



Green Plan 2025 - 2028

Approved November 2025

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First Draft (for comment)	Sept 2025
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Approved Version (Trust Board)	Nov 2025



University Hospital Southampton Green Plan - Executive Summary

Our Commitment:

Climate change is the greatest public health challenge of our time. University Hospital Southampton is committed to delivering a sustainable, net zero healthcare service that benefits our patients, workforce, communities, and the environment.

Purpose of the Plan:

This Green Plan outlines our strategy for the next three years to embed sustainability into every part of our organisation, aligned with the national NHS Net Zero targets which are 2040 for direct emissions and 2045 for indirect emissions. Also, for ensuring compliance with the CQC environmental sustainability requirements.

Our Vision:

To provide outstanding care that supports people and planet, underpinned by the UN Sustainable Development Goals and the triple bottom line, improving environmental, social and financial outcomes.

Progress to Date:

Significant achievements since our first Green Plan in 2022 include digital health transformation, desflurane reduction, securing funding for new solar PV and LED installations, and successful bids for Public Sector Decarbonisation Scheme (PSDS) funding.

Governance & Reporting:

A dedicated Sustainability Team, senior leadership accountability, and embedded governance structures will ensure delivery and transparency. Progress will be tracked through the Green Plan Action Plan, ERIC (Estates Returns Information Collection) data, and the Greener NHS Dashboard.



Key Priorities: We will deliver targeted action across 10 core areas:

- Workforce & System Leadership:** Empower staff to make sustainable choices. Embed the triple bottom line in processes and decision making.
- Net Zero Clinical Transformation:** Embed low-carbon care principles into clinical pathways.
- Digital Transformation:** Use digital tools to streamline care and reduce emissions and resource use.
- Travel & Transport:** Promote sustainable & active travel, reducing vehicle emissions.
- Estates & Facilities:** Reduce carbon emissions from heating & powering our estate, improving energy & water efficiency. Waste reduction & improved waste segregation.
- Green Space:** Enhance green spaces and improving biodiversity.
- Medicines & Medical Devices:** Reduce waste and overprescribing and choose lower-carbon alternatives.
- Supply Chain & Procurement:** Sustainable purchasing aligned with NHS supplier roadmap via reuse, refurbishment and low carbon alternatives.
- Food & Nutrition:** Healthier, lower-carbon food choices and reduced food waste.
- Adaptation:** Prepare our sites and services for the impacts of climate change.

Delivering the Green Plan Together

Delivering this Green Plan is essential for protecting health now and in the future. It requires collaboration, leadership, and innovation across every level of the Trust.

Key Actions to Deliver Sustainable Healthcare

- Embedding Action:** Empower staff to understand sustainable healthcare and how to reduce the environmental impact of healthcare delivery.
- Communicate:** Ensure the Green Plan is visible and accessible, with clear points of contact, regular updates and a transparent reporting process.
- Lean Pathways:** Streamline patient pathways and optimise resource utilisation.
- Low Carbon Alternatives:** Switch to low carbon alternatives, minimise single use plastics and maximise use of reusables.
- Waste Reduction:** Reduce waste, maximise recycling and save energy.

Foreword

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We recognise the importance of effective, co-ordinated action to address the impacts of climate change, and reduce the environmental impact of our Trust. Building on the progress made between 2022-25, this updated Green Plan outlines clearly the actions that will be taken by **University Hospital Southampton** over the next three years to **become a sustainable organisation** and one which remains fully compliant with the **NHS Net Zero 2040 Plan**.

We will position sustainability at the heart of all decisions made across the Trust and the services we provide, with clear **responsibility and accountability** within the organisation and **effective governance and leadership** across sustainability topics.

The actions set out in this Green Plan apply to everyone across the Trust, including our suppliers, and have been developed in collaboration with **our clinical and non clinical teams**. We are committed to demonstrating real, tangible progress and will work with colleagues across UHS over the next 3 years to do so.



Paul Grundy, Chief Medical Officer

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Improving sustainability across our hospitals is a challenge that UHS are committed to meet- by recognising areas of our operations and estate that represent environmental risk, planning achievable actions to address these risks and ensuring our services remain effective, efficient, and **fit for the future**.

We will work with **internal and external partners** to ensure our approach balances local action and strategic thinking, learning from best practice and supporting innovation.

We understand the complexity of the challenge, but also the opportunity to embed models such as a **Triple Bottom Line** approach, which help us demonstrate impact across the Trust and ensure environmental impact remains a core consideration in everything we do.

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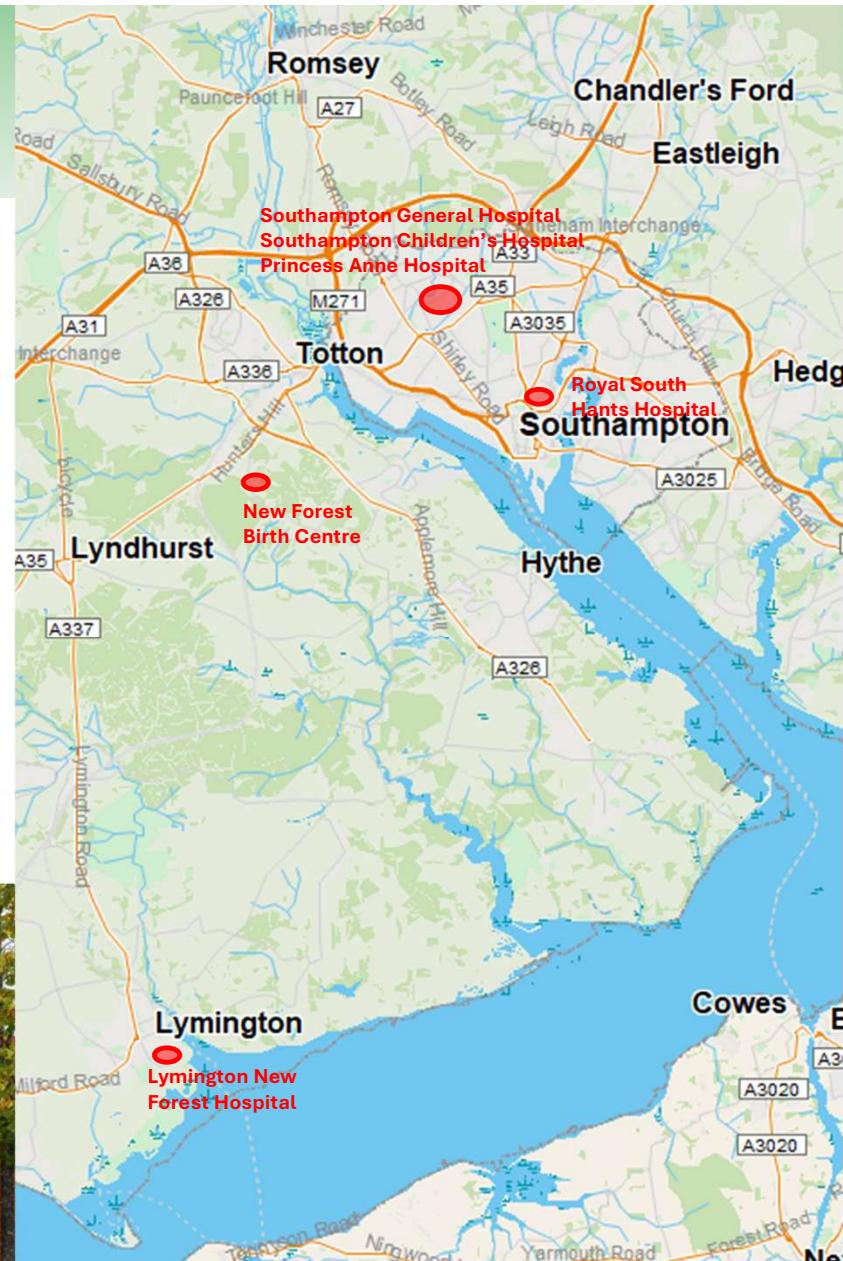
David Jones, Director of Estates, Facilities & Capital Development

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2. Introduction and Context

University Hospital Southampton NHS Foundation Trust employs approximately **13,000 staff** across **6 clinical sites**; the main focus of activity is at Southampton General Hospital, which incorporates Southampton Children's Hospital and Princess Anne Hospital on neighbouring sites, and additional care services are provided at Royal South Hants, New Forest Birthing Centre and Lymington New Forest Hospital.

In July 2025, University Hospitals Southampton (UHS) and Hampshire Hospitals Foundation Trust (HHFT) agreed to a combined model for management of sustainability, with a shared Head of Sustainability appointed to lead the strategic direction and a delivery team structured across both Trusts to provide better support and resilience. Whilst each Trust has an individual Green Plan, there is significant overlap between documents, and a focus on delivering combined benefits wherever possible.

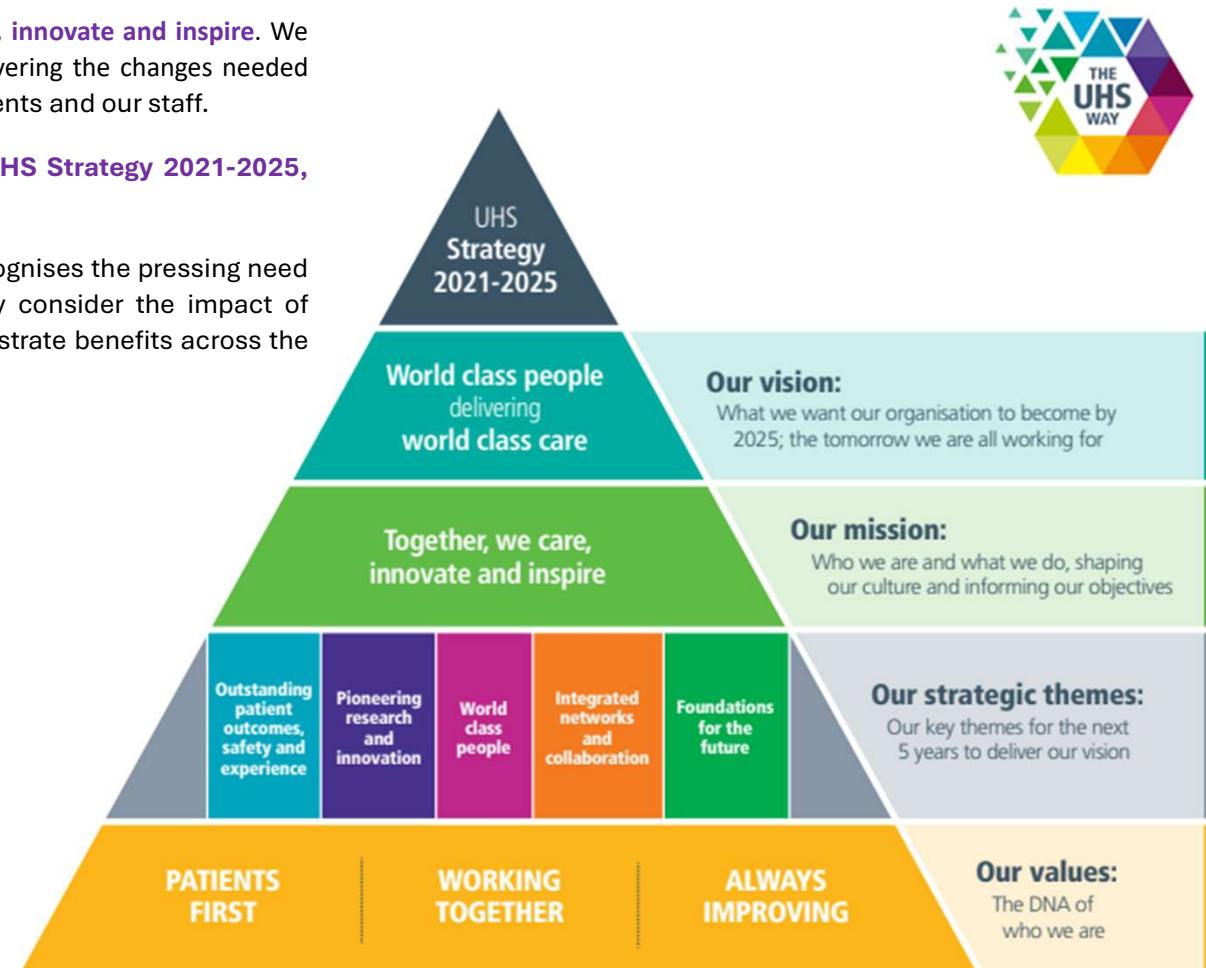
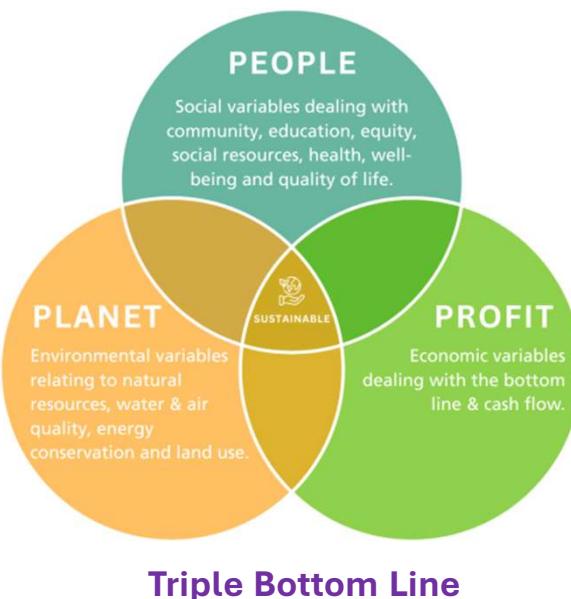


3. Organisational Vision

At University Hospital Southampton (UHS), our mission is **together we care, innovate and inspire**. We see our Green plan as a core component of our strategy and mission, delivering the changes needed now, and in the future, to ensure that we can continue to support our patients and our staff.

Our Green Plan aligns with the 5 strategic themes set out in our UHS Strategy 2021-2025, and with consideration of the developing 2025-2030 strategy.

Recognising the financial pressures facing all Trusts, our Green Plan recognises the pressing need to balance environmental, financial and social value, and to carefully consider the impact of change across the Trust. We therefore prioritise actions that can demonstrate benefits across the **triple bottom line** and align with our other supporting strategies.



Organisational Vision: Improvement Opportunities

It is our intention to focus on these areas as part of our organisational vision to embed sustainability across our services and meet our net zero objectives. These are key areas of opportunity to **save money** and **improve patient care** in addition to supporting our **net zero goals**:

Reducing Waste

- Reduce waste & maximise recycling.
- Switch to reusables, reduce single use.
- Eliminate unnecessary PPE use.
- Medicines optimisation.
- Improved stock management.
- Review product choices to reduce waste from products and packaging.
- Save energy.



Lower Carbon Alternatives

- Minimise use of single use devices.
- Switch to lower carbon medication, treatment and equipment options.
- Maximise use of reusables and remanufactured devices.
- Engage with procurement to shift to low carbon alternatives and with suppliers to reduce carbon emissions in their processes.

Embedding Action

- Raise awareness of the climate and ecological emergency and impact of NHS on emissions.
- Empower staff to understand sustainable healthcare and how to reduce the environmental impact of healthcare activity.
- Share and embed good practice.

Lean Pathways

- Streamline patient pathways to identify and eliminate wasteful steps.
- Optimise resource utilisation e.g. equipment, time, space, financial and workforce capacity.
- Standardise processes & optimizing patient scheduling and flow.
- Minimise unnecessary face-to-face appointments.

4. Review of Progress: 2022-2025

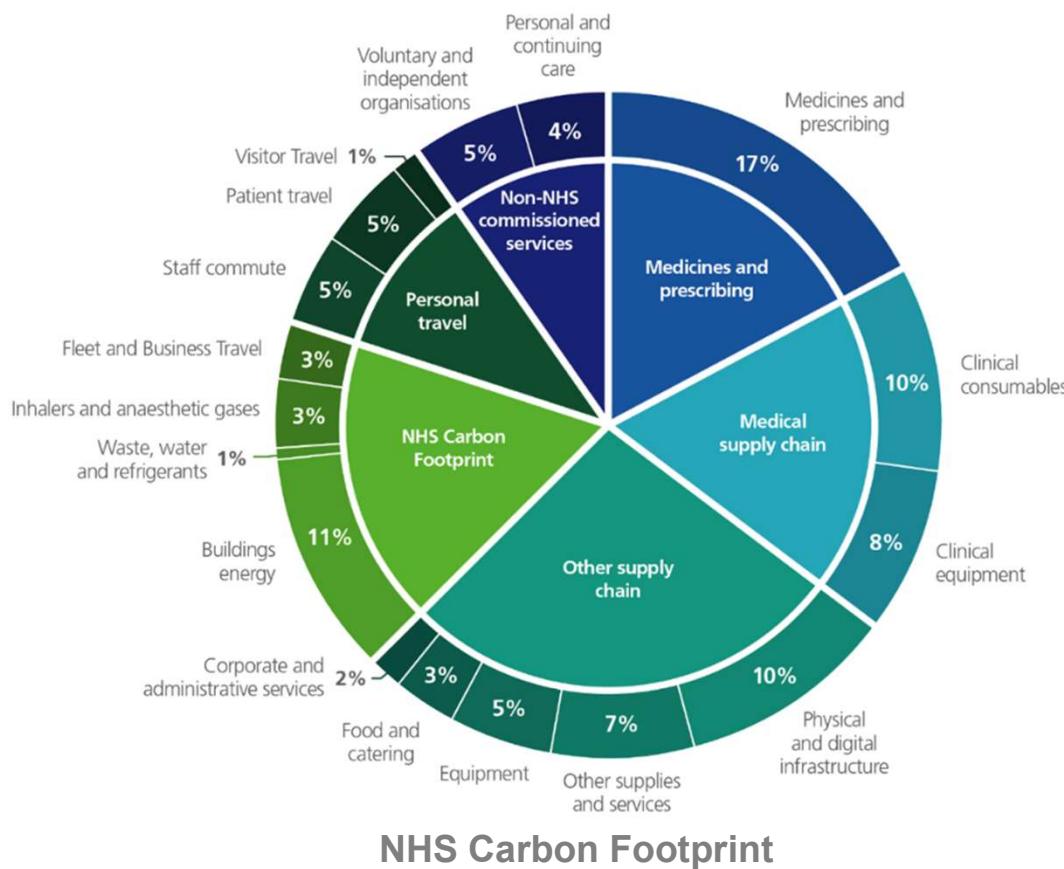
We published our first Green Plan in 2022, establishing 10 key areas of focus and a set of objectives to deliver measurable progress in each area. Significant progress has been since the first document was published, which will help to prioritise the actions we take moving into the next phase of our Green Plan. Progress against each topic is described in more detail within Section 5.

In the next phase of the Green Plan, we will focus on addressing challenges to sustained progress, reflecting on successes and adjusting the structure of our approach based on lessons learned and feedback from stakeholders.

Notable Achievements 2022-25		Challenges
Sustainability & Net Zero Policy	Sustainability Policy developed in draft, pending approval by the Trust. Sustainability Board established to oversee Green Plan delivery.	Financial Pressures: presenting an opportunity to progress efficiency projects but limiting scope for direct investment or spend-to-save initiatives.
Use of Desflurane	Significant reduction in the use of desflurane issued by Trust pharmacy system, currently recorded as 0.4% of total volatile anaesthetic gases	
Specialists Appointed	Appointed Head of Sustainability and Energy Manager in 2025, to support delivery of Green Plan objectives.	
Funding for energy management measures	Heat decarbonisation plans prepared for Trust sites, to inform strategic improvements to energy infrastructure and building fabric. £100k external funding secured via NHS National Energy Efficiency Fund (NEEF) for installation of LED lighting, solar panels, submetering. £46m funding secured via Public Sector Decarbonisation Scheme (PSDS) for energy infrastructure and building fabric improvements (projects underway)	Strategic Uncertainty: Age and condition of existing assets impacts the scale and value of investment needed.
Travel Plans	Travel Plans developed for all sites. Engaged with Mobilityways to support data analysis on travel demand and incentivisation of sustainable travel options. Increased cycle storage capacity and improved security. Park & Ride site opened to reduce overall parking demand and vehicle emissions on hospital site.	
Action on Waste Segregation	Action on waste segregation including engagement. Training, education and auditing of clinical areas, with innovative use of the UEL Waste Management app as a monitoring and assessment tool.	Conflicting Priorities: Engaging across the Trust relies on staff time and recognition of competing commitments.

Review of Progress: National Context

breakdown of emissions by proportion of the NHS Carbon Footprint Plus,



The **Greener NHS** National Programme published its strategy **Delivering a net zero National Health Service** in October 2020, setting out pathways and actions for the **entire NHS** to **reach net zero by 2040** for emissions it controls directly (NHS Carbon Footprint), and 2045 for those it can influence (NHS Carbon Footprint Plus).

Considerable progress has been made by the NHS to reduce its carbon footprint so far and an estimated **68% CO₂e reduction** has been achieved up to 2024/25, against 1990 levels.

Despite this, **significant CO₂e reduction is still required** to meet net zero. Every area of the NHS carbon footprint (illustrated to the left) will require action if net zero is to be achieved.

On 1 July 2022 the NHS became the first health system to embed net zero into legislation, through the **Health and Care Act 2022**. This places duties on all Trusts to consider statutory emissions and environmental targets in their decisions.

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To establish a sustainable healthcare system that **values** and **protects PEOPLE** and **PLANET**, and which is underpinned by the **UN Sustainable Development Goals**.



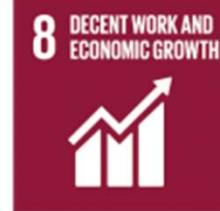
United Nations Sustainable Development Goals (SDGs)

The Trust Green Plan will fully embrace these global goals and acknowledges that Health has a central place (SDG3) in ensuring healthy lives and wellbeing for all at all ages.

Almost all the goals are related to health and aim to promote prosperity while protecting the environment and tackling climate change.



SUSTAINABLE DEVELOPMENT GOALS



National context & publicly stated NHS commitments

2025

1

October 2025

Green Plan Refresh

All Systems and Trusts to have new Green Plans signed off and published on their website

2

2025

Adaptation Plan

ICCs to use organisational plans for flooding and overheating to develop and prioritise actions in each ICS long term adaptation plan.

3

2025

EV Infrastructure Plan

NHS trusts, NHS foundation trusts and ICCs to plan deployment of EV infrastructure by identifying local/regional grid capacity and work with local network operators and/or local authority to plan for increased capacity where necessary

6

2026

Leak detection systems

NHS trusts and NHS foundation trusts to review options to install water leak detection systems

5

2026

Salary Sacrifice

All salary sacrifice schemes will offer electric vehicles only

4

2026

Sustainable Travel Strategy

All NHS organisations will develop a net zero travel and transport strategy detailing their plans for a net zero fleet and increase of active travel and use of public transport

7

2026

Landfill elimination

NHS Trusts and NHS foundation trusts to eliminate waste sent to landfill

8

2027

Owned/Leased vehicles

All **new** vehicles owned or leased by the NHS will be zero emission (excluding ambulances)

2028

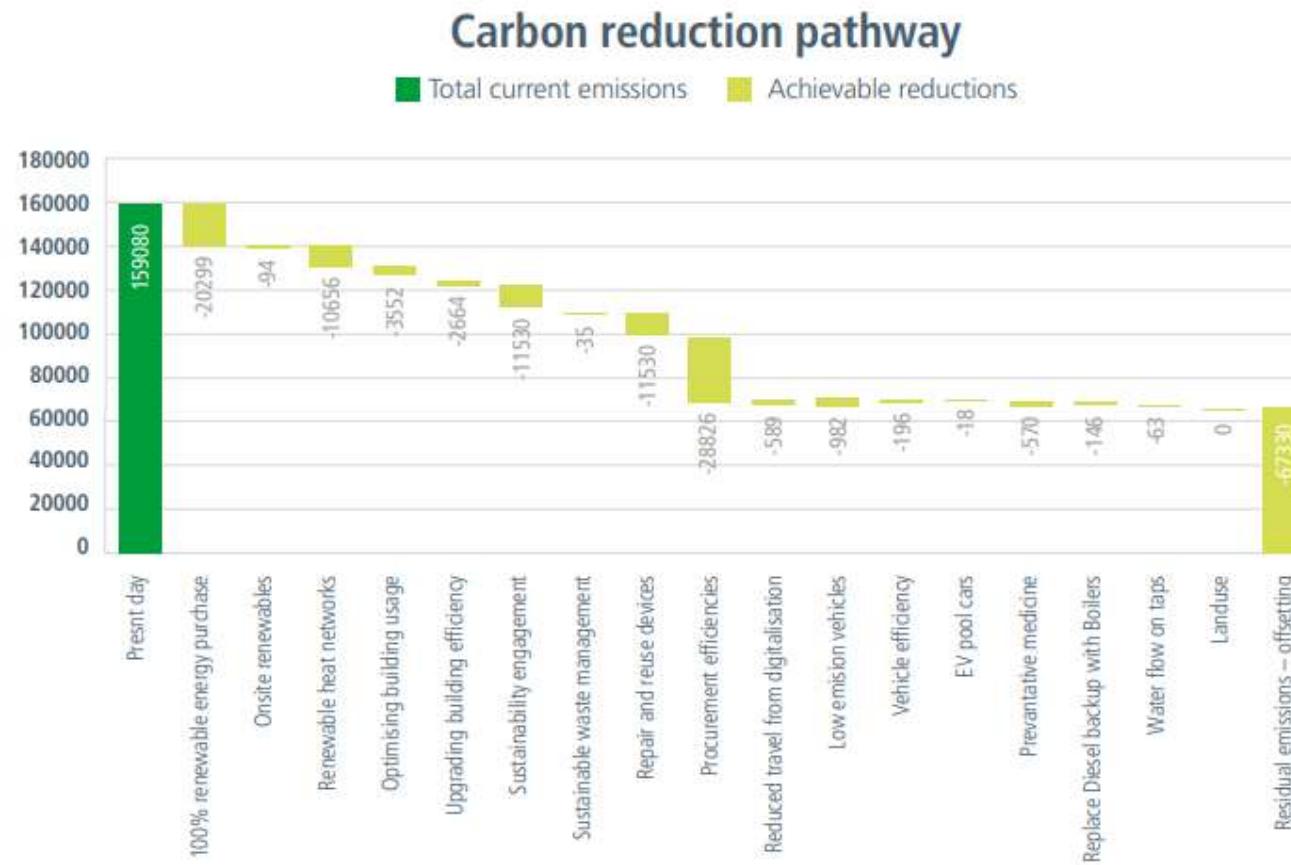
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2027

CRP for suppliers

All suppliers will be required to publicly report targets, emissions and publish a CRP for global emissions aligned to the NHS net zero target, for all their Scope 1, 2 and 3 emissions.

A 2045 Net Zero Challenge



This graph, taken from the 2022-2025 plan, illustrates the carbon reduction challenge that the Trust is seeking to address.

The focus for the current Green Plan will therefore be reducing fossil fuel dependency and operational processes at our **existing sites** and **updating our net zero roadmap** to reflect associated projects across our estate, delivered in line with **heat decarbonisation studies** and **estate development plans**

Targets:

Net Zero NHS Carbon Footprint by 2040 (Scope 1 & 2)

Emissions directly controlled by the NHS, such as energy use, own vehicles, medical gases, with an interim goal of reducing emissions by 80% between 2028 and 2032. **Approx. 25% of UHS emissions.**

Net Zero NHS Carbon Footprint Plus by 2045 (Scope 3)

Emissions from the NHS supply chain, patient and visitor travel and construction, with an interim goal of an 80% reduction between 2036 and 2039. **Approx. 75% of UHS emissions.**

5. Ten Key Areas

Our ten key areas of focus:



The following pages includes section for each of these key areas outlining our achievements so far, our future aims, objectives and how progress towards these will be measured.

5. Ten Key Areas - Priorities



Workforce & System Leadership

- Put sustainability at the core of leadership and decision making.
- Embed sustainability in our processes.
- Meet CQC sustainability requirements.
- Increased staff awareness and education on sustainability.



Net Zero Clinical Transformation

- Embed net zero principles across clinical services to deliver carbon reduction and reduce waste.
- Triple bottom line approach to care planning and delivery.
- Embed evidence-based sustainability guidance into practice e.g. from RCP, RCS etc.



Digital Transformation

- Harness digital technologies & AI to streamline service delivery.
- Increase digital capabilities.
- Improve energy efficiency of equipment.
- Use circular and low-carbon approaches to IT procurement.



Travel & Transport

- Reduce emissions from travel and transport associated with healthcare delivery.
- Promote sustainable and active travel.
- Increase understanding of travel options to hospital sites.
- Reduce supplier emissions.



Estates and Facilities

- Reduce carbon emissions from buildings and infrastructure.
- Reduce energy use per m².
- Increase energy efficiency.
- Maximise recycling and reduce waste via prevention and reuse.
- Improved waste segregation.



Green Space

- Protect and enhance our green spaces for both people and nature.
- Improve biodiversity across our sites.
- Capital Projects include maximum improvement of natural spaces and minimum 10% biodiversity net gain.



Medicines & Medical Equipment

- Reduce carbon emissions associated with prescribing and the use of medicines and medical products.
- Switch to low carbon alternatives.
- Reduce single use items. and reduce waste from medicines and packaging.



Supply Chain & Procurement

- Reduce the carbon embedded in our supply chain through reuse, refurbishment, and low-carbon alternatives.
- Reduce single use plastic, where possible.
- Meet net zero supplier roadmap requirements for all relevant procurements.



Food & Nutrition

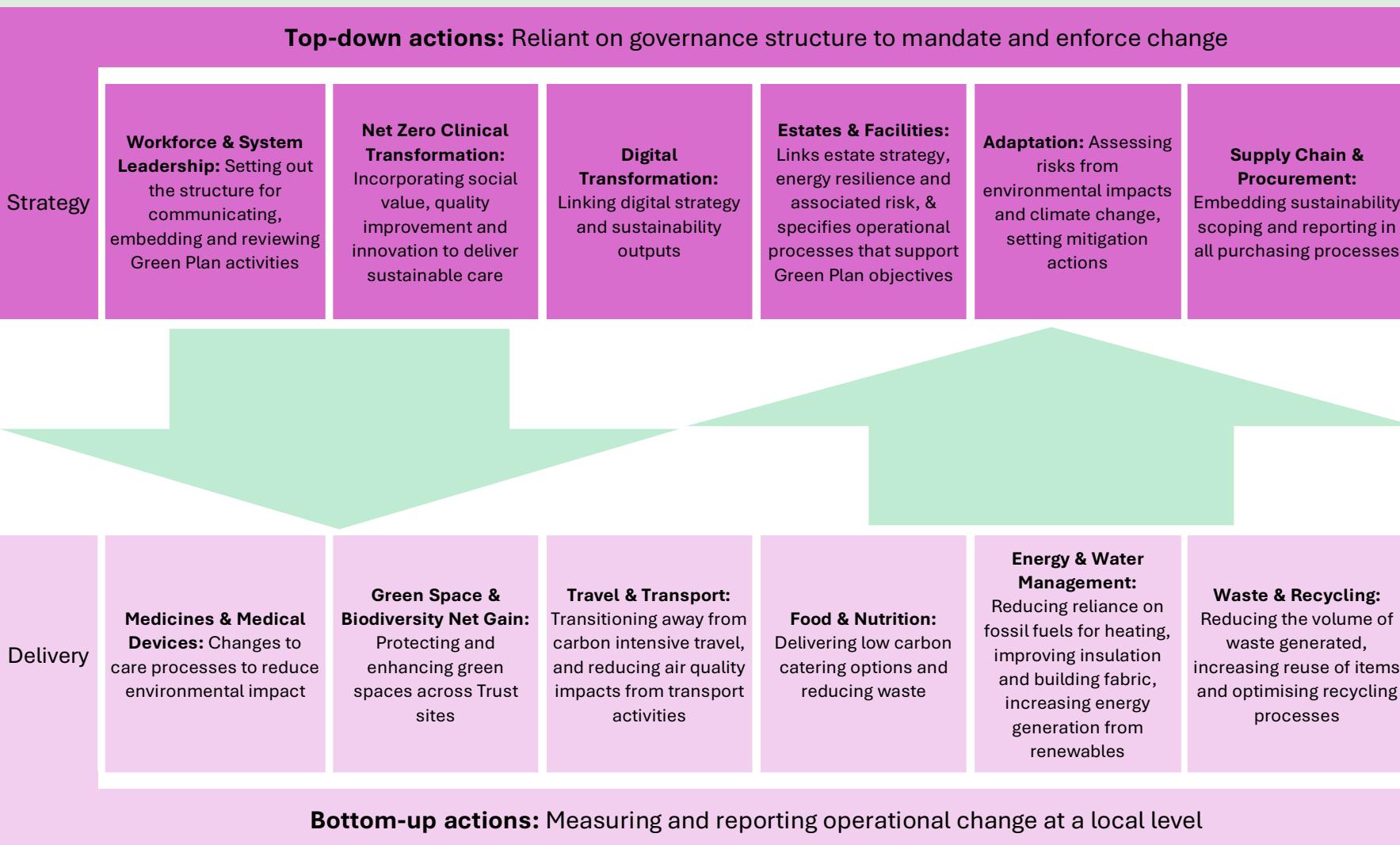
- Reduce emissions from food served within our organisation.
- Increase in healthier, more sustainable menu choices for patients, visitors and staff.
- Reduce food waste.
- Reduce single use items and switch to reusables.



Adaptation

- Identify the risks to our service delivery and buildings.
- Mitigate against the risks and effects of climate change and severe weather.
- Ensure new buildings and refurbishments are built to net zero standards.

5. Key areas of focus 2025-2028



When considering how we will deliver progress, we have split actions across our key areas of focus into two sub-groups: those that require **top-down governance** to mandate change, and those that are driven by **bottom-up actions** at an operational level. We have also identified Energy & Water management and Waste & Recycling as distinct topics in terms of actions and progress reporting.

These actions are not independent and rely on careful alignment to maximise the impact of the Green Plan.

5. Key areas of focus 2025-2028

The below table outlines the key objectives that we will be delivering and monitoring performance against. The following sections provide more detail against each priority area.

Chapter	Objective	KPI (aligned with Greener NHS data collection)
Workforce, Net Zero Clinical Transformation	<ul style="list-style-type: none"> Inclusion of sustainability within Trust/divisional goals, objectives, targets and reporting. 	<ul style="list-style-type: none"> Sustainability referenced within goals/objectives and reporting. CQC inspection score for the environmental sustainability Well Led section.
Workforce, Digital, Estates, NZ Clinical T	<ul style="list-style-type: none"> Incorporation of triple bottom line within Trust strategies and within leadership management and decision-making practices. 	<ul style="list-style-type: none"> Sustainability included in all Trust strategies, with clear links to Green Plan. Increase number of sustainability QI projects, and provision of training
Travel and Transport	<ul style="list-style-type: none"> Promote sustainable and active travel. Meet transport-based pollution targets to hit DEFRA & WHO limits. Reduce single occupancy vehicles. Transition Trust fleet to Zero emissions vehicles. 	<ul style="list-style-type: none"> Establish baseline for air quality, and set reduction targets Reduce staff single occupancy car use to 35% by 2028 (align with Travel Plan). By 2027 all new vehicles owned and leased by the Trust to be zero emission.
Estate and Facilities	<ul style="list-style-type: none"> Reduce energy use per m2. Reduce gas consumption. Increase energy generated by renewables. Increase LED lighting coverage. 	<ul style="list-style-type: none"> Reduce energy use per m2 by type and site (kWh): 2023/24 baseline 658kWh per m2, 2028 Target 645kWh per m2 Reduce gas consumption as a % of energy consumption: 2023/24 baseline 87.6%, 2028 Target 50% Increase % of energy generated by renewables: 2023/24 baseline 0%, 2028 Target 2% Increase LED lighting cover: 2023/24 baseline 64.5%, 2028 Target 75%
Waste, Food and Nutrition	<ul style="list-style-type: none"> Reduction in total waste cost per tonne on 23/24 baseline. Reduction in total waste volume per patient on 23/24 baseline. 20:20:60 waste segregation target performance. Increase recycling rate. 	<ul style="list-style-type: none"> Reduce total waste cost per tonne: 2023/24 baseline £957 per tonne, 2028 target £500 per tonne. Reduce total waste volume per patient: 2023/24 baseline 3.0kg per patient, 2028 target 2.5kg per patient Clinical waste segregation as per the NHSE 20:20:60 target. Currently 1:99:0 Percentage of trust waste recycled.
Green Space	<ul style="list-style-type: none"> Ensure that all Capital Projects include maximum improvement of natural spaces (where possible) for people and nature. 	<ul style="list-style-type: none"> Measurement of biodiversity net gain for all Trust development project, to achieve at least the minimum requirement of a 10% increase.
Procurement, Medical & Medical Devices	<ul style="list-style-type: none"> 100% of contracts > £5 million will include Carbon Reduction Plan 100% of suppliers complete Evergreen Sustainability Assessment. 	<ul style="list-style-type: none"> % of contracts >£5m included a CRP - Yes/No % of suppliers completing Evergreen assessment - Yes/No
Adaptation	<ul style="list-style-type: none"> Develop a Climate Change Risk Assessment (CCRA) and Adaptation Plan. 	<ul style="list-style-type: none"> CCRA Produced by end FY 2025/26.

5.1 Workforce and System Leadership

University Hospital Southampton will support our staff and leaders to build their knowledge and skills in environmental sustainability, and to innovate and embed sustainability into our strategy, policies, procedures and processes. We will encourage leaders to embed triple bottom line principles into strategic and operational management practices and decision making, ensuring that delivering environmental sustainability improvements is integrated and balanced alongside achieving financial sustainability and improving the safety and quality of care.

Our achievements so far

- ✓ Appointed a **Board member, Senior clinician, Clinical Lead (Div A)** and **Sustainability Board** to take responsibility for climate change and net zero implementation.
- ✓ Created **specialist groups** to tackle specific areas of the Green Plan
- ✓ Ensured that **environmental sustainability** has been included in our **Trust Strategy** and **Clinical Strategy**.
- ✓ **Increased staff awareness** and education on environmental sustainability, via clean air days, sustainability newsletters and engagement with Trust 'Always Improving' events.
- ✓ Climate action and sustainability **intranet information hub** created.
- ✓ **Green Guardians Network established**, with members encouraged and supported across the Trust and **Green Team Competitions** run to increase engagement and staff knowledge and expertise on sustainability.

Our aims over the next three years?

- Assess workforce capacity and skill requirements for delivering the Green Plan.
- Increase the scope and visibility of the Sustainability Team, and engagement across sustainability topics.
- Put sustainability at the core of good leadership and decision making, embedding the triple bottom line.
- Embed sustainability into our people processes, staff engagement practices and training packages – creating a sustainability culture.
- Support our people to learn, innovate and embed sustainability into everyday decisions and processes.
- Communicate with stakeholders and collaborate on research and quality improvement.



5.1 Workforce and System Leadership

What are our objectives/deliverables?

1. Incorporate sustainability into wider organisational strategy through Trust, divisional and departmental objectives that reflect the CQC Well Led requirements for environmental sustainability.
2. Embed sustainability into leadership practices and decision making via the triple bottom line model.
3. Embed sustainability within our people policies, procedures and processes including job descriptions, person specifications, induction and appraisals to make sustainability relevant to everyone.
4. Incorporate sustainability into relevant existing learning and development processes and training schemes e.g. apprenticeship programmes, leadership training, clinical training and staff induction etc.
5. Engagement with clinical and non-clinical staff at all levels to raise awareness and action on environmental sustainability.
6. Embed consideration of and action on sustainability within key processes, such as business cases, quality improvement, project management and fit for the future workstreams.
7. Promote good practice and innovation, such as sustainability hybrid roles, apprenticeships, fellowships.

How will we measure success?

- Incorporation of triple bottom line within Trust strategies and within leadership management and decision-making practices. Senior leaders modelling exemplar behaviour.
- Inclusion of sustainability within Trust/divisional goals, objectives, targets and reporting.
- Widespread awareness of the CQC Well Led requirements on environmental sustainability, with leaders taking active steps to achieve positive results.
- Sustainability embedded within our people processes including job descriptions, induction and appraisals.
- Embedding sustainability into learning and development processes and training schemes resulting in increased staff awareness and action. Increased number of sustainability training sessions completed, on our [Virtual Learning Environment](#) and on the [Greener NHS Training Hub](#).
- Promotion of specialist training for staff groups who underpin the delivery of green plans, such as board members, procurement, finance, estates and facilities staff and clinicians.
- Incorporation of sustainability within project management, quality improvement and business case processes and other key processes and templates.
- Increased number of staff signed up to a network of [Green Guardians](#).
- Increased number of employees undertaking sustainability apprenticeships and hybrid roles, with support from managers.



5.2 Net Zero Clinical Transformation

University Hospital Southampton aims to reduce emissions across care pathways by ensuring the principles of net zero care are embedded in the planning and delivery of our services while maintaining outstanding patient care.

Our achievements so far

- ✓ Appointment of a **clinical lead** with oversight of net zero clinical transformation.
- ✓ Engagement with patient pathways, including the recognition of sustainability priorities in **Quality and Patient Safety Partnerships**
- ✓ Support for direct action by clinical teams to implement operational change projects- for example reducing the use of printers in endoscopy department
- ✓ Removal of routine use of desflurane
- ✓ Decommissioning of **Nitrous oxide manifolds**, transitioning to cylinders
- ✓ Introduction of reusable theatre caps
- ✓ Improved waste segregation compliance in theatres, and ICUs
- ✓ PAeds ED - cessation of single use inhalers
- ✓ Pharmacy - transition from Ventolin to Salamol branded inhalers, halving GHG emission eCO2
- ✓ Change back to reusable tourniquets in phlebotomy service
- ✓ RCN-led Gloves Off campaign to reduce unnecessary single use glove use.
- ✓ Formation of a Theatres Sustainability Working Group

Our aims over the next three years?

- Incorporate the triple bottom line approach into care planning, delivery and reporting.
- Establish a sustainability lead and reporting processes in divisional governance meetings
- Decommission remaining nitrous oxide manifolds at Princess Anne
- Lean pathways - reduce emissions across care pathways in line with the latest evidence e.g. GIRFT Greener Pathways guidance and embed net zero principles within service change.
- Embedding evidence-based sustainability guidance and good practice, e.g. RCP Green Physician Toolkit and Green Surgery Guide.
- Focus on disease prevention, early diagnosis, streamlining care and reducing unnecessary admissions.
- Low carbon alternatives - establish preferences for lower-carbon interventions and alternatives where they are clinically equivalent.
- Embracing digital care and using telemedicine, virtual wards and appropriate use of AI to deliver efficient care pathways.
- Build capability & capacity for staff to identify how environmental sustainability relates to their practice and changes that can be made to improve the sustainability of care delivery.
- Reduce waste from clinical pathways (e.g. reusable theatre gowns), ensure correct waste segregation and maximise recycling and reuse.
- Reduction of unnecessary testing and waste from expired medication.



5.2 Net Zero Clinical Transformation

What are our objectives/deliverables?

1. Incorporate triple bottom line approach into care planning, delivery and reporting.
2. Lean pathways: departments and specialties encouraged to optimize and streamline care pathways in line with the latest evidence (e.g. GIRFT Greener Pathways).
3. Embed evidence based good practice into care delivery e.g. RCS Sustainability Guide, Green Theatre Checklist, RCP Green Physician Toolkit, Nursing for the Planet etc.
4. Raise awareness of the need for low carbon care and the principles of sustainable healthcare. E.g. Use of Green Team Competition to educate, support and drive change.
5. Low carbon alternatives: switch to lower carbon interventions and pathways where they maintain or increase the quality of patient care.
6. Reduction in the unnecessary use of diagnostic tests and procedures.
7. Ensure all Quality Improvement projects consider and incorporate sustainability
8. Use digital solutions to streamline care, including appropriate use of AI, and increase the number of virtual/telephone appointments in line with national targets.
9. Reduce clinical waste, e.g. reduce unnecessary use of PPE. Increase recycling and ensure correct waste segregation, especially for clinical waste streams.



How will we measure success?

- Triple bottom line incorporated into clinical leadership, management and reporting.
- Number of care pathways reviewed and optimised.
- Increased awareness of net zero care principles and evidence based good practice.
- Number of Quality Improvement and other projects with positive sustainability impacts.
- Increased number of virtual/telephone outpatient appointments.
- Incorporation of digital solutions to streamline care, including use of AI.
- Reduced procurement and waste of consumable items, especially those made of single use plastics. E.g. Reduction in the unnecessary use of PPE and switching to reusables instead of single use disposable items, where clinically appropriate.

5.3 Digital transformation

University Hospital Southampton aims to maximise the benefits of digital transformation to reduce emissions and improve patient care. Integrated and effective digital systems are essential for improving access to our services, providing quality care, improving productivity and reaching our net zero targets.

Our achievements so far

- UHS recognised as a Global Digital Exemplar, selected by the Department of Health and Social Care as a centre of excellence to develop and share digital innovations.
- UHS Digital has overseen the development of a wide range of pioneering projects, to improve the delivery and efficiency of healthcare services, and to improve patient outcomes while also supporting improved sustainability.
- The use of digiRounds to reduce the time taken to see patient vital signs and results, improving staff efficiency, patient care and reducing the use of paper in critical care.
- My Medical Record implemented to provide a digital version of patient's personal and medical health records. Providing better access for patients to their records via an app and reducing paper use.
- Metavision digital system implemented streamlining complex workflows and improving clinical decision-making.
- Sample 360 an electronic blood tracking systems using barcoded wristbands for patients which can be scanned to accurately label samples and prevent errors.

What are our objectives/deliverables?

1. Incorporate net zero principles into the digital strategy.
2. Complete digitisation of medical records ensuring secure and instant access to data.
3. Implement key digital systems including: Electronic Paediatric Early Warning System (EPEWS), e-clerking, e-wardround, e-consent and pilot use of AI.
4. Utilise methods to improve energy efficiency of digital systems and reduce energy use (e.g. purchasing energy efficient equipment, switching off computers and monitors overnight and decommissioning systems that are no longer required).
5. Continue to increase the interconnectedness of digital systems internally and regionally. E.g. SWASH+ imaging sharing.
6. Use circular and low-carbon approaches to IT procurement, hardware management and online storage, including procuring energy efficient and lower carbon digital products and services.

Our aims over the next three years

- Continue to implement digital systems to increase our digital capabilities and system interconnectedness.
- Mainstream digitally-enabled care across all areas of the Trust to provide efficient and joined up care which benefits our patients.
- Use circular and low carbon approaches to IT service delivery, including low carbon hosting and data hygiene.
- Investigate use of AI to support efficient and effective working practices.
- Reduce our use of office paper and printing through increased digitisation.



How will we measure success?

- Implementation of key electronic systems e.g. EPEWS, e-clerking, e-wardround and e-consent. Pilot use of AI.
- Increased virtual patient monitoring and care delivery via virtual wards.
- Sustainability incorporated into IT procurement and management.
- Improvement in the energy efficiency of equipment and systems in place to reduce energy use.
- Reduced quantity of printing/paper procured by the Trust.



5.4 Travel and Transport

Southampton Hospital Southampton recognises the critical role that sustainable and active travel plays in reducing harmful emissions, improving air quality, and supporting public health. As transport contributes significantly to our carbon footprint, both through our operational fleet and staff and patient travel, our aim is to reduce transport-related emissions in line with NHS England's net zero targets. We will invest in infrastructure that supports walking, wheeling, cycling and public transport, and develop a comprehensive sustainable travel plan that reflects opportunities and the needs of our patients, visitors, staff and organisation.

Our achievements so far

- ✓ Reduced patient travel through **digital care redesign**.
- ✓ Reduced business travel by utilising **virtual meetings** and promoting regular **bus services** between the hospital, city centre and park & ride site.
- ✓ Developed a **Sustainable Travel Strategy** and appointed consultant support to develop a Sustainable Travel Plan covering all UHS sites.
- ✓ Engagement with local authority and business partners to coordinate action on **air quality monitoring**.

Our aims over the next three years?

- By Dec 2026 publish a Sustainable Travel Plan, with resource to deliver and monitor progress via measures identified within the plan.
- Develop a policy position on Business Travel, to target associated emissions and ensure travel is undertaken for valid reasons.
- Reduce usage of taxis, promoting travel by more sustainable means, and reduce taxi emissions via procurement processes
- Develop a calendar of engagement events and initiatives to encourage staff, patients and visitors to travel actively and sustainably.
- Combine messaging on active travel, air quality and health benefits, for example by co-ordinating with smoke-free communications
- Reduce business mileage and fleet air pollutant emissions
- Plan deployment of EV infrastructure, including working with local network operations on grid capacity and engaging with local stakeholders and neighbouring landowners.
- Reduce emissions and pollution from delivery of goods and services to our sites by working with suppliers and Local Authorities
- Adopt strategies and processes to align with NHS England Travel and Transport requirements and targets, including:
 - From 2026 staff salary sacrifice scheme to offer only electric vehicles, as per central NHS England requirements.
 - From 2027 all new vehicles owned and leased to be zero emission vehicles, as required in the NHS Net zero Travel and Transport Strategy.
 - Plan deployment of EV infrastructure by identifying local/regional grid capacity and work with local network operators and/or local authority to plan for increased capacity where necessary

How will we measure success?

- Reduce transport-based pollution to hit DEFRA & WHO limits
- Reduce single-occupancy-vehicles
 - 2023/24 Baseline: 43% of staff
 - 2028 target: 35% of staff
- Transition Trust fleet to Zero emissions vehicles to hit NHSE requirement
 - From 2027 all new vehicles owned and leased to be zero emission vehicles. Current UHS/UEL Fleet = 25 vehicles, with 4 EV and 21 ICE vehicles.



5.5 Estates and Facilities



The Trust estate represents a major contributor to direct carbon emissions, with significant reliance on fossil fuel heating systems. The age and condition of our buildings and infrastructure presents a significant challenge in terms of adapting, upgrading and managing our hospital sites, to provide a sustainable service.

Achievements so far

- ✓ Secured **£100k grant funding** during the 2024/25 financial year for energy improvement projects across the Trust (submetering, LED lighting upgrades)
- ✓ Produced **Heat Decarbonisation Plans** for all Trust Hospitals.
- ✓ Secured a **combined £46m funding** from the Public Sector Decarbonisation Scheme, to deliver energy infrastructure upgrades, renewable energy generation and building fabric improvements.
- ✓ Appointed an **Energy Manager** to supporting the organisation to deliver energy saving projects.
- ✓ **Improved monitoring** of energy and water use and increased the number of smart energy meters.
- ✓ Implemented **efficiency measures**: upgraded to 64.5% LED lighting coverage.
- ✓ Installed **solar panels** across several buildings and continue to purchase 100% certified renewable electricity or zero carbon for business.

Our aims over the next three years

- Ensure consistent application of the NHS Net Zero Building Standard for all Trust development projects
- Fully deliver Public Sector Decarbonisation Scheme (PSDS) projects and assess impact against Heat Decarbonisation Plan projections
- Co-ordinate with local authority and industry partners on local energy demand modelling and planning, to maximise opportunities for energy solutions that deliver the greatest value (district heating, for example)
- Increase the energy efficiency of our existing buildings, Improve data collection to maximise low carbon funding opportunities
- Create comfortable climate resilient buildings that enhance the landscape and improve biodiversity
- Use water more efficiently, minimise waste and investigate reuse of grey water

Our objectives and deliverables

1. Investigate opportunities that will deliver our decarbonisation plans, preparing for a switch to electricity-led heating and increased on-site renewables.
2. Increase sub-metering and utilise new smart metering technology to inform our decision making.
3. Involve employees in energy saving through effective awareness campaigns.
4. Look at how we can include Building Information Modelling (BIM) and whole-life costing approach in business decisions for capital planning, water and energy equipment.
5. Investigate how best to integrate Sustainability in our capital and refurbishment projects and provide role-specific sustainability training.
6. Provide regular training and engagement for employees to improve waste segregation.

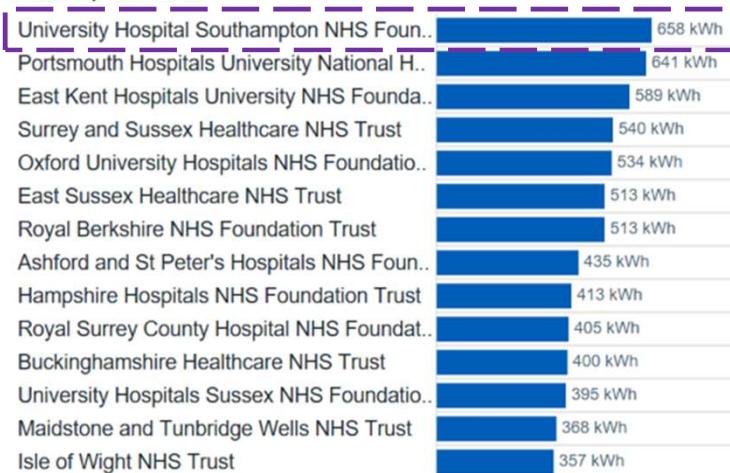


5.5.1 Estates & Facilities: Energy & Water Management

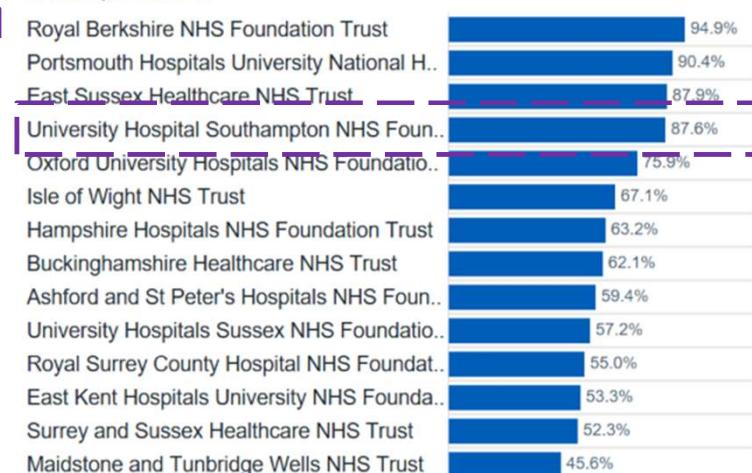
The Greener NHS Dashboard provides useful comparison dashboard for Trusts, taken from Estates Return Information Collection (ERIC) data. We will:

- Use this data as a primary assessment tool for estates & facilities processes
- Use the dashboard as a progress comparator against other Trusts
- Set specific targets based on these dashboards

Energy consumption per m2 by provider
Financial year : 2023-24



Gas consumption as % of total energy consumption by provider
Financial year : 2023-24

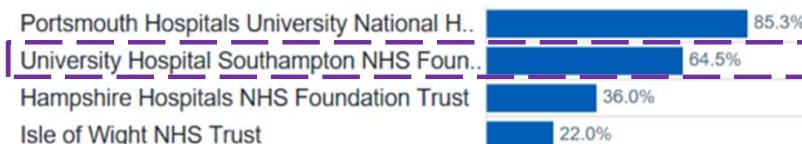


Measuring Success

- Reduce energy use per m2 by type and site (kWh): **2023/24 baseline 658kWh per m2, 2028 Target 645kWh per m2**
- Reduce gas consumption as a % of energy consumption: **2023/24 baseline 87.6%, 2028 Target 50%**
- Increase percentage of energy generated by renewables : **2023/24 baseline 0%, 2028 Target 2%**
- Increase LED lighting cover across Trust estate: **2023/24 baseline 64.5%, 2028 Target 75%**
- Reduce annual water use per site (m3)
- Reduce water use intensity (tCO2e) per m3 and per patient contact

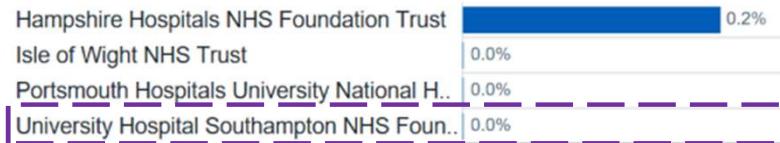
LED lighting % coverage by provider

Financial year : 2023-24



Renewable electricity consumption as % of total electricity consumption by provider

Financial year : 2023-24



Source: Greener NHS Dashboard

5.5.2 Estates and Facilities: Waste & Recycling

Achievements so far

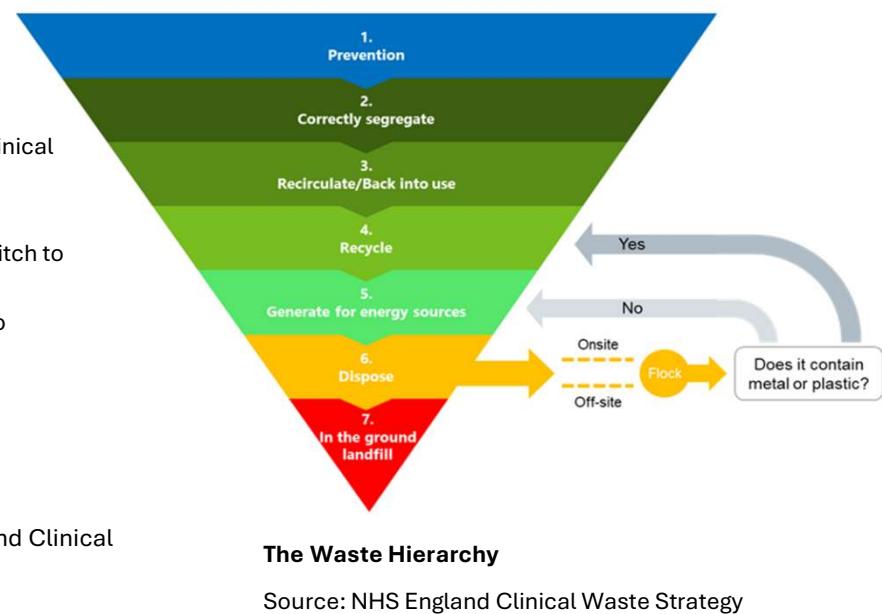
- ✓ Acted upon audit feedback following issues with waste segregation in some areas of the hospital, which has impacted our current reporting percentages; 99% reported incineration during 2023/24 is a direct result of ISSL and SRCL audit feedback and short-term corrective actions
- ✓ Appointed a **Waste Manager** to improve waste management processes and practices across the Trust.
- ✓ Invested in a **cardboard bailer** which crushes used cardboard boxes enabling us to significantly increase the volume of cardboard recycled.
- ✓ Introduced processes to facilitate reuse of office equipment, donated uniforms for reuse and sent our food waste for off-site anaerobic digestion.
- ✓ **Improved monitoring** of waste.
- ✓ Education and changes to **improve the segregation of clinical waste**. This resulted in improved waste segregation during 2025 and is enabling us to send less waste to high temperature incineration, addressing the trend shown in our segregation data.
- ✓ Improvement to **waste management and collection processes** which should result in increased recycling rates in theatres.

Our objectives and deliverables

1. Procure waste contracts that support a net zero waste hierarchy approach.
2. Comply with the requirements within the NHS England clinical waste strategy.
3. Maximise recycling and improve our recycling rate.
4. Reduce waste wherever possible via prevention and a switch to reusables or remanufactured devices.
5. Provide regular training and engagement for employees to improve waste segregation

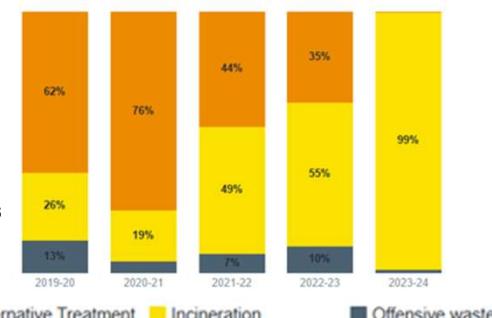
Our aims over the next three years

- Reduce waste through prevention and reuse.
- Improve recycling of unavoidable waste.
- Align waste practices and priorities with the NHS England Clinical Waste Strategy.



20:20:60 Waste Segregation Target

Clinical waste segregation - 20:20:60



Measuring Success

- Engage with clinical staff and increase availability of information and support on waste management
- Reduce total waste cost per tonne: **2023/24 baseline £957 per tonne, 2028 target £500 per tonne**
- Reduce total waste volume per patient: **2023/24 baseline 3.0kg per patient, 2028 target 2.5kg per patient**
- I-AUDITOR Scores: **90% minimum acceptance across internal waste audits**
- Reduced annual waste volumes by site and by waste category (tons)
- Increased recycling rate
- Comply with the NHS England clinical waste segregation target of 20:20:60 for High Temperature Incineration, Alternative Treatment and Offensive Waste, respectively.

5.6 Green Space and Biodiversity Net Gain

Green space is limited across the Trust estate but is valued by both our patients and our staff. We will establish processes to ensure we protect the green areas of our estate, enhance the quality and diversity of those areas, and allow our community to enjoy them.

Our achievements so far

- ✓ Agreement for **10% biodiversity net gain** in future projects, in line with national requirements.
- ✓ **Rooftop Garden** created at Princess Anne Hospital, with wildlife-friendly planting to attract pollinators.
- ✓ Use of resident hawks to manage pigeon populations on UHS site, rather than chemical measures

Our aims over the next three years

- Produce baseline site plans for each UHS site to record and monitor green space and Biodiversity Net Gain.
- Provide healthy green spaces on our estate for the improved well-being of staff, patients, visitors and the local community.
- Improve biodiversity across our main sites.
- Increase access to our existing green spaces.



What are our objectives/deliverables?

1. Increase engagement with staff, patients and visitors about the benefits of quality green spaces and how they can positively impact our health and wellbeing.
2. Provide more biodiverse spaces for wildlife, using native species that provide food and shelter.
3. Look to engage with NHS Forest annually to maximise the free resources they offer.
4. Ensure that all Capital Projects includes maximum improvement of natural spaces (where possible) for people and nature.
5. Embed a new governance structure where our Sustainability Board/Biodiversity sub-group is consulted on for each Capital Project to highlight the wellbeing and biodiversity risks associated with changes to green space.

How will we measure success?

- Look to use DEFRA's Biodiversity metric 3.0 to assess the value of projects or developments to wildlife within Capital Projects during initial project investigation phases.
- Annual biodiversity survey in Aug/Sept, showing a year-on-year increase in species.
- Increased number of UHS species recordings on the iNaturalist APP.
- Increased hits on the green spaces intranet page for staff.



5.7 Medicines and Medical Devices

Medicines and medical equipment account for approximately 35% of NHS carbon emissions, with inhalers and anaesthetic gases alone contributing 5%. University Hospital Southampton is committed to reducing the environmental impact of medicines and medical devices while maintaining high standards of patient care. We aim to minimise waste, promote the use of reusables and lower-carbon alternatives where clinically appropriate, and optimise prescribing practices.

Our achievements so far

- ✓ Significantly reduced the use of the anaesthetic gas **desflurane** and switched to lower carbon alternatives (currently 0.4% of total volatile anaesthetic gas use across the Trust).
- ✓ Implemented **reusable fabric gowns and hats** in theatres.
- ✓ Switched some medical items from single use to **reusable** and to some **lower carbon medications**.
- ✓ Introduced systems and processes to **reduce medication waste** and return any unused medication to the pharmacy.
- ✓ Implemented a **walking aid reuse scheme** across all three sites reducing waste and saving money.
- ✓ Introduced **remanufactured catheters** in cardiac treatment pathways



What are our objectives/deliverables?

1. Streamline care practices to optimise medication and equipment utilisation and standardise processes.
2. Reduction in emissions from anaesthetic gases, including reducing nitrous oxide waste from medical gas pipeline systems (MGPS) by progressing the actions outlined in the updated nitrous oxide waste mitigation toolkit.
3. Support high-quality, lower-carbon respiratory care in secondary care, including supporting patients to choose the most appropriate inhaler(s) in alignment with clinical guidelines, prioritising use of dry powder inhalers over metered-dose inhalers where clinically appropriate. Performing inhaler technique checks with patients and promoting the appropriate disposal of inhalers.
4. Medicines optimisation which aligns with national guidelines to reduce overprescribing and improve outcomes. Including deprescribing where medications are no longer beneficial or appropriate.
5. Continued implementation of systems and processes to reduce medication waste, including effective stock management, moving medication with patients and returning unused medications to the pharmacy.
6. Minimise use of single use disposable devices and switch to reusables, where possible.
7. Eliminate unnecessary waste, e.g. remove unused items from surgical packs and stop unnecessary PPE use and couch roll use.
8. Progress self accreditation via the Royal Pharmaceutical Society Greener Pharmacy Toolkit, targeting 'Gold' level

Our aims over the next three years

- Lean practices: reduce carbon emissions related to the prescribing and use of medicines and medical products by streamlining care, optimising resource utilisation, use of best practices and standardising processes.
- Low carbon alternatives: switch to lower carbon alternatives for medicines and medical equipment, where clinically appropriate.
- Reducing waste: reduce waste wherever possible from medicines, medical equipment and packaging, minimising single use items and embracing circular economy principles.

How will we measure success?

- Reduction in volume of clinical single use items per patient.
- Increase in use of reusable and remanufactured items.
- Reduction in the use of unnecessary equipment e.g. PPE, couch roll.
- Reduction in the number of medical gas pipeline systems, reducing nitrous oxide waste.
- Reduction in carbon emissions from inhaler prescribing (average emissions per inhaler CO₂e) and dispensing of dry powder inhalers.
- Engagement with procurement to identify the highest emission items and take steps to reduce emissions from these items.
- Product review group in place to identify alternative low carbon and low waste options and support their implementation where clinically appropriate.
- Medicines optimisation processes and procedures in place which align with national guidelines.
- Continued reduction in medication waste and overprescribing.



5.8 Supply Chain and Procurement

Procurement and supply chain activities account for a significant portion of the NHS's total carbon footprint. Reducing emissions and waste from the goods and services we buy is essential to achieving our environmental goals, while also offering opportunities to improve efficiency and reduce costs.

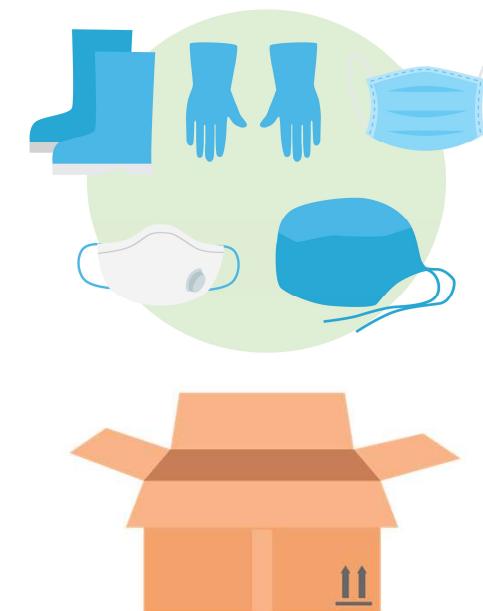
We are committed to embedding sustainability criteria into all relevant procurements and encouraging suppliers to align with our net zero ambition, in line with the NHS Net Zero Supplier Roadmap. We also aim to reduce reliance on single-use items and prioritise reusable, remanufactured or recycled products, supporting a circular economy where clinically appropriate.

Our achievements so far

- ✓ Conducted Scope 3 Greenhouse Gas carbon impact analysis and identified procurement hotspots.
- ✓ Identified our top 10 carbon-intensive suppliers and engaged them to pursue net zero commitments and Carbon Reduction Plans (CRPs).
- ✓ Using Vanguard Medical Remanufacturing at the Trust to restore used medical device to "as new" functional and safety standard with matching warranty.
- ✓ Ensure 100% of procurements apply a minimum 10% weighting for Net Zero and Social Value, aligned with PPN 06/20 and NHS England's Net Zero Roadmap.
- ✓ Appointed a board-level Net Zero and Social Value Lead to the Sustainability Board.

Our aims over the next three years

- Reduce carbon embedded in supply chains through reuse, refurbishment, and low-carbon alternatives.
- Reduce clinical single-use plastic usage where applicable.
- Embed product-level carbon footprinting into supplier requirements and tender documentation.
- Adopt a 'Triple Bottom Line' approach (People, Profit, Planet) to procurement decisions — embedding environmental, social, and economic value into financial modelling and contract evaluation, ensuring every £1 spent delivers holistic returns across community wellbeing, carbon impact, and fiscal responsibility.
- 100% of procurement staff trained in Net Zero NHS, NHS Social Value, and Carbon Literacy programmes.
- Create a unified WPL scoring matrix when tendering for Sustainability and Social Values.



5.8 Supply Chain and Procurement

What are our objectives/deliverables?

1. Embed NHS net zero supplier roadmap requirements into all relevant procurements and ensure they are monitored via KPIs and incorporated into contract management processes.
2. Develop and apply robust methodologies to measure environmental and social value across all procurement activity, asking suppliers for carbon transparency and reporting on their carbon reduction strategies and for the carbon footprint/Life Cycle Assessment of products.
3. Refresh a Sustainable Procurement Action Plan with Wessex Procurement Ltd aligned to NHS Green Plan Refresh guidance.
4. Include lifecycle cost and sustainability evaluation in appropriate tender assessments.
5. Drive a switch to reusable and lower-carbon products, using the NHS Product Interventions Calculator and NHS Supply Chain tools.
6. Support suppliers to complete the Evergreen Sustainable Supplier Assessment and publish Net Zero targets.
7. Link procurement to local air quality improvements, including consolidated and low-emission deliveries.
8. Embed CRP/Social Value for 100% of high-cost/high-risk tenders.
9. Promote staff training in Net Zero and Sustainable Procurement across the whole procurement function.
10. Seek to embed circular solutions, such as using reusable, remanufactured or recycled solutions when clinically appropriate



How will we measure success?

- 100% of contract over £5 million will include a Carbon Reduction Plan (PPN 06/21).
- 100% of suppliers to complete the Evergreen Sustainable Supplier Assessment.
- Measure and report the number of products switched from single-use to reusable, and to lower carbon alternatives.
- Measure and report Tonnes of CO2e and waste reduced, evidenced through procurement and product changes.
- Implementation of our Sustainable Procurement Action Plan, shared trust-wide.

Challenges We Anticipate – and How We'll Address Them

Challenge	Response
Some suppliers (e.g. SMEs) not ready for CRPs or Evergreen Assessment	Use a phased, supportive approach with guidance and templates.
Skills and knowledge gaps in procurement teams	Ensure 100% training completion, appoint Sustainability Champions.
Cost concerns for sustainable alternatives	Highlight lifecycle cost benefits, prioritise “win-win” products (reusable, local, low-waste).
Monitoring and accountability	Re-education, embed KPIs, integrate sustainability outcomes into supplier reviews.

5.9 Food and Nutrition

Our focus is on reducing emissions from food, reducing food waste, promoting healthier eating, and sourcing food in a way that supports local economies and the planet. We aim to provide seasonal menus rich in fruits and vegetables, minimise the use of heavily processed foods, and comply with the National Standards for Healthcare Food and Drink. By measuring our food waste and setting clear reduction targets, we are working to ensure that our food services are not only nutritious and appealing, but also environmentally responsible.

Achievements so far

- ✓ A **digital meal ordering system** implemented for patient meals, reducing food waste and printing.
- ✓ Introduced a greater variety of tasty **plant-based options** into the menus for staff, patients and visitors, increasing the proportion of plant-based menu items.
- ✓ Introduced a dedicated vegan menu for patients, and a seasonal review of menus to consider ingredient availability
- ✓ Ongoing menu reviews and changes to include **seasonal produce** and reducing red meat which has one of the highest carbon footprints.
- ✓ Food waste weight recorded, with monthly comparison by ward, and waste diverted to off-site anaerobic digestion.
- ✓ Implementation of reusable takeaway container system and reusable coffee cups.
- ✓ Swapping of many single-use plastic items to **non-plastic options** and recycled materials.
- ✓ Special initiatives e.g. retailer participation in the **Too Good To Go** scheme
- ✓ Award winning 'Pie and Porridge' project, which increased plant-based meal choices and reduced food waste

Our aims over the next three years

- Increase healthier, more sustainable menu choices for our patients, visitors and employees.
- Support patients and staff to eat well when in the hospital environment.
- Reduce carbon footprint of catering services.
- Reduce food waste throughout the foodservice processes and reduce environmental impact of unavoidable food waste.

Our objectives and deliverables

1. Continue healthy, seasonal, low carbon menus high in fruit and vegetables and low in heavily processed foods.
2. Increase the proportion of plant-based menu items, while still providing choice.
3. Continue to expand the use of plant-based proteins and optimise language on all menus for plant-based foods. Consider the implementation of a carbon calculation and rating for menu items.
4. Reduce the use of single-use plastic products and implement reusables, where possible.
5. Work with suppliers to reduce their carbon impact, e.g. via reducing packaging and food miles, condensed deliveries and switching to lower carbon vehicles.
6. Engage with employees about healthy eating and benefits of plant-based foods.
7. Measure food waste in line with Estates Returns Information Collection requirements and set reduction targets.

Measuring Success

- Increased proportion of plant-based food options for staff, visitors and patients.
- Optimise language on all menus for plant-based foods.
- Reduction in the number of menu options containing red meat.
- Reduction of single-use plastic items used in Catering & increase of reusables.
- Decreased food waste and the number of patient meals uneaten.
- Increased proportion of food waste disposed of via anaerobic digestion
- Increased proportion of local or seasonal food procured as part of overall value of food and drink contracts.
- Reduction in carbon emissions from food supply.



5.10 Adaptation

Climate change threatens the ability of the NHS to deliver essential services in both the near and longer term. Climate adaptation refers to actions taken to reduce vulnerability to the impacts of climate change, such as extreme weather events including floods and heatwaves. It is crucial that we prepare our buildings and services to withstand these growing risks, and we will do so by following the Climate Adaptation Framework developed for NHS organisations in England.

Achievements so far

- ✓ Added a risk to the Trust's risk register to capture the implications of not adapting our estate to reduce our vulnerability to the changing climate.
- ✓ Emergency preparedness and business continuity (EPRR) team in place.
- ✓ Business continuity plans produced which cover severe weather events and power failure. Heatwave response plan also created.

Our aims over the next three years

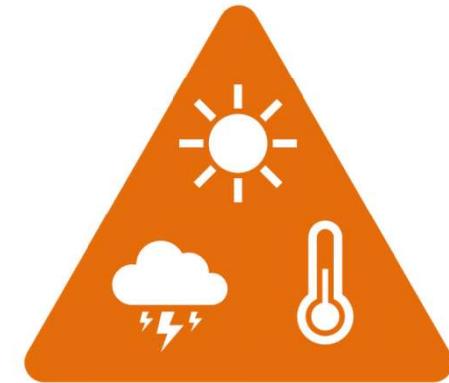
- Increase resilience to climate related severe weather events and support business continuity during adverse weather events in line with the adaptation requirements and guidance outlined in:
 - The NHS Core Standards for emergency preparedness, resilience and response (EPRR)
 - The NHS Standard Contract
 - The Delivering a Net Zero NHS report
 - The Adverse Weather and Health Plan
 - The NHS Climate Adaptation Framework, and
 - The fourth NHS Health and Climate Adaptation Report
- Increase resilience of our estate, through better regulation of cooling and heating and ensuring new buildings are built to the NHS net zero building standard.
- Increase resilience of service provision, e.g., through business continuity plans, digitalisation, virtual wards, virtual appointments and planning incorporated within backlog maintenance to increase resilience of our Estate to climate change risks.

Our objectives and deliverables

1. Develop an Adaptation Plan and Climate Change Risk Assessment (CCRA) that identifies key risks to our operations using the NHS Climate Change Risk Assessment tool.
2. Use the Strategic Health Asset Planning and Evaluation (SHAPE) tool to identify vulnerabilities and risks related to climate change.
3. Develop Trust adaptation plan based on the Greener NHS guidance and NHS Estates Premises Assurance Model which meets the requirements outlined above, including a detailed action plan.
4. Understand and reduce climate change risks related to our estate infrastructure. Incorporate passive and active cooling, greenspace and drainage systems as part of capital projects.
5. Understand and reduce climate change risks related to our digital infrastructure.
6. Improve indoor temperature monitoring using thermal sensors.
7. For new builds and refurbishments follow the NHS Net Zero Hospital Building Standards.
8. Ensure adequate cascading of weather health alerts in line with the government's Adverse Weather and Health Plan

Measuring Success

- Climate Change Risk Assessment created.
- Trust adaptation plan created, and resource identified to deliver the action plan.
- Climate change risks reduced via work done on our estate to address issues highlighted in the CCRA.
- Any new buildings or refurbishments minimise risks by following the NHS Net Zero Building Standards.
- Category options added to InPhase to allow the specific recording of severe weather events e.g. overheating, flooding, drought, storms/high winds and power outages.
- Reduced number of heat and cold related 'incidents' recorded on InPhase due to extreme weather events affecting our buildings.



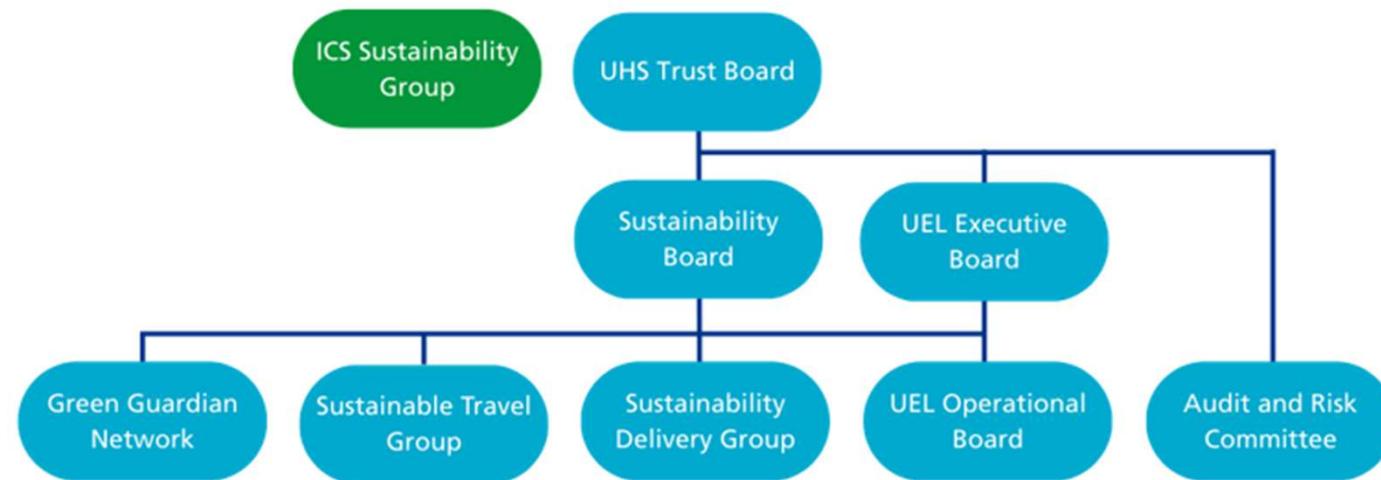
6. Green Plan Governance

The University Hospital Southampton Green Plan is overseen by the Chair of the Sustainability Board led by our Director of Estates, Facilities & Capital Development, who manages a dedicated Sustainability Team to oversee compliance with Green Plan requirements, report progress towards targets and engagement across the Trust on sustainability actions.

Since introduction of the first Green Plan, sustainability has been embedded in reporting structures within the Trust, with bespoke committees introduced to support delivery of specific elements of the Plan. This structure is subject to periodic change and ensures that sustainability action is visible at all levels of the Trust, with regular reporting on progress against our KPI's across this structure.

This Green Plan sets the direction for our Trust over the next three years as we work towards the delivery of a sustainable healthcare system. It has been developed with a broad range of stakeholders and reflects their aspirations and ambitions for a sustainable future.

UHS Sustainability Governance Structure



It is encouraging that so many colleagues have come together at UHS to improve sustainability across all activities at the Trust. Supporting and building upon this engagement and enthusiasm is vital for the next phase of our Green Plan.



Adam Tewkesbury,
Head of Sustainability

7. Tracking and Reporting Progress

In order to deliver our Green Plan, we will need the **appropriate resources, commitment from staff at all levels**, and the **flexibility** to allow the plan to evolve. We will continue to engage with our **staff** and **patients** and introduce measures to make it easier for people to become actively involved with activities that contribute towards the delivery of our Green Plan.

We will **align** with national targets, engage with other Trusts and look to review our action plan annually to ensure national and regional priorities are met.

Progress against Green Plan objectives is now a core component of the Trust Annual Report, which includes updates on Green Plan targets and KPI's. The Annual Report also fulfils our reporting commitments for the **Task Force on Climate-related Financial Disclosures (TCFD)**.

The **Green Plan Action Plan** will continue to act as the core data reporting function for this document, utilising **ERIC** data returns, the **Greener NHS Dashboard, medication tracking and auditing systems** and the **Green Plan Support Tool** to ensure accurate data analysis that is consistent with other Trusts.

We will **communicate Green Plan progress** via regular digital and face to face engagement across our community, and considered use of printed material where justified. We will continue to work closely with the Trust Communication Team, and Training Team, to ensure our Green Plan is visible to our staff and responsibilities relating to actions are understood by all.

Green Plan Refresh Survey

We will conduct a Green Plan survey to support the launch of this updated document. Survey responses will be used to prioritise actions across the 10 key areas, and to engage staff with the actions needed across the Trust

This update to our Green Plan was approved by the **Sustainability Board in September 2025, and Trust Board in November 2025**.



8. Supporting Resources

NHS England Online Resources:

- [Delivering a Net Zero National Health Service report](#)
- [Greener NHS Dashboard](#)
- [Greener NHS Knowledge Hub \(on Future NHS\)](#)
- [NHS England Greener NHS Analytics Workspace – Green Plan Support Tool and Greener NHS Dashboard](#)
- [NHS Net Zero Buildings Standard](#)
- [Net Zero Suppliers Roadmap](#)
- [NHS Estates Net Zero Carbon Delivery Plan and Technical Annex](#)
- [LEAF \(Laboratory Efficiency Assessment Framework\) Sustainability Toolkit](#)
- [RCS Sustainability in Surgery Guide](#)
- [RCS Green Theatre Checklist](#)
- [RCP Green Physician Toolkit](#)
- [Nursing for the Planet](#)
- [NHS Net Zero Travel and Transport Strategy](#)
- [NHS Climate Change Risk Assessment Tool](#)
- [NHS Climate Adaptation Framework](#)
- [RPS Toolkit](#)
- [RCP Managing Multiple Medications Toolkit](#)
- [Green ED Workbook](#)
- [SusQi](#)
- [UKHACC](#)

Contact Us

Visit our [Sustainable UHS](#) page



Adam Tewkesbury	Head of Sustainability
TBC	Sustainability Manager
TBC	Energy Manager
TBC	Sustainable Travel Manager

Training

There are a range of free courses available for UHS staff via the e-learning for healthcare (e-lfh) hub and via the UHS Virtual Learning Environment. These include the below:

Building a Net Zero NHS: Describes how the climate emergency affects health, explains the relevance of the NHS Net Zero plan to operational service delivery and includes case studies of sustainable practices.

Environmental Sustainability in Quality Improvement: Outlines an approach to quality improvement where environmental, social and financial aspects are considered alongside health outcomes. Describes how sustainability adds value to each step of a Qi process and details the steps for embedding sustainability into a quality improvement project.

Sustainable Endoscopy: Prepares endoscopy teams to implement changes in practice to reduce financial, social and environmental costs whilst improving patient outcomes. It is intended for anyone working in endoscopy services.

Green Operating Theatres: Prepares and supports healthcare professionals who work in operating theatres to implement changes in their practice to reduce environmental, and often social and financial impacts whilst improving patient outcomes.

All Our Health: Climate Change: A bite-sized session providing an overview of climate and health, including key evidence, data and useful resources, for healthcare professionals.

All our Health: Air Pollution: A summary of the issue of air pollution with key information for healthcare professionals including key evidence, data and resources to help prevent illness, protect health and wellbeing.

Other Training Courses

Carbon Literacy for Healthcare

Specially designed for the healthcare sector and free to access it is suitable for healthcare staff who would like to expand their knowledge on how to drive impactful action to reduce carbon emissions. Find out more [here](#).

Sustainability Leadership for Greener Health and Care

Delivered by the NHS Leadership Academy, the Sustainability Leadership for Greener Health and Care programme is designed to develop green leadership abilities, giving the tools and knowledge to build a greener and more sustainable health system. Find out more and book a free place [here](#).

How we can work sustainably



Green Practices

- **Go paperless:** Avoid paper, if possible, otherwise print double sided and use recycled paper.
- **Go digital:** Use digital processes/systems like SharePoint to store, access and manage documents.
- **Buy less:** Only essential items, and switch to low carbon, low energy, recycled or refurbished alternatives.
- **Turn off:** Computer devices, equipment and lights when not needed - where safe to do so.
- **Reduce waste and recycle:** Review potential for waste reduction, get recycling bins for your area.



Green Team Management

- **Embed:** Include sustainability in team objectives, job descriptions, staff objectives and appraisals.
- **Green Plan:** Align sustainability aims and objectives to the Trust's Green Plan.
- **Training:** Complete 'Building a Net Zero NHS' training on the online training system.
- **Team lead:** Nominate a green lead/champion for your team.
- **QI projects:** Include sustainability, both reduction of emissions and waste, in Quality Improvement projects.
- **Go flexible:** Use of flexible/remote working, where applicable.



Food

- **Raise awareness:** Of healthy and sustainable food e.g. benefits of Lancet Planetary Health Diet .
- **Go plant-based:** Switch to plant-based food options, where possible and nutritionally appropriate.
- **Use reusables:** Use a reusable water bottle and cup or ceramic mug instead of using disposables.
- **Green takeaways:** Use a reusable tub instead of getting your takeaway food in a disposable box.
- **Return:** On the wards ensure that all of the reusable items are returned to the kitchen, not thrown away.



Waste

- **Reduce:** Reduce waste wherever possible. Switch to reusables and reduce purchases where you can.
- **Reuse:** Choose second hand or re-furbished furniture and equipment.
- **Recycle:** Get a recycling bin for your area and maximise recycling.
- **Plastic:** Reduce use of single use plastic products, pens, cups, cutlery, drinks bottle, etc.
- **Packaging:** Avoid products with excessive packaging, switch to those without plastic packaging.



Building and Energy

- **Switch off:** Turn off lights and equipment when not in use, where safe to do so.
- **LEDs:** Replace lighting with LED, they are up to 80% more efficient than fluorescent bulbs.
- **Conserve energy:** Block drafts, close windows and doors, improve insulation, switch to double glazing.
- **Conserve water:** Minimise water use, don't leave taps running. Report leaks to Estates & Facilities.
- **Go agile:** Implement agile working, hot desking and working from home, where possible.
- **Low energy:** Switch to more energy efficient equipment, where possible.
- **Buildings:** Install insulation, solar panels, and heat pumps instead of gas boilers.



Travel and Transport

- **Go online:** Reduce travel between sites or to external meetings by using Teams meetings.
- **Go digital:** Use digital systems, reducing the need to travel for data input or to view paper records.
- **Go flexible:** Support flexible and remote ways of working, where possible.
- **Go sustainable:** Switch to walking, cycling, public transport, ultra-low or zero emission vehicles. Staff discount for bikes available.



Procurement

- **Review:** Review which items are purchased most frequently and how sustainable they are.
- **Reduce:** Cut out items you can do without, remove unused items from clinical sets etc.
- **Reuse:** Switch to reusable, recycled or lower carbon options, where possible.
- **Go local:** Reduce procurement miles by supporting local businesses and buying from local, sustainable providers.
- **Packaging:** Pick the items with the least packaging. Engage with procurement about reducing packaging waste.
- **Engage:** Speak to your procurement team and request the most sustainable options. It's mandatory for at least a 10% weighting for net zero/social value to be included in all NHS tenders and Fighting Climate Change must be included in all NHS procurements.
- **Inventory:** Implement a first in, first out system and date items to reduce wastage of perishable items/medication.



Patient Care Provision

- **Reduce 'care miles':** By implementing virtual triage, virtual clinics and virtual wards, where appropriate.
- **Go local:** Deliver care or diagnostic tests in settings closer to people's homes, where possible.
- **Promote prevention:** Promote healthy behaviours, mental wellbeing, and self-management to improve patient health.
- **Admissions:** Take steps to reduce avoidable hospital admissions, where possible.
- **Streamline:** Review processes to identify potential for streamlining care pathways/service re-configuration, e.g. one-stop clinics.
- **Patient medication review:** Identify and stop unneeded medication, change to lower carbon options, where possible.
- **Equipment:** Switch to lower carbon options, reusables or recyclable products. Reduce single use items, plastics, and waste.



Green Spaces and Biodiversity

- **Green breaks:** Take a break in a green space. Log nature you spot on iNaturalist.
- **Green social prescribing:** Prescribing time outdoors in nature, e.g. walking or gardening can improve mental and physical health.



Adaptation

- **Protect service delivery:** Consider the impact of climate change in planning and delivering services and delivering safe care.
- **Adapt buildings:** Ensure buildings used to deliver care are fit for purpose and resilient against the impacts of climate change.



Compliance Checklist

This Green Plan ensures University Hospital Southampton is compliant with environmental and sustainability legislation, aligned with internal and external guidance, and actively engaged with the sustainability agenda at a local and national level.

- Our Green Plan aligns with NHS England Green Plan Guidance and demonstrates progress towards national targets.
- Our Green Plan aligns with the requirements of the NHS Standard Contract.
- Our Green Plan aligns with 'Delivering a Net Zero NHS' guidance.
- Our Green Plan proactively builds synergies and collaboration- for example alignment of Smokefree and Active Travel health benefits and behaviour change actions.
- Green Plan actions, objectives and targets are developed with consideration of CQC, recognising inclusion of sustainability metrics in audits and reporting.
- Our Trust Strategy and Green Plan support estate projects that meet the requirements of NHS Net Zero Building Standard.
- Our Trust Strategy and Green Plan support procurement processes that adhere to the NHS Net Zero Supplier Roadmap.
- Our Trust Strategy and Green Plan support a digital strategy that prioritises sustainability and energy efficiency.

