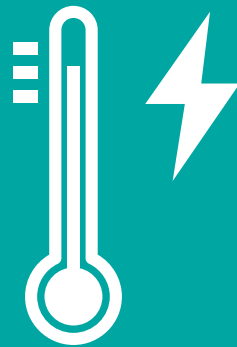
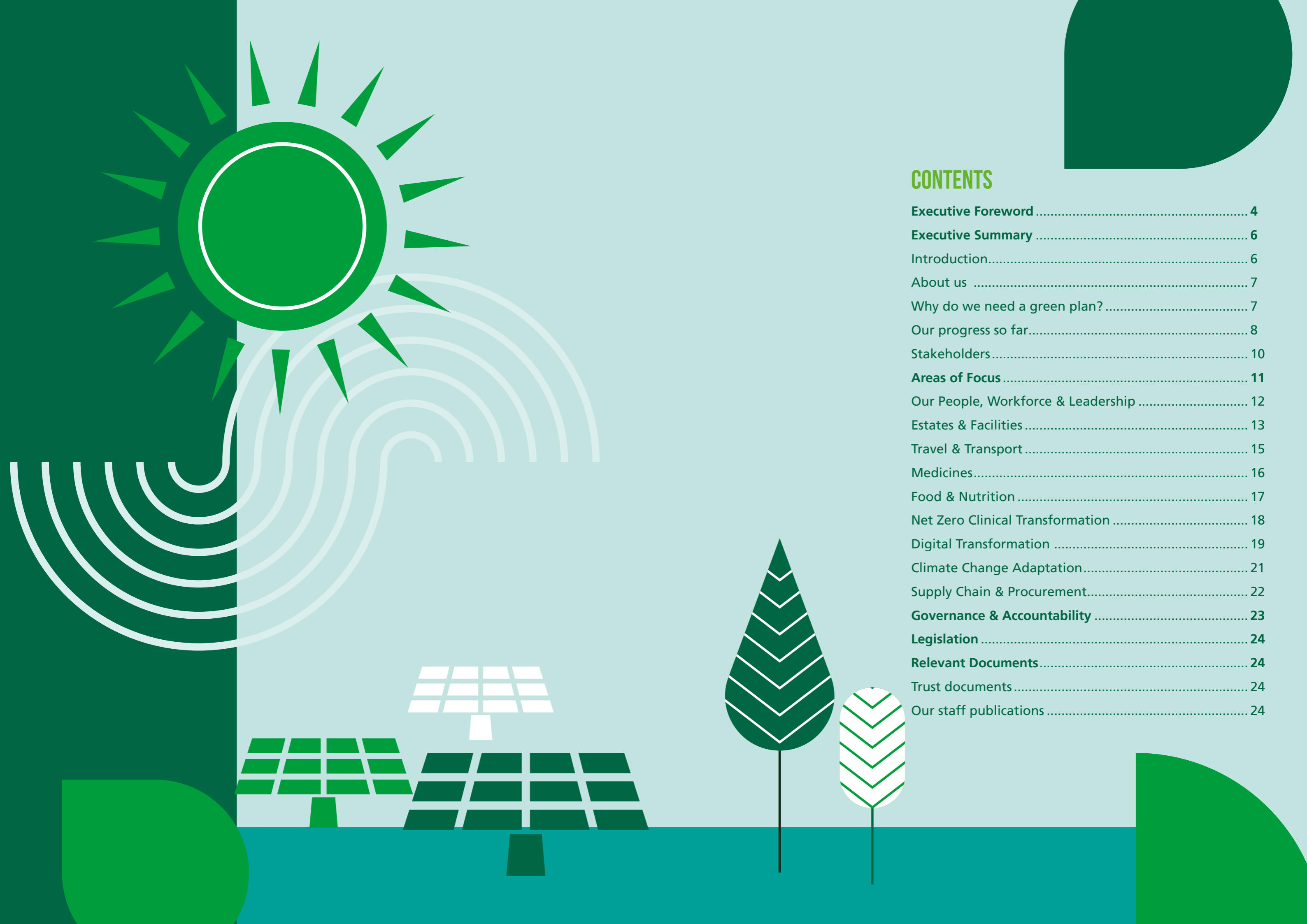


# GREEN PLAN 2025 - 2028





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## EXECUTIVE FOREWORD

As a major acute and community healthcare provider, the Dudley Group NHS Foundation Trust recognises the significant environmental impact of delivering care to our communities. Like all large organisations, we consume substantial amounts of energy and water, generate waste, and are responsible for thousands of staff, patient, and visitor journeys every day.

Our vision is to deliver excellent healthcare for the people of Dudley. A key part of achieving this is working seamlessly with our partners to create healthier, fairer, and more sustainable communities. The Green Plan is a central driver of this ambition. It sets out how we will reduce our environmental impact across travel and logistics, asset management, climate adaptation, capital projects, sustainable models of care, procurement, and the use of natural resources.

Over the past four years, we have made significant progress in reducing our environmental impact and reducing our carbon emissions.

Some key achievements include:

- Secured almost £600,000 from the NHS National Energy Efficiency Fund to deliver LED lighting upgrades and solar panels in 2025. This is estimated to save 111 tCO<sub>2</sub>e per year.
- Significant uptake of the free bus passes provided by National Express and Transport for West Midlands (TfWM). Over the last 12 months, more than 425 staff members have claimed the offer, totalling 15,861 bus journeys, which saves an estimated 5 tCO<sub>2</sub>e by switching from car to bus.
- In November 2023, the Trust upgraded anaesthetic gas machines to newer models, providing data on gas use and enabling the Trust to move away from the Manifold supply. Working with PFI partners, the manifold was successfully decommissioned in July 2025, estimated to save 414 tCO<sub>2</sub>e per year.
- Our Pharmacy Team has worked hard to establish the pharmacy returns scheme, where drugs from wards that aren't used by patients are re-dispensed by the pharmacy. This has saved £63,300 and saved 8.1 tCO<sub>2</sub>e by returning over 2,300 drugs.
- The Trust has embedded sustainability through various methods, from preceptorship training, our Quality Priorities, all the way through to our annual Committed to Excellence ceremony, which has a dedicated Sustainability Award.
- The Trust has over 100 Green Team members who support delivering the Green Plan within their areas of work, be delivering their own projects to raise awareness. Heather Jones, on ICU, has engaged the whole department to form a small team delivering multiple projects which save time and money whilst reducing wastage. Such as their shift from 50ml syringes to 100ml propofol bottles saved 125 nurse hours, nearly 11,000 syringes, and £3,858.

Our Green Plan will measure success not only in reducing carbon emissions, but also in improving air quality, shifting travel behaviours, cutting single-use plastics, and building a more circular economy. Equally important are the wider benefits: healthier communities, reduced inequalities, and more resilient services. By embedding sustainability into decision-making and tracking progress against clear metrics, we will deliver benefits for patients,

staff, and our local population. Our latest carbon report (2023/24) shows a 7% reduction in emissions since the 2019/20 baseline; down by 2,836 tCO<sub>2</sub>e. To reach our 2032 Net Zero target, we must reduce emissions by a further 5.4% each year (2,148 tCO<sub>2</sub>e). While NHS England has not set annual milestones, this benchmark helps us monitor progress and the pace of change required.

We remain committed to building on this success. As an anchor institution, we are proud to collaborate with partners such as Dudley Council, the West Midlands Combined Authority, Summit and Mitie, Transport for West Midlands, and others. Together, we are contributing not only to reducing carbon emissions but also to improving health, wealth, and regeneration across our region.

Looking ahead, this Green Plan will guide us in adopting more efficient and sustainable practices, while supporting the NHS ambition to become Net Zero. Together with our Carbon Net Zero programmes, we are prioritising the transition to low-carbon energy and technology, embedding sustainability into daily operations, and inspiring staff and patients to take part in this shared journey.

This work sits alongside the NHS "Fit for the Future" 10-year plan, which sets out three major shifts:

- **Hospital to Community** – Shifting care from hospitals to the community improves outcomes, frees capacity, and reduces environmental impact while delivering sustainable, patient-centred care.
- **Analogue to Digital** – Moving from analogue to digital improves access and efficiency while cutting emissions, reducing waste, and supporting sustainable, low-carbon healthcare.
- **Treatment to Prevention** – Focusing on prevention, early intervention, and community-based care improves health outcomes while reducing demand for hospital services, travel, resource use, and carbon emissions in line with our Green Plan.

We know that public health is inseparable from the health of our planet. Without a sustainable environment, we cannot sustain a healthy population. That is why we are committed to embedding sustainability across our organisation and working with local and national partners to deliver positive, lasting change.

Through the South Black Country Group – a collaboration between Sandwell and West Birmingham NHS Trust and Dudley Group NHS Foundation Trust – we are further strengthening our commitment to sustainability. The Joint Infrastructure Committee, with a remit covering digital, data, estates, facilities, and sustainability, is aligned to the Government's 10-year plan and will ensure that our infrastructure supports clinical excellence, improved outcomes, and a sustainable future for the communities we serve.

This Green Plan is not just about reducing carbon – it is about building resilience, protecting public health, and securing a better future for generations to come.

**Rachel Barlow**

Group Chief Development Officer

The Dudley Group NHS Foundation Trust and Sandwell & West Birmingham NHS Trust



## EXECUTIVE SUMMARY

Sandwell and West Birmingham (SWBT) NHS Trust and The Dudley Group NHS Foundation Trust (DGFT) recognise climate change as a critical public health issue driven by human activity and commits to mitigating its impact through partnership and collective action.

The refresh of the Green Plan aims to refocus engagement and action on areas within the Trust's control. Focusing on embedding lower carbon care principles through the whole patient pathway.

This plan outlines the Trust's updated strategies and ambitions across several critical areas to achieve its net zero and sustainability goals, driven by strong commitment from its people, strategic estate management, sustainable transport initiatives, responsible medicine practices, and a circular economy approach to procurement and food. Significant strides have been made, particularly through new partnerships and collaborations. However, systemic, transformational changes are still required across the healthcare system to achieve net carbon zero and sustainable ways of working. The Trust is dedicated to addressing climate change as a core public health responsibility through strategic planning, strong partnerships, and continuous effort towards a more sustainable future.

## INTRODUCTION

Our key overarching aims across the Trusts are:

- To deliver high-quality care without exhausting resources or causing environmental damage to preserve resources for future generations,
- To develop ambitious net carbon zero plans, including decarbonising our estates,
- To embed sustainability into the heart of our organisation and lead on driving working practice towards using resources, like energy and water, more efficiently to reduce wastage, and
- To engage and inspire our colleagues and patients to take actions that will collectively make a big impact.

## ABOUT US

The Dudley Group NHS Foundation Trust is the main provider of hospital and community services to the population of Dudley, parts of the Sandwell borough and smaller but growing communities in South Staffordshire and Wyre Forest.

The Dudley Group provides a wide range of medical, surgical and rehabilitation services to a population of over 450,000 people from three main sites; Russells Hall Hospital, Guest Outpatient Centre in Dudley and Corbett Outpatient Centre in Stourbridge, and in people's homes from the Trust's community sites.

Since October 2024, the Trust also offers primary care services and hosts two General Practices, High Oak in Pensnett and Chapel Street, in Lye. This was part of the transition of staff and services from Dudley Integrated Health and Care Partnership. With the addition of primary care services, the Trust now employs over 6,000 substantive staff and provides a bigger range of integrated services.

## WHY DO WE NEED A GREEN PLAN?

The climate emergency is a health emergency. From poor air quality to rising heat-related morbidities and extreme weather events, climate change is already impacting the health and wellbeing of our communities, especially the most vulnerable.

The NHS is the first health system in the world to embed net zero into legislation. Under the Health and Care Act 2022, NHS England, Integrated Care Boards (ICBs) and Trusts now have a legal responsibility to contribute to statutory emissions targets. In line with this, all NHS organisations must have a Board-approved Green Plan, regularly reviewed and informed by staff, patients, and wider communities.

At the same time, the UK's Climate Change Act sets out our national carbon reduction commitments. The NHS accounts for around 4-5% of the UK's total carbon footprint, making us both part of the problem and key to the solution.

We are legally obliged to address climate change, with a reduction in carbon emissions set out in the UK's Climate Change Act (CCA). This Plan responds to these and other requirements placed on the Trust to manage and reduce our environmental impact.

We published our first Green Plan in 2020; this refresh continues that journey, building on good practice and further embedding sustainability within the Trust. We have developed our Green Plan to be inclusive and representative whilst responding to a rapidly changing world. Sustainable healthcare will help our budgets stretch further; it contributes towards the green ambitions of the region and aligns with prevention to further reduce pressure on health services.

We are committed to delivering high quality, low carbon health care. Our vision is to provide lower carbon and sustainable care to improve patient outcomes and reduce emissions throughout the whole patient pathway. By 2032, we aim to achieve a 47% reduction in



carbon emissions, aligning with NHSE targets and ensuring we play our part in tackling the climate crisis, as it to, is a health emergency.

## OUR PROGRESS SO FAR

Momentum with our Green Plan has really grown over the last two years, with more staff becoming engaged and joining the Green Team to develop their own sustainable projects. We've had some great examples, such as Greener Pharmacy, which won a Committed to Excellence Award in 2024 for their medicine return project.

The 2023/24 carbon report showed that our emissions have reduced by 7% since the baseline year (2019/20). For us to meet the net zero target, we need to reduce emissions by a further 5.4% each year, or 2,148 tCO<sub>2</sub>e<sup>1</sup>. We're working with the PFI<sup>2</sup> partners within the Energy and Estates Sub-Group to progress action and meet net-zero. LED lighting and ventilation setbacks are just some of the projects that are building momentum as we head into 2025/26.

Green Plan Working Group have delivered many Green Week campaigns, engaging with hundreds of staff, organised feedback sessions and toured the hospital to raise awareness and gather feedback from those on the shopfloor for their sustainable improvement ideas.

The Trust has partnered with travel providers to deliver travel offers for staff and patients, resulting in a modal shift and reducing the cost of travel.

### Key achievements:

- Increased Green Team members to over 100 members
- Delivered many training sessions, awareness events and green weeks
- The Trust-wide Committed to Excellence now has a dedicated Sustainability Award
- Established a Greener Pharmacy Team to deliver projects such as the medicine returns, saving £81,267.97 and 50 tCO<sub>2</sub>e in 24-25.
- Food waste is now being sent to anaerobic digestion, generating energy for the national grid.
- Secure funding from NEEF for Solar Panels and LED lighting replacement within the retained estate
- Delivered over 600 free travel tickets to staff and patients
- Green Team members are working to reduce plastic waste whilst reducing unnecessary blood testing, improving recycling and overall sustainability knowledge.
- Digital Patient Letters: reducing emissions and cost from both paper and transport.
- Remove the use of Desflurane

<sup>1</sup> tCO<sub>2</sub>e, tonnes of Carbon Dioxide equivalent

<sup>2</sup> PFI – Private Finance Initiative; [Private Finance Initiative partners - The Dudley Group NHS Foundation Trust](#)



Series of photos from events and training across the Trust. From bulb planting to team projects, green week events and cycling maintenance.



# STAKEHOLDERS

Delivery of the Green Plan cannot be achieved in isolation. We will therefore continue to work closely with our system partners and proactively engage with a broad range of stakeholders. This includes seeking collaborative opportunities with local authorities, universities, transport providers, third-sector organisations, and industry partners to support the delivery of Green Plan actions. In particular, our PFI partners, Mitie and Summit, who are responsible for the lifecycle works of our sites, therefore collaboration is required to ensure lifecycle and other projects align with the estate's net-zero targets. We will also explore alternative funding streams to invest in our estate, accelerate innovation, and strengthen progress towards net zero.

BLACK COUNTRY ICS	WIDER NHS	EXTERNAL
<ul style="list-style-type: none"> <li>Black Country ICB</li> <li>The Royal Wolverhampton NHS Trust</li> <li>Sandwell &amp; West Birmingham Hospitals NHS Trust</li> <li>The Dudley Group NHS Foundation Trust</li> <li>Walsall Healthcare NHS Trust</li> <li>Black Country Healthcare NHS Foundation Trust</li> <li>West Midlands Ambulance Service</li> <li>Primary Care Services</li> </ul>	<ul style="list-style-type: none"> <li>Birmingham and Solihull ICS</li> <li>Greener Midlands Teams</li> <li>NHS England</li> <li>Midlands Clinical Product Evaluation Group</li> <li>Midlands Nursing and Midwifery Clinical Transformation Group</li> <li>National workstream groups such as estates, waste, biodiversity etc.</li> </ul>	<ul style="list-style-type: none"> <li>West Midlands Combined Authority               <ul style="list-style-type: none"> <li>- Travel</li> <li>- Air Quality Monitoring</li> <li>- Climate Adaptation</li> </ul> </li> <li>Travel Providers and Operators</li> <li>Local Authorities</li> <li>Property Services               <ul style="list-style-type: none"> <li>- PFI</li> <li>- NHS Property Services</li> <li>- CHP</li> </ul> </li> <li>Local University and Colleges</li> <li>Suppliers</li> </ul>

# AREAS OF FOCUS



**Our People, Workforce & Leadership**

Encourage and inspire staff, local population and wider stakeholders to implement good environmental practices.



**Estates & Facilities**

Transition to low carbon technologies, ensuring our estates are as energy and utility efficient as possible.



**Travel & Transport**

Encourage active and sustainable modes of travel and transition to low emission vehicles.



**Medicines**

Enable care pathways that improve patient outcomes whilst reducing resource use and carbon emissions.



**Food & Nutrition**

Deliver high-quality, healthy and sustainable food and minimise waste.



**Net Zero Clinical Transformation**

Enable patient and clinician led service redesign and embed prevention into the development of our care models. Encourage patients and staff to make lifestyle choices that will improve their health.



**Digital Transformation**

Prioritise sustainability in the procurement, design and management of digital services.



**Climate Change Adaptation**

Plan, mitigate and build future resilience so that there is limited impact on the delivery of our patient care and to our staff.



**Supply Chain & Procurement**

Transition to whole lifecycle environmental, social and costings based decision making. Use evidenced based practice to challenge overuse of products and look at care pathways that deliver outcomes that also save resources..



## OUR PEOPLE, WORKFORCE & LEADERSHIP

Real change happens when people understand why sustainability matters, see their role in how to deliver it, and are supported to act. Without engagement and training, our Green Plan risks having a limited impact, and we will not meet our net-zero targets.

Success depends not just on infrastructure, but on people. Training empowers everyday action, while leadership drives change and secures investment. Without this, we risk missing national targets and being left with outdated systems, higher costs, and greater health impacts.

### WE HAVE

9 in 10 staff support the NHS net zero ambition, while 6 in 10 say they are more likely to stay in an organisation taking decisive climate action (YouGov, 2023).

The Trust has embedded sustainability within the Preceptorship Programme and is looking to host sessions within other development courses to raise awareness and increase the number of projects.

### WE WILL

- By 2027/28 increased awareness of sustainability amongst staff.
- Increase workforce carbon literacy via E-learning for health or other courses and education opportunities.
- Embed sustainable quality improvement into every QI project.

### KEY PERFORMANCE INDICATORS

- Increase how well-informed staff are on the green plan from 38% feel informed to 60% by 2028.
- Number of staff completed the online training module.

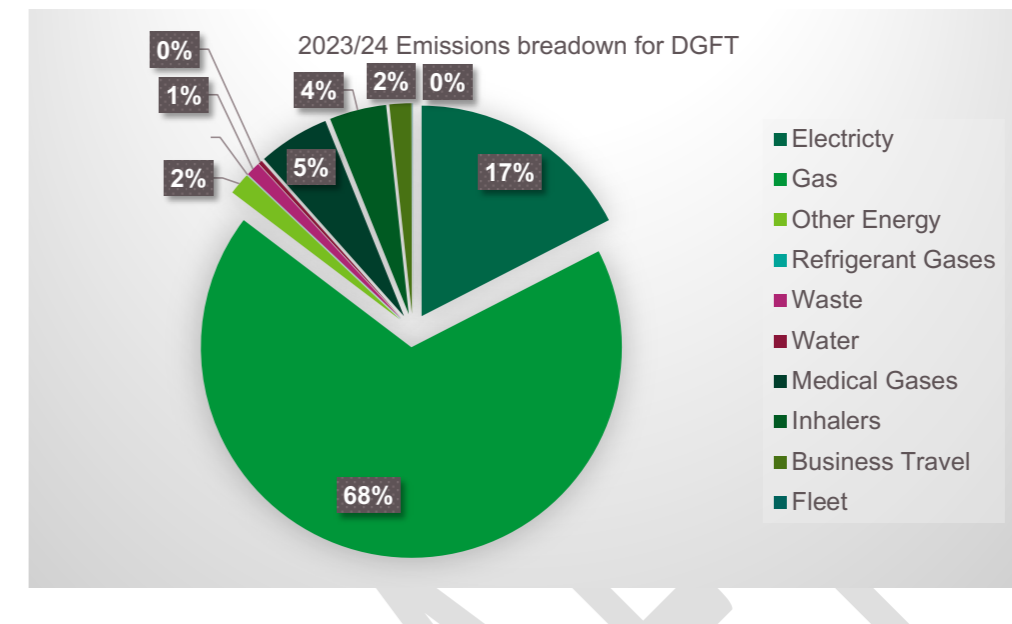
### RISKS

- Resource and dedicated time for colleagues to deliver sustainability actions.
- Time and availability of colleagues for training.

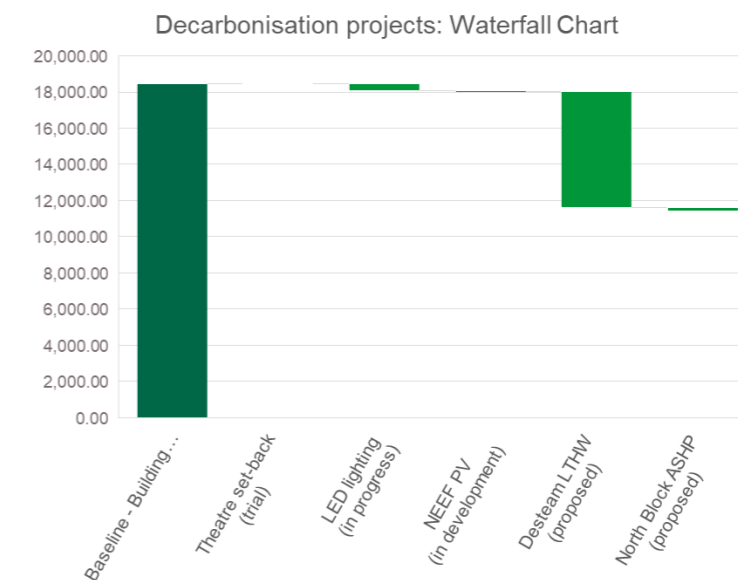
## ESTATES & FACILITIES

There are significant opportunities across the NHS estate to reduce emissions and lower costs, while improving energy resilience and patient care. We aim to transition to low-carbon technologies, ensuring our estates are as energy and utilities efficient as possible.

Estates and Facilities is an important part of the Green Plan and the delivery of our carbon reductions. Across the two Trusts, 88% of our NHS Carbon Footprint is from our building energy; electricity, gas, and oil. Action in this area is critical in achieving our net-zero ambition. We will measure and report significant carbon emissions on an annual basis.



The waterfall chart below shows the estates projects under development, in progress and proposed, these would deliver a 7,126 tCO<sub>2</sub>e or 39% carbon saving for building energy, leaving a further 8% to meet the 47% reduction target by 2032.



## WE WILL

- By the end of 2026/27 develop a heat decarbonisation plan, which includes identifying and prioritising the phasing out of all existing fossil-fuel primary heating systems by 2032 and seeking to remove all oil primary heating systems by the end of 2027.
- Remove the 3 oil-fired boilers from North Block by 2027.
- Improve the ground maintenance programme to increase biodiversity onsite.
- Ensure all infrastructure projects deliver a biodiversity net gain.
- Replace lost trees and improve remaining natural spaces.
- Improving waste segregation and compliance by aiming for a 20-20-60 waste split – 20% incineration (yellow bag) waste, 20% infectious (orange bag) and 60% offensive waste.
- Increase the proportion of recycled waste streams against non-clinical waste streams: Achieve 50% of non-clinical waste to be recycled by 2028.
- Achieve at least a 65% recycled rate of non-clinical waste by 2035 (DEFRA target).
- Deliver a 30% reduction in carbon emission from clinical waste segregation; a 50% reduction in the carbon emission produced from wider waste management by 2025/26 and 80% by 2032.
  - Increasing the provision of bins throughout the Trust and communal areas. This will ensure that waste is appropriately segregated which will increase compliance whilst increasing recycling rates.
  - Ensure staff are trained and understand the waste process
  - Ensure that good quality goods are appropriately reused and redistributed within the Trust, and where this isn't possible, will look to offer unwanted goods within the system.

## KEY PERFORMANCE INDICATORS

- % of sites with a heat decarbonisation plan.
- Emissions from fossil-fuel-led heating sources.
- % area of lawn with reduced lawn mowing.
- Number of trees and plants planted.
- All new infrastructure projects must achieve and evidence at least a 10% net gain in biodiversity, verified through a recognised biodiversity metric (e.g. Natural England's Biodiversity Metric).

- Tonnes of clinical waste.
- Quantity generated (kg per patient) for each of HTI, AT and OW streams.
- % diverted waste against general waste (tonnes).

## RISKS

- Limited funding to deliver net-zero projects. Public Sector Decarbonisation Scheme (PSDS) funding is no longer available for acute Trusts from 2025.
- Lack of internal resources to deliver and fund the relevant energy efficiency schemes and Heat Decarbonisation Plan.
- Limitations of estate improvements and decarbonisation due to the PFI arrangement.
- Funding to provide adequate receptacles to meet waste and recycling targets.

## TRAVEL & TRANSPORT

The NHS fleet is the second largest in the country, consisting of over 20,000 vehicles. It directly contributes to harmful air pollution.

## WE HAVE

We have worked closely with travel providers to offer better discounts and saving for staff but also to support modal shift. We run an annual staff travel survey that shows roughly 70% of staff travel by car alone to work, and using other data sources, we have identified that 76% live within 5 miles of RHH and 52% live within 3 miles. Showing that our workforce is very localised, active and sustainable travel modes would benefit staff by saving money and improving health and wellbeing. 34% of permits have matching postcodes; this indicates the car-sharing platform should be better utilised.

## WE WILL

- Deliver the targets set out in the Travel Plan for RHH.
- Continue to support staff with travel offers.
- Increase the number of staff on the cycle to work scheme.
- Increase the response rate for the staff travel survey, currently at 12% aim for 20% by 2028.
- Increase the offers for patient travel.
- By 2026, all vehicles offered through NHS vehicle salary sacrifice scheme will be electric.



- Monitor Air Quality Levels at RHH, establish baseline for 25/26.
- Review the updated Travel Plan following the release of the Travel and Transport guidance due in 25/26. Develop a Travel Plan for each site.

## KEY PERFORMANCE INDICATORS

- Site Specific Sustainable Travel Plan with SMART targets
- Number of staff receiving travel offers
- Monitor the modal shift in travel survey data.
- Number of staff on cycle solutions
- % of Trust staff responding to annual travel survey.
- Number of travel offers and support available for patients.
- Number of patients who have participated in travel offers and total journeys taken.

## RISKS

- Resource to deliver site-specific sustainable travel plans by December 2026
- Lack of staff engagement and Trust wide communications to deliver travel offers effectively
- Current cost of sustainable travel modes in comparison to free car parking
- Investment to improve sites for sustainable and active travel modes

## MEDICINES

Medicines account for around 25% of NHS emissions, with anaesthetic gases and inhalers being 'point of use' emissions focus areas. Optimising medicine use and reducing waste will reduce emissions and improve patient care.

## WE HAVE

We have a well-established sustainability group within the Pharmacy Department. Delivering the Medicine returns project, which won our first Sustainability Award at the annual Committed to Excellence event, has saved 8.1 tCO<sub>2</sub>e and £63,308.79 by returning 2,300 drugs.

Promoted ICS engagement 'lunch and learn' sessions with guest speakers to engage colleagues on the importance of assessing inhaler technique and prescribing, where clinically appropriate, Dry Power Inhalers (DPI) which have a much lower carbon impact than Meter Dose Inhalers (MDIs).

Established a Greener Theatres Group with an action plan to drive the move to greener ways of working.

No desflurane has been purchased since 2016; desflurane is a very high carbon anaesthetic gas with a potent global warming potential. Sevoflurane is the primary anaesthetic gas used across the Trust. Sevoflurane is one of the lowest carbon inhalational anaesthetic agents. We have also worked closely with Mitie to decommission the Nitrous Oxide Manifold, which is estimated to save 414 tCO<sub>2</sub>e annually.

## WE WILL

- Reduce the number of medicines and inhalers that are automatically ordered on admission.
- Continue to move from IV-administered medicine to oral medicine when clinically appropriate.
- Continue to deliver the pharmacy returns scheme

## KEY PERFORMANCE INDICATORS

- Inhalers ordered within the emergency department and SDEC.
- Paracetamol – IV and Oral
- Antibiotics – IV and Oral
- Number of drugs returned to the pharmacy
- Monitor tonnes of pharmaceutical waste produced

## RISKS

- Demonstrating the impact of improving inhaler prescribing
- Lack of funding to support the upfront costs for sustainable medicine projects, resulting in delays or project termination

## FOOD & NUTRITION

When food is produced, processed, distributed, served and then wasted, it creates an unnecessary carbon impact. Procuring local, seasonal and healthy food and reducing waste will significantly reduce the environmental impact of the food we procure. It will also improve the health of our population.



## WE WILL

- Continue to monitor food waste via digital ordering.
- Establish baseline data for food waste.
- Ensure all areas that generate food waste have an adequate waste stream and collection schedule for the volume of food waste generated by March 2026.
- Ensure that menu reviews consider opportunities to make menus healthier and lower carbon by supporting the provision of seasonal menus high in fruits and vegetables and low in heavily processed foods.

## KEY PERFORMANCE INDICATORS

- Food waste sent for anaerobic digestion
- % of ward-level food waste from digital ordering platforms

## RISKS

- Data accuracy for monitoring food waste and source
- Operations of food services, ensuring suppliers can offer seasonal and lower-carbon foods

## NET ZERO CLINICAL TRANSFORMATION

Delivering health care with increasing environmental, social and financial pressures is challenging but essential. For our health care system to become more efficient and futureproof, we need to embed holistic sustainable practices and take a more proactive (rather than reactive) approach.

## WE HAVE

In February 2025, the Midlands Team launched a transformation challenge for Nursing and Midwifery, in the Black Country and Dudley, the focus is on “Bathroom First” to support reducing single-use items like pulp bowls whilst improving care and patient experience. We have also embedded these actions with the Trust’s Quality Priorities.

## WE WILL

- Reduce use of single use products:
- Reduce the unnecessary use of non-sterile gloves used
- Reduce the use of pulp products (used for patient hygiene)

- Embed sustainability into the quality agenda so it’s not an additional piece of work but a “green” thread running through everything we do
- Plan to transition to reusable items where safe to do so in line with the Department of Health and Social Care (DHSC) Design for life Circular economy work.
- Measure the impact of Virtual Wards and Remote Outpatient Appointments on travel emissions.

## KEY PERFORMANCE INDICATORS

- Projects include carbon consideration in their outputs.
- 3-year delivery plan against the Quality Priority 11, focused on Bathroom First, Gloves Off and Couch Roll.
- Reduction in waste, spend and carbon footprint
- Percentage of outpatient follow-up appointments conducted remotely
- Number of virtual wards and patients cared for at home

## RISKS

- Lack of time and resources for staff to develop and drive sustainability projects
- Progression of digital and virtual wards could lead to an increase in travel emissions with staff travelling to patients (Grey Fleet)
- Drive to return to normal post-COVID when virtual appointments peaked, since then percentage of virtual appointments has dropped

## DIGITAL TRANSFORMATION

Digital sustainability is a critical element in transforming health and social care. Recognising the environmental and cost impacts of digital technology, the Trust’s Digital Strategy supports the Trust’s commitment to delivering a green agenda that aligns with both local and national sustainability objectives, including the Greener by Design and the Fit for the Future ten-year health plan, which is a blueprint for transforming healthcare in England. The plan is deeply intertwined with digital sustainability, ensuring that technological innovation supports long-term health outcomes, environmental responsibility, and operational resilience.

Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions. Although digital services can sometimes increase carbon output, our transition to new digital ways of working has the potential to reduce travel and other carbon emissions associated with delivering and managing healthcare.



## WE HAVE

The Trust has transitioned to digital patient letters, with 66% of letters being sent via text. Resulting in patients being able to reschedule or cancel appointments, adding appointments to their diaries, and supporting the Trust to reduce Did Not Attend.

Work has begun to improve the efficiency of processes by transitioning regularly used paper forms and referrals to digital to save on not only paper, printing and lost work, but also improving staff time and communication pathways.

## WE WILL

- Continue to support remote working for colleagues to reduce the impact of commuting
- Continue to transition to digital systems to minimise resource consumption from paper to postage.
- Work with an IT disposal company to improve end of end-of-life process for equipment i.e. donate devices to local charities and recycle and reuse component parts by 2028.
- Investigate the feasibility of automatic shutdown of devices and the energy savings associated.
- Integrate circular economy principles into our IT Operations, focusing on repair and reuse to minimise waste.
- Integration with the NHS App will enable patients to access care digitally, cutting paper, travel, and carbon.

## KEY PERFORMANCE INDICATORS

- Measure waste produced from IT services, estimate a benchmark either in tonnes or the number of items
- Paper consumption reduction

## RISKS

- Digital improvements can lead to an increase in IT equipment turnover and overall wastage
- Digitalisation and shift to AI tools can increase our footprint from data storage and cloud hosting

## CLIMATE CHANGE ADAPTATION

Climate change poses a fundamental threat to places, species and people's livelihoods. Due to climate change, heatwaves, storms and floods are affecting the way that care is delivered across the NHS. Scientific evidence strongly indicates that these events will only become more frequent over the next 30 years.

We will plan, mitigate and build future resilience with a changing climate to reduce the risk posed to the delivery of care.

## WE WILL

- Align the current climate adaptation plan with the NHS Climate Adaptation Framework
- Work with local partners to integrate within broader emergency planning, alerts and climate resilient practices
- Track overheating within buildings
- Climate resilience is included in the Trust resilience planning and adaptation strategies

## KEY PERFORMANCE INDICATORS

- Overheating occurrences triggering a risk assessment:
- Number of occasions, as outlined in the trust's "heatwave" plan, that in each occupied ward or clinical area where the **daily maximum temperature exceeded 26°C**.

## RISKS

- Investment to improve and adapt the estate
- Impact of heat events on services, estate infrastructure has limited cooling capability impact the safe delivery of care.
- Current levels of preparation for a changing climate are inadequate across the UK ([CCC.org.uk](https://www.ccc.org.uk), 2025)



## SUPPLY CHAIN & PROCUREMENT

The NHS is a vast consumer of goods and natural resources. Procurement of medical devices, equipment and medicines are major contributors of carbon emissions – they make up 62% of the NHS, Public Health and Social Care total carbon footprint (2020 data).

### WE WILL

- Ensure 10% social value is monitored
- Engage with suppliers to increase the number of products that meet circular economy principles; i.e. reusable, remanufactured.
- Review the Trust’s Adverse Weather Plan and Action Cards with climate change in mind.
- Reduce the risk of surface level flooding, review the risk level at RHH, and increase the number of trees planted.
- Work with supply chains to ensure their climate adaptation and ours align should major incidents like floods or heatwaves don’t impact services
- Measure scope 3 emissions from our procurement spend

### KEY PERFORMANCE INDICATORS

- The five social value theme outputs are tracked and reported quarterly and via the integration committee as well as finance and performance committee.
- Number of product lines moved to reusables.
- Carbon and waste reduction.
- Collaborative climate adaptation plan written with NHS supply chain

### RISKS

- Resilience in the supply chain to mitigate impact on service delivery within a changing climate
- Availability of data for accurate carbon reporting
- Resource to monitoring contracts and delivery of the 10% for social value

## GOVERNANCE & ACCOUNTABILITY

The Green Plan Working Group will be established and will meet on a quarterly basis, reporting to the Joint Infrastructure Committee.

The Joint Infrastructure Committee will be led by the net zero board lead that oversees DGFT and SWBT progress on the Green Plan.

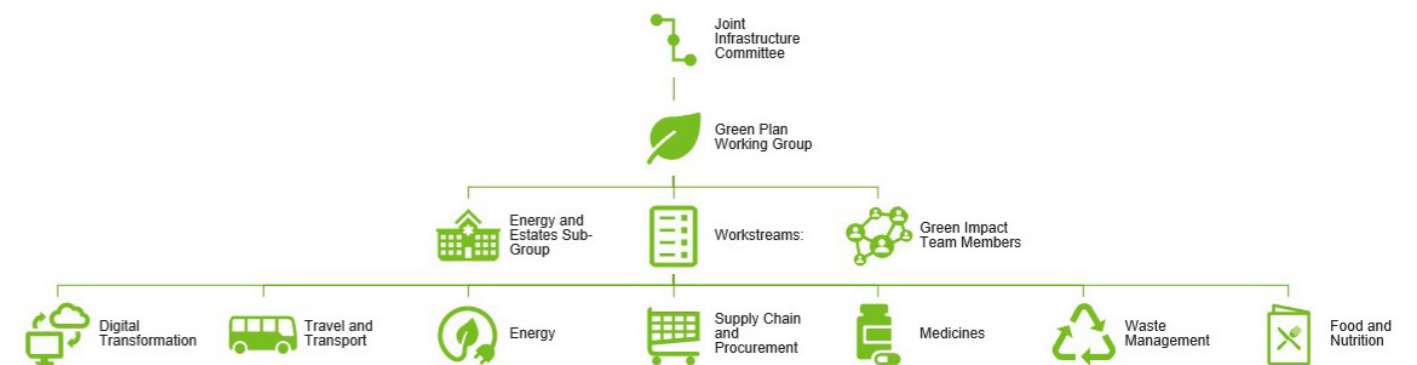
The Energy and Estates relevant sub-groups will meet on a bi-monthly basis to progress the pressing need to address estate emissions and to develop a heat decarbonisation plan. Elements of the carbon footprint will be monitored on an annual basis, full carbon accounting take place by NHSE to avoid double counting emissions.

The Sustainability Lead for DGFT and the Head of Sustainability for SWBT will provide regular reports to various boards and committees, alongside reporting key achievements in the Trust’s Annual Reports. Joint, overarching KPIs will be set across both Trusts, and these will be monitored regularly.

### DEVELOPING THIS PLAN

The Green Plan Working Group members and workstream leads have had sight of the green plan refresh and the guidance from NHSE.

We conducted a staff survey in July 2024, which helped us understand the current level of understanding within the Trust and what staff’s ideas and focuses were for greener activity.



## LEGISLATION

[Health and Care Act 2022 \(legislation.gov.uk\)](#)

[Environment Act 2021 \(legislation.gov.uk\)](#)

## RELEVANT DOCUMENTS

[Green Plan Guidance](#)

[Greener NHS Guide \(2021\)](#)

[NHS Standard Contract 2025/26 Service Conditions: SC18](#)

[NHS Clinical Waste Strategy](#)

[Net Zero Travel and Transport Strategy](#)

[Carbon reduction plan and net zero commitment requirements for the procurement of NHS goods, services and works](#)

[NHS Net Zero Building Standard](#)

[A greener NHS](#)

[CQC – Well Led: Environmental sustainability](#)

## TRUST DOCUMENTS

[Green-Plan-DGFT-2020-2025.pdf](#)

[Climate Change Adaptation Plan](#)

Waste Management Policy to be reviewed in December 2024 [Waste Management Policy.pdf](#)

## OUR STAFF PUBLICATIONS

- Nash, C (2021) Time to act: what nurses can do to reduce the environmental burden of PPE. *Nursing Times*, 117 (8), pp 18-20.
- Nash, C. (2023) It's not easy being green. Available at: *Nursing Times* [online] August 2023 / Vol 119 Issue 8
- Nash, C. and Nelson, J. (2024) Reusable tourniquets – their impact on patients, planet, and public purse. *Nursing Times* [online] 120 (8) pp2-6.



# GREEN PLAN 2025 - 2028

