

Green Plan 2025 - 2028

Helping local people live longer, healthier lives



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Our ambition

Our Green Plan sets out a clear and ambitious roadmap for how we will achieve our sustainability and Net Zero objectives. It outlines the strategic actions and initiatives that will enable us to reduce our environmental impact, strengthen our resilience to climate change, and deliver long-term value for our patients, our people, and our communities.

Sustainability is not a peripheral goal it is fundamental to the way we deliver high-quality care. By embedding sustainable practices across every level of our organisation, we are ensuring that we meet the needs of today while safeguarding the health and wellbeing of future generations. As part of our commitment to the NHS's national sustainability ambitions, we are fully aligned with the targets of achieving Net Zero for our Direct Carbon Footprint by 2040 and Carbon Footprint Plus by 2045.

I am pleased to report that we have already made significant progress on this journey. Recent milestones include the installation of energy-efficient lighting across our estate, the development of a comprehensive Heat Decarbonisation Plan, and the integration of Electric vehicle charging points and solar panels into existing developments. These are tangible examples of how we are turning ambition into action.

Our Climate Change Adaptation Strategy is another cornerstone of this effort. It focuses on enhancing our organisational resilience to extreme weather and environmental risks, supported by a detailed Climate Change Risk Assessment and proactive measures such as expanding electric vehicle charging infrastructure and promoting active travel programmes for staff.

We recognise, however, that achieving lasting impact requires more than technology and infrastructure — it requires culture and commitment. Sustainability must be woven into the fabric of everything we do. This is why we have embedded sustainability and Net Zero goals into staff inductions, leadership development, and ongoing training programmes.

I am particularly proud of the growing community of Sustainability Champions across the Trust. Their energy, creativity, and advocacy are driving local action and influencing everyday decisions that contribute to our collective progress. Oversight and accountability remain strong, with our Board providing strategic direction and governance to ensure we stay on course.

There is much more to be done. But by working together, staff, partners, and stakeholders, we can rise to the challenges of the climate emergency and build a more sustainable, resilient, and compassionate health service.

I am proud of the role our people are playing in delivering this Green Plan and in embedding sustainability at the heart of our mission to provide exceptional care for every patient, now and in the future.'

Terry Whittle

Acting Deputy CEO and Chief Finance Officer - Net Zero Lead



Who we are and what we do

Whittington Health is an integrated care provider that delivers a comprehensive range of acute and community health services to over half a million people living across North Central London and beyond. Every day, we aim to provide high quality and safe healthcare to people either in our hospital, in their homes or in nearby clinics.

We provide an extensive range of services from our main hospital site and run services from over 30 community locations in Islington and Haringey, and our dental services are run from sites across 10 boroughs.



ED attendances
108,610

District Nursing
264,209

Births
2,570

Dental
Appointments
50,315

Virtual
Appointments
69,829



Day Cases
26,289



School
Appointments
56,820



Outpatient
Appointments
436,115



The Whittington Hospital and associated community site consumes a significant quantity of natural resources and energy. The estate's combined annual utility bill is more than £6.5m p.a. In addition to this, the estate produces over 1,030 tonnes of waste each year. As a result, the Trust has a significant carbon footprint with effects impacting at both a local and global scale.

The Whittington Health Trust Green Plan is intended to consolidate and summarise the Trust's recent and future approach to sustainability into a single action focused document.

Our Green Plan outlines the national and local context of sustainability within the healthcare sector, discusses how sustainability aligns with our organisational vision and details how we intend to embed sustainability across our organisation. The aims of the Green Plan are:

- Provide an overview of sustainability work currently being undertaken throughout the organisation
- Outline future plans and key actions to reduce the Trust's environmental impact and become a more sustainable organisation

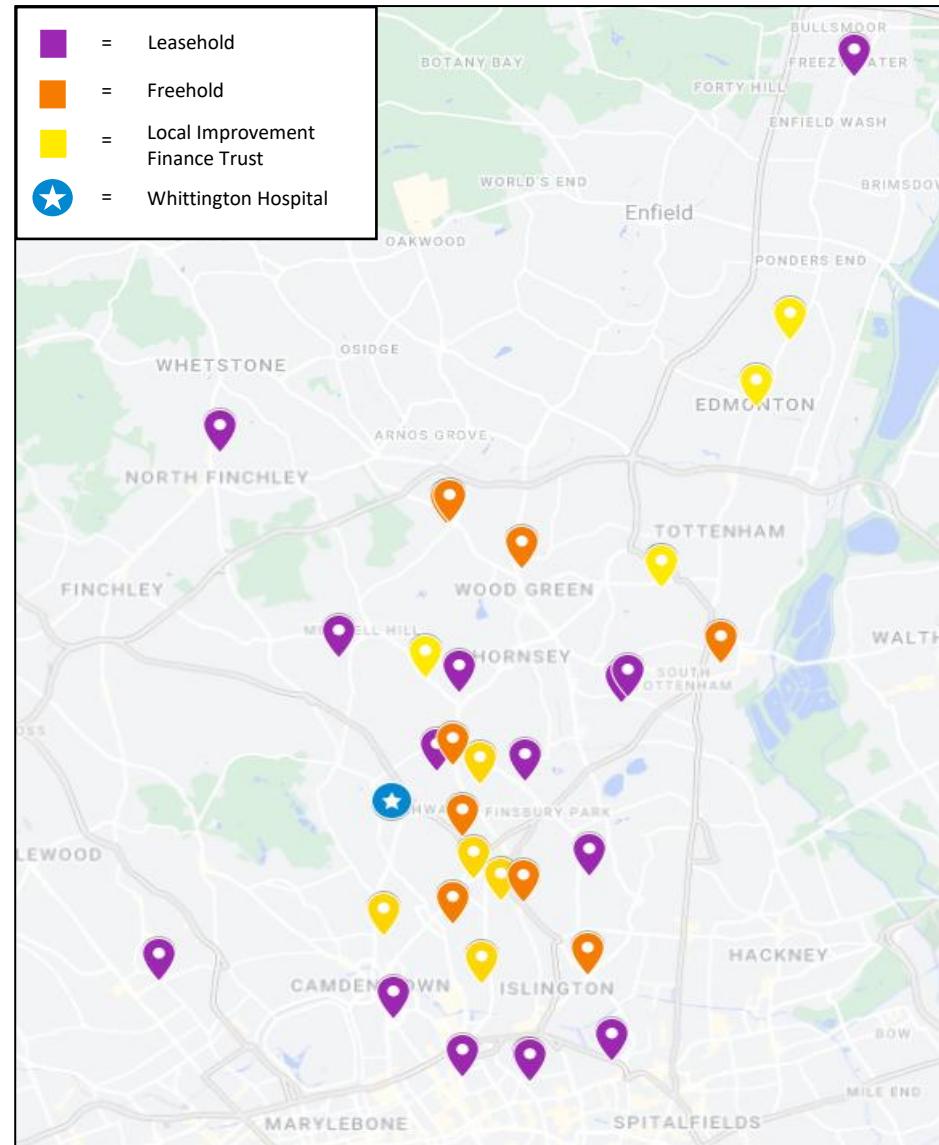


Figure 1: Whittington Health NHS Trust site locations

Our vision

Helping local people live longer, healthier lives

We have an excellent reputation for being innovative, responsive and flexible to the changing clinical needs of the local population and for leading the way in the provision of integrated community and hospital services. We are treating more patients than ever before and are dedicated to improving services to deliver the best care for our patients, with a clear focus on integrating care for women, children, and the adult frail.

To deliver our vision, we have developed four key strategic **objectives** to make sure we continue to support people to live longer, healthier lives:

- Deliver outstanding, safe, compassionate care in partnership with patients.
- Empower, support and develop an engaged staff community.
- Integrate care with partners and promote health and wellbeing.
- Transform and deliver innovative, financially sustainable services.

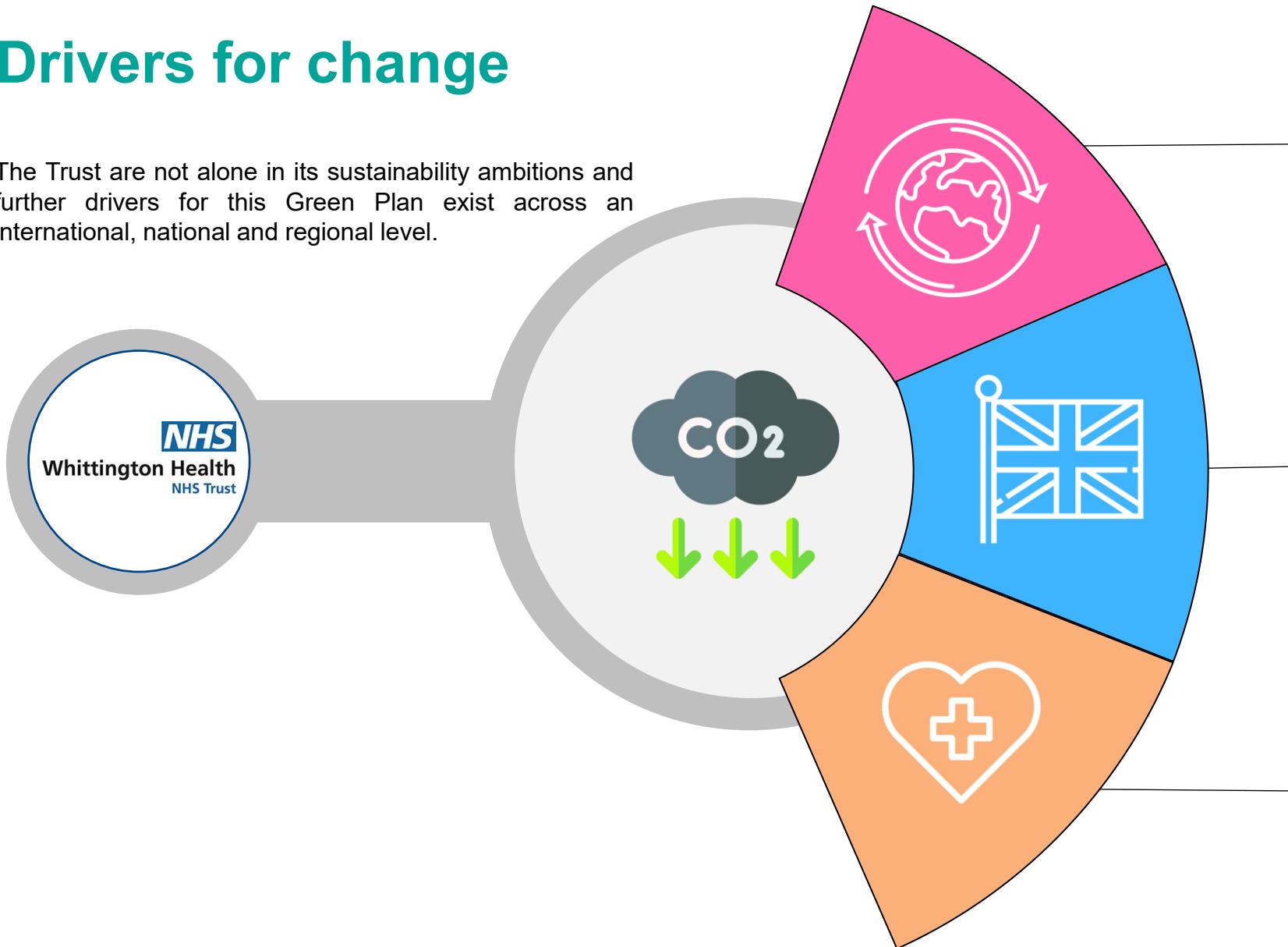
Our Trust recognises the critical importance of the impacts of climate change on both the natural environment and the wider aspects of public health and wellbeing.

By continuously improving and ultimately embedding sustainable development, we will minimise our own contribution to the climate emergency and support our mission to help local people live longer, healthier lives.



Drivers for change

The Trust are not alone in its sustainability ambitions and further drivers for this Green Plan exist across an international, national and regional level.



International Drivers

- The 2015 Paris Agreement- limiting global warming to well below 2°C and to pursue efforts to limit it to 1.5°C
- United Nations (UN) Sustainable Development Goals
- Inter-governmental panel on climate change (IPCC) AR6 2021
- World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016

National Drivers

- UK Gov Climate Change Act 2008 (2050 Target Amendment) Order 2019 legally commits UK to net zero carbon by 2050
- DEFRA Government buying standards for sustainable procurement
- Public Services (Social Value) Act 2012
- National Policy and Planning Framework
- Procurement Policy Note 06/21: Taking account of Carbon Reduction Plans in the procurement of major government contracts

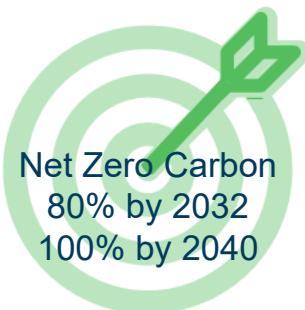
Healthcare

- The Health and Care Act 2022
- Delivering a 'Net Zero' National Health Service
- NHS Long Term Plan 2019
- NHS Net Zero Supplier Framework
- National Policy and Planning Framework 2012
- Adaptation Report for the Healthcare System 2015

A net zero NHS

In October 2020, the NHS became the first health system in the world to commit to achieving net zero emissions. In July 2022, the NHS in England became the first health system to embed net zero into legislation, through the Health and Care Act 2022.

The 'Delivering a 'Net Zero' National Health Service' report set out two clear and feasible targets for the NHS net zero commitment:



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

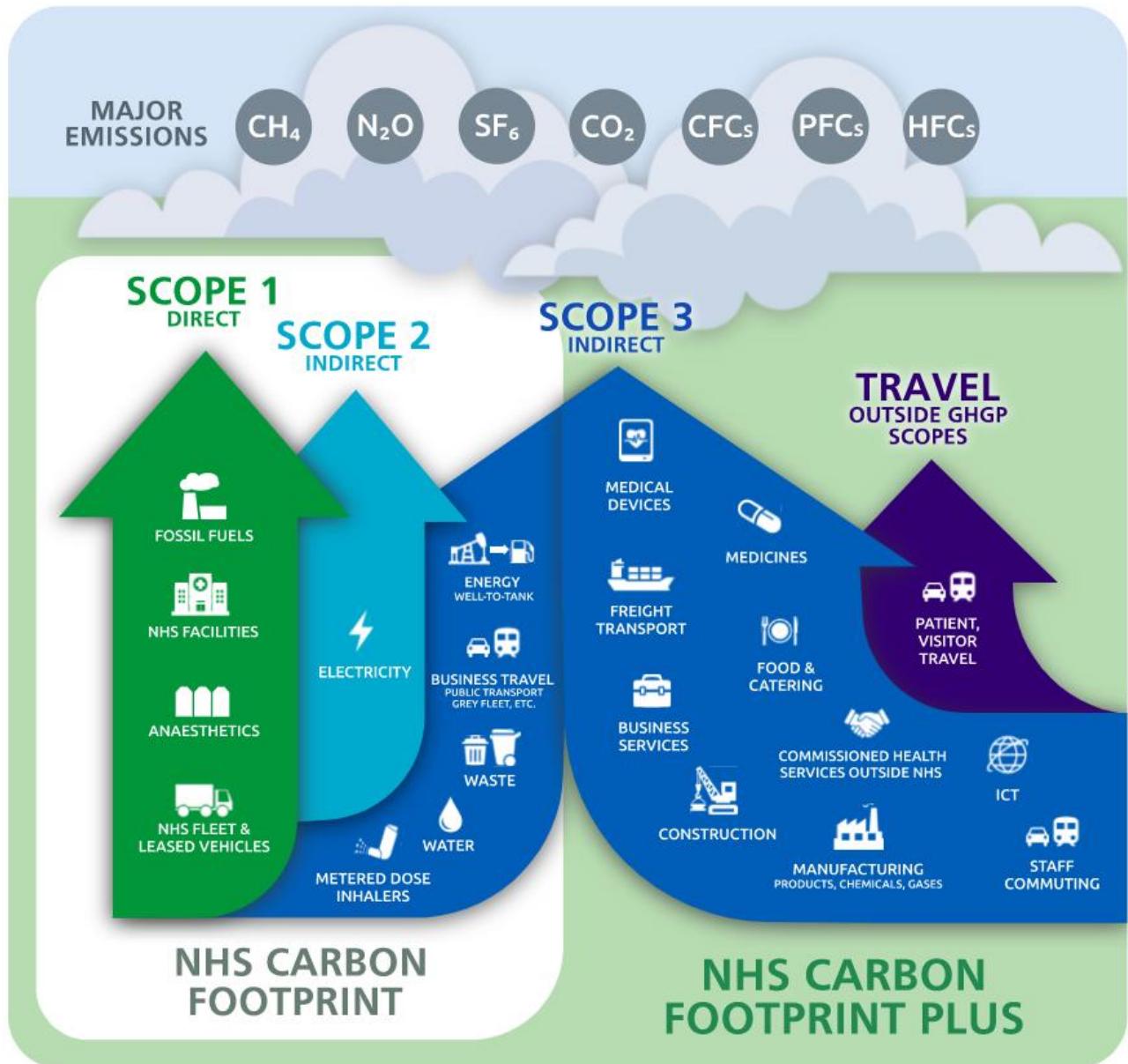


Figure 2: Greenhouse Gas Protocol scopes in the context of the NHS from the 'Delivering a 'Net Zero' National Health Service' report

NHS Carbon Footprint

Teams across our Trust have been focused on reducing our direct emissions for many years. Figure 3 shows that to-date, we have reduced 32% since our baseline year 2016/17. This has been driven by efforts to reduce energy consumption and significantly by decarbonisation of the energy grid.

Building energy is responsible for 90% of the total footprint. Transitioning away from the use of fossil fuels is fundamental to achieving a net zero carbon footprint. Equally important is the use of purchased or self-generated renewable electricity as part of our estate redevelopment plans. Together, these actions represent a significant medium-term opportunity.

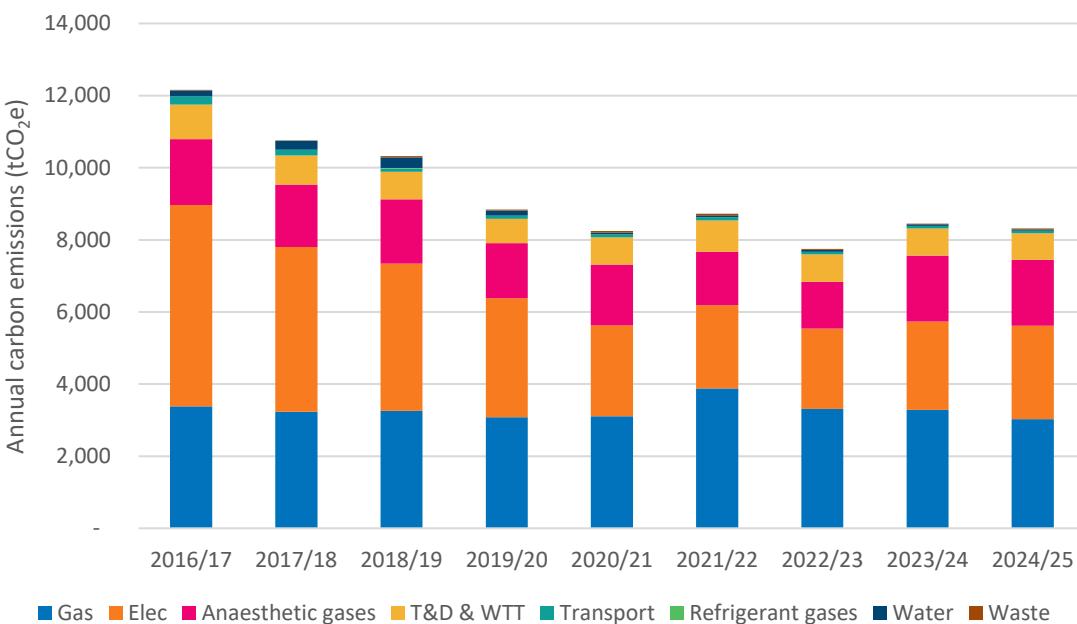
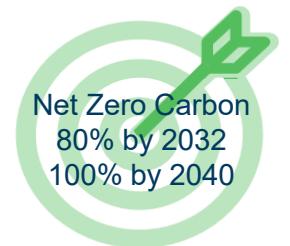


Figure 3: Annual NHS Carbon Footprint emissions

We recognise that although our historic performance has been good, a large contribution has been made by the reduction in carbon intensity of grid electricity. We cannot rely on the rate of grid decarbonisation to continue indefinitely and thus must develop our own roadmap to ensure we achieve our ambition for emissions reductions.

We have selected a baseline year of 2016/17 for our reduction targets as this is the earliest year for which we have high quality data. Our targets for NHS Carbon Footprint reductions are:



Historically, we have taken a holistic approach to sustainability with a broad focus on energy reduction, tackling waste, improving local air quality and promoting green space.

Whilst we will continue to ensure these areas are driven forward, we recognise that the scale of the challenge set out within the targets, will mean our primary focus for the future must be the drive to reach net zero for both emissions we can control (NHS Carbon Footprint) and those which we can influence (NHS Carbon Footprint Plus).

Up until now, our efforts have largely focused on reducing our direct (Scope 1 & 2) emissions. However, a greater proportion of our total emissions are likely to originate from our supply chain. As such, we intend to begin exploring the quantification of our NHS Carbon Footprint Plus, starting with initial data collation where possible.

Our framework for action

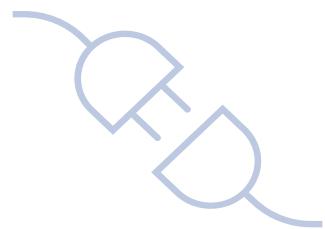
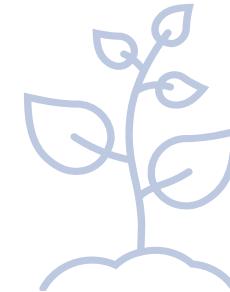
Our sustainability action plan provides us with a roadmap to delivering meaningful change. The action plan revolves around the three key themes which provide a framework for concerted action to deliver improvements in environmental sustainability across the organisation.

These three themes are Net Zero Care, Net Zero Culture and Net Zero Infrastructure.

Running through each of these themes is an underlying commitment to the ethos of reduce, reuse, recycle. These three R's lie at the very heart of our action plan and will guide us in transforming the way we deliver our services whether that's reducing our energy consumption through newer green technology and behaviour change, reducing single use plastic use, reusing medical aids and equipment or promoting increased recycling.

To construct our action plan, we have used the Greener NHS' 'Delivering a Net Zero NHS' report to target nine key areas of focus that will help deliver sustainable care, embed a sustainable culture and ensure resilient and sustainable infrastructure for the future.

Each of the themes are laid out in the following pages.



Net Zero Care

Clinical

Digital

Medicines

Net Zero Culture

Workforce and leadership

Food and nutrition

Travel and transport

Net Zero Infrastructure

Estates and facilities

Supply chain and procurement

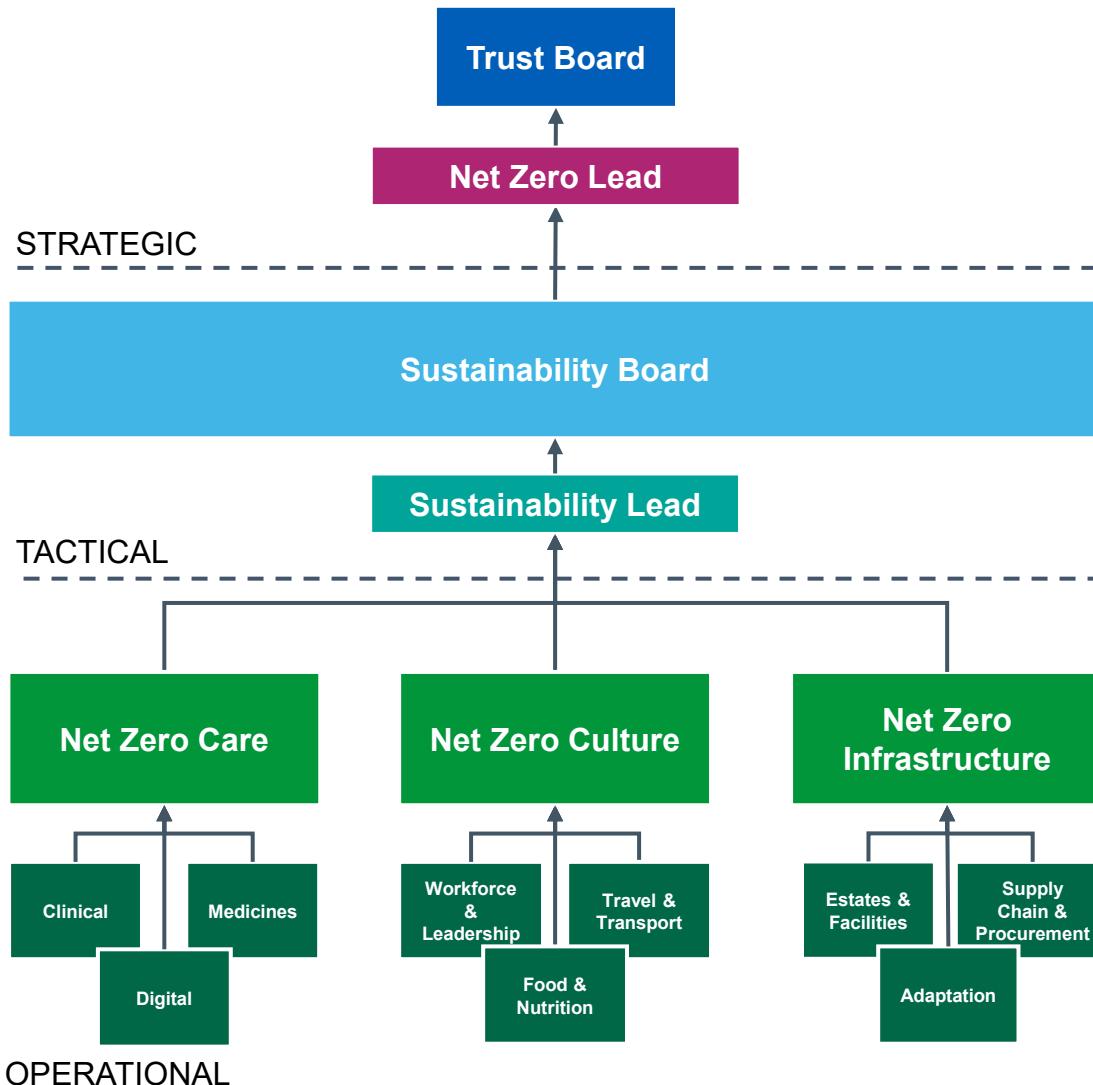
Adaptation

Reduce, Reuse, Recycle

Governance

Governance

Our sustainability governance structure:



Trust Board

The Green Plan will be approved by the Trust Board and reviewed annually. The Transformation sub-committee of the Board will provide oversight and assurance on delivery. Sustainable development will be championed at Board level by our designated Net Zero lead.



Sustainability Board

A sustainability group will be developed to deliver the implementation of the green plan. The sustainability group will meet quarterly to progress actions and is responsible for formalising an annual report to be submitted to the board by the lead Director. The sustainability group will be further supported by dedicated sub-committees to assist implementation of the Green Plan across its various sectors.



Working Groups

We will establish working groups to meet every month to develop delivery plans against each of the focus areas. These delivery plans will provide a pipeline of projects for each year alongside setting responsibilities, timeframes for delivery, and metrics for monitoring.



Whittington Green Group

This staff network provides a forum for all environmentally-minded staff across all Trust departments. Champions are ambassadors for sustainability and green initiatives within in their work area and the wider trust. They act as a conduit between the Trust's sustainability group and wider staff to disseminate information, provide feedback and generate ideas. They support in gaining excitement and further engagement with sustainability across our workforce.



All staff

All staff have a role to play in delivering this Green Plan. We will continue engagement and dialogue, further building understanding and support for both practical action and deepening ambition.



Governance

Reporting

The Green Plan will be approved by the Trust Board and reviewed annually. A progress report is to be submitted to the Board every six months to outline progress against the actions and measures of success/ Key Performance Indicators (KPIs) set out in the Green Plan.

Annually	<ul style="list-style-type: none"> • ERIC (Estates Information Return Collection) • Mandatory data collection for all NHS Trusts • Annual update & progress review of Green Plan actions • Carbon impact assessment to track progress against NHS Carbon Footprint & Carbon Footprint Plus targets
	<ul style="list-style-type: none"> • Bi-annual Sustainability Board to update Net Zero Lead
Bi-annually	<ul style="list-style-type: none"> • Bi-annual Sustainability Board to update Net Zero Lead
	<ul style="list-style-type: none"> • Quarterly Green Plan Progress updates to Sustainability Lead • Quarterly themed engagement events
Quarterly	<ul style="list-style-type: none"> • Quarterly Green Plan Progress updates to Sustainability Lead • Quarterly themed engagement events
	<ul style="list-style-type: none"> • Regular Whittington Green Group meetings • Monthly Working Group Meetings
Monthly	<ul style="list-style-type: none"> • Regular Whittington Green Group meetings • Monthly Working Group Meetings

As well as using the annual Green Plan review to provide a narrative on Trust action on sustainability, a number of Key Performance Indicators (KPIs) have been identified to measure our progress. These will be further refined to benchmark against Trust turnover as a proxy for activity volumes such that changes in the scope and scale of Trust activities can be accounted for over time.

KPI	Unit	Description
Electricity consumption	kWh/m ²	Total electricity demand per m ² of occupied floorspace
Gas consumption	kWh/m ²	Total gas demand per m ² of occupied floorspace
Carbon from energy	kgCO ₂ e/m ²	Total carbon output per m ² of occupied floorspace
Waste production	kg/m ²	Total waste produced by Trust per m ² of occupied floorspace
Waste recycled	%	Proportion of total waste fraction which is segregated into recycled waste streams
Water impact	m ³ /m ²	Total water consumption per m ² of floorspace
NHS Carbon Footprint	tCO ₂ e	Total emissions from Trust-controlled activities
NHS Carbon Footprint Plus	tCO ₂ e	Total emissions from wider Trust-influenced emissions

Table 1: Sustainability reporting KPIs

Net Zero Care



Delivery Plan

Clinical Transformation

The NHS Long Term Plan sets out a vision for how the NHS plans to improve care for patients over the next ten years, reducing inequalities, improving outcomes and improving patient's experience of care. Health and care partners in North Central London (NCL) are working together to deliver this vision locally as part of the NCL Integrated Care System (ICS).

With a strong focus on preventative, integrated, streamlined and digitally enabled care, provided 'as close to home as possible', delivery of these plans will support our ambition to provide clinically excellent, great value care in the most environmentally sustainable way possible.

Where are we now?

Optimising outpatient care and transforming care delivery can offer environmental sustainability benefits, alongside improvements in clinical outcomes, patient experience, and financial efficiency. Patient Initiated Follow-Up (PIFU) enables individuals with long-term conditions or those requiring multiple follow-up appointments to schedule their own appointments as needed. By reducing routinely scheduled visits that may not be clinically necessary, PIFU supports patient self-management, provides greater flexibility and control, and helps avoid unnecessary travel and resource use. Furthermore, this also helps the Trust to free up appointment spaces for other patients who might need them more urgently.

We launched a "Gloves Off" campaign in Critical Care to reduce healthcare-associated bloodstream infections (BSIs) linked to excessive and inappropriate glove use. The initiative focuses on improving hand hygiene by promoting a risk-based approach to glove use, particularly during IV medication. The core message is that non-sterile gloves are only necessary when there is a risk of exposure to blood, bodily fluids or harmful chemicals. After one year of roll-out, the unit saw a marked reduction in improper glove use, better hand hygiene and a reduction in BSIs. By April 2024, the Infection Prevention and Control (IPC) team expanded the campaign Trust-wide including targeted training by staff group to address ingrained habits and misconceptions among both staff and patients.

Where do we want to be?

Key measures of success:

- Percentage of outpatient consultations delivered remotely
- Reductions in follow up outpatient consultations linked to new models of care (including advice and guidance, one stop clinics, patient-initiated follow-ups)
- Virtual hospital activity (avoided admissions and reduced length of stay)
- Reduction in use of non-sterile disposable gloves & single use PPE.

Action	Timescale
Increase the number of outpatient attendances to patient-initiated follow-up (PIFU)	2025/26
Encourage other teams and departments to adopt sustainability improvement programmes relevant to their service	2025/26
In collaboration with procurement, monitor gloves purchases to assess the success of the "Gloves Off" campaign	2025/26
Collaborate with NCL for any pilots of reusable PPE	2025/26
Reducing outpatient follow-ups by a minimum of 25% against 2019/20 activity levels	2026/27
Work to achieve RCEM 'Greener Emergency Department' accreditation (bronze, silver, gold)	2026/27



Digital

At a Trust level we plan to transform our services to ensure our vision is achieved and we are offering a rich patient and staff digital experience. Our strategic objectives are:

- **Digitally Connected Patients** - empowering patients to actively manage their health and care
- **Digitally Enabled Workforce** - enabling staff to access shared health and care records
- **Business Intelligence and Analytics** - insight driven culture to improve quality, outcome and research
- **Digital Infrastructure** – to provide secure access and interoperability

Where are we now?

Our Patient Portal allows patients to see all their out-patient appointments, view and download appointment letters, add forthcoming appointments to their own digital calendar and find directions to our hospital and community sites.

We have achieved over 99% digitalisation of outpatient clinic letters sent using Docman Connect via the national Message Exchange for Social Care and Health (MESH) network. The immediate benefit of this digitalisation is efficiency; GPs receive letters faster to support patients promptly, practices no longer need to scan letters into their systems and administrative efforts are minimised as they no longer need to deal with letters going missing in the post. Furthermore, this has reduced paper waste aligning with the Greener NHS agenda and will save Trust £80,000 per year.

We have configured PCs in non-clinical areas to turn off during the night to save energy. We also work with Lenovo who collect old equipment to be reused, and the money the Trust receives goes to charity.

Where do we want to be?

Although our Patient Portal allows patients to view all their appointments, patients still need to contact us by telephone to cancel or reschedule appointments. We want to develop the Patient Portal to provide these features going forward.

To maximise hardware lifespan, support digital inclusion and minimise waste, new equipment should be repairable. Therefore, all equipment will be managed to encourage repair and upgrades instead of disposal.

Our virtual ward service to remotely monitor patients should be developed to reduce both staff and patient travel and hospital beds.

We also plan to move our Electronic Patient Records (EPR) to the cloud to improve security and faster access to data.

Action	Timescale
Digitalisation of appointment system to enable patients to reschedule and cancel appointments online	2025/26
Implement an equipment repair and replacement scheme to ensure 25% of new equipment is repairable/upgradable	2025/26
Develop the remote monitoring of patients through our virtual ward service, to reduce both staff and patient travel	2026/27
Move our EPR to the cloud for improved security and faster data access	2027/28



Medicines

Medicines have a significant environmental impact, which we aim to reduce through more efficient use, minimising waste and selecting lower-carbon alternatives where appropriate.

Where are we now?

The use of desflurane, a volatile anaesthetic agent, has ceased on site.

Nitrous oxide, used predominantly for anaesthesia, is a potent greenhouse gas, making up more than 80% of total emissions from medical gases in the NHS with a global warming potential (GWP) around 300 times that of carbon dioxide. It has historically been supplied via a medical gas pipeline, however, there is high leakage associated with piped nitrous oxide. To enable decommissioning, a pilot was run for four weeks where piped nitrous oxide was switched to portable nitrous oxide cylinders on anaesthetic machines within all theatres. This pilot worked as expected and proved the equipment operated correctly and was reliable.

We have also explored the use of alternative anaesthetic gases to replace the use of Entonox, a high GWP gas. In the emergency department, Penthrox (methoxyflurane) has been introduced as an alternative to Entonox for acute trauma pain such as shoulder breaks.

Where do we want to be?

Although remaining stock of desflurane was not used, its presence highlighted the importance of effective medical stock management.

Following the success of the nitrous oxide cylinders pilot, the Trust plans to decommission its manifold and implement cylinders across the site.

Entonox is largely used in the maternity department which has plans for refurbishment. It is unlikely that reduction of Entonox will be addressed until this work begins. However, when it does, the Trust will ensure to either explore alternatives or introduce gas capture.

Pressurised metered dose inhalers (pMDI) contain hydrofluoroalkane (HFA), a potent greenhouse gas. We will continue to take steps to increase the use of low carbon inhalers, such as dry powder inhalers (DPIs) in place of the more carbon intensive pMDI. Following national guidance and providing education for clinical staff on cleaner prescribing will be crucial to ensure low carbon inhalers are prescribed.

Using the [Greener Pharmacy Toolkit](#), we also aim to switch from intravenous (IV) to oral antibiotics and to review the arrangements for both the disposal and recycling of inhalers and insulin cartridges.

Action	Timescale
Implement medical gas stock management to keep track of stock and its expiry.	2025/26
Decommission nitrous oxide manifold	2025/26
Follow national guidance and provide education for clinical staff on cleaner prescribing of low carbon inhalers	2025/26
Use the Greener Pharmacy Toolkit to: <ul style="list-style-type: none"> Switch from IV to oral antibiotics Review the arrangements for both the disposal and recycling of inhalers and insulin cartridges 	2026/27
Explore use of alternative anaesthetic gases, e.g., methoxyflurane, in other departments. For maternity this will occur in accordance with refurbishment works.	2027/28



Net Zero Culture



Delivery Plan

Workforce and leadership

Our people are our greatest asset in delivering our Green Plan. We need to harness the enthusiasm and commitment of our staff, raise awareness of the environmental impact of our activities, encourage staff to think differently and help them by 'making it easy to do the right thing'.

Where are we now?

- We have appointed a Net Zero Lead
- Whittington Green Group provides a forum to share, promote and encourage green sustainability projects across the Trust through providing a regular meeting for volunteered Green Champions. This helps staff to become informed and support current projects, and to raise ideas and processes driving these ambitions within the Trust, supporting the Trust's Green Plan.
- Cycle-to-work scheme to encourage staff to commute via active travel.

Where do we want to be?

We want to expand sustainability-focused staff benefits such as access to EV salary sacrifice schemes to support staff wellbeing and extend the Trust's sustainability impact into the community.

Collaboration and knowledge sharing internally and across partner organisations is an integral element for achieving our net zero goals. This requires support from our comms team as we aim to showcase a regular sustainability case study from within the Trust. This will celebrate staff-led initiatives, inspire others and promote a culture of continuous improvement.

To strengthen Trust-wide understanding of sustainability, we will broaden access to environmental training across all staff levels. This includes incorporating sustainability into staff inductions and training. To support day-to-day staff engagement, sustainability training will be promoted through channels such as screensavers.

Action	Timescale
Incorporate environmental sustainability into the Trust objectives and governance including establishing a Sustainability Board to oversee implementation of our Green Plan	2025/26
Continued development of Whittington Green Group, to promote active engagement in delivery of our Green Plan	2025/26
Undertake an annual survey of environmental sustainability awareness and alignment with Trust priorities	2025/26
Broaden access to environmental training across all staff levels including channel promotions	2023/24
Recruit an environmental sustainability lead to support delivery of the Green Plan	2025/26



Food and nutrition

A healthier, more sustainable diet not only has lower associated emissions but also helps to improve the physical wellbeing of staff and patients through the prevention of diet related illness, as well as potentially providing wider social benefits for local communities through the procurement of locally sourced food.

Where are we now?

At the Hospital site, our newly refurbished N19 Restaurant and two commercial retail outlets provide a range of meal choices for staff and visitors. Currently, we change our menus at least twice a year to use more seasonal ingredients as well as having a plant-based menu, although we believe there are opportunities to enhance the current food offer. We also have several vending machines on site which allows 24/7 food access. These Smart Fridges and Smart Hot Drink machines allow access to nutritious food for staff and visitors who cannot visit the hospital's cafés and restaurants during opening hours.

For patient meals, we have reduced food wastage by switching from bulk cooking to individual plating. The Trust will be procuring a new supplier in the lifetime of this plan and will ensure that sustainability is a fundamental component in the process to select a new patient food provider.

Where do we want to be?

We want to provide nutritious, affordable and environmentally sustainable food for our patients, staff and visitors that both supports health and wellbeing and minimises waste.

The Trust will identify opportunities to make menu options healthier and offer low-carbon meals that use seasonal produce and require minimal processing, in line with the NHS England Low Carbon Menu Bank.

We aim to substantially reduce the amount of food waste generated by both retail and patient catering. We also need to improve waste segregation to support our ambition to increase recycling (preventing food waste from contaminating other waste streams).

The first action that needs to be implemented is measuring our food waste. We plan to measure food waste in our key areas from production, plate, unserved meals and spoilage.

Action	Timescale
Measure food waste in key areas from production, plate, unserved meals and spoilage	2025/26
Promote use of reusables by having 'bring your own' incentives.	2025/26
Expand meat free (vegan and vegetarian) options across all catering facilities	2025/26
Offer one low-carbon meal each day on all menus at Whittington Hospital	2026/27
Fully implement the roll-out of inpatient digital meal ordering	2026/27
Installation of biodigesters and caddy bins	2026/27



Travel and transport

Changes to clinical care models, including those enabled by digital transformation, will reduce the number of individual patient and visitor journeys to our hospitals and make an important contribution to reducing overall travel related emissions.

However, we also need to work to reduce the number of car journeys made by patients, visitors and staff when they do need to travel to one of our sites, particularly using an internal combustion engine (ICE), and to promote less carbon intensive modes of travel such as active travel, public transport and electric vehicles. These alternative forms of travel offer a multitude of co-benefits. For example, active travel not only reduces emissions, but also improves physical and mental wellbeing, reduces congestion and improves air quality.

Where are we now?

We recognise that the future of UK transport is zero-emissions and have already begun to prepare for this by upgrading our Electric Vehicle infrastructure with 16 charging points installed across the estate and over 95% of our fleet electrified.

We are working with local authorities to identify opportunities to promote public transport and active travel. We have already implemented a Cycle to Work Scheme that enables staff to save up to 39% on a bike and accessories through tax-efficient salary deductions. This scheme offers multiple benefits: staff can choose any make and model, spread the cost over time, improve their health through active travel, and significantly reduce their carbon emissions.

Where do we want to be?

In 2025 we plan to develop a detailed Green Travel Plan, actively engaging our communities and staff in a dialogue about actions we can take to encourage more sustainable forms of travel.

We also want to improve local air quality and reduce our emissions footprint tied to travel and transport and to ensure we are prepared for the decarbonisation of travel.

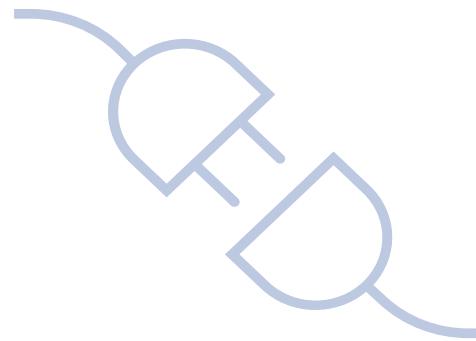
Action	Timescale
Develop a Green Travel Plan with a focus on community services	2025/26
Promote Whittington walking club	2025/26
Run an anti-idling campaign for staff, patient, visitor and ambulances to improve air quality across sites	2023/24
Install air quality monitors across our sites to identify areas of improvement	2024/25
Explore the provision of electric cargo bikes for transporting goods and services across/between sites	2024/25



Figure 4: One of our fully electric community vehicles on site



Net Zero Infrastructure



Delivery Plan

Estates and facilities

Emissions relating to Estates and Facilities account for 78% of the NHS direct carbon footprint, predominantly through emissions tied to energy use. A significant proportion of the NHS carbon footprint plus also relates to estates and facilities including food and catering, travel, logistics and construction, which has been the largest single contributor to our carbon footprint plus over recent years.

The key measures of success across Estates and Facilities are:

- Decreased energy (electricity and gas) consumption
- Decreased carbon use from energy
- Decreased waste production
- Increase of waste recycled
- Decreased water consumption
- Decreased carbon footprint

Table 2 provides an overview of our performance against these KPIs over the last 9 years. As shown in the table, our NHS Carbon Footprint has decreased by 32% from our 2016/17 baseline.

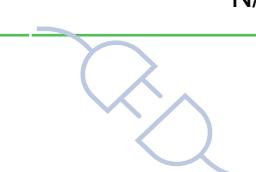
This is predominantly due to our more efficient consumption of electricity following the roll out of LED lighting across our Estate as well as the ongoing decarbonisation of the UK grid. This is further supported by the reductions in gas and water consumption per m².

There has been a 13% increase in waste production since our baseline year, reaching a peak of 20.25 kg/m² in 2020/21 and 2021/22, owing to the operational challenges faced by the Trust in response to the COVID pandemic. Changes in our management of waste has delivered a 47% reduction in waste between the years 2021/22 and 2024/25, however more work is needed to bring this back in line with our baseline year.

For the purpose of this strategy, Estates and Facilities comprises the key themes energy, water, capital projects, greenspace and biodiversity, and waste.

KPI	Unit	Baseline 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Trend
Electricity consumption	kWh/m ²	164	167	165	153	128	126	124	128	135	
Gas consumption	kWh/m ²	190	182	184	181	183	229	196	194	179	
Carbon from energy	kgCO ₂ e/m ²	126	111	107	95	89	94	84	91	90	
Waste production	kg/m ²	9	5	16	15	20	20	12	10	11	
Waste recycled	%	0	0	0	0	0	0	0	0	1	
Water impact	m ³ /m ²	1	2	3	1	1	1	1	1	1	
NHS Carbon Footprint	tCO ₂ e	12,156	10,753	10,319	8,841	8,245	8,724	7,743	8,450	8,314	
NHS Carbon Footprint Plus	tCO ₂ e	Pending								N/A	

Table 2: Estates and Facilities Key Performance Indicators (KPIs)



Estates and facilities

Where are we now?

Energy

Emissions from energy use in buildings currently represents 90% of our total NHS Carbon Footprint. On this basis, reducing energy consumption and transitioning to lower carbon generation technologies will be a key element of our pathway to achieving our reduction targets.

Figure 5 shows that in 2024/25, 90% of our energy-related emissions were from our acute site – Whittington Hospital. Gas consumption drives the greatest portion of emissions at 47% across the estate, with electricity (100% renewable) at 41% and the remaining arising from Well-To-Tank (WTT) and Transmission & Distribution (T&D).

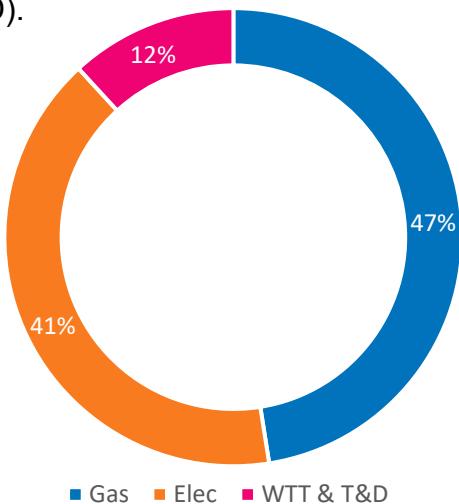


Figure 5: Breakdown of emissions for building energy use 2024/25

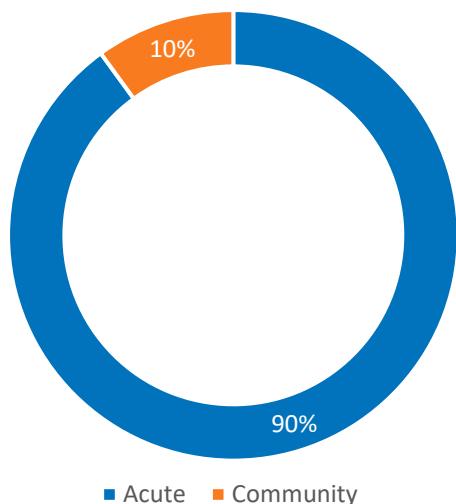


Figure 6: Breakdown of Acute and Community emissions by building energy use 2024/25

Figure 6 demonstrates that our Acute energy consumption accounts for most of our carbon emissions at 90% in comparison to 10% for our Community sites.

A Heat Decarbonisation Plan (HDP) has also been completed for both the acute site and the community sites, providing a strategic roadmap for future low-carbon heating. A key element of the plan was to build more resilient electrical power infrastructure at the hospital site to enable a transition away from gas. The Trust worked with a specialist contractor under the P22 Procurement Regime to design and install and connect a new 8.5 MVA power supply to the hospital site.

At the end of 2023/24, the Trust was awarded £417,000 in funding to install solar panels at five of our health centres. This is part of a £100 million package from Great British Energy for the NHS to install solar power to help drive down energy bills, offering better value for the taxpayer.

Water

Overall, the site has reduced its water usage from 2016/17 to 2024/25 by 18%. There was a rise in consumption from 2017/18 reaching nearly 300,000 m³ in 2018/19. This resulted from a leak which went unidentified for several months.

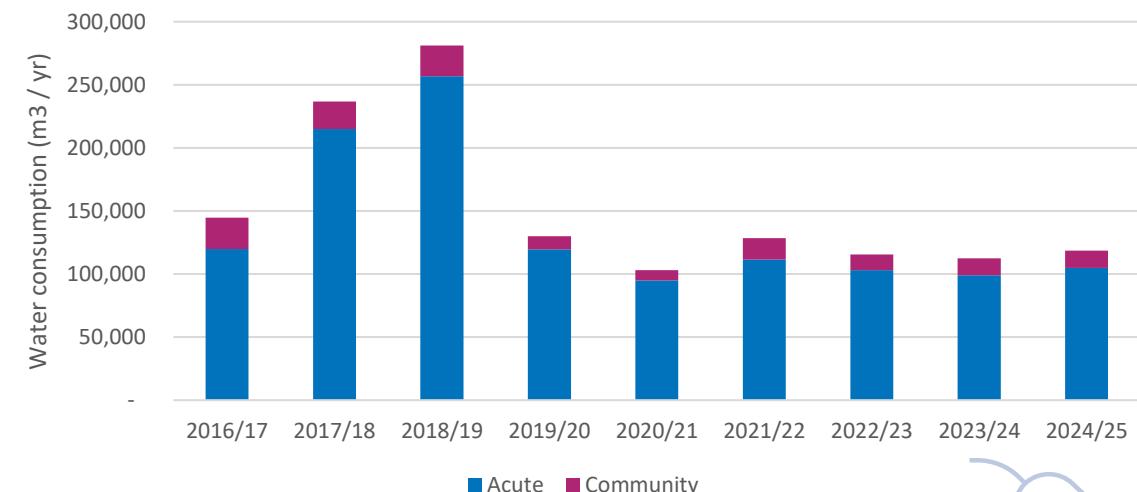


Figure 7: Site water consumption from 2016/27 to 2024/25



Estates and facilities

Where are we now? Continued . . .

Capital projects

The Trust has a major programme of estate improvement with annual investment in critical infrastructure, statutory compliance, IT and equipment. In addition, the Trust has several major projects in the pipeline to increase capacity and improve the functional suitability of our estate.

One case study involves the project to upgrade our hospital's theatre ventilation system. Having clean air circulating through our hospital is really important, especially in areas where surgery is taking place. This project involved replacement of 35-year-old ducting and installing three new air handling units to provide extra resilience where previously we had only one air handling unit.



Figure 8: Delivery of three new air handling units: Recovery, Theatre 1, Theatre 2 (left)
Capital Projects Team (right)

Green space and biodiversity

We recognise that air pollution is a major hazard to human health and that this is particularly acute for an inner-city Trust such as ours. We are also aware that our heating, emergency power and transportation systems contribute to this issue.

We have a board approved green space strategy embedded in our wider estates plan. Example schemes include converting an underused space outside labour ward at Whittington into a garden with a variety of flora planted to provide a peaceful area for our maternity patients.



Figure 9: Labour ward garden at Whittington Hospital

Estates and facilities

Where do we want to be?

Energy

The largest remaining area without LED lighting upgrades is the A & L Blocks at Whittington Hospital, part of the older PFI estate. Feasibility studies and site surveys have been conducted to assess potential costs and savings. Full LED replacement across these blocks is expected to deliver savings of 1 GWh in electricity consumption and approximately £330,000 in annual electricity costs. The focus for the coming year will be on upgrading A Block, with plans to address L Block in subsequent years.

We need to ensure we fully understand the capital and operational cost impact of decarbonising heat in our buildings. Our estate-wide Heat Decarbonisation Plan sets out the next steps that are needed to develop detailed, costed solutions. This plan will support funding applications for immediate priorities and feed into a long-term energy strategy for our estate.

Alongside this we need to ensure we have robust and reliable data on energy consumption across our estate to help us identify priorities for improvement. To achieve this, we plan to expand smart meter and automatic meter reader (AMR) coverage across our estate, starting with AMR on all electricity meters for our community sites.

All our staff can contribute to reducing energy consumption, so raising awareness and building engagement will be important, alongside technological changes that make it easier 'to do the right thing' (e.g., more localised temperature controls).

Water

Although water usage does not have the same impact on NHS Carbon Footprint as the impact of energy consumption, we have a duty to use it sensibly and ethically.

Our actions to reduce water use and improve efficiency have been identified and included within the Estates & Facilities action plan.

Capital Projects

Improvements to our estate will be undertaken in the most environmentally sustainable way possible. Our actions will define organisational responsibility for sustainable capital and refurbishment projects. A clear set of sustainability aims and objectives will be applied to all capital projects and major refurbishments to prioritise and maximise rewilding and biodiversity.



Figure 10: Whittington Hospital Maternity Garden & cold-water tank 'living wall'

Greenspace and biodiversity

Following the success of the Trust's 'living wall' and Maternity garden, we want to improve access to high quality Green Space for patients, visitors and staff across our services and sites. This will include work to offset some of the environmental impact of our activities by increasing trees, plants and biodiversity on our sites. We aim to ensure new capital builds prioritise and maximise rewilding and biodiversity wherever possible and take thoughtful person-centric design principles into account



Estates and facilities

Waste

Where are we now?

The Trust has faced significant challenges since 2019 when it comes to Waste & Recycling. Covid brought a temporary restructure on how healthcare waste could be handled, which ultimately also had impacts on recycling. Fast forward to now, the Trust is aiming to utilise its current space and infrastructure to work toward achieving NHS England's Healthcare Waste guidance targets of 60:20:20 for Offensive Waste, Hazardous Alternative Treatment and High Temperature Incineration respectively by the end of 2025.

In conjunction with this Trust is also working on improving the management of domestic waste by improving recycling. Steps are being taken to improve waste segregation across the board not only with healthcare but also the proportion to be recycled.

Outlined in Figure 11, most of the Trust's domestic waste is currently attributed to a non-recycled waste stream and despite this being processed as Waste for Energy, there is a need to drive this figure downwards by better segregation for recycling such as food waste. There are also opportunities to improve segregation of Healthcare Waste, such as taking non-clinical PPE & Packaging out of the Offensive stream and into recycling reducing both cost and environmental impact.

Where do we want to be?

We aim to ensure we comply with general guidance and maintain the 60:20:20 Clinical Waste Segregation Target. We must dedicate renewed focus on driving down the unnecessary use of disposable materials such as paper and PPE. We must also target improved segregation of waste at the ward level. This will minimise contamination of waste streams with clinical waste and have the dual effect of reducing the waste sent to incineration whilst improving the proportion of waste available for recycling.

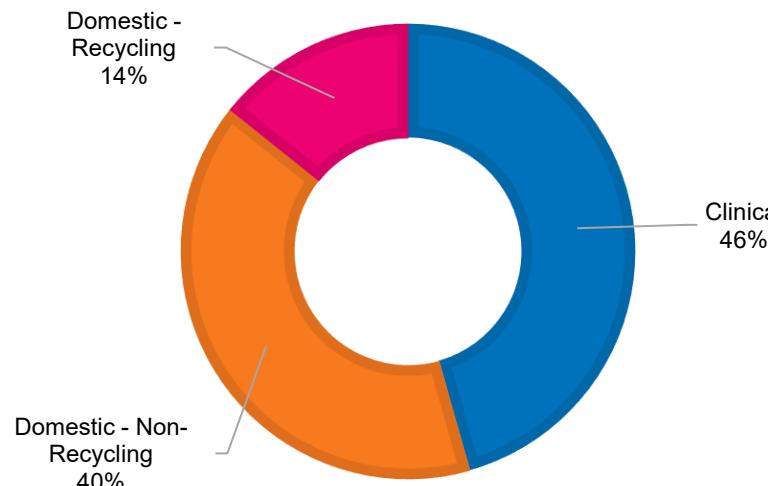


Figure 11: 2024/25 Whittington Hospital clinical and domestic waste breakdown

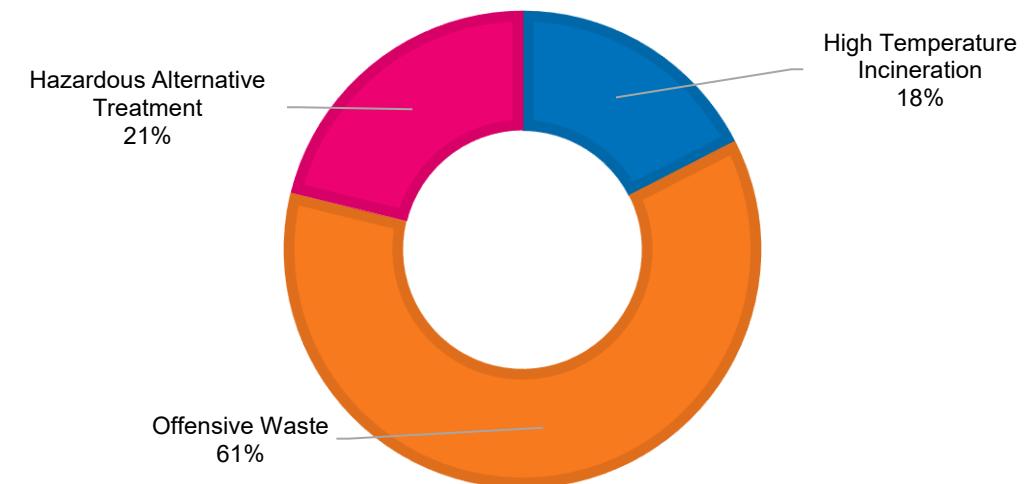


Figure 12: 2024/25 Whittington Hospital clinical waste breakdown

Estates and facilities

Action Plan	Timescale
Develop a funding strategy for our estate decarbonisation plans & agree delivery milestones.	2025/26
Complete rollout of smart meters and automatic meter readings (AMRs) across community sites and grid gas feeds	2025/26
Review existing life expectancy of boilers	2025/26
Define a clear set of sustainability aims and objectives that can be scaled and applied to all capital projects and major refurbishments	2025/26
Ensure all capital projects team members have received Net Zero Building standards training relating to the latest NHS guidance	2025/26
Develop therapeutic gardens across available Trust space to benefit patients and staff	2026/27
Raise awareness about water usage to staff and patients through sustainability messaging	2025/26
Install submetering to monitor water consumption	2025/26
Investigate options for improving grey water harvesting at the acute site	2026/27
Develop and implement a programme to drive improved recycling practice within the Trust & improve waste segregation	2025/26
Decrease total waste tonnage by 10% from 2020/21 levels by 2025	2025/26
Increase proportion of domestic waste recycled to 30% by 2026	2025/26
Achieve clinical waste segregation of 20:20:60 across High Temperature Incineration (HTI), Alternative Treatment (AT) and Offensive Waste (OW)	2025/26



Supply chain and procurement

Within the NHS, the majority of total carbon footprint is accounted for via goods and services purchased from our suppliers – from electricity and food to medical equipment and personal protective equipment (PPE). Our purchasing decisions are therefore very important. 'The 'net zero supplier roadmap' sets out actions being taken to promote sustainability within the NHS supply chain at a national and regional level.

Where are we now?

Most of our procurement activities at Whittington are completed by Partners Procurement Service (PPS) which is a joint venture that runs procurement for a number of Trusts in the north London area. Most of our goods and services are procured via our selected framework providers which adhere to guidance and requirements set out by the wider NHS.

All NHS tenders are now required to include a minimum 10% weighting for net zero and social value. Additionally, any contract exceeding £5 million must include a Carbon Reduction Plan (CRP) from the supplier covering their direct emissions as a qualifying criteria.

Our Trust now procures 100% renewable electricity, ensuring that all electricity consumed across our estate is sourced certified renewable energy sources.

In our theatres, the procurement team has implemented *Scan4Safety*, an initiative implemented in healthcare launched by the Department of Health and Social Care (DHSC) in 2016. This barcode-based scanning system enhances inventory management and patient safety by improving supply chain transparency and enabling accurate point-of-care identification.

We have also centralised all heavy-goods vehicle deliveries through a single consolidation centre in Enfield. This shift has removed multiple lorry journeys from the road and streamlined the receipt of goods from the national supply chain.

In partnership with the North Central London Integrated Care System (NCL ICS), the Trust has also entered a contract with eCourier. This combined benefits of the Enfield consolidation centre and eCourier's transition to electric vehicles are expected to contribute significantly to emission reductions.

Where do we want to be?

- Prioritise suppliers that demonstrate strong environmental performance, including verified sustainability reports and the use of renewable and responsibly sourced materials.
- Evaluate products and services based on their entire lifecycle, prioritising those aligned with circular economy principles including: durability, repairability, recyclability and incorporation of recycled content. We favour suppliers offering closed-loop solutions, take-back schemes and waste-minimising designs.
- Embed environmental criteria into procurement and vendor selection processes and conduct regular sustainability audits to ensure compliance with green standards.

Action	Timescale
Prioritise suppliers with strong environmental credentials, including sustainability reporting and use of renewable sourced materials	2025/26
Favour products that support circular economy principles	2025/26
Incorporate environmental criteria into procurement and carry out regular sustainability audits to ensure compliance	2025/26
Ensure that all future suppliers have publicly report emissions and publish a carbon reduction plan aligned to NHS net zero target for Scopes 1,2 and 3.	2027/28



Adaptation

Even with current national and global commitments, we are set to reach 1.5 °C of global warming between 2030 and 2052. The Intergovernmental Panel on Climate Change (IPCC) reports that this warming will lead to increased risks to health, livelihoods, food security, water supply, human security and economic growth. In this context we must build resilience and adaptation into our sustainability programme.

Increased occurrences of extreme weather events will potentially disrupt clinical activity in three key ways: restrictions in the availability of clinical environments during extreme events (overheating or flooding); barriers to business-as-usual continuing for supply chain partners and direct clinical service impacts of severe weather upon staff and the local community, thereby creating system pressures.

Where are we now?

Many of the key aspects a climate change adaptation plan are incorporated into the Trust's emergency planning processes. However, the Trust has not undertaken a climate change risk assessment (CCRA) and does not have a specific climate change adaptation plan.

Where do we want to be?

We recognise that is important for Whittington Health to produce a CCRA which we will subsequently use to develop and maintain the Trust's Climate Change Adaptation Plan.

Our plan must adequately reflect the risks that the changing climate specifically present to our Trust and communities and define how we will adapt to ensure we can continue to deliver high quality care.

Action	Timescale
Identify members of the Trust to be involved in the Climate Change Adaptation Group: Estates (Building Infrastructure), Emergency Planning, Fire Remediation	2025/26
Undertake the Climate Change Risk Assessment (CCRA) as the first step of our Climate Change Adaptation Plan	2026/27
Use findings from CCRA to develop Climate Change Adaptation Plan	2027/28

