

# Green Plan 2022-2025

*“Making carbon net-zero  
everybody’s business everyday”*

**A sustainability strategy and action plan for  
Frimley Health NHS Foundation Trust  
[November 2021]**

## Foreword

Since our 2017 *Low Carbon Care* plan, which put sustainability at the heart of Frimley Health, we have seen a marked change in our environment as the effects of climate change become ever more visible. There is widespread recognition that the time available to address sustainability is close to running out; we are the first generation to witness the full impacts of climate change, and the last generation that can do anything meaningful to address the issue.

The urgency of the matter cannot be over-estimated and the NHS is taking a lead in the UK with a target to achieve net-zero carbon emissions by 2040, some ten years ahead of the legally required date. Frimley Health equally recognise the urgency and gravitas of the situation. Through this Green Plan we commit to both supporting national level efforts whilst also using our anchor organisation status to lead local sustainability initiatives in the communities we serve.

The implementation of this sustainability strategy will bring forward tough choices and decisions. In facing these, we and our system partners must view sustainability considerations as a top priority, recognising that failure to do so will exacerbate the variety and magnitude of climate change derived challenges our organisation will face in the future.

The focus of this Green Plan over the 2022-2025 period is to prepare the organisation for its sustainability transformation which will occur over the next two decades. Over the next three years, we will continue to make incremental performance improvements in our carbon emissions, whilst we also capitalise upon our ongoing EPIC digital transformation programme, and the substantial capital investment programme across our sites to deliver longer term large reductions in our carbon performance. The Green Plan also identifies and provides a framework for interventions across our organisation, providing opportunity for all colleagues to work together so that we can face a better future.

*“...we are the first generation to witness the full impacts of climate change, and the last generation that can do anything meaningful to address the issue...”*



**Neil Dardis - Chief Executive Officer**  
**(November 2021)**

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## About this Document

This Green Plan document provides the organisational approach to sustainability for Frimley Health NHS Foundation Trust. It is a strategy of central importance with a scope that covers all that we do; from the clinical services we directly provide to the diversity of support services that enable the delivery of high quality patient care.

This strategy has resulted from a structured and methodical process in which the Trust has considered drivers, legislative and contractual requirements, and the corporate risks that sustainability presents. Extensive engagement with senior leaders and colleagues from across the organisation has informed the strategy and contributed to the sustainable pathway we will embark upon.

This strategy comprises two parts. This document first outlines our strategic objectives for improving our sustainability performance and sets organisational targets that we shall work towards. A sustainable action plan provides a more detailed level of tactical strategy, offering a framework for the implementation of suggested interventions, as well as overseeing and monitoring the Trust's sustainability improvement. A separate carbon emission monitoring tool accompanies these sections of the report.

The development of the plan has been undertaken throughout the autumn of 2021 with approval by the Trust in [November 2021]. The provisions of this plan will therefore start to be implemented in early 2022, with the three year timeframe for this document being 2022-2025.

## Sustainability: an urgent context and obligation for healthcare organisations

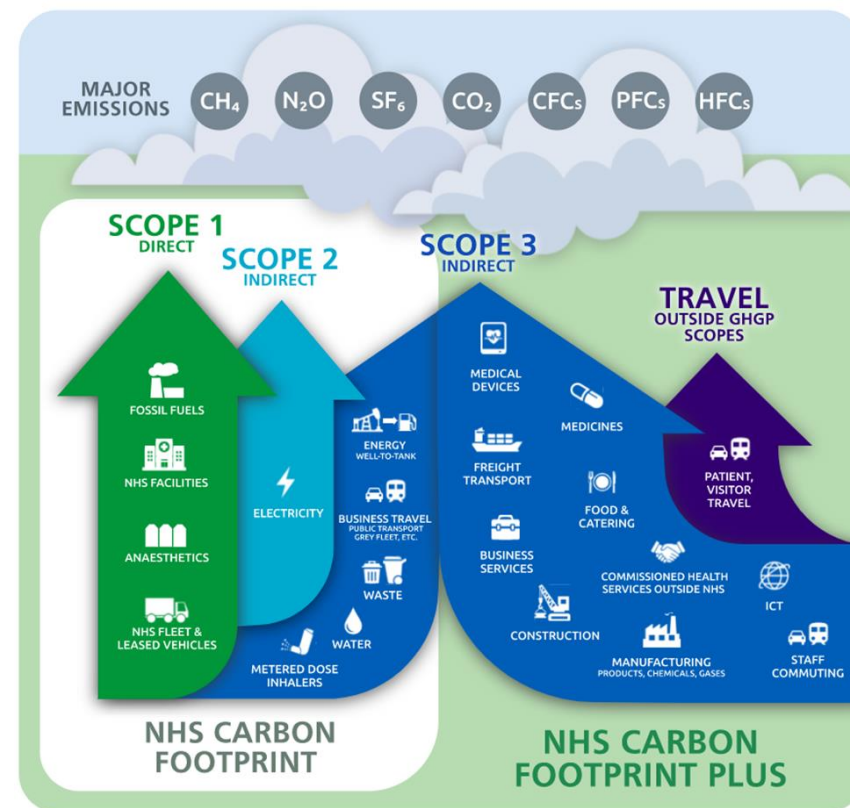
Climate change is not only a significant threat to our environment but also poses a huge risk to human health. Climate change is now considered the greatest environmental threat to global health of the 21st century by many organisations including, but not limited to, the World Health Organisation, British Medical Association, the Royal College of Physicians, and the Royal College of Nursing.

The recognition of the scale and urgency of sustainability is reflected across legislation, supply chain requirements and best practice guidance; all of which are recognised by the Trust and are responded to through this Green Plan.

### The transition to net-zero carbon emissions

In line with the Climate Change Act 2008, the UK has set a mandatory target to reduce carbon emissions to net-zero by 2050. As the largest public sector employer in the UK, the NHS contributes to approximately 4-5% of the UK's carbon emissions and has a substantial role to play in supporting this national target.

In October 2020, NHS England released a plan entitled *Delivering A Net Zero National Healthcare Service* which provides a sector-wide approach on the realisation of decarbonisation objectives in healthcare settings. Alongside a range of potential pathways, the plan sets two net-zero targets.



- ✓ to achieve net-zero by 2040 for the NHS Carbon Footprint (directly controlled emissions); and,
- ✓ to achieve net-zero by 2045 for the NHS Carbon Footprint Plus (indirectly controlled emissions).

## Actions to drive sustainability in the healthcare sector

The “For a Greener NHS Campaign” was announced in 2020 by the CEO of NHS England. This campaign aims to provide top-level support to help NHS Trusts to reduce their impact on the environment and improve health. The campaign builds upon the work already being done in the NHS to improve sustainability and will provide high-level backing to ensure the NHS can reach net-zero.

An expert panel has been established to chart the best route for the NHS to become carbon net-zero, and the Trust shall continually review the findings of the panel and update this plan as required. To become a net-zero health service, reduce air pollution and reduce waste the NHS requires the dedication of all Trusts, staff, and partner organisations.

More specific drivers for sustainable development in the NHS are set out in a suite of NHS-specific documents which include:

- ✓ NHS Long Term Plan;
- ✓ NHS Standard Service Contract 2021/22;
- ✓ NHS Operational Planning and Contracting Guidance;
- ✓ Delivering a Net Zero National Health Service; and,
- ✓ How to produce a Green Plan: A three year strategy towards net-zero.

*...Legislation, sectoral plans, guidance, and NHS standard contract clauses place an obligation on Frimley Health NHS Foundation Trust to take action on sustainability...*

The *NHS Long Term Plan* establishes how the NHS will develop and improve until 2030. The plan includes considerations pertaining to sustainability, including new models of sustainable care. The *NHS Standard Service Contract* mandates that all Trusts should have a Green Plan developed in line with the *How to produce a Green Plan* guidance, and outlines several targets and objectives relating to sustainability within the NHS.

To aid the NHS in achieving the national carbon reduction targets and develop the resilience of the organisation, the *NHS Operational Planning and Contracting Guidance* provides guidance on the actions required.

The *Delivering a Net Zero National Healthcare Service* report outlines actions that will be implemented by the NHS to reduce emissions. This report explains the modelling and analytics that have been used to determine the NHS carbon footprint and future projections. Outlined in the report are the immediate actions the NHS must take to meet the 2040 carbon net-zero target.

## Increasing requirements recognising increasing urgency

The current drivers will increase in number, and also in terms of the scope and depth to which they apply. The body of guidance makes clear the requirement for its continuous review to ensure the NHS is on track to meet its long-term commitments and is suitably ambitious. Further drivers will be brought in such as the new *Net Zero Carbon Hospital Standard*, which will set out the building fabric and energy efficiency requirements for all NHS Estates and Facilities in order to deliver the net-zero targets. Close monitoring of policy, strategy guidance and further targets will therefore be required as the Trust embarks on its sustainability journey.



# Carbon baseline and pathway analysis

## Addressing our direct and indirect carbon emissions

The NHS carbon foot-printing approach classifies emissions as either being directly controlled or indirectly controlled by the Trust. This approach adopted across the NHS differs from other carbon accounting approach which group categories of emissions into scope 1 (direct emissions), scope 2 (electricity purchase), and scope 3 (purchased materials and supply chain) emissions. Indeed, it is noted that the NHS direct footprint includes activities that could otherwise be classed as scope 1,2 and 3 emissions.

As Frimley Health embarks on the decarbonisation pathway presented in this Green Plan, the Trust is primarily focused on minimising our direct carbon emissions. The Trust will however address indirect carbon emissions sources where apparent, whilst working to address the challenges in accurately and robustly quantifying indirect carbon emissions.

## Performance and direct carbon emission baseline

The Trust's Carbon Baseline is the year against which all subsequent annual carbon dioxide equivalent (CO<sub>2</sub>e) emissions will be compared. Our direct carbon emissions have been calculated by multiplying our consumption data (e.g. kWh for electricity) with the national carbon conversion factors provided by the Department for Business, Energy, and Industrial Strategy (BEIS) for greenhouse gas reporting. This provides the annual tCO<sub>2</sub>e emissions for each aspect we have monitored.

Our direct carbon emission baseline has been developed in line with the NHS Carbon Baseline methodology and is presented below, along with our

Year	Gas	Oil	Anaesthetic Gases	Electricity	Business Travel	Fleet	Waste	Water	Total
Baseline 2013-14	12,804	347	5389	8,678	427	254	35	359	28,294
2017-18	11,625	415	6,000	7,879	472	371	67	398	27,227
Current 2020-21	15,057	183	3340	1,826	236	386	59	425	21,511
Change	+2,253	-164	-2,049	-6,852	-191	+132	+24	+66	-6,783

current segmented performance. This covers the Scope 1, 2 and 3 emissions which are under the direct control of the Trust ('NHS Carbon Footprint' categories page 4) and must be reduced to net zero by 2040. Where data was unavailable, suitable data from other years has been extrapolated.

*...Since the 2013-14 carbon baseline year, the Trust has made significant progress in reducing emissions, achieving a 24% reduction in total annual emissions....*

By way of comparison between 2015 and 2020 the NHS Carbon Footprint scope of NHS emissions reduced by 18%.

To achieve the 2032 interim target of an 80% reduction, the Trust will need to reduce emissions by a further 15,854 tCO<sub>2</sub>e over the next 10 years with the full 21,511 tCO<sub>2</sub>e being reduced to zero by 2040.

Year	Baseline	2020	2032	2040
Target Emission Reduction (%)	n/a	28	80	100
Target Emissions (tCO <sub>2</sub> e)	28,294	20,371	5,658	0

### Our direct carbon emission net-zero pathway

Through the implementation of the Sustainable Action Plan, the Trust will make incremental improvements in areas such as initial BMS optimisation, anaesthetic gas use, and low carbon inhalers to drive a reduction in carbon emissions as Frimley Health prepares for more fundamental change.

Beyond these incremental reductions, the Trust will target a number of key interventions over the three year duration of this plan which will deliver more significant savings beyond 2025. This includes:

- ✓ The roll-out of the EPIC clinical transformation programme;
- ✓ Embedding sustainability further in daily practice
- ✓ The electrification of fleet and further promotion of active travel
- ✓ Closure of the old Heatherwood Hospital and opening of the new Hospital, resulting in a 1,200 tCO<sub>2</sub>e (45%) reduction in Energy and Water emissions on site
- ✓ Designing net zero into planning for the redevelopment of the Frimley Park hospital which may take place over the next 10-15 years

The short term focus on initially addressing our direct carbon emissions does not deflect our attention from the need to also make progress on

our longer term target to reach a net-zero position on our indirect carbon emissions by 2045.

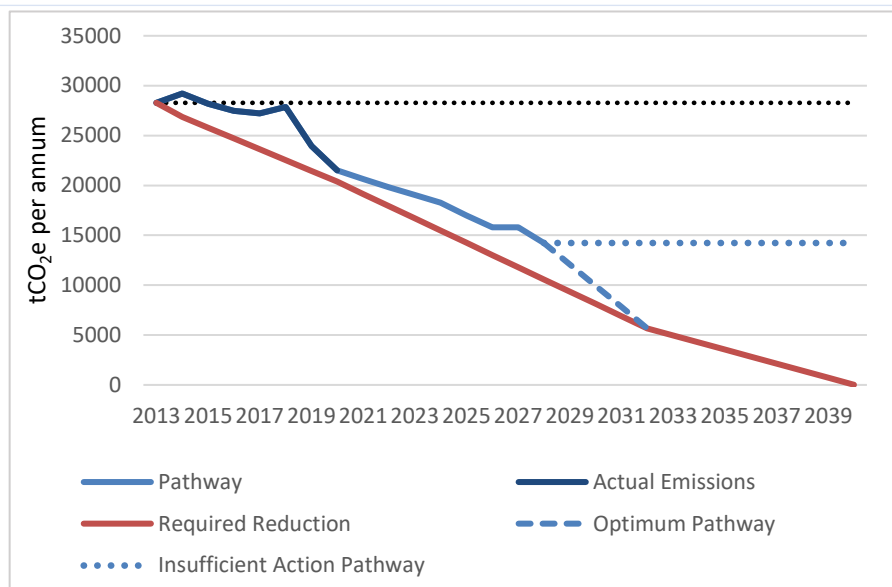
Our indirect emissions, which include the carbon emitted in the supply chains we procure from and from our patients travel, represents an area which is widely accepted across the sustainability industry as being more challenging to address. Aside from the obvious third party control of these emissions, challenges also exist with the accurate and robust quantification of emissions, and work is ongoing to address the range of emission factors which organisations can apply to their activities.

Noting that the presently available data is not reliable enough to provide an accurate indirect emission baseline or a robust emission trajectory, the Trust will commit to undertake development work over the 2022-2025 period so that an emissions baseline and pathway can be presented in the next iteration of this Green Plan (2026-2029). This will involve monitoring the development of indirect carbon emission accounting procedures, as well as best practice guidance that may apply to the NHS.

### Establishing a pathway for our direct carbon emissions

The Trust presently monitors its direct carbon emissions and also collects data that will, in future, enable our indirect carbon emissions to be quantified. The collection of this data enables our progress to date in tackling carbon emissions to be charted, along with a range of emissions pathways which include:

- The incremental improvements and significant savings we look to make in the short term; and,
- Longer term emissions pathways that will be required for Frimley Health to meet carbon reduction targets.

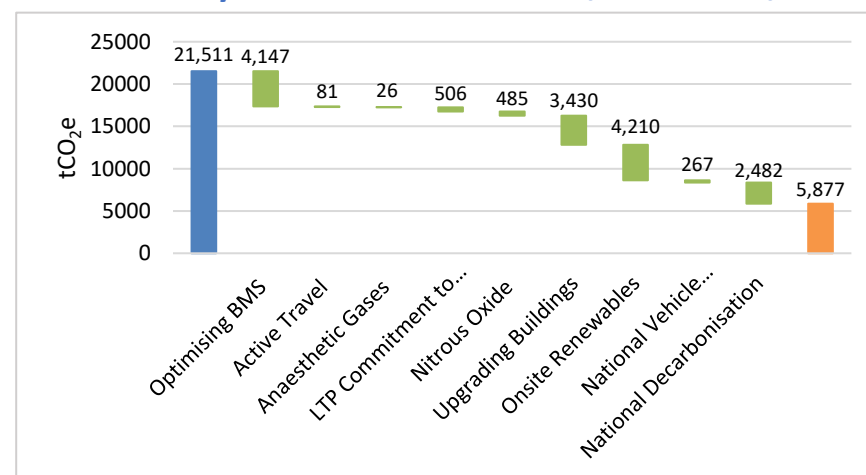


The contribution of the ongoing incremental improvements and the key interventions will provide a short term emissions pathway against which progress can be evaluated. Beyond the incremental improvements and identified projects that will deliver significant short term reductions, work will be required to identify further interventions that will deliver our net zero target. The analysis shows that more fundamental interventions will be required from 2028 onwards to meet the 2032 interim target of an 80% direct emission reduction. The risk of insufficient action is also illustrated, highlighting the fact that incremental improvements in emissions reduction can only take Frimley Health to c.50% of the required level.

The *Delivering A Net Zero National Healthcare Service* report provides a guide as to where further savings may be achieved beyond the areas already

identified. Many of the intervention areas which are presented as emission reduction opportunities, such as Building Management System (BMS) optimisation, active travel and building upgrades, are all themes which are addressed within Frimley Health's strategic action plan.

### Reductions by emissions source 2020/21 to 2031/32



The assessment of longer term emission reduction options identifies areas where interventions can be made to reduce carbon emissions to approximately 21% of the baseline.

Addressing the residual carbon emissions, which equate to some 5,877 tCO<sub>2</sub>e per annum will require further market innovation and the commercialisation of disruptive technologies (e.g. conversion of the methane gas grid to hydrogen) in order to reach net-zero. Frimley health will therefore continuously monitor innovation and market development in order to identify and capitalise upon the further emission reduction opportunities that will be required.



# Our commitment to sustainability

## Sustainability is already a tenet of our organisation

This Green Plan sets out our three year sustainability strategy whilst also setting the vision and laying the foundation for the next 18 years in which we will make the transition to net-zero. However, the preparation for change does not make sustainability a new concept for the Trust with a pre-existing corporate approach and pockets of sustainable activity that have delivered quantifiable performance improvements.

## An increasing urgency to act

The *Sustainable Development Management Plan* we published in 2017 committed the Trust to put sustainability at the heart of the organisation. Our strategic objectives involved embedding a low carbon care vision, capitalising on efficient operational improvement opportunities, and community engagement to deliver sustainable healthcare.

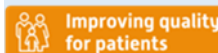
These themes remain relevant, although the increasing urgency of the sustainability issue now requires us to elevate sustainability to be a central driver that is equally recognised alongside financial and quality goals.

## Alignment to our vision and values

The Trust's organisational vision and values already provide a clear connection between our sustainability obligations and our approach to addressing other centrally important drivers.

Our vision to be *"a leader in health and wellbeing, delivering exceptional services for our communities"* will not only require us to provide healthcare services in response to climate change, but to address our own contribution to the causes of climate change.

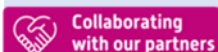
The Frimley Health strategic ambitions encompass many examples of sustainability:



Improved facilities, travel connections, and resilience during extreme weather events provide improved quality and service continuity for patients. Longer term health and well-being benefits result from active travel and food and nutrition improvements.



Empowering colleagues with knowledge and the right working environment will enable them to deliver improvements in sustainability performance at work, in the community, and at home.



Decarbonisation interventions will require close working with a wide range of partners. This includes our existing ICS counterparts and an array of new commercial relationships.



The scale of the low carbon transition makes it an integral part of service transformation. Transforming care pathways benefits the quality of care as well as sustainability performance.



Capital improvement programmes for sustainable infrastructure build long term facilities offering resilience and revenue budget savings over the long term. Exposure to levies and market volatility is reduced.



Digital capabilities can be used to unlock carbon savings in a range of historically challenging areas. Reductions in travel, rationalised estate, reductions in resource consumption, and carbon awareness in prescribing can be driven through digital working.

## Highlighted Achievements last 4 years

New infrastructure and engagement initiatives delivered over the last 4 years and results include:

- Introduction of Warp it re-use platform – saving £50k, 40 tCO<sub>2</sub>e and 15 tonnes of waste to date
- Electric pool car fleet, booking software and charging points at WPH and FPH, also setting up several mobile clinical teams with dedicated electric cars, saving over 90,000 business miles claims and 20 tCO<sub>2</sub>e per annum.
- Installation of LED lighting and CHP and heat network at WPH – saving over 1,500 tCO<sub>2</sub>e and £750k per annum
- Introduction of collection and re-engineering of harmonic scalpel, DUC and DVT, as well as recycling PVC oxygen masks and tubing and introducing reusable sharps bins to theatres
- Supporting anaesthetic Consultants to change practice in their departments, significantly reducing use of the most volatile anaesthetic gases, avoiding over 1,700 tCO<sub>2</sub>e per annum
- Introducing a range of healthcare waste and sustainability eLearning onto the FHFT Online Learning Portal
- New state of the art Heatherwood Hospital achieves BREEAM Very Good rating, forecast to emit 60% less carbon per patient contact by 2025.



## Green Ward Competition



In 2019 the Trust ran it's first Green Ward Competition. The fantastic project teams implemented sustainable quality improvement projects, saving 61 tCO<sub>2</sub>e, with teams engaging across the Trust and externally with CCG/ICS partners.

The winning team is also featured in the Health Education England Net Zero eLearning module and the Trust was nominated as a finalist in the 2021 HSJ Awards for it's running of the competition and approach to environmental sustainability.

# How we will respond to our sustainability obligations

## Our sustainability ambitions and Green Plan objectives

Our 2017 *Sustainable Development Management Plan* contained strategic objectives relating to low carbon and energy efficient operations, delivering sustainable healthcare, and community engagement. The basis of these objectives remain important, although the increasing urgency and

obligation to respond to the climate crisis has provided a timely opportunity for review. Furthermore, it provides opportunity for the Trust to commit to long term sustainability ambitions;

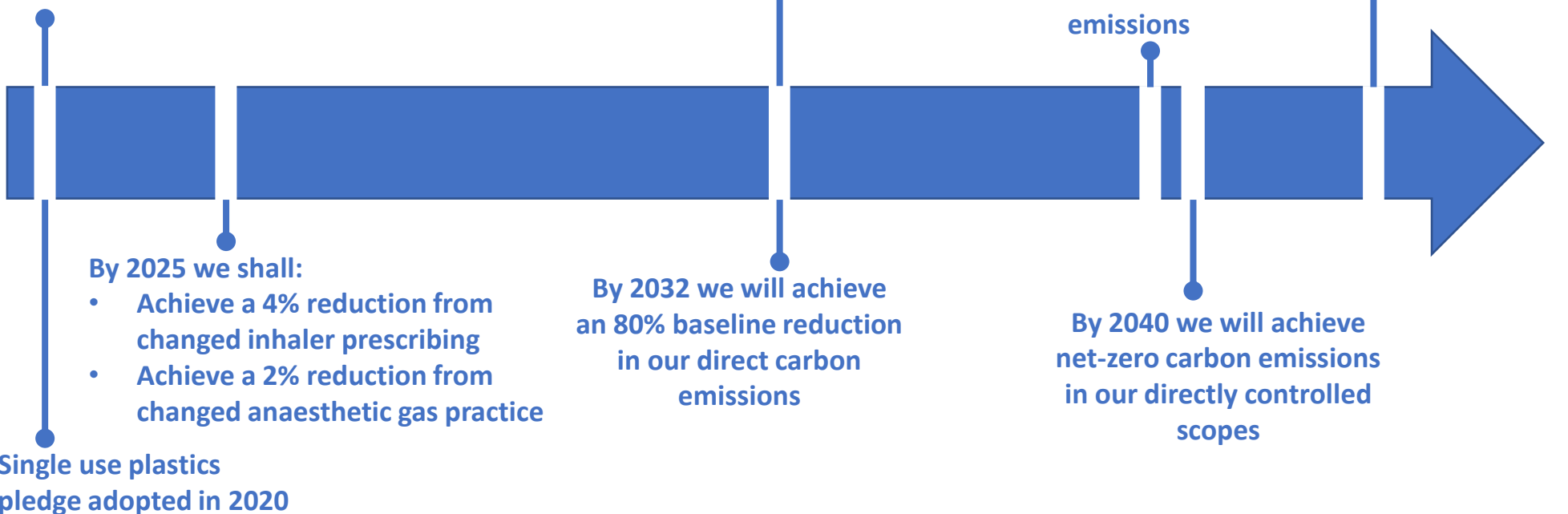
- ✓ To respond to our global responsibility;
- ✓ To deliver services that are resource efficient and support the circular economy;
- ✓ To capitalise on the personal health benefits of sustainability; and,
- ✓ To provide resilient services that protect the health of our local population.

2025 Strategic Objectives	To respond to our global responsibility	To deliver services that are resource efficient and support the circular economy	To capitalise on the personal health benefits of sustainability	To provide resilient services that protect the health of our local population
	We will adopt the carbon targets in this green plan to a net-zero economy, monitoring and reporting progress against our identified emission reduction pathway.	Our plans to redevelop the Frimley Park site will adopt the NHS Net Zero Buildings standard.	The roll-out of the EPIC patient portal will be used to guide clinical choices that deliver quality healthcare and carbon emission reductions.	We will consider a full range of environmental impacts in the development of services and works, and in the goods we purchase.
	We will formally recognise sustainability as a central Trust wide driver alongside cost and care quality.	We will develop an estate wide decarbonisation plan that optimises our building management systems and identifies sustainability led capital improvement projects.	We will increase patient awareness on the joint health and sustainability benefits of active travel and healthy food and nutrition.	We will assess our exposure to climate change risks, and will develop an adaptation strategy.
	We will use our position as an anchor organisation to instigate and enable others to embark on the net-zero journey.	We will embark on the programme of interventions in our Sustainable Action Plan to continue to deliver short term, incremental carbon savings.	We will execute a communications campaign to show that sustainability is at one with care quality and personal health.	We will educate and empower our staff to enable them to take a sustainable approach to everything they do.

## Embedding targets within our organisation

The legal and contractual obligation incumbent on Frimley Health bring into effect a variety of targets which underpin the progress we are required to make in reducing our carbon emissions, and tackling other environmental issues.

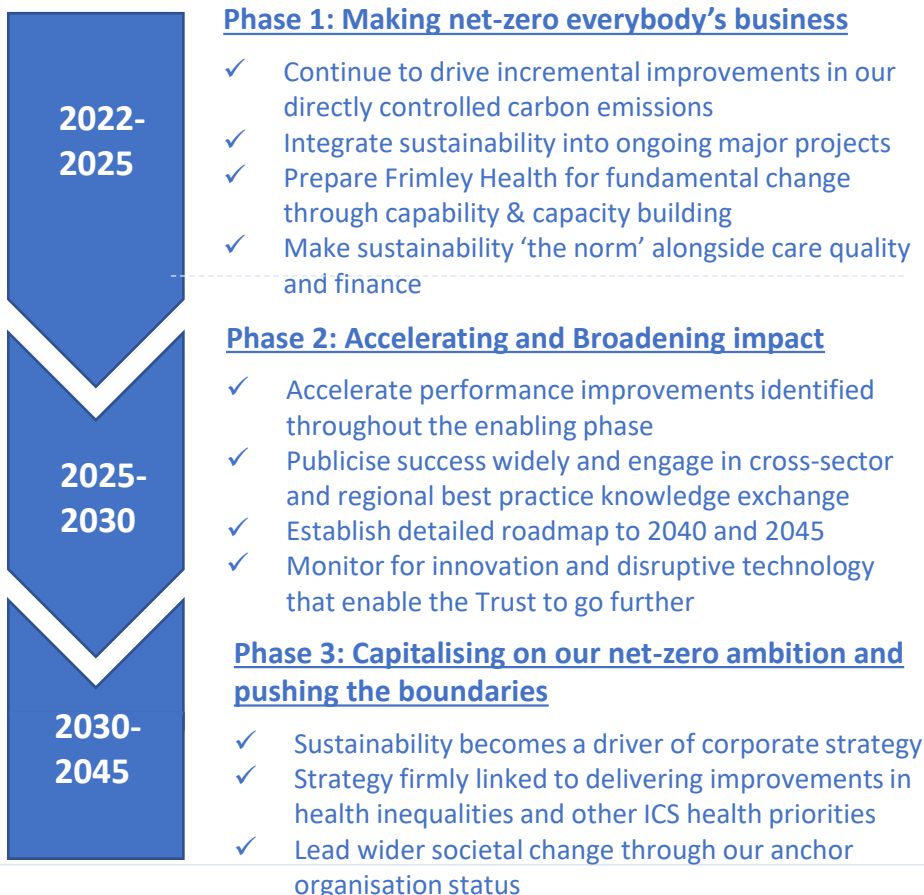
**100% of the electricity we now purchase is from renewable sources, since 2020** (i.e. above that generated by our existing combined heat and power (CHP) units)





## Our focus in taking forward our strategic objectives

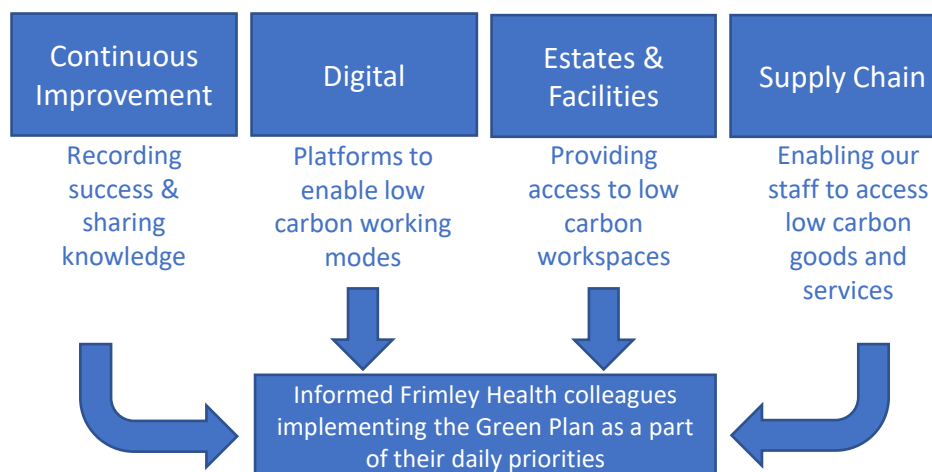
Our strategic ambition and objectives capture the magnitude of the transformation which the Trust will undertake, although the phasing of activity may not be uniform across our ambitions and objectives. The focus in implementing our Green plan will comprise of three distinct phases.



## How we will deliver our strategic ambitions

The first phase of the Green Plan's implementation seeks to **make our net-zero carbon ambition everybody's business**, and all Frimley Health staff will have a role to play. We recognise that colleagues are primarily focused on the demands of their respective clinical or non-clinical roles and that simply adding sustainability to those existing priorities may be ineffective in driving organisational change.

Our delivery of the Green Plan will therefore adopt an approach of enabling, in which management teams across the Trust provide the cross-cutting capabilities, understanding and support for colleagues to make sustainable practice. The focus on enabling change will be supported by ongoing communications and education that will raise awareness so that they are empowered to make choices that deliver decarbonisation across our organisation, with some exemplar themes illustrated below.





## An internal sustainability team providing a centre of excellence

Our Head of Sustainability will continue to develop our sustainability strategy and will take a lead on coordinating the implementation of our sustainable action plan. This will include making regular progress reports to the Trust board.

Frimley Health will also support the implementation of the Green Plan by establishing a technical team who can assist colleagues across the Trust in adopting sustainable working practices. Benchmarking with peer organisations who are further ahead on the sustainability journey has identified a clear requirement for roles in areas such as but not limited to:

- ✓ **energy management** – with a focus on identifying and addressing energy hotspots, evaluating low carbon energy supply options (e.g. renewables) and monitoring energy efficiency.
- ✓ **buildings standards and performance** – specifically on the management and optimisation of building management systems and plant rooms.
- ✓ **travel and transport** – supporting a reduction in unnecessary journeys, adoption of a low carbon fleet, and promoting and enabling active transport.
- ✓ **waste, recycling and the circular economy** – ensuring that our resources are managed at the highest possible level of the hierarchy, and connecting the generation of waste-derived resources with our demand for products.

## Approval and implementation governance

This Green Plan has been formally approved and adopted as Frimley Health's sustainability strategy at the [November 2021] Trust board meeting.

The delivery and implementation of our Green Plan sustainability objectives will be led at a board level by the Director of Finance who will work with the Head of Sustainability to ensure that adequate and appropriate resources are made available to support our low carbon transition.

## Monitoring, evaluation and continuous improvement

In recognising sustainability as a central organisational driver, the Trust will monitor progress towards the targets that we have committed to in this Green Plan. We will include key sustainability metrics in our trust wide strategy scorecard to ensure that senior leaders are continually briefed on our performance level. Such metrics will align to our organisational strategic ambitions and could include:

- ✓ The quantity of CO2 emitted per £ of our total expenditure;
- ✓ The absolute carbon emissions of the Trust; and/or,
- ✓ The proportion of sustainable action plan items which have been completed, are in progress, or are outstanding.

The management information provided by these metrics will provide the basis for quarterly progress reviews and annual reporting in the progress against each strategic objective.

## Introducing our Sustainability Workstreams and Action Plan

The delivery of the strategic objectives and targets set out in this Green Plan will be through our sustainable action plan. The actions are grouped into 'Workstreams' to reflect both the Greener NHS and the best practice Sustainable Development Assessment Tool (SDAT) Areas of Focus, for completeness and effective monitoring.

Enabling / Cross-cutting Workstreams	Strategic Ambitions
<b>Corporate Approach</b>	✓ To respond to our global responsibility;
<b>Our People</b>	
<b>Carbon Emissions, Data Monitoring &amp; Reporting</b>	✓ To deliver services that are resource efficient and support the circular economy;
<b>Digital Transformation</b>	✓ To capitalise on the personal health benefits of sustainability;
<b>Sustainable Use of Resources</b>	✓ To provide resilient services that protect the health of our local population
<b>Sustainable Models of Care</b>	
Allied Workstreams	Strategic Ambitions
<b>Greenspace &amp; Biodiversity</b>	✓ To capitalise on the personal health benefits of sustainability;
<b>Climate Change Adaptation</b>	✓ To provide resilient services that protect the health of our local population

The key interventions and actions to be delivered by 2025 follow in this document, by Workstream, highlighting any recent progress and an Executive level implementation lead for actions going forward. A more detailed and comprehensive action plan is contained separately to be used as a live monitoring tool by the Trust, including support staff dependencies, accurate timelines and interim monitoring frequencies.

The Actions collectively support the delivery of our four strategic ambitions, illustrated in the below alongside the Workstreams.

Key Emissions Source Workstreams	Strategic Ambitions
<b>Asset Management &amp; Utilities</b>	✓ To respond to our global responsibility;
<b>Capital Projects</b>	
<b>Fleet, Transport &amp; Business Travel</b>	✓ To deliver services that are resource efficient and support the circular economy;
<b>Wider Supply Chain</b>	✓ To provide resilient services that protect the health of our local population
<b>Active and Personal Travel</b>	✓ To capitalise on the personal health benefits of sustainability;
<b>Food and Nutrition</b>	✓ To respond to our global responsibility;
<b>Medicines</b>	✓ To capitalise on the personal health benefits of sustainability;
	✓ To respond to our global responsibility;

Workstream:	Corporate Approach	Our People	Carbon Emissions, Data Monitoring & Reporting	Digital Transformation
Exec Lead(s)	CEO & Director of Finance (DoF)	People Director & Director of Communications	Director of Transformation, Innovation & Digital Services	
Importance to strategy	Achieving our net-zero target will require board level commitment and embedding of sustainability throughout all FHFT's operations, decision-making and reporting, supported by well-informed and engaged colleagues at all levels.	Awareness, education and engagement in sustainability and the Green Plan is essential enabler for staff, system colleagues, patients and the wider community to enable co-creation of sustainable change.	Granular project and departmental level carbon emissions data will support cultural change, celebration of success, benchmarking and Green Plan continuous improvement.	High importance particularly in delivery of clinical, prescribing habit and patient awareness elements of strategy. EPIC provides significant opportunity to be exploited.
Trust performance since SDMP	<ul style="list-style-type: none"> <li>Sustainability considered in some business cases, a growing number of procurement exercises and when required for planning of NHS requirements in Capital Projects</li> </ul>	<ul style="list-style-type: none"> <li>First Green network meeting meetings held in 2019, none since then</li> <li>2019 Green Wards Competition engaged staff across FHFT</li> <li>Sustainability and waste eLearning available on OLP</li> </ul>	<ul style="list-style-type: none"> <li>Annual data to 90% reliability aggregated into SRP reporting portal across all emissions sources</li> <li>Weak on fleet and FHFT specific supply chain data</li> </ul>	<ul style="list-style-type: none"> <li>Mainly external digital platforms, e.g. Warp It, Faxi, Fleetster, have eased sustainable behaviours</li> <li>Recent placement of eLearning on OLP</li> <li>Green Wards winner exploited online prescribing aids</li> </ul>
Delivery priorities for 2022/23 to 2024/25	<ul style="list-style-type: none"> <li>Formally embed Sustainability Impact Assessments into business case process</li> <li>Equip our colleagues with the tools to quantify impact equally alongside finance and quality</li> <li>Leverage Frimley Excellence</li> <li>Build sustainability metrics, in line with Green Plan actions and carbon targets into the Trust's in-year Board reporting, assurance &amp; annual objectives</li> </ul>	<ul style="list-style-type: none"> <li>Deploy Greener NHS and local net zero communications campaigns routinely</li> <li>Promote sustainability training, establish in induction and appraisal process</li> <li>Design projects more volunteers can support</li> </ul>	<ul style="list-style-type: none"> <li>Establish dashboards and benchmarks for key sustainability metrics encompassing social value, use of resources, carbon and air pollution</li> <li>Establish monthly tracking of FHFT direct emissions data</li> <li>Department level &amp; Supply chain data pilot</li> </ul>	<ul style="list-style-type: none"> <li>Support delivery of pre-existing virtual appointments, wards and working targets</li> <li>Exploit care pathway specific data in EPIC to increase granularity of emissions data</li> <li>Exploit EPIC, patient portal and 'My Frimley Health' for prescribing / behaviour change</li> </ul>
What will success look like?	<ul style="list-style-type: none"> <li>✓ Carbon emissions reductions, social and environmental improvement equal or primary status in all decision-making and reporting alongside quality and finance</li> </ul>	<ul style="list-style-type: none"> <li>✓ &gt;50% staff feel Trust acting strongly on sustainability</li> <li>✓ &gt;30%+ staff trained or engaged in net zero</li> <li>✓ &gt;5 live projects involve volunteers</li> </ul>	<ul style="list-style-type: none"> <li>✓ In –year data available on social value, resource use, carbon emissions and air pollution</li> <li>✓ Comprehensive data and benchmarks available for scheduled Board reporting and un-scheduled</li> </ul>	<ul style="list-style-type: none"> <li>✓ Patient travel and staff business travel emissions 40% lower in 2021 from 2017/18 baseline</li> <li>✓ Reduction &gt;50% by 2025</li> <li>✓ EPIC informs granular emissions data production and is conduit for patient and clinician sustainable healthcare communication</li> </ul>

Workstream:	Sustainable Use of Resources	Sustainable Models of Care	Greenspace & Biodiversity	Climate Change Adaptation
Exec Lead(s)	Director of Finance	Medical Director & COO	Chief Nursing Officer	Chief Operating Officer & DoF
Importance to strategy	We will adopt a more sustainable approach to managing our resources, seeking waste avoidance, minimisation and reuse, working collaboratively with our partners and suppliers to drive a reduction in waste	It is crucial that we consider the long-term sustainability of our care models to ensure we can reach net zero and continue to provide high quality and resilient care.	Improving greenspaces, retaining and increasing biodiversity positively impacts our physical and mental wellbeing and air quality and is an essential Green Plan delivery element	Local climate change impacts are likely to already be adversely affecting health, both in our communities and our facilities. Our actions will ensure we are resilient and our high quality of care will not be compromised
Trust performance since SDMP	<ul style="list-style-type: none"> <li>Introduction and use of Warp It reuse platform avoided 12 tonnes of waste, 30tCO<sub>2</sub>e and saved £50k to date</li> <li>Introduced SharpSmart reusable sharps bins system</li> <li>Return and re-supply re-engineered laryngoscopes in Theatres</li> </ul>	<ul style="list-style-type: none"> <li>Six teams delivered projects as part of 2019 Green Wards Competition, using Sustainable Quality Improvement methodologies, saving over 360tCO<sub>2</sub>e including wider ICS impact</li> <li>Stroke ESD, maternity and Frailty teams providing care at home using EVs</li> </ul>	<ul style="list-style-type: none"> <li>FHFT Charity has delivered great projects including FPH Time Garden and herb garden at WPH</li> <li>Net greenspace and biodiversity balance across our 3 sites negative since 2017 due to operational expansion</li> </ul>	<ul style="list-style-type: none"> <li>Action has been taken in some areas of our hospitals to increase cooling and roof works provide more protection from extreme weather</li> <li>No comprehensive space temperature monitoring or long term adaptation plan in place</li> </ul>
Delivery priorities for 2022/23 to 2024/25	<ul style="list-style-type: none"> <li>Mobilise waste minimisation strategies with key departments, e.g. Pharmacy, Facilities, Theatres</li> <li>Waste and procurement teams to develop material purchasing strategy, taking into account end of life treatment options available to the Trust</li> <li>Improve internal stock management &amp; 'just in case' order quantities</li> </ul>	<ul style="list-style-type: none"> <li>Increase telemedicine and care closer to home</li> <li>Run Green Teams Competition in 2022</li> <li>Engage &amp; train clinical teams and build simple tools to integrate sustainability with quality and Continuous Improvement</li> <li>Leverage EPIC to identify and prioritise unsustainable elements of care pathways and co-create solutions with ICS partners</li> </ul>	<ul style="list-style-type: none"> <li>Develop Board approved Strategy and Action Plan</li> <li>Leverage well-being agenda to increase engagement</li> <li>Work with ICS partners to map opportunities for increasing Greenspace &amp; Biodiversity across the ICS to ensure natural capital balance is positive in the period</li> </ul>	<ul style="list-style-type: none"> <li>Establish climate change on Trust risk register and designate Adaptation Lead</li> <li>Create Adaptation Strategy and plans for our buildings and with ICS partners for wider care scopes</li> <li>Engage Service leads, provide training and create and mobilise adaptation strategies for key functions, e.g. Pathology</li> </ul>
What will success look like?	<ul style="list-style-type: none"> <li>✓ Reduce waste volumes per patient contact by 7% by 2025</li> <li>✓ 5% increase in Recycling %</li> <li>✓ 10% shift from 'Clinical Waste' to 'Offensive Waste'</li> <li>✓ Key departments across the Trust demonstrate measured waste reduction initiatives that can be sustained</li> </ul>	<ul style="list-style-type: none"> <li>✓ By 2025 all Services to have identified their highest areas of environmental impact and carbon emissions and be acting on reducing those</li> <li>✓ Working with ICS partners to reduce impact across all Services</li> <li>✓ Trust exceeding virtual care targets it has set itself</li> <li>✓ Over 50% of patients accessing alternative to face to face</li> </ul>	<ul style="list-style-type: none"> <li>✓ Demonstrate increase in Greenspace &amp; Biodiversity related to our activities rather than decrease over period</li> <li>✓ Increase in staff, volunteer and community involvement in and recognition of importance of, increased access to Greenspace</li> <li>✓ Partake in a national scheme, e.g. NHS Forests</li> </ul>	<ul style="list-style-type: none"> <li>✓ Over 75% of clinical and clinical process space temperatures monitored and recorded by BMS</li> <li>✓ Climate Change risk on Trust risk register</li> <li>✓ Adaptation Plans in place and strategies mobilised for key functions</li> <li>✓ Working with ICS partners on community adaptation plans</li> </ul>

Workstream:	Asset Management & Utilities	Capital Projects	Fleet, Transport & Business Travel	Wider Supply Chain
Exec Lead(s)	Director of Finance	Director of Finance	Chief Operating Officer & DoF	Director of Finance
Importance to strategy	Energy consumption is the most significant contributor to our direct carbon footprint and water stewardship is an increasing national concern. Improved metering, monitoring and targeting are key Estate emission and cost reduction strategies	As we look towards building hospitals for the future, it is vital that we embed sustainability through every stage of our capital projects process.	Local air quality is impacted by diesel fleets and our fleets, BSPS being the primary element, is largely diesel with little or no electrification to date. This must urgently be addressed.	Although complex in regard to accurate carbon footprinting the Trust is aware of the large global environmental and social impact of it's Procurement and will continue to embed best practice in supplier assessment, engagement and social value
Trust performance since SDMP	<ul style="list-style-type: none"> <li>For most of period tracking of energy consumption has been for previous month, reduced monitoring in pandemic</li> <li>Recent installation of new gas meters &amp; live data provides better opportunities for early identification of issues</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability has been delivered through BREEAM Excellent &amp; Very Good standard new builds</li> <li>Improvements to insulation at WPH through roof programme and incremental energy efficiency gains from Backlog Maintenance, but offset by cooling added</li> </ul>	<ul style="list-style-type: none"> <li>FPH and WPH pool car fleets electric, also FPH Stroke ESD, 24hr midwives and Frailty teams use EVs</li> <li>Business travel emissions reduced by 50%, supported greatly by working from home shift</li> </ul>	<ul style="list-style-type: none"> <li>Several large tenders in last 2 years have required comprehensive supplier responses on several social value categories weighted to 10%</li> <li>Procurement team has held workshops on social value and is building social value tracking tool</li> </ul>
Delivery priorities for 2022/23 to 2024/25	<ul style="list-style-type: none"> <li>Complete installation of gas, electricity and water sub-metering for large assets and '1st tier' network within sites</li> <li>Establish proactive BMS, meter monitoring &amp; plant room optimisation regime. Monitor new Heatherwood.</li> <li>Appoint Energy Manager &amp; BMS Engineer</li> <li>Deliver theatre controls projects</li> </ul>	<ul style="list-style-type: none"> <li>Embed net zero building standards and apply sustainable innovation in design stages for FPH redevelopment</li> <li>Commence 3 year programme of BMS controls upgrades, energy efficiency, LED and on-site renewables interventions for WPH and FPH</li> <li>Complete heat decarbonisation plans for WPH, HH and FPH</li> <li>EVCPs and active travel facilities</li> </ul>	<ul style="list-style-type: none"> <li>Appoint FHFT Travel &amp; Transport Manager</li> <li>Support BSPS with site and related fleet electrification strategy</li> <li>Conduct electrical capacity audit on all sites to inform FHFT and Ambulance service plans for vehicle charging</li> <li>Maintain reductions in inter-site travel, create air quality plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop FHFT sustainable procurement strategy</li> <li>Invite suppliers to present sustainable innovation before re-contract</li> <li>Provide assurance that all our tenders include a minimum 10% net zero and social value weighting from April 2022</li> <li>Align with PPN 06/21</li> <li>Integrate social value tracking into contract management process</li> </ul>
What will success look like?	<ul style="list-style-type: none"> <li>✓ Delivered interventions avoid an additional 4% of energy consumption each year from 2023/24 onwards</li> <li>✓ 'Live' consumption data for large assets and 1st tier meters available across 3 main sites for gas, electricity and water</li> <li>✓ Energy Manager &amp; BMS Engineer in post</li> <li>✓ WPH bore hole operational saving 50%</li> </ul>	<ul style="list-style-type: none"> <li>✓ Design output for redeveloped FPH has forecast emissions &gt;75% below current</li> <li>✓ 50% of 3 year energy efficiency &amp; decarbonisation retrofit programme complete at WPH and FPH delivering &gt;1,500 tCO2e and £300k saving</li> <li>✓ 1st retrofit renewables project delivered</li> </ul>	<ul style="list-style-type: none"> <li>✓ New car and van leases only ULEV or fully electric by 2025.</li> <li>✓ Following Hospitals Clean Air Framework actions or similar</li> <li>✓ Electric vehicle charging points installed for staff and patients, in plan or installed for first ambulances</li> <li>✓ Business travel reductions sustained</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sustainable Procurement Strategy published</li> <li>✓ Consistent approach to social value in tendering &amp; contract management processes</li> <li>✓ Ability to express benefits to our communities from our procurement</li> <li>✓ Suppliers bringing innovation to FHFT</li> </ul>



Workstream:	Active and Personal Travel	Food and Nutrition	Medicines
Exec Lead(s)	People Director	Chief Nursing Officer	Medical Director
Importance to strategy	Active travel provides both sustainability and direct health benefits and can be either a reputation enhancer or risk for the organisation.	Improving diet and increasing plant-based meals improves health and saves carbon. Reducing food miles and food waste also provide significant sustainability benefits	Medicines, anaesthetic and medical gases make up over 25% of the NHS Carbon Footprint Plus and represent significant global environmental impacts
Trust performance since SDMP	<ul style="list-style-type: none"> <li>Take up of Trust cyclescheme increased but still low compared to other Trusts</li> <li>No additional schemes or facilities introduced</li> </ul>	<ul style="list-style-type: none"> <li>No additional sustainability considerations in menu planning</li> </ul>	<ul style="list-style-type: none"> <li>Since 2017 the Trust has reduced it's Desflurane use saving 1,700 tCO<sub>2</sub>e annually</li> <li>Green Wards Competition winning project saved over 360 tCO<sub>2</sub>e by enabling lower carbon inhaler choices</li> </ul>
Delivery priorities for 2022/23 to 2024/25	<ul style="list-style-type: none"> <li>Create Trust-wide travel pages and contract scheme providers, e.g. Car share, to be advertised on them</li> <li>Access post code travel modal maps for our staff and re-publish relevant schemes and public transport services</li> <li>Write new Travel Plans for Heatherwood, FPH and then WPH</li> <li>Increase and improve shower and changing room options at WPH and FPH</li> <li>Appoint a cycling lead</li> </ul>	<ul style="list-style-type: none"> <li>Reduce meat content in meals and increase plant-based options</li> <li>Quantify meat consumption</li> <li>Menu plan according to British seasonal ingredients to enable local sourcing to increase</li> <li>Implement digital menu ordering and food waste measurement systems to reduce food waste and identify problem areas</li> <li>Promote new offerings to staff</li> <li>Review and select sustainable food standards for purchasing and for our operations, e.g. Sustainable Restaurant Association</li> </ul>	<ul style="list-style-type: none"> <li>Conduct nitrous oxide waste audit at WPH and FPH and follow up with remedial actions</li> <li>Evaluate all available anaesthetic and nitrous oxide gas capture technologies, decide on capture strategy and proceed</li> <li>Follow inhaler prescribing strategy to support FHFT staff and primary care colleagues to reduce MDIs as a proportion of preventer inhalers to less than 25% by 2024</li> <li>Work with ICS partners to create solutions to reduce re-dispensing and other avoidable medicines waste</li> <li>Undertake critical self-assessment for over-prescribing</li> </ul>
What will success look like?	<ul style="list-style-type: none"> <li>✓ Travel pages being visited and sustainable travel providers' sites accessed through them</li> <li>✓ New Travel Plans written and approved for 3 main sites</li> <li>✓ Modal shift year on year</li> <li>✓ Staff who cycle in happy with facilities on offer</li> <li>✓ Trust cycle lead appointed</li> <li>✓ Regular events at Trust sites and provider offers publicised</li> </ul>	<ul style="list-style-type: none"> <li>✓ More staff attracted to use catering facilities and eating more healthily</li> <li>✓ Food waste reduced by &gt;20%</li> <li>✓ Reduce meat purchased by 20% by volume</li> <li>✓ Improved feedback on food standards from patients and staff</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cease use of desflurane by 2024</li> <li>✓ Nitrous oxide waste minimisation strategy implemented</li> <li>✓ Emissions from anaesthetic gases and nitrous oxide reduced by 30% by 2024/25 from 2019/20 baseline</li> <li>✓ Continuous improvement in medicines waste reduction and over-prescribing</li> </ul>

## Key actions per year 2022-2025

The first phase of implementing our net zero strategy is to make sustainability everybody's business, as well as delivering incremental reductions in carbon emissions and delivering the Greener NHS national priorities. Key deliverables in each of the first 3 years of the Plan are highlighted below:

### Year 1 (2022-23)

- Start to incorporate Sustainability Impact Assessments in all business cases
- Run at least one net zero engagement campaign and a 2<sup>nd</sup> Green Teams competition, aspiration is to do this ICS wide
- Waste and Procurement teams to develop a waste and resources strategy and Single-Use plastics reduction roadmap
- Start and complete 1<sup>st</sup> tier electricity and water sub-metering installation and start programme of BMS and Plant room optimisation at WPH & FPH
- Solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions
- Climate change to go on the Trust risk register
- Update FPH Travel Plan and publish Trust-wide travel information and schemes on the intranet
- Conduct Nitrous Oxide Waste Audit at FPH and WPH and evaluate capture technologies
- Embed required elements in design phases of FPH redevelopment to ensure >75% emissions reductions when built
- All tenders to incorporate at least 10% social value
- WPH water bore hole project complete

### Year 2 (2023-24)

- Appoint Cycling lead for the Trust
- Create new cycling changing facilities at WPH
- At least 20% of staff to have completed one sustainability eLearning module on OLP
- Incorporate sustainability in Trust induction
- Co-create climate change adaptation plan with ICS
- Electric Vehicle Charging Points (EVCPs) to be available for staff on all 3 main sites, and at least one for visitors
- Start to exploit EPIC system to create granular carbon emissions for care pathways and for prescribing behaviour change
- New staff parking management systems introduced to encourage active and sustainable travel
- Trust's 1<sup>st</sup> Greenspace and Biodiversity strategy
- Procurement team to complete social value tracker and social value to be incorporated into Trust contract management process
- We require all suppliers tendering for £5m+ contracts to share carbon reduction plans with us
- Start first 3 year programme of heat decarbonisation and energy efficiency retrofit and proactive energy and water management in place

### Year 3 (2024-25)

- Cease use of Desflurane by the end of 2024
- Reduce proportion of high greenhouse gas metered dose inhalers down to <30% of inhalers prescribed
- Start using EPIC patient portal for communicating sustainable behaviours to patients
- Install first large-scale on-site renewables at WPH
- Include sustainability in staff appraisals
- We require all suppliers to share carbon reduction plans with us
- First EVCPs installed on BPS sites and on FHFT sites for ambulances
- Gas energy consumption to be >15% lower than in 2019/20, including effect of new Heatherwood Hospital and Green Plan energy interventions
- Waste volumes to be 7% lower per patient contact than in 2019/20
- 5% increase in Recycling rate and 10% shift from 'Clinical Waste' to 'Offensive Waste'
- Less than 60% of staff attending site driving in as single occupant in car
- Volume of mains water purchased from suppliers 30% lower than in 2019/20.
- Trust reports >5,000 tCO<sub>2</sub>e emissions reduction since 2019/20

# Green Plan financial aspects and resourcing

## An opportunity to *make our money work* for the environment and for health outcomes

Making the transition towards being a net-zero carbon organisation also supports the Frimley Health strategic ambition of making our money work in the short and longer-term. The interventions in this Green Plan require financial resources however this can be weighed up against financial cost and risk across all the areas addressed, through the plan.

## Reducing our risk exposure to energy market volatility and Climate Change levy increases

At the time of this Green Plan being drafted, the UK had experienced substantial price increases in grid supplied gas and electricity, the volatility behind which is predicted to continue where energy sources are linked to fossil fuel markets. Switching to low carbon energy sources therefore reduces our Trusts' exposure to price fluctuation and increase.

A set increase in carbon taxation which is also incurred by the Trust is the Climate Change Levy (CCL) which is payable on gas and electricity bills. Rates published by the UK Government over the duration of this Green Plan show a 65% increase in taxation on wholesale gas.

Year	Climate Change Levy Rate (£/kWh)	Climate Change Levy Paid by Frimley Health
2021	£0.00406	£332,479
2024	£0.00672	£550,310



65% tax increase over 3 years

## Summary example of Trust exposure and savings

The below table sets out, as an example, exposure level over the course of the next 10 years as a range for gas consumption only, based on assumptions detailed. Alongside the cost increase exposure is the reduced exposure from Green Plan consumption reduction interventions, with investment related to total Green Plan implementation indicated in next table below.

	2022-2032 Increased cost exposure				10 year cost avoidance
With 3% inflation + modest CCL increase	£8.5m	Low Scenario	£2.9m	Reduce kWh consumption 4% year on year in line with Plan	£5.6m
15% average increase + modest CCL increase	£37.6m	High Scenario	£11.3m		£26.3m

Many of the same principles apply in other areas addressed in the plan that are commodity and climate-impacted, e.g. materials, waste, fuel, water.

## Green Plan implementation – investment required

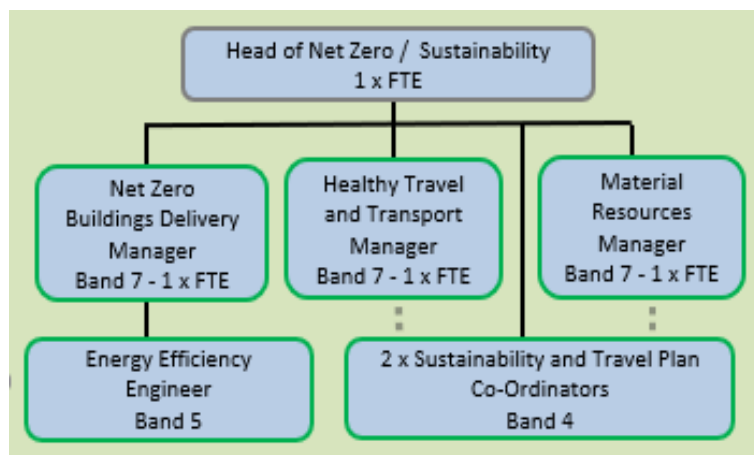
The below table provides an indication of the resourcing and investment required for implementation of the Green Plan in its initial 3 years, then through until 80% reduction in direct emissions has been reached in 2032:

Decarbonisation Programme	2022/23 - 2024/25	2025/26 - 2031/32	10 YR TOTAL
<b>CAPITAL EXPENDITURE - £m</b>	3.85	6.78	10.63
<b>REVENUE EXPENDITURE - £m</b>			
Expanded Sustainability Team - 7 posts	0.62	1.75	2.37
Additional Revenue Cost items	0.26	0.92	1.19

## The sustainability team

Whether emanating from our own activities, those of our supply chain partners or those of our communities the majority of carbon emissions and environmental risk arise from 3 aspects: Energy and water use, Travel/Transport and Material Resources. The Trust's expanded sustainability team is set up with specialists in each of these areas, to act as a Centre of Excellence for the rest of the Trust, as well as managing some operational aspects, e.g. Travel Plan. In addition, the team has Co-Ordinator roles to assist in driving forward activities with teams on the ground, particularly in the face of unknown levels of operational pressures ahead for clinicians.

Team Structure:



## Risks and risk management

Risk management is key to the delivery of any strategy – environments and circumstances can change and the proactive and effective management of risk is vital to delivery. Our organisation is facing extreme operational pressures and these challenges are likely to remain over the coming years, representing potential risk to the Green Plan implementation. Our comprehensive Board Assurance Framework, however, provides a robust foundation for the governance over this Plan.

Risks are also reduced through allocating delivery responsibilities for different aspects of the Plan between the Executives, as well as providing a central sustainability team that will provide constant momentum to initiatives.

### Mitigating budgetary pressures from carbon taxation

The Net Zero Strategy outlined in this Plan and the carbon reductions targets are, in themselves, a form of mitigation against carbon taxation and pricing risk. This will become more apparent and need to be addressed in the development of the Trust's plans after 2025 when consideration may need to be made of offsetting strategies for the remaining ~5,900 tCO<sub>2</sub>e emissions remaining in operations after 2032. With current carbon pricing around the £62 CO<sub>2</sub>e mark and likely to continue to increase over time these are material financial considerations for both FHFT and the rest of the NHS.

*...At prevailing carbon prices, the present value of our incremental 3 year direct carbon reduction will be £186,000, with the ten year emission reduction presently values at £0.5m...*

## Continuing Engagement

This strategy will be a living document and form the platform for more engagement on delivery of our net zero plans with our staff, ICS partners, patients and communities.

In support of our Trust strategic ambition of Collaborating with our Partners and Improving Quality for Patients following Board approval for the Plan we will set out in the first half of 2022 to engage widely on our approach and proposed priorities, and incorporate ideas and emerging priorities from across the areas we serve.

What can be delivered in the next 3 years will be dependent on the involvement all Trust stakeholders, and we recognise engagement as being critical to this.

### Contact Details

If you have any feedback on this plan or want to share your ideas please do get in touch here:

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