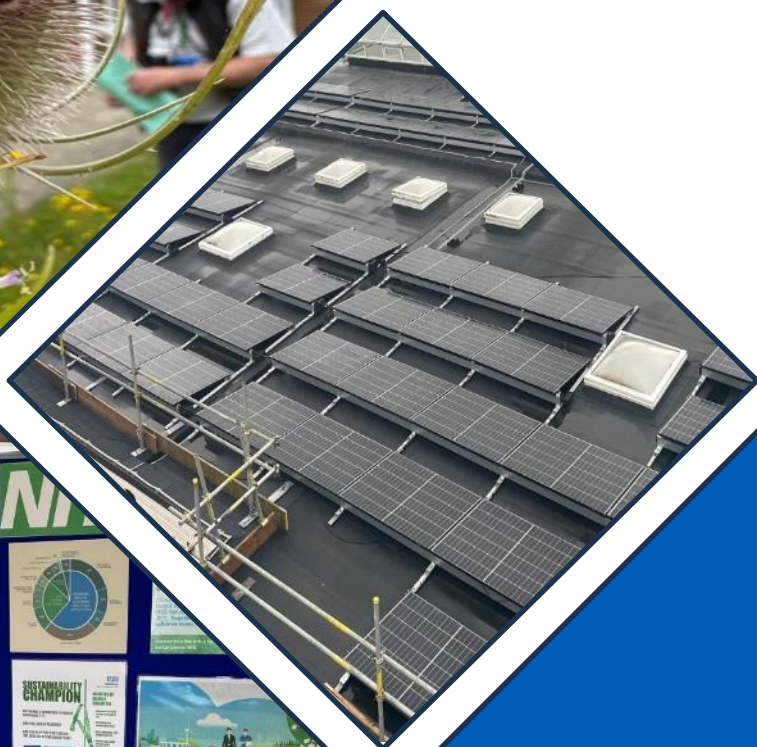




**Salisbury**  
NHS Foundation Trust

# Sustainability Annual Report 2024



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# 1. Executive Summary

This is Salisbury NHS Foundation Trust's (SFT) third Annual Sustainability Report covering the year 2024. 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 we aim to deliver in 2025.

We have a committed and engaged Sustainability Committee of Ambassadors, focused across nine chapters within our Green Plan. These areas align with national NHS priorities and represent where we will direct our efforts to reduce carbon emissions and improve sustainability alongside health outcomes:

1. Workforce and system leadership
2. Sustainable models of care
3. Digital transformation
4. Travel and transport.
5. Estates and Site Redevelopment
6. Medicines/Medical Gasses
7. Supply chain and procurement.
8. Food and nutrition
9. Climate Adaptation

## 1.1 Where we did not achieve our goals.

- An application of £15,000 to Sport England for a secure bike shelter.
- Low Carbon Skills Fund bid of £65,000 to enable the production of an Estates Carbon Reduction plan.

## 1.2 Summary of Key Achievements.

- The majority of our £10million Public Sector Decarbonisation Scheme funded project, to improve the estate energy efficiency and reduce the resulting carbon impact, is complete. We anticipate the heat pump system to be fully operational by the end of the financial year. See Appendix 2 for a summary of the project.
- A seismic survey undertaken in September as part of the geothermal feasibility study yielded positive results. The feasibility report is being collated.
- Introduction of Foodsteps, an innovative carbon audit platform, for our catering retail areas.
- Our first Sustainability Seminar engaging thirty-six colleagues across the Trust.
- Increased the individual Cycle to Work scheme salary sacrifice order limit to £4,000.
- SBS review of ICS and Trust level supply chain emissions (scope 3).
- Excellent progress towards the implementation of *Tiger* waste, in line with the NHS Clinical Waste Strategy (2023).
- Achieved Highly Commended through the Salisbury Business Excellence Awards for a second year running.
- Achieved 'gold' accreditation status with Cycling UK as an accredited Cycle Friendly Employer.
- Safer disposal of inhaler scheme expanded to Respiratory Outpatients.
- Switching food waste disposal from macerator use to an offsite anaerobic digestion plant.
- Our first BioBlitz. A biological assessment of our hospital grounds.
- Commencement of a Climate Risk Assessment and BSW Hospitals Group Adaptation Plan.
- Successful charitable funding application c.£25,000 to improve cycling infrastructure.

# 2. Introduction

As a leading local anchor Institution, we play a significant role beyond the boundaries of our estate, in contributing to a greener, healthier, and more prosperous city.

Our Green Plan, published in January 2022, has been extended to 31<sup>st</sup> July 2025 due to delayed Green Plan refresh guidance from NHS England. Our Green Plan aims to drive sustainable change across the Trust and prepare us for transition to deliver net zero carbon healthcare within two decades.



The progression to carbon net zero through the development of our Green Plan does not aim to capture the full scope of the sustainability agenda, which would also extend to include biodiversity and the promotion and utilisation of green spaces to support health and wellbeing. Our Green Plan does not consider offsetting; but instead, focuses on efforts to tangibly reduce carbon emissions.

### 3. Carbon Footprint

We are mirroring the Greener NHS definitions of ‘carbon footprint’ and ‘carbon footprint plus’ which were published in their Delivering a Net Zero NHS Strategy. The sources of carbon included under those definitions are shown in figure 1.

We are working towards measuring these emissions and will set interim targets for reduction to track progress towards the target of Net Zero by 2040 for the NHS Carbon Footprint.

The latest reported carbon footprint is for the period 2023-2024. (See Table 1.)

The 2024-2025 footprint is being actively reported on.

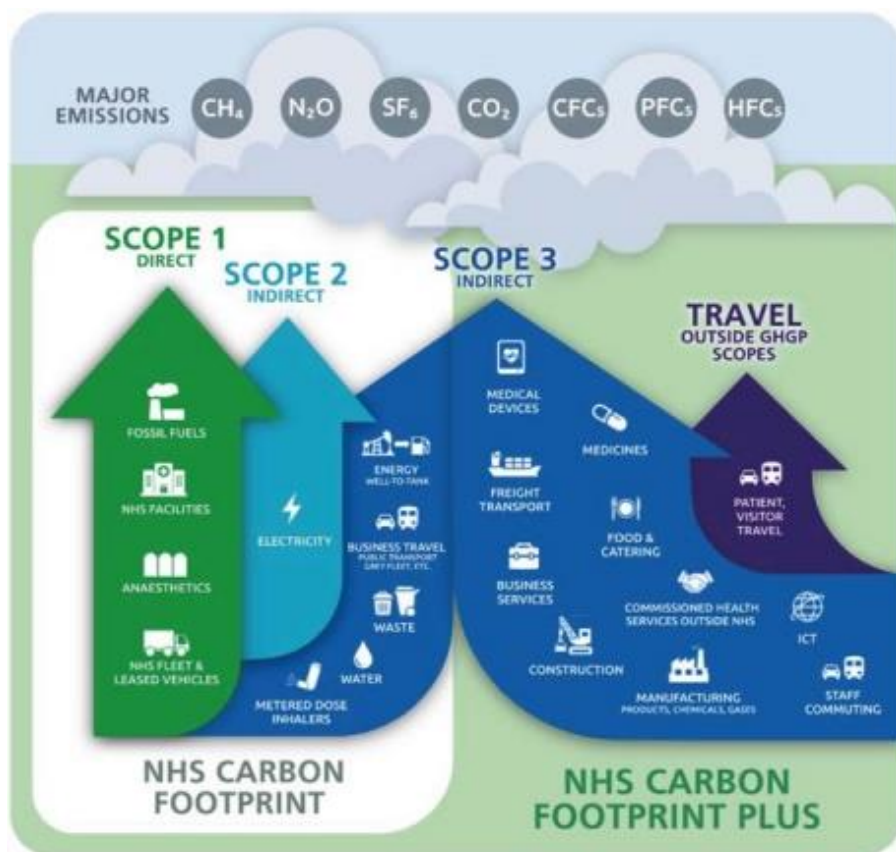


Figure 1. Greenhouse Gas Protocol scopes in the context of the NHS

#### 3.1 2023-2024 carbon footprint

**10,538** tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). A 10% reduction on 22/23.

| Emissions Source                                       | 2019/20      | 2020/21      | 2021/22      | 2022/23          | 2023/24       | 2024/25 | 2025/26 |
|--|--------------|--------------|--------------|------------------|---------------|---------|---------|
| Scope 1  | 11418.86     | 11186.94     | 10930.13     | 7,875            | 7,415         |         |         |
| Scope 2  |              |              |              | 1,480            | 1,082         |         |         |
| Scope 3 (NHS carbon footprint only)                    | 1725.64      | 1217.89      | 1470.28      | 2,258            | 2,040         |         |         |
| <b>Total tonnes CO<sub>2</sub>e</b>                    | <b>13144</b> | <b>12404</b> | <b>12400</b> | <b>11,612</b>    | <b>10,538</b> |         |         |
| Greener NHS data                                       |              |              |              | Trust level data |               |         |         |
| Reductions tCO <sub>2</sub> e Y/Y                      |              | 740          | 4            | 788              | 1,075         | 0       | 0       |
| Total tCO <sub>2</sub> e reduction from baseline 19/20 | 2,606        |              |              |                  |               |         |         |

Table 1. SFT carbon footprint by scopes

SFT's carbon footprint (table 1) has been calculated using the conversion factors provide for use by UK and internal organisations to report on greenhouse gas emissions. With data taken from the following sources:

- Annual Estates Returns Information Collection.
- Greener NHS Dashboard updated through quarterly returns.
- Greener NHS Fleet annual return.

SFT tCO2e Scopes 1, 2 and 3 (NHS Carbon Footprint)

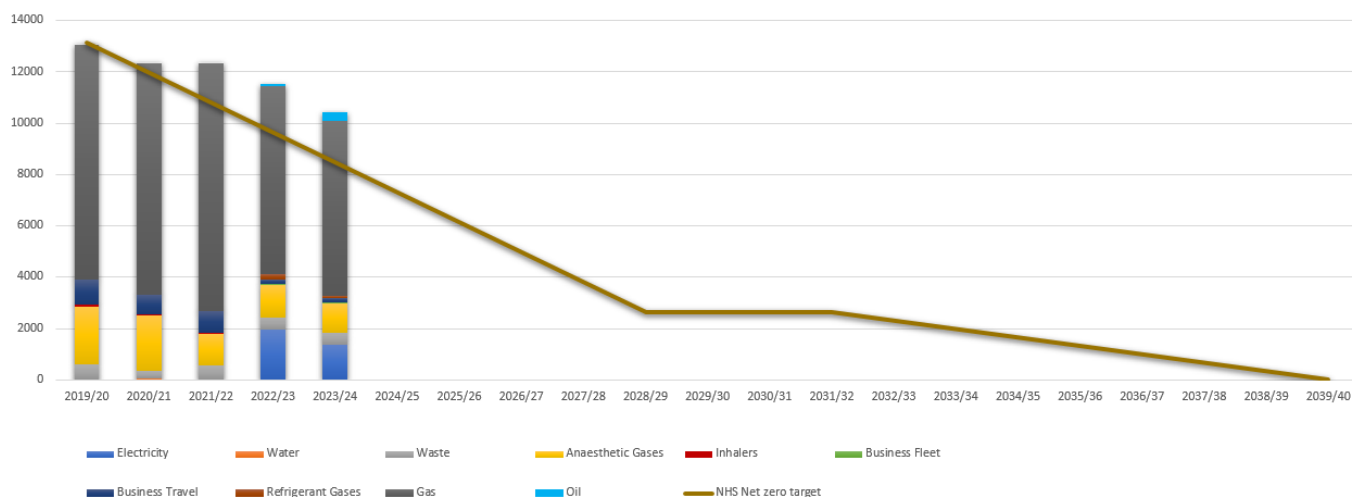
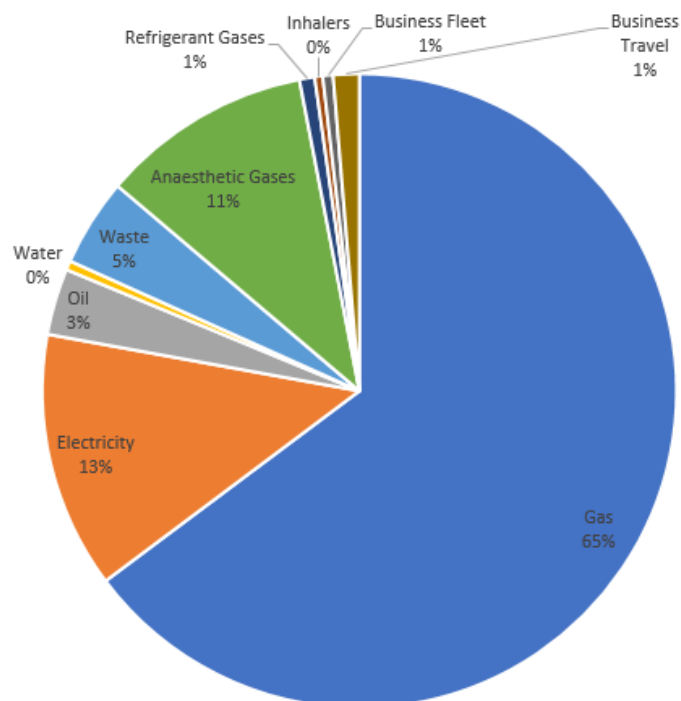


Figure 2. SFT carbon footprint against linear 2040 Net Zero trajectory

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 our 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 SFT, however the quicker we can successfully transition away from gas, the more likely we are to reach the 2040 target.

The sources of our 23/24 carbon emissions are attributed as follows:



Scope 1, 2 and 3 emissions 2023/2024 - NHS Carbon Footprint



Figure 3. SFT emissions by category

Gas, electricity, oil, and fleet emissions were reported as annual totals using data from the Estates Return Information Collection. Refrigerant gases and anaesthetic gases were reported monthly. The 24/25 footprint onwards reports all emissions on a quarterly basis.

Energy is the highest contributor to our direct emissions with gas emissions accounting for 65%, a 2% increase on 22/23. The decarbonisation project will significantly reduce our gas usage, and we should expect to see this reflected in the 24/25 footprint. Anaesthetic gases are the largest direct emitter outside of energy accounting for 11%, a 1% reduction from 22/23.

There has been a significant decrease in usage of Refrigerant gases, which can be attributed to an unusually high consumption in 22/23 due to a maintenance issue.

| Category  | Sub category                   | Total tCO2e  |              |              |              |              |          |          | Trend from<br>Prev Year | Trend from Trust level<br>baseline 2022/23 |
|---|--------------------------------|--------------|--------------|--------------|--------------|--------------|----------|----------|-------------------------|--|
|   |                                | 2019/20      | 2020/21      | 2021/22      | 2022/23      | 2023/24      | 2024/25  | 2025/26  |                         |  |
| Salisbury NHS<br>Carbon<br>footprint                                    | Scope 1                        |              |              |              |              |              |          |          |                         |  |
|   | Building energy - fossil fuels | 9156.55      | 9038.49      | 9677.4       | 7,348        | 6,825        | 0        | 0        | -8%                     | -8%  |
|   | Refrigerant gases              | 0            | 0            | 0            | 211          | 82           | 0        | 0        | -157%                   | -157%                                      |
|   | Anaesthetic gases              | 2262.31      | 2148.45      | 1252.73      | 1,255        | 1,135        | 0        | 0        | -11%                    | -11%                                       |
|   | Trust fleet                    | 0            | 0            | 0            | 57           | 55           | 0        | 0        | -4%                     | -4%  |
|   | Scope 2                        |              |              |              |              |              |          |          |                         |  |
|   | purchased                      | 0            | 0            | 0            | 1,945        | 1,380        | 0        | 0        | -2%                     | -2%  |
|   | Scope 3                        |              |              |              |              |              |          |          |                         |  |
|   | Water                          | 122.2        | 109.99       | 46.43        | 33           | 49           | 0        | 0        | 34%                     | 34%  |
|   | Waste                          | 566.49       | 317.71       | 553.95       | 492          | 472          | 0        | 0        | -4%                     | -4%  |
|   | Inhalers                       | 58.25        | 39.2         | 56.63        | 43           | 43           | 0        | 0        | 0%                      | 0%   |
|   | Business travel                | 978.7        | 750.99       | 813.27       | 142          | 139          | 0        | 0        | -2%                     | -2%  |
| <b>Salisbury NHS - NHS Carbon footprint total</b>                       |                                | <b>13145</b> | <b>12405</b> | <b>12400</b> | <b>11612</b> | <b>10538</b> | <b>0</b> | <b>0</b> | <b>-10%</b>             | <b>-10%</b>                                |
| Total Patient contacts each year (inpatient, outpatient, ED attendance) |                                | 331216       | 243730       | 313049       | 321388       | 356102       |          |          |                         |  |
| Carbon intensity (tCO2e per patient contact)                            |                                | 0.04         | 0.05         | 0.04         | 0.04         | 0.03         |          |          | -22%                    | -22%                                       |
| Carbon intensity (tCO2e per bed *459 average figure)                    |                                | 28.64        | 27.03        | 27.02        | 25.30        | 22.96        |          |          | -10%                    | -10%                                       |

Table 2. Breakdown of Total SFT carbon footprint

## 4. Green Plan Chapter Performance Reports

To monitor progress across the nine chapters of the Green Plan, the Sustainability Committee meets quarterly to update a green plan action tracker. This tracker affords the following RAG rating of progress:

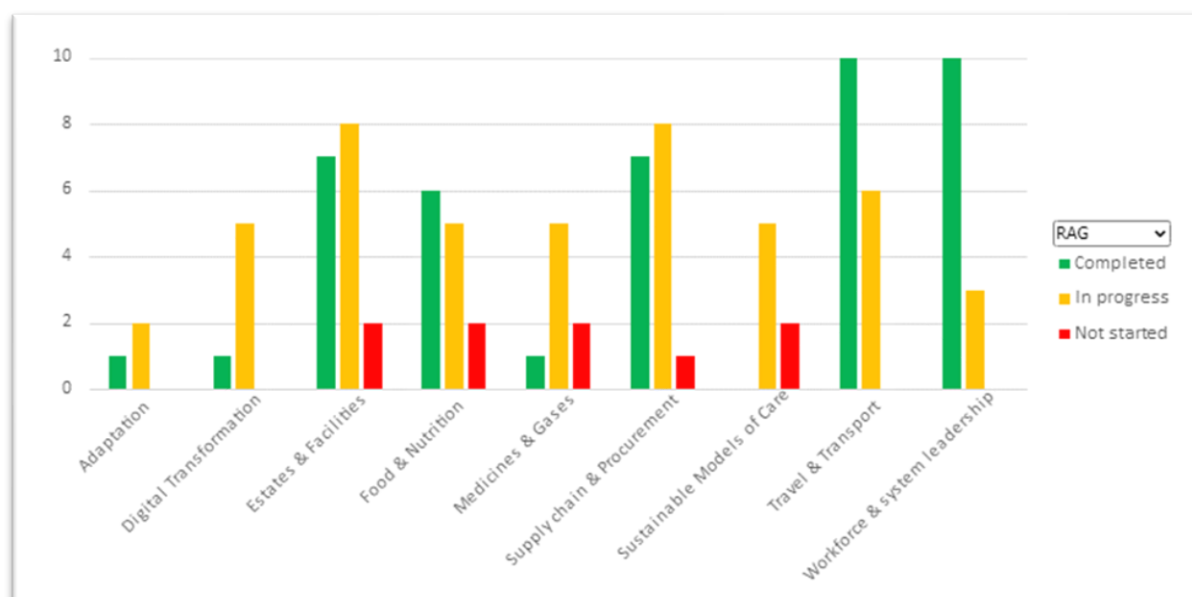


Figure 4. RAG Rating of Green Plan Chapter Progress

While there is not any 'completed' progress for the Sustainable Models of Care chapter, there are plans for future development. This chapter is a complex and multifaceted area that requires longer term changes in the organisation and the delivery of healthcare. Addressing these challenges takes time, effort, and a coordinated approach among all stakeholders.

#### 4.1 Workforce/system leadership

Engaging the workforce so they have the skills and awareness to act on the sustainability agenda including staff learning and development.



- We held our annual Sustainability Week actively promoting the Green Plan, areas of focus e.g. waste segregation, and sustainable travel options/benefits.
- Continued promotion and uptake of ACT, our BSW Hospitals Group sustainable action logging platform. SFT has consistently been positioned as the top performing Trust on the leader board since March 2023.
- Added an optional SusQI module to staff LEARN platform, alongside the mandatory Net Zero module.
- Since June, the Sustainability Manager has been attending all Day 3 staff inductions, part of the My First 90 Days programme, and presents on the sustainability aims of the organisation and how staff can support our net zero journey.
- Organised our first Sustainability Seminar inviting colleagues from the across the Trust to learn about our Green Plan progress to date, and to engage in roundtable discussions for suggestions/ideas for future consideration.
- Celebrating national staff and environment days e.g.

#### Greener AHP week.

- Hosted a visit by a local school to provide a tour of our initiatives and activities. A collaborative effort with colleagues to organise, with the aim to educate, connect, and inspire potential future workforces.
- We have a team of 35 Sustainability Champions who are assisting with engagement across their wider teams and supporting our activities e.g. litter picks, and a BioBlitz biological assessment of our external site.
- Internal and external engagement and communications to highlight and promote the Sustainability agenda, including a dedicated Intranet information page which can be seen here: <http://intranet/about-us/sustainability/>.





## 4.2 Sustainable Models of Care

Adapting care pathways to improve patient outcomes whilst reducing resource use and carbon emissions.



- The number of non-face to face appointments and virtual appointments during 2024 (where clinically appropriate) shows that an average of 21% of patients received an Outpatient consultation virtually (phone or video), a little below the national target of 25%.
- A 'Gloves Off' campaign has been added as an Improving Together target for the Infection Control team. This project will begin in early 2025.
- Collaborating with the Coach House Team, it is planned for Sustainability Triple Bottom Line (People/Planet/Profit) to be

added to the A3 Thinking template in early 2025. This will provide the opportunity for all quality improvement to consider sustainability opportunities and impacts. Sustainability in Quality Improvement (SusQI) is an approach to improving healthcare in a holistic way, by assessing quality and value through the lens of a "triple bottom line."

- The Sustainability Manager has joined the HiMP programme as a Facilitator to engage, encourage and support sustainability focused improvement projects.

## 4.3 Digital transformation

Using digital technologies to deliver and manage healthcare to drive down the carbon intensity of care.

- The Electronic Patient Records (EPR) programme, shared across the ICS, is now in progress with expected go-live 2026. 'Personal held records' has been encompassed into the Shared EPR programme.
- A desk booking solution to better use office/meeting space has been rolled out to key areas.
- The Digital Outpatient appointment letters project via DrDoctor went live in May. The sustainability benefits of which are reduced carbon emissions because of decreased paper usage, packaging, and postage.
- Significant improvement in temperature control & alerting for IT equipment rooms, translating to less energy used for cooling.





## 4.4 Travel and transport

Avoid unnecessary travel and shifting to lower carbon modes of transport for the movement of people and goods.

- In February we added particulate monitoring to our existing Nitrogen Dioxide (NO<sub>2</sub>) monitoring and relocated one of the NO<sub>2</sub> monitors to the main entrance. Neither pollutant is at a level of concern.
- An increase in the Cycle to Work scheme salary sacrifice threshold to £4,000 in December.
- Awarded Gold accreditation as a 'Cycling Friendly Employer' through Cycling UK.
- Our Public Transport User Group (PTUG) successfully lobbied Salisbury Reds on the reliability of the main R1 service with improvements made in April, and on the hours of the R10 timetable from September.
- After rising steeply during 2023, bus ticket sales have levelled off towards the end of 2024. The demand for the 40% discounted tickets exceeds the current level of funding.
- Successful £25,000 charitable funding application for a new secure bike shelter for staff at the hospital main entrance. To increase infrastructure capacity and convenience. To be installed by end of March 2025.
- Two successful and oversubscribed Dr Bike service days for staff, and a Puncture Masterclass session.
- Numerous active travel promotions, lunchtime information stalls, and staff thank you initiatives e.g., hot cross buns and hi-vis armbands for winter walking commuters.
- Thirty-five staff borrowed an E-bike over the course of the year, with 11% subsequently purchasing an e-bike through the Cycle to Work Scheme.



- The number of bicycles on site is counted monthly. Approximate numbers show mostly small increases.
- Trust's first EV Courier vehicle now in operation for the City Centre GP/Health Clinics collection route, saving approximately 2.7 tCO<sub>2</sub>e, branded to identify green credentials.
- Our 14 x 7kW EV chargers on site are well utilised. We have no evidence of demand yet outstripping supply, but we are monitoring usage to support further development of on-site charging infrastructure.
- Introduced staff Buddy Rides with local cycling opportunities group, and cycle fitness sessions at Odstock Health & Fitness Centre, both initiatives kindly provided free of charge.

See Appendix 1 for a Travel & Transport data dashboard, covering Liftshare, E-bike loan scheme, Bus tickets sold, Bicycle site count and Cycle 2 Work purchase, EV charging, and Air quality monitoring.

## 4.5 Estates and Site Redevelopment, and Waste

Implementing low carbon processes and technologies for heating, electricity, water, and waste to avoid unnecessary uses of resources.

- The majority of our £10million Public Sector Decarbonisation Scheme funded project, to improve our estate energy efficiency and reduce the resulting carbon impact, is now complete. We anticipate the heat pump system to be fully operational by the end of the financial year. See Appendix 2 for a summary of the project.



- Tiger Offensive Waste project in line with the national NHS Net Zero 20-20-60 campaign to reduce environmental impact & disposal costs, has been implemented successfully across the Trust. In August 2023, the Trust was producing 38 tonnes per month of HT infectious waste, processed at £520 per tonne. Following implementation, the HT waste is now down to 18 tonnes per month. Also, the tonnage for HL (Tiger) waste, processed at £385 per tonne, has climbed from 1.6 tonnes in August 2023 to 22.5 tonnes in July 2024. Savings are absorbed by increased activity.



- The Elizabeth Building, officially opened in June, is our hospital's first net zero enabled building. It is an environmentally sustainable building, built with low-carbon concrete, solar panels, and heat pumps, so there is no fossil fuel used.

- A seismic survey undertaken in September as part of the geothermal feasibility study yielded positive results. The feasibility report is being collated.

- Since June, all staff on Day 3 of their Induction, receive training and information on waste segregation via a video presentation prepared by the Waste Manager.



- In July we held our first BioBlitz to log as much site biodiversity as we could find within one day. This was an NHS pilot to gather as much information as possible to provide a biological assessment of NHS Estates. Two groups of colleagues kindly volunteered to walk around site, led by James Macpherson, Sustainability Champion, and photograph as many species as they could find – approx.190!



## 4.6 Medicines and Medical gasses

Moving to lower carbon options for high-impact areas such as anaesthesia and inhalers and tackling medicinal wastage including overprescribing.

- There has been increased prescribing of dry powder inhalers across BSW – driven by the Area Prescribing Committee. Reducing the environmental impact of aerosol inhalers.
- Wards are now returning unused medications to help reduce drug waste.
- Pharmacy will be undertaking a review of medicines that generate high levels of carbon emissions and explore alternatives.
- Inhaler collection to prevent propellant release has been implemented in the Children's outpatients and Respiratory outpatients.
- Theatres have ceased using Desflurane as an anaesthetic gas.
- An Estates led pressure test on our nitrous oxide manifold in July showed no leaks. Although a positive result, there is an ardent desire within the NHS for all nitrous oxide manifolds to be decommissioned and for cylinders to be the delivery mechanism, to reduce usage and innate losses.



The Sustainability Manager is working with the Medical Gases Committee and Theatres team to compare litres of procured nitrous oxide to clinical usage, to determine support for a decommissioning project. A potential issue for Theatres with a cylinder approach is lack of identifiable storage space within the department. Funding from NHSE has been made available to support Trusts with nitrous decommissioning so we will look to secure funding in 2025 should we wish to proceed.

## 4.7 Supply Chain/Procurement

Engaging with suppliers to find ways to reduce the carbon impact of the production/transportation of goods and services used and avoiding wastage and unnecessary purchases.



- Engaging with suppliers to find ways to reduce the carbon impact of the production and transportation of goods and services used. Also avoiding wastage and unnecessary purchase.
- Minimum of 10% weighting on sustainability and social value in all tenders in line with the latest public procurement notice.
- Sustainability and Social Value a key agenda item in contract management for “gold” classified contracts.
- Published a supplier charter outlining expected values for our suppliers, including the generation of Social Value and work towards net zero.
- Procurement sustainability strategy shared across the ICS Sustainability Groups.

- We continue to refurbish walking aids within the onsite Recycling Centre to increase reuse towards a 40% target by 2025. Approximately 1,100 walking aids are refurbished each year.
- The Recycling Centre cost avoidance for the year 24/24 is expected to be in the region of £170,000 with approximately two hundred items (mostly furniture) saved from landfill per month.
- Procurement now includes the requirement for a Carbon Reduction Plan for all contracts over £5m.
- A Scope 3 review conducted by Shared Business Services has delivered our supply chain carbon footprint for the year 23/24, a report of spend data related to scope 3 with recommendations on next steps to deliver carbon reduction, and a comparison of the total ICS supply chain emissions.



#### 4.8 Food and Nutrition

Ensuring the meals served in hospital are nutritionally balanced and low carbon to improve patient experience and recovery rates, alongside tackling single use plastic and food waste.



- Successful implementation of 'Foodsteps' a carbon impact assessment tool for all items on the retail menu. Foodsteps uses lifecycle assessment data to provide accurate figures on the carbon impacts of meals, breaking these down from farm to fork. It is then be used to generate labels, to show whether that meal aligns to planetary targets, on the menu screens in Hedgerows and Springs.
- Sustainability branded reusable cups and lunchboxes are available to purchase in the retail

service, with discounts in place to encourage reduction of single use items.

- Waste and Catering Team worked together to switch the disposal of our food waste from macerator to anaerobic digestion (AD). Food waste is now collected from site and taken to an AD plant to begin a process that provides energy to help power homes, as it is exported into the national grid. There are additional green benefits, such as creating biofertiliser for crops and recycling blue waste bags.





## 4.9 Climate Adaptation

Making sure our buildings and services are prepared for the impacts of extreme heat or flooding events.

- During the year we appointed an external consultant, Sustainability West Midlands, to produce a BSW Hospitals Group Adaptation Plan. The work commenced with an online workshop, kindly opened by Cara Charles-Barks, Chief Executive of the BSW Hospitals Group, involving internal and external stakeholders from NHS and local authority partners to input and share their experiences of climate change and resilience. This work is due to be completed by March 2025, delivering a Climate Risk Assessment for each Trust and a shared Adaptation Plan, including ICS consideration.

## 4.10 Other Achievements

- Achieved Highly Commended through the Salisbury Business Excellence Awards.
- Finalist in the Modeshift National Sustainable Travel Awards in November with our Modeshift May campaign.
- The Sustainability Manager was a panellist at the national Modeshift Convention, alongside Andrew Bradley, Travel & Transport Lead for NHS England, on the topic of 'Decarbonising the NHS' to highlight our initiatives and achievements to date.
- Supported by the Communications Team, we held our first travel campaign 'Mode Shift May' to encourage all staff to consider a sustainable commute. This was a month-long effort to promote various modes of travel, share case studies, and thank those who already travel sustainably.
- The establishment of a Theatres Sustainability Working Group, led by the Head of Service, to identify opportunities and projects within Theatres to meet the targets within the Green Plan, and to embed and drive sustainability within Theatre teams, and more widely across the Trust where possible.

## 5. Key Challenges

The sustainability management team have identified several key challenges which they are actively managing to facilitate the development of key sustainability objectives. These can be summarised as follows:

### 5.1 Capacity and priority

Insufficient clinical project leads/capacity to facilitate change continues to prove challenging. We have good engagement from the Sustainability Committee, Green Plan Chapter Leads, an active Sustainability Champions network and PTUG, however progress within clinical practices is proving challenging. There is desire for a year's secondment of a Clinical Sustainability Officer, which would help address this, but post funding is not currently available.

### 5.2 Funding

A lack of funding significantly impairs the ability to achieve sustainability and green plan targets. Sustainable development requires a long-term vision and commitment. Insufficient funding may lead to short-term gains over long-term sustainability goals, undermining efforts to create resilient and sustainable systems. Whilst we actively seek external funding, and have been successful with PSDS, and a charitable application this year, these sources are inconsistent and unreliable. This unpredictability can make it difficult to plan and implement projects effectively.

### 5.3 Capturing relevant information.

There are improvements and developments happening across the Trust that support the sustainability agenda; however, these are not always celebrated. We are working with the Trust's Communications team to capture these and ensure a focused approach/awareness of the Sustainability agenda.

## 6. Objectives for 2025

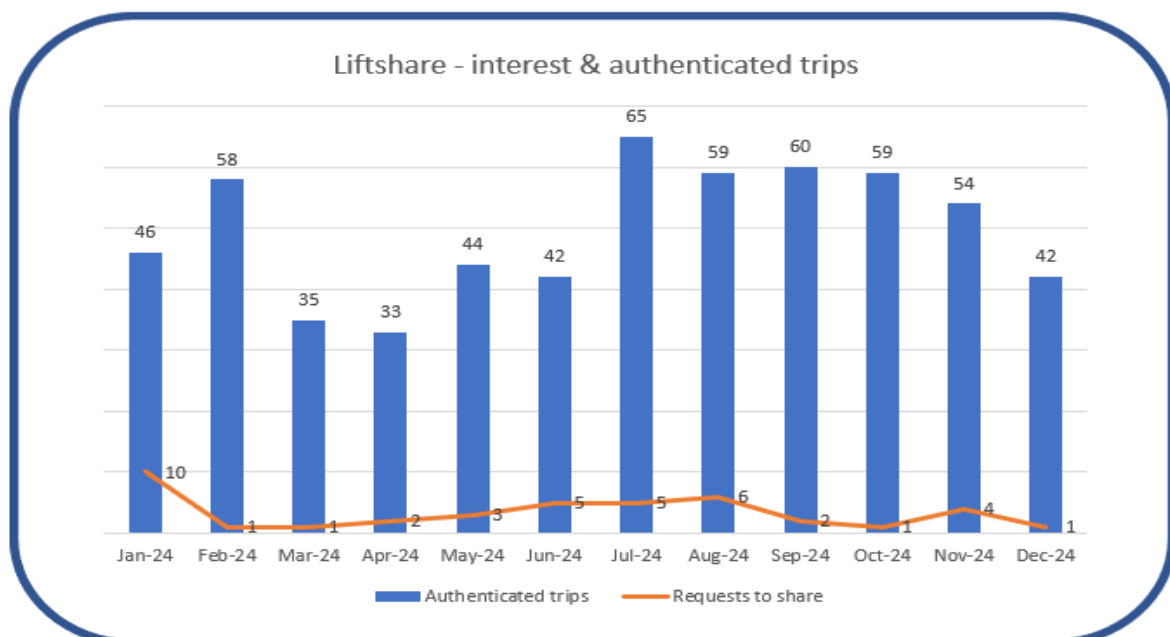
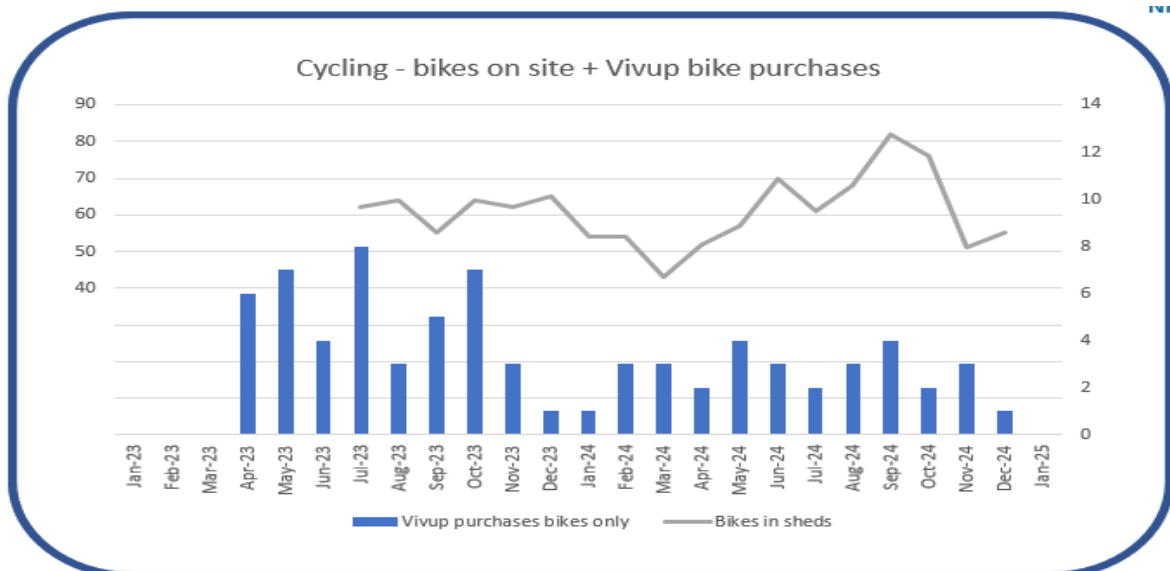
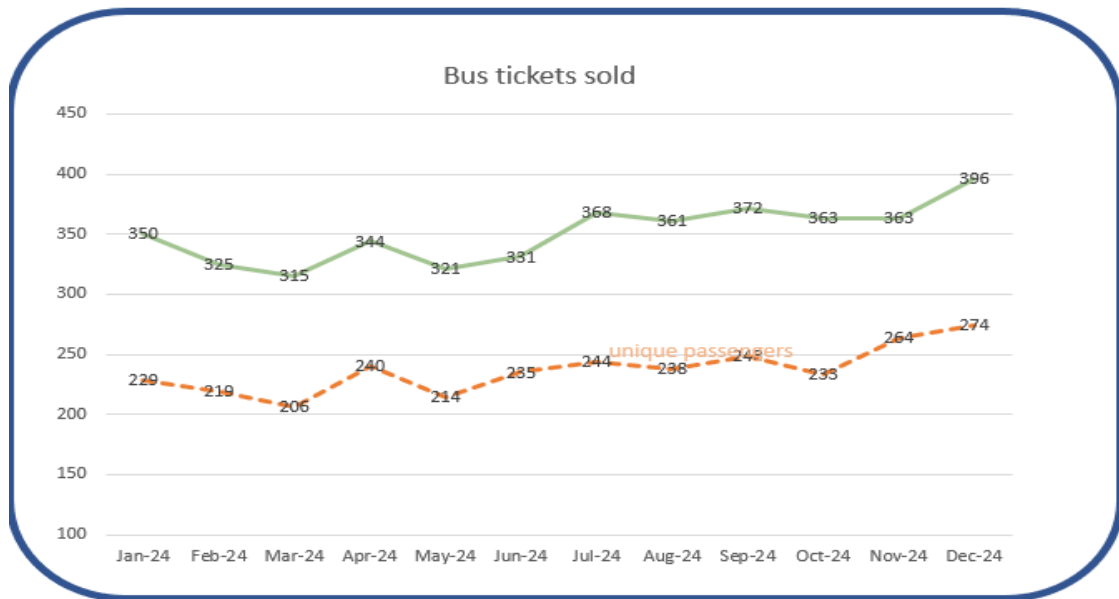
- To progress the Geothermal project to enable an on-site energy source and potential heat network.
- Assess the procurement of a carbon dashboard for scopes 1, 2 and 3. This would allow us to better capture and calculate our Carbon Footprint Plus.
- Write a proposal for decommissioning the nitrous oxide manifold system in the theatre setting by the end of 2025.
- Recruit a Clinical Sustainability Officer to identify opportunities within clinical areas and support change.
- IT colleagues to progress work on the shared EPR across the ICS and capture the sustainability benefits.
- Net zero modelling to help model our net zero journey across all scopes, and outline essential steps and investment needed to achieve net zero.
- Establishment of a Green ED initiative to measure and reduce the environmental impact of the Emergency Department, thus driving environmentally sustainable practices within the specialty of Emergency Medicine.
- To undertake a review of staff business travel with Finance colleagues.
- Increase the number of secure cycle spaces by 10%.
- Agree a methodology for patient/visitor transport carbon accounting.
- Recycling centre review with increased communications to advertise the service and volunteers.
- To deliver a Trust level risk assessment and BSW Hospitals Group adaptation plan.
- To produce a refreshed Green Plan following the expected publication of NHS guidance.

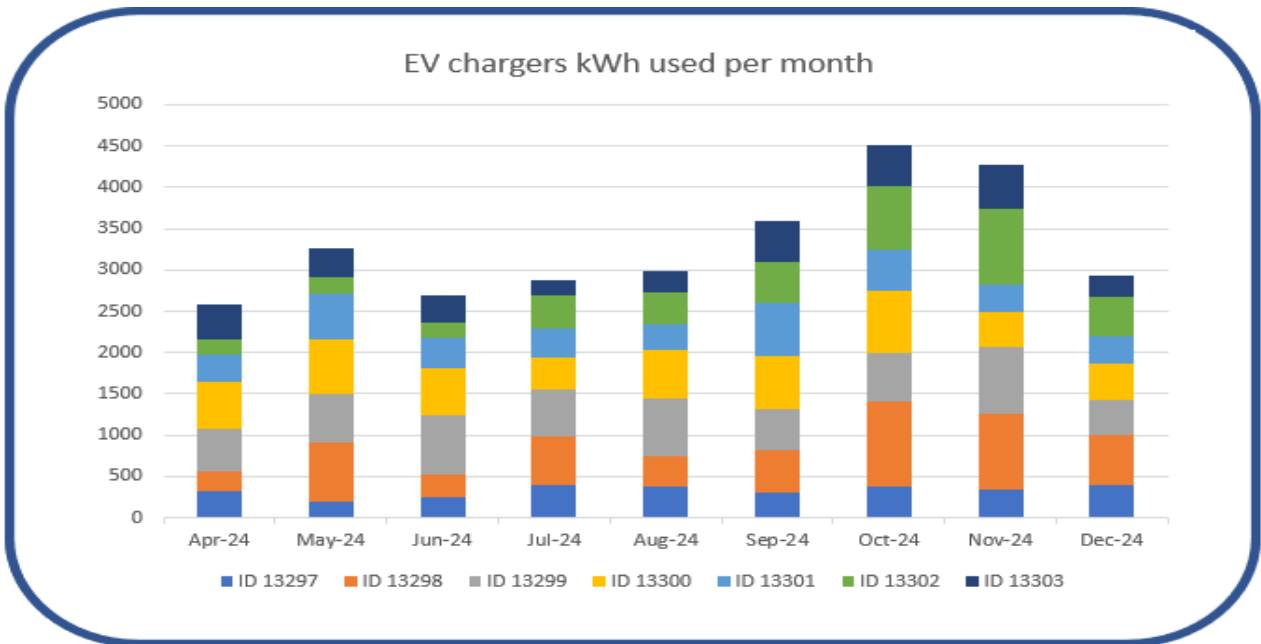
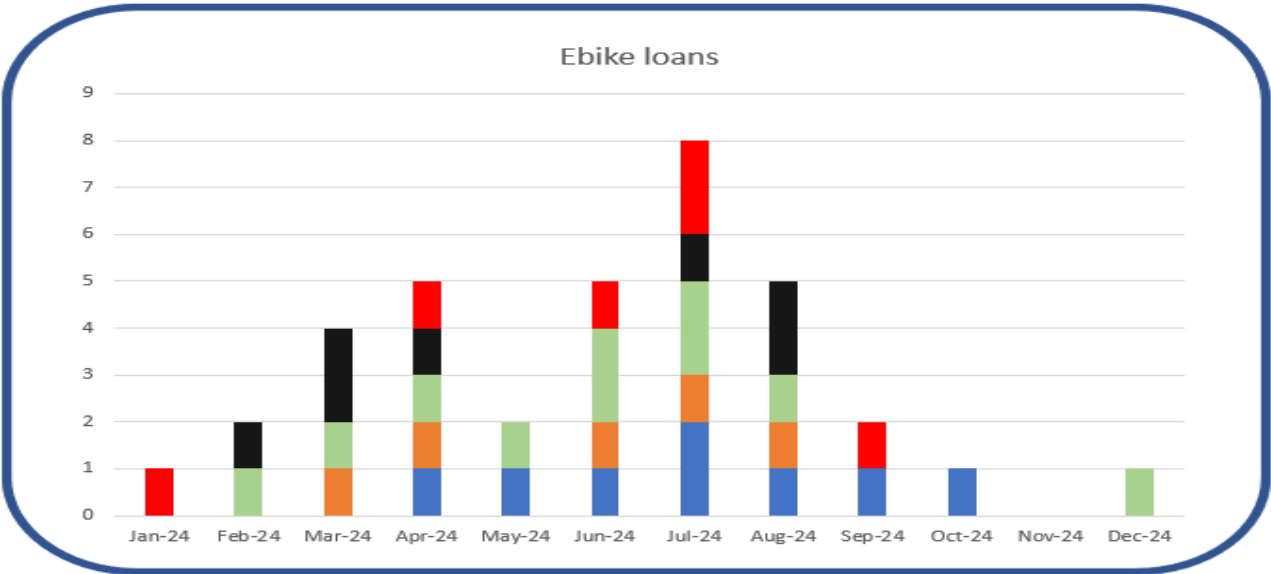
## 7. Conclusion

This year's sustainability report highlights our progress in advancing our sustainability initiatives. Our commitment to reducing our environmental footprint has been unwavering, and we are pleased to report a continued reduction. Key to our achievements has been the strong engagement of our stakeholders. Their support and collaboration have been instrumental in fostering a culture of sustainability across our organisation. By actively involving staff, patients, and community partners in our sustainability efforts, we have not only strengthened our initiatives but also raised awareness and enthusiasm for sustainable practices. Our high-profile communications have effectively highlighted our commitment to sustainability, ensuring our goals and successes are recognised both within the NHS and beyond. As we look ahead, we are excited to build on this momentum.

Together we will continue to lead by example, demonstrating that sustainability is not just a goal but an integral part of the delivery of healthcare. We are dedicated to making a lasting positive impact on our community and the environment, ensuring a healthier, 'greener future,' for all.

## Appendix 1. Travel & Transport dashboard







## Appendix 2. Salix Public Sector Decarbonisation Scheme (PSDS) 3B Decarbonisation Project Completion Phase

- All fabric works completed at Leisure Centre and Spinal Unit – including roof, window, and wall insulation upgrades.
- All solar photovoltaic installations completed and generating on 9 no. buildings including the Elizabeth Building, SDH North and block 91 (see aerial photo).
- All LED lighting installed, more than 1000 fittings changed in SDH North, Leisure Centre, Wessex Rehab and Neonatal.
- All 7-no. air source heat pumps and associated plant is installed and currently being commissioned and connected to the Trust power supply. Due to become operational summer 2025 as primary heat source for SDH North and Spinal Unit with gas becoming secondary. The interface with Trust's BMS is ongoing as the plant comes online.

