



Annual Sustainability Report *2023-2024*

**HEALTHIER
PLANET
HEALTHIER
PEOPLE**

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Foreword



As we look back on 2023/24, the penultimate year of our current Green Plan, we can take stock of the progress we have made since first declaring a climate emergency in 2019. Despite unprecedented challenges faced by the NHS in recent years, we have adapted the way we deliver care and shown great resilience, which has helped to reduce the carbon footprint of our trust by over 10% since our baseline year 2019/20. Over the last financial year, MFT has helped a greater volume of patients than ever before, whilst continuing to shrink our year-on-year Carbon Footprint. This is in part thanks to some large systemic improvements, such as the clinically led multi-departmental project to decommission pure nitrous oxide manifolds at a number of sites. We will need to continue to adapt our working practices and show resilience as part of our ongoing effort to reduce carbon emissions and prepare for the future.

Collaboration will be key to addressing the climate change challenges ahead. In March 2024, I was delighted to attend the first MFT Sustainability Conference, where colleagues from different services came together to contribute to a vision of sustainable healthcare at MFT. The conference demonstrated a great multi-disciplinary commitment to reducing our negative impact on the environment. I came away feeling inspired, having heard about the work already happening across MFT, and understanding ideas for the action still needed.

The co-benefits of sustainable healthcare are more important than ever. Action to meet our net zero targets aligns strongly with action to reduce financial pressures and the expectation to welcome higher numbers of patients through our doors. I hope, like me, you feel proud and inspired while reading this report, which contains fantastic examples of sustainability in action. I also hope you feel empowered and emboldened to build environmental sustainability into your own work.

**Kathy Cowell OBE DL, MFT Group Chairman,
Board Net Zero Lead**



Click on the video link above to find out more about the conference.

The Green Plan

MFT's sustainability strategy 'The Green Plan' introduces our priorities across 10 key areas of focus to meet two important overarching ambitions for carbon reductions:

1. To achieve a net zero MFT Carbon Footprint by 2038 (those things we can directly control)
2. To achieve a net zero MFT Carbon Footprint Plus by 2045 (those things we can directly control and indirectly influence).

This annual report outlines the progress and achievements in each of these 10 areas of focus as well as an update on our transition to net zero carbon. For more information on why these areas have been selected and how our carbon budget has been calculated, view the [The Green Plan](#).

Introduction

This report monitors and celebrates the environmental sustainability successes at MFT throughout the financial year 2023/24. Linking directly to our [Green Plan](#) we reflect on the breadth of activity within our 10 areas of focus, and document progress towards our net zero ambitions.

We have reduced our carbon footprint (those emissions can directly control) by 3% since last financial year, and 13% since our baseline year 2019/20. This reduction has occurred despite an increase in the number of outpatients and inpatients we are seeing. The average carbon emissions per patient contact were the lowest they have been since our baseline year, 25.6 kgCO₂e per patient in 2023/24 down from to 32.0 kgCO₂e in 2019/20. This is an excellent sign that we are making progress to deliver care more efficiently, and in a lower carbon way.

However, we are not yet reducing our emissions fast enough to meet our science-based carbon budget. This mirrors the pattern of organisations across Greater Manchester, who are also exceeding their allotted carbon emissions each year. We must step-up our collective effort to carry on reducing emissions as quickly as possible, tackling the largest causes first, to smooth our journey to net zero emissions. A detailed analysis of our [2023/24 carbon emissions](#) can be found at the end of the performance report.

To support and embed carbon saving practices, our sustainability network is essential. The first MFT Sustainability Conference in March 2024 marked a step up in engagement from service leaders across the trust, engaging a wider scope of stakeholders than ever before in the sustainability agenda. We have also seen more staff recruited with sustainability defined as part of their role, more engagement from clinical teams in our Green Impact programme, and the new Sustainability Advocate role created for staff to connect into the trust wide sustainability network.

We are excited to report the progress achieved this year through case studies within the [performance report](#), and a detailed list of Green Plan objectives and supporting projects in the appendices. This review helps us as we look forward to the final year of our current Green Plan, before gathering our learning and setting objectives for the next phase of action.



Highlights of 2023/24

52 Sustainability Advocates



have joined the staff sustainability network

First MFT Sustainability Conference



hosted in March 2024

New Item Reuse Community



launched online for staff to share unwanted furniture & equipment and avoid buying new

49% increase in onsite renewable energy generation



from new solar panels at multiple sites

2,803 walking aids returned



by patients, cleaned and redistributed, saving 68 tCO₂e

50kg of honey



extracted from MFT's Bee Hives

Over 200 hours



of Sustainability Team time spent on engagement with staff

62,036 sustainable actions



recorded by staff through the Green Rewards programme

£5.3 million funding won to upgrade to LED lights



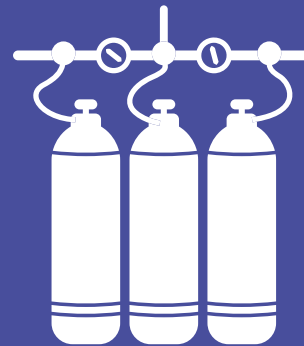
which will save electricity and carbon, thanks to grant funding from [NHS Energy Efficiency Fund](#)

12 teams accredited for their Green Impact project



making a sustainable improvement to the way they work

4 of 5 sites decommissioned N₂O manifolds



saving 2,467 tCO₂e

138 cycle parking spaces added at NMGH



to support staff, patient & visitor active travel

53 tonnes of clinical waste redirected to tiger stream



from other more expensive and more carbon-intensive clinical waste streams

Performance Report

The following section provides a summary of key developments and case studies from 2023/24, as well as expectations for the MFT sustainability programme in 2024/25 across the ten areas of focus.



Sustainable Models of Care



Adapting care pathways to improve patient outcomes whilst reducing resource use and carbon emissions.

2023/24 Overview

The MFT [Hospital at Home \(H@H\)](#) service has expanded to three MFT hubs. H@H provides acute-level care to patients in their own home, a lower carbon-intensity care setting which often results in quicker recovery. During 2023/24, approximately 9,000 bed days were spent in MFT's H@H virtual wards rather than our hospitals. To understand the environmental impact, MFT took part in a virtual wards carbon footprint pilot with Greener NHS and several acute trusts; the results are due in 2024/25.

The Trafford Elective Hub was [accredited by NHS England Getting It Right First Time \(GIRFT\)](#) for delivering high-standard clinical care and operational practice. The hub provides patients with the right care, first time, and has reduced the elective waiting list. These efficiencies mean the carbon emissions from care are lower thanks to faster recoveries and fewer bed days per patient.

Sustainability leads were appointed in Infection Prevention Control (IPC) to collaborate on clinical projects and balance the importance of safe changes with the need for sustainable innovation.

Looking Ahead to 2024/25

H@H teams will collaborate with the Sustainability Team to minimise the carbon hotspots identified in the pilot through smart design. A [framework to assess the environmental impacts of elective hubs](#) will be created at the Trafford Elective Hub and shared across the NHS, using a £98,406 sustainability research grant won from the Small Business Research Initiative (SBRI) Healthcare programme. MFT will also host a new GIRFT clinical fellow, focusing on trust-wide rationalisation of surgical trays to reduce duplication and avoid waste.

Enhanced recovery after surgery programme will be a focus for multiple surgery services, to encourage smoother rehabilitation and quicker return to normal activities post-surgery. Such improvements to patient outcomes are likely to reduce patient length of stay, which helps shorten the elective waiting list and lower the carbon footprint of care per patient associated with bed days.



Theatres are one of the most carbon-intensive areas of the hospital, so moving procedures to a lower-intensity setting reduces emissions per treatment, saves money and improves patient experience. The General Surgery Team at North Manchester General Hospital took on this challenge, moving the minor lumps and bumps list from theatres to an outpatient day case setting in the Oral Surgery Department.

In the first year since the switch, approximately 125 hours of surgical time were moved out of main theatres. Theatres are **six times more energy-intensive than the rest of the hospital**, so moving to outpatients has reduced the carbon emissions of the service by around 150 kgCO₂e from avoided energy use alone.

Previously, the surgical theatre lists often had patient cancellations, however moving to a minor surgical list has resulted in zero cancellations for non-clinical reasons. The

waiting list has reduced significantly from hundreds of patients at the start of 2023, now often having fewer than ten patients on the waiting list for this problem.

"The move has been a whole team effort and a phenomenal achievement. After weeks of planning involving both the General Surgeons and the Oral and Maxillofacial Surgical team, we trialled the list with only a couple of patients at first. This helped us navigate the expected and unexpected challenges of the switch. The benefit to patients is clear, and we're pleased the switch has meant we're now delivering this surgical pathway in line with the 18-week referral-to-treatment NHS standard, down from a 75-week average wait before."

Richard Tipney, Senior Directorate Manager for Surgery, NMGH

Digital Transformation



Using digital technologies to deliver and manage healthcare to drive down the carbon intensity of care.

2023/24 Overview

The Value for Patients and Sustainability Teams have collaborated to measure the sustainability benefits and challenges resulting from HIVE. At rollout, there was a large saving from the sharp fall in paper use, but an increase in emissions from the purchase of new IT equipment and technology. Larger carbon savings enabled by HIVE are expected and being monitored in the longer term, such as efficient patient flow, better theatres optimisation, and improved medicines management.

Virtual outpatient appointments have increased by 30% compared to 2022/23 – a proportionally larger increase than outpatient appointments as a whole. This shows that MFT is adapting to a new form of service delivery and saving emissions from patient travel to sites. MyMFT, the app used by patients to access communications and their health information, attained a sign-up rate of 40%, reducing the reliance on paper for patient communications while giving patients more control and optimising their pathway.

Looking Ahead to 2024/25

MFT will pilot adding air quality information to patient records on HIVE based on their postcode. The trial will start in paediatric respiratory services to help clinicians understand the potential risk to health from local air pollution levels, and discuss the impacts on health and any precautionary action patients could take. Replicating a similar project at [Great Ormond Street Hospital](#), this will be the first pilot of its kind in the North West.

Work will continue between the Value for Patients and Sustainability Teams to measure the longer term sustainability impacts of HIVE. The Patient Communications Team will also be working to ensure MyMFT communications are as accessible as possible, which helps patients attend their appointments and drives down the did-not-attend (DNA) rate. This improves the efficiency of care and therefore lowers the carbon footprint per patient contact while promoting the best patient outcomes.



Eight specialties across MFT have transformed their patient booking system, moving to patient self-scheduling via the MyMFT app. An initial three-month pilot started in August 2023, and included Physiotherapy, Trauma & Orthopaedics, Oral and Maxillofacial Surgery, Paediatric Gastroenterology, and Paediatric General Medicine. A second wave in April 2024 expanded the feature to Gynaecology, Ophthalmology, and Infectious Diseases. The Transformation Team, supported by the Hive Team and Epic Technical Specialists, delivered both pilots.

Patients in these specialties can now easily reschedule or cancel appointments through MyMFT, and a 'fast-pass' feature automatically offers earlier appointments if available. Since the pilot began, over 3,000 fast-pass appointments have been accepted, getting patients to their appointments an average of 13 days earlier. Additionally, 900 appointments were rescheduled by patients to better suit their needs.

"Self-scheduling in musculoskeletal physiotherapy has been an enormous success. MyMFT gives patients choice, flexibility and control over their appointments more than ever. Patients love using it - 97.5% would recommend it to friends and family which shows how user-friendly it is. We look forward to rolling this out across other allied health professional specialties and widening the reach of this innovative approach to continue prioritising truly patient-led care."

Tom Grimson, AHP Digital Transformation Lead, Advanced Clinical Practitioner Physiotherapist, MFT

This initiative reduces the Did Not Attend (DNA) rate, streamlines scheduling, and lightens the administrative burden. In turn, this efficiency means lower carbon emissions per patient contact.

Supply Chain & Procurement



Engaging with suppliers to find ways to reduce the carbon impact of the production and transportation of goods and services used. Also avoiding wastage and unnecessary purchases.

2023/24 Overview

Led by Allied Health Professionals (AHPs), our trust-wide walking-aid reuse programme has hit an average return rate of 20%, saving approximately 68 tCO₂e and £26,000 during 2023/24. An internal furniture reuse community was launched in late 2023: 53 items of furniture, IT equipment, or office stationery were reused, saving a small amount of carbon and cost by avoiding waste disposal. If bought new, these items would have cost around £4,000 and added 85 tCO₂e to our carbon footprint plus.

30% of finance and procurement staff have completed Social Value Training to maximise the impact of social value scoring within tenders. During 2023/24, over £48 million of tenders included at least a **10% social value weighting**. Pharmacy and Sustainability Teams from MFT and the Northern Care Alliance NHS Foundation Trust developed a shared outpatient pharmacy tender with strong sustainability requirements to ensure the service is an example of best practice in delivering sustainable outcomes..

Looking Ahead to 2024/25

Suppliers of all new procurements must provide us with a carbon reduction plan from April 2024. This will include detailed plans for high-value procurements and a net zero commitment for lower-value contracts.

The **Evergreen Assessment** (an optional assessment for NHS suppliers to report their sustainability progress) has had low uptake during 2023/24 from suppliers to Greater Manchester trusts, so we will look to identify and encourage our suppliers to complete the assessment. Furthermore, monitoring the commitments made by suppliers during tender bids will become a larger focus, so we can understand the realised benefits of those commitments. This should be done through more structured contract management focused on the supplier actions outlined in their winning tenders.



Saint Mary's Maternity Hospital Education Team at Oxford Road have been taking action to eliminate waste by stopping the use of new PPE items during training and moving from paper to online learning resources.

The team train over 500 staff each year through simulations of different clinical situations. Brand-new gloves, aprons and other medical equipment were used in the non-clinical training rooms, as well as multiple packs of paper each month for learning materials. This approach meant new items were purchased and disposed of without ever coming into contact with a patient.

To prevent this waste, the team moved paper learning resources online, reducing their paper use by 90% (saving over 400 kgCO₂e per year) and allowing staff to work from home on administration days using the more accessible

resources. The team reviewed the need for consumables, and unnecessary items like gloves and aprons were removed from the training scenarios. Essential training consumables are now sourced from out-of-date stock as they will not be used on patients. By using items which would otherwise be disposed of, the team are avoiding the need to purchase new items, resulting in a waste and supply chain carbon saving and a cost saving of around £2,000 per year.

"I feel I am contributing to improve sustainability for the future and am influencing others to do so. I am more mindful of the resources that I use and ensure that care is taken at all times to make sure we only use what we need and not waste."

Members of the Saint Mary's Maternity Hospital Education Team, ORC

Medicines



Moving to lower carbon options for high-impact areas such as anaesthesia and inhalers and tackling medicinal wastage including overprescribing.

2023/24 Overview

Pure nitrous oxide is increasingly obsolete in clinical practice, so anaesthetists led work to decommission manifolds at Wythenshawe, Withington, Trafford General, and North Manchester General hospitals, saving 2,467 tCO₂e compared to 2022/23 (3% of our direct footprint). MFT also achieved zero desflurane use for the whole of 2023/24, a year ahead of the [NHS-wide target to cease use](#) and move to lower-carbon alternatives.

The [Antimicrobial Stewardship \(AMS\) Team](#) promoted IV to oral switch (IVOS) of antibiotics to prevent antimicrobial resistance. IVOS has many patient experience, carbon and waste reduction co-benefits and MFT has consistently met [national NHS targets](#). Work will continue to meet more ambitious targets in 2024/25.

Funded by the [Heathier Futures Action Fund](#), pharmacists at Wythenshawe Hospital developed an [e-learning module](#) to raise awareness of sustainability and medicines, and help clinicians assess patients' inhaler techniques. Better inhaler technique helps avoid the need for emergency care, and assists the move to lower carbon dry powdered inhalers.

Looking Ahead to 2024/25

The nitrous oxide manifolds at Oxford Road Campus will be decommissioned, completing the transition to mobile canisters at all large acute sites, saving significant carbon emissions.

A new Sustainable Pharmacy Technician role will be recruited to, leading pharmacy action in line with the Green Plan objectives. Alongside the Greater Manchester Provider Pharmacy Delivery Partnership, MFT will roll out the ["Your Medicines Matter"](#) campaign to encourage patients to bring their medicines into hospital. This will help improve the safety of treatments, reduce delays in administering medicines or discharging the patients, avoid the cost of prescribing duplicate medication, and reduce medicines waste – a particularly high carbon waste type to treat.



The Airways Services Team at Wythenshawe Hospital have been helping patients with complex respiratory conditions while reducing overprescribing and avoiding the need for repeated outpatient consultations and hospital admissions.

Patients with inducible laryngeal obstruction (ILO) – an inappropriate, transient, reversible narrowing of the larynx – can be hard to diagnose, especially as symptoms can mimic asthma. ILO is treated with speech and language therapy (SLT), but often patients are mistakenly prescribed high carbon emitting inhalers which do not treat the condition. To fill the knowledge gap and improve patient outcomes, the team set out to educate staff and correctly treat patients. Patients with ILO and asthma were invited to review their treatment and attend a focus group to share their experience of living with both conditions.

"Nobody knows about ILO; everyone has heard of asthma. Knowing there are others with the same illness puts things into perspective. Despite having this for a few years, it's been good to talk to someone face to face and get the support that I've missed during COVID."

Patients' reflections at the focus group

Based on the focus group and data collected, new resources were created to help the patients inform clinicians about the condition. This helps to prevent misdiagnosis, over-treatment, and improve patient care, while reducing the carbon footprint of inappropriate medicine use. Of the 53 patients involved, 64% reduced their inhaler use after completing SLT, and 14 patients stopped using inhalers completely because their symptoms had improved so much.

Food & Nutrition



Ensuring the meals served in hospital are nutritionally balanced and low carbon to improve patient experience and recovery rates, alongside tackling food waste.

2023/24 Overview

The “food as medicine” campaign was launched by MFT’s Chief Nurse to improve patient access to nutritious meals, and therefore aid their recovery and improve their experience while in hospital. Catering, nursing and dietetics teams came together to launch the campaign, starting with an engagement week in January 2024 to assess the current context and identify opportunities for improvement, with staff resources shared through the intranet. In the long term, the campaign will support lower carbon care through swifter recovery. Providing high-quality meals patients enjoy also helps to reduce food waste, which amounted to 403 tonnes across our sites in 2023/34.

During 2023/24, an MFT Dietetic Sustainability Working Group was established. The group, consisting of Allied Health Professionals (AHPs) including dietitians, have pledged to promote sustainability in the usage of diet sheets, encourage AHPs across the trust to pursue sustainable energy and resource use, promote sustainable diets for patients and staff, and embed sustainability in dietetic practice.

Looking Ahead to 2024/25

Following the “food as medicine” campaign, an action plan is due to be shared in 2024/25. To support this and meet best practices set out in the [NHS England National Standards for Healthcare Food & Drink](#), two roles have been created in Estates & Facilities: a Food Safety and Quality Assurance Manager and a Specialist Food Service Dietitian.

Efforts will also be directed at measuring food waste at ward level, which will help to identify where waste is coming from (meal production, plate waste or unserved meals). This will require collaboration across Estates & Facilities, Allied Health Professionals, and Nursing, and integrate the learnings from the 2022/23 [food waste pilots](#). There will also be action on exploring and reducing the use of consumables in catering, as part of a work-related masters hosted in Estates & Facilities.



The quality of food and efficiency of the meal service is a fundamental part of any patient’s experience in hospital.

To ensure all hospital menus offer a meal service that is good quality, safe, nutritionally adequate, patient-focused and clinically relevant, Orlaith Curran has been recruited into the new role of Senior Specialist Food Service Dietitian, created to lead strategic planning and service development.

Orlaith will advise on industry best practices, translate standards into targets and policies, and advocate for patients in menu planning and service developments within Catering. She brings a wealth of experience as well as a passion for sustainability. As a member of the British Dietetics Association Sustainable Diets Specialist Group, she has expert understanding of the overlaps between patient health, food and nutrition, and sustainable health systems.

“Dietitians believe everyone should have access to an affordable, nutritious, high-quality diet that is good for both health and the environment.”

As Food Service Dietitian, I feel this should be exemplified through our meal services when caring for our patients. Meeting their nutrition and hydration needs is my top priority when menu planning. All meals, including the plant-based options, will be analysed to ensure they meet nutritional targets to support both nutritionally well and vulnerable patients.

My goals include having carbon labelling information on each patient dish, and acting on food waste through reliable measurement, a good understanding of the source, and targeted strategic goals.

In the UK, our food systems contribute about 30% of our domestic emissions. As one of the largest Trusts, we have a great opportunity to lead the way with smart and healthy solutions to tackle the climate crisis.”

Orlaith Curran, Senior Specialist Food Service Dietitian, MFT

Estates & Facilities



Implementing low carbon processes and technologies for heating, electricity, water, and waste to avoid unnecessary uses of resources

2023/24 Overview

Energy forms the largest part of the emissions we directly control, and several large decarbonisation projects were confirmed during 2023/24. £18.9 million Public Sector Decarbonisation Scheme (PSDS) grant has been secured to [make Trafford General Hospital the first net zero retrofitted hospital in the UK](#), which involves completely removing fossil fuel heating systems from the site. An extra £5.3 million was secured from the NHS Energy Efficiency Fund (NEEF) and used to [upgrade lighting across several hospitals](#). Completed in March 2024, the switch takes many hospitals to 100% LED coverage, saving hundreds of thousands of pounds from electricity bills and hundreds of tonnes of carbon each year.

Tiger waste (or non-hazardous clinical waste) rollout started in January 2024 at North Manchester General Hospital, to reduce costs and carbon emissions associated with waste disposal, and improve compliance with [national guidance](#). The campaign has since expanded to several sites, and the trust-wide tiger waste split went from 18% to 28% (as a proportion of total clinical waste) in the first three months.

Looking Ahead to 2024/25

The tiger waste stream will be embedded, reflecting the need to achieve an NHS-wide target of 60% of all clinical waste being properly segregated as tiger waste. Staff education will be key to the success of this target, which will save approximately £100,000 and 515 tCO₂e per year compared to the January 2024 baseline. A new domestic waste contractor has been appointed and will begin service delivery in summer 2024. They will work collaboratively with trusts across Greater Manchester to increase recycling opportunities.

Construction for the Trafford decarbonisation scheme is due to start in autumn 2024, with most of the work in plant rooms and the boiler house. It is estimated construction will take more than two years to complete, and should save around £100,000 a year on energy costs, and should reduce energy-related emissions at the site by 92%.



MFT creates about 4,000 tonnes of clinical waste annually - only around 18% of this was in the tiger (or offensive) waste stream, while [best practice guidance recommends 60%](#). The Waste Team began a campaign to increase the split to 60%, which would likely save the trust over £100,000 a year in waste disposal costs and reduce the waste carbon footprint by 31%.

In preparation, the Waste Team engaged with local stakeholders and delivered training to clinical, portering and domestic services staff on the operational changes and benefits of the switch. Communications went out to all staff and new signage was put in relevant waste holds. Data is now being monitored weekly to track progress and identify targeted action. Three months after the launch, tiger waste share had reached 28% and this is expected to increase during 2024/25, with further staff engagement and action.

"At Wythenshawe operating theatres, we worked with the local team to get staff on board with the introduction of tiger waste, which can be tricky in theatre settings. An audit of orange waste bags found only 4% of the waste was correctly segregated – two-thirds could have been put in tiger waste, and some were even non-clinical general waste. We helped the team lead create short training materials for morning safety huddles and tea trolley rounds, which helped everyone understand the importance of the switch and allowed space for asking questions. On the second audit, 82% of the waste was correctly segregated in the tiger stream – a fantastic improvement!"

Karen Tudsbury, Waste Officer, MFT

Travel & Transport



Avoiding unnecessary travel and shifting to lower carbon modes of transport for the movement of people and goods.

2023/24 Overview

Over 100 cycle parking spaces and 36 electric vehicle (EV) charging sockets have opened in the new multi-storey car park at North Manchester General Hospital, now the largest EV fast charge hub in the North West. The [Making Cycling Easier](#) campaign at Wythenshawe Hospital ran until December 2023 and 150 staff benefited from the month-long e-bike trials.

Our staff commuting modal split continues to reflect the travel patterns across Greater Manchester, which was confirmed in the biennial staff travel survey in summer 2023. To guide action in increasing active travel, the MFT [Healthy Travel Strategy](#) was launched, with a vision to support staff, patients and visitors to choose low-carbon forms of travel, and ensure our business practices adopt low-carbon forms of transport. This will help reduce our carbon footprint, improve local air quality, and boost health and wellbeing outcomes. Site-based travel plans received [Modeshift Stars](#) accreditation, a centre of excellence for the delivery of effective travel plans.

Looking Ahead to 2024/25

Design and specification work is underway to plan for the renewal of cycling facilities at Wythenshawe and Oxford Road, including better shower and changing facilities. Delivery of new facilities will however be subject to funding.

Accessibility studies will be undertaken at North Manchester and Trafford General Hospitals, after a successful study at Wythenshawe Hospital. They assess the availability and accessibility of walking, cycling and public transport routes around sites. We will use the analysis to explore site-based opportunities and to influence local plans.

By January 2025, all buses and trams in Greater Manchester will operate under the [Bee Network](#) franchise. The integrated Bee Network will help make journey planning easier and multi-stage trips cheaper, helping our staff, patients and visitors travel to our sites via public transport. As an example, the [V1 route will be run during the night as a trial](#), expanding travel options for our Oxford Road staff working early and late shifts.



The new cycle hub at North Manchester is the largest hub at any of the MFT sites, offering 100 secure indoor cycle parking spaces with accessible changing and showering facilities for staff. Outside the hub are a further 38 spaces for patients and visitors.

“The cycle hub is a great facility, with everything you need to cycle to work – it’s secure, has good showering and changing facilities, lockers, drying room and even a bike repair kit.”

Dr Clare van Halsema, Consultant in Infectious Diseases, NMGH

Providing good quality facilities is essential to encourage our staff, patients and visitors to choose to cycle. Choosing an active mode of transport reduces pressure on car parking and local roads, reduces carbon from travel, helps improve

local air quality, and has physical and mental health benefits for the person travelling.

“I cycle to work most days. It helps me stay active, beats the traffic and is better for the environment. The new cycle hub is fantastic and provides somewhere warm and safe to change and keep your bike and other belongings, so you can manage whatever the Manchester weather throws at you. It is a huge improvement from what we had before and makes cycling much more pleasant.”

Ruth Wiggans (pictured above), Consultant Respiratory Physician, NMGH

Opening the new multi-storey car park, which houses the hub, was the first stage of the [hospital redevelopment](#), which will result in a new high quality and sustainable health campus.

Climate Change Adaptation



Making sure our buildings and services are prepared for the impacts of extreme heat or flooding events.

2023/24 Overview

The [Adverse Weather Plan](#) was published by the Emergency Preparedness, Resilience and Response (EPRR) Team to define the trust-wide response to extreme weather events and hazards. The plan recognises the local increase in extreme weather events linked to climate change. An introductory awareness-raising workshop took place in Estates to discuss the technical approaches to minimise local maintenance and spending related to climate change impacts.

Staff from the Sustainability Team attended climate adaptation training delivered by [Sniffer](#) and [Sustainability West Midlands](#). Tailored to an NHS context, the training highlighted the importance of ongoing action, organisational risk and resilience, drivers for change including regulation and policy, and good practice case studies.

MFT participated in a workshop with Greater Manchester Combined Authority to create a city-wide adaptation plan, and piloted an NHS Climate Change Risk Assessment tool with the Greener NHS Team. External engagement ensures a coordinated approach to tackling the impacts of climate change across our networks.

Looking Ahead to 2024/25

Following the climate adaptation training, MFT will be part of a working group co-developing an NHS-specific framework to assess the maturity of our adaptation efforts. Commissioned by the North East and North West Integrated Care Boards (ICBs), the group will have representation from several acute and ambulance trusts, both ICBs, Sniffer and Sustainability West Midlands. The framework will be released in autumn 2024, and covers current climate change adaptation maturity and next steps across four areas: organisational culture and resources; understanding the challenge; planning and implementation; and working together. With the other co-developers, we will test the framework in practice, and share the outcomes with the whole of the NHS.



Global climate change is leading to more extreme weather events, and locally in Greater Manchester we can expect more risk from extreme temperature fluctuations (both hot and cold), droughts, storms and wildfires. To prepare the trust for these changes, and ensure we have a planned procedure during extreme weather events, the Emergency Preparedness, Resilience, and Response (EPRR) Team have published the [Adverse Weather Plan](#).

The EPRR team work to enable the safety and well-being of our patients, staff, and visitors during emergencies. They are a corporate team with expertise in creating strategy and delivering training, to ensure that the trust as a whole is prepared. To address climate change-related threats, they applied their expertise to create the new plan, with the objectives to build organisational resilience, safeguard service delivery, communicate effectively, and enable prompt recovery.

The adverse weather plan links directly to the Green Plan, recognising that we are already experiencing more regular extreme events, and that we have a responsibility to proactively improve the resilience of our estate and systems to ensure service continuity.

“Climate-related events like extreme heat, floods and storms can strain healthcare systems, disrupt services and exacerbate health conditions. Our plan outlines protocols for preparedness, response and recovery for these events to minimise the negative impacts and get back to normal service delivery as quickly as possible. Staff should be aware of their departments business continuity plans, communications protocols, as well as the importance of proactive measures such as monitoring weather alerts and preparing for surges in patient demand.”

Nicky Shaw, EPRR Service Manager, MFT

Green Spaces & Biodiversity



Utilising our onsite green spaces to benefit people and the environment.

2023/24 Overview

A Trust-wide biodiversity assessment was conducted by Sow the City, producing nine recommendations to increase the quantity and quality of green spaces. These included specifics on ground management, staff engagement and wellbeing, and green prescribing. To influence wider action, the report was circulated to Estates Managers across Greater Manchester. MFT also participated in a Greater Manchester Combined Authority-led stakeholder engagement session to develop the new [Greater Manchester Nature Recovery Strategy](#), helping to integrate our approach with the rest of the region.

Wildflowers were planted at North Manchester General Hospital with the help of external corporate volunteers. At the Royal Manchester Children's Hospital a gardening group was established to improve staff wellbeing and maintain the existing garden. No Mow May expanded to more sites after the success at Wythenshawe last year, and 50kg of honey was produced by the Manchester Royal Infirmary rooftop beehives.

Looking Ahead to 2024/25

The recommendations of the biodiversity assessment will be put into place where possible, working in collaboration with Sodexo, grounds maintenance teams, and Sow the City. The grounds management recommendations from the assessment will help to increase the variety of plant life and encourage the health of small mammals, amphibians, reptiles, and insects on our sites. The assessment will be the basis for a biodiversity tool kit developed by the Greater Manchester Integrated Care Board.

After a public consultation in summer 2024, the Greater Manchester Nature Recovery Strategy is due to be published. The strategy will guide MFT to integrate our approach with local best practices and collaborate effectively to maximise local biodiversity. [Biodiversity net gain](#) will be a mandatory part of developments as a way of creating and improving natural habitats. Developers must deliver a 10% net gain, either through more or better quality natural habitat.



Crumpsall Vale at North Manchester General Hospital has been leading stand-out patient engagement with green space and biodiversity, with the help of partner organisation Sow the City. The garden outside the Intermediate Care Unit has become a relaxing space for patients, visitors and staff to enjoy. Furthermore, organised gardening activities have benefited patient experience during their rehabilitation stay at the unit.

For several years, Sow the City has led activities to transform and maintain the garden, with the help of external corporate social responsibility volunteers. Originally overgrown, the garden now has hand-built planters containing blackberry, gooseberry and strawberry plants, alongside herbs. Hanging baskets have also been placed outside patients' windows to brighten the view.

In November 2023, volunteers and staff helped patients to make their own small plant pots which they took home on discharge. [Engagement with nature](#) is well documented to help with mental and physical health, so this kind of activity can help patient recovery and long-term patient health.

"Our patients love spending time in the garden. It smells wonderful because of the lavender and thyme in the planters, and even in the winter months when it is colder outside, the garden is still attractive to look at. Sow the City provide an amazing opportunity for their volunteers to give back to the community and at Crumpsall Vale we are lucky to be on the receiving end of this, for which we are truly grateful."

**Catherine Morgan, Unit Manager
Crumpsall Vale, NMGH**

Workforce, Networks & System Leadership



Engaging the workforce so that our workforce has the skills and awareness to take action on the sustainability agenda including staff learning and development, and undergraduate and postgraduate teaching.

2023/24 Overview

The first Sustainable MFT Conference took place in March 2024, attended by board members, senior leaders, sustainability leads, and some highly engaged colleagues. Twelve sustainable quality improvement projects were awarded Green Impact accreditation, and an interactive workshop explored opportunities and challenges for sustainable action over the next five years. The “Sustainable MFT: Time To Act” branding was launched to increase visibility and communicate urgency.

MFT staff have demonstrated expertise and systems leadership throughout 2023/24. Two staff members became chairs of [Centre for Sustainable Healthcare national networks](#) and our Associate Director of Sustainability co-chaired the [Shelford Sustainability Group](#). An MFT study on [volatile anaesthetic capture technology](#) was used as evidence to [recommend environmental policy across NHS Scotland](#). The Sustainability Team delivered lectures across several University of Manchester nursing, midwifery and public health degree courses to embed sustainability into clinical education and long-term practice.

Looking Ahead to 2024/25

The Sustainability Team will deliver multiple Carbon Literacy training for healthcare sessions, in addition to the [learning hub modules](#) already available. The new Sustainability Advocates network will be expanded, with a target to reach 280 advocates by year-end. Green Impact will return as a rolling programme, so staff can submit a project at any time of year for support and accreditation.

MFT will share best practice sustainability work via national and international awards submissions, recognising pharmacy-led sustainable respiratory care, AHP-led work [reducing unnecessary prescribing](#) in the treatment of ILO, waste team-led work [rolling out clinical tiger waste](#), and the benefits to the trust from hosting a permanent role combining midwifery, nursing, and sustainability.



At MFT, our internal and external sustainability network has grown from strength to strength.

The sustainable MFT agenda promotes lower carbon care, limiting our negative impact on the environment, improving patient care and reducing costs within our hospitals and community services. The Sustainability Team raise awareness of this through engagement events, our advocacy network, training opportunities, webinars and by hosting the first sustainability conference at MFT.

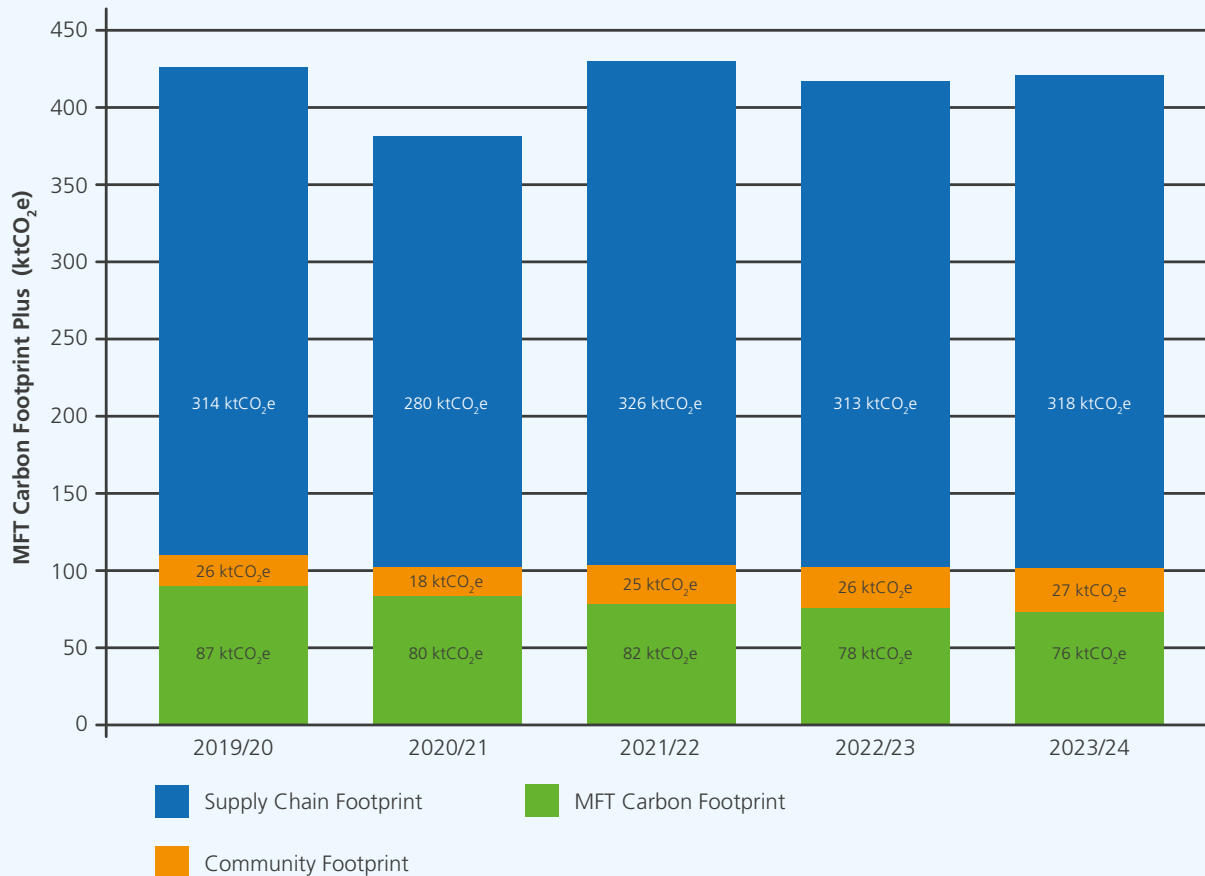
Over 50 staff volunteered to be part of the new MFT Sustainability Advocates network, acting as spokespeople for their teams to raise awareness and link into wider trust initiatives. Our [monthly Sustainability Webinars](#) have reached over 400 people, attended by our staff and colleagues outside of MFT. A different theme each month is presented by a guest speaker, showing the breadth of work relating to sustainable healthcare systems.

The highlight of engagement this year has been the first Sustainable MFT Conference. Staff from different departments and services came together on 8th March 2024 to identify and act on opportunities to reduce the environmental impact of healthcare by adapting the way we deliver our services. Senior clinicians attended alongside colleagues from Transformation, Human Resources, GIRFT, Research & Innovation, Pharmacy, and Estates & Facilities to collaborate on ideas and celebrate the 2022/23 cohort of Green Impact projects.

The conference was a great showcase of sustainability as an enabler of other operational priorities, and the suggestions from this event will inform our next Green Plan, due to be published in 2025.

Carbon Footprint

Figure 1: MFT Carbon Footprint Plus



Our [Green Plan](#) sets out our overarching ambitions to meet net zero carbon; to monitor progress towards these ambitions, we measure and present our carbon impact in line with the [Delivering a Net Zero National Health Service](#) methodology.

- Our Carbon Footprint reduced by 3% compared to 2022/23, mainly from the reduction in pure nitrous oxide use as a result of ongoing decommissioning of wasteful nitrous oxide manifolds
- Our Carbon Footprint Plus remains largely influenced by the Supply Chain footprint, which contributed 76% of the emissions in 2023/24

Supply chain emissions, the largest part of our Carbon Footprint Plus, are measured through changes in spend. This does not lend itself to year-on-year comparison (see Appendix B for further information), but instead, we get a good understanding of the scale of the footprint and the areas of spending that are carbon hotspots. In 2023/24, these were construction, medical instruments and equipment, and business services.

Energy is responsible for 84% of our direct emissions. Trust-wide natural gas and electricity consumption fell marginally compared to last financial year. However, changes within the national electricity supply meant each unit of electricity was slightly more carbon-intensive for the user. As a result, total energy emissions remained the same as last financial year. Outside of energy, medical gas use (nitrous oxide and Entonox) is the largest direct emitter. Nitrous oxide use fell significantly because large wasteful [nitrous oxide manifolds were decommissioned](#) at four of five hospital sites, resulting in the largest carbon-saving within our direct carbon footprint. Entonox (or 'gas and air') use is now responsible for 9% of our direct emissions.

Footnotes

1. The 2023/24 Carbon Footprint, Carbon Footprint Plus, remaining Carbon Budget, and projected 2024/25 emissions have been updated compared to those reported in the MFT 2023/24 Annual Report. This is because of access to more complete energy data, refrigerant gas data, fleet data and the release of more accurate carbon factors for future projections.
2. Staff Commuting and Patient & Visitor travel emissions (the community footprint) are modelled using the Health Outcomes of Travel Tool, based on generalised assumptions and carbon factors last updated in 2019. As a result, the confidence in the accuracy of emissions is comparatively low to other areas of the Carbon Footprint Plus. This method is the best available to us at time of calculation.

Carbon Footprint

Figure 2: MFT Carbon Footprint Plus Composition 2023/24

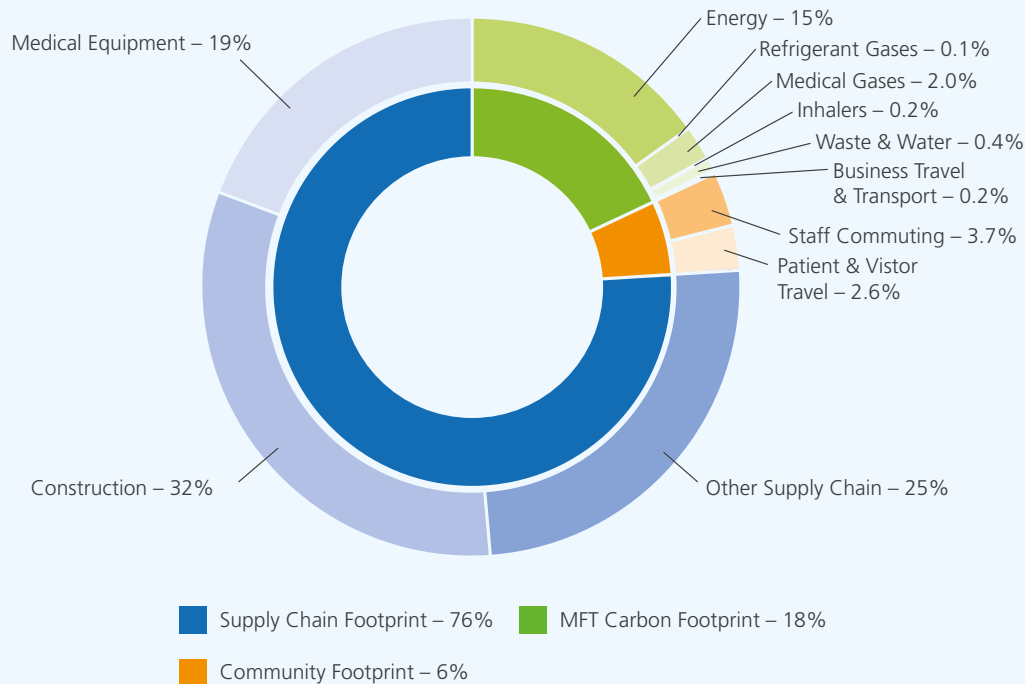
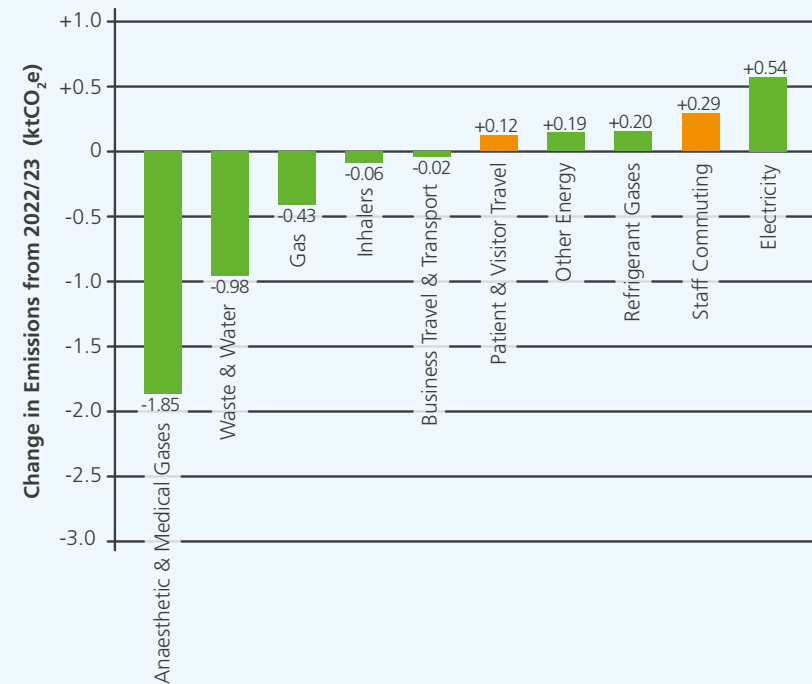


Figure 3: Carbon Footprint Plus Changes 2022/23 to 2023/24



The supply chain footprint is the largest part of the Carbon Footprint Plus at 76%. Construction remains an area of high spending and a huge carbon footprint at 31%, given this is a particularly high carbon intensity category. This is not likely to change in the medium term, with redevelopment underway at North Manchester General Hospital. However, redevelopments are essential to create a low-carbon estate, and sustainability principles will be considered at all stages of design and construction to reduce the real environmental impact.

The largest carbon saving has come from anaesthetic and medical gases, as the use of pure nitrous oxide has fallen significantly after the intervention to use the gas in more efficient portable canisters rather than through large manifolds. However, the use of Entonox has increased across the Trust and countered some of these carbon savings. Waste emissions decreased because of an update to the best practice method and carbon factors; actual waste produced remained very similar to last financial year. A reduction in energy demand resulted in gas carbon savings, however the carbon

intensity for both the national grid electricity and volatile oil used for backup generators led to a small increase in overall energy carbon emissions.

More patients were seen and more staff were employed in 2023/24, leading to an increase in staff commuting, patient and visitor travel. However, the overall footprint for business travel and transport remained similar.

Carbon Budget

Our carbon budget relates to those emissions we directly control, the MFT Carbon Footprint. It sets a science-based limit for the maximum emissions we can emit on our pathway to reach net zero carbon by 2038/39. It adopts the approach that we emit no more than our 'fair share' of global emissions. The current interim budget spans from our baseline year in 2019/20 until the end of the current Green Plan in 2024/25.

With one year remaining in this carbon budget period, we have emitted an additional 46,609 tCO₂e than budgeted and used 99% of our interim budget.

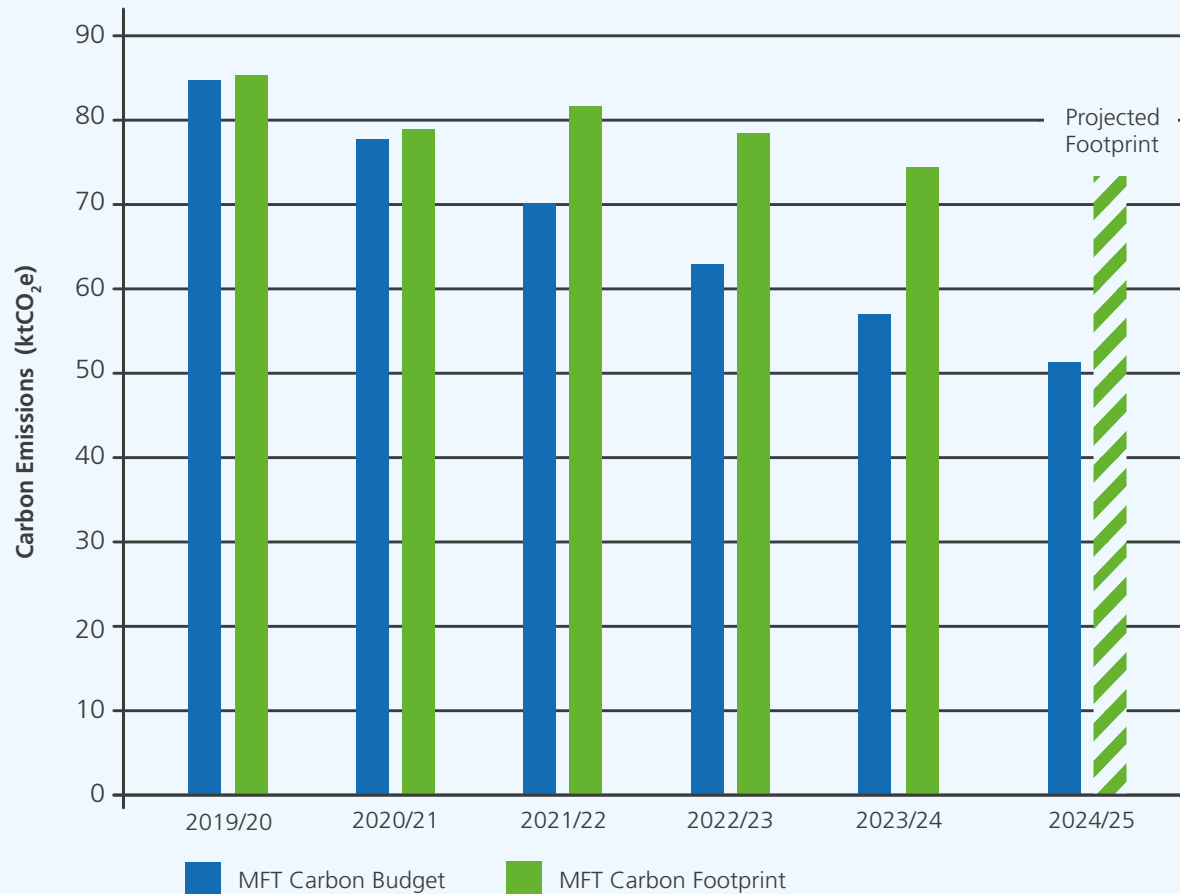
Next year we predict the MFT Carbon Footprint will reduce by approximately 1%. Reductions are due to come from the pure nitrous oxide manifold decommissioning at every hospital site, and LED lighting upgrades installed during 2023/24 which will reduce electricity demand. Although we have historically benefited from annual energy carbon reductions through the national grid, in 2024/25 the national electricity supply will remain at the same carbon intensity. This will mean efforts to reduce the demand side of energy will be even more important to cutting our carbon footprint.

By the end of 2024/25, we will have overshoot the interim carbon budget for 2019/20 to 2024/25 and eaten into the carbon budget for the next interim period.

Our carbon reductions are still not at the pace needed to meet our 2038 net zero carbon target, nor our 'fair share' of emissions encompassed in our total carbon budget. The context is not unique to MFT. Other organisations in the area, as well as the Greater Manchester region as a whole, are not currently meeting their carbon budgets. Achieving these science-based targets is mutually dependent on local decision-making and behaviour change, but is currently also limited by national infrastructure, innovation, and funding.

Further work is needed to understand how the current interim budget overshoot affects our longer-term carbon budget. As we approach the end of the period covered by our first Green Plan, we must consider learnings from achievements so far, and understand which actions can be accelerated to reduce our carbon emissions, as the current pipeline of known projects is not likely to result in us meeting our carbon budget.

Figure 4: MFT Carbon Footprint & Annual Carbon Budget



Conclusion

Sustainable actions are expanding across the trust. More staff than ever understand the link between their work and the climate crisis, and we have seen greater levels of engagement from staff proactively making changes. The progress, plans, and case studies in this report show just some of the excellent work underway at MFT, and momentum is building in every area of focus.

Many of the projects in this year's report were not initially started as sustainability projects. Instead, the sustainability co-benefits were discovered during delivery or after the project concluded, demonstrating that the sustainability agenda aligns perfectly with other priorities identified by MFT and the wider NHS. Improved patient experience and outcomes have consistently gone hand in hand with lower carbon activity, for example, the projects highlighted in the performance report pages of Sustainable Models of Care, Digital Transformation, Medicines, and Green Spaces and Biodiversity. In the context of financial pressures faced by the NHS, projects with the potential to reduce costs as well as carbon will continue to be particularly valuable, such as those presented in the Supply Chain and Procurement, and Estates and Facilities performance report pages.

Despite the expansion of the sustainability agenda, we are still struggling to act at the necessary scale and pace to keep us on track to meet our targets. This mirrors the experience of other NHS organisations, and the Greater Manchester region as a whole. We have major estate-based improvements underway in the near future at Trafford General Hospital and North Manchester General Hospital, but every estate and every part of service delivery must embed sustainable practice systematically if we are to meet our goals.

Outside of our trust, we are seeing increased momentum and support from many royal colleges and service-specific institutions formally announcing sustainability targets, and issuing guidance to members on how to pursue sustainability. Furthermore, The Care Quality Commission (the independent regulator of health and social care in England) have officially recognised environmental sustainability as part of their assessments, which will give us extra incentive and direction in embedding sustainability in everything we do.



Appendix A: Green Plan Target Progress at a Glance

If you would like further information about MFT’s sustainability programme, engage with your local sustainability lead, division director or contact the MFT Sustainability Team for support (TimeToAct@mft.nhs.uk)

Sustainable Models of Care – Overall Progress Rating: On Track

Headline Objectives	<ul style="list-style-type: none"> ■ Pilot the redesign of at least 3 care pathways to reduce carbon. ■ 2% of patients discharged to a PIFU pathway.
Supporting Objectives	<ul style="list-style-type: none"> ■ Establish at least 3 ‘green working groups’ for clinical services with a high environmental impact. ■ Provide resources and training on Sustainable Quality Improvement (SusQI), to empower clinical leads to review and redesign care pathways to reduce carbon (in collaboration with system and regional partners). ■ Continue to embrace the Getting It Right First Time (GIRFT) programme to avoid unnecessary procedures, admissions and bed days. ■ Measure and promote the specific carbon benefits of key, out-of-care hospital models such as Community Macular Treatment Centres. ■ Pilot innovative technologies that reduce the environmental impact of care and prevent ill-health.

Digital Transformation – Overall Progress Rating: Behind

Headline Objectives	<ul style="list-style-type: none"> ■ Deliver 25% of all first outpatient appointments and 60% of all follow up appointments virtually. ■ Embed circular economy considerations within the procurement and disposal of IT equipment, including the development of reporting metrics.
Supporting Objectives	<ul style="list-style-type: none"> ■ Work with key suppliers to embed circular economy considerations within procurement of IT and other digital infrastructure, including purchasing durable devices that can be repaired and upgraded, and embracing technology as a service rather than a product. ■ Collaborate with key partners to embrace digital innovations that have significant carbon benefits associated with them. ■ Identify and measure the sustainability benefits of ‘HIVE’ which digitalises and streamlines patient records into a single system.

Progress Key:

- Not Started
- Behind
- On Track
- Complete

Supply Chain & Procurement – Overall Progress Rating: On Track

Headline Objectives	<ul style="list-style-type: none"> ■ Apply a social value weighting of at least 10% to all new purchasing contracts and work collaboratively with partners and suppliers to drive down our carbon footprint plus.
Supporting Objectives	<ul style="list-style-type: none"> ■ Develop a Sustainable Procurement Policy to support the transition to net zero carbon and more sustainable procurement models. This will embed circular economy principles, with suppliers expected to consider and take responsibility for all stages of the product lifecycle. ■ Work collaboratively across the system to develop interventions for the top 10 most carbon intensive products and suppliers. ■ Implement a programme of carbon literacy for procurement staff, achieving at least 50% of staff trained by 2024/25. ■ Pilot new methods for reporting on supply chain carbon emissions to improve the accuracy of the MFT Carbon Footprint Plus. ■ Increase the proportion of recycled paper purchased from 64% to 95% by 2024/25.

Medicines – Overall Progress Rating: On Track

Headline Objectives	<ul style="list-style-type: none"> ■ Reduce the carbon footprint of medicines that have a high GWP at point of use (inhalers, medical gases, and volatile anaesthesia.)
Supporting Objectives	<ul style="list-style-type: none"> ■ Appoint sustainable anaesthesia leads for MFT hospitals with allocated PA time for this agenda and ensure a collaborative working group operates across the whole Trust. ■ Implement a programme to minimise wasted Nitrous Oxide and Entonox. ■ Develop and implement a Trust-wide hierarchy for sustainable anaesthesia, maintaining desflurane usage at less than 5% of volatile halogenated agents (only used when clinically essential). ■ Baseline carbon emissions from MFT prescribed inhalers and develop a programme of interventions to reduce the impact on our carbon footprint, including improving disposal of used inhalers. ■ Develop a campaign to further reduce over or unnecessary prescribing and wastage of medicines. ■ Require all anaesthetists to undertake mandatory training and regular CPD on the environmental impacts of anaesthesia.

Appendix A: Green Plan Target Progress at a Glance

Food & Nutrition – Overall Progress Rating: Behind

Headline Objectives	<ul style="list-style-type: none"> Reduce the carbon impact of food, minimise food waste and eliminate unnecessary single use plastics from catering.
Supporting Objectives	<ul style="list-style-type: none"> Undertake an in-depth food waste study across at least one MFT hospital, to identify and deliver priority interventions. Increase the number of low carbon, sustainable and healthy patient meal options on offer as part of the Better Hospital Food Programme, and require catering providers to report progress at least once annually. Work with ICS and PFI partners to take a more collaborative and robust approach to procurement of catering services with increased weighting on healthier, lower carbon and locally sourced supplies. Eliminate all unnecessary single use plastics from staff catering facilities and ensure this is a contractual requirement for any new outsourced provision.

Estates & Facilities – Overall Progress Rating: On Track

Headline Objectives	<ul style="list-style-type: none"> Reduce carbon emissions from the building estate by at least 30% by 2024/2025 and ensure major schemes are energy efficient and low or zero carbon. Implement innovative treatment technologies for waste and increase the recycling and reuse rate from 17% to 25%.
Supporting Objectives	<ul style="list-style-type: none"> Develop an Estates Decarbonisation Strategy, delivering ambitious energy and water reduction and efficiency schemes, destemming hospital sites and seeking funding opportunities. Develop a plan for innovative treatment and prevention of waste, including working with key suppliers and social enterprises to develop a circular economy approach Develop decarbonisation plans for all existing fossil-fuelled CHP schemes and not commit to any new schemes unless they have a decarbonisation plan that aligns with our carbon budget Ensure that major hospital redevelopments, refurbishments and life-cycled infrastructure is designed to be low and zero carbon in-use. Increase capacity of on-site renewable energy generation and only use certified renewable tariffs. Explore opportunities to work with partners to develop PPAs for off-site renewables.

Travel & Transport – Overall Progress Rating: On Track

Headline Objectives	<ul style="list-style-type: none"> Reduce the carbon emissions of travel and transport activities (business travel, fleet mileage, staff commuting and patient and visitor travel) by 25%. Achieve a “Good” rating for the Clean Air Hospital Framework.
Supporting Objectives	<ul style="list-style-type: none"> Deliver the MFT Healthy Travel Strategy and implement campus-specific travel plans. Reduce journeys through virtual outpatients’ visits and the provision of care closer to home. Review business travel and implement an action plan to reduce its environmental impact. Actively seek funding to improve active travel infrastructure, whilst continuing to incentivise take-up through hire schemes and on-site cycle maintenance. Fully electrify the in-house transport fleet, and only offer ultra-low and zero emitting vehicles through staff salary sacrifice schemes, providing supporting charging infrastructure subject to funding and electrical capacity constraints. Work with key suppliers and partners to consolidate orders and deliveries to sites. Ensure that up-to-date information on active and sustainable travel is widely available to staff, patients and visitors.

Climate Change Adaptation – Overall Progress Rating: Behind

Headline Objectives	<ul style="list-style-type: none"> Ensure our organisation is preparing to deal with the impacts of climate change by delivering and embedding the Climate Change Adaptation Plan (CCAP) and associated action plan.
Supporting Objectives	<ul style="list-style-type: none"> Deliver, maintain and report progress against the Climate Change Adaptation Plan (CCAP) and associated action plan. Maintain and review climate change risks on the corporate risk register. Work with city-wide partners to deliver shared priorities on climate change adaptation and help ensure system-wide resilience. Ensure that major new buildings and hospital campus redevelopments are planned and designed to be resilient to climate change impacts including hotter drier summers, and an increasing frequency of extreme weather events.

Progress Key:

-  Not Started
-  Behind
-  On Track
-  Complete

Appendix A: Green Plan Target Progress at a Glance



Green Spaces & Biodiversity – Overall Progress Rating: On Track █

Headline Objectives	<ul style="list-style-type: none"> Maximise the quality of on-site green spaces, identifying and delivering schemes that address one or more of the following priorities: improve local biodiversity, support staff wellbeing and/or patient recovery, combat climate change or provide opportunities for social prescribing.
Supporting Objectives	<ul style="list-style-type: none"> Develop a Greenspace and Biodiversity Plan, establishing associated metrics. Collaborate across estates, clinical teams and with local social enterprises to develop and seek funding for schemes. Build green measures into major hospital redevelopment programmes. Facilitate our staff beekeeping programme and assess the feasibility of expansion across other sites. Require service providers to undertake annual tree condition surveys to establish a programme of recommended works. Implement opportunities for wildflower planting, designated 'no-mow' zones to encourage wildlife, and expand hedgerow and tree cover.



Workforce, Networks & System Leadership – Overall Progress Rating: On Track █

Headline Objectives	<ul style="list-style-type: none"> Continue to educate and engage the workforce to understand the net zero ambition of the NHS. At least 50% of staff with major influence or responsibility for carbon intensive areas to undertake training and/or CPD.
Supporting Objectives	<ul style="list-style-type: none"> Include a net zero carbon clause in all job descriptions and set appraisal objectives for those in key positions of leadership and influence. Provide role-appropriate staff and student sustainability training. Work with partners at all levels to develop a tailored programme of learning. Appoint undergraduate and postgraduate sustainable education leads to embed sustainability within MFT clinical trainee development. Run focused campaigns and behavioural change programmes to increase awareness and action on specific sustainability themes. Develop and maintain a net zero communications plan with key deliverables. Widely promote our work through events, social media and case studies. Enhance the package of 'green' staff benefits.

Progress Key:

- Not Started
- Behind
- On Track
- Complete

Appendix B: KPI Dashboard

- Carbon:** Our Carbon Footprint has reduced again in 2023/24. A large rise in patient contacts (17% increase on 2022/23), particularly outpatient contacts, caused the normalised carbon footprint per patient contact to drop significantly compared to 2022/23 and the baseline year. Despite the rise in patient contacts, an increase in virtual appointments has limited the growth of the community footprint. Total spend has remained similar, so the supply chain footprint is still responsible for 76% of the Carbon Footprint Plus.
- Buildings & Utilities:** Gas and electricity consumption reduced slightly, likely supported by better energy infrastructure and solar panels installed in previous years. Better tracking and management of water use led to a small decrease in use. Due to the rise in patient contacts, the normalised footprint has significantly decreased. Data availability for refrigerant gas leaks have improved, but better tracking has caused an apparent increase.
- Medicines & Anaesthesia:** With zero desflurane use, the volatile anaesthetics footprint has nearly halved. Less nitrous oxide use due to manifold decommissioning has directly reduced the medical gases carbon footprint, however a rise in Entonox use has countered some savings. Inhalers footprint has reduced because of fewer prescriptions overall.
- Waste:** Total tonnage has risen by 1% since 2022/23, whereas patient contacts have risen significantly (17% increase in patient contacts, 10% rise in bed days), which shows a positive outcome through lower waste per patient contact. Reusable sharps bins were used more consistently leading to more healthcare reuse and recycling. Other waste stream weights have remained consistent with 2022/23. Changes since baseline reflect positive interventions and the new normal after COVID.
- Travel:** Business travel mileage has risen – air travel has returned to pre-COVID levels, but the biggest proportion road mileage. Both staff commuting and patient & visitor travel have increased with the increase in staff employed and patient contacts, respectively, but the increase in virtual appointments has limited the rise in patient & visitor distances.

Theme	KPI	Unit	2019/20*	2022/23	2023/24	Trend from Prev Year (23/24 vs 22/23)	Trend from Baseline (23/24 vs 19/20)
Carbon	MFT Carbon Footprint	tCO ₂ e	86,708	77,949	75,535	↓ -3%	↓ -13%
	Community Carbon Footprint	tCO ₂ e	25,790	26,152	26,566	↑ 2%	↑ 3%
	Supply Chain Carbon Footprint	tCO ₂ e	314,274	312,886	318,268	N/A**	N/A**
	MFT Carbon Footprint Plus	tCO ₂ e	426,772	416,987	420,369	N/A**	N/A**
	<i>Normalised MFT Carbon Footprint</i>	<i>Kg CO₂e / patient contact</i>	<i>32.02</i>	<i>31.04</i>	<i>25.63</i>	<i>↓ -17%</i>	<i>↓ -20%</i>
Building & Utilities	Natural Gas Consumption	kWh	180,188,024	200,812,337	199,268,670	↓ -1%	↑ 11%
	Electricity Consumption	kWh	95,032,414	74,048,073	72,422,022	↓ -2%	↓ -24%
	On-site Renewable Generation	kWh	99,799	371,153	551,530	↑ 49%	↑ 453%
	Water Consumption	m ³	800,124	763,464	739,702	↓ -3%	↓ -8%
	Refrigerant Gas Leaks	Kg	91.00	104.00	212.00	↑ 104%	↑ 133%
	<i>Normalised Energy & Water Carbon Footprint</i>	<i>Kg CO₂e / patient contact</i>	<i>25.30</i>	<i>25.20</i>	<i>21.56</i>	<i>↓ -14%</i>	<i>↓ -15%</i>
Medicines & Anaesthesia	Volatile Anaesthetic Gases Carbon Footprint	tCO ₂ e	1,674	527	316	↓ -40%	↓ -81%
	Medical Gases Carbon Footprint	tCO ₂ e	10,704	9,569	7,931	↓ -17%	↓ -26%
	Inhaler Carbon Footprint	tCO ₂ e	727	741	676	↓ -9%	↓ -7%
Waste	Total Waste Tonnage	Tonnes	7,932	8,486	8,594	↑ 1%	↑ 8%
	Healthcare Waste	Tonnes	3,613	3,802	3,936	↑ 4%	↑ 9%
	Healthcare Reuse & Recycling	Tonnes	57	67	97	↑ 45%	↑ 71%
	Non-Healthcare Waste	Tonnes	2,972	2,907	2,873	↓ -1%	↓ -3%
	Non-healthcare Reuse & Recycling	Tonnes	1,290	1,711	1,689	↓ -1%	↑ 31%
	<i>Normalised Total Waste</i>	<i>Kg waste / patient contact</i>	<i>2.93</i>	<i>3.38</i>	<i>2.92</i>	<i>↓ -14%</i>	<i>0%</i>
Travel	Total Fleet Mileage	km	697,041	1,211,697	417,235	↓ -66%	↓ -40%
	Total Business Travel Mileage	km	7,888,127	3,921,646	4,476,990	↑ 14%	↓ -43%
	Modelled Staff Commuting Mileage	km	146,295,961	159,938,822	166,764,396	↑ 4%	↑ 14%
	Modelled Patient & Visitor Travel Mileage	km	99,625,822	97,094,958	100,523,686	↑ 4%	↑ 1%

* Figures include North Manchester General Hospital. ** NHS England guidance recommends procurement carbon footprinting methodology is not suitable for year-on-year comparison, but instead demonstrates the magnitude of the Supply Chain Carbon Footprint compared to the MFT Carbon Footprint.

Appendix C: Task Force on Climate-Related Financial Disclosures (TCFD)

In line with all NHS bodies, TCFD disclosures will be included in MFT sustainability annual reporting in a phased approach from 2023/24, which will include disclosure requirements of the governance pillar.

The board has oversight of climate-related issues through several avenues. The senior leadership team at MFT endorsed the Green Plan ahead of its release in 2022. The Trust Chairman, Kathy Cowell, is the Board Net Zero Lead and maintains oversight on progress against the Green Plan in quarterly updates from the Group Sustainability Team. Ahead of the Annual Report and the standalone Sustainability Annual Report, the Board of Directors receive an annual paper reviewing the year-to-date carbon emissions and quantitative performance, qualitative performance in line with national Greener NHS mandatory reporting, and highlights from the current programme. Recommendations to the board in 2023/24 have included endorsing the inclusion of sustainability considerations in local priorities and hospital-level strategies, and ensuring sustainability messaging is strengthened within leadership communications to support the agenda. Group Chief Executive, Mark Cubbon, meets with the Sustainability Team quarterly to review progress against the Green Plan and provide support to embed the agenda across the Trust.

The Sustainability Policy assists all staff to understand the relevance and importance of sustainability and net zero carbon for the Trust, and their responsibility to address the ten areas of focus in their area of work. Management staff have specific roles and responsibilities outlined in the policy:

- The Climate Emergency Response Board (CERB), established in 2022, has hospital and group-level senior representation to provide leadership for strategically significant sustainability initiatives. The CERB meet quarterly to review the trust-level quarterly carbon footprint and update on strategic projects.
- Hospital Chief Executives and Directorate Managers are responsible to the CERB for ensuring the effective implementation of major sustainability initiatives and adherence to the Sustainability Policy in their hospital area.
- Ward Managers and Heads of Department are responsible for ensuring policy implementation and compliance at a local ward level (or equivalent).
- The Sustainability Steering Group (SSG) is a multidisciplinary group of Trust subject matter experts, who meet quarterly to evaluate and monitor operational progress against the Green Plan targets.
- Service-level Sustainability Leads have local strategic and operational oversight of specific sustainability opportunities relating to a particular function, department, or service unit of the Trust.



Find Out More

If you have any questions, or would like to find out more about the work that we are doing please contact us via email: TimeToAct@mft.nhs.uk

View the full MFT [Green Plan](#)

Staff can find practical sustainability advice from MFT on the [intranet](#)

Receive regular updates via the monthly MFT [sustainability newsletter](#)

Watch our webinar service at the [Sustainable MFT Vimeo playlist](#)

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This document was produced by the Energy & Sustainability Team at Manchester University NHS Foundation Trust:

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