



Queen Victoria Hospital
NHS Foundation Trust



Our Green Plan 2026

Our Environment | Our People | **Our Commitment**





Contents

How to navigate this document:
Tap a page number to jump ahead.
Click the heart icon to return here.

01

Why we need sustainable healthcare

- 04 Case for change
- 07 Regulatory context

02

A whole organisation commitment

- 08 Supporting our strategic direction
- 10 Guided by our stakeholders

03

Where are we now?

- 11 5 years of progress
- 12 The data
- 13 Net Zero progress to date
- 14 Sustainable Healthcare in practice

04

The road ahead

- 15 CWC framework
- 16 Our refreshed approach
- 17 Roadmap to Net Zero
- 20 Where we'll put our focus

05

Areas for action

- 21 The 7 elements
- 22 Sustainable Clinical Practice
- 24 Circular economy
- 26 Places
- 28 Journeys
- 30 Partnerships and collaboration
- 32 Culture
- 34 Climate Resilience

06

Holding ourselves to account

- 36 Governance





Foreword

Creating a healthier future for our communities



At Queen Victoria Hospital NHS Foundation Trust (QVH), we are always driven by **our determination to provide our patients with the highest quality care, the best clinical outcomes and positive patient experience**. Our Green Plan programme specifically aligns with this – **every step improves the patient experience** and brings us closer to a more resilient health care service, fit for a changing future.

We have been delivering on our commitment to more sustainable healthcare since our first Green Plan came into being back in 2022, making progress on reducing the emissions from our anaesthetic gas use for example, completely eliminating use of desflurane, and decommissioning piped Nitrous Oxide use which has **reduced carbon pollution from medical gases overall by 90%**.

Through this refreshed five-year Green Plan, we're evolving our plan to focus on core emissions reductions across our estate, delivering clinical services that are more sustainable, switching from single-use to reusables and integrating sustainability into decision making.

The new 10 Year Health Plan with its emphasis on moving patient care in to the community, more digitally enabled care and a care model of prevention is an important driver for the refreshed approach to our Green Plan. Our partnership approach with Care Without Carbon ensures we're aligned across the system, maximising the benefits of NHS scale and influence.

Now, more than ever, **the broader gains of sustainable choices are important to recognise**. Through this Green Plan, we're supporting challenges linked to tighter resources and increasing demand on services by enabling innovations in care delivery that cut costs, improve health and support our shared environment.

Together we can create a healthcare system that supports our staff, patients and communities, and the environment on which our health depends.

Abigail Jago
Acting Chief Executive QVH



Case for change

It matters more than ever that we deliver sustainable healthcare

Taking urgent action to adapt to and mitigate our impact on climate change is critical to the health of our patient population at QVH, within Kent, Surrey, Sussex and beyond.

Global science¹ shows that climate change is faster and with deeper impacts than originally anticipated. Since our last Green Plan, the UK has faced two of the warmest years on record. In the South East, we're seeing more heatwaves, flooding and storms year-on-year and greater levels of air pollution; all impacting the health of our patient population.

Climate is impacting on our health

Climate change is already impacting health in the UK. The IPCC Sixth Assessment Report (2023) reports a 30% rise in heat-related mortality across Europe over the past two decades, with the South East having the highest number of heat-associated deaths in England. Warmer conditions are also **worsening air pollution and allergen exposure**, increasing risks of respiratory illness.

Rising temperatures and UV exposure are driving more severe skin injuries in the UK, with clinicians reporting pavement burns⁴ during the 2022 heatwave and melanoma cases rising by around 33% over the past decade to 20,800 a year.⁵

Temperature extremes are also associated with **higher rates of surgical site infection and impaired wound healing**⁶. There were 2,985 excess deaths recorded in the UK during the 2022 heatwaves⁷. Given our specialism as a Trust these figures are alarming and support our drive to deliver on our Net Zero target.

These threats will disproportionately **affect vulnerable populations**, either due to being more susceptible to health impacts, or living in areas most affected. This includes older residents, people with respiratory and cardiovascular disease, and people on lower incomes or in ethnic minority groups.

These extreme weather events are also impacting on our staff, infrastructure and the care we provide, through heat stress, service disruption, infrastructure strain and increased demand on clinical services.

↗
2

Of the warmest years on record in the UK since our Green Plan was published 3 years ago.

↗
2/3

Two-thirds of burn survivors experience temperature sensitivity, making heatwave conditions particularly challenging for people recovering from burns.²

↗
33%

Increase in melanoma cases over last 10 years.



“Given the global health imperatives, the NHS must stick to its Net Zero ambitions. There is no trade-off between climate responsibilities and reducing waiting lists.”

Darzi Report 2024

Our own impact

Climate change and health are inextricably linked; at the same time, the way in which we are delivering care to our patient population across Kent, Surrey, Sussex and beyond – and across the NHS more broadly – is itself contributing to ill health.

The NHS is the largest public-sector emitter of CO₂, making up 4-5% of the UK's carbon footprint. And with 1 in 20 vehicles on the road associated with NHS business, plus huge amount of waste produced, our environmental impacts go far and wide.

This is an opportunity

- +** **Delivering more sustainable care presents an opportunity.** Improved air quality, healthy food, low-carbon travel and green space bring significant health benefits, and support a reduction in health inequalities, e.g. reducing respiratory and cardiovascular illness in lower-income communities most exposed to air pollution.
- +** **It can also save us money.** For example, installation of energy-efficient LED lighting cut our lighting energy demand – and costs – by around 70%.
- +** **By delivering care in a more sustainable way, we are enabling better health outcomes and long-term financial sustainability in Sussex, the UK and globally** (see figure 1 on the following page).

www.gov.uk/government/publications/chief-medical-officers-annual-report-2022-air-pollution

1 IPCC Sixth Assessment Report (AR6): Synthesis Report 2023, Intergovernmental Panel on Climate Change (IPCC)

2 <https://www.ncbi.nlm.nih.gov/books/NBK430730/>

3 Department of Health and Social Care (2022). Chief Medical Officers Annual Report 2022: air pollution.

4 <https://pmc.ncbi.nlm.nih.gov/articles/PMC10690489/>

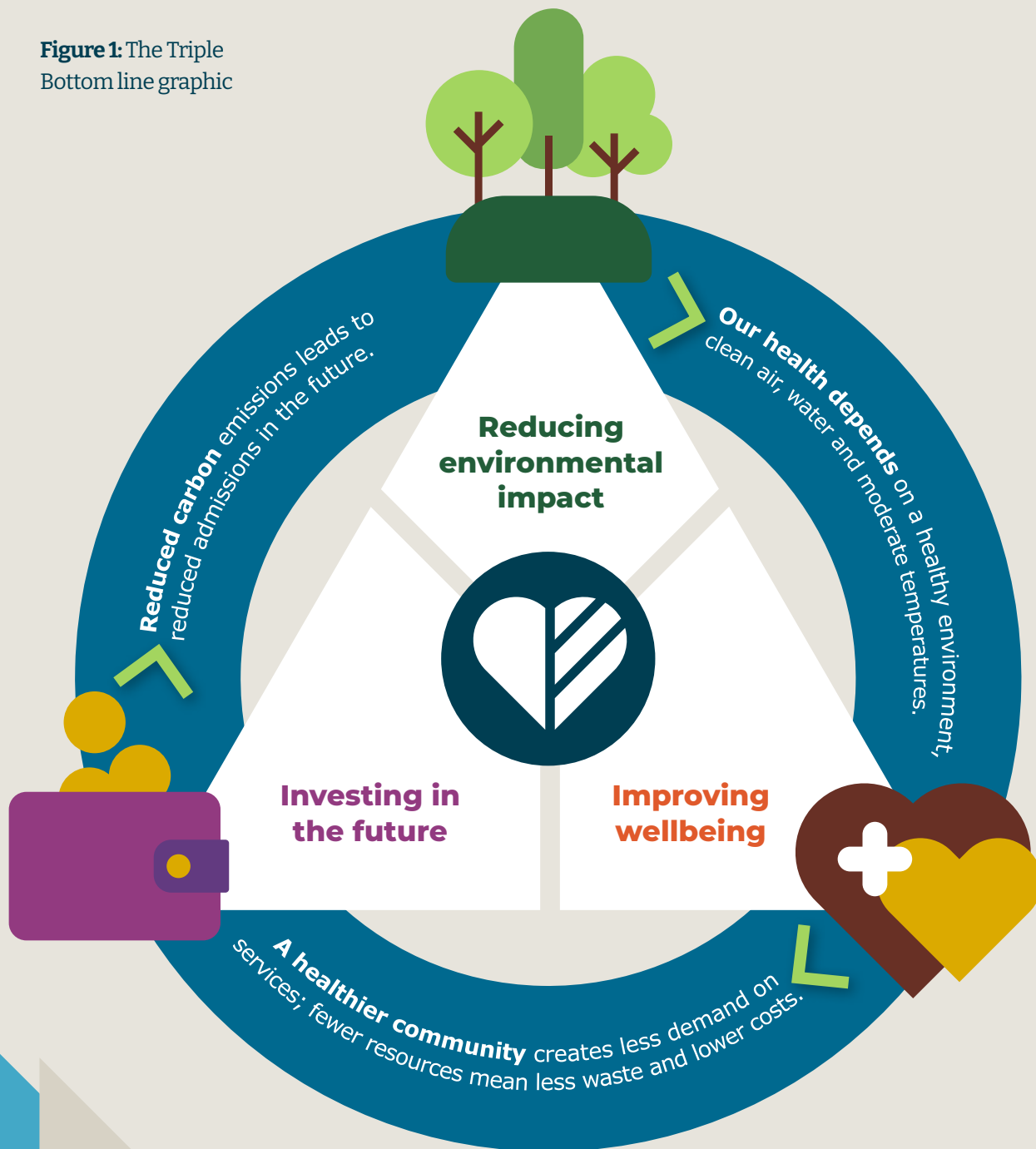
5 <https://www.cancerresearchuk.org/health-professional/cancer-statistics/statistics-by-cancer-type/melanoma-skin-cancer>

6 Kurz A, Sessler DI, Lenhardt R. Perioperative normothermia to reduce the incidence of surgical-wound infection and shorten hospitalization. *New England Journal of Medicine*. 1996;334(19):1209-15.

7 UK Health Security Agency. Heat mortality monitoring report: 2022. GOV.UK. Available at: <https://www.gov.uk/government/publications/heat-mortality-monitoring-reports/heat-mortality-monitoring-report-2022>



Figure 1: The Triple Bottom line graphic



Investing in the future

Delivering more sustainable care makes financial sense. Streamlining complex care for breathlessness patients is one such example, where 90% of referrals were managed without the need for in-person specialist appointments. Read the full case study on [page 14](#).

[KSO 2 To innovate and improve](#)
[KSO 4 To deliver sustainable services](#)



Improving wellbeing

All our projects are focussed on supporting the health and wellbeing of our patients, staff and communities. Our investment in a specialist bone density scanner to reduce risk of fractures is explored in our case study on [page 14](#).

[KSO 1 To deliver outstanding care](#)
[KSO 3 To be an excellent employer](#)



Reducing environmental impact

Prioritising lower carbon, environmental resources is key to maximising the health benefits of the programme. Projects designed to improve patient care demonstrate how this is possible, see our 'wide awake hand surgery' case study on [page 14](#).

[KSO 4 To deliver sustainable services](#)
[KSO 5 To collaborate with others](#)



Why deliver a Net Zero NHS?

Legal duties and regulatory drivers

Since our last Green Plan, the NHS's commitment to deliver a Net Zero health service has been strengthened through the implementation of a range of legal and regulatory drivers.

The Health & Social Care (H&SC) Act 2022

Sets out legal requirements covering:

- **Reducing our carbon emissions to Net Zero by 2040** for emissions we control directly and by 2045 for emissions we can influence.
- **Adapting to current or predicted impacts** of climate change.
- **Targets within the Environment Act 2021** (air pollution, water, waste and biodiversity).

As part of the 'have regard to' duty set out in the H&SC Act 2022, NHS trusts, along with NHS England and ICBs, are mandated to consider statutory emissions and environmental targets when making decisions.

The **recent NHS 10 Year Health Plan** also reinforced the government's commitment to a Net Zero NHS, stating: we will prioritise the NHS's existing commitments set out in Delivering a Net Zero Health Service – **including achieving Net Zero by 2040 for the emissions the NHS controls and by 2045 for the emissions it can influence.**

In setting out how the NHS must change to create a modern health service, the plan also aligned with three key trends required to support delivery of lower carbon care: shifting from hospital to community, sickness to prevention, and analogue to digital. All key aspects of this Green Plan refresh.

In addition and in support of this, additional requirements are outlined in the following:

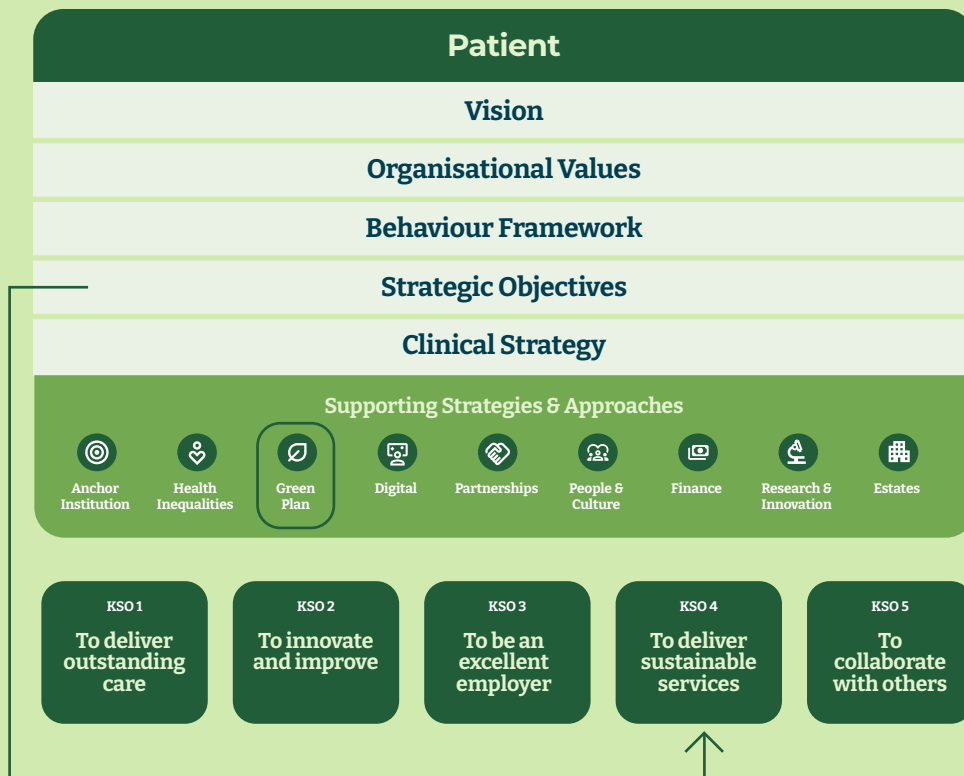
- **Care Quality Commission (CQC) Quality Statement** - requiring staff and leaders to empower staff to understand health and climate links, its impact on services and how to deliver more sustainable healthcare.

- **NHS Standard Contract**, planning guidance and commissioning.
- **Public Sector Equality Duty:** must be considered when developing and implementing climate change-related policies and actions.
- **Net Zero and Social Value procurement requirements** PPN 002 and PPN 006 (Procurement Act).
- **NHSE climate change strategy 'Delivering a Net Zero NHS' and NHSE Green Plan refresh guidance,** along with a range of supporting strategies and guidance in place to meet the commitments of H&SC Act 2022. This includes the Net Zero Travel and Transport Strategy, Estates Net Zero Delivery Plan, NHS Net Zero Supplier Roadmap, NHS Clinical Waste Strategy etc.



Supporting our strategic direction

At its core, our Green Plan programme is about supporting the health of our patient population now and in years to come. This aligns directly with our vision to “Be a centre of excellence that rebuilds lives and supports communities for a healthier future.”



Improving health for people and our shared environment

We updated our QVH Strategy 2025-2030 to better reflect the needs of our patient populations, in full consultation with the communities we serve. **Our approach directly recognises the importance of action on environmental sustainability.**

Our key organisational strategy objectives include the following:

- **Quality at the centre** of what we are and do for patients, families and communities
- **To reflect our future commitment and aspiration** to research, innovation and continuous improvement underpinning all that we do.
- **Our people are our greatest asset** and we need to work hard to develop and deliver our workforce for the future
- **That we are cost effective**, deliver best value, are committed to our role to support a sustainable environment and the key role of digital in our future pathways and delivery model.
- **Core to our future as part of a system**, as a leader delivering to multiple systems and reflecting our ambition in regard to anchor, NHS, academic and commercial activities for the future



This Green Plan supports delivery of a number of these strategic objectives. It also supports delivery of the three core themes which underpin and unify our vision and areas of focus within our clinical strategy:

Centre of excellence: The commitment to high quality care is our core ambition and the innovations in care delivery that are enabled by making more sustainable choices directly delivers on this strategic goal; for example, our expansion of virtual appointments, with over 25% of outpatient appointments now delivered virtually, reducing waiting times for patients and improving outcomes.

Holistic needs: We will develop holistic services to support the repair and rebuild of our patients in regard to both physical and psychological needs, through our health psychology approach and surgical rehabilitation. This approach supports a de-escalation of care needs over time that is inherently sustainable and in line with our Healthier Lives sustainable healthcare principle.

Service integration: Our Streamlined processes and pathways sustainable healthcare principle directly aligns with our strategic focus to integrate our services with our healthcare partners, working together to support timely care, reduce waiting times and achieve best value.

Our expansion of virtual appointments, with over 25% of outpatient appointments now delivered virtually, reducing waiting times for patients and improving outcomes.





Guided by our stakeholders

In order to develop and deliver on our Green Plan effectively, we took learning from patients and clinicians, non-clinical teams, leadership and suppliers – **and we learned a lot.**

Our staff voice

In 2025 we participated in a Sussex-wide survey of NHS staff. **The majority (95%) of staff support more sustainable healthcare and 93% are willing to act within their role**, yet only 40% feel their Trust takes sustainability seriously.

We also met with stakeholders across the Trust to develop this Green Plan. Key learnings included:

- **Culture and engagement:** Clinical champions and active staff and patient involvement drive innovation and ensure sustainability reflects frontline priorities.
- **Our Estate:** An older estate and rural location present challenges for reducing emissions from buildings and travel.
- **Digital innovation:** Digital programmes (e.g. remote diagnostics, e-prescribing) support more sustainable care delivery.
- **Waste and circular economy:** Teams want practical, clinically safe support to reduce waste and increase reuse and recycling.
- **Governance and integration:** Embedding sustainability into The QVH Way and routine decision-making are essential.
- **Collaboration:** ICS and satellite site working enables more coordinated, system-wide action and shared benefits.

Patient feedback

In 2022, we engaged local communities to understand patient views on sustainable healthcare. Two thirds said sustainability should be an NHS priority, with strong support for a range of interventions. For more information, see the [Care Without Carbon website](#).

Together To Zero: working across our system

At QVH, we recognise the value in partnership working. In line with this, we have been working with Care Without Carbon (CWC) to co-develop our sustainability programmes. **CWC are a multi-faceted team of sustainability experts and are now leading the way in the delivery of sustainable healthcare with NHS partners across the south-east.**

By working together in this way, we can:

- Maximise the impact of limited resource;
- Share learning, and the specialist expertise of our team; avoiding duplication;
- Deliver joint projects; bringing impact and efficiencies of scale;
- Use our influence to effect greater change;
- Show strength and leadership in the sector by setting joint commitments - and delivering on them;
- Communicate as one voice on sustainability to our patient community.

This strategy is aligned with our system-wide Green Plan in Sussex, Together to Zero (see Technical Appendix 6 for more info). Through partnership working we can drive the sustainability agenda more effectively within QVH and across the health and care system. For example:

- **Together to Zero staff engagement campaign:** delivered across all Sussex NHS trusts.
- **Low Carbon Skills Fund:** enabled delivery over 50 Heat Decarbonisation Plans across the Sussex estate including QVH sites.
- **Shared tools and processes:** supporting integration of sustainability into decision making through development of a user-friendly online Sustainable Healthcare Impact Assessment (SHIA) tool.



Reduced our carbon footprint by **500 tonnes** CO₂e

A reduction of over 500tCO₂e.



Cut our nitrous oxide emissions by **73%**

Nitrous oxide piped supply decommissioned to eliminate wastage and leaks, cutting related emissions.



Saved **2.2 tonnes** CO₂e

Replaced single-use anaesthetic trays with reusables, saving 2.2 tonnes CO₂e and 188,000 litres of water annually.



Appointments that are now virtual **25%**

Improving access and reducing patient travel across Kent, Surrey and Sussex.



5 years of progress

Since our baseline year of 2019-20 we have...



cutting energy demand by around **70%**

Installed energy-efficient LEDs across key areas, reducing emissions, and improving the workspace.



reduced in-person referrals by **90%**

Introduced a Digital breathlessness pathway (**Bleepa**), enabling faster triage and lower travel-related emissions.



Bringing care closer to patients at **13** Spoke sites

Introduced our Hub-and-spoke outreach model to develop diagnostics and elective care across 13 spoke sites, **reducing patient travel and pressure on the main hospital.**



Reduced single-use PPE spend by **75%**

(2020/21–2023/24) through smarter **stock management** and exploring reusable alternatives.



The data

Delivering care to our patients relies on significant use of natural resources, from surgery and medicines to staff and patient travel, and the energy and water used in our buildings. These activities contribute to our carbon footprint and wider pollution impacts.

We are working towards two key targets for carbon reduction set against a 1990 baseline, in line with the Health and Social Care Act requirements:

- **Net Zero by 2040** for the emissions the NHS controls directly (the NHS Carbon Footprint), with an 80% reduction by 2028 to 2032.
- **Net Zero by 2045** for the emissions the NHS can influence (the NHS Carbon Footprint Plus), with an ambition to reach an 80% reduction by 2036 to 2039.

Accurate measurement of our carbon footprint is essential to understanding where to prioritise action and how best to deliver our Green Plan within available resources.

For detailed information on how our carbon footprint is calculated, see Technical Appendix 1.

Our current environmental impact

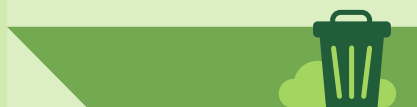
In 24/25, in delivering specialist healthcare to patients from a wide geographical area at QVH:



Our estimated NHS Carbon Footprint Plus (direct + indirect emissions) was **18,000 tCO₂e**



9.75 million kWh units of electricity/gas used.

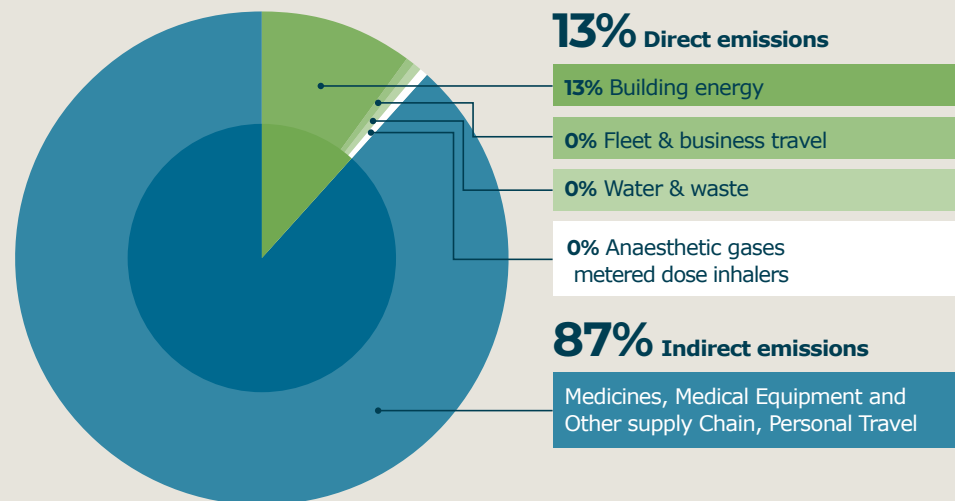


410 tonnes of waste produced.



67,000 miles travelled.

Figure 2: Queen Victoria Hospital NHS Foundation Trust - estimated NHS Carbon Footprint Plus 2024/25



Our NHS Carbon Footprint:

These include energy and water use in our healthcare buildings, clinical waste, and travel for work and to patient homes. Together, these account for around 13% of our total carbon emissions.

Our estimated NHS Carbon Footprint Plus:

Around 87% of our impact comes from indirect emissions outside our direct control, including medicines, medical equipment, patient and visitor travel, supply chains and food. While harder to measure, these emissions are critical to achieving our Net Zero goal.



Net Zero: Our progress to date

NHS Carbon Footprint (direct emissions)

We've made significant progress since our 2022 Green Plan, with a particular focus on eliminating desflurane, cutting nitrous oxide emissions and streamlining our clinical processes. Improvements across our estate, however, remain extremely challenging. Our new Community Diagnostic Centre (CDC) currently being built will be low-carbon with high energy efficiency, however, the remainder of our site is made up of numerous ageing, inefficient buildings that are at, or beyond, end of life. These facilities are unsuitable for meaningful refurbishment or retrofit to the insulation and thermal performance standards required to support low-carbon heating. As a result, improvements to date have necessarily focused on essential safety and repair works, constrained by very limited internal capital. Our progress towards our NHS Carbon Footprint targets is shown in Figure 3.

Since our baseline year of 2019/20, we've seen a reduction of 17% in our carbon footprint

Although we are required to measure our carbon emissions in absolute terms, in reality our level of service delivery has changed considerably since 2019/20. Using staff numbers as an indicator activity level, our emissions per FTE staff member have decreased by 28% since 2019/20 baseline – a significant achievement given the scale of frontline and financial pressures we face.

In 2019/20 our direct emissions were just under 3,000 tCO₂e. During the pandemic, emissions dropped across the NHS and at QVH as a result of more agile working and the use of online appointments and services. **This primarily impacted our business mileage, which remains 78% lower than 19/20 levels.**

Emissions associated with the energy used within our buildings have followed a downward trend since 2019, partly due to reduced energy consumption on site and the decarbonisation of the national grid. Data for our spoke sites was not available for this Green Plan.

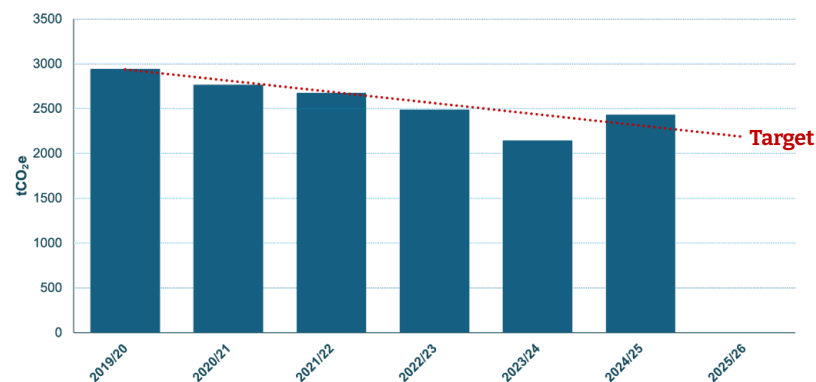
We expect emissions from electricity and business travel to continue to reduce over the next five years as a result of grid decarbonisation and an increased use of electric vehicles.

However, reducing our reliance on fossil fuels (gas) to heat our buildings poses a significant challenge.

Further reductions in gas use will not be possible without major investment. Replacing our current heating

systems with heat pumps, alongside the extensive building replacement or deep refurbishment required to make them viable, is far beyond the Trust's current capital capacity. Without significant central or external funding, QVH will be unable to meet key decarbonisation milestones. Understanding the impacts of our 'spoke' sites will be another area of focus for our next phase of work.

Figure 3: Queen Victoria Hospital NHS Foundation Trust NHS Carbon Footprint against Green Plan target trajectory.



* 23/24 data has been checked and verified against all available sources. The reduction remains unexplained and is therefore subject to ongoing review and potential revision.



Sustainable Healthcare in practice: case studies

Streamlining care for breathlessness



Delivering on 'Streamlined processes and pathways'

QVH implemented **Bleepa**, a secure digital platform, to streamline the breathlessness pathway within the Community Diagnostic Centre. The system connects GPs and QVH clinicians, enabling diagnostic information to be shared and reviewed through asynchronous MDT working, reducing face-to-face appointments and optimising consultant time.

The pilot delivered a **63% reduction in referral -to-treatment waiting times, with 90% of referrals managed without an in-person specialist appointment.** The model has since expanded to the non-specific symptoms pathway and won the Most Effective Contribution to Clinical Redesign Award at the HSI Partnership Awards 2025.

Green Spaces for Health



Delivering on 'Respecting Resources'

QVH adopted **WALANT (Wide Awake Local Anaesthetic No Tourniquet)** for hand and wrist surgery, used for procedures including carpal tunnel release, trigger finger, joint replacement and Dupuytren's contracture. The technique uses local anaesthetic instead of general or regional anaesthesia, **removing the need for tourniquets, sedation and operating theatre-based care.**

WALANT procedures can be delivered safely in clinics or community settings, increasing flexibility in where care is provided. This has **reduced waiting lists, freed theatre capacity and enabled treatment closer to home. Patients recover more quickly and avoid the risks associated with general anaesthesia.**

Bone density scanning to prevent fractures



Delivering on 'Healthier Lives'

QVH introduced a **dual energy X-ray absorptiometry (DEXA) scanner** to support early diagnosis of bone-weakening conditions such as osteopenia and osteoporosis. The quick, painless scan accurately assesses bone strength, helping clinicians identify patients at risk of fractures.

Early diagnosis enables timely intervention, lifestyle advice and monitoring, reducing fractures from minor falls or everyday incidents. The scanner is part of QVH's **Community Diagnostic Programme**, increasing local capacity during a national shortage and improving access for patients across Kent, Surrey and Sussex.

The benefits



Patients receiving equitable access to care and early treatment, and staff travel time saved.



Reducing travel pollution from optimising patient appointment.



Reducing costs from consultant time and patient travel costs from streamlined pathway.

The benefits



Improved patient experience with no tourniquet or sedation.



Reduced use of anaesthetic drugs and operating theatres, lowering carbon impact.



Fewer hospital visits and shorter stays, reducing travel and pressure on NHS resources.

The benefits



Early identification and management **reduces the risk of life-changing fractures.**



Scans delivered closer to home **reduce patient travel and associated carbon emissions.**



Preventing fractures avoids hospital admissions, inpatient stays and pressure on NHS resources.



Care Without Carbon framework

This Green Plan is based on our Care Without Carbon framework.

We spark change in healthcare; collaborating to protect health, our environment and create lasting value for our NHS.



To be a centre of excellence that rebuilds lives and supports communities for a healthier future.



Our Key Strategic Objectives:

- To deliver outstanding care.
- To innovate and improve.
- To be an excellent employer.
- To deliver sustainable services.
- To collaborate with others.

Our Green Plan aims

- 1 Reduce our emissions** to Net Zero Carbon by 2040/45.
- 2 Adapt our services and buildings** to the impacts of climate change.
- 3 Address the environmental targets** within the Environment Act 2021.

Sustainable Healthcare Principles

- Healthier lives**
Making use of every opportunity to help people to be well, to minimise preventable ill-health, health inequalities and unnecessary treatment, and to support independence and wellbeing.
- Streamlined processes and pathways**
Minimising waste and duplication within the Trust and wider health system to ensure delivery of safe and effective care.
- Respecting resources**
Where resources are required, prioritising use of treatments, products, technologies, processes and pathways with lower carbon, environmental and health impacts.

We deliver this using our 7 elements

-  Sustainable Clinical Practice
-  Partnerships & Collaboration
-  Places
-  Culture
-  Journeys
-  Circular Economy
-  Climate Resilience



Our refreshed approach

Sustainability is essential to delivering safe, high-quality care that protects both people and the planet.

We know from national and global evidence that the next five years are critical for safeguarding health in a changing climate – **and we're feeling the impacts already at QVH.**

At the same time, QVH is facing a period of significant operational and financial uncertainty, with increasing pressures across our specialist services and a very challenging estate that limits flexibility for improvement. Despite this, there is **real passion across the Trust, with staff-led innovation already helping to reduce waste and improve patient experience.** Our first Green Plan was launched in 2022. Since then, we have focused on embedding sustainability within our Strategy 2025–2030, eliminating harmful desflurane and improving energy efficiency.

Estates upgrades

Delivery of this Green Plan is **dependent on the upgrade of our ageing estate at QVH.** As such, a key focus for this Green Plan is not only to centralise our boilers, but also to work with our system partners and Department for Health and Social Care to tackle our ageing estate more broadly. In particular, putting a plan in place to upgrade current facilities to ensure they are fit for purpose, providing safe, high quality, low carbon patient care that is resilient to the impacts of climate change.

Using data to drive our decisions

Our refreshed approach is evidence-led and clinically informed. We have listened to staff; reviewed available data on our energy, waste, travel, and medical gases and identified data gaps; and aligned our priorities with national guidance and regulatory expectations. Improving our data and reporting will be a key aspect of this phase of Green Plan delivery, ensuring we are prioritising our resource use appropriately. Details of our prioritisation process are set out in [Technical Appendix 5](#).

Clinical focus and integration

Our refreshed Green Plan strengthens our ambition to deliver sustainable, resilient, and high-quality specialist care. It makes sustainability more visible across all clinical areas of our work – from theatres and outpatient services to digital care and research. **By integrating sustainability into everyday clinical decisions, continuous improvement work and governance,** we can make our services more efficient, improve staff wellbeing, and enhance patient outcomes.

Collaboration

Delivering our goals will require **renewed focus on collaboration** – both within QVH and across the wider health system. Our plan builds on the Care Without Carbon (CWC) framework and aligns with our ICS Green Plan, Together to Zero (see [Technical Appendix 4](#)).

Through shared expertise and co-developed projects, we can build on what has worked well, expand innovation within our specialist services, and ensure QVH continues to contribute actively to system-wide Net Zero and resilience goals.





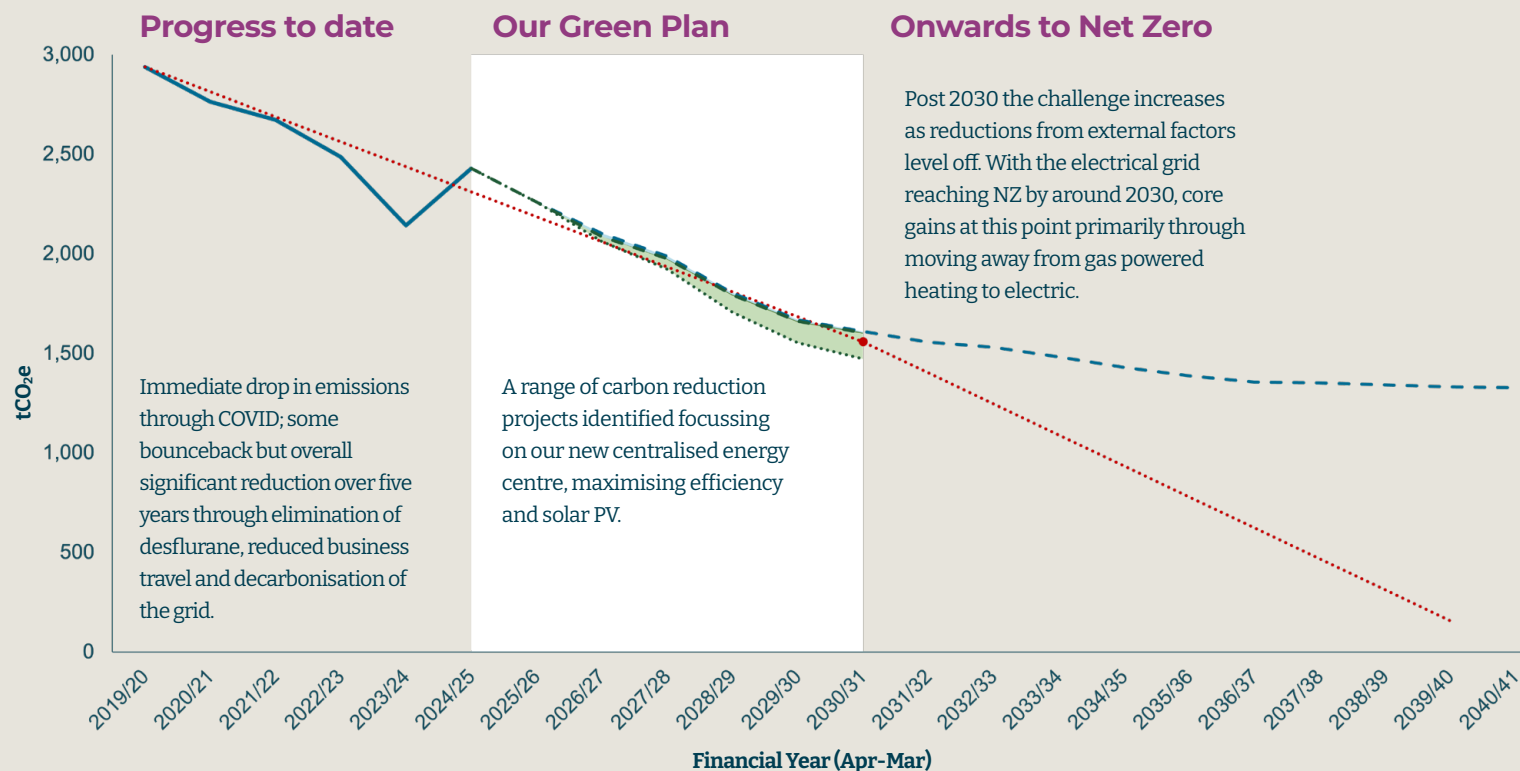
Target: Net Zero by 2040

Roadmap to Net Zero

The next five years to 2030

Our Net Zero Roadmap, set out in Figure 4, has been developed to meet our **interim target to reduce emissions by at least 47% by 2028-2032** from our baseline year of 2019/20, in line with the national commitment to Net Zero by 2040.

Between 2024/25 and 2030/31 we need to reduce our carbon emissions by 870 tCO₂e to meet this interim target. This target is ambitious, but deliverable based on the projects identified within our Delivery Plan. It will require tackling our significantly challenged estate to support our direct emissions reductions at the same time as increasing our focus on integrating into clinical practice with a particular focus on projects which deliver co-benefits, supporting patient outcomes, staff wellbeing or cost improvement. For more information about how we have developed our NZ Roadmap see [Technical Appendix 2](#).



External factors include the carbon savings expected from factors outside of our control. This includes grid decarbonisation and the national transition to EVs.

--- External factors

Confirmed projects include projects recently completed but not yet captured as part of the Trust's annual carbon footprint reporting, or projects which are in progress.

Confirmed projects

Confirmed projects

Potential projects have been allocated a risk level, with high-risk carbon reduction projects including those which are reliant on external funding e.g. from an equivalent of the now terminated PSDS funding.

Low risk potential projects

Medium risk potential projects

High risk potential projects



Delivery Plan projects

The table to the right sets out the priority projects identified at this stage to support delivery of our Green Plan.

The Trust recognises that delivery of the confirmed projects alone will not be sufficient to meet our Net Zero targets. Achieving these targets will require the continued development and implementation of additional initiatives across both clinical and corporate functions. This includes further action in areas such as procurement and supply chains, medicines optimisation, virtualisation of clinical pathways, reducing avoidable attendances, and adopting proven best practice from elsewhere in the NHS and wider system.

As set out in the workstream sections (pages 32–48), this Green Plan establishes the frameworks, principles and priority areas through which further initiatives will be identified, prioritised and delivered over time. The programme will therefore continue to evolve, responding to emerging evidence, national guidance and opportunities to maximise carbon reduction while supporting high-quality, efficient patient care.

Figure 5: Delivery Plan projects

TOTAL SAVINGS TO MEET: 2032/33 TARGET: 870 tCO ₂ e 2030/31 STRETCH TARGET: 1,769 tCO ₂ e		
Carbon reduction project	Workstream	Carbon Savings (tCO ₂ e)
Expected savings from external factors: including grid decarbonisation and national EV transition		819
Confirmed projects		
LED Lighting fit out across the site	Places	6
TOTAL confirmed carbon reduction projects		6
Potential projects		
New, Centralised Energy Centre, modernised pipework, insulation and controls	Places	121
New Car Park with Solar PV	Places	6
Transition Fleet Vehicles to Zero Emission	Journeys	4
TOTAL potential carbon reduction projects		131

Confirmed projects

Low risk potential projects

Medium risk potential projects

High risk potential projects

Dependencies and assumptions underpinning the Roadmap to Net Zero

The emissions reduction pathway in this Green Plan focuses on improving estate energy efficiency, reflecting what is realistically achievable over the next five years within the current national policy and funding landscape. Interim targets are expected to be met primarily through installation of a new centralised energy centre, continued decarbonisation of the national electricity grid, and delivery of

smaller-scale local carbon reduction projects. Further decarbonisation of heating systems is more complex and dependent on significant capital investment and national funding. Over the next five years, the Trust will pursue external funding opportunities through system partners, local authorities and private partnerships, in line with NHS guidance. However, national and regional partners indicate that funding for large-scale heat decarbonisation projects is unlikely to be available at the scale required within this Green Plan period.

While this Plan sets out a credible pathway to achieving interim targets, longer-term progress depends on clarity regarding the future of the main hospital site and greater national policy and capital investment. These constraints are common across the NHS and sit outside the Trust's direct control. The Trust will continue to monitor policy and funding developments and refresh its Net Zero Roadmap as the external landscape evolves.



Net Zero Roadmap: NHS Carbon Footprint Plus

Target: Net Zero by 2045

NHS Carbon Footprint Plus accounts for our indirect emissions. This includes emissions from medicines, medical equipment, patient and visitor travel, supply chain etc.

Indirect emissions make up an estimated 87% of our total footprint and as such will be a key area of focus over the next five years. **The indirect emissions associated with our NHS Carbon Footprint Plus – 16,000 tCO₂e** - is the equivalent of a passenger flying from London to New York every day for 55 years.

The chart in figure X shows our estimated NHS Carbon Footprint Plus over the last five years, along with the trajectory required to meet our Net Zero target in 2045/46 and a breakdown of emissions sources. This is based on data for the NHS as a whole from the recently published “Five years of a greener NHS: progress and forward look” (see Appendices 1 and 2 for more detail on methodology).

The graph shows a considerable fluctuation over the last five years, with a significant increase in procurement during the pandemic, returning to pre-pandemic levels by 2024/25.

NHS Carbon Footprint Plus Strategy and Delivery Plan

Reducing our NHS Carbon Footprint Plus emissions will be a key focus for this Green Plan.

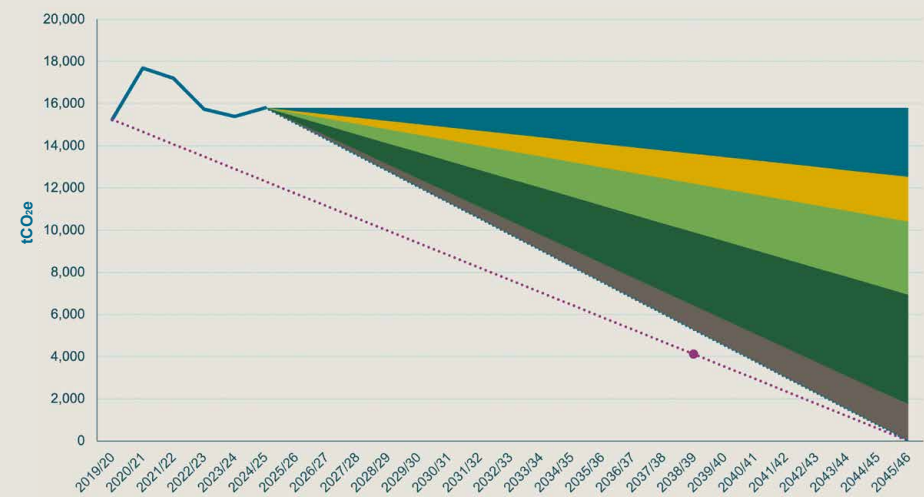
We know from our initial data analysis and research that some of the key areas we will need to focus on are:

- Clinical consumables – reducing waste and switching to reusables
- IT Hardware
- Staff and patient travel
- Food

Projects in these areas have been incorporated into our Sustainable Clinical Practice, Circular Economy and Journeys workstreams.

In order to support a greater level of details for our indirect emissions, **we are currently developing a NHS Carbon Footprint Plus Strategy and Delivery Plan.** This will more accurately measure our impact, set detailed interim targets and identify the key projects required to deliver over the next five years to 2030.

Figure 6: Queen Victoria Hospital NHS Foundation Trust Net Zero Carbon Roadmap to 2045: NHS Carbon Footprint Plus.



- Estimated emissions
- Target
- Interim target
- Revised trajectory to Net Zero

Medicines and prescribing	21%
Personal travel	13%
Staff commute	6%
Patient travel	6%
Visitor travel	1%
Medical supply chain	22%
Clinical consumables	12%
Clinical equipment	10%
Other supply chain	33%
Physical and digital infrastructure	12%
Other supplies and services	9%
Equipment	6%
Food and catering	4%
Corporate and administrative services	2%
Non-NHS commissioned services	11%
Voluntary and independent organisations	6%
Personal and continuing care	5%



Where we'll put our focus

As outlined in our CWC framework, the three core aims of this Green Plan are to:

- **Reduce** our emissions to Net Zero Carbon by 2040/45
- **Adapt** our services and buildings to the impacts of climate change
- **Address** the targets within the Environment Act 2021

We'll deliver on these – and support QVH Key Strategic Objectives – through our objectives and key priorities set out here.



To innovate and improve



To be an excellent employee



To collaborate with others



To deliver outstanding care



Deliver clinical services that are more sustainable



Enhance the efficient and responsible use of our NHS estate



Implement practices that minimise waste, optimise reuse, and reduce our indirect emissions



Adapt to the impacts of climate change, enhancing resilience and well-being



Embed sustainability principles into our day-to-day practices and decision making at QVH



Maintain focus on partnership working to support trust benefits



We will continue to **develop clinical sustainability leadership**, re-establishing and re-invigorating working groups and supporting governance/reporting and further **target reductions in medical gases** (Anaesthetics).

We will prioritise clinical teams with highest carbon impact to support **sustainability integration including theatres, pharmacy, critical care pathways, and virtual care pathways** in the first instance.

We will deliver our **Net Zero Roadmap** estates projects. Given the challenge of our ageing estate, this will focus on centralising our boilers, exploring new options for external funding and better understanding the impact of our 'spoke' sites.

For travel we will develop a **Sustainable Travel Plan** supporting improved air quality, vehicle electrification and reducing emissions from our staff and patient travel.

We will target a reduction in single-use medical equipment and consumables over the next 3-5 years.

We will build capacity, tools and resources for sustainability within procurement teams to enable integration of sustainability into high impact procurements.

We will enhance food and catering approach and menus to reduce waste, cut indirect emissions and improve health.

We will develop a Trust level **Climate Risk & Vulnerability Assessment** to identify risks and help us build infrastructure and service climate resilience.

We will integrate sustainability into trust decision making processes and **Continuous Improvement (CI)** programme with support of our Sustainable Healthcare Impact Assessment tool. This will include **The QVH Way, digital transformation programmes and capital planning processes**.

We will **engage with staff** (Board to frontline) and develop workforce capability with a focus on staff supporting high priority Green Plan activity.

We will continue to **work in partnership with others locally through Care Without Carbon** to find collaborative solutions, economies of scale and share best practice



The seven elements: targeting action for optimum results

Delivery of our Green Plan is split across seven workstreams – or ‘elements’.

Our elements have evolved over time and are aligned with the Greener NHS areas of work. They support appropriate allocation of work and resources and keep track of progress, ensuring we maintain the integrated and holistic approach required to reach Net Zero care by 2040.

The following pages set out a more detailed outline of each element, including key commitments, targets, and project areas over the coming five years.

Each element is directly aligned to delivery of the core aims and objectives of this Green Plan. See Technical Appendix 5 for further detail on how we have developed this.

Our seven elements are:



Sustainable Clinical Practice: Transforming clinical care to support health, reduce inequalities, and protect our shared environment.



Circular Economy: Respecting our health and natural resources by creating an ethical, resilient and circular supply chain.



Places: Ensuring our places are low carbon and protect local biodiversity whilst supporting wellbeing for staff, patients and visitors.



Journeys: Connecting care and communities through travel that is low carbon, cost-effective and conducive to good health and wellbeing.



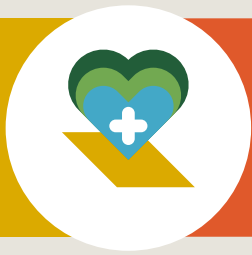
Partnership & Collaboration: Optimising delivery and enhancing our impact through collaboration.



Culture: Empowering staff to deliver more sustainable healthcare and improve health outcomes.



Climate Resilience: Strengthening resilience to our changing climate in Sussex.



Areas for action: Sustainable Clinical Practice

Transforming clinical care to support health, reduce inequalities, and protect our shared environment.



Commitments:

- We will reduce the pollution and environmental impact associated with the care we provide, integrating sustainability into the way our services are designed and delivered.
- We will support our clinicians to apply our sustainable healthcare principles, enabling sustainable choices that are good for patients and our shared environment.

Our approach:

With ~80% of our carbon footprint determined by clinical decisions, it's critical we deliver care in the most sustainable way possible. This element explicitly supports this, aiming to integrate sustainability into the fabric of the organisation through clinical services; to support health, target inequalities, and reduce impact on the environment.

As a specialist centre and leading centre for reconstructive surgery and rehabilitation, our priority areas are switching to reusables from single-use items particularly in our operating theatres, eliminating medicines wastage (including anaesthetic gases), and finding alternatives to travel (patients and staff) particularly where we provide regional and national services.

Our approach to tackling these areas is:

- **Integration:** Integrating sustainable healthcare principles into clinical projects, governance and change processes and ensuring ongoing clinical leadership.
- **High impact projects:** Maximise impact by delivering projects supporting pollution-reduction and more sustainable healthcare in priority areas.
- **Engagement, support and training for clinical staff:** Providing dedicated clinical sustainability support for teams.
- **Progressively strengthening our approach:** Ensuring interventions are as effective as possible by maintaining our understanding of key impact areas and continuously evolving our approach in line with new and emerging evidence.





Key targets:

- **Maintain our current reduction of medical gas pollution (75%) and reduce further nitrous oxide use or wastage by 2030/31 (compared to 2019/20 baseline).**
- **Where appropriate, meet the national NHS target of delivering at least 25% of outpatient appointments remotely, with a focus on supporting patients who travel further to reach us.**
- **By the end of 2026/27, identify our priority single-use items and set up processes to switch these to reusable alternatives.**

Key areas of work:

Integration into clinical processes:

Sustainable Healthcare Impact Assessment (SHIA):

Use our local SHIA tool and sustainability metrics to integrate sustainability principles into key Trust projects (e.g. Electronic Patient Record).

Health Inequalities Strategy: Identify the main sustainability risks and opportunities of our health inequalities work, and develop a sustainability metric to support delivery of our Green Plan.

Health promoting hospital: Integrate sustainable healthcare principles into our work on developing a health promoting culture, and measure the sustainability benefits, particularly in priority areas.

High impact projects:

Anaesthetic gases: Continue to work with clinical services to reduce nitrous oxide waste and pollution. Review the use of anaesthetic gases in operating theatres to identify further opportunities to reduce waste and switch to alternatives (e.g. total intravenous anaesthesia).

Reusable clinical consumables and equipment:

Identify priority single-use items to switch to reusable alternatives, working towards a reusable by default approach.

Medicines: Implement a programme to reduce medicines waste, eliminating unnecessary environmental and financial costs. Encourage more sustainable prescribing in high-impact areas (e.g. low-carbon inhalers, green social prescribing, oral nutritional supplements, anti-microbials). This should include developing a target to meet the medicines aspect of our NZCF+ trajectory.

Clinical Travel: Recognising we're a specialist centre for the region and nationally, develop our programme to optimise remote outpatient appointments to reduce patient and staff

travel burden, and measure the sustainability impact. This will support the shift from analogue to digital, reduce air pollution, and improve wellbeing.

Sustainable food: Continue to improve access to healthy food for patients (e.g. more plant-based options) to support their nutrition and recovery (years 2-5).

Green spaces: Review opportunities for nature-based care projects that improve patient rehabilitation and recovery, (years 2-5).

Engagement, support and training

Support for clinical staff projects: Provide practical support for staff through toolkits, specialist guidance (e.g. Royal College of Anaesthetists Sustainability Resources) and hosting staff drop-in sessions.

Clinical sustainability networks: Building on our improvements in perioperative care, encourage peer-to-peer support for sustainability across clinical networks (years 2-5).

Clinical capacity: Identify key roles and responsibilities within clinical departments that support delivery in priority areas with protected capacity e.g. champion for re-use (years 2-5).

Progressively strengthening our approach:

Governance: Through our Clinical Lead for Sustainability and Clinical working group, prioritise teams to work with each year.

Developing our in-house knowledge: Continue to use and learn from specialist sustainability guidance on treating the conditions our patients (e.g. Green Theatre Checklist).

Carbon Footprint Plus Delivery Plan: Engage with key clinical stakeholders to agree approach and targets for medicines, switching to reusables, reducing travel burdens on patients, and other aspects of our indirect emissions (NHS Carbon Footprint Plus).





Areas for action: Circular economy

Respecting our health and natural resources by creating an ethical, resilient and circular supply chain.



Commitments:

- We will work closely with our suppliers to significantly reduce the environmental impact of our supply chain, ensure resilience and improve the health and wellbeing of the people and communities supporting it.
- We will keep products and materials useful for longer by creating circular systems of reuse, repair and recycling; whilst reducing waste.

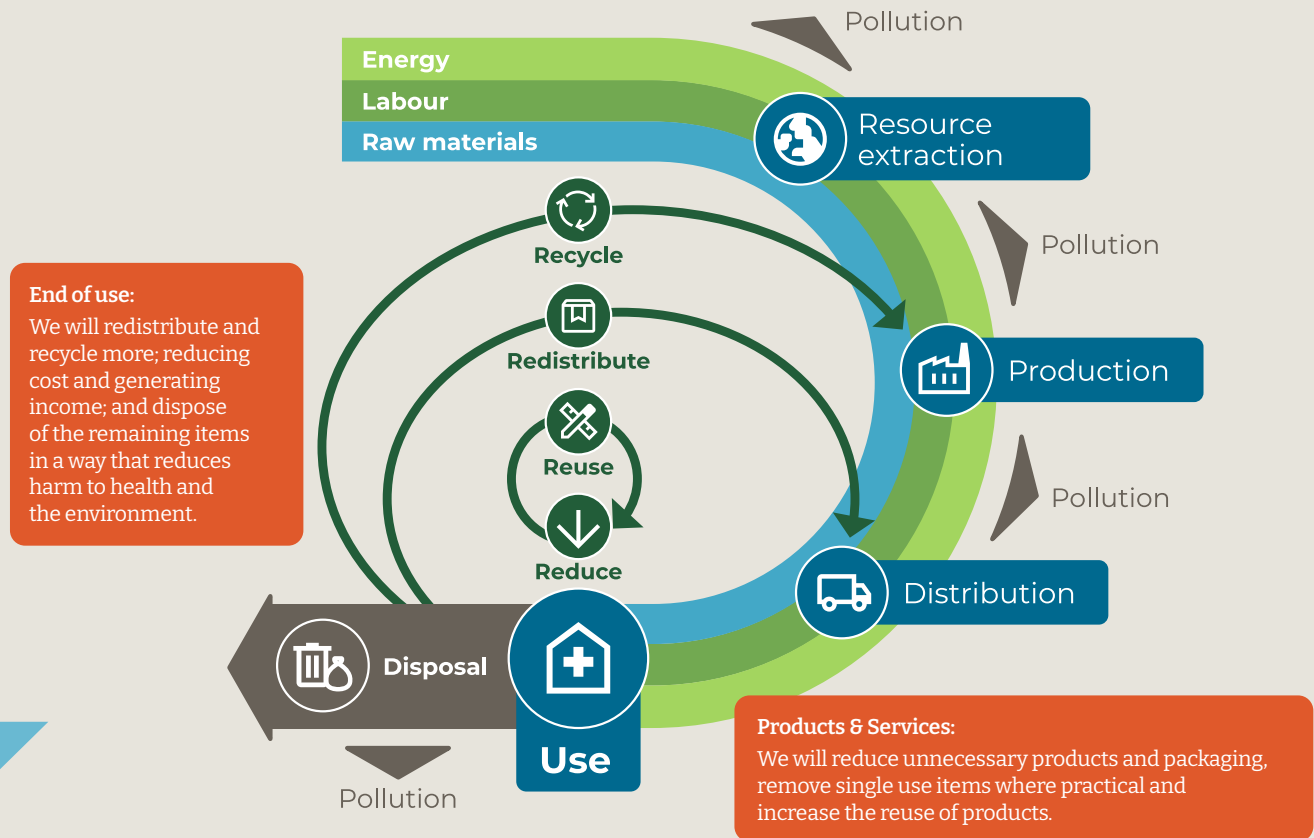
Purchasing & Supply Chains:
We will reduce pollution from our supply chains and assess the risk of climate, health and nature impacts from the products and services we use.

Our approach:

Our use of products and services to provide healthcare contributes to the largest part of our carbon emissions and impacts the health of workers, their communities and nature.

To avoid pollution, protect nature and improve health, we will keep products and materials useful for longer by creating circular systems of reuse, repair and recycling.

We will work with our suppliers and collaborate with other healthcare providers to create a net zero carbon, resilient and reliable supply chain that reduces costs and adds value to our patients and communities.





Key targets:

- Develop SMART targets for each of our priority supply chain categories before 2027 in line with the Health & Social Care Act and Net Zero Carbon Footprint Plus trajectory.
- Full compliance with the requirements of the Net Zero Supplier Roadmap, including the Net Zero and Social Value Model.
- 47% reduction in emissions related to our waste by 2030/31 from a 2019/20 baseline.

Key areas of work:

Product level projects:

Net Zero Carbon Footprint Plus (Net Zero CF+) Delivery

Plan: Based on our ICS Net Zero CF+ Strategy, produce a Delivery Plan to achieve our Net Zero CF+ targets, including identifying and setting targets for priority product areas for pollution reduction (e.g. Medical Devices).

Consumables – reduce and reuse: Work with other healthcare providers to develop and deliver an approach for switching to re-usable items to cut cost and pollution.

Sustainable food: Measure our sources of food waste in line with NHS standards, set targets and implement interventions to reduce waste, costs and pollution. Introduce more healthy food options (e.g. by providing more plant-based options), developing plans to adopt a “greener by default” approach to catering whilst contributing to improved patient health and recovery (years 2-5).

Digital hardware: Reduce the pollution associated with our digital hardware by extending the product lifespan of our assets, considering refurbished kit and improving our digital maturity assessment score (years 2-5).

End of use:

Healthcare waste segregation: Continue to work with Infection, Prevention and Control and clinical staff to monitor and improve our healthcare waste segregation through a programme of training, signage and staff engagement. Maintain the 60% Offensive, 20% Infectious and 20% High temperature incineration ratio for healthcare wastes in line with the NHS clinical waste strategy.

Waste disposal: Develop our approach to waste management to ensure we meet our three key waste targets: total waste reduction of 20% by 2030/31, zero waste to landfill for all waste streams, and 65% recycling rate before 2030/31.

Re-use platforms: Work with local partners to improve the reuse of unwanted furniture, equipment or supplies both internally and within Sussex, for example through digital re-use platforms (years 2-5).

New recycling streams: We will review opportunity for formalised reuse or recycling of high-volume items such as textiles and mattresses through innovation and external partnerships (years 2-5).

Purchasing and supply chains:

Procurement policy and key contracts: Update procurement processes and policies to align with the NHS Net Zero Supplier Roadmap and Net Zero & Social Value requirements. Focus delivery support on priority contracts and procurements that support our Net Zero CF+ Delivery Plan projects (see below).

Training: Upskill our procurement teams (and suppliers) with regional and national resources, webinars and procurement forums to ensure adherence to the Net Zero supplier roadmap; effectively manage sustainability KPIs through contracts; and include consideration of climate and nature-related risks and opportunities (years 2-5).

Tools and guidance: Expand our use of available tools and guidance such as Evergreen framework, product savings calculator, and social value playbook (years 2-5).

Supply chain risk: Through the Climate Resilience workstream we will assess and develop a plan to mitigate the most significant supply chain risks from the climate change and the degradation of natural systems (years 2-5).





Areas for action: Places

Ensuring our places are low carbon, resilient and protect local biodiversity whilst supporting wellbeing for staff, patients and visitors.



Commitments:

- We will minimise energy and water consumption across our estate.
- We will cut our carbon emissions in line with the national NHS Net Zero Carbon targets.
- We will improve our green spaces, so they are better able to support patient and staff wellbeing through resilience, nature connection and biodiversity.

Our approach:

About Places

Improving our estate is key to delivery of our Green Plan aims. Emissions from electricity, gas and water used in our buildings make up 96% of our direct emissions; and our estate also provides an opportunity to support wellbeing through our green spaces. Delivering on this is, however, a significant challenge. Many of our buildings are in need of replacement or upgrade, and are lacking resilience to climate impacts such as heatwaves.

Our approach within this workstream is as follows:

- **Efficient use of our estate:** Minimising the energy we consume in our buildings; making use of more energy-efficient equipment.

- **Heat decarbonisation:** Transitioning from stand-alone, fossil-fuel based heating systems to a centralised, hybrid energy centre. Aim to reduce heat demand through improved building insulation and glazing wherever upgrades are required.
- **Renewables:** Installing on-site renewables as part of new construction works or car parks to generate energy for use within our buildings.
- **Biodiversity:** Improving quality and access to outdoor spaces to support biodiversity net-gain and improve wellbeing.

A key enabler for this workstream will be our **centralised energy centre project** delivering a more resilient, lower carbon heating system that will prepare the site for future new decarbonisation technologies.



Victoria Hospital NHS
NHS Foundation Trust



Key targets:

- **47% Reduction in emissions from our estate by 2030/31, against a 2019/20 baseline.**
- **Increase the proportion of our electricity generated on site from renewable sources by 2030/31.**
- **Increase biodiversity and improve access to green spaces at each of our freehold sites by implementing at least 1 intervention annually until 2030/31.**

Key areas of work:

Planning and delivery

Sustainable estates planning: Embed sustainability and climate resilience principles into planning for the future of our estate; delivery of the major works required will enable delivery of our Net Zero targets.

Net Zero Carbon Building Standard: Ensure all future new developments and major refurbishments, including the new CDC building, comply with the NHS Net Zero Building Standard. New builds must also achieve a minimum BREEAM rating of 'Excellent' and major refurbishments must achieve a minimum of 'Very Good'.

Centralised Energy Centre: As the key project required to maintain patient safety and deliver on our interim Green Plan targets, continue to progress this including seeking central funding to ensure deliverability.

Net Zero Roadmap Delivery Plan projects: Work with capital projects to further develop our Delivery Plan projects in line with wider estates planning, and integrate into the trust capital programme each year.

Project pipeline: Work with capital projects to maintain a live pipeline of sustainability-focused, shovel-ready projects (with business cases developed) to enable rapid response to in-year funding or partnership opportunities.

Integrate sustainability into capital projects and business cases: Apply sustainability and climate resilience assessments (e.g. SHIA or equivalent) to all capital projects and wider E&F business cases, maximising opportunities for carbon reduction, nature recovery, and adaptation.

Efficient use of our estate

Energy and water performance reporting: Strengthen measurement and monitoring of energy and water

consumption including understanding the fluctuation in our last two years of gas data, and improving understanding of energy use at our 'spoke sites'. Establishing regular performance reporting and ensure emissions savings from carbon reduction projects are accurately measured.

Water efficiency: Identify applicable water-saving technologies and review water metering to reduce consumption, leakage, and associated emissions (years 2-5).

Heat decarbonisation and renewables

Low Carbon Heating: With a focus on centralising our boilers in this first phase of work, continue to explore opportunities for the decarbonisation of our gas-fired heating systems as part of all future works.

Renewable energy generation: Continue to identify and deliver opportunities for on-site renewable generation, including emerging technologies. Explore integration of battery storage and smart controls to maximise impact and enhance resilience.

Local energy collaboration: Work with local partners to explore alignment with Local Area Energy Plans as opportunities arise and the potential to connect to district or communal low carbon heat networks (years 2-5).

Biodiversity and green spaces

Green spaces and tree establishment: Review our approach to green spaces and tree establishment; develop a programme to develop this to promote patient and staff wellbeing, biodiversity and climate resilience. This should include a baseline site biodiversity survey and alignment with Local Nature Recovery Strategies.

Grounds management: Adopt sustainable grounds management practices that enhance biodiversity and reduce environmental impact, including supporting quick win biodiversity interventions e.g. planters, bird boxes.





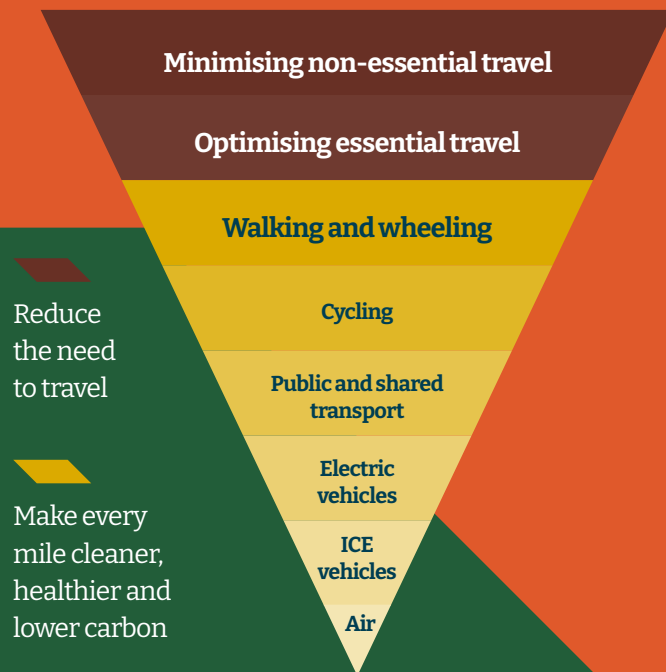
Areas for action: Journeys

Ensuring the transport and travel that connects our care and our communities is low carbon, cost-effective, inclusive, and conducive to good health and wellbeing.

Commitments:

- We will design our services to **minimise unnecessary travel** for staff, patients and visitors, making access to care simpler, fairer and more sustainable.
- We will transition to a **Zero-emission fleet** and enable low-carbon travel choices, cutting pollution, improving health and reducing costs.
- We will work with our partners, staff and communities to **embrace digital, active and shared travel solutions** that deliver wider health and sustainability benefits.

Our approach:



As a specialist hub, patients often have to travel significant distances to receive care – and we increasingly deliver care within our communities and in patients’ homes. As a result, travel is an important source of emissions and local air pollution that directly affects the health of the people we care for. Reducing these emissions presents a significant opportunity for change, improving both environmental and population health outcomes.

Our practical, people-centred approach will make travel cleaner, fairer and more accessible for staff, patients and visitors. We will ensure sustainable travel options remain inclusive and affordable, avoiding financial or practical barriers to care or employment. As such, our three priority areas are:

- **Optimise essential travel:** Embed digital care and redesign pathways .
- **Minimise non-essential travel:** Support smarter working through hybrid and remote collaboration.
- **Make every mile cleaner, healthier and lower carbon:** Enable low-carbon commuting and business travel, prioritising active, shared and zero-emission modes.

Through this integrated approach, we can reduce travel demand while improving access and experience for patients, staff and visitors. Working with partners across Sussex and Surrey will be essential to align travel improvements with wider NHS, community infrastructure and health priorities, helping to reduce pollution, improve air quality and support healthier, more sustainable communities.



Key targets:

- **47% Reduction in business travel emissions by 2030/31, against a 2019/20 baseline (fleet and business travel).**
- **39% Reduction in staff commute emissions by 2030/31, against a 2019/20 baseline, in line with 2033 NHS Travel and Transport Strategy target of 50%.**
- **100% Zero-emission operational fleet by 2030/31.**

Key areas of work:

Optimise essential travel (digital care and service design):

Access to virtual consultations and tele-medicines:

Expand successful virtual consultations programmes, where clinically appropriate, and explore other digital care models to improve patient choice by increasing access to digital care and remote monitoring technology to support earlier intervention and reduce patient and staff travel, carbon and costs.

Optimise clinical travel: Work with high mileage clinical teams to explore smarter ways of working to optimise clinical travel through hub and spoke outreach models, route optimisation and smarter staff scheduling - saving staff time, costs and carbon (years 2-5).

Minimise non-essential travel (smarter working):

Smarter working and collaboration: Support hybrid and remote working where appropriate, providing staff with the tools, training and guidance needed for effective remote collaboration. This should aim to optimise estate use, reduce unnecessary travel and business mileage, and support staff flexibility and wellbeing.

Make every mile cleaner

(enable low-carbon commuting and business travel):

Sustainable Travel Plan: Develop a Sustainable Travel Plan by December 2026 aiming to increase the use of active, public and zero emission travel modes. Align our approach with the principles of the Clean Air Hospital Framework to ensure we are reducing the impacts of air pollution on our staff and patients.

Travel survey: Introduce staff travel surveys to help us to better understand travel behaviours, set targets and measure progress more effectively.

EV charging infrastructure: Expand EV charging infrastructure across our occupied sites to enable expansion of zero-emission fleet vehicles, and support staff, patients and visitors to use EVs to travel to sites.

Electrifying the fleet: Maximise the use of electric vehicles for staff travel. This includes transitioning our small fleet of vehicles to 100% Zero-emission and expanding the availability of electric pool cars and e-bikes for staff travel.

Salary-sacrifice scheme: In line with NHSE requirements, offer only zero-emissions vehicles through vehicle salary sacrifice schemes from December 2026.

Patient and visitor travel measurement and targets:

Complete the development of our methodology and introduce annual reporting on our patient & visitor travel and integrate into our targets as appropriate (2-5 years).





Areas for action: Culture

Empowering staff to deliver more sustainable healthcare and improve health outcomes.

Commitments:

- **We will engage with staff to promote a greater understanding of sustainable healthcare and support development of skills to deliver improvements.**
- **We will support leadership with the confidence in championing the importance and relevance of sustainability in the context of current healthcare challenges.**
- **We will promote specialist resources, tools and best practice to inspire others, share learning and drive change.**

Our approach:

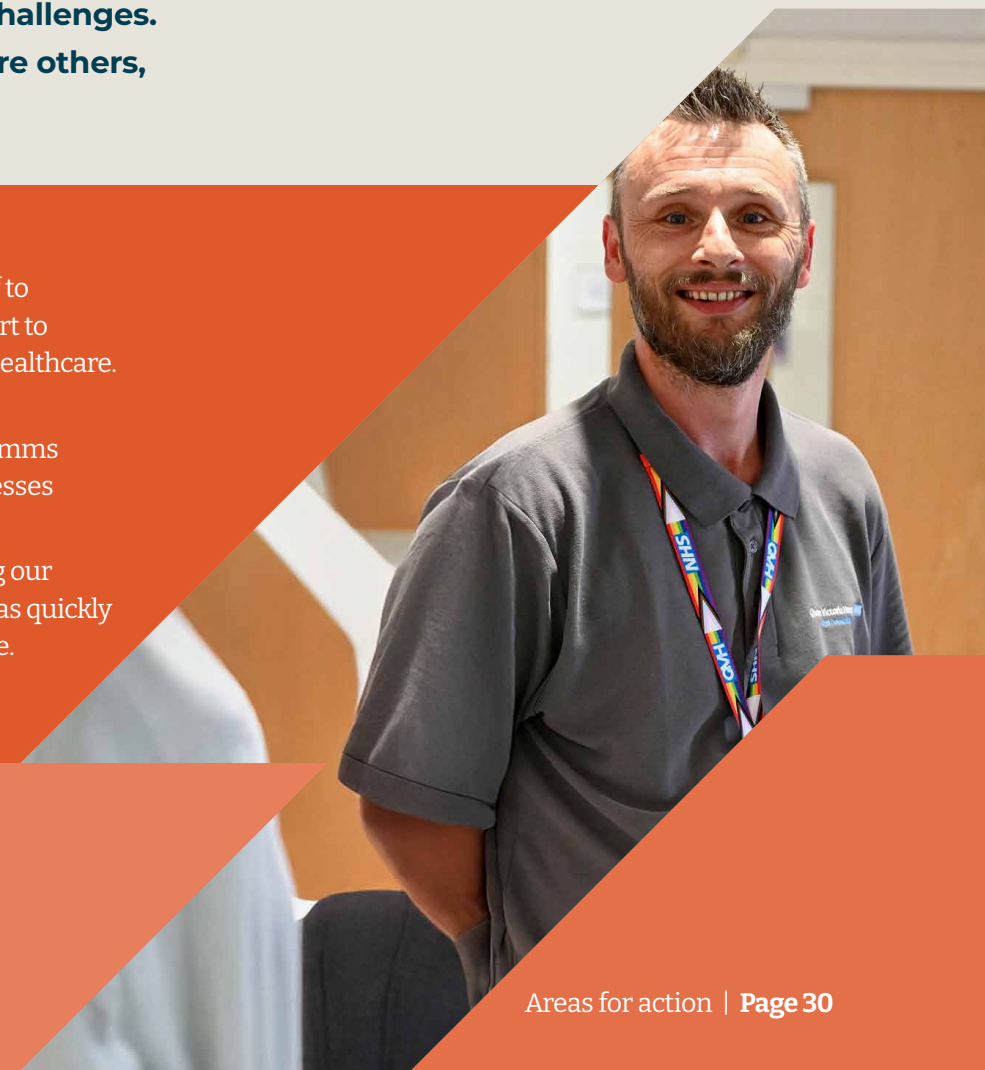
Culture is one of our enabling workstreams, linking in closely with Partnerships and Collaboration and Sustainable Clinical Practice, and supporting delivery across the programme. Through this workstream we are aiming to embed sustainability into everyday practice through empowering our staff.

We do this by:

- **Increasing awareness:** Building awareness and understanding with staff to give them the confidence to act.
- **In-depth engagement:** Engaging with staff and patients in a focussed way to ensure most effective delivery of Green Plan programme activity.

- **Capability and capacity:** Enabling staff to acquire the necessary skills and support to deliver improvements in sustainable healthcare.
- **Integration into people processes:** Embedding sustainability into trust comms and engagement and our people processes and projects.

By working in this way, we're maximising our impact and improving health outcomes as quickly as possible within the resources available.





Key targets:

- Increase in staff understanding of sustainable healthcare by 10% by 2030.
- Establish a network of CWC Envoys or similar by 2027.
- Specialist training delivered to top five priority teams by 2027.

Key areas of work:

Increased awareness

Green Plan refresh launch: Develop comms to support updated Green Plan focussing on key messages and call to action for staff.

Communications and engagement planning: Develop a more detailed comms plan to support delivery of this workstream over the coming 12-18 months.

Ongoing comms: Sharing of relevant information via internal comms and CWC website blog posts on link between health and climate, sustainable healthcare, and the ability to make a difference.

Case studies: Share good practice carbon reduction projects that also demonstrate co-benefits such as patient outcomes, staff wellbeing and cost.

In depth engagement

Board and senior leaders awareness: Develop an engagement programme to support leadership with the confidence to champion sustainability in the context of current healthcare challenges.

Targeted engagement: Liaise with priority teams to support action required for Green Plan delivery and develop bespoke campaigns as required (years 2-5).

Patient engagement: Link into existing patient engagement mechanisms such as Sussex Net Zero Patient Engagement Group, to understand what matters to patients and accelerate project delivery (years 2-5).

Capability and capacity

Capacity: Assess workforce capacity and skill requirements for delivering this Green Plan and develop approach to ensure deliverability.

Envoy network: Develop our approach to supporting staff that wish to champion sustainability for example through the Sussex-wide CWC Envoy network.

Training: Champion national Net Zero NHS e-learning. Review opportunity to integrate sustainability principles into existing training e.g. IPC and deliver specialised sustainability training to staff in priority areas (years 2-5).

Integration into people processes

Internal comms: Integrate sustainability messaging into wider trust comms pieces e.g. highlighting sustainability as a co-benefit of other areas of work, using chief exec message to focus on sustainability etc.

Staff development and recruitment: Review our Personal Development Review (PDR) and recruitment processes and identify opportunities to integrate sustainability (years 2-5).

Conferences and events: Develop a Sustainable Events Checklist for organisational conferences and events, and consider how to integrate sustainability principles into agendas e.g. through presentations, stalls etc (years 2-5).

Staff wellbeing: Measure staff wellbeing impacts of Green Plan projects through the SHIA tool and integrate sustainability principles into staff wellbeing projects and processes (years 2-5).

Staff Star Awards: Ensure sustainability is reflected in categories for organisational Star Awards (years 2-5).



Areas for action: Partnerships & collaboration

Optimising delivery and enhancing our impact through collaboration.

Commitments:

- We will ensure **effective Green Plan delivery** through our governance processes, reporting, risk management and robust measurement.
- We will **integrate and embed sustainability principles** into core processes and decision making.
- We will **collaborate with partners outside of the trust** to reduce duplication, share expertise and increase impact.

Our approach:

We cannot achieve Net Zero Carbon working in isolation. Working collaboratively – both within Queen Victoria Hospital, across our system and more broadly – enables us to integrate into day-to-day business more effectively, maximising our impact and patient benefit.

In working together as NHS organisations we can share learning and reduce duplication, deliver joint projects that bring efficiencies of scale and communicate as one voice on sustainability to our patient community.

This workstream delivers on this through:

- **Optimisation and assurance of delivery:** Focussing on effective governance reporting, risk management and prioritisation.
- **Integration:** Making sustainability part of our every day at Queen Victoria Hospital by embedding sustainability principles into core Trust processes and decision making.
- **Collaboration with external partners:** Working in partnership with Sussex Integrated Care System partners through collaborative projects and approaches; and collaboration outside of Sussex including to learn from others and share our learning.





Key targets:

- Report annually on delivery of Green Plan requirements.
- Identify our approach to integrating sustainability into Trust decision-making in line with Health and Social Care Act requirements and develop a SMART target to reflect this before 2027.
- Share learning from our Green Plan projects outside of Queen Victoria Hospital, covering each of our workstreams every two years.

Key areas of work:

Optimisation and assurance of delivery

Prioritised action plan and reporting: Develop, deliver and report against a prioritised Green Plan action plan and KPIs each year, with a focus on continuous improvement of our approach.

NHS Carbon Footprint Plus Delivery Plan: Develop Delivery Plan to tackle our indirect emissions, incorporate into Green Plan action plan and implement new targets to ensure delivery.

Risk: Review requirements for climate risk reporting and integrate into organisational risk reporting structure as appropriate.

Net Zero Roadmap to 2040: Develop Net Zero Roadmap to 2040 for direct emissions, working at a strategic level to ensure decisions made during the timeframe of this Green Plan do not preclude delivery (years 2-5).

Integration into core business/decision making

Integrating sustainability into Trust decision-making: Develop and deliver an agreed programme to integrate sustainability into decision-making processes trust wide, using our SHIA tool. This should cover Trust strategic improvement projects, strategy, Quality Impact Assessment (QIA) process, business cases, charity funding, policies etc. Set a target to deliver on this.

Taskforce for Climate-related Financial Disclosures (TCFD): Improved completion of our climate related financial disclosures, and consideration of nature related financial disclosures submission as requirements develop.

Key meetings: Consider how best to incorporate sustainability into key meetings e.g. through cover sheets, as a standing agenda item or within annual workplan (years 2-5).

Working with enablers: Embed sustainability principles into estates, transformation, CI and digital team project processes and training (years 2-5).

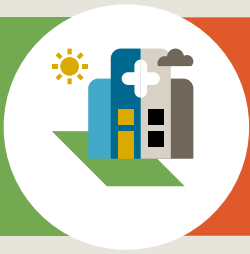
Collaboration with external partners

System working: Continue to collaborate with NHS Sussex and local partners on system-wide projects to enhance delivery of this Green Plan (e.g. re-use network).

Care Without Carbon: Continue to work through our specialist sustainability partners, Care Without Carbon, to maximise efficiency and ensure a joined-up approach.

Sharing our learning: Share learning from our projects with other NHS organisations (e.g. through case studies on the CWC website, conferences etc) as well as relevant professional bodies and decision makers.





Areas for action: Climate Resilience

Strengthening resilience
to our changing climate
in Sussex.

Commitments:

- **We will protect and improve patient care and outcomes by understanding climate and nature-related risks to our services and communities.**
- **We will increase the resilience of our services, estates, and supply chains to ensure safe, equitable, and high-quality care in a changing environment.**

Our approach:

Climate change is already impacting our patients and services at QVH. More frequent heatwaves, increasing air pollution and new health risks will continue to test the continuity of our services and change health needs over the coming years.

We're also becoming more aware of the dependence of our healthcare delivery on healthy natural systems and the impact of nature degradation. In particular, our supply chains are becoming increasingly impacted by ecosystem degradation and biodiversity loss, and closer to home our clean air, water and food.

Through our climate resilience workstream, we are proactively working to tackle these risks, aiming to maintain safe, effective, and equitable care, protect patient and staff health, and minimise disruption to services.

Our approach is to:

- **Deliver quick wins:** Working with emergency planning and wider teams, implement immediate changes where we can.
- **Understand environmental risks and respond to them:** Assess climate and nature-related risks across our services, workforce and estate to identify vulnerabilities; develop a prioritised action plan which activates change and embeds within trust processes.
- **Collaborate with our system partners:** To ensure a joined-up approach, work with others to improve preparedness and protect those most at risk.

In strengthening our resilience to climate and environmental change, we not only reduce risk but also realise wider benefits – from improved health outcomes to operational efficiencies – that enable us to continue caring for our patients now and in the years ahead.





Key targets:

- Climate risks and vulnerabilities across patients, services, estates and supply chains assessed by end 2026/27.
- Climate Resilience Plan developed by 2027/28.

Key areas of work:

Deliver quick wins

Monitoring: Establish and enhance monitoring and surveillance of key estate and clinical/operational indicators (e.g. heat, PSIs etc).

Emergency Preparedness, Resilience and Response (EPRR): Ensure compliance with EPRR Core Standards for climate adaptation.

Governance: Formalise our governance around climate resilience to support mitigation of Trust level climate risk. This should include a named Trust adaptation lead and link into wider Trust level governance as appropriate.

Understand climate risks and respond to them

Climate risk assessment and resilience planning:

Undertake a Trust-wide assessment of climate and wider environmental risks to identify key vulnerabilities across our estate, services, supply chain and digital infrastructure. Based on this assessment, develop and implement a proportionate Climate Resilience Plan to mitigate priority risks, protect continuity of high-quality care, and embed climate resilience within Trust governance and risk management frameworks.

Training: Deliver climate resilience awareness training to all senior decision-makers and to senior managers across all identified high-risk services (years 2-5).

System-wide collaboration

Risk and planning approach: Collaborate with system partners including public health to ensure joined up approach to service planning and commissioning to identify evolving and future service needs (years 2-5).



Governance

At QVH, everything we do is informed by our passion for providing the highest quality care, the best clinical outcomes and a safe and positive patient experience.

Effective governance is critical to delivering on this Green Plan and our Trust Vision and Key Strategic Objectives.

Board lead for Sustainability and Net Zero and SRO for the programme is our Chief Finance Officer.

Clinical sustainability responsibilities are currently shared across **theatres, outpatients and divisional leadership**, providing distributed clinical input into the delivery of the Green Plan. In line with national requirements, the Trust will appoint a named Clinical Sustainability Lead to provide clear clinical leadership and oversight of the programme.

Delivery of the Green Plan is reported and monitored through the Trust's new quarterly Green Plan Group, chaired by our SRO. The group brings together clinical, non-clinical and system partners to track progress against each of our workstreams. It is attended by Trust representatives covering each of our seven workstreams as well as enabling functions, and the CWC team.

Delivery of the Green Plan programme is supported by our CWC team. They are responsible for coordination and day-to-day delivery of the Green Plan programme alongside trust leads, providing specialist sustainability expertise to the trust.

The Trust's ability to resource sustainability activity beyond the five-year planning horizon will be reviewed as part of the development of future Green Plans.

Board Oversight and Reporting

In line with NHS requirements, this Board approved **Green Plan outlines our core aims, objectives and commitments** across seven workstreams.

The Trust and Board will be kept up to date on progress of Green Plan delivery through: six-monthly updates to Estates and Facilities Steering Committee, reporting into Executive Leadership Team and Finance and Performance Committee. In addition, an annual update to Board will be provided directly through the Trust Annual Report.

This governance structure provides assurance on delivery of our Green Plan commitments.

Risk Management

A key focus for this Green Plan is to develop our understanding of and approach to climate change risks to our patients and service delivery. Through our newly updated Climate Resilience workstream, we aim to ensure we are equipped to respond to the impacts of a changing climate.

In order to strengthen our governance and risk oversight in relation to climate change, we will follow the principles of the Task Force on Climate-related Financial Disclosures (TCFD) to for our Trust annual report. By reporting in line with HM Treasury's TCFD-aligned guidance for the public sector, the Trust enhances transparency on how climate risks and opportunities are managed within our strategic and financial planning.

Metrics, targets and reporting

A core set of Green Plan targets have been developed to track progress, aligned with Health and Social Care Act 2022 requirements, NHSE guidance and Trust priorities. See [Technical Appendix 3](#) for a full breakdown of these targets, also detailed in the workstream sections of this document.

Each year, a detailed action plan and KPIs will be developed for each workstream based on this Green Plan, and reported through our Green Plan Group. Progress is also published externally through our Trust Annual Report.

Finally, we will also participate in external reporting through Greener NHS returns, the Greener NHS Fleet return, ERIC, PAM, and through our regional NHS England team as required.

The following acronyms are used throughout the report

CDC – Community Diagnostic Centre

CF – Carbon Footprint

CF+ – Carbon Footprint Plus

CI – Continuous Improvement

CWC – Care Without Carbon

E&F – Estates and Facilities

EPR – Electronic Patient Record

EPRR – Emergency Preparedness, Resilience and Response

EV – Electric Vehicle

FTE – Full Time Equivalent

GP – General Practice

GPOG – Green Plan Oversight Group

H&SC – Health and Social Care

HEARTH – National Hub on Net Zero, Health and Extreme Heat

ICB – Integrated Care Board

ICS – Integrated Care System

KPI – Key Performance Indicator

kWh – Kilowatt Hour

LCSF – Public Sector Low Carbon Skills Fund

NHSCF – NHS Carbon Footprint

NHSCF+ – NHS Carbon Footprint Plus

NHSE – NHS England

NZ – Net Zero

NZC – Net Zero Carbon

PDR – Personal Development Review

PSDS – Public Sector Decarbonisation Scheme

QIA – Quality Impact Assessment

QVH – Queen Victoria Hospital NHS Foundation Trust

SHIA – Sustainable Healthcare Assessment Tool

SMART targets – Specific, Measurable, Achievable, Relevant, and Time-bound targets

tCO₂e – Tonnes of Carbon Dioxide equivalent emissions

WTT – Well to Tank



Find out more

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See the QVH website at:
www.qvh.nhs.uk

For more information on
Care Without Carbon visit:
www.carewithoutcarbon.org