

Annual Green Plan & Sustainability Progress Report 2023/24

May 2024

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Introduction

This is an Annual update report to the Board of Directors regarding the progress on actions taken as laid out in our Green Plan which was published in December 2021 and encompasses a total of 34 actions.

Aligned to ICS objectives and the UN sustainable goals, the actions are spread across 10 areas of focus. This annual report provides a progress update on our overarching net zero ambitions, as well as highlights from the sustainable healthcare programme. The 2021-2025 Green plan represented an evolution from our previous strategy (Sustainable Development Management Plan 2018 - 2023).

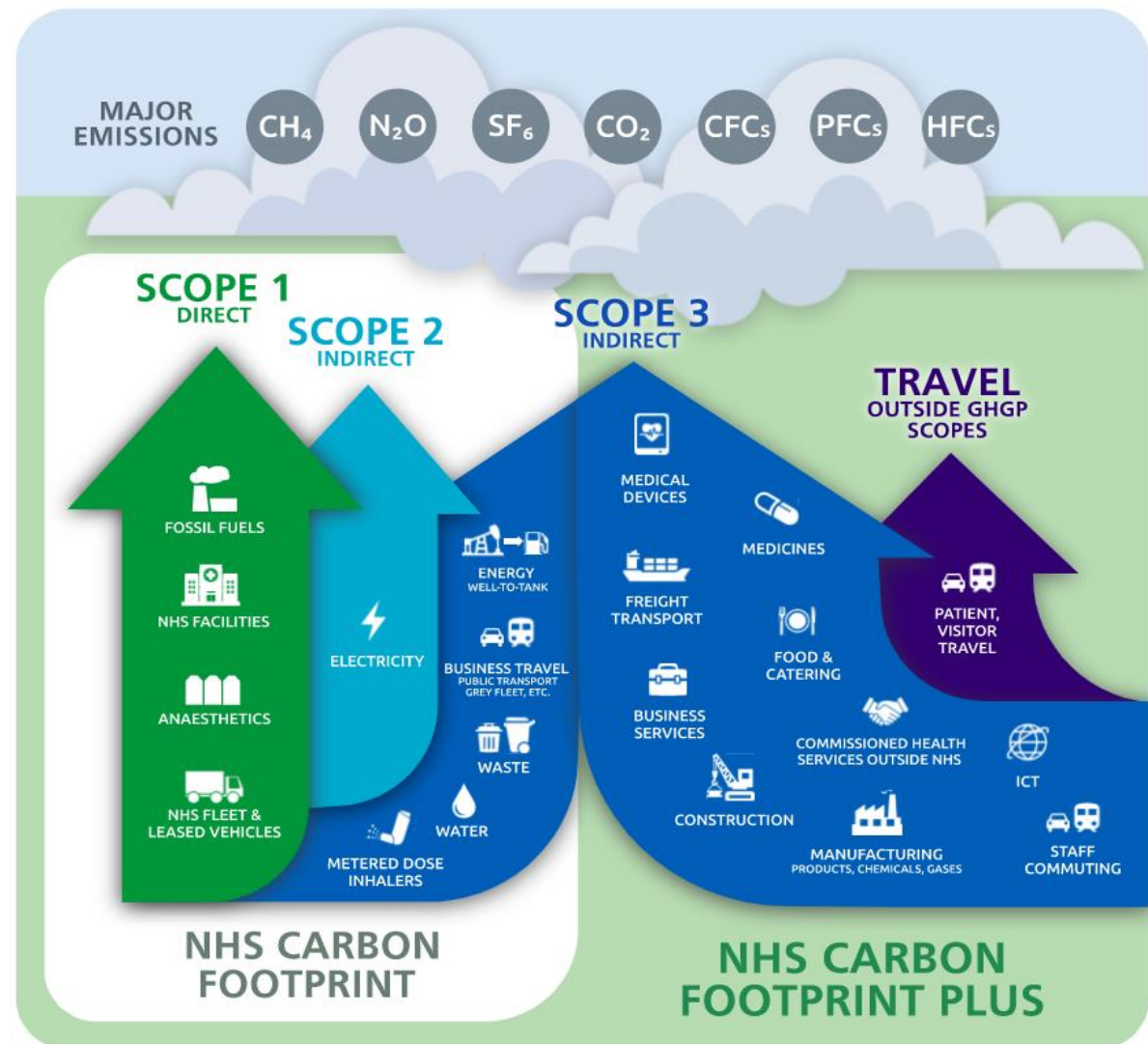
Included within this report is an analysis of the Trust's current position which demonstrates significant reductions in our CO2 emissions over the past year. We perform favorably when reviewing benchmarking data from equivalent acute hospitals within our region. However, further work is required to fully assess our data analytics and to agree on the future methodology for determining our supply chain and beyond supply chain emissions.

Vision & Overarching Ambitions

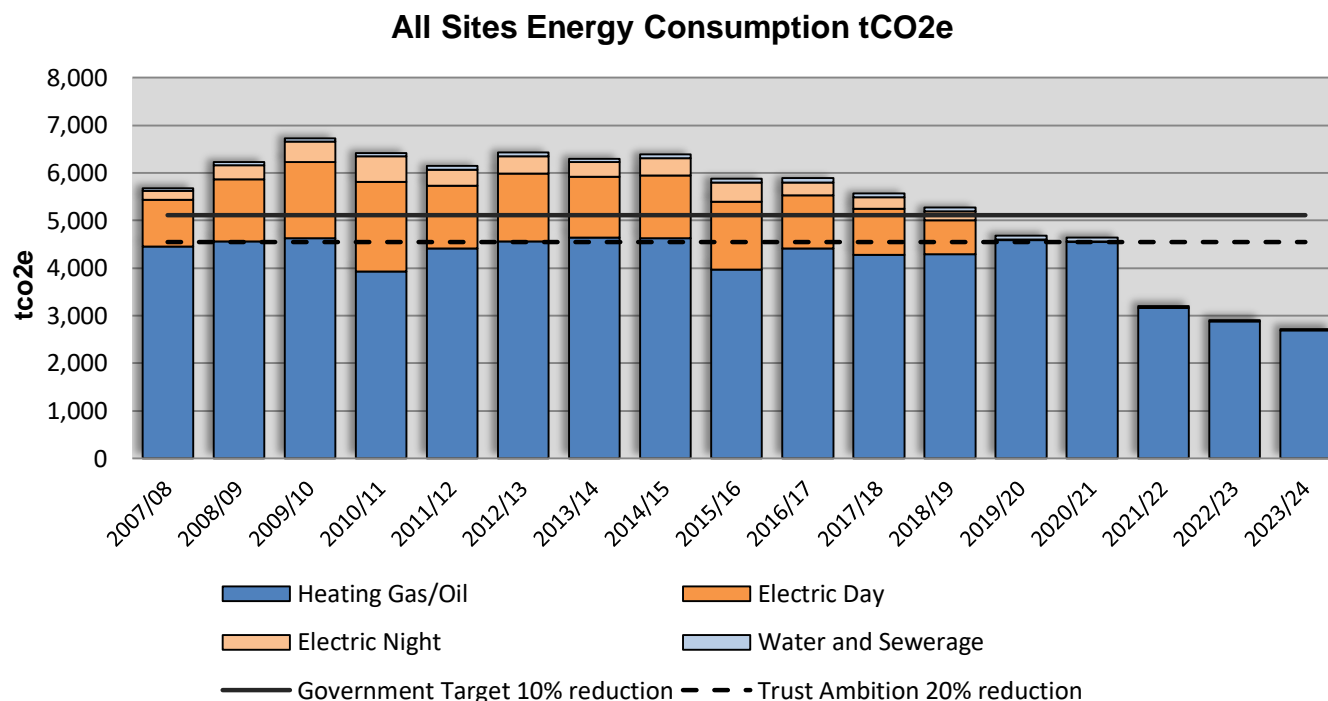
The Trust's green vision is to foster an environment that supports a safer, more sustainable, green Trust that integrates net zero ambitions, objectives and actions in line with regional and national targets. Therefore, the reduction of carbon needs to be a decision for patients, staff and suppliers for a collaborative approach that is preventative and constant.

- *For the emissions we control directly (the NHS Carbon Footprint), to be net Zero by 2040, with an ambition to reach 80% reduction by 2032.*
- *For the emissions we can influence (our NHS Carbon Footprint Plus), to be net Zero by 2045, with an ambition to reach an 80% reduction by 2039*

This report demonstrates how the Trust has and will help to reduce its carbon emissions in line with the national objective of the NHS to tackle climate change by reducing emissions to 'net zero'. In doing so, we aim to be part of the world's first 'net zero' National Health Service.



Energy Carbon Emissions 2023/24



In the last year 2023/24 we have seen a further 6% reduction in our CO₂ emissions

In 2023/24, JPUH have decreased both; the Carbon Footprint (those emissions we directly control); and the Carbon Footprint Plus (those emissions we influence, in addition to those we directly control).

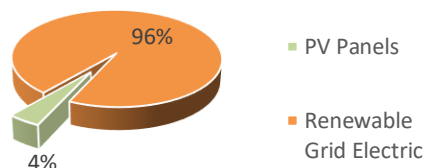
- In 2023/24 the Trust reported a further reduction of 6% tCO₂e. This equates to a 52% reduction in carbon emissions since 2007 baseline data.
- Emissions from electricity have been reduced by securing 100% renewable energy sources through Renewable Energy Guarantee of Origin (REGO) certificates. This means our scope 2 electricity carbon emissions are zero.
- In 2023/2024 JPUH continued its LED lighting replacement scheme, reporting an estimated 50% LED coverage. This will be confirmed in the 2023/24 ERIC return.
- In June'23 pipework lagging to the main heating ring on the roof was completed. In the 9 months since completion we have seen a reduction in gas consumption by 1.1m kWh compared to the previous period, which equates to 206 tCO₂e.

Understanding the full extent for our carbon footprint will be one of our primary objectives over the next year.

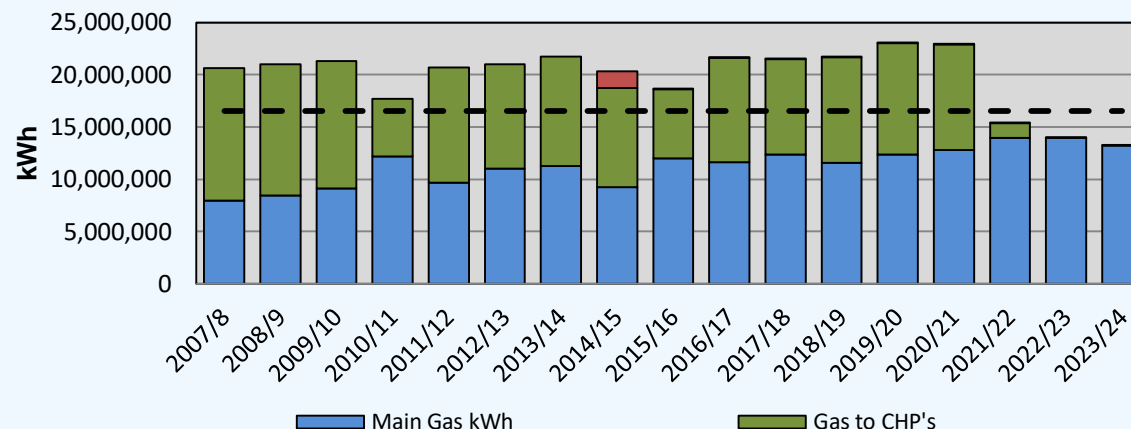
Energy Consumption 2023/24

- As an organisation with a strong focus on reducing carbon emissions and working towards a sustainable future, we encourage and welcome low carbon innovations from our suppliers and staff. Low carbon or waste reduction claims must be material as set out later in this report, regarding the food waste stream and robustly evidencing and have potential for scaling across the wider NHS.
- We advocate for staff to consider their carbon footprints, and act on opportunities for efficiencies and savings to be made.
- Progress is being researched for medium-long term strategies for heat decarbonisation, reducing our reliance on gas, one of the most carbon intensive fuels. A feasibility study regarding the use of geothermal technology is currently being procured.
- There is further work to be carried out using guidance on how to reduce emissions from medical gases, we must now act on this at all Trust sites.
- In June'23 pipework lagging to the main heating ring on the roof was completed. In the 9 months since completion we have seen a reduction in gas consumption by 1.1m kWh compared to the previous period, which equates to 206 tCO₂e.*
- Since 2020 all the Trust's electricity has been sourced from a renewable source.*
- 96% from REGO renewable grid electric.*
- The remaining 4% from on-site technologies of Solar PV panels.*

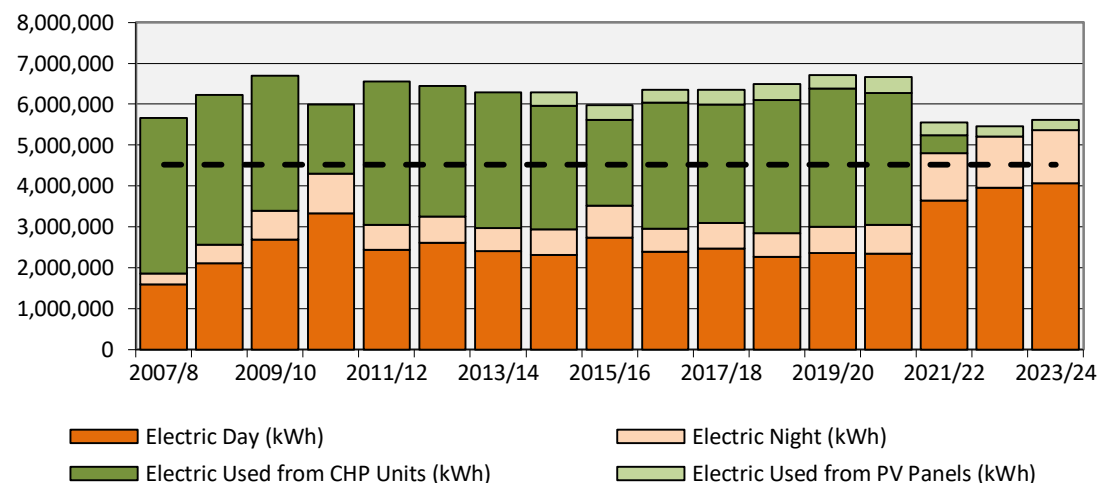
Total Electric Consumption 2023/24



James Paget University Hospital - Gas Consumption



James Paget University Hospital - Electrical Consumption



We have seen a slight increase in electricity consumption in 2023/24 due to:-

- Full year operational use of new buildings – Concept Ward
- Increased site activity – extended hours and weekend Theatre lists
- Northside site development

Ongoing and Completed Actions



Reducing our use of fossil fuels

- Use of clean and renewable energy, Generating 'green' electricity locally with our Photovoltaic Solar Farm.
- Reducing gas usage by the reduction and removal of equipment and plant requiring steam.
- 100% of the James Paget Hospitals electrical power was generated from 'green' technologies in 2023/24.
- efficient Theatre ventilation systems which recover heat from extract air continued to be designed into new areas.
- Turning off computers automatically when they are inactive.
- New buildings to be construction and BREEAM excellent certified with net zero carbon.



Promoting Sustainable Procurement

- Ensuring we purchase goods and services from local and sustainable sources by adding the sustainability requirements to the Trust business cases.
- Buying food from local sources and cooking meals locally in our hospital.
- Designing and constructing buildings to the latest BREEAM standards and the NHS net zero Building Standards.



Promoting Sustainable Travel & Transport

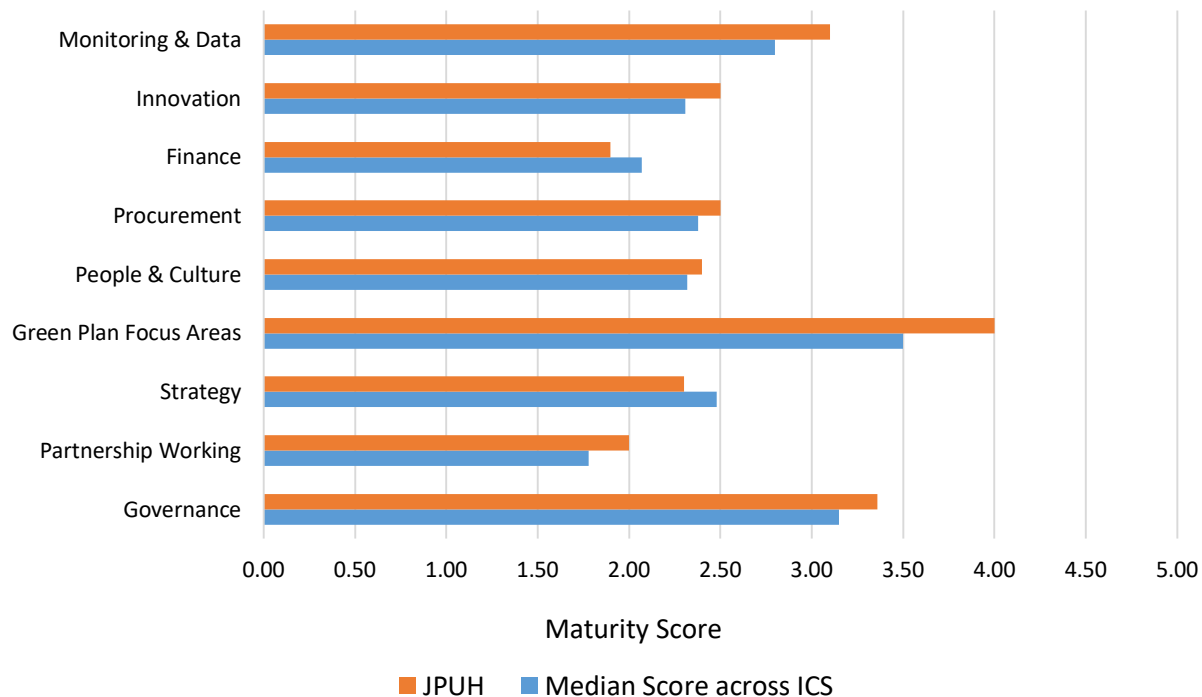
- Establishing a Health and Wellbeing group which promotes walking and cycling to work.
- Providing bicycle storage facilities for staff and visitors.
- Discouraging unnecessary vehicle use by charging for carparking.
- Promoting the use of low emission vehicles.
- Providing low emission and electric cars within the staff car pool.
- Promoting low emission vehicles for all lease cars.
- The Trust has an agreed travel plan in place to review requirements for alternative sources of transport.



Reducing Waste

- Reducing printing by the use of electronic documents and tablets etc.
- Recycling confidential waste paper.
- Recycling cardboard.
- Recycling old used batteries.
- Recycling cooking oil from the hospital kitchens.
- Recycling printer Cartridges, etc.
- Recycling of food waste into alternative fuels

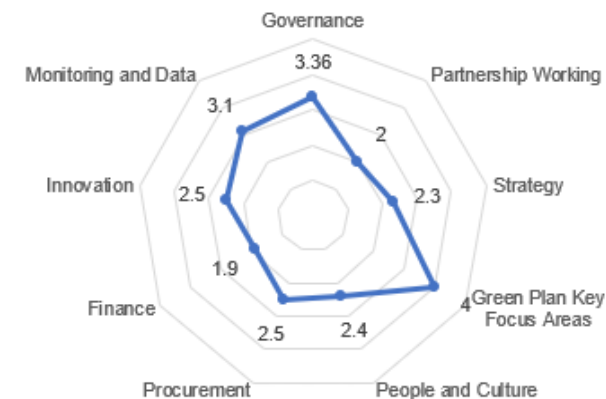
ICS Alignment and Maturity



JPUH are making good progress on its Green Plan and are inline with the rest of the ICS hospitals, in some categories ahead in our progress.



JPUH Net Zero Maturity Report



Key Progress Areas:

- JPUH Governance structure in place with an active Sustainability Committee.
- Green Plan in place with focus areas and trackers allocated to department leads through the Sustainability Committee.

Risks:

- No Funding allocated for support and on ongoing delivery of the Green Plan e.g. EV charging points and work around embedding net zero into the capital program.
- Green Plan not embedded into operational delivery.

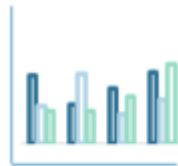
JPUH Priorities:

- Develop processes/ tools to monitor Green Plan performance beyond what is provided by ERIC and Greener NHS returns.
- Senior leaders should set personal net zero commitments and be upskilled in carbon literacy.
- Identify finance to support development of a dedicated Green Plan team.
- Identify what additional resource and skills capabilities is needed to embed Green Plan activity within operational activity.



Performance Report

The following section provides a summary of key developments and case studies from 2023/24, as well as expectations for achievements within the same year, across the ten areas of focus.



Travel and Logistics

Implement immediate strategies to reduce commuting CO2 emissions and encourage healthy modes of travel by staff, patients and visitors

2023/24 Overview

Over the past year, the Trust has been making efforts to convert its fleet to electric vehicles. This has involved introducing and expanding the use of midwifery electric vehicles, as well as offering electric vehicles through a salary sacrifice scheme. The Trust has also installed on-site EV charging facilities to support the use of electric vehicles. In addition, the Trust has completed a travel and parking plan and a car parking system that will enable it to measure the distance of commuters' journeys and manage parking numbers to reduce the number of vehicles travelling to the site. A trust-wide travel survey has also been successfully completed to identify areas of challenge and promote positive change.

The Trust has continued to offer a cycle-to-work scheme and encourages working from home, and the use of digital meetings to reduce commuting and business travel. To support flexible working and reduce scope 3 emissions, the Trust has created hot desk spaces.

To improve pedestrian access, the Trust is opening an additional parking area with new walkway entrances to the hospital.

Looking Ahead to 2024/25

The Trust is looking to implement an ANPR system, which should reduce the number of non-authorised vehicles on site, reducing CO2 emissions. We also aim to encourage schemes that will reduce the number of staff vehicles on site with healthier modes of transport.

Action	Update	Target completion date	Current RAG rating with new target date
EV charging	The EV charging points have been installed 01/05/24 and will be going live with the opening of the Diagnostic Assessment Centre.	01/09/22	
Midwifery EV offering	A request for a BC is to be submitted for a vehicle lease. However, all current requirements to change to a new vehicle must align to a low emission vehicle.	01/09/22	
Increasing help to buy EV offering	The Trust salary sacrifice scheme encourages our members of staff to purchase low emission vehicles.	01/09/22	

Green Spaces and Biodiversity

Nurture existing green space and protect biodiversity within and around the hospital.

2023/24 Overview

During the construction of our future retained buildings, we have maintained the biodiversity figures with a stringent planning process, and worked with our local government colleagues to ensure the correct Bio Net Diversity has been met.

Maintaining our current green spaces has been changed over the last six months by using an in-house team. This will give a greater level of assurance over the process. The Trust continues to maintain the importance of access to courtyards and gardens for staff and patients. The Concept Ward gardens have been constructed and just waiting for planting to be completed to support staff wellbeing and patient recovery. This is part of our goal to make wildlife visible and wrap the green environment around new models of care.

Work with a local charity (Bread Kitchen) has seen volunteers from the surrounding areas help support the green environment around the James Paget Hospital. They have helped to nurture and maintain the site for 3 months and aim to continue.



Looking Ahead to 2024/25

We continue to build an ambitious infrastructure project that would provide a wildflower garden in co-operation with local volunteers.

Carry out a Biodiversity audit.

Action	Update	Target completion date	Current RAG rating with new target date
Unlocking green spaces	We have opened previously locked courtyards across the Trust to enable staff to link in closer to nature and natural surroundings	01/09/22	

Capital Projects

Provide robust processes with contractors through full project cycles and estates strategy.

2023/24 Overview

This year has seen the development of;

The Concept Ward, built to BREEAM excellent standard and including an outside garden area for patients, visitors and staff to relax and engage with nature. The DAC, CDC and OEH are on track to receive BREEAM excellent. EV charging has been installed as part of these construction projects.

Progress on the LED program, reducing the impact of national supply and the rising cost of electricity.

Future sustainability has been considered on every project.

Looking Ahead to 2024/25

A wildflower garden is still an aspiration to support the integration and assimilation of biodiversity into healthcare. However this has been held up by the amount of non-authorised cars parking on verges.

The feasibility study for a ground sourced geothermal heat pump continues and is being discussed as part of the New Hospital net zero plan.



Concept ward render 2022

Action	Update	Target completion date	Current RAG rating with new target date
BREEAM	The Concept Ward achieved BREEAM excellent, and we aim to construct all current projects in line with the emerging NHS net zero Building Standards as well as the BREEAM excellent standards.	01/05/2022	
LED program	With the Salix funding from the previous year, we continue our programme to upgrade the Trust's lighting infrastructure. We have reached an estimated 50% funding has been reduced with CDEL allocation	01/03/2024	01/03/2025

Sustainable use of Resources

Evaluate how we handle waste and apply a hierarchy of thinking to formally structure new processes and develop new avenues, building towards circular economies.

Aim to reduce the use of fossil fuels immediately and in line with the new hospital.

2023/24 Overview

Silver Award: Reusable Sharps Initiative.

The hospital has been working with Sharpsmart Ltd. for nearly 20 years and implemented the reusable sharps system in 2003. The switch from single-use to a reusable system has eliminated the manufacture of 262 tonnes of polypropylene to produce the single-use containers which has in turn, reduced the Trust's Carbon footprint by 1,479.36t (CO₂e).

Looking Ahead to 2024/25

Attain a wider understanding of the potential for change both in the Trust and with supply chain for the removal of single use plastics.

Action	Update	Target completion date (RAG Rating)	Current RAG rating with new target date
Use of local produce across Trust catering	We are supplied entirely from local providers for our staff food. At present we are delivering our meals in a different way to enable RAAC work in the kitchens. So in terms of the local produce this has reduced therefore rated amber at the present time.	01/09/22	01/03/25
Routine maintenance and checks to reduce the loss of water	We receive an Automatic Meter Read (AMR) alarm if our water usage shows anything abnormal (to detect possible leaks). The Trust also has access to and reviews hourly data for water usage.	01/09/22	
Single use plastics	Being reviewed in line with the NHS standard contract , temporary change to food service has delayed the role out.	01/04/2023	01/03/2025

Corporate Approach

Sustainability is rooted in our vision to be outstanding in everything we do. Maintaining our assured governance and engaging accountable stakeholders and staff will ensure we do not compromise operations, policy and reporting.

2023/24 Overview

We have engaged with the new national legislation which applies a minimum of 30% social value weighting to all new tenders, resulting in positive socio-economic and environmental outcomes.

Looking Ahead to 2024/25

Further legislation came into place in April 2023, requiring all suppliers with contracts above £5 million to publish a carbon reduction plan; given the scale of this requirement, supplier engagement will be led at a national level. However, we will take action using our purchasing data analysis to identify deliverable interventions within our control to deliver. We have already produced a dossier on our leading suppliers, ready for further rollout in 2024 to extend the requirements to cover all procurement.

Action	Update	Target completion date	Current RAG rating with new target date
Sustainable pathways	We have a fully set up Sustainability Group that goes trust wide with representation from Medicine, Surgery, Estates, Corporate, Pharmacy and more. We also have a list of Green Champions ready to support the cultural change needed across the trust.	Completed for last year and upheld	
30% social value on all tenders	As part of the new CCF legislation we have developed firm Standard Financial Instruction (SFIs) ensuring we uphold this action.	01/09/22	
The addition of a sustainability section within business cases	Business case template now reflects with a section regarding sustainability.	01/04/23	
Sustainability included in Annual Reporting	This was completed for 22/23. This report will also feed into the report for 23/24 and frequency now set 6 monthly.	01/05/23	

Carbon and Green House Gases

Through the analysis and measurement of our current emissions, we can identify and implement targets and technologies to reduce carbon output

2023/24 Overview

Building on the previous work achieving 100% REGO we are now in discussions with energy suppliers on next years' allocation.

In conjunction with our ICS, we are engaged with the procuring of more sustainable inhalers, specifically dry inhalers that avoid the use of HFC pollutants.

([Cutting carbon with greener inhalers - Norfolk and Waveney CCG](#)).

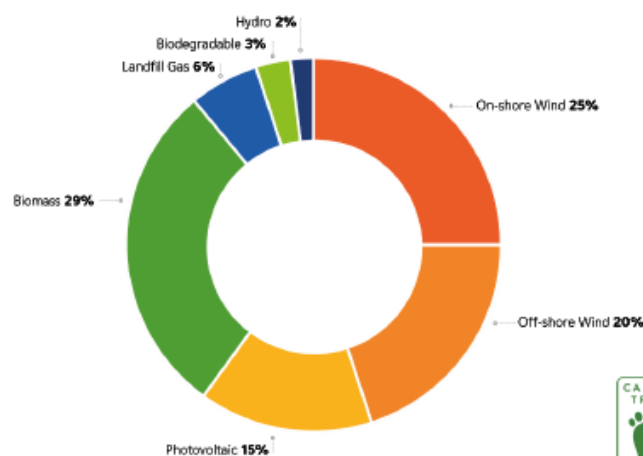
Looking Ahead to 2024/25

Reduction of piped N2O

Continued reduction in desflurane usage

Use of the new reporting standards

EDF Renewable Fuel Mix – 2022-2023



EDF supplied JPUH with 5,278 Megawatt Hours (MWh) of renewable (REGO backed) energy during the period 1st April 2022 to 31st March 2023

Our business is backed by electricity generated from renewable sources



We certify that James Paget University Hospitals NHS Foundation Trust has 100% of its electricity supply from EDF backed by renewable sources in the UK.

Action	Update	Target completion date	Current RAG rating with new target date
Full REGOs	These are fully in place awaiting a review next year.	01/04/2022	
ERIC reporting	We annually report our CO2 usage into ERIC as a form of national monitoring and will be following the new monitoring standards as they are released.	01/04/2022	
Reduction of Anaesthetic Gases	We have reduced our usage of desflurane from 12% to 7% and have plans in place including the use of Medical Gas destruction units (MDUs) to reduce our negative effect and usage.	01/04/2023	01/08/2024

Climate Change Adaption

Mitigate the risk of climate change to the Trust by ensuring hospital wide awareness of how and why our actions impact the changes seen happening in the world around us.

2023/24 Overview

Action for climate change adaptation has largely taken place in the form of infrastructure upgrades across parts of the site. Many of these have the dual function of lowering the carbon intensity of building stock while diversifying energy supply, for example the installation of solar panels, LEDs and work towards a ground source heat pump, in addition to removing Combined Heat and Power plants.

These developments are increasing our resilience and reducing our dependency on the national grid which can be vulnerable during extreme weather events.

Action	Update	Target completion date	Current RAG rating with new target date
Emergency natural event planning	We have a new strategy in place as well as appointed a lead this year.	01/04/22	

Looking Ahead to 2024/25

Development of a climate change adaption plan capable to future proofing and safeguarding the Trust as much as possible against the wider impacts of climate change.

Asset Management and Utilities

Reduce our dependence of fossil fuels (e.g., natural gas) and move towards sustainable alternatives within the existing building.

2023/24 Overview

Work has been carried out regarding the installation of pipework lagging on the main heating run. This has allowed us to reduce the temperature within the main ring and has resulted in a reduction in the reliance of gas.

All newly constructed buildings are fully electric utilising sustainably sourced energy.

Action	Update	Target completion date	Current RAG rating with new target date
Implementing Estates management software	Our Estates department has reduced its need and dependence for paper through the introduction of new monitoring software, replacing the outdated docket system.	01/04/22	



Waste Streams

The Trust currently produces 23 waste streams:

Waste Recycled

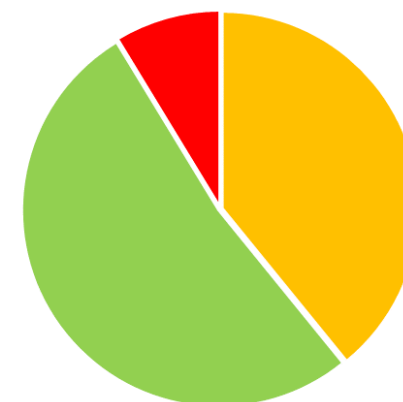
X-Ray & Domestic Waste
Cardboard, Metal & Furniture
Confidential Waste
Food Waste
Batteries & Toners
Light Bulbs & Electrical Waste
Aerosols, Paint & Glass

Waste Transferred to Energy

Infectious & Offensive Waste
Cytotoxic & Anatomical Waste
Pharmaceutical Waste
Gypsum & Amalgam Waste
Sharps & Domestic Waste

Hazardous Waste

Solvents & Chemical Paint



■ Transferred to Energy ■ Recycled ■ Waste

Waste Care – Electronics, Batteries etc. April 2023 – March 2024

5.11t
Total Collected

5.11t
Total Recycled



Carbon Footprint

0kg

Our People

Strive to further support staff in their sustainable development and empower them to lead with it in mind.

Aim to develop and improve staff accommodation to support quality of life, wellbeing and integrated work systems.

2023/24 Overview

We are currently working with the Centre for Sustainable Healthcare (CSH) to support the integration of sustainability into QI education. CSH helps by reaching out to local universities, postgraduate training programmes and Trusts, inviting and supporting them to integrate sustainability into their QI curricula and training. JPUH could then be recognised as a Sustainable Quality Improvement (SusQI) Beacon site. CSH has partnered with e-Learning for Healthcare to create free e-learning sessions for all staff groups. This year we included Sustainable Quality Improvement courses to support the training, access and culture change for our staff. This work will continue to support us with environmental education and we will expand its use in future projects.

Looking Ahead to 2024/25

Existing sustainability governance structures and networks will be reviewed to ensure these are fit for purpose. Particular attention will be given to utilise new leaders and champions across the Trust who are positioned to embed the aspirations of the Green Plan into their everyday processes and decision making.

Action	Update	Target completion date	Current RAG rating with new target date
Engage with local food banks	Catering, Comms and People & Culture regularly liaise with local food banks.	01/09/22	
Promotion of healthy living activities - running club	People & Culture regularly support a running club and this year have had consultants and members of the Board of Directors cycling for charity.	01/09/22	
Investment in carbon education	This is an ongoing challenge essential to the successful embedding of sustainability for the short, medium and long term. We have had members of our Executive Board go on training as well as members of Transformation, however we need to position ourselves to best utilise training across the Trust.	01/04/2023	01/03/2025

Sustainable Models of Care

Update the Clinical Strategy with the objective of delivering the finest quality of care that supports social, environmental and economic systems, and Improve the offer of virtual care.

2023/24 Overview

Since the publication of the Clinical Strategy the aim is to build upon it with the development of specialties development plans coming out later this year.

The the Outpatients dashboard, shows a decline over the course of the 23/24 FY from 10.5% to 8.7%.activity that is completed using virtual appointments which sees a reduction from the last report, and we know we need to do more to align to the national ambition of 25% of all outpatient activity.

Looking Ahead to 2024/25

The Sustainable Quality Improvement framework has been identified as a key resource for creating more sustainable care pathways across the broad scope of services provided at the Trust. During 2024/25 we will review this practice within existing quality improvement requirements, encouraging maximum participation from clinical staff and expanding this with our system partners with a three Trust clinical strategy.

action	update	Target completion date	Current RAG rating with new target date
Expansion of virtual appointments	This year has seen a reduction in Virtual outpatients appointments from 10.5% to 8.7%	01/09/22	31/03/2025

Virtual Consulting National Ambitions 2022/23

Annual Virtual Consultations Benefits forecast at 25% of current activity



KPI Dashboard

Carbon reporting: We currently have tCO₂e data for energy utilities but we are looking to develop this section further into 2023/24.

Utilities: Gas consumption fell and electricity consumption rose slightly after switching off the CHP machines in July 2021. This was due to the end of life of a 10 year maintenance contract and one of the units had an engine fault. Although we have reduced the onsite renewables generation to our PV Panels during the year we secured REGO certificated green electricity from EDF Energy. Water consumption returned to pre-COVID-19 levels with the increase in patient contacts.

Medical & Anaesthetic Gases: Under review to include in 2023/24 data collections.

Waste: Waste disposal changes represent the fluctuations caused by COVID-19, both in 2020/21 and 2021/22. The return of services, as well as widespread PPE use being placed into domestic waste streams in non-clinical areas. Also due to new handwashing protocols more hand towels were placed into domestic waste. During the COVID-19 pandemic, JPUH also had to clear warehouse and office space which resulted in an increase in waste disposal. The domestic waste collections are now sorted offsite resulting in waste being diverted from landfill.

Travel & Transport: Under review to include in 2023/24 data collections.

Theme	KPI	Units	2020/21	2021/22	2022/23	Trend from Prev Year (22/23 vs 21/22)
Carbon	JPUH Carbon Footprint (Energy Only)	tCO ₂ e	4,599	3,153	3,057	-3%
	Community Carbon Footprint	tCO ₂ e				
	Supply Chain Carbon Footprint	tCO ₂ e				
	JPUH Carbon Footprint Plus	tCO ₂ e				
Utilities	Natural Gas Consumption	kWh	24,556,825	16,845,989	15,583,777	-7%
	Electricity Consumption (REGO)	kWh	3,310,697	5,349,371	5,463,701	2%
	On-Site Renewable Generation (CHPs)	kWh	3,227,246	447,003	-	-100%
	On-Site Renewable Generation (PV Panels)	kWh	382,203	305,609	254,678	-17%
	Water Consumption	m ³	78,775	88,008	87,957	-0.06%
Medical & Anaesthetic Gases	Volatile Anaesthetic Gases	tCO ₂ e				
	Medical Gases	tCO ₂ e				
Waste	Total Waste	Tonnes	1,149	1,404	1,195	-15%
	Incineration (clinical waste)	Tonnes	234	296	84	-72%
	Alternative Treatment (clinical waste)	Tonnes	-	136	144	6%
	Offensive Waste	Tonnes	204	288	309	7%
	Domestic Waste (landfill)	Tonnes	134	-	-	0%
	Domestic Waste (recycling)	Tonnes	128	116	112	-3%
	Domestic Waste (food)	Tonnes	113	118	107	-10%
	Domestic Incineration	Tonnes	258	366	356	-3%
	Confidential Waste	Tonnes	80	84	84	0%
Travel	Total Fleet Mileage	km				
	Total Business Travel Mileage	km				
	Modelled Staff Commuting Mileage	km				
	Modelled Patient & Visitors Mileage	km				

This chart will be updated once the ERIC 2023/24 data has been verified and published nationally.

*figures taken from James Paget University Hospitals ERIC return 2022/23

Conclusion

The breadth of projects within this year's annual report demonstrates the start of a new phase for sustainability. Supported by more specific objectives within the Green Plan and governance structure, we have a good maturity scoring across the Norfolk and Waveney ICS. There are specific actions important to the Trust that are still in the procurement and planning stage. The Trust's overall travel plan and electric vehicle charging requirements are needed to be completed at pace. There is also a key need to update the Trust's pool car and vehicle usage to ULEV.

The outlook for energy remains challenging and decarbonising heating across the estate is a major infrastructure challenge for the medium to long term. This concern is not unique to JPUH, however the quicker we can successfully transition away from gas, the more likely we are to reach the net zero targets. The Trust overall carbon reduction plan is to ensure all new construction work meets BREEAM excellent and the New Hospital which will be to Net Zero Carbon standards is the overall goal to meet the sustainability future requirements.

The opportunities for procurement are vast, whilst we await national developments for more sophisticated procurement carbon reporting, as well as more widescale sustainable production across the supply chain. We will continue to focus on reducing wastage and adopting the best currently available products and services to improve sustainability and become more cost effective.

The sustainability challenge cannot be achieved by continuing to work in silos. A more holistic approach is being adopted for sustainable business decision making. To ensure activities across the organisation are complementing each other the Sustainability Group will develop forthcoming training and augment its communication plan.

For our vision of sustainable healthcare, staffing development will be pivotal to increase the Trust wide knowledge and capacity for sustainability.





Find Out More

View the James Paget -

<https://www.ipaget.nhs.uk/media/588253/The-Green-Plan.pdf>

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