

Green Plan 2 Net Zero

*MFT Green Plan
2025–2030*



Contents

3	Foreword	27	Governance
4	About Us	28	Monitoring Our Progress
5	Where Excellence Meets Compassion	29	Communications
7	Why do we have a Green Plan?	30	Resourcing the Green Plan
8	Climate Crisis in Greater Manchester	31	Risk Management
10	Delivering a Net Zero NHS	33	Conclusion
11	What is Sustainability?	35	Appendix 1: Action Plan
12	What does Sustainable Healthcare look like?	47	Appendix 2: Carbon Budget
13	Progress to Date	48	Appendix 3: Carbon Footprint – Further Details
14	Our Vision	51	Appendix 4: Taskforce on Climate-Related Financial Disclosures (TCFD)
15	Areas of Focus	53	Contact Us
16	Net Zero Clinical Transformation		
17	Digital Transformation, Research & Innovation		
18	Supply Chain & Procurement		
19	Medicines		
20	Food & Nutrition		
21	Estates & Facilities		
22	Travel & Transport		
23	Climate Change Adaptation		
24	Green Space & Biodiversity		
26	Workforce, Networks & System Leadership		



Foreword



Kathy Cowell OBE DL
Chairman

MFT has an excellent track record delivering sustainability activity and carbon reductions. We were one of the first NHS Trusts to declare a climate emergency in 2019 and we have continually exceeded expectations by going far beyond the requirements of mandatory compliance. Over the course of the first Green Plan (2022-25), MFT delivered a range of interventions that have reduced our carbon emissions and have provided a template for other NHS organisations to replicate our best practice.

Green Plan 2 Net Zero seeks to build on these strong foundations and accelerate progress. It is a comprehensive strategy for the period 2025 to 2030 that covers all activities across the organisation.



Mark Cubbon
Chief Executive

The impacts of climate change are already being experienced in Greater Manchester. In recent years, we have witnessed heatwaves with higher temperatures and longer durations than previously recorded in our region. Extreme weather events are a serious risk to people's health, particularly those who are vulnerable or have underlying health conditions. This leads to our hospitals experiencing increased admissions and disruption to day-to-day operations.

As a healthcare provider, MFT is morally obliged and legally obligated to ensure that our contribution to climate change is reduced as far as possible. **Green Plan 2 Net Zero** builds on our progress to date and seeks to embed climate change considerations across all areas of the Trust. Working together, we will continue our focus on reducing emissions, delivering sustainable healthcare, and preparing the organisation for the impacts of climate change.



Andy Burnham
Mayor of Greater Manchester

Greater Manchester has set ambitious climate action targets, and it is crucial to maintain momentum as we progress through our Environment Plan. We need a clear and energetic approach to tackle carbon emissions and reverse the decline of our natural environment across the city-region.

I am delighted with MFT's progress so far. It is inspiring to see the Trust leading the way in delivering sustainable healthcare. MFT is a testament that everyone has a role in making Greater Manchester greener for all. There are clear connections between a healthy population and a thriving natural environment, and I look forward to seeing how the commitments in this plan will benefit the communities and places of Greater Manchester.

About Us

Manchester University NHS Foundation Trust (MFT) was created in 2017 to ensure that everyone who needs our services receives the same high standard of equitable care regardless of where they are treated. Whilst our organisation is still relatively young, our hospitals and staff have been working to improve the health of people in Greater Manchester and beyond since 1752.

Today, MFT is made up of ten hospitals and two Local Care Organisations. Together, they provide a wide range of hospital and community healthcare to those seeking the care of the Trust.

Whilst we provide services to people from all over England, many people using our services come from Greater Manchester, particularly Manchester and Trafford. Greater Manchester is a vibrant and diverse place. Over the years it has led the world in social, cultural, technological and industrial revolutions. Today, it has a thriving local economy and has been one of the country's fastest growing city regions in recent years. However, it is also a place of significant inequality, with some of the most deprived areas in the country and health outcomes that are worse than the England average.

MFT has a strong reputation as a leading Trust for research in the North West of England, recruiting more people to research studies than any other healthcare provider in the region, and with the second highest number of participants recruited nationally. This allows us to give the people who access our services and our communities access to the very latest treatments and innovations.

The Trust employs over 28,000 people, and there are another 8,000 people who work or train at MFT but are employed by other organisations. This ensures we can provide a range of services, including:

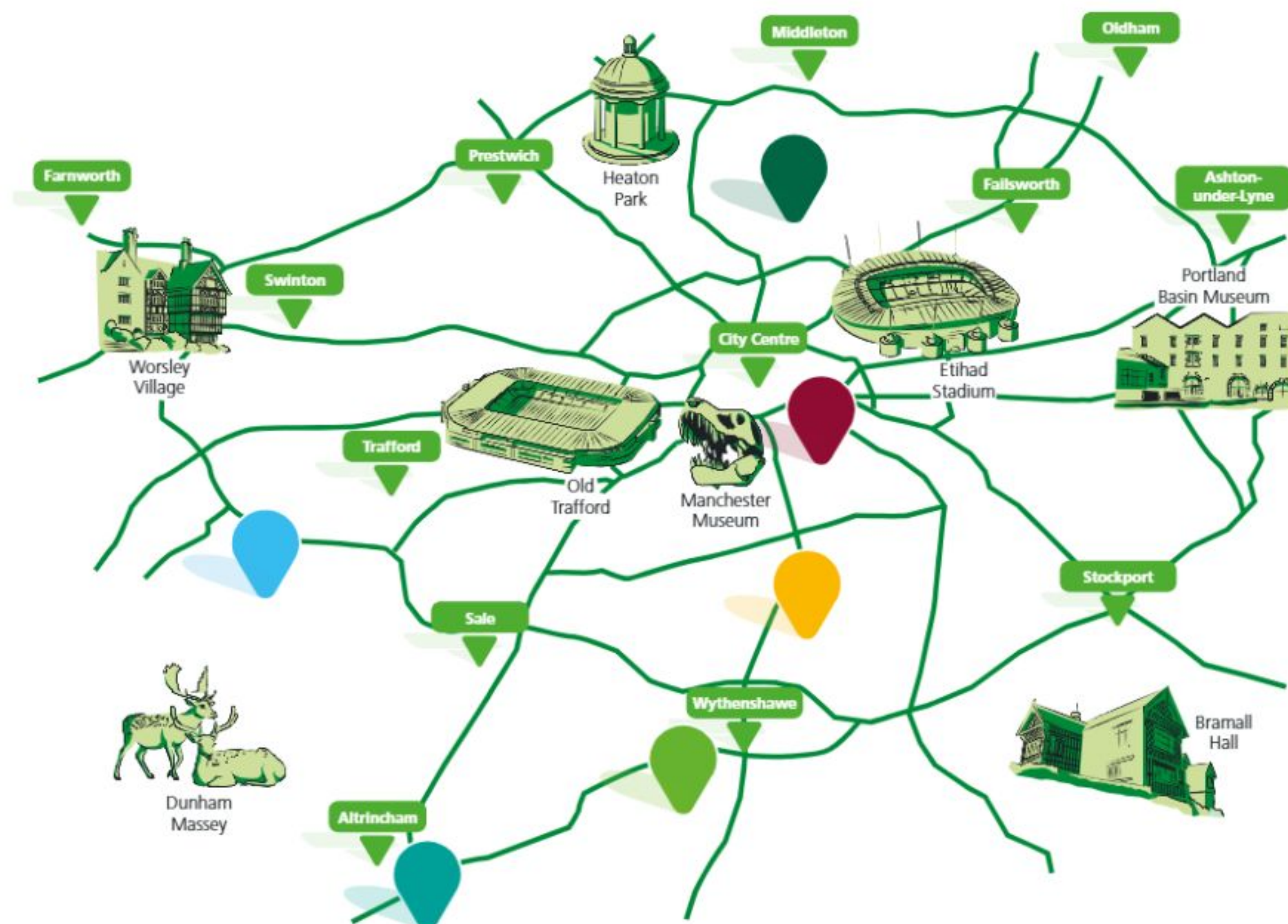
- 1,400 ED attendances per day
- 150,000 planned operations each year
- 530,000 tests and investigations each year
- 17,500 babies born in MFT hospitals each year

 **Manchester Local Care Organisation**

 **Trafford Local Care Organisation**

Local Care Organisation

NHS community healthcare services are provided by our Local Care Organisations.



Clinical & Scientific Services



Provide a broad range of services across all MFT sites and in the local community.

Oxford Road Site

Manchester Royal Infirmary
Manchester Royal Eye Hospital
Saint Mary's Hospital
Royal Manchester Children's Hospital
University Dental Hospital Manchester



North Manchester General Hospital



Withington Community Hospital



Trafford General Hospital



Altrincham Hospital



Wythenshawe Hospital



Where Excellence Meets Compassion

Green Plan 2 Net Zero is a key pillar for the successful delivery of the *MFT Strategy 2024-29: Where Excellence Meets Compassion*.

Two of the MFT Strategy aims are closely aligned to the successful delivery of the Green Plan:

Work with partners to help people live longer, healthier lives



By reducing emissions and pollutants caused directly and indirectly by Trust activity, Greater Manchester will become a cleaner and healthier place to live and thrive. For example, any improvements in air quality and physical activity linked to increased use of sustainable travel will help to improve population health outcomes.

Ensure value for our patients and communities by making best use of our resources



Sustainability activities should deliver a triple benefit through the efficient use and treatment of resources: environmental sustainability, financial savings, and better patient outcomes due to reduced health inequalities.

Sustainability gains will be realised as the quality of our healthcare improves by taking steps such as removing unwarranted variation or reducing waste in clinical practice. These steps will ensure value for patients whilst reducing the environmental impact of services.

The links with the MFT Strategy are fundamental to the values of the Trust. For example, the Strategy highlights that because “we are compassionate” this means that MFT will reduce our impact on the environment. The Strategy includes the commitment to embed the MFT Green Plan amongst our workforce.

Being a leader in environmental sustainability in the healthcare sector also ensure that MFT has a competitive advantage:

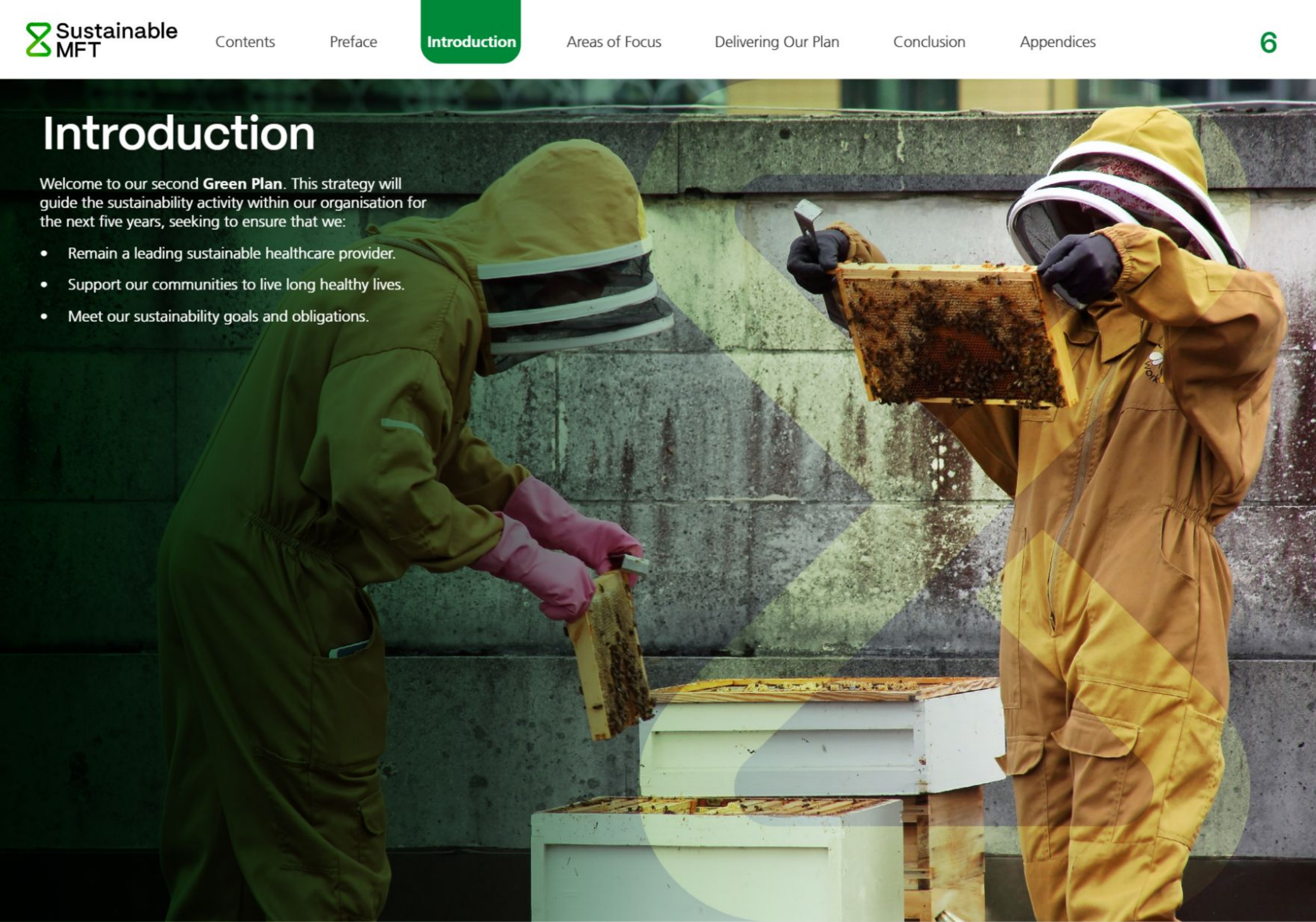
- We are an attractive place to work for forward thinking professionals entering the workplace.
- Our values match those of many people looking for jobs within healthcare.
- Our services and buildings will be ready for (and resilient to) the impacts of climate change.
- We will be using resources efficiently providing healthcare with a high level of value for money.
- Our research and innovation activities will ensure we are at the cutting edge of healthcare delivery.



Introduction

Welcome to our second **Green Plan**. This strategy will guide the sustainability activity within our organisation for the next five years, seeking to ensure that we:

- Remain a leading sustainable healthcare provider.
- Support our communities to live long healthy lives.
- Meet our sustainability goals and obligations.



Why do we have a Green Plan?

The climate emergency is a health emergency.

The MFT Board declared a climate emergency in 2019, acknowledging the need for immediate action on climate change. This declaration identified the importance of accelerating efforts to address climate change and implementing sustainable healthcare models.

Green Plan 2 Net Zero represents the next phase of the Trust's approach to addressing climate change by reducing emissions and adapting to changing environmental conditions. It builds on initiatives from the first Green Plan (2022-2025) by integrating climate change considerations into all aspects of the Trust's operations. MFT workplaces and services must prepare for the impacts of climate change across Greater Manchester and beyond. The objectives include:

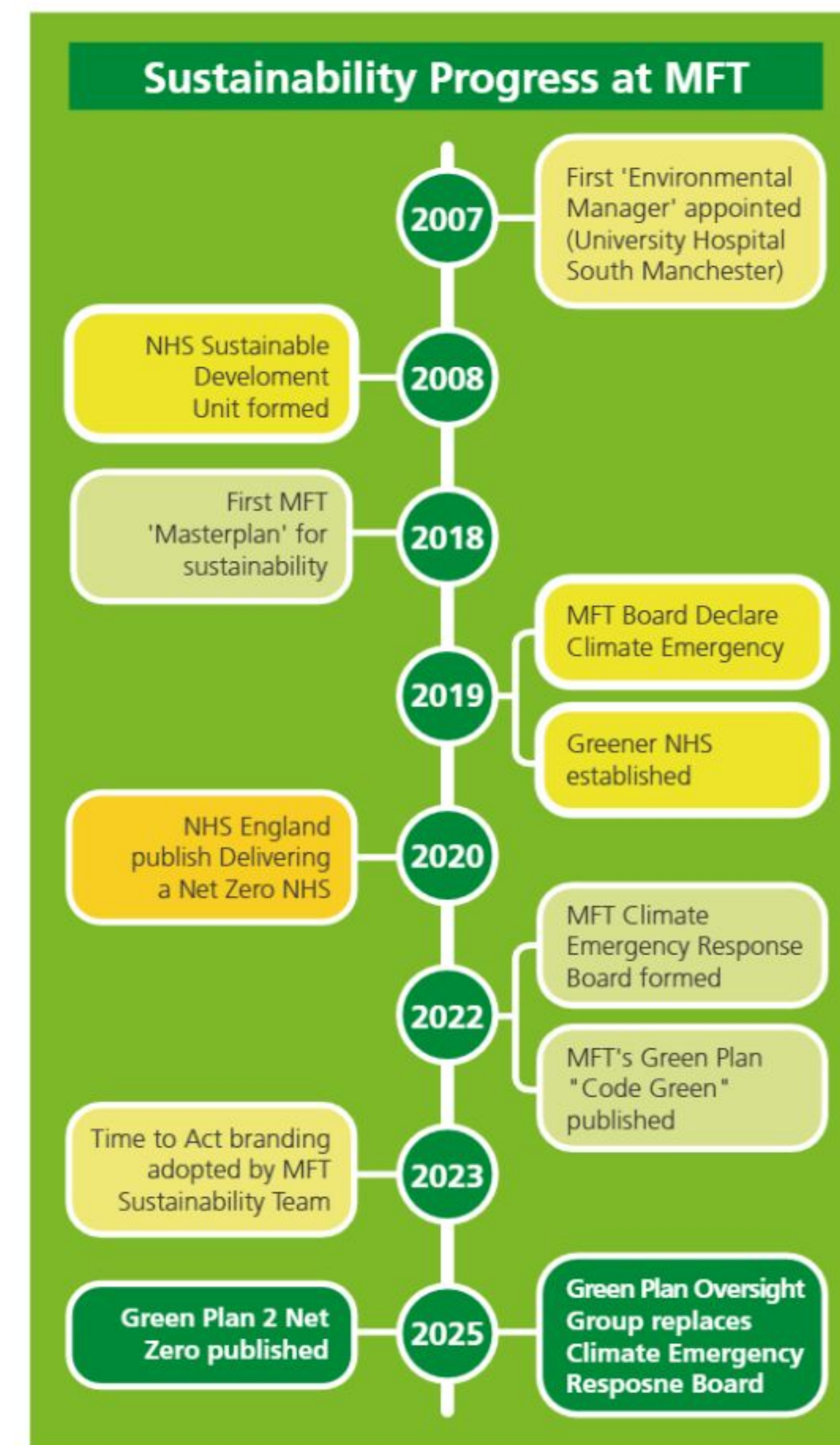
- Ensuring services and workforce are prepared to address the impact of climate change on care pathways and communities.
- Developing an understanding of how to adapt the estate to the effects of climate change.
- Collaborating with partners and external organisations to deliver activities that offer significant health benefits.
- Improving insight into emission sources, particularly in areas like the supply chain.

Healthcare provision requires energy and resources and generates waste. MFT aims to continue providing world-class healthcare while acting responsibly by ensuring that services and activities are delivered efficiently and effectively.

The [Health and Care Act \(2022\)](#) The Health and Care Act (2022) legislated that the whole NHS system must reach net zero to support the wider net zero aims of the UK Government. Through the [NHS Standard Contract](#) (section 18.2), NHS England demands that every Trust has a board approved Green Plan, and that progress should be reported annually. Compliance to this requirement is monitored by the NHS Greater Manchester Integrated Care Board. Environmental sustainability is also assessed as one part of the Care Quality Commission [Well-led Framework](#).

Green Plan 2 Net Zero also ensures that we are aligned with our neighbouring anchor institutions by committing to the net zero ambitions of Greater Manchester Combined Authority (GMCA). This requires MFT to achieve net zero for direct emissions by 2038.

Delivering sustainability initiatives also meets public expectations, and has staff support. Policies that deliver health and climate benefits receive high levels of public support, and **87%** of NHS staff support the [NHS's net zero ambitions](#).



Climate Crisis in Greater Manchester

The impacts of the climate crisis are already being felt across Greater Manchester (GM). For example, in July 2022 we experienced the hottest day on record in Manchester, and this directly affected the delivery of services. Impacts on healthcare included:

- [Increased admissions](#)
- Cancellation of some elective surgeries
- Public transport struggled to function meaning trips to work and appointments were more difficult
- Staff were less well rested due to high nighttime temperatures
- Ambulance services were stretched.

Since then, further impacts have been seen in GM, including more intense storm systems causing higher wind speeds and increased rainfall. Across the UK some weather events that were considered once in a 100-year events are now happening more often, thanks to increased [global heating](#).

Green Plan 2 Net Zero is also our response to the [GMCA Five Year Plan for the Environment](#) and maintains our shared ambition to achieve net zero for direct emissions by 2038.

The GMCA Plan seeks to influence six key areas of everyday life in the region, which are covered within the MFT Green Plan Areas of Focus:

- Energy supply
- Travel and transport
- Built environment
- Production and consumption of resources
- The natural environment
- Resilience and adaptation to climate change.



Climate Crisis in Greater Manchester

How the climate is projected to change in Greater Manchester*



Temperature

By 2050s

Average projected annual temperature increase between **1.2°C and 2.4°C** increase



Average projected max summer temp **1.6°C and 2.4°C** increase



Average projected min winter temp **1.1°C and 1.6°C** increase

By 2080s

Average projected annual temperature increase between **2.4°C and 3.5°C** increase



Average projected max summer temp **3.5°C and 4.9°C** increase



Average projected min winter temp **2.0°C and 2.9°C** increase



Heatwaves

By 2050s

Average events to **double or triple** per year



x2

x3

By 2080s

Average events to **quadruple** per year



x4



Rainfall

By 2050s



Average projected summer rainfall **10-16% decrease**



Average projected autumn rainfall **8-10% increase**



Average projected winter rainfall **4-9% increase**

By 2080s



Average projected summer rainfall **22-30% decrease**



Average projected autumn rainfall **11-16% increase**



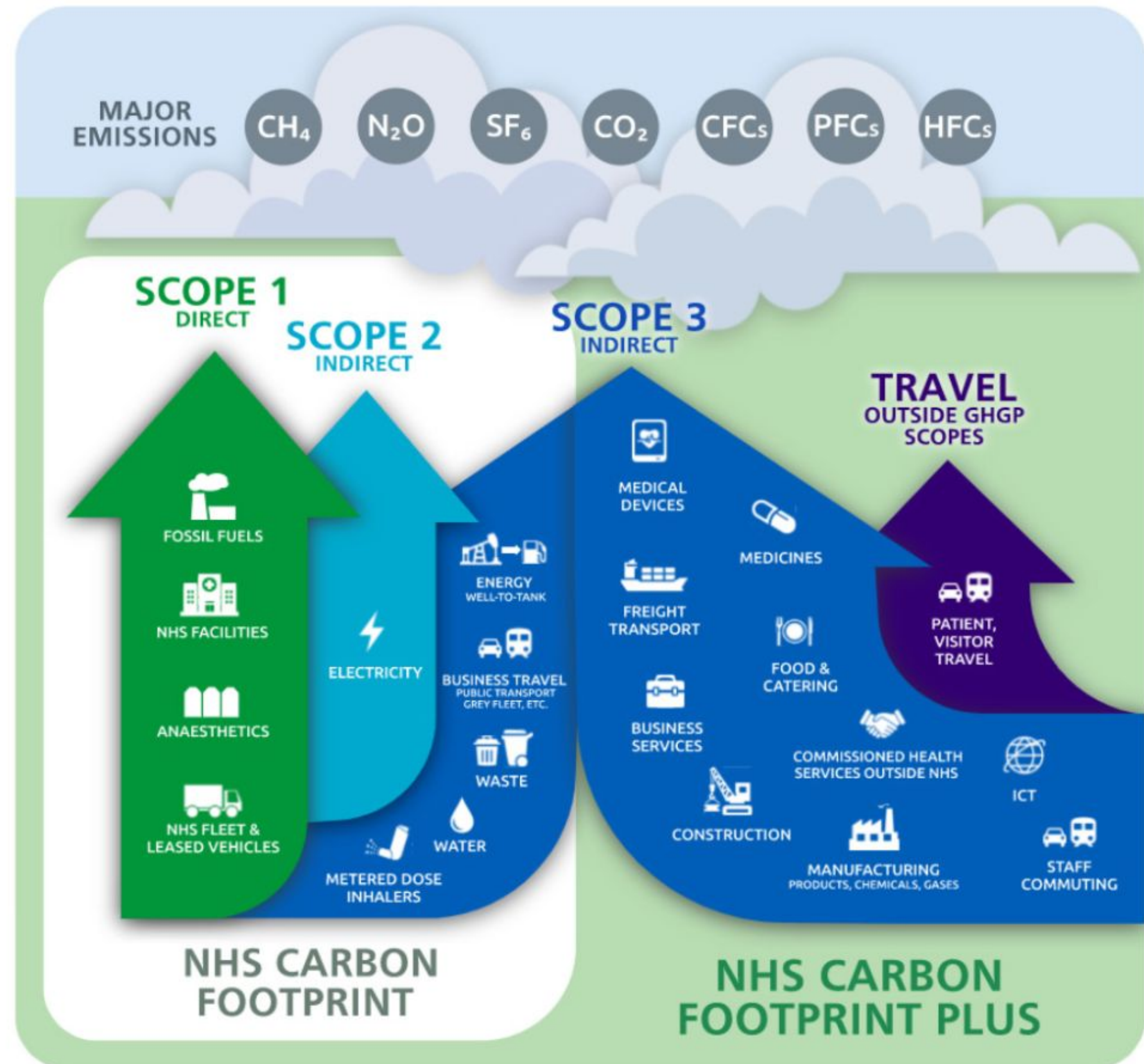
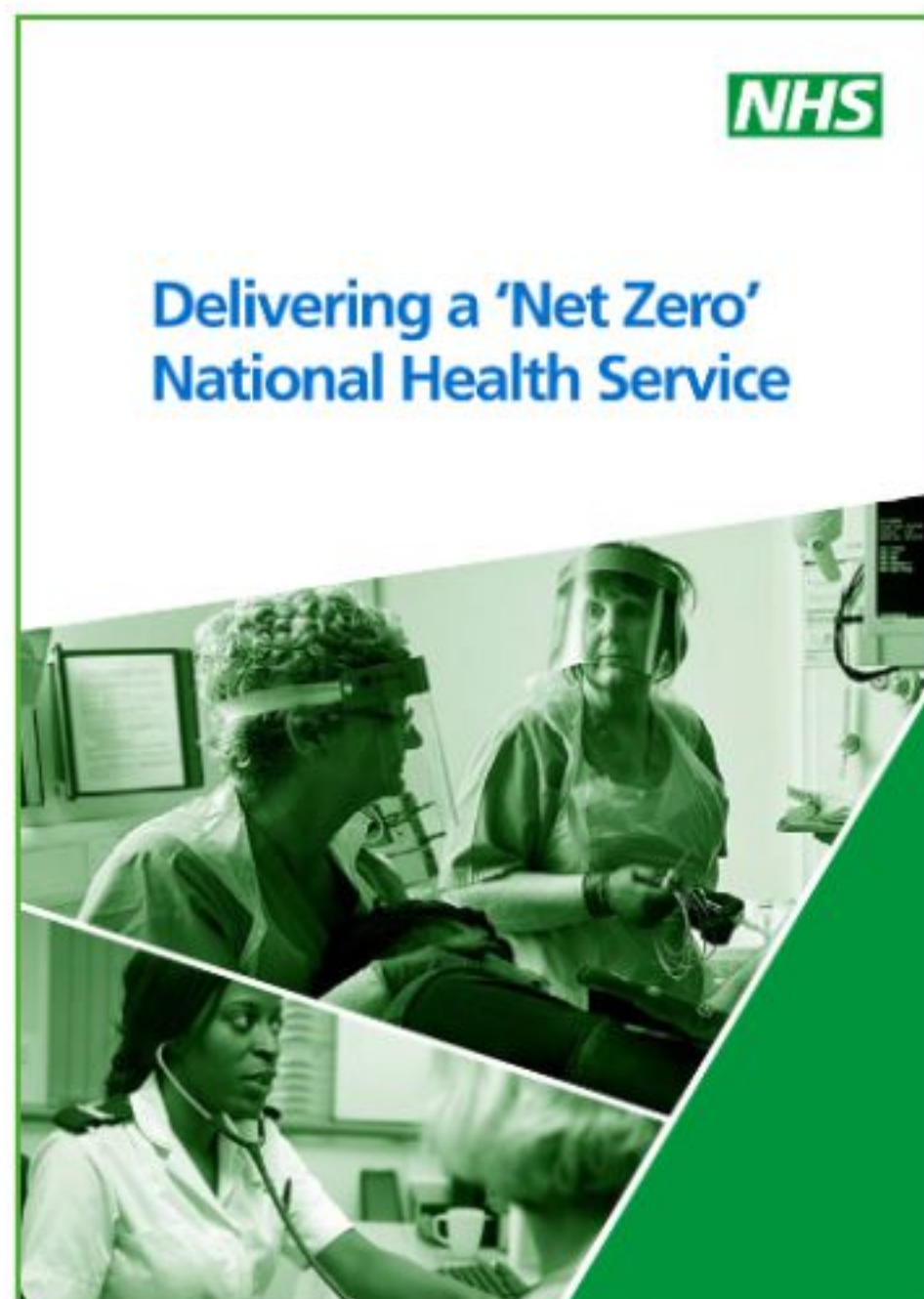
Average projected winter rainfall **10-18% increase**

Delivering a Net Zero NHS

[Delivering a Net Zero NHS](#) is the key statutory policy document from NHS England. This directs a system wide approach to addressing emissions within direct and indirect control of the NHS. This forms part of the Health and Care Act 2022 and demands that MFT plays our part in contributing to reducing the impact of climate change. Partway through the lifespan of *Green Plan 2 Net Zero*, NHS England will begin to identify if their first interim ambition has been met:

- Reducing NHS Carbon Footprint by **80%** on 1990 levels by 2028 to 2032

[Delivering a Net Zero NHS](#) also provides the definitions that MFT follow in relation to "NHS Carbon Footprint" and "NHS Carbon Footprint Plus".



What is Sustainability?

Sustainability is the practice of meeting current societal needs and economic demands while preserving and enhancing the environment and resources for future generations. There are three fundamental aspects of sustainability:



Social

Reduce negative impacts of climate change and ensure that basic necessities are attainable to all people to create and sustain healthy, liveable and thriving communities.



Environmental

Maintain a healthy natural environment by using resources at a rate where they can be replenished and reducing environmental damage through human activities, and recognising the need to restore nature.



Economic

Sustain and safeguard limited human and natural resources through financial systems and structures, to ensure the long-term viability of the economy, our communities and the environment.

By integrating social and environmental considerations into decision-making processes, MFT can work towards a more sustainable and balanced approach that benefits not only our financial position, but also society and the planet.

This is referred to as the "Triple Bottom Line" of sustainability.



What does Sustainable Healthcare look like?

We know that the carbon impact of healthcare increases when care needs are more complex, care is delivered inefficiently or the treatment required is resource intensive. [Care Without Carbon](#) define sustainable healthcare as:

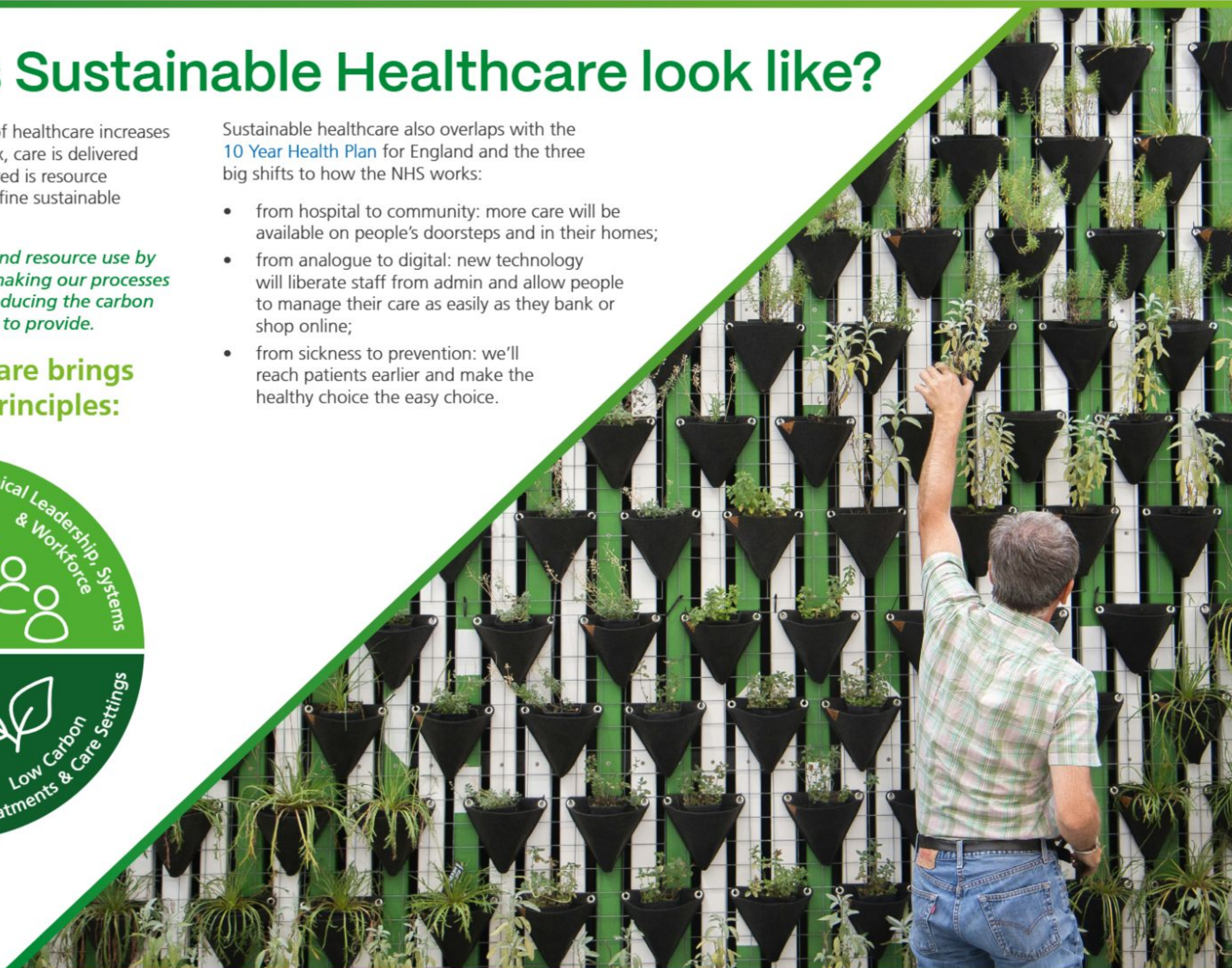
Optimising our level of activity and resource use by helping people to stay well, by making our processes as efficient as possible; and by reducing the carbon intensity of the care we do need to provide.

Sustainable healthcare brings together four key principles:



Sustainable healthcare also overlaps with the [10 Year Health Plan](#) for England and the three big shifts to how the NHS works:

- from hospital to community: more care will be available on people's doorsteps and in their homes;
- from analogue to digital: new technology will liberate staff from admin and allow people to manage their care as easily as they bank or shop online;
- from sickness to prevention: we'll reach patients earlier and make the healthy choice the easy choice.



Progress to Date

Since our baseline year 2019/20:



MFT Carbon Footprint has reduced 15%, saving over

13,000 tCO₂e per year



6x

more renewable energy generated from onsite solar panels



More than

970 tonnes

of clinical waste per year re-directed into lower cost and carbon tiger waste stream



Over £35 million

grant funding secured for energy decarbonisation



Greening Anaesthesia has saved

5,700 tCO₂e per year



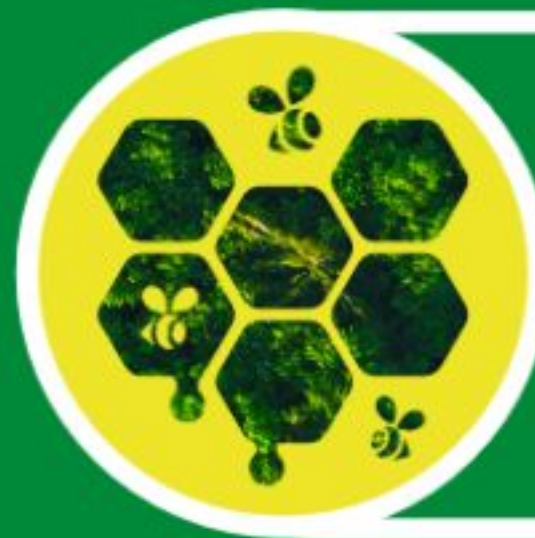
18 million

sheets of paper saved by going digital in the first two years of HIVE



147

volunteers for the Sustainability Advocate staff role



115kg

honey produced by our MFT Bees



7 million

single used gloves saved in the first year of the "Gloves Off" campaign



Over 7,400

walking aids returned by patients via our Walking Aid Reuse scheme

Our Vision

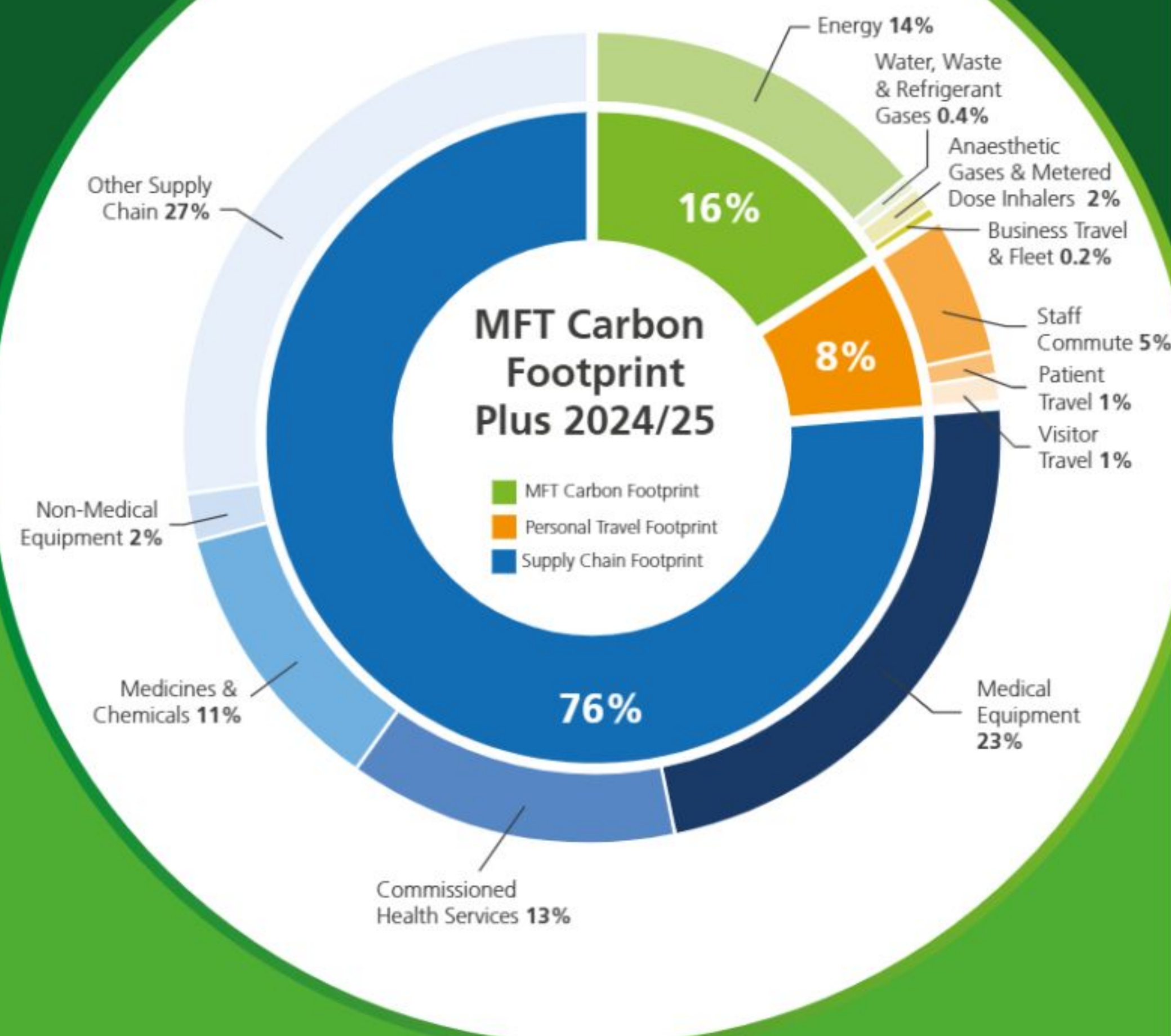
Our first overarching ambition is to achieve a net zero MFT Carbon Footprint by 2038.

As an anchor institution within the Greater Manchester city region, we have committed to adopting the science-based approach of our Combined Authority, which is even more ambitious than the national NHS target.

This places importance on total carbon emitted, not just the date at which we reach net-zero carbon, to more responsibly limit our overall contribution to climate change. This approach uses an organisational **carbon budget** to manage this over time.

Our second overarching ambition is to achieve a net zero MFT Carbon Footprint Plus by 2045.

This is an NHS-led target based on using our influence to address the significant carbon impact of the goods and services being bought, as well as from patient, visitor and staff travel. The longer time span of this ambition represents the scale of the challenge ahead, and MFT will work collaboratively across the healthcare system to achieve this with our suppliers and other stakeholders.



We follow a UN description of net zero: "Cutting carbon emissions to a small amount of residual emissions that can be absorbed and durably stored by nature and other carbon dioxide removal measures, leaving zero in the atmosphere".

Areas of Focus

In line with NHS England guidance, MFT has identified ten key areas for decarbonisation of the healthcare system, which are consistent with our first Green Plan.

For each area of focus, we list the headline objectives for sustainable action over the 5-year period of *Green Plan 2 Net Zero*. For a detailed overview of headline objectives, supporting project, and associated measures, see **Appendix 2**.

Green Plan 2 Net Zero identifies initial action steps, which could be refined and developed during the lifetime of the Green Plan.

These actions have come from objective setting workshops with key stakeholders, learning from the previous Green Plan, national guidance, and the influence of the MFT Strategy.



Net Zero Clinical Transformation



Why it matters




How MFT delivers care has a huge influence on our carbon emissions, particularly in relation to the products and services we purchase, responsible for large elements of our Carbon Footprint Plus.

Designing care pathways so that they use fewer resources, use staff time effectively, and lead to a healthier population are key. However, these design reviews should happen across existing services, not just at moments of fundamental service change or the implementation of new pathways. MFT already uses some important frameworks to review the effectiveness and efficiency of our services including Getting it Right First Time (GIRFT), Quality Improvement programmes, and benchmarking against other trusts through Model Hospital. We already use innovative models of care such as Hospital@Home (H@H) and Patient Initiated Follow Up (PIFU), as well as providing care in the right place, at the right time.

These approaches will improve the effectiveness of the care we deliver, ensuring that waiting times reduce, unnecessary appointments are avoided, and ultimately result in better patient outcomes. Although the carbon impact will not always be measurable for individual improvements, they will collectively help lower the carbon footprint per patient contact.

We also need to play a role in the successful delivery of regional and city-wide interventions that aim to reduce poor health outcomes and improve the delivery of care. This can include schemes like the [Eco Flex 4 Fund](#) which provides targeted funding for more energy efficient homes and improved air quality, whilst reducing living costs and energy consumption.

What has happened so far?

-  2.5% of patients moved to PIFU from 2022-25
-  H@H allows treatment at home
-  Zero cancellations in outpatients 'lumps and bumps' surgery list

What will we be doing?

Headline objectives:



Embed sustainability into clinical pathway design.

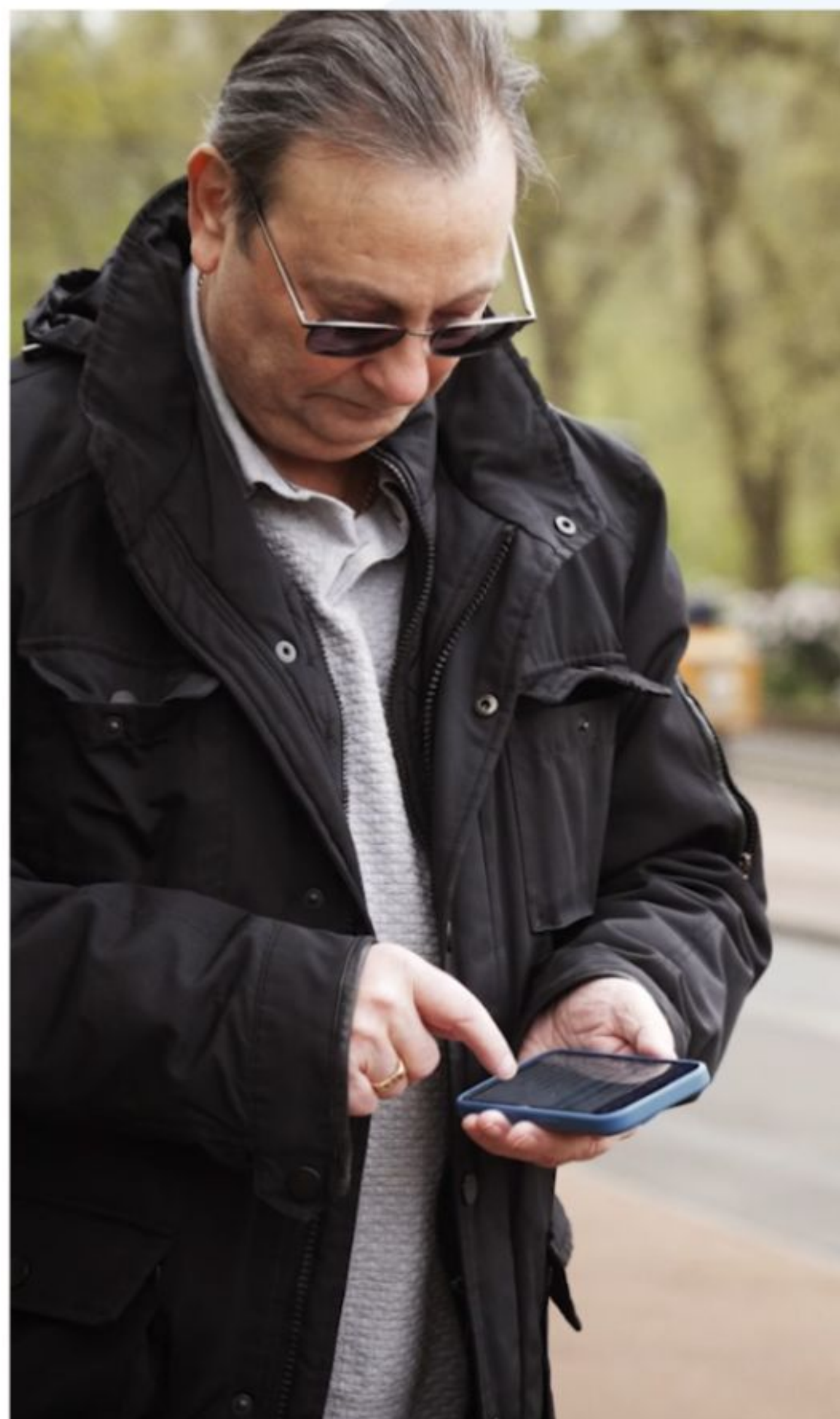


Build capacity to reduce the carbon intensity of pathways.



Move towards digitally enabled pathways where clinically appropriate.

Digital Transformation, Research & Innovation



Why it matters


Technology and digital tools are used to support modern clinical pathways, aid decision making, improve outcomes, and lead research. However, we must be aware of the implications of the raw material and power requirements of producing and running digital services and the consumables.

MFT launched HIVE in 2022, a class-leading electronic patient record system, and its associated patient-facing app called 'MyMFT'. This system brought in some sustainability benefits and also posed some unexpected challenges including unnecessary or repeat ordering of tests and prescriptions.

HIVE provides a case study for how the fields of Digital and Research & Innovation can deliver sustainability improvements but also cause new carbon emissions. Clinical innovation can take time to be developed, and it is therefore important that these improvements are sustainable and fit for the future. Our Research & Innovation team can also embed sustainability in new products by influencing partners in global healthcare delivery.

Across our Digital and Research & Innovation we should seek to ensure that all progress is conscious of the environmental impact, and also be fully inclusive for our communities by ensuring services work with patients in the most appropriate means, avoiding digital exclusion.

What has happened so far?

-  HIVE Patient Record system launched in September 2022
-  Better control for patients using appointment self-scheduling on MyMFT

What will we be doing?

Headline objectives:



Embed sustainability into strategy, processes and purchasing within Digital and Research & Innovation.



Identify, maximise and measure benefits enabled by HIVE & MyMFT which deliver sustainability co-benefits.



Use improved data and analysis to optimise sustainability reporting.

Supply Chain & Procurement



Why it matters






MFT uses a large network of suppliers to produce and manage the goods and services we use to deliver our essential healthcare services. We therefore have a huge potential to ensure that in all cases the negative environmental impact of these products and services are minimised so that we can begin to address the scale of our Carbon Footprint Plus, but we do not have direct control over these emissions.

It will be vital to work with suppliers and purchasing organisations to ensure that the leverage of the Trust is combined with system-wide momentum to obtain products that are made in the most sustainable way possible. As many products as possible should have circular economy principles embedded. Alongside this, the careful and efficient management of the products we use is the most effective way of cutting waste, with the co-benefit of saving money.

In this area of focus, we are supported from a national perspective by the work of NHS Supply Chain and directives from NHS England that have already begun to embed low carbon principles into procurements through the [Net Zero Supplier Roadmap](#).

As an anchor institution in Greater Manchester, we also want to ensure that our procurement brings benefits to the local communities that we serve. Therefore, locality and production miles need to be considered within our assessment of what good procurement looks like.

What has happened so far?

-  A minimum of 10% social value weighting on all tenders since April 2022
-  Online sustainability assessment for suppliers using Evergreen
-  NHSE Supplier Net Zero Roadmap
-  18% of walking aids returned for re-use
-  Materials Management covered over 100 wards and departments

What will we be doing?

Headline objectives:



Maximise the sustainability outcomes from existing policies, procedures and frameworks within procurement.



Expand responsible use of resources in the procurement & use of products, including reducing the reliance on single use products.

Medicines



sustainability
tation scheme



Why it matters

Medicinal products such as pharmaceutical drugs can have a high carbon footprint. Usually, this is contained within the manufacture and transportation of the medicine and is represented within our Carbon Footprint Plus. However, some medicines also have an impact at the point of use, for example metered dose inhalers and mixed nitrous oxide and oxygen (also known as 'gas and air'), and these products are included within our Carbon Footprint.

Maximising patient outcomes while reducing the incidence of unnecessary prescribing and medicines waste is vitally important to reducing the impact of these products.. Actions associated with this include reductions in over and duplicate prescribing, better medication adherence, reduction in medicines wastage, and increasing the number of patients who bring their own drugs into hospital. Opportunities should be sought to improve patient experience, while acting in an environmentally conscious way, such as measures to promote antimicrobial stewardship and address antimicrobial resistance..

Interventions such as social- and community-based prescribing should become more embedded within clinical practice at MFT and supported system-wide. This will start to address poor health outcomes from a more holistic and patient-centred perspective.

Overall medicinal impact needs to be addressed across the system, so we will need to ensure that we work with GM ICS and national bodies to create effective decision making that has sustainability at the core.

What has happened so far?

-  7% of Carbon Footprint saved through Greening Anaesthesia
-  Using digital innovations for patient inhaler technique improvements
-  Improved diagnosis & reduced medicines waste in airways services pathway
-  Launch of "Your Medicines Matter" across GM

What will we be doing?

Headline objectives:



Research & act on sustainable solutions to lower the carbon footprint of medicines with complex use cases and high carbon emissions at the point-of-use.



Reduce the wastage associated with medicines.

Food & Nutrition



Why it matters




The food we provide to our patients is one of the fundamental elements of their experience in hospital. Not only will the food served influence how they feel about the care they receive, but it can also significantly support their recovery and ongoing health and wellbeing.

The way that ingredients and food are supplied to the Trust are part of a complicated logistics network, so we need to be proactive about ensuring that we procure items that are highly nutritious and appetising but are also low carbon wherever possible.

The British Dietetic Association (BDA) promotes locally sourced and low-carbon food choices as part of [sustainable diets](#). This includes focusing on seasonal produce, reducing food miles by choosing locally grown items, and minimising the consumption of food with high carbon footprints like processed foods and meat.

Food production and mealtimes are also a significant area of visible waste creation within the hospital. Not only is this a waste of financial resources, but there are costs associated with compliant food waste disposal. Effective disposal of food waste is now legally mandated. It is in our interests to develop food services that generate the least amount of waste possible as this will be a fantastic indicator that our patients are being supplied with nutritious, desirable and culturally appropriate meals, which ensures that we are not wasteful with our finances.

What has happened so far?

-  New roles created in Estates & Facilities to improve food service
-  Food waste monitored at Wythenshawe Hospital
-  2023/24 Food as Medicine campaign

What will we be doing?

Headline objectives:



Minimise food waste by placing the patient voice at the centre of food & nutrition.



Reduce the carbon intensity of food used as part of food service.

Estates & Facilities



Why it matters

The impact of the built environment we control has two major impacts on our sustainability:





- The vast majority of our Carbon Footprint is associated with powering and heating our estate.
- A large proportion of our Carbon Footprint Plus is generated from construction activities, both new build and refurbishment.

We have robust plans in place to decarbonise how we heat our estate and we will continue to generate our own electricity on site, primarily through solar photovoltaic panels. However, we must routinely review our plans to ensure we understand where there are gaps in this provision, and what actions can be taken to eliminate carbon intensive energy on both demand and supply side. Part of this work will be to engage staff to ensure that energy intensive equipment is well managed.

MFT is delighted to be part of the New Hospital Programme at North Manchester General Hospital. The redevelopment of this site provides a huge opportunity to contribute to a net zero carbon building with net zero carbon care pathways. It is expected that the planning and specification for this project will mainly take place within the period of Green Plan 2 Net Zero even if the construction horizon is beyond 2030. It is important to layout the sustainability ambitions and potential of this site now.

We will also ensure the MFT Waste & Resources strategy aligns with the strategic road map as set out in the [NHS Clinical Waste Strategy](#) and meet standards such as [Simpler Recycling](#).

What has happened so far?

-  Trafford General Hospital to use carbon net zero energy
-  £1.5 billion redevelopment of North Manchester General Hospital
-  Public Sector Decarbonisation Scheme investments in MFT
-  Improved segregation of non-infectious clinical waste

What will we be doing?

Headline objectives:



Reduce carbon intensity and absolute carbon emissions from our estate (energy, water and waste emissions).



Embed sustainability within projects and capital development work.



Increase adherence to best practice waste hierarchy.

Travel & Transport



Why it matters

Air pollution and carbon emissions from travel and transport are some of the most significant direct impacts on local people's health caused by our activities. In the UK 36,000 deaths annually are related to air pollution, and this primarily affects the most vulnerable in society. Approximately 4% of all road traffic is associated with NHS activities.



The [NHS Net Zero Travel and Transport Strategy](#) shows that actions to cut carbon emissions can also reduce air pollution. This in turn leads to better public health and addresses health inequalities. In response, MFT has published our [Healthy Travel Strategy](#), a supporting strategy to [Green Plan 2 Net Zero](#). This highlights our Trust-wide principles and priorities which focus on healthier active lifestyles that improve health and wellbeing.

The redesign of clinical pathways to support Hospital@Home and locally based healthcare must include holistic planning of travel to avoid unintended consequences of the business travel carbon footprint increasing. It is vital that low carbon forms of travel are available to staff who visit patients in the community, whilst ensuring that local delivery does not cause the overall number of visits to increase.

For the Trust's own vehicles MFT has made good progress in developing a zero-emission fleet. During this Green Plan period, there are two major milestones from NHS England:

- All vehicles offered through NHS vehicle salary sacrifice schemes must be electric by 2026
- All new non-ambulance vehicles in the NHS must be zero emission by 2027.

What has happened so far?

-  100 new cycles parking spaces at North Manchester General Hospital
-  Making Cycling Easier ebike trials for staff
-  MFT cycle courier service

What will we be doing?

Headline objectives:



Reduce carbon intensity of the Trust fleet.



Reduce carbon intensity of business travel.



Reduce carbon intensity of commuting for staff, patient & visitor travel.

Climate Change Adaptation



Why it matters

The real-life impacts of climate change are already being felt by the population of Greater Manchester. Occurrences of severe heat and flooding have affected service delivery in the Trust and the health outcomes of people living in the region.

Our Trust needs to be immediately prepared in two main areas:

- Operational effects – extreme weather events, which are more likely and more intense due to climate change, will impact the delivery of our services. Each service within the Trust will need to ensure that they have robust plans for Emergency preparedness, resilience and response (EPRR).
- Built environment effects – it will be vital to ensure that our estate can withstand the impacts of the extreme weather events and a general shift in climate. Overheating and flooding are the primary risks that need to be assessed at each location.

Looking further ahead, services also need to plan for changes in the presentation of ill health, directly or indirectly linked to climate change. As the regional and national climate becomes hotter and wetter, diseases not currently seen in the UK may become endemic. Likewise, changes in other parts of the world could result in large scale population movements or migration, leading to changes in the demographic and health profile of residents in GM. Our service planning must consider these possibilities.

What has happened so far?



Manchester Medical Microbial Partnership studied the infection aspects of climate change to track priority pathogens



Extreme weather events caused by climate change now form part of our Adverse Weather Plan

What will we be doing?

Headline objectives:



Ensure MFT is continuing to embed climate change adaptation within business as usual and business planning practices.



Increase clinical awareness and preparedness for the impacts of climate change on the population served by MFT.

Green Spaces & Biodiversity



Why it matters

GMCA declared a [biodiversity emergency](#) in 2022. Nature across the city region is in crisis with flora and fauna in decline. Human activity continues to erode the natural world, yet access to nature and green space is crucial for the health and wellbeing of our communities.

MFT has not maximised the potential of green spaces to provide the co-benefits of improving biodiversity, supporting healthcare provision, or providing access to nature as part of staff wellbeing. Green spaces across our estate should be used to support a variety of needs such as:

- Nature-based prescribing for physical therapy.
- Reducing reliance on pharmaceutical interventions by using social prescribing mental health interventions where clinically appropriate.
- Improving biodiversity and restoring habitats.
- Using tree cover, sustainable urban drainage, or other nature-based interventions to provide natural solutions to local issues such as over heating or flooding.
- Providing opportunities for learning and development as people engage with nature on MFT sites.
- Providing spaces for food growing that can be used within the Trust, reducing the impact of food miles, and improving understanding of balanced and nutritious diets.

Biodiversity net-gain (BNG) [planning requirements](#) are mandatory. As we seek to develop and improve our estate, MFT will need to create an effective way to deliver BNG to ensure that financial resources are used effectively. Furthermore, delivering biodiversity improvement projects on our estate could support a small amount of carbon sequestration, supporting net zero efforts in the future.

What has happened so far?

-  Buccleuch Lodge garden space refreshed
-  Sow the City study on green spaces at Wythenshawe Hospital
-  Volunteers transform Crumpsall Vale ICU garden
-  MFT produces our own honey

What will we be doing?

Headline objectives:



Manage green and natural spaces within the MFT estate to support nature recovery.



Empower staff to utilise green and natural spaces to improve health and wellbeing.

Workforce, Networks & System Leadership



Why it matters

MFT directly employs over 28,000 people, with a further 8,000 people working for partner organisations. The CQC well-led framework indicates that leaders in the NHS should “*empower their staff to understand sustainable healthcare and how to reduce the environmental impact of healthcare activity*”. It is therefore vital that as many colleagues as possible understand how climate change affects healthcare, and that they are encouraged to deliver actions that support sustainability.

The Trust leadership must incorporate sustainability into decision making processes and work with our partners across the care system to deliver net zero carbon ambitions.

Within the organisation, we should ensure that a wide range of services and departments are building climate change and net zero ambitions into their planning and job role specifications. MFT has already seen the benefit of hybrid roles incorporating sustainability in high emission areas such as anaesthesia and pharmacy.

MFT wants to be an employer of choice, giving us a competitive advantage. New entrants to the workforce expect organisations to be taking climate change seriously and seek employers that mirror their personal ethics. The Trust can ensure that we are attractive to the workforce by committing to action, embedding sustainability across our organisation, delivering sustainable staff benefits, and demonstrating our successful delivery of net zero initiatives.

What has happened so far?



Voluntary MFT Sustainability Advocates network created



Annual Sustainable MFT Conferences launched



Research & Innovation deliver Carbon Literacy training in-house

What will we be doing?

Headline objectives:



Continue to educate and engage as much of the workforce as possible about the net zero ambitions of the NHS and sustainable healthcare.



Build the capacity of the workforce to engage with and embed sustainability within everyday working practice.

Delivering Our Plan

It is important that alongside our ambitious plans, there are structures and processes in place to provide support and guidance.

Green Plan 2 Net Zero will be overseen within updated governance structures and will report as part of the population health branch of the organisation.

Governance

Green Plan 2 Net Zero has board approval and senior sponsorship, as required by NHS England. Governance of the agenda was updated and improved in 2024 and 2025 in line with the new MFT Strategy and has two key reporting routes.

- Progress is primarily reported via the Green Plan Oversight Group (GPOG) and onwards to the Population Health Management Committee.
- A secondary reporting route (particularly for energy projects), is via the Estates & Facilities Management Group and Delivery Oversight Committee.

The MFT Sustainability Policy outlines the responsibilities to address the ten areas of focus across different layers and levels of the organisation:

- The Green Plan Oversight Group (GPOG) is chaired by the Chief Executive Officer of Wythenshawe, Trafford, Withington & Altrincham Hospitals Clinical Group. The GPOG has senior representation to provide leadership and oversight. The GPOG meet regularly to review the trust-level carbon footprint and update on strategic projects.
- Hospital Chief Executives and Directorate Managers are responsible 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) and sustainability thematic leads are multidisciplinary groups of subject matter experts, who meet 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.



Monitoring our Progress

A range of data and project information is crucial in supporting transparent progress monitoring on our journey to net zero. Practical analysis of data and progress will help bring focus on achieved carbon savings and where to direct our focus.

MFT is required to report Green Plan progress and supply updates on key sustainability activities. During **Green Plan 2 Net Zero** we expect to improve the visibility and accessibility of our data for both specialist audiences and general staff members through the delivery of a Sustainability Dashboard. This will improve

data governance and management. We are also continuing to improve our reporting processes and methodologies to ensure that the data we report is robust and provides valuable insight to Trust activities.

We will be measuring our Carbon Footprint and monitoring the impact of projects across the ten areas of focus. For more information about the aspects we monitor, please see the [Action Plan](#) and detailed [Carbon Footprint Information](#).

Applications of our monitoring include:



Operational monitoring such as waste segregation, and utilities usage.



Progress tracking for aspects such as our carbon footprint and project delivery.



Full reporting for annual statements, feeding up to the MFT Board of Directors as well as providing information for external audits.



Communications

We have always sought to ensure that as many people as possible are aware of our Green Plan and participate in the successful delivery of the actions. These efforts will continue through mechanisms such as:

- Our unified 'Time to Act' branding that was launched during the last Green Plan.
- Our Sustainability Advocates Network.
- Our monthly newsletter.
- Promotion via other Trust communications channels.
- The monthly Time to Act webinar series which is open to all NHS staff.

We will seek to share best practice both across our organisation and within the healthcare system, ensuring that we are able to support partners and peers to achieve sustainable outcomes.

We will continue to develop our communications materials so that they are inclusive and accessible to a variety of audiences.



Time to Act

Commute consciously

Walking, wheeling, or cycling to work reduces air pollution, cuts carbon and can improve your health. Try a sustainable commute for all or part of your working week. Follow the QR code or search sustainability on the MFT intranet to access MFT's sustainable travel offers for staff.

Sustainable MFT



Time to Act

Watch your waste

By putting waste in the best bin available you'll be cutting carbon and saving costs. Follow the QR code or search sustainability on the MFT intranet for advice on waste segregation in clinical and non-clinical spaces at MFT.

Sustainable MFT



Resourcing the Green Plan

Delivery of this strategy will require staffing and financial resources. We will continue to:

- Have a fully resourced Sustainability Team to coordinate the sustainability work programme and monitor and report performance, alongside dedicated time from clinicians to lead programmes of work.
- Invest in training staff on sustainability, especially those in positions of leadership and influence.
- Purchase utilities, services and products at a competitive rate, whilst using our position as an anchor organisation to influence suppliers, generate wider social value and apply net zero thinking to buying decisions.
- Have an annual non-pay sustainability budget that reflects the requirements of delivering the Green Plan annual work programme, whilst retaining some 'in-year' flexibility.
- Pursue national, regional and system opportunities for funding and grants.
- Work closely with our PFI funders and shareholders to maximise benefits and address the challenge of decarbonising the PFI estate.
- Ensure that both embodied and in-use zero carbon measures are fully considered and costed into life-cycling, refurbishment and new build projects.

The Sustainability Team has already seen the benefit of following innovative resourcing models by having a shared clinical and sustainability role within the team. This ensures that our sustainability ambitions can be related to clinical practitioners and the competing expectations on their time.

Investment is required across our Trust to ensure successful co-ordination and delivery of the Green Plan commitments. The whole of the NHS will need to find suitable funding sources including traditional mechanisms from central government, and innovative arrangements with other partners and providers.

Many departmental-level sustainability activities are likely to deliver whole-life cost savings. A focus on providing value for patients mean that we should be using products and supplies in the most efficient way, avoiding wastage and unwarranted variation.



Risk Management

Successful implementation and delivery of *Green Plan 2 Net Zero* requires effective risk management. Two key risks have been identified on our corporate risk register:

Green Plan Delivery

If MFT fails to deliver reductions in emissions and meet the objectives of this Green Plan, the Trust may suffer reputational damage, and financial costs if any penalties are levied.

Climate Change Adaptation

If MFT fails to adapt to a changing climate, including extreme weather, this may impact on service continuity, critical infrastructure, and supply chain. This could result in critical shortages and pressures on services in relation to treatment of climate related health impacts.

These two risks entries will be maintained and developed with actions to mitigate the impact of the risk. Oversight and governance of the risks are in line with wider Trust risk management processes.

Opportunities

1. Strong business cases for investing in low and zero carbon energy generation alongside consumption and efficiency measures as grid energy costs are high.
2. Opportunity to collaborate with our system partners on shared priorities, as well as net zero carbon embedded within the commissioning process.
3. National and international innovations to identify where low carbon solutions are needed.
4. Actions for net zero carbon can address existing health inequalities.
5. Decarbonising the healthcare system is currently relatively low cost. The costs of inaction will far outweigh the cost of early action, and we can contribute to additional social value through the associated contracts.
6. Significant co-benefits from decarbonising including cleaner air, which will drive economic benefits and reduce respiratory hospital admissions.
7. Increased access to digital technologies for healthcare professionals and the communities we serve.

Challenges

1. Access to external funding opportunities need to be maximised.
2. Decarbonisation needs to be embedded into backlog maintenance and major redevelopment programmes, as well as upgrading of retained estate.
3. Improve career development paths and succession planning in the Sustainability Team. Clinical Programmed Activities (PA) time must be allocated if commitments are to be effectively delivered locally.
4. Patient demand continues to surge, and this increases the absolute carbon footprint. As new diagnostic technology is adopted this will place pressure on energy supply.
5. Greater site electrical capacity may be required. It will be key that needs are identified at an early stage and improvements are planned with the Distribution Network Operator.
6. Reporting requirements are becoming more frequent and demanding. Better data and supporting systems are required to monitor progress.
7. There is a risk of harm to our reputation if we do not deliver against our stated targets and mandated commitments.

Conclusion



Conclusion

Green Plan 2 Net Zero recommits MFT to action on sustainability. We want to continue to reduce our emissions and ensure that our healthcare is delivered in the most suitable and sustainable way.

The success of the Green Plan is dependent on several factors including:

- Collaboration across the organisation and with partners.
- Strong leadership at a variety of levels and in a range of roles.
- Successful engagement with staff, patients and visitors.

We will remain as one of the leading NHS Trusts for sustainability, reacting to the changing healthcare landscape and working towards a brighter future for our staff, communities, and region.



Appendices



Appendix 1: Action Plan

For each area of focus, headline objectives introduced in the body of the text are listed, with initial supporting actions listed to support the objective. Progress measures have been identified for each initial supporting action, however, a number of these are not established measurement points or datasets. This will be reviewed as part of the implementation and monitoring of the new Green Plan.

Actions are defined in two ways:

Incremental – Actions that will demonstrate progress over time.

Enabler – Single actions that will enable other green plan actions to be delivered.



Climate Change Adaptation

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Ensure MFT is continuing to embed climate change adaptation within business as usual and business planning practices.	Create guidance resources to build climate change risk into service-level business continuity plans.	Does guidance exist: Yes / No	Enabler	N/A
	Review and report progress against the NHS Climate Adaptation Framework on an annual basis.	Annual maturity outcome against the four key capabilities of the Climate Adaptation Framework.	Incremental	Yes
	Establish site-specific understanding of climate risks and vulnerabilities using Greater Manchester Combined Authority Climate Change Risk Assessment tool and other appropriate resources.	Number of sites with a complete Climate Change Risk Assessment completed.	Incremental	No
		Number of overheating occurrences triggering a risk assessment in line with trust's "heatwave" plan.	Incremental	Yes (ERIC)
		Number of flood occurrences triggering a risk assessment.	Incremental	Yes (ERIC)
	Comply with adaptation provisions within the NHS Core Standards for emergency preparedness.	Is Climate change adaptation included in business continuity policy statement : Yes / No.	Enabler	N/A
		Is Climate change adaptation included in annual EPRR work programme to ensure all NHS core standards for EPRR are delivered: Yes / No.	Enabler	N/A

Appendix 1: Action Plan



Climate Change Adaptation

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Increase clinical awareness and preparedness for the impacts of climate change on the population served by MFT.	Secure Public Health England engagement with services and disciplines to review future risks and population impacts.	Targeted engagement with public health has occurred: Yes / No.	Enabler	N/A
	Establish service-specific & population-focused understanding of future climate risks morbidities, and vulnerabilities, using guidance from national & international professional bodies.	Number of service-level resources shared with service leads.	Incremental	No
	Identification of basic training for key staff to undergo on climate change risk and adaptation.	Number of staff completing basic climate risk and adaptation training.	Incremental	No
	Climate change adaptation in healthcare is discussed regularly by the population health committee.	Evidence of discussion in meeting notes: Yes / No.	Enabler	N/A



Digital Transformation, Research & Innovation

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Embed sustainability into strategy, processes and purchasing within Digital and Research & Innovation.	Assess new digital, research and innovation programmes for environmental impact.	Percent of programmes initiated which include a sustainability impact assessment.	Incremental	No
	Improve the monitoring & return rates of Trust owned digital equipment.	Measuring the carbon impacts of individual return schemes (following the example of Walking Aid Reuse programme).	Incremental	No (scheme specific)
	Maximise the opportunity for supplier takeback schemes & extending the lifetime of digital equipment through procurement practice.	Relevant supplier progress reports against scored tender questions relating to circular economy and/or waste reduction (monitored as part of contract management).	Incremental	Unknown
	Maximise the opportunity for supplier takeback schemes & reuse of excess items related to the delivery of research and innovation.	Number of items reused from research & innovation	Incremental	Yes
		External partner / supplier commitments defined as part of project planning.	Incremental	No (scheme specific)

Appendix 1: Action Plan



Digital Transformation, Research & Innovation

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Identify, maximise and measure benefits enabled by HIVE & MyMFT which deliver sustainability co-benefits.	Utilise HIVE to streamline services & create prompts and behaviour change through digital functionality.	Number of letters sent per patient contact.	Incremental	Yes
		Confidential waste weights.	Incremental	Yes
		Measuring the carbon impacts of individual projects / improvements.	Incremental	No (project specific)
	Reduce estates related carbon through the shutdown of obsolete medical records warehouses.	Carbon savings from building emissions (energy, water, waste) of warehouses.	Incremental	Yes
	Ensure all new digital innovations are compliant with HIVE	Is interface with HIVE mandatory as part of all new digital innovations: Yes / No.	Enabler	N/A
Use improved data and analysis to optimise sustainability reporting.	Share more accessible sustainability information by creating a Sustainability Dashboard with site-level sustainability metrics.	Is dashboard available to use: Yes / No.	Enabler	N/A
	Use a digital estate twin to optimise energy services and explore climate adaptation measures.	Does digital twin include layer of energy data: Yes / No.	Enabler	N/A
		Site level energy consumption per square meter.	Incremental	No

Appendix 1: Action Plan



Estates & Facilities

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Reduce carbon intensity and absolute carbon emissions from our estate (energy, water and waste emissions).	Develop refreshed site-based understanding of required actions to meet decarbonisation plans.	Number of refreshed site-based decarbonisation plans.	Incremental	Yes
	Reduce emissions from gas boilers and diesel backup generators.	Emissions from fossil-fuel-led heating sources.	Incremental	Yes (ERIC)
	Increase coverage of energy-efficient lighting across MFT.	% gross internal area covered by LED lighting.	Incremental	Yes (ERIC)
	Increase renewable energy generated across MFT.	Renewable energy output (kWh).	Incremental	Yes (ERIC)
	Reduce demand side consumption of energy & water and production of waste through behaviour change campaigns to lower the building emissions per patient contact.	Building emissions normalised per patient contact	Incremental	Yes
Embed sustainability within projects and capital development work.	All new buildings compliant with Net Zero Building Standard.	New builds compliant: Yes / No.	Enabler	N/A
	Deliver projects with energy efficiency gains through backlog maintenance and capital spend (projects excluding those funded through PSDS, NEEF etc).	Number of energy efficient capital schemes.	Incremental	Yes (ERIC)
		Carbon savings from investment in energy efficient capital schemes.	Incremental	Yes (ERIC)
	All Property & Estates Development Project Managers to receive sustainability training.	% of Project Managers completing sustainability training.	Incremental	No
	Create a sustainability design guide to support delivery of capital projects in line with sustainability ambitions and objectives.	Has design guide been produced: Yes / No.	Enabler	N/A

Appendix 1: Action Plan



Estates & Facilities

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Increase adherence to best practice waste hierarchy.	Meet or better NHS England clinical waste segregation targets.	Clinical waste segregation.	Incremental	Yes
	Achieve sustained and improving recycling rates for domestic waste.	Domestic waste recycling rate.	Incremental	Yes
	Ensure all waste is disposed of in a compliant stream with the lowest carbon emissions.	Total waste carbon footprint.	Incremental	Yes
		Total Waste and/or waste per patient contact.	Incremental	Yes



Food & Nutrition

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Minimise food waste by placing the patient voice at the centre of food & nutrition.	Provide an 'eat when you want' style service in inpatient wards based on patient input.	% of suitable wards with "eat when you want" service.	Incremental	Unknown
	Embed sustainability into the MFT Food & Drink Strategy as a key aspect.	Does the strategy make reference to sustainability: Yes / No.	Enabler	N/A
	Embed British Dietetic Association Standards and MFT food and drink standards consistently across the Trust.	Evidence of discussion in MFT Food Group: Yes / No.	Enabler	N/A
	Increase understanding of reasons behind food waste through better monitoring.	Weight of food waste with further breakdown by spoilage, production, unserved and plate waste.	Incremental	Yes (ERIC)

Appendix 1: Action Plan



Food & Nutrition

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Reduce the carbon intensity of food used as part of food service.	Provide carbon labelling of food options on menus across all inpatient wards.	Inpatient food service has carbon labelling: Yes / No.	Enabler	N/A
	Menu design used to support the lowest carbon choice by listing the plant-based food options at the top of menus.	Number of ward-based menus promoting plant-based options.	Incremental	Unknown
	Increase the proportion of food spend on food produced locally or certified to higher environmental production standards, in line with Government Food Strategy (2022).	Percent of food spend on local or certified higher environmental production standards (using government definition).	Incremental	Unknown



Green Spaces & Biodiversity

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Manage green and natural spaces within the MFT estate to support nature recovery.	Establish local site management groups for the external areas to determine best practice management while promoting and increasing biodiversity.	Number of sites which have a site management group discussing biodiversity.	Incremental	No
	Create a Trust-wide approach to the delivery of biodiversity net gain as part of capital projects (BNG).	Has the approach been created and shared: Yes / No.	Enabler	N/A
Empower staff to utilise green and natural spaces to improve health and wellbeing.	Nature-based or social prescribing activities to take place at MFT sites.	Number of projects delivering nature-based or social prescribing activities.	Incremental	Unknown
	Improve staff health and wellbeing outcomes through the provision of high-quality green spaces.	Number of on-site green spaces accessible for staff to utilise.	Incremental	No

Appendix 1: Action Plan



Medicines

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Research and act on sustainable solutions to lower the carbon footprint of medicines with complex use cases and high carbon emissions at the point-of-use.	Explore and enact opportunities for reducing the carbon footprint of mixed nitrous oxide & pure nitrous oxide whilst maintaining excellent patient experience.	Emissions and volume of mixed nitrous oxide and oxygen (Entonox) by Trust.	Incremental	Yes
		Emissions and volume of nitrous oxide by Trust.	Incremental	Yes
	Reduce the carbon intensity of inhalers by improving staff awareness of improved asthma control for patients through training on inhaler technique and adherence to NICE guidelines.	Inhaler e-learning completion.	Incremental	Yes
		Carbon footprint of inhalers at MFT (including breaking down by department such as ED).	Incremental	Yes
		Number of emergency inhalers issued as % of total.	Incremental	Yes
	Explore opportunities for responsible and lower carbon waste disposal routes of medication, including inhaler recycling.	Medicines waste carbon footprint.	Incremental	Yes
		Number or weight of inhalers sent for recycling.	Incremental	No
	Complete an initial accreditation using the Royal Pharmaceutical Society "Greener Pharmacy" Toolkit. Improve the score for each site during the course of this Green Plan.	Site based accreditation scores.	Incremental	No
Reduce the wastage associated with medicines.	Roll out the "Your Medicines Matter" campaign to encourage patients to bring their medications into hospital to reduce unnecessary overprescribing & medicines waste.	Number of prescriptions.	Incremental	Yes
		Project-based carbon & cost avoided through campaign.	Incremental	No
	Explore and enact opportunities to reduce over- or repeat-prescribing within the hospitals.	Number of prescriptions (normalised per patient contact).	Incremental	No
	Reduce the amount of packaging waste associated with medicines.	Purchases of plastic dispense bags made by Pharmacy.	Incremental	Yes
		Project-specific waste weight savings of paper, plastic & cardboard produced by Pharmacy.	Incremental	No (project specific)

Appendix 1: Action Plan



Supply Chain & Procurement

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Maximise the sustainability outcomes from existing policies, procedures and frameworks within procurement.	Embed sustainability into the Procurement Policy & Procedures Handbook.	Policy & procedures updated with sustainability included: Yes / No.	Enabler	N/A
	Improve monitoring of supplier's social value commitments & carbon reduction plan progress.	Number of Suppliers with a carbon reduction plan linked on Atamis.	Incremental	Unknown
		Inclusion of carbon reduction plan and net zero commitment requirements in all relevant procurements: Yes / No.	Enabler	Yes (Quarterly Greener NHS Reporting)
		Inclusion of requirements for a min 10% social value weighting in procurements including defined KPIs: Yes / No.	Enabler	Yes (Quarterly Greener NHS Reporting)
		Procurement staff completion of social value e-learning.	Incremental	Unknown
	Engage with MFT suppliers to complete the Evergreen Assessment and increase their maturity level.	Percentage of suppliers that have completed Evergreen assessment.	Incremental	No
		Percentage of spend with suppliers by Evergreen Maturity Level.	Incremental	No
	Embed the Net Zero Supplier Roadmap, including adopting new methods for reporting on supply chain carbon emissions & environmental progress.	Adopt product level carbon footprints used (from 2027).	Enabler	N/A
Expand responsible use of resources in the procurement & use of products, including reducing the reliance on single-use products.	Investigate and enact further return and reuse programmes for suitable equipment.	Continually increase the number of items successfully reused on the online platform.	Incremental	Yes
		Project level carbon & cost impact (similar to walking aid reuse scheme).	Incremental	No (project specific)
	Assess new products for environmental impact & re-use potential.	Is an assessment present in the new product request form: Yes / No.	Enabler	N/A
	Expand the ward coverage of the inventory management system Genesis, to better manage consumables stock and reduce waste.	% coverage of Genesis.	Incremental	Yes
		Total waste per patient contact.	Incremental	Yes
		Genesis value for patients report.	Incremental	Yes

Appendix 1: Action Plan



Net Zero Clinical Transformation

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Embed sustainability into clinical pathway design.	Engage with existing frameworks of quality improvement and transformation to incorporate sustainability and the "triple bottom line" value assessment. (e.g. Quality Improvement, Value for Patients, GIRFT)	No quality improvement projects with carbon impacts measured.	Incremental	No
		GIRFT research fellow projects & outcomes.	Incremental	No
		Sustainability assessed as part of Value for Patients submissions: Yes / No.	Enabler	N/A
		Percentage of value for patients assessed / with positive outcomes for sustainability.	Incremental	No
		Number of Clinical leads / multi-disciplinary working groups.	Incremental	Yes
	Run a focused sustainability campaign each year to address and support pathway improvements in service areas that are carbon hotspots.	Description of sustainability focuses each year, and summary of impact through case studies.	Incremental	No (project specific)
		Number of pathway engagements made through campaigns.	Incremental	Yes
Build capacity to reduce the carbon intensity of pathways.	Support sustainability research, innovation and technology adoption at MFT.	Number of research projects / £ grant with sustainability included.	Incremental	Unknown
		Number of research & innovation projects with a sustainability impact assessment.	Incremental	No
	Engage with healthcare students to incorporate sustainability into mandatory Quality Improvement projects as part of education.	Number of student QI projects with carbon as a measurement.	Incremental	No

Appendix 1: Action Plan



Net Zero Clinical Transformation

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Move towards digitally enabled pathways where clinically appropriate.	Increase the use of virtual and tele outpatient appointments to deliver care in a lower carbon setting, and reduce unnecessary patient & visitor travel to sites.	Number of patient contacts made digitally.	Incremental	Yes
		Percentage of patient contacts made digitally.	Incremental	Yes
		Modelled patient travel savings through virtual appointments.	Incremental	Yes
	Increase the use of Hospital@Home to deliver care in a lower carbon setting.	Number of bed days delivered through H@H service.	Incremental	Yes
		Calculate changes in carbon footprint caused by H@H implementation.	Incremental	No



Travel & Transport

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Reduce carbon intensity of the Trust fleet.	Continue to increase the ratio of Ultra Low Emission Vehicles (ULEVs) and Zero Emission Vehicles (ZEVs) owned or leased by MFT.	Percent of owned and leased fleet that is ULEV or ZEV.	Incremental	Yes (Annual Fleet Return)
		Total fleet emissions.	Incremental	Yes

Appendix 1: Action Plan



Travel & Transport

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Reduce carbon intensity of business travel.	Establish a site- and role-based understanding of business travel patterns, benchmarking across MFT.	Absolute grey fleet emissions.	Incremental	Yes
		Grey fleet mileage / modal split.	Incremental	Yes
		Grey fleet mileage normalised by staff numbers.	Incremental	No
	Explore implementing sustainable travel solutions with teams across the Trust.	Total emissions from business travel (by different mode & by budget code).	Incremental	Yes
		Business travel emissions normalised by staff numbers or numbers of claimants.	Incremental	N/A
	Create a business understanding of the benefits of increased cycle mileage rates.	Cycle mileage distance claimed per year.	Incremental	Yes
Reduce carbon intensity of commuting for staff, patient & visitor travel.	Improve staff access to electric vehicle market.	Offer only zero-emission vehicles through vehicle salary sacrifice schemes: Yes / No.	Enabler	N/A
	Provide a range of sustainable travel staff benefits.	Does the organisation operate sustainable travel related schemes for staff: List or Yes / No.	Enabler	N/A
		Rate of salary sacrifice take-up for cycle to work scheme.	Incremental	Yes
	Increase uptake in sustainable travel modes for staff commuting.	Modal split of staff commuting.	Incremental	Yes
		Cycle shelter sign-ups.	Incremental	Yes
	Work with partners to deliver sustainable travel improvements across the city region.	Evidence of attendance at meetings with Transport for Greater Manchester and other local partners: Yes / No.	Enabler	N/A

Appendix 1: Action Plan



Workforce, Networks & Systems Leadership

Headline Objective:	Initial Supporting Actions:	How Will We Measure This?	Enabler or Incremental?	Do we currently measure this?
Continue to educate and engage as much of the workforce as possible about the net zero ambitions of the NHS and sustainable healthcare.	Increase the completion rate of online sustainability e-learning modules, including targeting key staff groups, for example the Green Plan Oversight Group, Research & Innovation, Procurement & Finance	Completion of sustainability-related e-learning modules.	Incremental	Yes
		Number of staff accredited carbon literate.	Incremental	Yes
	Work with education teams and leads in service areas that are carbon hotspots to deliver bespoke sustainability training and workshops, for example operating theatres.	Number of training sessions delivered.	Incremental	Yes
	Widely promote work through events and expand the uptake of the Sustainability Advocates role to further disseminate information.	Number of sustainability advocates.	Incremental	Yes
		Business travel emissions normalised by staff numbers or numbers of claimants.	Incremental	Yes
Build the capacity of the workforce to engage with and embed sustainability within everyday working practice.	Senior Leaders to embed sustainability into Clinical Groups objectives in annual plans.	Percentage of annual plans including sustainability objectives.	Incremental	No
	Appoint a designated board-level net zero lead, generally an existing executive director, to oversee Green Plan delivery with clearly identified operational support.	Appointed board-level net zero lead: Yes / No.	Enabler	N/A
	Assess opportunities for hybrid roles, apprenticeships and fellowships that will help deliver the Green Plan.	Number of Hybrid roles.	Incremental	No
		Number of Sustainability apprentices.	Incremental	No
		Number of Sustainability fellowships.	Incremental	No

Appendix 2: Carbon Budget

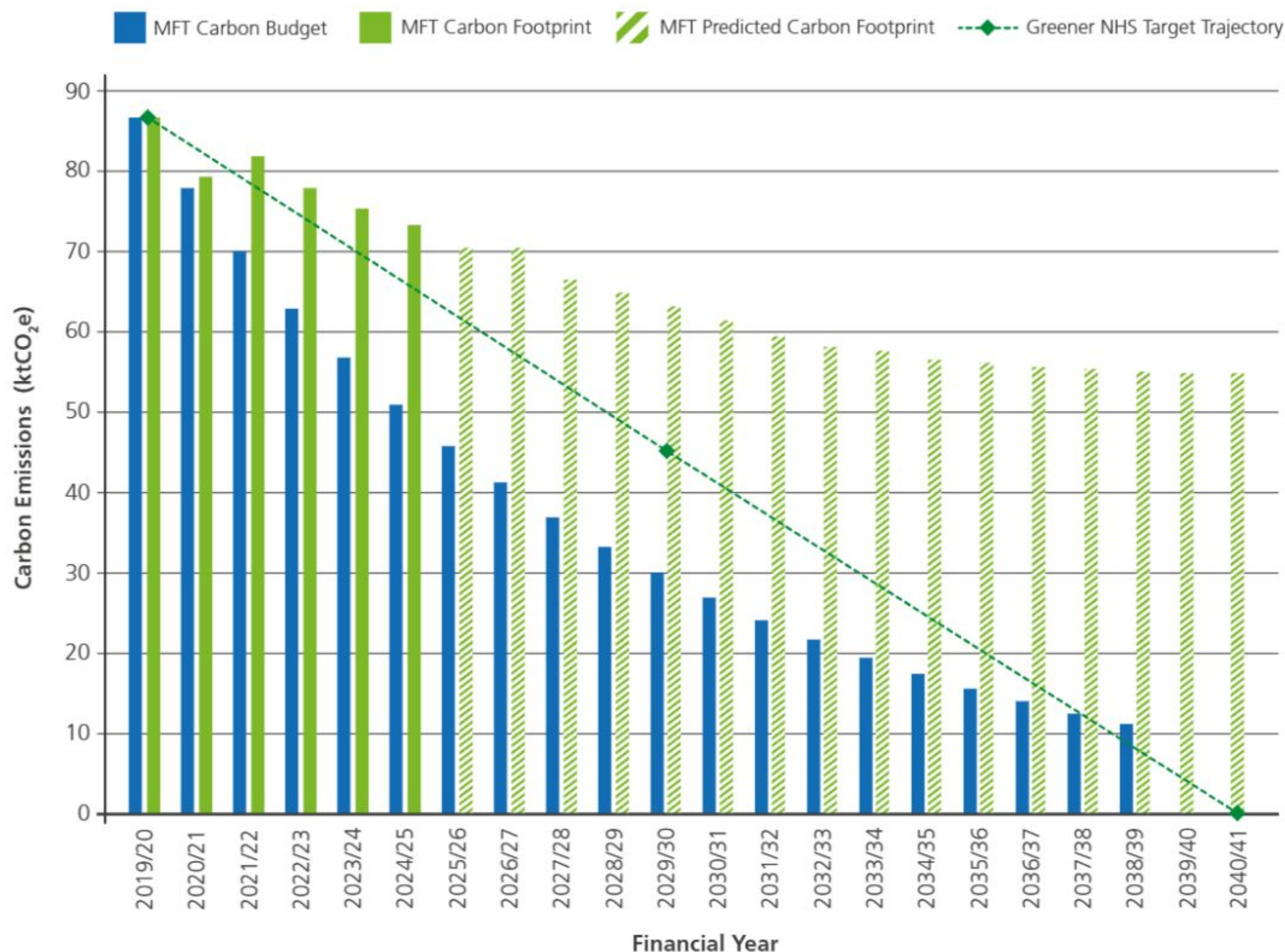
We have two routes to monitor our progress towards reaching net-zero: our Carbon Budget, and the Greener NHS Target Trajectory. Both relate specifically to our Carbon Footprint (the emissions we directly control).

Our carbon budget is a [science-based](#) limit on our total emission before reaching net zero, divided unequally across multiple years. It adopts the approach that we emit no more than our 'fair share' of global emissions and demands an ambitious 10% year-on-year reduction in our Carbon Footprint. During the 5 years between our baseline year 2019/20 and the end of the first Green Plan, we have emitted 69 thousand tCO₂e beyond our interim budget (the equivalent of nearly a year's carbon footprint). This context is not unique to MFT: Greater Manchester as a region is currently [exceeding its carbon budget](#).

The second route is the Greener NHS Target Trajectory. This trajectory states we must hit two milestones: 1) reduce our carbon footprint by 80% on 1990 levels by 2030, and 2) reach net zero by 2040. Since our baseline year, we have followed this trajectory more closely than the budget, although we likely need to increase carbon-saving activity to meet the first milestone.

Our Predicted Carbon Footprint is our best estimate* based on known projects. It indicates that we are not yet decarbonising at the pace and scale needed to meet our net-zero target of 2038. Achieving this is dependent on the expansion of projects delivering carbon savings, local decision making and behaviour change, as well as improvements to national infrastructure, innovation and funding.

MFT Carbon Footprint Projection to Net Zero



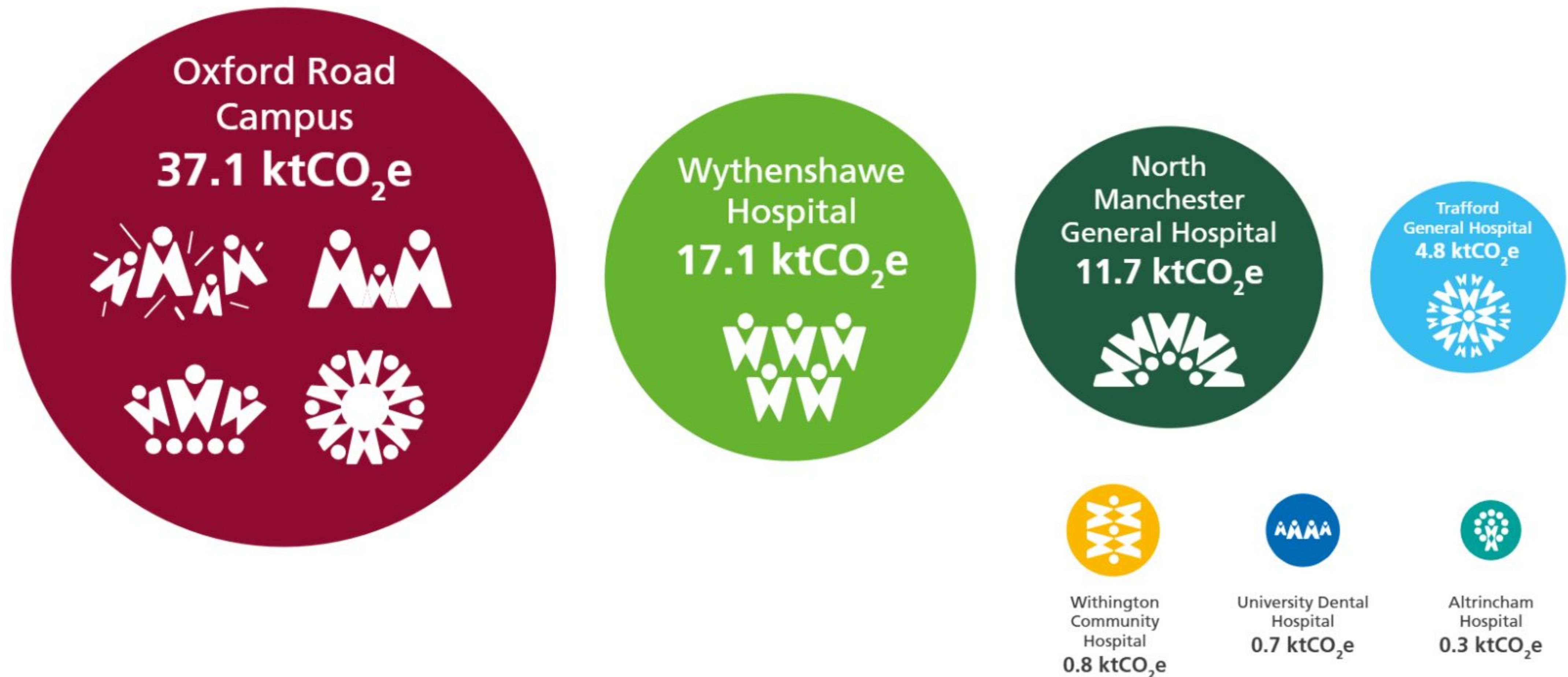
* The Predicted Carbon Footprint is based on the modelled impact from the following: decarbonisation of the national electricity grid, several scheduled energy efficiency projects (including LED upgrades, solar panel and heat pump installations, and the decarbonisation of energy at Trafford General Hospital), full decommissioning of pure nitrous oxide manifolds, and improved clinical waste segregation. It does not include estimates for the rebuild of North Manchester General Hospital to net-zero standards, or the Wythenshawe Hospital redevelopment.

Appendix 3: Carbon Footprint – Further Details

Hospital Site Carbon Footprints 2024/25

The size of each bubble represents the size of the carbon footprint of each hospital site.

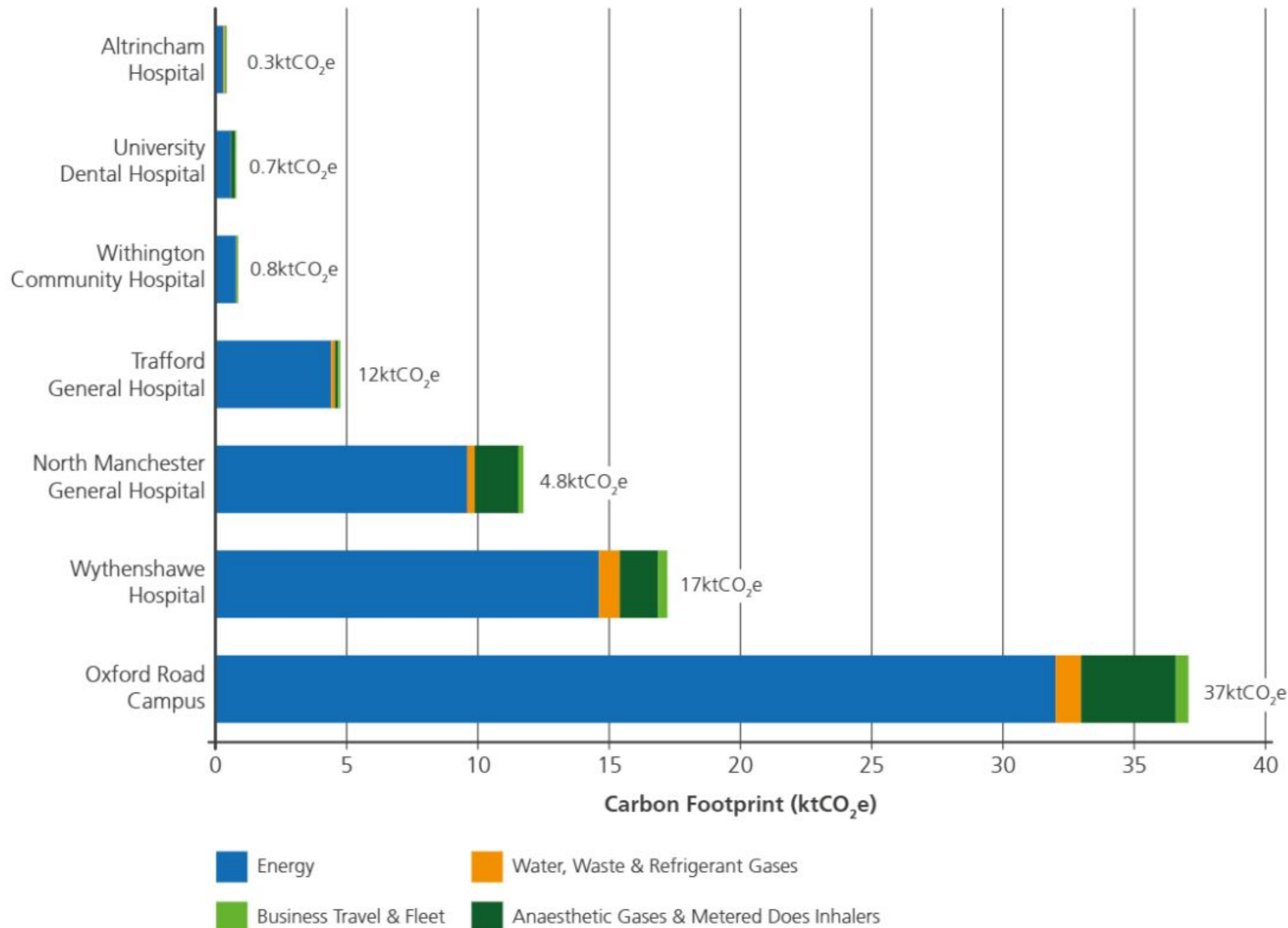
Oxford Road Campus is the largest of the sites, and is responsible for the largest proportion of MFT's carbon footprint.
Oxford Road Campus emits more than **100x** the carbon from Altrincham Hospital.



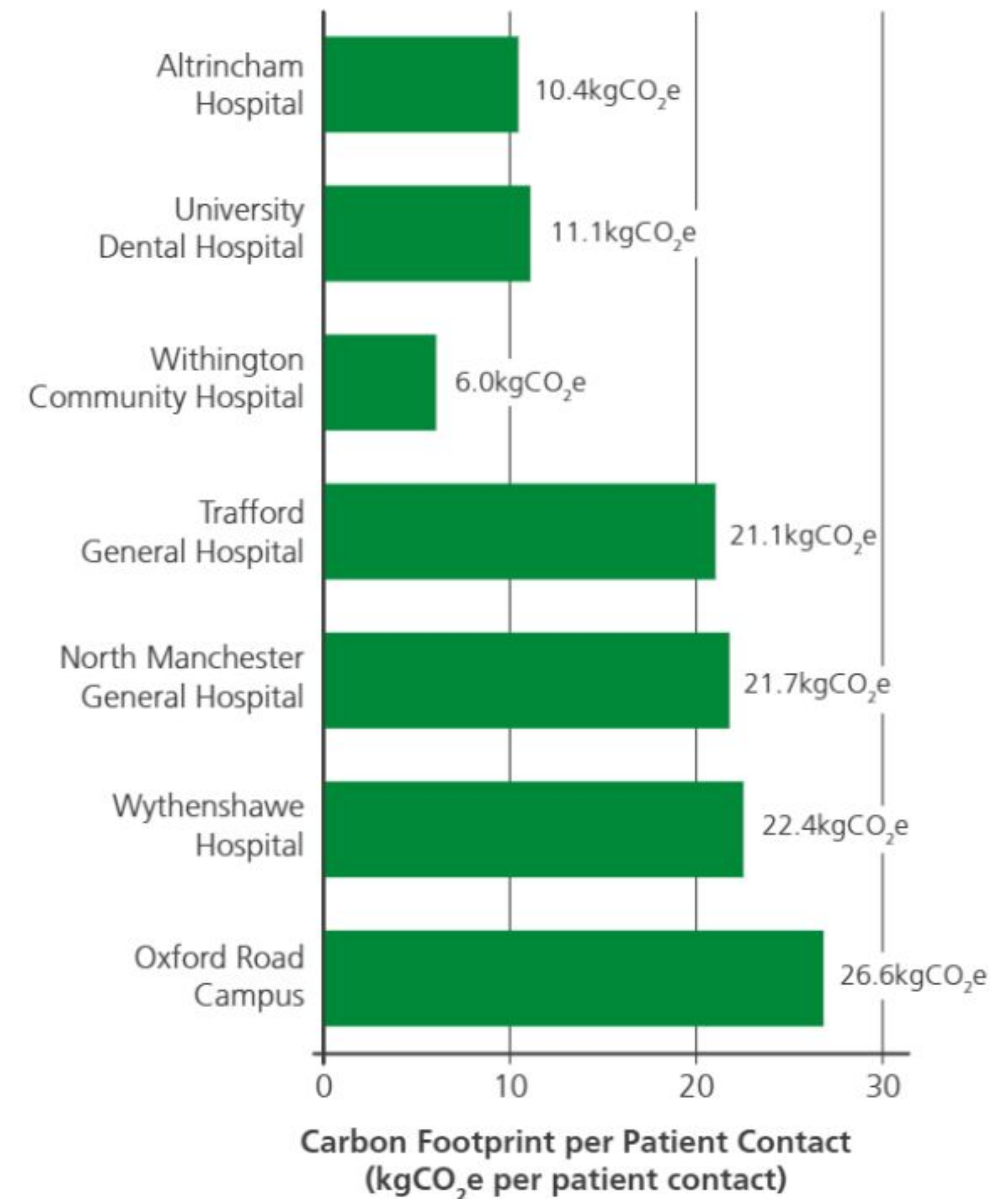
Appendix 3: Carbon Footprint – Further Details

Hospital Site Carbon Footprints 2024/25

Hospital Site Carbon Footprint 2024/25



Hospital Site Carbon Footprint per Patient Contact 2024/25



Appendix 3: Carbon Footprint – Further Details

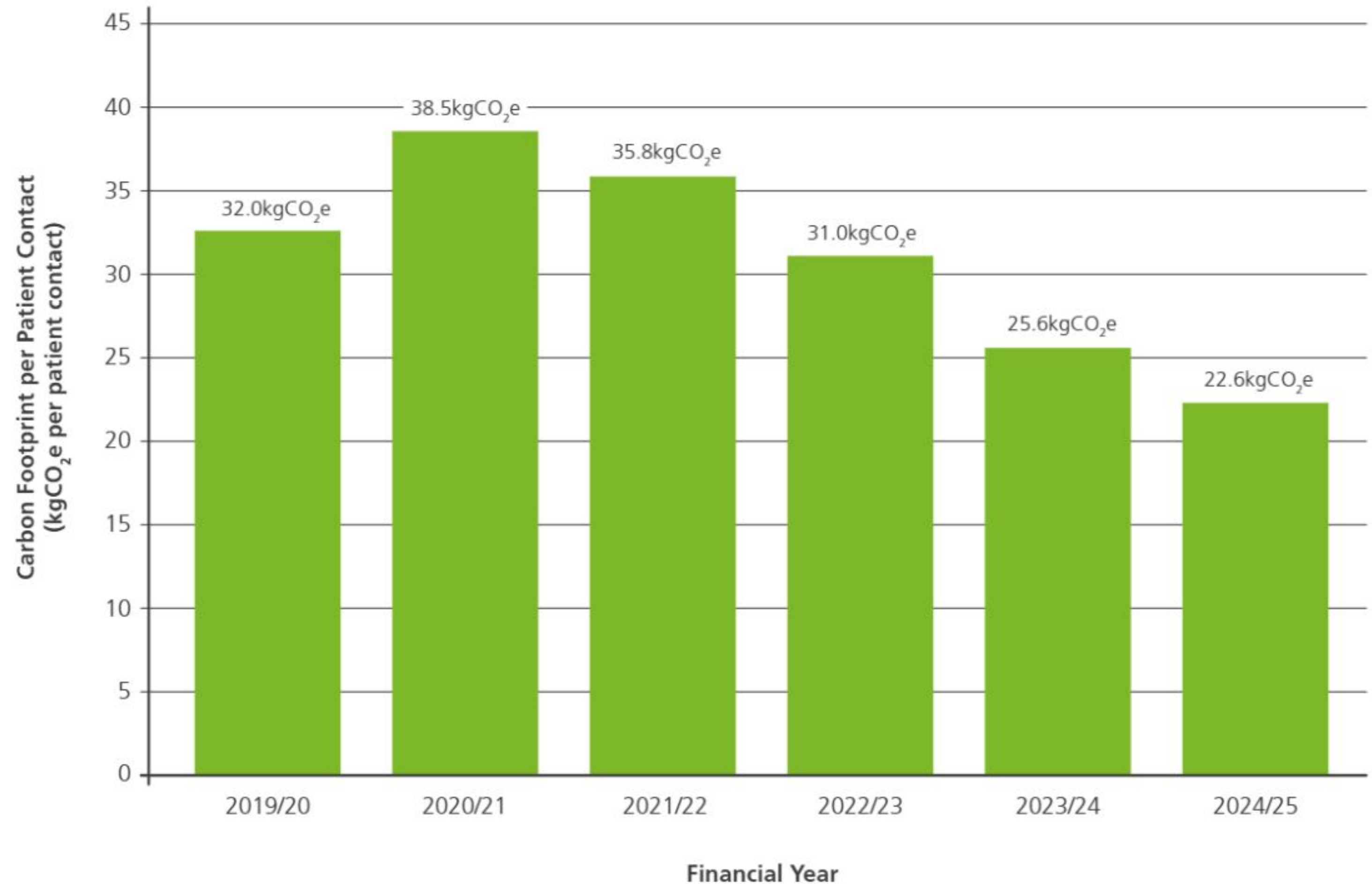
Annual MFT Carbon Footprint per Patient Contact

Since our baseline year 2019/20, MFT has made excellent progress in reducing the carbon intensity of treating patients, or the carbon footprint per patient contact.

The carbon footprint per patient contact is falling because we are treating a much larger number of patients, while also achieving year on year reductions in our Carbon Footprint (or our direct emissions). In 2024/25 we had over 3.2 million patient contacts, an increase of 20% from our baseline year. In the same period, our carbon footprint reduced by 15%. As a result, the normalised carbon footprint has dropped from 32.0 kgCO₂e to 22.6 kgCO₂e per patient contact (a 29% reduction).

This impressive reduction indicates that we are treating patients in a more carbon efficient way. While it is difficult to pinpoint the exact changes at a trust level that led to this reduction, it is likely a result of the broad scope of work across the trust that aims to improve patient pathways and outcomes. Any quality improvements which save resources, improve patient outcomes, or increase the efficiency of a pathway almost always have the co-benefit of saving carbon emissions.

Delivering the right care, at the right time, in the right place, means in the long run we are 'spending' our carbon most effectively for the maximum patient value.



Appendix 4: Taskforce on Climate-Related Financial Disclosures (TCFD)

In line with all NHS bodies, TCFD disclosures are included by MFT as part of regular sustainability reporting. From 2025/26, the disclosure requirements include the governance, strategy, risk management, metrics and targets pillars. The disclosures are provided below and cover relevant information for the full span of the Green Plan. This information will be referenced in our annual reporting to avoid duplication.

Governance: The MFT Green Plan lays out the governance structure and accountability of climate-related issues. The board has oversight through two main avenues, via the Green Plan Oversight Group, and the Estates & Facilities Management Group. The Sustainability Policy defines staff responsibility to address the ten areas of focus in their area of work, with specific management staff roles and responsibilities. For further details, see the [Governance](#) page.

Strategy: Two climate-related risks have been formally recognised by the trust: one is related to the successful delivery of the Green Plan and related objectives and actions, and one is related to the risks posed to the organisation by climate change and our need to adapt to them. Each risk has elements and impacts relevant to the short, medium, and long term.

Elements of the Organisation's Operations, Strategies & Financial Planning	Examples of Impacts of Climate-Related Risks: Failure to Deliver Green Plan	Examples of Impacts of Climate-Related Risks: Failure to Adapt to Climate Change
Products & Services Delivered	<ul style="list-style-type: none"> Services remain carbon-intensive to deliver, and best value (social, financial & environmental) is not realised Continued inefficiencies and unfounded opportunities for improving patient care Risk of poor outcomes from CQC assessments 	<ul style="list-style-type: none"> Extreme weather events (increasing in frequency and severity with time) affect our ability to deliver services Services ill equipped to deal with the changing presentation of health issues in the population because of the changing climate Buildings become unsuitable and/or inhospitable for care delivery
Supply Chain & Value Chain	<ul style="list-style-type: none"> Unfounded opportunities for avoiding waste and reducing spend Risk of inefficient delivery practices and local supply of essential equipment and consumables 	<ul style="list-style-type: none"> Low resilience to disruption to the global supply chain caused by climate-related challenges in the production and delivery of goods & services
Adaptation & Mitigation Activities	<ul style="list-style-type: none"> Likely more challenging and costly to meet net zero carbon within legislated timeframes without the timely delivery of the Green Plan 	<ul style="list-style-type: none"> Higher risk of more severe impacts to service continuity, infrastructure, and supply chain if adaptation measures are not put in place in the short term
Investment in Research & Development	<ul style="list-style-type: none"> Reputational damage may impact stakeholders' willingness to engage with our organisation as an R&D partner 	<ul style="list-style-type: none"> Impacts to service delivery from failure to adapt may impact our capacity to engage with R&D May be an increase in opportunities for climate-related R&D as impacts become more pressing
Access to Capital / Funding	<ul style="list-style-type: none"> Higher risk of expenditure required for offsetting emissions if we do not meet our net zero carbon targets through Green Plan delivery 	<ul style="list-style-type: none"> Late adaptation measures are likely to be more costly than early and iterative adaptations, especially if early interventions are embedded in backlog maintenance

Appendix 4: Taskforce on Climate-Related Financial Disclosures (TCFD)

For further high-level information on the risk and opportunities to 2030 and beyond, see the [Risk Management](#) page.

These risks, as well as the actions to mitigate these risks, will be maintained and developed in line with Trust risk management processes. MFT's approach to managing climate risks sits within a broader context of national, GMCA, Local Authority (LA) and NHS GM climate change risk assessment and associated plans to help ensure clear roles and responsibilities.

This Green Plan sits alongside and complements the [Fit For The Future: 10 Year Health Plan for England](#), [MFT's Trust Strategy: Where Excellence Meets Compassion](#), and the [NHS Greater Manchester Green Plan 2025-28](#). Delivering the Green Plan alongside these strategies has the co-benefit of delivering a sustainable healthcare system and helping to mitigate climate-related risks.

Over the course of this Green Plan, further understanding of the extent, likelihood, and material impact of these risks will be gained, specifically with use of the NHS Climate Change Risk Assessment Tool and the development of a standalone Climate Adaptation Plan, in line with the NHS GM Climate Change Adaptation Plan. There is currently no mechanism for internal carbon pricing to support organisational decision making. Potential approaches will be considered during this Green Plan in line with regional and national guidance. Updates to the understanding of risk and mechanisms for assessing the impact will be included in annual sustainability reporting.

Risk Management: Climate-related risks are managed through the standard Trust risk management process, linking directly to the Green Plan which encompasses the full scope of required action. The Trust mitigates climate-related risk through reducing our carbon impact and adapting to climate change, both managed through the action plan linked to delivering the Green Plan. Management of these risks is led by the Sustainability Team, with the Board informed via quarterly updates and an annual Green Plan progress report.

Risks present on the risk relate to:

1. The risk of not delivering the Green Plan without strategic leadership and staff engagement throughout MFT, resulting in damage to reputation, and contributing to climate change.
Note: Classified as a strategic risk, with awareness and mitigation of risk reviewed at the highest seniority in the organisation. Reviewed bimonthly, owned by the Joint Chief Medical Officer and Chair of the Population Health Management Committee.
2. The risk of not adapting to climate change, including extreme weather, which could result in pressures on our service continuity, critical infrastructure, and supply chain, to the extent of critical shortages and pressure on services.
Note: Reviewed biannually, owned by the Associate Director of Sustainability and Director of Estates and Facilities. Mitigation of this risk will be further managed through adoption of the NHS Climate Adaptation Maturity Framework from 2025.

For further details, see the [Risk Management](#) page.

Metrics & Targets: Disclosure of scope 1, 2 and 3 carbon emissions is not yet mandatory for NHS bodies, however it is considered best practice. MFT currently measures scope 1, 2 and 3 emissions quarterly and reports annually, distinguishing the Carbon Footprint and Carbon Footprint Plus in line with the 'Delivering a Net Zero NHS' Report. These metrics relate directly to the overarching ambitions of the Green Plan. Further metrics for actions related to the areas of focus are reviewed annually in the MFT Annual Sustainability Report.

The measurements against each area of focus and supporting project are listed in [Appendix 1: Action Plan](#). This will be reviewed and updated on a regular basis to ensure the most appropriate metrics are being used to measure progress.

Contact Us

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 and for more resources visit our [Link Tree](#)

This document was produced by the MFT Sustainability Team

International House
Ledson Road
Manchester
M23 9GP



Image Credits:

- MFT Clinical Photography & Medical Illustration Services
- Mari Potter – Unsplash
- Mylo Kaye – Unsplash
- John Cameron – Unsplash
- Daniel Funes Fuentes – Unsplash
- Philipp – Unsplash
- Francesco Gallarotti – Unsplash

