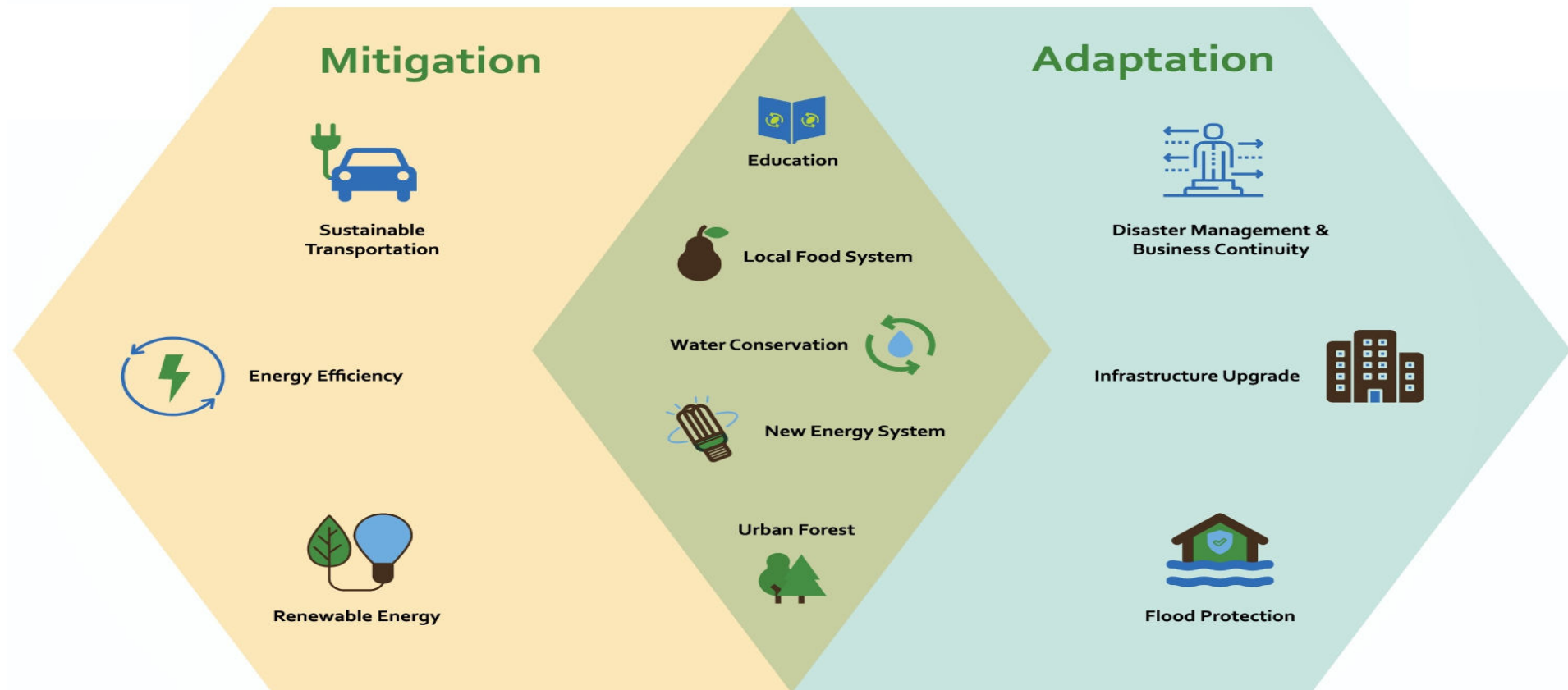


# AHO Climate Change Policy Our Green Plan 2024 - 2029



AFRICA HEALTH  
ORGANISATION





# Executive summary

The AHO ambition to be the first Net Zero health NGO in the world and the AHO 2050 targets set by Governing Body has provided greater focus on sustainability.

The impacts of global warming are being felt worldwide and the scientific community agrees that unless immediate action is taken, the negative effects of rising global temperatures will worsen. Inevitably the most vulnerable groups within society, who are least able to cope, will be most affected. Therefore, it is vital that action is taken at all levels to develop and implement effective strategies, to reduce carbon emissions and apply the broader principles of sustainable development.

The aim of this green plan is to ensure that we are best placed to adapt to the future challenges of healthcare delivery brought about by the effects of climate change. In planning for the future, we will consider and balance our actions' environmental, economic, and social impacts.

An awareness of the three core principles of sustainable development (financial, social, and environmental) will influence key actions

within this plan and help the AHO deliver positive benefits to the environment, reduce long term expenditure and build a supportive base in our communities and wider society.

Our goal is to deliver efficient care services that meet the needs of the present but don't compromise the ability of future generations to meet their own needs.

The AHO already incorporates sustainability in many aspects of its activities. However, we also recognise that more can be done.

Realising the potential for sustainable development will help the AHO meet its Green Strategy objectives. The financial benefits accruing from increasingly sustainable activities will allow the Trust to invest further in its clinical services.

We are confident that we can work with our partners in the local health and care system to achieve a more sustainable way of working, and I am pleased to endorse the findings and proposals set out in this document.



*Paulie Rojas*

**Paulie Rojas**  
Patron and Goodwill  
Ambassador



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**Graciano Masauso**  
Founder/President/CEO



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**Douglas Mhizha**  
Chair of the Board  
Board Level Sustainability Representative



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**Simbarashe Sande Chifeya**  
AHO Zimbabwe Country Director  
GIS Scientist





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# Our Role

Africa Health Organisation (AHO) is the main provider of health and social care in Africa. We also provide specialist health services across Africa, and some highly specialised national health services.

Our vision is delivering high quality sustainable health service and be the major catalyst for ensuring that all the peoples of Africa enjoy optimal health as an employer of choice. This means supporting our service users and carers, our staff, and the communities we serve to live healthy and fulfilling lives where we can all achieve our personal and professional goals and live free from stigma and discrimination.

We are an international health organisation. That means:

- we have some freedom to decide locally how to meet our obligations
- we are accountable to local people, who can become members and governors
- we are authorised and monitored by our members who support us and hold us to account

We provide services for people experiencing a health crisis that requires urgent assessment and treatment. This may be someone's first experience of ill-health distress or a relapse of an existing health issue such as mental illness.

We offer services to people who need support and treatment for a wide range of health conditions, from diabetes, depression, anxiety, CVDs, cancer, HIV/AIDS, malaria, and obsessive compulsive disorder, to mental illness such as dementia, bipolar disorder, learning disabilities, schizophrenia, and personality disorders.

## Green Plan

This Green Plan sets out our action plan over the next five years.

It also identifies the benefits of embedding sustainable practices within the AHO's operations and describes the governance arrangements to keep the plan on track.

The AHO has previously implemented many successful sustainability initiatives and the AHO intends to continue to build on this considerable success.

The Green plan will be adapted over the period of the plan as we develop and learn from others and identify new technologies and working practices.

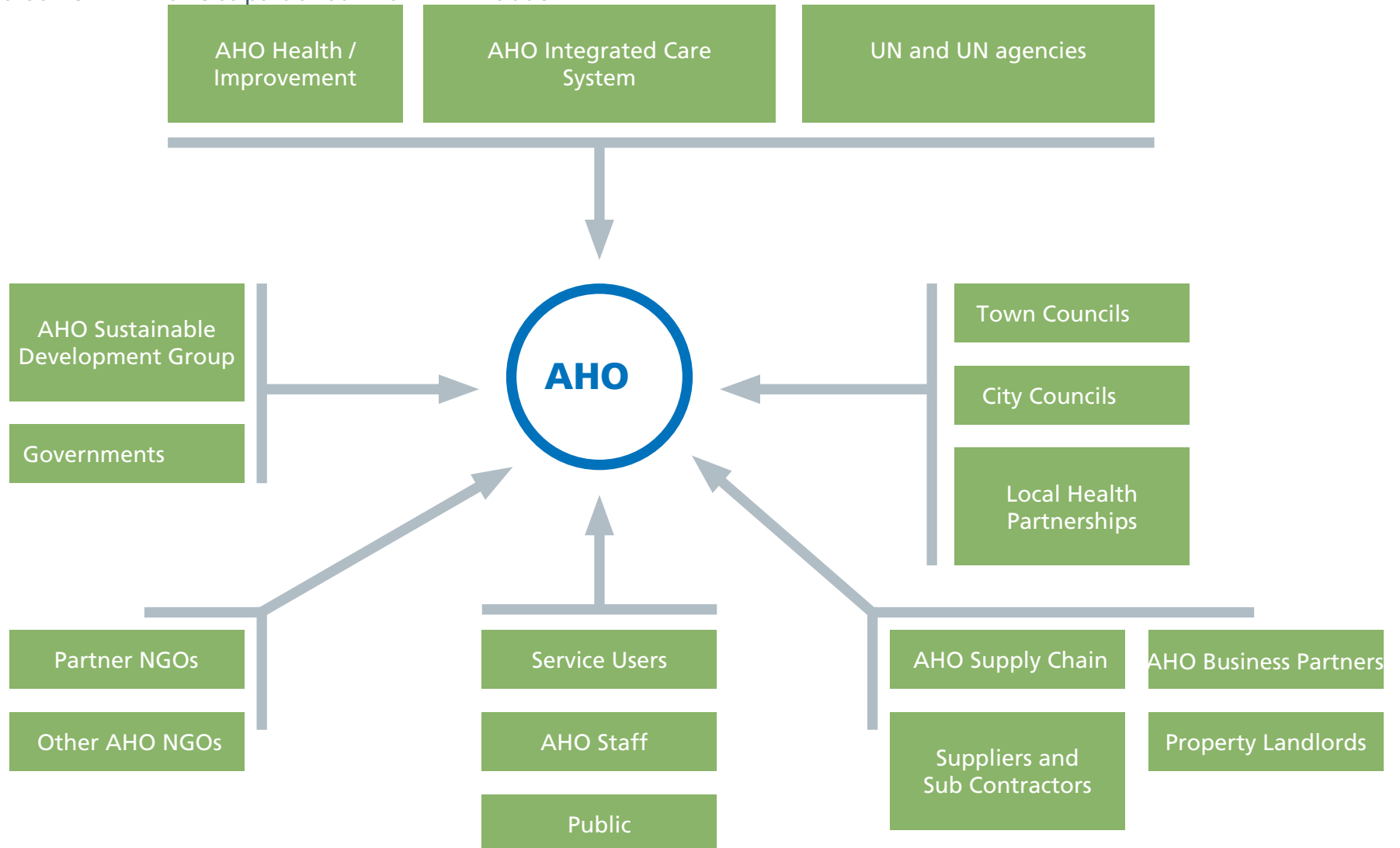
It is linked strategically to the AHO Global Green Plan, and we will contribute to the African green plans for our Services.

In line with the AHO Green plan (context page 5), the definition of net zero carbon emissions, we mean decarbonising all our activity as far as possible and accounting for any remainder by taking equivalent carbon out of the atmosphere. It is important that we do everything we can before we consider the carbon removal option because, whilst technically possible, it is extremely expensive, and that money would be better used on providing high quality health and social care

## Working with Partners and Stakeholders

To implement and roll out many of our sustainable plans, we need to work collaboratively with others including, AFRIAIDS, government, councils, hospitals, and our healthcare partners. It is proven that by working with anchor institutes, we can make direct impacts within the cities that we operate.

The stakeholders that we will involve as part of our work will include:









# Our Green Plan Vision

## The vision of AHO Green Plan is

- We achieve Carbon Zero ahead of schedule and are seen as an exemplar.
- We collaborate between organisations to achieve our best potential.
- All staff feel passionate about helping the organisation to become carbon neutral.
- All staff and service users will feel involved and valued in the process.
- AHO can embed environmental commitments as a thread throughout all its business
- AHO can become Carbon Neutral and generate its own energy and sustainably recycle its waste.
- We reach out to our local partners and work collaboratively together.
- We can be at the forefront of supporting our communities to be prepared for the future ahead.
- We adopt a collaborative approach throughout the organisation to support education and therapeutic involvement with our environment, creating informed networks.



# Drivers for change

## Legislation

There is a wide range of legislation that covers a Green Plan:  
**Legislative** List of the key legislative drivers

- Civil Contingencies Act 2004
- Public Services (Social Values) Act 2012
- Climate Change Act 2008
- Climate Change Act 2008 (2050 Target Amendment) Order 2019 enacting a Net Zero target by 2050

## UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development<sup>2</sup>, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth whilst tackling climate change and working to preserve our oceans and forests.





## Greener AHO






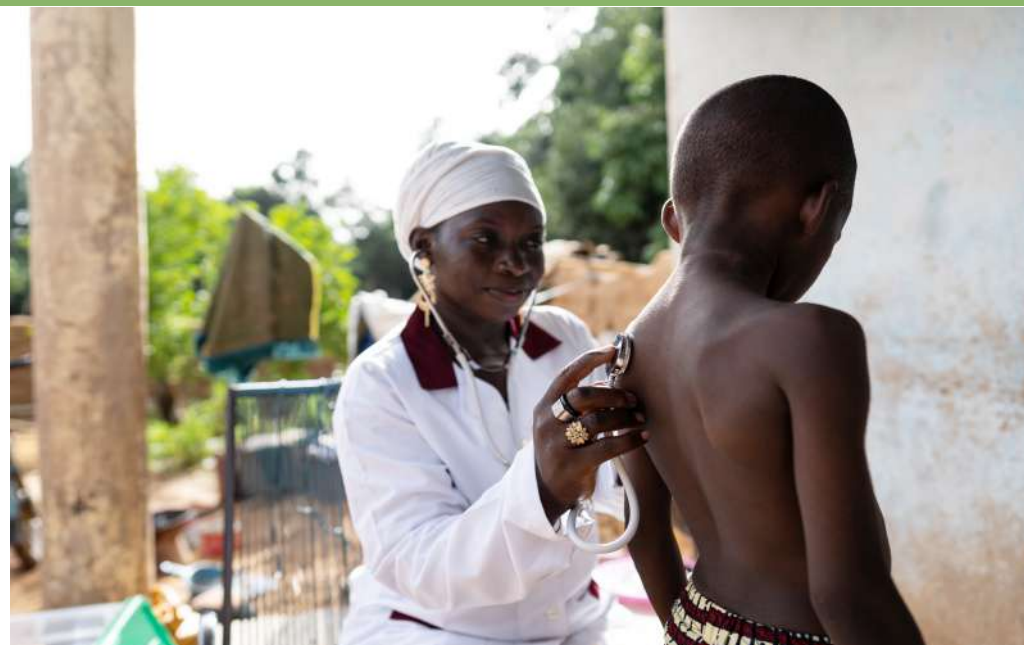
The Greener AHO1 was launched in February 2020 to ask the AHO to tackle climate change and develop solutions to resolve the challenges.

[www.aho.org/greeneraho/](http://www.aho.org/greeneraho/)


This bold vision report lays out targets for decarbonising the AHO by 2045 at the latest:

For the emissions controlled directly by the AHO (the 'AHO carbon footprint'): net-zero by 2040, with an ambition to reach an 80% reduction by 2028–32.

For an extended set of emissions, including those that can be influenced in the supply chain (the 'AHO carbon footprint plus'): net-zero by 2045, with an ambition to reach an 80% reduction by 2036–39.



### Climate Change signs



Global Temperature Is Rising. The Ocean Is Getting Warmer. The Ice Sheets Are Shrinking. Glaciers Are Retreating. Sea Level Is Rising. Arctic Sea Ice Is Declining. Extreme Events Are Increasing in Frequency

extreme weather events, such as heatwaves, storms, floods, the disruption of food systems.


## IMPACT ON HUMAN HEALTH




Climate impacts are already harming health, through air pollution, disease, extreme weather events, forced displacement, pressures on mental health, and increased hunger and poor nutrition in places where people cannot grow or find sufficient food.

frequent extreme weather events, such as heatwaves, storms and floods, the disruption of food systems, increases in zoonoses and food-, water- and vector-borne diseases


heat-related illnesses (81% of respondents) physical or mental harm from storms and flooding (82%)



### Impact on The environment



oceans are warming and becoming more acidic, ice caps are melting, and sea level is rising.



many places have experienced changes in rainfall, resulting in more floods, droughts, or intense rain, as well as more frequent and severe heat waves.

### IMPACT ON THE ECONOMY



Temperature has been found to affect income via agricultural yields, the physical and cognitive performance of workers, demand for energy, as well as the incidence of crime, unrest, and conflict

Macroeconomic policies in these countries will need to be calibrated to accommodate more frequent weather shocks, including by building policy space to respond to shocks. Infrastructure will need to be upgraded to enhance economic resilience









# Sustainable Priorities

Through staff engagement and subject matter leads, the Trust has identified the following areas as priorities for this initial green plan.



## **Ambitious Carbon Targets**

The Plan will set some ambitious targets, following initial works on the baseline data and sharing of the plan across all stakeholders.



## **Leadership**

The AHO board and executive team are fully behind the implementation of the green plan and have provided funding for new resources in the form of a Head of Sustainability role and project support to lead and develop the plans over the period of this plan.

There is also an agreed governance route that will ensure the AHO Board and other stakeholders receive assurance that we meet our targets and act ethically when delivering our services.



## **Behaviour/Engagement**

The trust believes that engagement across all staff, service users and other stakeholders will be the key to the plan's success, and we welcome feedback and input.

The AHO also recognises that for us to be a sustainable organisation, staff at all levels need to be trained and provided with ownership and accountability for carbon reduction.



## **Operational Practice**

The way we operate may have changed forever following COVID19, and we are all more open to new ways of working/ buying goods and services. We are more technology savvy and increasingly more concerned about our mental health than ever before.

These changes and the AHO focus on the right care in the right place, and preventative Healthcare means we are continually looking to adapt working practice and how we operate our services and care for our service users.

All these developments will need to consider their sustainability in the long term and their impact on the carbon footprint.



## **Energy Use**

The cost of energy continues to rise for everyone, and as an organisation, this impacts us being able to give funding directly to our front line services, so the trust is looking to firstly reduce the amount of energy used, ensure it is from a renewable source then move to look at self-generation of electricity and decarbonised heating.

The trust already operates several solar arrays, but we want to expand this, include battery storage, and identify new technology to reduce our carbon footprint.

The use of LED lighting and associated control, good insulation of buildings, natural ventilation and building control systems will all feature significantly as part of this plan.



### Green IT

IT has made a significant impact on our ability to work from anywhere, meet with colleagues and service users through various media, and create new ways of working. Development of our IT credentials will form part of this plan, providing education, reducing travel through online meetings, contact with service users and clinical record keeping. However, it will also consider the impact of data storage, IT equipment and recycling and a reduction in carbon emitted from data centres.



### Estates

Our estate comprises of several owned, leased, and privately funded buildings and facilities, and the estate and its operation contribute considerably to the Trust's carbon footprint.

We will be aiming for industry standard BREEAM outstanding status for all new Buildings. We will be undertaking sustainable assessments for all refurbishment projects, including decarbonising heating and hot water to renewable sources such as solar and ground and air source heat pumps, reducing our reliance on Gas.

Lighting, heating, ventilation, cooling, and our buildings general management will all be assessed as part of the plan.



### Procurement

Procurement has a significant impact on carbon reduction, so we will be seeking to implement best practice guidance as issued from AHO E/I and will review the structure and processes of the Procurement team to ensure the sustainability of our suppliers and how we procure and deliver goods and services.

Reducing packaging, transport and waste, whole life costing of products, using local suppliers to keep money and jobs in the local area and using SME organisations more effectively whilst still ensuring we meet the legislative aspects will be a focus for us throughout this plan.



### Food and Beverage

The trust recognises the importance of good nutrition and hydration and the impact on our service users' physical and mental health. The trust has been developing our offer to our users over several months, which will see a new Cook Fresh service introduced at our new AHO unit, which will be rolled out across the organisation.

Using Fresh local products reduce transportation and carbon footprint, cooking fresh and adapting seasonal produce and meat free products also reduces food waste. We intend to start to grow our own produce and develop our own food supply with the help of service users whilst providing education.





### **Waste**

Recycling has been part of the Trust for many years and will continue to be developed; however, the focus has turned towards reducing waste at the source. The Trust will be looking at reusable items and reduced packaging, particularly concerning non-recyclable plastics, PPE, and the continued reduction in paper use.



### **Adaption**

The issues brought about by climate change, such as extreme temperatures, increased flooding risk, Biodiversity will all impact on us as an organisation, so we must consider these impacts on our staff and our service users to ensure our environments are adapted to ensure they remain fit for purpose.



### **Travel**

Travel accounts for a significant amount of carbon generated by the AHO from staff coming into work to service users attending appointments, suppliers delivering goods and visitors.

While we understand some of this is necessary to provide clinical services and care to our service users, we are looking to reduce the number and frequency of journeys. Where journeys need to be made, we want to make sure they are made in a way that minimises the impact on carbon emissions. This could be electric vehicles, public transport, cycling or walking.



### **Transport**

The diverse nature of our service means we operate from several premises, all of which require services and supplies to operate our internal transport team. Estates services teams will be moving to a more sustainable fleet across the plan duration.

The AHO has already invested heavily in Electric Vans to date, and this will progress further during the plan.



### **Hybrid Working**

The Trust is introducing a new Hybrid Working policy which will help staff identify and make the right choice of a place and a time to undertake their roles effectively and efficiently. Covid 19 forced us to implement agile workplaces, and technology has enabled us to work differently, which has already impacted our carbon footprint.



# Sustainable Road map: action plans

To reduce carbon emissions and be an environmentally responsible organisation, AHO has identified a Sustainable Road Map, creating SMART targets within the 2024-2029 period.

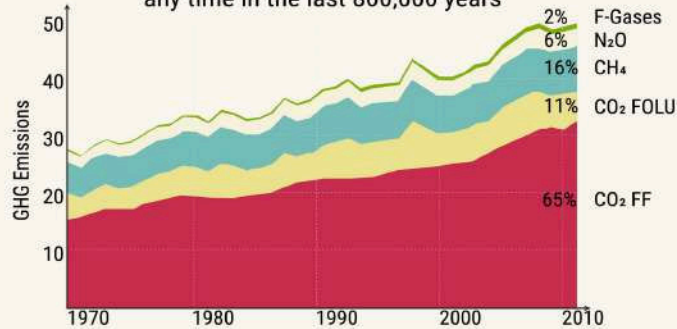
Long-term goals to dramatically reduce carbon footprints are laid out, highlighting the Trust's ambitious goals to eliminate their carbon emissions beyond this timeframe.



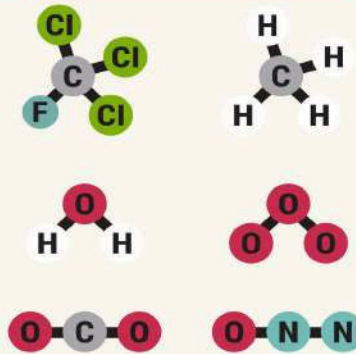


# CLIMATE CHANGE GLOBAL WARMING

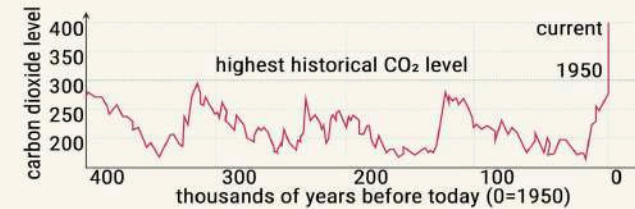
The amount of carbon dioxide is higher than at any time in the last 800,000 years



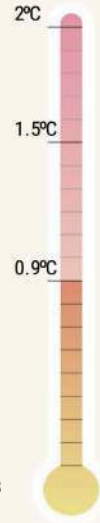
## GREENHOUSE GASES



Concentration of carbon dioxide in the atmosphere increased from 280 parts per million (ppm) in the pre-industrial era to current 411 ppm



The planet's average surface temperature has risen about 0.9°C since the late 19th century



21.5 million people have been forcibly displaced due to climate changed-related weather hazards



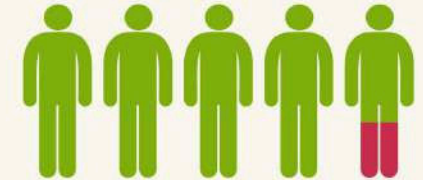
Around 100 million people live with 3 feet of sea level



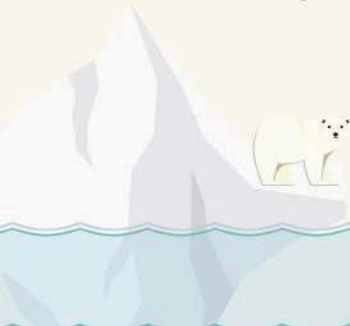
About 30 new infectious diseases have emerged in the past 20 years



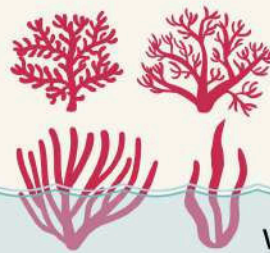
97% of climate experts agree humans are causing global warming



Arctic sea ice is now declining at a rate of 12.8 percent per decade, relative to the 1981 to 2010 average



2/3 of Australia's Great Barrier Reef has been severely damaged by coral bleaching



The waters are more acidic now that at any other point in the last 300,000 year



From 1901 to 2010, the global average sea level rose by 19 cm as oceans expanded due to warming and ice melted



[www.who.org](http://www.who.org)

Carbon targets	2024/2025	2026/2027	2028/2029	Beyond 2029
Sustainable targets	Reduce AHO's overall carbon footprint by 5% through the implementation of the green plan by 2025  Identify New Carbon reduction Projects	Develop a reporting dashboard for internal use	Set a 2030 target in line with the Carbon Budget  Set a 2040 target in line with the Carbon Budget and the Greener AHO agenda	People Experience Group, People Employment Group, People Talent and OD Group
SDAT Assessment	Undertake a Sustainable Development Assessment Tool) classification	Compare AHO against other organisations of a similar nature to identify areas of improvement		
Engagement	2024/2025	2026/2027	2028/2029	Beyond 2029
Networking	Set up a cross functional group of clinical, ICS, and other specialists to discuss ongoing efforts to decarbonise AHO.  Link with other, wider networks – (Association of Physicians, environmental group)	Build links with 3rd sector organisations working within the decarbonisation/green sector.		AHO becomes a hub for learning about personal carbon footprints and the need to decarbonise.
Newsletter	Create a newsletter and strengthen staff & service user engagement on the issue of decarbonisation			

Forums	<p>Set up a forum/feedback group for AHO staff and service users to share their thoughts and views</p> <p>Gather, and utilise staff and service user stories in engaging staff and stakeholders on the decarbonisation agenda</p>	Create annual awards within the Trust to recognise individual and department efforts to Decarbonise	Spaces are created for AHO staff and stakeholders to learn and work together on reducing their carbon footprint	
Sustainability Champions	Develop Sustainability champions across the organisation			
Sustainability Groups	Convene a quarterly sustainability group with representatives from patient, clinical, corporate, community, and estates groups	Set up an incentive scheme and reward staff for tracking and reducing their own carbon footprint.	Add a Sustainability Award category to the AHO Staff Awards	
Wellbeing	Signpost staff to support and resources around climate awareness and anxiety			
Volunteering	Invite staff to tell us what they are currently involved with	Trial some organised volunteering opportunities within the organisation	Trial some organised volunteering opportunities outer of the organisation	Create 'volunteering' days providing staff with 1/5 days per year to volunteer at external charities
Appraisal and Staff Development	<p>Introduce carbon literacy training</p> <p>Introduce Delivering a AHO "e-Learning for Healthcare" module</p>	30% of staff have undertaken carbon literacy training	Mandate carbon literacy training for all staff.	Weigh appraisals more heavily towards sustainability credentials



Business Cases		Update business case template to consider negative and positive assessment of sustainability factors (such as increased energy use) in relation to strategic decision making and future investments		
Operational Practice	2024/2025	2026/2027	2028/2029	Beyond 2029
Reduced Use of Paper	Continue Paperlite initiative		Paper Use is reduced to below 10% of current levels	
Hybrid Working	Implement a hybrid working policy from April 2022	Prepare a rapid-response framework for online working in the event of another pandemic		
Single Use Plastic	Undertake an audit of the trust's own recycling facilities for PPE & Plastic items  Work with other institutes and trusts to identify Innovation in plastic substitutes  Staff and service user awareness sessions	Create a strategy to phase out throw-away items. I.e., Infection control: all plastic tubs, waste plastics from Covid vaccinations, etc  Trial at single use clinical plastic replacements	Elimination of non-clinical single use plastic from LYPFT identified in the Single Use Plastics directive and AHO Plastics Pledge	Elimination of all single use plastic products
Resuable PPE	Research opportunities for PPE reuse and recycle.  Trial potential options			End the use of single-use PPE and Biodegradable workwear is made standard and single-use plastics entirely phased out

Staffing	Concentrate on substantive recruitment and less agency			Set the objective that every staff member is 'fully engaged' in carbon literacy by 2030
Social Prescribing	Identify opportunities for green social prescribing	Trial opportunities for Green social prescribing	Provide all teams with access to green social prescribing	
Care		Support inclusive economic growth with regional partners and maximising the impact of health and care organisations as anchor institutions.	Therapeutic interventions include green initiatives	Treat more patients at home to reduce carbon emissions because of their travel
Medicines		Plan for the reduction of all nutritional products such as enteral feeds/ nutritional supplements oral waste	Reduce medical waste, i.e., overprescribing medications	
<b>Leadership</b>	<b>2024/2025</b>	<b>2026/2027</b>	<b>2028/2029</b>	<b>Beyond 2029</b>
Sustainability Lead	Appoint an AHO Head of Sustainability			
Governance	Set up a trust Governance Structure Ensure sustainability becomes a broad agenda item at every meeting			
Data Collection	Gather baseline data for emissions within each department	Gather baseline data for emissions within each department	Gather baseline data for emissions within each department	

Inequality	Start to join up the decarbonisation effort with the inequality agenda and understand how these impact each other			
Policy	Review Sustainability and associated policies to incorporate Green Plan actions and targets  Incorporation of sustainability onto meeting agendas	Implement a mandatory environmental/sustainability impact assessment framework on every policy/procedure document that is produced	implement a policy of engaging with patients to not only address their own wellbeing but also, to be responsible citizens in protecting the environment and reducing emissions	Implement an ISO management standard for Environmental Management (EMS) and/or Sustainability/ Social Value standard.
Partner Engagement	Connect with Cities Climate Declaration	identify more flexible workforce arrangements with partners. Better utilising AHO assets.	Link with schools and youth groups to engage the wider community in decarbonisation initiatives.	
Sustainability effect on wider communities	Create an ongoing environmental impact assessment	Auditing all carbon sources and sinks		Develop a framework that considers the 'downstream' effects of healthcare in Africa
Data Gathering	Collecting baseline data for carbon emissions	Develop Dashboard for intranet on carbon emissions	Ahead of the final year of the Green Plan evaluate achievements and targets	
<b>Food and Beverages</b>	<b>2024/2025</b>	<b>2026/2027</b>	<b>2028/2029</b>	<b>Beyond 2029</b>
Bottled Water	End all disposable cups and move towards recycled / reuse cups	End the sale of bottled water at all AHO sites, including within vending machines	Reduce/stop soft drinks/fruit juice as the 3rd biggest GHG contributor	
Cooking	Begin to transfer all inpatient food suppliers to Cook Fresh (where we operate catering)	Finalise transfer of all services to Cook Fresh. (Where we operate catering)	Develop a strategy for all sites to become cook fresh	Aim for all trust sites to be cook fresh



Food Sources	To switch to local providers whenever possible starting with fresh products such as milk and fruit /veg. Also, link this with seasonal produce	Implement a policy of AHO growing its own produce. Engage service users as part of therapeutic prescribing	Offer healthier catering options, review, and adapt menus to offer healthier lower carbon options for patients, staff and visitors and demonstrate plans to change menu four times a year by 2025 to maximise the use of seasonal ingredients	
Waste	Develop Food Waste segregation and processing options  Identify single use plastic products i.e yoghurt pots and recycling/ elimination	Identify best practices with regards to the donation of any wasted food to local charities at the end of each day  Implement Food waste and segregation process	Define and implement approaches to measure and reduce food waste by December 2024	Waste bio-digesters – used to harvest methane, which can then produce electricity
Food Serving	Link to staff training for both clinical and catering staff as all involved e.g. food portions / clear guidance with dietetic support	Reduction of takeaways on the wards  Introduction of staff food options		
Menus	Reduction of red meat and dairy on the menu (part of the new menu roll out with Mitie) and addition of more plant based alternatives	Increase the number of plant-based menu items	Reduction of Palm oil use – link with Mitie (deforestation link) e.g. ready pizzas / margarine / chocolate / biscuits / protein bars / ice cream	Change to plant based options becoming the norm/ default on Menus
<b>Transport</b>	<b>2024/2025</b>	<b>2026/2027</b>	<b>2028/2029</b>	<b>Beyond 2029</b>
AHO Vehicles	50% of AHO fleet ZEV or ULEV	75% of AHO fleet ZEV or ULEV	90% of the total AHO fleet ZEV or ULEV	All trust vehicles are electric/ alternative fuel

Pool Cars		Investigate Opportunities to influence/aid upgrades to current community fleet of vehicles (approximately x30 minibus type vehicles)	Consider the Purchase of a fleet of shared eCars for teams to use on community visits	
Travel	2024/2025	2026/2027	2028/2029	Beyond 2029
Cycling	Support active transport (i.e., bicycle) through grants and schemes	Sign up to Bike Friendly Business accreditation with an ambition to get at least Bronze by December 2023	All AHO sites begin to create changing facilities and safe storage for those who commute by bike	
Walking		Health & Wellbeing led active travel programmes to promote health benefits for staff, patients and visitors (improved air quality, regular exercise)	Develop exercise walks for staff around every site	
Electric Vehicles	Promote zero-carbon lease schemes for vehicles	EV infrastructure is fully in place at every Trust site	Consider the use of Battery storage to aid EV Charging	
Personal Travel Carbon Footprints	Review best practice across the AHO	Complete comprehensive staff commute & business travel survey to better understand staff behaviors and to aid targeted carbon reduction solutions	Set maximum travel parameters for staff for their travel	
Lease Cars / Salary Sacrifice Cars	All cars purchased must be below 100g Rating	All cars purchased must be below 50g Rating	All cars purchased must be zero emission vehicles	
Clean Air Zones	Raise awareness of the implementation of clean air Zones (Africa) with no idling areas	Assess the impact of clean air zones on the organisation and LYPFT operations	Annually complete the clean air hospital framework and improve the annual position by 10% per annum	

Adaption	2024/2025	2026/2027	2028/2029	Beyond 2029
Heatwave	Begin to prepare all buildings for heatwaves	Undertake works to improve cooling and Ventilation	Undertake works to improve cooling and Ventilation	
Flooding		Undertake a full flood survey of all trust sites	Undertake works to mitigate flood risks	
Climate Change	Climate Change Adaptation Risk Assessments to be completed	A comprehensive Climate Change Risk Assessment to be completed by April 2024.  A Climate Change Adaptation Lead and a climate change adaption action plan which is annually updated and approved by the Board from 2024	Works towards local adaptation strategies to be implemented	

Green IT	2024/2025	2026/2027	2028/2029	Beyond 2029
IT Equipment	Audit the impact of data storage on AHO carbon emissions	Procure energy efficient laptops and other technology for staff members		
Printers	Reduce the number of printers within sites to promote the use of paperless technology		All printers have been removed from non-essential locations/departments. Offices are largely paper-free	
Training		Staff training to ensure they become a digitally confident workforce		
Green IT Strategy	Develop a Green ICT strategy looking at all procurement processes and the full life cycle analysis of ICT products with energy consumption			

Energy	2024/2025	2026/2027	2028/2029	Beyond 2029
Monitoring and Management	Begin to introduce AI to automate energy efficiency within the Trust estates			
Energy Production		PFI Provider moves to 100% renewal energy		100% of energy is produced on-site
Our Estate	2024/2025	2026/2027	2028/2029	Beyond 2029
Electrical Use	Rolling LED replacement programme with motion sensors and timers for lighting  Owned Estates fully LED (Internal)	Solar systems to all AHO hospitals, urban and rural.  Reduce Electricity use by a further 10% based on 2009 figures	Consider Implement voltage optimisation across the estate	
Automated Buildings	Improvements to BMS systems	Increased automated controls linked to BMS systems	Automated systems developed self testing/ robot cleaning	A fully automated workplace is implemented that can be controlled remotely by estates
Office Facilities				AHO Hubs are opened, where staff can work from any region without having to travel
Woodland	Assess the biodiversity across the estate i.e., green spaces, trees, outside areas  Assess capability of tree planting on the estate  Identify how the woodland could be used for service user therapy	Tree planting in the estate for offsetting and shade  Assess the shading capacity from trees		A KPI of one tree per staff member on trust owned properties



Lighting	Continued role out of LED lighting	Automated control of all lighting is implemented (owned properties)		
Heating	<p>Undertake building heating audit in line with technological advances.</p> <p>Implement a gas optimisation on boilers across the estate</p> <p>Summer heating shut down</p> <p>Create a heat decarbonisation plan</p>	<p>Trial Air- and ground-source heat pumps</p> <p>Production of a heat decarbonisation plans per site in compliance with the relevant guidance by March 2024</p>	<p>Investigate how hydrogen can be part of our larger infrastructure</p> <p>Phase out gas boilers at new sites</p>	Consider the use of green hydrogen for large scale buildings
New Builds	<p>All New Builds to BREEAM Outstanding</p> <p>All new building work will comply with the Net Zero Carbon Hospital Standard when available. (Delivering net zero AHO 2020). As part of this action The AHO Environment and Sustainability Group will develop a Green Plan Impact assessment by September 2022</p>	<p>All capital expenditure above £200k in the region should be assessed against the green plan and the project leads/ business case owner must address any negative impact of the proposed scheme.</p> <p>National Greener AHO Infrastructure Guidance is currently being developed with targets for new builds and future developments</p>	All new Building to be have fully decarbonised heating	

Refurbishment Projects	All Refurbishment projects to have a sustainability impact assessment	<p>All refurbishments to have heating decarbonisation installed</p> <p>All major and minor capital schemes shall be assessed for their operational carbon emissions and their impact on the AHO and local AHO Green Plan. All capital funding requests shall have weighting for carbon reduction and sustainability.</p>	All refurbishment projects to identify embedded carbons within the refurbishment process	When designing new or conducting major refurbishments of facilities the principles of 'Sustainable Travel Hierarchy' will be considered in the business case for all new developments. This puts the private car at the bottom with 'walking and cycling' at the top
Insulation		Undertake a survey of building insulation across AHO		
Water			Start the Implementation of rainwater collection	
General	<p>Specify low energy equipment / appliances</p> <p>Launch a turn off at end of day campaign</p>	<p>Upskill Estates workforce in Net Zero technology</p> <p>introduce hand dryers across the estate to reduce paper towel waste from general waste stream</p>		
Cooling	Assess air conditioning requirements across the estate -Assess potential for free cooling	implement free cooling options where possible		

Waste	2024/2025	2026/2027	2028/2029	Beyond 2029
Toxic Release	Refresh Battery waste service across the estate			A toxic release inventory is created and waste materials/by-products actively managed
Recycling	Work with AHO around Plastic and PPE recycling on LTH site  Continue with AHO Plastics Pledge work to eliminate the procurement and use of selected single-use plastic	Introduce a glass waste collection across the estate  Replacement of single use plastic sharps containers with either reusable or cardboard alternatives		On-site recycling of waste reaches 50%.
Waste Reduction	Training/motivation sessions to improve segregation – Motivator being net-zero (better segregation helps us to understand our volumes and types of waste better)		Target of 0% to landfill	Set an objective of achieving virtually zero waste by 2040
Furniture	Recycle furniture within the estate and with external organisations, through Warp It			

Procurement	2024/2025	2026/2027	2028/2029	Beyond 2029
Contracts	Review procurement contracts and actively begin to remove/replace unsustainable items or suppliers			
Suppliers	Identify where supply chains could be procured just from local suppliers  Ensure all tenders include a minimum of a 10% weighting for social value and sustainability credentials	Ensure Suppliers Meet Minimum Standards Expected on Net Zero and Social Value - tendering process to consider sustainability credentials and carbon costs of suppliers, either separately or in relation to quality aspects of assessment for contractual awards, alongside financial cost.	Create an ordinance that AHO prioritises green suppliers for all areas of procurement, develop an assessment framework to accompany this.	





# Governance

The Sustainability Steering group will oversee all sustainable projects and targets and monitor the trust's performance assuring the Trust Board through the Finance and Performance Committee.

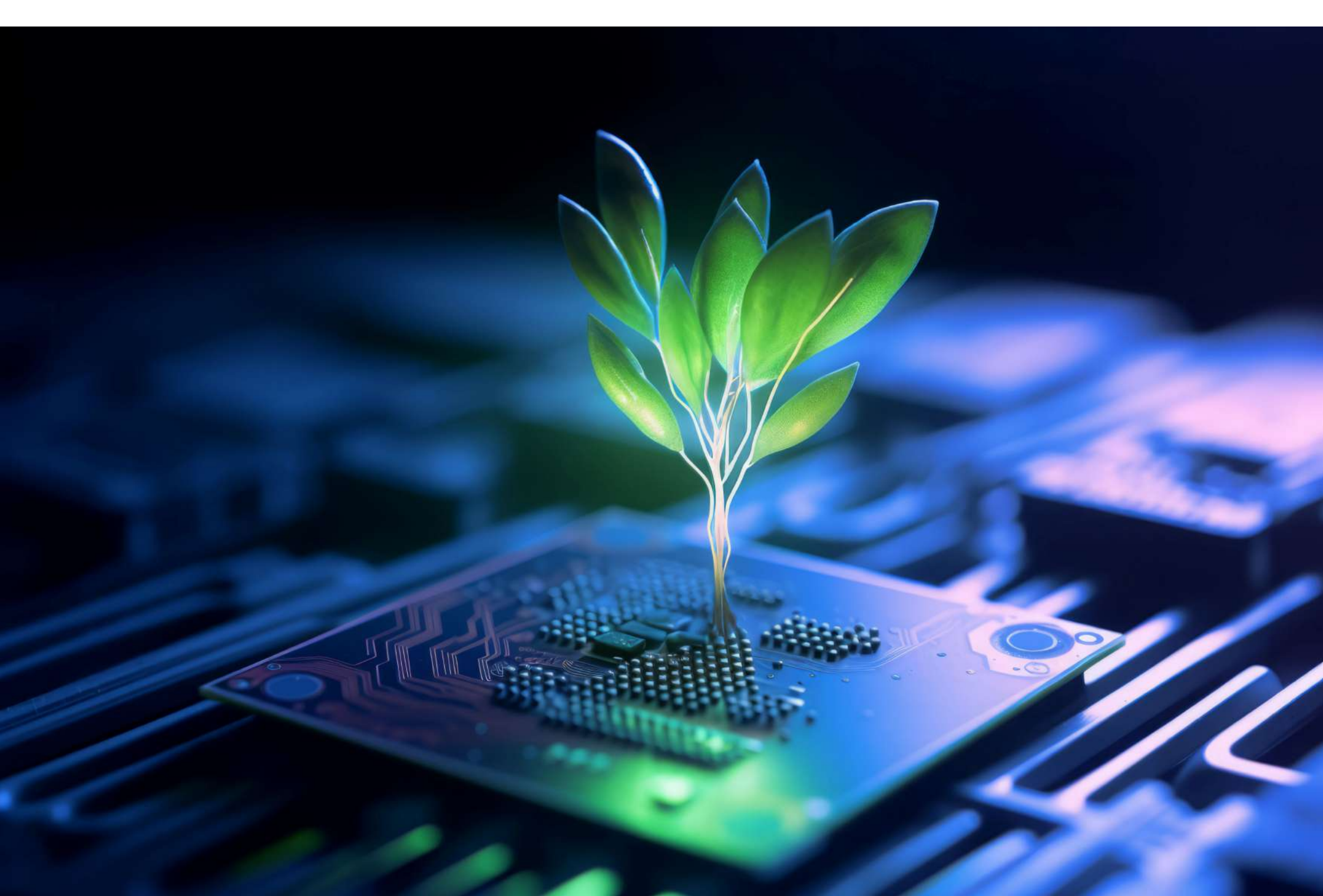
Sustainable reporting will be undertaken on a six monthly basis, with an annual report produced each year for the AHO. The Sustainability Steering Group shall initially consist of

- Chief Finance Officers (Board Level Sustainability Lead)
- Non Executive Director
- Head of Sustainability
- Consultant Clinician
- Director of Estates
- Finance Lead
- Communications Lead

(Others may be added as required)







## Communication

Delivering

the AHO Green Plan will require a mixture of changes to policy, procedures, working practices and behaviours.

The AHO's Communications and Staff Engagement colleagues will aim to support successful outcomes by using the transtheoretical model of behaviour change (below) to:

- Raise awareness - of the issues and need for change
- Create buy in – through engagement, education, involvement and establishing trust/loyalty
- Drive action – to follow new procedures, change behaviours and habits, and ultimately change culture

Communications and staff engagement are key enablers of success and are crucial in helping to ensure that the Green Plan delivers successful outcomes within our Trust.

Our approach is to work with Theme Leads to identify where strategic communications and engagement support can add value and enable successful outcomes across the priority areas identified above using the Government Communications Service's **OASIS** model as a framework.

### Objectives

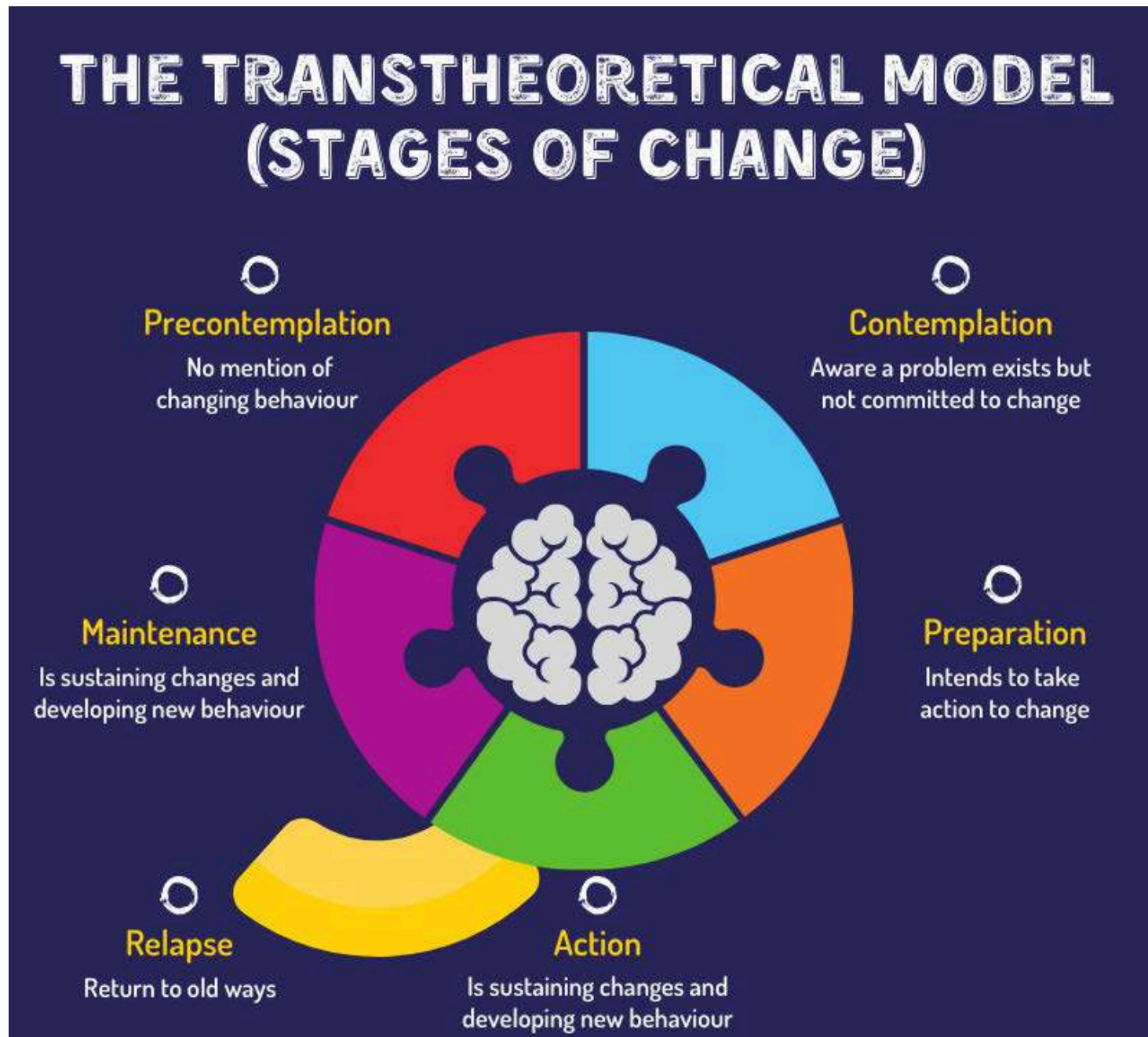
### Audience insight

### Strategy

### Implementation

### Scoring/evaluation

The transtheoretical model of behaviour change





# Conclusion

The Trust is committed to sustainable development and recognises the significance of tackling a range of environmental, economic, and social issues.

The Trust has already made significant progress in the core areas of sustainability (such as energy reduction and sustainable transport) but recognises that a broader approach to sustainability is now required and a wider range of improvement measures are necessary, as detailed in this Green Plan document.

This Board approved Green Plan provides a comprehensive and structured framework for the AHO to meet its commitment to conducting all aspects of its activities with due consideration to sustainability whilst providing high quality patient care.

At corporate and operational levels this requires the cooperation, insight, and practical delivery to ensure that sustainability is embedded in all AHO activities. Additionally, it is important to note that the delivery of this Green Plan is not wholly driven by the Trust but may require collaboration with partners, external organisations, and integrated care systems.

For further information about our Green Plan please visit our webpage or contact our Sustainability team

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# Our Green Plan



# WAYS TO REDUCE YOUR CARBON FOOTPRINT

REUSE OR  
REPAIR

IF SOMETHING  
IS BROKEN, SEE IF  
IT CAN BE FIXED  
BEFORE THROWING  
IT AWAY?



PLANT MORE  
TREES



IF YOU  
CAN, PLANT  
NEW TREES IN  
YOUR GARDEN



RECYCLE,  
REDUCE



THINK, DO YOU  
REALLY NEED  
MORE ITEMS  
TO BUY?



MAKE EVERY  
DROP COUNT



TURN OFF ALL ELEC-  
TRICAL APPLIANCES  
WHEN YOU ARE NOT  
USING THEM  
REDUCE  
ENERGY USE

CHANGE  
YOUR  
TRANSPORTATION

RIDE YOUR BIKE OR  
WALK INSTEAD OF  
TAKING THE CAR

