



Chelsea and Westminster Hospital NHS
Foundation Trust Green Plan 2025-2028

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Executive Summary

In October 2020, the NHS committed itself to becoming the world's first carbon net-zero National Health Service by 2045 with the 'Delivering a Net-Zero NHS' report.

Two core objectives were set out:

- To ensure the emissions we control directly (the NHS Carbon Footprint) are net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- To ensure the emissions we can influence (our NHS Carbon Footprint Plus) are net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Five years later, those objectives remain as relevant as ever.

Our first Green Plan laid the foundations of our green ambitions and publicly set our commitment to sustainable development.

This document builds on the previous plan, and outlines Chelsea and Westminster Hospital NHS Foundation Trust's ongoing commitment to enhancing its sustainability efforts and achieving net zero carbon emissions. The plan is structured in line with Greener NHS guidance on "How to Produce a Green Plan" and the more recently published Greener NHS Green Plan Support Tool.

It provides context for the drive towards a more sustainable healthcare system at both global and national levels and demonstrates how our Trust's Strategic priorities are aligned with the net zero objectives.

Whilst celebrating the successes and progress made through the previous Green Plan, this document also looks ahead to set out goals and actions for the next three years. Focus areas include workforce and system leadership, sustainable models of care, IT and digital transformation, travel and transport, estates and facilities, food and nutrition, medicines, procurement, and adaptation.

The Sustainability Board, chaired by the Trust's CFO, will continue to oversee the implementation of this refreshed Green Plan, ensuring alignment with regional and national priorities.

Through this document, our Trust renews the commitment to achieving net zero carbon emissions by 2040 for direct emissions and by 2045 for emissions it can influence.



About Us



Chelsea and Westminster Hospital NHS Foundation Trust is one of the top ranked and performing hospital trusts in the UK employing 7,500 staff. Our Trust operates two main hospitals:

- [Chelsea and Westminster Hospital](#)
- [West Middlesex University Hospital](#)

These hospitals officially merged in 2015 under a unified management team while continuing to provide comprehensive clinical services, including maternity, emergency, and children's care. Beyond our hospitals, we also operate 12 community-based clinics within North West London; offering a range of community-based services across London, including our award-winning HIV and sexual health clinics.

Both our hospitals have major A&E departments, treating more than 270,000 patients each year. The Trust has the second largest maternity service in England, delivering over 10,500 babies every year. Our specialist care includes a world-renowned burns service, which is the leading centre in London and the South East. We also run The Chelsea Children's Hospital with paediatric inpatient and outpatient services, as well as our specialist HIV and award-winning sexual health care services.

As part of the [North West London Acute Provider Collaborative \(APC\)](#), we work alongside three other acute NHS trusts to improve care and efficiency across the region: Imperial College Healthcare NHS Trust, The Hillingdon Hospitals NHS Foundation Trust and London North West University Healthcare NHS Trust. A board-in-common oversees strategic alignment, meeting publicly four times a year.



Through the Health and Care Partnership (HCP) in both North West and South West London, we work as a wider health system to drive improvements to care and deliver integrated services across Hammersmith and Fulham, Kensington and Chelsea, Hounslow, West London and beyond.

Strategic priorities

Our strategic priorities are based on our vision and [Proud values](#) as a Trust. We have three overall priorities which are central to achieving our vision

- Deliver high-quality, patient-centred care
- Be the employer of choice
- Deliver better care at lower cost



Our PROUD values remain at the heart of the services we provide and are key to the delivery of this strategy. They underpin our culture and demonstrate the standards of care and experience that our patients and their families should expect from us:

- Putting patients first
- Responsive to patients and staff
- Open and honest
- Unfailingly kind
- Determined to develop

Our local population

The Trust's public Health Report, *A Picture of Health*, identified our catchment area as spanning parts of seven local authorities. 620,000 people – that is 1 in 14 London



residents – live within our local communities. We also serve a wider catchment area of around one and a half million people.

Similar to other London Trusts, our local communities are highly diverse:

Ethnicity:



2 in 5 people identify as Black, Asian and Minority Ethnic, and 1 in 5 identify as being from a white background other than British

Language:

87+
languages
spoken

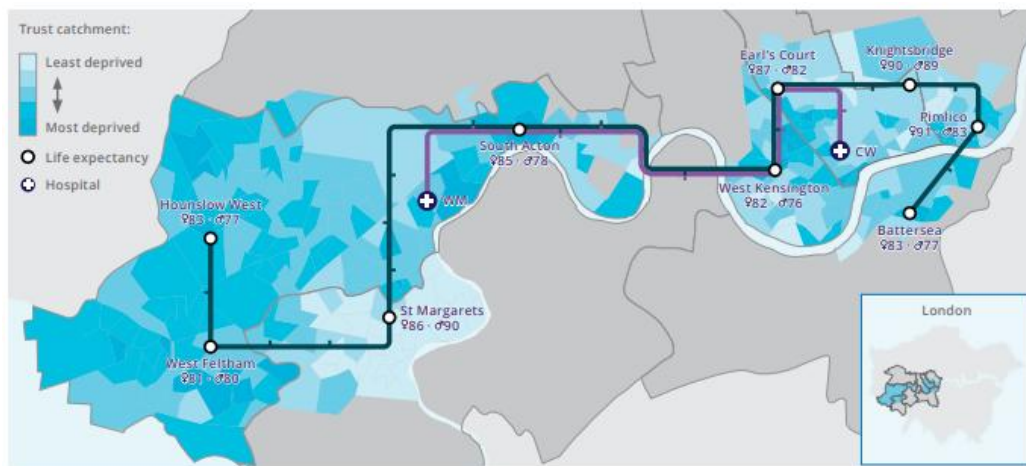


1 in 4 do not speak English
as a first language

18.5k
do not speak English
well or at all

French, Polish, and Punjabi are spoken by more than 10,000 people each—but many languages have fewer than 1,000 speakers.

The populations served across our two main hospital sites vary in important ways. Travelling across our local community reveals significant differences in health inequalities:



Source: A Picture of Health (2020)

Areas of higher (darker) and lower (lighter) deprivation are dispersed throughout, with 3 in 50 people living in one of the 20% most deprived areas in England. Healthy life expectancy is the number of years someone can expect to live in good health. In the most deprived areas, women live 21 fewer years and men live 22 fewer years in good health than those in the most affluent areas.

Air Quality:



Our hospitals are in areas with high levels of particulate air pollution and **2 in 5** local parks exceed nitrogen dioxide limits—the NHS contributes up to 6% of all carbon emissions and 5% of total air pollution across England

As a Trust, we recognise that nearly 85% of an individual's health may be determined by the conditions in which they are born, grow, live, work and age. (A Picture of Health, 2020)

Almost all aspects of human health depend on a thriving natural world. From fresh air, clean water and food to energy, medicines and materials, and protection from extreme weather events.

Taking a population health approach presents many opportunities for the Trust, including new ways of thinking about sustainable health service design and delivery. Hospitals such as ours are rooted in the community.

Through our role as an anchor institution, we have a unique opportunity to increase the contribution we make to our local population's health, including through reducing our environmental footprint.

Enabling everyone to achieve the best health and wellbeing is a question of social justice—keeping our communities well allows all of us to enjoy a better quality of life.

Greening the NHS

Global Context

Climate change dominates global economic risks over the next decade and is recognised as the key public health challenge facing the world in the 21st century.



World economic forum, 2024

Global warming is likely to reach 1.5 degrees between 2030 and 2052 if it continues to increase at the current rate. Climatic tipping points and extreme weather events will become increasingly likely, with direct and immediate consequences for human health.

Health risks from Climate change include:

- increase in severity and frequency of extreme weather events – such as extreme heat, storms, floods, droughts – and air pollution, all of which can cause several diseases, put pressure on health care, and disrupt livelihoods
- disruption of food systems resulting in food shortages and volatile prices, and negatively impacting human nutrition, well-being, and livelihoods
- increase in infectious diseases, such as food-, water- and vector-borne diseases;
- increase in noncommunicable diseases (NCDs) such as malnutrition, respiratory and cardiovascular diseases, heat stress, and mental health issues;
- potential increase in risk of conflict associated with resource scarcity, population movements, and economic factors that deepens health inequities

WHO, 2023

The changing climate also impacts health systems' operations through damage to infrastructure; damage or loss of equipment (e.g. medical devices and products); impacts on water, waste, energy, and transport systems; disruption of supply chains; and impacts on the health workforce. This has potential to significantly impact healthcare systems around the world, including the NHS, impairing their ability to adequately care for their populations.



These are not hypothetical future scenarios; heat related deaths of adults over 65 around the world have already risen by 85% since the 1990's. In 2022, a major London Trust experienced a significant IT outage as a result of failure of air conditioning units during a heatwave.

To fulfil the mandate to protect and promote the health of the populations they serve, all health systems must strengthen their climate resilience and lead by example in reducing carbon emissions.

National Context

The climate crisis is a public health crisis, with serious consequences for individuals and communities. Disadvantaged and vulnerable populations are disproportionately affected, worsening health inequalities.

The Government, NHS England, local authorities, and other legislative bodies are now increasingly focusing on this issue.

In the UK, it has been identified that around 12 million people are dangerously vulnerable to future summer heatwaves. Approximately 1.8 million people in the UK live in areas with significant risk of flooding – a number which could increase to 2.6 million by 2035.

'Fit for the Future: 10 Year Health Plan for England' cites poor air quality and pollution as a major factor contributing to poor health, causing between 26,000 and 38,000 deaths per year in England alone.

The NHS is one of the largest contributors to global heating and air pollution in the UK, being responsible for around 4% of the nation's carbon emissions.

If this country is to succeed in its overarching climate goals, the NHS has to take significant action in leading a reduction in carbon output whilst maintaining and improving health outcomes both nationally and locally.

The Climate Change Act of 2008, and subsequently the Health and Care Act 2022, enshrine these commitments in British law, and compel us to take action as a Trust.

The NHS aims to be the world's first net zero national health service and has set two targets:

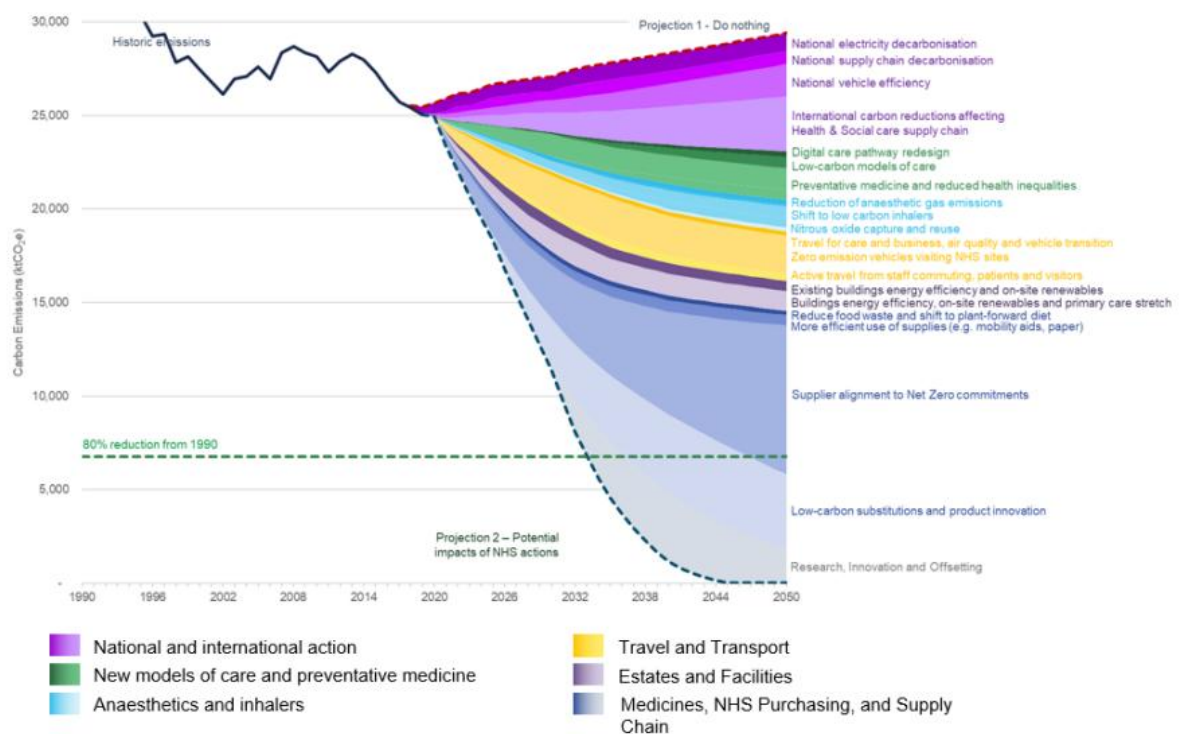
- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032;
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.



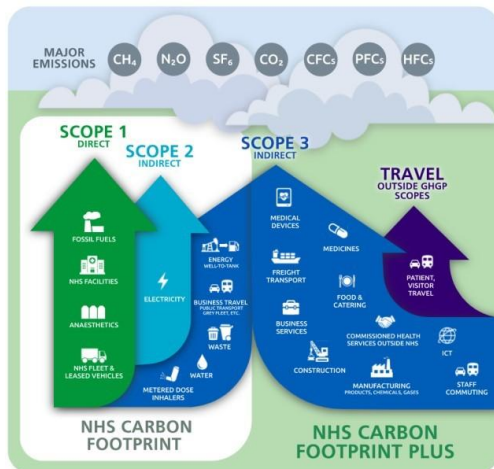
However, many of our current practices and processes are adversely affecting the natural world and contributing to the pollution and carbon emissions we are trying to tackle.

This means we all need to think about doing things differently to reduce our carbon footprint and improve resource stewardship across all aspects of our life at work. This may involve changes in clinical pathways or service delivery; it might be product switches; for others, a change in our behaviour, a shift in mindset or embracing new technology.

Pathway to net zero for the NHS Carbon Footprint Plus



Delivering a Net Zero NHS (2022)



These areas of activity can be mapped out as emissions that are controlled directly (NHS Carbon footprint) or indirectly (NHS Carbon footprint plus), and are summarised in this diagram, taken from 'Delivering a Net Zero NHS'

Drivers for change

The NHS Constitution now includes 'a response to climate change.' To enable this, a new national programme 'For a Greener NHS' was launched, ensuring that every NHS organisation has a board-level net zero lead. This provides clear guidance that creating a greener NHS is a key responsibility for all our staff as part of our aims to provide high quality health care, whilst protecting human health and minimising negative impacts on the environment.

Sustainable healthcare in the NHS is predominantly driven through local and national policy, legislative and mandated requirements and healthcare specific specifications from the Department of Health and NHS England and Improvement, for example:

- [The UK Government's commitment](#) to reduce its greenhouse gas emissions to net Zero by 2050 under the terms of a new government plan to tackle climate change, stating that cutting emissions would benefit public health and cut NHS costs
- [The National Adaptation Programme \(2018\)](#) outlines key requirements and associated actions for the NHS to ensure climate change adaptation and mitigation measures are addressed
- [The NHS Long Term Plan](#) requirements introduced in 2019 have been incorporated into the contractual obligations of the NHS Standard Contract, substantially increasing the obligations on the NHS for the decade
- [Delivering a 'Net Zero' National Health Service](#) sets out the NHS pathway to Net Zero
- [For A greener NHS](#) - utilises resources to form a cohesive board approved plan matched to local requirements whilst supporting national ambition
- The [Design for Life](#) programme is an initiative of the medical technologies and innovation directorate in DHSC dedicated to delivery of a circular approach to Medtech
- [The NHS Social Value Playbook](#) provides guidance for commissioning and procurement to deliver meaningful social value through contractual commitments.



In addition, one of our Trust's major drivers is the passion and commitment our staff have shown to creating a greener NHS; over 500 members of staff have signed up to our Trust's dedicated sustainability platform, Proud to be Green.

Supporting corporate strategy

Our Green plan underpins the Trust's vision and directly supports delivery of other key strategies including our Clinical Services Strategy, People Strategy, Quality Strategy and Estates Strategy.

It also aligns with the newly published [Fit for the Future: 10 Year Health Plan for England](#),

Our partnerships

To effectively evolve our approach to delivering more sustainable healthcare for our community, we understand that it is more important than ever to collaborate with partners beyond our Trust walls. This includes:

- Collaborating with the North West London (NWL) Integrated Care System to ensure Sustainability strategy is aligned across the sector
- Striving to make the most of our collective resources by working as a member of the NWL Acute Provider Collaborative
- Driving innovative ways of working and knowledge sharing alongside our partners in the Circular Economy Healthcare Alliance
- Fostering strong relationships and ensuring aligned values with our contractors
- Building relationships across our communities with primary care, social and voluntary sectors as well as our borough-based partners, Imperial College, and local authorities to ensure joined up thinking across all aspects of sustainable healthcare delivery
- Sustaining our relationship with our charity partner, CW+

The challenges

Reaching net zero comes with several barriers. Our greatest barriers to overcome include:

Our estate:

The brand new Ambulatory Diagnostic Centre (ADC) at the West Middlesex Hospital site, is the biggest capital programme ever undertaken by the Trust. Considerations



around the sustainability and efficiency of the building have been taken from construction methods to energy systems, and from service design to biodiversity and urban greening. However, decarbonisation of the remainder of our existing estate is incredibly expensive and requires significant investment. In the context of competing priorities in a landscape of increasing financial pressure, this presents a real challenge.

Funding:

Delivery of our Green Plan requires significant capital outlay, along with revenue spending for new technologies and innovations that can reduce our NHS Carbon Footprint plus. Recognising this we will undertake as much of our Green Plan as we can within the financial envelope that is, or becomes, available, and will work to secure internal and external funding, where available, and in the short-term will prioritise actions that are proven to be cost and carbon reducing.

A long-term mission versus short-term priorities:

Delivering a net zero NHS is an urgent long-term mission, yet it is easy to lose focus amongst short-term competing priorities. More so, the lack of ring-fenced dedicated funding to rapidly implement carbon reducing solutions makes delivery of Green Plans, in the context of the current financial challenges facing the NHS, an uphill challenge. Our delivery strategy therefore needs to be flexible and opportunistic in prioritising and commencing as many work streams as is feasible.

Cultural barriers to change:

Consideration of the environmental impact of all activities and items used, needs to be a normal part of all staff's thinking and decision making. Our engagement and communications workstream is a core component of our Green Plan and we will continue to iterate, adapt, and deliver this to ensure all staff have the knowledge, tools, and support to act meaningfully.

Innovation:

There is an ongoing race to invent new responsible technologies that we will need to embrace to achieve net zero. We are reliant on these technologies coming to market and being affordable for our Green Plan ambitions to be successful. Our close relationship with our Health Innovation Network partners also provides opportunities for collaboration around innovation in sustainability.

Scale of change:



The scale and pace of work required to meet the NHS 2045 net zero target cannot be understated. It requires significant changes and innovations to every aspect of healthcare delivery to reduce our greenhouse gas emissions. This is an immense task.



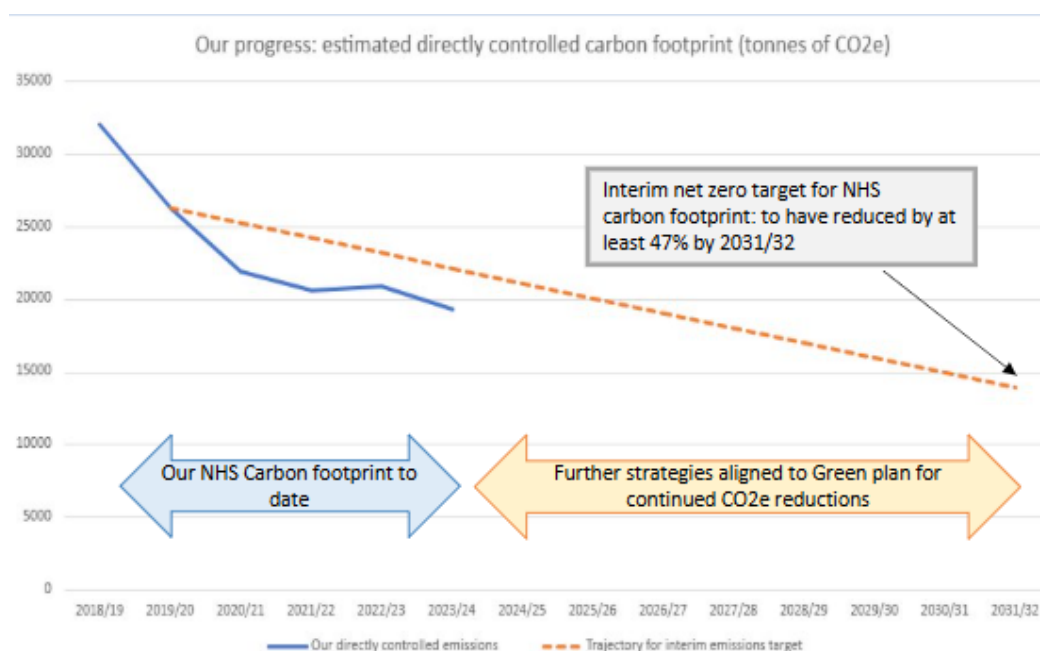
Progress since 2019/20

Our first Green plan was published in 2021, setting out our Green ambitions and commitment to sustainable development.

We have worked to improve our understanding and calculation of our NHS carbon footprint:

Emissions (tCO ₂ e)							
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Electricity	8208.49	11346.32	6215.88	5378.46	5047.3	6273.83	6031.36
Gas	9086	14867	14669	11903	10981	10059	9137
Oil	72.4	68.54	64.67	60.81	56.95	53.09	49.23
Utilities TOTAL	17366.89	26281.86	20949.55	17342.27	16085.25	16385.92	15217.59
Water	117.77	109.92	102.07	94.22	86.37	78.51	70.66
Sewage	218.15	203.61	203.61	203.61	203.61	203.61	203.61
Water and Sewage TOTAL	335.92	313.53	305.68	297.83	289.98	282.12	274.27
Nitrous Oxide	x	528.9	660.8	308.2	371.6	409	289.4
Entonox	x	1702	1750	1847	1806	1653	1678
Desflurane	x	542.9	297.39	162.54	104.48	20.54	35.34
Sevoflurane	x	139.4	123.27	62.82	101.87	105.95	114.5
Isoflurane	x	0.95	3.62	8.97	5.15	1.14	5.8
Volatiles TOTAL	x	2914.15	2835.08	2389.53	2389.1	2189.63	2123.04
Waste TOTAL		1119.26	1003.76	1119.26	512.6	844.34	434.2
Pressurised Inhalation (Red)	x	1418.82	1191.73	795.34	1352.26	1232.12	1324.94
Inhalation powder (Green)	x	3.55	3.28	3.19	3.38	3.72	3.49
Inhalers TOTAL		1422.37	1195.01	798.53	1355.64	1235.84	1328.43
TOTAL		32051.17	26289.08	21947.42	20632.57	20937.85	19377.53

In the years since 2019/20 our NHS carbon footprint has fallen from 26,289 to 19,377 tCO₂e.





Key successes

Governance:

Our sustainability board, chaired by our CFO, meets monthly to monitor progress of the Green Plan and its associated workstreams

Estates:

Our capital and refurbishment projects are focused on our net zero goals and the efficient management and monitoring of our consumption will help towards lowering our carbon emissions and reducing costs.

The works to replace the Ethylene Tetrafluoroethylene (ETFE) roof—commonly known as the ‘bubble roof’—on our Chelsea and Westminster Hospital Site reached completion in October 2023. This £2.5m, three-year project provides a new ETFE roof over the main atrium. The work included thicker foils which achieve a ‘U’ value (the rate at which heat is lost through the structure, keeping the warmth in) of 1.7 W/m²K, which is an improvement of around 29%.

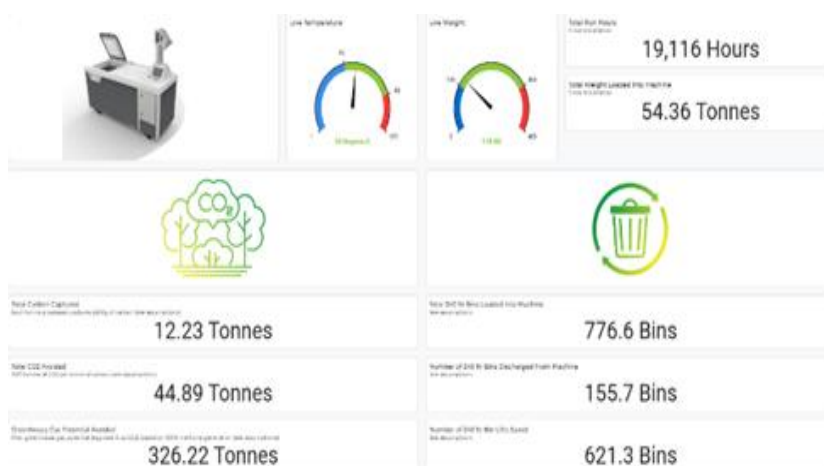
The new ADC at West Middlesex is the largest capital project ever undertaken by the Trust. Every effort has been made to include sustainability through every phase of the building: its Excellent BREEAM rating, modern building methods to reduce waste at construction phase, and efficiency measures for heating, cooling, and lighting.

Waste:

The Trust works closely with its staff, contractors, Infection Prevention and Control Leads, and the wider community to improve the segregation and reduction of waste. We have a Trust wide multidisciplinary waste user group which supports our overall sustainability waste work stream. In 2025 we relaunched our 21 Elephants waste campaign, designed to help all staff to dispose of waste correctly.

In collaboration with our Soft Facilities management partners, the Trust has installed a food waste composter at the Chelsea and Westminster Hospital site. Since mid-April 2023, the hospital has been utilising this innovative solution to manage the significant volume of food waste generated annually. The composting machine efficiently breaks down food waste, transforming it into a high-quality, valuable soil nutrient, while also reducing the waste by around 80% of its original volume. This sustainable approach not only contributes to the reduction of waste and associated environmental costs, such as





transport of waste, but also delivers tangible environmental benefits to our local communities. Since its installation, the unit has avoided 621.3 40 litre bins from having to be collected, and 44 tCo2e of associated GHG emissions.

Energy:

The Trust continues to reduce our reliance on fossil lead fuel sources. Works to improve the efficiency of our plant and equipment together with investment into improving our BMS systems have allowed us to better manage our energy use and consumption. The LED lighting conversion programme (we have completed 60% conversion of LED lighting upgrades across the Trust) and other Capital projects to upgrade the building fabric continue to show greater efficiency as we become more reliant on electricity.

ICT & Digital

Our IT department's ongoing commitment to reducing power consumption has also resulted in significant savings. An innovative computer power management solution has been installed across all Trust computers. It automatically powers down computers when they are not in use; helping the Trust avoid thousands of kgs of CO2e every month. The new & more efficient air conditioning unit in the data centre at our West Middlesex site, installed in 2023, also reduces our energy demands and associated carbon footprint.

We made Ecosia our default search engine across our sites. Ecosia is a green search engine with 100% of profits being used to plant new trees and support climate action. Since the roll-out, our Trust's searches have contributed to over 100,000 trees being planted across the world.

We have partnered with a new supplier to manage our IT-related waste. Their focus on recycling and social value allows for units to be reprocessed, which has resulted in over 66 tCO2e being avoided.



Medicines

Our Trust has ceased use of Desflurane, an anaesthetic gas with a very high global warming potential and fully delivered the NHS targets to eliminate Desflurane usage. Furthermore, the use of nitrous oxide (another anaesthetic gas with a very high GWP) at the Trust continues to decrease significantly: our projected use for the last financial year (2024/25) is 6 tonnes less than the previous year (2023/24). Work continues to not only reduce usage where clinically appropriate, but also to review delivery mechanisms to minimise any potential wastage.

Another important workstream for Medicines is inhalers. We have been working closely with NWL ICB to ensure alignment with plans and recommendations across the sector. This has resulted in more patients receiving optimal treatment with the lowest possible carbon footprint.

Staff engagement and wellbeing:

We have launched a Sustainability platform for all our staff. This tool uses principles of gamification and competition to raise awareness of sustainability in healthcare and drive positive behaviour change. With over 550 members in the first year, the combination of incentive, repeated action, and fun helps to drive forward a culture of sustainable healthcare at the Trust. It also provides the branding to visibly bring all Sustainability initiatives at the Trust together under one umbrella, enabling staff to better recognise the sustainability programme as a whole.

Many Proud to be Green members at the Trust are now engaging in green projects and initiatives. In addition, the Trust is able to monitor CO₂e emissions avoided as a result of members' activities. This is the first time the Trust has been able to measure these emissions: our staff have avoided over 60,000kg CO₂e through their sustainable actions.

A new category was included for sustainability in our internal Great Big Cheer Awards in 2024— our yearly celebration of staff and volunteers who bring positivity to their work and embody our PROUD values.

The transition to a net zero NHS will be driven by its people, and supporting staff to learn, innovate and embed sustainability into everyday actions at home and at work is integral to achieving the Trust's sustainability goals. To that end, sustainability modules are now embedded within existing quality improvement and leadership training programmes. This capitalises on existing structures and reinforces the understanding that sustainability is an integral part of gold standard work.

The Trust has also encouraged staff to be innovative and have fun with ideas for including sustainability in their activities. The annual inter-ward Christmas decorations competition has been re-imagined as the Sustainable Ward Christmas



Decorations Competition for the last couple of years. Our staff have displayed incredible creativity and really embraced the challenge to showcase how everyday items can be repurposed and recycled.

Travel:

An interest-free season ticket loan is available as part of the salary sacrifice scheme, to enable more staff to access public transport for their commute. Furthermore, the Trust supports active travel by offering staff the opportunity to purchase a bike through its cycle-to-work scheme. At the same time, the Trust has also upgraded its cycle provision through expanding and upgrading bike storage space and facilities at both main hospital sites. The Trust only permits ULEV or ZEV car purchases through its staff salary sacrifice scheme.

Green Spaces:

The work to improve the lakeside green space at the West Middlesex site was completed in October last year. An initial programme of participation events was provided to celebrate the launch, and a full programme of events will commence over the summer of 2025. Improvements were also implemented at the Chelsea and Westminster garden site.

Procurement:

In line with national guidelines, a 10% weighting for ESG is now included for all new contracts. Over the last year the sustainability manager has supported our procurement colleagues at NWL Procurement in delivering training on this requirement to NHS suppliers.



Awards and recognition:

HSJ Environmental Sustainability Project of the Year: The Trust, in partnership with Preventx, was recognised for the [Sexual Health London \(SHL\) e-service](#), which provides free sexual health testing for London residents. The online platform allows users to order test kits, receive results, and access support remotely, with around 50,000 kits sent out monthly. The award-winning project prioritised sustainability and innovation, redesigning test kits to cut single-use plastic by over 80%, saving 4.5 tonnes of plastic waste. This initiative has improved accessibility to sexual health services while reducing the carbon footprint of traditional clinic visits.

Partnerships:

Chelwest continues to play an active role in sharing its learning and progress with other NHS organisations. We are proud to be amongst the founding members of the Circular Economy Healthcare Alliance: a group of forward-thinking Trusts leading the way towards greener, more efficient care.

Together with our NWL APC partners and local communities, we have worked to forge closer working relationships to align sustainability efforts across the sector.



Renewal of Our Trust's Green Pledge

Chelsea & Westminster Hospital NHS Trust with its partners will continue to pursue its ambition to reduce the impact of our activities on the environment whilst providing leading sustainable healthcare.

We know that a resilient health system is essential to protect lives and wellbeing in the face of rising temperatures, extreme weather, and worsening air quality. These challenges are already placing pressure on services and deepening existing health inequalities.

We have a responsibility to safeguard the communities we care for. This means not only preparing our services to withstand climate shocks but also addressing the root causes of climate change and environmental degradation. By building a Greener, climate resilient organisation, we can protect health now and for future generations, ensuring that everyone can access care in a fairer and healthier society.

Reaching our goal to be carbon neutral by 2040 will be challenging, but we will continue to work in a co-ordinated way to instil a culture which supports our environmental responsibility. Climate change is happening now – extreme weather events have been threatening NHS services over the past few years with more frequency. We therefore recognise the increasing and urgent need to take action to halt the negative impacts on our environment and improve efficiencies which will support, protect, and enhance our organisation and the health of our communities.

We know taking a sustainable approach will save money and deliver higher quality health services. We will continue to embed this commitment to sustainable development, with a clear strategic focus, ensuring that its national and local sustainability responsibilities are firmly embedded in the overall Trust strategy. We recognise that delivering sustainable healthcare involves working at all levels of healthcare with staff, patients, and partner organisations. This will enable us to deliver our ambition to create a health system that supports our social and environmental ambitions which also provide value for financial investment.

The PROUD values are at the heart of this commitment, and we will continue to embed inclusion of sustainability with our staff, service partners, and wider communities and organisations that play important roles in our push towards greater sustainability in the wider NHS.

Addressing climate change is the greatest opportunity to address the social and environmental determinants of health; working towards a future in which our communities can not only survive, but thrive.

Chelsea & Westminster NHS Foundation Trusts' Green plan:

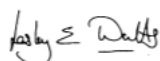
- Sets out our green ambitions and the enablers to achieve these
- Publicly sets our commitment to sustainable development
- Shows how we will meet our legislative requirements
- Demonstrates how we will evaluate our impact and monitor progress



Chelsea and Westminster NHS Foundation Trust will support the two NHS Green targets:

- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032;
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Signed:



Lesley Watts, CEO



Green Plan: the next 3 years

This refreshed Green Plan has been structured according to the June 2021 Greener NHS guidance document “NHS How to Produce a Green Plan” and also aligns with the more recently published Greener NHS Green Plan Support Tool.

Our refreshed Green Plan builds on the progress of our previous Green Plan. It presents a roadmap for strengthening the resilience of our services and demonstrates our commitment to integrate sustainability into our policies and practices.

The following section summarises our ambition for the next three years.



Areas of focus

Workforce and system leadership



The transition to a net zero NHS will be driven by its people. There is already strong support for a greener future; 9 in 10 staff support the NHS net zero ambition, while 6 in 10 say they are more likely to stay in an organisation taking decisive climate action (YouGov, 2023).

The Trust needs excellent leadership at all levels of the organisation to enable us to transform healthcare and deliver against the challenges of an evolving healthcare landscape. We need a workforce who are able to motivate and inspire collective action, who will drive green innovations and sustainable quality improvement at the Trust.

It is therefore imperative that we staff and leaders are supported to learn, innovate, and embed sustainability into everyday actions, in order to implement a greener future.

Goals

- 1) We will double our Proud to be Green Network from 500 staff in May 2025 to 1000 staff by 2027.
- 2) We will create a Green Champion pathway that supports and develops staff, enabling them to support and drive the Green plan at a local level, by 2027.
- 3) We will embed sustainability elements in all internal Trust leadership & development courses and promote external sustainability-related development opportunities for staff.
- 4) We will embed sustainability as a core principle underpinning our Trust values and strategic objectives.



Key Actions:

1	<ul style="list-style-type: none"> • Hold regular face to face promotional events • Deliver regular digital newsletters • Hold quarterly webinars to promote and celebrate successes • Explore digital inclusion modalities • Collaborate with comms for regular and consistent messaging
2	<ul style="list-style-type: none"> • Create a champions education pathway • Develop a calendar of events for champions, including peer support • Create an approved role description for Green Champions
3	<ul style="list-style-type: none"> • Deliver sustainability training, fully integrated into all existing leadership and training courses (emerging leaders, LEO, QI etc) • Promote Green apprenticeships & explore other further education and training opportunities for staff • Become a carbon literate organisation
4	<ul style="list-style-type: none"> • Include sustainability/ net zero in all new job descriptions • Embed sustainability as a principle that underpins delivery of all strategic objectives through inclusion into corporate induction • Explore addition of a mandatory sustainability section into PDRs • Encourage staff to complete sustainable healthcare module & explore opportunities to embed as mandatory in stat/man training • Embed sustainability into Ward Accreditation Programme

Key metrics:

Number of registered network members

Number of Green champions

Number of staff completing sustainability modules within leadership training courses

Number of staff completing external sustainability training

Number of Green projects registered on RIQI portal

Sustainable models of care: Net zero clinical transformation



The NHS long term plan set out a commitment to deliver a new service model fit for now and the future. If the NHS is to reach net zero, our service model must include a focus on sustainability and reducing carbon emissions.

Health professionals across the NHS and beyond work tirelessly to provide best clinical practice, and our Trust is no exception. Our strategic priorities systematically direct staff to ensure efficient, high-quality services that are good for patients and staff. The logical extension of this ethos is that the delivery of these services should also aim to be the Greenest option.

Different challenges call for different solutions, and we must be adaptable and open to change in our approach to service delivery, embracing new opportunities for lower carbon care as they emerge.

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. Virtual wards are a safe and efficient alternative to bedded care enabled by technology that supports patients to remain at home but still receive traditionally acute care. This both prevents avoidable admissions and provides early supported discharges to reduce length of stay. This pathway avoids preventable carbon emissions, whilst offering the patient gold standard service, thus demonstrating that low carbon care can be best practice care.

The response to COVID-19 rapidly accelerated the digitisation of outpatient appointments. Video consultation services enable more patients to be managed



remotely with associated reductions in carbon emissions. Furthermore, our colleagues in our Sexual Health services have demonstrated that home testing can be an efficient and safe alternative model to on-site testing which is not only preferred by a majority of patients but is also a lower carbon pathway.

The Design for Life Roadmap supports the commitment to switch from single use items to reusable versions wherever it is safe and clinically appropriate to do so. As a founding member of the Circular Economy Healthcare Alliance, we are committed to driving forward innovative approaches to reduce unnecessary resource use and reduce inefficiencies.

Embracing these opportunities throughout care pathways will underpin our delivery of lower carbon service provision. Net zero clinical transformation should ensure high-quality, preventative, low-carbon care is provided to patients at every stage.

Goals:

- 1) We will work with at least two clinical teams to reduce carbon emissions over the course of the refreshed Green Plan
- 2) We will increase the adoption of reusable items across the Trust, wherever it is safe and clinically appropriate to do so
- 3) We will remain an active member of the Circular Economy Healthcare Alliance, and commit to sharing best practice across the alliance and beyond
- 4) Increase the number of virtual outpatient appointments
- 5) Increase the number of patients in virtual wards

Key actions:

1	<ul style="list-style-type: none"> Identify clinical lead(s) for each area with oversight of local clinical transformation establish multidisciplinary working groups responsible for reducing emissions in each clinical area identify a clinical lead with oversight of net zero clinical transformation, with formal links into board-level leadership and governance
2	<ul style="list-style-type: none"> Monitor / support quality improvement projects that focus on switching to reusable items, with a measurable reduction in emissions, alongside co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities We will engage and collaborate with external partners to implement innovative solutions



2,3	<ul style="list-style-type: none"> We will ensure 2 low carbon / reusable product switches each year in collaboration with the Circular Economy Healthcare Alliance
3	<ul style="list-style-type: none"> We will share learning and outcomes through clinical networks, conferences, The Circular Economy Healthcare Alliance, the ICB and NWL APC groups to accelerate change and spread of best practice
4,5	<ul style="list-style-type: none"> We will support the development of lower carbon models of care
	<ul style="list-style-type: none"> We will collaborate with the ICS to develop a Sustainability Checklist which can be used to underpin business case development and planning for any new projects / initiatives

Key metrics

CO2e removed / avoided through sustainable switches or redesign of clinical pathways

Waste avoided (kgs) through sustainable swaps

Number of items / resources targeted as sustainable swaps

Number of QI projects registered through RIQI portal

IT & Digital transformation

Building on the existing PC power saving foundations implemented in 2023 across the trust (Certero PowerStudio), ICT is setting out a comprehensive roadmap for sustainable digital services expanding to cover all aspects of IT hardware procurement, utilization, lifecycle management, and end-of-life. The goal is to minimize environmental impact, align with NHS Net Zero objectives, and foster a culture of responsible digital stewardship as well as explore new digital innovations that will support further adoption of virtual care delivery.

Significant improvements can be achieved by redesigning processes, optimising physical infrastructure, managing assets responsibly, and embedding sustainability into approach into every stage of development and delivery.

Circular Approach to Asset Management

Our aim is to foster a culture of environmental responsibility in the IT department and across the organization, maximise resource efficiency by extending asset lifespans, minimizing e-waste, reducing demand for new purchases, and embedding sustainability in every stage of the IT asset lifecycle, from procurement through to retirement and recycling.



Goals

1. Prioritise sustainable digital asset management to maximise the lifespan of all virtual IT equipment, reducing frequency of renewal and procurement to minimize environmental impact and support NHS Net Zero targets.
2. Increase the circularity of IT assets by ensuring that, by 2028, at least 30% retired devices are redeployed or donated, supporting digital inclusion.
3. Achieve robust supplier engagement so IT procurement meets sustainable, low-carbon criteria
4. Achieve and maintain zero landfill disposal of all IT hardware, ensuring secure data destruction and certified circular reuse or responsible recycling.
5. Support NHS digital transformation goals by integrating sustainability into every stage of the IT asset lifecycle, from procurement and deployment to end-of-life.
6. Promote digital inclusion and minimize inequalities by expanding access to repurposed and donated devices.

Key Actions

1. Procurement
 - Update procurement policies to embed environmental criteria, such as Energy Star certification.
 - Prioritize suppliers demonstrating robust environmental and social governance (ESG) credentials and transparent supply chains.
2. Deployment and Use
 - Refine IT asset metering and tracking - Deploy real-time asset management tools, enabling granular measurement of asset location, condition, and usage profiles for all IT assets.
 - Set budget and timelines for expanding tracking of all digital assets (including IT infrastructure, and network systems) to create a comprehensive inventory
 - Integrate asset management data with Certero PowerStudio for deeper insight on energy consumption and lifecycle optimization.
 - Ensure staff training to support responsible use, maintenance, and reporting of devices.
 - Monitor and report device energy use, uptime, and maintenance, ensuring early identification of inefficiencies.
3. Optimization and Redeployment
 - Redefine device refresh plan, divert the focus from fixed lifecycle refresh cycles to condition/usage-based replacement, ensuring devices are only replaced when necessary and maximising their useful lifespan
 - Create structured processes and regular assessment of asset suitable for repurposing, including:
 - Internal redeployment to roles or departments.
 - Donations to charities, following clear risk, governance, and data-wipe checks



- Maintain stock of spare parts for repairs rather than replacing devices
- 4. End of life and Disposal
 - Enforce a zero-landfill policy for all IT assets.
 - Partner with accredited e-waste and recycling providers; require evidence of ethical, traceable processing and secure data destruction.
 - Automate collection and verification of disposal, recycling, and data-wipe certificates.
 - Publish annual reports on e-waste volumes, redeployment rates, and recycling outcomes
- 5. Supporting Infrastructure
 - Define clear ownership and accountability for asset management, extending beyond initial deployment to end-of-use.
 - Mandate regular updates to the asset register (location, status, usage).
 - Develop a culture program that:
 - Recognizes staff or teams who extend asset life or minimize waste.
 - Provides training in sustainable IT practices and end-of-life reporting.

Key Metrics

- Proportion of assets tracked in real-time
- % out-of-warranty hardware redeployed/reused/donated
- % IT procurement meeting sustainable criteria
- Devices sent to landfill
- Asset lifecycle extension (average years' use per device type).
- Annual e-waste volume
- Asset use and refresh cycles
- % of IT equipment meeting energy efficiency standards (e.g., Energy Star)

Data strategy

The lack of data governance within the trust directly contributes to resource wastage. Without proper oversight and standardization, data becomes unorganized and duplicated, often leading to data quality issues and inaccurate metrics. Teams spend extra time locating the right datasets, moving data over the network, and correcting data inaccuracies. This demands more storage and processing power that can be avoided with robust data governance practices

Goals:

1. Reduce data storage-related emissions by implementing data management programs
2. Ensure data is stored, processed, and accessed in ways that have minimal environmental impact.
3. Avoid data duplication across multiple storage platforms



Key Actions:

1. Conduct a data audit to identify dormant data, especially in shared drives and backups.
2. Develop, and implement, together with clinical leads, a “Data strategy” with clear criteria and retention policies.
3. Develop and implement deduplication, backup and archiving policies
4. Incentivize data minimization practices within clinical and admin workflows.
5. Implement tiered storage and clear archival policies.
6. Provide training on data classification and importance of data management.

Key Metrics

- Storage usage across different tiered storage
- Amount of duplicate data across all storage platforms
- Storage usage per department

Print Management:

Printing consumes a lot of energy, often derived from non-renewable sources. The waste generated is also substantial from ink cartridges discarded each year, along with outdated printers, toner cartridges, cables, and cords. Paper production itself is water intensive. All these factors contribute to an inefficient and energy-intensive technology that we should aim to minimise. We have already implemented secure print release within the Trust, but we believe that more efficiencies could be identified.

Goals

- Drive Digital-first Culture and Reduce Print
- Minimise resource consumption from paper and printing

Key Actions

1. Print Preferences:
 - Adjust print preferences and permissions, such as setting duplex and black-and-white printing as default.
 - Ensure settings for shared printer match, providing consistencies for all printers within the trust
2. Print Tracking:
 - Monitor usage patterns across the trust
 - Publish annual reports for prints, paper usage and cartridge
3. Quotas and Charging:
 - Implement print quotas and publish data related to cost as well as carbon footprint associated with printing
4. Digital Workflow Adoption
 - Expand use of digital tools such as electronic forms, digital signatures, and online collaboration platforms to reduce printing and paper usage.

**Key Metrics:**

- Print volume
- Toner usage

Travel and transport

In 2022, approximately 3.5% (9.5 billion miles) of all road travel in England related to patients, visitors, staff, and suppliers of the NHS.

The NHS fleet is the second largest in the country, consisting of over 20,000 vehicles. It directly contributes to harmful air pollution. The NHS Net zero travel and transport strategy outlines a roadmap to decarbonise NHS travel and transport, while also providing cost-saving and health benefits.

By addressing travel and transport around our sites, we can directly contribute towards improving air quality, reducing traffic congestion and reducing noise pollution in our local areas and communities. A shift towards active travel for our staff and patients, who are able to do so, could also realise co-benefits for physical and mental health associated with exercise and more active lifestyles.

Goals:

- 1) We will develop a sustainable travel plan
- 2) We will explore moving towards offering only zero-emission vehicles through vehicle salary sacrifice schemes from December 2027 onwards (for new lease agreements)
- 3) From December 2027 onwards the Trust will only purchase, or enter into new lease arrangements for, zero-emission vehicles.
- 4) We will promote active and sustainable travel options for staff and patients.



- 5) We will work closely with our contractors to ensure alignment with NHS targets to decarbonise the fleet, for those vehicles the Trust does not own or lease directly.

Key actions:

1	<ul style="list-style-type: none"> • Undertake a staff travel survey • Sustainable travel plan to be produced • Collaborate with other local Trusts and partners on initiatives to promote and improve sustainable travel options for staff, patients, and our local community
2	<ul style="list-style-type: none"> • Salary sacrifice schemes implemented through VIVUP
3	<ul style="list-style-type: none"> • All new lease agreements and purchases of vehicles to be zero emissions. All vehicles to be ULEVs as a minimum
4	<ul style="list-style-type: none"> • Offer quarterly bike maintenance for staff in collaboration with H&W • Collaborate with local boroughs and TFL to explore better deals/ provisions/ initiatives for access to our sites via public transport and sustainable travel options • Review expenses policies and parking policies to explore how they can better promote sustainable travel options • Increase cycle parking • Continue explore EV charge points &/or improving signposting to local points as practicable

Key Metrics:

Number of vehicles purchased through salary sacrifice scheme

Number of cycle parking bays

Number of EV charging points

% of staff using public transport or active travel to commute

% of patients and visitors using public transport or active travel to visit our sites



Estates and facilities



Greenhouse Gas Emissions relating to the Estates and Facilities function and services accounts for 60% of the NHS Scope 1-3 emissions nationally. This is mostly due to use of energy and water, but there is also a significant proportion of the NHS carbon footprint plus attributable to the provision of construction, catering, capital works, goods delivery, and waste management.

Much of the activity to reduce the carbon intensity of our services will require engagement and collaboration of the Estates and Facilities department with our Clinical colleagues, Hard and Soft Service Providers as well as external organisations including the Local Authorities and wider community.

The Estates & Facilities Directorate will support the implementation of the Trust's Green Plan: reducing emissions and lowering costs across our estate, while also improving energy resilience and patient care. This will be achieved by delivering decarbonisation projects to reduce our carbon intensity from Buildings, Energy, Water, Waste and Food Preparation.

Our activity will focus on driving down our emissions, whilst improving the efficiency of the Estate through projects that assess and reduce the carbon impact such as installing LEDs and Building Management Services (BMS), District Heat Networks (DHN) among other projects. Training to improve carbon literacy carbon technologies and identifying financial grant funding support will be key to delivery success.



Energy

The cost of energy, both environmental and financial, is generally increasing for all. Therefore, the Trust will continue to reduce its reliance on fossil lead fuel sources and make the estate more efficient, making every kWh and m3 count. We will plan to develop more self-generated energy sources, together with de-carbonisation of our heating sources.

Goals:

- 1) We will prioritise our decarbonisation plan to ensure efficient use of existing plant and investment in plant replacement
- 2) We will reduce our carbon emissions associated with electricity, gas, and oil consumption in line with NWL ICS Green Plan, aiming for a reduction of energy consumption per m2 by 10% in Y1, 10% in Y2 and 10% in Y3.
- 3) We will increase use of renewable energy by investing in on- or near-site renewable energy generation to meet NHS energy demand, moving towards utilising 100% clean renewable energy.

Key actions:

1	<ul style="list-style-type: none">• We will develop a metering strategy to support the ongoing measurement of building to floor level granularity.• We will identify and provide additional metering requirements and budget for implementation by 2026/27
2	<ul style="list-style-type: none">• We will continuously move towards utilising greener supply alternatives.• We will upgrade and invest in low carbon heating, lighting, and ventilation systems• We will develop and implement utility efficiency plans
3	<ul style="list-style-type: none">• We will continue to develop investment grade Business case plans and make pipeline ready for the NHSE and usable funding opportunities

Key Metrics:

- Energy and water consumption and carbon footprint breakdown by local site. Kwh per m2
- Energy efficiency (EPC and DEC ratings) of our buildings
- Review data against annual ERIC returns



- Percentage of energy from renewable sources
- Degree Day analysis (to account for fluctuations in outside weather temperatures and resultant fluctuations in gas consumption)

Waste

The NHS is one of the largest producers of waste in the country; NHS providers in England produce approximately 156,000 tonnes of clinical waste each year - equivalent to over 400 loaded jumbo jets of waste. Wherever possible, it is better *not* to generate waste in the first place. This is **waste minimisation**. Some waste will be unavoidable, however, improving the correct segregation and management of that waste can minimise environmental impact. Focus will continue toward reducing waste at source through working with suppliers, reducing packaging and single use plastics, education, and recycling.

Goals:

- 1) We will achieve a clinical waste segregation ratio of 20:20:60 by 31 March 2027
- 2) We will reduce total waste disposal emissions by 50% by 31 March 2027
- 3) We will achieve a 25% recycling rate by 31 March 2027

Key actions:

1	<ul style="list-style-type: none">• We will continue to align our services to the NHS clinical waste strategy• We will promote & evolve our 21 Elephants waste reduction and segregation campaign to target clinical staff and waste hotspot areas
2	<ul style="list-style-type: none">• We will work with colleagues and external service providers to implement the correct waste streams by introducing the appropriate waste bags, bins, labels, and posters to improve segregation rates
3	<ul style="list-style-type: none">• We will continue to monitor waste through the Trust Waste group and in collaboration with our waste management partners

Key metrics:

- Waste segregation metrics against the 20:20:60 national target
- Waste volume in tonnes

Water

The Trust will continue to monitor and reduce water consumption across the estate. We will improve our monitoring to facilitate development of targeted initiatives to



reduce consumption and improve efficiency. This will improve environmental sustainability and support the broader NHS Net zero ambitions.

Goals:

- 1) We will aim to reduce our water consumption by 20% by 2030

Key actions:

1	<ul style="list-style-type: none"> • We will develop a metering and monitoring strategy to provide a clearer understanding of the Trust's water use by end of 2027 • We will continuously work with external industry professionals to identify leaks and water saving opportunities over the next 3 years • We will bring all suppliers to AMR (automatic meter reading) for better reporting by end of 2027 • We will conduct technical surveys to understand water use by end of 2026
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Key Metrics:

- Building level water consumption data

Buildings

The Trust Estate comprises of owned, leased and PFI managed buildings and facilities. The built Estate makes a large contribution to our Carbon Footprint, and so decarbonisation must be recognised as a considerable challenge.

Goals:

- 1) We will increase our coverage of LED lighting to 80% by 2028
- 2) We will develop a heat decarbonisation plan by 2026.
- 3) We will connect with local council heat network systems by 2027 (Hounslow for West Middlesex and Kensington and Chelsea for Chelsea and Westminster hospital)
- 4) We will align with the ICS 10-year infrastructure strategy
- 5) We will ensure all applicable new building and major refurbishment projects are compliant with the NHS Net Zero Building Standard
- 6) We will aim to achieve industry standard BREEAM Excellent for all new buildings



Key actions:

1	<ul style="list-style-type: none"> We will collaborate with our PFI colleagues to ensure LED lighting roll out across the whole estate
2	<ul style="list-style-type: none"> We will develop business cases to deliver the measures outlined in the heat decarbonisation plan, as well as accompanying energy efficiency and renewable energy interventions, with a view to submitting funding applications through the Public Sector Decarbonisation Scheme if projects cannot be financed through internal budgets by 2027
3	<ul style="list-style-type: none"> We will continue to collaborate with our local authority partners to realise plans to connect with council heat network systems
4, 5, 6	<ul style="list-style-type: none"> We will identify and prioritise the phasing out of all existing fossil-fuel primary heating systems by 2032 and seek to remove all oil primary heating systems by 2028 We will identify any installations in scope of the UK Emissions Trading Scheme (only applicable to Chelsea) and outline plans to reduce emissions in line with phase V We will ensure considerations for sustainability are included in all new capital projects

Key Metrics:

% of sites with a heat decarbonisation plan

% of LED lighting



Food and Nutrition



A focus on making our food and catering options more sustainable, including reducing the amount of food wasted, supports our mission to promote the health of all our patients, staff, and communities. The Independent Review of NHS Hospital Food report supports local and seasonal food, where feasible, which can also be lower in carbon emissions. Increasing healthy, sustainable options across all our menus – inpatient meals and our on-site catering outlets - has the potential to benefit health, recovery, and wellbeing across all our staff, patients, and visitors.

The Trust will continue to work with its contractors to deliver high-quality, healthy, and sustainable food and minimise waste, as per the National standards for healthcare food and drink.

Goals:

- 1) We will collaborate with our food provider contractors to reduce unused food waste
- 2) We will work with our staff & local partners to implement food waste segregation pathways across all of our sites.
- 3) We will increase the proportion of lower carbon meals (inpatient and on-site cafeterias)
- 4) We will work with our contractors to reduce plate waste
- 5) We will explore with our food providers opportunities to reduce the carbon intensity of meals provided on our sites



Key actions:

1&2	<ul style="list-style-type: none"> • We will install a food waste biodigester on our West Middlesex site • We will collaborate with our food provider contractors to implement initiatives to reduce unused meals • We will explore options to redistribute unused food (e.g. OLIO), to minimise waste of food that is still fit for consumption • We will collaborate with our catering partners to ensure appropriate provision of food segregation equipment and training across all sites
3	<ul style="list-style-type: none"> • We will collaborate with patient advocacy groups and our suppliers to improve the appeal of lower carbon meal options across all dietary requirement specifications.
4	<ul style="list-style-type: none"> • We will work with ward staff to advocate for and improve mealtime hygiene factors (e.g. protected mealtimes, facilitating patients to eat at a table / eat socially, ensuring appropriate support for feeding)
5	<ul style="list-style-type: none"> • We will advocate for healthier and lower carbon food options by supporting the provision of seasonal menus high in fruits and vegetables and low in heavily processed foods • We will require inpatient meal providers to report net zero progress, as a contractual requirement.

Key Metrics:

Volume of Food waste (tonnes)

Medicines



Medicines, and in particular medical gases, account for a significant proportion of NHS emissions. A few medicines account for a large portion of these emissions, for



example, anaesthetic gases (2% of NHS emissions) and inhalers (3%). Since our last Green Plan, our Trust has successfully eliminated all new purchasing of Desflurane. However, there is still more that must be done. It has been proven that optimising delivery of anaesthetic gases such as nitrous oxide can significantly reduce wastage and associated carbon emissions. The Royal College of Anaesthetists released a Consensus Statement in July 2024, recommending that Trusts should decommission their nitrous oxide manifolds as soon as possible, and switch to point-of-use cylinders wherever it remains necessary.

Our Trust will renew its focus on reducing emissions from anaesthetic gases and inhalers, targeting reduction in wastage as well as optimising use of lower carbon, clinically appropriate alternatives.

Goals:

- 1) We will reduce nitrous oxide (NO) waste from medical gas pipeline systems (MGPS) by switching from piped nitrous oxide supply to cylinder supply by end of 2026
- 2) We will support high-quality, lower-carbon respiratory care, including supporting patients to choose the most appropriate inhaler(s) in alignment with clinical guidelines, performing inhaler technique checks with patients and promoting the appropriate disposal of inhalers
- 3) We will reduce our use of Entonox through switching to lower carbon, clinically appropriate alternatives

Key actions:

1	<ul style="list-style-type: none"> • Chelsea and Westminster switch to cylinder supply NO • West Middlesex MT switch to cylinder supply NO • West Middlesex maternity switch to cylinder supply NO
2	<ul style="list-style-type: none"> • Transition from Metered Dose Inhalers (MDI) to Dry Powder Inhalers (DPI) (phased approach, starting with Fostair) • Transition from MDI to DPI (phase 2 – expansion to other types) • Follow and adopt. I.e. monitor new products & ensure switch purchasing and procurement to lower carbon products as soon as practicable • Align with NWL for inhaler recycling
3	<ul style="list-style-type: none"> • Clinical education • Investigate appropriate move to alternative supply

**Key Metrics:**

- Emissions (tCO₂e) & vol (L) of NO (purchase data)
- Target 3% reduction CO₂e from inhalers

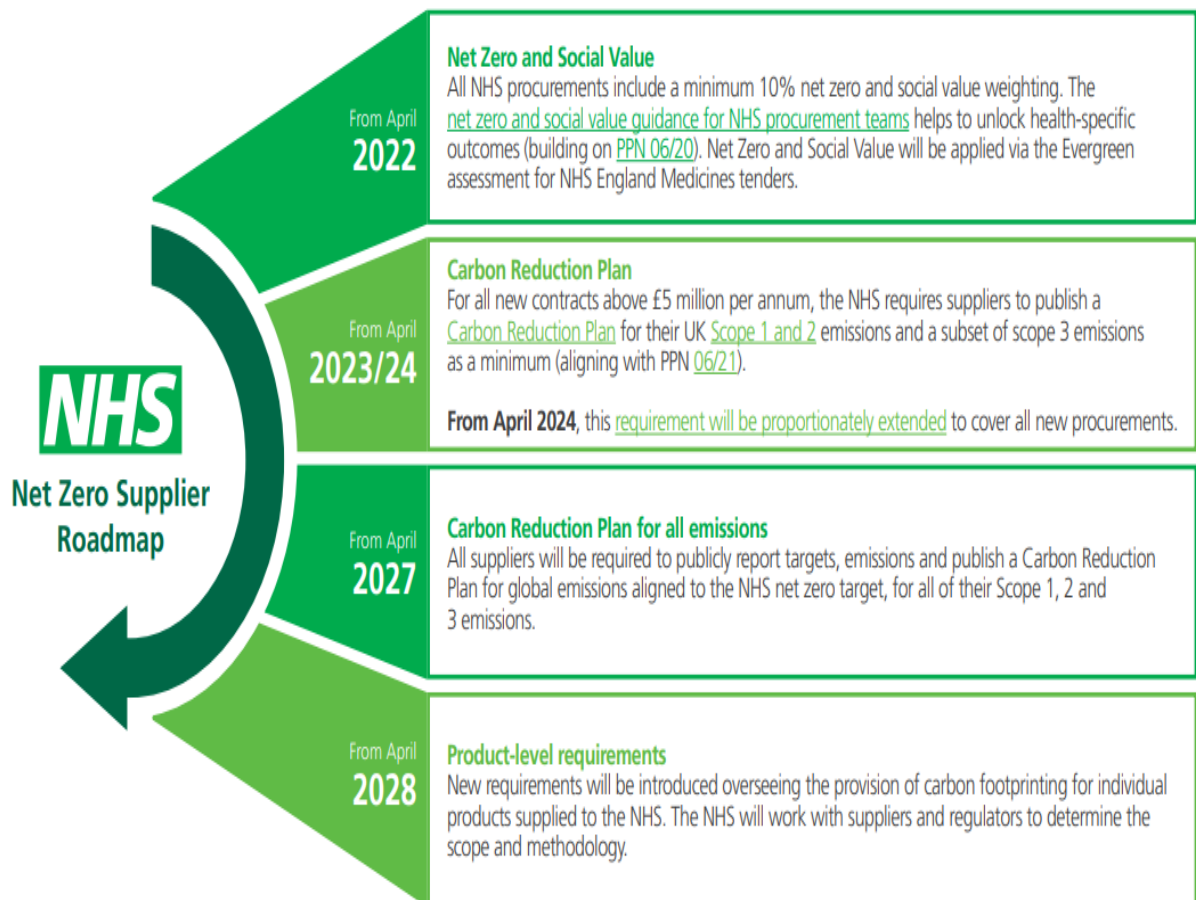
Procurement, Supply chain and Social Value

Our focus in this workstream is to embed sustainability and social value in our procurement processes to ensure all future contracts and purchases not only reduce carbon emissions but also add value to our local communities.

A significant proportion of the NHS carbon footprint is contributed through the supply chain. In order to meet our net zero plus target (2045), we must work with our partners in NWL procurement, and our direct suppliers, to continuously drive down emissions associated with the supply chain.

The NHS Plastics Reduction Pledge underpins the NHS mission to reduce the use of single use plastics, whilst the Design for Life roadmap advocates for the need to move towards a circular economy. Embedding sustainability within the procurement process aligns us with these key goals and supports the trajectory towards net zero.

The NHS net zero supplier roadmap outlines steps suppliers must follow to align with the NHS net zero ambition between now and 2030.



NHS net zero supplier roadmap

Goals:

- 1) We will embed the NHS net zero supplier roadmap requirements into all relevant procurements and ensure they are monitored via KPIs
- 2) We will ensure a minimum 10% environmental and social value weighting in all new contracts.
- 3) We will reduce reliance on single-use products & promote preferential use of reusable items wherever it is clinically safe and feasible to do so.



Key actions:

1)	<ul style="list-style-type: none"> • To undertake a minimum of 2 x workshops on sustainable and social value best practices with procurement teams (NWL procurement) • Undertake 2 x workshops or 'Meet the buyers' events (NWL procurement) • Work with NWL procurement to identify suppliers with highest CO2e by end of Y1, and work in collaboration to engage and review progress with suppliers. Exercise to be completed yearly thereafter.
2)	<ul style="list-style-type: none"> • Set up a central repository for social value and sustainability (NWL procurement) by end of year 2025/26 • Embed 10% social value weighting of all new contracts where applicable (NWL procurement) • Collaborate with other NHS Trusts and organisations (e.g. APC, NWL procurement, Circular Economy Healthcare Alliance) to leverage purchasing power to support decarbonisation of products and services: include key stakeholders to relevant meetings inc NWLPS category leads
3)	<ul style="list-style-type: none"> • Engage with innovators and new technologies to trial and implement sustainable product switches, utilising connections with our Innovation network, the Circular Economy Healthcare alliance and our NWL partners • Engage with clinicians to trial and implement sustainable product switches • Collaborate with other NHS Trusts and organisations (e.g. APC, NWL procurement, Circular Economy Healthcare Alliance) to leverage purchasing power to support implementation of lower carbon products and services

Key Metrics:

% of contracts including Carbon Reduction Plans

% of contracts including a minimum 10% social value weighting where applicable



Adaptation



Climate change threatens the ability of the NHS to deliver its essential services in both the near and longer term. The NHS must adapt to the impacts of climate change that are already happening, and that cannot be avoided. Heatwaves, storms, and floods are already affecting the way in which we care for our patients, with a strong likelihood that such events will increase in frequency in the decades to come.

Resilience and adaptation should be built into business continuity and longer-term planning to avoid climate-related service disruptions.

Goals:

- 1) We will 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
- 2) We will set out actions to prepare for severe weather events and improve climate resilience of local sites and services.
- 3) We will factor in the effects of climate change when making infrastructure decisions and designing new facilities, including enhancements like improved green spaces, drainage systems and passive cooling solutions
- 4) We will ensure adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government's Adverse Weather and Health Plan



Key actions:

1)	<ul style="list-style-type: none"> We will ensure Green representation at the EPRR Working and Strategic Group
2)	<ul style="list-style-type: none"> We will collaborate with E&F, and our contractors, to upgrade our existing estate We will ensure all new buildings comply with NHS net zero building standards
3)	<ul style="list-style-type: none"> We will create or enhance Green spaces for the benefit of our staff, patients, and visitors, including West Middlesex Courtyard (2025), ADC Education Centre terrace garden (2026)
4)	<ul style="list-style-type: none"> As per our EPRR policy, the Head of Emergency Preparedness will ensure the Trust is signed up to receive cascade alerts and warnings from any appropriate national warning schemes including Heat Healthwatch, National Severe Weather Forecasting, Flood Forecasting Centre, and Floodline.

Key metrics:

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

Number of flood occurrences triggering a risk assessment

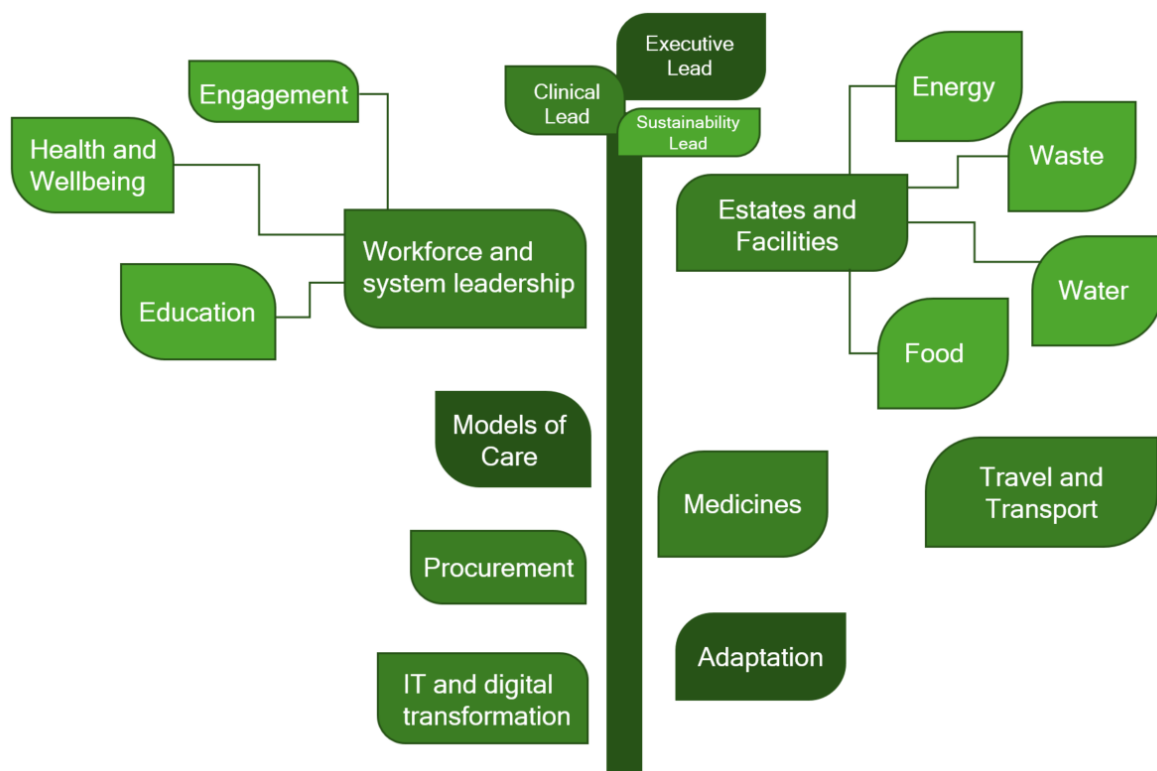
Number of new / enhanced Green Spaces



Governance

The Sustainability Board meets monthly and is chaired by the Chief Financial Officer in their role as the executive lead for the Sustainability Programme. The Board acts as the decision-making group for sustainable change and climate-related issues across Chelwest. Core membership includes leads for Estates and Facilities, Medicines, Procurement, IT and Digital, and Workforce and System Leadership (previously referred to as 'Staff and People').

Our Green Workstreams:



This in turn reports to the Acute Provider Collaborative Estates and Sustainability Committee for the North-West London sector, ensuring our alignment with regional and national priorities. It also reports to the Improvement Board, thus enabling strategic alignment with other Trust programmes.



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Delivering a net zero National Health Service: NHS England, 2022

Fit for the Future: 10-year Health Plan for England, Department of Health and Social Care, 2025

Global Risks Report; 19th Edition: World Economic Forum, 2024

Operational Framework for Building Climate Resilient and Low Carbon Health Systems; World Health Organisation, 2023



Appendices

Appendix 1:

Green Plan Goals

Workstream	Goals
Workforce and system leadership	<ul style="list-style-type: none"> • We will double our Proud to be Green Network from 500 staff in May 2025 to 1000 staff by 2027. • We will create a Green Champion pathway that supports and develops staff, enabling them to support and drive the Green Plan at a local level, by 2027. • We will embed sustainability elements in all internal Trust leadership & development courses and promote external sustainability-related development opportunities for staff. • We will embed sustainability as a core principle underpinning our Trust values and strategic objectives.
Sustainable Models of Care / Net zero clinical transformation	<ul style="list-style-type: none"> • We will work with at least two clinical teams to reduce carbon emissions over the course of the refreshed Green Plan. • We will increase the adoption of reusable items across the Trust, wherever it is safe and clinically appropriate to do so • We will remain an active member of the Circular Economy Healthcare Alliance, and commit to sharing best practice across the alliance and beyond • Increase the number of virtual outpatient appointments • Increase the number of patients in virtual wards
IT & Digital Transformation	<ul style="list-style-type: none"> • Prioritise sustainable digital asset management to maximise the lifespan of all virtual IT equipment, reducing frequency of renewal and procurement to minimize environmental impact and support NHS Net Zero targets. • Increase the circularity of IT assets by ensuring that, by 2028, at least 30% retired devices are redeployed or donated, supporting digital inclusion.



	<ul style="list-style-type: none"> • Achieve robust supplier engagement so IT procurement meets sustainable, low-carbon criteria • Achieve and maintain zero landfill disposal of all IT hardware, ensuring secure data destruction and certified circular reuse or responsible recycling. • Support NHS digital transformation goals by integrating sustainability into every stage of the IT asset lifecycle, from procurement and deployment to end-of-life. • Promote digital inclusion and minimize inequalities by expanding access to repurposed and donated devices. • Reduce data storage-related emissions by implementing data management programs • Ensure data is stored, processed, and accessed in ways that have minimal environmental impact. • Avoid data duplication across multiple storage platforms • Drive Digital-first Culture and Reduce Print • Minimise resource consumption from paper and printing
Travel and Transport	<ul style="list-style-type: none"> • We will develop a sustainable travel plan. • We will explore moving towards offering only zero-emission vehicles through vehicle salary sacrifice schemes from December 2026 onwards (for new lease agreements) • From December 2027 onwards the Trust will only purchase, or enter into new lease arrangements for, zero-emission vehicles. • We will promote active and sustainable travel options for staff and patients. • We will work closely with our contractors to ensure alignment with NHS targets to decarbonise the fleet, for those vehicles the Trust does not own or lease directly.
Estates and Facilities	<ul style="list-style-type: none"> • We will prioritise our decarbonisation plan to ensure efficient use of existing plant and investment in plant replacement • We will reduce our carbon emissions associated with electricity, gas, and oil consumption in line with NWL ICS Green Plan, aiming for a reduction of energy consumption per m2 by 10% in Y1, 10% in Y2 and 10% in Y3. • We will increase use of renewable energy by investing in on- or near-site renewable energy generation to meet NHS energy demand, moving towards utilising 100% clean renewable energy.



	<ul style="list-style-type: none"> • We will achieve a clinical waste segregation ratio of 20:20:60 by 31 March 2027 • We will reduce total waste disposal emissions by 50% by 31 March 2027 • We will achieve a 25% recycling rate by 31 March 2027 • We will aim to reduce our water consumption by 20% by 2030 • We will increase our coverage of LED lighting to 80% by 2028 • We will develop a heat decarbonisation plan by 2026. • We will connect with local council heat network systems by 2027 (Hounslow for West Middlesex and Kensington and Chelsea for Chelsea and Westminster hospital) • We will align with the <u>ICS 10-year infrastructure strategy</u> • We will ensure all applicable new building and major refurbishment projects are compliant with the <u>NHS Net Zero Building Standard</u> • We will aim to achieve industry standard BREEAM Excellent for all new buildings
Food and Nutrition	<ul style="list-style-type: none"> • We will collaborate with our food provider contractors to reduce unused food waste • We will work with our staff & local partners to implement food waste segregation pathways across all of our sites. • We will increase the proportion of lower carbon meals (inpatient and on-site cafeterias) • We will work with our contractors to reduce plate waste • We will explore with our food providers opportunities to reduce the carbon intensity of meals provided on our sites
Medicines	<ul style="list-style-type: none"> • We will reduce nitrous oxide waste from medical gas pipeline systems (MGPS) by switching from piped nitrous oxide supply to cylinder supply by 2026 • We will support high-quality, lower-carbon respiratory care, including supporting patients to choose the most appropriate inhaler(s) in alignment with clinical guidelines, performing inhaler technique checks with patients and promoting the appropriate disposal of inhalers • We will reduce our use of Entonox through switching to lower carbon, clinically appropriate alternatives
Procurement, supply chain and social value	<ul style="list-style-type: none"> • We will embed the <u>NHS net zero supplier roadmap</u> requirements into all relevant procurements and ensure they are monitored via KPIs



	<ul style="list-style-type: none"> • We will ensure a minimum 10% environmental and social value weighting in all new contracts. • We will reduce reliance on single-use products & promote preferential use of reusable items wherever it is clinically safe and feasible to do so.
Adaptation	<ul style="list-style-type: none"> • We will comply with the adaptation provisions within the <u>NHS Core Standards for emergency preparedness, resilience and response (EPRR)</u> and the <u>NHS Standard Contract</u> to support business continuity during adverse weather events • We will set out actions to prepare for severe weather events and improve climate resilience of local sites and services. • We will factor in the effects of climate change when making infrastructure decisions and designing new facilities, including enhancements like improved green spaces, drainage systems and passive cooling solutions • We will ensure adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government's <u>Adverse Weather and Health Plan</u>