

Green Plan

2026–2030

Gloucestershire
Hospitals NHS
Foundation Trust

Gloucestershire
Managed
Services



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Foreword

It is my pleasure to introduce the Gloucestershire Hospitals NHS Foundation Trust and Gloucestershire Managed Services Green Plan 2026-2030.

As healthcare organisations, our purpose is to improve health and wellbeing. Yet we also recognise that climate change is now one of the greatest threats to the health of our communities and to the long-term sustainability of health and care services. Rising temperatures, extreme weather events, poor air quality and increasing pressures on infrastructure are already affecting the lives of our patients, our staff and the populations we serve.

This Green Plan sets out our commitment to addressing these challenges while continuing to deliver high-quality, safe and compassionate care. It describes how we will contribute to the NHS ambition of achieving net zero carbon emissions, while embedding sustainability into every aspect of our organisation, from clinical practice and digital transformation to estates, procurement, workforce development and partnership working. Sustainability is not an additional priority; it is fundamental to delivering better health outcomes, reducing inequalities, improving efficiency and ensuring our services remain resilient now and for future generations.

We are building on strong foundations. Since publishing our first Green Plan, colleagues across the Trust and Gloucestershire Managed Services have delivered significant progress, reducing emissions, investing in low-carbon infrastructure, expanding digital services, improving sustainable procurement and developing innovative models of care. These achievements demonstrate what is possible when sustainability becomes part of everyday decision-making and continuous improvement.

However, the scale of the challenge means there is much more to do. Success will depend on the collective efforts of our staff, patients, volunteers, partners, suppliers and local communities. By working together, we can create a healthcare system that is greener, fairer and more sustainable, while supporting healthier lives and stronger communities across Gloucestershire.

As one of the county's largest employers and public sector organisations, we also recognise our responsibility as an anchor institution. Through the choices we make, the services we provide and the partnerships we build, we have an opportunity to create wider social, economic and environmental value for the people we serve. This Green Plan reflects our commitment to doing so.

Our ambition is clear. By 2030, we will have further embedded sustainability into the culture, leadership and everyday practice of our organisation. We will continue to reduce our environmental impact, strengthen resilience to climate change, support the NHS net zero ambition and improve outcomes for patients and communities.

I would like to thank everyone who has contributed to the development of this plan and all those who will help deliver it over the coming years. Together, we can ensure that our actions remain green, fair and affordable, creating a healthier future for Gloucestershire and for generations to come.



Will Cleary-Gray

Director of Improvement
and Delivery Executive
Lead for Sustainability

Introduction

About us



Gloucestershire Hospitals NHS Foundation Trust

Gloucestershire Hospitals NHS Foundation Trust delivers high quality acute elective and specialist health care for a population of more than 660,000 people in Gloucestershire and beyond.

Our core acute hospital services are provided from two large district general hospitals, Cheltenham General Hospital and Gloucestershire Royal Hospital. We also provide maternity services at Stroud Maternity Hospital, and a range of planned care services, including surgery, from community hospitals around the county.

The Trust is the largest employer in Gloucestershire with over 9,000 colleagues.



Gloucestershire Managed Services

Gloucestershire Managed Services (GMS) is a wholly owned subsidiary company set up by Gloucestershire Hospitals NHS Foundation Trust on 1st April 2018. GMS provides the estates, facilities, sterile services and materials management services for the Trust. Our capital, energy and sustainability teams have been a key part in the sitewide carbon emission reductions we have achieved to date.



Introduction

About us



We have our own Trust charity, Cheltenham and Gloucester Hospitals Charity, which supports patients, families and our staff by fundraising for state-of-the-art equipment, local cancer care, research and mental health and well-being. We also have many other charities and volunteers who make a real difference and help enhance the services and the support we offer.



Together, Gloucestershire Hospitals NHS Foundation Trust works with Gloucestershire Managed Services and Cheltenham and Gloucester Hospitals Charity, who form our hospital group.



Executive Summary

The Gloucestershire Hospitals NHS Foundation Trust Green Plan 2026-2030 sets out the key actions we will take over the next five years to achieve our aims of reaching net zero carbon emissions directly controlled emissions by 2040, and indirect emissions by 2045. It also details our strategy and approach for embedding sustainability across all aspects of health and care delivery. This will enable us to deliver our aim of reducing carbon emissions and helping to address climate change, recognising that the health of people and the health of the planet are deeply connected.

Climate change is both an environmental and a health challenge. Rising temperatures, extreme weather events, poor air quality and pressures on infrastructure already affect the health and wellbeing of our patients, staff and communities. This Green Plan recognises that action to reduce carbon emissions must go hand in hand with building resilience, improving population health and ensuring that healthcare services remain safe, effective and sustainable for future generations.

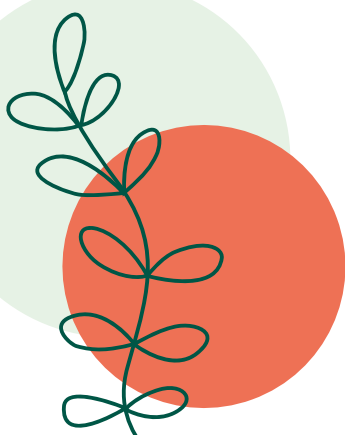
The Trust enters this next phase from a strong foundation. Since publication of the previous Green Plan, we have reduced our carbon footprint, delivered significant reductions in anaesthetic gas emissions, secured external funding for major estate decarbonisation projects, expanded digital services, embedded sustainability considerations into procurement processes and strengthened sustainability leadership across the organisation. These achievements demonstrate our commitment to continuous improvement and provide confidence that further progress can be delivered during the lifetime of this plan.

The Green Plan focuses on practical steps, such as:

- Building sustainability knowledge amongst our staff.
- Embedding sustainability into everyday care.
- Harnessing digital technology to reduce waste and emissions.
- The importance of prevention and community partnerships.
- Reducing our energy consumption and increasing on site renewable generation.

Key initiatives include:

- Switching to greener medicines.
- Modernising our estate to improve energy efficiency.
- Reviewing clinical pathways and practices to ensure they incorporate green sustainability.
- Supporting active travel.
- Transforming procurement to favour sustainable suppliers.
- Adapting to the changing climate, ensuring that healthcare services remain resilient in the face of extreme weather and other risks.



Executive Summary

Delivery of the Green Plan will be underpinned by clear governance arrangements, measurable objectives and regular reporting. Annual sustainability objectives, performance indicators and action plans will ensure that progress is monitored, achievements are recognised and areas requiring additional focus are identified and addressed.

The key actions within the document will be supported by an action plan. This will be a working document, monitored by the Climate Emergency Response Leadership group and reported to GMS and GHFT at regular intervals.

This Green Plan will be delivered in alignment with the Trust's Health Inequalities Strategy, recognising that climate change, poor air quality, access to green space, digital exclusion, transport barriers, food environments and the wider determinants of health do not affect all communities equally.

As one of Gloucestershire's largest employers and public sector organisations, the Trust also recognises its responsibility as an anchor institution. Through employment, procurement, partnership working and investment in local communities, we will seek to maximise social value, support local economic resilience and contribute to healthier, fairer and more sustainable communities.

Ultimately, this Green Plan is about embedding sustainability into every aspect of healthcare delivery and decision-making. By working collaboratively across Gloucestershire Hospitals NHS Foundation Trust, Gloucestershire Managed Services, our Integrated Care System partners, suppliers and local communities, we will reduce our environmental impact, strengthen organisational resilience, improve health outcomes and create lasting value for the populations we serve. Through this collective effort, we will continue our journey towards net zero while ensuring that our actions remain green, fair and affordable for future generations.

Strategic Alignment

GHNHSFT Strategy

Our vision

To deliver the best care every day for everyone

Our values

we are **caring**

we are **compassionate**

we are **inclusive**

we are **accountable**

Strategic aims

Our top priorities



Patient experience and voice

What we do is shaped by feedback from patients, carers and our communities



People, culture and leadership

Making our Trust somewhere everyone is proud of and would recommend as a place to work and receive care



Quality, safety and delivery

Provide good care which is safe, effective, inclusive and responsive



Digital first

Helping patients and staff work together using technology and new ideas to make care better

Golden threads

That run through everything we do



Health inequalities

Working with our communities to prevent illness and tackle health gaps



Continuous improvement

Involving staff and patients to make innovation and improvement happen



Brilliant basics

Simple actions that when done well and consistently, make a difference to patients and staff



Green sustainability

Our actions must be green, fair and affordable

Enablers of success

Supporting how we succeed



Living within our means

We live within our means and deliver value for money in everything we do



Estates and facilities

Improve our estates and facilities, providing a good place to work and receive care into the future



Research and innovation

We build on our research and innovation to find the care for tomorrow's generation

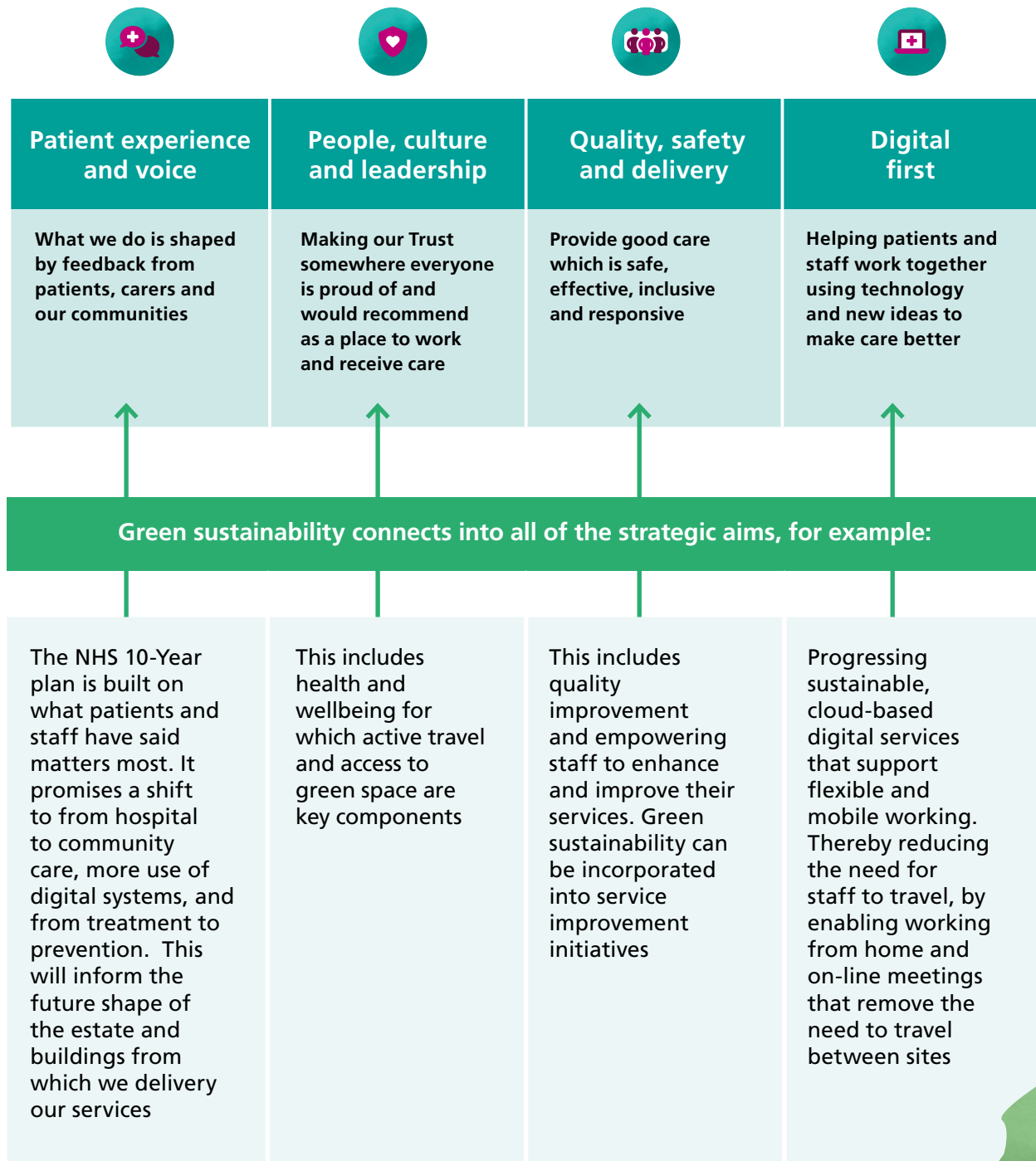


Partnerships with purpose

Work in a joined-up way to support people to get care they need

Strategic Alignment

GHNHSFT Strategy



Green Sustainability as Golden Thread

The Golden Threads of Health Inequalities, Continuous Improvement and Brilliant Basics will all have an impact on sustainability, **but of particular note is Green Sustainability and the commitment that ‘our actions must be green, fair and affordable’.**

Having Green Sustainability as a Golden Thread will ensure that this influences every strategic aim and operational decision. The approach goes beyond environmental considerations, by encompassing social value, economic resilience, and health equity to ensure long-term benefits for patients, staff, and communities. This golden thread will be used to put sustainability at the core of everything we do, assist with engagement at all levels of the organisation, and enable actions (and hopefully funding) to reduce carbon emissions and meet the agreed target of net zero carbon by 2040.

Golden threads

run through everything we do

Health inequalities

Working with our communities to prevent illness and tackle health gaps



Continuous improvement

Involving staff and patients to make innovation and improvement happen



Brilliant basics

Simple actions that when done well and consistently, make a difference to patients and staff



Green sustainability

Our actions must be green, fair, and affordable



Our actions must be green, fair and affordable



Alignment with the Health Inequalities Strategy

The Green Plan supports the Trust’s Health Inequalities Strategy by ensuring that sustainability decisions are assessed for their impact on inclusion, access and outcomes. Climate change and environmental harm disproportionately affect communities already experiencing poorer health outcomes, including people living in deprivation, people with long-term conditions, disabled people, ethnic minority communities, older people, children and those with limited access to transport, digital tools or green space. By aligning both strategies, the Trust will ensure that green transformation contributes to fairer access, improved prevention, healthier environments and reduced avoidable differences in outcomes.

Green Plan area	Health inequalities link
Digital transformation	Ensure digital-first pathways do not widen exclusion for people with low digital confidence, language barriers, disability or limited internet access
Travel and transport	Consider patients, staff and carers who rely on public transport, have mobility needs, or live in rural/deprived areas
Medicines	Ensure greener prescribing supports shared decision-making and does not reduce patient choice or worsen asthma/COPD outcomes
Food and nutrition	Align sustainable food with affordable, culturally appropriate, nutritious choices
Estates and green space	Prioritise access to green space and climate-resilient environments for patients, staff and communities most affected by poor health
Procurement	Use social value to support local employment, VCSE partners, ethical supply chains and community benefit
Adaptation	Identify population groups most vulnerable to heat, poor air quality, flooding and service disruption

Alignment with the Health Inequalities Strategy

As an anchor institution, GHFT recognises that its decisions as a major employer, purchaser, estate holder, service provider and system partner have a significant impact on the social, economic and environmental wellbeing of local communities. This Green Plan supports the Trust's anchor role by using sustainability action to create wider public value, including local employment and skills, social value through procurement, ethical supply chains, improved access to green space, healthier travel options, climate resilience, community wellbeing and reduced health inequalities. By aligning the Green Plan with anchor institution principles, the Trust will ensure that action on carbon reduction also contributes to fairer, healthier and more resilient communities across Gloucestershire.

Strategic Alignment

GMS Strategy

Our Vision

To be a trusted and forward-thinking organisation, continually innovating to enhance support for health services and actively pursuing opportunities for sustainable growth and expansion.

Our Values

Confidence

Capability

Capacity

Our Strategic Pillars



Compliance and quality



People and Culture



Financial sustainability



Partnerships with purpose

Our Golden Threads



Strategic Partnerships



Continuous improvement



Patient and customer experience



Capital Investment



Back to basics

Our Supporting Enablers



Assurance Framework



Resilient Leadership and Performance



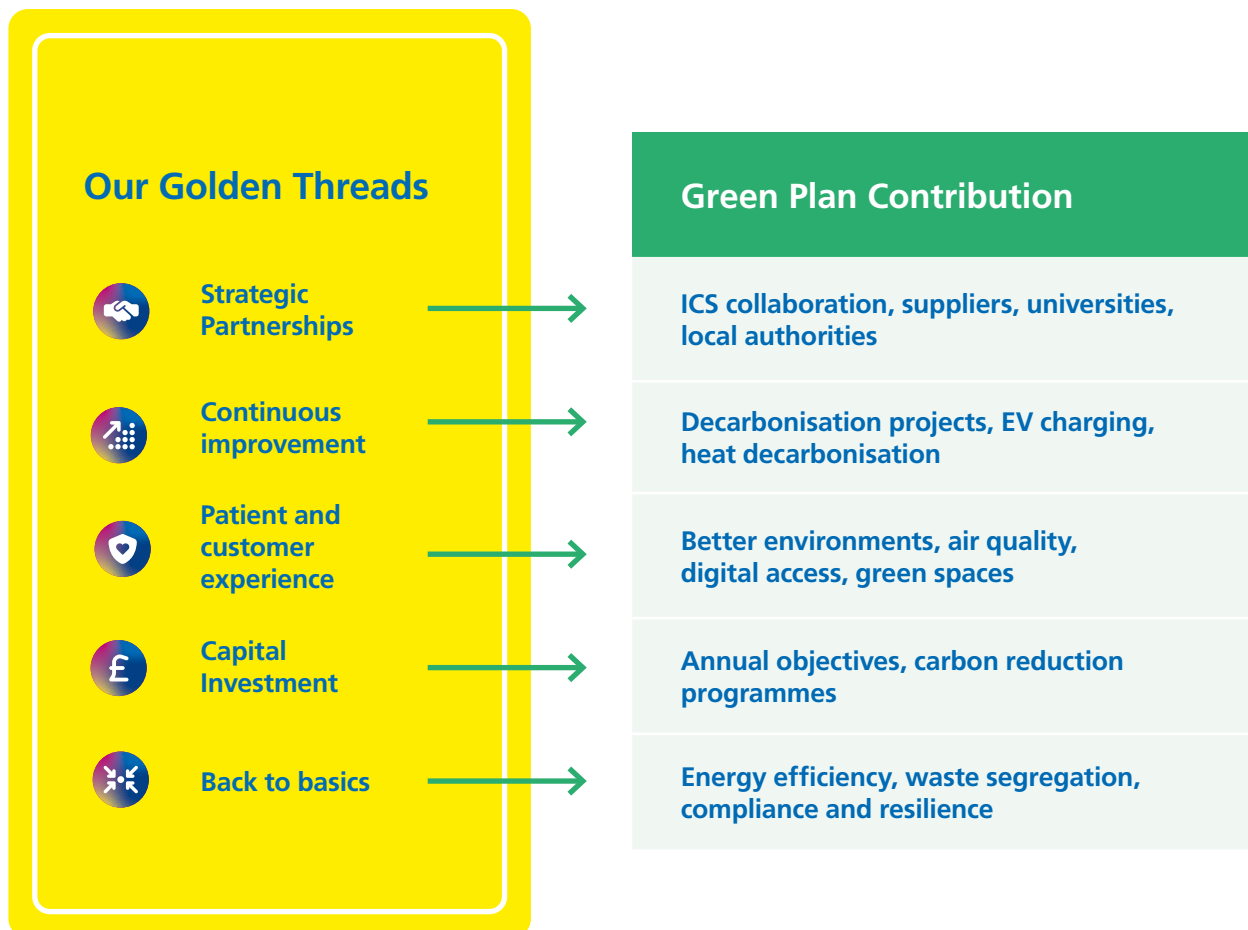
Operational Excellence and Expansion



Digital Transformation

Strategic Alignment

The GMS golden thread's link through the Green Plan.



Capital investment is a fundamental enabler to reducing carbon emissions. Building and infrastructure projects must include adaptation and mitigation measures against climate change and the NHS Net Zero Building Standard (2023) will be used to support the development of sustainable, resilient and energy efficient buildings. Continuous improvement methodologies, using quality improvement approaches, data-driven decision making and staff-led innovation will deliver sustainable improvements.

The GMS strategic pillar of Compliance and Quality is reflected in the development of the environmental management system ISO 14001. Whilst this is initially being developed to cover the back-up generators, it will be expanded to cover all GMS areas. It will identify the environmental impact of GMS services and inform measures that can remove, reduce or mitigate that impact. GMS will audit their services for sustainable, carbon reduction opportunities that will have a positive impact on this Green Plan.

Progress to Date

Carbon Targets

The Trust is aligned to the national NHS Net Zero targets:

Net Zero Carbon by 2040 for our NHS Carbon Footprint, with an ambition to reach an

80% 

REDUCTION

by 2028 to 2032

Net Zero Carbon by 2045 for our NHS Carbon Footprint Plus, with an ambition to reach an

80% 

REDUCTION

by 2036 to 2039

Carbon Footprint

In 2025/2026, the Trust's total carbon footprint was 18,490 tCO₂e. This is for energy, water, waste, anaesthetic gas, fleet and business travel. This is a 5.4% decrease from 2024-25. It should be noted that this figure has been calculated locally in line with the Carbon Footprint Reporting Methodology.

In 2025 / 2026

The Trust's total carbon footprint was

18,490
tCO₂e

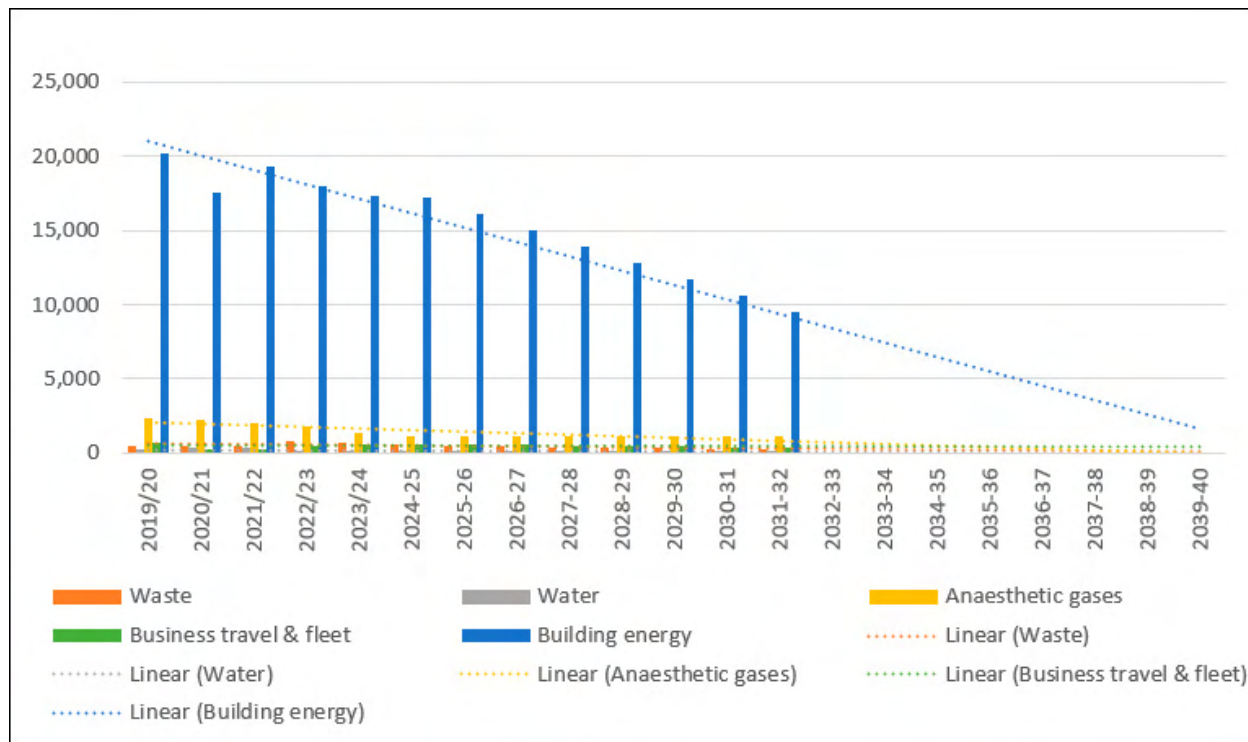


Figure 1: Carbon Footprint tCO₂e showing trend to interim target 2032 and net zero 2040 – consumption data 2025-26

Interim Carbon Footprint Targets

To be on track to reach net zero by 2040, the NHS set an interim target of at least 47% reduction on the 2019-20 baseline by 2031-32. For GHFT this means carbon emissions for building energy, waste, water, anaesthetic gas and business travel and fleet need to be:

Baseline	Actual	Target					
2019-20	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
24,038	18,490	17,290	16,092	14,892	13,694	12,494	11,298
All tonnes CO ₂ e							

Many of the actions described within this plan will help progress towards these interim targets, but further actions and funding still need to be identified for GHFT to achieve net zero carbon footprint by 2040.

Carbon Footprint Plus

The Greener NHS has calculated an estimated carbon footprint for every hospital trust using a baseline of 2019/20. To reach net zero by 2045 on the Carbon Footprint Plus (emissions we influence) trusts must reduce their emissions by 73% by 2036-38. Much of their data is from expenditure-based estimates, with some data from our annual Estates Return Information Collection and this has all been used to generate an estimate of total carbon emissions. Their data does differ from ours in some areas, but their data is very useful in showing the scale and overall carbon emission reductions that we must achieve.

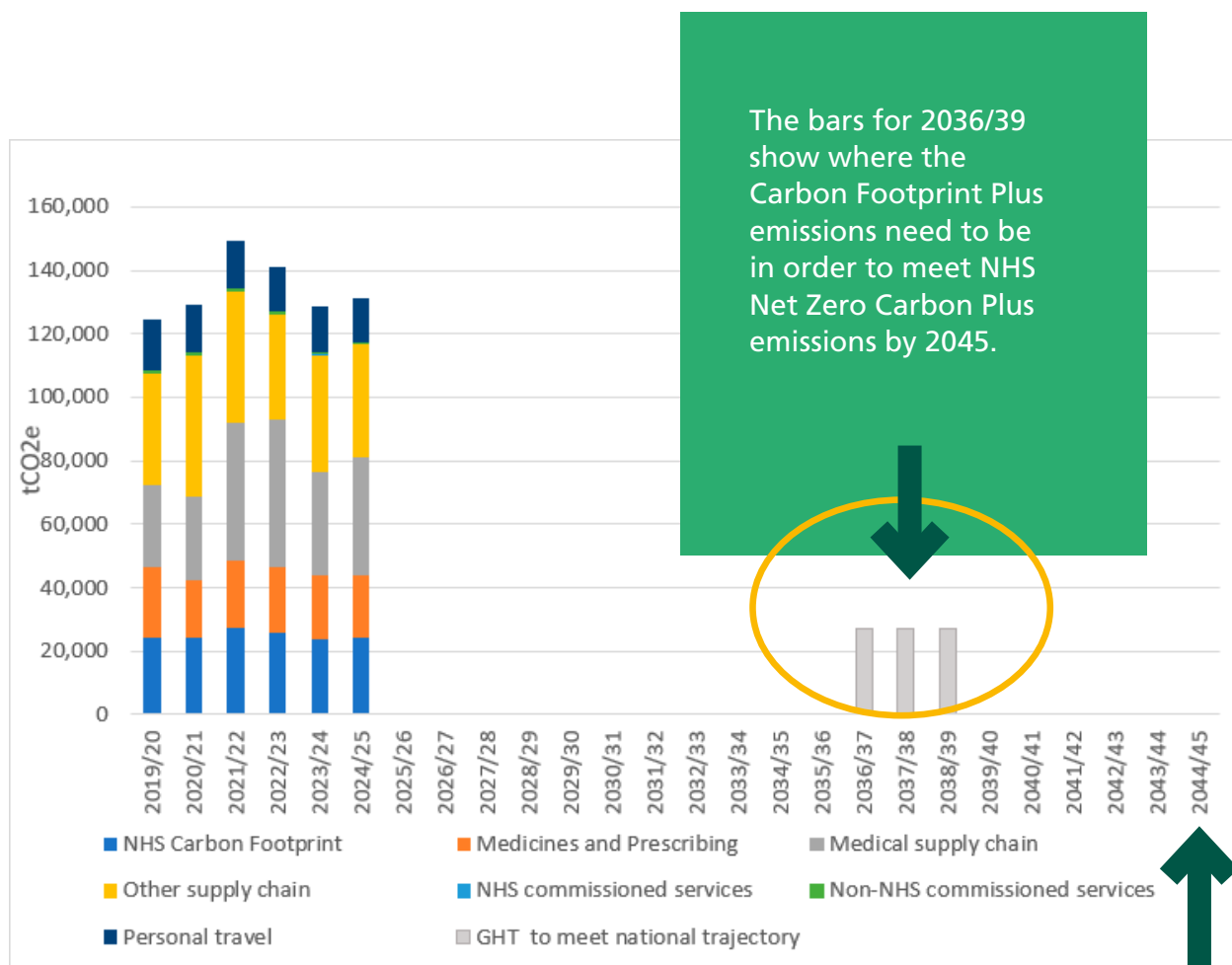


Figure 2: GHFT Carbon Footprint Plus 2019-25 estimated tCO₂e (data from Greener NHS Analytics May 2026)

Building on our Last Green Plan

Since launching our first Green Plan in 2021 we have made meaningful progress in embedding sustainability into our daily operations. We have taken important steps to reduce emissions, improve resource efficiency, engage staff, and build climate resilience across our estate and services. Key highlights are summarised below.

Area of focus	Action Taken
Workforce and Leadership	We have implemented a network of green champions across the organisation
Clinical Transformation	A Central Destruction Unit was installed in GRH Birth Unit to capture exhaled Entonox gas from birthing mothers. Entonox has global warming potential 265 times more than CO ₂ and creates a workforce health risk due to long term and regular exposure. 'Cracking' splits Entonox back to nitrogen and oxygen nullifying environmental impacts and reducing workforce risk. This should save 500tCO ₂ e per annum and removes risk to clinical staff from long term exposure
Digital Transformation	Increase in digital systems reducing reliance on paper. From 2021-25 a 22.5% increase in telemedicine. Adoption of the Ecosia search engine. Approved and commenced delivery of Trust Data Centre Migration programme
Medicines	We have achieved significant reductions in nitrous oxide and Entonox emissions within GHFT, worked with ICS partners and countywide clinicians to switch patients away from meter-dose inhalers
Travel and Transport	From April 2025 to March 2026 there were a total of 254,802 passengers on our shuttle bus, of which 179,309 were NHS staff and the other 75,493 public. The shuttle bus covered 146,851 miles
Estates and Facilities	The Trust was successful in bidding for two phases of the Public Sector Decarbonisation Scheme. Combined, both projects should contribute to a 3,105tCO ₂ e reduction in scope 1 and 2 emissions
Supply Chain and Procurement	All procurements now include a minimum 10% evaluation weighting for net zero and social value weighting in procurements, including defined KPIs
Food and Nutrition	Food waste recycling has been implemented for in-patient meals across our sites and in catering retail outlets
Adaptation	The Trust has participated in the countywide climate risk and vulnerability assessment. This provides an evidence base to understand the key climate risks, demonstrating their impact, likelihood and overall risk posed by climate change

Annual Green Sustainability Improvement Objectives

We have agreed to set two annual improvement objectives for the whole Trust, one strategic and one operational / cross-cutting. These will be managed by the Climate Emergency Response Leadership group, but all areas of the Trust will participate, especially in the operational / cross cutting objective.

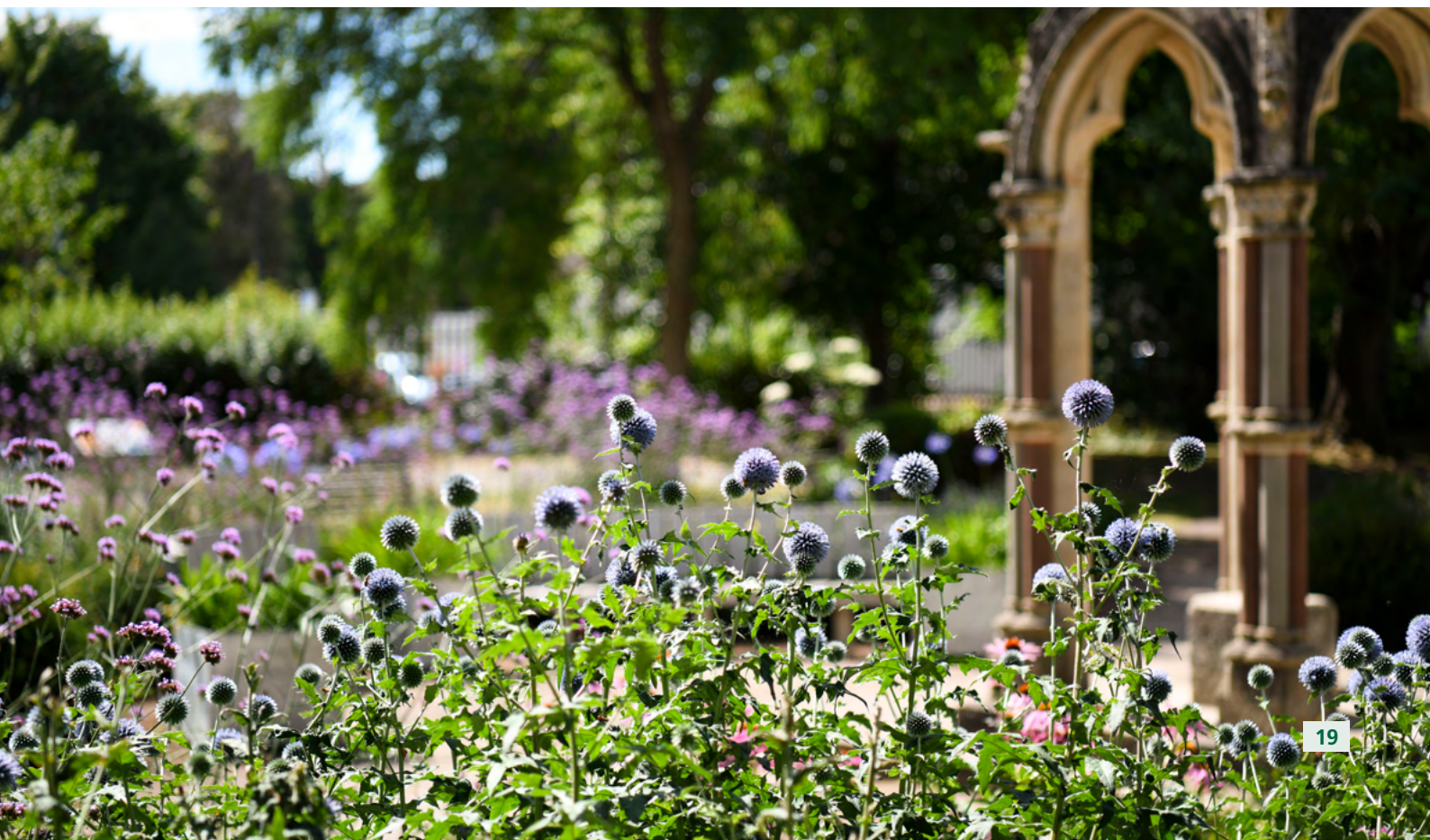
For 2026-27 we will focus on:

Strategic

Development of electric vehicle charging infrastructure to enable the transition of the fleet to 90% low or zero carbon emission vehicles by 2027/28.

Operational / cross-cutting:

Paper reduction
Focusing on reduction in printers
Postage and paper
Increasing use of digital channels



Workforce & Leadership

Why This Matters

A sustainable healthcare future is reliant on strong leadership and an empowered workforce. We need everyone, from senior leaders to frontline staff, to feel supported and inspired to take sustainability action. Sustainability should be a core consideration across all departments and functions, incorporated into both operational and long-term planning. We aim to encourage and support all staff to improve sustainability in their workplace and provide them with the tools and knowledge to enable them to do this.

As an anchor institution, we can leverage our economic and social influence to support local communities. This includes creating employment opportunities for disadvantaged groups, prioritising local suppliers, and fostering volunteering programs. Sustainability is linked to tackling health inequalities, recognising that environmental and social factors significantly impact population health outcomes

Achievements so far (2021-2025)

- Implemented a network of green champions across the organisation.
- Carbon foot printing and energy training delivered to staff on the Gold Quality Improvement programme.
- Climate Emergency Response Leadership group monitors and leads on sustainability.



Our Aims for the Next 5 Years:

Action	Measurement	Delivery
Strengthen workforce ownership and engagement via communications and use of organisational development methods (e.g. facilitation, networks and communities of practice), reinforcing principle that sustainability is part of everyone's role	Staff engagement in sustainability activity	2026 onwards

Action	Measurement	Delivery
Embed sustainable ways of working into culture change. Use organisational development interventions to normalise low-carbon, efficient and digital ways of working, linking to wellbeing and health equity	Staff engagement in sustainability activity	2026 onwards
Use sustainability prompts in culture reviews and service redesign so that sustainability impacts are considered at the outset	Staff engagement in sustainability activity	2026 onwards
Use sustainability prompts in culture reviews and service redesign so that sustainability impacts are considered at the outset	Implementation of sustainability prompts	2026 onwards
Include sustainability in all future job descriptions and annual appraisals to acknowledge that all staff have a part to play in meeting the sustainability and Net Zero goals	Number of job descriptions and appraisals that include sustainability	2026 onwards
Relaunch Green Champions and Green Council	Number of Green Champions	2026 onwards
Explore and create Trust-wide (including Board level) sustainability training	% Staff completing training	2026 onwards
Develop staff wellbeing initiatives that link to being in nature, promote social interaction etc. e.g. by volunteering	Number of staff participating in initiatives	2026 onwards
Install a Greenhouse on site and use as base for associated gardens / green-space social club run by Volunteers; promoting social interaction, being in nature, taking breaks from work, and healthy nutrition. To be funded by charity	Number of participants	2027 onwards

Net Zero Clinical Transformation

Why This Matters

Disease prevention, healthy lifestyle, care closer to home and digital low carbon care are all priorities identified in the NHS long term plan that will have a positive impact on the planet. All clinical decisions and care delivery should include environmental considerations and waste reduction. Sustainable healthcare models prioritise the health of individuals, communities, and the planet.

By integrating principles of environmental stewardship, social equity, and economic viability, these models aim to create a more resilient and efficient healthcare system. Sustainable models of healthcare are an inherent part of delivering value for health and care systems.

The recently launched Trust Strategy clearly articulates the vision to deliver the best care for everyone. Central to this is a renewed focus on:

- Delivering core services as an acute and specialist hospital provider; and
- Working effectively as a system partner to deliver joined up, integrated care for the people of Gloucestershire.

A fundamental principle underpinning the strategy is the need to get the basics right across all services as an essential foundation for achieving the Trust's vision.



Achievements so far (2021-2025)

Achievements

- A grant from the Trust's sustainability fund provided a gas flow meter to measure CO2 use during colonoscopy. We have demonstrated CO2 emissions are reduced by 87% with judicious CO2 use and adoption of a CO2 valve which helps to reduce passive CO2 waste.
- Central Destruction Unit installed in GRH Birth Unit to capture exhaled Entonox gas from birthing mothers, saving 500 tCO2e per annum.
- NHS NetZero InSites grant awarded for Greenhand – the development of a streamlined, greener carpal tunnel pathway. The project should provide better patient outcomes and an anticipated 80% reduction in CO2e from each surgery. The Trust has agreed to fund the Greenhand pathway as Business as Usual in 2026 and the Research, Innovation and Genomics Team are to begin work on a grant application for Greenhand Community to widen access to and the impact of the Greenhand initiative.
- The Research, Innovation and Genomics team have signed a memorandum of understanding with the University of Gloucestershire for the development of healthcare based AI programmes over the next two years. These should deliver sustainability benefits and carbon reduction.

Our Aims for the Next 5 Years:

Action	Measurement	Delivery
Identify a clinical lead with oversight of net zero clinical transformation, with formal links into board-level leadership and governance	Appointment of clinical lead	2026 onwards
The Trust has placed a strategic emphasis on planned care, urgent and emergency care, cancer services and maternity care. We will identify carbon reduction opportunities within these areas	Emissions reduction	2026 onwards
Align practices within theatres to the Royal College of Surgeons Green Theatres Checklist	Completion of checklist	2026 onwards
Reduce use of single use items within theatres e.g. with introduction of UV light decontamination units and reusable warmed blankets	Reduction in number of single use items	2026 onwards
Consultants and theatre teams to conduct regular review of surgical instrument trays to remove unnecessary items, reduce tray sizes and reduce demand on Sterile Services	Number of instruments removed	2026 onwards
Strengthening the Trust's role as an anchor institution, aligned to Health and Wellbeing Board and ICB Strategies	Completion of actions on relevant strategies	2026 onwards
Transition to digital-first, clinically prioritised urgent and emergency care, utilising AI to support remote triage and monitoring, ensuring ambulance responses and hospital flow are optimised	Successful introduction of AI support	By 2030

Action	Measurement	Delivery
Reduce single-use gloves and gown use by 25% by 2030	Reduction in number of single use items	By 2030
Continued application for Research and Innovation grants to develop greener models of care e.g. from National Institute of Health and Care Research and NHS NetZero InSites	Number of applications-increase year on year. Number of successful applications	2026 onwards
Embed digital and AI into Research and Innovation projects led by the Research, Innovation and Genomic team	Number of new projects opened. Number of publications	2026 onwards
Establish a Green Innovation Challenge programme for the development of services and pathways which deliver sustainable benefits and carbon reduction	Carbon reduction. Number of publications	2026 onwards
Complete the Green Radiotherapy Framework as championed by the Royal College of Radiologists	Award of bronze, silver or gold	2026

Digital Transformation

Why This Matters

Digital transformation plays a crucial role in advancing sustainable healthcare by reducing carbon emissions, improving operational efficiency and supporting high quality patient care. As a key enabler within our Five Year Strategy, digital technology allows us to redesign pathways, improve patient access and experience, and reduce reliance on paper, travel, and energy intensive on site infrastructure. There are opportunities to reduce the travel burden for our patients through the use of digital pathways. Our approach focuses on using digital wisely — prioritising clinical benefit while supporting the NHS Net Zero ambition through reduced emissions, waste and estate impact.

Achievements so far (2021-2025)

- Reduced paper use across the Trust through the increase in digital systems which reduce reliance on paper.
- In this period there has been a 22.5% increase in the use of telemedicine reducing unnecessary patient and staff travel.
- Approved and commenced delivery of the Trust Data Centre Migration Programme, transitioning from ageing, energy intensive on premises facilities to a modern hybrid cloud hosting model aligned with NHS England's Cloud First strategy and Net Zero commitments. This will significantly reduce power consumption, cooling demand and carbon emissions associated with legacy estate based infrastructure.
- Strengthened digital governance and planning through the Digital Maturity Assessment, enabling sustainability considerations to be embedded into core digital decision making and prioritisation.

Our Aims for the Next 5 Years:

Action	Measurement	Delivery
Maximise the benefits of digital transformation to reduce emissions and improve patient care, including reducing paper use and expanding virtual pathways where clinically appropriate	→ % of outpatient activity delivered via Digital → Reduction in paper usage year on year	2026 onwards
Complete the transition of Trust data centres to a hybrid cloud hosting model, decommissioning legacy on site infrastructure and reducing energy and cooling demand across the estate	→ Successful migration of in scope systems → Decommissioning of on premises data centre equipment	2026–2028
Embed sustainability into digital services delivery through the Digital Maturity Assessment, including: → circular and low carbon IT hardware management (longer device life, refurbishments, power down policies), reviewing recycling arrangements → data minimisation, deduplication and archiving – reviewing back up policies → working with suppliers aligned to NHS Net Zero ambitions	→ Number of sustainability actions completed from the assessment → Reduction in end user device energy consumption	2026 onwards
Increase use of cloud based clinical and corporate systems to reduce reliance on estate bound infrastructure and enable more flexible, resilient working	→ % of systems hosted in cloud or accredited off site environments	2026–2031

Action	Measurement	Delivery
Expand digital outpatient and remote monitoring pathways where clinically appropriate to reduce repeat hospital attendance	→ Reduced avoidable follow up appointments → Patient travel reductions (proxy measures)	2027 onwards
Improve data and information lifecycle management to reduce storage growth, energy use and duplication while maintaining safety and regulatory compliance	→ Volume of archived or retired datasets → Improved data quality metrics → Reduction in stored paper	2026 onwards
Ensure future digital procurements explicitly consider whole life carbon impact, hosting model and energy efficiency	→ Sustainability criteria embedded in procurement evaluations	2026 onwards

Medicines

Why This Matters

Medicines Optimisation is a vital component in the pursuit of sustainable healthcare systems. It focuses on ensuring that patients receive the most appropriate medications, at the correct doses, and at the right times, thereby maximising therapeutic outcomes and minimising waste. It also aims to ensure patients can access the medicines they need as close to home as possible.

The production and use of medications, inhalers, and anaesthetic drugs contribute significantly to our indirect carbon footprint due to the waste generated from packaging, the manufacturing processes, disposal of unused drugs, and the release of pollutants into the air.

Around 25% of NHS carbon emissions are from medicines. Most of these emissions result from the manufacture, procurement, transport and use of medicines (20%), with the remaining 5% specifically from inhalers (3%) and anaesthetic gases (2%).

Achievements

- We have achieved significant reductions in nitrous oxide and Entonox emissions within GHFT

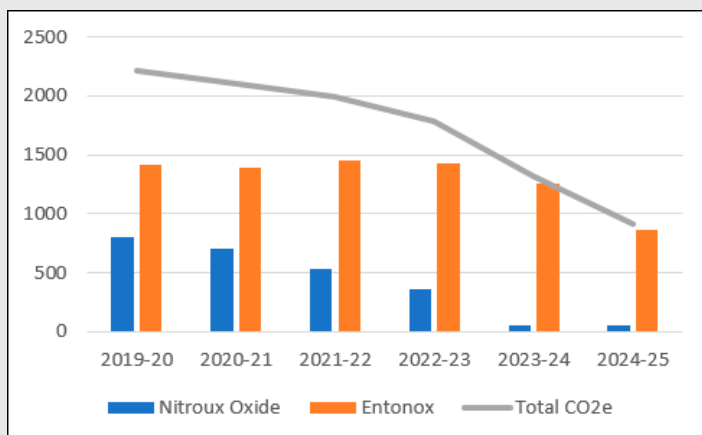


Figure 3: GHFT Nitrous oxide and Entonox tonnes CO2e

Achievements

- Working with ICS colleagues, Gloucestershire has made significant reductions in carbon emissions from inhalers. GHFT has been involved in a multi-disciplinary team quality improvement programme, which promotes the use of environmentally sustainable inhaler choices amongst prescribing staff and has made sustainability a key feature of our countywide information leaflets [Asthma inhaler guidelines](#) and [COPD inhaler guidelines](#).

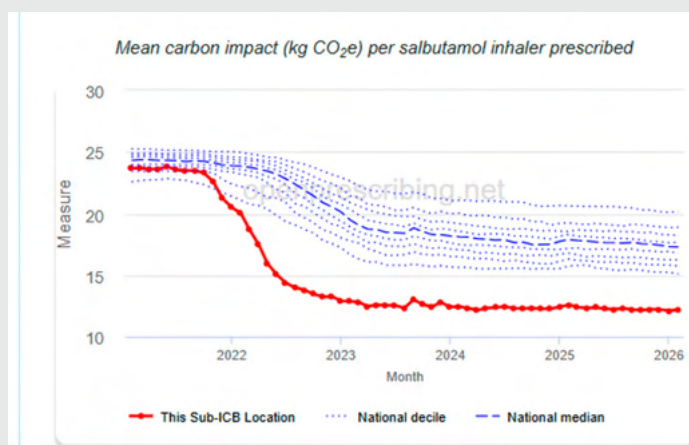


Figure 4: Prescribing of Metered Dose Inhaler (MDI) as a proportion of all inhalers, (excluding salbutamol)

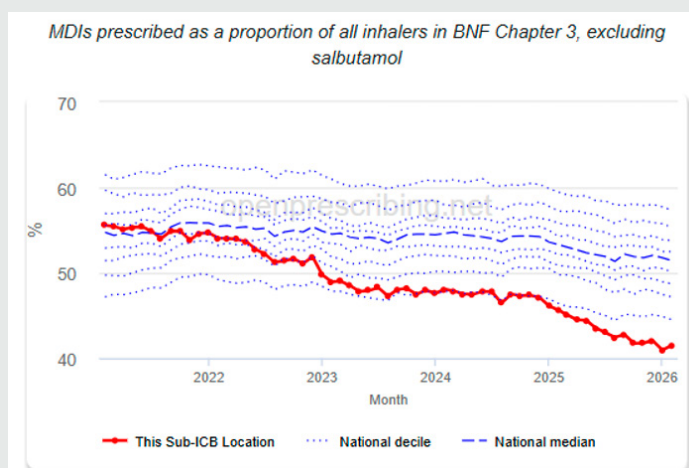


Figure 5: [Non-salbutamol MDI vs DPI prescribing](#) – Gloucestershire

Our Aims for the Next 5 Years:

Action	Measurement	Delivery
Reduce nitrous oxide waste from medical gas pipeline systems (MGPS) by progressing the actions outlined in the updated nitrous oxide waste mitigation toolkit	% reduction in waste	March 2027
Review use of Entonox across the Trust e.g. in Endoscopy	Volume of Entonox	March 2028
Reducing over ordering in wards and theatres will mean less waste requiring fewer medicines transported, and stored, resulting in reduction in incineration of expired waste, which will reduce carbon emissions across the lifecycle	Measure items / frequency of orders	March 2027
Improve medicines reconciliation at admission and discharge, improving use of patients own medication	% MedRec on admission & community pharmacy Discharge Medicines Service at discharge	2026 onwards
Expand pharmacy attendance of ward rounds to prevent duplication and unnecessary prescribing	% pharmacy attendances	March 2027
Reducing unnecessary IV administration improving IV to-oral switches	% IV to Oral	March 2027
Switching from MDIs (metered dose inhalers) to DPIs (dry powder inhalers) which are lower Carbon Clinical Alternatives	% MDI to DPIs	March 2027

Our Aims for the Next 5 Years:

Deprescribing and Optimising High Risk Medicines reducing polypharmacy and preventing avoidable admissions	Measuring items deprescribed & medication related admissions	March 2028
Improving Disposal and Recycling Pathways	Measure waste & recycled items	March 2028
Introduce inhaler recycling schemes		
Improve segregation of pharmaceutical waste		
Reduce incineration by preventing unnecessary returns		

Travel and Transport

Why This Matters

Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff and suppliers to the NHS. Fossil fuel-based transport is a significant contributor to poor air quality. Poor air quality is the largest environmental risk to public health in the UK (<https://www.gov.uk/government/publications/health-matters-air-pollution/health-matters-air-pollution>) as long-term exposure to air pollution can cause chronic conditions such as cardiovascular and respiratory disease as well as lung cancer. Short-term exposure can also affect lung function, exacerbate asthma, and give rise to increases in respiratory and cardiovascular hospital admissions and mortality.

GHFT / GMS operates 58 vehicles within our fleets, and during 2025-26 the fleets covered 831,257 miles generating 209 tCO₂e. There are currently no Ultra-Low or Zero Emission Vehicles within our fleets due to a lack of charging infrastructure. Increasing the proportion of these vehicles will be a priority for us over the next 3-years, in line with the requirements set out in the [NHS Net Zero Travel and Transport Strategy](#).

Active transport such as walking, cycling, or taking public transport have multiple

health and environmental benefits. We have some influence on staff and patient travel and will prioritise simple but effective approaches to creating modal shift such as ensuring we provide secure, covered cycle parking and Cycle to Work schemes for staff. Collaborative work with the ICB and the Local Authority will be used to support these goals.

Achievements so far (2021-2025)

- From November 2021 to March 2026 our Trust shuttle bus carried a total of 1.06 million passengers, of which 73% were NHS staff and the 27% public.
- EV feasibility study conducted by Cenex across the ICS will help inform development of EV charging within the Trust.

Our Aims for the Next 5 Years:

Action	Measurement	Delivery
We will develop and publish a Green Travel Plan to reduce carbon emissions from our fleets, business travel and staff commuting	Publication of plan	Dec 2026
All new vehicles owned and leased by GHFT will be zero emission	Number of zero emission vehicles	From December 2027
Offer only zero-emission vehicles through vehicle salary sacrifice schemes	Vehicles offered on salary sacrifice scheme	From December 2026
Introduce electric vehicle charging points for fleet vehicles	Number of electric vehicle charging points	2026-2028
Introduce electric vehicle charging points for staff and public vehicles	Number of electric vehicle charging points	2027-2030
Improvements to cycle storage and cycle changing facilities for staff	Number of secure bike shed spaces	From summer 2026
Review of all fleet vehicles and route optimisation study	Number of vehicles removed from fleet and reduction in mileage	Dec 2026

Estate and Facilities

Why This Matters

Emissions relating to the estates and facilities services span both the NHS Carbon Footprint and the NHS Carbon Footprint Plus, accounting for c.15% of the NHS Carbon Footprint. By reducing reliance on fossil fuels and improving the efficiency of our estate, our buildings will become more resilient to the effects of climate change and improve the environment in which care is delivered.

Research has also shown that green spaces on health care sites can have the following benefits:

- Help reduce stress and enable patients to summon inner healing resources.
- Provide staff with a needed retreat from the stress of work.
- Provide a relaxed setting for patient/visitor interaction away from the hospital interior.

For the Trust and our partners, this also presents an opportunity to educate communities about the benefits of nature for health and encourage people to engage with green spaces.

Achievements so far (2021-2025)

- Trees have been planted across our estate, including in large planters made by Men In Sheds – a group that make and repair, supporting local projects, whilst improving wellbeing and reducing loneliness.
- Installation of the Forget-Me-Not Garden at GRH.
- Upgrades to the building management systems in theatres and other critical spaces (including Radiopharmacy and Sterile Services) to improve energy efficiency and controllability, as well as Pathology heating in GRH upgraded to plate heat exchangers.
- Annual programme of steam trap replacements to reduce steam inefficiency on both sites.
- Ongoing project to replace orange (infectious) clinical waste bins with new tiger (offensive / non-infectious clinical) waste bins. Cost savings related to disposal and over 50t carbon savings.
- The Trust was successful in two phases of the Public Sector Decarbonisation Scheme. This funding enabled the installation of air source heat pumps, solar panels and a new façade and window replacements to the Tower Block. Combined, both projects should contribute to a 3,105 tCO₂e reduction in scope 1 and 2 emissions.

Our Aims for the Next 5 Years:

Goal	Measurement	Delivery
We will develop a Heat Decarbonisation Plan and associated business cases for all sites, identifying and prioritising the phase out of fossil fuel heating systems by 2032	Percentage of sites with Heat Decarbonisation Plans	March 2028
Remove oil-fired primary heating system in main Estates building GRH	Replacement of oil-fired boiler with low carbon heating system	2028
Disposal of surplus land & buildings, including leases, will be within a planned programme with disposals linked to social value & sustainability where possible	Scored via the Sustainability weightings criteria for disposal of buildings and land	Ongoing
Improve building fabric, heating systems, smart lighting etc. across the estate	Reduction in building energy consumption	2026 onwards
Use digital transformation to Increase energy monitoring, deploy smart building technologies and improve maintenance and asset optimisation systems	Better knowledge of systems enabling efficiency and reduction	2026 onwards
By December 2026, achieve a 20:20:60 clinical waste segregation target, in line with the Clinical Waste Strategy	Percentage split of incineration: orange: offensive waste for Trust	December 2026
Progress the feasibility study to understand the potential for a geothermal heat system for CGH and GRH	Feasibility study complete	December 2026
Introduce ISO14001 (Environmental Management System) for new back-up generators. This will be expanded to cover all environmental aspects for GMS services	Certification to ISO 14001	2026 for generators 2030 for other aspects of GMS services

Goal	Measurement	Delivery
Increase percentage of waste sent for recycling	Percentage increase in recycling	2026 onwards
Continue to identify leaks, review flushing regimes and reduce inefficient use of water across the estate	Annual reduction in water consumption (m3)	2026 onwards
Introduce new electronic stock management and receipting systems, to improve stock control and reduce paper use	Stock management system in place and decrease in paper use	2027
Use the NHS Net Zero Building Standard (2023) to support the development of sustainable, resilient and energy efficient buildings	Completed whole life cycle carbon assessment for each relevant project	2026 onwards
Identify opportunities that support both mitigation and adaptation, and that improve estates resilience to heat, flooding and other climate impacts	Actions taken and reduction of risk	2027
Biodiversity Net Gain (BNG) may be required as part of planning permission. Develop and maintain information on ecology, habitat management, biodiversity metric calculations, BNG plans and monitoring arrangements for Trust sites	Development of information. Report on BNG within Trust annual sustainability report	2026 onwards
Further development of green space and habitat management to improve patient and staff environments through access to green space	Improvement to green spaces	2026 onwards

Supply chain and procurement

Why This Matters

The supply chain represents a significant proportion of the Trust's total carbon footprint. Although the Trust does not directly control supplier emissions, procurement decisions significantly influence environmental, social and economic outcomes across the lifecycle of purchased goods and services.

Across the NHS, supply chain emissions account for more than 60% of the total carbon footprint, making supplier engagement essential to achieving net zero. The NHS Net Zero Supplier Roadmap sets binding milestones for all suppliers between 2022 and 2030, including requirements for carbon reduction plans and global emissions reporting.

Effective sustainable procurement also helps reduce waste, encourage circular economy practices, improve resilience, reduce environmental harm, strengthen modern slavery compliance and generate meaningful social value. The Procurement Act 2023 reinforces these priorities by requiring contracting authorities to consider public benefit in all procurements and enabling broader consideration of environmental and social outcomes through the new Most Advantageous Tender duty.

Achievements so far (2021-2025)

Under the previous Green Plan, the Trust embedded a number of sustainability practices into procurement activity. Key achievements include:

- A minimum 10% evaluation weighting for net zero and social value is applied to all procurements, consistent with NHS England's national requirement introduced in 2022.
- All relevant procurements include Carbon Reduction Plan (CRP) requirements for high value contracts (£5 million and above), in line with Procurement Policy Note 006 (previously PPN 06/21).
- Net zero commitment requirements have been incorporated into lower value procurements above threshold.
- Work with major suppliers has begun to increase sustainability performance, in line with commitments from the previous Green Plan.
- Whole life costing principles and sustainable food procurement standards (Government Buying Standards) began to be embedded.

These represent strong foundational steps, and work continues to ensure these are captured and reported within the Atamis contract register.



National policy drivers

The following national policies will shape the Trust's procurement strategy during 2025–2030.

NHS Net Zero Supplier Roadmap

In addition to the existing minimum 10% percent social value weighting and Carbon Reduction Plans required for contracts above £5 million from 2023 and all new procurements from 2024.

- All suppliers must report global Scope 1, 2 and 3 emissions from April 2027.
- Product-level carbon footprinting required from 2028.

Procurement Act 2023

- New Most Advantageous Tender test enables consideration of environmental and social value.
- Mandatory public benefit duty.
- At least three KPIs, including sustainability KPIs, must be set and reported annually for contracts above £5m.
- New transparency notices and digital reporting obligations.

TOMs (Themes, Outcomes and Measures) Framework (Open Access)

Provides a free set of standardised, evidence-based measures for social value, widely used across the public sector. Which Procurement are adopting for all competed activity and all direct awards above the relevant legal thresholds.

Procurement Policy Notes (PPN)

- PPN 002 (2025) updated Social Value Model: mandatory for central government, influencing wider NHS procurement.
- PPN 006 (2025) Carbon Reduction Plans for large contracts, aligning with NHS rules.
- PPN 009 (2025) tackling modern slavery, strengthening risk assessment and mandatory exclusion grounds.
- PPN 016 (2025) Carbon Reduction Contract Schedule providing optional terms to embed decarbonisation into contracts.

NHS England Green Plan Guidance (2025)

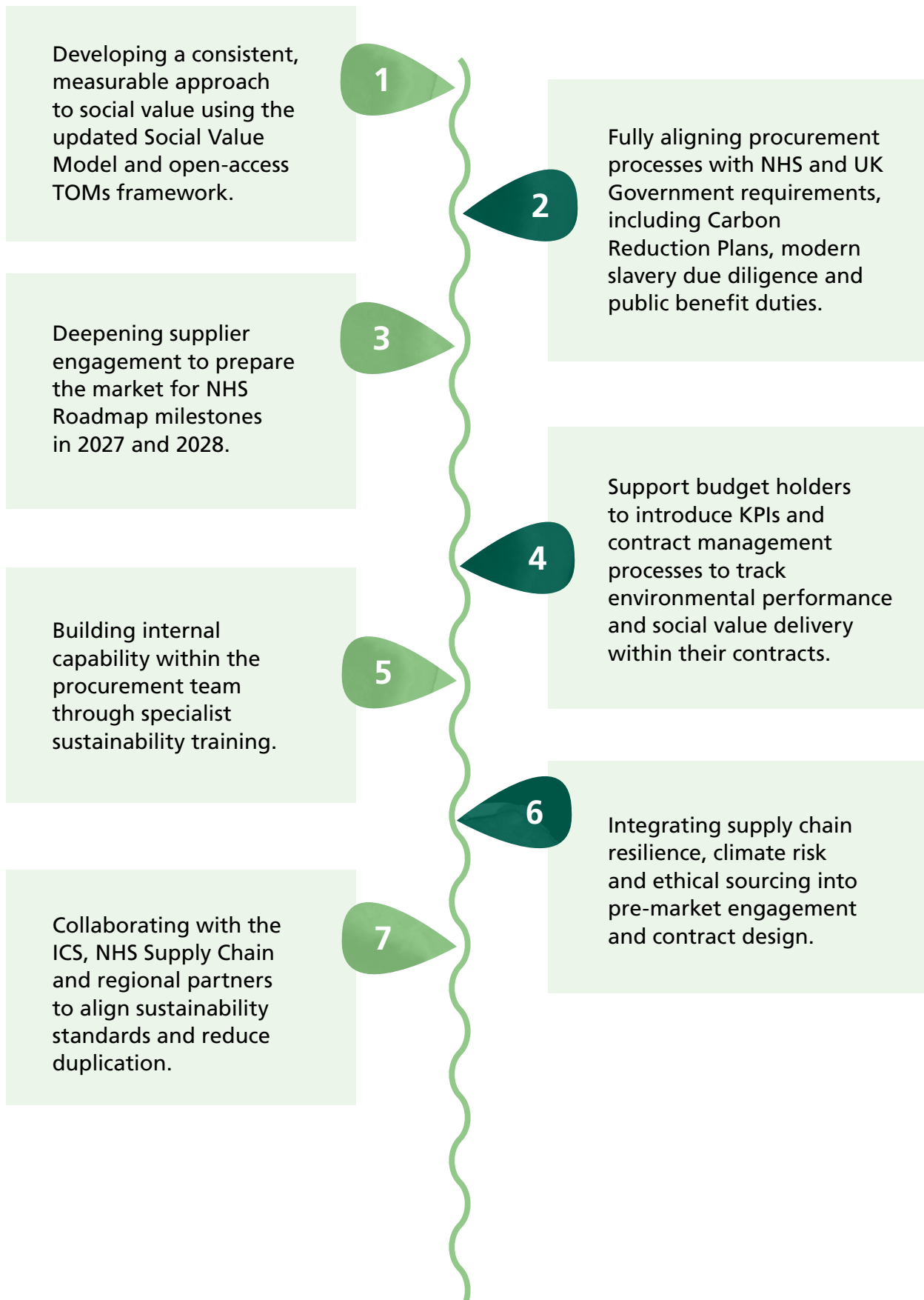
Trust plans must include SMART actions, KPIs, annual reporting and governance oversight across all focus areas, including procurement. Procurement teams are specifically listed among staff groups requiring specialist sustainability training.

Evergreen Sustainable Supplier Assessment

The national maturity self-assessment tool became mandatory for all NHS Supply Chain tenders, with suppliers required to meet Level 1 from April 2026.

Our Aims for the Next 5 Years:

During the next five years the Trust will significantly strengthen the sustainability performance of its procurement and supply chain by:



Actions

Actions	Delivery
Require compliant Carbon Reduction Plans for all relevant procurements, with annual supplier updates	From June 2026
Implement the Evergreen Supplier Assessment for all categories where proportionate	From April 2026
Introduce contract-specific carbon reduction clauses (based on Procurement Planning Note 016) where relevant	From October 2025
Reduce single-use product reliance in partnership with clinical teams	2026 onwards
Adopt TOMs-based metrics for social value measurement	From June 2026
Strengthen modern slavery due diligence in line with Procurement Planning Note 009	From June 2025
Provide specialist sustainability training for procurement staff	From June 2026

Key Performance Indicators (KPIs)

- Percentage of suppliers with Evergreen Level 1 or above.
- Carbon reduction delivered through contract-specific measures.
- Measurable social value delivered using TOMs or Social Value Model metrics.
- Number of modern slavery risk assessments completed and remediated.

Supplier engagement and monitoring

The Trust will implement a supplier engagement programme aligned to NHS England guidance and the Net Zero Supplier Roadmap. This includes:

- Supplier briefings on Carbon Reduction Plan requirements, Evergreen milestones and product-level carbon expectations.
- Working with NHS Supply Chain to understand supplier readiness and market risks.
- Use of KPIs to monitor supplier performance for contracts over £5m, as mandated by the Procurement Act.
- Collaborative improvement plans for high-impact suppliers.
- Quarterly horizon scanning to identify supply chain climate, geopolitical and ethical risks.

Social value and sustainability alignment

The Trust will use the updated Social Value Model and Open-Access TOMs framework to ensure measurable and transparent social value commitments.

This supports the Government's strategic missions and NHS sustainability priorities.

Social value priorities include:

- Employment, training and skills opportunities for local and disadvantaged groups.
- Environmental improvements and reduced carbon emissions.
- Supporting local SMEs and VCSEs.
- Community wellbeing initiatives.
- Ethical supply chain practices including modern slavery prevention.

Modern slavery and ethical sourcing

The Trust will adopt enhanced due diligence and monitoring aligned with:

- **PPN 009** tackling modern slavery (2025 update).
- Updated Modern Slavery Act transparency guidance (2025).

Activities will include:

- Supplier modern slavery risk assessments.
- Supply chain mapping for high-risk categories.
- Clear escalation, remediation and reporting processes.
- Training for procurement staff and contract managers.

Waste, circular economy and single-use reduction

Procurement will support waste reduction by:

- Encouraging reuse and remanufacturing.
- Reducing packaging and unnecessary disposables.
- Driving adoption of circular economy models where clinically safe to do so.
- Using procurement levers to align with Trust-wide waste and resources initiatives.

These commitments reinforce the achievements of the previous Green Plan and build on national strategies.

Governance and reporting

Procurement sustainability performance will be embedded in the Green Plan governance framework, including:

- Quarterly reporting to the Green Plan Delivery Board and Climate Emergency Response Leadership Group.
- Reporting through the Procurement Bi-Annual Assurance Report.

Links to other Green Plan sections

Supply chain and procurement activity directly supports:

- Net zero clinical transformation (reduction in high-carbon clinical products).
- Estates and facilities (sustainable materials, waste contracts, energy-related procurements).
- Travel and transport (low-emission fleet procurement).
- Workforce and leadership (staff skills, training and culture).
- Digital transformation (sustainable IT procurement).
- Adaptation (resilient supply chains).

Dependencies

Delivery of this section depends on:

- Close collaboration with the ICS procurement community.
- Engagement with NHS Supply Chain programmes and Evergreen requirements.
- Support from Finance, Estates, Digital, Clinical and Sustainability teams.

Food and Nutrition

Why This Matters

Food and catering services are estimated to contribute around 6% of the NHS Carbon Footprint Plus. Sustainable food and nutrition are therefore essential components of a greener healthcare system. By prioritising locally sourced, seasonal and plant-based options where appropriate, we can reduce the environmental impact of our food services and help improve the health and wellbeing of patients and staff. Minimising food waste and optimising our procurement will also help lower our carbon emissions as well as generating financial savings.

Achievements so far (2021-2025)

- Food waste recycling for patient meals at GRH and in GMS catering outlets. Being introduced for CGH patient meals.
- Regular review of all menus.

Our Aims for the Next 5 Years:

Goal	Measurement	Delivery
We will measure food waste in line with Estates Return Information Collection (ERIC) requirements and reduce waste across the organisation	Percentage reduction in food waste (compared to 19/20 baseline)	March 2028
Consider opportunities to make menus healthier and lower carbon by supporting the provision of seasonal menus high in fruits and vegetables and low in heavily processed foods	Proportion of locally sourced and whole food offered on our menus	March 2028
Increase number of local suppliers for food – reducing food miles, supporting local economy, landscape, green space etc.	Number of local suppliers	As contracts become available for renewal
Roll-out of Electronic Meal Ordering System across all wards. Will improve patient satisfaction, order accuracy and inventory control	Reduction in food waste	2026
Investigate opportunities to process own food waste on sites and create own compost	Completion of review and installation of biodigester if appropriate	December 2027
Development and implementation of the GHFT Nutrition and Hydration Strategy 2026-31, including actions on food production, addressing health inequalities and providing sustainable snack options.	Successful project outcomes	2031

Adaptation

Why This Matters

The Trust has fed into a [Climate Risk and Vulnerability Assessment \(CRVA\)](#) commissioned by Climate Leadership Gloucestershire (CLG). The CRVA provides an evidence base to understand the key climate risks across the county, demonstrating the impact, likelihood and overall risk posed by climate change across a variety of climate hazards.

The report highlights and scores climate related risks for sectors such as health, built environment, infrastructure and business. The hazards considered are high temperatures, drought, flooding (surface water and river), storms and high winds.

The report makes suggested actions and for health lists the following as priority:

- Behavioural guidance for staff and patients during extreme weather
- Climate adaptation education for health professionals aligning with national guidance

The impact on the delivery of health and care services in Gloucestershire will see:

- Risks to hospital estate, supply chains, transport, and public health
- Increased pressure on the system caused by heatwaves, pests, diseases, heat exposure and extreme weather events
- Widening of health inequalities as vulnerable people and places are disproportionately affected by climate change

Achievements so far (2021-2025)

- Key risks and opportunities identified through CRVA
- Heatwave plan in place

Our Aims for the Next 5 Years:

Goal	Measurement	Delivery
Comply with the adaptation provisions within the NHS Core Standards for emergency preparedness, resilience and response (EPRR) and the NHS Standard Contract to support business continuity during adverse weather events	Compliance with standards	Ongoing
Follow the recommendations and actions highlighted within the CRVA report for GHFT sites	Number of actions implemented	From August 2026
Work in conjunction with CLG/ICS partners to take actions highlighted within the CRVA report for countywide areas	Number of actions implemented	From August 2026
Ensure adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government's Adverse Weather and Health Plan	Communications plan in place	Ongoing
Complete Climate Change Risk Assessment	Assessment and associated action plan	March 2027
Integrate climate adaptation and mitigation into all site development and planning	Referenced in appropriate documents	2027
Participate in the CLG/ICS community engagement programme for adaptation	Communications plan in place	Ongoing
Conduct assessments with each division to assess how climate change e.g. excessive heat or flooding, will affect their key services and establish mitigation measures	Number of completed assessments and mitigation measures in place	2027

Governance and Assurance

Why This Matters

As highlighted in the GHFT Five-Year Strategy, sustainability is embedded in our governance structures, with Board-level oversight ensuring that environmental and social considerations inform strategic decisions. Clear leadership is essential to ensure we will deliver the commitments in this Green Plan.

The Trust Director of Improvement and Delivery is the lead executive director for sustainability.

The Climate Emergency Response Leadership group makes key decisions, considers strategy and oversees progress towards net zero carbon by 2040. Group membership includes the GMS Managing Director, Director of Capital and Strategic Assets, Head of Procurement, Portfolio Director of Estates and Facilities, Head of Sustainability, Head of Energy Management, Communications Manager, Associate Pharmacy Director and clinical consultants representing areas such as endoscopy and theatres/anaesthesia.

Clear reporting is required to monitor progress and ensure actions are delivered, including but not limited to:

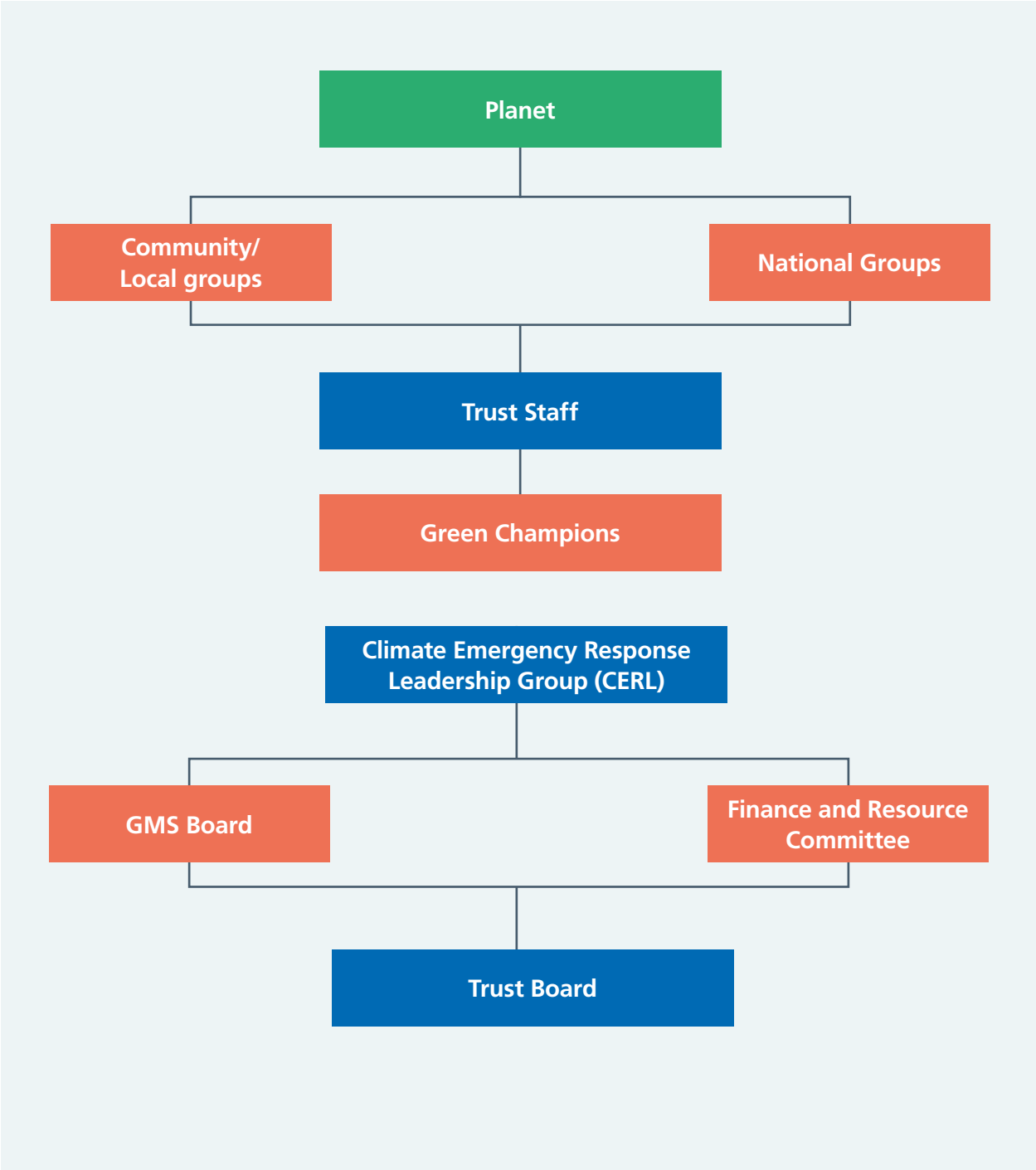
→ **GHFT Annual Report:** includes a brief outline of sustainability achievement and records how the Trust has prepared its climate-related financial disclosures in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) framework, as adopted within the NHS England Annual Reporting Manual 2025/26.

→ **GMS Annual Report:** includes a brief outline of sustainability achievements within the GMS service areas.

→ **Sustainability Annual Report:** a full report detailing carbon emissions for scope 1 and 2, and part of scope 3 (waste, water and business travel), progress towards targets, key sustainability achievements that year and key actions for the forthcoming year.

→ **ERIC (Estates Return Information Collection):** mandatory data return for all NHS trusts, provides benchmarking information for estates and facilities related data.

→ **Progress Reports:** internal bi-annual report produced for Finance and Resource Committee and GMS Board, and monthly data / reports on waste, water and energy and associated carbon emissions.



Risk Management

Climate related risks, including physical risks arising from rising temperatures and extreme weather, and transition risks linked to estate condition and infrastructure investment, are integrated into the corporate risk register and managed through the Trust's Risk Management Framework. This ensures climate risk is treated as a strategic and operational risk, rather than as a standalone sustainability issue.

All risks identified will impact on the Trust's achievement of its strategic objectives. Climate-linked risks such as overheating and poor ventilation will impact both patient safety and experience, and staff well-being, productivity and retention. Contractual penalties, emergency capital spend and revenue repair costs, create financial pressures which reduce the Trust's ability to invest in low-carbon estate upgrades, digital transformation and climate adaption measures.

Climate risks are predominantly identified through estates and infrastructure intelligence, emergency preparedness, response and resilience (EPRR) and business continuity risks (e.g. floods, power failures and IT outages). The assessment of these is generally based on operational and financial impacts, with controls often limited to short-term measures. However, many estates risks are climate-led, driving higher energy use, preventing decarbonisation, or locking the Trust into carbon intensive infrastructure.

Examples include:

- Heating, cooling, and ventilation failures
- Estate condition and infrastructure backlog
- Waste and environmental compliance
- Risks with an indirect but material impact on climate emissions.
- Failure to meet Net Zero and Green Plan objectives.

The Trust's Green Plan is a core delivery mechanism for managing climate related estate and infrastructure risks, rather than a separate sustainability initiative. It is explicitly designed to address material physical climate risks—including overheating, cooling failure, infrastructure fragility and service disruption—which are already present in the Trust's Corporate Risk Register and Board Assurance Framework.

Climate change is recognised as a risk amplifier for existing estate vulnerabilities. This Green Plan therefore focuses on reducing risk exposure to patient safety, service continuity, workforce wellbeing and financial sustainability, while also supporting the NHS's national Net Zero objectives.

Conclusion

This Green Plan 2026-2030 provides a clear framework for how Gloucestershire Hospitals NHS Foundation Trust and Gloucestershire Managed Services will contribute to the NHS ambition of achieving net zero while continuing to deliver safe, effective and compassionate care. Sustainability is not a separate programme of work; it is integral to our mission of improving health outcomes, reducing inequalities, making best use of resources and ensuring that our services remain resilient for future generations.

Over the lifetime of this plan, we will continue to embed sustainability into decision-making across our clinical services, workforce, estates, procurement, digital transformation and partnerships. We will monitor progress through robust governance arrangements, transparent reporting and measurable objectives, ensuring that delivery remains focused, accountable and aligned to national NHS requirements.

We recognise that achieving our ambitions will require collaboration across every part of our organisation and beyond. Success depends on the commitment and innovation of our staff, the support of our patients and communities, and the active engagement of our partners, suppliers and wider Integrated Care System. By working together, we can create lasting environmental, social and economic benefits for the people of Gloucestershire.

As one of Gloucestershire's largest employers and public sector organisations, we are committed to using our influence as an anchor institution to support healthier, fairer and more sustainable communities. Through this Green Plan, we will play our part in tackling climate change, strengthening community resilience and improving the health and wellbeing of current and future generations.

The challenge ahead is significant, but so too is the opportunity. Every action, no matter how small, contributes to a more sustainable future. Together, we can ensure that our actions remain green, fair and affordable, creating a healthcare system that is fit for the future and a healthier environment for all.

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Glossary

Active Travel: Walking, cycling or using some other physically active way to travel. Can include public transport if you walk or cycle etc. to the bus stop or railway station

Adaptation: Processes which adjust our infrastructure and system so we can continue to operate effectively as the climate changes

Anchor Institution: Large, public sector organisation whose long-term sustainability is tied to the wellbeing of the population it serves

Biodiversity Net Gain (BNG): ensures a development has a measurably positive impact on biodiversity

Business Mileage: Mileage travelled by staff in their own cars whilst on Trust business. Mileage costs are reimbursed via travel claims

Carbon Emissions / Carbon Footprint: Amount of carbon dioxide released to atmosphere by an organisation or individual as a result of their activities

CGH: Cheltenham General Hospital

CHP: Combined Heat and Power unit

Climate Leadership Gloucestershire: comprised of all seven Gloucestershire councils, NHS, nature and academia partners, all working together to address local climate challenges

Climate Change: A change in global or regional climate patterns and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels

CO₂: Carbon dioxide is the most prevalent of the greenhouse gases

CO₂e: Carbon dioxide equivalent. For simplicity of reporting the mass of each GHG gas is commonly translated into CO₂e so that the total impact from all sources can be summed to one figure

Environmental Management System (EMS): structured framework to help organisations monitor, control and continuously improve their environmental performance whilst ensuring compliance with regulations and reducing impacts

ERIC: Estates Return Information Collection. Annual data submission enables analysis of estates and facilities information

EV: Electric vehicles and associated EV Chargers

Evergreen Sustainable Supplier Assessment: is an online tool which enables suppliers to engage and align with the NHS net zero and sustainability ambitions, including those set out in the NHS net zero supplier roadmap

GHNHSFT (the Trust): Gloucestershire Hospitals NHS Foundation Trust

GHG: Greenhouse Gases (GHG) include carbon dioxide, nitrous oxide, methane, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride

GMS: Gloucestershire Managed Services. A wholly owned subsidiary company providing estates and facilities services to GHNHSFT

Green Champions: A network of GHNHSFT and GMS staff who take sustainable actions and projects within their work area

Green Plan: Sustainability strategy

Greener NHS: National NHS programme to deliver NHS target on net zero emissions by 2040 / 2045

Grey Fleet: Staff vehicles which are used on Trust business

GRH: Gloucestershire Royal Hospital

Health Inequalities: Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society

Integrated Care System (ICS): The partnerships between the organisations which provide health and social care in the area - 'One Gloucestershire'.

One Gloucestershire: Integrated Care System for Gloucestershire

NHS Fleet: Vehicles owned or leased directly by the Trust

PFI: Private Finance Initiative used to fund major capital projects. Part of the GRH site and the multistorey car park are PFI schemes

PSDS: Public Sector Decarbonisation Scheme. A series of grants to public sector bodies for infrastructure works which will reduce carbon emissions

SMART: goals and adjectives must be Specific, Measurable, Achievable, Relevant and Timely

Sustainability: "Meeting the needs of today without compromising the ability of future generations to meet their needs" (United Nations Brundtland Report 1987)

Travel Plan: A package of actions that will promote safe, healthy and sustainable travel options

Ultra-low Emission Vehicle (ULEV): ULEV is any vehicle that uses low carbon technologies and emits less than 75g of CO₂/km

VCSE: Voluntary, Community and Social Enterprise

Whole Life Cost (WLC): Also known as Life Cycle Cost. A calculation to establish the spend profile (cost) of a product or service over its anticipated life span

Zero Emission Vehicle (ZEV): ZEV is any vehicle that emits no exhaust gas from the onboard source of power

