

Our Green Plan

2025-2028



Welcome

The NHS continues to play a vital role in addressing the climate and ecological emergency. Responsible for around 4–5% of the UK's carbon emissions and 3.5% of all road travel, the NHS has a unique responsibility, and opportunity, to lead the way in delivering sustainable healthcare.

Climate change is recognised as a threat to health, worsening inequalities and increasing demand on services. As a healthcare provider, we recognise the direct impact of the environment on the wellbeing of our patients, staff, and local communities.

Our Green Plan (2025–2028) sets out a clear framework for reducing our environmental footprint, improving resource efficiency, and contributing to the NHS's goal of becoming the world's first net zero health service. We will strengthen our commitment to high-quality care, delivered today without compromising the needs of future generations.

We will act across all areas of our operations to:



- Reduce carbon emissions, waste, and pollution
- Improve air quality and energy efficiency across our sites
- Support staff wellbeing through sustainable workplace practices
- Enhance green spaces and biodiversity
- Engage with our community and local partners for shared sustainability goals

Our Green Plan is our commitment to action, a pathway to a cleaner, greener, more equitable future for health and care in Salisbury.

Lisa Thomas
Managing Director

"The NHS has committed to reaching net zero by 2040 for the emissions we control directly, and by 2045 for the emissions we influence, through the goods and services we buy from our partners and suppliers."

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Salisbury NHS Foundation Trust - Green Plan 2025–2028

Salisbury NHS Foundation Trust (the Trust) is a statutory body, which became a public benefit corporation on 1st June 2006. The Trust provides services at Salisbury District Hospital (SDH), where around 4,800 staff deliver a broad range of clinical care to approximately 270,000 people across Wiltshire, Dorset, and Hampshire. Services include:

- Emergency and elective inpatient services
- Women and newborn services
- Day case and outpatient services
- Diagnostic and therapeutic care
- Specialist spinal rehabilitation, plastic surgery, and burns care

The Trust is aligned with the Bath, Swindon and Wiltshire (BSW) Integrated Care System (ICS), whose long-term vision is to support healthy, independent living, and is part of the BSW Hospitals Group, alongside Royal United Hospitals Bath NHS Foundation Trust, and Great Western Hospitals NHS Foundation Trust.

Organisational Vision

As a leading local anchor institution, the Trust plays a significant role beyond its estate in contributing to a greener, healthier, and more inclusive community. Our environmental, social, and economic commitments include:

- Promoting local employment and procurement
- Reducing environmental impact
- Supporting health promotion and prevention
- Partnering with local stakeholders

We are committed to achieving NHS Net Zero targets (Figure 1):

- Direct carbon emissions (NHS Carbon Footprint) by 2040
- Indirect emissions (NHS Carbon Footprint Plus) by 2045

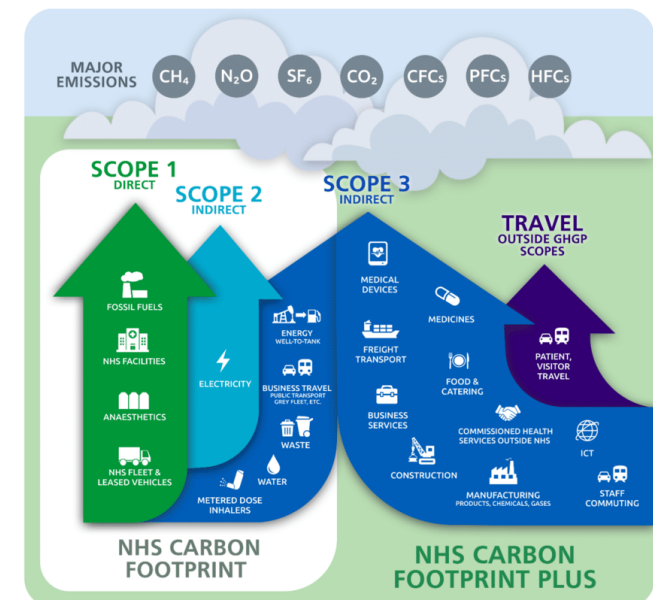


Figure 1. Greenhouse Gas Protocol scopes in the context of the NHS

Strategic Aims 2025–2028

The Trust is committed to embedding sustainability across all aspects of its operations, guided by six strategic aims:

1. **Deepen community engagement and shared sustainability ownership:** involve patients, staff, and local partners in co-creating sustainable solutions that benefit health and the environment.
2. **Contribute to Salisbury's resilience and sustainability:** support the wider city in adapting to climate change, building infrastructure and services that are low-carbon and community-centered.
3. **Reduce the Trust's environmental footprint through innovation:** implement creative, scalable solutions that address energy use, waste, travel, and resource consumption.
4. **Address environmental drivers of ill health:** tackle air pollution, climate-related risks, and inequalities that worsen health outcomes, aligning environmental action with health equity.
5. **Support staff wellbeing and retention:** foster sustainable workplace practices, including active travel, green spaces, flexible working, and energy-efficient facilities that enhance job satisfaction.
6. **Drive local economic value through ethical procurement:** prioritise local suppliers and low-carbon purchasing, helping to build a greener regional economy while ensuring value and accountability.

Strategic Focus Areas:



Figure 2: Strategic Sustainability Framework for 2025-2028: The Trust's plan to boost innovation, integrate sustainability into operations, and reduce environmental impact – supporting health, wellbeing, and community resilience.

Carbon Footprint

In 2024/25, The Trust’s total carbon footprint was approximately 10,177 tonnes of CO2e, including emissions from Scopes 1 and 2, and selected Scope 3 categories* such as waste, water, and business travel. This baseline aligns with NHS reporting standards and supports our progress toward the national Net Zero NHS targets. It also informs the priorities and actions outlined across this Green Plan.

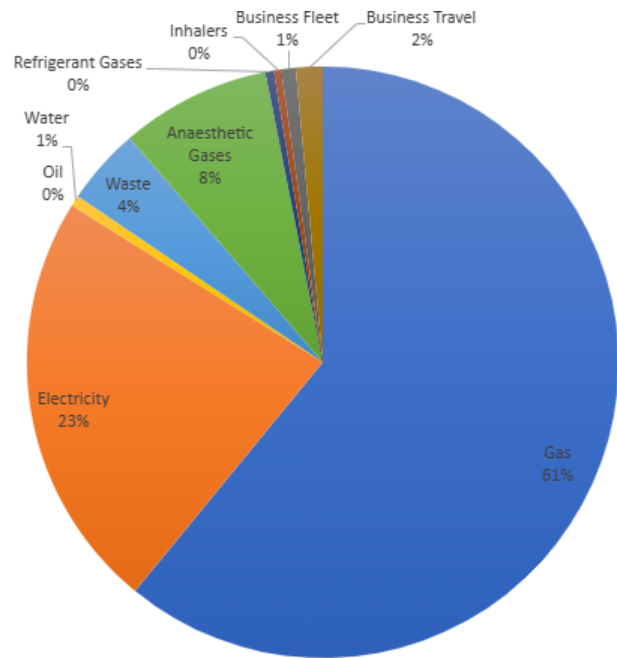


Figure 3: Salisbury NHS Foundation Trust 2024/25 ‘NHS Carbon Footprint’

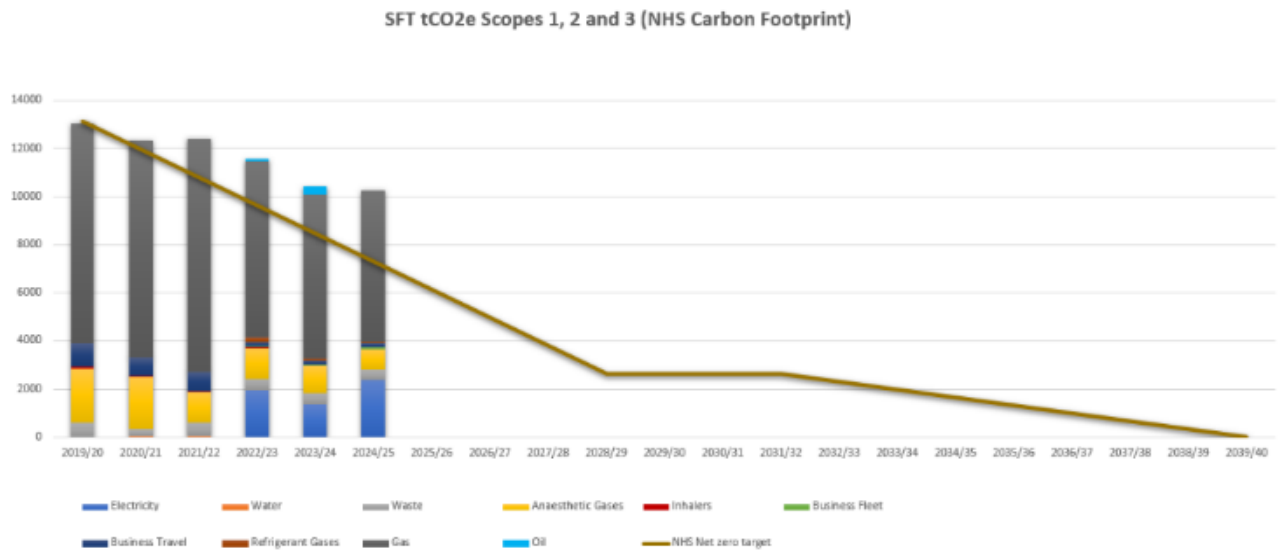



Figure 4: Salisbury NHS Foundation Trust Carbon Footprint with Net Zero Linear Trajectory

While we are pleased to report a reduction in our carbon footprint, it is important to acknowledge that our current progress does not align with a linear trajectory necessary to achieve the 2040 ‘NHS carbon footprint’ net zero target, with an 80% reduction by 2028-2032. We recognise the need for intensified efforts and strategic adjustments to ensure we remain on course for our sustainability goals. The outlook for energy remains challenging, a concern not unique to our Trust, however the quicker we can successfully transition away from gas, the more likely we are to reach the 2040 target.

* The carbon footprint presented in this plan is based on the best available data at the time of reporting. While every effort has been made to ensure accuracy, some emissions are based on estimates and subject to change as data quality improves and methodologies evolve. The Trust remains committed to refining its footprint over time in line with national guidance.


Highlights of our last Green Plan




Solar panel arrays across site.




Our first site BioBlitz.



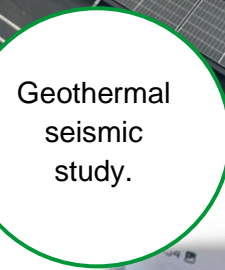
Public Transport User Group established.




7 air source heat pumps installed.




Supplier emission baseline review (scope 3).



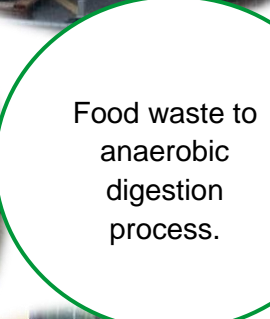
Geothermal seismic study.



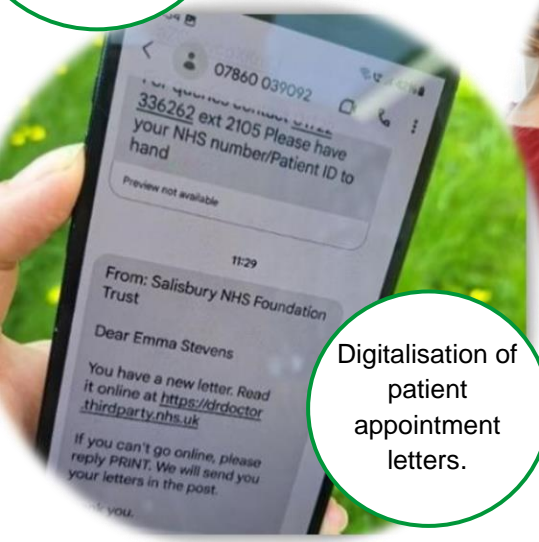
Trust wide sustainability seminar.



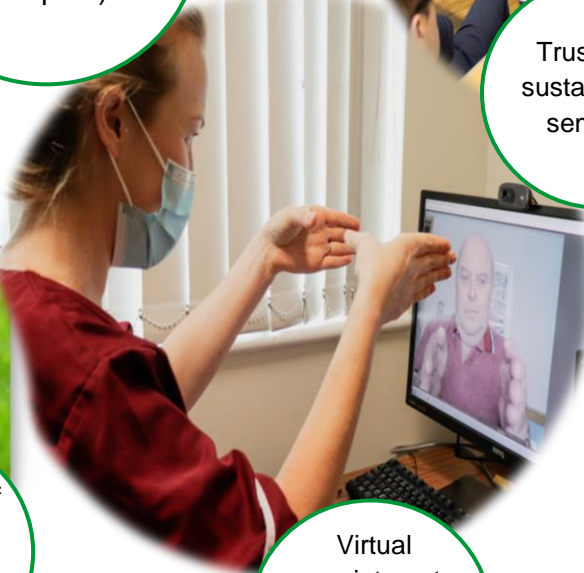
Ambulatory aids refurbishment and reuse.




Food waste to anaerobic digestion process.



Digitalisation of patient appointment letters.




Virtual appointments where clinically suitable.



Look for the Foodsteps[®] rating labels on the menu

Carbon labelling on retail menu.



Safer disposal of inhalers scheme.

Building on our last Green Plan

Since launching our first Green Plan (2021–2025), the Trust has made meaningful progress in embedding sustainability into daily operations. We have taken key steps to reduce emissions, improve resource efficiency, engage staff, and build climate resilience across our estate and services. Achievements include improvements in energy efficiency, digital transformation, waste reduction, greener travel options, and development of a BSW Hospitals Group climate adaptation plan. This new Green Plan for 2025–2028 builds on that momentum and responds to the urgent need for continued, coordinated action. It reflects updated national guidance, NHS priorities, and local ambitions to achieve a healthier, fairer, and more sustainable future.

Our Areas of Focus

In line with NHS England's Green Plan framework, we have structured this plan around nine recommended Areas of Focus, which ensure action across both clinical and non-clinical domains. In addition, recognising the health and wellbeing value of the natural environment, we have introduced a 10th area of focus, Green Spaces: Biodiversity and Community Wellbeing.



Adaptation



Digital Transformation



Estates and Site Redevelopment
and Waste Management



Food and Nutrition



**NEW! Green Spaces: Biodiversity
and Community Wellbeing**



Medicine and Medical Gases



Net Zero Clinical Transformation



Supply Chain and Procurement



Travel and Transport



Workforce and System Leadership

For each of the focus areas, we have identified headline actions and measurable outcomes. We will promote the use of A3 Thinking as part of the Improving Together methodology, encouraging individuals and teams to contribute to continuous improvement through small, measurable actions, recognising the power of 1% gains across all areas of focus.

Monitoring and Delivery Framework

The SMART actions and KPIs presented, are a selection of key priorities. To ensure transparency and accountability, delivery will be supported by a dedicated tracker document. This will contain the full set of SMART actions, timelines, responsible leads, and performance metrics across all areas of focus. While the plan highlights key priorities, the tracking document will be regularly updated to monitor progress, inform reporting, and support decision-making at both operational and board levels. Our existing Board-level Executive Lead for Net Zero and Sustainability will continue to provide strategic oversight and ensure accountability for the delivery of this plan.

Adaptation

As the impacts of climate change become more evident, it is essential to ensure that our healthcare system remains resilient and adaptable. From extreme weather events to changing health risks, hospitals must be prepared to respond while maintaining high-quality care. By integrating climate adaptation strategies – such as sustainable infrastructure, efficient resource management, and proactive risk planning – we can protect patient wellbeing and ensure the long-term sustainability of our services. Through innovation and strategic action, we will build a future-proof healthcare system that can withstand environmental challenges.

Vision: To build a resilient healthcare system that adapts to climate challenges, protects patient wellbeing, and ensures sustainable, future-proof hospital operations.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
The Trust's Climate Risk Assessment to be added to the Trust's Business Assurance Framework.	<ul style="list-style-type: none">➤ Risks identified and managed on the Trust's corporate risk register.➤ Overall risk rating in our climate change risk assessment.
Integrate our Adaptation Plan into business continuity strategies. Ensuring that our emergency plans for extreme weather consider support for vulnerable communities.	<ul style="list-style-type: none">➤ Testing of business continuity and extreme weather plans.
Collaborate with external stakeholders to support local adaptation plans where appropriate and to learn and share beyond our boundaries.	<ul style="list-style-type: none">➤ Feedback or recognition from external networks.➤ Increase in external collaborations leading to joint initiatives/learning opportunities.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Adaptation leads identified to help coordinate climate resilience activity and ensure climate risks are considered across key service areas.
- ✓ Commissioned an external expert, Sustainability West Midlands, to produce a climate risk assessment and a shared adaptation plan for the BSW Hospitals Group (Great Western Hospitals NHS Foundation Trust, Royal United Hospitals Bath NHS Foundation Trust, and Salisbury NHS Foundation Trust). This will be used to inform development plans.

Digital Transformation

Digital transformation plays a crucial role in advancing sustainable healthcare by reducing carbon emissions, optimising efficiency, and improving patient care. By embracing smart technologies, paperless systems, and data-driven decision-making, we can minimise waste, lower energy consumption, and streamline operations. Virtual clinics, remote monitoring, AI-driven resources management, empower patient self-care, reduce reliance on hospital visits, and support a shift toward user self-service. Through digital innovation, we will not only enhance patient experience but also ensure that sustainability remains at the core of our net-zero transition.

Vision: Leveraging digital innovation to create smarter, more sustainable healthcare – reducing carbon emissions, optimising resources, and enhancing patient care while driving our transition to a net-zero future.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Reducing environmental impact of digital services. Circular economy models - device lifecycle management, reuse models.	➤ Items monitored (new, reused, recycled/disposed of) by category.
80% of hosting to be in low carbon data centres by 2028, using best-available estimates and provider disclosures.	➤ RAG rating providers.
Energy efficient IT systems. And work to ensure AI use is optimised with sustainability in mind.	➤ % of energy-efficient assets sourced.
Increase/introduce solutions to improve utilisation of office space.	➤ % of rooms in system, and number of bookings.
Electronic Patient Record (EPR) project.	➤ Full EPR implementation by October 2026.
Digitalisation of paper-based processes and publications.	➤ % of paper v digital systems.
The BSW Hospitals Group to bring together technologies used and maximise existing digital technologies to reduce the need to invest in further solutions that increase our carbon footprint.	➤ Reduction in applications e.g. server rooms, single cyber tooling.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Digital letters now available for Outpatient Clinic letters and Appointment letters via DrDoctor.
- ✓ Implementation of Electronic Patient Prescribing across the hospital.
- ✓ Introduced a room/desk booking solution to better utilise space.
- ✓ Facilitating Working from Home.
- ✓ Digitalisation of patient information and clinical guidance e.g. the Nursing handbook
- ✓ Committed to NHSX's 'What Good looks like' Digital Transformation framework.

Estates, Site Redevelopment and Waste Management

Sustainable estates, incorporating the development of the wider site, are key to reducing the environmental impact of healthcare facilities ensuring they are efficient, resilient, and fit for the future. By incorporating energy-efficient design, renewable energy sources, and green building principles, we can lower carbon emissions, improve resource efficiency, and create healthier environments for patients and staff. Investing in sustainable infrastructure and modernising hospital estates will support our journey to net-zero, ensuring that our facilities are not only environmentally responsible but also equipped to meet the evolving needs of healthcare.

Vision: To create sustainable, energy-efficient, and future-ready healthcare facilities that minimise environmental impact while enhancing patient care and staff wellbeing.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Identify available energy/net zero training to upskill our staff to be more 'energy aware', and conscious of their contribution to our Green Plan.	➤ % of staff completing training.
Undertake energy audits to identify high usage areas to focus on reducing consumption by end of 2025.	➤ Number of areas audited. ➤ Energy consumption of systems (kWh).
Increase on-site renewable energy generation by 2028.	➤ Increase in renewable energy production.
Better utilisation of Building Management Systems.	➤ Energy consumption of systems (kWh).
Continue to support the NHSE 20-20-60 clinical waste segregation initiative.	➤ % of Highly Infectious-Infectious-Offensive Waste disposal.
Increase the activity of the Sustain & Reclaim Centre to promote reuse of resources.	➤ Increase in cost avoidance and tCO2e saved.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Successful bid for PSDS 3(b) funding enabling the installation of:
 - Heat pumps
 - Solar panel arrays
 - Building fabric improvements e.g. insulation, double glazing.
- ✓ Increased solar panel arrays across many hospital buildings, increasing yield from 4% to approximately 15% per annum.
- ✓ Recycling of the Odstock Health & Fitness Centre pool water through UV treatment process.
- ✓ BREEAM excellent rating for the new Elizabeth Building – our first net zero enabled building.
- ✓ Switching food waste to Anaerobic Digestion process.

A Heat Decarbonisation Plan (HDP) by 2028, targeting fossil-fuel phase-out by 2032.	➤ HDP plan established.
A formalised Net Zero Estates Strategy by the end of 2025.	➤ Published strategy.
Ensure all applicable new building and major refurbishments projects are compliant with the NHS Net Zero Building Standard. E.g. Elective Care Centre.	➤ BREEAM rating. Assessment over life of design and subsequent construction.
Geothermal energy production by end of 2028 subject to business case.	➤ Project progress.
LED lighting across 75% of the estate.	➤ % of LEDs installed on site.
Achievement of BREEAM excellent for proposed Elective Care Centre building.	➤ Assessment over life of design and subsequent construction.
Replacement of energy-inefficient windows.	➤ Number of windows replaced.

- ✓ Successful initial rollout of the NHSE 20-20-60 clinical waste segregation initiative. Reducing HT waste.
- ✓ Implementation of Dry Mixed Recycling Boxes, and external segregation bins to enable on site recycling.
- ✓ Increased financial savings, and decreased resource use and landfill disposal, through the reuse/repair of furniture, equipment, and ambulatory aids.
- ✓ Energy behaviour campaigns undertaken to support staff behaviour change. 100 Blossom trees planted on site thanks to a donation from NHS Forest.

The proposed Elective Care Centre, and Site Redevelopment.

Achieving NHS carbon reduction targets will require new hospitals and buildings to be, at the very least, net zero carbon compatible (Net Zero Carbon Hospital Standard, 2021). We are committed to the delivery of NHS Carbon net zero objectives and our 'campus development' programme will make a significant contribution to achieving this commitment. It will enable us to move out of old, inefficient buildings and facilitate the construction of new buildings that meet modern building standards and use technologies that are highly energy efficient.

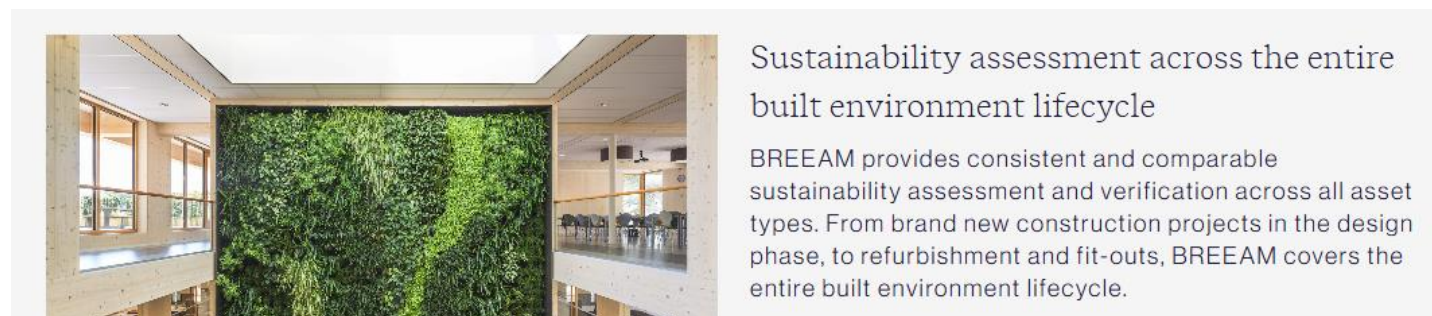
Underpinning the campus development are some key guiding principles:

- Avoid carbon emissions by designing buildings that require fewer materials and construction activities to build, and less energy to run.
- Minimise carbon emissions by using materials and construction activities that result in fewer carbon emissions and ensuring efficient use of energy.
- Replace higher carbon energy sources with low or zero carbon energy sources, both in construction and operation.
- Offset residual carbon emissions that cannot be avoided through quantifiable and verifiable carbon offsetting measures.

To make a positive contribution to the Trust's net zero carbon objectives through the proposed Elective Care Centre, key requirements will be:

- Developing a carbon emissions model to enable assessment of design procurement and construction options.
- Facilitate non-carbon-based delivery systems.
- Use of modern methods of construction to reduce carbon impact of construction.
- Replace higher carbon energy sources with low or zero carbon energy sources, both in construction and operation.
- Offset residual carbon emissions that cannot be avoided through quantifiable and verifiable carbon offsetting measures.

Measures such as the BREEAM excellent score and net zero carbon assessment will be used to monitor progress.



BREEAM rating		% score
Outstanding	★★★★★	≥85
Excellent	☆★★★★	≥70
Very good	☆☆★★★	≥55
Good	☆☆☆★★	≥45
Pass	☆☆☆☆★	≥30
Unclassified	☆☆☆☆☆	<30

BREEAM ratings

A BREEAM certified rating reflects the performance achieved by a project and its stakeholders, as measured against the BREEAM standard and its benchmarks. The rating enables comparability between projects and provides assurance on performance, quality and value of the asset.

The BREEAM ratings range from Acceptable (In-Use scheme only) to Pass, Good, Very Good, Excellent to Outstanding and it is reflected in a series of stars on the BREEAM certificate. Always look for the BREEAM certificate and certification mark to verify an assessment and its BREEAM rating. You can also search for certified assessments via our listings.

Figures 5 and 6: *A guide to how BREEAM works*, www.breeam.com

Building on the successes of the Elizabeth Building, Imber ward project, the Elective Care Centre would present a further opportunity for the Trust to embed the key principles of energy-efficient building design and construction this time in an operating theatre context rather than a ward environment. This approach would inform and influence further developments on the site.

Food and Nutrition

Sustainable food and nutrition are essential components of a greener healthcare system. By prioritising locally sourced, seasonal, and plant-based options, we can reduce the environmental impact of hospital food services while helping to improve the health and wellbeing of patients and staff. Minimising food waste, optimising procurement, and promoting responsible sourcing will help lower carbon emissions and support our commitment to a net-zero future. Through a sustainable approach to food and nutrition, we can create a healthier environment for patients, staff, and the wider community.

Vision: To promote sustainable, nutritious, and locally sourced food choices that enhance patient health, reduce waste, and minimise the environmental impact of hospital food systems.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Focus on reducing single-use plastics by 10% by 2026.	➤ Reduction in items procured.
Increase the use of organic and locally sourced products by 2027.	➤ Achieving Food for Life Silver.
Introduce electronic patient meal ordering by end of 2026 reducing paper and supporting a reduction in food waste.	➤ Food waste disposal reported using the ERIC system. ➤ Reduction in paper.
Increase plant-based meals, reduce meat and dairy (dietitian led) by 2026.	➤ Carbon emissions reduction.
Improve energy efficiency and reduce energy consumption of catering activities by 2028, through behaviour change and ensuring any equipment replaced is energy efficient.	➤ Energy consumption kWh.
Engage with local, regional, and national networks and partners, to learn and share beyond our boundaries, 2025-2028. e.g. Hospital Catering Association.	➤ External feedback/recognition. Increase in collaborations leading to joint initiatives/funding opportunities.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Introduced reusable cups and lunchboxes, with discount incentives, to help reduce single-use items.
- ✓ Implemented 'Foodsteps' enabling visible carbon labelling on retail menu options.
- ✓ Switched disposal of food waste to an off-site Anaerobic Digestion process.
- ✓ Provided food waste bins on wards and on-site restaurants.
- ✓ Ward trials undertaken for an Electronic Patient Menu system to help reduce waste.

Green Spaces: Biodiversity and Community Wellbeing – New!

In a healthcare environment, access to quality green spaces supports physical healing, mental wellbeing, and environmental resilience. At Salisbury NHS, our rare chalk grasslands and rich green surroundings enhance this benefit. Biodiversity on hospital sites enhances air quality, provides therapeutic landscapes for patients and staff, and creates habitat for native wildlife. This area of focus commits to integrating nature into the hospital environment by protecting existing green areas, introducing biodiversity-supporting features, and encouraging engagement through education and community participation.

Vision: To create a healing environment where people and nature thrive together, fulfilling the Trust Anchor institution responsibilities.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
All accessible green space locations will be communicated to public and staff e.g. maps, posters.	<ul style="list-style-type: none"> ➤ Number of maps downloaded/handed out. ➤ Count Staff badge access to areas.
Implement ten biodiversity initiatives e.g. pollinator gardens, green roofs, bird boxes, or insect hotels by 2026.	<ul style="list-style-type: none"> ➤ Number and type of features installed. ➤ Records of usage by wildlife.
Conserve, enhance and extend where possible, areas of existing habitat e.g. unimproved land/species-rich areas.	<ul style="list-style-type: none"> ➤ Number and variety of key indicator species recorded.
Seek funding for 'Healing Nature': pilot for patient nature programme, and a Green Social Prescribing pilot for staff.	<ul style="list-style-type: none"> ➤ Number of participants, hours, and feedback. ➤ Referral numbers
Staff engagement activities e.g., nature walks, exhibitions.	<ul style="list-style-type: none"> ➤ Number of participants/feedback.
Baseline biodiversity survey by end of 2027.	<ul style="list-style-type: none"> ➤ % surveyed. New species observed and location/estimate of abundance.
Maintain local, regional, national and sector connections to follow current priorities and share best practice.	<ul style="list-style-type: none"> ➤ Number of presentations at local/regional/national forums.



Progress Already Made

- ✓ Two editions of an SDH Nature Guide – author James Macpherson, supported by ArtCare.
- ✓ Wildflower seeds sown and long borders established.
- ✓ 100 blossom trees planted in 2023, supplied by the NHS Forest programme.
- ✓ Monthly Nature Walks organised in Spring through to Autumn.
- ✓ Staff only courtyards adjacent to clinical spaces to provide quick access to outdoor space.
- ✓ Staff nature themed photography exhibition held.
- ✓ Over 500 species recorded on and around site.

Medicines and Medical Gases

Medical gases and medicines play a vital role in patient care, but their production, use, and disposal contribute significantly to healthcare-related emissions. By adopting sustainable procurement practices, optimising usage, and exploring lower-carbon alternatives, we can minimise their environmental impact while maintain high-quality care. Reducing waste, improving efficiency, and implementing greener solutions for anaesthetic gases and pharmaceuticals will support our transition to a net-zero healthcare system.

Vision: To reduce the environmental impact of medical gases and medicine through sustainable procurement, responsible usage, and innovative alternatives – ensuring high-quality patient care while supporting our journey to a net-zero healthcare system.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Decommissioning the nitrous oxide manifold in accordance with NHS England's Nitrous Oxide toolkit guidance, to reduce nitrous oxide usage (outside of maternity) and innate losses by end of 2026.	<ul style="list-style-type: none"> ➤ Reduction carbon emissions. ➤ £ savings made.
Reduce medicine waste from wards and pharmacy by 20%, by 2028.	<ul style="list-style-type: none"> ➤ Progress reviewed through periodic sampling and available data where feasible.
Recycle inhalers by 2027.	<ul style="list-style-type: none"> ➤ Number of inhaler recycling containers collected per annum.
Educate and encourage lower impact inhaler prescribing.	<ul style="list-style-type: none"> ➤ Number or lower carbon inhalers dispensed.
Reduction in medical gases through the proposed Elective Care Centre design.	<ul style="list-style-type: none"> ➤ Reduction in associated carbon emissions.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Unused medicines are returned by wards and redistributed within the hospital.
- ✓ Reusable boxes for medicine transport have reduced the use of plastic bags.
- ✓ Collection points introduced to enable safe disposal of metered-dose inhalers to help reduce associated greenhouse gas impact.
- ✓ Working closely with the Primary Care network across Bath, Swindon, and Wiltshire to ensure that there are environmentally friendly and affordable options to enable us to move away from reliance on aerosol inhalers

Net Zero Clinical Transformation

As healthcare evolves to meet the demands of the 21st century, it is essential to integrate sustainability into care delivery. The NHS Long Term Plan emphasises the need for innovative models of care that not only improve patient outcomes but also reduce carbon emissions. By considering environmental impact in care design and implementing sustainable practices, we can create a healthcare system that is both resilient and environmentally responsible. This approach ensures that quality care and sustainability go hand in hand, benefitting both patient and the planet.

Vision: To transform healthcare delivery by integrating innovative, sustainable models of care that enhance patient outcomes while minimising environmental impact, ensuring a greener and more resilient future for all.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Focus on reducing emissions and improving the sustainability of the Emergency Department, establishing a working group to support this, by end of 2025.	➤ Establishment of Emergency dept. working group, and identification of initiatives.
Empower clinicians to improve the sustainability of their models of care by embedding Sustainability and Quality Improvement (SusQI) in the Improving Together methodology, and any other available tools and resources, by 2026.	➤ % of Quality Improvement projects with sustainability impacts identified.
Ensure business development and investment decisions undertake a formal Sustainability Impact Appraisal (SIA) by 2028 using available tools.	➤ Number of SIAs completed.
Identify more efficient work processes to reduce the use of paper, gloves, and couch paper rolls.	➤ Cost reduction from previous fiscal year.
Identification of Clinical Sustainability Leads across areas.	➤ Number of Clinical Leads.

Over the lifetime of this green plan, the Trust will be focusing more than ever on delivering care closer to home, collaborating with community and primary care partners. This shift—often called a ‘left shift’—is one of the biggest opportunities we have had to redesign how care is delivered. It is also a major step forward for sustainability. By reducing the need for hospital visits and supporting earlier, more local care, we can lower our carbon footprint, ease pressure on acute services, and improve people’s experience of care.



Progress Against 2021-2025 Green Plan Commitments

- ✓ 21-23% of outpatient appointments are now held virtually, reducing associated emissions, and offering patients the convenience to attend from a location that suits them.
- ✓ Theatres Working Group established to identify sustainability opportunities in a clinical space. The group has already improved recycling and conducted a team survey to investigate switching to reusable theatre hats.
- ✓ A ‘Gloves Off’ campaign being explored to help reduce glove use where not clinically required.
- ✓ Green Team established in our Intensive Care Unit with the aim to implement the Intensive Care Society’s ‘Environmental Sustainability Recipe Book.’

Supply Chain and Procurement

A sustainable supply chain and procurement strategy are essential for reducing the environmental impact of healthcare operations, by prioritising ethical sourcing, low-carbon alternatives, and circular economy principles, we can minimise waste, lower emissions, and enhance resource efficiency. Embedding sustainability into procurement decisions across the BSW Hospital's Group ensures that the products and services we use align with our commitment to a net-zero future. Through collaboration with suppliers, innovation, and responsible purchasing, we can create a greener, more resilient healthcare system that benefits both people and the planet.

Vision: “By 2045, to see an NHS with a net zero, fair, and transparent supply chain free of modern slavery” through building a sustainable, ethical, and low-carbon supply chain that supports high-quality patient care while reducing environmental impact.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Engagement with suppliers to shape our approach and provide them opportunity to align with our net zero ambition, focusing initially on our top one hundred suppliers to BSW by spend.	➤ Year on year report with SBS.
Encourage suppliers to go beyond minimum requirements and engage with the Evergreen Sustainable Supplier Assessment by end of 2026.	➤ % of top 100 BSW suppliers on framework.
All suppliers, by April 2027, will be required to publish a Carbon Reduction Plan (CRP) for global emissions aligned to the NHS net zero target Scope 1, 2 and 3 emissions.	➤ % of top 100 BSW suppliers by spend with CRP measured year on year.
Explore and implement (2025-26) methodology to quantify delivered social value through tendering. Year on year reporting.	➤ Record social value creation and associated number of contracts.
Supplier Day for local SME suppliers across BSW by March 2026.	➤ Supplier event held.
Work with NHSSC to implement sustainable product choices.	➤ Number of products moved to a more sustainable option.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Adoption of the Evergreen Supplier Framework as a mechanism to benchmark suppliers.
- ✓ Statement provided to all suppliers that the Trust is committed to leading on sustainability and expects all members of the supply chain to actively support us in this aim.
- ✓ Encourage suppliers to propose innovations which improve the sustainability of their tender offering. Reflected in tender evaluation criteria.
- ✓ Social value included in all contract specifications > £5m.

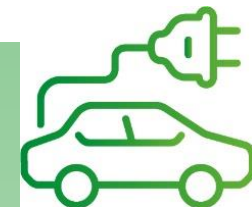
Travel and Transport

Reducing travel emissions is crucial, as vehicle pollution negatively impacts local air quality and public health. NHS England has set an ambitious target to transition to a net-zero fleet, including emergency and patient transport vehicles. We are committed to playing our part in this journey by progressively adopting low and zero-emission vehicles. Shifting towards cleaner transport alternatives, including active travel options, not only supports environmental goals but also enhances staff wellbeing by promoting physical and mental health.

Vision: To create a sustainable future where zero-emission transportation is seamlessly integrated across our fleet, business travel, and staff commutes for all essential travel needs.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Following the NHS roadmap with regards to 'all new vehicles owned or leased will be zero emission (excluding ambulances)' by 2027.	➤ % of ZEV and ULEV in fleet.
Restricting salary sacrifice scheme ZEVs by 2026.	➤ Number of ZEVs leased.
Understanding barriers and motivations to sustainable travel Annual staff travel survey, and visitor travel survey by 2027.	➤ % of survey participants.
SMART actions added to Sustainable Travel Plan by 2026.	➤ Refreshed plan published.
Reducing unnecessary patient travel.	➤ Number of remote appointments and patient miles avoided.
Addressing the exclusion of low paid staff from the cycle to work scheme by 2027.	➤ Appointment of a cycle to work provider that meets staff needs and/or other opportunities to acquire a bike.
Working with internal and external partners to learn and share beyond our boundaries by 2028 and collaborate to increase patient access to public transport to attend hospital.	➤ Increase in external collaborations for joint initiatives or funding opportunities.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Improved facilities to support 'active travel,' including secure cycle storage, and access to shower and changing facilities.
- ✓ Established a Public Transport User Group to support staff and engage with local transport providers, resulting in increased sales of discounted staff tickets through our collaboration with the local bus company.
- ✓ Published a Sustainable Travel Plan.
- ✓ 2 Electric vans added to fleet.
- ✓ Achieved Cycling UK Gold Accreditation.
- ✓ Air quality monitoring on site.
- ✓ Personal Travel Plans made available for staff.

Workforce and System Leadership

A sustainable healthcare future depends on strong leadership and an empowered workforce. Embedding sustainability into everyday practices requires a collective commitment from leaders, staff, and system partners. By fostering a culture of environmental responsibility, providing education, and training, and integrating green principles into decision-making, we can drive meaningful change. Our workforce is at the heart of this transition, and through collaboration, innovation, and leadership, we will build a resilient, net-zero healthcare system that supports both people and the planet.

Vision: To inspire action, share knowledge, and empower change for a more sustainable healthcare system. And to broaden our impact by inspiring action among our wider stakeholders, including patients.

Key SMART actions and KPIs 2025-2028

What steps will we take to make this happen?	How will we track progress?
Senior leadership and Board specific training by end of 2026.	➤ % of leadership/Board completing training.
Annual staff survey for understanding sustainability engagement, motivators, barriers, challenges.	➤ % of staff participating in survey.
Include Sustainability and Quality Improvement (SusQI) in appraisals by the end of 2026.	➤ % of staff incorporating SusQI goals into their appraisal plans.
Expand the Sustainability Champions network to ensure representation in every ward and department by 2028.	➤ Number of Sustainability Champions and initiatives undertaken.
Engage with local, regional, and national networks to learn and share beyond our boundaries, 2025-2028.	➤ Feedback or recognition from external networks. Increase in external collaborations leading to joint initiatives or funding opportunities.



Progress Against 2021-2025 Green Plan Commitments

- ✓ Mandatory Net Zero module for all staff to complete.
- ✓ Champions network established.
- ✓ Annual Sustainability week, Green Week, Sustainability Seminar, and regular events for staff.
- ✓ Sustainability included in the Trust Induction programme.
- ✓ Clinical Working Groups in place e.g. Theatres, Intensive Care.
- ✓ Sustainable Actions platform, shared across BSW Hospitals Group, available to all staff.
- ✓ Sustainability consideration added to the Trust's A3 thinking template tool for Improving Together.

Mapping Ambition to Action

This section illustrates how our six strategic aims (page 3) – the ‘why’ behind our sustainability journey – are delivered through the 10 Areas of Focus of our Green Plan – the ‘how’. By making these connections explicit, we can better track progress, ensure our actions remain purposeful and impactful, and highlight how each operational area contributes to our overarching goals.

STRATEGIC AIMS	AREAS OF FOCUS									
	Adaptation	Digital Transformation	Estates & Site Redevelopment and Waste Management	Food & Nutrition	Green Spaces: Biodiversity & Community Wellbeing	Medicine & Medical Gases	Net Zero Clinical Transformation	Supply Chain & Procurement	Travel & Transport	Workforce & System Leadership
Deepen community engagement and shared sustainability ownership	✓	✓	✓	✓	✓		✓	✓	✓	✓
Contribute to Salisbury's resilience and sustainability	✓	✓	✓		✓		✓	✓	✓	✓
Reduce the Trust's environmental footprint through innovation	✓	✓	✓	✓		✓	✓	✓	✓	
Address environmental drivers of ill health	✓		✓	✓	✓	✓	✓		✓	
Support staff wellbeing and retention		✓	✓	✓	✓				✓	✓
Drive local economic value through ethical procurement				✓				✓		

We have set ambitious but achievable goals under this Green Plan, aligned to national NHS net zero targets consistent with progress being made by our peer organisations. We recognise, however, that the scale and pace of our progress is influenced by external factors, including capital funding and increasing hospital activity levels and patient demand, which continue to put pressure on our resources. Overall, our confidence in achieving most of our aspirations by 2028 remains strong, with several areas already embedded into our ways of working. The only specific target where we are behind some peers is the decommissioning of the nitrous oxide manifold, which is fully dependent on future funding availability. We will continue to monitor and prioritise actions based on impact, feasibility, and available resources, maintaining a clear direction of travel towards our long-term net zero goals while being transparent about the challenges ahead.

How you can help

Join us on our sustainability journey!

- **Spread the Word**

Start the conversation! Talk to your colleagues, friends, and family about sustainability. Every discussion helps drive awareness and positive change – let us get everyone thinking (and talking) green.

- **Stay Informed**

Follow us for the latest updates, tips, and news on our sustainability efforts:

- X/Twitter: @SustainableSFT
- LinkedIn: @sftsustainability
- Visit our sustainability pages:
www.salisbury.nhs.uk

- **Get Involved**

Share your ideas, ask questions, or reach out for support by emailing:

sft.sustainability@nhs.net



Are You a Member of Staff at Salisbury NHS Foundation Trust?

Become a **Sustainability Champion**! Be a leader in inspiring change – whether you are enthusiastic about making bold, sustainable moves or simply want to start with small everyday actions, there is a place for you in our team.

Interested? Email us at sft.sustainability@nhs.net to find out more and get involved.

You can also find more information and support on [Sali](#).

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