

2025-2028



Buckinghamshire Healthcare NHS Trust

Green Plan 2025-2028

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Foreword

At Buckinghamshire Healthcare NHS Trust, sustainability is not an optional extra. It is a vital part of how we care for our patients, how we support our colleagues, and how we protect the health of our communities. The NHS was created to improve lives, and that responsibility includes the impact we have on the environment we all depend on.

Sustainability is about people as much as it is about carbon. It means making sure our hospitals and community sites are safe, efficient and resilient. It means providing care that reduces avoidable travel, cutting waste, and using our resources wisely. It means leaving a healthier environment for the next generation.

This Green Plan is underpinned by the collective commitment of our Trust Board, our Executive Team, and every colleague across the organisation. Together, we recognise that creating a sustainable healthcare system requires leadership at every level. We are united in our determination to make lasting change, and we are already seeing that spirit come to life through innovation, collaboration and local action.

The plan builds on national and system priorities. It supports the NHS ambition to become the world's first net zero health system, aligns with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System Green Plan, and delivers the environmental commitments within our own BHT Strategy 2025-2035.

From improving energy efficiency across our hospitals to providing care closer to home, from digital transformation to greener travel, we are turning ambition into measurable progress. Our goal is simple. We want to deliver excellent care in a way that strengthens the health of our patients, our people and our planet. Every improvement we make, every idea we test, and every project we deliver brings us closer to that vision.

Thank you to every colleague who contributes to this journey. Your creativity, professionalism and commitment make this possible. Together, we are shaping a future where outstanding care and environmental responsibility go hand in hand.



Charmaine Hope

Chief Estates and Facilities Officer and Executive Net Zero Lead
Buckinghamshire Healthcare NHS Trust

Executive Summary

Buckinghamshire Healthcare NHS Trust is committed to delivering outstanding care in a way that improves health, reduces inequalities and protects the environment for future generations. Our Green Plan sets out how we will achieve this by embedding sustainability in every aspect of our work, from clinical services and estates to digital systems and supply chains.

Context and Purpose

The NHS has set an ambition to become the world's first net zero health system. This Green Plan aligns fully with that commitment and with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) Green Plan. It also delivers key priorities from the BHT Strategy 2025-2035, which focuses on outstanding care, healthy communities and a great place to work.

Climate change is the greatest public health challenge of our time. Our response must be rooted in prevention, resilience and innovation. By reducing emissions, improving resource efficiency and supporting care closer to home, we can help people live healthier and more independent lives while ensuring the sustainability of the NHS itself.

Where We Are Now

BHT has already taken major steps towards sustainability. Our hospitals and community sites have benefited from energy-saving projects including LED lighting, solar installations and the de-steaming of Wycombe Hospital. The Trust has eliminated the use of desflurane, reduced nitrous oxide in theatres and introduced digital patient pathways to cut unnecessary travel. These achievements provide a strong foundation for future progress.

Our Ambition and Targets

BHT aims to reach Net Zero for direct emissions by 2040 and indirect emissions by 2045, consistent with NHS national targets. Interim milestones will track reductions in energy use, fleet emissions, waste, and procurement-related carbon. The focus is on action that delivers measurable benefits to patients, staff and the wider community.

What We Will Do

Delivery is organised across nine key focus areas that reflect NHS England's framework:

- **Estates and Facilities:** improving energy efficiency, renewable generation and resilience.
- **Travel and Transport:** expanding zero-emission fleet and active travel options.
- **Medicines:** reducing anaesthetic gases and high-carbon pharmaceuticals.
- **Supply Chain and Procurement:** embedding the Net Zero Supplier Roadmap.
- **Food and Nutrition:** promoting sustainable, healthy food choices.
- **Workforce and Leadership:** building capability through carbon literacy and green champions.
- **Clinical Transformation:** designing low-carbon, high-quality care pathways.
- **Digital Transformation:** enabling remote care and paperless processes.
- **Adaptation:** strengthening resilience to climate impacts across all sites.

Governance and Accountability

Progress will be overseen by the Sustainability Steering Group, chaired by the Executive Net Zero Lead and reporting through the Executive Management Committee and the Trust Board. Annual reviews will measure performance against targets and update the plan to reflect emerging priorities.

Call to Action

Our Green Plan is both a practical roadmap and a shared commitment. It relies on the ideas, energy and collaboration of every member of staff and partner organisation. Together, we can reduce emissions, improve health outcomes and create a legacy of care that protects people, place and planet for generations to come.

Buckinghamshire Healthcare NHS Trust

Buckinghamshire Healthcare NHS Trust (BHT) is an integrated provider of acute hospital and community services for people living in Buckinghamshire, as well as some people living across the borders in surrounding counties. We provide care to over half a million patients every year in our hospitals, community settings and in people's own homes. Our vision is to provide outstanding care, create healthy communities and make BHT a great place to work.

Our patients are at the heart of everything that we do, providing you with safe and compassionate care. Our focus is on providing the right care, right place, right time, first time and everything we do is aimed at delivering high-quality care when and where you need it.

We deliver this care in a range of ways, from community health services provided in people's homes or from one of our local bases, to hospitals at Stoke Mandeville, Wycombe and Amersham. And we are proud of the nationally recognised services that we provide. Stoke Mandeville Hospital is home to the internationally recognised National Spinal Injuries Centre; our stroke service is one of the best in the region, and we are a regional centre for burn care, plastic surgery and dermatology.

More than 7,000 people work for us. This includes clinical colleagues, such as doctors, nurses, midwives, health visitors, therapists, support workers and healthcare scientists, all supported by corporate and administrative colleagues. We are committed to ensuring that BHT embraces and celebrates diversity as we strive to tackle inequalities both within the workforce and in our local communities. We want all our people to be listened to, safe and supported.

BHT is committed to delivering sustainable healthcare and reducing its environmental impact across all operations. The Green Plan provides a strategic framework for achieving this, setting out clear actions and

targets aligned with national NHS Net Zero ambitions. By submitting this Green Plan, the Trust commits to monitoring our current environmental performance, prioritising key sustainability initiatives and demonstrating accountability to all our colleagues, patients, and stakeholders.



A Net Zero NHS

In October 2020, the NHS became the first healthcare system in the world to commit to achieving Net Zero carbon emissions, demonstrating global leadership and ambition in tackling the climate crisis. This commitment was further reinforced in July 2022 through the Health and Care Act 2022, which inserted the NHS Net Zero ambitions into legislation. The NHS has set out two complementary targets to achieve its Net Zero goals:

Target 1: Net Zero Carbon Footprint

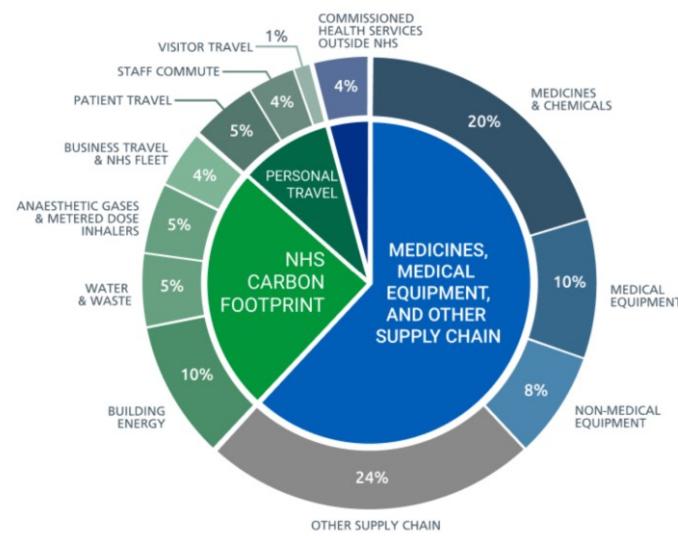
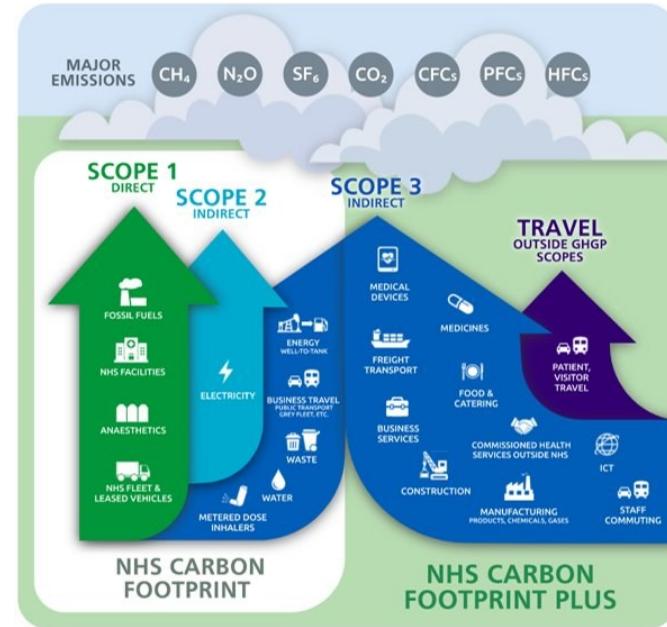
This covers emissions directly controlled by the NHS, known as the NHS Carbon Footprint. The aim is to reach Net Zero by 2040, with an interim target of reducing emissions by 80% between 2028 and 2032. This includes energy use in buildings, fleet operations, and other direct activities under NHS control.

Target 2: Net Zero Carbon Footprint Plus

This covers emissions the NHS can influence, known as the NHS Carbon Footprint Plus. This includes emissions from the supply chain, outsourced services, and commuting. The target for this broader footprint is Net Zero by 2045, with an interim 80% reduction planned between 2036 and 2039. These targets provide a clear framework for all NHS organisations to plan, measure, and deliver sustainable healthcare services while reducing their environmental impact.

NHS 2022 Carbon Baseline

In 2022, the NHS completed a carbon baseline to provide an assessment of emission sources across the health system. This baseline, shown on the right-hand side, provides a guide into the key areas where action is required to achieve Net Zero, including energy use in buildings, fleet and transport operations, procurement and supply chain emissions, and clinical consumables.



NHS Carbon Footprint 2022

Alignment

This Green Plan directly supports delivery of the Buckinghamshire Healthcare NHS Trust Strategy 2025-2035 and the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care Board (ICB) Green Plan 2025-2028. Together, these strategies define how BHT will improve health outcomes, reduce inequalities, and contribute to the NHS ambition of becoming the world's first net zero health service.

Alignment with the BHT Strategy 2025-2035

The BHT Strategy sets out a ten-year vision to help people live healthier and more independent lives, with tackling health inequalities as the Trust's top priority. It calls for care that is proactive, community-based, digitally enabled, and environmentally responsible. This Green Plan delivers against that ambition by:

- Embedding prevention and sustainability into all clinical, operational, and estates programmes, ensuring that every contact with patients and communities supports both health improvement and environmental responsibility.
- Supporting care closer to home through initiatives such as Health on the High Street and the Neighbourhood Health Programme, aligning with the Trust's shift from hospital-centred to neighbourhood-centred care.
- Reducing health inequalities by focusing sustainability projects in the areas of greatest need, supporting Opportunity Bucks wards, and using data to identify where poor environmental conditions or access barriers contribute to worse health outcomes.
- Building a greener, healthier workforce by improving active travel, developing green spaces, and embedding sustainability within leadership, training, and staff wellbeing initiatives.
- Integrating digital innovation through paperless processes, remote consultations, and data-driven decision making to reduce emissions and improve access and efficiency.
- Investing in resilient estates that meet the NHS Net Zero Building Standard and create modern, energy-efficient facilities supporting outstanding care.
- Through these actions, the Green Plan ensures that environmental sustainability becomes a core enabler of the Trust's three strategic goals: Outstanding Care, Healthy Communities, and A Great Place to Work.

Alignment with the BOB ICB Green Plan 2025-2028

The BOB ICB Green Plan provides the system-wide framework for achieving Net Zero across Buckinghamshire, Oxfordshire and Berkshire West, structured around nine national focus areas. This BHT Green Plan fully aligns with those domains by:

- **Travel and Transport** – implementing fleet electrification, sustainable travel planning, and active travel facilities, consistent with system targets for zero-emission vehicles by 2027 and an 80 percent reduction in fleet emissions by 2032.
- **Estates and Facilities** – progressing local heat decarbonisation, renewable energy, and LED upgrades, contributing to the system goal of phasing out fossil-fuel heating by 2032.
- **Medicines Management** – sustaining elimination of desflurane and reducing inhaler-related emissions, supporting the BOB-wide 35 percent reduction target by 2028.
- **Procurement and Supply Chain** – implementing the NHS Net Zero Supplier Roadmap and encouraging supplier completion of the Evergreen Sustainable Supplier Assessment.
- **Clinical Transformation** – embedding sustainability into care pathways and sharing innovation through the BOB Net Zero Clinical Network.
- **Digital Transformation** – reducing emissions through digital patient pathways, data integration, and cloud-based infrastructure, consistent with the ICB's sustainable IT commitments.
- **Workforce and Leadership** – maintaining visible board-level leadership, expanding sustainability training, and strengthening the Green Champions Network, aligned with system workforce goals.
- **Adaptation** – integrating climate resilience into emergency preparedness and estates planning, in line with the ICB's EPRR standards.
- **Food and Nutrition** – supporting sustainable catering practices, waste reduction, and education on healthy, low-carbon diets.

BHT's Green Plan provides the delivery mechanism at provider level, translating system-wide commitments into local action and measurable outcomes, through local governance.

Our Carbon Emissions

Understanding our current carbon footprint is an important first step in achieving our journey towards Net Zero and delivering the actions outlined throughout this Green Plan.

BHT has completed a carbon baseline assessment for the financial year 2024/25, covering both direct emissions from our operations and indirect emissions from sources we can influence. This baseline provides a clear picture of where our greatest environmental impacts lie, enabling us to prioritise actions and set measurable targets across the various areas of the Trust.

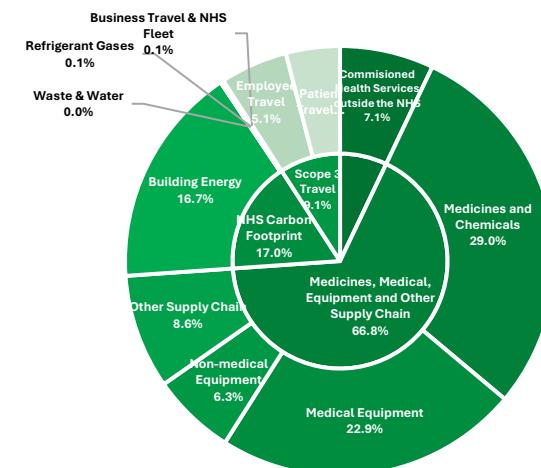
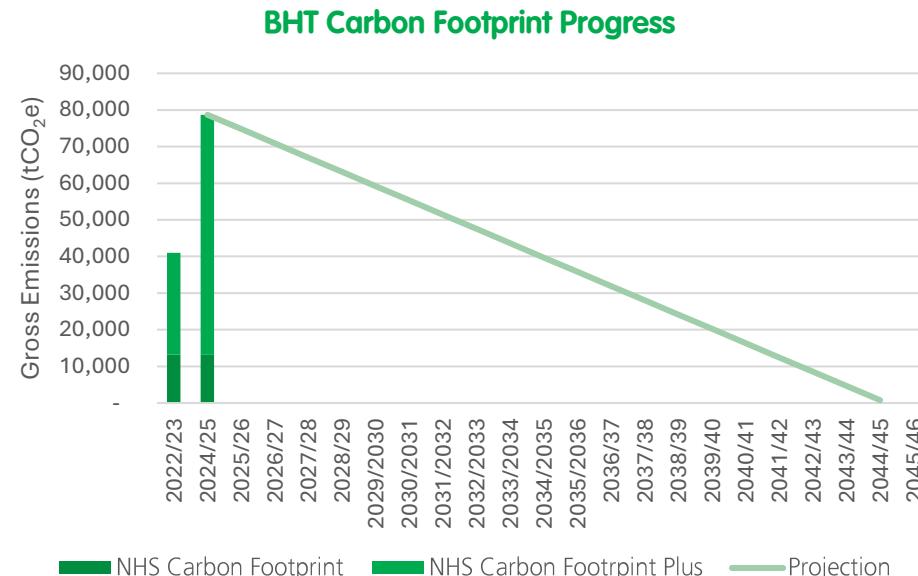
By analysing a combination of utility consumption and operational spend data, and applying UK Government emission factors to each area, BHT has established its annual carbon footprint at **78,674 tCO₂e**.

A large proportion of our emissions arises from the procurement of medicines and medical equipment, accounting for around 50 % of the Trust's total emissions. As outlined in the Medicines section of this Green Plan, we have established a clear set of actions to reduce these emissions and will work closely with our supply chain partners to mitigate environmental impacts.

Building energy is another main source of emissions at BHT, with almost 17 % of carbon emissions arising from electricity, natural gas and other fuel usage. We are actively reducing these through the actions detailed in the Estates & Facilities section.

By establishing this baseline, BHT intends to track progress over time, ensuring that all sustainability initiatives contribute effectively to our Net Zero ambitions. This dataset will guide priorities across each of the Green Plan focus areas and inform annual reporting.

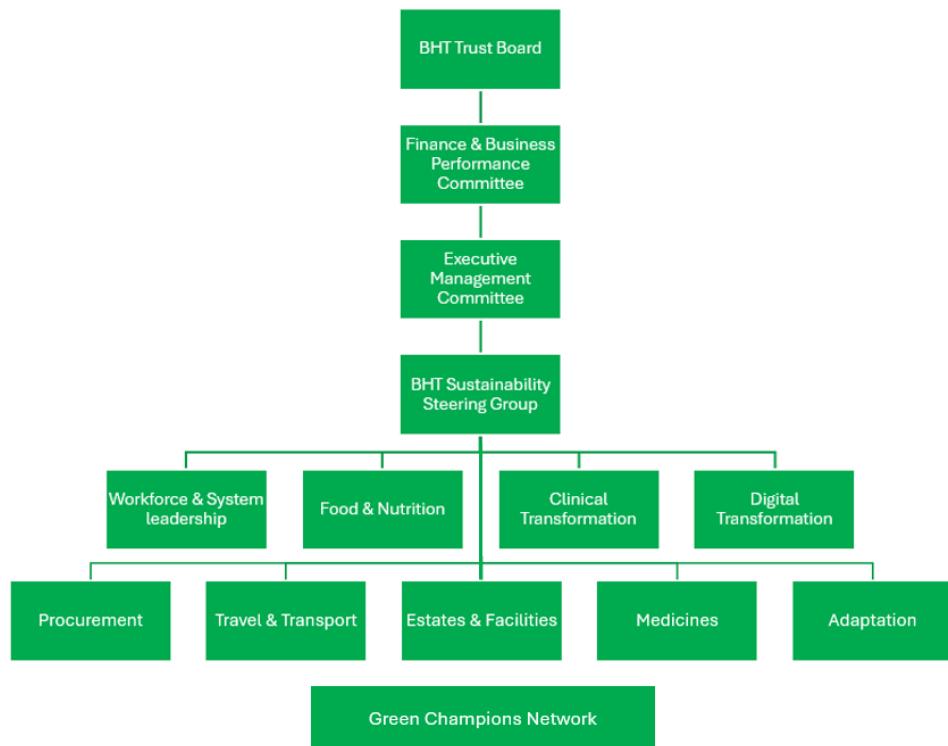
Carbon Source	Total Emissions (tCO ₂ e)	Interim Target	End Target
BHT Carbon Footprint	13,261	80% Reduction by 2032	Net Zero by 2040
BHT Carbon Footprint Plus	65,413	80% Reduction by 2039	Net Zero by 2045
BHT Total Carbon Emissions	78,674		



Green Plan Governance

Our Green Plan Governance structure

Effective governance is essential to ensure that delivery of the Green Plan is accountable, transparent, and supported by effective oversight at every level of the Trust. This governance framework ensures clear lines of accountability from the Trust Board to local champions, embedding sustainability into decision-making and everyday practice across the Trust



BHT Trust Board

The Green Plan will be approved by the BHT Trust Board and will undergo annual review, ensuring senior oversight, accountability, and updates to actions as needed to meet sustainability and Net Zero objectives

Finance & Business Performance Committee

The Finance and Business Performance Committee will provide additional oversight of the Green Plan, reviewing progress, monitoring KPIs, and ensuring that sustainability and Net Zero initiatives are integrated into the Trust's financial planning.

Net Zero Lead

BHT has appointed Chamaine Hope, Chief Estates & Facilities Officer, as our Net Zero Lead and board-level representative, providing strategic oversight and accountability for the delivery of the Green Plan.

BHT Sustainability Steering Group

BHT plans to introduce a Sustainability Steering Group that will meet quarterly to assist with Green Plan delivery and provide strategic guidance for future sustainability initiatives. This group will be comprised of a representative from each of the areas of focus within the Trust.

BHT Colleagues & Green Champions Network

All BHT colleagues, including members within our Green Champions Network, have a vital role in delivering this Green Plan. Success depends on engagement and communication across all levels of the organisation. Through active participation, the Trust aims to champion sustainability and embed Net Zero principles throughout its operations.

Tracking and Reporting Progress

BHT will provide an annual update to the NHS regarding progress on Green Plan delivery, alongside updating this Green Plan to reflect changes made throughout the year. Alongside Green Plan action changes, BHT also plan to review our carbon emissions annually to track progress on our Net Zero journey. This Green Plan will be refreshed after 3 years.

Workforce & System Leadership

BHT recognises that delivering sustainability requires strong leadership and an engaged workforce. Our people are central to achieving the ambitions set out in this Green Plan. We aim to embed environmental awareness and responsibility at every level of the organisation, empowering colleagues to take ownership of sustainability within their daily roles and to contribute actively to the Trust's Net Zero ambition.

Previous Works

- BHT has appointed Charmaine Hope, Chief Estates and Facilities Officer, as the Trust's Executive Net Zero Lead and Board-level representative, responsible for overseeing the Green Plan and driving sustainability performance across the organisation.
- In 2024, the Trust participated in the NHS Great Big Green Week, a nationwide initiative promoting sustainable change within healthcare. The event raised awareness across the Trust through themed activities and education sessions, celebrating BHT's collective progress towards Net Zero.
- BHT is currently sponsoring a clinician to undertake a degree and has provided opportunities for further education in sustainability-related fields, demonstrating the Trust's commitment to building internal expertise and empowering staff to lead on environmental initiatives.
- BHT has established a Green Champions Network, which has formed from individuals in a variety of teams across the Trust and who have an interest in sustainability. These Green Champions lead local sustainability initiatives, promote awareness of environmental issues, and encourage fellow colleagues to embed sustainable practices into their daily roles, helping to drive the Trust's Net Zero ambitions from the ground up.
- The Trust also offers a successful Electric Vehicle (EV) Lease Scheme, which has seen strong uptake. This supports the transition to zero-emission commuting by providing affordable access to EVs and reducing travel emissions.
- BHT has introduced hybrid and flexible working practices across suitable roles, improving work-life balance and reducing commuting emissions while supporting wellbeing and productivity.

Green Plan Actions

- BHT is committed to promoting the Greener NHS Core Training modules and incorporating them into all new starter induction programmes. This ensures new colleagues are aware of sustainability principles and are equipped to contribute to the Trust's Net Zero goals from day one. For existing colleagues, online training modules will be made available.
- The Trust plans to reintroduce the Property Services training group and embed specialist sustainability training into the departmental training matrix, ensuring employees have the knowledge and skills to implement energy efficiency, low-carbon technologies, and broader environmental initiatives across the estate.
- BHT is planning to recruit a Head of Sustainability, who will provide strategic leadership, coordinate Trust-wide sustainability initiatives, and drive the delivery Net Zero objectives across all services.
- BHT plans to expand active travel facilities at Wycombe Hospital as part of the new build, including additional cycle storage and employee showering facilities, to encourage sustainable commuting and reduce associated transport emissions.

Action	KPI	Responsibility
Promote Greener NHS Core Training Modules in employee induction	-	Training & Education Team
Introduce specialist sustainability training into Property Services	-	Property Services Team
Recruit a Head of Sustainability	-	Property Services Team
Construct additional cycle storage and showering facilities to promote active travel	-	Property Services Team

Clinical Transformation

BHT is committed to transforming our clinical services in a way that delivers excellent care and improves patient outcomes while minimising the associated environmental impact. Net zero clinical transformation involves considering sustainability throughout clinical pathway design, recognising a healthy environment as a core component of efficient care, health equity and social justice.

Previous Works

- In 2021, BHT published a Net Zero Carbon Roadmap, which included a section focused on clinical care. It outlined an action plan for achieving NHS Net Zero targets, including a 50 percent reduction in patient travel and a 25 percent reduction in unnecessary interventions by 2040. These aims remain relevant today.
- BHT is rolling out Patient Initiated Follow-Up (PIFU) practices across several specialties, enabling patients with long-term conditions to schedule appointments as needed. This reduces unnecessary visits and transport emissions while improving flexibility and patient experience.
- Many outpatient services now offer remote consultations and virtual follow-ups, maintaining high-quality care while reducing travel and improving accessibility.
- Theatres have led early sustainability initiatives, including the reduction of nitrous oxide and desflurane, and the introduction of reusable surgical hats to reduce single-use plastics and improve team performance. Disposable gowns for low-risk anaesthetic procedures have also been removed.
- Clinical teams continue to expand reusable initiatives such as mobility aids and pressure bags, reducing both cost and clinical waste.
- BHT is also leading work on delivering care closer to home and in community settings. The Trust is about to launch the Health on the High Street initiative in Wycombe, based within the local library, improving access to preventative and primary care in community spaces. In addition, BHT has been selected as one of 43 sites nationally to take part in the Neighbourhood Health Programme, which focuses on local access, prevention, and tackling health inequalities.

Green Plan Actions

- BHT will appoint a Net Zero Clinical Lead to connect clinical services, Estates, and the wider organisation in driving Net Zero delivery. Subspecialty sustainability leads will form a Net Zero Clinical Group to coordinate initiatives and oversee project implementation.
- The Trust will adopt national guidance and initiatives, including the Gloves Are Off campaign, across all BHT sites to reduce unnecessary glove use and associated waste.
- Clinicians and managers involved in service design and leadership will receive training in carbon literacy and SusQI, enabling them to incorporate sustainability into everyday quality improvement.
- The Trust will introduce additional weighting in business case and project approval processes to recognise initiatives that contribute to carbon reduction and wider sustainability outcomes.
- Collaboration with partner organisations across the BOB Integrated Care System (ICS) will be prioritised to share learning, scale impact, and align system-wide clinical sustainability projects.

Action	KPI	Responsibility
Appoint Net Zero Clinical Lead and Net Zero Clinical Working Group	-	BHT Trust Board and Clinical Leadership Team
Adopt national guidance and 'Gloves are off' campaign	Single Use Plastic Waste (kg)	Clinical Leadership Team and IPC
Continue Rollout of PIFU and Remote Consultations	% Patient Distance Reduction	Smarter Working Group
Deliver specialty SusQI and carbon literacy training	% adoption	BHT Trust Board and Net Zero Clinical Group
Fast-track approval for sub-capital projects with strong social, sustainability and financial returns.	Carbon Emissions (tCO ₂ e)	BHT Trust Board and Net Zero Clinical Group

Digital Transformation

Digital technology is a key enabler of both operational efficiency and environmental sustainability. By accelerating digital transformation, BHT can improve quality of care, reduce waste, and lower emissions associated with paper use, travel, and inefficient processes.

Embedding digital solutions supports the NHS's ambition to deliver high-quality, low-carbon healthcare by integrating data, technology, and innovation into everyday practice.

Future digital capability, including any expansion of video consultations or enhanced virtual care functions, is dependent on the upcoming patient portal procurement. The final scope, modules and timelines for implementation will only be confirmed once the procurement process is complete. All digital actions in this chapter should therefore be read as directional commitments, with specific targets to be agreed once the chosen platform and functionality are known.

Previous Works

- In 2021, BHT published a Net Zero Carbon Roadmap (NZCR), which included a section focused on Digital Care Pathways. This Roadmap outlined our SMART Aims and presented an Action Plan, which we have been following to achieve Net Zero by 2040.
- BHT has successfully implemented the Badgernet EPR system, streamlining maternity records and enhancing the quality and accessibility of patient information for expectant mothers and clinical colleagues.
- Outpatient communications have transitioned to digital delivery, enabling patients to access appointment letters via the dedicated app or portal, significantly reducing reliance on paper and promoting more efficient, sustainable workflows.

Green Plan Actions

- Expand the use of virtual appointments where clinically appropriate and supported by future digital capability. Specific targets will be set once the new patient portal procurement is complete.
- The BHT digital transformation team are looking to establish a digital mechanism for collating patient data and to centralise onto one platform. This will enable Trust colleagues to use predictive prevention to reduce hospital admissions, minimising associated patient transport emissions.
- Through the digitalisation of patient records into a single integrated system, BHT aims to streamline appointment scheduling, reducing administrative workload, paper use, and associated carbon emissions while improving service efficiency.
- BHT aims to enhance digital access for all colleagues by providing appropriate devices and training to clinical colleagues, supporting efficient, paperless workflows.

Action	KPI	Responsibility
Expand digital ward capacity in relevant services and provide staff training to utilise appointment structure.	% Appointments in Virtual Wards	Smarter Working Group and Clinical Leadership Team
Establish mechanism for patient data centralisation	% Patient Data Centralised	Digital Transformation Team
Introduce system for streamlining appointment booking	Patient Transport Emissions (tCO ₂ e)	Smarter Working Group
Provide digital devices to appropriate clinical staff and services	% colleagues using technology	Digital Transformation Team

Travel & Transport

Travel and transport account for a significant proportion of the NHS carbon footprint, including commuting, patient travel, and fleet vehicle emissions. BHT is committed to reducing these impacts while maintaining accessibility and high-quality patient care.

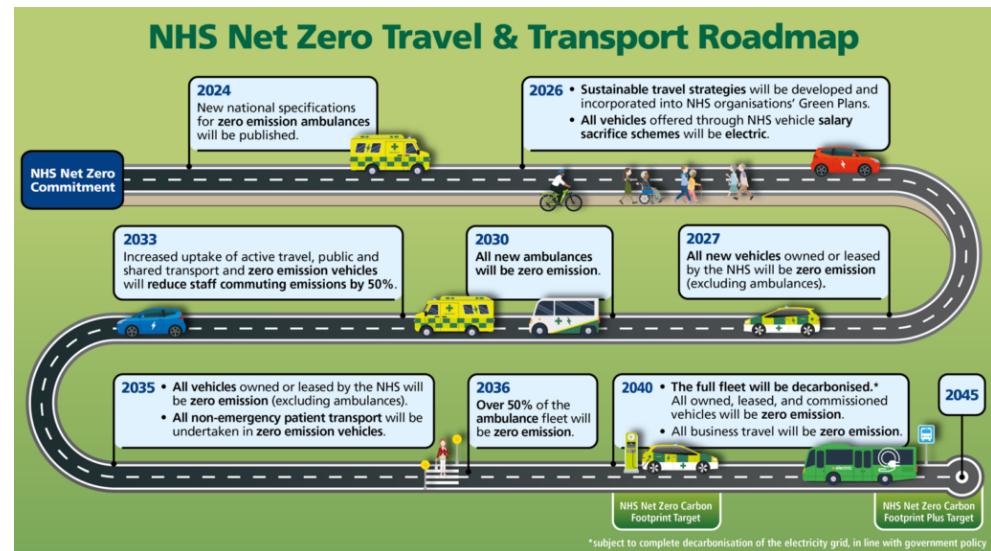
In line with the NHS Travel and Transport Roadmap, the Trust will improve fleet fuel efficiency, promote low-carbon travel options, and encourage behaviour change to reduce unnecessary journeys. These actions will support both cost savings and progress towards the NHS Net Zero targets.

Previous Works

- BHT has been following the guidance outlined in the NHS Travel & Transport Strategy and has begun planning for the future milestones outlined within the roadmap.

Green Plan Actions

- BHT will align fully with the NHS Net Zero Travel and Transport Strategy, ensuring that from December 2027 all new fleet vehicles, whether owned or leased, are zero-emission vehicles (ZEVs). This will contribute to the target of an 80 % reduction in fleet transport emissions by 2032.
- The Trust will carry out colleague and patient transport surveys to build a more accurate understanding of scope 3 emissions and identify opportunities for mitigation.
- A Sustainable Travel Plan will be developed to consolidate regular travel routes, introduce a car-share system, and encourage the use of public transport, helping to reduce colleague travel emissions.
- BHT will continue the transition to an electric vehicle (EV) fleet, replacing older vehicles and expanding high-speed charging infrastructure across Trust sites for both fleet and visitor vehicles. Opportunities to incentivise visitor EV use, such as discounted parking, will also be explored.
- The Trust will expand active travel facilities, including additional cycle storage and colleague showering areas at key sites such as Wycombe Hospital, to encourage cycling and walking to work.



Action	KPI	Responsibility
Continue to align with the NHS Net Zero Travel & Transport Strategy, including all new vehicles from Dec 2027 to be ZEVs	Fleet Emissions (tCO ₂ e)	Property Services Team
Complete patient and staff transport surveys	-	Property Services Team
Consolidate regular travel routes and introduce carpool/car-share system for staff	Staff Transport Emissions (tCO ₂ e)	Property Services Team
Continue the transition to an EV fleet, replacing older vehicles and installing high-speed EV chargers	% EV Fleet	TBC

Estates and Facilities

The Estates and Facilities function plays a critical role in delivering the Trust's Net Zero ambitions by managing energy use, heating systems, and on-site renewable generation. BHT is committed to improving energy efficiency across all buildings, transitioning to low-carbon heating solutions, and exploring opportunities for renewable energy generation such as solar PV.

Through extensive capital projects, the Trust aims to optimise building performance and reduce reliance on fossil fuels in line with NHS guidance. These projects enable lower operational carbon emissions, reduced energy costs, and a more sustainable estate for patients, colleagues, and the wider community.

Previous Works

- The Trust has begun rolling out LED light fittings to replace less efficient T5 and T8 fittings across all sites as replacements are required, resulting in substantial electricity savings.
- BHT has installed smart meters and Automatic Meter Reading (AMR) systems across the estate, enabling accurate, real-time energy monitoring to identify inefficiencies, optimise performance, and support targeted carbon reduction initiatives.
- To improve thermal efficiency, thermal films have been applied to single-glazed windows across older buildings to reduce heat loss. In addition, BHT commissioned a thermal imaging study at acute sites to identify key areas of heat loss and develop improvement plans.
- BHT recently secured Public Sector Decarbonisation Scheme (PSDS) funding to fully de-steam Wycombe Hospital, replacing ageing steam boilers with a modern, energy-efficient low-temperature heat network incorporating Air Source Heat Pumps (ASHPs). This project significantly reduces fossil fuel use and supports the Trust's journey towards Net Zero. It is due for completion in 2026.
- To increase renewable electricity generation, multiple rooftop solar PV networks have been installed across Stoke Mandeville Hospital, providing on-site clean energy and reducing the Trust's overall carbon footprint.
- To reduce water consumption, leak detection alarms have been fitted to all main water meters, enabling early identification of leaks and preventing unnecessary water loss through prompt intervention.
- Together, these projects have delivered measurable energy and carbon savings, strengthening the foundations for future investment and continuous improvement.



Estates and Facilities Cont.

Green Plan Actions

- BHT will continue the rollout of LED lighting across all sites, replacing outdated fittings with high-efficiency alternatives to reduce electricity consumption and associated carbon emissions.
- The Trust will develop a Building Management System (BMS) improvement strategy to identify optimisation opportunities and investment priorities. BHT will also appoint a specialist to review and fine-tune BMS settings across key sites to ensure efficient building operation and minimise energy waste.
- BHT will undertake a comprehensive metering review across its acute sites to map existing infrastructure, identify data gaps, and highlight opportunities for improved monitoring and management.
- The Trust will maintain its end-of-life asset renewal protocol, replacing plant and equipment with modern, energy-efficient alternatives to reduce consumption and carbon emissions.
- As part of its low-carbon heating strategy, BHT will commission Heat Decarbonisation Plans (HDPs) for all sites, setting out a phased approach for the removal of fossil-fuel heating systems by 2032, in line with NHS ambitions.
- In addition, a heat system facet survey is underway across the estate to assess the age and condition of existing infrastructure. Following completion, this will inform a boiler replacement strategy to support long-term decarbonisation.
- BHT will conduct solar feasibility studies across eligible sites to identify opportunities for further rooftop and ground-mounted PV installations, maximising renewable generation potential.

Action	KPI	Responsibility
Continue rollout of LED Lighting	% of GIA covered by LED Lighting	Estates Team
Optimise current BMS settings and develop BMS improvement strategy	Building Carbon Emissions (tCO ₂ e)	Estates Team
Undertake metering study to assess gaps in monitoring infrastructure	-	Estates Team
Continue end-of-life asset renewal protocol for all building systems, replacing with more energy efficient alternatives	-	Estates Team
Commission HDPs for all sites	% sites with a HDP	Estates Team
Conduct heat system facet survey across all sites to review current heating infrastructure	-	Estates Team
Commission solar feasibility studies across eligible sites to identify additional solar PV opportunities	-	Estates Team

Waste and Green Spaces

BHT is committed to managing waste responsibly and enhancing green spaces across its estate to support a healthier, more sustainable environment.

Effective waste management and the protection of green spaces are key components of the Trust's sustainability strategy. The aim is to minimise environmental impact by reducing, reusing, and recycling waste while ensuring the safe and compliant disposal of clinical and non-clinical materials.

Alongside this, BHT recognises the value of green spaces in promoting biodiversity, supporting colleague wellbeing, and improving patient experience. Together, these initiatives help the Trust progress towards Net Zero and contribute to a greener, healthier community.

Previous Works

- BHT has achieved its Zero to Landfill ambition, ensuring that all non-recyclable waste is diverted through alternative treatment methods, significantly reducing environmental impact and supporting Net Zero objectives.
- BHT receives monthly waste performance reports from contractors and holds regular review meetings to identify improvement opportunities, optimise waste practices, and track performance across all sites.
- The Trust has introduced and maintained green spaces across both acute and community sites, enhancing biodiversity and improving colleague and patient wellbeing. At Amersham Hospital, a successful volunteer gardening programme has transformed courtyards and won awards, including a Chelsea Gold Medal garden.

Green Plan Actions

- BHT will work with clinical services to identify and reduce single-use plastic usage, replacing disposable items with reusable alternatives where appropriate and reducing overall plastic waste across the Trust.
- The Trust will implement enhanced waste segregation at source, introducing dedicated bins for domestic waste, recycling, glass, and food waste to improve sorting and recycling rates across all sites.

- BHT will develop a Biodiversity Strategy to increase and enhance green spaces across its estate, promoting local wildlife habitats and further improving wellbeing for patients, colleagues, and visitors.

Action	KPI	Responsibility
Engage with clinical services to identify opportunities to reduce single-use plastics	Mass of SUP waste (tonnes)	Property Services & Clinical Leadership Team
Introduce more waste segregation through various bin category implementations	Associated Waste Carbon Emissions (tCO ₂ e)	PFI and Facilities Team
Develop biodiversity strategy to assess potential for more green spaces	-	Estates Team



Medicines

Medicines play a vital role in patient care and wellbeing, but they also contribute significantly to the NHS carbon footprint through production, transport, and disposal.

BHT is committed to reducing the environmental impact of medicines by promoting efficient use, minimising waste, and selecting lower-carbon alternatives where appropriate. By aligning with the NHS Net Zero Medicines Strategy, the Trust aims to deliver safe, effective, and sustainable care that supports its wider environmental objectives.

Previous Works

- BHT has implemented a routine stock management system to closely monitor medicine inventories, ensuring that items approaching expiry are prioritised for use. This approach has reduced medicine waste and the proportion of items sent for incineration, lowering associated environmental impact.
- A review of medicines procurement was completed by the BHT Carbon Zero Delivery Group to assess the replacement of certain medicines, including inhalers, with lower-carbon alternatives. Following this work, some inhalers were substituted for environmentally friendlier equivalents.
- The Trust has significantly reduced nitrous oxide (NO_x) use from the medical gas pipeline system, completing its removal from general theatres. In remaining appropriate service areas such as emergency care, BHT now utilises alternative anaesthetic gases that minimise greenhouse gas emissions while maintaining patient safety.
- BHT has ceased the use of desflurane, in line with national guidance, with sevoflurane now used as the primary anaesthetic agent. This change has substantially reduced anaesthetic-related emissions and supports the NHS Net Zero target.

Green Plan Actions

- BHT will continue to enhance the medicines stock management system, tracking expired medicines monthly and reporting waste levels to monitor progress and support sustainable prescribing.

- The pharmacy team will continue reviewing medicines stock to understand the net carbon cost of prescribed inhalers and other high-impact medicines, taking further action to replace them with lower-carbon alternatives where feasible.
- Working with the ICB Medicines Optimisation team and internal clinical teams, BHT will review prescribing practices to minimise unnecessary or high-impact medicines, such as lidocaine patches, promoting both safer care and lower emissions.
- BHT will continue to reduce NO_x use across the Trust and remove it completely from the medical gas pipeline system in appropriate areas, replacing it with low-emission alternatives.

Action	KPI	Responsibility
Continue to improve stock management system and report levels of expired medicine waste	Expired Medicine Waste (kg)	Pharmacy Team
Review remaining medicines stock and replace with low-carbon alternatives where appropriate	Associated Medicine Emissions (tCO ₂ e)	Pharmacy Team
Review prescribing practices to reduce overprescribing	Associated Medicine Emissions (tCO ₂ e)	ICB Medicines Optimisation Team
Complete the removal of NO _x from medical gas pipeline system where appropriate	Volume of Nitrous Oxide (Litres)	Pharmacy and Estates Teams

Supply Chain & Procurement

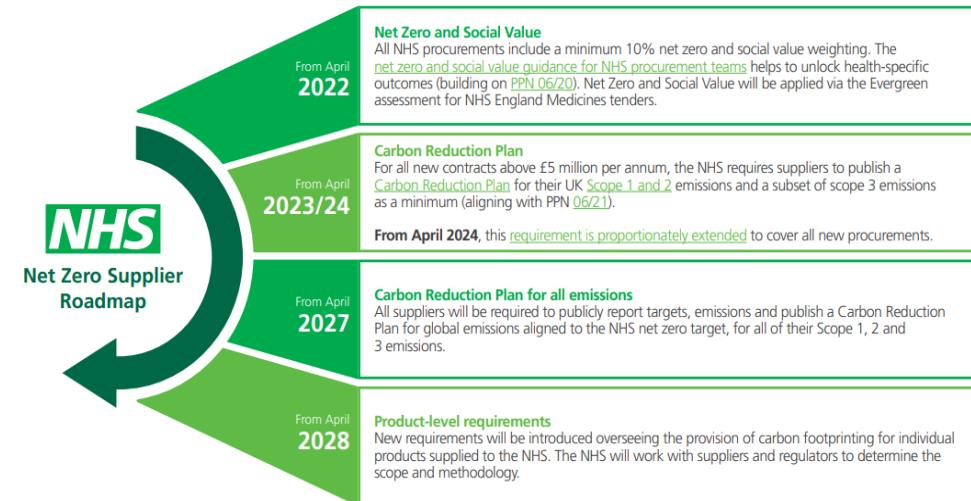
The NHS supply chain plays a crucial role in achieving Net Zero by influencing how goods and services are sourced, transported, and used. BHT recognises that a significant portion, 73.9%, of our carbon footprint lies within Scope 3 emissions, linked to procurement. Through following the guidance outlined in the NHS Net Zero Supplier Roadmap, the Trust aims to reduce associated carbon emissions and consider sustainability into future purchasing decisions.

Previous Works

- Since the launch of the NHS Net Zero Supplier Roadmap in 2022, BHT has embedded its principles into procurement processes, ensuring sustainability is a core consideration. A minimum 10% weighting for Net Zero and social value has been introduced into relevant procurements to promote low-carbon practices in our supply chain.
- In addition to aligning with the NHS Net Zero Supplier Roadmap, the Trust's procurement service operates in full compliance with the NHS Provider Selection Regime and the Procurement Act 2023, including the carbon reduction and social value considerations within all relevant procurement activities.

Green Plan Actions

- BHT will continue to align with the NHS Net Zero Supplier Roadmap, ensuring all procurement activity remains compliant with the NHS milestones. The Trust will aim to actively engage with suppliers to support them in meeting the roadmap requirements, including the adoption of Carbon Reduction Plans (CRPs) for all new relevant procurements.
- The Trust aims to encourage all suppliers to engage with the NHS Evergreen Sustainable Supplier Assessment tool to better understand and benchmark their sustainability progress. This will support the Trust in identifying the high-impact suppliers and ensure appropriate engagement to align with the NHS Net Zero supply chain objectives. Our priority is for all key suppliers to complete the assessment, with engagement levels tracked through a new KPI to drive continual improvement and accountability across the supply chain.
- BHT aims to deploy an Inventory Management System (IMS) to optimise stock usage and minimise wastage across clinical areas.



Action	KPI	Responsibility
Continue to align with the NHS Net Zero Supplier Roadmap, ensuring all relevant procurements meet NHS milestones	-	Trust Supply Chain & Procurement Teams
Engage with relevant suppliers to obtain and review Carbon Reduction Plans	% Relevant Suppliers with CRPs and Net Zero Commitment	Trust Supply Chain & Procurement Teams
Encourage key suppliers to complete the NHS Evergreen Sustainable Supplier Assessment	% Key Suppliers (Top 10) completed Evergreen Tool	Trust Supply Chain & Procurement Teams
Roll out Inventory Management System (IMS) pilot in Cath Labs at Wycombe, with phased expansion to ICU, theatres, and further clinical areas	% Reduction in stock wastage; Number of areas with IMS implemented	Trust Supply Chain & Procurement Teams

Food and Nutrition

Food and Nutrition services are central to patient wellbeing and recovery, but they also contribute to the NHS's overall carbon footprint through production, transport, and waste. BHT recognises the importance of embedding sustainability into food services and is committed to providing nutritious, low-carbon meals, reducing waste, and supporting more sustainable dietary choices for patients, colleague, and the wider community.

Previous Works

- BHT introduced an overall nutritional steering group for the Trust that meets regularly to discuss compliance with national standards, improvements to nutritional quality and ways to embed sustainability across our catering services.
- BHT have conducted regular mealtime audits across all wards to enhance the patient dining experience and ensure that food provision is sustainable, seasonal, and appropriately matched to patient needs.
- Healthier snack options have been introduced across all vending machines, ensuring full NHS CQUIN compliance and supporting improved colleague and patient wellbeing through access to nutritious food choices.
- Every day, our catering services offer a discounted plant-based meal option to encourage sustainable food choices and promote healthier, lower-carbon diets among colleagues and visitors.
- The BHT food & nutrition team meet quarterly with our catering contractors to review the current menu and assess opportunities to embed low-carbon practices, including seasonal produce and an increased range of plant-based options.
- To reduce our single-use plastic usage within catering services, we have replaced all plastic cutlery with wooden cutlery and replaced polystyrene takeaway containers with biodegradable alternatives.
- BHT utilises the WasteWatch powered by Leanpath system to monitor and weigh food waste across catering services, enabling data-driven actions to reduce waste, and support more sustainable kitchen operations.

Green Plan Actions

- BHT have produced a Food & Drink strategy (2025-2028) that sets out the vision and priorities for nutrition across the Trust. This strategy outlines recommendations that BHT are aiming to implement to improve the overall nutritional value for patients, as well as embed sustainability into all food and drink services. The strategy ensures compliance with the 8 mandatory National Standards for Healthcare Food and Drink, a part of the NHS long-term plan. This strategy is currently awaiting board approval.
- BHT are planning on expanding the patient experience surveys across all sites to identify food & drink improvement opportunities, address menu fatigue and expand offerings for modified diets, such as vegetarian and veganism.
- We are aiming to increase the number of plant-based food options across our food services and make sustainable choices the default.
- BHT aims to reduce single-use plastics across catering services by switching from sterile bottled water to tap or cooled boiled water for enteral feeds, and by enhancing recycling practices for oral and enteral nutrition support materials.
- BHT aims to reduce overall food waste through the continued implementation of an electronic meal ordering system across all our relevant sites, improving patient accessibility and ensuring that only requested meals are prepared, thereby minimising waste from over-ordering.

Action	KPI	Responsibility
Receive board approval for Food & Drink Strategy and follow to ensure compliance with National Standards	-	Food and Nutrition Team
Increase number of Plant-Based food options	Number of Options	Food and Nutrition Team
Reduce single-use plastic use associated with enteral feeds and support materials	Associated SUP waste (kg)	Food and Nutrition Team
Implement electronic meal ordering within appropriate wards to reduce over-ordering	Ward Food Waste (kg)	Food and Nutrition Team

Adaptation

Climate change poses a substantial risk to BHT's ability to deliver essential services. Despite national and global efforts, we are set to reach 1.5°C of global warming between 2030 and 2050. These rising global temperatures and more frequent extreme weather events (overheating, flooding, etc) threaten clinical environments, supply chains, and local communities, placing significant pressure on healthcare systems.

To address this, BHT is taking proactive steps to safeguard critical infrastructure, protect our patients, and build long-term resilience within our operations.

Previous Works

- BHT have produced a climate change risk assessment (CCRA), based on the national risk register, that outlines the required actions at each site to prepare for severe weather events. Our work with the Buckinghamshire Local Resilience Forum has helped identify local risks for every site and develop tailored actions to strengthen resilience.
- Following the CCRA findings, the actions outlined have led to the development of various policies across the Trust, including the business continuity, hot/cold weather and adverse weather policies that aim to protect our patients, colleagues and local communities from the effects of climate change. We ensure that colleagues are appropriately trained in these policies and are aware of the required actions.
- All BHT sites receive real-time weather alerts from the Met Office and UKHSA, which are circulated across the Trust to support proactive planning and protect our patients and colleagues during extreme weather events.
- Colleagues are also supported with action cards providing clear guidance on appropriate measures in the event of extreme weather, such as staying hydrated, taking additional breaks, and adjusting clothing to protect our patients and themselves.

Green Plan Actions

- BHT will appoint an Adaptation Lead to coordinate the ongoing climate change resilience efforts, oversee the development of specific climate change adaptation plans and drive the introduction of further resilience measures across the Trust.
- BHT are continually reviewing all climate change related policies to ensure complete compliance with the NHS Core Standards for Emergency Preparedness, Resilience and Response (EPRR). The aim is to ensure these policies are understood Trust-wide and are instilled into everyday practices.
- BHT are committed to developing a Trust-wide Climate Change Adaptation Plan with site-specific sections to ensure that all sites and services are resilient to the impacts of climate change. Our plan will outline the site-specific risks and the required measures to combat extreme weather events such as heatwaves and flooding. Building on the findings from the CCRA and existing policies, this plan will establish a clear operating procedure against climate change that ensures we can continue to provide high-quality care.

Action	KPI	Responsibility
Appoint a Trust-Wide Adaptation Lead	-	BHT Trust Board
Ensure all policies are compliant with NHS Core Standards for EPRR	-	Adaptation Lead and EPRR Team
Use findings from CCRA and various policy actions to create a Trust-wide Climate Change Adaptation Plan	-	Adaptation Lead