Our Green Plan 2025-2030

Our Strategy towards Net Zero

October 2025

One Devon

Cornwall and Isles of Scilly Integrated Care System

Contents

Foreword 3
About us 4
Introduction 6
National Strategic and Local Context 7
Developing a Joint Green Plan 8
Working together as a system 9
What are we seeking to achieve? 14
Areas of focus 16
- Workforce and System Leadership 18
- Digital Transformation 20
- Care Model Transformation 21
- Medicines 23
- Primary Care 26
- Travel and Transport 29
- Estates and Facilities 32
- Supply Chain and Procurement 37
- Food and Nutrition 39
- Adaptation 40
- Prevention and Health Creation 42
- Social Value and Anchor Institutions 44

Governance and Accountability 45

Foreword

Climate change presents an immediate and growing threat to health. The UK is already experiencing more frequent and severe floods and heatwaves, as well as worsening air pollution. Up to 38,000 deaths a year are associated with air pollution alone, disproportionately affecting the most deprived and further exacerbating health inequalities. The impact of climate change will also be expensive for society and the NHS, with the costs of heat-related mortalities from climate change estimated at £6.8 billion per year in the 2020s, rising to £14.7 billion per year in the 2050s.

Conversely, action to tackle climate change brings direct benefits for public health, health equity and taxpayers. Reducing the NHS's environmental impact will help to build an NHS fit for the future that provides world-leading healthcare and supports the government's mission to make Britain a clean energy superpower, including through:

- supporting high-quality, preventative and low-carbon care, in line with the NHS's goal to boost out-of-hospital and digitally enabled care, improve prevention of ill health and reduce health inequalities
- reducing air pollution by decarbonising the NHS fleet, which is set to save the NHS over £59 million every year and deliver a range of health benefits valued at over £270 million.
- modernising and decarbonising the NHS estate, which is expected to reduce energy costs while creating a better environment for both patient care and staff wellbeing
- minimising waste through circularity – where reusable, remanufactured or recycled solutions are used – which is often cost-saving and helps protect against external supply disruptions

As part of the NHS, the NHS Cornwall and Isles of Scilly and NHS Devon Cluster must play its part in reducing the environmental impact and carbon footprint of their operations. To protect the health of people in the NHS Cornwall and Isles of Scilly and NHS Devon we must:

- limit our contribution to the climate crisis, reducing carbon emissions and damage to our environment
- prepare for and build resilience to respond to increasingly more extreme weather patterns
- invest in keeping people healthy to reduce preventable diseases, improve the general health of our people and communities, and reduce the demand for healthcare

By reducing emissions, improving air quality, and creating greener, more resilient communities, the cluster will not only meet its Net Zero targets but also reduce preventable illness, improve health equity, and deliver better value for money. This is not just about meeting statutory targets, it is about shaping a healthier, fairer, and more sustainable future for the people of Cornwall, Devon and the Isles of Scilly.

About us

Devon

Devon is the fourth largest county in England with a diverse and growing population at currently just over 1.2 million. It includes the cities of Plymouth and Exeter, more than 45 towns – both rural and urban – and several hundred parishes. The Devon ICS is a partnership of health and social care organisations working together with local communities across Devon, Plymouth and Torbay. Through working together, it aims to transform health and care services, so they are clinically, socially and financially sustainable.

Delivering a plan that meets the needs of the populations across Devon requires the partnership of health and care organisations across the county: NHS Trusts and Integrated Care Boards, local authorities, GPs and primary care colleagues, voluntary and independent sector partners, can only provide the type of care that people really need by working together.

The health and social care organisations involved in the Integrated Care System for Devon (ICS) are:

- NHS Devon Integrated Care Board, operating as NHS Cornwall and Isles of Scilly and NHS Devon cluster with Cornwall and Isles of Scilly ICB
- University Hospitals Plymouth NHS Trust (UHP)
- Royal Devon University NHS Foundation Trust (RDU)
- Torbay and South Devon NHS Foundation Trust (TSD)
- South Western Ambulance Service NHS Foundation Trust (SWAST)
- Devon Partnership NHS Trust (DPT)
- Five Local Care Partnerships which contain approximately 130 GP practices
- Devon County Council
- Plymouth City Council
- Torbay Council
- Livewell Southwest

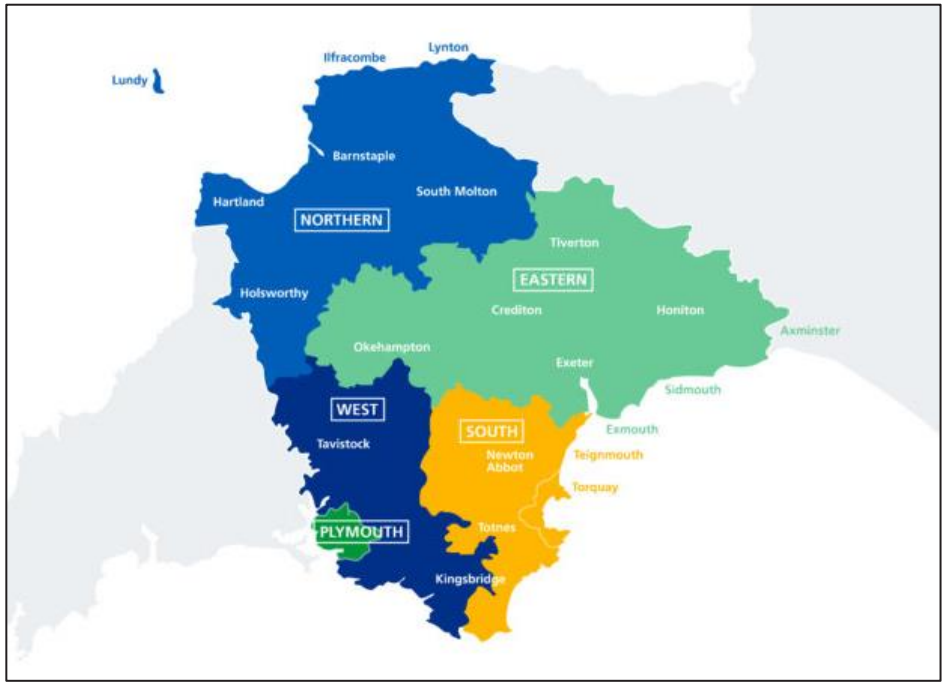


Figure 1: Map of Devon and the 5 Local Care Partnerships

About us

Cornwall and the Isles of Scilly

Cornwall and the Isles of Scilly are unique in their respective geographies. Healthcare access is a challenge within our ICS and infrastructure – the county has no motorway, comprehensive rail, or consistent rural bus routes. The Isles of Scilly are separated by 25 miles of sea which is uncrossable in unfavourable weather conditions. Care needs in our system are complex and becoming increasingly so as our population is ageing and seeing an increase in co-morbidities. Our geography creates distinct and intersecting patterns of coastal, rural and urban deprivation, each associated with their own access and healthcare challenges. Our communities include those in the 20% most deprived across England and, as we are a peninsula, are uniquely at risk to the effects of climate change.

The system consists of three Integrated Care Areas (ICAs), the North and East, Central, and West (also incorporates the Isles of Scilly) which serve populations of circa 150,000-200,000, making local decisions to address the specific local need.

Our system is a collaborative of various health, community, and voluntary sector organisations, and local authorities. These partners are organised to work together to ensure we can deliver all aspects of care to an excellent standard for our patients. The Integrated Care System for Cornwall and Isles of Scilly (ICS) is comprised of:

- Cornwall and Isles of Scilly Integrated Care Board (ICB), operating as a NHS Cornwall and Isles of Scilly and NHS Devon cluster with Devon ICB
- Royal Cornwall Hospitals Trust (RCHT) – providing acute care
- University Hospitals Plymouth NHS Trust – providing both
- Cornwall Partnership Foundation Trust – providing mental health and community services
- 55 General Practices (GPs) practices plus dentistry, ophthalmology, community pharmacy services and Community Hubs
- Cornwall Voluntary and Community Sector (VCSE).
- Cornwall Council
- The Council of the Isles of Scilly
- South Western Ambulance Service NHS Foundation Trust (SWAST)

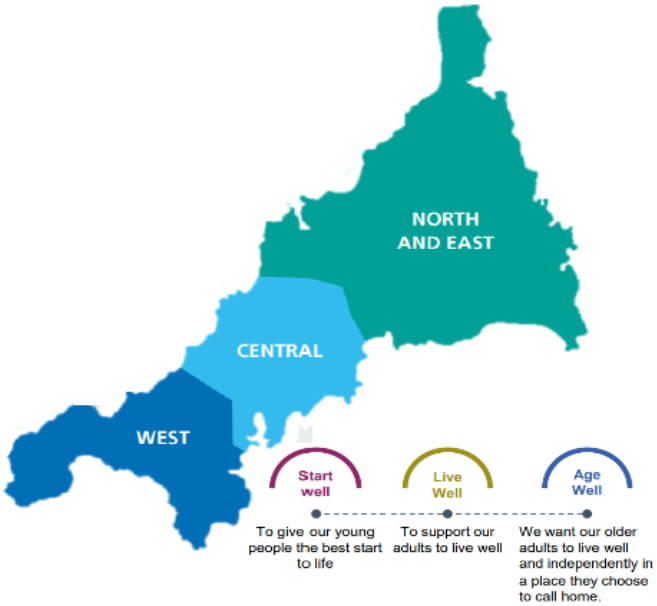


Figure 2: Map of Cornwall and the Isles of Scilly 3 Integrated Care areas

Introduction

A Net Zero NHS

In England, the NHS is estimated to account for 5.4% of the country's greenhouse gas emissions. The health and social care system reduced its carbon footprint by an estimated 62% between 1990-2020, however, drastic action is now required. In October 2020, the Greener NHS Programme published its strategy, Delivering a Net Zero National Health Service. This report highlighted that left unabated, climate change will disrupt care, resulting in poor environmental health contributing to major diseases such as cardiac problems, asthma and cancer. The strategy sets out the key targets and actions required for the NHS to reach Net Zero carbon emissions as outlined below. The NHS must decrease its carbon footprint by approximately 15% per year, year on year, if we are to achieve the target of 80% reduction by 2028-2032. Figures 3 and 4 illustrate the key areas of focus that the NHS must deliver on to reduce its carbon footprint.

For the emissions we control directly (NHS Carbon Footprint), Net Zero by 2040, with an ambition to reach an 80% reduction (from 1990 levels) by 2028 to 2032.

For the emissions we can influence (NHS Carbon Footprint Plus), Net Zero by 2045, with an ambition to reach an 80% reduction (from 1990 levels) by 2036 to 2039.

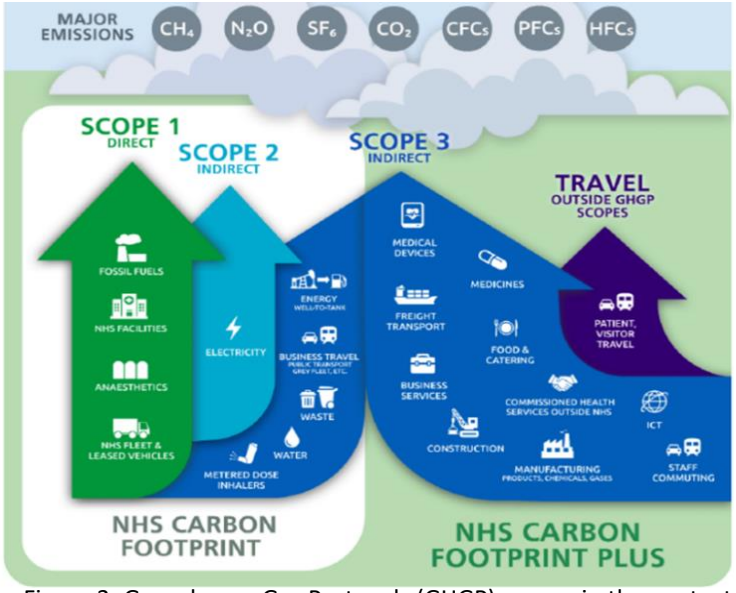


Figure 3: Greenhouse Gas Protocols (GHGP) scopes in the context of the NHS

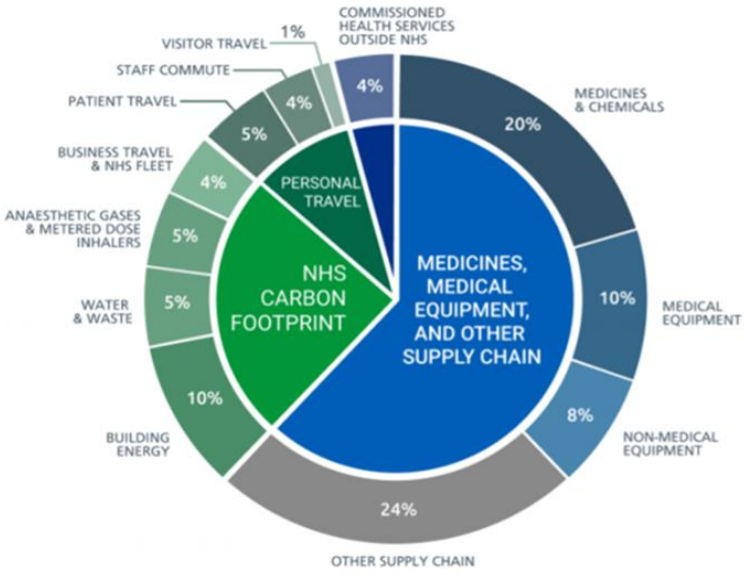


Figure 4: Sources of carbon emissions by proportion of NHS Carbon Footprint Plus

National strategic context

The Darzi report highlights: "Given the global health imperatives, the NHS must stick to its Net Zero ambitions. There is no trade-off between climate responsibilities and reducing waiting lists." Following the Darzi report, the recently released 10-Year Plan for the NHS reconfirms the NHS's commitment to Net Zero, and describes three major shifts in the way we deliver care required to transform the NHS into a health service that is fit for the future:

- **From hospital to community** - moving care from hospitals to communities, creating a 'Neighbourhood Health Service', accessibly designed
- **From analogue to digital** - making better use of technology, harnessing the digital revolution to create the most digitally accessible health system in the world, whilst carefully mitigating against digital exclusion
- **From illness to prevention** - focusing on preventing sickness, not just treating it and empowering people to make healthy choices

Maximising the opportunities to build a more sustainable healthcare system through these three big shifts is essential if we are going to maintain and improve patient care now and in the future. At the same time, delivering on these priorities will not only help us to achieve positive transformative change for health and care services, but also for the environment.

Local strategic context

Devon

In 2022, the One Devon partnership was formed, which is a collaboration of the NHS and local councils, as well as a wide range of other organisations like the voluntary sector, who are working together to improve the lives of people in Devon, to better support people living with multiple and long term conditions, prevent illness, tackle variation in care and deliver joined up services while getting maximum impact for every pound spent. Its vision is: "*Equal chances for everyone in Devon to lead long, happy and healthy lives*" and its route to achieving this is set out in the Devon Long Term Plan and Joint Forward Plan. The One Devon partnership brings together NHS organisations, local authorities, and the voluntary sector to improve the lives and health of people in Devon as well as progress shared carbon reduction goals.

Cornwall and the Isles of Scilly

In Cornwall and the Isles of Scilly, the ICS has worked collaboratively across the NHS, local authority and Cornwall Voluntary and Community Sector (VCSE) to align health and climate strategies, ensuring that health creation, nature recovery, and climate resilience are embedded in system-wide planning. The local strategic framework for improving health outcome is set out in their Health and Wellbeing Strategy and NHS Joint Forward Plan. Its vision is: "*Connected, healthy, caring communities for One and All*". These plans shift focus towards prevention through keeping people healthy and well in our communities throughout each stage of their lives. These are systemic shifts in the way we deliver care so acting as a system and focussing our plans on where we can have the most impact is essential. Successfully supporting this transition will support wider Net Zero goals.

These local strategies align in their shared purpose to create healthier, more inclusive and greener communities across the NHS Cornwall and Isles of Scilly and NHS Devon .

Developing a joint NHS Cornwall and Isles of Scilly and NHS Devon Green Plan

In early 2022, the first Devon and Cornwall and the Isles of Scilly (CIOS) Green Plans were published, setting the strategic direction for reducing the NHS's environmental impact and achieving Net Zero in line with the Greener NHS programme. NHS England published new national guidance in February 2025 which outlines a requirement to refresh our green plans. This has given us the opportunity to incorporate local and national policy changes that have been introduced over the last three years.

Reflecting broader changes in the NHS and encouraging closer collaboration across Integrated Care Systems, Devon and CIOS Green Plans have been consolidated into one joint plan moving forward. This refreshed Green Plan builds on our joint strategic objectives and the great work already underway in primary care, trusts, local authorities and other key non-NHS partners across Cornwall, Devon and the Isles of Scilly.

The purpose of this document is to outline how we will contribute to the NHS's overall goal of becoming Net Zero carbon emissions. It sets out the strategic framework for local action to reduce the environmental impact of our healthcare services and outlines some key system-level actions that will help us to support progress.

The key focus areas for action outlined in this plan follow Greener NHS guidance and have been further developed in partnership with NHS organisations across the peninsula through engagement via our existing collaboration and governance arrangements such as the CIOS Climate Collaboration and Devon Sustainability groups. This plan ensures that all NHS Cornwall and Isles of Scilly and NHS Devon NHS organisations have increased awareness, knowledge of, and understanding of our objectives and responsibilities, sharing our impact in reducing carbon emissions produced by our activity.

As a high-level, evolving document, the Green Plan will adapt over time. As the functions of the ICBs become clearer and work programmes mature, the areas of focus of this Green Plan will be further developed with the aim that sustainability is embedded into business as usual across the health system.

This document aims to outline our overall strategic intention as a peninsula. However, more detailed delivery plans and actions will need to be developed at local and organisational level to deliver against the overall ambitions aligned with wider system priorities in the local areas as they develop.

Working together as a health and care system

For us to achieve the ambitions and objectives of a Net Zero NHS, collaboration across multiple disciplines is crucial for success. This includes within the NHS, but also working with key stakeholders, strategic partners, public and VCSE sector organisations, local communities and suppliers. Building on the strengths of both systems, we will continue a collaborative, cross-sector approach to sustainability which will be underpinned by:

- Clear governance and accountability structures, including board-member Net Zero leads and sustainability leads across partner organisations.
- System-wide assurance processes to track progress against Green Plan actions and ensure clear ownership.
- Collaborative working through forums such as through expanding our existing CIOS Climate Collaboration and Devon Sustainability Groups into a NHS Cornwall and Isles of Scilly and NHS Devon meeting with a joint chair.
- Identifying funding opportunities to drive action, for example through government schemes, application to the National Institute for Health and Care Institute (NIHR) Decarbonising the health and social care system fund and other grants as they become available.

Our role as strategic commissioners

The ICBs are responsible for commissioning health and care services to meet the needs of our population. We have an important role in transforming our local health and care systems to improve the health and lives of our local community, now and in the future. We therefore have an opportunity to leverage our roles as strategic commissioners to shape a future where care is more joined-up, equitable, preventative, and environmentally sustainable.

We will use our commissioning powers to embed sustainability and health creation priorities into every stage of service planning and delivery. This includes:

- embedding sustainability that is accessible into service design, procurement and contract oversight, ensuring that commissioned services actively contribute to carbon pollution reduction, progressively increasing our ability to adapt to climate impacts, and embed social value.
- aligning Green Plan priorities with broader system strategies, ensuring that sustainability is a core principle of health system transformation.
- engaging with patients and staff to understand what is important to them and embed this into our plans and strategies.
- ensuring a continued focus on health creation, neighbourhood health and the 3 strategic shifts described in the 10 Year health plan, as we plan and allocate resources within our financial envelope for the benefit of our communities and the environment.

Supporting our partner trusts

Our NHS hospital, community and mental health care providers have made great strides in delivering towards our joint Net Zero ambitions. NHS NHS Cornwall and Isles of Scilly and NHS Devon Integrated Care Board Cluster will support all our partner trusts in the delivery of their green plan objectives and overseeing progress against the actions and targets in this strategy across the peninsula. In future, this will be supported through a joint NHS Cornwall and Isles of Scilly and NHS Devon Sustainability Group Meeting which will provide a forum to share best practice, encourage collaboration and facilitate engagement with relevant research and innovation activities.

Some of the key areas that require targeted action to reduce the impact of trust operations in the next 3 years include:

- Travel
- Energy, waste and water
- Medications (such as but not limited to high-carbon inhalers and anaesthetics)
- Procurement

Some key areas of opportunity for joint action across trusts and the wider health and care system include:

- **Workforce engagement -** promoting “Net Zero action” across the ICSs, supporting our staff to act, contribute innovative ideas and recognising staff effort.
- **Transformation** - continuing to review opportunities for joint working across providers to reduce duplication and drive efficiencies
- **Estates Strategy** - ensuring green plans align with ICSs 10-year infrastructure strategies
- **Adaptation** - identifying interdependencies between services and establishing the necessary mutual aid requirements to prevent service disruptions

Supporting Primary care

Devon

NHS Devon will support primary care providers to contribute to system wide emissions reductions and provide strategic leadership by working with the Primary Care networks through the NHS Devon Primary Care team. The Devon ICS Sustainability Staff Development Programme, which focuses on developing staff awareness and skills around sustainability, has recently been launched which offers GP practices the opportunity to participate in workshops and develop projects or actions they can implement within their practice or Primary Care Network (PCN).

NHS Devon has an extensive NHS Property Services portfolio that our providers rely on, and support has been offered through their sustainability programme to help direct investment in the buildings that we deem to be our core long term assets.

Cornwall and the Isles of Scilly

The award-winning Primary Care Climate Resilience Team based at Volunteer Cornwall, funded by NHS Cornwall and Isles of Scilly ICB, has been supporting general practice over the last few years and has recently widened their scope to include dentistry, ophthalmology and community pharmacy The innovative work of the team has been recognised nationally as an example of best practice accelerating awareness, inspiring action and supporting resilience within primary care across Cornwall and the Isles of Scilly. Their extensive work and progress so far is showcased in more detail in their Atlas of Progress. The key aim of this programme is to support primary care to contribute to the overall system goals described in this plan. More information on the work planned for 2025-2030 can be found in the Primary Care section of the key focus areas for action. We aim to spread the good practice and learning from this team across the clustering arrangement to support GP practices in Devon.

Collaborating with our health and care system partners outside of the NHS

Our health and wellbeing partners at the local authorities Devon Council, Cornwall Council and Council of the Isles of Scilly, Plymouth City Council, and Torbay Council and other important local organisations are also working towards to the same goals.

Devon

Devon County Council has declared a climate emergency and has committed to facilitating the reduction of Devon's carbon emissions. They are leading the Devon Climate Emergency Partnership, made up of local authorities, healthcare and emergency services, businesses and voluntary organisations, dedicated to acting on climate change in Devon. Their mission is to empower Devon to reduce greenhouse gas emissions to net-zero by 2050 at the latest, prepare communities for a warmer world and improve the resilience of Devon's environment to the effects of climate change.

- The Devon Climate Emergency Partnership, in conjunction with the Net Zero Task Force, have produced an evidence-led Devon Carbon Plan that outlines the goals and objectives to reach Net Zero by 2050 at the latest. One of the key principles is that multiple benefits for health, wellbeing and resilience of communities and nature must be delivered. Unitary councils within Devon have their own Net Zero plans, outlining their local goals and objectives to meet their targets: Plymouth City Council; Exeter City Council; Torbay Council.
- Devon County Council's Strategic Plan 2021 – 2025 focuses on how they will help the county to recover from the COVID-19 pandemic, build on the resilience of local people and communities to create a fairer, healthier and more caring place, and grasp the opportunity to create a greener, more prosperous and inclusive future for all.
- The Devon, Cornwall and Isles of Scilly Climate Impacts Group is coordinating Peninsula action on climate adaptation. This is preparing communities and organisations for a changing climate and improving resilience. The Climate Adaptation Strategy, published November 2023, helps communities and organisations better understand the risks their area might face in the future as climate change increasingly affects the UK. It will help them to adapt to these changes, thereby improving their resilience and community safety.

Cornwall and the Isles of Scilly

Health system partners in Cornwall and the Isles of Scilly, partner organisations such as Cornwall Council and the Council of the Isles of Scilly, along with other local organisations, volunteering and community groups all form part of a shared ambition to act against climate change.

- Our local strategic framework for jointly improving health outcomes is set out in our Cornwall and Isles of Scilly Health and Wellbeing Strategy. This highlights the importance of the built and natural environment on health and the need to transform our care to respond to changing needs of our population and a changing climate.
- The Cornwall Plan 2020 - 2050 is the Cornwall and Isles of Scilly Leadership Board's shared vision for Cornwall. It describes a future Cornwall with a creative Net Zero economy and environmentally sustainable communities.
- The Cornwall & Isles of Scilly Climate Commission is an independent organisation that brings together people and organisations from public, private and voluntary sectors to work together and help drive, guide, support, and track climate action.
- The Cornwall Council Climate Change Action Plan and The Council of the Isles of Scilly Climate Change Plan recognise the health impacts of the changing climate and set key actions to mitigate and adapt. We also have a regional Adaptation Strategy for Devon, Cornwall and Isles of Scilly, which identifies a strategic action to 'ensure the region is ready for, and resilient to, flooding and coastal change.'
- There are already some areas of great progress and collaborative working. A paper presented to the Joint Health and Wellbeing Board in October 2024 outlined existing areas of shared action across NHS, council, and community partners to reduce emissions, build climate resilience, and deliver health co-benefits through cleaner air, active travel, greenspaces, warm homes, and access to fresh, locally grown food.

These local strategies and initiatives align in their shared purpose to create healthier, more inclusive and greener communities across Cornwall and Isles of Scilly. Some key areas of opportunity to align strategies and take joint action with health and care partners beyond the NHS include:

- **Health creation** – continue to work together to improve the wider determinants of health of our local populations. This includes opportunities for joined up thinking around food for health through the Cornwall and Isles of Scilly Food Charter and taking action on improving housing, action on improving air quality and tackling air pollution in line with Cornwall's Clean Air Strategy.
- **Infrastructure planning** – maximising funding and infrastructure opportunities around travel and transport and estates planning. For example, being sighted on and aligning where possible on electric vehicle (EV) infrastructure and public transport plans and ensuring estate decarbonisation planning aligns with the Cornwall and Isles of Scilly Local Area Energy Plan (LAEP)
- **Climate risk adaptation** – working together on climate risk adaptation planning, ensuring adaptation strategies align with and make best use of existing local authority climate resilience plans
- **Green spaces** – improving natural spaces and biodiversity in line with Cornwall and Isles of Scilly Nature Recovery Strategy, for the benefit of the planet as well as our communities.
- **Research and innovation** – collaborating on research and innovation into Net Zero initiatives. Cornwall Partnership Foundation Trust and Volunteer Cornwall are core organisations in the new UKRI "One Health" Net Zero Hub initiative for research led by Exeter University.

Through collaborating with local authorities, the volunteering sector and other local organisations, we can maximise our joint impact and make the most of finite resources available to achieve our shared vision of creating healthier, more inclusive and greener communities across the NHS Cornwall and Isles of Scilly and NHS Devon .

What are we seeking to achieve?

Our Green Plan vision

> "Our vision is to enable people to start well, live well, and age well. Creating places where it is easy to be healthy, connected and environmentally sustainable within caring communities. Reducing the overall demand for healthcare and reducing the environmental impact of the care we provide."

Our key aims

Our ambition for the NHS Cornwall and Isles of Scilly and NHS Devon NHS is to:

1. **Reduce our environmental impact:** we will reduce the environmental impact of how we deliver care to reduce emissions and pollution.
    - Achieving **Net Zero** carbon emissions **by 2040** for the **emissions we can control**
    - Achieving **Net Zero** carbon emissions **by 2045** for the **emissions we can influence**
    - In Cornwall and the Isles of Scilly we have rephased our original 2030 target to align to the wider NHS 2040 target for the emissions that we control. Aligning towards a common target across the region will allow us to combine resources and maximise opportunities to achieve our joint goals. However, wherever possible we will strive to meet reductions targets sooner. For example, achieving reductions in carbon emissions from our anaesthetic gases and inhalers. However, decarbonising our buildings will take longer.
2. **Adapt to a changing climate:** we will ensure our services and operations are resilient and can adapt to the impacts of climate change such as extreme weather events.
3. **Create healthier communities:** we will create thriving places where is it easier for people to stay well throughout their lives, reducing preventable diseases, improving the health of our population and reducing demand for more acute healthcare.

Reaching these aims will require health system partners across the NHS Cornwall and Isles of Scilly and NHS Devon to:

- Work collaboratively to reduce our impact on the environment and pioneer more sustainable ways of working.
- Act as role models and exercise our role as anchor institution in our community.
- Enable staff and patients to make more sustainable choices and minimise their impact on the environment.
- Learn from each other and rapidly spread good practice.
- Proactively promote illness prevention and health creation to enhance the health and wellbeing of the community
- Reduce dependency on our health and care services in the first instance.

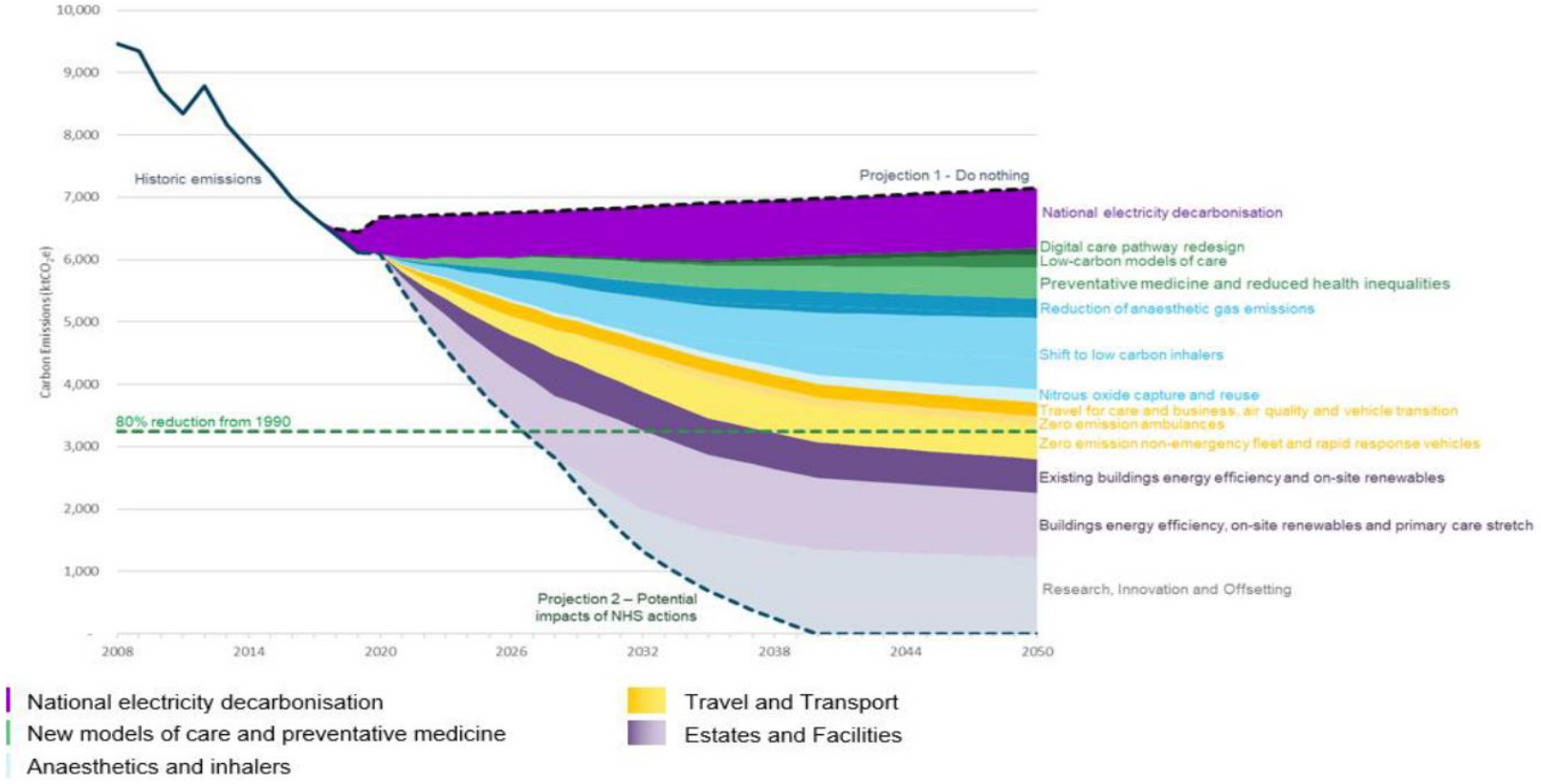
The responsibility for making this vision a reality rests with everyone within the health and care services within the NHS Cornwall and Isles of Scilly and NHS Devon .

The roadmap to Net Zero emissions

In the context of the NHS's "Delivering a Net Zero National Health Service" report, "Net Zero" refers to balancing the amount of greenhouse gases emitted by the NHS with an equivalent amount removed from the atmosphere. This means we are aiming to reduce our emissions and remove as much carbon as possible in the way we deliver care. Identifying a trajectory to Net Zero emissions for the NHS is a complex challenge and NHS England does not expect individual organisations and systems to measure their carbon footprint individually. In developing the 'Delivering a Net Zero NHS' strategy, an expert panel identified a trajectory and set of high-level actions and interventions which will help get us to Net Zero. It is through delivering these actions and interventions at a local level and monitoring their delivery that we will contribute to achieving Net Zero across very part of the NHS. The main areas of action for the NHS and its partners can be categorised into:

- direct interventions within estates and facilities, travel and transport, supply chain and medicines
- enabling actions, including sustainable models of care, workforce, networks and leadership, audit, monitoring, funding and finance mechanisms

The graph below shows how these high-level interventions and action areas will help us meet our 2040 Net Zero target for our direct emissions in the NHS.



Areas of focus

Our vision is to achieve a Net Zero NHS healthcare system within the NHS Cornwall and Isles of Scilly and NHS Devon in line with the NHS ambitions. Achieving this ambition will require targeted action across key focus areas supported by appropriate funding and resources. The key opportunity areas and high-level actions we will take as a system over the next three years are outlined in the following section. These are aligned with the 'Building a Net Zero NHS' intervention areas and more detailed recent Green Plan guidance. More detailed actions, delivery timescales, and success measures to support us in achieving these ambitions will be outlined in individual Green Plans and supporting delivery plans for our NHS partner organisations at a local level.

Area	Ambition
Workforce and System Leadership	Engage with all staff to learn, innovate and embed sustainability into everyday actions.
Digital Transformation	Use sustainable digital technology to support the transformation of how we deliver care.
Care Model Transformation	Move to health creation, out-of-hospital and digitally enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities.
Medicines	Deliver high-quality, environmentally sustainable care in line with clinical guidelines, reducing emissions and waste from the medicines we prescribe whilst improving patient care.
Travel and Transport	Work with partners to reduce emissions from travel and transport in line with the Net Zero Travel and Transport Strategy, encouraging sustainable travel or digital alternatives where clinically safe to do so.
Primary Care	Work with primary care providers to reduce carbon emissions and pollution and develop healthier communities.
Estates and Facilities	Modernise the NHS estate, reducing emissions, lowering costs, improving climate resilience and providing a more therapeutic environment for staff and patients.
Supply Chain and Procurement	Implement the NHS Net Zero supplier roadmap and milestones to support reductions in emissions from our suppliers and purchased goods and services.
Food and Nutrition	Ensure we promote high-quality, healthy and sustainable food that minimises waste and meets the National standards for healthcare food and drink.
Adaptation	Build climate resilience and adaptation into business continuity and longer-term planning to avoid climate-related disruptions to health care delivery.
Prevention and Health Creation	Create healthier communities where it is easier for people to stay well, for example through taking joint action on air pollution and encouraging healthier lifestyles.

Workforce and System Leadership

We recognise that to meet the Net Zero targets, system leadership and staff engagement is key. Our ability to deliver on this ambitious Green Plan will be dependent upon all parts of the system pulling together as one team, realised through the actions of our thousands of staff members. The role of our leaders in role modelling and demonstrating a clear commitment to sustainability and Net Zero will be crucial. We will support staff by working towards setting expectations in staff inductions and training. There will be additional support for specific roles to enable them to help further embed sustainability as the business-as-usual approach for everything we do. In addition, we will share learning across NHS organisations to inspire and offer new ways of working.

Action
Appoint a designated board-member Net Zero lead to oversee green plan delivery with clearly identified operational support and all executives and senior leaders have actions within their annual objectives.
Assess workforce capacity and skill requirements for delivering the green plan, including identified leads for each workstream, considering good practice examples such as hybrid roles, apprenticeships, fellowships, NHS estates sustainability career pathways and the use of the Voluntary and Community Sector (VSCE).
Set uptake targets for core training offers set out on the Greener NHS Training Hub and a staff sustainability training package to be available to all staff and added to the mandatory training schedule.
Promote specialist training, including carbon literacy training, for staff groups who underpin the delivery of green plans, such as board members, procurement, finance, estates and facilities staff and clinicians.
Encourage staff to provide suggestions and ideas on how sustainability can be improved in all areas across the organisations.
Ensure our Net Zero targets are embedded into processes, procedures, policies and strategies, and into cost improvement programmes, where appropriate
Use communications tools and resources to promote ‘Net Zero action’ across the peninsula, including regular staff ‘temperature check’ surveys, supporting staff to act and recognise staff effort

Workforce & System Leadership: Work underway across Devon ICS

Green Champions

Trusts have continued to grow their Green Champions networks and embed sustainable practices at departmental level.

Staff Hybrid Working

The Devon ICB has agreed a staff hybrid working arrangement to enable staff to utilise some of their working time at home which helps reduce emissions produced from staff travel. The other Trusts have similar arrangements in place, for example, RDU have facilitated a greener pilot to encourage/improve sustainability at work and home as a part of our workforce development.

Inductions, training and appraisals

RDU and UHP have increased sustainability training available to staff by introducing Carbon Literacy Training. Over 500 members of staff have also completed the 'Building a Net Zero NHS' training programme. RDU have also introduced a sustainability section in new job descriptions and promoted sustainability objectives in appraisals.

Sustainability Quality Improvement Framework

UHP have implemented a Sustainability Quality Improvement Framework which continues to support departments in adopting greener, evidence-based practices across the Trust.

Workforce & System Leadership: Work underway across Cornwall and Isles of Scilly ICS

Staff networks and engagement

CFT have an active Greener Healthcare Collaboration staff network and have promoted Net Zero / Health Creation events and initiatives to show how reducing carbon emissions can also reduce costs and system pressure. This included delivering a Net Zero Board Away Day session.

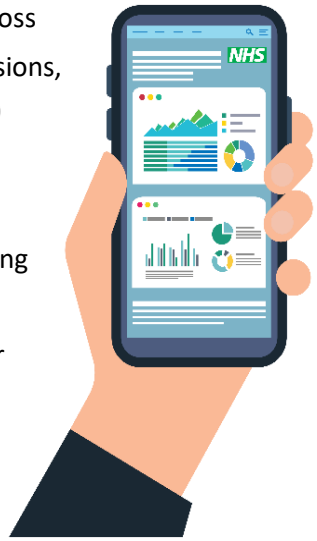
Volunteering

RCHT successfully delivered a volunteering scheme which allowed staff one day of volunteering leave. This was taken up by over 500 staff who supported various conservation and nature-based initiatives and projects including beach cleans, local community gardens and growing spaces and supported the upkeep of the hospital grounds.

Primary Care Engagement

The award-winning Volunteer Cornwall Primary Care Climate Resilience team continue to support GPs and have begun to expand support and engagement into the wider primary care sector through staff networks, engagement surveys, a newsletter and public website.

Digital Transformation



Digital technologies can play a leading role in meeting the NHS Net Zero targets. The COVID-19 pandemic accelerated digital transformation across the NHS, and our Digital and Data Strategies aim to build on that progress. By streamlining services, improving resource use, and reducing emissions, digital systems will support more efficient and sustainable care. Digital programmes will align with NHS England's *What Good Looks Like (WGLL)* framework, ensuring safe, secure digital transformation. We are committed to digitally optimised, connected care that is patient-accessible and efficient. This approach mitigates against rurality, promotes efficiency and maximises productivity, e.g. reducing Did Not Attends (DNAs) and supporting innovative working. Examples include implementing Electronic Patient Records (EPRs) which will streamline digital processes, enabling safer, more accurate care, rollout of digital communications such as digital appointment letters, electronic prescriptions, telephone and virtual consultations (where clinically and patient appropriate), and remote monitoring of conditions and use of virtual wards. These efforts will deliver both environmental and patient benefits through reducing travel, paper use; unnecessary tests; and medicine waste.

Digital transformation is essential to improving care quality, empowering patients, and creating a more modern and efficient NHS. However, digital services can also have a negative impact on the environment through increasing emissions, creating waste and using up resources. For example, data centres used to power our applications, systems and to host our data require a lot of energy and water. We want to harness the opportunities of digitalisation to improve the way we deliver care, whilst aiming to reduce the overall environmental impact of the technology required to do this.

Action
Maximise the benefits of digital transformation to prevent health issues and support management of long-term health conditions and reduce emissions and the environmental impact of care.
Supported by the Digital Maturity Assessment, embed sustainability in digital services and implement the objectives in the Sustainable ICT & Digital Services Strategy 2020-2025 by: • using circular and low-carbon approaches to IT hardware management, which may include longer device lifetimes, leasing models, buying refurbished or remanufactured equipment and PC power down configuration • considering low carbon hosting, promoting good data hygiene (such as, deduplication and archiving) and engaging digital suppliers • reducing the use of paper records printing and postage, through awareness and practice such as e-signatures and digital sharing
Increase flexibility to allow for staff to work remotely where feasible.
Ensure the introduction of new digital tools for digital inclusion are monitored and assessed.

Care Model Transformation

The NHS is committed to moving to out-of-hospital and digitally-enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities in line with the NHS 10-Year Health Plan. These changes also underpin our commitment to Net Zero. Future care model transformation should ensure high-quality, preventative, integrated care is provided to patients at every stage. Transforming the way we deliver care also means achieving efficiencies in our corporate and back-office functions to deliver value-for-money services. The NHS 10-Year Health Plan sets out a commitment to deliver care in new ways for the 21st century. This must also include a focus on reducing carbon emissions and will involve using environmental impact as an additional factor in care design. Other principles that improve quality of care and patient experience can also help to decarbonise care pathways:

- Optimising the location of care
- Earlier and quicker detection, diagnosis and treatment
- Embedding the best clinical practice
- Treating for the long-term
- Digital technology

Through the development of a Net Zero framework and a focus on integrated healthcare for care pathways, carbon emissions and wider pollutants will be reduced through reduced presentations in emergency care, primary care and outpatients, reduced staff and patient mileage, reduced bed days, fewer pharmaceuticals prescribed, and avoidable investigations and treatment. It is also important to recognise the importance of prevention of ill health and build preventative medicine into our long-term health strategy. We will deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole systems approach to the way it is delivered.

Action
Identify clinical leads at Trusts with oversight of Net Zero clinical transformation, with formal links into board-level leadership and governance.
Support work to reduce emissions across patient pathways, spanning primary, secondary and community care and VCSE to drive out unnecessary stages and low value activities.
Consider Net Zero principles in all service change, reconfiguration programmes and pathway redesign, focussing on reducing hospital visits and providing care closer to home.
Support Trusts in their use of the Sustainability in Quality Improvement (SusQI) Framework and GPs in their use of the Greener Practice Network QI Platform.

Work with place-based partnerships to produce targeted campaigns for healthy eating, smoking cessation, and elderly care, with accompanying signposting to services.

Care Model Transformation: Work underway across Devon ICS

RDU One Northern Devon Active Travel Group

An enhancement in clinical transformation sustainability:

- Progression of virtual wards
- PSA home finger prick test pilot
- Diabetes and Urology projects
- Green Wards, Green Theatres, My Green Lab (Pathology)
- LEAF (Genomics)
- NOAH (Neonatal antibiotics)

Green ED

UHP's Emergency Department achieved Bronze accreditation in the Royal College of Emergency Medicine's (RCEM) GreenED programme, a significant step in reducing the environmental impact of acute care.

UHP Green Theatres Programme

The Green Theatres programme at UHP advanced several projects, including a shift to reusable equipment, theatre pack rationalisation, and the introduction of a Green Plastics initiative, all aimed at reducing waste and single-use items.

Care Model Transformation: Work underway across Cornwall and Isles of Scilly ICS

Virtual Wards and Digital Consultations

CFT are the lead organisation in the county for the Virtual Wards project and have other consultation options in place such as Attend Anywhere.

Reusable clinical equipment

A GP practice in Cornwall has switched away from single use plastic equipment by using funding from the Nature Save Trust to invest in reusable equipment for coil fitting and removal. This avoids the use of single use plastics which had to be disposed of after each patient using sterilization processes instead.

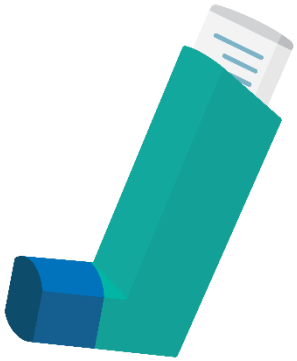
Green Accreditations

RCHT is working towards My Green Lab certification and Royal College of Emergency Medicine GreenED Bronze Award.

Shared business services

Cornwall Partnership NHS FT and Royal Cornwall Hospitals Trust have an existing shared procurement team and IT services this helps reduce duplication and optimise opportunities to drive efficiencies.

Medicines



Medicines account for about 25% of emissions within the NHS in England. A small number of medicines account for a substantial proportion of these emissions, particularly anaesthetic gases and nitrous oxide which account for around 2% of NHS emissions, and inhalers which account for around 3%. Many medicines have long-term polluting impacts across our water networks and natural systems, as well as creating packaging waste. The long-term NHS plan pledges to reduce the negative effect the NHS has on the environment to help to build a more sustainable NHS. Part of this negative effect can be managed through the identification and encouragement to prescribe medicines which limit damage to the environment.

Anaesthetic Gases

Anaesthetic gases have extremely high global warming potential, for example one litre of Desflurane has the equivalent CO_2 emissions of driving a diesel car from Lands' End to John O'Groats and back seven times. In addition to this issue: less than 5% of inhalational anaesthetic gases are metabolised by the body. This means that 95% of the administered gas goes into the atmosphere. All Trusts in Devon and Cornwall have now decommissioned desflurane, eliminating the use of this gas. Nitrous oxide (N_2O), commonly known as 'laughing gas', is a greenhouse gas with a global warming potential 310 times that of carbon dioxide. Over the past 150 years, increasing atmospheric N2O concentrations have contributed to ozone depletion and climate change. A third of the NHS use of N_2O use comes from theatres, with the remaining two-thirds from use in obstetrics and emergency care, and N_2O wastage contributes significantly to the carbon footprint of the NHS. All Trusts in Cornwall, Devon and the Isles of Scilly are now reviewing the use of this gas to reduce and/or decommission where appropriate.

Inhalers

The NHS Long Term Plan has set an ambitious target to reduce inhaler emissions by at least 50% by 2028. Certain inhalers contain a potent greenhouse gas as a propellant, to administer the medicine into the patient's lungs. These types of inhalers are known as metered dose inhalers (MDIs). While the gas itself is not harmful to users, the emissions from exhalation and in disposal of the devices is high. Dry powder inhalers (DPIs) are a greener option which can reduce the carbon footprint of inhalers by up to 95%, the equivalent of a journey of 175 miles for an MDI, to a journey of 4 miles for a DPI.

Green and blue social prescribing

Green and blue social prescribing involves activities that connect people with the natural environment with multiple physical and mental health, and environmental benefits. An increasing range of organisations across the NHS Cornwall and Isles of Scilly and NHS Devon are currently delivering various nature-based activities. The UKRI "One Health" hub will help identify optimum low carbon and pollution benefits of green and blue prescribing for mental health conditions.

Action
Work with primary care to support high-quality, lower-carbon respiratory care in line with clinical guidelines for asthma and chronic obstructive pulmonary disease, including: • optimising inhaler choice (considering clinical appropriateness, the environmental impact of inhalers and patient preference) • improving inhaler use and adherence • encouraging patients to return their used or expired inhalers to community pharmacies for appropriate disposal • work as a system to reduce the use of pressurised metered dose inhalers
In line with national medicines optimisation opportunities, address overprescribing and oversupply while supporting patients in greatest need, taking a shared decision-making approach and personalising care e.g. through conducting medication reviews for example through programmes such as 'Please Show Me Your Meds'
Support Trusts to reduce emissions from nitrous oxide and mixed nitrous oxide waste
Reduce medicine wastage and ensure best available technology is used for disposal, including recycling anaesthetic gases
Where clinically appropriate, prioritise evidence-based therapies over pharmaceutical interventions and focus on the reduction of carbon emissions by medicines optimisation. (Supported by GP Prescribing Scheme, (2021))

Medicines: Work underway across Devon ICS

Nitrous Oxide

All Trusts have projects underway to decommission the use of nitrous oxide. Some areas have been exempted from this such as RDU and UHP in areas such as maternity and paediatrics which will be explored in due course.

Trusts will switch to mobile nitrous oxide cylinders with regulators where required which will enable decommissioning of the piped manifolds.

Medicines Reduction

RDU and TSD have a ward waste reduction of medication project underway.

DPT is utilising admitted patients' own medication on to reduce waste and supply new medication in paper bags.

DPT have reduced spending on drugs through Pharmacy and Green ED projects and estimate that this change will save around 244 tonnes of CO2 a year and reduce harmful gas releases by up to a factor of 300 times.

Green Prescribing

DPT's green prescribing project at Langdon Hospital has expanded with trees planted donated by NHS Forest and charitable trust donations to install habitat homes crafted at New Leaf in Exminster.

TSD has produced guidance quoting the annual carbon impact of each available inhaler to support prescribers and members of the respiratory team.

In addition, all used metered dose inhalers are returned to pharmacy to dispose of in an environmentally safe way.

Medicines: Work underway across Cornwall and Isles of Scilly ICS

Primary Care Inhalers

One of the key action areas for the Cornwall Climate Resilience team is offering support to GP practices to reduce emissions from inhalers prescribed. **81%** of practices are now active on **low carbon inhaler** support leading to **149,463kg of carbon savings** from 2022-24**.**

Cornwall Health for Homeless

Waterproof bags are being provided to homeless patients across Cornwall to keep their medication dry and safe and allow for DPI's to be prescribed. These bags ensure that medication is always available to patients without water/ environmental damage, and reduction medication waste.

Anaesthetic Gases

Royal Cornwall Hospitals Trust has decommissioned Desflurane.

Work is ongoing to decommission Nitrous Oxide piped manifolds in favour of using mobile cylinders.

ED department have made reductions in the use on Entonox.

Green and Blue Social Prescribing

GPs have been working with local organisations to refer patients with to spend time outdoors in a natural environment for gentle activity, such as through participation in woodland wellness sessions, walking groups, gardening and growing projects and accessing the benefits of the sea.

Primary Care

Primary care is responsible for 25% of the total NHS greenhouse gas emissions, and whilst general practice sites are significantly smaller than those of provider trusts, 90% of patient appointments take place in primary care each year. To put it in perspective, across England over 358 million appointments were delivered by general practice in 2023 with hospital outpatient appointments sitting at roughly a third of that total.

However primary care extends beyond general practice and from 1st April 2023, integrated care boards assumed responsibility for also commissioning pharmacy, general ophthalmic, and dental services. As a result, we face a significant and increased challenge in meeting Net Zero commitments, but primary care partners are advantageously positioned to reduce greenhouse gas emissions and enact change at the grassroots level.

General Practice in Devon

The average footprint of general practice in England can be shown as a 40/60 split between non-clinical and clinical activity. A quarter of all NHS carbon emissions derive from medicines, over 55% of which are prescribed by practitioners in general practice. Pharmaceuticals and prescribing account for at least 60% of primary care emissions and reducing this impact continues to be a priority for primary care action.

There are 137 GP practices across Devon, making up 31 Primary Care Networks (PCNs), split into four groups (Northern, Eastern, Western and Southern). To deliver carbon emission reductions in this sector, actions will be supported by the ICBs as appropriate to maximise the benefits of collaboration, shared learning and minimise duplication and effort.

Action
Calculate the carbon footprint of primary care practices
Monitor and reduce energy use. Practices to move to 100% renewable energy tariffs where practicable
Procurement: primary care to reduce unnecessary purchasing and to choose sustainable options where appropriate
Primary Care buildings to have transitioned from fossil fuels
Work with Volunteer Cornwall to expand the existing award-winning work to extend support to primary care in Devon.

Primary care providers in Cornwall

The award-winning Primary Care Climate Resilience Team based at Volunteer Cornwall has been working with local GP surgeries, supporting them on their own sustainable healthcare journeys. They have identified 15 key priority areas and accompanying targets to reach by 2030 (See Appendix 3).

Some of the key areas for action in GP practices include:

- **Optimising our energy** – Undertaking energy audits across our GP practices to help identify opportunities to decarbonise and reduce the energy they use.
- **Activating our travel** – Promoting and enabling active travel for staff and patients.
- **Green space for health** – Developing green spaces for staff, patient, visitor and planetary health.
- **Food for people and planet** – Offering food, learning and activity in community based growing spaces as part of health care and health creation.
- **Better Prescribing** – Encourage de-prescribing, reduce polypharmacy, and optimise non-clinical interventions, where appropriate.
- **Learning and leading** – Actively investing time in learning training and communication on climate resilience.
- **Engaging our patients, activating our community and advocating for health creation** – Actively working and communicating with staff and patients on climate resilience and health creation.

Action
Share best practice across the integrated care system on climate mitigation, adaptation and resilience.
Support and enable primary care providers (including general practice, dentists, community pharmacy and ophthalmology) to adopt health creation and sustainable delivery practice.
Expand the adoption of the Green Impact for Health Toolkit, Greener Practice QI Platform, and Greener Pharmacy Toolkit for primary care.
Build on the existing primary care support networks on active travel, green spaces for health, sustainable food, energy and waste reduction.
In conjunction with Public Health, build on and expand the WellFed programme, enabling GP practices to link with local community growers to support patients recently diagnosed with diabetes.

Primary Care: Work underway across Cornwall and Isles of Scilly ICS

Working with our GP practices

Since the work began, the Climate Resilience team are working with **47 / 55** surgeries across Cornwall and the Isles the Scilly. Of these, 67% practices in Cornwall have signed up and are using the Green Impact for Health Toolkit. As a result of this engagement, GP practices have also achieved the following:

- **22%** of practices have declared **a climate emergency.**
- **29%** of practices are engaged in **carbon foot-printing.**
- **81%** of practices are now active on **low carbon inhaler** support leading to **149,463kg of carbon savings** from 2022-24**.**
- **42%** of practices supported via energy audits through Cornwall Energy Plus with **456 tonnes of CO2 saved** and **£88,319** recurrent yearly savings identified so far.
- **74%** of practices are working on **optimising prescribing and reducing waste.**
- **70% practices are using green social prescribing to support patients.** 12 practices are using funding secured by Volunteer Cornwall to improve social prescribing options.
- **71% practices** are actively working with staff and patients on **climate resilience.**
- **76% are working on active travel,** 36 new bike sheds and types of cycling kit have been installed in practices for staff and patients.
- **35% of practices,** alongside RCHT and CPFT **are developing green spaces for health** for their staff and patients as part of the Green String of Pearls local network.
- **47%** of practices are involved in **low carbon food initiatives** for staff and patients such as the WellFed programme.
- **£32k** applied for, secured and **invested in primary care active travel** to improve existing infrastructure.

Work with wider Primary Care such as Community Pharmacy, Ophthalmology and Dentistry

Volunteer Cornwall is working with primary care across Cornwall and the Isles of Scilly (GPs, Community Pharmacy, Dentistry, Ophthalmology and Community Hubs which are funded by the NHS) to collate baseline data of progress towards Greener NHS across the sector. The data collected will help the ICB track what progress has been made and where further support is required to prioritise work streams. Some fantastic local projects are already underway including “Show me your Meds” and “Inhaler Recycling Projects”.

Travel and Transport

Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff and suppliers to the NHS, contributing around 14% of the system's total emissions. In addition, the NHS fleet is the second largest in the country, consisting of over 20,000 vehicles. It directly contributes to harmful air pollution. On 31st October 2023, NHS England (NHSE) published its Net Zero Travel and Transport Strategy which describes the interventions and modelling underpinning the commitments that the NHS will have fully decarbonised its fleet by 2035, with its ambulances following in 2040, examining each of the major components of the NHS fleet and outlining the cost saving and health benefits to patients and staff. Key steps marking the transition of NHS travel and transportation are shown at Figure 5

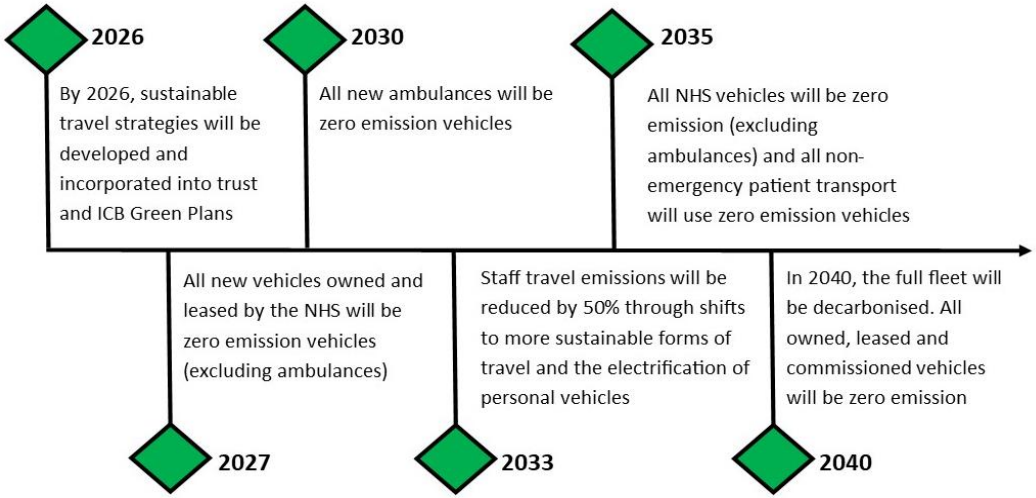


Figure 5: NHS Travel and Transport Roadmap

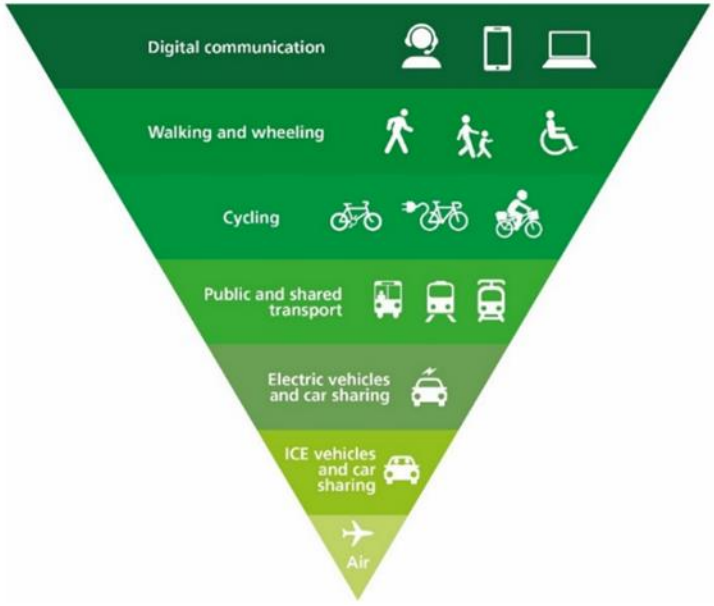


Figure 6: NHS Travel and Transport Sustainable Travel Hierarchy

Sustainable travel plays a significant part in reducing traffic on the roads, promoting health and wellbeing through exercise, and improving local air quality. Therefore, it is important, wherever possible, that we follow the sustainable travel hierarchy shown in Figure 6 and ensure the locations from which our NHS services operate are well-served by bus, rail, and other public transport links, have good and accessible pedestrian facilities and are reachable by safe cycle routes, have secure cycle storage and provide charging points for electric vehicles. Throughout the peninsula we offer cycle to work schemes and a lease car scheme. In addition, home working is promoted (where it is possible to balance needs of the business and our way of working) to reduce the carbon footprint caused by travel. This strategy summarises the commitments and outlines the journey ahead in helping staff, patients, and visitors to reach our sites and communities safely, sustainably and with the benefit of improved health and reduced cost both in monetary and in environmental terms. All initiatives will be Equalities Impact Assessed to ensure we are preventing widening of inequalities and take account of the needs of all people, especially those with Protected Characteristics.

Action
Develop a sustainable travel plan by December 2026, focusing on implementing the sustainable travel hierarchy, use of digital communication, active travel, public transport and zero-emission vehicles, supported by a clear understanding of staff commuting.
Offer only zero-emission vehicles through vehicle salary sacrifice schemes from December 2026 onwards (for new lease agreements).
Make arrangements to purchase or enter new lease arrangements for zero-emission vehicles only from December 2027 onwards.
Form partnerships with local authorities and local transport authorities to maximise funding and infrastructure opportunities.
NHS trusts and ICSs to plan deployment of EV infrastructure by identifying local/regional grid capacity and work with local network operators and/or local authority to plan for increased capacity where necessary.
Work with local authorities and transport providers to improve public transport links and access to healthcare sites.
Work to minimise the environmental and health impacts of patient transport from the Voluntary and Community Sector (VCSE).
Work with our suppliers to minimise the environmental and health impacts associated with the movement of goods and through ICS activity.
From 2029, all new ambulances will be zero emission vehicles.

Travel & Transport: Work underway across Devon ICS

NHS Fleet

RDU now have 6 EV's and infrastructure installed, including 17 charging points for fleet and 4 for clinicians.

91% of UHP's Fleet are ZEV and ULEV. New EV chargers are planned, and patients, visitors and staff have access to e-bikes to travel around Plymouth, with one of the hubs based at Derriford Hospital.

TSD are increasing their fleet of EV vehicles with the purchase of a further five vehicles and EV charging points.

Sustainable Travel for Staff

Devon ICB and Trusts can use a salary sacrifice scheme to benefit from a fully electric vehicle. 80% of cars ordered through the scheme at DPT are EVs.

RDU now have e-bikes for staff to trial, e-bike charging installed and have introduced more foldable electric bikes for staff to 'try before you buy' and encourage sustainable travel practices.

TSD have introduced personal travel plans which are available for all staff to access. A free e-bike scheme has been implemented for staff.

Staff Travel Habits

TSD has introduced annual data mapping of staff locations to support sustainable travel options, influencing public transport providers to provide additional transport routes to hospital sites. In addition, on an annual basis they record the average staff commuter emissions. This rating is the only standardised methodology for benchmarking and comparing commuter emissions. This rating system empowers the TSD to understand, benchmark and improve their commuting emissions.

Travel & Transport: Work underway across Cornwall and Isles of Scilly ICS

Sustainable Travel

CFT actively promotes low emission or EV vehicles through the Trust's green car leasing scheme and are continuing to upgrade sustainable travel infrastructure for example, through securing funding for bike shelters, and use of a Green Travel planning tool.

CFT have been successful in a grant bid submitted to NHS England for EV chargers. The total award is for £270,000 and will install of 30 dual headed EV chargers across several sites.

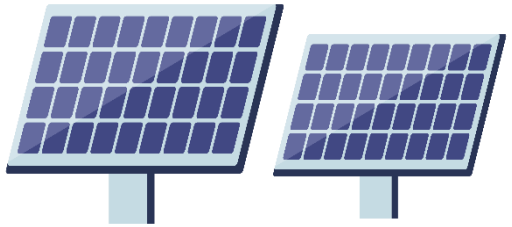
RCHT have developed a Travel Plan for their main Truro site.

Sustainable Travel in Primary Care

A key action area for GP practices in Cornwall has been to support active travel with staff and patients. £32k has been secured and invested to improve existing infrastructure.

More than 30 e-bikes are being used by practices for patient visits; more than 25 travel surveys completed; 11 Beautiful Day Out maps (which show active travel routes to and from practices) commissioned; more than 10 'Dr. Bike' maintenance sessions hosted by practices; 2 sites using Modeshift to create working travel plans; many practices with Bike to Work and/or EV salary sacrifice schemes in place for staff.

Estates and Facilities



There are significant opportunities across the NHS estate to reduce emissions and lower costs, while improving energy resilience and patient care. The NHS Estates and Facilities Net Zero Carbon Delivery Plan, published in 2021, sets out a clear, sequential four step investment approach to decarbonising NHS sites, as shown at Figure 7.

Emissions relating to the estates and facilities services span both the NHS Carbon Footprint and the NHS Carbon Footprint Plus, accounting for over 60% of the NHS Carbon Footprint (mostly due to emissions from energy use) and also a significant proportion of the Carbon Footprint Plus, through staff travel, construction, catering plastics and capital spend, food and the wider £9 billion estates and facilities annual supply chain spend.

Across the NHS Cornwall and Isles of Scilly and NHS Devon work is ongoing to develop our infrastructure strategies, which will include the review and ongoing prioritisation of our capital projects across the region. Environmental sustainability of the estate will be considered as a part of this process.

Building Energy Use

Rising energy costs continue to have a real impact on NHS finances, adding increased pressure to already pressurised services. £1 in every £187 spent in the NHS is on building energy, and as this makes up 41% of the NHS carbon footprint, this is the single biggest area estates and facilities can influence. It is our ambition to ensure that green energy and renewable energy sources are being used at NHS buildings across the peninsula, including solar panels, wind turbines, ground-source pumps, biomass installations, air source pumps, and solar water heating, which have already been incorporated within several provider trusts and in general practices in the NHS Cornwall and Isles of Scilly and NHS Devon .

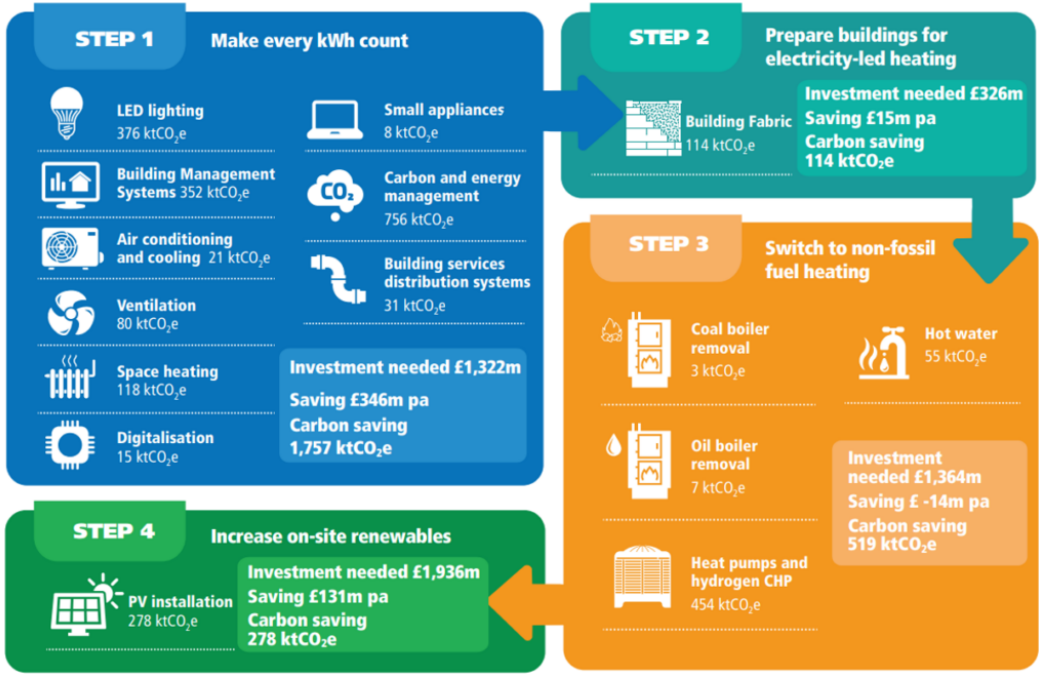


Figure 7: Four step approach to decarbonisation of the NHS estate by 2040

Asset Management and Utilities

We have an opportunity to improve our existing operational assets, buildings, critical infrastructure and the equipment which is essential to the smooth running of the hospital through carefully considering the sustainability credentials of assets and utilities yet to be procured. Improvements and opportunities can stem from relatively large capital investments, or from individuals identifying simple changes which can be implemented across similar departments, or indeed the estate as a whole. The development and implementation of relevant plans and strategies will see sustainable development integrated into facilities management activities within the ICSs.

Waste Segregation

Every year, NHS providers produce approximately 156,000 tonnes of clinical waste that is either sent to high temperature incineration (HTI) or for alternative treatment (AT), which is equivalent to over 400 loaded jumbo jets of waste. This has a significant environmental impact and is associated with high running costs and carbon emissions. As one of the largest producers of waste in the country, it is vital that the NHS disposes it in a safe, efficient and sustainable manner, and we are only creating waste when absolutely necessary. The NHS Clinical Waste Strategy was refreshed in 2023 to align with the NHS Net Zero targets and reiterates the principles of the waste hierarchy, shown at Figure 8 and 9.

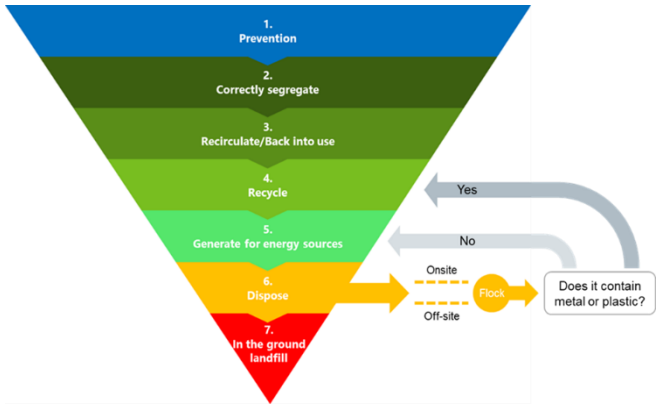


Figure 8: The Waste Hierarchy (adapted for clinical waste)

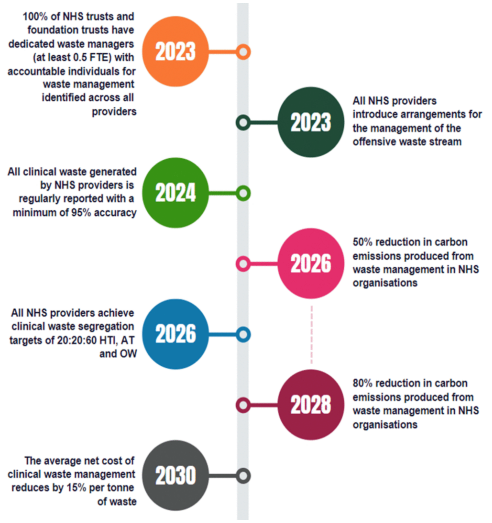


Figure 9: Clinical Waste Strategy

Biodiversity and Nature Recovery

Biodiversity is vital for healthy ecosystems, but in the UK, it is declining sharply, with 41% of species lost since 1970 and 15% now at risk of extinction due to habitat loss. Managing the polluting impacts of our medicines brings benefits to biodiversity and the ecosystems we rely on for our health. Green spaces benefit staff and patients alike, supporting mental and physical wellbeing. Nature reduces stress, boosts mood, and improves recovery. For staff, it enhances focus, creativity, and job satisfaction, while for patients, it supports healing and a more positive treatment experience. According to the HM Government 'Environmental Improvement Plan 2023', communities should be able to access green or blue spaces within 15 minutes of their homes, and Natural England's '30 by 30: a boost for nature recovery', a commitment was made by the UK government to protect and conserve a minimum of 30% of land and sea for biodiversity by 2030. This target will be a key driver in reversing the decline of nature in the UK, by expanding and improving our protected areas and creating new areas for wildlife, allowing nature to spill over into the wider landscape. The NHS can contribute to this by ensuring that patients and staff have access to, and improve and enhance green spaces on NHS estates, to improve wellbeing and contribute to nature recovery.

Action
Make efficient use of our spaces and assets and optimise the use of our estates. This includes making every kWh of energy and m3 of water we use count.
Produce and implement Heat Decarbonisation Plans and replace fossil fuel heating systems with lower carbon alternatives, such as heat pumps where possible, subject to available funding to support this transition.
Work with local partners to ensure estate decarbonisation planning aligns with local priorities, infrastructure plans (for example, heat networks) and funding opportunities.
Increase use of renewable energy by investing in on- or near-site renewable energy generation to meet NHS energy demand.
Improve energy efficiency by installing measures such as LED lighting, insulation and double-glazed windows.
Identify opportunities to support primary care estates decarbonisation, such as through the Boiler upgrade scheme.
Implement the NHS Net Zero building standard where relevant and continue to aim for BREEAM Excellent rating for new builds and Very Good for refurbishments.
Collaborate with NHS Property Services and other relevant landlords to progress Carbon Reduction across our leased sites.
Explore how we can support system partners to access central funding and develop successful grant bids, including any joint bidding opportunities between partners and identifying alternative funding streams.

Ensure the Green Plan and our Estates strategies across organisations align with our ICS's 10-year infrastructure strategies.

Ensure all sites meet the trajectories set out in the Clinical Waste Strategy.

In line with the UK Governments commitment to conserve a minimum of 30% of land and sea for biodiversity by 2030, work towards achieving 30% of green spaces on the NHS Cornwall and Isles of Scilly and NHS Devon NHS footprint for people and nature recovery. We will do this by:

- Undertaking baseline surveys to know what exists already and to be ready for any biodiversity net gain opportunities
- Identify suitable sites for tree planting, increasing the number of trees and shrubs
- Using nature-based solutions for flooding, heat and shade

Estates & Facilities: Work underway across Devon ICS

Energy Efficiency Projects

Most Trusts in Devon have been successful in being awarded funds to implement energy efficiency projects which will significantly reduce carbon emissions associated with energy.

Devon Partnership NHS Trust

- Over £3million has been awarded from Great British Energy for the installation of a ground solar array at Langdon in Dawlish along with roof top arrays at six other sites.
- Salix announced a £2.1 million award to connect Wonford House in the centre of Exeter to the Exeter Energy Network (EEN).

University Hospitals Plymouth NHS Trust

- Awarded £1.2million towards energy efficiency projects and renewable energy from the Department for Energy Security and Net Zero
- Awarded £637K for LED lighting and solar projects from the NHS National Energy Efficiency fund and £24K from the Heat Network Efficiency Scheme
- Phase 1 funding awarded for new Emergency Department which will be built to net zero building standards

Royal Devon University Healthcare NHS Foundation Trust

- £500k funding received via the NHS Energy Efficiency Fund (NEEF) to improve lighting, Building Management Systems and metering
- Secured a £6m grant from UKRI for a research hub in collaboration with the Health Economics and Health Policy team at the University of Exeter
- Participated in a specialist grant funding bid for solar PV and utility scale battery electricity storage

Torbay and South Devon NHS Foundation Trust

- Introduced a building management system (BMS) and sub metering in new developments, thus enabling profiling to review electricity efficiency from events
- Air sourced heat pumps have been installed in new developments within the Acute Medical Unit, new Theatres and Endoscopy unit.
- The Thorlux BMS provides a smart reporting system, scanning energy usage and effectiveness with further innovation opportunities for energy reduction.
- LED Lighting replacement programme is now within specifications for any new works and replacements.
- Solar PV Farm Tender process was completed in 2023, progress ongoing.

Estates & Facilities: Work underway across Cornwall and Isles of Scilly ICS

Cornwall Partnership NHS Foundation Trust

- **Almost £600,000 (inc. VAT) received** in NHS Energy Efficiency Fund grant funding for **additional solar PV systems, LED upgrades, Building Management System upgrades** for a selection of our freehold properties
- **Almost £2.2 million bid** secured from GB Energy through NHSE for additional solar PV and battery storage systems. By April 2026 it is estimated CFT will have reduced the electricity bought from the grid each year by 34%
- **Developing Green Spaces for Health and Wellbeing -** A key objective in Cornwall Partnership NHS Foundation Trust 's recently updated Clinical Strategy is to deliver **half of clinical care outdoors or in non-clinical spaces by 2029**. Healing By Nature and CAMHS Goes Wild projects are good examples of how services will be transformed to do this.
- **Healing By Nature project – Greener Communities funding for enhancement of the green spaces at Trevillis House**

Royal Cornwall Hospitals Trust

- Have opened a new Outpatient building at West Cornwall Hospital, which is **the first major building project at RCHT to have solar panels installed** as part of the design to generate sustainable energy.
- **Awarded £1.4 million in funding** from the NHS National Energy Efficiency Fund (NEEF) in February 2025. The money is for **two energy efficiency schemes** that will help reduce carbon emissions at RCHT and deliver considerable financial savings on energy use.
- **£1.1 million has been allocated to provide more than 8,300 additional LED lights** to the Royal Cornwall Hospital in Truro, St Michael's Hospital, and Marie Therese House. This includes wireless automated self-testing emergency lighting.
- **A further £300,000 grant is for Solar PV (Photovoltaic) panels**. These will enable the Trust to install more than 900 roof panels to generate electricity across all three sites, at Royal Cornwall Hospital, West Cornwall Hospital, and St Michael's Hospital.
- **The new Women and Children's Hospital will embed sustainability into project design, development and delivery.** Guided by key NHS sustainability policies; legal and planning requirements in relation to biodiversity net gain; and aiming to achieve Hospital 2.0 standards where practicable the project will deliver:
    - **A high quality and efficient clinical environment.**
    - **A building that promotes health, wellbeing and productivity for its users.**
    - **Embedded / operational carbon efficiency savings when compared with current buildings.**

Primary Care

- **Volunteer Cornwall Climate Resilience Team has supported 42%** of Cornish practices through subsidised energy audits by Cornwall Energy Plus with **456 tonnes of CO2 saved** and **£88,319** recurrent yearly savings identified so far.
- **35% of GP practices across Cornwall have been improving the natural spaces at their surgery sites**, creating gardens and green spaces supported by Volunteer Cornwall and in collaboration with wider local organisations for the benefits of patients and staff.

Supply Chain and Procurement

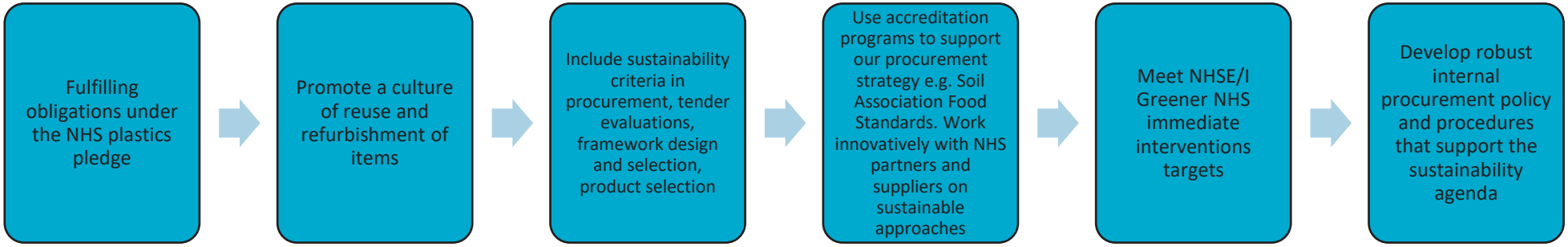
The NHS uses products such as medical equipment, food and other business goods from more than 80,000 suppliers. Over 60% of the current carbon footprint can be found in the NHS supply chain, making it important that the NHS support their suppliers in creating a positive change, to meet the Net Zero target that has been set. In 2021, the NHS public board approved the 'Net Zero Supplier Roadmap' which sets out environmental guidelines and expectations working with suppliers moving forward. A summary of the roadmap is shown in Figure 9.

Net Zero Supplier Roadmap

- **From April 2023**: the NHS will adopt the Government's 'Taking Account of Carbon Reduction Plans' (PPN 06/21), requiring all suppliers with new contracts for goods, services, and/or works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions. From April 2024, the NHS will expand this requirement for all new contracts, irrespective of value.
- **From April 2027**: all suppliers with contracts for goods, services, and/or works for any value, will be expected to publish a carbon reduction plan that takes into account the suppliers' direct and indirect emissions.
- **From April 2028**: new requirements will be introduced overseeing the provision of carbon foot-printing for individual products supplied to the NHS. The NHS will work with suppliers and regulators to determine the scope and methodology.
- **From 2030**: suppliers will only be able to qualify for NHS contracts if they can demonstrate their progress through published progress reports and continued carbon emissions reporting through the supplier framework.

Figure 9: The NHS Net Zero Supplier Roadmap

The ICSs need to lead a step change in education and awareness of sustainability best practices across Trust service delivery staff involved in procuring good and services. There will be a move to sustainable procurement approaches, such as taking an active role in developing the circular economy. In terms of direct sustainable use of resources, unnecessary procurement and resource use will be minimised, and the reuse of materials and equipment will be maximised, where appropriate. Where we have an indirect use of resources, sustainable procurement culture and processes will be adopted that shift consumption to sustainable products and services and considers broad criteria including materials, workforce, buying locally where possible, and sustainable manufacturing and transport. We can achieve this by:



Action
Embed NHS Net Zero supplier roadmap requirements into all relevant procurements and ensure they are monitored via KPIs.
Encourage suppliers to go beyond minimum requirements and engage with the Evergreen Sustainable Supplier Assessment to support a single conversation between the NHS and its suppliers on sustainability priorities.
Identify and report all single use plastics across ICS sites and replace with recyclable, low carbon alternatives.
All providers within the ICSs should only be purchasing 100% recycled paper and take action to reduce paper usage.
Take action to address single use plastics and specifically eliminate unnecessary catering plastics.
Develop a Green Impact Assessment / Checklist for all new policies and procurement.

Supply Chain & Procurement: Work underway across Devon ICS

Devon Shared Procurement Service

As of early 2025, NHS Trusts in Devon now have a shared procurement service, specifically Devon Partnership NHS Trust, Royal Devon University Healthcare NHS Foundation Trust, University Hospitals Plymouth NHS Trust and Torbay and South Devon NHS Foundation Trust, to deliver increased value from procurement services, driving out waste and unnecessary costs, and a reduction in carbon emissions.

Sustainable use of resources

The Devon ICB has reduced its printing hub to one location within the building which has naturally discouraged paper use.

UHP has reviewed single use items and swapped some items to reusable such as kidney dishes, jugs, gallipots, bowls and patient belonging bags in theatres

TSD has introduced schemes such as reusable sharps bins, gloves off campaign and ‘keep me cups’ enabling single use plastic reduction from the supply chain.

DPT’s facilities team have implemented cleaning products which have environmental benefits by providing concentrated dosage allowing for more applications per recyclable bottle.

Social Value

RDU has introduced requirements for suppliers to provide information about their social value impact, including environmental credentials, in public procurement tenders.

DPT tenders are now awarded with the 10% sustainability scoring

RDU has introduced requirements for suppliers to provide information about their social value impact, including environmental credentials, in public procurement tenders.

Supply Chain & Procurement: Work underway across Cornwall and Isles of Scilly ICS

Reviewing purchased goods and services

A GP surgery has invested in long lasting high-quality scrubs for staff to launder at home instead of using a commercial laundry to continue washing lower quality scrubs. The practice has saved £14,000 on an unnecessary laundry facility and reduced regular scrub waste and replacement costs, and the carbon emissions associated.

They also identified by switching to reusable ink bags for use in their leased energy efficient printers, they have made significant cost savings and waste reduction.
The switch away from single use non refillable hard cartridges is projected to save £55,000 over 3-5 years.

Work with supply chain

CFT Procurement Team has been briefed on and is implementing the new NHS Carbon Reduction Plan requirements set out in the NHS Net Zero Supplier Roadmap.

All tenders across the system require at least 10% social value and sustainability as part of quality scores.

Around a quarter of GP practices in Cornwall are reviewing their banking providers and considering moving to clean banking that doesn't invest in fossil fuels.

Circular economy principles

RCHT has been reviewing their operations to embed circular economy principles in some of their processes, reducing costs and saving waste and carbon emissions.

The Trust has invested in a Sterimelt machine, enabling the hospital to recycle wasted masks and other plastic equipment which can then be re-made into new items such as litter pickers and car bumpers.

Food and Nutrition

It is estimated that food and catering services in the NHS accounts for approximately 6% the NHS' Carbon Footprint Plus. UPF (Ultra processed food) has been shown to be bad for our health, and bad for our surrounding ecosystems. A healthy balanced diet, with reduced processed foods high in sugar, salt and fats is also a low-carbon and less polluting diet. The Greener NHS programme has worked closely with the Hospital Food Review and the National Review of NHS Food Standards and collaborated with NHS catering leads, dieticians and suppliers to provide healthier, locally sourced food to patients, staff and visitors, while cutting emissions related to agriculture, transport, storage and food waste across the supply chain and on our NHS estate. Our role in this is to ensure that organisations across Cornwall, Devon and the Isles of Scilly will continue to implement the National standards for healthcare food and drink, and deliver high-quality, healthy and sustainable food, minimising waste where possible. We will need to reduce the CO2 emissions from food made, processed, or served within organisations by ensuring food is from sustainable sources, providing healthy food choices and reducing unhealthy foods on offer.

Action
Organisations should continue implementing the National standards for healthcare food and drink, requiring NHS organisations to deliver high-quality, healthy and sustainable food and minimise waste.
Review and adapt menus to offer healthier lower carbon options for patients, staff and visitors.
Where possible, buy locally sourced, seasonal products.
Promote plant forward diets and healthy eating across the ICSs through encouraging community based growing spaces and other healthy eating initiatives as part of health care and health creation.

Food and Nutrition: Work underway across Devon ICS

Shop Local

DPT procure local ingredients where possible which are prepared on site at Langdon Hospital, supporting local businesses and reducing food miles. Using the Waste Resource Action Plan (WRAP) Guardian of Grubs methodology, waste is measured on each ward to enable a comparison and monitor where waste is generated.

TSD have reduced their supply base to only use reputable vendors that help meet their social and environmental responsibility. They have collaborated with key suppliers to ensure that their fresh fruit and vegetables is sourced from local suppliers, where possible.

Sustainable packaging

Tamar Fresh, who provide patient sandwiches to both UHP and TSD, have committed to introducing 100% sustainable packaging for these products. This includes the clear film on the cardboard sandwich pack. This demonstrates a further benefit of collaborating with reputable local suppliers.

Catering Transformation

A Catering Transformation Project is underway at UHP to review patient menus options and to reduce and dispose of food waste sustainably.

TSD have introduced a 'CarteChoix' plated meal service throughout wards, which will result in a significant reduction of food waste. These meals are nutritionally balanced and created using sustainable ingredients. The move from a multi portion service to a single plated meal will minimise unnecessary over ordering by caterers. In addition, they have developed menus that include greater quantities of plant-based foods.

Food and Nutrition: Work underway across Cornwall and Isles of Scilly ICS

Cornwall WellFed: Community growing and healthy eating

GP practices in Cornwall have been referring cohorts of patients with Type 2 diabetes to the WellFed Project a local partnership project offering weekly veg boxes, cookery skills and hands on activities in community growing spaces to promote healthier eating and wellbeing, whilst also supporting local growers in the county.

Fresh food strategy

RCHT's recently approved Food and Drink Strategy describes how the Trust aims to provide a high quality and nutritious food and drink offering to support patients through their recovery, and enable all to make healthy, and nutritious food and drink choices.
Key to delivering this, is a thriving catering service, which has strong relationships with clinical teams, to plan and deliver an effective food and drink offering.

Sustainable and local food procurement

CFT procures local goods and services wherever possible (e.g., fresh food from local companies). The Trust's food supplier uses MCS accredited fish, UK farmers, and their packaging is recyclable.

RCHT are supporting the local economy and reducing food miles. 70% of suppliers are based in Devon and Cornwall, with 55% local to Cornwall.

Adaptation

As the NHS tackles climate change there is also a need to adapt to the immediate consequences it brings. As climate change accelerates globally, in England we are seeing direct and immediate consequences of heat waves and extreme weather on our patients, the public and the NHS. Adaptation is the process of adjusting our systems and infrastructure to continue to operate effectively while the climate changes. It is critical that the NHS can ensure both continuity of essential services, and a safe environment for patients and staff in even the most challenging times. Many of the changes required to adapt to increasingly severe weather have the potential to impact on carbon emissions positively in the long term, such as increased use of remote monitoring in the community, and more efficient cooling systems. However, some changes needed to adapt may impact negatively, such as short-term increase in air conditioning units. The long-term ambition is most of these measures will offer resilience not only to climate change but to other continuity risks, such as pandemic flu.

The ICSs will need to ensure our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts of climate change, such as heat waves and flooding. The impacts of climate change will be assessed and adapted to mitigate the negative effects of past and future climate-altering actions. The impact on public health from climate change will be reduced as much as possible. This will be achieved by:

- Nominating an adaptation lead and incorporate adaptation into our sustainability governance structure, risk register and reporting processes
- The creation of a climate change adaptation risk and opportunities assessment
- Work with key internal and external stakeholders to develop a Climate Change Action Plan for the ICSs
- Ensuring that our emergency plans for extreme weather, consider support for vulnerable communities during any extreme weather events.

Action
Comply with the adaptation provisions within the NHS Core Standards for emergency preparedness, resilience and response (EPRR) and the NHS Standard Contract to support business continuity during adverse weather events.
Complete an estates review, identifying whether changes are required to deal with extreme weather conditions such as floods and heatwaves, and set out actions to prepare and improve climate resilience of local sites and services, including digital.
In partnership with EPRR colleagues and others, identify interdependencies between services and the necessary mutual aid requirements to prevent service disruptions.
Share findings with resilience partners to ensure critical information is integrated into broader emergency planning and climate adaptation planning practices.
Update risk registers across partners to include climate related risks including floods and heatwaves.

Prevention and Health Creation

One of our key aims is to create healthier communities where it is easier for people to stay well and avoid illness in the first place. This involves encouraging healthier lifestyles and addressing the wider determinants of health. Public health strategies are central to this ambition. Initiatives such as promoting active travel, improving air quality, ensuring access to quality housing, enhancing green spaces, and supporting climate-resilient communities demonstrate how environmental action can deliver co-benefits for health and wellbeing. By working together, NHS services and public health teams can implement interventions that reduce emissions, improve physical and mental wellbeing, and build resilience to climate impacts. This approach not only contributes to carbon reduction targets but also enhances social equity and public health outcomes.

Air Quality

Air pollution is a major global health issue, causing around seven million premature deaths annually. The WHO reports that over 99% of the global population breathes air exceeding safe pollutant levels, with 9 in 10 people exposed to unhealthy air. In the UK, it's the biggest environmental health risk, linked to 38,000 deaths a year. Costs to the NHS and social care from pollution-related health issues are projected to rise from £42.88 million in 2017 to over £5.3 billion by 2035. Air pollution comes from vehicles, domestic fuel burning, industry, and natural sources like wildfires. While national government leads on air quality, the NHS is reducing its own pollution footprint, cutting emissions from travel, procurement, construction, and energy use.

Through delivering the actions in this plan we can reduce our emissions and the air pollution we create. Initiatives such as delivering more care virtually and redesigning care models to deliver care in communities will reduce travel and improve local air quality leading to better respiratory health and a reduced cancer risk for our populations. Likewise, encouraging more active travel such as walking and cycling reduces air pollution and also contributes to improving health by reducing risks of cardiovascular disease, cancer and dementia.

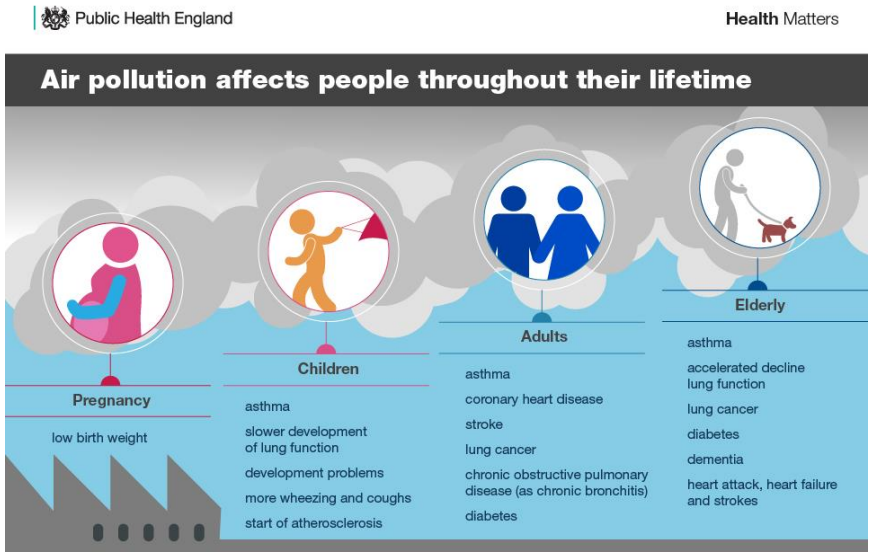


Figure 10: How air pollution affects people throughout their lifetime

Warm Homes

The rising cost of living and increasing fuel poverty present significant challenges to both public health and environmental sustainability. Many homes and public buildings across the NHS Cornwall and Isles of Scilly and NHS Devon still rely on fossil fuel-based heating systems and lack adequate insulation, resulting in inefficient

energy use and higher emissions. These issues disproportionately affect vulnerable populations, exacerbating health inequalities and placing additional strain on health and care services. Tackling fuel poverty through energy-efficient retrofitting, transitioning to low-carbon heating solutions, and supporting access to affordable renewable energy is essential. Not only will this reduce carbon emissions, but it will also improve indoor air quality, reduce cold-related illnesses, and enhance resilience to climate change. We are already working collaboratively with Councils to improve energy efficiency, promote low-carbon heating technologies, and support vulnerable households. These joint efforts not only contribute to our Net Zero goals but also enhance community resilience, reduce health inequalities, and improve long-term wellbeing across the peninsula.

Action
We will work collaboratively to improve the general health of our population through improving air quality and air pollution in line with Cornwall, Devon and the Isles of Scilly Clean Air strategies.
We will work collaboratively across all partners across the peninsula including NHS, public health, local authorities, VCSE and other partners to create healthier places and communities that support wellbeing in line with the 10-year plan for the NHS and wider public health strategies.

Social Value and Anchor Institutions

Whilst this Green Plan primarily focuses on the environmental aspects of sustainability, it is equally important to recognise and align with the social and economic dimensions. Reducing health inequalities is a core priority across the NHS Cornwall and Isles of Scilly and NHS Devon , and this Green Plan will support and complement existing work in these areas through collaborative action.

Social value and anchor institutions play a central role in how the NHS approaches sustainability. The concept of social value, requiring organisations to consider the economic, environmental, and social impact of their activities, is underpinned by the Public Services (Social Value) Act 2012 and further reinforced by Policy Procurement Note (PPN) 06/20. These regulations require suppliers to clearly demonstrate the social value delivered through their contracts. Within the NHS, this became a formal requirement from 1 April 2022, following national guidance issued by NHS England.

As anchor institutions, NHS organisations are deeply embedded in their local communities. With significant influence through employment, procurement, and estate management, we have a responsibility to use our resources to support inclusive local growth, improve wellbeing, and reduce inequalities. By leveraging our position as anchor institutions, we can create lasting social and economic benefits, supporting the local economy, investing in community resilience, and ensuring our sustainability efforts contribute to healthier, fairer places in line with local public health and community development priorities.

This approach aligns with the Net Zero agenda and the NHS supplier roadmap, bringing together environmental, social, and economic goals into a unified strategy for sustainable development.

Governance and Accountability

Clear leadership and accountability are needed to ensure progress against this strategy is delivered consistently, efficiently and at pace across our system. Therefore, it is essential that we are accountable for delivering the Green Plan, and that policies, procedures, business cases and processes reflect this.

The Net Zero portfolio is currently led by the ICS Director of Estates in Devon and the ICS Chief of Staff in Cornwall and the Isles of Scilly, acting as Senior Responsible Officers (SROs). Delivery of the Green Plan will be driven by NHS partner members through the NHS Cornwall and Isles of Scilly and NHS Devon Sustainability Group. This group will be formalised from the two existing collaborative Sustainability groups in Devon and Cornwall and Isles of Scilly. The initial meetings of this group will be focused on reviewing and developing, where required, local plans which outline in more detail the timescales and ownership of the actions described in this strategic document and how we will meet the key national milestones and targets (summarised in Appendix 1) across the peninsula. Cornwall and Isles of Scilly ICB and Devon ICB working in partnership are developing their cluster governance arrangements. Once the appropriate committee with oversight of the Green Plan is confirmed, progress updates will be reported to the SROs and the designated assurance committee, which will report into to the newly established NHS Cornwall and Isles of Scilly and NHS Devon ICB Cluster Board as required. Formal governance arrangements will be agreed and appended to a future iteration of the Green Plan to ensure clear accountability and effective delivery.

To measure progress we will continue to use existing data, metrics and reporting including:

- Monitoring of key Net Zero service requirements in the NHS Standard Contract Service Conditions.
- Submitting an annual summary of progress on delivery of green plans to relevant boards and publishing this in annual reports, including actions taken and planned, with quantitative progress data.
- Completing the national Greener NHS quarterly and annual data collections on key national metrics (see appendix 2).
- Utilising other data sources and tools available such as the Green Plan support tool and dashboards to monitor progress.

We will use these key sources of data where possible to set targets and KPIs to measure progress against this strategy. Individual organisational Green Plans and local action plans will also use more detailed metrics and KPIs as required to measure progress. This plan will be reviewed annually or sooner by the NHS NHS Cornwall

and Isles of Scilly and NHS Devon Integrated Care Board Cluster and its partner NHS organisations as required to align to ongoing ICB operating model and regional changes.

Appendix 1 – National Roadmap

Key national targets and milestones

Date	Milestone	Strategy
By 2026	Vehicle salary sacrifice schemes must offer electric vehicles only; green travel strategies included in Green Plans	Net Zero Travel & Transport Strategy
From 2027	All new NHS-owned or leased vehicles (except ambulances) must be zero-emission	Net Zero Travel & Transport Strategy
April 2027	All suppliers must report global Scope 1, 2 & 3 emissions and publish Carbon Reduction Plans	Net Zero Supplier Roadmap
From 2028	Suppliers must provide carbon footprinting for individual NHS products	Net Zero Supplier Roadmap
By 2028	All oil-based primary heating systems to be removed from NHS sites	Net Zero Estates & Facilities
By 2030	All new NHS ambulances must be zero-emission	Net Zero Travel & Transport Strategy
From 2030	Only suppliers showing emissions reporting progress will qualify for NHS contracts	Net Zero Supplier Roadmap
By 2032	Identify and begin phasing out all fossil-fuel primary heating systems	Net Zero Estates & Facilities
By 2032	NHS to cut 80% of emissions it controls directly	NHS Net Zero Goal
By 2033	Staff travel emissions reduced by 50% through active travel, shared/public transport, EVs	Net Zero Travel & Transport Strategy
By 2035	All non-emergency transport and all NHS-owned/leased vehicles (except ambulances) must be zero-emission	Net Zero Travel & Transport Strategy
By 2036	50% of ambulance fleet must be zero-emission	Net Zero Travel & Transport Strategy
By 2039	NHS to cut 80% of emissions it can influence	NHS Net Zero Goal
By 2040	All NHS vehicles (including ambulances) and business travel must be zero-emission	Net Zero Travel & Transport Strategy
By 2040	NHS achieves Net Zero Carbon Footprint (emissions NHS can control)	NHS Net Zero Goal

By 2045	NHS achieves Net Zero Carbon Footprint Plus (emissions NHS can influence)	NHS Net Zero Goal

Appendix 2 – National Metrics

The table below sets out the national metrics for tracking progress against Green Plan delivery which are collated on a quarterly and annual basis as part of regular data gathering by the Greener NHS team. The list is not exhaustive and may be updated as new data streams become available. This data will be used where applicable for national, regional and organisational monitoring and benchmarking but will not be published in line with guidance.

Focus area	Metric	For use by	Data source
Workforce	Named board-level lead for green plan delivery	Trusts and systems	Greener NHS dashboard (from Q1 25/26)
Medicines	Emissions (tCO_2e) and volume (litres) of nitrous oxide by trust	Trusts and systems (aggregate of trust data)	Greener NHS dashboard
Medicines	Emissions (tCO_2e) and volume (litres) of nitrous oxide and oxygen (gas and air) by trust	Trusts and systems (aggregate of trust data)	Greener NHS dashboard
Medicines	Average inhaler emissions per 1,000 patients	Systems (aggregate of primary care data)	Greener NHS dashboard (from Q1 25/26)
Medicines	Mean emissions of Short-acting beta-2 agonists (SABAs) inhalers prescribed	Systems (aggregate of primary care data)	Greener NHS dashboard
Medicines	% of non-SABA inhalers that are MDIs	Systems (aggregate of primary care data)	Greener NHS dashboard
Travel and transport	% of owned and leased fleet that is ultra-low emission vehicle (ULEV) or zero-emission vehicle (ZEV)	Trusts and systems (aggregate of trust data)	Greener NHS dashboard
Travel and transport	Total fleet emissions	Trusts and systems (aggregate of trust data)	Greener NHS dashboard

Focus area	Metric	For use by	Data source
Travel and transport	Does the organisation offer only ZEVs in its salary sacrifice scheme	Trusts and systems (aggregate of trust data)	Greener NHS dashboard
Travel and transport	Does the organisation operate sustainable travel-related schemes for staff (for example, salary sacrifice cycle-to-work)	Trusts and systems (aggregate of trust data)	Greener NHS dashboard
Estates and facilities	Emissions from fossil-fuel-led heating sources	Trusts and systems (aggregate of trust data)	Greener NHS dashboard
Estates and facilities	Number of oil-led heating systems	Trusts and systems (aggregate of trust data)	Estates Return Information Collection/Greener NHS dashboard (from Q4 24/25)
Estates and facilities	% of gross internal area covered by LED lighting	Trusts and systems (aggregate of trust data)	Estates Return Information Collection/Greener NHS dashboard (from Q4 24/25)
Estates and facilities	% of sites with a heat decarbonisation plan	Trusts and systems (aggregate of trust data)	Estates Return Information Collection/Greener NHS dashboard (from Q4 24/25)
Supply chain and procurement	Inclusion of Carbon Reduction Plan and Net Zero Commitment requirements in all relevant procurements	Trusts and systems	Greener NHS dashboard
Supply chain and procurement	Inclusion of requirements for a minimum 10% Net Zero and social value weighting in procurements, including defined KPIs	Trusts and systems	Greener NHS dashboard
Food and nutrition	Weight (tonnes) of food waste, with further break down by spoilage, production, unserved and plate waste	Trusts and systems (aggregate of trust data)	Estates Return Information Collection
Adaptation	Number of overheating occurrences triggering a risk assessment (in line with trust's "heatwave" plan)	Trusts and systems (aggregate of trust data)	Estates Return Information Collection

Focus area	Metric	For use by	Data source
Adaptation	Number of flood occurrences triggering a risk assessment	Trusts and systems (aggregate of trust data)	Estates Return Information Collection

Appendix 3 – Cornwall Primary Care Programme 2023-25

Action Area	2030 Target
01 – Declaring a climate emergency	100% of all Cornish Practices declaring the emergency and the action they are taking
02 – Optimising our Inhalers	100% of Cornish Practices supporting low carbon inhaler use and active lifestyles
03 – Controlling our carbon footprint	100% of Cornish Practices undertaking annual carbon footprints
04 – Optimising our energy	50% of Cornish Practices to be banking clean and investing their finances in a healthy future for all
05 – Greening up our banking	100% Cornish Practices working on decarbonising and optimising prescribing
06 – Optimising our prescribing	100% Cornish Practices working on decarbonising and optimising prescribing
07 – Engaging our patients	100% of Cornish Practices working with staff and patients on climate resilience
08 – Activating our travel	100% of Cornish Practices actively promoting active travel for staff and patients with messaging and kit
09 – Reducing, reusing and recycling	100% of Cornish Practices actively reducing clinical and non-clinical waste and supporting Only Order What You Need Campaign
10 – Toolkit for change	100% of Cornish Practices using the Toolkit and other emerging tools to reduce negative impacts, improve resilience to climate breakdown and support health creation
11 – Creating green spaces for health	100% of Cornish Practices developing green spaces for staff, patient, visitor and planetary health
12 – Food for people and planet	100% of Cornish Practices offering food, learning and activity in our community based green growing spaces as part of healthcare and health creation
13 – Connecting with our communities	85% of Cornish Practices are actively working with their community on climate resilience and health creation
14 – Learning and Leading	85% of Cornish Practices are actively investing in learning, training and communication on climate resilience
15 – Advocating for health creation	100% of Cornish Practices are actively advocating for climate resilience and health creation