

Sustainability

Annual Report 2025/26



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Executive Summary

This report outlines Salisbury NHS Foundation Trust's (SFT) sustainability progress during 2025/26, including confirmed carbon footprint data for April 2024 – March 2025. It provides details of the many positive actions taken against our Green Plan and summarises progress within each Green Plan chapter, together with an overview of what SFT aims to deliver in 2026/27.

SFT's total **NHS Carbon Footprint (Direct Boundary)** for 2024/25 totalled 10,543.23 tCO₂e. This represents a reduction of 0.33% compared to 2023/24.

Scope 1 & 2 (Direct + Energy) emissions reduced to 8,282.41 tCO₂e, a 2.0% reduction year-on-year, reflecting early impact from estate decarbonisation activity including PSDS investment.

While progress has been made, the relatively small reduction in total emissions highlights the growing importance of addressing emissions beyond estates and energy. Although the Trust currently reports against the NHS Carbon Footprint (Direct Boundary), further reductions will increasingly depend on actions relating to clinical practice, procurement, and travel. Over the coming year, the Trust will focus on strengthening these areas, alongside continued estate decarbonisation, to accelerate progress toward the NHS Net Zero targets.

Key Highlights of 2025/26



Introduction

Sustainability is essential to Salisbury NHS Foundation Trust because it directly supports the delivery of high-quality patient care, ensures long-term financial resilience, and strengthens the Trust’s ability to operate reliably in a changing climate. A lower-carbon, resource-efficient estate helps reduce operational costs, allowing more funding to be directed toward frontline services. At the same time, reducing pollution, improving air quality, and creating healthier environments contribute to better patient outcomes and staff wellbeing. By building resilience to climate-related risks, such as heat, flooding, and energy price volatility, the Trust can safeguard its services and ensure continuity of care for the communities it serves both now and in the future.

SFT’s refreshed Green Plan sets out its sustainability priorities for 2025–2028. Building on the foundations of the original Green Plan (published in January 2022), the updated plan strengthens the Trust’s commitment to delivering sustainable, resilient, and low-carbon healthcare. Alongside its established areas of focus, it introduces a tenth priority area dedicated to Green Spaces: Biodiversity and Community Wellbeing. While the plan acknowledges wider sustainability themes, it remains focused on actions that deliver measurable carbon reductions and operational benefits. It does not rely on offsetting; instead, it prioritises evidence-based interventions across clinical practice, estates, digital transformation, procurement, and travel.



This annual report provides an overview of the Trust’s progress during 2025/26 against these priorities, highlights achievements to date, and sets out objectives for 2026/27 as the Trust continues its journey toward a net-zero and climate-resilient future.

Carbon Footprint 2024/25

The latest reported carbon footprint* is for the period 2024-2025. The 2025-2026 footprint is not yet available.

Confirmed Emissions Totals

SFT reports emissions in line with the Greener NHS “Carbon Footprint” definition. This includes Scope 1 and 2 emissions and selected Scope 3 sources under the NHS direct footprint boundary. It does not represent the full Scope 3 supply chain emissions captured under the NHS Carbon Footprint Plus methodology.

Confirmed 2024/25 emissions are as follows:

Scope 1 & 2 (Direct + Energy)	8,282.41 tCO ₂ e	↓ 168.84 tCO ₂ e, 2.0% from 2023/24
NHS Carbon Footprint (Direct Boundary)	10,543.23 tCO₂e	↓ 34.91 tCO₂e, 0.33% from 2023/24

The difference between these totals reflects the subset of Scope 3 emissions included within the NHS Carbon Footprint boundary.

Compared to the 2022/23 baseline year (11,452.14 tCO₂e), total emissions remain approximately 8% lower.

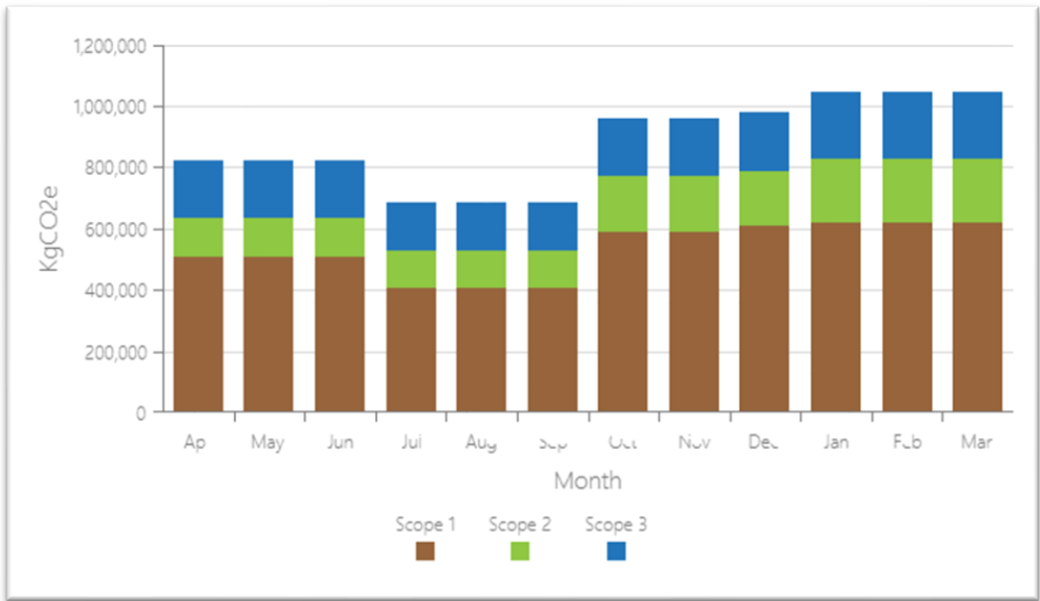


Figure 1. Monthly carbon emissions by scope (April 2024-March 2025)

This chart illustrates monthly emissions across Scope 1,2 and 3 (NHS direct carbon footprint). Seasonal peaks during winter months reflect increased heating demand, reinforcing the strategic importance of heat pump operationalisation and long-term heat decarbonisation. Scope 1 remains the dominant contributor.

Performance Interpretation

Facilities fossil fuels and purchased electricity account for most emissions. Anaesthetic gases remain a significant direct clinical source. This distribution reinforces the importance of estate decarbonisation and clinical engagement.

The reduction in Scope 1 & 2 emissions indicate early benefits from energy efficiency projects and infrastructure upgrades. However, the relatively flat total footprint suggests that Scope 3 emissions now represent the primary challenge in achieving further reductions.

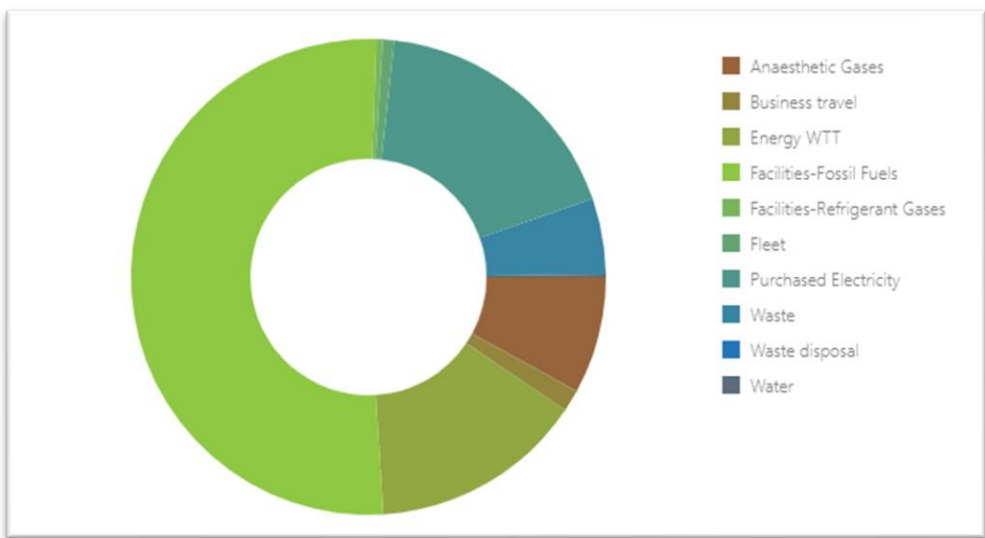


Figure 2. Emissions by source category (2024/25)

Key Drivers of 2024/25 Emissions

3.1 Estates and Energy

- Gas consumption remains the single largest driver of Scope 1 emissions.
- Heat pump installation is complete but not fully operational across the entire year reported.
- Solar PV installations are generating, but full-year benefit will be realised in 2025/26.

3.2 Anaesthetic and Medical Gases

- Desflurane cessation continues to reduce high-impact emissions.
- Nitrous oxide infrastructure review ongoing.
- Inhaler propellant recovery schemes expanding.

3.3 Waste and Resource Use

- Tiger waste segregation continues to shift waste streams to lower-carbon treatment routes.
- Food waste diversion to anaerobic digestion contributes to avoided emissions.

Alignment with Net Zero Trajectory

SFT remains committed to supporting the delivery of the national NHS Net Zero Plan, including achieving Net Zero for the NHS Carbon Footprint by 2040 and for the NHS Carbon Footprint Plus by 2045. The Trust's 2024/25 carbon footprint shows continued progress, particularly in reducing Scope 1 and 2 emissions through estate decarbonisation, expansion of on-site renewable energy, and energy-efficiency improvements.

Year	Scope 1 & 2	Scope 1, 2 and 3
22/23	9,081.87	11,452.14
23/24	8451.25	10,578.14
24/25	8,282.41	10,543.23

Table 1. Three-Year carbon emissions trend

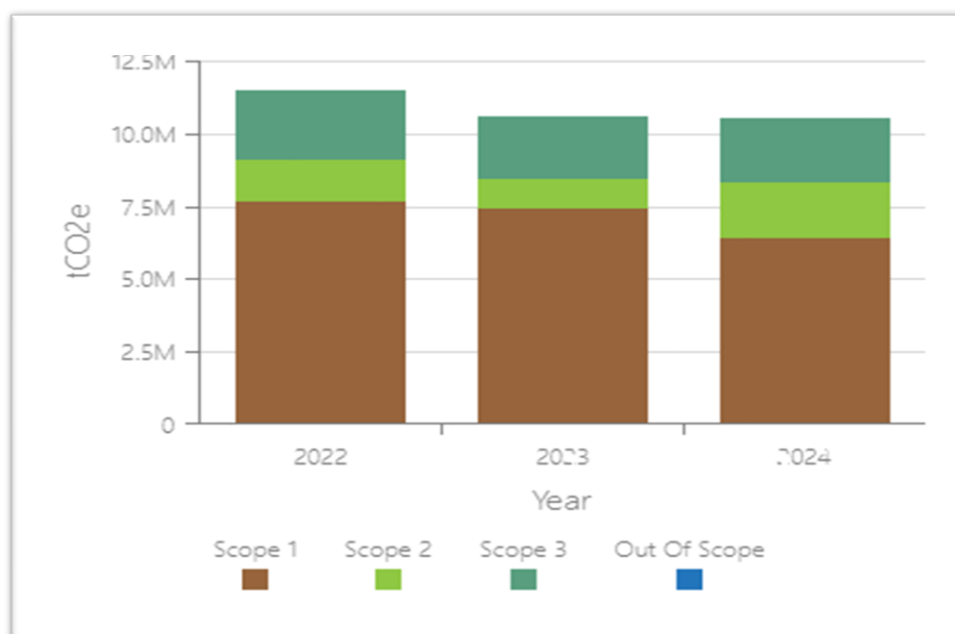


Figure 3. Tracking Emissions over Multiple Years

These reductions demonstrate that recent infrastructure investments are beginning to reshape the Trust's emissions profile. However, the current rate of progress does not yet align with the reductions required to meet the national trajectory. Continued reductions in fossil fuel use, improvements in energy efficiency, and increased use of renewable energy will remain essential to achieving the required pace of decarbonisation.

While the Trust currently reports emissions within the NHS Carbon Footprint (Direct Boundary), further reductions will increasingly depend on actions relating to clinical practice, procurement, and travel. Over the coming years the Trust will strengthen activity in these areas by working with suppliers through the NHS Evergreen Assessment, expanding clinical sustainability programmes, and improving the measurement of patient and visitor transport emissions. Developing capability in these areas will support the Trust’s longer-term transition toward the NHS Net Zero targets.

Over the coming year the Trust will focus on strengthening the key enablers identified within the NHS Net Zero Plan, including heat decarbonisation, digital transformation, supply chain engagement, low-carbon models of care, and enhanced data capability. These workstreams will be critical in accelerating progress toward Net Zero and ensuring the Trust continues to develop as a resilient, sustainable organisation capable of meeting future environmental and operational challenges.

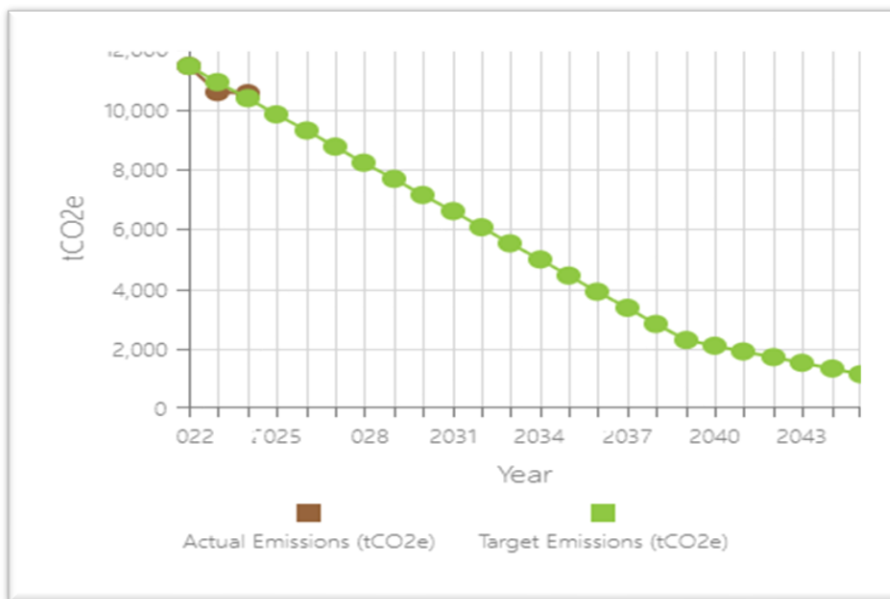


Figure 4. Net Zero Progress

Priority Actions for 2026/27

- Full operationalisation of PSDS funded heat pump infrastructure.
- Develop and progress a broad organisational approach to reducing medical gas use, including a gradual move away from nitrous oxide where appropriate, supported by clinical input, service improvements, and alignment with evolving national expectations.
- Strengthened clinical engagement by establishing a Clinical Sustainability Group to reduce duplication of sustainability effort and provide consistency across clinical practice.
- Develop and adopt an overarching approach to understanding and monitoring transport-related carbon impacts across the organisation, supporting regular reporting and helping to highlight opportunities for emission reduction.

The 2024/25 carbon footprint data demonstrates that while structural investments are beginning to shift SFT’s emissions profile, it must accelerate reduction efforts to align with national NHS net zero milestones. Energy remains the primary carbon driver.

Clinical and supply chain emissions represent the next frontier of decarbonisation and will require dedicated resource and clinical leadership.

* The carbon footprint presented 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.

Green Plan Areas of Focus 2025/26

A summary of key developments from 2025/26 across the ten areas of focus of SFT's Green Plan. The full Green Plan can be found at <https://www.salisbury.nhs.uk/about-us/sustainability/>

Adaptation

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

- Working with Sustainability West Midlands, a BSW Hospitals Group Adaptation Plan was produced, including a Trust level Climate Risk Assessment. The Sustainability and EPRR teams are now working together to add identified climate risks with a score of 12 or above to Datix, the Trust's risk register.
- The Sustainability and EPRR team are planning a scenario workshop to help the Trust prepare, test, and improve their response to severe weather incidents, and translate the climate risk data into operational planning.
- A sustainability nudge has been added to the Trust's Business Continuity template to remind teams to choose recovery actions that minimise environmental impact while restoring services.



Pictured: Occupational Health courtyard area.

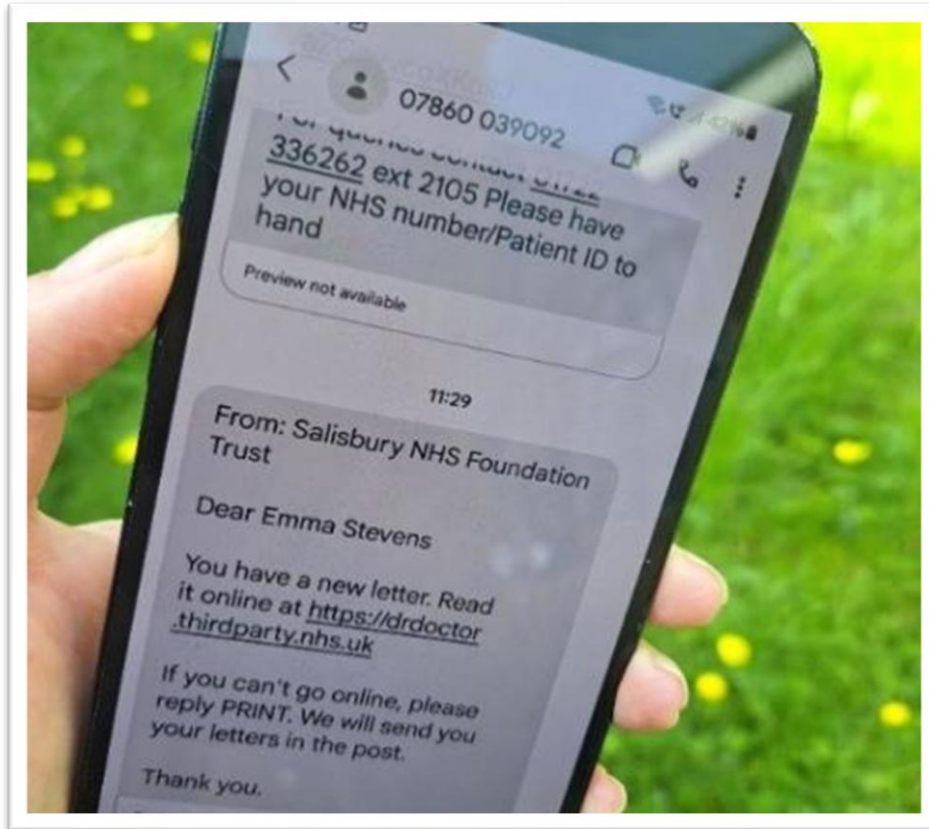
- An Adaptation Working Group has been established across the BSW Hospitals Group, to progress the actions from the shared Adaptation Plan. Discussions include funding opportunities and challenges; local authority collaboration; and improved internal broadcast communications for climate messaging and related incidents.

Digital Transformation

Green Plan 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.

- The incremental introduction of DrDoctor, a digital patient letter application, has so far saved over 450,000 pages of paper, with a carbon reduction impact of ~1.23 tCO₂e.

- Since a November rollout, ~50,000 outpatient clinic letters have been emailed to GPs rather than being sent by post. Reducing paper, print, and postage emissions/cost.



Pictured: DrDoctor digital patient letter communication.

- The Electronic Patient Records (EPR) programme has been progressing across the BSW Hospitals Group, with expected go-live 2027.
- The Waste and IT teams have collaborated to divert approximately 240 respiratory equipment bags per year from disposal, repurposing them as laptop and equipment carriers within IT services.
- Reuse and recycling of IT equipment, resulting in an environmental impact reduction of approximately 4,000kg of landfill waste and 100tCO₂e.

Estates, Site Redevelopment, and Waste

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

- Secured £1.189million of funding from the Department for Energy Security and Net Zero, for renewable, and energy efficiency initiatives.
- 1,040 LED bulbs installed across the hospital site.
- 831,457 kWh of electricity generated from rooftop solar panels.
- Night-time energy audits conducted in external areas, and in key locations such as Genetics, Pathology, Radiology, Fertility Centre, and the Eye clinic.
- Approximately 20% of end-of-life solar panels auctioned locally for reuse.
- The onsite Recycling Centre renamed and relaunched as the Sustain & Reclaim Centre, to better reflect its activities of reuse and repair. New signage installed and Trust communications rolled out.
- Following a review of procurement costs data, the Sustain & Reclaim Centre's financial savings have increased to just over £400,000 per annum, with approximately two hundred items (mostly furniture) saved from landfill per month.



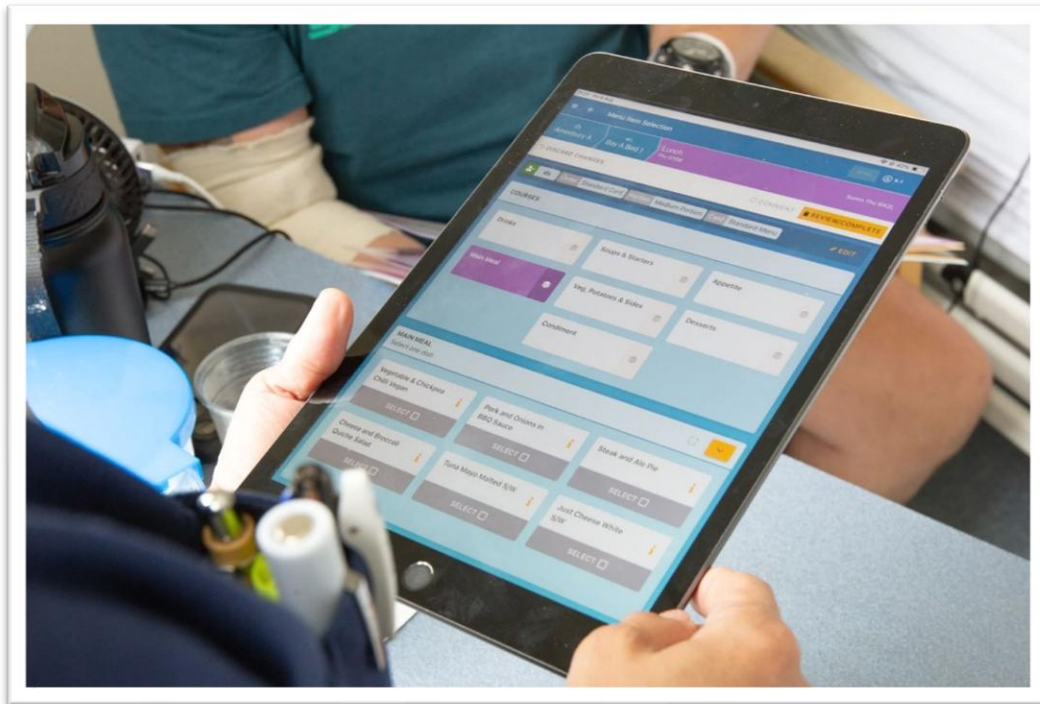
Pictured: SFT Estates and Decarbonisation Project Team members.

- The Tiger Offensive Waste stream, in line with the national NHS Net Zero 20-20-60 campaign to reduce environmental impact & disposal costs, successfully rolled out across the Trust achieving the 60% target five months ahead of schedule.
- Following a Health Improvement project audit, conducted by Resident Doctors, clinical recycling bins introduced in appropriate clinical areas to recycle consumables packaging that would otherwise have been incinerated.

Food and Nutrition

Green Plan 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.

- Menu carbon analysis using the Foodsteps platform has enabled the catering team to identify and introduce lower carbon menu options while maintaining nutritional quality and patient satisfaction. Early modelling suggest that menu adjustments are reducing the average carbon footprint of meals served across the Trust by 37-39% across all key sustainability metrics (GHG emissions/land use/water use) which is a substantial environmental improvement.
- Following a staff suggestion, the Catering team introduced a 10p charge on takeaway containers to encourage staff to use reusable containers and help reduce reliance on single-use items. The team aims to remove all single-use cups by 2027 and is currently investigating reusable cup loan schemes.
- The successful implementation of an electronic menu-ordering system across 26 wards, supported by the Foodsteps platform, has delivered a sustained 19% reduction in food waste, with results independently weighed and verified by our waste contractor. In addition to the environmental benefits associated with reduced food disposal, the digitalisation of the menu has also removed the need for printing large volumes of paper menus. This change saves just over 280,000 sheets of A4 paper every year, which equates to approximately 35 trees saved annually.



Pictured: Electronic meal ordering system tablet.

- Implementation of food waste bins and caddies across the hospital site have resulted in 40.2 tonnes of food waste diverted to an offsite anaerobic digestion plant, generating renewable energy and biofuel for vehicles.



Pictured: Staff food waste caddy.

- In collaboration with a local dairy, a milk vending machine was installed in Springs Restaurant to offer staff and visitors access to local, fresh milk. This initiative supports local suppliers, helps reduce food miles, and reduces plastic bottles.

Green Spaces: Biodiversity and Community Wellbeing

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

- In July, our annual BioBlitz took place with the aim to log as much site biodiversity that could be found in just one day. Together, a volunteer team from Tesco and James Macpherson, Sustainability Champion, found approximately 180 species on our hospital site.



Pictured: BioBlitz Volunteers conducting site survey.

- Nature walks and staff wellbeing activities linked to the hospital’s green spaces continue to encourage staff engagement with the natural environment and support wellbeing.
- Biodiversity monitoring through the Trust BioBlitz and ongoing habitat management indicates a continued increase in species recorded across the hospital estate.
- Blossom tree whips, grass areas, flower beds, and protected species, continue to flourish thanks to the Waste and Grounds Team who monitor and maintain the site’s green areas.

Medicines and Medical Gas

Green Plan 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.

- Wards are continuing to return unused medications to help reduce drug waste.
- Inhaler collection points in Respiratory and Children’s Outpatients for safer disposal continue to be a success. The Waste Manager is pursuing the opportunity with a waste provider for improving this initiative to an inhaler recycling scheme.



Pictured: Unused ward medication returned to stock.

- There continues to be increased prescribing of dry powder inhalers across the BSW, driven by the Area Prescribing Committee. Reducing the environmental impact of aerosol inhalers.
- The current NHS direction is to decommission all nitrous oxide manifolds and transition to cylinder-based delivery to reduce overall usage and inherent system losses. For our Theatres, a full cylinder-based approach presents challenges, conversion of anaesthetic machine fleet and a lack of suitable and identifiable storage space within the department. NHS England has made funding available to support Trusts with nitrous oxide decommissioning, and we intend to seek further funding opportunities should we wish to progress. Our previous funding application (approx. £32k) in August 2025 was unsuccessful due to the level of investment required to transition the existing anaesthetic machine fleet to accommodate cylinders. Concerns also remain regarding the availability of appropriate storage space within the Theatres footprint. A nitrous oxide reduction toolkit is now available from the NHS, and we will need to work toward implementing its recommendations as part of our ongoing approach to reducing nitrous oxide usage and waste.

Net Zero Clinical Transformation

Green Plan 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.

- Pilot launched in partnership with Ambu Ltd., suppliers of single-use flexible endoscopes. Led by Clare Goodyear, Medical Device Safety Officer and Decontamination Lead, and ENT and Urology Teams, new green recycling bins introduced to recycle used Ambu Scopes, allowing metals to be recovered and plastics recycled. While circularity is our long-term goal, this recycling initiative is a great first step towards reducing waste and building a more sustainable health service.
- Identification of stakeholders and agreement to form a Clinical Sustainability Group to help drive and support clinical sustainability transformation. The group is to be chaired by a senior clinical lead and supported by the Sustainability Team, ensuring strong clinical ownership of sustainability initiatives and alignment with Trust strategy.

- The Endoscopy team has replaced single-use plastic bags with long-life reusable alternatives for patient belongings. The team has also introduced a biopsy cassette system, allowing multiple samples to be safely stored in a single pot, significantly reducing plastic use.



Pictured: ENT and Medical Devices teams with an AMBU recycling bin.

- A successful trial of sterile reusable gowns in Theatres to help reduce single-use items is awaiting formal sign off and implementation.

Supply Chain and Procurement

Green Plan 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.

- Using a Scope 3 review, conducted by Shared Business Services, the Procurement Team has written to the BSW Hospitals Group's top 100 suppliers (in terms of spend) to encourage them to register for the NHS Evergreen Assessment, a self-assessment and reporting tool that allows suppliers to share their sustainability information. As a result, 48% of those suppliers have now registered and been accredited Level 1 requiring a carbon reduction plan.
- ~1,656 walking aids processed by the volunteer team in our onsite Sustain & Reclaim Centre. These items are cleaned, checked for signs of wear, ferals replaced, and recirculated to ED and Therapy.
- All tenders require a minimum of 10% weighting on sustainability and social value in line with the latest public procurement notice.
- The Sustainability Manager attended a Procurement led supplier SME event to outline the activities we are doing as a Trust and across the BSW Hospitals Group to achieve net zero, focussing on providing ideas to achieve net zero and help contribute to social value.
- The Trust has joined seven other trusts across England in the prestigious Circular Economy Healthcare Alliance. The Alliance seeks to demonstrate a commitment to sustainability, by bringing together passionate organisations who can pave the way to a greener NHS. There are three key areas of change that the Alliance is focusing on, with reference to plastic waste. This includes

reducing unnecessary use of items, using reusable items over single-use, and ensuring end-of-life items returned for remanufacture or recycling. Members of our Medical Devices and Procurement teams are joining monthly Alliance meetings, offering their insights in sustainability.



Pictured: Representatives from Procurement, Clinical, and Medical Devices pledging the Trust's support to the Circular Economy Healthcare Alliance.

- Patient washbowls replaced across the Trust with the old buckets recycled. This action saved 135kg of plastic waste to landfill, 412kg of CO₂, and created 26 recycled buckets.

Travel and Transport

Green Plan 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.

- EMED Group, the Trust's non-urgent patient transport provider, rolled out their first electric ambulance, a major step toward more sustainable healthcare transport.
- A successful charitable application of £25,000 enabled the installation of a fourth secure bike shelter.
- Two Trust funded Dr Bike sessions delivered, with over 30 staff cyclists attending for bicycle safety checks and maintenance advice.
- External site air quality monitored for NO₂ and PM_{2.5}, the latter as part of a Wiltshire Council network. Levels remain well below any concerns.
- Several travel promotions throughout the year to provide staff with sustainable travel information, recognise those travelling sustainably, and encouraging others to switch their commute where possible.
- The number of bicycles on site has increased slowly but steadily.
- 32 staff borrowed an E-bike to trial a more sustainable mode of transport.
- 34 staff purchased a bike using the Cycle to Work salary sacrifice scheme.
- Quarterly meetings with Salisbury Reds, hospital bus commuters and the Council, maintain awareness of staff feedback on the buses and helps ensure we work collaboratively where possible.
- Demand for discounted bus tickets (30% discount funded by the Trust) has continued to rise.
- Local bus operator Salisbury Reds have committed to a quarterly bus information desk where they welcome questions and comments from staff and visitors.



Pictured: Sally and John, Ambulance Care Assistants, EMED Group.

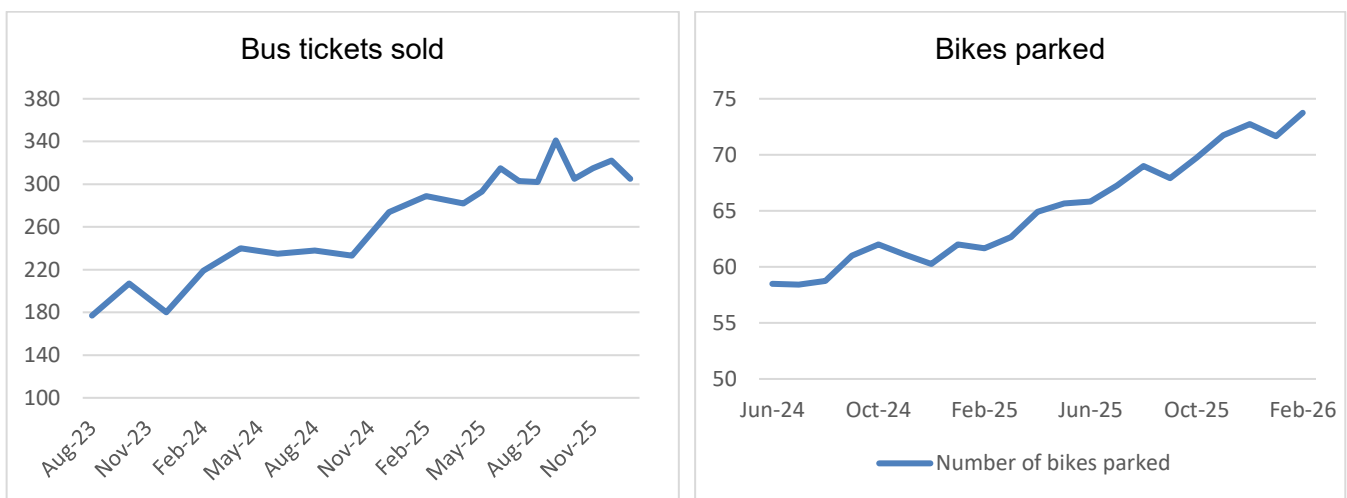


Figure 5. Discounted bus tickets sold, and number of bikes parked on site.

Workforce and System Leadership

Green Plan 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.

- Sustainability/Green Working Groups established in Theatres, Endoscopy, Radnor, and Maternity to help drive clinical sustainability transformation. These groups meet regularly to track progress and review opportunities.
- Theatres have announced one of their team as Sustainability Lead, to chair their working group and enable dedicated time on sustainability initiatives.
- Established an accreditation programme for our Sustainability/Green Groups. These groups receive accreditation dependent on activity and must evidence continued efforts on a 12-month basis.



Pictured: Members of the Endoscopy Green Group, proudly receiving Accreditation.

- Sustainability Manager continues to attend Day 3 of the My First 90 Days induction programme, presenting our sustainability aims and explaining how staff can support our net zero journey.
- Development of a Staff Engagement Toolkit to bridge the gap between ambition and action by making sustainability tangible, to help support colleagues to embed sustainability in their department.
- Hosted Work Experience students throughout the year, and Wiltshire College Art & Design students to support their academic programme through an initiative to create art from non-clinical waste items.
- Held various initiatives throughout the year, including Green Week and Sustainability Week, to engage with staff and provide information/support to help drive change and inspire action.
- Internal and external engagement and communications to highlight and promote the Sustainability agenda and celebrate efforts.

Other Achievements

- Publication of the Trust's 2025–28 Green Plan, with a new voluntary tenth focus area, Green Space and Community Wellbeing, recognising the role of nature and the natural environment in supporting health.
- Played a key role in shaping the BSW Green Plan 2025–28 and committed to delivering the planned actions over the next three years as part of the wider Integrated Care System's Green Plan implementation.
- Secured HEFMA's inaugural Sustainability Award, recognising the innovation and impact of our Sustain & Reclaim Centre (nee Asset Recycling Centre).
- Received the NHS Waste Excellence Award for exceptional waste reduction and sustainability outcomes delivered by the Sustain & Reclaim Centre.
- Awarded a Southern Sustainability Partnership award to recognise our organisation's net zero efforts in the public sector category.
- Developed a Staff Engagement Toolkit to support colleagues and embed sustainability across the Trust. Insights gathered from focus groups with staff in a range of roles directly shaped the content and priorities of the toolkit.



Pictured: Sustainability awards achieved in 2025/26

Key Challenges

The sustainability management team continues to manage several key challenges that influence the pace at which sustainability initiatives can be implemented across the Trust. These challenges relate primarily to organisational capacity, funding availability, and the cross-organisational nature of sustainability delivery.

Challenge	Risk	Mitigation
Clinical capacity and ownership.	Limited clinical project leads and competing operational priorities can slow implementation of sustainability initiatives within clinical services.	Establishment of a Clinical Sustainability Group and continued engagement with clinical teams to support sustainable practice change.
Funding.	Decarbonisation and sustainability initiatives often require upfront investment, and external funding sources such as PSDS are competitive and intermittent.	Continued pursuit of external funding opportunities alongside internal business case development for priority projects.
Data capture and impact management.	Sustainability improvements occurring across the Trust are not always consistently captured or quantified. Without clear measurement of environmental impact, opportunities to demonstrate progress, prioritise interventions, and inform decision-making may be limited.	Strengthened collaboration with data teams. Introduction of a Sustainability Impact Assessment (SIA) framework through a phased implementation approach, supporting improved measurement of environmental impact within projects, business cases, and service developments.
Cross-organisational ownership	Sustainability is currently delivered through Estates and Facilities but many of the highest-impact interventions relate to clinical transformation, procurement, and service redesign. Without strong cross-organisational ownership there is a risk that opportunities are missed or progress is slower than required.	Strengthen cross-Trust engagement through the Clinical Sustainability Group, Sustainability Committee, and closer collaboration with Strategy and Transformation teams.

Objectives for 2026-2027

- Deliver measurable carbon reduction by fully operationalising the PSDS-funded heat pump infrastructure and integrating system performance monitoring across the estate.
- Implement the agreed pathway for decommissioning the nitrous oxide manifold, including securing NHSE capital where required, and redesigning storage and delivery workflows for Theatres.
- Embed sustainability metrics into the Shared EPR programme, ensuring benefits realisation is captured (e.g., reduced paper, reduced duplication, avoided travel).
- Launch the Clinical Sustainability Group with clear priorities, governance, and reporting, ensuring each division has at least one high-impact clinical sustainability project.
- Undertake a review of staff business travel and implement targeted actions to reduce carbon intensity, including greener travel alternatives and policy updates.
- Work with the Circular Economy Healthcare Alliance to deliver at least two new initiatives that reduce single-use items or increase return/reuse pathways.
- Improve the Sustain & Reclaim Centre's Trust-wide communications and digitalise processes.
- Achieve the planned removal of all single-use cups onsite by 2027, with accompanying behaviour-change campaigns and monitoring.
- Increase staff engagement with nature-based wellbeing activities.
- Aim to 'green' accredit at least two additional departments in 2026/27.

Conclusion

This year's sustainability report demonstrates Salisbury NHS Foundation Trust's continued commitment to embedding environmental responsibility across all areas of care. The Trust has made measurable progress in reducing carbon emissions, improving resource efficiency, and engaging staff, patients, and system partners in its sustainability agenda. These achievements highlight the strength of collaboration across clinical and non-clinical teams and reflect a growing organisational culture that recognises sustainability as integral to high-quality healthcare.

Despite this progress, the Trust acknowledges that significant challenges remain. Meeting the NHS Net Zero targets will require accelerated action, particularly in addressing Scope 3 emissions, advancing heat decarbonisation, and supporting clinical transformation. Continued investment, robust data, enhanced capacity, and system-wide collaboration will be essential to deliver the scale of change required.

Looking ahead to 2026/27, the Trust will build on the momentum established during this reporting year, focusing on high-impact interventions that deliver quantifiable carbon reductions and long-term value. By maintaining an ambitious and proactive approach, Salisbury NHS Foundation Trust aims to provide a health service that protects both patient wellbeing and the environment, ensuring a resilient and sustainable future for the communities it serves.