



Royal Papworth Hospital
NHS Foundation Trust



Compassion
Excellence
Collaboration

Green Plan 2025-2027

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Foreword

As an organisation that has been in existence for over 100 years, we have deep roots and a rich history. We have shown ourselves to be sustainable by having the quality of being able to continue over a long period.

However, if we look wider than our own existence, then what we truly seek is to meet our current needs without compromising the ability of the generations that follow us to meet theirs. To do that, we should recognise the fragile beauty of our earth and tread lightly upon it by seeking to use only so much as we really need.

It may be that such sentiments initially seem at odds with the nature of what we do here at Royal Papworth Hospital: researching, innovating and operating at the very edge of that which seems clinically possible is an inherently resource intense way of being, and some of those resources are inevitably lost to the trials and tribulations that come from the developmental kind of work that we do. However, far from being at odds, it would seem to me that being sustainable and being innovative are two sides of the same coin; it is our research-based, innovative approaches that have helped us to do more with the same and which will help us to do the same, if not more, with less.

It may also seem that a drive for sustainable practices would not be the lowest cost way in which to operate. However, again it would seem that seeking in all that we do to use only as much as we need is the very essence of good economics. Our interest should be in ensuring that we assess long-term value against short-term cost.

As such, sustainability inherently feels to be something that fits with the unique culture that we have and an ideal match to our vision of **bringing tomorrow's treatments to today's patients**. Indeed, it will not be possible to achieve that vision without recognising that what we do today impacts upon all our tomorrows.

That is why I feel confident that we shall rise to the challenge of following our Sustainability Strategy to become a sustainable development organisation. This Green Plan is our key tool for pursuing that challenge across the next three years and beyond.

As with all our endeavours, we shall approach this challenge with **compassion**, with **excellence** at the forefront of our minds and in **collaboration** with the many members of our widespread community.

I trust that you join with me in a desire for a more sustainable future for our organisation, with this plan helping us all to achieve that aim. Thank you for all the effort to be made in delivering upon it.

Eilish Midlane
Chief Executive

Who we are

Royal Papworth Hospital NHS Foundation Trust is the UK's leading heart and lung hospital, treating around 50,000 patients each year. We are currently rated 'outstanding' by the Care Quality Commission (CQC), having been the first hospital trust in the country to receive that top rating in each of the five main domains that the CQC assesses.

Founded as a tuberculosis colony in 1918 around the Cambridgeshire village of Papworth Everard, Royal Papworth Hospital has established an international reputation for excellence in research and innovation. The hospital was granted Royal status by Her Majesty the Queen in 2017 in recognition of excellence in cardiothoracic care.

Since carrying out the UK's first successful heart transplant in 1979 and the world's first heart-lung and liver transplant in 1986, the hospital now performs more heart, heart-lung and lung transplants each year than any other UK centre. In 2015 it also became the first hospital in Europe to perform a pioneering form of heart transplant, donation after circulatory death (DCD), and in 2022 performed its 100th such transplant making it the biggest and most successful DCD heart transplant centre in the world.

In addition to transplantation, Royal Papworth Hospital has the UK's largest Respiratory Support and Sleep Centre (RSSC) and is one of five UK centres providing Extra Corporeal Membrane Oxygenation (ECMO) to patients experiencing severe respiratory failure. It is also the only centre in the UK for several specialist services including Pulmonary Endarterectomy and Balloon Pulmonary Angioplasty (BPA).

Royal Papworth Hospital is a member of Cambridge University Health Partners (CUHP), a partnership between one of the world's leading universities and three NHS foundation trusts. The partnership delivers world-class excellence in healthcare, research and clinical education and improves the health of people across Cambridgeshire, the East of England and nationally.

Our hospital moved to a new state-of-the-art building on the Cambridge Biomedical Campus (CBC) in 2019, with the Victor Phillip Dahdelah Heart and Lung Research Institute (HLRI) opened directly adjacent to the new hospital in 2022, as a joint venture between Cambridge University and this Trust. In addition to providing modern, purpose-designed facilities, our new location places us at the heart of research, innovation and development in healthcare and biomedical science within the world-renowned university city of Cambridge.

The vision of the Trust is to bring tomorrow's treatments to today's patients, with a mission to provide excellent specialist care to patients suffering from heart and lung disease, all achieved through its values of compassion, excellence and collaboration.

What sustainability means for us

Our sustainability vision

We are an outstanding-rated specialist heart and lung hospital, providing high-quality, personalised care to our patients. We are also financially stable and have a new hospital building which is based on a thriving biomedical campus. Whilst this is a positive position to be in, we rightly set high expectations and want to be the very best we can be. There are still opportunities to do even better for the communities we treat and for the people who work here.

Our aim is therefore to participate in a sustainable health and care system which delivers high quality healthcare within available social, economic and environmental resources. We see it as our responsibility to help create a world that is not polluted and in which the needs of the present are met without compromising future generations.

To achieve overall sustainability, we are engaged on a journey that requires a programme of activities to embed sustainable development into our organisation.

The most pressing aspect of sustainability to be addressed on this journey is climate change: the on-going increase in global average temperature and its wider effects on Earth's climate system. Climate change threatens the foundations of good health, with direct and immediate consequences for our patients, the public and the NHS. The climate emergency is therefore also a health emergency.

Unabated, climate change will disrupt care and affect patients and the public at every stage of their lives. Without action there will be increases in the intensity of heatwaves, more frequent storms and increased flooding. Poor environmental health will contribute to major diseases including cardiac problems, asthma and cancer.

In response to this challenge, this Green Plan sets out our key action areas and the tasks needed for delivering sustainable healthcare to the communities that we serve. It is the latest in an on-going series of three-year plans set in the context of our Sustainability Strategy and underpinned by annual delivery plans.

Our overarching vision as an organisation is ***to bring tomorrow's treatments to today's patients*** and that embodies a vision for sustainability:

The Trust's Sustainability Vision is:

To provide on-going healthcare with the innovation and determination necessary to ensure best outcomes for our patients of today whilst protecting the health and the resources of our patients of tomorrow

Delivering our sustainability vision

To deliver our sustainability vision we are engaged on a programme of activities aimed at embedding sustainable development into our organisation. Those activities are led by the following key principles:

Maximising our assets	To maximise the efficient and effective use of our existing assets
Minimising use of resources	To minimise our use of natural resources and our production of waste
Achieving net zero carbon emissions	To achieve net zero emissions for our Carbon Footprint Plus
Caring sustainably	To provide clinical services that achieve the best net use of resources
Building responsibly	To undertake new build or refurbishment projects only when necessary and then only in accordance with sustainable construction practices
Minimising journeys	To minimise the travel and transportation logistics associated with all our activities
Developing green spaces	To integrate and enhance biodiverse green spaces within our working environment
Helping our community	To support our staff and the communities in which we operate to have fair and equitable opportunities to contribute to sustainable development
Adapting to climate change	To ensure we have identified and implemented approaches that will allow us to adapt to the future impacts of climate change

The aims of our sustainability programme

The programme to deliver our sustainability vision has the following core aims:

- For all the investment and resource decisions that we make to consider a balance of social, economic and environmental matters
- To reduce the emissions that we can influence (our Carbon Footprint Plus), in support of the NHS aim to achieve net zero by 2045
- To implement a climate change adaptation plan
- To adopt sustainable development practices as business-as-usual processes within all areas of our organisation.

Although sustainability can be thought of as a long-term goal, sustainable development refers to the many pathways and processes by which to achieve it. In 2015, the United Nations established seventeen sustainable development goals (UNSDGs), covering key environmental, social and economic drivers as a planetary framework for sustainability.

Whilst the Trust supports all the UNSDGs, it cannot expect to influence and impact upon each goal equally. It has therefore been necessary to identify which of the goals are the most material to the organisation, being:

High Materiality Goals	Medium Materiality Goals	Low Materiality Goals
The goals that the Trust directly supports and contributes to:	The goals that the Trust supports but can only contribute to in a limited way:	The goals that the Trust is only able to support and contribute to indirectly:
      	    	    

What our Green Plan contains

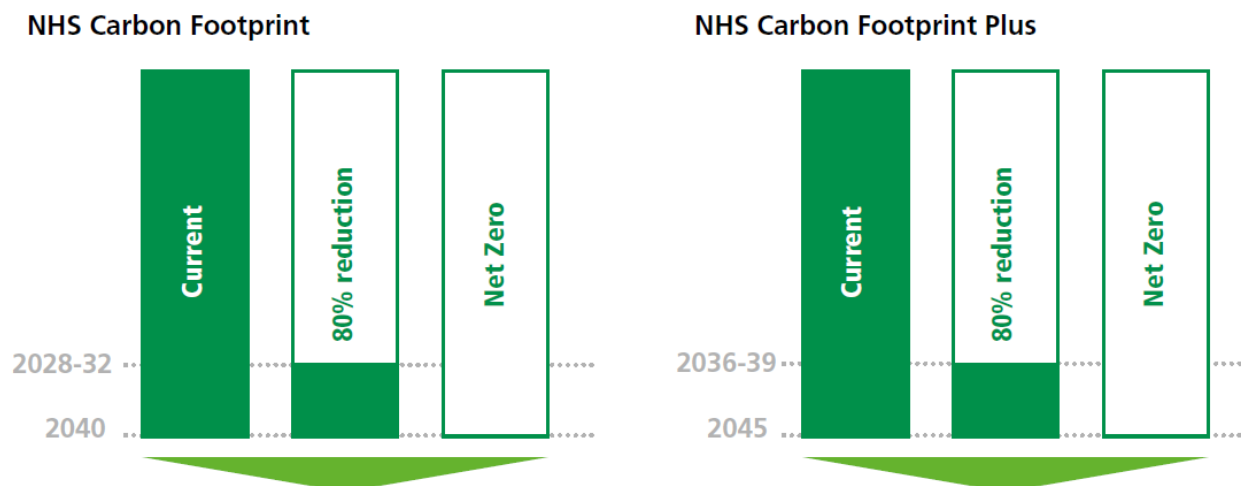
The purpose of this Green Plan

The Green Plan is the tool by which we shall deliver our sustainability programme. We operate a rolling sequence of such plans, this one being for 2025-2027 and following directly from our initial plan that covered the period 2022-2024.

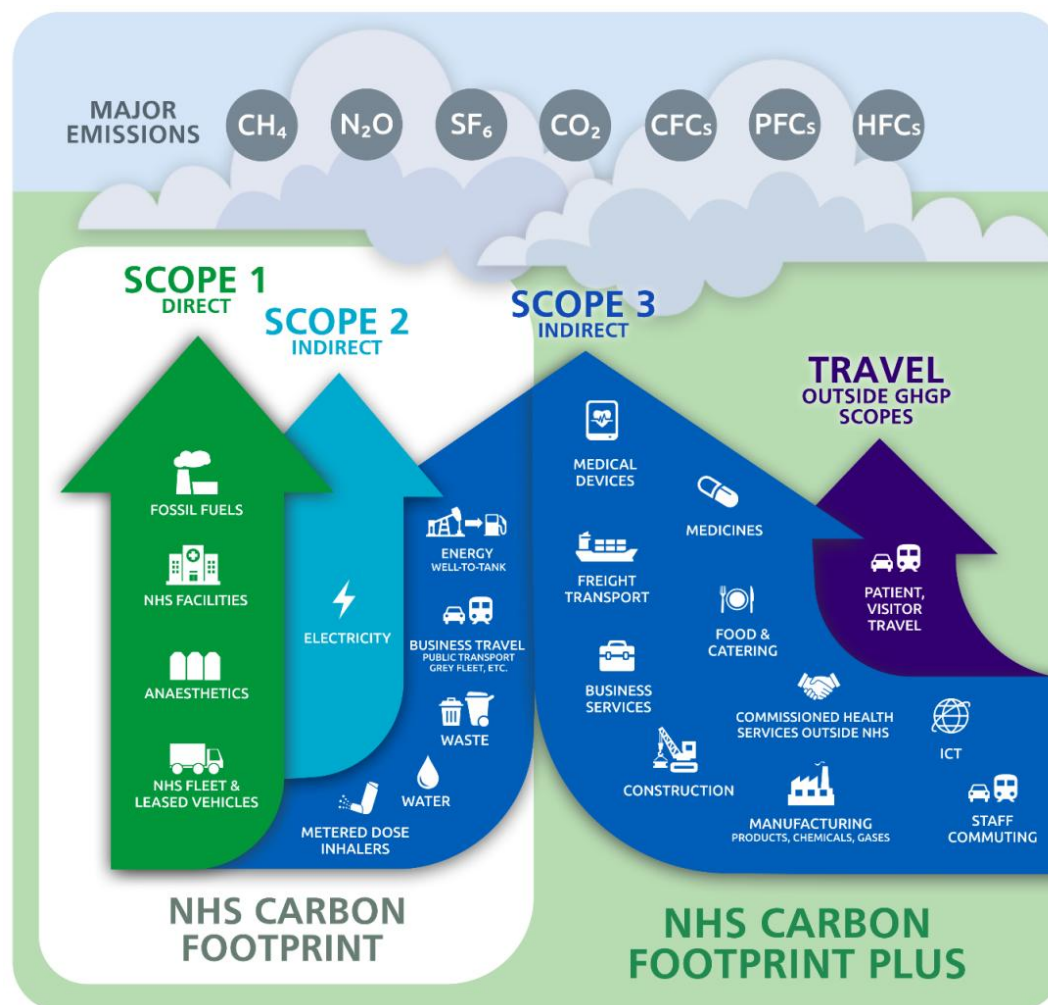
Whilst our Green Plan is specific to progressing our own sustainable development journey, it is also part of the national framework of such plans operated by each NHS organisation to achieve the UK government net zero target and the overall commitment of the NHS to become a net zero healthcare system.

That NHS net zero commitment is based on two clear targets:

1. For the emissions that are directly controlled by the NHS (the NHS Carbon Footprint) to be net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032; *and*
2. For the emissions that can be influenced by the NHS (the NHS Carbon Footprint Plus) to be net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.



The elements that comprise the NHS Carbon Footprint/Plus along with their specific emissions components are illustrated as:



Every area of the NHS will need to act if net zero is to be achieved, but the greatest areas of opportunity for change are in the supply chain, estates and facilities, pharmaceuticals, medical devices and travel. The NHS England report '*Delivering a 'Net Zero' National Health Service*' and the Greener NHS Programme '*Net Zero Supplier Roadmap*' are items declared under the Health and Care Act 2022 to be statutory guidance in this regard and are integral to the development and implementation of our Green Plan.

At this stage of the journey to NHS net zero it is vital to focus upon reducing carbon emissions to their lowest practicable level before making any attempt to offset them. Actions aimed at carbon reduction rather than offsetting are therefore what is contained within our Green Plan.

Progress with our previous Green Plan

Our previous Green Plan covered the period 2022-2024 and was the first such plan that we had produced. There has therefore been a necessary period of embedding processes and tasks into the organisation, all at a time of recovering from the COVID pandemic. Given that background, progress with the Green Plan to date has been less than desired but with tangible gains made in the following areas:

- Greater efficiencies in undertaking meetings digitally and the enabling of remote working
- Increases in digital rather than paper-based communication with patients
- Reduced levels of waste and increased levels of recyclable packaging associated with pharmaceuticals
- Increased operation of re-usable items of linen and receptacles for clinical waste
- Introduction of social value considerations into the assessment of purchasing decisions
- Subsidised support for staff use of public transport to complete their journeys to work.

Process to develop this Green Plan

The process we have followed to create this version of our Green Plan has been to:

- Develop a baseline from the remaining open tasks within the previous version of the plan
- Study all national and regional requirements and guidance and either add to or enhance the baseline plan with such matters
- Liaise with leads for each of the action areas to access and utilise their subject matter expertise to develop the plan
- Consult on the resulting draft of the plan with all members of the Sustainability Board and our network of Green Champions
- Obtain approval for this version of the Green Plan from our Board of Directors.

In the process of meeting and listening to stakeholders, a key theme has been to ensure that actions within the plan are realistic, achievable and will produce real change. As a result, for each headline action we have also separately identified the individual steps that will be needed to undertake it, thus ensuring implementation activities can commence swiftly, follow a logical pathway and produce identifiable outcomes.

In addition, review and consultation on certain plan actions has highlighted that some will rely upon initial research activities and that some cannot be developed in isolation and will require collaboration both with local health partners via CUHP and with our neighbours as part of CBC initiatives and developments.

This Green Plan has therefore been created following engagement with staff, service users and other stakeholders. In addition, our standard equality assessment process exists to ensure compliance with the public sector equality duty and has been used to assess the plan's impact on different groups in society, with no specific equality issues identified.

Key action areas for this Green Plan

Our Green Plan 2025-2027 consists of the following action areas:

1. Workforce and leadership
2. Clinical sustainability transformation
3. Digital transformation
4. Medicines
5. Travel and transport
6. Estates and facilities
7. Waste management
8. Supply chain and procurement
9. Food and nutrition
10. Climate change adaptation.

The following pages describe the individual tasks to be undertaken against each of these action areas across the next 3-year period. Each action area is mapped to the UNSDGs upon which it is most likely to have an impact, and each task is cross-linked to its relevant key principle within our Sustainability Strategy. An indication is also provided of the evidence that would prove the completion of each action.

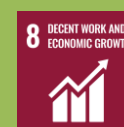


Overarching aim

To engage and develop our workforce so that sustainable development methods and carbon reduction initiatives can be embedded into their day-to-day work.

This will support our staff to learn, innovate and embed sustainability into everyday actions.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Implement a system to identify and recognise departmental contributions to sustainability	Year 1	Identify, procure and roll-out a departmental green monitoring system and review its operation	A green progress monitoring system is operational within all departments of the Trust and subject to regular review	Caring sustainably
Implement policies that support staff in undertaking volunteering activities within the community	Year 3	Review and update annual leave policies as necessary to support staff to undertake community volunteering activities	An approved policy is in place that will support staff in undertaking volunteering activities	Helping our community
Ensure that an affordable source of local residential accommodation is available to staff	Year 1	Review the demand for and supply of staff residential accommodation to identify any shortfall in provision and alter the supply and/or access to such accommodation to ensure that an affordable, local provision is available suitable to meet anticipated demand	Appropriate quantities and quality of staff residential accommodation is available and affordable	Helping our community
Ensure a robust and sustainable workforce supply by marketing the	Year 2	Develop recruitment and selection training to attract the best possible candidates and ensure	A demonstrable increase in high quality candidates attracted via recruitment	Maximising our assets

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Trust as an employer of choice and by utilising educational and recruitment supply routes to meet projected workforce demand		processes are equal and inclusive and implement the agreed recruitment and selection training to all managers throughout the Trust	processes, resulting in staff being employed from a wider range of backgrounds than previously	
Implement a process whereby all policies and procedures of the Trust undergo a sustainability accreditation as part of their update/approval process, including policies relating to risk management	Year 2	Develop and agree the sustainability standards necessary to act as an accreditation process for Trust policies and procedures and establish a rolling process for undertaking sustainability accreditation reviews for all Trust policies and procedures and an update to risk management policies to ensure that sustainability forms part of the criteria for assessment of risk impact	There is a rolling programme of updating Trust policies into the revised format incorporating a sustainability checklist, with an advanced programme of updates being followed for those policies with high environmental impact	Caring sustainably
Ensure staff induction processes incorporate all aspects of outline sustainability knowledge required by new employees	Year 1	Identify the key areas of sustainable development for which there is a requirement to provide some level of outline knowledge to all staff and amend the programme and material used for delivery of the staff induction process accordingly	Basic sustainability knowledge requirements have been identified and are included as a core element of the Trust's staff induction process	Caring sustainably
Ensure that recruitment, training and appraisal of staff incorporates references to sustainability knowledge as appropriate to the staff group	Year 1	Review job descriptions, adverts, recruitment processes, training requirements and appraisal of staff to ensure that suitable allowance is made for sustainability matters and update and roll-out processes as necessary	Trust's staff recruitment, training and appraisal processes have been amended to incorporate requirements relating to sustainability	Caring sustainably



Overarching aim

To embed sustainability principles into the delivery of our clinical services and to introduce carbon reduction opportunities into the ways in which we provide patient care.

This will ensure that high quality sustainable care is provided to our patients at every stage.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Review existing models of care and streamline where practicable to improve levels of sustainability	Year 3	Undertake a rolling peer-review process for all models of care to ensure that they positively address sustainability matters such as minimising use of consumable items, generation of waste and the requirements for patient travel	Models of care are subject to a rolling programme of periodic peer reviews against key sustainability issues	Caring sustainably
Trace specific carbon hotspots to their underlying clinical activities and identify and implement associated carbon reduction measures wherever practicable	Year 2	Utilise supply chain carbon footprint modelling to identify specific carbon hotspots directly relevant to clinical activity, track those identified carbon hotspots through to the key clinical activity being undertaken and determine if it is feasible to either alter the product(s) causing the hotspot to ones that are less carbon intense or to re-model the pathway of the clinical activity to remove or	Models of care have been reviewed and updated wherever safe and practicable to reduce use of carbon hotspot items or to achieve their replacement with lower emission alternatives	Caring sustainably

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
		minimise use of the relevant product(s) or equipment		
Maximise roll-out of home diagnostic monitoring devices for respiratory patients	Year 1	Continue the roll-out of diagnostic devices for home monitoring and the digital upload by respiratory patients of results that can then be subject of a tele-consultation	The volume of home diagnostic monitoring that takes place by respiratory patients has increased	Caring sustainably
Eliminate use of single-use plastics in clinical activities wherever feasible and practicable	Year 3	Review models of care and other operational practices to identify where and why single-use plastics are utilised and seek more sustainable alternatives to their use	The volume of clinical waste arising in relation to single-use plastics has reduced	Caring sustainably
Incorporate targeted research on sustainability matters into the Trust's strategic research programme	Year 2	Review and update as necessary the strategic research and development priorities of the Trust to include research on sustainability matters such as the impact and response to climate change, energy usage and conservation of materials	The quantity of research projects within the Trust that focus upon or consider sustainability matters has increased	Caring sustainably



Overarching aim

To harness digital technology and systems to transform service delivery in ways that improve our use of resources and reduce carbon emissions.

This will transform care by improving access, quality, productivity and by reducing emissions.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Enhance the use of technology where practicable to reduce late notice cancellations of elective surgery due to bed pressures	Year 3	Use the Realtime Bed Management Project to identify, incorporate and implement enhanced bed management processes to minimise the likelihood of surgery cancellations due to lack of available beds	Level of late notice elective surgery cancellations due to unavailable beds has reduced	Minimising journeys
Utilise digital systems and operational processes to allow outpatient appointments to be offered and delivered remotely	Year 1	Identify and implement digital technology such as increased access to patient portals to enable outpatient appointments to be undertaken remotely whenever it is practicable and clinically appropriate to do so	Proportion of outpatient appointments taking place remotely has increased	Minimising journeys
Utilise digital technology and processes to ensure that printing associated with the primary care	Year 3	Undertake the eRS Project to assist removal of paper and printing from the primary care referral process	Proportion of primary care referrals made digitally has increased	Achieving net zero carbon emissions

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
referral process can be avoided, wherever practicable				
Utilise digital technology and operational processes to further reduce the issue of printed letters for outpatient appointments	Year 3	Develop the Hybrid Mail Project with the aim of reducing the issue of outpatient appointment letters and enhance the Hybrid Mail Project to also address the reduction of inpatient appointment/instruction letters	Proportion of patient communications being issued digitally has increased	Achieving net zero carbon emissions
Set standards for digital desktop equipment and infrastructure to minimise the average energy running cost for desktop machines	Year 2	Develop and implement equipment standards that seek to lower the overall energy consumption for desktop machines	Energy usage associated with operation of desktop machines has reduced	Achieving net zero carbon emissions
Utilise involvement in the shared healthcare record (ShCR) process to further reduce reliance upon paper versions of clinical records	Year 2	Participate in development and operation of the shared healthcare record (ShCR) to improve remote access to a single point of healthcare information and reduce reliance upon paper records	Relevant clinical documents from the Trust are capable of being uploaded into the ShCR and accessed by remote users without the need for exchange of printed copies	Achieving net zero carbon emissions



Overarching aim

To identify and implement measures to improve the sustainability of our prescribing and use of medicines and clinical products.

This will reduce point of use emissions while improving patient care and reducing waste.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Identify opportunities for reductions in use of anaesthetic gases	Year 2	Review the use of anaesthetic gases across clinical settings and identify potential options for both the reduction in their use and their replacement with lower emission alternatives and develop a clinical roadmap by which anaesthetic gas use will be reduced and/or replaced with lower emission alternatives	A multi-disciplinary project team has confirmed that use of anaesthetic gases within the Trust's clinical practices has been either significantly reduced or replaced with lower emission alternatives, and this position continues to be reviewed on a regular basis	Achieving net zero carbon emissions
Limit the prescription of inhalers to low carbon devices, wherever practicable to do so	Year 1	Review and respond to developing guidance on the supply and prescription of low carbon inhalers and the options for providing a disposal service for any dispensed inhalers	Dispensing of inhalers as part of the Trust's clinical practices has been either significantly reduced or replaced with lower emission alternatives	Achieving net zero carbon emissions
Review medicine usage to identify the highest carbon areas and implement	Year 2	Utilise supply chain specific carbon footprint modelling to identify the highest carbon medicine usage in clinical activity, track such identified high	Use of the highest carbon hotspot medicines within the Trust's clinical	Achieving net zero carbon emissions

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
lower carbon alternatives for such items wherever feasible		carbon medicines through to the key clinical activity being undertaken and determine if it is clinically feasible to either alter the product(s) or to re-model the clinical activity to reduce the net carbon impact	practices has either been reduced or replaced with lower emission alternatives	
Minimise wastage from expired date medicinal products	Year 1	Review and update as necessary the operation of existing ordering and stock management processes to ensure that the potential for waste arising from out-of-date products is minimised	The volume of waste generated by disposal of out-of-date medicines has been significantly reduced	Minimising use of resources



Overarching aim

To improve the sustainability and reduce the carbon emissions arising from travel and transportation activities associated with operation of our services.

This will help to decarbonise the travel and transport associated with the delivery of our services, whilst also providing cost-saving and health benefits.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Review the Trust's Green Travel Plan to ensure it promotes sustainable travel options including prioritisation of active travel and public transport	Year 1	Review the current Travel Plan to ensure that it aligns with the latest local developments in public and low emission transport and low emissions or clear air zones and includes targets for green transport initiatives and active travel for staff, patients and visitors	An approved Green Travel Plan is in place for the Trust and there is a programme of activities underway to ensure it is implemented, including travel surveys at least every 24 months	Achieving net zero carbon emissions
Ensure that travel policies encourage staff to use lower carbon business travel methods	Year 2	Review and update as appropriate current travel expenses policies to allow a more expensive form of transport to be selected by staff for business travel if it produces a lower level of carbon emissions	Revised travel and expenses policies have been approved and implemented and the use of green travel methods for business travel has increased	Achieving net zero carbon emissions

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Provide sustainable methods to staff for travelling across the local campus and to other Trust sites	Year 2	Review and amend as necessary existing travel and transport schemes so that sustainable alternatives exist for staff to make cross-campus or inter-site journeys rather than by using private vehicles	The cost of expenses claims for use of private vehicles for cross-campus or inter-site visits has reduced	Minimising journeys
Ensure the Trust's vehicle fleet (including those of its FM service providers specific to services delivered to the Trust) comprises ultra-low or zero emission vehicles	Year 1	Update policies and procedures to ensure that any replacement purchased or leased vehicles (including lifecycle replacement of existing vehicles) operated by the Trust or by its FM service providers comprise ultra-low or zero emission vehicles	Trust fleet vehicles are either zero or low emissions standard or there is an agreed plan in place for their eventual replacement to such standard	Achieving net zero carbon emissions
Provide staff, patients and visitors with information on how to access local opportunities for electric vehicle charging	Year 2	Identify all local vehicle charging facilities currently available and develop a map/information on local charging points that can be communicated to staff, patients and visitors	Travel information provided to patients, visitors and staff includes details of the local area network of electric vehicle charging points	Achieving net zero carbon emissions
Ensure that any flights undertaken as essential business travel are matched to an accompanying method of carbon offsetting	Year 3	Identify and access a carbon off-setting method that would be appropriate to apply to any flights taken by Trust staff as essential business travel and incorporate processes for its use into existing staff business travel policies and procedures	Approved policy in place with associated operational process to offset the carbon impact of essential business air travel	Achieving net zero carbon emissions
Review operation of transport related salary sacrifice schemes to determine if they could improve take-up of sustainable travel options by staff	Year 2	Review external guidelines, the experience of other organisations and the current internal use of salary sacrifice schemes and determine if their use could be improved and their availability further extended to staff within the Trust	The range of salary sacrifice schemes relating to travel and transport matters has increased and their take-up is sufficient to ensure their ongoing viability	Achieving net zero carbon emissions
Review and enhance as necessary the infrastructure available for cycling/walking to work at all sites operated by the Trust	Year 2	Review existing routes and on-site facilities that support cycling or walking to work, identify any feasible enhancements, undertake such enhancements and publicise them to encourage further take-up of these active travel measures	An approved programme of improvements to the walking/cycling infrastructure and facilities at Trust premises has been implemented	Achieving net zero carbon emissions



Overarching aim

To maximise the use of our assets whilst improving the sustainability and reducing the carbon emissions arising from operating our buildings and physical infrastructure.

This will reduce emissions and lower operating costs, whilst improving energy resilience and patient care.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Ensure all Estates and Facilities staff receive training in sustainable practice specific to their role	Year 1	Identify, access and implement a training scheme on sustainable practice suitable for use by the Trust's Estates and Facilities staff	Job descriptions for Estates and Facilities staff incorporate the level of sustainability knowledge required for roles, the requirement to receive such training is included within personal development plans and the necessary sustainability training resources are available for access by relevant staff	Minimising use of resources
Utilise guidance and data from the Greener NHS National Programme to enable the calculation of carbon reduction impacts and reporting upon the Trust's Carbon Footprint/Plus	Year 1	Implement processes to ensure that the Carbon Footprint Plus calculated for the Trust is regularly identified and reported upon and that a process exists whereby reasonable interim assessments of carbon usage for specific areas/reduction	Estimates of carbon reductions can be made for Green Plan projects and actions wherever relevant and feasible	Achieving net zero carbon emissions

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
		projects can be made in ways that accord with national Greener NHS Programme calculation methodologies		
Ensure that the hospital meets or exceeds its originally designed energy use and carbon emissions targets	Year 1	Undertake the Initial Period of energy monitoring as defined by the PFI contract for the new hospital, determine the actions as necessary if design targets for energy consumption and carbon emissions have not been met across that period and calculate and agree future operational targets for energy consumption and carbon emissions and implement the provisions of the PFI contract payment mechanism to deliver such targets	An operational target for energy use/carbon production has been calculated and agreed	Achieving net zero carbon emissions
Create a plan for the decarbonisation of energy supply and distribution systems	Year 2	Jointly review with the PFI Project Company the current mechanical and electrical services and systems and the lifecycle maintenance programme to develop and implement a plan that ensures a key objective of future system and service investment and replacement is to achieve appropriate utilities capacity and the decarbonisation of energy supplies	A Strategic Energy Decarbonisation Plan has been approved by the Joint Energy Efficiency Group, the PFI Liaison Committee and the Sustainability Board and has been reported to the Performance Committee	Achieving net zero carbon emissions
Operate an energy awareness campaign for staff in all Trust locations	Year 1	Develop and implement campaigns, training and availability of information to ensure there is high awareness amongst staff of the need to minimise energy use, of their responsibilities in that regard and of the actions that they can take	An Energy and Water Management Policy has been approved and implemented, energy awareness material is in place and easily accessible by Trust staff and is subject to review and a refresher event each year	Minimising use of resources
Utilise automated measures wherever practicable to manage energy demand	Year 3	Jointly review with the PFI Project Company all existing or potential measures for automating reductions in the use of energy and agree any further measures, or amendments to existing measures, to automate reductions in the use of energy and to measure the resulting outcomes	Comparison of metering data before and after changes demonstrates that improvements in energy use have been achieved	Minimising use of resources
Establish an energy forum amongst members of the Cambridge Biomedical Campus	Year 2	Liaise with existing CBC forum groups to establish a specific campus energy/sustainability forum, identify the current energy usage, development	Joint implementation plans exist with CBC partners for the energy infrastructure/generation developments	Achieving net zero carbon emissions

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
		plans and constraints for each member of that forum and agree a masterplan and indicative timescale for additional energy infrastructure needed to serve the CBC as a whole	contained in the Trust's Strategic Energy Decarbonisation Plan	
Ensure that the Trust's energy demand is supplied from predominantly renewable sources	Year 3	Review the Trust's existing energy supply contracts to identify the opportunities for sourcing supplies from renewable sources and implement changes as necessary to the Trust's energy supply contracts to maximise the use of renewable sources in an affordable manner	The criteria for assessing the most economically advantageous tender for energy supply contracts incorporates social value consideration of the proportion of renewable energy within the supply mix and the general requirement to achieve net zero	Achieving net zero carbon emissions
Ensure high awareness amongst staff of the need to maintain safe water systems whilst minimising water use	Year 1	Review and update water management policies and procedures as necessary to ensure staff responsibilities regarding safe water systems and use of water are fully clarified and disseminate the updated water management policies and procedures to all Trust staff	Water management policies have been reviewed by the Water Safety Committee and approved by the Policies Committee and are available for access by Trust staff	Minimising use of resources
Ensure appropriate methods are in place to manage water demand	Year 1	Jointly identify with the PFI Project Company any further practicable measures to minimise water consumption and agree any additions or amendments to existing measures to minimise water consumption	Pro-active systems are in place to identify and investigate adverse trends regarding water usage	Minimising use of resources
Ensure that water flushing processes and procedures achieve a balance between maximising water safety and minimising water wastage	Year 1	Review and update water flushing policies and processes as necessary to ensure that water safety is being achieved without excessively wasting water in the process	A system is in place to monitor the implementation and effectiveness of water flushing processes	Minimising use of resources
Ensure that all buildings occupied by the Trust are capable of being operated to their maximum feasible capacity	Year 3	Review the occupation of all buildings operated by the Trust to ensure they are / will be fully utilised and agree as necessary a plan to adjust the Trust's building stock and/or space allocation to eliminate any identified under-utilisation	The Trust's Estate Strategy incorporates overarching principles to maximise utilisation of existing space prior to seeking any further expansion	Maximising our assets
Adjust investment approval processes so that sustainability measures become part of the option appraisal criteria	Year 2	Identify and agree a set of sustainability criteria suitable for use in the assessment of future capital investment and update the capital investment process to ensure that the impact of an investment upon agreed sustainability criteria is	Investment appraisal documentation and processes are in place that incorporate considerations of sustainability and measurement/valuation of carbon within the appraisal of investment options	Maximising our assets

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
		an element of the investment appraisal decision making process		
Ensure that construction and/or refurbishment of buildings is undertaken to the highest feasible environmental standards	Year 3	Develop and implement processes to ensure that any specification documents for construction and/or major refurbishment projects reflect the requirements of the NHS Net Zero Building Standard as far as is practicable	The Trust's Estate Strategy has been approved which incorporates recognised sustainability standards to be applied to any major building/refurbishment projects	Building responsibly
Ensure that waste generated by construction, refurbishment and major maintenance activities is minimised	Year 3	Develop and implement processes to ensure that the specification and tender documentation and project mobilisation processes for construction, refurbishment and major maintenance activities include that waste management plans are to be created, agreed and executed for all such activities	Processes are in place to request and review waste management plans as part of the specification for relevant construction/maintenance activities	Minimising use of resources
Ensure that outdoor spaces on Trust operated land are biodiverse and provide opportunities for carbon capture, flood reduction and shade	Year 1	Review existing green spaces (potentially utilising the work of the Cambridge University Ecological Advisory Panel) to determine if their level of biodiversity can be enhanced and develop a plan for any feasible green space enhancements and establish a programme for its implementation	A programme of biodiversity improvement activities has been agreed and implemented	Developing green spaces
Make green spaces on Trust operated land accessible to staff and the public wherever practicable to do so	Year 1	Identify all existing green spaces on Trust operated land and any accessibility and/or security issues associated with their general use and establish a plan of enhancements as necessary to ensure that such spaces can be made safely available for access by Trust staff and the public	Green spaces at Trust premises have been made accessible to the public as far as is safe and practicable	Helping our community
Establish links with tree-planting schemes or other local schemes to enhance green spaces	Year 1	Research and identify opportunities to participate in tree-planting or other enhanced green space schemes, offer the identified schemes as an opportunity for staff to meet their personal sustainability ambitions and commence discussion with such schemes to operate as potential future means by which the Trust could off-set any residual carbon emissions	A protocol by which offers or initiatives involving tree-planting could be supported or re-directed has been approved by the Sustainability Board	Developing green spaces

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Replace existing lighting with LEDs as far as practicable and introduce further controls to reduce lighting demand	Year 1	Review existing lighting installations and develop, agree and implement a programme of changes designed to reduce the overall energy use arising from lighting, predominantly via replacement of existing light fittings with LEDs and installation of additional lighting controls wherever practicable and affordable to do so	Reduced energy usage and carbon emissions associated with lighting	Achieving net zero carbon emissions
Investigate the potential for incorporating water leak detection systems into the hospital site	Year 2	Identify and review the feasibility of installing water leak detection systems at the hospital premises	A decision has been taken as to whether it is feasible and value for money to progress implementation of a water leak detection system	Minimising use of resources
Develop and implement sustainability reporting systems	Year 1	Review available guidance and the requirements of internal governance processes to determine the internal and external reporting requirements relating to sustainability, develop a preferred reporting style and cycle of reporting events and implement processes to ensure reporting requirements are delivered	Sustainability matters are being reported to required timescales in accordance with a consistent and agreed style	Caring sustainably



Overarching aim

To identify and implement opportunities to minimise the waste that we produce and to maximise the opportunities for re-use and recycling of the products that we use.

This will reduce volumes of waste to landfill and lower our operating costs.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Ensure that staff are aware of waste management requirements and of their responsibilities in that regard	Year 1	Liaise with the waste contractors to identify current areas of non-compliance and/or opportunities for improvement, review and update as necessary waste policies and procedures including for the requirements of HTM 07-01 and develop awareness training and material around waste reduction and improving waste streams for dissemination to Trust staff	Processes are in place to monitor trends in waste production and segregation and to apply updated communications and/or training when necessary	Minimising use of resources
Ensure appropriate methods are in place wherever practicable to manage production, handling and disposal of waste	Year 1	Review existing waste contracts to ensure they meet required sustainability practices regarding waste management and disposal, update or renew as necessary and identify the requirements for any additional physical resources and publicity	Quantity of waste being correctly processed within the appropriate, individual waste streams has increased	Minimising use of resources

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
		necessary to ensure waste is appropriately managed and disposed of and implement changes as necessary		
Implement appropriate infrastructure for sustainably recycling redundant furniture and equipment	Year 1	Agree criteria by which to repair, recycle or dispose of redundant furniture and equipment, including surplus to requirements clinical equipment and establish appropriate contracts and networks that can deliver the repair, recycling and disposal of redundant furniture and equipment to the agreed criteria	A policy is available to Trust staff on when and how furniture and equipment should be subject to repair, disposal or recycling and the approved routes to follow for such processes	Minimising use of resources
Implement an appropriate infrastructure for sustainably recycling redundant digital equipment	Year 1	Liaise with the contractor used to break up redundant digital equipment to determine their process for safe disposal and recycling of components, establish with the contractor an acceptable, sustainable process for disposal and recycling and implement metrics and checks to ensure that the recycling process is being delivered in accordance with the agreed sustainability practice	A digital waste policy has been approved by the Policies Committee and waste streams are audited to identify instances where the digital waste policy is not being followed	Minimising use of resources
Implement an appropriate infrastructure for suitably capturing and sustainably disposing of waste medicines	Year 1	Review existing processes and procedures for the identification, removal from stock and subsequent safe disposal of out-of-date medicines and ensure that appropriate waste handling procedures and/or contractual arrangements are in place for the safe disposal of out-of-date medicines	A medicines waste policy has been approved, and waste streams are audited to identify instances where the medicines waste policy is not being followed	Minimising use of resources
Review and implement measures as far as practicable to adopt circular economy measures	Year 2	Review guidance, pilot schemes and the experience of other organisations to identify and implement additional policies and procedures that would enhance adoption of circular economy measures	Circular economy measures have been implemented and can be shown to be operating by increased levels of repaired and re-used items, higher levels of recycling, lower levels of general waste and reduced purchases of new items	Minimising use of resources
Review the potential for participating in on-site or cross-campus waste re-use or recycling activities	Year 2	Liaise with campus partners to determine the potential for developing local schemes to re-use or recycle waste, undertake appraisal of emerging options and determine if any are feasible to progress	Measurable volumes of waste are entering approved re-use or recycling schemes	Minimising use of resources

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Develop systems to ensure waste data is collected and recorded appropriately for use in internal and external reporting processes	Year 1	Identify all internal and external requirements for the reporting of waste data, determine how such requirements are to be met and implement the necessary data gathering and reporting tools needed to meet internal and external waste reporting requirements	Waste data is being collected and recorded as appropriate to meet internal and external reporting requirements	Minimising use of resources
Utilise the NHS England Waste Planning Tool to identify any remaining target areas for waste management improvements	Year 1	Access and operate the NHS Waste Planning Tool to determine if there are additional areas of waste management activities not already incorporated into this Green Plan and develop any further actions as necessary for addition to the plan	Iterations of the NHS Waste Planning Tool have been created which demonstrate the mitigation of risks and the resolution of identified issues	Minimising use of resources



Overarching aim

To utilise our buying power as part of the wider NHS to procure items on a sustainable basis and to reduce the carbon embedded within our supply chain.

This will embed a circular economy approach from the use of reusable, remanufactured or recycled solutions whenever clinically appropriate.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Train all procurement/supply chain staff in sustainable procurement practices as relevant to their role	Year 1	Identify and implement training schemes on sustainable procurement practices as suitable for use by Trust procurement/supply chain staff	Job descriptions for Trust procurement/supply chain staff incorporate the level of sustainability knowledge required for roles and the requirement to receive such training is included within relevant personal development plans	Minimising use of resources
Ensure the Trust is following national supply chain initiatives designed to lead to reductions in the carbon footprint plus	Year 2	Implement the processes and tasks as outlined within the Greener NHS Programme 'Net Zero Supplier Roadmap' to the required timescales	Procurement processes have been updated to include the requirement that suppliers publish carbon reduction plans	Achieving net zero carbon emissions

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Ensure that goods and services procured by the Trust are specified to minimise energy use, waste and adverse social impacts	Year 2	Review and update as necessary procurement policies and processes to ensure that they cover all aspects of sustainability and recognise national initiatives underway to ensure supplier support in achieving NHS net zero	A Sustainable Procurement Policy has been approved, implemented and is subject to regular review	Minimising use of resources
Ensure that suppliers are aware of and cooperating with the Trust's Sustainability Strategy and the targets of its Green Plan	Year 3	Establish a key information area that can be accessed by current and potential suppliers to the Trust and publish details of the Trust's sustainability requirements regarding procurement of goods and services and its key targets in that regard	Potential suppliers to the Trust can access a dedicated portal (or other route) for material regarding the Trust's sustainability requirements	Achieving net zero carbon emissions
Liaise with frequent stock suppliers to ensure an appropriate balance between minimising stockholding and frequency of deliveries to site	Year 1	Analyse site deliveries to identify those being made most frequently, engage with the relevant suppliers to identify if there are changes that could be made to delivery cycles that would lead to reductions in delivery frequency and implement identified and agreed changes to delivery cycles where feasible	Quantity of supplier delivery journeys taking place to the hospital site has reduced	Minimising journeys
Minimise packaging waste arising from new furniture and equipment wherever practicable and economic to do so	Year 3	Review and update procurement policies, processes and systems as necessary to ensure that suppliers of new furniture and equipment are responsible for the removal of all their delivery packaging wherever practicable	Volume of packaging waste generated by the receipt of new items of furniture and equipment has reduced	Minimising use of resources
Study the feasibility of participating in remanufactured device collection schemes and the procurement of remanufactured items	Year 3	Review the potential for participating in schemes for the collection of devices to subsequently be remanufactured and review and update policies and procedures as necessary to allow for the procurement of items that have been remanufactured	Quantity of purchased devices includes a measurable amount that are remanufactured rather than new	Minimising use of resources
Ensure that procurement policies and procedures encourage appropriate and correct ordering and stock holding levels	Year 1	Review current procurement policies and procedures to ensure that they encourage purchase and stock holding of only those quantities of goods and materials necessary for day-to-day use, amend and reissue as necessary and undertake reviews to ensure the amended policies and procedures are being adhered to	Procurement data demonstrates that a high proportion of procurement activity takes place in accordance with Trust procurement policy requirements as regards order quantities and stockholding	Minimising use of resources

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Implement processes whereby purchase orders, invoices and payments are all processed electronically	Year 1	Review current order issue, invoice receipt and payment processes to ensure they can all be undertaken by electronic means and establish such means as being the default approach	Manual interventions and paper processing have been eliminated from the ordering to payment processes operated by the Trust	Achieving net zero carbon emissions



Overarching aim

To identify ways to sustainably procure and produce the food that we serve and to reduce the waste and carbon emissions that arise from it.

This will deliver high quality, healthy and sustainable food and minimise food waste.

And will impact upon the following UNSDGs:



Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Ensure that menus for locally produced food at Trust operated facilities are comprised of seasonal, locally sourced ingredients wherever practicable and are high in fruit and vegetables	Year 1	Identify local suppliers capable of meeting the Trust's demands for on-site produced food, establish relevant supply chains and enhance the liaison between all the Trust's catering functions and its dietitian team to ensure menu options for all patient feeding and visitor and staff purchased food are healthy	A joint forum exists in which menus, their options, pricing and source of ingredients is jointly reviewed and considered	Helping our community
Develop a Sustainable Food Policy that can be used to minimise impact upon the environment from purchased food	Year 1	Develop, approve and implement a Sustainable Food Policy to ensure that production of food consumed at Trust premises is undertaken in accordance with recognised sustainable practices	A sustainable Food Policy has been created and approved, and a forum exists in which the practical implementation and operation of the policy can be jointly reviewed and considered	Minimising use of resources

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Ensure that fish served at Trust operated facilities is supplied from sustainable sources	Year 1	Review food service processes to identify the sources of fish products and adapt those processes as necessary to only use sustainable sources of fish products	A forum exists in which practical implementation and operation of the accreditation for sustainable sourcing of fish products can be jointly reviewed and considered	Minimising use of resources
Provide staff access to general educational material on the importance of sustainable diets	Year 3	Develop and implement intranet pages to provide optional general educational resources for staff to be able to learn about sustainable food and consumption	Healthy eating guidance material is made available for optional use by staff and is kept under regular review	Helping our community
Ensure menus at Trust operated facilities provide plant-based options and meat and dairy alternatives, wherever feasible	Year 1	Work with the catering service provider to ensure that plant-based options and meat and dairy alternatives are available on menus at Trust operated facilities	Menus are subject to regular review as regards their quantity and uptake of plant-based options and meat and dairy alternatives	Achieving net zero carbon emissions
Provide nutritional values on the food menus at Trust operated facilities	Year 3	Work with the catering service provider to enhance food menu descriptions to identify the nutritional value of each menu item where practicable	Updated menu information styles agreed by the Soft FM Joint Efficiency Group and approved by the Sustainability Board	Achieving net zero carbon emissions
Ensure that wastage of food prepared for consumption at Trust operated facilities is minimised	Year 2	Review food service processes to identify the key sources of waste and adjust production processes and menu options as necessary to reduce such wastage and increase awareness around protected mealtimes to help work towards reducing food waste	Processes are in place to minimise food waste, staff have been trained in their operation and the volume of food waste has reduced	Minimising use of resources
Commit to cease use of single use plastic items for catering service and to utilising sustainable alternatives to plastic	Year 1	Implement all opportunities to remove single use plastic items associated with catering and replace them with sustainable alternatives	Processes are in place to identify single-use plastic items used within catering services and to implement sustainable alternatives wherever possible	Minimising use of resources



Overarching aim

To develop and implement plans to mitigate the likely effects of climate change and resulting severe weather conditions on the operation of our buildings and services.

This will build resilience and adaptation into business continuity and longer-term planning to avoid climate related service disruptions.

And will impact upon the following UNSDGs:



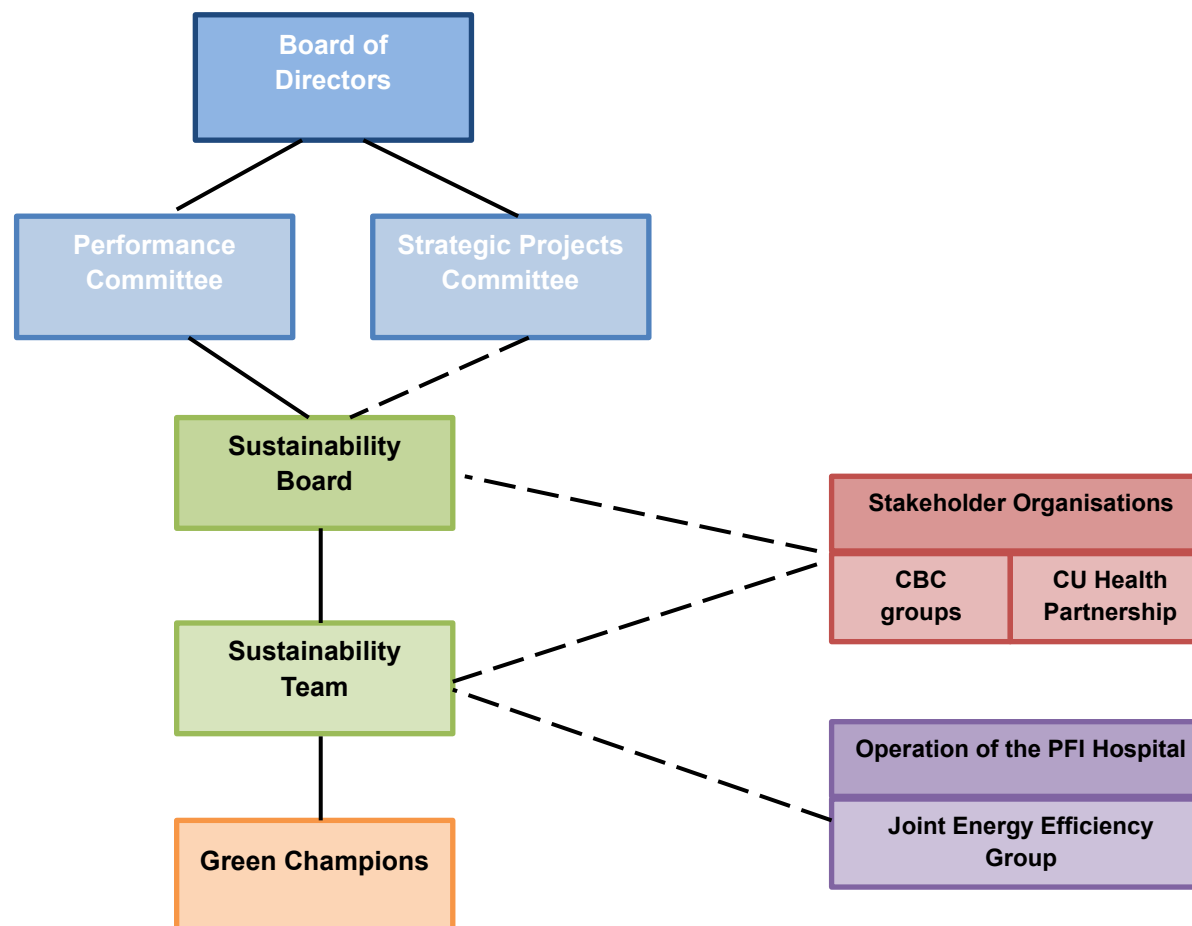
Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Create a Climate Change Adaptation Plan	Year 2	Develop and approve a Climate Change Adaptation Plan that is subject to regular testing and review	Climate Change Adaptation Plan approved by the Sustainability Board and reported to the Performance Committee	Adapting to climate change
Establish a utility provider forum	Year 3	Establish a forum in which the Trust can share its scenario planning for future climate change impacts and adaptation with key utility providers and be made aware of their resilience and development plans in response to such scenarios	Memorandum of understanding established with relevant utility suppliers regarding the sharing of future planning and development information	Adapting to climate change
Review and update the Heatwave Action Plan to incorporate climate change scenarios	Year 3	Review and update the Heatwave Action Plan to allow for the potential future impact of increased frequency, longer duration and higher peak temperature heatwaves arising from climate change scenarios	Heatwave Action Plan incorporates planning for climate change scenarios, is approved and made available for use by Trust staff	Adapting to climate change

Action name	Target year of Green Plan	Description of action	Evidence of completion of the action	Relevant Sustainability Strategy principle
Develop and approve a damage repair protocol for use in the event of building damage arising from severe weather events	Year 3	Review and update damage repair protocols and insurance processes to be able to respond to the impact of severe weather events when necessary	Any necessary changes to the PFI project agreement have been agreed and executed	Adapting to climate change
Establish a strategy for identifying, sourcing and operating alternative accommodation in the event of damage to or inaccessibility of existing buildings because of severe weather events	Year 1	Develop a specification of the minimum requirements necessary for alternative accommodation in the event of building loss or inaccessibility arising from severe or prolonged weather event and identify likely methods and locations for sourcing accommodation that would meet such specification	Any necessary changes to the PFI project agreement have been agreed and executed	Adapting to climate change
Develop contingency plans with key suppliers that address future climate change scenarios	Year 3	Analyse the Trust's supply chains to identify the key suppliers essential to the operation of services and engage with those suppliers to develop climate change contingency plans	A key supplier risk mitigation protocol has been approved by Sustainability Board and reported to Performance Committee and is available for Trust staff to access	Adapting to climate change
Review flood water planning for current building design against projections of storm water under climate change scenarios	Year 3	Review flood water planning used for existing building designs and identify if any further flood water defence enhancements are necessary and feasible to address future climate change scenarios	Any necessary changes to the PFI project agreement have been agreed and executed	Adapting to climate change
Utilise the NHS Climate Change Risk Assessment tool to identify risks to the organisation from climate change	Year 1	Use the NHS Climate Change Risk Assessment Tool (CCRA) to identify and assess the risks that the organisation faces from climate change, add such risks to the corporate risk register and then re-run the tool once the Climate Change Adaptation Plan has been developed	The Trust's risk register has been updated to include identified and assessed climate change risks and the mitigation of such risks is addressed within the Estate Strategy	Adapting to climate change

Ensuring delivery of our Green Plan

Governance for developing and overseeing our Green Plan

The governance structure for implementing our Sustainability Strategy and for ensuring the development and execution of an on-going sequence of Green Plans is illustrated as:



The role played by each element of the governance structure is summarised as follows:

Element of the governance structure	Role regarding the Green Plan
Board of Directors	The Trust is led by a Board of Directors made up of executive and non-executive members. The Board oversees progress of the Sustainability Strategy and associated sustainability programme on an annual basis and approves the Green Plan
Performance Committee	A committee of the Board of Directors, chaired by a non-executive director, which monitors progress in delivering the Green Plan on a six-monthly basis
Strategic Projects Committee	A committee of the Board of Directors, chaired by a non-executive director, which undertakes an annual review of the Sustainability Strategy both for continued relevance and for overall progress
Sustainability Board	A cross-functional management forum chaired by the Chief Executive Officer that meets quarterly to oversee development, implementation, progress and delivery risks for the Green Plan
Sustainability Team	Officers of the Trust who administer the sustainability programme, facilitate the delivery of Green Plan actions and maintain the Green Plan
Green Champions	Network of individuals across the organisation who provide insight and update on sustainability matters within their own areas of interest and which overall acts as a grass roots sounding board for sustainability developments including via a review of updates to the Green Plan
CBC Groups	Network of user forums established for organisations resident on the Cambridge Biomedical Campus, who share knowledge and undertake joint developments across the campus, including matters relating to sustainability
CU Health Partnership	The Cambridge University Health Partnership, which provides a shared forum on healthcare research and innovation including matters relating to sustainability
Joint Energy Efficiency Group	A joint forum established between the Trust and its private sector partners involved in management and operation of the hospital building, with a specific focus on matters relating to energy monitoring and efficiency

Key risks to delivering the Green Plan

The following represent the key risks to delivering our Green Plan 2025-2027:

Risk Heading		Risk Description	Risk Mitigation Actions	Current Risk Rating	Target Risk Rating
1.	Insufficient support	If there is insufficient support for our Green Plan, then there will be limited impetus and insufficient resources dedicated to its implementation	<ul style="list-style-type: none"> • Board level approval exists for the Sustainability Strategy which our Green Plan seeks to implement • The Chief Executive Officer is the board member with responsibility for sustainability including net zero • The process of updating the Green Plan has been communicated, including via Sustainability Board members and our network of Green Champions • Our Green Plan has been developed and will be implemented on an integrated and collaborative basis, involving internal and external stakeholders • Our Green Plan was consulted on prior to final approval • Our Sustainability Strategy and our Green Plans are publicly accessible. 	12	3
2.	Lack of co-ordination	If our Green Plan is uncoordinated and potentially at odds with those of other stakeholders, then there will be confusion as to priorities and poor implementation due to it being carried out on a unilateral rather than shared approach	<ul style="list-style-type: none"> • The approved Green Plan for this and other local healthcare organisations will be consolidated into a cohesive whole system view held at ICB level • Our Green Plan has been developed in accordance with national guidance and consultations with the regional Greener NHS National Programme team • Networks are being established with stakeholders to identify joint priorities for sustainability activities • Our Green Plan has been developed on an integrated basis, involving internal and external stakeholders 	12	3

Risk Heading		Risk Description	Risk Mitigation Actions	Current Risk Rating	Target Risk Rating
			<ul style="list-style-type: none"> A draft of our Green Plan was consulted on with stakeholder networks. 		
3.	Changing goals and priorities	If external goals and national or international sustainability and emissions reduction priorities change, then time will be lost in re-planning activities rather than in making progress toward previously agreed goals	<ul style="list-style-type: none"> Our Green Plan has been developed based on current and known guidance including the updates provided during 2025 Green Plans are limited to 3-year periods, thus preventing them being superseded by events The annual review process will be used to update our Green Plan for changing events as necessary Our Green Plan has been created with sufficient flexibility to respond to change as it emerges A horizon scanning function operates during the execution period for our Green Plan to identify and respond to change as it arises. 	6	3
4.	Insufficient funding	If there is insufficient funding available either to pump-prime or to maintain planned sustainability activities, then implementation of our Green Plan will not progress to the required timescale	<ul style="list-style-type: none"> Funding requirements specific to implementation and operation of our Green Plan have been identified and approved Potential grants or funding schemes that would provide additional mechanisms for financing actions within our Green Plan are identified as they arise, and applications made against them wherever feasible, including recent success in bidding against the NHS Energy Efficiency Fund Target activities within our Green Plan prioritise those that provide a payback for any investment in sustainability matters. 	6	3

Tracking and reporting Green Plan progress

The Trust's Chief Executive Officer is the lead for sustainability matters across the organisation, including net zero. She chairs a Sustainability Board, which meets quarterly to oversee implementation and execution of our Sustainability Strategy and associated Green Plan.

The Sustainability Board comprises membership from across all functions of the organisation, including identified leads for each of the action areas of the Green Plan. In the case of the action areas for both Clinical Sustainability Transformation and Medicines, the lead role for each is undertaken by a representative group of senior clinicians.

The Sustainability Board reports progress to the Performance Committee twice a year and to the Trust Board on an annual basis. The status of our Green Plan also forms part of the update on sustainable development within our annual report. Progress is also shared with the regional Greener NHS team, and we contribute to national data collection exercises designed to support the Greener NHS National Programme.

A Sustainability Team supports the work of the Sustainability Board, assists action area leads to implement and track progress of their elements of the Green Plan, undertakes regional or national sustainability data collection exercises and disseminates national and regional guidance and performance analytics, including via a monthly performance dashboard.

Whilst our Green Plans cover periods of three years, annual delivery targets are established and reported against, and an annual review by the Sustainability Board considers:

- the progress made and the ability to increase or accelerate agreed actions
- new initiatives generated by staff or partner organisations
- advancements in technology and other enablers
- the likely increase in ambition and breadth of national carbon emissions reduction initiatives and targets.

If such annual review identifies that an immediate change is required, then an update to the current version of the Green Plan is made and approved and the change also incorporated into the planning process for the subsequent version of the Green Plan. A similar process applies to any changes made to national or regional targets and guidance.

Resources to help in using our Green Plan

Glossary of terms

Term	Meaning
BPA	Balloon Pulmonary Angioplasty
CQC	The Care Quality Commission
CBC	The Cambridge Biomedical Campus
Climate change	Long-term shifts in temperatures and weather patterns either from natural causes or by human activities such as the burning of fossil fuels like coal, oil and gas
CUHP	Cambridge University Health Partners, a partnership between Cambridge University, Royal Papworth Hospital NHS Foundation Trust, Cambridge University Hospitals NHS Foundation Trust and North West Anglia NHS Foundation Trust
DCD	Donation after Circulatory Death
ECMO	Extra Corporeal Membrane Oxygenation
Estate Strategy	The Trust's strategy for the operation and development of its network of buildings, infrastructure and associated FM services
FM	Facilities Management
HLRI	The Victor Phillip Dahdelah Heart and Lung Research Institute
Greener NHS National Programme	Programme of activities run centrally by the NHS to embed sustainability into the NHS as a whole and specifically to achieve NHS Net Zero
Green Plan	The tool by which the Trust implements its sustainability programme in accordance with its Sustainability Strategy and which forms part of a national network of such plans operated by all NHS organisations as the means to achieve NHS Net Zero
Green Travel Plan	The Trust's plan for how to inform and encourage the use of green, including active, travel and transport measures by staff, patients and visitors
Heatwave Action Plan	Annually updated plan to prepare for and address the impact upon operation of the hospital and clinical services arising during a local or national heatwave
HTM	Health Technical Memorandum
LED	Light-emitting diode
NHS Energy Efficiency Fund	A national source of financing for selected energy efficiency projects aimed at reducing NHS estate operating costs

Term	Meaning
Net Zero	A position which is no longer adding to the total amount of greenhouse gases in the atmosphere, either by reducing greenhouse gas emissions or by actively removing those that remain
NHS Carbon Footprint	The carbon equivalent emissions directly controlled by the NHS
NHS Carbon Footprint Plus	The carbon equivalent emissions that the NHS can influence
NHS Net Zero	The target established by ' <i>Delivering a Net Zero National Health Service</i> ' and as recognised by the Health and Care Act 2022 for the NHS to be net zero by 2040 for the emissions it directly controls and by 2045 for the emissions it can influence
PFI	Private Finance Initiative
PFI Project Company	The Trust's private sector partner responsible for the provision of the serviced PFI facilities from which the hospital operates
RSSC	Respiratory Support and Sleep Centre
Salary sacrifice	An arrangement where an employee agrees to forgo a portion of their salary in exchange for a non-cash benefit such as a lease car or bicycle purchase
STP	Sustainability and Transformation Partnership
Sustainability	The United Nations Brundtland Commission defined sustainability in 1987 as " <i>meeting the needs of the present without compromising the ability of future generations to meet their own needs</i> "
Sustainability programme	The programme of activities by which the Sustainability Strategy is to be delivered, for which the primary delivery tool is the Green Plan
Sustainability Strategy	The Trust's strategy for becoming a sustainable development organisation, with sustainability approaches embedded into its day-to-day operations
UNSDGs	The United Nations Sustainable Development Goals, being a framework of 17 goals for improving the lives of populations around the world and mitigating the hazardous man-made effects of climate change

Other useful reading

The following are a sample of resources that may be of further benefit in understanding both the background to and the detail within our Green Plan:

Trust specific resources:	
Royal Papworth Trust Strategy 2020-25	The Trust's strategy outlines our current strategic priorities
Royal Papworth Sustainability Strategy	The Trust's Sustainability Strategy outlines our vision for sustainability and the aim to embed sustainable development into our business-as-usual activities
External resources:	
Greener NHS	Information and resources which focus on the transition of the NHS to being a net zero healthcare system via the Greener NHS National Programme
NHS Supply Chain Sustainability	Information and resources outlining how sustainability is being integrated into NHS Supply Chain activities as part of the contribution to NHS Net Zero
United Nations Climate Change	Information and resources relating to climate change
Intergovernmental Panel on Climate Change (IPCC)	United Nations body for assessing the science related to climate change
UK Health Alliance on Climate Change	Healthcare professional alliance to advocate for just responses to the climate and ecological crisis, promote the health benefits that flow from these responses and empower members and health professionals to make associated response changes in their professional and personal lives
Sustainable Development Goals	Information and resources regarding the global sustainable development goals established by the United Nations
Ellen MacArthur Foundation	Organisation that provides resources to assist in the transition towards a circular economy

How to get involved

If you want to get more involved with our Green Plan or have any queries or suggestions regarding our sustainability journey, then please let us know at papworth.sustainability@nhs.net.

Visit our website: www.royalpapworth.nhs.uk

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Find us on YouTube: www.youtube.com/papworthhospital

Support our charity: www.royalpapworthcharity.com



Royal Papworth Hospital
NHS Foundation Trust



Compassion
Excellence
Collaboration

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