

Green Plan

2025-30



**Greener
today, healthier
tomorrow.**



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It is with both pride and resolve that I introduce this Green Plan for Wrightington, Wigan and Leigh Teaching Hospitals NHS FT. WWL has long stood as a beacon of care, compassion, and innovation, serving our communities in Wigan and beyond for generations. Today, our responsibilities extend beyond the walls of clinics and hospitals. As we embark on this transformative journey, it is essential to remember the urgent need for bold action in the face of the climate crisis. Achieving net zero emissions is more than an aspirational target—it is a necessity if we are to safeguard the health and wellbeing of our communities now and into

the future. The path to sustainability compels us to reimagine every aspect of our operations, from energy use and procurement to travel, waste, and clinical practice. By striving for carbon neutrality, we honour our responsibility to those we care for and demonstrate leadership within the NHS and beyond. This Green Plan is our commitment to meaningful change, ensuring that the legacy we build is not only one of clinical excellence, but of environmental stewardship and hope for generations yet to come.

Mary Fleming
Chief Executive



Foreword

The Trust Board and I are delighted to see the progress the organisation has made since our Green Plan was released in 2022. It is a testament to the tenacity and lateral thinking of our staff and local partners that we have made such significant strides. Without their input into strategy, developments, new technologies, and innovative ways of working, we wouldn't have even scratched the surface of becoming a more sustainable organisation.

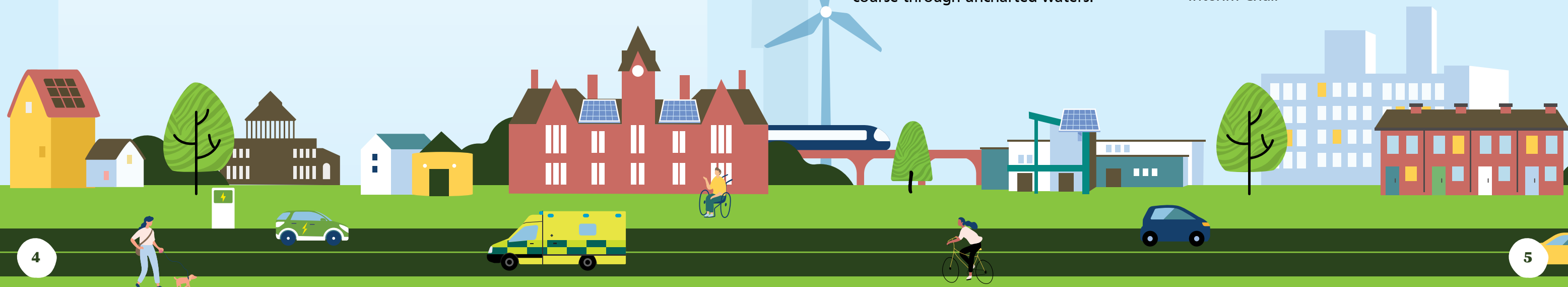
We are also confident that this new Green Plan will pave the way for WWL's sustainable future. Our ambitions are high-reaching and will require radical changes to the way we go about our day-to-day activities. But there is no better time than now, whilst the NHS is entering a period of major transformation, to ensure that we have foundations firm enough to enable us to change and more importantly to sustain that change into the future.

Climate change is the primary threat to our organisation's future. We must adapt to what lies ahead and plot a precarious course through uncharted waters.

To achieve our ambitious goal of becoming a sustainable healthcare organisation, we will need the continued support of you—our staff, patients, visitors, and the wider community.

I know you have the passion and ambition to make this happen. Please know that the Board is committed to ensuring collective responsibility for the sustainability agenda, and it will always receive the attention and prominence it deserves.

Francine Thorpe
Interim Chair



Introduction

Wigan was one of the powerhouses of the industrial revolution, sporting the triple manufacturing crown of coal, cotton and iron. Our heritage is one that has delivered many benefits for our population. Our fossil-fuel based economy has also brought problems. We acknowledge the impact that our heritage has had upon our health, our environment and the climate and we want to address it.

Over the past 3 years WWL have established their response to the climate emergency, publicly committing to achieve the NHS' aim to be the worlds first net zero national health service. Over these 3 years, the scale of the challenge has become clearer, as has the effect WWL is having on emissions, the environment and health.

You may think that the negative effect our organisation is having on the health of the planet and its inhabitants is unfounded. But every time we look at the way we operate as an organisation, we find negative impacts on water quality, air quality, soil health, biodiversity and a range of other indicators of planetary health. The negative effects of the way we operate our organisation are also threatening our priority: the health of our population.

Updated information on climate change predictions

During 2020, whilst we were developing our first Green Plan, there was still hope that we could keep annual mean temperatures within the 1.5°C above the pre-industrial baseline target. In 2024 annual mean temperatures reached 1.45°C above the pre-industrial baseline. New temperature highs were recorded throughout 2024, and climatic extremes are claiming lives across the globe. Heat related mortality of people older than 65 years increased by 167% globally compared with the 1990s. People all around the world are facing record-breaking threats to their wellbeing, health, and survival from the rapidly changing climate. Of the 15 indicators monitoring climate change-related health hazards, exposures, and impacts, ten reached concerning new records in their most recent year of data.

We understand the impact, we understand the challenge and we understand our role in addressing it. We also understand that we are now in a situation where we must adapt to the effects of climate change. We cannot avoid them.

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Lancet, 2024



Green Plan 2022-2025

The Trust developed its 2022-2025 Green Plan to respond to a rapidly changing world. It had 4 ambitions:

To improve the health and wellbeing of our patients and population through reducing our environmental impact.

To support and develop a culture of sustainability within our WWL family

To deliver a year-on-year decrease in our emissions to atmosphere and impact on the environment

To increase partnership working across all sectors, aligning our sustainability journey to the needs of our patients and community

We are proud to say that we have delivered on 3 of these ambitions. Since the inception of our green plan in 2020 we have strived to address our environmental impact, building sustainability into our governance processes to ensure that it is considered during all decision making. We have developed plans to decarbonise our built estate, to decarbonise the way we travel, to decarbonise our supply chain and to maximise biodiversity on all our owned sites. We have worked to make sustainability, business as usual, developing and delivering training packages tailored to different stages of people's careers and to different professions. We have also established ourselves as an Anchor

Institution and helped develop the Wigan Climate Coalition, aligning our sustainability journey to our partners across the borough.

Despite all of this we are still seeing our emissions climb post COVID-19. It is clear, that we are struggling to implement our plans. This isn't through lack of effort, but largely through lack of available funds. With the best will in the world, we need funding to realise large scale emissions reductions. We have reorientated our teams to tackle this issue focusing on sourcing external funds and alternative methods of finance. This is beginning to pay dividends with over £4m of funding secured in 2024/25 alone.

How we are working with other partners

Anchor Institution

Anchor Institutions are organisations that are rooted in local communities, and through their size and scale, positively contribute to the local area in ways beyond their direct service provision. WWL is an Anchor Institution, and we positively contribute to our local area beyond our direct service provision. In Our Strategy 2030, the Trust set out a vision to place our local communities at the heart of everything we do. Working with our partners, we are using our role as a significant local employer and purchaser of goods, along with our building assets, to support the development of a thriving and

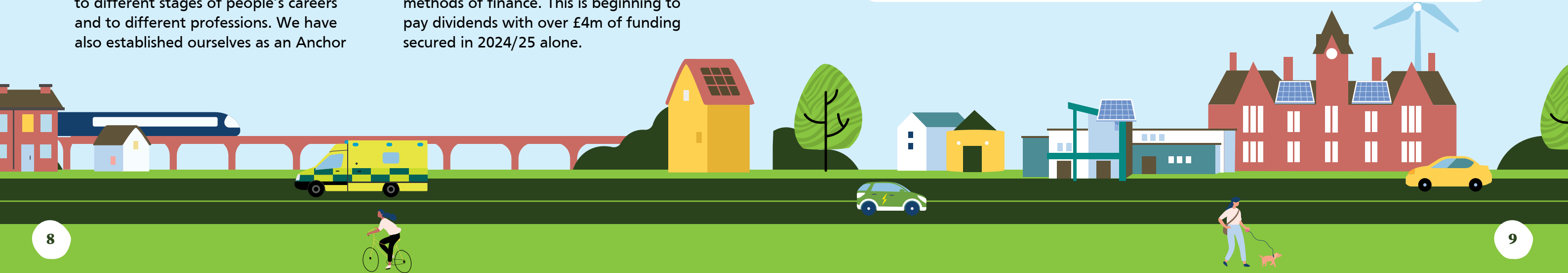
sustainable local economy. Through this, we aim to reduce health inequalities and poverty, positively impacting the health and wellbeing of the communities we serve. The key strands of our anchor institution are badged under the following themes:

- Community Wealth Building through our Partnership Working
- Increasing access to quality work for local people
- Spending our money locally and to create social value
- Opening up our buildings and spaces for the local community
- Caring for our environment

Wigan Climate Coalition

We are one of the founding members of the Wigan Climate Coalition. The coalition of businesses, community and public sector organisations formed to help meet the challenges that climate change will bring to the borough.

As we adapt to the greater risk of flooding, heatwaves, droughts and even the knock-on impacts of wildfires on moorland and rising sea levels on the North West coast, we will help to create a local movement for positive change.





2023

IOT enabled lights installed at Leigh Infirmary and Wrightington Hospital
Aspull Health and Wellbeing Centre new build is BREEAM Certified
Aspull HC Electric vehicle chargers installed
Parr Bridge Health and Wellbeing Centre new build is BREEAM Certified
Parr Bridge HC Electric Vehicle chargers installed
Shevington Clinic Fabric upgrades
Plastic disposables transitioned to biodegradable or compostable
Plant based dishes included across all menus

2025

LED lighting fully installed at Leigh, Wrightington, and all Clinics
Buckingham Row Fabric upgrades
Seasonal menus for patients
Hindley HC LEDs

2020

IOT enabled LED lights installed at Buckingham Row
Hindley HC Fabric upgrades
Longshoot HC Fabric upgrades

2018

Food waste collections introduced

2017

Combined Heat and Power Unit installed at Wrightington Hospital
Cooking oil reprocessing introduced in 2017

2016

Combined Heat and Power Unit installed at Leigh Infirmary

2019

2019 – IOT enabled LED lights Installed at TLC
Ashton HC - Electric Ambulance charging installed

2022

Hindley HC Fabric upgrades
Combined Heat and Power Unit installed at RAEI

2024

Recycling bins rolled out in all retail outlets
Reuseable mugs

Our journey so far

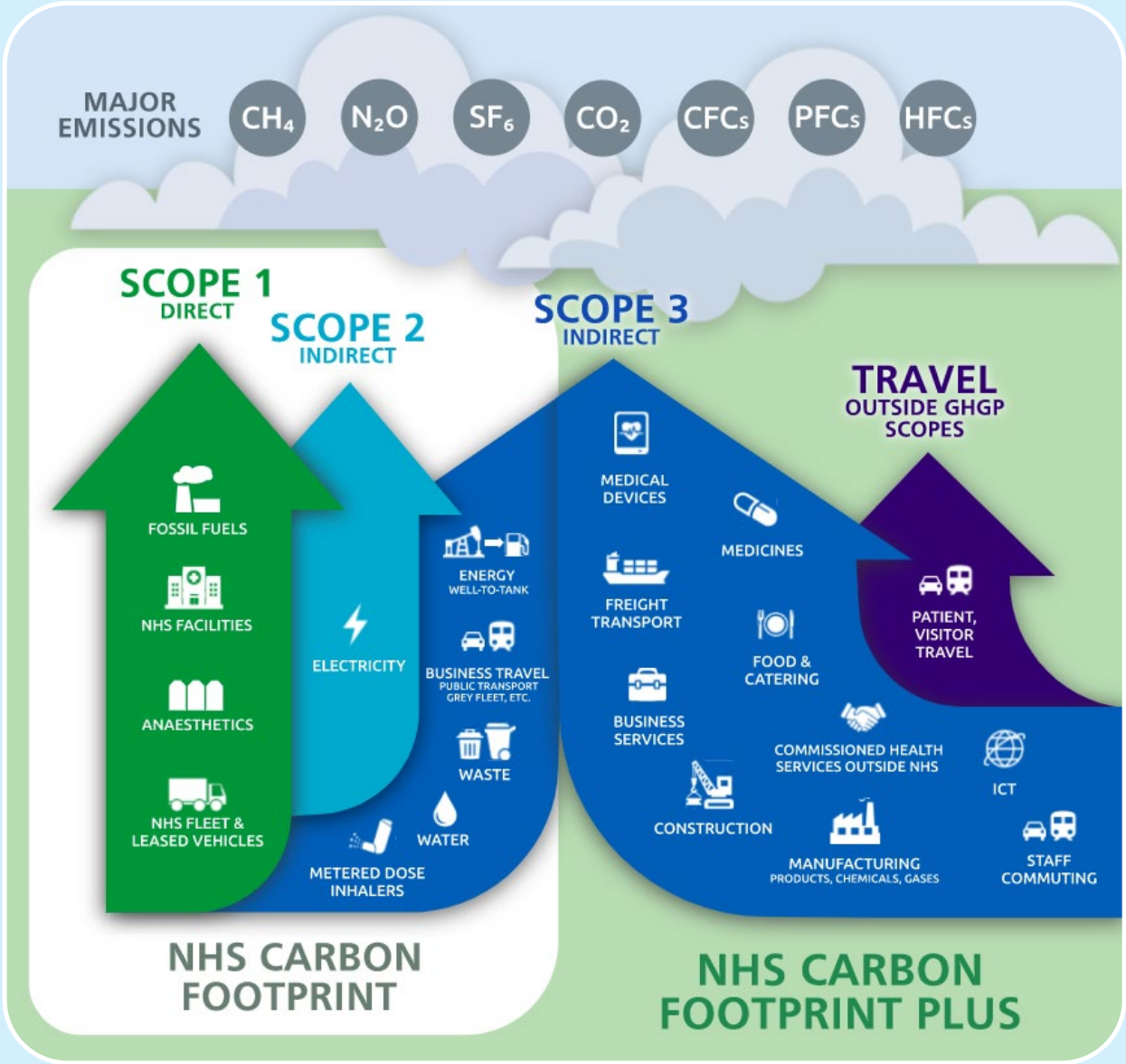
Wigan is one of the powerhouses of the industrial revolution, sporting the triple manufacturing crown of coal, cotton and iron. Our heritage is one that has delivered many benefits for our population. Our fossil-fuel based economy has also brought problems. We acknowledge the impact that our heritage has had upon our health, our environment and the climate and we want to address it.

Developing our strategy

We have decided as an organisation to be as ambitious as possible for this Green Plan whilst remaining achievable, to go beyond targets that are mandated to us and to accelerate our transition towards becoming a sustainable healthcare organisation. We have consulted our staff and our partners across Greater Manchester to ensure that we are prioritising the actions that people think are most important within this strategy. Learning from our previous Green Plan has also been incorporated and is helping us chart our way to becoming a truly sustainable healthcare organisation.

Performance (Carbon footprint)

The NHS set out a comprehensive approach to defining our carbon footprint. The methodology accounts for emissions that we have overall control of, defined as ‘NHS Carbon Footprint’ and emissions that we have influence over, defined as ‘NHS Carbon Footprint Plus’.



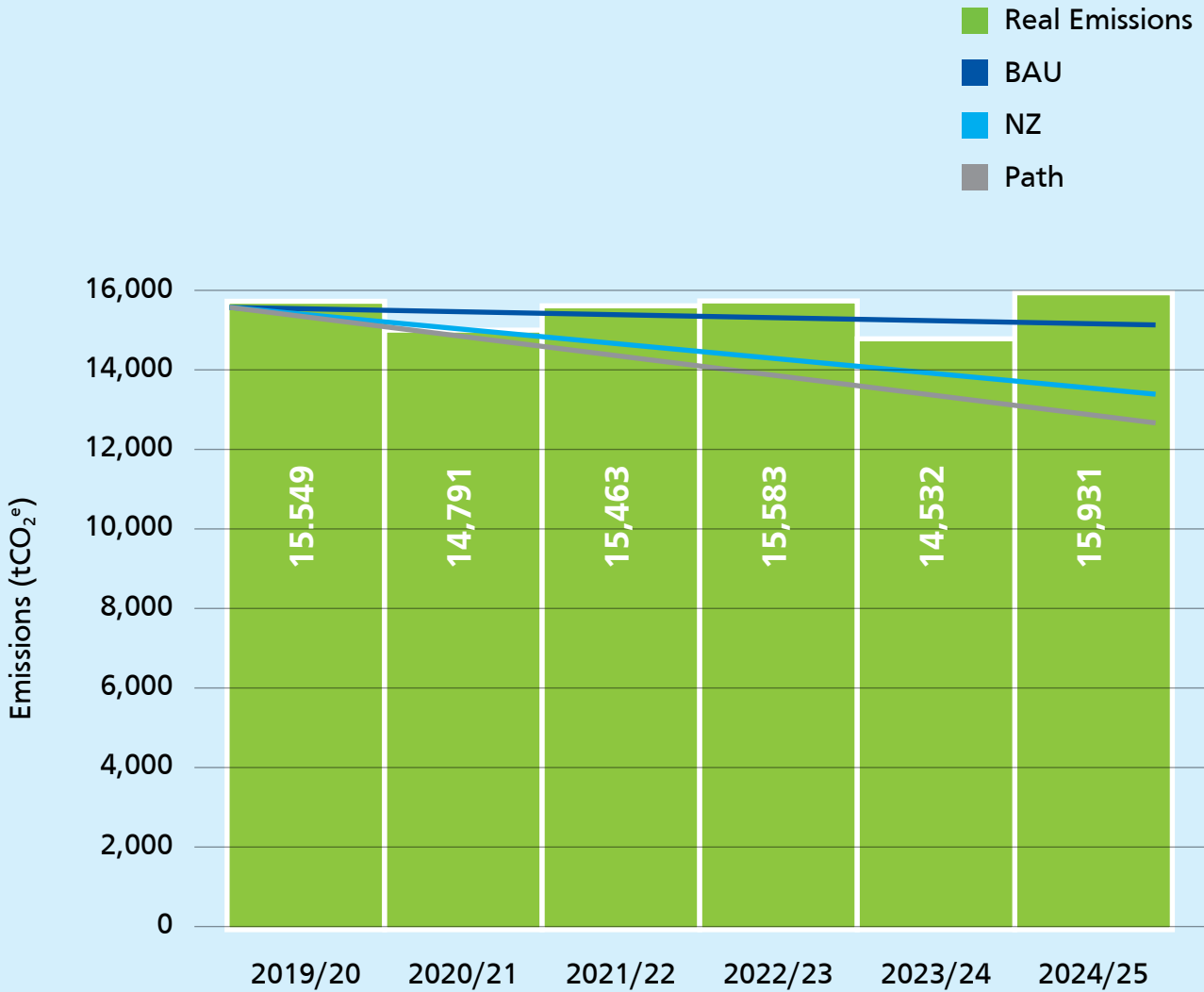
Organisational breakdown

NHS Carbon Footprint

Using these definitions we have produced a breakdown of our own organisational emissions since our 2019/20 baseline.

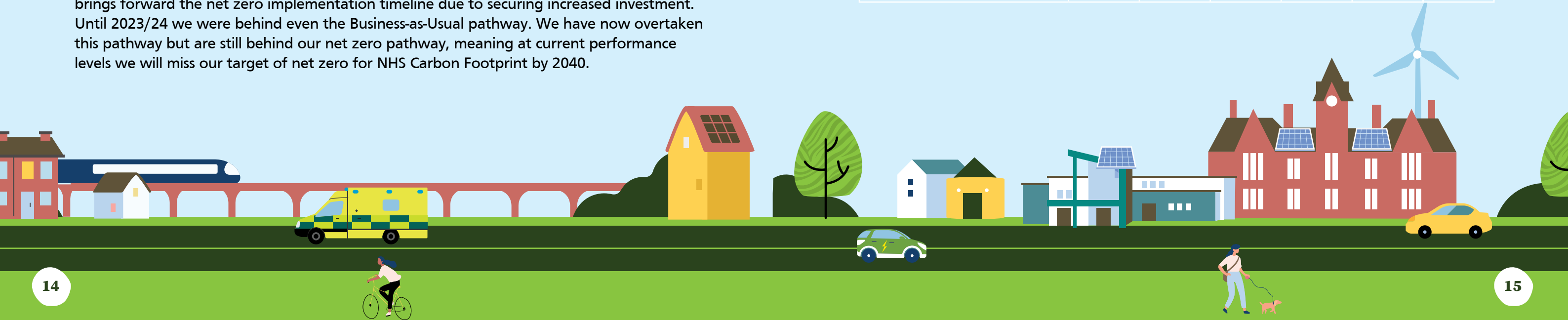
Emissions Source (tCO2e)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity	3,840	3,485	3,240	1,783	2,090	2,159
Electricity T&D	326	300	287	163	181	191
Natural Gas	7,789	7,995	8,235	10,017	9,460	9,867
Owned Vehicles	176	171	162	171	151	144
Gas Oil	14	19	29	9	11	53
Refrigerants	n/a	166	166	166	70	55
Anaesthetic Gases	37*	30	18	65	38	243
Water	39	105	42	55	62	68
Business Travel	398	429	406	397	29	307
Waste Disposal	827	253	251	310	208	252
Metered dose inhalers	149	137	154	139	161	64
WTT	1,767**	1,700	2,473	2,308	2,072	2,122
Total (tCO2e)	15,362	14,791	15,464	15,583	14,533	15,931

Using our organisational target of Net Zero Emissions for NHS Carbon footprint by 2040, we modelled three different pathways. Business as Usual, Net Zero 2040 and Pathway 2, which brings forward the net zero implementation timeline due to securing increased investment. Until 2023/24 we were behind even the Business-as-Usual pathway. We have now overtaken this pathway but are still behind our net zero pathway, meaning at current performance levels we will miss our target of net zero for NHS Carbon Footprint by 2040.



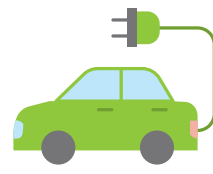
NHS Carbon Footprint Plus

Emissions Source (tCO2e)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total (tCO2e)	82,079	66,356	65,364	72,041	75,759	78,500





People



Travel and Transport



Green Spaces and Biodiversity



Energy, Water and Buildings

Areas of focus

What do we want to address



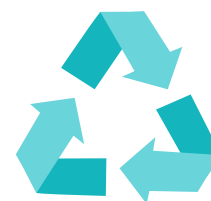
Sustainable Care



Medicines



Food and Nutrition



Waste



Procurement



Digital Transformation



Climate Change Adaptation

What do we want to achieve?

- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032;
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.
- To better understand the impact we are having on environmental indicators, such as air quality, soil quality and water quality.

How are we going to do it?

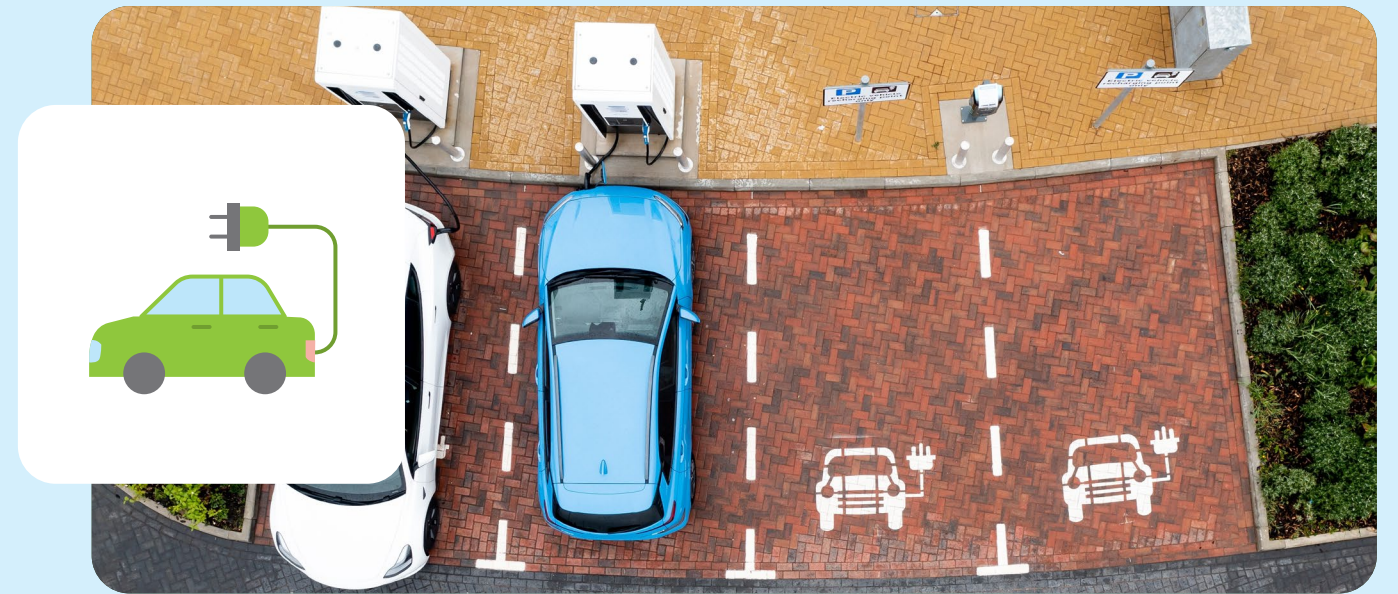
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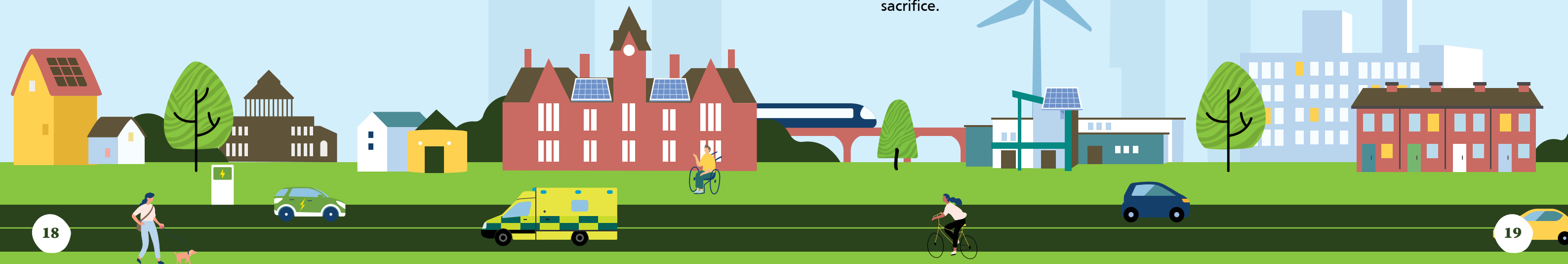
People

- All Trust staff to receive training at induction explaining what climate change is, how it affects health, the Trust and what we can do to address it.
- Assess workforce capacity and skill requirements for delivering the green plan. A role specific training package will be developed for staff, that gives them the agency to make their respective professions more sustainable. We aim for a 10% uptake in core training offers.
- Fully integrate sustainability into quality improvement.
- Fully integrate sustainability into all decision making.
- Include climate change, sustainability and Greener WWL in all job descriptions, recruitment adverts and leadership behaviours.
- Fund and develop regular, engaging comms that will empower people to make change.



Travel and Transport

- Make arrangements to purchase, or enter into new lease arrangements for, zero-emission vehicles only from December 2027 onwards (excluding ambulances).
- Offer only zero-emission vehicles through vehicle salary sacrifice schemes from December 2026 onwards (for new lease agreements).
- Staff travel expense scheme to recompense travel via public transport and bicycle at a higher rate than personal vehicles.
- Annual public transport passes to be made available for purchase via salary sacrifice.
- Cut business mileage by 50% by 2030 against a 19/20 baseline.
- Showers, change facilities, cycle storage and lockers to be provided on all Trust main sites by 2030.
- Develop a sustainable travel plan by December 2026, to be incorporated into the green plan focusing on active travel, public transport and zero-emission vehicles, supported by a clear understanding of staff commuting.





Green Spaces and Biodiversity

- Implement a plan to cease all use of pesticides and herbicides.
- Cease use of peat containing composts.
- Complete biodiversity assessment across all owned sites.
- Adapt the mowing schedule so that areas of low utilisation green space are allowed to seed.
- Establish a biodiversity enhancement plan aiming to convert all suitable hospital grounds into native planting and wildlife habitats.
- Develop a pollinator friendly gardens and grounds program.
- Implement sustainable water management practices including rainwater harvesting and creation of aquatic habitats
- Launch a biodiversity awareness campaign for staff, patients, and visitors.
- Launch a biodiversity training program for all grounds maintenance staff.
- Buildings and land



Energy, Water and Buildings

- Ensure all applicable new building projects with an outturn cost of £5m are compliant with the NHS Net Zero Building Standard
- Include a sustainability factor in all Capital outline business cases.
- Develop business cases to deliver the measures outlined in the HDP, as well as accompanying energy efficiency and renewable energy interventions, with a view to submitting a funding application through the PSDS if projects cannot be financed through internal budgets.
- Improving energy efficiency by installing measures such as LED lighting, insulation and double-glazed windows.
- Replace fossil fuel heating systems with lower carbon alternatives, such as heat pumps or connecting to a heat network system
- 100% adoption of LED across all owned sites with 60% coverage achieved during 25/26.
- Increasing use of renewable energy by investing in on- or near-site renewable energy generation to meet our energy demand.
- A hospital wide review of sanitaryware to be carried out with a view to achieving a 5% reduction in water consumed against a 2024/25 baseline year.
- Where feasible, electricity metering to be installed at department/ward level to enable electricity consumption to be monitored.
- Where feasible, gas metering to be upgraded to AMR
- Where feasible, water metering to be upgraded to AMR
- Low carbon refrigerants utilised in all new catering equipment



Sustainable Care

- Run an annual green team competition with a view to generating and completing quality improvement projects in clinical areas that focus on a measurable reduction in emissions, with co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities
- Develop an evidence base for provision of healthcare associated with lower travel such as One Stop Shops and where the use of Virtual Clinics leads to reductions in travel.
- Develop the basis for lower carbon ED care using the RCED Green Handbook as a basis for planned development and change



Medicines

- Identify a clinical lead with oversight of net zero clinical transformation, with formal links into board-level leadership and governance.
- Establish a clinical lead and multidisciplinary working group responsible for reducing emissions in critical and perioperative care.
- Establish a clinical lead and multidisciplinary working group responsible for reducing emissions in medical pathways, with a focus on acute or long-term conditions such as renal disease, diabetes or cardiovascular disease.
- Where clinically appropriate encourage the transition from use of anaesthetic gases to TIVA.
- Support high-quality, lower-carbon respiratory care in secondary care, including supporting patients to choose the most appropriate inhaler(s) in alignment with clinical guidelines, performing inhaler technique checks with patients and promoting the appropriate disposal of inhalers
- Cease use of the volatile anaesthetic agent desflurane in line with national guidance, allowing exceptional use only as published by the Neuro Anaesthesia and Critical Care Society
- Cease delivery of nitrous oxide from medical gas pipeline systems.
- Where clinically appropriate promote the use of oral medicines.
- Move towards evidence-based reductions in testing such that limited resources are used efficiently and that they are not used where the benefit is absent.



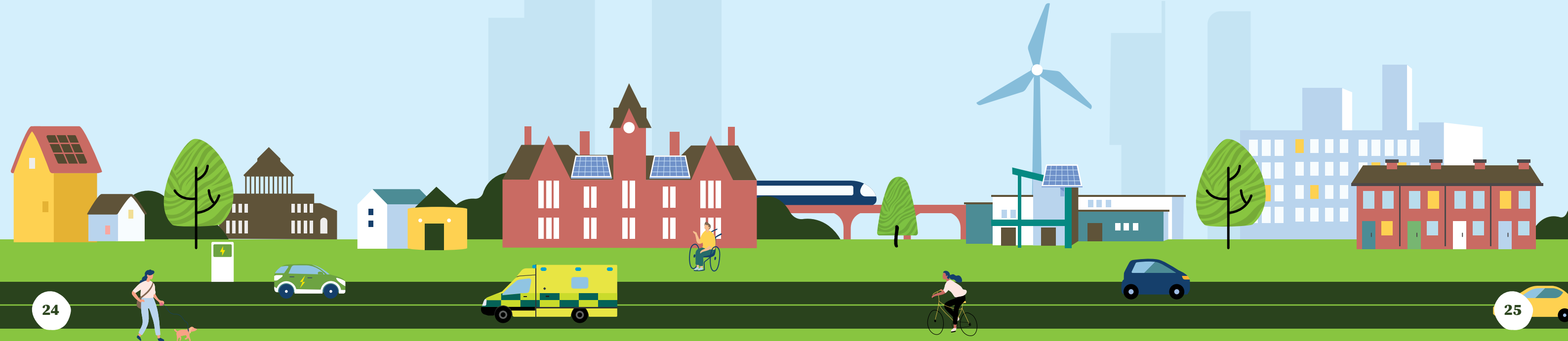
Food and Nutrition

- Calculate the carbon footprint and environmental impact of our menus
- Electronic Meal Ordering implemented across all sites
- Cease purchase of single use catering consumables. Implement a reusability hierarchy.
- Utilise NHSE recipe bank when developing low emission menus
- Place vegetable-based dishes higher up the menu than meat-based dishes
- Prioritise creation of menu options that have a lower impact on emissions, soil degradation, water conservation, land use and pollution.
- Launch a Healthy Eating campaign promoting healthy and sustainable eating habits among staff, patients, and visitors.
- Have information available on the internet/intranet regarding sustainability in dietary choices for patients and staff



Waste

- Simpler recycling implemented for all owned
- Reusable sharps containers implemented.
- Implement digital food waste measurement
- Measure food waste in line with the Estates Returns Information Collection (ERIC) and set reduction targets
- Reduce food waste by 20% through improved meal planning and portion control.





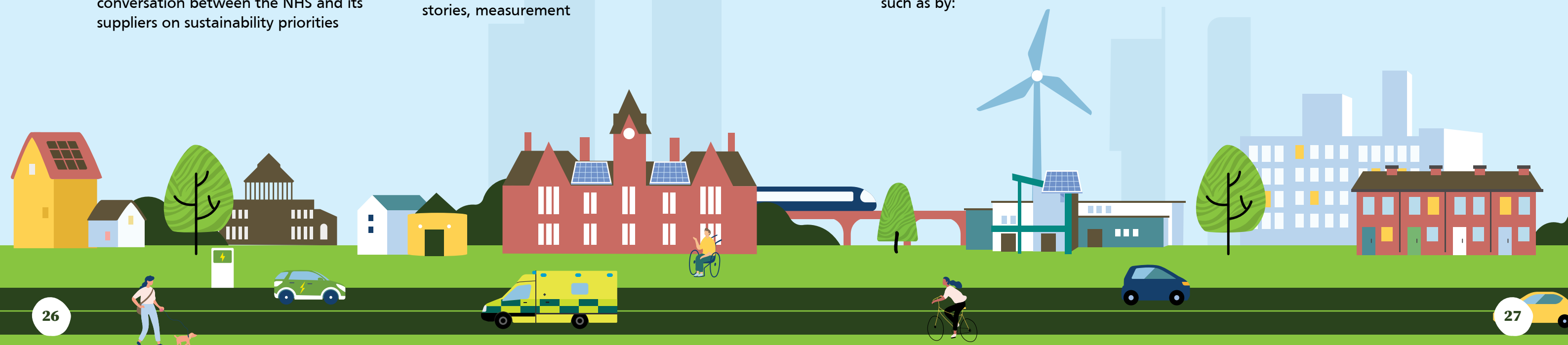
Procurement

- A 10% reduction in disposable items, where a reusable option is available, against a baseline of 2024/25.
- Embed the NHS net zero supplier roadmap requirements into all relevant procurements and ensure they are monitored via KPIs.
- Encourage suppliers to go beyond minimum requirements and engage with the Evergreen Sustainable Supplier Assessment to support a single conversation between the NHS and its suppliers on sustainability priorities
- Become a paper free organisation, ceasing printing of all avoidable paper. For unavoidable paper, switch to 100% recycled paper content where feasible.
- Contracts due to expire are to be reviewed quarterly to ensure sustainability is captured
- Reduce reliance on single-use products, considering how to safely build this work into clinical improvement projects.
- Repair rather than replace - statement, stories, measurement



Digital Transformation

- Reduce reliance on office paper by 50% across all operations.
- Maximise the benefits of digital transformation to reduce emissions and improve patient care, for example, by reducing the use of paper and providing virtual pathways where clinically appropriate.
- Supported by the Digital Maturity Assessment, consider opportunities to embed sustainability in digital services, such as by:
 - using circular and low-carbon approaches to IT hardware management, which may include longer device lifetimes, leasing models, buying refurbished or remanufactured equipment and PC power down configuration
 - considering low carbon hosting, promoting good data hygiene (such as, deduplication and archiving) and engaging digital suppliers (see also Supply chain and procurement)



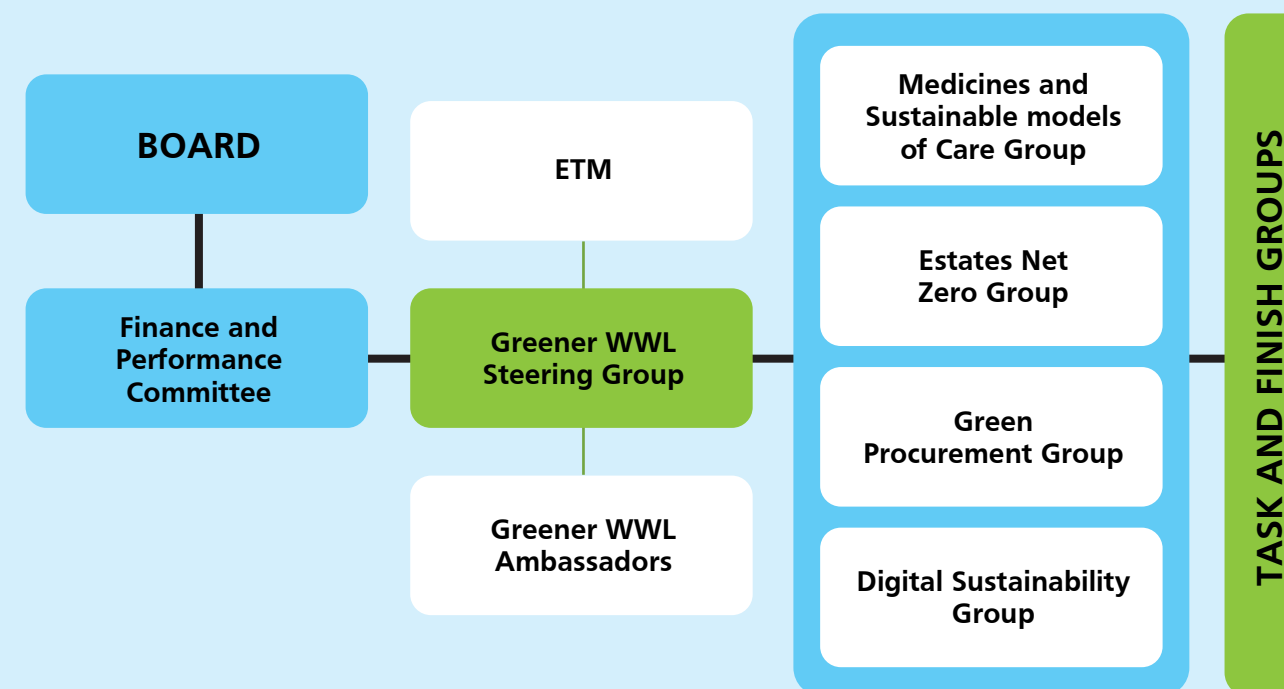


Climate Change Adaptation

- Retrofit and design our estate to withstand extreme weather events that are predicted to occur in our localities.
- Develop contingency plans and diversify our supply chains to mitigate the disruptions that will be caused by climate change.
- Implement protocols and resources to manage increased demand during heatwaves.
- Educate and engage staff, patients and visitors on climate change impacts and adaptation measures.
- Advocate for urban planning that reduces the effects of urban heat islands.

Governance

Good governance is vital to us achieving our sustainability aims and WWL has a clear structure for accountability and reporting.



Our CEO Mary Fleming is committed to action on sustainability and is aided at board level by our Deputy Chief Executive and Board Level Net Zero lead Richard Mundon. Richard is chair of our Greener WWL Steering Group which reports into Trust Board via the Finance and Performance Committee. The Greener WWL Steering Group is a multi-disciplinary group with senior representatives from medical, nursing, estates, procurement and digital. Our sustainability Manager Josh Balmer is responsible for developing our strategic direction for sustainability and leads the sustainability team.

In addition, we also have a new cohort of Greener WWL Ambassadors, comprised of interested members of staff that want to see progress on sustainability. These ambassadors help to hold the organisation to account, help to drive sustainability across the organisation and attend the various sub-groups and steering groups.

We also report informally into external bodies on sustainability progress, including the Greater Manchester ICB Sustainability Leads Group, The Wigan Borough Community Wealth Building Partnership and the Wigan Climate Coalition.



Get involved

To achieve the things we have set out in this strategy, we need you our staff, patients and visitors to get involved. We want to empower you to be an agent of change within our organisation and to help us deliver a sustainable future. The climate emergency can feel overwhelming, and action can seem pointless in the face of the change that we will see. But it doesn't have to be all doom and gloom. You can have an impact, and you can help us tackle the climate emergency head on. The tools shown below will help you to help us achieve our vision to be a sustainable healthcare organisation.

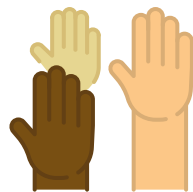


Follow us on Social Media



Read our:

- Green Plan
- Net Zero Strategy
- Sustainable Travel Plan
- Biodiversity Plan
- Climate Change Adaptation Plan



Sign up to be a Greener WWL Ambassador



Go to the sustainability pages on the intranet and internet



Sign up for Sustainability Training



Sign up for our Green Team Competition or submit a sustainability focussed Quality Improvement Project to Quality Champions



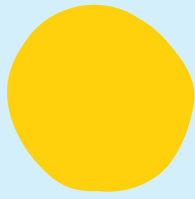
Read some of our case studies for inspiration



Submit your project for a STAR Award

For more information on anything included within this plan please contact the sustainability team @ greener.wwl@wwl.nhs.uk





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