

The background is a solid green color. It features several abstract botanical illustrations: a light green leaf-like shape on the left, a large light green leaf-like shape on the right, and a cluster of white and red dots connected by thin white lines at the bottom center. There are also some dark green and red shapes at the bottom corners.

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.

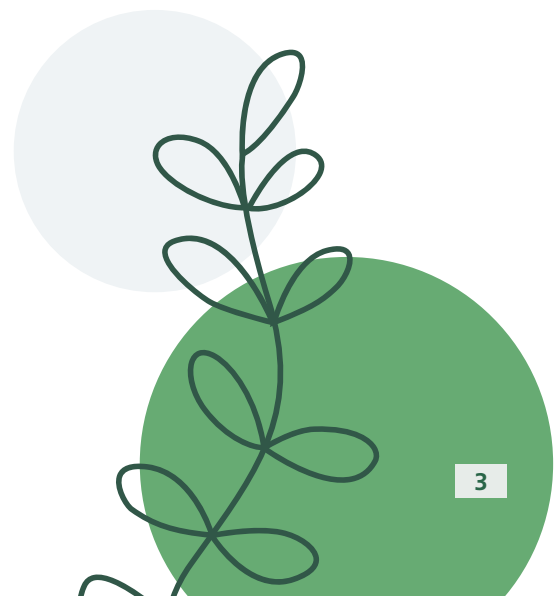
We strongly encourage all of us to build a green social movement to deliver a safer, more environmentally sustainable future.



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.

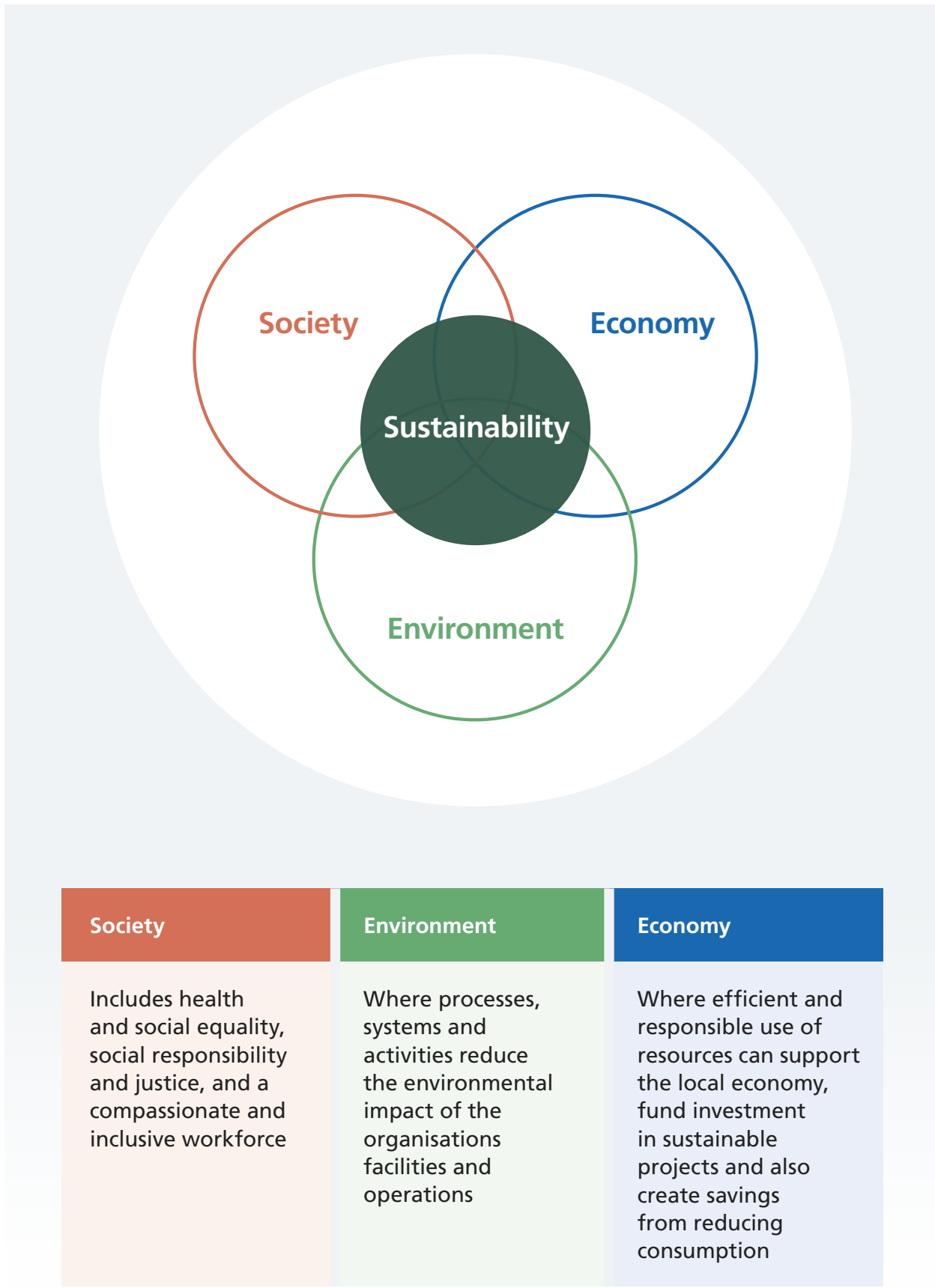
The United Kingdom was the first country in the world to commit to legally binding carbon emissions reductions of 80% by 2050, from 1990 levels. However even alongside plans from across the world this is not enough.

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



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

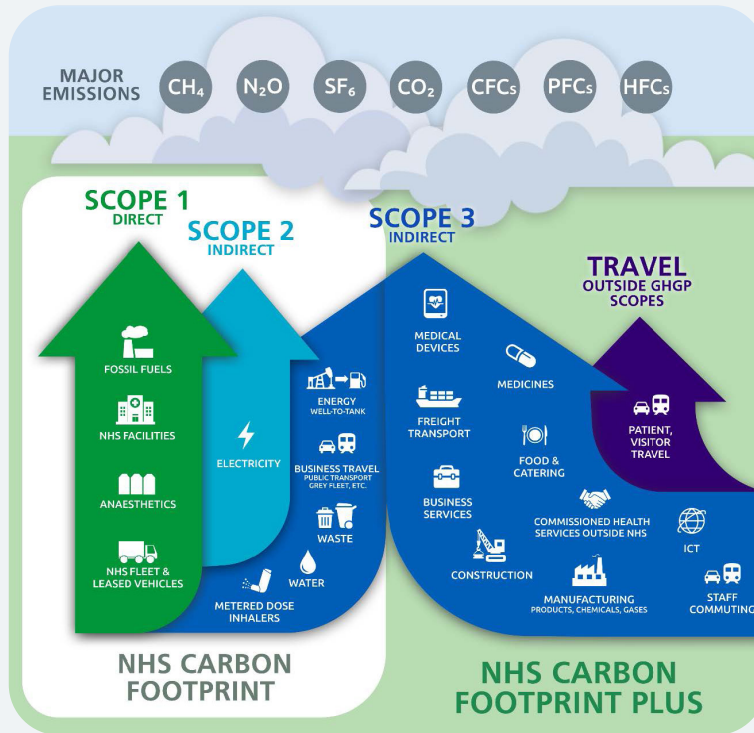
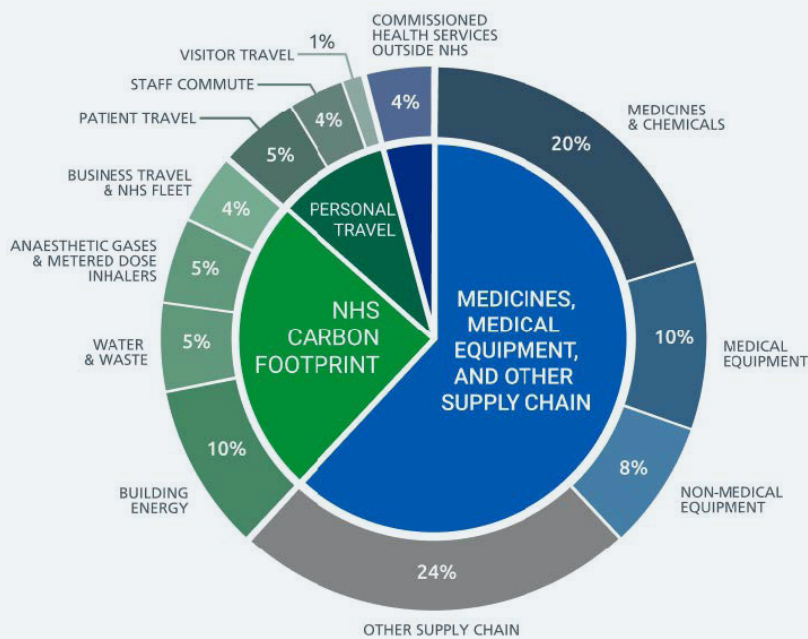


Figure 3: Sources of carbon emissions by proportion

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



United Nations Sustainable Development Goals (UN SDG)

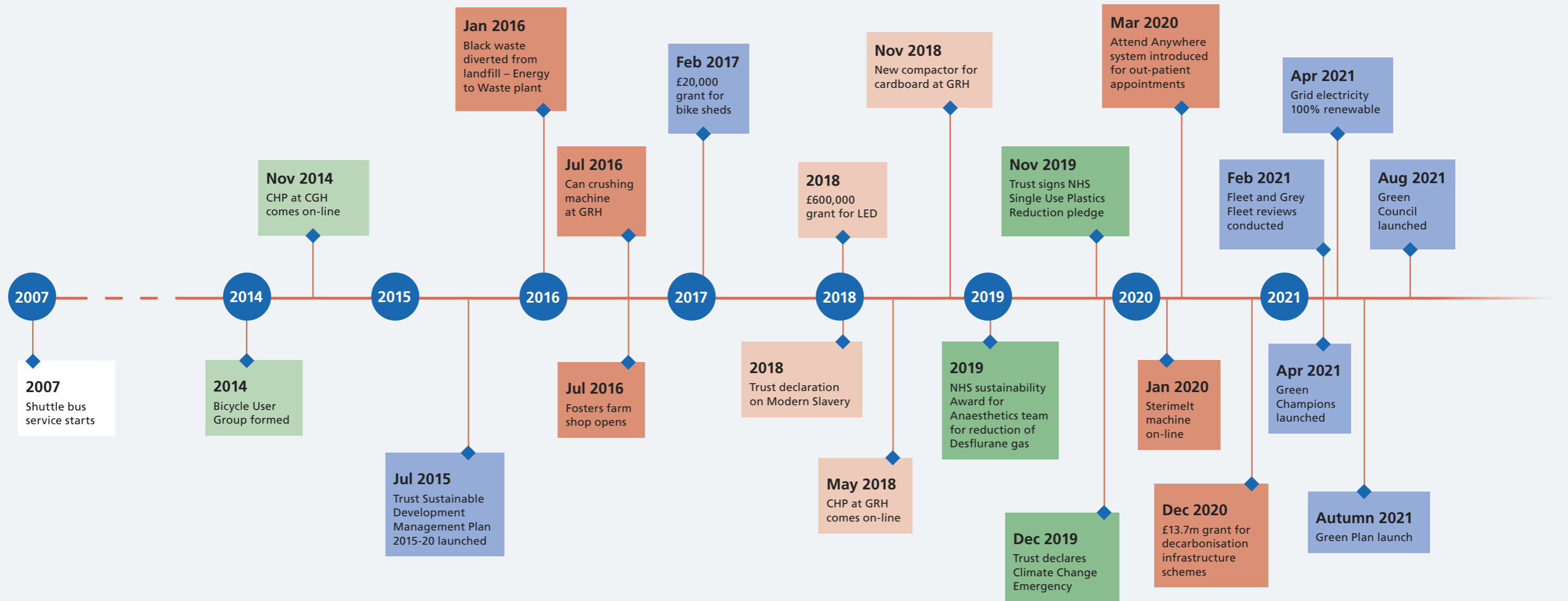
This Green Plan is aligned with the 17 United Nations Sustainable Development Goals.

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.

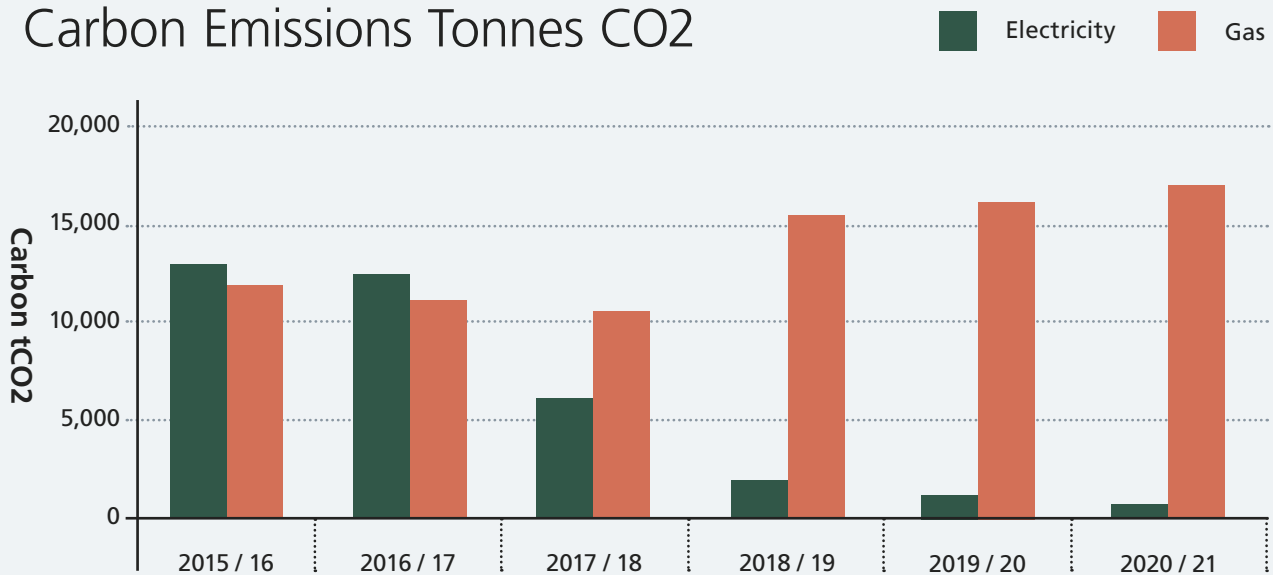
Heat is produced as a by-product and is used for the creation of steam and hot water. There is therefore a corresponding decrease in the electricity taken from the national grid. Oil is used to heat one building at GRH and to fuel the back-up generators on both main sites.

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 |

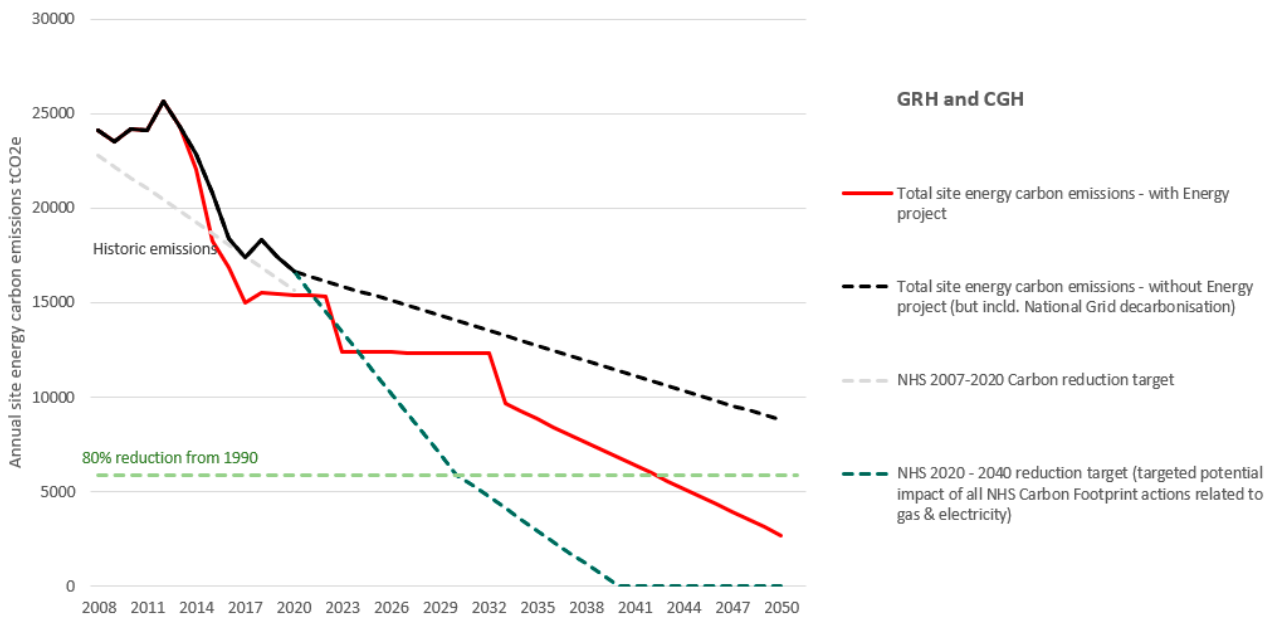
Waste minimisation and management

| 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

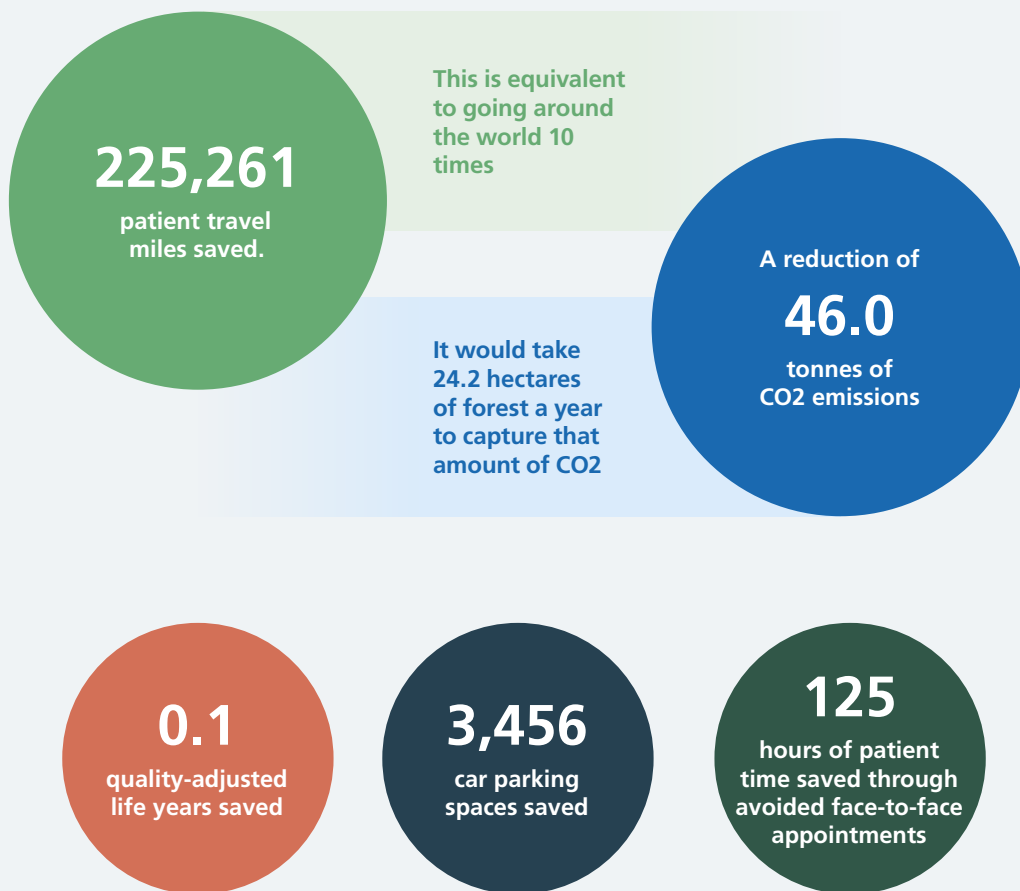
many journeys to hospital facilities.

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

| | | | |
|--------------------------------|---|--|---|
| 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 |  |  |  |

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



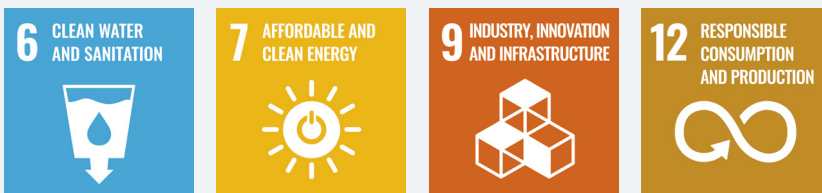
Asset management and utilities

| 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 |

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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 |

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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.

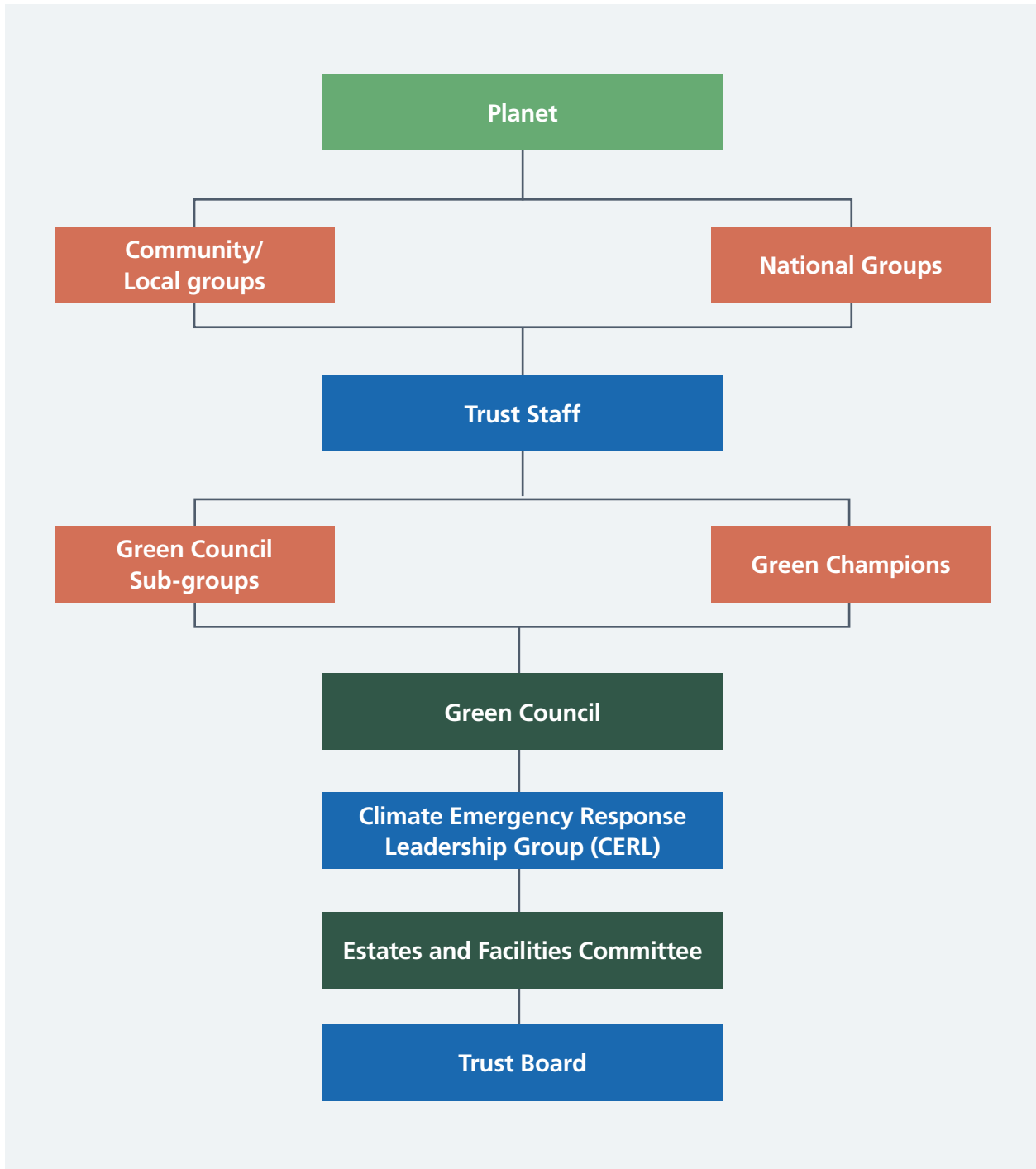
ERIC (Estates Return Information Collection): mandatory data return for all NHS trusts, provides benchmarking information for estates and facilities related data.

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.

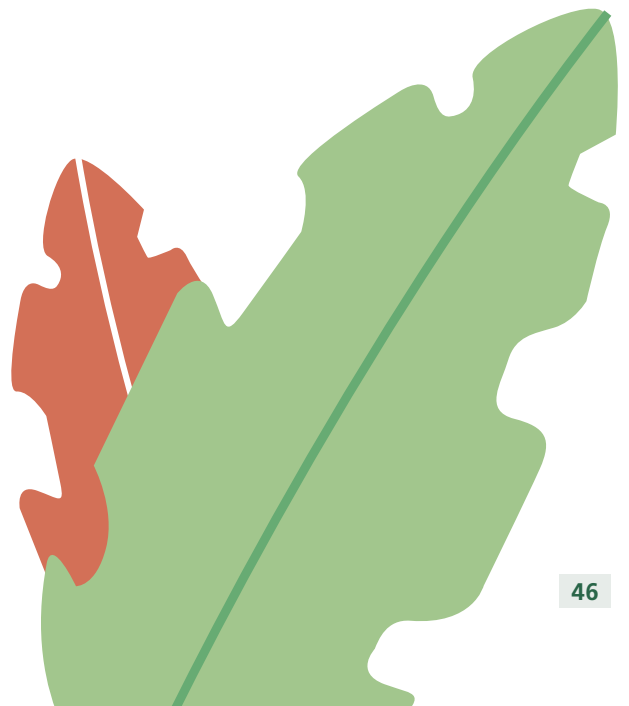
The support of both GHNHSFT and GMS Boards and senior staff demonstrates our commitment to achieve the national carbon reduction targets and develop sustainable healthcare. However the involvement of all colleagues, patients and visitors will be vital if we are to achieve this vision.

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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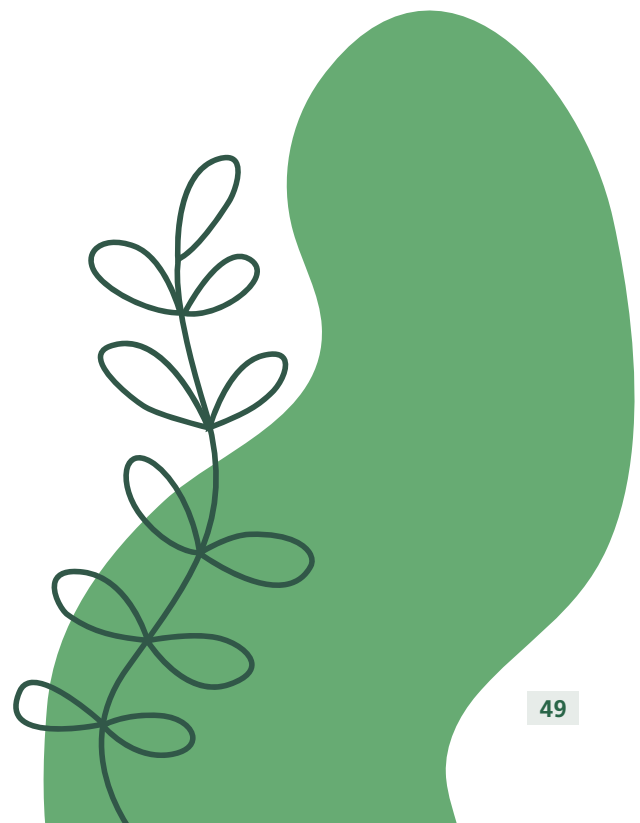
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Glossary

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. |

