

Green Plan 2025-2028

Contents

Introduction

About Wye Valley NHS Trust

Organisational Vision

Why do we need plan?

Priority Areas

- Workforce and Leadership

- Net Zero Clinical Transformation

- Digital transformation

- Medicines

- Travel and transport

- Estates and facilities

- Supply chain and procurement

- Adaptation

- Food and nutrition

- Estates, energy and waste

SMART Objectives

Reporting

Risk

Get Involved



Introduction

This Green Plan outlines projects, schemes and activities which will lead the Trust over the next three years towards its target of net zero, covering areas such as workforce and leadership, through to technical schemes aimed at reducing carbon emissions generated by the Trust's activity

This Plan will be approved by the Trust Board with a progress report submitted every 12 months.

Sustainable development is championed by the Trust's Board of Directors and specifically led by the Chief Strategy and Planning Officer, who chairs the steering group which meets quarterly.

We seek to include and engage with senior management, our PFI partners, sustainability champions and staff side, to promote our Green agenda by setting objectives, reviewing progress and providing assurance on a regular basis.

There has also been Foundation Group and System engagement in the development of this plan.

About Wye Valley NHS Trust

Wye Valley NHS Trust is the provider of acute healthcare services at Hereford County Hospital, based in the city of Hereford, along with community services for Herefordshire. We also provide healthcare services at community hospitals in the market towns of Ross-on-Wye, Leominster and Bromyard.

The Trust exists to improve the wellbeing, independence and health of the people we serve.

Our workforce of around 3,800 provides a range of specialist and generalist functions. We have strong clinical network connections with trusts in Birmingham, Worcester, Gloucester and Cardiff.

With an annual turnover of around £350 million, the Trust serves the population of Herefordshire, and also provides urgent and elective care to a population of more than 40,000 people in mid-Powys, Wales. Our catchment area is characterised by its rural nature and remoteness, with more than 80 per cent of our service users living five miles or more from Hereford city or a market town.

Herefordshire is one of the most rural and sparsely populated counties in England, with a population of 195,000, the third smallest of any ceremonial county in England with an area of 2180km² giving a population density of 88 people per km² the third lowest density in the country.

Powys has a total population of 132,000 and the biggest area of 5180km² giving it the lowest population density in Wales with 26 people per km²

The Trust has one of the smallest rural hospitals in England. We work hard to deliver across traditional boundaries to provide integrated care in order to deliver a standard of care we would want for ourselves, our families and friends.



Although the Trust is relatively small compared with other NHS organizations, it is still a large consumer of natural resources, annually spending in excess of £2.8 million on electricity, £2m on gas, with an additional £323K spent on water and sewage and £455K on waste in 2023/24. The Trust also uses substantial quantities of fuel, food, paper, clinical products and pharmaceuticals. As a result, the Trust has a sizeable carbon footprint, contributing to the effects of climate change and its associated impacts.

The Trust is part of a 'Foundation Group' with South Warwickshire NHS Foundation Trust (SWFT), George Eliot Hospitals NHS Trust (GEH) and Worcester Acute Hospitals Trust (WAHT).

All four organisations face similar challenges and have a common strategic vision for how these can be solved. The Foundation Group model retains the identity of each individual trust, whilst strengthening the opportunities available to secure a sustainable future for local health services.

Organisational Vision

As a healthcare provider, Wye Valley NHS Trust is committed to protecting the natural environment for the benefit of human health.

The importance of sustainable development is reflected within national legislative drivers and strategies such as Delivering a Net Zero National Health Service for the NHS and the 2021/22 NHS Standard Contract which set out requirements for Trusts to develop a Green Plan; progress against these objectives is measured by HM Treasury Sustainability Reporting Framework and the NHS Estates Return Information Collection.

The Intergovernmental Panel on Climate Change (IPCC) and the World Health Organisation (WHO) set out clear guidelines to ensure sustainable development is adopted into law, policy and practice. These guidelines state the need to mitigate and adapt to the impacts of climate change in order to realise the wider co-benefits for health.

The Carter Report (2016) reinforced the need for local action, highlighting the inefficient use of energy and natural resources as a major concern which require attention. These areas of work were identified within the previous NHS Sustainability Strategy (2014-2020) and are updated in this new plan.

Why do we need this plan?

As a leading anchor institution, we play an important role beyond the boundaries of our estate and need to lead the way in delivering the national and international targets. As a result, this plan represents our focus on the next steps needed to drive change.

All NHS organisations are required to have a Board-approved Green Plan. Furthermore we are legally obliged to address climate change; the government has set a net zero carbon target by 2040. Since the last plan we have made improvements in many areas but they have not yet had the scale of impact that will be required in the future.

Continuing with business as usual is no longer an option and with the constraints on the Trust we need to change throughout the organisation. Some of the specific constraints for the Trust are:

- a recurrent underlying deficit
- a very limited amount of internally generated capital resource and reliance on external agencies to support any future investment
- relatively small scale and serving a rural area
- limited resources to deliver the Green Plan

Priority areas

The Trust Green Plan is broken down into the following priority areas:

- Workforce and Leadership
- Net Zero Clinical Transformation
- Digital transformation
- Medicines
- Travel and transport
- Estates and facilities
- Supply chain and procurement
- Adaptation
- Food and nutrition
- Estates, energy and waste

Workforce and Leadership

The Trust values the importance of protecting our natural environment for the benefit of the physical and mental health and well-being of our community, including our patients and staff, now and in the future.

To achieve effective results from our green initiatives require system-wide engagement and development through a simple and effective communication strategy that adopts various channels to communicate with staff and patients, including internal and external websites, an annual report, engagement events and opportunities throughout the year such as:-

- Staff surveys,
- Trust Talk
- Green champions
- Campaign to save energy
- Key infrastructure partners' corporate sustainability commitments.



We have

Designated a board-level net zero lead, ensuring responsibility and accountability for sustainability is clear

Further embedded our Sustainability Group and engagement across the organization

Ensured sustainable development and social value are a material consideration in all business cases through the requirement of Sustainability Impact Assessment

Embedded appropriate staff behaviours through our Leadership Charter

We have included a specific corporate objective about sustainability within our Trust Objectives

We Will

Develop a dashboard and report key performance indicators to the Trust Board annually

Communicate our Green Plan and annual updates to staff, patients and the local community.

Work with volunteers and other members of our local community in the delivery of our Green plan

Trust Vision

"To improve the health and wellbeing of the people we serve in Herefordshire and the surrounding areas".

Trust Specific Issues

To consider sustainability impact of all key decisions including all policies and developments.

TOP 3 THINGS WE NEED TO DO.

1. Develop a dashboard to demonstrate progress
2. Put in place appropriate clinical leadership for the Green Plan
3. Ensure sustainability is embedded with key strategic decision making processes

Net Zero Clinical Transformation

The ICS partners have developed a Joint Forward Plan to address some of the local health and care inequalities we have, to improve health outcomes for people across the area, and to ensure we can continue to provide safe and sustainable care into the future. The aim of our ICS is for: 'Local people will live well in a supportive community with joined up care underpinned by specialist expertise and delivered in the best place by the most appropriate people.'

We want to provide safe, effective and sustainable health and care services across all our communities which will be achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage.

Clinical sustainability is central to this refresh of our Greener Plan and signals a move from an Estates-led, engineering focussed, Plan to one more focussed on the emissions generated by our clinical workload.

We have

Worked with partners and stakeholders to identify and deliver solutions that reduce the number of hospital stays, such as the provision of treatment closer to home.

Focussed on valuing our patients' time, reducing unnecessary delays during assessment and treatment.

Supported the processes of care through enhancing workflows and targeted clinical effort

Worked on health promotion and prevention

Piloted the redesign of selected care pathways to drive out any unnecessary stages

We Will

Identify and appoint a clinical lead with oversight of net zero clinical transformation.

Focus on critical and perioperative care pathways initially

Move on to schemes in urgent and emergency care, diagnostics and medical pathways

Create a Trust-wide clinical network to improve staff engagement and support

Trust Vision

The Trust is committed to improve staff and patient experience by moving towards more sustainable models of care and workplace practices.

Trust Specific Issues

Herefordshire is one of the most rural and sparsely populated counties in England.

Powys is the most sparsely populated county in Wales.

TOP 3 THINGS WE NEED TO DO.

1. Develop a clinical network to support pathway change
2. Initiate projects focused on clinical pathways and opportunities to improve their sustainability
3. Continue the focus on valuing our patients' time as a way of increasing productivity and reducing waste.



Digital transformation

The Trust seeks to use existing digital technology and systems to streamline our service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions.

Embedding more efficient practises and new technologies into the organisation is one-step and improving staff awareness will improve the efficient use of our utilities across our estate.

Focus on bringing in innovation to cope with the changing demands of healthcare, and these are the factors to bear in mind to enable digital success:

- Sustained focus on what matters in healthcare
- Engaging clinicians, stakeholders and patients more and aligning their actions with the needs of the organizations and patients
- Building the healthcare ecosystem to support a variety of things
- Building digital health capacity, which includes a team of IT experts and clinical informaticists.

We have

Delivered our Digital Strategy, reducing our reliance on paper-based records and reducing the transport associated with it.

Commissioned a standardised and structured electronic patient record system that is always accessible by all caregivers

Delivered community scheduling systems and electronic patient records which means that community staff no longer have to travel to their base so often and can reduce duplicated effort by sharing records with primary care.

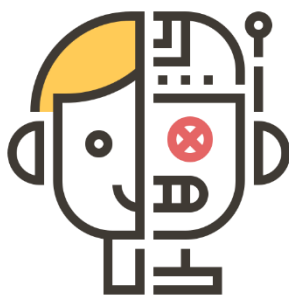
Delivered a Shared Care Record that multiple agencies can access, reducing duplicated effort.

We Will

Fully deliver the benefits of our digital ambitions by minimizing the use of paper notes and their transport

Consider how AI can automate functions and improve efficiency and productivity

Explore how the Trust can minimize the carbon footprint of its Digital Strategy implementation, including AI roll-out



Trust Vision

To exploit digital capabilities to support more carbon efficient ways of working, ensuring that digital methods of communication are used where possible

Trust Specific Issues

Network coverage is poor in parts of Herefordshire and this limits the opportunities for IT related solutions.

TOP 3 THINGS WE NEED TO DO.

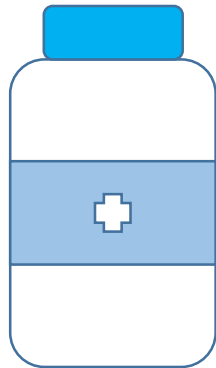
1. Continue to deliver our Digital Strategy, reducing waste and transport
2. Continue to be at the fore-front of AI adoption
3. Explore ways of reducing the carbon footprint of our digital innovation

Medicines

Medicines account for 25% of emissions in the NHS, with anaesthetic gases contributing 2% and metered dose inhalers responsible for 3% of all emissions.

The Trust needs to examine the key opportunities to reduce the carbon emissions related to the organisation’s prescribing and use of medicines and medical products.

Areas of focus include medicines optimisation and reducing waste; responsible capture or disposal of waste medicines and considering lower carbon alternative medicines..



We have

Ceased the use of desflurane the anaesthetic agent with the highest carbon footprint, and have significantly reduced the use of anaesthetic gas through engagement with anaesthetists, advances in equipment and improvement in techniques.

Reduced unnecessary dispensing through utilising patient’s own drugs whilst in hospital and as part of discharge.

Used a new stock control system to limit the waste caused by medicines expiring

Started recycling unopened blister packs

We Will

Reduce the use of metered dose inhalers

Investigate measures to further reduce the use of nitrous oxide

Further promote the use of the patient’s own drugs whilst in hospital

Reduce the amount of pharmacy packaging

Reduce the amount of waste generated by Pharmacy

Trust Vision

The Trust is committed to net zero; reducing carbon emissions related to the organisation’s prescribing and use of medicines and medical products, is a key task

Trust Specific Issues

Maintaining clinical efficacy and positive patient outcomes are essential whilst making any changes to the way we prescribe and use medicines

TOP 3 THINGS WE NEED TO DO.

1. Reduce the use of nitrous oxide
2. Reduce waste associated with medicines
3. Engrain best practice into our medicine choices

Travel and transport

Active travel can play a significant part in reducing traffic on the roads whilst also promoting health and wellbeing through exercise, and improving local air quality.

We are working with the Council to identify staff commuting hot spots and opportunities for cycling, walking and car-sharing.



We have

Reviewed and updated our Travel Plan in 2024.

Promote active travel as a means of travel to and between our sites for work, including putting Beryl Bike stands on Trust sites.

Put measures in place to encourage walking and cycling.

Distributed a local map to promote cycling and walking from the surrounding areas.

Reduced our Grey Fleet mileage by incentivising alternative, more sustainable, travel methods.

We Will

Offer **only** zero-emission vehicles through vehicle lease salary sacrifice schemes

Make arrangements to purchase, or enter into new lease arrangements for, zero-emission vehicles only

Work with Herefordshire Council to improve transport links for staff and public

Increase the number of staff that commute via active travel or public transport

Install EV charging points at the County Hospital for fleet vehicles and possibly staff/public

Trust Vision

The Trust is committed to reducing the impact of our travel and transport by encouraging sustainable and active travel, reducing the carbon and air quality impact of our organization.

Trust Specific Issues

We are situated in a rural location and are geographically isolated from big urban centres. Whilst the train station in Hereford is close to the County Hospital other transport links and cycling routes are poor.

TOP 3 THINGS WE NEED TO DO.

1. Enable our staff to use active travel and public transport
2. Purchase and lease only electric vehicles
3. Reduce the amount of staff and patient movement

Supply chain and procurement

The NHS spends in excess of £40 billion each year on critical natural resources to deliver services.

Using our influence through the procurement process we can embed social value (environmental improvements, local social capital and economic value) in our contracts to encourage our suppliers to adopt sustainable practices for the products and services they provide.

It will soon be a requirement of all business cases, regardless of cost, to carry out a Sustainability Impact Assessment (SIA); the Trust needs to work through the Procurement Department and our Clinical Effectiveness Group to address the use of single-use items and encourage more suppliers to reduce or provide recyclable packaging.



We have

Embedded sustainability and social value within our procurement practices.

Ensure facilities management contracts include sustainability within the specification and as part of the tender process to reduce consumption and promote efficiency of use.

Worked with Sodexo to reduce the use of single use plastics

Used a new stock control system to limit the waste caused by products expiring.

Used only 100% recycled paper since 2019

We Will

Adopt a whole life cycle approach to purchasing, embedding sustainability into all of our procurement processes.

Work with suppliers to reduce the use of clinical single use plastics, and to support the procurement of sustainable PPE.

Implement materials management Trust-wide to reduce the amount of inventory and waste

Trust Vision

The Trust will work with key suppliers and contractors to reduce the environmental impact of the goods and services it uses.

Trust Specific Issues

For infection prevention and control reasons, many consumables are both single use plastic and high waste generators.

TOP 3 THINGS WE NEED TO DO.

1. Work with PFI partners to deliver social value initiatives
2. Reduce single use products with re-usable alternatives where this is viable.
3. Implement materials management

Adaptation

Climate change is potentially one of the biggest public health threats.

Extremes of weather conditions, such as flooding and heatwaves, are increasing in severity and frequency.

We must act now to adapt to a changing climate and mitigate the negative effects of past and future climate-altering actions.

We are embedding climate change awareness and action across our resilience plans with consideration of how our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts.



We have

Approved a Climate Change Adaptation Plan and embedded the effects of climate change into our organisation's risk register

Developed local protocols aligned to national heat wave plans and cold weather plans in relation national plans

Issued instruction so that our staff know how to deal with different extreme weather scenarios such as how to keep clinical and ward areas cool in the event of hot weather and how to report high indoor temperatures.

Written a severe weather plan outlining actions required in the event of forecasted/actual severe weather.

Ensured adequate cascading of weather health alerts and relevant messaging across the organisation.

Formed an alliance with the public sector in Herefordshire to work on adaptation.

We Will

Ensure that the organisation is prepared to deal with the effects of climate change, particularly extreme weather events.

Deliver our Climate Change Adaptation Plan, focusing on dealing with the flooding and water ingress risk and cooling our buildings in the summer.

Review the NHSE climate change adaptation toolkit and update the Trust plan

Trust Vision

The Trust is committed to adapting to the impacts of climate change and is forming business continuity and contingency plans to ensure our healthcare system is ready for changing times and climates.

Trust Specific Issues

Due to our rural location the Trust is in a relatively good position regarding air pollution and urban heat. Conversely the fragility of travel links due to flooding need to be considered and mitigated.

TOP 3 THINGS WE NEED TO DO.

1. Deliver training on emergency preparedness
2. Use the NHSE toolkit to update our plans
3. Develop capital schemes to improve building resilience

Food and nutrition

The Trust supplied over 390K main meals last year and produced 19 Tonnes of food waste in 2023/24; we need to consider ways to reduce the carbon emissions from the food made, processed or served within the organisation.

Where possible, this may include reducing overall food waste and ensuring the provision of healthier, locally sourced and seasonal menus high in fruits and vegetables, and low in heavily processed foods.



We have

Required food suppliers to be compliant with Dolphin Friendly, Red Tractor and other ethical food production practices.

Started weighing food waste to enable monitoring of food wastage.

Ensured that all food waste at our community hospitals is sent for anaerobic digestion and then used as a soil conditioner.

We Will

Ensure inventory management is in place to measure the reduction in food waste across our sites

Improve the patients' experience of food at the County Hospital to reduce food waste

Ensure all food waste is segregated and consider composting alternatives

Consider opportunities to lower the carbon footprint of hospital food by providing seasonal menus high in fruits and vegetables and low in heavily processed foods

Trust Vision

Good food and nutrition are an essential part of healthy living and are critical to all patient stays.

Trust Specific Issues

The rural location of the Trust makes the provision of local food appear easy however the supply of most of our food is via the PFI and the food supplied via a national contract.

TOP 3 THINGS WE NEED TO DO.

1. Look to source more local food and introduce more seasonal menus
2. Reduce food waste
3. Explore ways of disposing of food waste that don't harm our environment

Estates, energy and waste

Reducing our energy usage and our use of fossil fuels are two of the most important areas in our Green Plan, in order to help reduce our carbon emissions and impact on the environment.

The Trust’s strategy is to deliver energy efficient buildings as part of a modern healthcare facility, that supports improvements to patient care.



We have

- Installed LED lighting in all of our community hospitals and 3,170 low energy lights in the main hospital building.
- Increased on-site energy generation from renewable sources including more than 300 solar panels on our main hospital building.
- Specified that all new build and major refurbishments will achieve the BREEAM excellent standard and ensured that contractors are assessed against sustainability as part of the tender process for capital projects
- Developed and implemented the first phase of an Integrated Energy Solution, saving 500 tonnes of carbon pa.
- Reduced consumption of energy, water, anaesthetic gases, vehicle mileage and waste.
- Created new gardens for staff, patients and visitors and worked with volunteers to improve our green spaces
- Introduced recycling at community sites and a pilot project at the County Hospital

We Will

- Increase our recycling rates at all sites, ensuring less waste goes for heat reclamation
- Finalise Phase Two of our Integrated Energy Solution, which will decarbonize the County Hospital estate to 95%
- Bid for funds to complete the decarbonisation of the County Hospital sites and the community sites where possible
- Consider the use of intelligent building management systems to highlight issues pro-actively to continue to reduce energy and water consumption

Trust Vision

The Trust is committed to reducing the sustainability impacts from our buildings, critical infrastructure and equipment essential for the smooth running of the hospital.

Trust Specific Issues

The Trust has a recurrent underlying deficit and a very limited amount of internally generated capital resource and is reliant on external agencies to support any future investment.

TOP 3 THINGS WE NEED TO DO.

1. Bid for further Salix funds to decarbonise community sites
2. Explore intelligent buildings management systems with our PFI partners
3. Increase the amount of waste that is recycled

SMART Objectives – Page 1

Focus Area	“We will” statement	SMART Objective
Workforce and Leadership	Develop a dashboard and report key performance indicators to the Trust Board annually	Develop a dashboard from December 2025 and report key performance indicators to the Trust Board annually
Workforce and Leadership	Communicate our Green Plan and annual updates to staff, patients, visitors and the local community	Communicate our Green Plan and annual updates to staff (via TrustTalk), patients, visitors and the local community (via the Trust website) from December 2025
Workforce and Leadership	Work with volunteers and other members of our local community in the delivery of our Green plan	Work with members of the Volunteer Steering Group to develop volunteering services for green space maintenance, transport and contact centre by March 2026
Net Zero Clinical Transformation	Identify and appoint a clinical lead with oversight of net zero clinical transformation.	Identify and appoint a clinical lead with oversight of net zero clinical transformation by October 2025
Net Zero Clinical Transformation	Focus on critical and perioperative care pathways initially	Develop options for critical and perioperative care pathways initially by summer 2026
Net Zero Clinical Transformation	Move on to schemes in urgent and emergency care, diagnostics and medical pathways	Agree a prioritised list of schemes in urgent and emergency care, diagnostics and medical pathways by July 2026
Net Zero Clinical Transformation	Create a Trust-wide clinical network to improve staff engagement and support	Create a Trust-wide clinical network to improve staff engagement and support by July 2027

SMART Objectives – Page 2

Focus Area	“We will” statement	SMART Objective
Digital transformation	Fully deliver the benefits of our digital ambitions by minimizing the use of paper notes and their transport	Reduce the use of paper notes and their transport by 80% by July 2028
Digital transformation	Consider how AI can automate functions and improve efficiency and productivity	Pilot and evaluate our AI Strategy by December 2026
Digital transformation	Explore how the Trust can minimize the carbon footprint of its Digital Strategy implementation, including AI roll-out	Undertake a sustainability impact assessment of the Digital Strategy by July 2027
Medicines	Reduce the use of metered dose inhalers (MDI)	Scheme launched to ensure that patients are not started on MDI or are switched to alternatives by July 2026
Medicines	Investigate measures to further reduce the use of nitrous oxide	Remove Nitrous Oxide outlets in theatres by March 2026
		Remove the Nitrous Oxide manifold by March 2027
		Review the use of Entonox as part of ICB-wide scheme by July 2028
Medicines	Further promote the use of the patient’s own drugs whilst in hospital	Work with WMAS and Pre-Op assessment to encourage patients to bring their own medication into hospital by July 2026
		Implement a patient self-administration approach within the County Hospital by December 2026
Medicines	Reduce the amount of waste generated by Pharmacy	Monitor waste and implement dry recycling of Pharmacy packaging by July 2028
		Ensure that the most efficient and effective medicine choices are made, such as focusing on the oral route where possible
		Reducing polypharmacy and waste of medicines by proactive medicines reconciliation and specialty support
		Move to a paperless system in Pharmacy by July 2026

SMART Objectives – Page 3

Focus Area	“We will” statement	SMART Objective
Travel and transport	Offer only zero-emission vehicles through vehicle lease salary sacrifice schemes	Offer only zero-emission vehicles through vehicle lease salary sacrifice from December 2026
Travel and transport	Make arrangements to purchase, or enter into new lease arrangements for, zero-emission vehicles only	Purchase, or lease zero-emission vehicles only from December 2027 onwards
Travel and transport	Work with Herefordshire Council to improve transport links for staff and public	Work with Herefordshire Council on their transport plans for the city, including car parking, in order that staff and patients can choose how they access services, by December 2026
Travel and transport	Increase the number of staff that commute via active travel or public transport	Re-survey staff modes of transport in 2026 and 2028. Reduce the number of staff that commute via car to 82% from 85% by 2028
Travel and transport	Install EV charging points at the County Hospital for fleet vehicles and possibly staff/public	Undertake a needs assessment to establish potential demand for EV charging points at the County Hospital by March 2026
Supply chain and procurement	Adopt a whole life cycle approach to purchasing, embedding sustainability into all of our procurement processes.	Encourage suppliers to exceed minimum requirements by engaging with the Evergreen Sustainable Supplier Assessment for streamlined sustainability discussions by July 2028
		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 by July 2028
Supply chain and procurement	Work with suppliers to reduce the use of clinical single use plastics, and to support the procurement of sustainable PPE.	Investigate Clinical Product Reuse Schemes by July 2028
Supply chain and procurement	Implement materials management Trust-wide to reduce the amount of inventory and waste	Implement a material management system at the County Hospital by December 2026

SMART Objectives – Page 4

Focus Area	“We will” statement	SMART Objective
Adaptation	Ensure that the organisation is prepared to deal with the effects of climate change, particularly extreme weather events.	Increase staff education, training and awareness on extreme weather events by March 2027
Adaptation	Deliver our Climate Change Adaptation Plan, focusing on dealing with the flooding and water ingress risk and cooling our buildings in the summer.	Report on delivery of our Climate Change Adaptation Plan in the annual Board report by December 2025
Adaptation	Review the NHSE climate change adaptation toolkit and update the Trust plan	Review the NHSE climate change adaptation toolkit and update the Trust plan by Dec 2025
Food and nutrition	Ensure inventory management is in place to measure the reduction in food waste across our sites	Ensure inventory management is in place to measure the reduction in food waste across our sites by March 2026
Food and nutrition	Improve the patients’ experience of food at the County Hospital to reduce food waste	Improve the patient experience of food at the County Hospital to reduce food waste by achieving better than bottom quartile results in the Place & Inpatient surveys by March 2026
Food and nutrition	Ensure all food waste is segregated and consider composting alternatives	Ensure all food waste is segregated by March 2026
		Explore alternative food waste composting by March 2027
Food and nutrition	Consider opportunities to lower the carbon footprint of hospital food by providing seasonal menus high in fruits and vegetables and low in heavily processed foods	Work with PFI partners to lower the carbon footprint of hospital food by June 2028
		Assess whether the Trust can specify lower carbon menus in the post PFI specification by July 2027

SMART Objectives – Page 5

Focus Area	“We will” statement	SMART Objective
Estates, energy and waste	Increase our recycling rates at all sites, ensuring less waste goes for heat reclamation	Increase our recycling rates to 20% by July 2028 at all sites, ensuring less waste goes for heat reclamation
Estates, energy and waste	Finalise Phase Two of our Integrated Energy Solution, which will decarbonize the County Hospital estate to 95%	Complete Phase Two of our Integrated Energy Solution, which will decarbonize the County Hospital estate by March 2026
Estates, energy and waste	Bid for funds to complete the decarbonisation of the County Hospital sites and the community sites where possible	Bid for funds to complete the decarbonisation of the County Hospital sites and the community sites where possible by July 2028
Estates, energy and waste	Consider the use of intelligent building management systems to highlight issues pro-actively to continue to reduce energy and water consumption	Assess whether the Trust can specify the use of intelligent building management systems to highlight issues pro-actively to continue to reduce energy and water consumption in the post PFI specification by 2028

Risk

Risks and opportunities related to sustainable development are managed by the Sustainability Strategy Group.

Significant sustainability risks are recorded on the Trust's Risk Register and managed accordingly including those identified from the Climate Change Adaptation Plan; to ensure they are mitigated as part of the Trust Estate Strategy.

Significant risks and opportunities associated with compliance obligations, objectives and targets and project delivery are reported directly to the Director of Strategy and Planning through the management review process. These risks and opportunities are also communicated to the Sustainability Strategy Group and to Trust Board twice a year.

Key themes are:

- Energy, carbon and transport costs are rising. Finance and availability of capital has never been more challenging.
- Non-compliance with legislation
- Not meeting carbon reduction targets
- Emissions - due to the nature of the Trust's services, as the intensity of our activities increases and the estate grows, our absolute carbon emissions may also increase. Because of this we will always measure and report on normalized (e.g. per patient contact, bed day or per m2) emissions, as well as absolute consumption.
- Reputation - it's important we are visible in taking a leading approach and have a robust strategy and reporting structure. We are required to provide assurance when bidding to deliver services.
- Climate change - the risks to the organization from climate change will be outlined in a Climate Change Adaptation Plan (CCAP). This includes risks to buildings, staff, health and wellbeing. Maintaining and delivering our plan is vital to address these risks.

Finance

To deliver the commitments in this strategy we will need finance in place. Increasing energy prices and waste disposal costs may mask some of the efficiency savings we make from delivering the strategy, so we will mitigate this risk by maintaining senior support and transparent reporting.

The Trust strives to adopt innovative ways to embed sustainable development within our services to deliver environmental, social and financial benefit. The current financial impact of each key area (energy, waste and water) will be properly calculated as part of the plan. We will also strive to estimate as much indirect cost and carbon such as the embodied carbon in procurement processes.

We will explore any local or national grant sources that may become available, for example investment in sustainable or active travel infrastructure.



Get Involved

We want [YOU](#) to be part of the plan and team that helps us delivery our Green plan.

We would value your input and support.



Contact [Sustainability](#) for advice and support. :- sustainability@wvt.nhs.uk

No matter what role you have within the Trust, there will be something you can help with.

Talk, Shout about it, if you have an idea tell people. Talk to your colleague, line manager and help us embed sustainability practices within your area of work.

It doesn't matter it's a small or large project it all makes a difference.