

Green Plan 2025–2028

INSPIRED

Safe | Personal | Effective

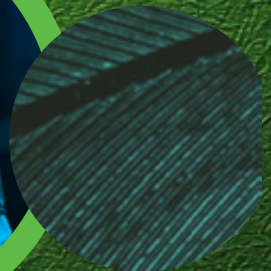
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1. Introduction

This document is ELHT's Green Plan refresh and covers the Trusts planned actions for the three-year period of 2023/24, 2024/25 and 2025/26.

As per the NHS guidelines, the refreshed green plans should be approved by the organisation's board or governing body, published in an accessible location on the organisation's website and shared with NHS England by 31 July 2025.



Green Plan Introduction

Climate change presents an immediate and growing threat to health. The UK is already experiencing more frequent and severe floods and heatwaves, as well as worsening air pollution.

Contributing around 4% of the country's carbon emissions and over 7% of the economy, the NHS has an essential role in meeting the net-zero targets set under the Climate Change Act.

The impact of climate change will be expensive for society and the NHS. Conversely, action to tackle climate change brings direct benefits for public health, health equity and taxpayers.

In 2020, the NHS became the world's first health system to commit to reaching net-zero emissions. The Delivering a net-zero National Health Service report set out the scale of ambition. The Health and Care Act 2022 reinforced this commitment, placing new duties on integrated care boards (ICBs), NHS trusts and foundation trusts (referred to collectively in this guidance as trusts) to consider statutory emissions and environmental targets in their decisions.

Trusts and ICBs are expected to meet these duties through the delivery of board-approved green plans.

These plans need to be refreshed in line with this statutory guidance by 31 July 2025. Green plans should set out the key actions each system and trust will take to deliver emissions reductions and support resilience to climate impacts over the next three years.

Trust overview

East Lancashire Hospitals NHS Trust (ELHT) is a leading healthcare provider serving over 700,000 patients a year across 202,854m², operating five main hospitals: Burnley General Hospital, Royal Blackburn, Pendle Community, Accrington Victoria, and Clitheroe Hospitals, along with several community sites. ELHT is part of the wider NHS Lancashire and South Cumbria.

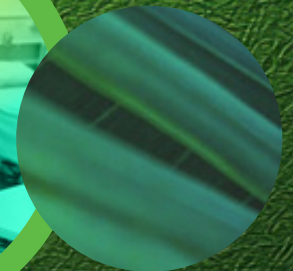
To achieve net-zero, East Lancashire Hospitals NHS Trust has developed a Green Plan aligned with the Greener NHS Strategy and national sustainability goals.

This plan, approved by a multidisciplinary committee and the Trust Board, will be integrated into the regional ICS Green Plan. It addresses near- and long-term Scope 1, 2, and 3 greenhouse gas emissions for FY2024, using FY2021 as the baseline. The Green Plan emphasises environmental and social dimensions in healthcare, recognising the climate crisis as a public health issue. Through this plan, East Lancashire Hospitals NHS Trust aims to collaborate with staff, patients, and partners to prioritise patient welfare and climate action in providing high-quality care.

2. Governance

ELHT's Green Plan outlines the essential actions the Trust will undertake to reduce emissions and enhance resilience against climate impacts over the next three years.

To successfully implement these actions, a strong governance process has been established, and key employees have been assigned to each focus area and action item.



Green Plan Governance

Board oversight

East Lancashire Hospitals NHS Trust remains committed to effective governance and proactively managing climate-related challenges and opportunities. The Board of Directors (“the Board”) retains overall responsibility for overseeing the Group’s climate strategy. East Lancashire Hospitals Commercial Lead oversees the development over the Trust Green Plan, coordinating with the focus area leads. The Trust’s emission reduction targets are key discussion points in these meetings.

Focus area leads

Focus area leads are responsible for implementing the sustainability and climate-related actions throughout the Trust. Key topics discussed in the Trust Sustainability Group include ongoing projects, milestones achieved, and future strategies. The Commercial Lead and Executive Director of Integrated Care, Partnerships and Resilience provide senior leadership and the Board with a detailed overview of the progress towards climate and sustainability targets. Regular integration of climate considerations is embedded into the leadership team’s monthly discussions, ensuring that sustainability is addressed across all relevant areas of the business.

3. Metrics and Targets

East Lancashire Hospitals NHS Trust reports its emissions as per the international guidelines of the GHG protocol and aligned to the NHS Carbon Footprint and Carbon Footprint Plus categorisations.

Progress against the 2040 and 2045 net-zero targets has been tracked using a market-based emissions methodology.



Carbon footprint

Greenhouse gas emissions are conventionally classified into one of three 'scopes', depending on the emission source and the level of control an organisation has over the emission source. They are reported in 'tonnes of carbon dioxide equivalent' (tCO₂e).

Scope 1 and 2 emissions are those that can be controlled and directly influenced. Some scope 3 emissions, such as waste and business travel, can also be directly influenced, while for others, such as commissioned health services, cannot be directly controlled.

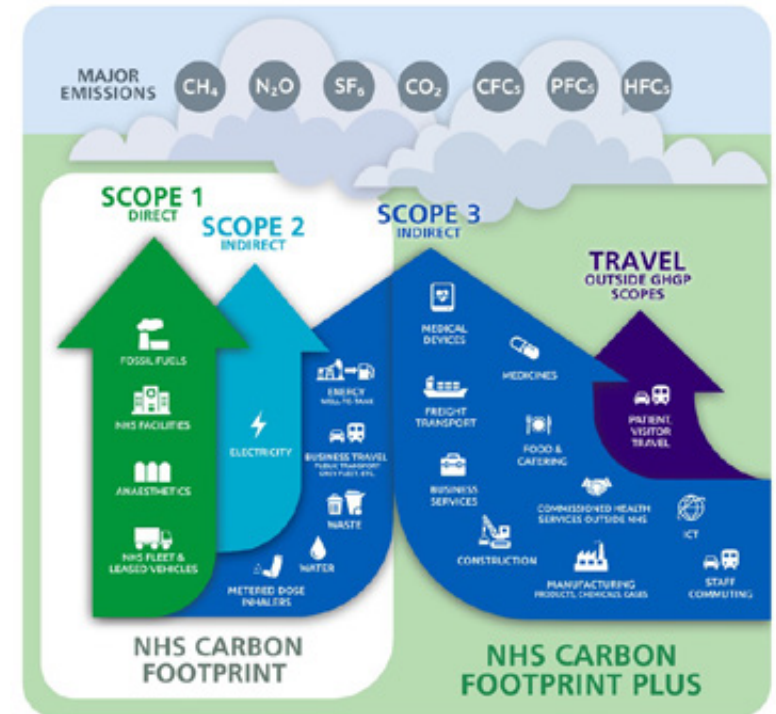
ELHT has been measuring its full Scope 1, 2 and 3 emissions since FY2019 showing a long-term commitment to emission reductions. The most recent year calculated is FY2024 (1 April 2023 – 31 March 2024). Data is provided to our third-party ESG advisors for calculations following the Greenhouse Gas Protocol. However, no formal assurance is provided.

ELHT's emissions are reported using a consolidated, operational control approach, as defined by the GHG Protocol. All emissions have been calculated following the GHG Protocol's Corporate Accounting and Reporting Standard. All seven greenhouse gases specified by the Kyoto Protocol have been accounted for and reported on a tonnes of carbon dioxide equivalent (tCO₂e) basis.

All conversion factors are sourced from UK Government (DESNZ) GHG Conversion Factors for Company Reporting 2023 v1.1 and include Scope 3 Well to Tank and Transmission & Distribution (T&D) losses.

The Greenhouse Gas Protocol Value Chain methodology is followed in all cases.

Figure 1: NHS GHG emissions categorisation

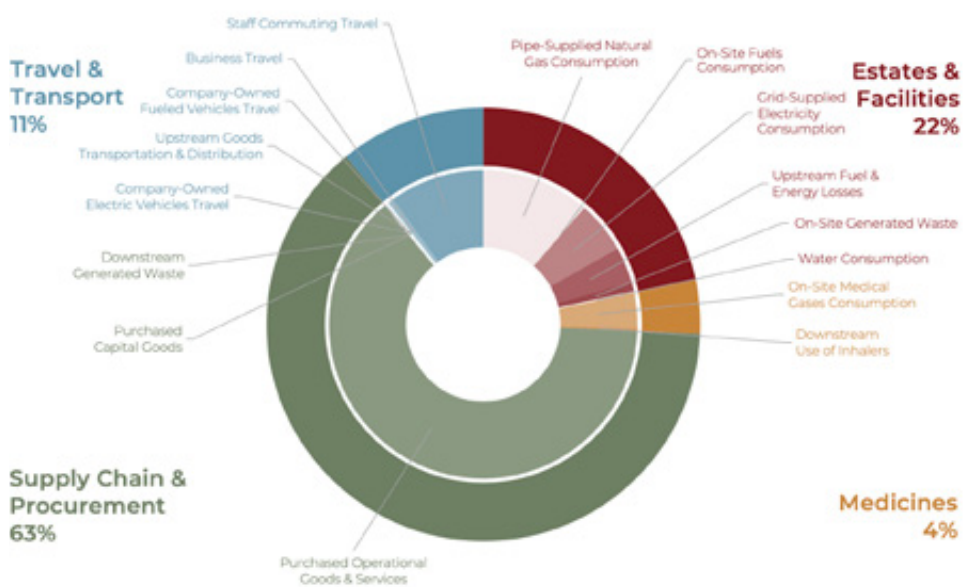


Carbon footprint

Table 1: East Lancashire Hospitals NHS Trust's GHG emissions inventory

Emissions Scope	Baseline FY2021 GHG Emissions tCO ₂ e	FY2024 GHG Emissions tCO ₂ e
Scope 1	24,243	15,887
Scope 2 (Location-based)	7,811	5,653
Scope 2 (Market-based)	2	5
Scope 3	67,638	81,921
Out of Scope	5,463	Data unavailable
Total GHG emissions (Location-based)	105,155	103,461
Total GHG emissions (Market-based)	97,345	97,812

Figure 2: Emissions broken down by emissions source



Greenhouse gas emissions inventory

Table 2: East Lancashire Hospitals NHS Trust's GHG emissions inventory

Emissions Scope	FY2024 tCO ₂ e	% of Market-Based emissions	NHS Target
Scope 1	15,887	16.20%	
Natural Gas	11,741	12.00%	Carbon Footprint
Transport (internal combustion vehicles)	307	0.30%	Carbon Footprint
Other fuels	12	0.01%	Carbon Footprint
Fugitives – Air-con losses	Data unavailable	N/A	Carbon Footprint
Fugitives – Medical gases	3,827	3.90%	Carbon Footprint
Scope 2 (Location-based)	5,653	5.80%	
Grid-Supplied Electricity	5,648	5.80%	Carbon Footprint
Transport (electric vehicles)	5	0.01%	Carbon Footprint
Scope 2 (Market-based)	5		
Scope 3	81,921	83.80%	
1. Purchased Goods and Services	65,597	67.10%	
Water consumption	54	0.06%	Carbon Footprint
Other purchased goods and services	65,543	67.00%	Carbon Footprint Plus
2. Capital Goods	42	0.04%	Carbon Footprint Plus
3. Fuel- and Energy-related Activities	3,868	4.00%	Carbon Footprint
4. Upstream Transportation and Distribution	49	0.05%	Carbon Footprint Plus
5. Waste Generated in Operations	1,139	1.20%	Carbon Footprint
6. Business Travel	649	0.70%	Carbon Footprint
7. Employee Commuting	10,287	10.50%	Carbon Footprint Plus
8. Upstream Leased Assets	N/A	N/A	Carbon Footprint Plus
9. Downstream Transportation and Distribution	N/A	N/A	Carbon Footprint Plus
10. Processing of Sold Products	N/A	N/A	Carbon Footprint Plus
11. Use of Sold Products	290	0.30%	Carbon Footprint
12. End-of-life Treatment of Sold Products	0.003	<0.001%	Carbon Footprint Plus
13. Downstream Leased Assets	N/A	N/A	Carbon Footprint Plus
14. Franchises	N/A	N/A	Carbon Footprint Plus
15. Investments	N/A	N/A	Carbon Footprint Plus
Out of Scope (Patient and Visitor Travel)	Data unavailable	N/A	Carbon Footprint Plus
Total Emissions (Location-based)	103,461		
Total Emissions (Market-based)	97,812		

The Greenhouse Gas emissions inventory follows the GHG protocol guidance and accounts for all operational and value chain associated with a company. The Scope 3 inventory is divided into the 15 categories established by the Greenhouse Gas Protocol Corporate Value Chain (Scope 3 Accounting and Reporting Standard). Not all categories are applicable to every business. All applicable categories have been quantified. Each applicable category has been mapped to either the NHS Carbon Footprint or NHS Carbon Footprint Plus categorisation. Patient and visitor travel information is not accurately available across the Trust. In FY2026, the Trust will work with our external ESG partner to determine an appropriate methodology for estimating the associated emissions.

Targets

Table 3: East Lancashire Hospitals NHS Trust's target summary and status

Target	Baseline FY2021 value	Most recent year FY2024 value	Status and Risk Mitigation
Achieve net-zero on 'Carbon Footprint' emissions by 2040	37,579 tCO ₂ e	27,540tCO ₂ e	A 26.7% reduction from the baseline has been seen due to the phasing out of desflurane use as an anaesthetic gas, and its replacement by less carbon intensive alternatives. Going forward from FY2024, An annual average reduction of 4.6%* is required to meet the target.
Achieve net-zero on 'Carbon Footprint Plus' emissions by 2045	67,577 tCO ₂ e	75,920 tCO ₂ e	A 12.3% increase from the baseline has been seen due to increased expenditure on operational goods and services in FY2024. Going forward from FY2024, an annual average reduction of 5.3%* is required to meet the target.
Total	105,155 tCO₂e	103,461 tCO₂e	Overall, the Trust has reduced its emissions by 2% compared to the FY2021 baseline. The majority of this reduction is within the Carbon Footprint emissions, which are on track to meet the 2040 net-zero target. To reach the FY2025 'Carbon Footprint Plus' target, an average annual reduction of 3,615 tCO₂e is needed.

*% reduction based on FY2021 baseline.

NHS England has set ambitious yet realistic net-zero targets to encourage immediate action and ongoing monitoring and innovation. These targets were based on an analysis of current and planned NHS activities, national and international best practices, and assumptions about future innovations and the pace of change from the government and other sectors. All NHS trusts are to align their Green Plans with NHS England's net-zero ambitions:

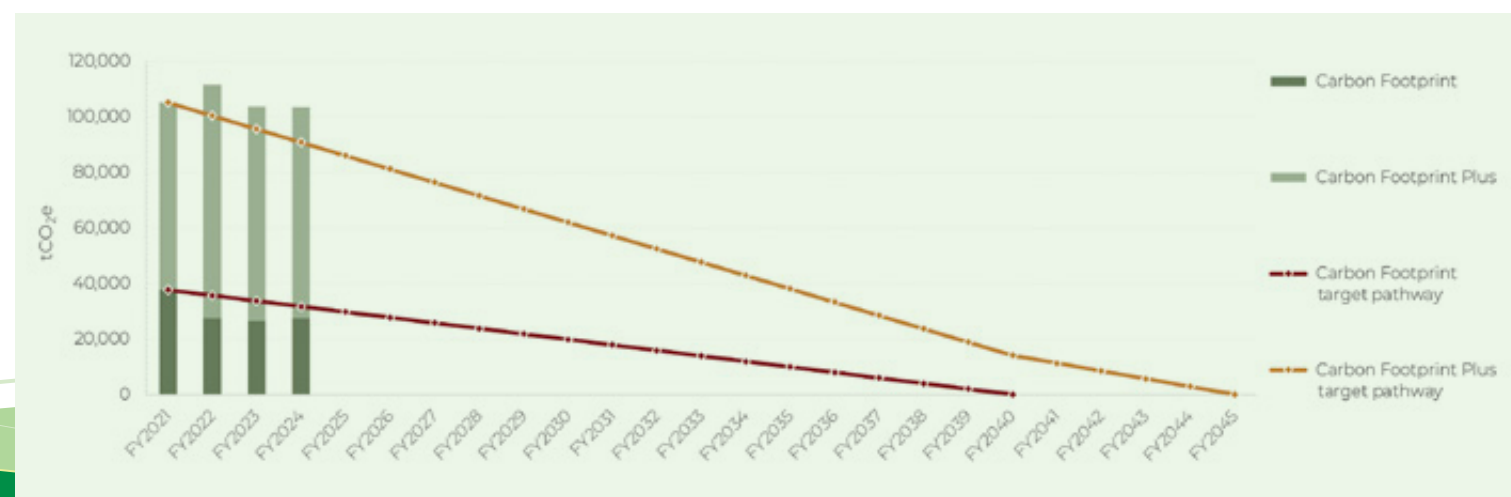
NHS Carbon Footprint emissions: net-zero by 2040

(with an ambition for an 80% reduction [compared with a 1990 baseline] by 2028 to 2032).

NHS Carbon Footprint Plus emissions: net-zero by 2045

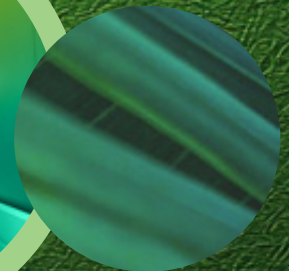
(with an ambition for an 80% reduction [compared with a 1990 baseline] by 2036 to 2039).

Figure 3: East Lancashire Hospitals NHS Trust's net-zero pathways



4. Action Plan

East Lancashire Hospitals NHS Trust's action plan is broken down into the nine focus areas as per the NHS's recommendations. SMART actions and KPIs have been set out for each focus area.



Workforce and system leadership

“The transition to a net zero NHS will be driven by its people. There is already strong support for a greener future; 9 in 10 staff support the NHS net zero ambition.”¹

This focus area is intended to drive the Trust’s green plan development and implementation through appointment of an executive net-zero lead and roll-out of employee training.

We will inspire and empower our people to actively engage in this Green Plan by providing relevant training and platforms. This Green Plan and progress updates will be widely communicated and accessible to all staff and stakeholders.

This is a shared journey, and we ask our colleagues to be a part of it. Therefore, we have committed to training and appointing environment champions, supported by key managers and patient representatives.

All conversion factors are sourced from UK Government (DESNZ) GHG Conversion Factors for Company Reporting 2023 v1.1 and include Scope 3 Well to Tank and Transmission and Distribution (T&D) losses.

The Greenhouse Gas Protocol Value Chain methodology is followed in all cases.

A Sustainable Development Group was introduced to enhance the organisation’s sustainability capacity. The key function of the group was to ensure that our work contributes to the national effort for sustainability in alignment with the Sustainable Development Goals.

Building on our experience of leading a person-centred trust, we will explore how Green Plan objectives can be embedded within staff workplans and performance reviews to ensure our Green Plan becomes a core driver in the care we deliver.



1: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Workforce and system leadership – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
System leadership	Green plan board monitoring	Review and approve the plan at our Board level, monitoring delivery at Board meetings and relevant committees.	In progress	Ongoing	Matthew Ireland	£	N/A
System leadership	Sustainability leadership appointment	Nominate and empower a Net Zero Lead, Climate Change Adaptation Lead and a Health Equalities Lead and keep the Co-ordinating Commissioner informed at all times of the persons holding these positions.	Completed	Ongoing	Matthew Ireland	£	N/A
System leadership	Budget allocation	Identify budgets for the delivery of each 'area of focus' and the Green Plan as a whole.	Not started	18–36 months	Matthew Ireland	£££	High
System leadership	Data collection streamlining	Streamline data collection processes and produce a comprehensive monthly data report with relevant Green Plan metrics.	Not started	18–36 months	Matthew Ireland	£	Low
System leadership	Annual carbon accounting	Produce an annual granular carbon account in line with HM Treasury's 'Public sector annual reports: sustainability reporting guidance', with the intention of widening its scope and data quality when possible, along with an annual review of the progress against the Green Plan actions / emission reduction targets.	Not started	18–36 months	Matthew Ireland	£	Low
System leadership	Responsible department nomination	Ensure staff are resourced to undertake Green Plan duties and nominate a lead person or department for each Green Plan area of focus to develop and coordinate action through the existing Sustainability Working Group.	Not started	18–36 months	Matthew Ireland	££	Medium
System leadership	Risk register green plan integration	Ensure the Green Plan delivery is reflected in our corporate risk register.	Not started	18–36 months	Matthew Ireland	£	N/A

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Workforce and system leadership – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Workforce	Green Plan internal and external communication	Create Green Plan intranet pages for staff access and external webpages for other stakeholders; upload Green Plan content and progress updates accordingly.	Not started	18–36 months	Matthew Ireland	£	N/A
Workforce	Embed the NHS sustainability campaign toolkit in communication	Use the Green NHS 'ONE YEAR ON' Communications Toolkit and/or the 'Healthier Planet, Healthier People' Toolkit to create and share communications about our Green Plan.	Not started	18–36 months	Matthew Ireland	£	Low
System leadership	Identify Green Plan funding	Identify internal and third-party funding to enable key Green Plan actions.	Not started	18–36 months	Matthew Ireland	£	High
System leadership	Collaborative delivery of the green plan	Work in partnership with neighbouring NHS trusts and public authorities to enhance the delivery of the Green Plan and share best practice.	Not started	18–36 months	Matthew Ireland	£	Medium
System leadership	Quarterly data collection	Ensure quarterly Greener NHS Data Collection uploads are made.	Not started	18–36 months	Matthew Ireland	£	N/A
Workforce	Sustainable development group meetings	Restart the Sustainable Development Group and hold regular meetings to discuss and deliver this Green Plan.	Not started	18–36 months	Matthew Ireland	£	N/A
Workforce	Workforce policy review	Building on our current practice, review our policies and processes against NHS aims for ensuring: 1. Rewarding, flexible and supportive work. 2. Positive action on promoting equalities, including through the Workforce Race Equality Standard and new Workforce Disability Equality Standard. 3. Regular reporting against the NHS Model Employer Strategy.	In progress	Ongoing	Matthew Ireland	£	N/A

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Workforce and system leadership – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Workforce	Green Plan training integration	Incorporate the Green Plan into the Essential Mandatory Training and Induction policies.	Not started	18–36 months	Matthew Ireland	£	Low
Workforce	Green Plan internal and external communication	Create Green Plan intranet pages for staff access and external webpages for other stakeholders; upload Green Plan content and progress updates accordingly.	Not started	18–36 months	Matthew Ireland	£	N/A
Workforce	Embed the NHS sustainability campaign toolkit in communication	Use the Green NHS 'ONE YEAR ON' Communications Toolkit and/or the 'Healthier Planet, Healthier People' Toolkit to create and share communications about our Green Plan.	Not started	18–36 months	Matthew Ireland	£	Low
Workforce	Join NHS greener community and networks	Sign up to the NHS Greener Community and encourage staff to be active participants in this and other fora such as the Greener AHP Hub, Centre for Sustainable Healthcare and related workspaces on the Future NHS platform.	Not started	18–36 months	Matthew Ireland	£	Low
Workforce	Enable staff participation in green actions	Consult, explore and action how clinical and non-clinical staff can best participate in our Green Plan delivery, ensuring this is incorporated into workplans, work-time allocations, performance reviews and collaborating with other trusts where appropriate.	Not started	18–36 months	Matthew Ireland	£	High
Workforce	Train staff on climate change and health	Provide training related to this Green Plan to build capability in all staff, including on the link between climate change and health and practical actions that staff can take to help achieve net zero	Not started	18–36 months	Matthew Ireland	££	Low
Workforce	Ethical supplier working conditions	Work with our suppliers to ensure that onsite workers are subject to the Real Living Wage, fair working practices and protections against discrimination.	Not started	18–36 months	Matthew Ireland	£	N/A

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Sustainable models of care

“The NHS is committed to moving to out-of-hospital and digitally-enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities. These changes also underpin our commitment to net zero.”¹

Net-zero clinical transformation aims to ensure high-quality, preventive, low-carbon care for patients across the Trust.

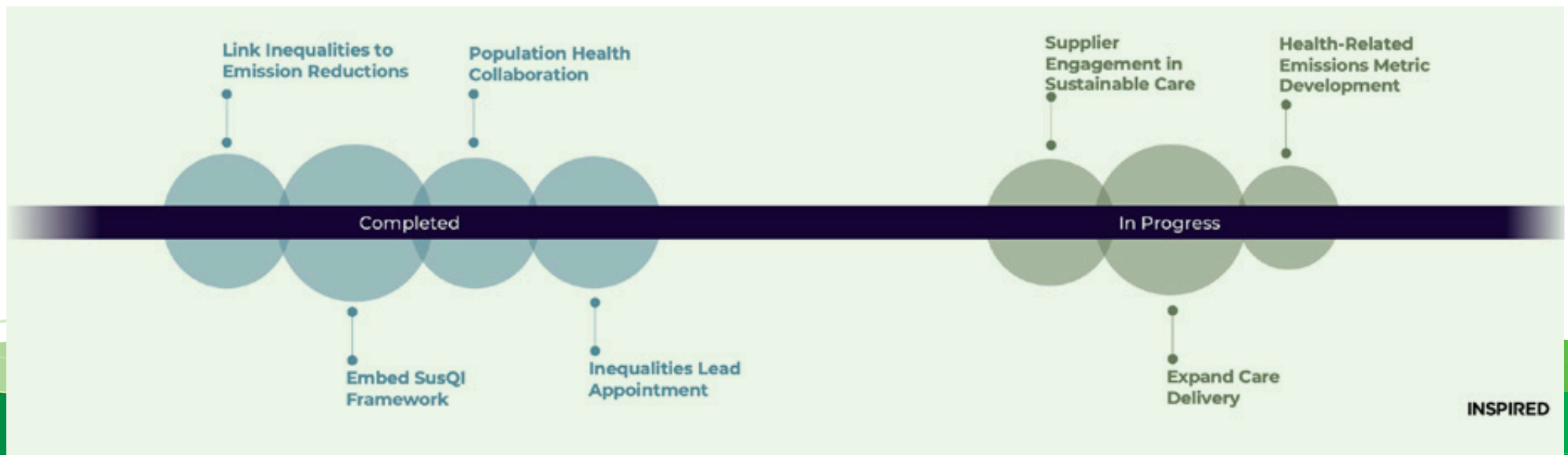
Our Trust provides high quality acute secondary healthcare with a full range of hospital and adult community services for the people of East Lancashire and Blackburn with Darwen.

We have five active sites and a total of 1,069 beds, including Royal Blackburn Teaching Hospital, Burnley General Teaching Hospital, Clitheroe Community Hospital, Accrington Victoria Community Hospital and Pendle Community Hospital. Additionally, we have seven primary care centres, two clinics, and seven health centres, leased for our use via the Integrated Care Board and are therefore outside the scope of this Plan.

The National Patient Safety Improvement Programmes and the Investment Impact Fund indicators (IIF) provide underpinning principles for our clinical transformation, such as preventative care interventions and reducing health inequalities.

Our community outreach and outpatient services allow us to provide excellent preventative care. Adhering to the Getting it Right First Time- programme (GIRFT) helps to avoid additional hospital bed days and patient and visitor travel to our clinics and their associated environmental impacts.

Our Same Day Emergency Care programme manages patients who need more care than an outpatient appointment or an A&E attendance, but do not need admission to an acute ward. We also have a Virtual Ward for patients who do not need to be in an acute bed but need regular clinical support. A consultant will visit these patients daily and have various tools available in their homes for ongoing monitoring.



1: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Sustainable models of care – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Link inequalities to emission reductions	Build on current efforts (GIRFT, National Safety Improvement Programme and CMPP) to reduce health inequalities and improve early intervention, linking this work to potential emissions reductions.	In progress	Ongoing	Catherine Vozzolo / Stephen Dobson	£	High
Embed SusQI framework	Use the Embedding Public Health into Clinical Services Programme's toolkit and Sustainability in Quality Improvement (SusQI) Framework to ensure the best possible health outcomes with minimum financial and environmental costs, while adding positive social value at every opportunity.	Completed	Ongoing	Catherine Vozzolo / Stephen Dobson	£	High
Population health collaboration	Continue to collaborate with other trusts and public authorities on the population's health.	Not started	18–36 months	Catherine Vozzolo / Stephen Dobson	£	High
Inequalities lead appointment	Appoint a Health Inequalities Lead to coordinate delivery of an updated Health Inequalities Action Plan.	Not started	18–36 months	Catherine Vozzolo / Stephen Dobson	£	N/A
Health-related emissions metric development	Follow Greener NHS guidance or support the development of GHG emissions reduction metrics linked with sustainable care actions, including establishing links between better health outcomes and reduction in emissions from avoided care and travel.	Not started	18–36 months	Catherine Vozzolo / Stephen Dobson	£	N/A
Supplier engagement in sustainable care	Work to engage suppliers related to sustainable care in relevant emissions reduction and health equalities activities.	Not started	18–36 months	Catherine Vozzolo / Stephen Dobson	£	N/A
Expand care delivery	Explore new ways of delivering care at or closer to home, meaning fewer patient journeys to hospitals.	Not started	18–36 months	Catherine Vozzolo / Stephen Dobson	£	High

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Digital transformation

“Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions.”¹

This focus area concentrates on maximising the benefits of the digital transformation to reduce emissions and enhance patient care.

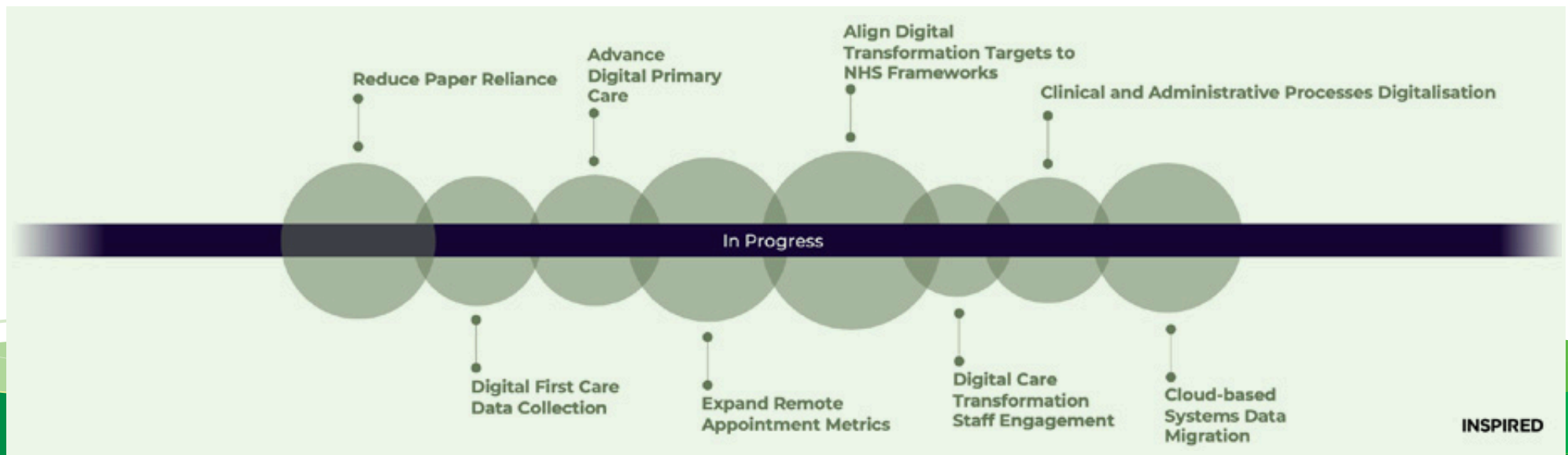
ELHT aligns its digital transformation with NHS Planning Guidance and DDaT strategic aims, focusing on leadership, strong digital foundations, safety, staff support, citizen empowerment, improved care, and healthier populations.

Following the electronic health record (eHR) implementation in 2023, ELHT is now focused on embedding efficient, accessible digital systems that support patients and staff in accessing and delivering care in an inclusive, timely, and tailored way to individual needs.

Under the ‘eLancs’ Programme, we invest in integrated digital infrastructure and resilient technologies to streamline processes, reduce waste, and support sustainability goals. Guided by the What Good Looks Like framework, ELHT is dedicated to enhancing digital care systems to improve access and healthcare quality across East Lancashire.

The Trust is actively progressing in its transition from paper-based methods, not only to improve efficiency but also to reduce its carbon footprint and environmental impact. This includes reviewing its technology infrastructure to adopt sustainable, energy-efficient equipment and cloud-based solutions that align with natural resource conservation and long-lasting, recyclable technologies.

These initiatives are strengthened by strategic collaboration across the region, with Lancashire & South Cumbria emphasising convergence and sustainability, which together foster a collective vision for a resilient, low-impact digital healthcare infrastructure.



¹: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Digital transformation – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Advance digital primary care	Build on our current practice and current online patient guidance, participate in delivery of the Long-Term Plan commitments for digital first primary care and an NHS digital front door, linking this to potential emissions reductions.	In progress	Ongoing	Stephen Dobson	£	N/A
Digital first care data collection	Follow NHS guidance on information collection, including any subsequent process for GHG emissions reduction metrics linked with digital-first care actions, such as the CSH's Carbon Calculator for Avoided Patient Travel	In progress	Ongoing	Stephen Dobson	£	N/A
Expand remote appointment metrics	Offer more digital and remote appointments: set targets against the baseline recorded in June 2021.	In progress	18–36 months	Stephen Dobson	£	High
Align digital transformation targets to NHS frameworks	Use the What Good Looks Like Framework, the Greening Government: ICT and Digital Services Strategy 2020-25 and The Technology Code of Practice as guides to ensure the Trust has robust ICT systems in place to deliver on digital transformation.	In progress	18–36 months	Stephen Dobson	££	High
Digital care transformation staff engagement	Build on current practice of engaging staff and care groups in digital care channels, meaning fewer patient journeys.	In progress	Ongoing	Stephen Dobson	££	High
Clinical and administrative processes digitalisation	Transfer paper-based systems such as prescribing, bed state, observations, ward state, referrals, expense claims forms to a digital alternative.	In progress	18–36 months	Stephen Dobson	££	Medium
Cloud-based systems data migration	Planned migration of data systems to cloud based systems. Adoption of staff and patient portals. Continued cyclical replacement programme of IT hardware including the provision of smart phones to all front-line staff.	In progress	18–36 months	Stephen Dobson	££	Medium
Reduce paper reliance	Ongoing transformation of services to reduce paper usage and drive functionality within the principal eHR solutions.	In progress	Ongoing	Stephen Dobson	££	Medium

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Medicines

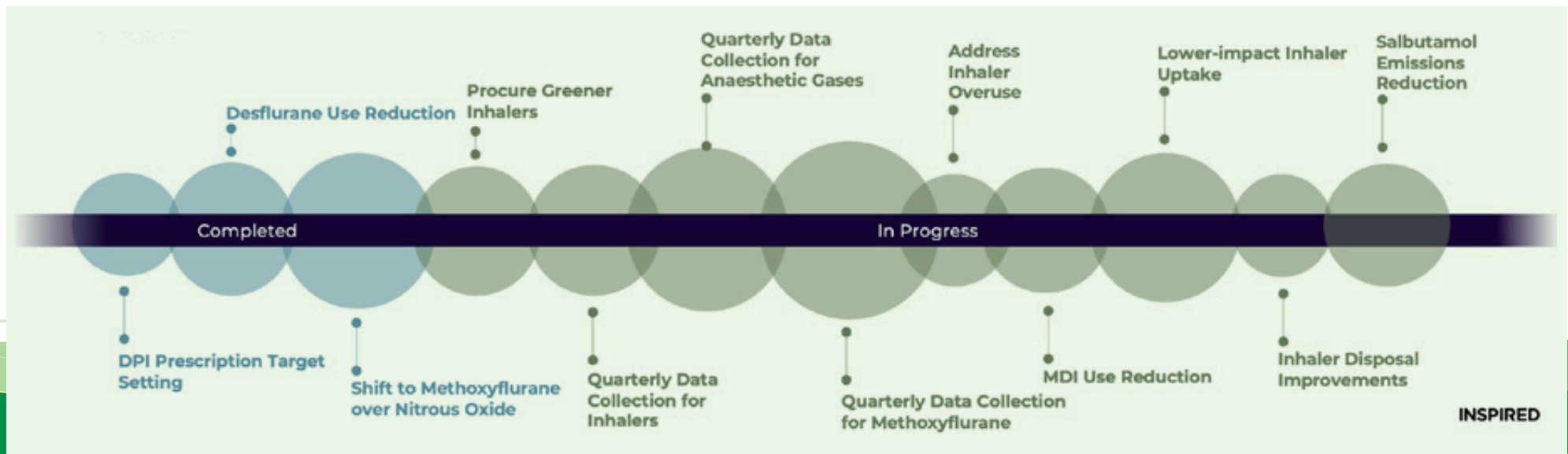
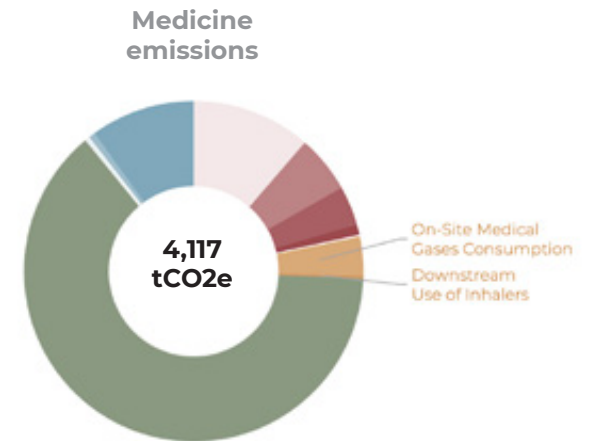
“A few medicines account for a large portion of the NHS medicine-related emissions, for example, anaesthetic gases (2% of NHS emissions) and inhalers (3%).”¹

This focus area aims to reduce the Trust’s emissions associated with medical gases and medicines, and reduce medical gas wastage.

To align with the NHS Long Term Plan, ELHT aims to cut anaesthetic gas emissions by 40% and switch to inhalers with lower global warming potential. The ‘Great Escape’ project uncovered major leaks in piped nitrous oxide systems, prompting a shift to compact cylinders, significantly reducing emissions and costs.

Inhalers remain another high-impact area, particularly Metered Dose Inhalers (MDIs), which use potent fluorinated propellants. In FY2024, ELHT prescribed 6,847 MDIs, resulting in 1,886 tCO₂e, compared to only 0.83 tCO₂e from 1,435 prescribed Dry Powder Inhalers (DPIs). Although DPIs now account for 16.5% of all prescribed inhalers, this is below the NHS target of 30%.

The Trust is committed to further reducing the carbon footprint of inhaler use by encouraging DPI uptake through clinician and patient engagement, supporting informed decision-making via the NICE Patient Decision Aid, and ensuring the greener disposal of inhalers to capture and destroy residual high-GWP gases.



1: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Digital transformation – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Quarterly data collection for inhalers	Collate inhaler prescribing data and report quarterly to Medicines Safety and Optimisation Committee (April/July/Oct/Jan)	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£	N/A
Quarterly data collection for anaesthetic gases	Collate volatile anaesthetic gas use data and report quarterly to Medicines Safety and Optimisation Committee (April/July/Oct/Jan)	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£	N/A
Quarterly data collection for methoxyflurane	Collate methoxyflurane (Pentrox™) use data and report to Medicines Safety and Optimisation Committee (April/July/Oct/Jan)	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£	N/A
Shift to methoxyflurane over nitrous oxide	Switch to methoxyflurane (Pentrox™) in preference to nitrous oxide analgesia/ anaesthesia where clinically appropriate.	Completed	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£££	High
Desflurane use reduction	Work with our anaesthetists and pharmacy to significantly reduce the use of desflurane in surgical procedures to less than 10% of total volatile anaesthetic gas by volume.	Completed	Ongoing	Steven Simpson / Jason Lie / Emma Coupe	£	Medium
Dpi prescription target setting	Set a target of prescribing at least 50% DPIs for all inhaler types.	Completed	Ongoing	Steven Simpson / Jason Lie / Emma Coupe	£	High
Mdi use reduction	Set a goal to reduce MDIs to 25% of all non-salbutamol inhalers by prescribing DPIs and soft mist inhalers, where clinically appropriate	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	££	High
Salbutamol emissions reduction	Set a goal of reducing the average emissions from salbutamol inhalers to 11.1kg per inhaler, where clinically appropriate.	In progress	Ongoing	Steven Simpson / Jason Lie / Emma Coupe	££	High
Lower-impact inhaler uptake	Work with our clinicians and Clinical Pharmacy Team to enable uptake of alternative inhalers where appropriate.	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£	High
Inhaler disposal improvements	Promote greener disposal of inhalers, through a review of our Medicine Management and Waste Policy informing patients and clinicians.	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£	Medium
Procure greener inhalers	Follow any new Greener NHS / NHS Digital guidance and tools to ensure purchasing enables greener inhaler options and facilitates simple collection of relevant data.	In progress	Ongoing	Steven Simpson / Jason Lie / Emma Coupe	££	High
Address inhaler overuse	Work with clinicians and patients to address overuse of inhalers.	In progress	18–36 months	Steven Simpson / Jason Lie / Emma Coupe	£	Low

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Travel and transport

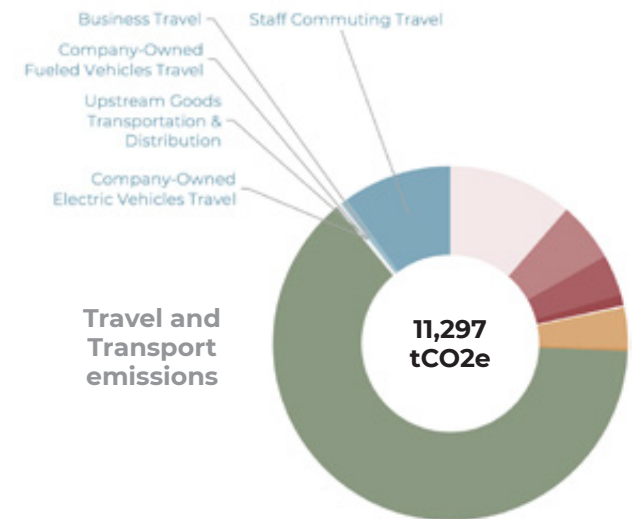
“The NHS fleet is the second largest in the country, consisting of over 20,000 vehicles. It directly contributes to harmful air pollution.”¹

The travel and transport focus area should include developing a Trust wide sustainable travel plan that prioritises active travel, public transport, and zero-emission vehicles

To align with NHS targets, the Trust aims to transition 100% of its fleet to Ultra-Low Emission or Zero Emission Vehicles (ULEVs/ZEVs) by 2030, which could cut fleet emissions by up to 90%, while also expanding EV infrastructure across its sites.

Reducing emissions includes adopting electric vehicles, promoting active travel through the Cycle2Work scheme, and car-sharing initiatives. However, over 80% of staff still commute by car alone.

Enhanced data collection, additional EV charge points, and improved public transport access are needed to meet emissions reduction goals and improve local air quality. The Trust recognises the critical role of transport in air pollution and health outcomes and is committed to sustainable mobility in partnership with local authorities.



¹: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Travel and transport – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Update sustainable travel plan	Embed an updated sustainable travel plan, with new modal shift targets to be supported by an active travel expenses policy and a facilities review.	In progress	Ongoing	Lisa Grendall / Maureen Dixon	£	Low
Restart the sustainable development group	Restart the Sustainable Development Group (as per 'Workforce') and manage the delivery of the Green Travel Plan	In progress	Ongoing	Lisa Grendall / Maureen Dixon	£	N/A
Conduct annual staff and visitor travel surveys	Conduct annual Travel Plan surveys to quantify staff commuting and visitor travel and verify HOTT Tool outputs.	In progress	Annual, ongoing	Lisa Grendall / Maureen Dixon	£	N/A
Review lease scheme	Review existing staff lease scheme and incorporate additional incentives for the uptake of ULEV and ZEVs.	Not started	18–36 months	Lisa Grendall / Maureen Dixon	£	Medium
Adopt ULEV/ZEV-only vehicle procurement policy	Ensure that any new vehicle purchased or leased are ultra-low emission ULEV) or zero emission (ZEV) from 2023, in line with the latest NHS non-emergency transport guidance.	Completed	Ongoing	Lisa Grendall / Maureen Dixon	£££	High
Track vehicle data via staff mileage system	Enhance the staff mileage reimbursement system to collate vehicle type/engine size and fuel type data to allow more accurate emissions foot printing, monitoring and reduction targets.	Completed	18–36 months	Lisa Grendall / Maureen Dixon	££	N/A
Capture business travel destinations in expenses	Enhance the business travel expense system to capture to the to- and from- destinations for rail, air, bus, taxi journeys	Not started	18–36 months	Lisa Grendall / Maureen Dixon	££	N/A
Optimise deliveries through supplier collaboration	Improve stores provision and work with our suppliers to consolidate goods orders through better planning wherever possible, reducing transport emissions.	In progress	18–36 months	Lisa Grendall / Maureen Dixon	£££	High
Support blended working to reduce commutes	Work with staff currently home-working under pandemic conditions to explore voluntary blended working.	In progress	18–36 months	Lisa Grendall / Maureen Dixon	£	High

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Estates and facilities

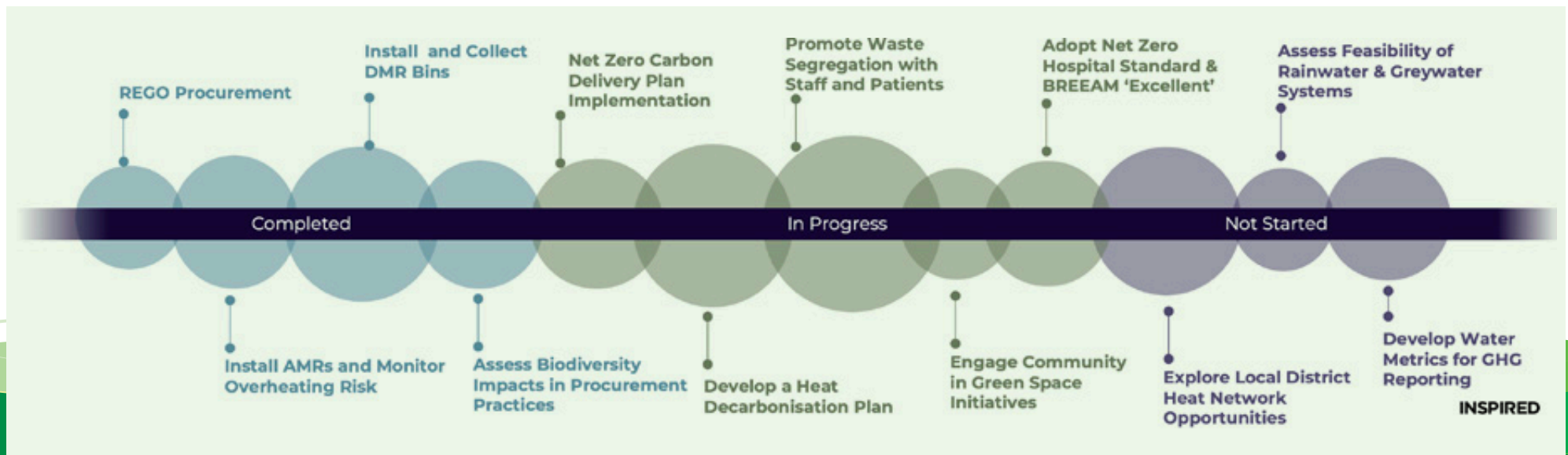
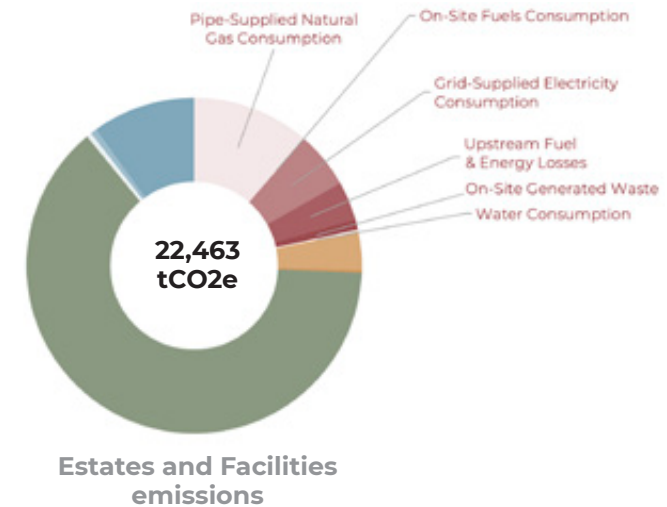
“There are significant opportunities across the NHS estate to reduce emissions and lower costs, while improving energy resilience and patient care.”¹

This focus area should look at reducing carbon emissions from the Trust’s buildings and infrastructure by enhancing energy efficiency, minimizing waste, and improving building design and refurbishments.

Our estates are being developed year on year to accommodate our growing services and patient numbers. As we provide critical services 24 hours a day, our energy and resource consumption are substantial.

We are following the four-step approach within the NHS’s Estate net-zero carbon delivery plan within the ‘Greening the Business Case’ policy to address our estate to enhance operational efficiency, prepare the buildings for electricity-led heating, switch to non-fossil fuel and increase on-site renewables by 2040.

In FY2024, ELHT had three main hospitals and other active sites where we were directly responsible for procuring the energy supply contracts. These emissions are captured under scope 1 and scope 2 emissions in our GHG calculations. In FY2024, four active sites were directly responsible for procuring the energy supply contracts. Buildings under our ownership can be targeted for energy efficiency improvements.



1: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Estates and facilities – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Energy	Energy-focused preventative maintenance of estates	Enhance Planned Preventative Maintenance (PPMs) of our facilities and assets to be proactively energy-focused and to identify opportunities to upgrade equipment/plant.	In progress	Ongoing	Lisa Grendall	£	Low
Energy	REGO procurement	We currently procure 100% of renewable electricity with Renewable Energy Guarantees of Origin (REGO) certificates backed by EDF.	Completed	Ongoing	Lisa Grendall	££	High
Energy	Access NEEF for LED lighting	Access the NHS Energy Efficiency Fund (NEEF) to upgrade all lighting to LED alternatives.	In progress	Ongoing	Lisa Grendall	£	Medium
Energy	Net Zero Carbon Delivery Plan implementation	Follow Estates 'Net Zero' Carbon Delivery Plan guidance on efficiency and decarbonisation protocols for the built environment.	In progress	Ongoing	Lisa Grendall	£££	High
Energy	Install AMRs and monitor overheating risk	Optimise energy use by embedding networked Automatic Meter Readers (AMRs) across the Estate with appropriate controls to reduce energy consumption. Monitor and assess risk from overheating events where room temperature exceeds 26 degrees.	Completed	Ongoing	Lisa Grendall	££	Medium
Energy	Conduct comprehensive building energy surveys	Conduct detailed building energy surveys to identify further energy/thermal efficiency opportunities.	In progress	Ongoing	Lisa Grendall	££	Medium
Energy	Develop a heat decarbonisation plan	Develop a Decarbonisation of Heat Plan that focuses on the phaseout of existing gas-fired boilers and replacement with low-carbon alternatives, where feasible.	In progress	18–36 months	Lisa Grendall	££	High
Energy	Explore local district heat network opportunities	Explore the possibility of creating District Heat Networks with neighbouring partners.	Not started	18–36 months	Lisa Grendall	£	High
Energy	Plan green gas procurement at contract renewal	Look to procure 'green gas' through the Green Gas Certification Scheme as and when existing energy contracts are due for renewal.	In progress	Ongoing	Lisa Grendall	££	High

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Estates and facilities – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Energy	Embed energy awareness in staff training and campaigns	Incorporate energy conservation into staff training and education programmes and deliver behaviour-based energy saving campaigns.	Completed	Ongoing	Lisa Grendall	£	Medium
Energy	Communication with patients and local communities on community projects	Develop communication materials for our patients that highlight energy efficiency projects, discuss plans with the local community, including exploring potential community energy projects.	In progress	Ongoing	Lisa Grendall	£	N/A
Energy	Implement ISO 50001	Explore how the Trust can implement an ISO 50001 Energy Management System.	In progress	18–36 months	Lisa Grendall	££	Medium
Capital projects	Adopt Net Zero Hospital Standard and BREEAM 'Excellent'	Implement the upcoming Net Zero Hospital Building Standard in any new builds and BREEAM 'Excellent' for any major refurbishments.	In progress	18–36 months	Lisa Grendall	£££	High
Capital projects	Reduce emissions in works and upgrades	Explore options to achieve emissions reductions in smaller works and projects in our acute and primary care estate.	In progress	18–36 months	Lisa Grendall	££	Medium
Capital projects	Integrate climate risks into capital design and delivery	Ensure capital development accounts for risks identified in climate adaptation plans and addresses these in design/delivery.	In progress	18–36 months	Lisa Grendall	£	N/A
Capital projects	Measure local supply chain impact	Encourage and measure local subcontractor and supply chain spend as part of our anchor institution approach.	In progress	Ongoing	Lisa Grendall	£	Medium
Capital projects	Specify low/zero carbon materials in procurement	Work with our Procurement team to enable specification of low and zero carbon materials and designs, as well as achieving waste reduction and other opportunities through contractor engagement.	Completed	Ongoing	Lisa Grendall	£	High
Capital projects	Engage stakeholders in capital design processes	Continue to ensure our design process is informed by staff, patients and community views for capital projects.	Completed	18–36 months	Lisa Grendall	£	N/A
Water	Set and monitor water efficiency targets	Explore and implement water efficiency targets on areas of the highest impact in our estate and delivery of care.	In progress	Ongoing	Lisa Grendall	£	High

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Estates and facilities – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Water	Develop water metrics for GHG reporting	Develop new water intensity metrics and incorporate these into our greenhouse gas emissions reporting.	Not started	Ongoing	Lisa Grendall	£	N/A
Water	Install water AMRs for usage and leak detection	Install Automatic Meter Readers on the water network in our largest buildings to determine water use patterns and aid leak detection.	Completed	Ongoing	Lisa Grendall	££	Medium
Water	Use water-efficient fixtures in all developments	Utilise the most water efficient technologies, such as low flow taps throughout our estate, when replacing equipment and developing new sites.	In progress	Ongoing	Lisa Grendall	££	Medium
Water	Assess feasibility of rainwater and greywater systems	Explore where rainwater harvesting and grey water systems can be installed and utilised.	Not started	18–36 months	Lisa Grendall	£££	Medium
Water	Consolidate water suppliers for efficiency and value	Look to consolidate the suppliers across the estate to choose one or two that can provide the service, price, and efficiency we expect.	In progress	Ongoing	Lisa Grendall	£	N/A
Water	Engage staff and patients on water efficiency	Work with our staff and patients by communicating the importance of water efficiency.	In progress	Ongoing	Lisa Grendall	£	N/A
Water	Embed water goals in community adaptation plans	Incorporate water efficiency measures within our climate change adaptation work with the local community.	In progress	Ongoing	Lisa Grendall	£	N/A
Waste	Centralise waste data collection and monthly reporting	Collate all waste stream data from all sites (including sites we are not responsible for waste collection) and produce monthly reports.	Completed	Ongoing	Lisa Grendall	£	N/A
Waste	Replace single-use catering items with sustainable alternatives	Ensure that single use items in catering adhere to current legislation and elect to use sustainable alternatives as listed by NHS Supply Chain.	Completed	Ongoing	Lisa Grendall	£	Medium
Waste	Install and collect DMR bins	Install Dry Mixed Recycling (DMR) bins across all sites and start DMR collections.	Completed	Ongoing	Lisa Grendall	££	Medium

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Estates and facilities – Action Plan Summary

Focus area subsection	Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Waste	Food waste collection roll-out	Install food waste bins across all remaining sites and start food waste collections.	Completed	Ongoing	Lisa Grendall	££	Medium
Waste	Promote waste segregation with staff and patients	Work with our staff and patients by communicating the importance of waste segregation.	In progress	18–36 months	Lisa Grendall	£	N/A
Waste	Evaluate reusable PPE alternatives	Explore whether reusable alternatives to single-use PPE items (aprons, wipes, face masks) are clinically appropriate.	In progress	Ongoing	Lisa Grendall	£	Medium
Waste	Explore Implementation of ISO 14001 EMS	Explore how the Trust can implement an ISO-14001 Environmental Management System.	In progress	18–36 months	Lisa Grendall	££	Medium
Green space	Review policies on green space and biodiversity access	Review our policies and practices around green space and biodiversity, to ensure that our impact on these is reduced. Identify opportunities to provide safe and easy access to green space, where appropriate.	Completed	18–36 months	Lisa Grendall	£	N/A
Green space	Support pollinators and native species through estate design	Engage with regional partners to ensure that adequate green space and identified native species are considered and supported in planning and operations of our estates wherever possible. This includes supporting bees and other pollinators.	In progress	18–36 months	Lisa Grendall	£	Medium
Green space	Assess biodiversity impacts in procurement practices	Work to better understand biodiversity and habitat risks and opportunities in our procurement. Where possible, apply evidenced standards or engage with our suppliers to address issues, such as food production and provenance of meat, avoiding palm oil or limiting to RSCO-certified palm oil in food and cleaning products.	Completed	Ongoing	Lisa Grendall	£	Medium
Green space	Engage community in green space initiatives	Continue to engage our staff, patients, and communities in green space initiatives.	In progress	Ongoing	Lisa Grendall	£	N/A

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Supply chain and procurement

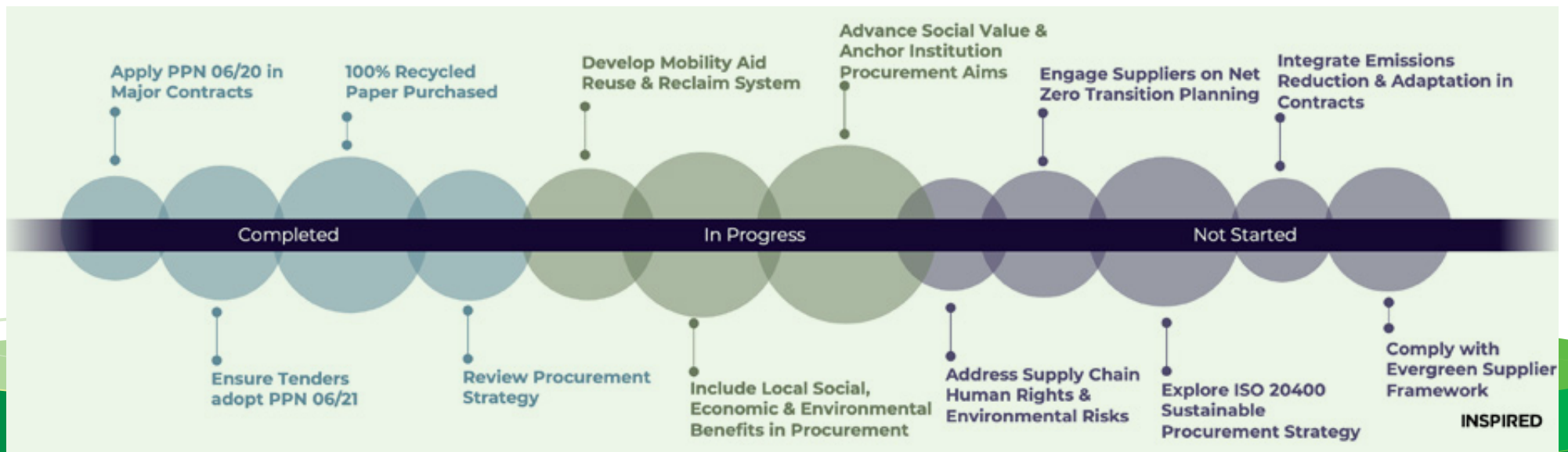
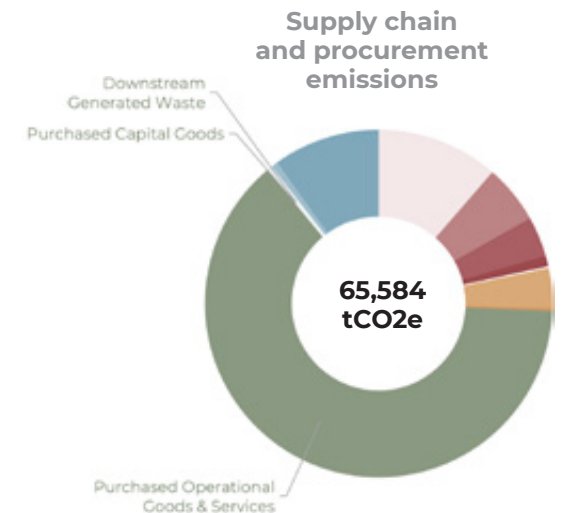
“The NHS net zero supplier roadmap outlines steps suppliers must follow to align with the NHS net zero ambition between now and 2030.”¹

This focus area aims to integrate the requirements of the NHS net-zero supply chain roadmap into the Trust’s relevant procurement processes and instigate engagement with suppliers.

The Trust primarily procures through centralised NHS frameworks like NHS Supply Chain, benefiting from bulk purchasing and consolidated logistics, though with limited influence over sustainability criteria.

ELHT emissions from the supply chain and procurement are the highest category, accounting for 61% of the total trust emissions. ELHT is implementing key policy changes, including a 10% net-zero and social value weighting in tenders (PPN 06/20) and mandatory carbon reduction plans for contracts over £5 million (PPN 06/21).

Future targets will require all suppliers to demonstrate progress towards net zero by 2030. Additionally, the Trust supports circular economy principles by maintaining, refurbishing, and redistributing medical equipment and mobility aids where possible. As an anchor institution, ELHT also fosters inclusive local economic growth through support for SMEs and living wage policies, sustainability, social value, and eradicating modern slavery.



¹: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Supply chain and procurement – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Review procurement strategy	Review our sustainable procurement approach to find relevant links that enable our Green Plan and work closely with NHS Supply Chain and NHS Improvement to promote their sustainability programmes.	Completed	Ongoing	Jim Collins	£	N/A
Include local social, economic and environmental benefits in procurement	Identify wider social, economic and environmental benefits for the local community and population when considering the purchase and specification of products and services, discussed and agreed with the Coordinating Commissioner.	In progress	Ongoing	Jim Collins	£	N/A
Comply with Evergreen Supplier Framework	Adhere to the requirements of the NHSEI Evergreen Supplier Framework.	Not started	18–36 months	Jim Collins	£	High
Apply PPN 06/20 in major contracts	Ensure tenders adopt the new social value procurement note PPN 06/20 in major contracts from April 2022.	Completed	Ongoing	Jim Collins	£	High
Ensure tenders adopt PPN 06/21	Ensure tenders adopt the carbon management PPN 06/21 in major contracts from April 2023.	Completed	Ongoing	Jim Collins	£	High
100% recycled paper purchased	Ensure the purchase of 100% closed-loop recycled paper.	Completed	Ongoing	Jim Collins	£	Medium
Develop mobility aid reuse and reclaim system	Create a system for cataloguing and reclaiming mobility aids and other devices from patients in line with Greener NHS guidance.	In progress	Ongoing	Jim Collins	£	Medium
Engage suppliers on net zero transition planning	Engage a key supplier on plans to align their operations and delivery with NHS Net Zero targets over time. Leverage NHS England and NHS Improvement Supplier Engagement Strategy approach for fostering partnerships.	Not started	18–36 months	Jim Collins	£	N/A

*Estimated timeframe is in reference to the start of the refreshed Green Plan period, i.e. from 2025

Supply chain and procurement – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Integrate emissions reduction and adaptation in contracts	Work to identify impactful future supply chain emissions reductions opportunities and links to climate adaptation and other Green Plan commitments in procurement specifications and through contract delivery.	Not started	18–36 months	Jim Collins	£	N/A
Address supply chain human rights and environmental risks	Work with NHS Supply Chain to address Modern Slavery and domestic and international supply chain environmental, and human rights risks, including those linked to PPE.	Not started	18–36 months	Jim Collins	£	N/A
Explore ISO 20400 sustainable procurement strategy	Explore the creation of an ISO 20400 Sustainable Procurement Strategy.	Not started	18–36 months	Jim Collins	££	Medium
Advance social value and anchor institution procurement aims	Enable procurement to support Social Value and Anchor Institution NHS aims, e.g., understanding and increasing local, SMEs and social enterprise spend or collaborating with suppliers to promote positive action in equalities or to collaborate on innovation or climate action.	In progress	Ongoing	Jim Collins	£	N/A

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Food and nutrition

“Organisations should continue implementing the National standards for healthcare food and drink, requiring NHS organisations to deliver high-quality, healthy and sustainable food and minimise waste.”¹

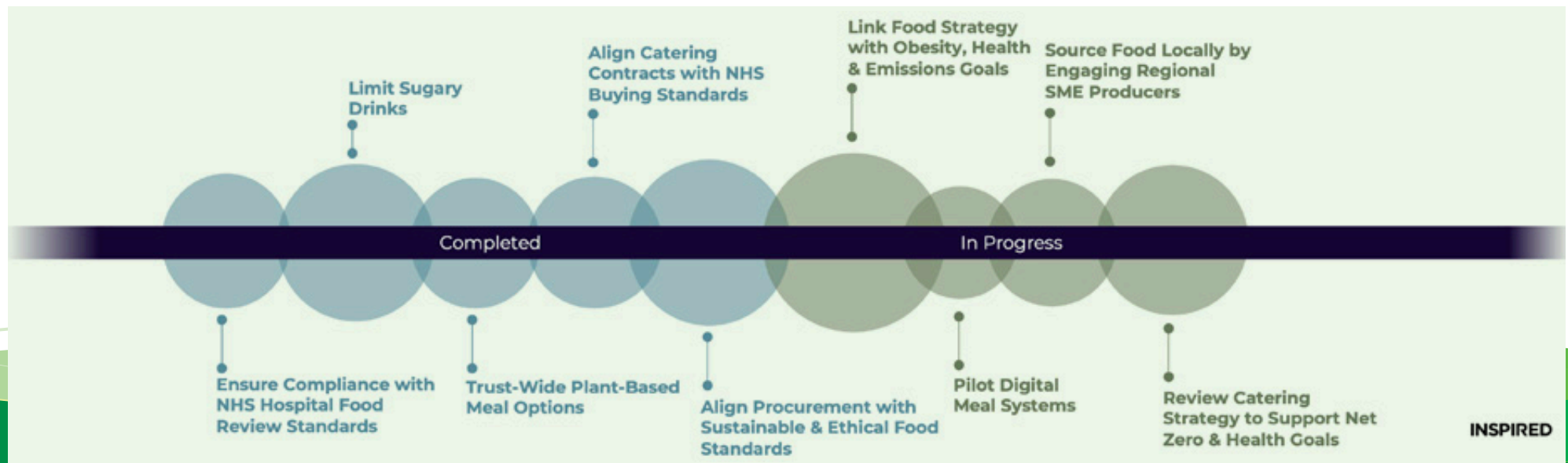
This focus area aims to reduce the Trust’s food related emissions through lower-carbon food choices and reducing food waste.

ELHT will work to fulfil Long Term Plan priorities for food provision on our premises, promoting plant-forward diets, higher welfare and more sustainable food options, supporting regional producers wherever we can.

From April 2023 to March 2024, we served 1,135,116 inpatient meals (three meals per day) and 275,844 patient/visitor meals. Over the same period, we started the planned removal of all food macerators within all the ELHT catering sites. This was in conjunction with the introduction of food waste bins in Apr 2024.

We run menu cycles for two weeks at a time, offering five menu options at the restaurant and seven options for patients. Currently, vegetarian and vegan options account for 18% of all meals served and we have specific promotions linked to low-carbon menus in the form of ‘meat-free’ menu days.

As well as adhering to Government Buying Standards for Food and Catering Services, which allows us to focus on reducing the quantity of high-sugar drinks offered, replacing them with healthy alternatives.



1: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Food and nutrition – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Review catering strategy to support net zero and health goals	Review food and catering to explore opportunities to push forward Long-Term Plan plans to address obesity, benefit ELHT's local area, and reach Net Zero emissions.	In progress	Ongoing	Lisa Grendall / Mandy Davies	£	N/A
Trust-wide plant-based meal options	Continue to provide a range of plant-based options on the patient and restaurant menus.	Completed	Ongoing	Lisa Grendall / Mandy Davies	£	Medium
Limit sugary drinks	Limit sugary drinks sales at our facilities and fulfil other updated NHS requirements.	Completed	Ongoing	Lisa Grendall / Mandy Davies	£	Low
Pilot digital meal systems	Explore a digital meal system for at least one NHS site to enable accurate meal planning and reduce food waste.	In progress	Ongoing	Lisa Grendall / Mandy Davies	££	Medium
Align catering contracts with NHS buying standards	Work with NHS Supply Chain to ensure positive impacts from contract management and maintain updates to Government Buying Standards sustainable food criteria.	Completed	Ongoing	Lisa Grendall / Mandy Davies	£	Medium
Source food locally by engaging regional SME producers	Work with regional partners to identify opportunities for local and SME food producers for ELHT.	In progress	Ongoing	Lisa Grendall / Mandy Davies	££	Medium
Ensure compliance with NHS Hospital Food Review Standards	Ensure all food providers meet or exceed the requirements outlined in Report of the Independent Review of NHS Hospital Food	Completed	Ongoing	Lisa Grendall / Mandy Davies	£	Medium
Align procurement with sustainable and ethical food standards	Review internal and NHS strategies for sustainable food procurement, including sustainable fish, elimination of palm oil or a limit to RSPC-certified palm oil and Fairtrade items where relevant. Which is captured in the food for life, soil association bronze award that we were awarded in Jan 2023.	Completed	Ongoing	Lisa Grendall / Mandy Davies	£	Medium
Link food strategy with obesity, health and emissions goals	Continue to work with patients and partners on the link between food, health and obesity, as well as the emissions impact.	In progress	Ongoing	Lisa Grendall / Mandy Davies	£	N/A

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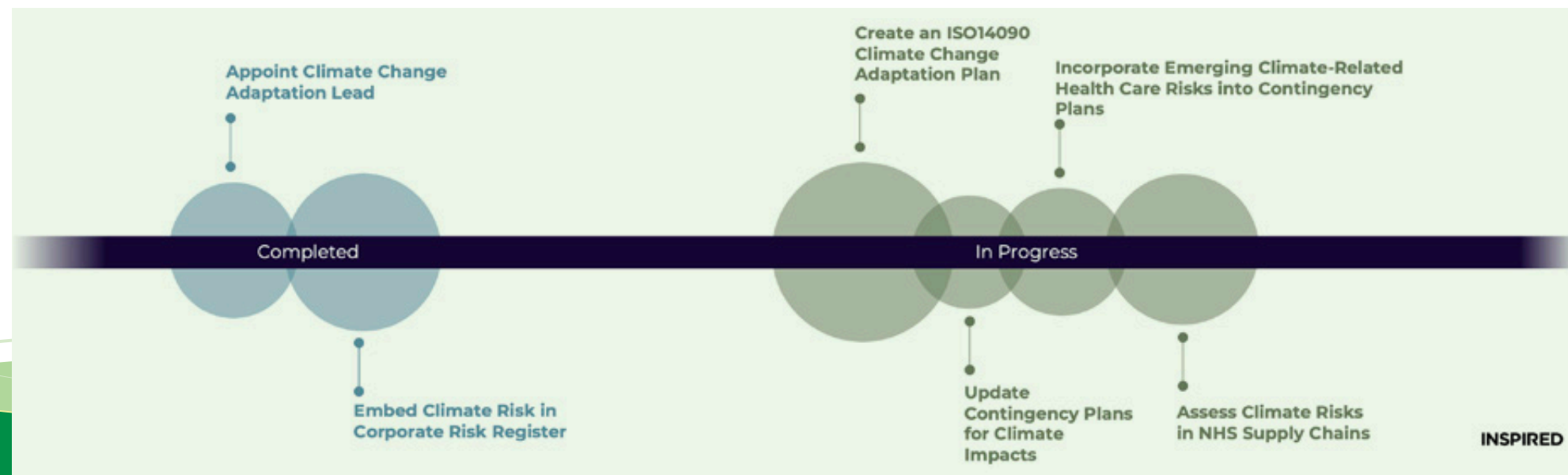
Adaptation

“Resilience and adaptation should be built into business continuity and longer-term planning to avoid climate-related service disruptions.”¹

The adaptation focus areas looks to help the Trust implement measures to prepare for severe weather and improve the climate resilience of local sites and services.

We already engage with other public authorities and partners to tackle extreme weather events like heat waves and flooding. We worked with Blackburn and Darwen Borough Councils on the ‘Connecting East Lancashire’ programme, where climate change adaptation was discussed.

Using our adverse weather plan, ELHT will analyse climate change risks and develop actions for our care delivery, estate planning and management, including flood risks across our estate and service area.



1: NHS Green plan guidance <https://www.england.nhs.uk/long-read/green-plan-guidance/>

Adaptation – Action Plan Summary

Action	Additional information	Status	Completion timeframe*	Nominated lead	Estimated savings (£)	Estimated savings (TCO ₂ E)
Appoint climate change adaptation lead	Appoint a Climate Change Adaptation lead and follow the recommendations of the third Health and Social Care Sector Climate Change Adaptation Report.	Completed	Ongoing	Lisa Grendall / Heather Taylor	£	N/A
Embed climate risk in corporate risk register	Embed Climate Change as a strategic risk within our corporate risk register and manage appropriately	Completed	Ongoing	Lisa Grendall / Heather Taylor	£	N/A
Create an ISO14090 Climate Change Adaptation Plan	Create an ISO14090 Climate Change Adaptation Plan including plans for adapting our premises to mitigate climate change and extreme weather risks, using a recognised methodology, that is routinely reviewed considering the changing climate and scientific advancements.	In progress	Ongoing	Lisa Grendall / Heather Taylor	££	N/A
Assess Climate Risks in NHS Supply Chains	Work with NHS Supply Chain to better understand the climate change risks in our supply chain and proactively seek to make our supply chain 'climate-ready'.	In progress	18–36 months	Lisa Grendall / Heather Taylor	£	N/A
Update contingency plans for climate impacts	Embed and adapt existing health-related contingency planning, such as Heat Wave Plans to reflect predicted climate change impacts.	In progress	Ongoing	Lisa Grendall / Heather Taylor	£	N/A
Incorporate emerging climate-related health care risks into contingency plans	Incorporate newly emerging climate-related health care risks into our contingency planning, such as the increasing prevalence of Vector Borne Diseases	In progress	Ongoing	Lisa Grendall / Heather Taylor	£	N/A

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5. Appendix



Emission projections

East Lancashire Hospitals NHS Trust's GHG emissions projections based on the Carbon Footprint and Carbon Footprint Plus trajectories and FY2021 baseline

Green Plan Area of Focus	GHGP Scope	GHGP Category	NHS Target	Emissions Source	Recorded emissions data						Projected emissions data				
					FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	
Estates and Facilities Medicines Travel and Transport	Scope 1		Carbon footprint	Pipe-supplied natural gas consumption	11,029	12,221	12,696	10,605	13,384	11,741	10,024	9,355	8,687	8,019	
				On-site fuels consumption	61	87	27	1,234	11	12	21	20	18	17	
				On-site non-medical gases consumption	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	
				On-site medical gases consumption	0	9,418*	11,277*	3,220*	2,218*	3,827	8,903	8,309	7,716	7,122	
				Company-owned fuelled vehicles travel	0	199	189	220	211	184	149	139	129	119	
				Company-leased fuelled vehicles travel	0	71	54	41	34	123	43	40	37	34	
Estates and Facilities Travel and Transport	Scope 2		Carbon footprint	Grid-supplied electricity consumption (Location-based)	7,533*	6,821*	7,810*	5,939*	5,249*	5,648	6,166	5,755	5,344	4,932	
				Grid-supplied electricity consumption (Market-based)	7,533	6,821	0	0	5,620	0	0	0	0	0	
				Company-owned electric vehicles travel	0	0	0	5	21	5	0	0	0	0	
				Company-leased electric vehicles travel	0	2	2	2	3	0	1	1	1	1	
Estates and Facilities	Scope 1	Category 1	Carbon footprint	Water consumption	105	109	209	104	57	54	165	154	143	132	
Supply Chain and Procurement			Carbon footprint plus	Purchased operational goods and services	70,837**	64,146**	52,962**	69,490**	62,153**	65,543	44,135	41,929	39,722	37,515	
		Category 2		Purchased capital goods	N/C	N/C	N/C	N/C	N/C	42	0	0	0	0	
Estates and Facilities		Category 3	Carbon footprint	Upstream fuel and energy losses	3,400	3,285	3,739	4,304	3,805	3,868	2,952	2,755	2,558	2,361	
Travel and Transport		Category 4	Carbon footprint plus	Upstream goods transportation and distribution	N/C	N/C	N/C	N/C	N/C	49	0	0	0	0	
Estates and Facilities		Category 5	Carbon footprint	On-site generated waste	648	624	985	860	616	1,139	777	726	674	622	
Travel and Transport		Category 6		Business travel	N/C	416	308	474	490	649	243	227	211	195	
		Category 7		Staff commuting travel	9,037*	9,420*	9,151*	9,223*	10,040*	9,037*	9,420*	9,151*	9,223*	10,040*	
Estates and Facilities		Category 8	Carbon footprint plus	Upstream leased assets	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel and Transport		Category 9		Downstream goods transportation and distribution	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Supply Chain and Procurement		Category 10		Downstream processing of goods	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Medicines		Category 11	Carbon footprint	Downstream use of inhalers	N/C	371	283	487	362	280	224	209	194	179	
Supply Chain and Procurement		Category 12		Downstream use of goods	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				Downstream generated waste	N/C	N/C	N/C	N/C	N/C	0	0	0	0	0	
Estates and Facilities		Category 13	Carbon footprint plus	Downstream leased assets	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Category 14	Franchises		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
	Category 15	Investments		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Travel and Transport	Outside of scope		Carbon footprint plus	Patient travel	3,533	3,392	3,265	3,187	3,059	N/C	2,720	2,584	2,448	2,312	
				Visitor travel	2,379	2,284	2,199	2,146	2,060	N/C	1,832	1,740	1,649	1,557	
Total Emissions (Location-based)					108,564	112,867	105,155	111,542	103,775	103,461	85,981	81,188	76,394	71,601	
Total Emissions (Market-based)					108,564	112,867	97,345	105,603	104,146	97,812	79,816	75,433	71,051	66,668	
Total Emissions (Carbon Footprint)					22,777	33,625	37,579	27,496	26,462	27,540	29,667	27,689	25,712	23,734	
Total Emissions (Carbon Footprint Plus)					85,787	79,242	67,577	84,046	77,313	75,920	56,314	53,498	50,683	47,867	

*Historic emissions have been restated due to updated DEFRA emissions factors for respective years

**Historic emissions have been restated to align with improved methodologies

N/A = Not applicable. N/C = Not calculated.

Several overlapping green circles of various sizes are scattered across the upper half of the slide. Some contain close-up images of green leaves, while others are empty or partially filled with a green gradient. Thin green lines connect some of the circles.

**For more information
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