

HUC Green Plan Strategy

2025-2028

Building on our progress



HUC

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Our green
agenda for
2025-2028



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Foreword



At Herts Urgent Care (HUC), we are proud to play a critical role in delivering urgent and unscheduled healthcare services to communities across the East of England. Our commitment to improving health outcomes extends beyond clinical excellence, it includes acting decisively to address the climate emergency. The NHS has declared climate change a public health crisis, and as a commissioned provider, we are committed to aligning with the Greener NHS ambition to reach net zero.

This Green Plan Strategy (2025–2028) builds on the foundation of our original strategy, integrating updated NHS England guidance and our latest organisational insights. It reflects our collective ambition to reduce environmental harm while delivering safe, effective care.

We have made tangible progress since 2022, including the development of our carbon footprint baseline, enhanced data capture and analysis, and early staff engagement efforts. Yet we recognise that deeper action is required. With strengthened governance, more robust measurement, and system-level collaboration, this plan charts a course for real impact.

From greener travel policies, smarter digital solutions, low-carbon procurement and workforce engagement, this Green Plan sets out our roadmap to embed sustainability across HUC's operations.

We invite all staff, partners, and stakeholders to take part in delivering this plan. By working together, we will help build a more sustainable health system for the patients and communities we serve.

David Archer
Chief Executive Officer
HUC

Executive Summary

The climate crisis is a health crisis. As an NHS-commissioned urgent and community care provider, we are committed to taking decisive action to support the national ambition for a net zero health system.

This Green Plan for 2025–2028 builds on our first Green Plan (2022–2025), incorporating updated NHS England guidance, a robust internal gap analysis, and best practice from across the system. It outlines our strategic response to the climate challenge through clear delivery priorities, leadership structures, and performance monitoring.



Key highlights include:

- A governance framework that ensures sustainability is embedded within our strategic leadership and operational planning
- A carbon footprint baseline for 2024/25 and a commitment to improved data quality and reporting
- A set of nine priority focus areas aligned to NHS guidance and relevant to our service model
- SMART actions (to follow) for each priority area, with assigned leads and timeframes
- A plan to engage staff, inform patients, and collaborate with ICBs and NHS partners to drive system change.

This plan serves as both a roadmap and a call to action for our journey toward the provision of sustainable, high-quality care.

What is Different This Time?

The Green Plan Strategy (2025–2028) marks a significant evolution in our sustainability journey. It reflects not only our growing organisational maturity in environmental stewardship but also our alignment with the latest NHS England Green Plan guidance published in February 2025¹. Positioning us to lead by example, in urgent and community care, showing that sustainability and high-quality care go hand in hand.

Key differences in this Green Plan update include:

Alignment with Updated National Guidance: We have embedded the February 2025 NHS Green Plan guidance, which sets out clearer expectations for board-approved plans, robust governance, and transparent reporting. Our plan is structured to meet these standards, ensuring it is both ambitious and accountable.

Board-Level Commitment and Oversight: Sustainability is now formally integrated into HUC's executive governance. Our Board has approved this plan and will oversee its delivery, ensuring environmental performance is treated with the same rigor as clinical and financial outcomes.

Enhanced Data and Measurement: Building on our initial carbon footprint baseline, an improved approach to capturing and analysing data has been introduced. This enables more granular tracking of emissions, particularly for Scope 3 procurement emissions. All of which support improved decision-making, progress tracking and subsequent resource allocation.

System-Level Collaboration: We are strengthening partnerships across the health system including NHS England, Integrated Care Boards (ICBs) and Integrated Care Systems (ICSs) within our footprint, partners in neighborhood teams, other NHS providers, the East Ambulance Service, VCSE organisations, district and local authorities, and communities of practice to enable joined-up, coordinated action in support of our sustainability goals.

Expanded Scope and Ambition: This plan goes beyond operational efficiencies. It includes low-carbon procurement, digital transformation, and workforce engagement as core levers for change aligned with the nine priority areas outlined in NHS guidance.

Transparent Reporting and Accountability: In line with statutory requirements, we will publish annual progress updates and Carbon Reduction Plans, including quantitative data and narrative summaries, to demonstrate our impact and maintain public trust

About us

HUC is an NHS-commissioned provider delivering high-quality, responsive urgent and unscheduled care to communities across Hertfordshire, Bedfordshire, Luton, Cambridgeshire, Peterborough, and West Essex. Established in 2007. We have grown from a regional Out of Hours provider into a trusted partner of the NHS, delivering integrated urgent care solutions that include NHS 111, GP Out of Hours, Clinical Assessment Services, Acute In Hours Visiting Services (AIHVS), GP Access Hubs, GP Practices, Access Dental and Urgent Treatment Care (UTC).

With over 1,100 clinical and non-clinical staff, we operate four NHS 111 call centres based in Welwyn Garden City, Bedford, Peterborough and Taunton, as well as 27 clinical treatment centres and a fleet of vehicles supporting community care. We serve a population of more than 3.5 million people and are proud to embed our mission 'to provide high-quality, fair, and sustainable healthcare services to the communities we serve' into everything we do.

As a core partner to the NHS, we recognise that the climate emergency is not only an environmental crisis but also a public health emergency. The impacts of climate change such as extreme weather events, air pollution, and the spread of infectious diseases, are already affecting the health and wellbeing of the populations we serve, particularly the most vulnerable. These challenges place additional pressure on urgent and emergency care services, making it imperative for providers like HUC to act.

We are therefore committed to embedding sustainability into all aspects of our operations and care delivery. This means reducing our environmental footprint, improving energy and resource efficiency, and fostering a culture of sustainability across our workforce. It also means working collaboratively across systems to support climate resilience and health equity.



Action on Our Ambition

This chapter reaffirms our commitment to achieving net zero and emphasises the vital role of environmental sustainability within our responsibilities as a partner of the NHS. It details the leadership and governance structures that underpin this ambition, including our dedicated Green Network, Task and Finish Groups, Green Ambassadors Network, and Board-Level Net Zero Lead. These components are designed to enhance accountability, enable timely and informed decision-making, and ensure our actions are aligned with both regional and national sustainability priorities.



This document is an update of our existing Green Plan (2022-2025)ⁱⁱ with the aim to:

- **Update and realign sustainability goals** with current national and international climate targets, policies, and best practices
- **Reflect progress made** since the original plan was launched, identifying areas of success and those needing improvement
- **Incorporate new data, technologies, and innovations** that can enhance our environmental performance
- **Engage staff and stakeholders** with a renewed commitment and clearer responsibilities
- **Ensure continued relevance and effectiveness** of sustainability actions across areas such as energy use, travel, procurement, waste management, and clinical care
- **Strengthen resilience and adaptation measures** in response to emerging climate risks and operational challenges.

Drivers for Change

National Commitment: A net zero NHS

As part of the wider NHS family, we at HUC are committed to supporting the NHS ambition to become the world's first net zero national health service. This commitment is outlined in the *Delivering a Net Zero National Health Service* reportⁱⁱⁱ, which sets two key targets:

- **Net zero carbon by 2040** for the emissions we control directly – known as our Carbon Footprint, with an 80 percent reduction by **2028 to 2032**
- **Net zero carbon by 2045** for those emissions we can influence – known as our Carbon Footprint Plus, with an 80 percent reduction by **2036 to 2039**

Our Commitment to Net Zero

Various legislative, strategic, and ethical drivers continue to shape the sustainability agenda within the public sector and NHS. These drivers provide guidance and shape our commitment to delivering resilient low-carbon and socially responsible healthcare to support us in achieving our 2045 NHS net zero target across scopes 1, 2 and 3 emissions.

Why This Matters

Sustainability is not only a regulatory obligation required for compliance, but a moral duty to prepare and mitigate against the severity of the present and future climate crisis. Climate change is a global health emergency^{iv}, unevenly impacting vulnerable populations and worsening health inequalities. As an organisation

in the public sector providing NHS services, we recognise the importance of sustainability and the need to have sustainability healthcare delivery processes in order to:

- **Progress our carbon baselining process** established since 2022, by continuing to encompass all emissions across our clinical services and business operations
- **Publish our annual Carbon Reduction Plan** on our website, monitoring quantifiable CO2 emissions reductions and targets
- **Promote sustainable activities** and raise awareness of how carbon emissions contribute to climate change through stakeholder communications
- **Incorporate sustainability** into our annual reporting, and having regular meetings with the sustainability team including reporting and monitoring progress of the Green Plan actions and targets
- **Strengthen our position** as a leader in sustainable urgent care, aligning with evolving national and local climate legislation and sustainability policies
- **Meet NHS England's requirement** for all suppliers to have a Carbon Reduction Plan (CRP) in place.^v

Drivers for Change

Key Drivers

Our sustainability journey is shaped by a wide range of drivers that guide our priorities and actions. These include national NHS net zero targets, legislative and regulatory requirements, mandatory NHS frameworks, financial and procurement incentives, and international climate commitments. In addition, our internal strategies such as our Green Plan and Carbon Reduction Plan ensure that we remain aligned with both national ambitions and local operational goals. Together, these drivers provide a strong foundation for delivering meaningful, measurable, and lasting change across our services.

NHS Carbon Footprint (direct emissions – scopes 1&2): **Net zero by 2040** (With an 80% reduction target by 2028-2032)

NHS Carbon Footprint Plus (indirect emissions – scope 3): **Net zero by 2045** (With an 80% by 2036-2039)

Legislative Requirements

Civil Contingencies Act (2004)
Climate Change Act (2008)
Public Services (Social Value) Act (2012)
The Paris Agreement (2015)
Environment Act (2021)
Health and Care Act (2022)
Environmental Protection Act (1990)
Net Zero Strategy (2021)

Mandatory NHS Requirements

NHS Standard Contract & Planning Guidance
Public Health Outcomes Framework
PPN 06/20: Social Value in Procurement
PPN 06/21: Carbon Reduction Plans for NHS Suppliers
Delivering a 'Net Zero' National Health Service report
NHS Long Term Plan

National and NHS Guidance

NHS Net Zero Travel and Transport Strategy (2023)
Greener NHS Programme
NHS Net Zero Travel and Transport Strategy (2023)
Greener NHS Programme (updated 2025)
NHS Climate Adaptation Framework (2024)
NHS Estates Net Zero Carbon Delivery Plan
NHS Inhaler and Anaesthetic Gas Emissions Guidance
Respective UK councils' net zero targets

Financial and Procurement Drivers

NHS Net Zero Supplier Roadmap (2023)
Social Value Model (2021)
NHS Energy Efficiency Fund
Salix Finance for NHS Decarbonisation Projects

International Frameworks

UN Sustainable Development Goals (SDGs)
WHO Health and Climate Change Framework
Intergovernmental Panel on Climate Change (IPCC) Reports
COP26 Health Programme Commitments

HUC Strategic Plan

HUC Green Plan (2022-2025)
HUC Carbon Reduction Plan (2024-25)
HUC annual report

Carbon Reduction Achievements

Since publishing our first Green Plan (2022–2025), we have taken important foundational steps to embed sustainability into our operations and culture. We are proud of the progress made so far and remain committed to developing and improving on these achievements to maximise our impact. Our **key achievements** to date include:

- Establishing a carbon baseline for 2020/21 using spend-based estimates aligned with the Greenhouse Gas Protocol^{vi}
- Integrating sustainability questions into our internal surveys and capturing insights from over 49 colleagues across 13 sites
- Increasing use of remote and digital consultations to reduce travel emissions and improve access
- Launching Green Plan engagement workshops to encourage behavioral change and cross-team dialogue
- Beginning work on staff awareness and champion models to embed environmental goals into departmental operations.
- Allocating a budget to the delivery of our Green Plan and sustainability projects
- Established a dedicated Social Value subcommittee
- Introduced sustainability campaigns, involving employees to reduce printing and electricity use
- Facilitating more work from home roles to reduce travel and energy use emissions.
- Increasing Electric Vehicles within our fleet/leased vehicles.
- Using digital solutions for support services to reduce travel.

- Significantly reduced amount of packaging and increase recycling across clinical sites, improving waste management and recycling processes.
- Ordering patterns are now adjusted based on seasonal demand (winter/summer) to avoid overstocking
- Established a Sustainability Lead, responsible for Green Plan delivery.

This strategy seeks to build on these actions with stronger data, clearer accountability, and structured delivery plans.

We have also introduced many **carbon reduction initiatives** since establishing the carbon emissions baseline in 2020/21. These actions are ongoing and will continue to be in effect when performing the contract:

- Reduced use of single use items: such as medical instruments
- Sustainable Inhaler Use: The organisation now exclusively orders Chlorofluorocarbons-free Salamol inhalers, which have a lower carbon footprint, and does not order pMDIs
- Reduced Plastic Packaging: Suppliers now send unwrapped medication boxes to minimise plastic waste
- Minimising Medicine Waste: The Medicines Management team recycles the medicine boxes and disposes of the drugs appropriately

Monitoring and Reporting

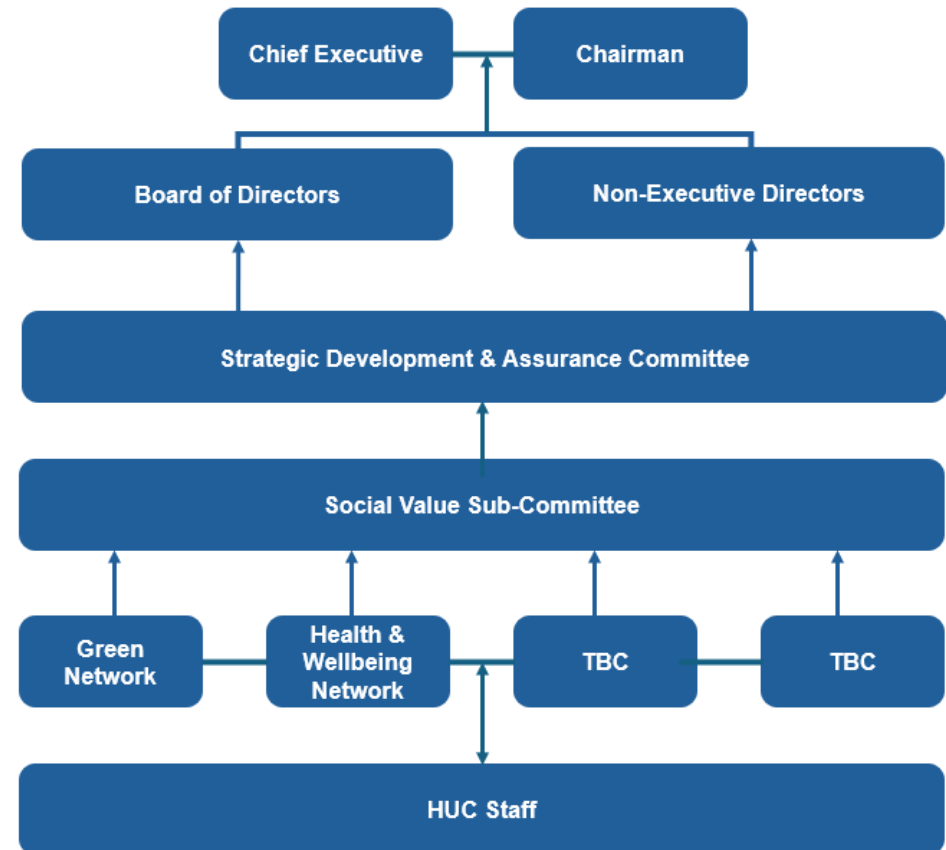
Effective leadership is essential to embedding sustainability into our work culture and service delivery. By supporting our workforce and integrating sustainability into our operational practices, we can ensure meaningful and lasting change.

Implementation of the actions outlined in this Green Plan will be overseen by a strengthened governance structure, ensuring accountability, transparency, and continuous improvement.

To support this, we have established committee boards across key workstreams, including the **Strategic Development and Assurance Committee** which is now overseen by the **Social Value Sub-Committee**. This ensures that sustainability is embedded within HUC's broader social value agenda and benefits from strategic oversight at the highest level.

The **Green Network**, reports to the Strategic Development & Assurance Committee, leading the delivery of the Green Plan. Meeting quarterly to monitor progress, identify risks and opportunities, and ensure sustainability remains a strategic priority across the organisation.

Sustainability will also be added as a standing agenda item in all committee meetings to maintain visibility and momentum.



Monitoring and Reporting

As the Programme progresses, the sustainability committee can form “task and finish” groups (as required) to enable long term expansion and development of sustainability across HUC. These working groups will also ensure that sustainability is applied to any past or future activities with a review every quarter. Consideration will be given to recruiting a full-time sustainability manager to lead the delivery of the plan.

Communication channels, including the Green Ambassadors Network, will be leveraged to effectively disseminate key messages across teams and promote sustainability education and awareness throughout HUC. Additionally, designated green and social value champions within each department will play a vital role in advancing this agenda.

- **Board-Level Oversight:** The Chief Finance and Corporate Services Officer will act as the executive sponsor for sustainability, ensuring alignment with HUC’s strategic objectives.
- **Green Network:** A dedicated sub-group of the Strategic Development and Assurance Committee, meeting quarterly to review progress, escalate risks, and coordinate delivery across workstreams.
- **Task and Finish Groups:** Formed by the Green Network to address specific sustainability challenges and opportunities, enabling long-term development.

- **Green Ambassadors:** Departmental representatives will support local implementation, staff engagement, and feedback loops.
- **HUC Staff:** Will continue to support communication and awareness to all HUC staff, embedding sustainability into HUC’s culture.

In line with our Green Plan, all new bids and re-bidding of existing services will give due consideration to environmental impact, ensuring services are delivered sustainably and contribute to our organisation’s net zero ambitions.

Monitoring and Reporting

To drive meaningful change, it is essential to stay informed about progress and communicate effectively. Sharing updates allows stakeholders to engage, offer feedback, and help the organisation address challenges, adapt, and refine its strategies. Progress should be tracked against established targets, objectives, and actions to maintain a consistent record of achievements. This approach supports ongoing improvement and ensures regular reflection and alignment with overall goals. Meeting frequency may increase in response to upcoming campaigns, events, or shifting priorities to ensure timely coordination and effective delivery.

Below is a summarised timeline of our sustainability monitoring and reporting framework:

Frequency	Activity	Purpose
Monthly	Track electricity, gas, and water usage across sites	Identify trends, anomalies, and opportunities for efficiency
	Social Value subcommittee meetings	Review progress against Green Plan objectives, share learnings, escalate risks
Bi-monthly	Green Ambassadors and Task and Finish Group meetings	Gather feedback, and identify opportunities and barriers
Quarterly	Green Network	Review progress, escalate risks, and coordinate delivery across workstreams
Bi-annually	Departmental reviews with Green Ambassadors	Coordinate local delivery, gather feedback, and identify opportunities and barriers
Annually	Carbon footprint assessment and hotspot analysis	Measure progress against net zero trajectory and inform future actions
	Publish sustainability section in HUC's Annual Report	Ensure transparency and accountability to staff, partners, and the public
	Publish Carbon Reduction Plan	Ensure transparency and accountability in how we measure and reduce our carbon emissions in line with national net zero commitments
	Review and update Green Plan actions	Adapt to new data, funding opportunities, and policy changes

Collaboration

Achieving our Green Plan goals relies on strong collaboration across the health and care system. Key partners include local NHS Trusts (acute and community hospitals), Mental Health Trusts, Primary Care Networks, and Community Health Providers. NHS England regional teams and programme leads support urgent and integrated care. We also work with ambulance services, voluntary and community sector organisations, social care providers, independent sector services, and neighbourhood teams. Integrated Care Boards (ICBs) play a central role in commissioning and coordinating services across regions.

NHS Partners

- Local NHS Trusts – acute hospitals (e.g., Lister Hospital, Addenbrooke's) and community hospitals
- Mental Health Trusts – e.g., Hertfordshire Partnership University NHS Foundation Trust (HPFT)
- Primary Care Networks (PCNs) – groups of GP practices working together locally
- Community Health Providers – organisations delivering district nursing, physiotherapy, health visiting, etc.

NHS England

- Regional NHS England teams overseeing urgent care services
- Relevant NHS England programme leads (e.g., for urgent and emergency care, integrated care)

Other Providers

- Ambulance Services – e.g., East of England Ambulance Service NHS Trust (EEAST)
- Voluntary & Community Sector (VCS) – charities supporting patients (e.g., Age UK, Mind)
- Social Care Providers – local authority adult and children's services
- Independent Sector Providers – e.g., private urgent care or diagnostic services that link into the NHS pathway
- Neighborhood teams

Integrated Care Boards (ICBs)

- Commissioners and system leads who plan and fund services across regions (e.g., Hertfordshire & West Essex ICB, Cambridgeshire & Peterborough ICB, Bedfordshire, Luton & Milton Keynes ICB).

Potential Partnerships

Working with local councils and organisations could help us deliver our Green Plan, particularly by enhancing public and active transport routes to reduce commuting and patient travel emissions. The following shows several current projects that HUC could partner with to help meet our goals.

- **Essex County Council** are to introduce cycling paths along key routes and are taking suggestions on where to put them
- **Central Bedfordshire** – investing in active and public transport network, increasing connectivity between towns and between places of employment – could connect to hospital sites
- **Cambridgeshire County Council** – Improving EV charging point access as well as active and public transport within their Action Plan
- **Peterborough Travel Choice** – Provides a resource on green and active travel for Peterborough including e-bikes for Key Workers, and is collecting input on EV charging points for the city
- **Hertfordshire Partnership University NHS Foundation Trust (HPFT)** – The Trust's Green Plan includes a focus on travel and transport, aiming to reduce emissions through active travel and digital transformation. Partnering with HPFT could support shared infrastructure and staff travel initiatives
- **Hertfordshire Community NHS Trust (HCT)** – HCT is targeting travel reduction and digital transformation to reduce carbon emissions and are also working on heat decarbonisation and greener supply chains, which could align with HUC's operational goals
- **Hertfordshire and West Essex Integrated Care System (ICS)** – The ICS Green Plan promotes collaboration across NHS partners, including joint work with local authorities on transport initiatives. HUC could engage with ICS-led projects to align regional efforts and share resources
- **Sustainable Hertfordshire (Hertfordshire County Council)** – This umbrella initiative includes strategies for cleaner transport, air quality, and EV infrastructure. HUC could contribute to and benefit from county-wide planning and funding
- **Greener Practice Network** – A UK-wide primary care sustainability network offering resources and training. HUC could collaborate to promote low-carbon care models and staff engagement.

Our Carbon Footprint

The Greener NHS, Delivering a Net Zero National Health Service report, sets out two clear goals for carbon reduction across the NHS, these are to achieve:

- **NHS Carbon Footprint** (direct emissions – scopes 1&2): Net zero by 2040 (With an 80% reduction target by 2028-2032)
- **NHS Carbon Footprint Plus** (indirect emissions – scope 3): Net zero by 2045 (With an 80% by 2036-2039)

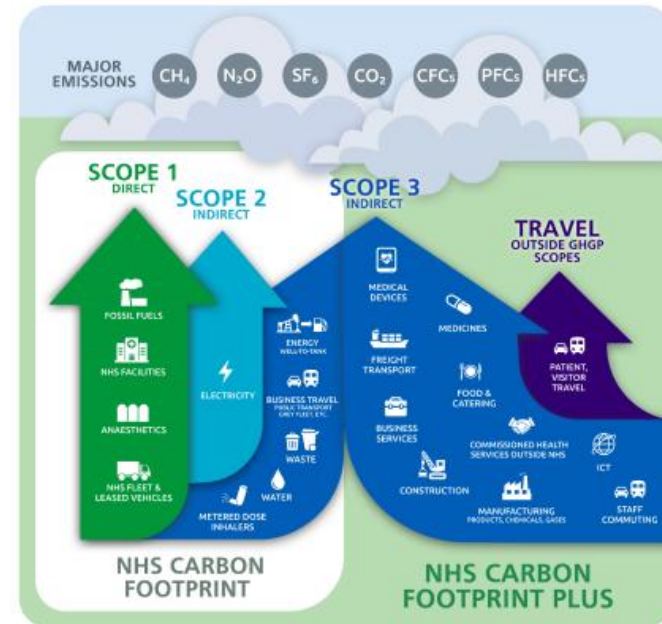
Aligned to the Greener NHS report, we have categorised our emissions into three different scopes:

Scope 1 - emissions directly from the use of greenhouse gases from owned or controlled resources e.g. heating, vehicles we own, and on-site electricity generation.

Scope 2 - indirect emissions from the generation of purchased energy e.g. electricity.

Scope 3 - all other indirect emissions that are associated with producing and transporting goods and services we use e.g. waste management, purchases.

In addition to this, the NHS includes emissions from patient and visitor travel within NHS Carbon Footprint Plus in acknowledgement that these emissions are part of the daily operations of the NHS and can therefore be influenced.



Using these definitions we have categorised our carbon baseline into NHS Carbon Footprint and NHS Carbon Footprint Plus.

Source: Greenhouse Gas Protocol scopes from the 'Delivering a 'Net Zero' National Health Service' report¹

The Breakdown of Our Carbon Emissions

Our total carbon emissions data offers a high-level view of HUC's climate impact across both direct and indirect sources.

In 2024 to 2025, our full carbon footprint was calculated using the latest national conversion factors and methodologies. Previous years procurement data were re-worked providing a clearer, more accurate baseline.

Results show that most of our emissions come from indirect sources (Scope 3), activities we commission, purchase, or influence rather than directly control. These include emissions from staff commuting, IT and medical equipment, pharmaceuticals, and business services, which together account for 69 percent of our total footprint.

Table 1: An overview of HUC's carbon footprint breakdown and by scopes

NHS Carbon Footprint Breakdown tCO ₂ e	Baseline year 2020/21	2022/23	2023/24	2024/25	% change baseline vs 24/25
NHS Carbon Footprint	943	1298	1108	981	+4%
NHS Carbon Footprint Plus	3731	3589	3372	3151	-18%

Carbon Footprint by scopes tCO ₂ e	Baseline year 2020/21	2022/23	2023/24	2024/25	% change baseline vs 24/25
Scope 1	519	706	612	500	-4%
Scope 2	193	203	198	196	+2%
Scope 3	3019	2680	2562	2455	-23%

By comparison, our direct emissions from Scope 1 make up a much smaller portion of our total impact but remain central to our 2040 NHS Net Zero commitment. This updated baseline confirms that supply chain and travel must be the focus of our next phase of work. The re-work gives us a more reliable foundation for tracking progress and planning meaningful action over the next three years.

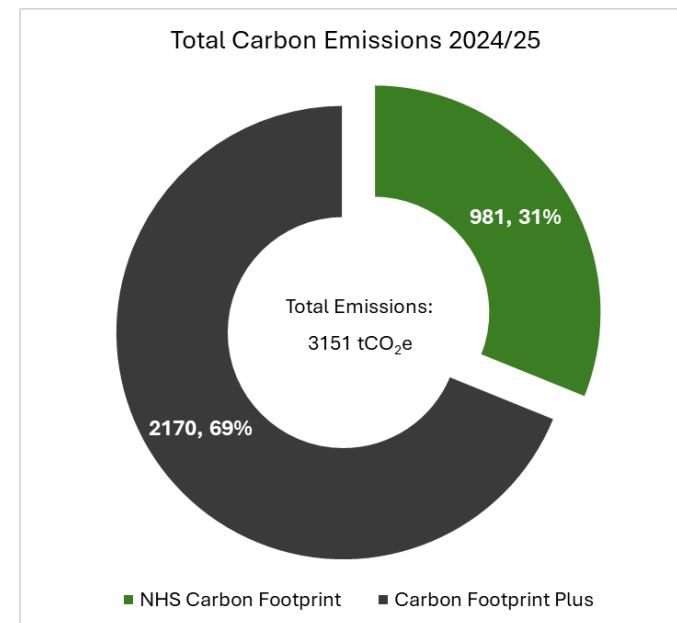


Figure 1: HUC's 2024-25 total carbon footprint

The Breakdown of Our Carbon Emissions

Based on the breakdown of each category in the bar chart below, a linear reduction in tCO₂e emissions of approximately 12 percent per area from the 2024 to 2025 baseline. This trajectory aligns with the NHS goal of achieving an 80 percent carbon reduction by 2032. Beyond 2032, we aim for a continued linear reduction of around -2 percent in tCO₂e from 2032 to 2040 and 2045 to reach our net zero target. Please note that these reductions represent an idealised linear model and may vary depending on real-world circumstances and operational factors.

Topline analysis indicates that HUC's NHS Carbon Footprint is 981 tCO₂e (31%) and the NHS Carbon Footprint Plus is 2,170 tCO₂e (69%). Further analysis of these emissions will be made later in the report.

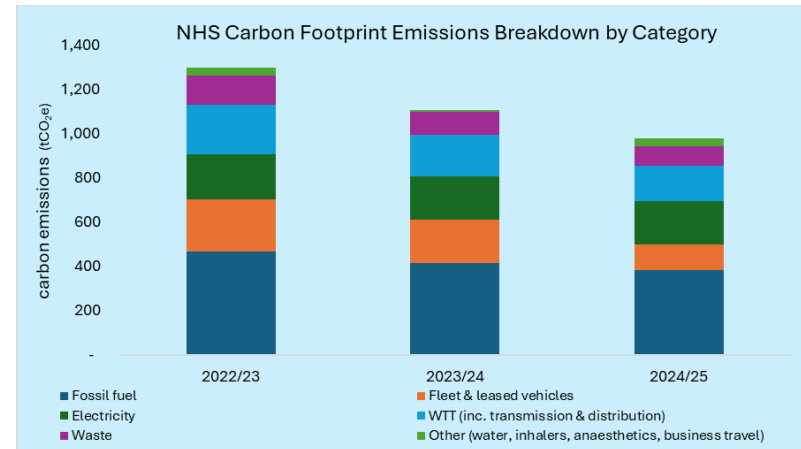


Figure 2: HUC's NHS carbon footprint emissions breakdown by category

Our Net Zero Carbon Trajectory

This table shows HUC's carbon emissions for 2024/25 split by NHS Carbon Footprint and NHS Carbon Footprint Plus.

Table 2: HUC's carbon emissions category breakdown

Scope	Emissions category	Emissions (tCO ₂ e)		% of total
NHS Carbon Footprint	Fossil fuels	384		12.19%
	Anaesthetics	2		0.06%
	Fleet & leased vehicles	114		3.62%
	Electricity	196		6.22%
	WTT (inc. transmission & distribution)	163		5.17%
	Business travel	22		0.70%
	Waste	87		2.76%
	Water	1		0.03%
	Metered dose inhalers	12		0.38%
NHS Carbon Footprint Plus	Agricultural Products	20		0.64%
	Other Manufactured / Processed Products	1		0.03%
	Food and Catering	51		1.62%
	Wood and Paper Products	10		0.33%
	Pharmaceuticals	86		2.73%
	Office and Other Equipment	18		0.58%
	Medical Instruments / Equipment	171		5.43%
	Business Services	1060		33.65%
	Other Procurements	38		1.20%
	Staff commuting emissions	714		22.66%

Key reflections and priority areas (2025 to 2028)

NHS Carbon Footprint

The NHS Carbon Footprint refers to the emissions that we control directly

This chart illustrates our updated carbon footprint from activities we directly control, such as energy, fleet, and waste. The calculation was made using the 2024 carbon factors is slightly lower than last year's, partly due to changes in national data, but heavily influenced by changes to HUC's estate.

The message is clear, our estate continues to rely heavily on fossil fuels, and that needs to change. This data supports our case for investment in low-carbon heating and a push towards agile working and greener transport options. It provides a robust foundation to monitor progress against our 2040 net zero target

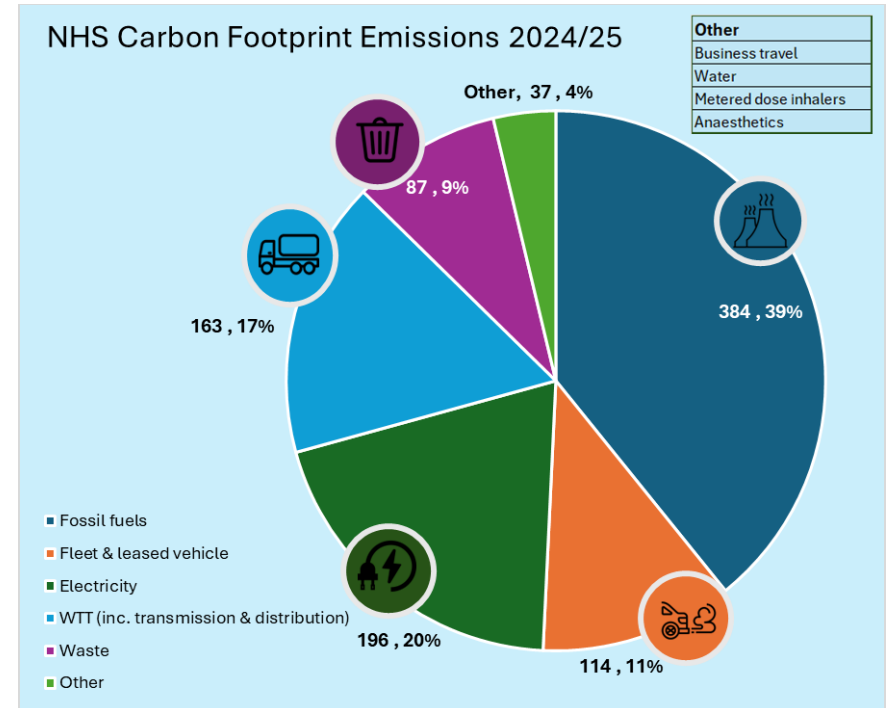


Figure 3: HUC's NHS Carbon Footprint

Key reflections and priority areas (2025 to 2028)

NHS Carbon Footprint Plus

The NHS Carbon Footprint Plus refers to the emissions that we can influence.

This chart looks at the bigger picture. The full range of Scope 3 emissions linked to our care, including medicines, supply chains, staff commuting, and commissioned services. From this we can see that most of our emissions sit in this category, outside our direct control but within our influence. That means reducing them will require strong collaboration across all HUC's teams to rethink the way we work. This is particularly true when considering relationships with suppliers, sustainability must be embedded into contracts, and we must work with service users and staff to encourage lower carbon choices as part of the everyday operation.

The 2 categories that dominate our carbon footprint plus emissions are business services and staff commuting. By understanding and acting on barriers to more active travel options (walking and cycling), commuting emissions can be reduced. When considering business services, by introducing a green procurement policy and training, emissions from this source can see a decline.

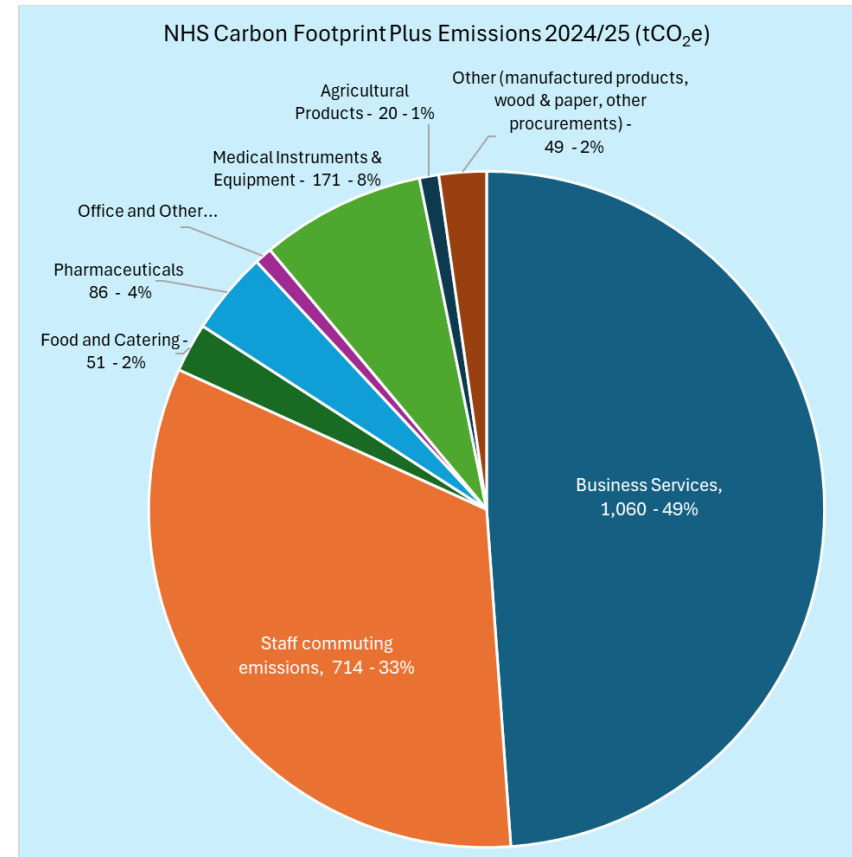


Figure 4: HUC's NHS Carbon Footprint Plus

Key reflections and priority areas (2025 to 2028)

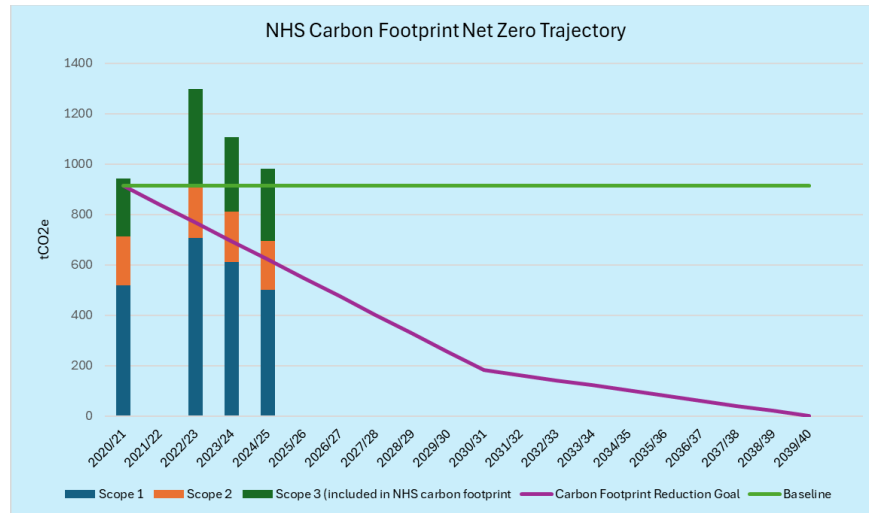


Figure 5: HUC's NHS Carbon Footprint pathway to net zero

Our net zero carbon trajectory

These trajectory charts clearly show that:

1. Early progress is essential. Our emissions are falling but are behind the linear trajectory line. They need to drop steeply to stay on track for the NHS 80 percent reduction target and there must be focus on HUC's direct carbon footprint.
2. This revised baseline pushes us towards alignment with the NHS net zero modelling but still shows a significant gap between current emissions and the 2032 and 2040/2045 targets.

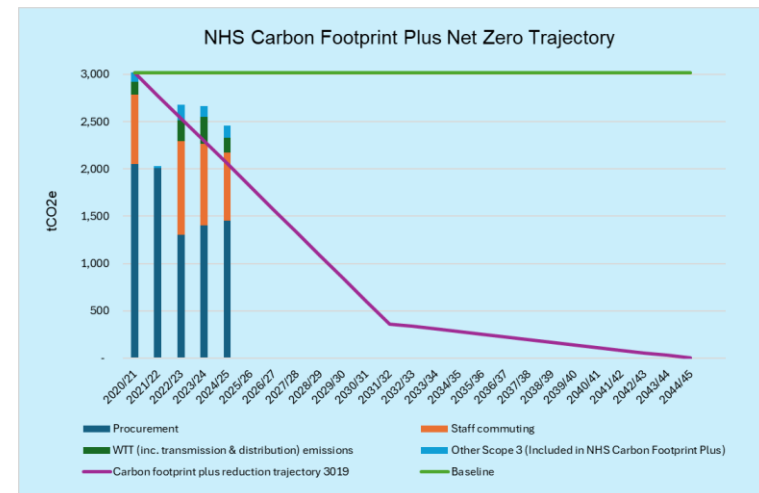


Figure 6: HUC's NHS Carbon Footprint Plus pathway to net zero

Key reflections and priority areas (2025 to 2028)

1. Supply chain decarbonisation is critical

With a significant share of emissions coming from procurement categories like business services, pharmaceuticals, and medical equipment, HUC must focus on:

- Embedding sustainability criteria in tenders and contracts
- Prioritising low-carbon suppliers and materials
- Introducing circular models (reuse, repair, remanufacture).

2. Focus on energy usage in estates

- Although HUC doesn't control the estate they operate from, there are routes to more efficient energy management which can be explored and put in place.

3. Address staff commuting and digital enablement

- Collect staff commuting data through annual staff travel surveys
- Expand and promote remote working, active travel schemes, and digital care options.

4. Data quality and monitoring

- Use the improved baseline to establish annual tracking by source
- Focus on hotspot analysis each year to inform targeted action and funding bids.

Key risks to delivery



1. High dependency on Scope 3 emissions (69% of total emissions)

Risk: These are outside HUC's direct control (e.g. supply chain, business services, staff commuting).

Mitigation:

- Embed sustainability requirements into all new supplier contracts and renewals
- Engage with high-emission suppliers to request Carbon Reduction Plans
- Strengthen teleworking policies to reduce commuting emissions.



2. Supply chain emissions and procurement complexity

Risk: High emissions from procurement categories (almost 50%) with limited direct control.

We will overcome this by:

- Embedding sustainability into procurement policies and scoring criteria
- Developing supplier engagement programs to support and incentivise low-carbon practices
- Piloting circular economy models (e.g., reuse schemes) in high-impact areas such as IT and medical equipment
- Collaborating with NHS Supply Chain and regional partners to influence broader market change.



3. Estates decarbonisation

Risk: High energy use in estates could derail 2040 targets.

We will overcome this by:

- Low-carbon design. Where possible build sustainability into internal design.
- Landlord engagement. Work with landlords to move towards greener energy.



4. Data quality and monitoring gaps

Risk: Inadequate data undermines decision-making and progress tracking.

We will overcome this by:

- Assigning clear ownership for data collection and validation across departments.
- Conducting annual carbon hotspot analyses to guide targeted interventions
- Enabling and enhancing digital data gathering tools in collaboration with our IT department

Key risks to delivery



5. Staff commuting emissions remain high (22% of total footprint)

Risk: Large source of emissions with slow behavioural shift.

We will overcome this by:

- Expand hybrid working policies
- Offer salary sacrifice schemes for e-bikes or public transport
- Promote sustainable commuting in staff sustainability campaigns and analysis uptake through annual travel surveys.



6. Business Services (33% of total emissions) lack visibility

Risk: Indirect procurement such as IT, leasing and telecoms is difficult to quantify and manage.

We will overcome this by:

- Perform deep-dive on business services procurement data
- Prioritise 'quick wins' like reducing excess cloud usage, printing, or storage
- Set thresholds for carbon intensity in IT contracts.



7. Capital funding limitations

Risk: Many decarbonisation interventions (e.g. EVs, estate upgrades) require upfront investment.

We will overcome this by:

- Assign annual Green Plan budget and track ROI of sustainability projects
- Apply for government grant schemes (e.g. Green Heat Network Fund)vii
- Collaborate with landlords to access NHSPS/ICS-level funding.



8. Incomplete emissions data in some areas

Risk: Gaps or estimates reduce confidence in carbon trajectory and reporting accuracy.

We will overcome this by:

- Implement annual carbon footprint audit using improved data sources
- Leverage eProcurement and finance data for emissions tracking
- Standardise reporting templates across departments.

Key risks to delivery



9. Cultural resistance or low staff engagement

Risk: Limited behaviour change could delay delivery of low-carbon care models.

We will overcome this by:

- Scale up Green network and peer-to-peer campaigns
- Add sustainability objectives to staff job descriptions and induction training
- Celebrate carbon-saving wins in internal and external communications.



10. Limited influence over third-party estate

Risk: Estate decarbonisation is constrained by landlord control and split accountability.

We will overcome this by:

- Work proactively with NHS Property Services and private landlords
- Use influence through lease reviews or service agreements
- Focus on what's within scope: energy behaviour, minor upgrades, waste management.

Prioritised Intervention

This section sets out the prioritised sustainability interventions HUC will deliver between 2025 and 2028, forming a core part of our long-term commitment to environmental responsibility. Each action focuses on a high-impact area within our services and operations, aligned with national NHS sustainability priorities and tailored to meet the needs of the communities we serve.

These actions are structured around the nine NHS England (NHSE) Green Plan focus areas and are designed to be specific, measurable, achievable, relevant, and time-bound (SMART). Each action has a clearly defined delivery lead and timeline to ensure accountability and progress.

Collectively, these interventions will accelerate our journey to net zero, improve resource efficiency, and embed environmental sustainability into our everyday clinical and operational practices.



Our Action Plan

Our Themes



The following pages of our Green Plan detail our approach to achieving our net zero carbon goals, setting out key actions to be implemented across 9 areas of focus, shown above. These actions form the basis of our net zero strategy and span our whole range of services and activities, allowing progress to be made and monitored with frequent reports on progress supported by our renewed governance structure.

Our Action Plan



Workforce and Leadership

Our people are the driving force behind the successful delivery of our Green Plan. By fostering a culture of sustainability across HUC, we can make the necessary changes while continuing to deliver high-quality healthcare services.

Regardless of their role, every team member must understand their responsibilities under the Green Plan, with clear accountability for achieving its goals. Providing education, training, and opportunities will empower staff to engage with sustainability initiatives, helping embed these practices into our everyday work and contributing to the plan's success.

This effort will be supported through dedicated sustainability staff networks and regular two-way communication via existing channels, such as the Green Ambassadors Network. These touchpoints will ensure that feedback is captured and used to drive continuous improvement. When individuals make more sustainable choices in their daily routines, these small actions will contribute to the significant change needed to achieve our targets.

We will also review our governance structures to ensure that staff networks can actively contribute to and shape decision-making as we progress toward net zero.

Action	Improvement target	Due date	Monitor	Role responsible
Sustainability Training: Engage staff in sustainability by providing and promoting sustainability training to all staff	>40% of staff to complete sustainability training	March 2026	Annually	Sustainability Manager and Communications Team
Sustainable Campaigns: Continue to develop and run sustainability campaigns such as 'think before you print' and 'digital first'	Run at least 2 sustainability campaigns per year	Biannually	Quarterly	Sustainability Manager and Communications Team
Sustainability in Annual Review: Continue to review net zero targets and emissions data to be included in HUC's annual report	Sustainability section published in annual report each year	Annually	Annually	Sustainability Manager

Our Action Plan

Action	Improvement target	Due date	Monitor	Role responsible
Explore Funding Options: Continually review funding opportunities for the decarbonisation of our owned estate e.g. Green Heat Network Fund viii and NEEFix	Minimum of two funding applications considered and submitted by Q4 2026	Q4 2026	Quarterly	Sustainability Manager
Greener Activities: Continue encouraging staff to identify carbon reduction opportunities	At least 10 suggestions submitted via Green network or intranet	March 2026	Annually	Sustainability Manager and Communications Team
Sustainability Targets and Staff Awareness: Communicate sustainability targets and progress to staff regularly	Monthly updates shared via internal communication channels	Ongoing	Monthly	Sustainability Manager
Data Collection: Improving data collection methods and review data annually as part of CRP and Green Plan annual review.	Ensure data systems are in place for all KPIs and updated with latest UK government carbon conversion factors	Annually	Annually	Sustainability Manager

Our Action Plan



Sustainable Models of Care

The long-term plan prioritises patient care and outcomes, making the most of our skilled workforce and ensuring care models are financially sustainable and resource efficient. Clinical, financial, and environmental sustainability are deeply interconnected. By exploring innovative and more efficient ways to deliver care, we can save time and money while enhancing patient outcomes.

Adopting sustainable approaches to healthcare delivery will help ensure we can continue providing high-quality services well into the future.

Action	Improvement target	Due date	Monitor	Role responsible
Sustainable Clinical Suppliers: Continue exploring sustainable suppliers, supporting clinical carbon reduction initiatives	Identify and engage with sustainable clinical suppliers for 100% of relevant procurement categories by 2027	2027	Annually	Green Ambassador and Sustainability Manager
Remote Services: Optimise location of care and support closer to home via coordination with primary care, reducing emissions	Increase remote service delivery by 30% across applicable care pathways	Q4 2026	Biannually	Green Ambassadors
Social Prescriptions: Continue to explore social prescribing where clinically appropriate and measure the percentage of social prescriptions	Track and report social prescriptions in 100% of eligible service areas	Q3 2026	Annually	Green Ambassadors
Sustainable Healthcare Projects: Continue to implement sustainable quality improvement projects that focus on prevention and health inequalities and measuring through patient feedback scores	Run at least 1 quality improvement project per year with environmental or preventive focus	Annually starting January 2026	Annually	Green Ambassadors
Establish a Clinical Lead: Appoint a lead to oversee the clinical operations and monitor Green Plan targets associated with clinical care	Appointing a Clinical Sustainability Lead with defined responsibilities and reporting structure	2025	Annually	Green Ambassadors

Our Action Plan



Digital Transformation

Leveraging digital technology is central to our transformation plans, as demonstrated by the success of our award-winning virtual waiting room. Building on this strong foundation, we have ambitious goals to integrate new technologies into our care models, enhancing patient experience and supporting sustainable approaches across workforce, financial, and environmental dimensions.

Digital transformation also plays a key role in reducing waste and improving patient interactions by streamlining processes such as appointment booking, reminders, and note-taking, using technology as a valuable tool to simplify and enhance care delivery.

Action	Improvement target	Due date	Monitor	Role responsible
Digital Data Systems: Support digitisation of records, communications and workflow	Digitise 90% of core records and communications by 2027	December 2027	Annually	Sustainability Manager
Digital Workspaces: Increase number of internal meetings conducted online	At least 90% of internal meetings conducted virtually (where appropriate)	Q4 2026	Quarterly	Sustainability Manager
Patient Appointments via app: Continue increasing patient appointments made by app	Achieve a 50% increase in patient appointments booked via app	March 2027	Annually	Sustainability Manager
Remote Appointments and Services: Increase amount of video calls for meeting and virtual appointments, measuring the percentage of digital observations	Increase virtual appointments by 40% and ensure 100% of digital observations are recorded accurately	Q4 2026	Annually	Sustainability Manager
Energy Saving measures: Introduce energy saving measures in IT systems e.g. shutting down at end of day	Reduce IT-related energy consumption by 20% by 2026 through system optimisation, energy-efficient hardware upgrades, and user awareness campaigns	March 2026	Annually	Sustainability Manager

Our Action Plan



Travel and Transport

Transforming clinical care models, particularly through digital innovation will help reduce the number of patient and visitor journeys, significantly cutting travel-related emissions. However, it remains essential to further decrease car travel to our sites by patients, visitors, and staff, and to promote lower-carbon alternatives such as public transport and active travel.

These sustainable travel options offer multiple co-benefits. For instance, active travel not only lowers emissions but also enhances physical and mental health, reduces traffic congestion, and improves air quality.

We can address commuting emissions by supporting staff in making greener travel choices, such as walking, cycling, using public transport, or switching to low-emission vehicles like electric cars.

Recognizing that the future of UK transport is zero emissions, we are committed to continuing our efforts to reduce travel-related emissions and support a more sustainable healthcare system.

Action	Improvement target	Due date	Monitor	Role responsible
Increase Remote Working: Facilitate further opportunities for homeworking wherever possible	Review and update current hybrid working place and monitored	March 2026	Annually	Sustainability Manager
Travel Survey: Run an annual travel survey	At least 10% response rate	2026	Annually	Sustainability Manager
Electrifying Fleet: Increase number of electric vehicles within our fleet and leased vehicles and assess accessibility to EV chargers at all sites	All new purchases and leases are for ULEV or ZEV	Q4 2026	Annually	Estates and Facilities Manager
Anti-idling Campaign: Run an anti-idling campaign for staff, patient, visitor and ambulances to improve air quality across sites NEW: Anti Idling policy	Campaign materials shared and monitored at least twice a year	Biannually	Biannually	Sustainability Manager

Our Action Plan

Action	Improvement target	Due date	Monitor	Role responsible
Travel- related Policies: Review staff parking, business travel and home working policies to reflect our environmental priorities	Travel-related policies to be reviewed and updated by 2026	2026	N/A	Sustainability Manager
E- bikes for Transporting Goods and Services: Explore using electric cargo bikes for transporting goods and services across/between sites	Assess feasibility and trial electric cargo bikes at applicable HUC sites	2027	Annually	Head of Market Development and Communications
Encourage Public Transport and Improved Facilities: Promote using public transport or active travel to staff through improved facilities such as lockers and showers and awareness campaigns	10% increase in use of sustainable commuting methods, monitored through staff travel surveys	2027	Annually	Head of Market Development and Communications

Our Action Plan



Medicines

While medication accounts for a relatively small portion of our overall emissions, it remains an area where meaningful improvements can be made. We will continue to seek opportunities to lower carbon emissions from anesthetic gases and transition to more environmentally friendly inhalers where clinically appropriate. Additionally, we will explore other ways to reduce emissions related to medicines, such as minimising waste and optimizing prescribing practices.

Given that we do not use or dispense large volumes of medication, our focus will be on making sustainable choices and reducing waste wherever possible.

Action	Improvement target	Due date	Monitor	Role responsible
Company Recycling Schemes: Implement recycling initiatives at a companywide level	Implement recycling schemes at 100% of HUC sites, with annual reporting on waste diverted from landfill	Q4 2026	Annually	Lead Pharmacist and Head of Unscheduled Care
Reduce Emissions from Inhalers: Reduce the use of MDI inhalers and encourage clinicians to prescribe CFC-free inhalers, SMIs, and DPIs instead of pMDIs	A 40% reduction in MDI inhaler prescriptions and a 10% increase in prescriptions of CFC-free inhalers, SMIs, and DPIs as a first option over pMDIs	2026	Quarterly	Lead Pharmacist and Head of Unscheduled Care

Our Action Plan



Food and Nutrition

Effectively managing our organisational assets such as buildings and equipment is essential to reducing our environmental impact and achieving our net zero goals. Estates and facilities contribute over 15% of our total emissions, primarily through energy consumption. Enhancing the efficiency of our buildings to reduce energy used for heating and lighting will lower emissions while maintaining a comfortable working environment. Simple measures like installing motion-activated lighting and powering down unused computers can support energy efficiency, and sourcing energy from renewables will further reduce emissions associated with operating HUC.

Waste management is also a key part of how we run our facilities. To further reduce our environmental footprint, we will focus on improving waste segregation and disposal, increasing recycling rates, and cutting down on overall waste production.

Remote working will also be considered within this theme, and we will explore ways to improve sustainability while working from home. We will take responsibility for these emissions in future baseline assessments.

Action	Improvement target	Due date	Monitor	Role responsible
Phase Out Single Use Plastics and Packaging: Eliminate single use plastics and packaging where possible	80% decrease in the use of single use plastics within catering by 2026 and 100% by 2027	2026 and 2027	Annually	Green Ambassadors and Sustainability Manager
Engagement Campaign: Deliver internal campaigns during National food event days such as No Meat May, Nutrition and Hydration week including interactive content, challenges, and incentives to promote healthier and sustainable eating habits to all staff	20% increase year on year in staff engagement and participation measured via surveys, communications interactions, and event sign ups	Annually	Quarterly	Green Ambassadors and Sustainability Manager
Reduce Single Use Items: Maximise reduction in single use items e.g. cups and cutlery, encouraging people to bring in their own reusable items	All staff sites to display reminders and promote reusable options	2026	Quarterly	Green Ambassadors and Sustainability Manager

Our Action Plan

Action	Improvement target	Due date	Monitor	Role responsible
Host Low Carbon Diet Workshops: Hold workshops about nutrition, low carbon meals, and packed lunch ideas	At least 2 staff-led workshops delivered per year	Ongoing	Annually	Green Ambassadors and Sustainability Manager
Decrease Food Waste: Implement food waste tracking and redistribution initiatives, including composting, donation of surplus food, and awareness signage in catering areas	50% reduction in food waste volume (tracked via waste audits and redistribution logs)	2027	Annually	Green Ambassadors and Sustainability Manager

Our Action Plan



Estates and Facilities

Effectively managing our organisational assets, including buildings and equipment, is vital to reducing our environmental impact and achieving our net zero emissions targets. Estates and facilities contribute over 15% of our total emissions, primarily through energy consumption. Enhancing the energy efficiency of our buildings, such as reducing the energy required for heating and lighting will help lower emissions while maintaining a comfortable working environment. Simple actions like installing motion-sensor lighting and switching off unused computers can support this effort, alongside sourcing energy from renewable providers to further reduce operational emissions.

Waste management is also a key aspect of facilities operations. To further lessen our environmental footprint, we will focus on improving waste segregation and disposal, increasing recycling rates, and reducing the overall volume of waste generated.

Remote working will also be considered within this theme. We will explore ways to enhance sustainability while working from home and ensure these emissions are accounted for in future baseline assessments.

Action	Improvement target	Due date	Monitor	Role responsible
Stakeholder Collaboration: Work with councils and charities to improve green spaces around sites	Establish partnerships with at least 3 local councils/charities and initiate 2 green space improvement projects	2027	Annually	Estates and Facilities Manager
Installation of LED Lighting: Work with landlords and NHS property services to make all lighting LED	100% of lighting converted to LED across all sites HUC has control over	2027	Annually	Estates and Facilities Manager
Improve Waste Management Processes: Improve waste management and recycling processes	Identify areas for improved waste management and implement waste quality improvement (QI) projects across sites		Annually	Green Ambassadors and Sustainability Manager

Our Action Plan

Action	Improvement target	Due date	Monitor	Role responsible
Utilise BMS to Increase Energy Efficiency: Maximise smart building systems (BMS), reducing electricity consumption when not in use	Achieve 15% reduction in electricity usage during non-operational hours	2026	Quarterly	Estates and Facilities Manager
Improve Waste Segregation Practices: Among staff via training and resources e.g. posters or labelling, more bins	Reach 90% correct waste segregation rate (measured via audits)	2026	Annually	Green Ambassadors and Sustainability Manager
Waste Bins: Provide recycling bins for food and associated packaging	Install appropriate bins for recycling and food waste in 100% of operational/communal areas	2027	Quarterly	Estates and Facilities Manager
Less Water Usage: Reduce water consumption through staff awareness campaigns and signposting	Achieve 20% reduction in water usage across facilities	2026	Annually	Green Ambassadors and Sustainability Manager
Maximise Energy Savings: Make infrastructure more energy efficient liaising with landlords where we do not have direct control	Achieve a minimum EPC rating of B or above for 80% of influenced sites through landlord engagement and during infrastructure upgrade phases	2028	Quarterly	Estates and Facilities Manager

Our Action Plan



Supply Chain and Procurement

The majority of our carbon footprint comes from the goods and services we purchase, from electricity and electronic equipment to medical supplies. Through our procurement process, we aim to drive sustainability by making purchasing decisions that consider both environmental and social impacts. By prioritizing sustainability in procurement, we can support our net zero goals by selecting suppliers who actively reduce emissions throughout the lifecycle of their products, from manufacturing and transportation to disposal.

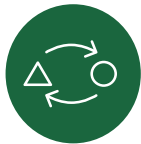
Our purchasing choices are therefore critically important. Encouraging suppliers to enhance the environmental sustainability of their offerings will be key to achieving HUC's net zero commitment. This may involve sourcing from more ethical and sustainable suppliers, choosing reusable products over single-use items, and collaborating with suppliers to improve packaging options.

Action	Improvement target	Due date	Monitor	Role responsible
Sustainable Procurements & Suppliers: Environmental requirements for purchase and disposal of goods and working with suppliers with green credentials	100% of new/renewed suppliers meet defined environmental criteria with sustainability clauses embedded in new contracts	2026	Biannually	Procurement team and Estates and Facilities Manager
Social Value Weighting in Tenders: Include a minimum of 10% social weighting in contracts, aligning with NHS 2040 targets	100% of applicable tenders include ≥10% social value weighting	2026	Quarterly	Head of Market Development and Communications
Replace Single Use Plastics with Reusable Products: Switch single use plastic products with recycled or reusable alternatives where possible and redistribute surplus items across the organisation	Replace at least 80% of identified single-use plastic items with reusable/recycled alternatives; redistribute 100% of surplus stock	2027	Annually	Procurement team and Estates and Facilities Manager
Improve Compliance for Procurement: Such as the Procure to Pay policy ^x , looking to reuse before buying new products	50% of purchases replaced with reused items where applicable	Ongoing	Annually	Procurement team

Our Action Plan

Action	Improvement target	Due date	Monitor	Role responsible
Reduce Single Use Items: Continue to reduce the purchasing of “single use instruments”	40% reduction from baseline emissions in procurement of single-use instruments	2027	Annually	Medical Management team
Procurement of Paper: Purchase 100% recycled content paper	Ensure 100% of paper purchased is recycled paper by 2027	2027	Annually	Estates and Facilities Manager
Collection & Reuse Scheme: Introduce a remanufacturing device collection and reuse programme	Identify top 5 eligible devices with the highest associated carbon emissions to trial collection and reuse schemes across all sites	Q4 2026	Annually	Estates and Facilities Manager
Sustainable Use and Replacement of Headsets: Ensuring headsets are clean, safe for use, and replaced to minimise electronic waste	100% of headsets reused or responsibly recycled at end-of-life; implement cleaning and tracking protocol across all teams	2026	Annually	Estates and Facilities Manager

Our Action Plan



Adaptation

Despite current national and global commitments, global warming is projected to reach 1.5°C between 2030 and 2052. According to the Intergovernmental Panel on Climate Change (IPCC), this level of warming will increase risks to health, livelihoods, food and water security, human safety, and economic development. In light of this, it is essential that we embed resilience and adaptation into our sustainability programme.

Extreme weather events are expected to become more frequent and may disrupt clinical operations in several ways: limiting access to clinical environments during events such as overheating or flooding; interrupting supply chains; and directly impacting our staff and local communities, thereby placing additional pressure on the system.

In recent years, the most significant climate-related challenges we’ve faced have been heatwaves, with cold spells and heavy rainfall also posing occasional risks. To address these challenges, we will develop climate adaptation plans for each of our sites, identifying short-term opportunities to improve resilience and sustainability on-site.

Action	Improvement target	Due date	Monitor	Role responsible
Local Stakeholder Collaborations: Collaborate with local councils and partners to align mitigation measures	Establish formal sustainability partnerships with 100% of relevant local councils and community organisations, ensuring that at least 50% of HUC’s operating areas implement co-developed climate mitigation initiatives	Q4 2026	Annually	Sustainability Manager
Risk Assessment and Adaptation Plan: Develop a Climate Change Risk Assessment (CCRA) and Climate Change Adaptation Plan mitigating against continuity risks and building resilience	By Q4 2025, complete a Climate Change Risk Assessment CCRA covering 100% of HUC’s operational areas, and publish a Climate Change Adaptation Plan with	September 2025	Annually	Sustainability Manager

Our Action Plan

Action	Improvement target	Due date	Monitor	Role responsible
	at least five prioritised resilience measures			
Climate Projections and Scenario Assessments: Identify climate projections on HUC sites and serving populations, preparing for all scenarios	N/A	September 2025	Annually	Sustainability Manager
Building Design and Adaptability: Building designs being at optimum efficiency and materials use, allowing future adaptability so buildings are resistant to future changes	By Q4 2026, ensure that 100% of new building designs meet or exceed BREEAM 'Excellent' standards and achieve a minimum 20% reduction in embodied carbon compared to 2024 projects	2028	Annually	Sustainability Manager and Estates and Facilities Manager
Contingency Planning: Increase and improve contingency planning	By Q3 2026, develop and implement updated contingency plans for 100% of critical operations and annual review cycles achieving a minimum 90% compliance rate across all departments	2026	Annually	Sustainability Manager
Establish a Working Group: Establish a climate adaptation working group	20% increase in the staff attending climate adaptation working group sessions	2026	Quarterly	Sustainability Manager
Staff Training: Train staff on climate adaptation planning	50% increase in staff trained on climate adaptation planning	2026	Quarterly	Sustainability Manager

Carbon Emissions Methodology

Emissions from electricity, fossil fuels, waste and water usage were calculated based on the information in the table below. Usage was estimated using CIBSE guidelines and normalised by allowing for usage type. Defra conversion factors were employed for the final calculations.

	Site name	Size (m2)	Usage Type
Call Centre & HQ	Cambridgeshire and Peterborough Call Centre	609.93	Air-Conditioned Standard Office
	Welwyn Garden City	1792	
	Bedfordshire Call Centre	566.1	
	Taunton Base	566.1	
	Data Centre and server farm	566.1	
GP/MIU	Luton Town Centre	856	Cottage Hospital
	St Albans City Hospital	856	
	Cheshunt (MIU)	428	
Exam/Office Room sites	HHGH (hemel)	95.68	Clinic
	Addenbrooke's Hospital	95.68	
	Bedford Hospital	95.68	
	Grove Medical Centre	95.68	
	Doddington Hospital	95.68	
	Dunmow Community Clinic	95.68	
	Dunstable Health Centre	95.68	
	Hertford County Hospital	95.68	
	Hinchingbrooke Hospital	95.68	
	Ivel Medical Centre Biggleswade	95.68	
	Lister Hospital	95.68	
	Lister Medical Centre	95.68	
	North Cambridgeshire Hospital	95.68	
	Peterborough City Hospital	95.68	
	QEII Hospital	95.68	
	St Margarets Hospital	95.68	
	Bridgewater Surgery	95.68	

Conclusion: Building on Our Progress

This Green Plan update marks a significant milestone in HUC's sustainability journey. It builds on the foundations laid in our 2022–2025 Green Plan, reflecting our evolving understanding of environmental responsibility, our strengthened governance, and our alignment with the latest NHS England guidance.

We have made meaningful progress from establishing our carbon baseline and embedding sustainability into our governance structures, to launching staff engagement initiatives and implementing targeted interventions across estates, procurement, travel, and care delivery. These achievements demonstrate our commitment to integrating sustainability into the heart of our operations.

However, we recognise that the journey to net zero is ongoing. The next three years will require deeper collaboration, improved data quality, and a continued focus on innovation and accountability. Our SMART actions across the nine priority areas provide a clear roadmap for delivery, supported by robust monitoring and reporting mechanisms.

We are committed to continuous improvement, learning from our progress and adapting to new challenges. By working together across teams, partners, and systems we will accelerate our transition to a low-carbon, resilient, and equitable healthcare model.

Together, we can ensure that sustainability is not just a strategic priority, but a shared responsibility embedded in everything we do.

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