

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust

Green Plan 2025-2028



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Message from the Chief Executive

Dear colleagues,

I am delighted to introduce our Green Plan, which sets out our Trust's sustainability strategy for 2025 to 2028. This plan marks a significant step in our ongoing commitment to reducing our carbon footprint and building a more sustainable future for our patients, staff, and communities.

Our Green Plan reflects our shared ambition to embed sustainability into what we do across Sherwood Forest Hospitals. By considering the environmental impact of our choices, we not only contribute to the fight against climate change but also identify opportunities to operate more efficiently and responsibly.

Collective leadership and ambition is essential for success, and we must work together to deliver upon this plan.

We can be proud of the progress we have made in recent years, whilst acknowledging that there is much more to do. Together, we can make a real difference - not only for our Trust but for the wider NHS and the communities we serve.

Thank you for your continued support and dedication to sustainability.

Jon Melbourne *Chief Executive*
Sherwood Forest Hospitals NHS Foundation Trust

Foreword

Green Plan 2025-2028

We are delighted to publish our Green Plan for 2025-2028 which sits alongside the Trust Strategy. This is the Trust's second green plan and whilst we are proud of our achievements so far there is much to do to achieve Net Zero across all our activity in line with the NHS commitment.

This second Green Plan is a more strategic document in line with NHSE recommendations, but this will be underpinned by many actions led by the areas of focus outlined below. As we turn our attention to emissions not made directly by the Trust, but related to all the goods and services we bring in to deliver our clinical care, we will need to increase our focus on clinical procurement, the medicines, tools and consumables that we use every day in our clinics, theatres and wards. To this end, we now have named leads in all our Divisions who will focus on sustainable quality improvement, lean pathways and prevention aiming to improve health, reduce health inequalities and demand on our services. This is in line with the NHS 10-Year Plan and our overarching strategy.

Our direct emissions are mostly about the energy used in our estate, such as gas, oil and electricity. It also includes anaesthetic gases. This is an area of considerable success. We have stopped using Desflurane, moved from piped to bottled Nitrous oxide and reduced the use of Entonox by 40%. These gases have significant greenhouse gas potential and have been a focus of NHSE.

Unfortunately, our energy use has not yet started to come down. This is partly due to increased clinical demand and also to increased additional clinical activity to address the backlog of work following the COVID19 pandemic. Some of this is worsened by climate change as we see spikes in energy use during the increasingly frequent heatwaves which require our buildings to be cooled. However, in the last 12 months we have initiated and completed some important energy saving projects detailed in the Green Plan which will start to make a significant difference.

Energy for heating our buildings and water supply mostly comes from gas and again we have not yet made an inroad into this. We are developing our heat decarbonisation plan and will work with our partners to identify funding streams to support this. This is a priority for NHSE and a challenge for all NHS Trusts. Working to generate on-site renewable energy is also very firmly in our new Green Plan. For a sustainable energy strategy, we need to first limit demand

by improving the buildings we already have and ensure that any new capital projects are as energy efficient and resilient as possible. We need to reduce energy waste in our estates and in all the activities that we do inside those buildings and ultimately move from fossil fuels completely to clean renewable energy, including where possible, energy generated on site.

There are well-recognised challenges faced by SFH and the NHS Nationally. We are operating in a very restricted financial envelope and are meeting increasing demand. Our local population experiences high levels of health inequalities and we are expecting an increase in clinical demand from an aging and medically complex population. To deliver our Green Plan we require resources in terms of capital and also a workforce who are equipped to deliver Net Zero innovation. Much has been achieved by our Sustainability Leads and enthusiastic colleagues over the last 4 years. But the pace and urgency needed to move towards our Net Zero targets is such that we need to embed sustainability and Net Zero in everything we do.

The Divisional leadership model has the potential to be a game changer and enable sustainable clinical innovation to be embedded and amplified at pace. National schemes such as the RCEM Greener ED challenge and the Greener Pharmacy toolkit are examples which our teams have taken up, making use of tried and tested projects to avoid re-inventing the wheel. Fostering a multidisciplinary approach to sustainability brings in colleagues right across teams increasing buy in and providing positive hope for individuals who are often overwhelmed by the weight of demand in the NHS. The brand-new EXCEPTIONAL CONTRIBUTION TO SUSTAINABILITY

award in the Staff Excellence awards serves to emphasize our commitment to our Green Plan and celebrate the efforts of those who are striving to deliver it.

Finally, we should acknowledge the importance of partnership working which is vital in delivering our Green Plan but also in our joint efforts to address the impact of climate change. Those partnerships include with our PFI partners, our joint work with sustainability teams across the ICS and more locally with Primary Care and local services.

Richard Mills *Chief Financial Officer & SFH Sustainable Development Strategy Group*

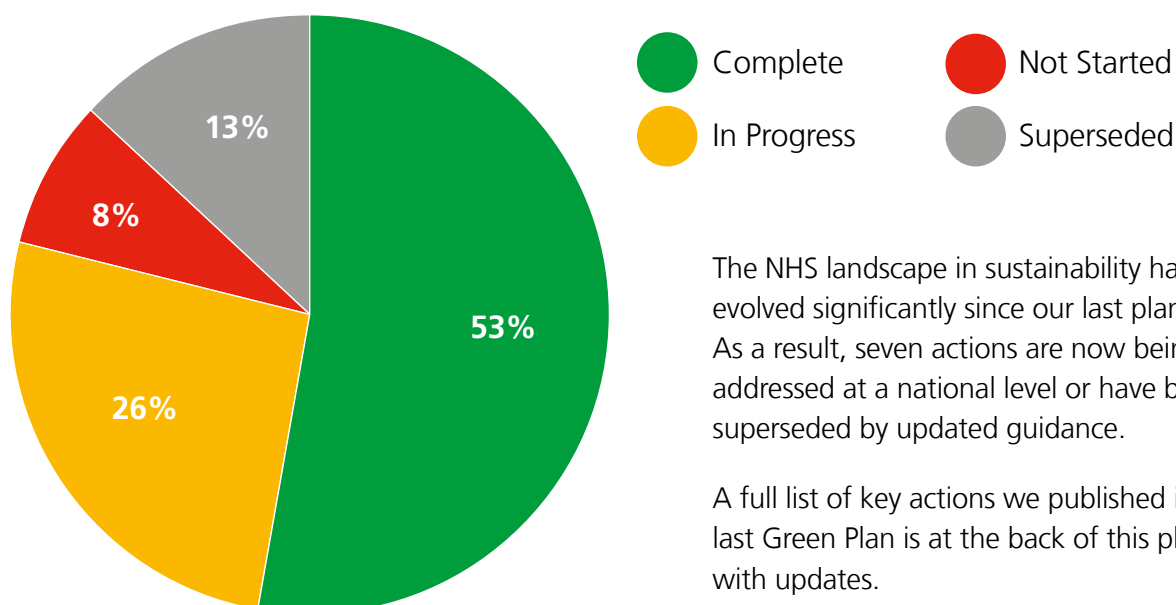
Introduction

In 2020, the NHS became the world's first healthcare system to commit to reaching Net Zero emissions. This commitment was reinforced by the Health and Care Act 2022, which introduced new duties requiring integrated care boards (ICBs), NHS trusts, and foundation trusts to consider statutory emissions and environmental targets in their decision-making. These responsibilities are expected to be fulfilled through the development and implementation of board-approved Green Plans.

Our last Green Plan

Since our last plan, we have successfully completed 28 Key Actions, with a further 14 currently in progress – including ongoing improvement initiatives that are continuous by nature. 4 actions have not been started.

2021 SFH Green Plan Actions



Our Successes

The first SFH Green Plan gave the sustainability leads and climate action team a structure and actions to work on. There have been significant successes both in our scope one emissions and in our scope 2 and 3 emissions with increasing clinical engagement over time. Some examples of these include:-

- Ceased use of Desflurane from our Theatres
- Decommissioned piped Nitrous oxide from theatres switching to bottles and reducing waste
- Pop the Nox – reduced leakage/waste of Mixed Nitrous oxide and air (Entonox) in maternity
- Introduced Coolsticks – a reusable alternative to Ethyl Chloride spray
- Walking Aid Return, Reuse and Recycle Scheme
- HVAC sensors project – switching off services in inactive theatres
- LED lighting projects – energy reduction
- BMS – Air Conditioning Project – efficient use of air conditioners with energy reduction
- Identifying senior sustainability leads in each division to support clinical projects
- Implementing a Green Champion network across the Trust
- Delivering Bus Stops on site at Kings Mill Hospital to encourage staff and patients to use public transport
- Excellence Awards – New Exceptional contribution to Sustainability Award for 2025

NHS Core Carbon Footprint and Footprint Plus

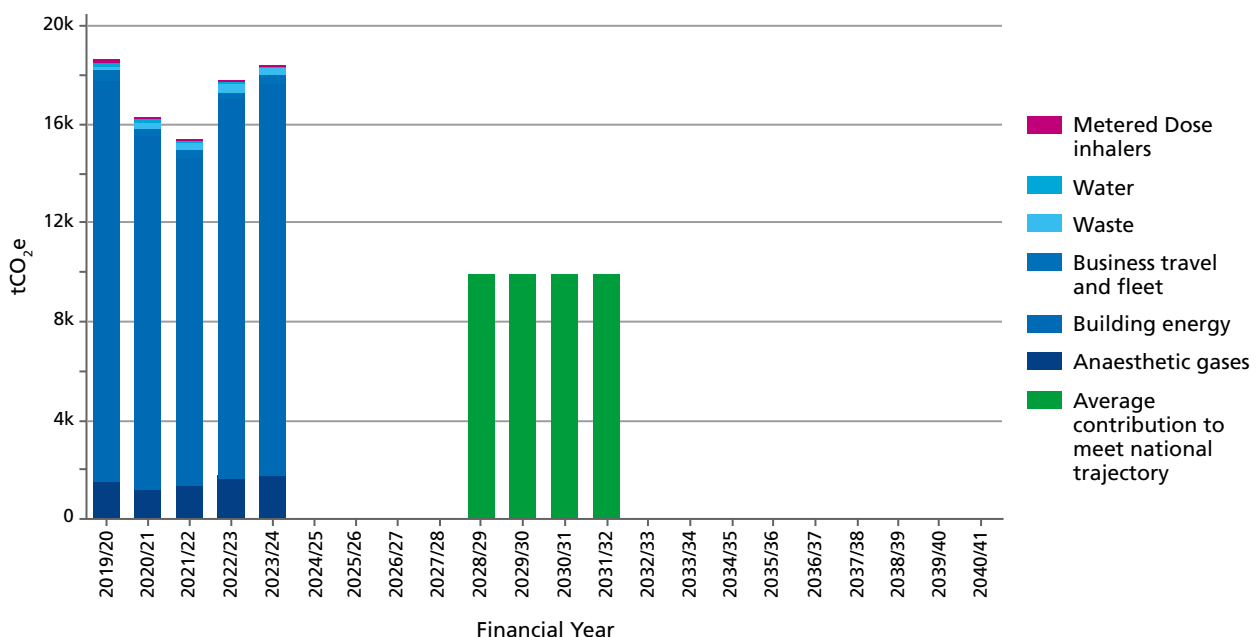
What is the Trust's current Carbon Footprint?

The national NHS targets are defined against 1990 levels to allow comparison with the UK Climate Change Act (2008):

- Reach net zero by 2040 for the emissions we control directly (the NHS Carbon Footprint), with an **80% reduction by 2028-2032 against 1990 levels;**
- Reach net zero by 2045 for the emissions we can influence but don't directly control (the NHS Carbon Footprint Plus), with an **80% reduction by 2036-2039 against 1990 levels**

Those national targets – defined against the 2019/20 emissions footprint calculated in line with the Delivering a Net Zero NHS report – are equivalent to:

- Reach net zero NHS Carbon Footprint by 2040, reducing emissions by at least **47% by 2028-2032;**
- Reach net zero NHS Carbon Footprint Plus by 2045, reducing emissions by at least **73% by 2036-2038.**
- The graph below illustrates our current carbon footprint trajectory, with emissions for 2023/24 at 18,665 tCO₂e and a 2032 target of 9,893 tCO₂e.



Our Carbon Footprint Plus baseline is 65,800 tCO₂e, with 39,668 tCO₂e attributed to our supply chain. We expect this to decrease as our suppliers progress on their journeys toward Net Zero. To support this, our procurement team has implemented a sustainable procurement policy aimed at meeting the reduction targets outlined above. Further details are provided in the Procurement section of this plan.

Collaboration

Delivering a Net Zero NHS is the framework from which all NHS Organisations are working towards a more sustainable future.

Understanding that working together can lead to faster change through shared knowledge SFH is part of the following regional groups:

- **Greener ICS (Integrated Care Board) – Nottingham & Nottinghamshire ICB**, collaborating with colleagues from
- **Nottingham City Council**
- **Nottinghamshire County Council**
- **Nottingham University Hospitals NHS Trust**
- **Nottinghamshire Healthcare NHS Foundation Trust**
- **East Midlands Ambulance NHS Trust**
- **Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust**
- **PFI partner Project Co** working in collaboration with their service providers Skanska & Medirest.

Our New Green Plan

This Green Plan is for 2025-2028 has 10 specific areas of focus;

- **Workforce and Leadership**
- **Net Zero Clinical Transformation**
- **Digital Transformation**
- **Medicines**
- **Travel and Transport**
- **Estates and Facilities**
- **Supply Chain and Procurement**
- **Food and Nutrition**
- **Adaptation**
- **Green Plan Governance**

Although our previous Green Plan was originally set to run until 2026, we have incorporated both ongoing actions and new initiatives informed by team input, updated guidance, and our continued commitment to achieving Net Zero across the NHS.

A complete list of these actions can be found at the end of this plan.

Workforce and Leadership

Since our last Green Plan, we have established the Climate Action Team (CAT), the Sustainable Development Strategy Group (SDSG), and the Sustainable Development Operational Group (SDOG). These groups work collaboratively to identify opportunities for improving sustainability across the Trust, support the development of business cases, and assist with project implementation.

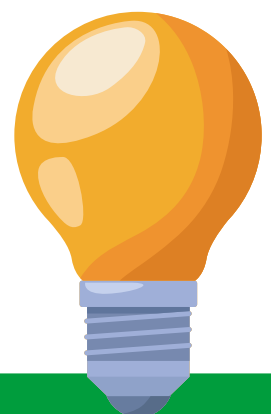
This structure has enabled us to secure over £3 million in sustainability funding over the past five years, with several projects currently underway across our sites.

We also have a board-level Net Zero Lead in place, who regularly reports our progress to the Trust Board.

Actions
Review the Trust's working policies to identify where reductions in travel to work can be implemented.
Identify suitable training opportunities for our staff on sustainability, including using NHS resources.
Encourage key members to undertake specialist sustainability training to ensure deliverability of the Green Plan.
Assign each area of the Green Plan to the relevant stakeholders.
Identify sustainability leads for each department to ensure that good practice is shared with all.
Refresh our communications plan around the promotion of sustainable development to staff and visitors.
Identify funding opportunities to support the transition to a sustainable Trust.

Metric

- Named board-level lead for green plan delivery.



Net Zero Clinical Transformation

At SFH, we are committed to empowering both staff and visitors to help reduce our carbon footprint – across clinical and non-clinical settings.

We are actively reviewing our clinical pathways to identify where sustainability can be integrated, recognise what is working well, and highlight opportunities to progress Net Zero aligned to the new NHS 10 Year Plan.

Fit for the Future: 10 Year Health Plan for England

The 10 Year Health Plan is part of the government's health mission to build a health service fit for the future. It sets out how the government will reinvent the NHS through 3 radical shifts:

- **Hospital to Community**
- **Analogue to Digital**
- **Sickness to Prevention**

Since the last Green Plan, we have made progress in incorporating preventative care into our clinical pathways and using patient feedback to ensure our services remain appropriate and effective.

A clinical lead for Net Zero transformation is in place, reporting directly to the board. They are working with a wide range of departments to drive quality and service improvements that align with our sustainability objectives.

Actions

Establish a clinical lead and multidisciplinary working group responsible for reducing emissions in the clinical areas (e.g. Single Use items, plus consumables such as couch roll).

Complete quality improvement projects that have a measurable reductions in emissions – whether it be related to medicines, waste, energy use, or other areas.

Identify co-benefits of projects for quality of care, efficiency and reducing healthcare inequalities.

Work with system partners to deliver system transformation as per the NHSE 10-year plan.

Share our good practices with our clinical groups, the wider Trust, and NHS England.

Metric

- Number of named clinical leads specified for clinical departments supporting green plan delivery.



Digital Transformation

Over the last Green Plan cycle the Digital team have led the way in reducing environmental impact through work such as using the NHS App to send out patients letters digitally. This has seen a significant reduction on carbon emissions, less paper and less road traffic that also saves the Trust money.

Our NHS partners have also undertaken a project to reduce our carbon emissions through the automatic power saving initiative, which uses PC and Laptop settings to go into standby mode after a period of inactivity.

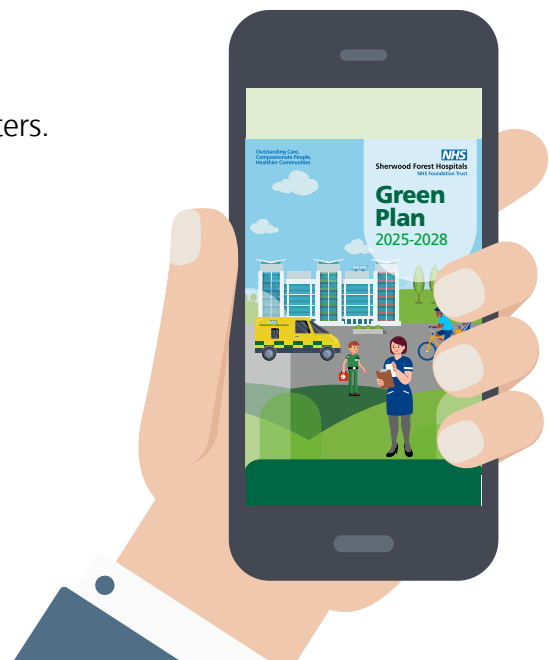
These examples and others also support the sustainability of the Trust through being both greener and cheaper.

Analogue to Digital is one of the triple shifts in the NHS 10 year plan – the actions below speak to this, but we will also be a key enabler for other Green Plan programmes.

Actions
Increase the uptake of the NHS App and Patient Engagement Portal.
Reduce use of paper through introduction of Electronic Patient Record.
Ensure that all Digital Transformation projects include environmental impact assessments and sustainability benefits.
Review IT management processes and hardware to minimise environmental impact.
Utilise Artificial Intelligence and other emerging technologies such as ambient voice to streamline processes.

Metric

- Percentage of SFH patients receiving digital NHS letters.



Medicines

Since our last Green Plan, we have continued to review our medicines to improve sustainability, guided by both internal initiatives and NHS-wide policies and targets.

Our teams have eliminated the use of desflurane across all sites and are actively assessing other anaesthetic gases for further environmental improvements.

Nitrous oxide usage is now reported monthly, and we have received a grant from NHSE to remove piped nitrous from our sites. This has been implemented with the final manifold decommissioning scheduled.

With our Entonox, we are assessing our use against birth rate on our sites, to understand usage per birth, and identify any ways to reduce. Pop the Nox intervention has resulted in circa 40% saving with no impact on patient care.

Our major pharmaceutical suppliers are progressing toward Net Zero, which will positively influence our Carbon Footprint Plus.

Our pharmacy team is also exploring lower-emission treatment options, including switching from metered-dose propellant inhalers to dry powder alternatives.

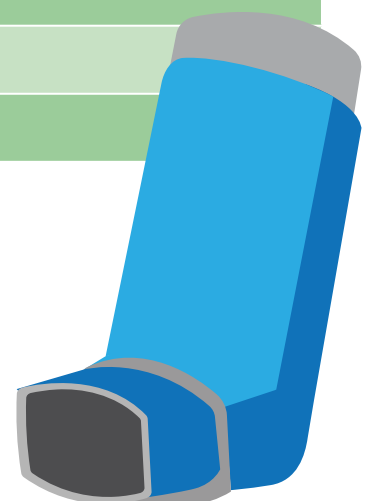
Sustainable use of medicine is embedded in the medicine's optimisation strategy which includes a commitment to sign up to the Greener Pharmacy Toolkit.

Actions

- Roll out Electronic Prescription Service (EPS).
- Review of clinical stock levels.
- Continue our plans for reducing Nitrous Oxide and Entonox usage.
- Review plans for reducing Metered Dose Inhalers (MDI).
- Proactively switching intravenous to oral medicines earlier.
- Encouraging the reuse of patients' own medicines.
- Rationalising use of less effective medicines.

Metric

- Meet the regional target for 2025/26 which is a 19-24% reduction in emissions from pure nitrous oxide, compared to 24/25 emissions.
- Meet the regional target for 2025/26 which is a 5%-8% reduction in emissions from mixed nitrous oxide (gas & air), compared to 24/25 emissions. These targets will be revised annually.



Travel and Transport

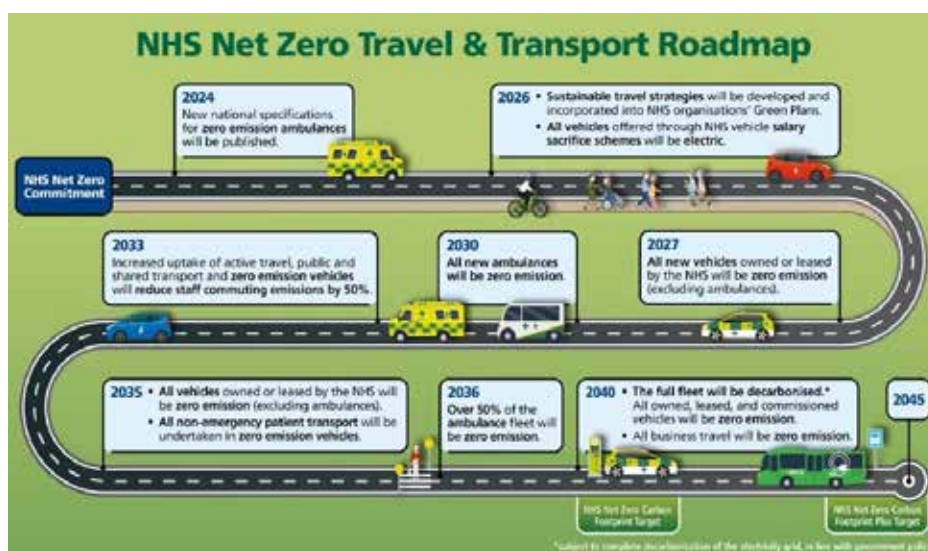
Since the last Green Plan, the Trust has taken several steps to promote sustainable travel. Travel advice is now available via our online Staff Zone.

A salary sacrifice scheme is in place to support staff in purchasing bicycles, accessories, and safety equipment. We have installed secure cycle storage across our sites. Changing rooms and shower facilities are available to all staff, including those who cycle, walk, or run to work.

Our sites are also served by a range of bus routes, including SmartCommute – a low-fare option available to all Trust employees. We have also added bus stops to our sites to make commuting easier and safer for our staff and visitors.

To support the shift to electric vehicles, 24 EV chargers have been installed at King's Mill and 8 at Newark, with plans to expand this provision over the next three years.

These efforts align with the NHS Net Zero Travel and Transport Roadmap.



Actions

A review of changing facilities to include the facilities available, their condition, the number of lockers available to staff and the maximum occupancy.

A review of current bike storage and improvements that can be made.

Adjust the salary sacrifice scheme coverage to EV only.

Continue to identify areas for EV charging for staff and visitors.

Continue to assess our vehicle fleet to move to hybrid and ZEV.

Develop our Sustainable Travel Plan.



Metric

- Percentage of owned and leased fleet that is ultra-low emission vehicle (ULEV) or zero-emission vehicle (ZEV).

Estates and Facilities

Since our last Green Plan, activity across our sites has increased significantly, leading to a rise in carbon emissions from building energy use. This has highlighted the urgent need to reduce emissions in line with our 2032 targets.

In response, we have secured over £3 million in central government funding this year to support upgrades to LED lighting and cooling systems. As part of this investment, over 14,000 new LED lights are being installed across the estate, alongside the implementation of smart controls to optimise cooling system efficiency and automatically power them down when not in use.

We are also conducting a comprehensive review of our heating plant and systems to identify baseline requirements ahead of full decarbonisation planning.

All of these projects will inform the development of our new Heat Decarbonisation Strategy, to be delivered during this Green Plan cycle.

All large projects and new builds will comply with the NHS Net Zero Carbon Hospital Standard. To support this, a sustainability statement is now included in every capital funding request.

In addition, we have engaged a specialist consultancy team to act as our energy managers. They provide monthly reports on building energy use, identify areas for investigation, and assist in developing robust business cases for improvements.

Actions
Review how we use the space in our buildings.
Review our estate to understand the minimum energy requirements for electricity, heating and cooling.
Undertake the Heat Decarbonisation Plan (HDP) and begin implementation.
Review our on-site resources for mechanical and electrical engineering efficiency improvements.
Continue to apply for External and Internal funding for building improvements.
Identify and implement Solar PV on our sites.
Create a set of scalable sustainability aims for all capital projects and major refurbishment.
Create a sustainable capital projects process to ensure sustainability is maximised on new builds and major refurbishments.
Work collaboratively with PFI partners on sustainability initiatives and opportunities.
Align to the Net Zero Estates Technical Annex Guidance.
Increase efficiency of boiler systems and reduce demand for 7% gas savings per year
Reduce Oil use by 4% per year
Reduce electricity consumption
Reduce waste tonnage by 7% per year

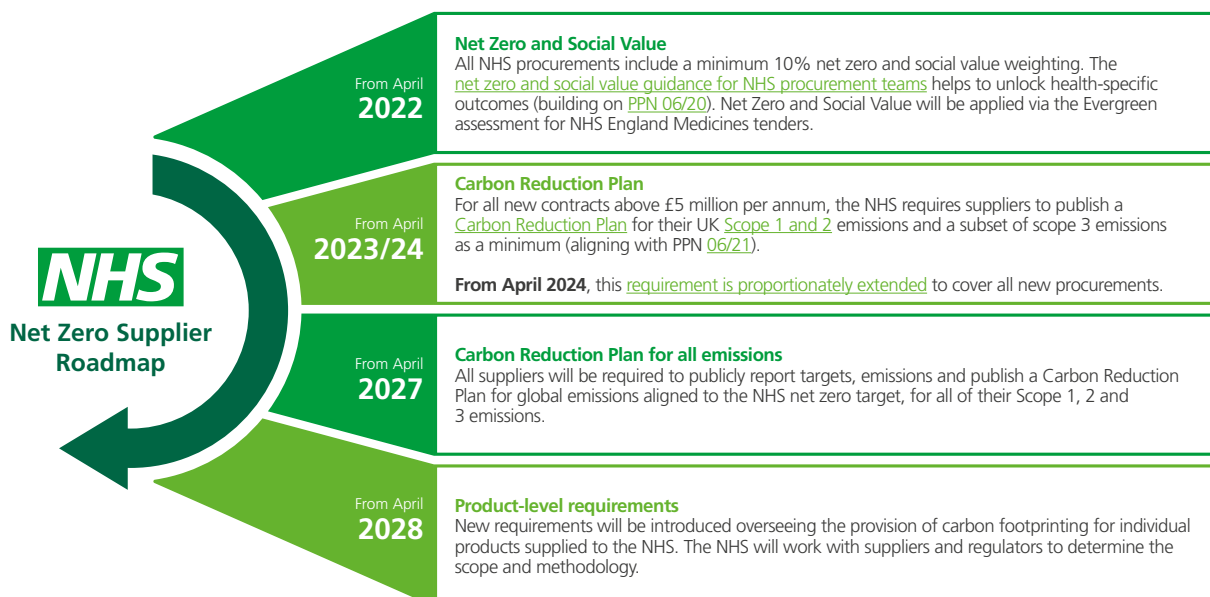
Metric

- Emissions from fossil-fuel-led heating sources.
- Percentage of gross internal area covered by LED lighting.



Procurement

Emissions from procurement are more than double those of our core carbon footprint – a trend consistent across the wider NHS. To address this, we are aligning with the NHS Net Zero Supplier Roadmap to reduce emissions associated with the goods and services we purchase.



We have adopted the first two Procurement Policy Notes (PPNs), focusing on Social Value and Carbon Reduction Planning.

From April 2024, all prospective suppliers are required to submit a Carbon Reduction Plan alongside their bids. From 2027, this requirement will extend to all existing suppliers, who must also publicly report their carbon reduction targets.

By April 2028, all products listed on the Shared Business Services catalogue will include a declared carbon footprint. While this will enhance reporting and transparency, we will also continue to explore more sustainable alternatives to commonly used items, such as single-use products and reusable PPE.

Actions

Review our largest suppliers to understand their carbon emissions due to our activities.

Identify our largest contributors to our carbon emissions, including goods and delivery options, and encourage them to share data to show their improvements.

Capture and quantify the sustainability improvements directly attributable to procurement.

Metric

- Inclusion of Carbon Reduction Plan and Net Zero Commitment requirements in all relevant procurements.
- Inclusion of requirements for a minimum 10% net zero and social value weighting in procurements, including defined KPIs.



Food and Nutrition

We are committed to providing food that is not only nutritious and high in quality, but also sustainably and ethically sourced.

Wherever possible, the Trust sources its catering supplies from British and Irish producers, with all beef products coming from Farm Assured British and Irish farms. All fish served is sustainably sourced, with wild-caught fish certified by the Marine Stewardship Council to ensure minimal environmental impact.

Our catering team operates a seasonal menu to promote sustainability, with a particular emphasis on fruit and vegetable-based options. In recent years, we have moved away from a standardised menu model to allow greater local variation and flexibility – an approach we are committed to developing further.

We are also actively working to reduce waste across our sites, including food waste.

Actions
Ensure that all single use plastics are removed from use.
Progress and promote healthy plant based menu options across our menus – in line with dieticians' advice.
Promote and educate around healthy food choices for patients, staff and the wider community.
Ensure that all contractors have their own carbon reduction plans when tendering their services for catering and waste.
Identify and review current food waste percentages with a goal of remaining below the guidance levels.

Metric

- Weight (tonnes) of food waste, with further break down by spoilage, production, unserved and plate waste.



Adaptation

Climate adaptation relates to actions that protect us against the impacts of climate change. This includes reacting to the changes we have seen already, as well as preparing for what will happen in the future.

Climate change threatens the ability of the NHS to deliver its essential services in both the near and longer term. Resilience and adaptation should be built into business continuity and longer-term planning to avoid climate-related service disruptions.

Our sites have local risk registers and business continuity plans which help them to keep their service running in the event of a disruption. These are reviewed and updated on an annual basis.

We have received guidance that providers of NHS services must comply with the adaptation provisions within the NHS Core Standards for emergency preparedness, resilience and response (EPRR) to support business continuity during adverse weather events. We are pleased to say that owing in no small part to the excellent work of our Emergency Planning team we fully meet the requirements of the NHS Core Standards and have done so for the last three years.

Actions

Implement a Climate Change Risk Assessment.

Align to Task Force on Climate-Related Financial Disclosures (TCFD) reporting guidance from the NHS (DHSC GAM).

Ensure all new Capital Projects incorporate Climate Change Risk Assessment & adaptation plans.

Identify the risks to service provision specifically from climate related events, and incorporate these within our risk register.

Metric

- Number of overheating occurrences triggering a risk assessment (in line with trust's "heatwave" plan).
- Number of flood occurrences triggering a risk assessment.



Governance

We have established a Climate Action Team (CAT), a Sustainable Development Steering Group (SDSG), and a Sustainable Development Operational Group (SDOG). These groups work collaboratively to drive sustainability across the Trust, support project delivery, and gather evidence to inform business cases.

This structure has enabled us to secure over £3 million in sustainability funding over the past five years, with several projects currently underway across our sites.

We also review our Green Plans annually to ensure that objectives remain on track and are being met.

Our Net Zero Board Lead, provides regular updates to the Board, and key progress highlights and risks are included in the Trust's annual report.

Actions

Receive feedback from the CAT, SDSG and SDOG on improvements to our Green Plan.

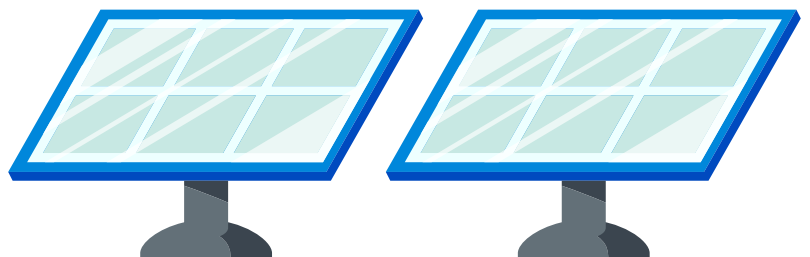
Review and develop Board Assurance Framework PR8 – relating to climate change.

Review Green Plan progress with the board annually for new actions and targets.

Identify KPIs for all areas, including NHS metrics and carbon emissions, that can be reported at least quarterly.

Metric

- Number of Board Assurance Framework document PR8 updates during the Financial Year.



2021-2026 Green Plan Action Updates

Green Plan 2021 actions which have been completed

Chapter	Key Actions	Status	Comments
Delivering Net Zero	Create relationships with recognised organisations	Green	Various initiatives have taken place ensuring engagement with both public and private sector including Dr Bike, NHS Forest and numerous Healthcare Organisations
Communication	Develop a communications plan	Green	Developed
	Support the development of the CAPG and CATs	Green	Supported and now embedded
G1 Corporate Approach	Report Sustainability KPIs to the Board on a regular basis (at least 6 monthly)	Green	Sustainability Development Strategic Group reports on a quarterly basis
	Produce a Green Plan that is approved by Board	Green	Signed off by Trust Board in April 2021
	Assigned responsibility for the action plan points in the Green Plan	Green	All action plan points were assigned to Chapter Chairs in 2023
	Benchmark our performance/approach to sustainable development and social value with the rest of the NHS (via SDU)	Green	Regular benchmarking taken place with Futures NHS Energy and Waste dashboards as well as the yearly ERIC returns

2021-2026 Green Plan Action Updates

Chapter	Key Actions	Status	Comments
G2 Asset Management & Utilities	Develop plans to reduce our energy and water demand	Green	Plans developed and various submissions made throughout the past 4 years for both internal capital funds and external funding (eg NEEF)
	Create a measurement and validation process for future energy and water projects	Green	Implemented in 2023
	Buy green energy and assess the carbon benefits	Green	100% Green Electricity for SFH until 31/3/2023, joining the Crown Commercial Services contract in 2026 as requested by NHSE
	Utilise funding options outside capital for reducing energy and water usage	Green	PSDS £4m funding offered in 2023, NEEF3 £3m grant accepted for LED lighting, BMS upgrades & Submeters in 2025
G3 Travel & Logistics	Report our carbon emissions from travel and transport and show their reduction	Green	Travel and Transport emissions are reported via Greener NHS Fleet returns. Data demonstrates a decrease in Trust vehicle fuel purchases for 2023/24 and 2024/25. Staff business miles have decreased in the latest 2024/25 report.
	Implement electric vehicle charging points at our main sites	Green	Implemented at KMH & NH
G4 Adaptation	Designate a key lead responsible for coordination of climate change adaptation and resilience planning	Green	Key lead designated
	Update the Trust Risk register to include climate change effects	Green	Board Assurance Framework PR8

2021-2026 Green Plan Action Updates

Chapter	Key Actions	Status	Comments
G5 Capital Projects	Identify and appoint a Sustainable Capital project lead	Green	Head of Estate Development now in post 2025
	Deliver new buildings that are rated "Excellent" by BREEAM, and "Very Good" for major refurbishments	Green	BREEAM references are within both capital briefing documents and the Trust Energy Policy
G6 Green Space & Biodiversity	Provide green and natural areas on our estate even where land is constrained	Green	We have a variety of green outdoor spaces, ranging from wildlife & vegetable gardens, a pond, wildflower grass borders and green spaces within the building courtyards that have all been developed
	Engage staff and patients in food growing onsite or at home, and local sustainable food sourcing	Green	We have a vegetable garden at KMH as well as a local greengrocer selling fresh produce at KMH 3 times per week
	Work closely with local partners and stakeholders to plan, protect and promote the use of our local green spaces	Green	Undertake annual Bioblitz events and share knowledge within the ICS. Involvement with NHS Forests & Natural England plus shared feedback on Nottinghamshire County Council's Local Nature Recovery Strategy
	Provide staff with opportunities to engage in local volunteering activities in the maintenance of green spaces, biodiversity and food growing areas	Green	Advertise SFH Bioblitz event for colleagues to participate in during July each year, share information on tree planting events and how colleagues can volunteer in the vegetable garden

2021-2026 Green Plan Action Updates

Chapter	Key Actions	Status	Comments
G7 Sustainable Care Models	Include sustainability as a part of the quality of care we provide	Green	Sus QI projects have been implemented and this is a continuous cycle. Schemes have included Gloves Off, Healthier Meals, Coolsticks, Nitrous Oxide Reduction, Walking Aid Re-use Programmes and 'Pop the Entonox'
	Quantify the financial, economic, social and health benefits of some of our sustainable care models	Green	Projects often include a case study to demonstrate the environmental benefit and cost savings as well as post project evaluation
	Calculate the environmental and carbon impact of a specific care model to inform improvement plans	Green	Implemented
G8 Our People	Provide learning, development and training opportunities so that our workforce is highly aware of our organisation's sustainable development objectives	Green	Carbon Literacy training available to CAT & medical doctor trainees. Two Sustainability courses available via ESR for all employees to access from the Centre for Sustainable Healthcare
G9 Sustainable Use of Resources	Engage in dialogue with our key suppliers to encourage them to use resources sustainably in their own operations	Green	Working with NHS Supply Chain on Carbon Reduction Plan, Net Zero Commitment & New Supplier Roadmap.
	Support staff to minimise waste and expense at home	Green	Various initiatives have taken place ensuring engagement with our staff including food initiative, recycling ideas, energy saving ideas
	Actively promote access to sustainable products to our staff and patients	Green	Various initiatives have taken place ensuring engagement with our staff including events such as Dr Bike, ebikes, discounted travel, salary sacrifice offers, green initiatives

2021-2026 Green Plan Action Updates

Green Plan 2021 actions which SFH have made progress with but not fully completed

Chapter	Key Actions	Status	Comments
G2 Asset Management & Utilities	Offer energy efficiency advice to patients, staff, carers and the local community	Amber	Advice offered internally but further work is required into the local community
G3 Travel & Logistics	Assess our transport and travel and calculate the carbon footprint for business, patient and staff transport	Amber	All areas assessed except patient transport which is on going
	Update and review our travel plan to create our board approved green travel plan	Amber	Travel Plan due in 2026
	Monitor the levels of working from home and e-medicine to reduce travel	Amber	Ad-hoc reviews are undertaken but regular monitoring is to be developed
	Introduce secure cycle parking, bike lock ups, showers, and lockers that are accessible to staff and visitors	Amber	Areas are available to staff but need to develop the visitor availability
G4 Adaptation	Create a board approved adaptation plan	Amber	Climate Change Adaptation working group in place – documents to be created
	Develop a Climate Change Risk Assessment (CCRA)	Amber	Climate Change Adaptation working group in place – documents to be created
G5 Capital Projects	Create a sustainable capital projects process to ensure sustainability is maximised on new builds and major refurbishments	Amber	Briefing document developed and due to be implemented
	Create a set of scalable sustainability aims for all capital projects and major refurbishment	Amber	Briefing document developed and due to be implemented

2021-2026 Green Plan Action Updates

Chapter	Key Actions	Status	Comments
G6 Green Space & Biodiversity	Create a board approved green space and biodiversity strategy	Amber	Green Space and Biodiversity Strategy due in 2026
G8 Our People	Provide information about the Trust's sustainability plans and objectives at induction	Amber	Not currently included, initiated discussions regarding sustainability information sharing at induction
	Add sustainability to our staff annual appraisals	Amber	Not currently included, initiated discussions regarding sustainability information sharing at induction
G9 Sustainable Use of Resources	Put in place initiatives to reduce overall material use in the products we buy and the services we deliver	Amber	Within procurement, packaging related initiatives with NHS supply chain are being built into tender documentation
G10 Carbon & Greenhouse Gases	Create a carbon reduction programme that is approved by the board and supported financially	Amber	Awaiting finalisation of Heat Decarbonisation Plan to influence future low carbon decision making

2021-2026 Green Plan Action Updates

Green Plan 2021 actions which were not started

Chapter	Key Actions	Status	Comments
Delivering Net Zero	Increase efficiency of boiler systems and reduce demand for 7% gas savings per year	Red	Gas consumption increasing YOY since 2021, plans to look to reduce as part of investments
	Reduce Oil use by 4% per year	Red	Red Diesel consumption increasing 58% in 2022/23 then declining 11% in 2023/24 & 22% decline in 2024/25 (mainly due to TRIADS)
	Continue to reduce electricity consumption	Red	Electricity consumption increased since 2021/22 although NEEF funding will see a dramatic reduction from 2026
	Reduce waste tonnage by 7% per year	Red	Not reducing significantly (8% reduction 2024/25 compared with previous year) but tonnages are similar to original 2021/22 data (1% reduction), plans to look to reduce

2021-2026 Green Plan Action Updates

Green Plan 2021 actions which were superseded by updated guidance, or are now being addressed at a national level

Chapter	Key Actions	Status	Comments
Delivering Net Zero	Incorporate offsetting into our green spaces strategy	N/A	Superseded
G5 Capital Projects	Design our capital projects and major refurbishments to be usable during future projected weather profiles such as extreme heat	N/A	Superseded
	Design our capital projects and major refurbishments to be usable during future projected weather profiles such as extreme heat	N/A	Superseded
G7 Sustainable Care Models	Publicise International Health Partnership schemes such as THET to clinical staff	N/A	Superseded
G8 Our People	Reduce sickness absences and conduct staff health and wellbeing surveys to show our workforce wellbeing is improving	N/A	Superseded
G10 Carbon & Greenhouse Gases	Set new carbon targets for all carbon hotspots including energy, travel and goods	N/A	Superseded
	Estimate the carbon emissions of our procurement to identify areas for targeted action	N/A	Superseded
	Invite our providers and suppliers to share their carbon and environmental impacts with us and support them to reduce	N/A	Superseded

Glossary

Adaptation – Climate adaptation relates to actions that protect us against the impacts of climate change. This includes reacting to the changes we have seen already, as well as preparing for what will happen in the future.

BAF – Board Assurance Framework

BMS – Building Management System

BREEAM – Building Research Establishment Environmental Assessment Method

CAT – Climate Action Team

CAPG – Climate Action Project Group

DHSC GAM – The Department of Health and Social Care (DHSC) group accounting manual (GAM)

E&F – Estates & Facilities

ED – Emergency Department

EPRR – Emergency Preparedness, Resilience and Response

EPS – Electronic Prescription Service

ESR – Electronic Staff Record

EV – Electric Vehicle

FM – Facilities Management

HDP – Heat Decarbonisation Plan

HVAC – Heating, Ventilation, and Air Conditioning

ICB – Integrated Care Board

ICS – Integrated Care System

IT – Information Technology

KMH – Kings Mill Hospital

KPI – Key Performance Indicators

LED – Light-Emitting Diode

MDI – Metered Dose Inhalers

NEEF – National Energy Efficiency Fund

NH – Newark Hospital

NHS – National Health Service

NHSE – National Health Service England

PFI – Private Finance Initiative

PPE – Personal Protective Equipment

PPNs – Procurement Policy Notes

PR8 – Principal Risk 8

RCEM – Royal College of Emergency Medicine

Scope 1 – Scope 1 refers to direct greenhouse gas (GHG) emissions that a company generates from sources it owns or controls. Examples include emissions from on-site fuel combustion (like in boilers), process emissions from industrial activities, and emissions from company-owned vehicles. It also includes fugitive emissions, such as refrigerant leaks.

Scope 2 – Scope 2 refers to indirect greenhouse gas (GHG) emissions from the generation of purchased energy, such as electricity, steam, heat, or cooling.

Scope 3 – Scope 3 refers to all indirect greenhouse gas (GHG) emissions that are a consequence of a company's activities but occur from sources not owned or controlled by the company.

SDOG – Sustainable Development Operational Group

SDSG – Sustainable Development Strategy Group

Solar PV – Solar Photovoltaic refers to systems that use solar panels to convert sunlight directly into electricity

TCFD – Task Force on Climate-related Financial Disclosure

THET – Tropical Health and Education Trust

SFH – Sherwood Forest Hospitals NHS Foundation Trust

Sus QI – Sustainability in Quality Improvement

ULEV – Ultra-Low Emission Vehicle

WG – Working Group

YOY – Year On Year

ZEV – Zero Emission Vehicle

