

Green Plan Refresh 2025 - 2028





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Foreword

Our greener trust

Welcome to our Green Plan which sets out the next phase of our sustainability strategy (2025 - 2028), the reasons behind our plans and the benefits we think they will bring.

Three years on from the publication of our first Green Plan, which covered the time period 2021 to 2024, we've made some good progress across key areas, working towards greener hospital sites and reducing our environmental impact.

As our largest site, Lister Hospital has been a main focus with LED and solar panel installation and an upgrade to our building management system. Our heat decarbonisation plan is also now complete and sets out how we'll transition to low carbon technologies.

Ongoing work with our digital team on energy saving projects has included switching off non-essential and idle equipment overnight and the introduction of an electronic document management system project which will digitise patient records.

To support a drive to offer sustainable food options, our catering team is working towards SOIL Association accreditation, has made the switch to recycled wooden cutlery and food waste is now sent to a biodigestion tank diverting it from landfill or incineration.

In June 2023, the trust achieved zero waste to landfill. Reusable containers are also now in place for sharps disposal which resulted in a 23.5% reduction in carbon emissions from clinical waste in the first year they were used and by a further 9.6% in year two.

Our electric vehicle charging scheme for staff is established and we now have electric vehicles in our internal transport fleet with tracking software to help more efficient route planning.

Looking at other sites, the team at Mount Vernon Cancer Centre (MVCC) has run trial projects about reusable Personal Protective Equipment (PPE) and reducing carbon footprint on radiotherapy pathways. Funded by the National Lottery, a nature ranger is also now in post to further improve the green spaces at the cancer centre and support on projects at other sites.

Elsewhere in our research team, five studies have been published which highlight the intersection of healthcare and climate change and the environmental impact of medical practices, particularly in asthma care. Lister is also now officially a smoke free hospital site with the removal of smoking shelters making way for improved green spaces.

These are just some of the projects we've been working on and we encourage you to find out more in this plan.

We looked forward to continuing to work with our staff, our patients, our local communities and our partners towards a greener, more sustainable trust.



Justin Daniels
Medical director and
chair of sustainability board



Karen McConnell
Non-executive director and
vice chair of the trust board

Executive Summary

Achieving Net Carbon Zero is the most significant non-clinical policy agenda in the NHS, and the policy and protocols are developing and evolving alongside expected delivery. There are significant opportunities and challenges associated with delivering the Green Plan, despite it being a strategy in its infancy.

In January 2022, the trust formally adopted its Green Plan (2021–2024), a live strategy outlining our aims, objectives, and delivery plans for sustainable development. Following government guidance released in February 2025, the trust has been working on refreshing the Green Plan for the next three year cycle.

The refreshing of the trust’s Green Plan has involved engagement with a broad range of stakeholders. This engagement period has enabled an honest review and reflection of Green Plan commitments and what as an organisation we have achieved since the launch in January 2022.

Looking forward, we have taken a pragmatic approach to what we hope to achieve, the most effective way to monitor our progress and to ensure progress is shared and celebrated with our colleagues and community.

Our trust has identified 11 key areas of focus. Each area has an overarching aim, details the work the trust has carried out to date, details what we will do in the next three years and how we plan to monitor and measure progress against these objectives.

The areas of focus are:

- Workforce and leadership.
- Net zero clinical transformation.
- Digital transformation.
- Medicines.
- Energy and water.
- Travel and transport.
- Food and nutrition.
- Waste.
- Biodiversity.
- Supply chain and procurement.
- Adaptation.

The refreshed Green Plan covers the period August 2025 to July 2028.

Helen O’Keefe
Head of Compliance and Sustainability (Estates & Facilities)



Introduction

Greener NHS

In January 2022, the trust formally adopted its Green Plan (2021–2024), a live strategy document outlining our aims, objectives, and delivery plans for sustainable development. The Green Plan sets out the trust’s carbon emissions and resource use reduction targets in line with the [Greener NHS](#) programme and the [UK Climate Change Act \(2008\)](#).

Three years on, the trust continues to work towards the NHS Long Term Plan commitment of achieving Net Zero by 2040 by embedding sustainability at the heart of decision-making across the organisation. This includes:

- Achieving Net Zero by 2040 for the emissions we control directly, with an ambition to reach an 80% reduction between 2028 and 2032 (against a 1990 baseline), and
- Achieving net zero by 2045 for the broader emissions we can influence, with an ambition to reach an 80% reduction between 2036 and 2039 (against a 1990 baseline).

Every intervention will aim to:

- Improve health and patient care outcomes.
- Reduce system inefficiencies.
- Address health inequalities.
- Deliver a more resilient healthcare system.

The refreshed Green Plan marks the next phase of our sustainability journey and will guide our actions and ambitions over the next three years.

Our Sustainable Vision

East and North Hertfordshire Teaching NHS Trust’s vision is to deliver high-quality, compassionate care to our community. Our strategic priorities are quality, people, pathways, ease of use, and sustainability. Our core aim is to meet CQC well led and Health and Care Act expectations around decision making, considering the environmental impact alongside patient care and finance. This will be achieved by developing and embedding sustainability impact assessments to support decision making.

[Environmental sustainability is recognised by the Royal College of Physicians](#) as a key domain of quality care. We will embed sustainability across all aspects of trust operations, contributing to the [UN sustainable development goals](#) and achieving Net Zero NHS carbon emissions targets.

We share NHS England’s objective of sustainable development:

“We recognise that Sustainable Development is a critical factor in our organisation being able to deliver world class healthcare, both now and in the future. We are therefore dedicated to ensuring we create and embed sustainable models of care throughout our operations and to ensuring our operations, and our estate(s), are as efficient, sustainable and resilient as they possibly can be”.

Lister Hospital (including smaller sites), is the largest footprint where we directly manage the estate, upkeep and development of the building and grounds and it will continue to be the main focus of our sustainability work. However, we will be working closely with estates teams and landlords at our other sites (Hertford County Hospital, New QEII and MVCC) to work towards our targets and goals.

Our people

The East and North Hertfordshire Teaching NHS Trust’s 2021–2024 Green Plan recognised the steps required to improve the environmental and social performance of our operations. Our strategy focused on carbon reduction, community resilience and social and health outcomes. We have reviewed our performance against our previous strategy, adopted lessons learnt, and developed it into a Green Plan refresh to cover the next three years.

We have continued our trust-wide approach to sustainability, with our Sustainability Board consisting of 15 representatives from across the organisation. Together, we are working to identify opportunities to improve our environmental and social sustainability performance, raise awareness on sustainable healthcare, and support our communities in more sustainable behaviours. This group is led by the medical director, and reports into the Finance Planning and Performance Committee (FPPC).

In addition to the Sustainability Board, we created sub-groups to focus on specific areas within the trust, including an active team of environmental volunteers at MVCC. This team supports MVCC and partner organisations in ensuring strong environmental stewardship and best practice. Specifically for our trust, feedback from engagement with staff has shown that raising awareness and supporting our team and communities is a key opportunity area.

Our Green Plan goals

Our Green Plan is anchored around three key goals that reflect the ambition and need for action within our trust. These goals were developed and approved by our trust’s Sustainability Board. Our full action plan covers 12 workstreams which support in achieving these overarching goals.






Priority Area	Objective	Aligned UN Sustainability Development Goal (SDG)	
1. Increase sustainability awareness	Increase staff awareness of sustainability in healthcare, including carbon reduction and climate change adaptation, appropriate to their role.	SDG 13: Climate Action	
2. Support our community	Actively engage all our communities, focusing on reducing health and social inequalities through sustainable actions and behaviours.	SDG 3: Good Health and Well-being	
		SDG 11: Sustainable Cities and Communities	
3. Improve resource efficiency, reducing emissions and waste	Reduce energy and water consumption year on year, improving resource and looking at waste, retaining the value of things aligning to the circular economy approach. Continue achievement of zero waste to landfill and reach net zero for directly controlled emissions by 2040.	SDG 7: Affordable and Clean Energy	
		SDG 12: Responsible Consumption and Production	

Table 1 – Our goals which inform our Green Plan are derived from the UN’s Sustainable Development Goals

About us

East and North Hertfordshire Teaching NHS Trust

At East and North Hertfordshire Teaching NHS Trust, we provide acute and tertiary care services from four hospitals – Hertford County in Hertford, Lister in Stevenage, MVCC in Northwood and the New QEII in Welwyn Garden City where we have our 6,500 members of staff. The trust was created in April 2000, following the merger of two former NHS trusts serving the east and north Hertfordshire areas.

Since 2014, the Lister has been the trust’s main hospital for specialist inpatient and emergency care. The New QEII hospital, commissioned by the East and North Hertfordshire Clinical Commissioning Group, opened in June 2015 and provides outpatient, diagnostic and antenatal services and an urgent treatment centre. Hertford County provides outpatient and diagnostic services, and MVCC provides tertiary radiotherapy and local chemotherapy services.

Acute hospital care by the trust, covers an area of over 600,000 people, covering south, east and north Hertfordshire, as well as parts of Bedfordshire. The MVCC provides specialist cancer services to approximately three million people from across Hertfordshire, Bedfordshire, north-west London and parts of the Thames Valley.



Figure 1: From top left clockwise, Lister Hospital, Hertford County Hospital, New QEII and MVCC

Our Local Authorities

The trust works across several local authority areas, each of which has declared a climate emergency and set out plans to reach Net Zero. Stevenage, Welwyn Hatfield, and Hillingdon are acting on areas such as sustainable transport, renewable energy, energy efficiency in housing, waste reduction, and behaviour change.

Our approach aligns with their priorities by aiming to reduce emissions from our buildings and supply chain, cut waste, promote sustainable travel, and engage our communities and staff in climate action. By working closely with local partners, we are ensuring our efforts compliment the wider regional Net Zero goals and help create healthier, more sustainable communities.

Drivers for change

National policy and legislation

The [2022 Health and Care Act](#) has made the NHS's commitment to Net Zero a legal requirement. Consequently, all NHS organisations must consider carbon reduction in their decision making and demonstrate this using governance, metrics, and embedding sustainability into policies.

The [NHS has two main reduction targets](#):

- **NHS Carbon Footprint:** Net Zero by 2040 for the emissions the NHS controls directly, with an ambition to reach an 80% reduction by 2028 to 2032 (from a 1990 baseline).
- **NHS Carbon Footprint Plus:** Net Zero by 2045 for the broader emissions the NHS can influence, with an ambition to reach an 80% reduction by 2036 to 2039 (from a 1990 baseline).

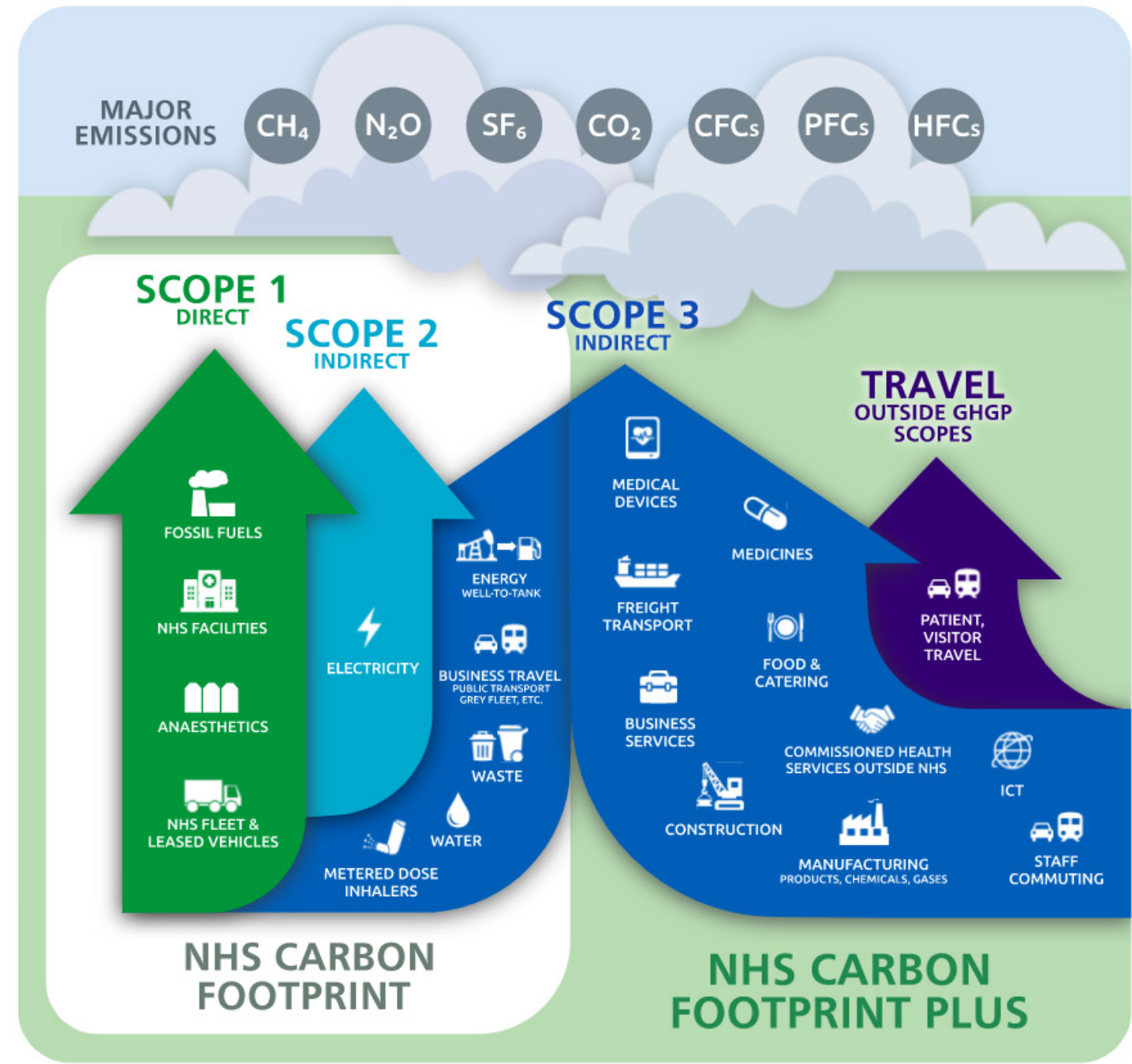


Figure 2: Sources of carbon emissions by proportion of NHS Carbon Footprint and NHS Carbon Footprint Plus

The [NHS long term plan](#) includes several commitments related to health and the environment, including efforts to tackle climate change, reduce single-use plastics, improve air quality, and minimise waste and water use. We want sustainability to be embedded across the trust, enabling strategies and operations so that we can effectively deliver on these commitments.

United Nations Sustainable Development Goals

United Nations member states adopted the [17 Sustainable Development Goals \(SDGs\)](#) in 2015. These goals are a call to action for members, in addressing the needs of people in both developed and developing countries and are a blueprint in sustainable development for all. The trust is starting to contribute to these 17 goals, shown in Figure 3, at a local level and this Green Plan has been developed to enhance our contributions over the coming years, using these to guide our overall strategy.



Figure 3: United Nations Sustainable Development Goals



Energy consumption and carbon

We continue to improve our understanding and calculation of our NHS carbon footprint and have begun tracking our current carbon emissions resulting from energy (scope 1 and 2). As a trust, most of these emissions are derived from our energy consumption, and we have focused our efforts on producing actionable plans to mitigate this.

Energy Consumption

In Figure 4 below, our [ERIC](#) reported energy consumption has been mapped out since our previous Green Plan in 2021. ERIC is a methodology used by trusts to monitor the costs of looking after the estate such as maintaining and equipping hospitals and managing services such as cleaning and food. Most of our energy usage is associated with the combustion of gas, due to the operation of a Combined Heat and Power system (CHP) at Lister Hospital, providing both heat and electricity to the site. This means that while our gas consumption is high, our electricity consumption is comparatively low. The biggest challenge that we will face when reducing our NHS carbon footprint, will be a reduction in gas consumption, as degassing will be an expensive process in terms of designing and installing new infrastructure.

Our Energy Consumption

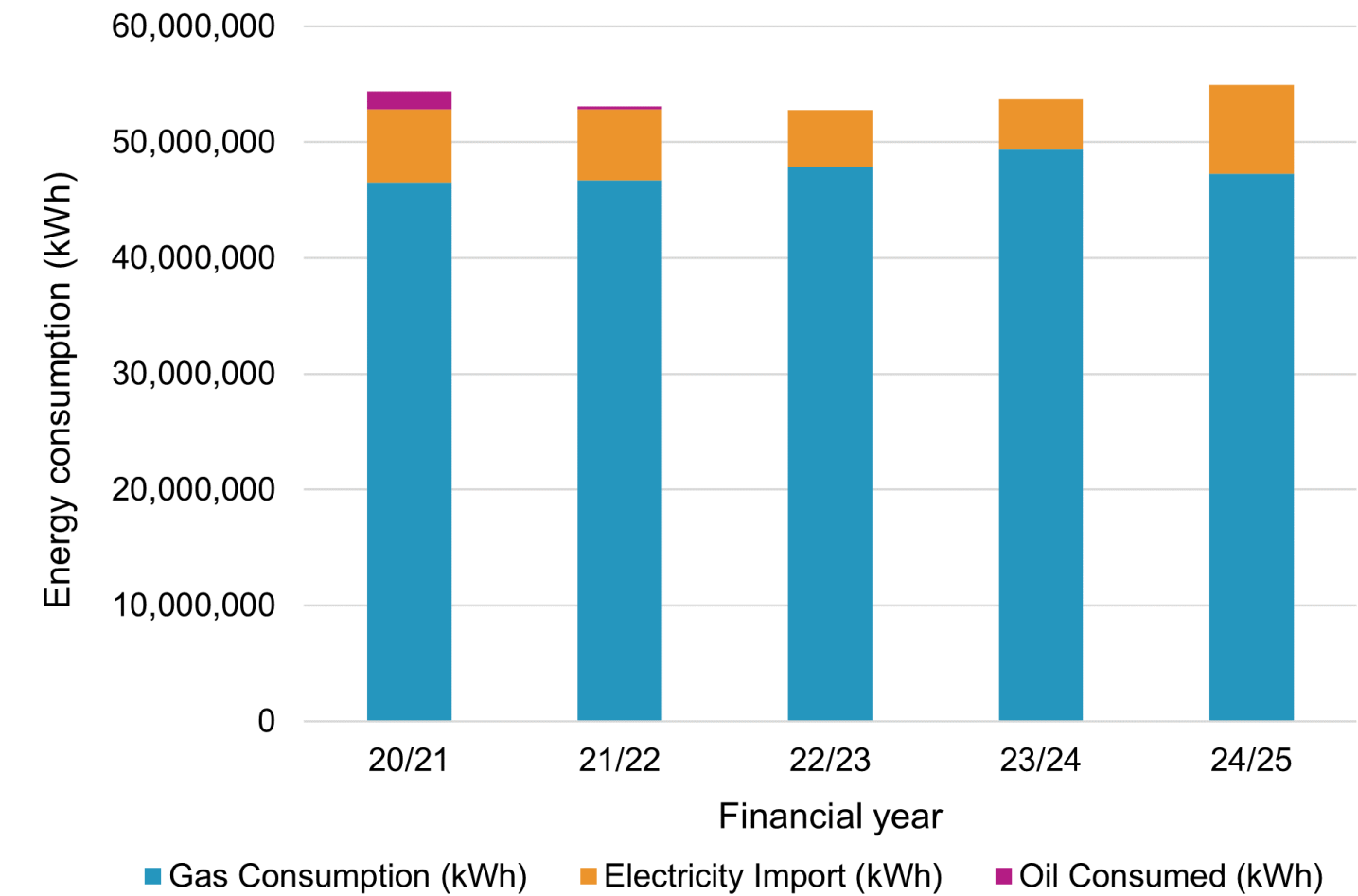


Figure 4 – Energy consumption across all trust sites based on the past five years of ERIC data. We are in the process of quantifying our fleet and business travel.

Energy Related Carbon Emissions

Using the energy data above, we have calculated our carbon emissions associated with energy use. Most of our energy related carbon emissions (91%) arise from the combustion of gas, with approximately 50% of our gas consumption arising from our CHP at the Lister Hospital. To support with this, the trust now has a heat decarbonisation plan for the Lister hospital site, focusing on how to deliver the trust’s ambition in the most cost-effective way.

Our Location-Based Emissions

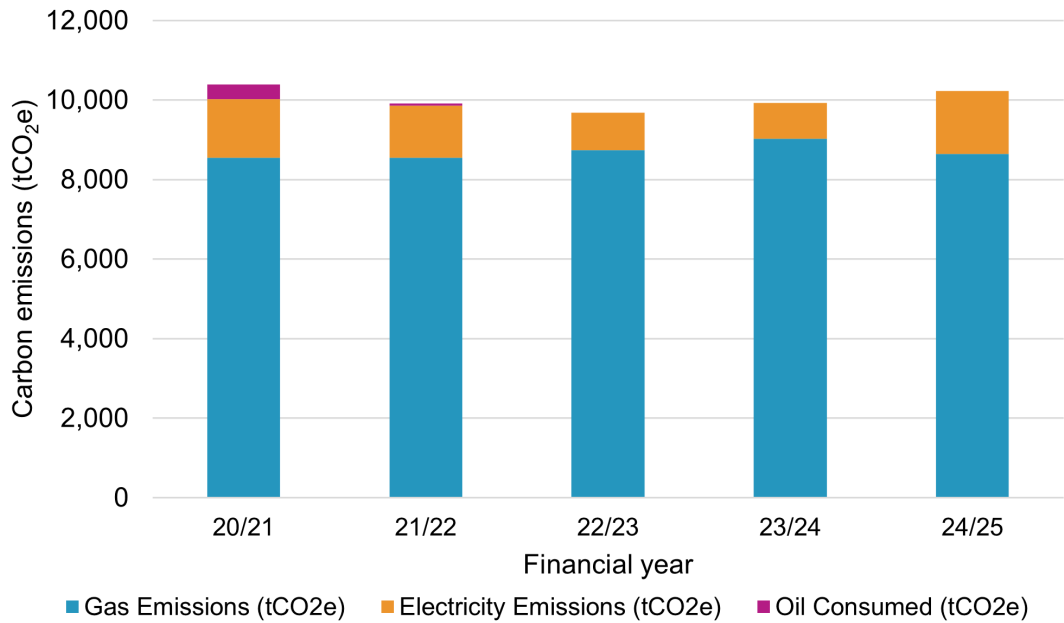


Figure 5 – Our emissions across all trust sites based on the past five years of ERIC data.

How have our emissions changed?

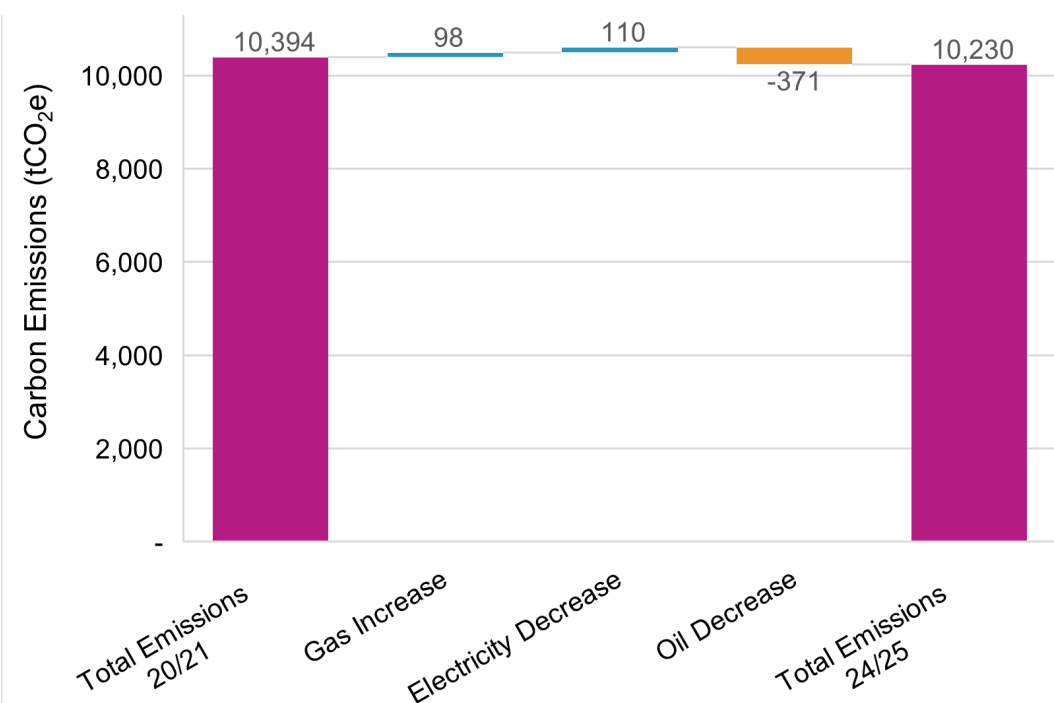


Figure 6 – How our energy related carbon emissions have changed since the trust’s previous green plan.

Since the previous Green Plan, the trust’s emissions associated with energy consumption have reduced by 4%, primarily by reducing our oil consumption (-3.6%) and a reduction in the emission intensity of the UK electricity grid. This has, however, been offset by a slight increase in our gas consumption (1%) and electricity consumption (7%).

Focus Areas

Our trust has identified 11 key areas of focus. Each area has an overarching aim, details the work the trust have carried out to date, details what we will work towards in the next three years and how we will measure our progress against these objectives.

The areas of focus are:

- Workforce and leadership
- Net zero clinical transformation
- Digital transformation
- Medicines
- Energy and water
- Travel and transport
- Food and nutrition
- Waste
- Biodiversity
- Supply chain and procurement
- Adaptation



Graphic credit: Greener NHS

The actions across these areas address the social, environmental and economic aspects of sustainability. As a trust, we are prioritising interventions which simultaneously improve patient care and community well-being while tackling climate change and broader sustainability issues. We have also based our forward focus and targets for each focus area on the NHS Key Milestones for the next two years (Figure 7) and considered what additional steps are necessary for the NHS Key Milestones for the next four to eight years (Figure 8 and Figure 9).

Next 2 years (2025 & 2026)

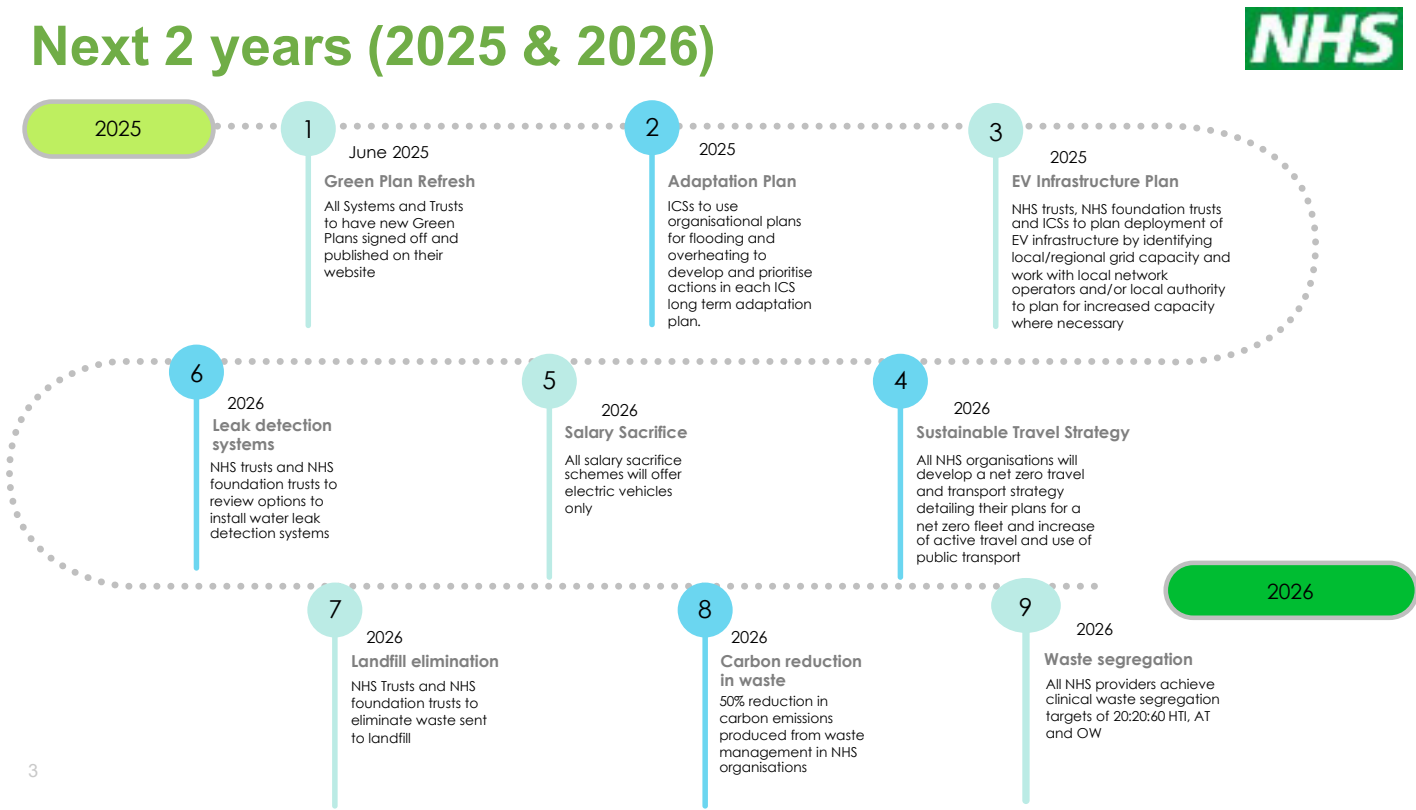


Figure 7: NHS Key Milestones for the next two years

Next 3 - 4 years (2027-2028)

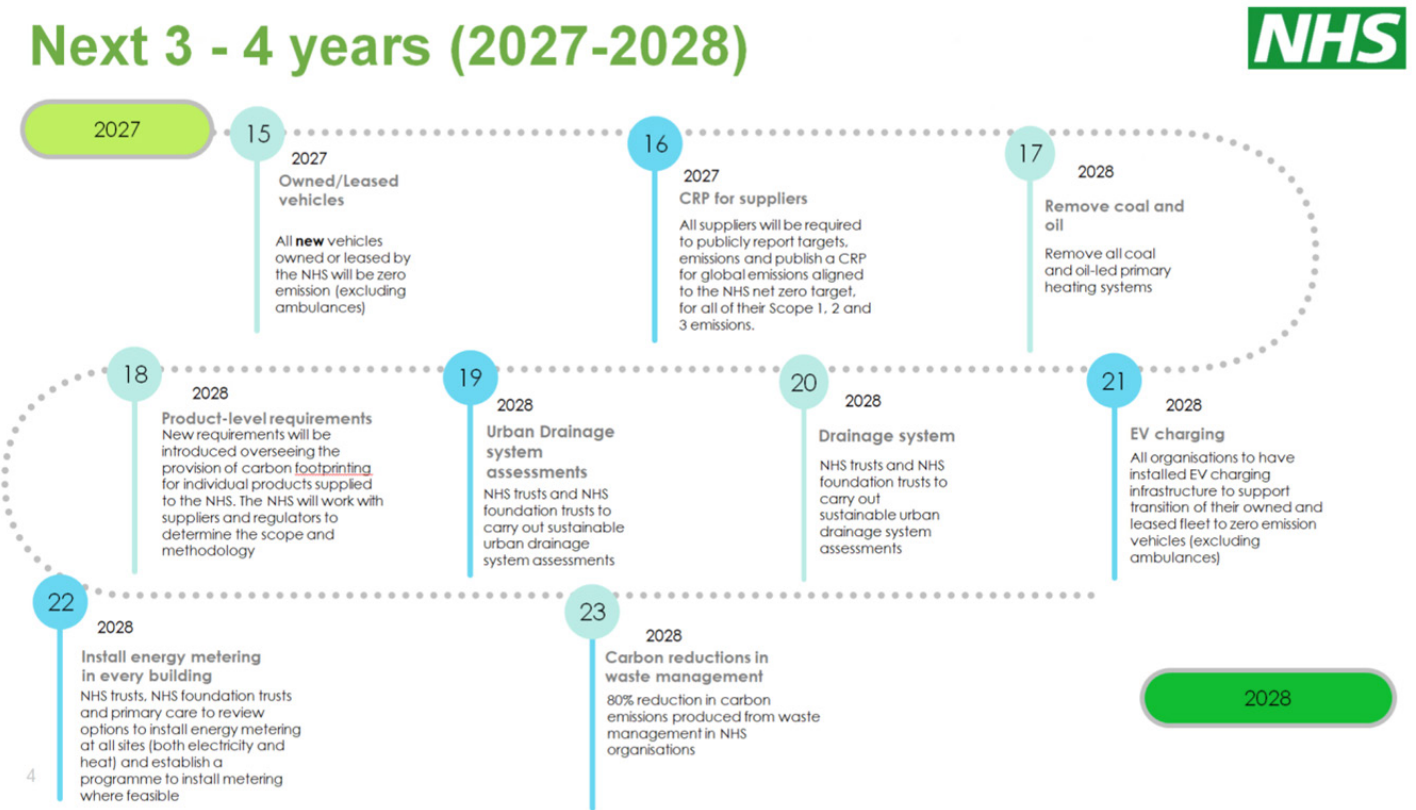


Figure 8: NHS Key Milestones for the next three to four years

Longer term (2029 & beyond)

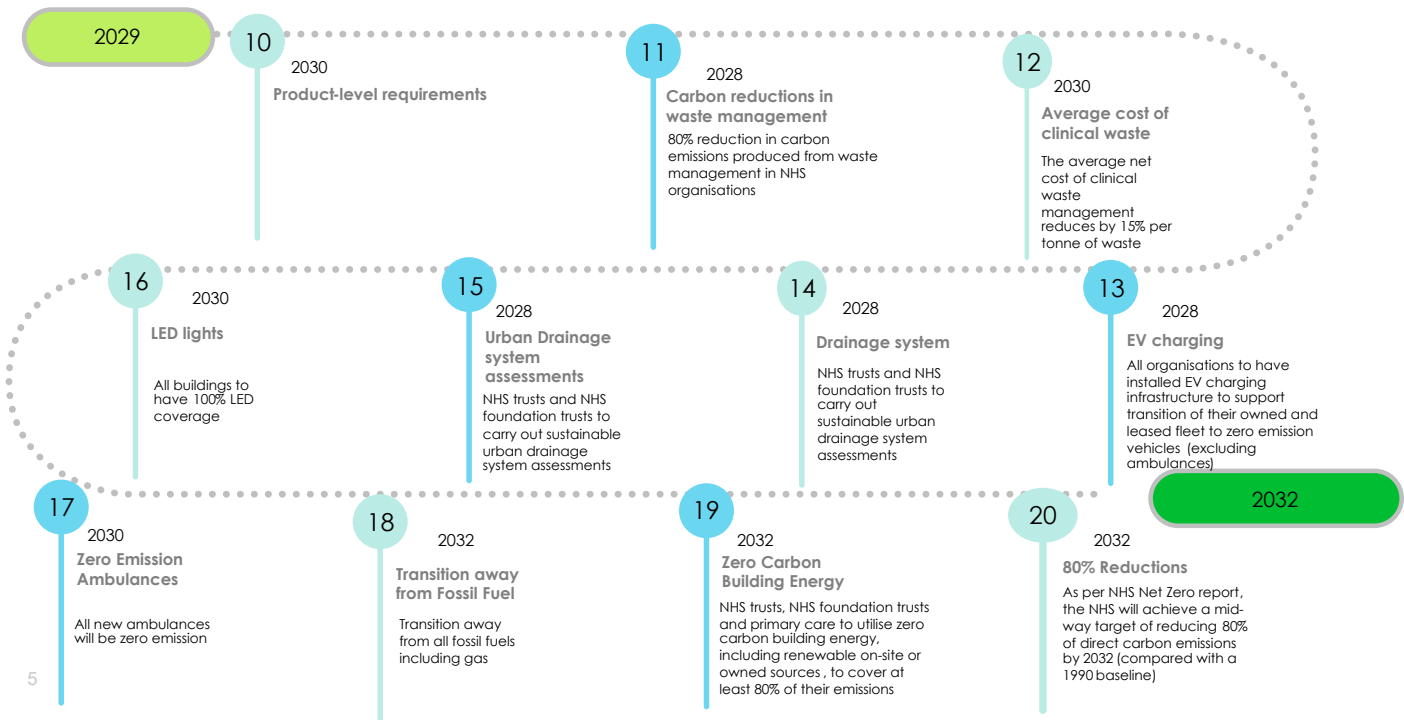


Figure 9: NHS Key Milestones for the longer term (2029 and beyond)



Workforce and Leadership

A skilled and engaged workforce is essential to delivering the Green Plan and achieving the NHS’s Net Zero commitments. Developing skillsets through training and embedding sustainability in roles, as well as supporting staff-led initiatives at all levels will be a key focus over the next three years.

Our aim: Empower and equip our workforce with the knowledge, skills, and support needed to embed sustainability into everyday practice.

What have we achieved?

- Appointed Net Zero Board Lead and Non-Executive Director.
- Bi-annual Trust Sustainability Board with Chair and Deputy Chair.
- Established Green Ambassadors Group (informal monthly meeting).
- Ongoing communications led promotion of green initiatives (local and national).
- Trust Green Plan features on Trust Corporate Induction Programme.
- Sustainability Plans – Audit Review undertaken (March 2025).
- Appointed one WTE Energy and Sustainability Manager.

Future Focus

Target Area	Our Commitment
Trust-wide commitment to Net Zero	We will continue to ensure our legal obligation under the Health and Care Act 2022 to achieve Net Zero is reflected in our trust’s published values, mission statement, and guiding principles.
Staff engagement and benefits	We will promote and expand sustainability-focused staff benefits such as the cycle-to-work scheme and access to EV salary sacrifice schemes. These actions intend to support staff well-being and extend the trust’s sustainability impact into the community.
Sharing and collaboration	Collaboration and knowledge sharing internally and across partner organisations, is an integral element for achieving our net zero goals. To encourage staff engagement and highlight best practice, we will showcase at least one sustainability case study from within the trust each month, aiming to celebrate staff-led initiatives, inspire others, and promote a culture of continuous improvement.
Green roles across the workforce	We will continue building sustainability skillsets across clinical and non-clinical teams. We will explore integrating green apprenticeships, internships, and fellowships to support entry and progression into sustainability-focused careers.
Training	To strengthen trust-wide understanding of sustainability, we will broaden access to environmental training across all staff levels. This includes further incorporating sustainability into staff inductions and training.

What we will do next

- Publish trust progress against the Green Plan refresh, celebrate staff initiatives and success stories on a monthly basis.
- Provide a variety of staff development and training opportunities that support our Green Plan refresh and drive behaviour change. To support day-to-day staff engagement, sustainability training will be promoted through channels such as screensavers to raise awareness.
- [Promote Carbon Literacy Project](#).
- Carry out an annual sustainability awareness staff survey in 2025-2026.
- Develop a Sustainability Impact Assessment (SIA), embed in Project Initiation (PID) and Business Case (BC) documentation.



Net Zero Clinical Transformation

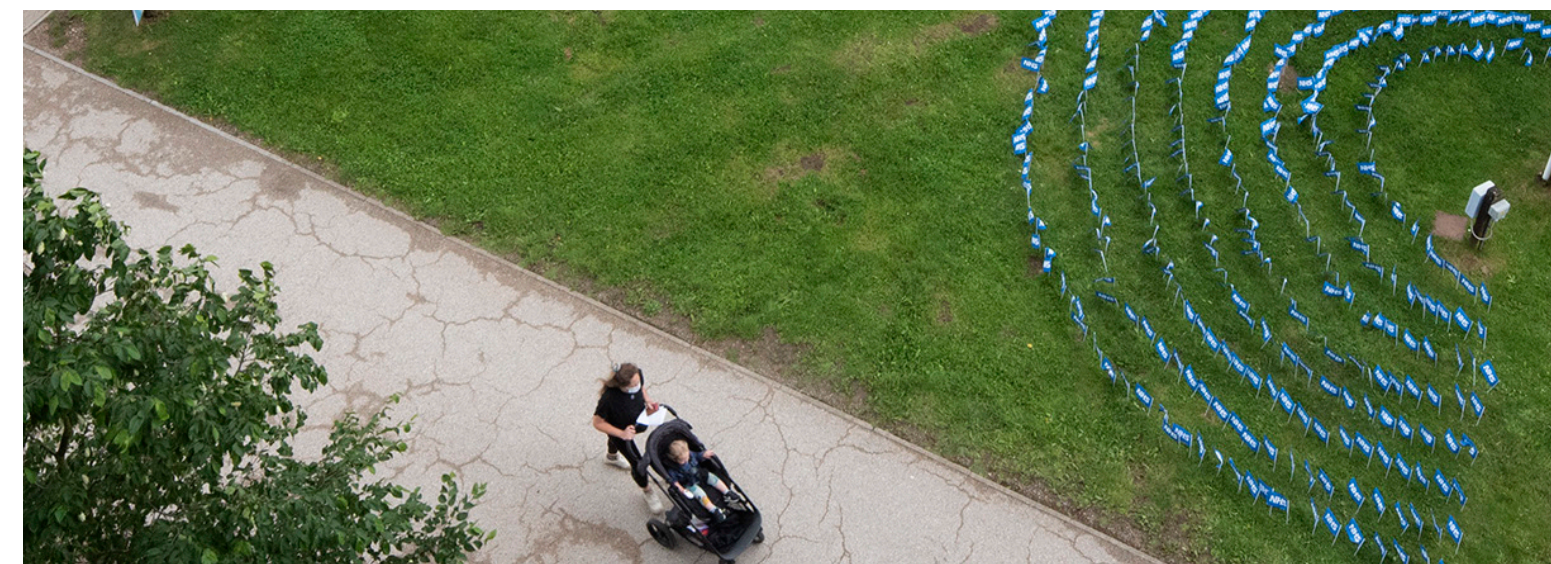
The NHS is committed to moving to out-of-hospital and digitally enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities. These changes also underpin our commitment to Net Zero. Net Zero clinical transformation should ensure high-quality, preventative, low-carbon care is provided to patients at every stage.

Our trust is fully committed to embedding and delivering Net Zero clinical transformation, creating better and more efficient experiences for our patients.

Our aim: Take a whole systems approach to deliver the best quality of care whilst being mindful of the social, environmental and economic impacts.

What have we achieved?

- Our Net Zero clinical transformation team carried out a carbon footprint study of UK brachytherapy (a type of radiotherapy where the radiation dose is given internally) to help us identify the main sources of emissions across the pathway. The biggest contributors were time spent in wards and theatres, as well as patient travel. These results will serve as a foundation for developing targeted reduction strategies and will also be used as a pilot example for a broader [ESTRO brachytherapy study](#).
- From our carbon footprint of our molecular imaging process, we found that the primary sources of emissions were patient travel, scanner power usage, and radiotracer consumption. One carbon reduction measure we identified was the overnight power-down of PET scanners, which could save around 7,280 kWh of electricity per year. Based on 2024 UK grid factors, this would reduce emissions by approximately 1.5 tCO₂e per annum.
- As part of a Green Scholar project, we looked at the head and neck cancer treatment pathway and found that enteral feeding equipment (a way of giving patients food and drink with a tube) was often over-prescribed.
- We are currently implementing a Gloves Off campaign to reduce the number of plastic gloves used across sites.
- A table-top exercise was carried out at MVCC, trialling the use of reusable Type IIR surgical facemasks (the type that are fluid resistant and have a high bacteria filter). An external cleaning company laundered these masks to maintain compliance with the Type IIR classification. While the pilot demonstrated the environmental benefit of reusable PPE, it did incur significant laundry costs, resulting in low cost-effectiveness. Consequently, reusable PPE is not currently considered viable, unless it is able to be adopted on a larger scale beyond trust level.





Future Focus

Target Area	Our Commitment
Net Zero clinical transformation lead	We are committed to embedding Net Zero principles into everyday clinical practice through a clear and evidence based approach. To lead this work, we will appoint a dedicated senior lead who will oversee our Net Zero clinical transformation efforts and maintain engagement with trust board-level leadership and the governance framework.
Sharing and collaboration	To complete quality improvement project(s) in the clinical area(s) that focus on a measurable reduction in emissions, with co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities. Sharing learning and outcomes, for example, through clinical networks, the Integrated Care Board (ICB) and NHS England.
Reducing emissions for in clinical care	Our focus will be on reducing emissions and improving quality of care within designated areas of clinical services. This will include an assessment for all clinical services to help us identify a priority area where changes could have the greatest impact.

What we will do next

- Identify a clinical lead with oversight of Net Zero clinical transformation.
- Applying the [Sustainability in Quality Improvement \(SusQI\) framework](#) when reconfiguring services and pathways to ensure a sustainable approach.
- Identify carbon hotspots in clinical services (proposed high carbon intensity or volume areas include urgent and emergency care/diagnostic tests and procedures/medical pathways with a focus on acute or long-term conditions such as renal disease, diabetes or cardiovascular disease).
- Achieve a 10% emissions reduction in a designated clinical carbon hotspot.
- Work towards [Greener Emergency Department \(ED\) accreditation](#) (bronze by 2026, silver by 2027).
- Achieve a 10% reduction in non-sterile glove use.

Digital Transformation

Digital technology plays a key role in helping the NHS become more efficient, resilient, and environmentally sustainable. By embracing smarter ways of working, we can reduce our environmental impact while improving patient care and streamlining services.

Our aim: To use digital systems to reduce carbon emissions and support more efficient service delivery.

What have we achieved?

- In 2023/2024, the new eConsent platform was rolled out amongst the trust, digitising the process for signing patient consent forms. This has reduced the need for approximately 60,000 pieces of paper per annum from consent forms alone.
- Launched in late 2023, the Patient Engagement Portal (PEP) continues to be rolled out across the trust’s wards. Patients are given the option to replace postal appointment letters with digital link, allowing patients to view, confirm, or cancel appointments online. This system is helping to reduce ‘Did Not Attend’ (DNA) rates and supports a reduction in emissions from postal services and unnecessary hospital visits.
- The Electronic Document Management System (EDMS) project has started with the aim of digitising the trust’s patient records. Currently, two off-site warehouses store paper records, with up to 25,000 files transported to and from the hospital each week. Transitioning to a digital records system will help reduce weekly transport between sites, and lower the associated carbon emissions from mileage.

Future Focus

Target Area	Our Commitment
Digital optimisation	We aim to maximise the benefits of digital transformation to reduce emissions and enhance patient care. This includes reducing paper use and offering virtual pathways where appropriate. A Digital Maturity Assessment will support this work by helping us identify and target areas for improvement in our digital readiness, capabilities, and infrastructure.
	Across all digital commissioning cycles and relevant policies, we will embed the principles and guidance of the Technology Code of Practice with a focus on procuring low-power, energy-efficient equipment. Additionally, we will implement a holistic circular device strategy, integrating refurbishment, leasing, education, and community reuse to maximise hardware lifespan, support digital inclusion, and minimise waste.
ICT carbon footprint	We will establish a carbon baseline for our ICT department to serve as a reference point for measuring progress in carbon reduction. This will align with the guidance provided in the UK Government’s Sustainable Technology Advice & Reporting (STAR) framework .
Power down software	A ‘power down’ software will be trialled with a view to being rolled out across Lister Hospital. This software will automatically turn off unnecessary computer hardware when idle, leading to energy, carbon and cost savings.
Data storage	To reduce the energy intensity of our data storage, we will prioritise the hosting of data in energy-efficient low-carbon local or cloud-based data centres.

What we will do next

- Roll out eConsent and PEP to all departments to achieve annual reductions in DNA.
- Digitalisation of patient records to reduce annual mileage between off-site record storage and hospital sites.
- To reduce energy consumption and carbon emissions, we plan to replace 800 end-user devices over ten years old with more energy-efficient devices and pilot removal of dual screens that are not in use in one department.



Medicines

We are committed to reducing the environmental impact of the medicines and medical products we use. This includes looking at how we prescribe and store medicines, and finding lower carbon alternatives where possible. As part of this, we will focus on key areas like inhalers and anaesthetic gases, in line with NHS priorities.

Our aim: Reduce the carbon impact of medicines and medical products through better use, less waste, and choosing lower carbon options where appropriate.

What have we achieved?

- We have made great progress in reducing the environmental impact of medical gases. The use of desflurane (a type of general anaesthesia used in surgery) has been ceased across the trust in line with national guidance, with any exceptional use aligned to [Neuro Anaesthesia and Critical Care Society](#) recommendations (completed 2024). Similarly, nitrous oxide manifolds were turned off in 2024, and we are now only using portable cylinders to reduce waste and leakage risk.
- We are working with primary care to support a reduction in the use of salbutamol inhalers for both clinical and environmental benefits. These inhalers are used for symptoms of asthma and chronic obstructive pulmonary disease (COPD) such as coughing, wheezing and feeling breathless. Some salbutamol inhalers have lower levels or no propellants at all, so our focus is to reduce usage of those with the higher levels which are potent greenhouse gases for the environment.
- Medicines were previously delivered to wards in single use plastic bags. We have since updated this system to deliver medicines in reusable bags.
- We are educating and encouraging patients using insulin, by Novo Nordisk to use the [PenCycle](#) program. This is a free recycling scheme which enables patients to return their empty pens to the manufacturer for recycling.

Target Area	Our Commitment
Inhaler emission reductions	We are also embedding sustainable respiratory care across secondary care. This includes, supporting patient-informed choices of lower carbon inhalers in line with clinical guidelines, conducting inhaler technique checks during reviews, and promoting correct inhaler disposal practices across care settings.
Nitrous oxide waste	In support of national objectives, we will continue to reduce nitrous oxide waste by implementing further actions from the updated Nitrous Oxide Waste Mitigation Toolkit . This work complements our wider efforts to reduce emissions from all medical gases.

Future Focus

What we will do next

- Provide education for clinical staff on cleaner prescribing. For example, the decision of what inhaler type to prescribe to patients or prescribing medication in tablet form rather than liquids.
- Track prescriptions of Metered Dose Inhalers (MDIs) and Short-Acting Bronchodilator medicines (SABAs) with the aim of reducing prescription of higher carbon footprint inhalers where appropriate.



Energy and Water (Estates and Facilities)

There are significant opportunities across the NHS estate to reduce emissions and lower costs, while improving energy resilience and patient care. We are committed to reducing the environmental impact of our buildings by improving how we use energy and water across our sites. This includes making our buildings more efficient, using less energy and water, and moving away from fossil fuels where possible.

Our aim: Reduce the carbon emissions of our energy and water use through various energy efficiency and reduction measures.

What have we achieved?

- Since the baseline year of 2019/20, the trust has made meaningful progress in reducing environmental impact across key estates and energy areas. Energy consumption has fallen by 565,000 kWh, of which saving 163 tCO₂e. Water consumption has also dropped 44% since the 2022/23 baseline, contributing to an estimated 20 tCO₂e reduction.
- The trust has secured the following funding to support:
 - » £748k: Installation of solar PV panels on the Treatment Centre, maternity, and endoscopy buildings at Lister Hospital.
 - » £1.1m: LED lighting upgrades, bringing our LED coverage at Lister to 90%.
 - » £25k: Building management system (BMS) improvements, and heat meter installations at Lister Hospital.
 - » £100k: Additional electrical and heat metering.
- An additional £2.1 million in [NEEF funding](#) has been awarded to deliver a 726 kWp solar carport array at the Lister site, further supporting the trust’s long-term decarbonisation goals. The expected delivery for this project is FY25/26.
- A Heat Decarbonisation Plan (HDP) has also been completed in partnership with Veolia for both the Lister main site and the Treatment Centre, providing a strategic roadmap for future low-carbon heating

Future Focus

Target Area	Our Commitment
Heat decarbonisation plans	<p>Work with estate teams and landlords on our other hospital sites to develop a strategy for heat decarbonisation at Hertford County Hospital, MVCC and New QEII Hospital. This strategy will cover all major buildings, including a prioritised roadmap to phase out all fossil-fuel primary heating systems by 2032 and eliminate oil-based heating systems by 2028.</p> <p>Develop business cases to deliver the measures outlined in the Lister/Treatment Centre heat decarbonisation plan as well as accompanying energy efficiency and renewable energy interventions, with a view to submitting a funding application through the Public Sector Decarbonisation Scheme if projects cannot be financed through internal budgets.</p>
Energy consumption and emissions	<p>Create a site-specific strategy for reducing emissions in line with the UK Emissions Trading Scheme (UK ETS) regulatory targets for the CHP plant at Lister Hospital.</p> <p>We will install energy metering at all sites (where possible and in partnership with estates teams and our landlords) to establish a programme to install metering where feasible by 2028.</p>
Net Zero building standards	<p>Ensure all applicable new building and major refurbishment projects are compliant with the NHS Net Zero Building Standard.</p>

What we will do next

- Achieve all reduction targets in [UK ETS small emitter scheme](#).
- 100% LED coverage across Lister Hospital and at our other sites (where possible and in partnership with estates teams and our landlords).
- Further upgrade of the Business Management System (BMS) and heat meter installations at our Lister site.
- Completed solar panel rollout on the main multi storey hospital car park roof at Lister.
- Complete installation of solar carport at Lister.
- Undertake options appraisal of water leak detection systems.

Travel and Transport

Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff and suppliers to the NHS, contributing around 14% of the system’s total emissions. Providing and promoting sustainable transport options will reduce emissions and improve air quality in our local area. This includes staff commuting and business travel, logistics and patient travel.

Our aim: Minimise the environmental and health impacts associated with our supply chain and to encourage sustainable and active travel wherever possible.

We are committed to reducing travel-related emissions and promoting more sustainable travel choices across the trust.

What have we achieved?

- A target has been set for 20% of the trust’s vehicle fleet to be electric or hybrid by 2025, and progress is already underway with five fully electric vehicles now embedded within the non-patient transport fleet. Our ‘non patient’ transport fleet is used to move and deliver medical records, pharmaceuticals, consumables and equipment between our sites.
- To support this transition, a fleet optimisation system ([Stream](#)) has been installed in vehicles to help identify more efficient routes and reduce overall emissions from business travel.
- The trust has made a significant investment in electric vehicle charging infrastructure, with seven new EV charging points now operational for staff and two additional points available for visitors in the main car park. Further support for staff is provided through the [NHS Fleet workplace charging scheme](#).
- Flexible and remote working arrangements have been strengthened through the provision of VDI and VPN access for staff, with ongoing monitoring in place to assess uptake and the potential for reducing business mileage.

Future Focus

Target Area	Our Commitment
Travel and transport strategy	The trust will develop a Net Zero travel and transport strategy detailing their plans for a 100% Net Zero fleet and increase of active travel and use of public transport by 2026.
Electric and zero emission vehicles	We will ensure 100% of new leased or purchased trust vehicles are zero-emission from December 2027, in line with national guidance (ambulances excluded).

What we will do next

- Develop a Net Zero Travel and Transport Strategy by 2026.
- Carry out a review of bike shelters and storage areas across Lister Hospital and other sites where possible.
- 100% of new leased/purchased vehicles to be zero-emission (excluding ambulances).
- Pending external funding being awarded, planned roll out of additional EV charging points for both staff and patients at the Lister site. Our funding application to NHS England for £100,000 is currently awaiting confirmation on whether it has been successful.
- Raise further awareness and encourage uptake of salary sacrifice schemes to purchase electric vehicles and/or cycles.

Food and Nutrition

The food we buy, prepare, and serve has a direct impact on both human health and the environment. As part of our commitment to delivering sustainable healthcare, we are taking steps to reduce the carbon footprint of food across the trust while supporting healthier diets for patients, staff, and visitors.

Our aim: To provide nutritious, sustainable, and responsibly sourced food that supports health and well-being, reduces carbon emissions, and minimises waste.

What have we achieved?

- Our collaboration with the procurement team has been key in reducing carbon emissions and improving the sustainability of our food supply chains.
- We continue to align with the [Government Buying Standards for Food and Catering Services](#), ensuring that all catering providers meet minimum mandatory standards and comply with UK food production legislation.
 - Introduced crockery and china on wards, which has reduced single-use items and supported both sustainability and a better patient experience.
 - We are actively working towards bronze accreditation with the [Soil Association](#), intending to achieve [Food for Life](#) awards for our staff catering services.
 - We are in the process of switching to a single main supplier for food procurement to help improve supply chain transparency and reduce emissions.

Future Focus

The trust is committed to delivering healthier, more sustainable food options for patients, staff, and visitors, while reducing the environmental impact of catering services.

Target Area	Our Commitment
Soil Association certification	We will work towards accreditation for the Soil Association’s Food for Life Bronze Award by September 2025. This ensures the food we serve is fresh, locally sourced where possible, environmentally sustainable, and supportive of healthy eating. Soil Association certification also promotes the use of seasonal menus that prioritise fruit, vegetables, pulses, and whole grains, and reduce reliance on ultra-processed and high-emission ingredients.
Reducing food waste	Reduce food and drink waste generated within Lister Hospital. Reducing the amount of food that we waste decreases the environmental footprint as well as leading to cost savings for the trust. The trust will measure food waste in key areas from production, plate, unserved meals, and spoilage.
Low carbon menu	We will introduce one clearly labelled low-carbon meal per day across patient and staff menus by June 2026, that uses seasonal produce and requires minimal processing, and is in line with the NHS England Low Carbon Menu Bank .

What we will do next

- Continue to work towards becoming [Soil Association](#) accredited (aim for Q3 2026).
- Measure food waste in key areas from production, plate, unserved meals and spoilage.
- Roll out electronic meal ordering to all ward areas in Lister Hospital.
- Offer one low carbon meal daily on all menus in Lister Hospital.

Waste
Our trust is committed to reducing the environmental impact of waste by decreasing the amount of waste produced, improving how we sort and dispose of it, and supporting a more circular approach to materials across the trust.

Our aim: Reduce waste by raising awareness and supporting more sustainable choices across all areas of the trust.

- What have we achieved?**
The trust has taken several key steps to improve waste management and sustainability:
- Food waste is now sent to a biodigestion tank (a sealed container that uses microorganisms to break down organic waste) diverting it from landfill or incineration.
 - Reusable containers are now in place for sharps disposal, significantly reducing the amount of single-use plastic incinerated. In the first year of this project, we reduced carbon emissions from clinical waste by 23.5% and by a further 9.6% in year two.
 - As of June 2023, the trust achieved zero waste to landfill.
 - Following on from the stand-down of Covid measures, the re-introduction of the offensive (non-infectious) healthcare waste stream and associated staff engagement has improved clinical waste segregation ensuring that clinical and healthcare waste is not over-treated, thereby reducing the CO₂ emissions from clinical and healthcare waste disposal. The NHS England 20/20/60 target (by 2026) for clinical waste segregation was achieved in May 2024.
 - A national target to reduce carbon emissions from waste disposal by 50% by 2026 was set. The chart below shows the trust is well on its way to achieving this target.

Trajectory to reduce carbon emissions from waste by 50% by 2026

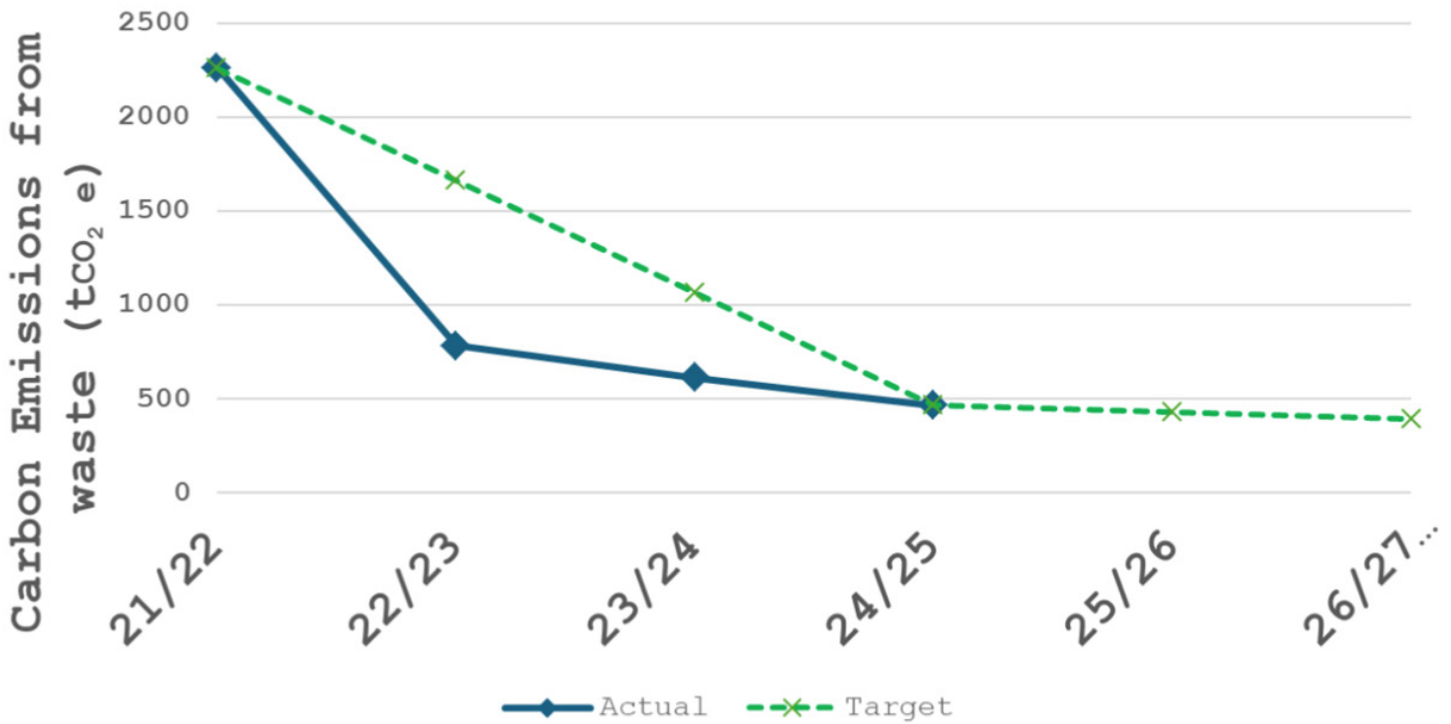


Figure 10: Carbon Emissions from waste

Future Focus

Target Area	Our Commitment
Waste reduction	We are committed to supporting our colleagues throughout the trust to minimise waste disposal from all trust sites and ensuring where waste is produced, its disposal is managed responsibly, following the waste hierarchy. We will continue to measure all waste streams to ensure accuracy of data and set clear targets to achieve year on year reductions in line with NHS England targets.

- What we will do next**
- Maintain clinical waste segregation target of 60/20/20.
 - Expand current Linen Recycling Scheme. Hospital linen includes items such as blankets, sheets, and scrubs.
 - Explore Linen Wastage schemes including colouring coding scrubs and tagging blankets.
 - Continue to closely monitor food waste reporting (key action with ERIC return) and support initiatives to reduce food waste.



Biodiversity

Biodiversity is of great value not only in terms of its environmental benefits, but also socially, improving our health, patient recovery rates and patient experience. Improving and maintaining green infrastructure across our estate is key to creating a sustainable environment.

Our aim: Enhance the quality of our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.

What have we achieved?

- Funding has been secured through the National Lottery for a two year Nature Recovery Ranger post (0.8 WTE), based at MVCC. The new ranger started in June 2025 and will be focused on projects to develop and further enhance green spaces primarily at the cancer centre as well as offering support and guidance for similar projects at our other sites.
- The Lister has formally [become a smoke-free hospital site](#), and the removal of the former smoking shelter has created an opportunity to develop a new, accessible landscaped garden. Works are scheduled to begin in July 2025, providing a healthier and more inviting environment.

Future focus

Target Area	Our Commitment
Biodiversity	<p>Ensure Biodiversity Net Gain on any developments from 2024.</p> <p>Play an active role in Local Authority biodiversity initiatives, providing valuable input to relevant nature recovery strategies and programmes, distributing opportunities throughout our healthcare networks.</p> <p>Actively encourage healthcare providers to develop and enhance incidental green spaces and implement small biodiversity measures such as tree planting, pocket parks, bat/bird boxes and pollinator programmes, identifying relevant funding pots wherever possible.</p> <p>Advocate for and actively participate in the Centre for Sustainable Healthcare’s NHS Forest project. This alliance aims to transform the green spaces of healthcare sites to maximise their contribution to health, wellbeing, and biodiversity, as well as to foster engagement with nature.</p>

What we will do next

- Redevelop/landscape green space next to the trust management office at Lister Hospital. This is one of the main walk-through areas on site and a large green space will be seen and enjoyed by many staff, patients and visitors.
- Redevelop/landscape green space at the Front Door Civic entrance at Lister Hospital to increase biodiversity.
- Ensure new capital builds prioritise and maximise rewilding and biodiversity wherever possible and take thoughtful person-centric design principles into account.

Supply Chain and Procurement

The NHS supply chain accounts for approximately 62% of total carbon emissions and is a clear priority area for the trust. We are committed to working with our suppliers and contractors to reduce our environmental impact of the goods and services we use.

Our aim: Support decarbonisation of the supply chain through responsible and sustainable procurement practices.

What have we achieved?

- We have aligned our procurement processes with the [NHS England Road Supplier Map](#), helping us embed sustainability more consistently across our supply chains.
- Our aim is to make more informed, sustainable purchasing decisions. We’ve made progress by using tools like the [Evergreen Assessment and Maturity Dashboard](#) to evaluate and track the sustainability performance of our procurement activities and suppliers. This helps us assess the maturity of suppliers across key environmental and social criteria, identify areas for development, and prioritise actions that support continuous improvement and alignment with our green procurement goals.
- Procurement has played an active role in supporting wider Green Plan priorities, including:
 - » Working with Net Zero clinical transformation workstream on the reusable milk bottles initiative in the maternity department at Lister and the Gloves Off campaign.
 - » Supporting the Food and Nutrition workstream in sourcing suppliers that meet Soil Association accreditation standards.

Future Focus

Update with trust specific focuses and targets based on the following:

Target Area	Our Commitment
Supplier engagement	Our suppliers will be encouraged to go beyond minimum requirements and engage with the Evergreen Sustainable Supplier Assessment to support a single conversation between the NHS and our suppliers on sustainability priorities.
Net Zero roadmap	We will ensure the NHS Net Zero supplier roadmap requirements are embedded into all relevant procurements. Implementation will be monitored via Key Performance Indicators (KPIs). This approach supports our commitment to reducing emissions across our supply chain and driving sustainable procurement practices.
Reducing single-use products	We aim to reduce reliance on single-use products by integrating safe and sustainable alternatives into clinical improvement projects (see Net Zero clinical transformation and Annex B of the Green Plan Guidance: selected resources for additional support tools) such as reusable tourniquets (a medical device used to restrict blood flow), Gloves Off initiative, electrophysiology (EP) catheters (a type of tube used to assess and treat heart rhythms) and any others.
Training and education	All finance and procurement teams will participate in training in the application and development of meaningful social value criteria, as per PPN 06/20 and PPN 02/25 .
Sustainable supply chain lead	To align our procurement governance with the NHS Net Zero Supplier Roadmap and incorporate sustainability into the core of our delivery approach, we will appoint a lead for sustainable supply chain and procurement.

What we will do next

- Prioritise suppliers that demonstrate environmental stewardship, verified sustainability reports, or use of renewable materials.
- Assess products and services across their full lifecycle, prioritising those that support circular economy principles- such as reuse, repairability, recyclability, and use of recycled materials. We favour suppliers offering closed-loop solutions, take-back schemes, and products designed to minimise waste and resource use.
 - Implement environmental criteria into vendor selection and maintain regular sustainability audits to ensure compliance with green standards.



Adaptation

As the impacts of climate change become more frequent and severe, it is essential that the trust takes steps to protect its patients, staff, services, and buildings from associated risks. This includes being prepared for extreme weather events such as heatwaves, flooding, and storms, which can affect service delivery, infrastructure, and the health of vulnerable people.

Our aim: To prepare for and reduce the risks that climate change and extreme weather events pose to our patients, staff, services, and infrastructure.

What have we achieved?

All climate related risks (and strategy) continue to be identified and added to the trust’s risk register and included in the trust Critical Infrastructure risk register as required. These risks are reviewed on a monthly basis via the trust Risk Management Group and reported up to the trust Quality and Safety Committee.

Future Focus

Target Area	Our Commitment
Resilience standards	We will ensure all our providers and commissioners of NHS-funded services continue to 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. Additionally, we will implement the Climate Adaptation Framework to strengthen climate resilience across our sites.
Infrastructure resilience	The impact of climate change will be factored in when making infrastructure decisions and designing new facilities, incorporating features such as green spaces, improved drainage, and passive cooling to enhance resilience.
Business continuity planning	Clear actions will be formalised and distributed across the organisation to prepare for severe weather events and improve climate resilience of local sites and services, including digital services (see Annex B of the Green Plan Guidance: selected resources for a supporting Climate Change Risk Assessment Tool).
Emergency communication channels	We will ensure the adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government’s Adverse Weather and Health Plan .
Training and education	Our staff will participate in Adaptation training programs addressing extreme weather events, such as heatwaves and flooding, to raise awareness about climate resilience across the workforce.

What we will do next

- Work with our ICS colleagues to undertake the Climate Change Risk Assessment as the first step of our Climate Change Adaptation Plan.
- Identify members of the trust to be involved in the Climate Change Adaptation Group: Estates – Building infrastructure, Emergency Planning, Fire Remediation.

Governance

Governance Structure

Governance is key to the effective implementation of the actions and commitments made in this Green Plan. Everyone within the trust has a responsibility to ensure the objectives defined in this Green Plan are met.

The trust’s sustainability governance structure has changed to better reflect the work required for delivering our Green Plan. The previous eight workstreams have been consolidated and structured into three workstreams: Estates, Clinical, and ICS, however the third external workstream remains subject to change. Each workstream is responsible for the relevant focus areas within their domain, as detailed below.

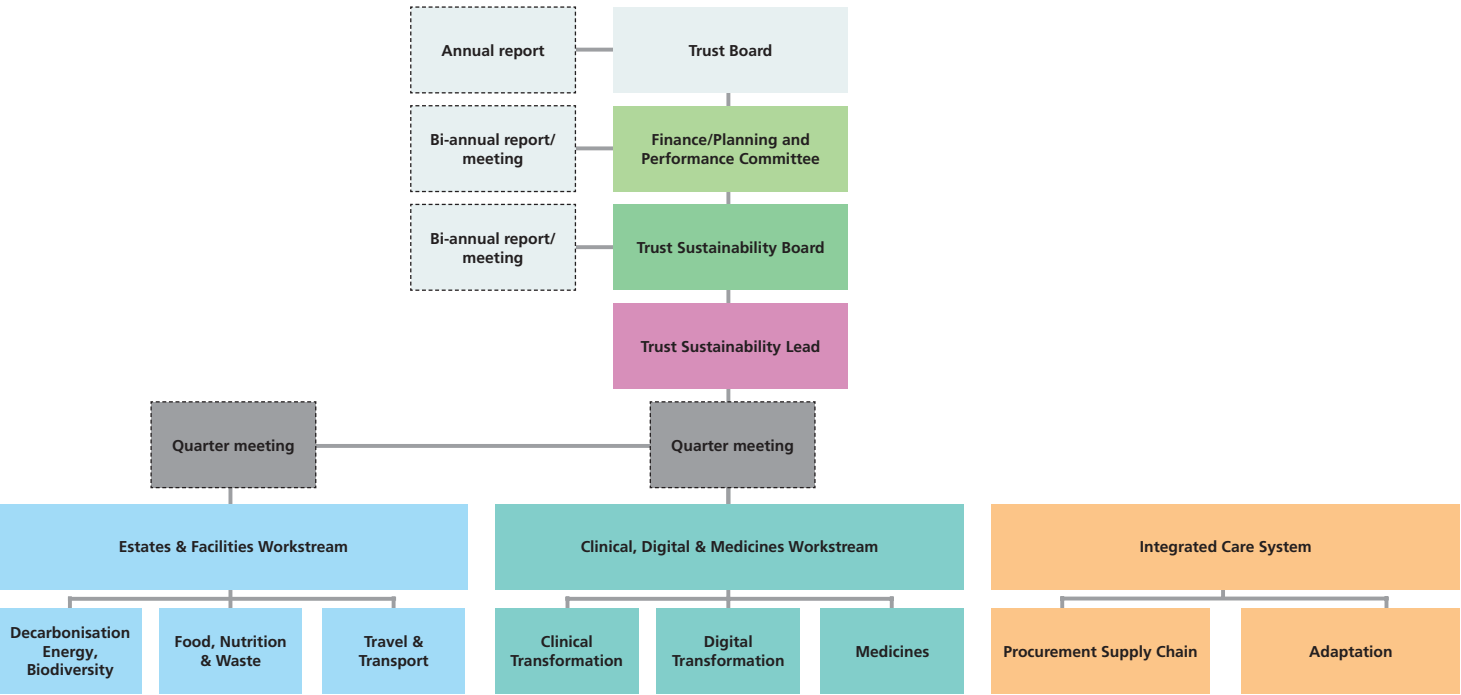


Figure 11: East and North Hertfordshire Teaching NHS Trust Governance Structure

These workstreams will develop action plans with KPI’s and will meet quarterly to monitor progress and support delivery of the trust’s sustainability goals. Representatives from all three workstreams come together on a quarterly basis to align efforts, review performance, and escalate issues or opportunities to the bi-annual Sustainability Board.

The workstreams will report on progress against the action plans and escalate issues or risk items as appropriate to the trust Finance/Planning and Performance Committee (FPPC) and through this forum to the trust Board. The FPPC Committee will have oversight of the implementation of the Green Plan. It will ensure that a detailed Sustainable Development update is included in the trust Annual Report.

The trust board will consider and approve the Green Plan and associated monitoring and reviewing of performance against targets and approve any changes to the plan over the course of its duration.

Risk and Mitigation

In order to successfully deliver our Green Plan, we will need to proactively identify, manage and mitigate any risk. Any risks identified will be logged, mitigated and reported to Sustainability Board and up to Finance, Planning and Performance Committee.

The following risk has now been entered onto the trust Enhance reporting system – *Risk ID #3628 ‘Risk that current financial climate may compromise the trust ability to be proactive on sustainability agenda’*. The risk score is still pending approval, and whether the risk should be entered onto the trust Corporate Risk Register.

Our Green Plan is supported by performance indicators and tracking these is the responsibility of the Sustainability Board on a bi-annual basis.

Tracking Progress and Reporting

As part of aligning with the Task Force on Climate-related Financial Disclosures (TCFD) framework, the trust is strengthening its approach across the Governance, Risk Management, and Metrics and Targets pillars. While full carbon footprinting remains at a national level, we will continue to track key metrics and targets related to emissions reduction and sustainability performance. To support this, we will develop action plans within each workstream and agree KPI’s to help guide delivery of our Green Plan. Progress against the action plans will be shared at the Sustainability Board.

We will also be undertaking a review of our baseline carbon emissions as well as aligning our data collection with the existing ERIC reporting, Sustainability Reporting Portal (SRP) and the new Greener NHS reporting requirements. These will together inform the sustainability section of the trust’s Annual Report and calculate the trust’s carbon emissions (Scope 1, 2 and 3). The following table summarises our reporting plan.

Annual	Bi-Annually	Quarterly
<ul style="list-style-type: none">• Sustainability section in Annual Report.• Board-level progress report on annual Green Plan.• ERIC.• Greener NHS Sustainability Reporting Portal –format to be agreed with the regional greener NHS team.• TCFD.• Annual Fleet Return.	<ul style="list-style-type: none">• Progress reports to Sustainability Board.• Progress reports up to Finance, Planning and Performance Committee.	<ul style="list-style-type: none">• Data collection – including utilities, waste data and other data required for KPIs.• Workstream updates, performance tracker and action plan.• Greener NHS Data Collections.

Table : Trust reporting frequency

The goals and objectives listed in this Green Plan are for the duration of the strategy, with some specific measures having a set target date. The reporting and measuring of targets are ongoing. This Green Plan will be refreshed after three years and reviewed in detail at least once in the interim.

Thank you and acknowledgments

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