support sustainability and see the opportunity it presents to modernise and improve efficiency.
- ✓ **Communicating** and building awareness of our leadership and workforce will always be challenging. We have approximately 18,000 members of staff and a huge diversity of roles and information needs. We need to be smart about how to engage them and so our communications and training plans are key.
- ✓ **Time**. The time staff need to make the changes towards sustainability is a challenge in a busy working environment. We are linking in with wider management teams to encourage and support action as well as the continual improvement programs and cost improvement programs to enable staff to prioritise this work by demonstrating added benefit.

Leadership & workforce



Our Vision	Key actions, we will…
Leadership & Workforce Our leadership teams and workforce will be actively engaged in the Green Plan, supporting its delivery and championing its vision and aims.	• Implement the governance structures and performance reporting for the group • Ensure the Green Plan Team manage the delivery of the Green Plan and it's objectives, actions and targets using ISO14001 as guidance • Integrate the Green Plan Steering Group into existing leadership meetings Senior Leadership Teams (SLT), Group Executive Committee (GEC) and the Infrastructure Committee (IC) on at least a six monthly basis • Develop a quarterly and annual performance report including a dashboard of indicators for reporting to SLT, GEC, IC • Complete the quarterly Greener NHS reporting, the six monthly ICB reporting, the annual PAM and ERIC returns • Develop and run Steering Groups for each of the domains as needed – Clinical, Estates, Workforce, Procurement • Ensure the workstream areas are integrated into existing groups where possible and have a nominated lead and support group where this adds value • Work with the Corporate Governance, Strategy and PMO teams to ensure the Green Plan is considered within other strategies, policies and initiatives • Work with the Finance Teams to integrate sustainability and Net Zero Carbon into our financial decision making processes • Work with the Capital Projects Team to make the business case for capital investment to deliver energy efficiencies and Net Zero Carbon seeking co-benefits to backlog maintenance, HTM compliance, modernisation and futureproofing • Work with the Communications team to develop and deliver an awareness and communications strategy and plan • Work with the Training and HR teams to develop a programme of sustainability training and education from Board level down • Work with the Continual Improvement Team to integrate sustainability into the Quality Improvement processes and training (SusQi) • Work with HR to include the Green Plan objectives into job descriptions and HR procedures and processes where it will add value • Work with the Wellbeing and Health and Safety teams to align sustainability messages and actions • Work with the Clinical leadership teams to develop a network of Sustainability Leaders • Ensure that the gesh Green Champions network is supported with regular comms and training opportunities • Ensure that the gesh Green Day is run across the group on a quarterly basis • Ensure that the Green Plan Team is fully recruited to enable ongoing delivery of the Green Plan
Adaptation We will adapt to the risks of a changing climate and take advantage of the opportunity to modernise	• Establish a Climate Change Adaptation and Resilience working group ensuring representation from all relevant elements of the organisation • Develop a gesh level Climate Change Adaptation and Resilience Plan considering the short, medium and long term implications of Climate Change and integrating local and national guidance and strategies (e.g. Wandsworth, London and UK adaptation plans) • Ensure the Estates Strategy is developed to directly address climate change adaptation and resilience • Each Division, Department or Service to carry out a risk assessment for Climate Change and integrate into the relevant Business Continuity Plans • The immediate and long-term impacts of Climate Change to be overtly addressed in all corporate strategies including: the response to the 10 year plan for the NHS, the Green Plan, EPRR strategy, Estates Strategy and the Clinical Quality Strategy. • The EPRR extreme weather response procedures, Business Continuity Plan the Adverse weather Policy and the Major Incident Plan to be updated to integrate climate change resilience and adaptation in the future. • ICT to consider the corporate risk assessment in business continuity plans and development of operational strategies.

Estates & Facilities



Where are we now?

This domain covers all functions which are responsibilities of Estates and Facilities including: waste, energy, capital projects, landscape & biodiversity, adaptation, food & nutrition, and travel & transport. The Green Plan Team is embedded in Estates & Facilities. Estates & Facilities is therefore at the heart of Group action on sustainability and has made some great progress already:

Progress

Achievements

- ✓ St George's have developed the SMART Theatres project saving £400,000 in energy costs and 250,000 kgC02e every year
- ✓ We installed an array of solar panels at St Georges in 2026, it will produce approximately £60k of electricity and save 60 tonnes of carbon pa.
- ✓ We are exploring the possibility of installing solar car parks across the group, with the potential Epsom site being the first
- ✓ We are replacing the fleet cars with Electric Vehicles (EVs), 14 EV charging points have been installed at St Georges and plans are underway for the group
- ✓ Both St George's and Epsom & St Helier have diverted all of their waste from landfill
- ✓ Our capital project, the new Intensive Care Unit, is targeting a Building Research Establishment Environmental Assessment Method (BREEAM) rating of "Excellent". The Renal and the Specialist Emergency Care Hospital in Sutton are now on pause but have both targeted "Outstanding".
- ✓ We have an abundant and varied set of award winning 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
- ✓ 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 schemes
- ✓ A Travel survey was completed across the group in 2025 and this informs our new Travel Strategy.

Challenges

Challenges

- ✓ **Aging estate** is a problem for most NHS trusts, as our buildings age they need more maintenance and investment. Our buildings do not meet the ideal operating standards our backlog maintenance is growing and we are struggling to deliver planned maintenance as we make cuts to budgets. It's within this context that we have to try to decarbonise. The most effective way to do that is by developing an effective equipment replacement program and by building strong business cases for upgrading the estate fabric.
- ✓ **Our estates strategy**. Our new build projects (Renal and SECH) have been put on hold or cancelled, this leaves us in a difficult position of having to find a way to make the existing estate fit for purpose whilst moving towards net zero and adapting to a warmer climate.
- ✓ **Decarbonisation detail**. Whilst we have the decarbonisation plans for the group we now need to develop detailed building level plans that we can take to the market. That will require thermographic modelling and analysis that in turn requires time and funding.

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Estates & Facilities



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Our Vision	Key actions, we will…

Energy & Capital projects
Our current and new buildings will support our resilience by being energy efficient, low carbon and powered by on site renewables
	Develop and deliver our Estates Decarbonisation Plans
	• Integrate Net Zero and sustainability into the Estates Strategy and interim plans
	• Develop a building level costed pathway for decarbonisation and improving the efficiency of our building fabric, lighting, and HVAC systems including consideration of HTM compliance, planed maintenance and backlog maintenance
	  • Create an asset register of our building services equipment and HVAC systems to inform efficiency upgrades
	  • Undertake thermal modelling of our buildings to inform the heating, cooling and fabric efficiency upgrades
	• Develop the business case for internal capital investment to achieve the plans
	• Apply for external funding for decarbonisation projects where possible
	• Roll out SMART theatres at ESTH using the knowledge gained from the SGH projects
	• Develop SMART buildings plans using digital technology to improve energy efficiency and control
	• Develop plans and funding proposals to upgrade the BMS and sub-metering
	• Develop the business case for on-site renewables with a focus on solar carparks
	• Build the business case and operational plans for upgrading the grid connection to enable the move to all electric heating and cooling
	• Develop our electrical capacity and resilience of the LV systems
	• Explore the potential to use battery storage to improve efficiency and resilience
	• Develop and run an awareness campaign to promote energy efficient behaviours and efficient use of our buildings by staff
	
	Achieve key standards in the delivery of all new capital projects (e.g. BREAAM and NZBS)
	• Integrate the requirements of BREEAM/ NZBS into business as usual and achieve them where appropriate
	• Ensure our new buildings and refurbishments (Intensive care unit, Renal, SECH) will all meet the NHS Net Zero Building Standard (NZBS) requirements and target the BREEAM ratings of "Outstanding" and "Excellent", demonstrating sustainable construction and minimising embodied carbon, as well as reducing their operational energy demand.

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Our Vision	Key actions, we will…
Waste – We will reduce, reuse and recycle our waste wherever possible	• Achieve the national Clinical Waste targets • Ensure compliance with waste legislation • Ensure that the waste targets are embedded in relevant contracts • Reduce waste production • Improve waste segregation • Improve recycling rates • Develop the business case for the Mini MRF • Develop the business case for a reusable sharps system across all sites • Develop the business case for an onsite food digester • Develop the business case for an onsite clinical waste treatment facility • Develop a pathway for reaching net zero carbon from waste • Develop an awareness campaign around reducing, reusing, segregating and recycling waste
Landscape and biodiversity – Patients, staff and the public will benefit from flourishing grounds	• Develop and implement a group Landscape & Biodiversity Management Plan to ensure we develop and promote our green spaces, biodiversity and landscapes • Ensure our plans consider and integrate local and national plans around biodiversity and nature recovery, as well as adaptation and resilience • Conduct a review of green spaces across all current and future sites to prioritise the maintenance and development of landscape and biodiversity • Engage with staff, patients and local communities to promote the links between nature and wellbeing • Deliver the campaign on 'Nature Snacking' and the wellbeing co-benefits of nature

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Estates & Facilities



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Our Vision	Key actions, we will…
Food and nutrition – Patients, staff and the public will benefit from healthy sustainable food	• Integrate sustainability into the delivery of food and nutrition • Identify opportunities for improvement in food waste reduction • Improve purchasing and provision of 'sustainable' food e.g. organic certification, low carbon, locally sourced, and minimal waste • Continue to develop and deliver low carbon menus • Increase reuseable crockery, cutlery and takeaway containers
Travel & Transport - We will transition to an electric fleet, and encourage staff, patients and visitors to use low emission travel	• Develop a Green Travel Plan and Transport Strategy aimed at achieving Net Zero for travel and transport • Promote the health, cost and air quality benefits to staff, patients and visitors • Carry out a travel survey every two years to inform the Green Travel and Transport Strategy • Transition to a fleet of all electric pool cars and vehicles leased by the group • Review requirements and opportunities for providing electric vehicle charge points for fleet, staff and visitors, building the business case to support investment and funding opportunities • Ensure the salary sacrifice car leasing schemes offers only Zero Emission Vehicles • Ensure the Non-Emergency Patient Transport Service vehicle provider develops plans to transition to an all-electric fleet • Promote active travel for staff, patients and the public emphasising the benefits to health, cost and air quality • Develop proposals to base the charging for staff parking on vehicle emissions • Develop an investment programme and business case for improving staff cycling facilities • Develop an air quality monitoring and communication program for staff, patients and visitors • Develop the flexible working policy and assess its sustainability benefits

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Procurement



Where are we now?

The NHS supply chain accounts for approximately 62% of total carbon emissions and is a clear priority area for our Green Plan. We can use our purchasing power and decision-making processes to reduce carbon embedded in our supply chains. For example, reducing the use of clinical and non-clinical single-use plastic items, reusing or reprocessing equipment (such as walking aids) and considering lower carbon supplies, such as reusable equipment.

Achievements

Progress

- ✓ All relevant procurements include at least 10% of the evaluation weighting on criteria assessing social value and sustainability, with these themes embedded across the contract lifecycle within supplier KPIs as part of the ongoing contract management process.
- ✓ From April 2024, a full Carbon Reduction Plan is required for procurements of over £5m p.a. and a Net Zero Commitment is required for procurements of under £5m p.a. that are above the PA23 threshold.
- ✓ Developed a sustainable procurement working group and updating procurement processes across the Group.
- ✓ Encouraging suppliers to go beyond minimum requirements and engage with the Evergreen Sustainable Supplier Assessment.

Challenges

Challenges

- ✓ **Organisational process**. It takes time to switch suppliers and products, approvals are needed from a range of clinical and non-clinical groups and this can be challenging as well as time consuming.
- ✓ **Scope.** Not all of our procurement is managed by the procurement department. Much of it is done by clinical and operational teams. This presents a challenge when trying to change a product or service group wide.
- ✓ **Assessments**. Whilst we are actively looking for more sustainable products the benefits can be complex to assess. Procurement and clinical teams are already busy so we don't want to add an extra burden in carbon foot-printing and assessing live cycle impacts and costs of products. We have developed simple systems and training to support staff in these assessments but this remains a challenge.

Procurement



Our Vision	Key actions, we will…

Procurement – We will buy sustainable products and services from sustainable suppliers	• Comply with the NHS Net Zero Supplier Roadmap i.e.
	  • **From April 2022**: All NHS procurements include a minimum 10% net zero and social value weighting. The NHS Social Value Playbook helps to unlock health-specific outcomes (building on PPN 06/20 and new PPN 002 published in February 2025). Net Zero and Social Value will be applied via the Evergreen assessment for NHS England Medicines tenders.
	  • **From April 2023**: for all new contracts above £5 million per annum, the NHS requires suppliers to publish a Carbon Reduction Plan for their UK Scope 1 and 2 emissions and a subset of scope 3 emissions as a minimum (aligning with PPN 06/21 and now newly published PPN 006).
	  • **From April 2024**: The NHS has proportionately extended the Carbon Reduction Plan requirements to cover all new procurements.
	  • **From April 2027**: The NHS will implement new proportionate requirements for suppliers to publicly report targets, emissions and publish a Carbon Reduction Plan for all of their relevant global scope 1, 2 and 3 emissions.
	  • **From April 2028**: New requirements will be introduced overseeing the provision of carbon footprinting for individual products supplied to the NHS. The NHS will work with suppliers and regulators to determine the scope and methodology
	• Build sustainability requirements into our procurement processes and contracts using evaluation weightings, KPIs and ongoing contract management
	• Review procurement spend to identify high carbon products and contracts, and develop a plan to tackle these as a priority
	• Ensure social value and sustainability has 10% weighting for all relevant tender contract scoring
	• Make sure KPIs for sustainability are built into all new relevant contracts
	• Ensure the procurement team engages with all suppliers on net zero requirements
	• Review new proposals for goods and services against relevant sustainability criteria seeking to improve performance
	• Develop and promote a programme to ensure we procure products that reflect the principals of a circular economy i.e. are reusable, repairable, recyclable, have a low embodied carbon footprint / lifecycle environmental impact and are from sustainable sources.
	• Remove any unnecessary single use plastics from our supply chain by 2028.
	• Support clinical teams to procure sustainable products and equipment (including reusable Tourniquets, BP Cuffs, Sharps Containers, Non-Sterile Scissors, Curtains, Theatre Caps, Medical Scopes)

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How do we get there?



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Year 1 in a nutshell



1. Model our buildings to understand the detailed requirements for upgrading fabric, heating, cooling and ventilation. Use this to build the business case and procure the work



2. Use SusQi to engage the clinical teams and support them to decarbonise



3. Run the governance to ensure this all happens effectively

Implementation

Implementation

- ✓ The Green Plan SRO & Team will manage implementation of the Green Plan, coordinate an annual review of the plan and the annual performance report.
- ✓ The Green Plan Team will also develop a road map of the high-level milestones for achieving the strategy phased over the four years of delivery and annual action plans for each year
- ✓ Work to define the financial cost/ benefit analysis of actions will be a key part of implementation planning to ensure financial benefits are achieved through implementation
- ✓ ISO14001 will be used as the guiding model for the Green Plan

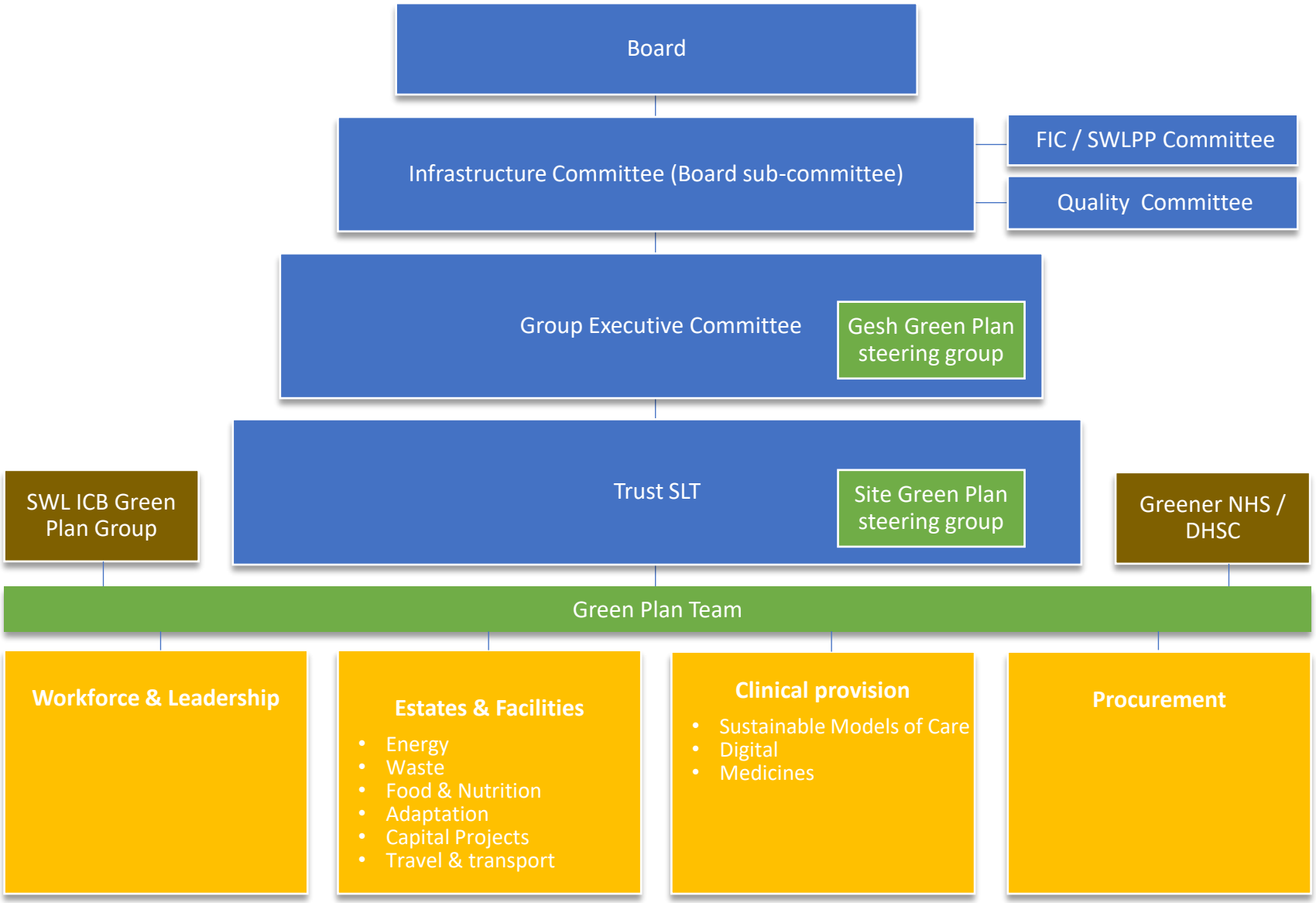
Reporting

- ✓ A performance report and dashboard will be developed with key metrics to track progress and report on progress on each of the areas identified within this strategy including
  - ✓ Carbon emissions & energy use savings
  - ✓ Cost savings
  - ✓ Improvements in care
- ✓ We will report performance both to Greener NHS on a quarterly basis and the Integrated Care Board on a six monthly basis

Partnership approach

- ✓ We will work closely with other stakeholders who utilise our estate or where we lease estate, particularly with City St George's University to ensure we are delivering against our sustainability vision in a collaborative manner
- ✓ We will also work closely with colleagues at SWL ICB, the NHS Estates Sustainability team and national Greener NHS team to deliver our plan. As well as our PFI partners, local community partners, the City St Georges University, the local authorities Wandsworth, Merton, Epsom and Ewell and Sutton, as well as wider supply chain and government bodies, transport network providers and TFL.

Governance



The Board receives papers from each committee

The Infrastructure Committee receives the Green Plan Progress Report from GEM considers and approves recommendations.

The GEC acts as the gesh Green Plan Steering Group, receives the Green Plan Progress Report from SLT considers and approves recommendations at the group level.

The Site SLT acts as the site Green Plan Steering Group considers and approves the Green Plan Progress Report. Recommendations for improving performance and management are agreed.

The Green Plan Team facilitate the development, implementation and achievement of the Green Plan and create the Green Plan Progress Report. Reporting to wider NHS groups & SWL ICB as required.

The Domain/Workstream leads report progress to the Green Plan Team. Existing governance meetings used where possible e.g. Site E&F division meetings, clinical division meetings, SWL Procurement Partnership governance meetings.

Glossary of terms



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Glossary

Abbreviation	
BREEAM	Building Research Establishment Environmental Assessment Method
DHSC	Department of Health and Social Care
EV	Electric Vehicle
ICB (SWL)	Integrated Care Board (South-West London)
KPI	Key Performance Indicator
LCSF	Low Carbon Skills Fund
LEV	Low Emissions Vehicle
NOx	Nitrous Oxide
NZBS	Net Zero Building Standards
NZC	Net Zero Carbon
PA23	Procurement Act 2023
PSDS	Public Sector Decarbonisation Scheme
SECH	Specialist Emergency Care Hospital
SMART	Intelligent design
SWLPP	South-West London Procurement Partnership
TIVA	Total intravenous anaesthesia
ULEZ	Ultra Low Emission Zone
ZEV	Zero Emissions Vehicle

Appendices



Appendix 1: Consultation

We've consulted with our stakeholders on the key themes and detail of this gesh Group Green Plan - here's what they said.



All staff	Staff responded to the Executive Question Time survey question "To what extent to you agree with this statement: I feel able to make green changes in my area" 1= not at all, 10 = completely with an Average of 4.725 (out of 161 respondents). We have developed all staff training and a program of Sustainable Quality Improvement as a result of this to engage staff where they work and to empower them to make positive changes.
Executive Team	Executive training on the Green Plan was held on 5 December 2024. We had positive feedback from the training with the Chairman and CEO convening a leadership action meeting in support of the Green Plan.
Green Champions	We have consulted with our Green Champions groups and integrated feedback into this plan.
Travel Survey	We ran a travel survey in 2025 and have noted the views of staff, patients and visitors in developing our objectives and plans in this area.
Clinical Divisions & Departments	We have run a series of engagement presentations for clinical directorates and departments as well as consulted with existing clinical action groups. The feedback is that there is good support for the Green Plan aims but more could be done to engage clinical teams via quality improvement initiatives. We've made this the priority supported using a Sustainable Quality Improvement model.
Action owners	We've consulted with all of key people involved in delivering the actions of this plan and integrated their insights as part of the annual development of the plan

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Appendix 2: Equalities & health inequalities

The solutions to the problem of sustainability needs to include the principles of equality and justice. Only global economic and social systems that prioritises the health of the planets ecosystems and a fair distribution of wealth will ultimately prove to be sustainable. We will strive to promote equality and reduce health inequalities as part of the Green Plan in line with the Public Sector Equality Duty. We will reach out to groups with protected characteristics to engage them in areas where they may be underrepresented.

Health inequalities

Action	Impact	Groups impacted	How is the Green Plan helping?
Increasing active travel and use of public transport	Reduces air pollution, improves population fitness, reduces obesity, improves mental health	Those with disabilities or mobility impairments Staff working nights Local community Staff, Patients, Visitors	Working with TfL to extend bus routes where possible Carrying out regular travel surveys to understand needs of our stakeholders to develop a Sustainable Travel Plan. Supporting active travel with facilities, advice and support (e.g. Dr Bike, DASH cycle hire and cycle to work scheme).
Access to green spaces	Helps to cool urban areas, improves air pollution, reduces stress, improves physical and mental health	Patients Visitors Staff Local community	Maintaining the grounds and gardens as a resource for all. Applying for charitable funds to develop new green spaces
Improved energy efficiency	Improves air quality, saves money, reduces carbon emissions and climate change	Patient Visitors Staff Local community	Installing solar panels, LED lighting and developing feasibility studies for future funding applications reduces the impacts of air pollution and climate change for everyone.
Increase in plant-based diets	Helps to tackle obesity, improves physical and mental health, improves food security	Patients Visitors Staff	Increasing plant-based options in our restaurants and on patient menus promotes a healthy diet for all.

Appendix 3: The principals that guide us

Guiding Principals

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

- **The ecological principle** – ecosystems are the basis of our health they are our life support systems and the foundation of our social and economic prosperity.
- **The prevention of pollution principle** – we have a responsibility to prevent pollution of and damage to our ecosystems as that damages the health of the people we aim to care for.
- 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** – mirroring the natural cyclical processes of ecosystems and maximising reuse and recycling of materials
- **Supporting regenerative processes** – seeking to support ecological regeneration and the natural ability of life to heal
- **The principle of nonmaleficence** – the obligation of a physician, as the ancient Greek physician Hippocrates said, “to do good or to do no harm“. We recognise that damaging the environment damages the health of our staff, patients and wider population, we have a responsibility to prevent harm and support health. That is the essence of our role and this Green Plan.

"There is no trade-off between climate responsibilities and reducing waiting lists. Indeed, often health and climate are mutually reinforcing goals”

Lord Darzi

