

Our Green Plan 2025/26 – 2028/29

1st October 2025



Welcome from UHNM Chief Executive Officer

According to the World Health Organisation climate change is the biggest global health threat of the 21st century.

At UHNM we recognise that the NHS is responsible for the nation's health, and this is directly affected by climate change. We are already seeing the effects of pollution and severe weather in our own departments, wards and clinics.

Looking after our environment has many benefits for health and wellbeing, through cleaner air, improved access to green spaces, healthier food as well as the ability to protect vulnerable members of the community from the effects of extreme weather.

Therefore, the Trust is fully committed to supporting the NHS ambition to be a Net Zero health service.

Our Green Plan for 2025/26 – 2028/29 places a strong emphasis on empowering our staff to embed sustainability in their everyday working lives, supporting them to deliver low carbon care for our patients. This Green Plan aligns to Our Strategy 2025-35 and our commitment to continually develop new approaches to support the NHS to Achieve our net zero carbon targets. It recognises the importance of leadership, staff development and digital innovation as enablers to reaching our Net Zero goals.

We also value the contribution of our partners; our Local Authority and system NHS colleagues, as well as our two local universities, whose next generation of students are pivotal to bringing sustainability into their practice from the start.

The priorities outlined in this strategy were co-produced with our staff and our partners, who have approached this challenge with a sense of optimism, enthusiasm and a desire for collaboration. This is a significant challenge, but one that we feel we can achieve if we all work together and harness our enthusiasm for making a difference, hard work and innovation, alongside a dedication to providing the best possible care for our patients.

This is an exciting opportunity for our Trust, and I look forward to what we can achieve together.

Dr Simon Constable
Chief Executive of UHNM



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Welcome from UHNM Net Zero Clinical Lead

Climate change presents a fundamental threat to the environment, wildlife and human health. In fact, the effects of climate change are set to be the biggest global health threat of the 21st century. Global warming is being accelerated by human activity and its effects are broad ranging, including the impacts on food security, the increasing risk of extreme weather events and the increasing risk of disease.

Whilst we may assume that these effects are taking place many thousands of miles away – often making it difficult to encourage changes in behaviour to reduce the effects of climate change - the truth is that these changes are also happening much closer than we might imagine. We have all felt the effects of the increasing number of heat waves throughout the UK in recent years and air pollution is prominent in the Midlands with Stoke-on-Trent found to have the worst air polluted city centre in the country.

Unfortunately healthcare provision contributes a significant amount of greenhouse gas emissions, approximately 5% of the UK's carbon footprint is directly related to the NHS. However in July 2022 the NHS announced targets to become the world's first carbon neutral healthcare service by 2045. The aims are ambitious but essential and also target an 80% reduction in CO2 emissions by 2028 to 2032 – that's only 3 years away!

Having taken on the role of the UHNM Net Zero clinical lead in 2023 it has been brilliant to hear from individuals throughout the Trust who have been championing sustainable practices in their workplace. Moving forward we need to ensure that sustainable practice is embedded throughout every area of the Trust, through every decision that is made; whether it is a large scale construction project or an everyday decision about travel, PPE or equipment required for a clinical procedure.

Building on the work from the previous UHNM Green Plan, this paper represents the exciting next stage in UHNM's plan to reduce carbon emissions. This plan outlines the Trust's strategy across multiple areas to support the delivery of net Zero NHS targets. Whilst targeting net zero, it is vitally important to remember that many of the changes made to reduce environmental impacts also provide benefits to patient care and staff wellbeing. So I look forward to working with everybody at UHNM as we strive to make the Trust a happier, healthier and more environmentally friendly healthcare provider.

Dr Andrew Bennett
UHNM Net Zero Clinical Lead /
Specialty Doctor in Emergency Medicine
University Hospitals of North Midlands NHS Trust



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Contents

| | |
|---|----|
| Welcome from UHNM Chief Executive Officer | 2 |
| Welcome from UHNM Net Zero Clinical Lead | 3 |
| 1. Foreword..... | 6 |
| 2. Introduction | 7 |
| 2.1 Purpose | 7 |
| 2.2 Scope | 7 |
| 2.3 Drivers for Change | 8 |
| 2.4 Key partnerships..... | 12 |
| 2.5 How we developed our Plan | 13 |
| 3. Our Vision | 14 |
| 3.1 About us | 14 |
| 3.2 Our Trust Strategy | 14 |
| 4. Governance | 16 |
| 4.1 Internal Governance Arrangements | 16 |
| 4.2 Sustainability Impact Assessment..... | 19 |
| 4.3 External Governance Arrangements..... | 20 |
| 4.4 Annual Reporting requirements | 21 |
| 4.5 Funding | 22 |
| 4.6 Support..... | 22 |
| 5. Reflection on our 2022-2025 UHNM Green Plan..... | 24 |
| 6. Our Sustainability Priorities | 26 |
| 6.1 UHNM Net Zero Trajectory | 26 |
| 6.2 Our priority schemes..... | 27 |
| Ten-Point Net Zero Plan | 30 |
| 7. Workforce and Leadership | 31 |
| 7.1 Reflection on the last 3 years..... | 31 |
| 7.2 What do we want to achieve? | 31 |
| 7.3 How we can achieve our objectives | 33 |
| 7.4 How we will measure the impact..... | 34 |
| 8. Net zero clinical transformation | 35 |
| 8.1 Reflection | 35 |
| 8.2 What do we want to achieve? | 38 |
| 8.3 How we can achieve our objectives | 39 |
| 8.4 How we will measure the impact..... | 41 |
| 9. Digital transformation | 42 |
| 9.1 Reflection | 42 |
| 9.2 What do we want to achieve? | 44 |

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| | | |
|------|--|----|
| 9.3 | How we can achieve our objectives | 45 |
| 9.4 | How we will measure the impact..... | 47 |
| 10. | Medicines | 48 |
| 10.1 | Reflection on the last 3 years..... | 48 |
| 10.2 | What do we want to achieve? | 49 |
| 10.3 | How we can achieve our objectives | 50 |
| 10.4 | How we will measure the impact..... | 51 |
| 11. | Travel and Transport | 52 |
| 11.1 | Reflection on the last 3 years..... | 52 |
| 11.2 | What do we want to achieve? | 53 |
| 11.3 | How we can achieve our objectives | 55 |
| 11.4 | How we can achieve our objectives | 56 |
| 11.5 | How we will measure the impact..... | 57 |
| 12. | Estates and Facilities..... | 58 |
| 12.1 | Reflection on the last 3 years..... | 58 |
| 12.2 | What do we want to achieve? | 61 |
| 12.3 | How we can achieve our objectives | 64 |
| 12.4 | How we will measure the impact..... | 66 |
| 13. | Supply chain and procurement..... | 67 |
| 13.1 | Reflection on the last 3 years..... | 67 |
| 13.2 | What do we want to achieve? | 68 |
| 13.3 | How we can achieve our objectives | 69 |
| 13.4 | How we will measure the impact..... | 71 |
| 14. | Food and Nutrition | 72 |
| 14.1 | Reflection on the last 3 years..... | 72 |
| 14.2 | What do we want to achieve? | 73 |
| 14.3 | How we can achieve our objectives | 75 |
| 14.4 | How we will measure the impact..... | 76 |
| 15. | Adaptation | 77 |
| 15.1 | Reflection on the last 3 years..... | 77 |
| 15.2 | What do we want to achieve? | 78 |
| 15.3 | How we can achieve our objectives | 79 |
| 15.4 | How we will measure the impact..... | 80 |
| 16. | Key Messages and Conclusion | 81 |
| 17. | Summary Action Plan | 82 |
| 18. | Example Performance Dashboard..... | 86 |
| | Appendix A: legislative and Policy Drivers..... | 87 |
| | Appendix B: Focus Group attendees and reviewers..... | 87 |

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1. Foreword

“There is no trade-off between climate responsibilities and reducing waiting lists. Indeed, often health and climate are mutually reinforcing goals: cleaner air is good for the environment and for respiratory health.”

Professor the Lord Darzi

Director of the Institute of Global Health Innovation at Imperial College London

The health and care system in England is responsible for an estimated 4-5% of the country's carbon footprint and 40% of UK public sector emissions. It is therefore vital that the NHS acts to drastically reduce our impact on the environment.

It is recognised that climate change has a direct impact on health, contributing to cardiovascular disease, asthma, and cancer. Furthermore, action to tackle climate change also reduces the burden of disease from air pollution, obesity, and poor diet whilst addressing health inequalities faced by many of our population.

The NHS sustainability agenda is set out in the [Delivering a Net Zero NHS guidance](#). This lays out the ambitions to be the world's first Net Zero health service and details the key actions for NHS organisations. These include the 2 main targets:

- to reach Net Zero by 2040 for the emissions we control directly
- to reach Net Zero by 2045 for those we can influence, such as transport, catering, and the goods we buy.

According to NHS England¹ hitting our national net zero target will **save over 2 million life years** through cleaner air, healthier communities and a more resilient health service.

As an anchor organisation, our long-term sustainability is tied to the wellbeing of the population. The Trust recognises that we are an integral part of the local community, as an employer and as a core public service provider. It has an important role to support the community to thrive, be more sustainable, resilient and healthy in changing times and climates.

UHNM is fully committed to delivering Net Zero, for the benefit of our staff, our patients and our population. We recognise our responsibility to support NHS to decarbonise, and this is reflected within Our Strategy 2025-35. Our Green Plan for 2025/26 – 2028/29 aims to make sustainability meaningful and achievable and sets out how we will achieve our ambition to lead the way in sustainability in healthcare by:

Tapping into the **passion and enthusiasm of our staff and partners**, empowering them to **embed sustainability in everything we do**

We believe that strong engagement is as crucial to developing a meaningful and deliverable Green Plan. We have taken a collaborative approach to co-producing this document, working with key stakeholders to develop and agree our Net Zero goals for the next three years.

This document reflects on what we have achieved against our current Green Plan which covered 2022-2025, and sets out the actions the Trust has agreed to achieve Net Zero, and how we will measure and report on these.

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2. Introduction

2.1 Purpose

The 2025/26 - 2028/29 Green Plan '*Our Sustainable Future*' outlines UHNM's sustainability strategy for the next 3 years. The document describes our commitment, targets, objectives, and plans. It will:

- Demonstrate our commitment to our patients and our population
- Provide guidance for our staff to empower them to make a difference
- Set out who our partners and stakeholders are and how we will work with them to achieve our goals together
- Reflect on what we have achieved against our 2022-2025 Green Plan
- Describe the size and scope of the challenge
- Describe our plan to mitigate effects of climate change and achieve Net Zero
- Define SMART actions and how we will measure and report on these.
- Describe our governance structure and reporting arrangements

2.2 Scope

The Green Plan 2025/26 – 2028/29 is a refresh of the previous 2022/2025 Green Plan 'Our 2025 Vision: 'Our Sustainable Future'.

Our Green Plan has been refreshed in line with the NHS England national Green Plan Refresh guidance. Our new Green Plan provides a 3-year strategic approach whilst simultaneously setting out detailed plans and actions required to deliver excellence in sustainability performance.

Our Trust Green Plan aligns to the Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) Green Plan, which sets out the direction of travel for the wider Integrated Care System (ICS). The ICS encompasses health and social care across Staffordshire and Stoke-on-Trent and includes UHNM as the main acute healthcare NHS provider.

The Green Plan comprises the following nine Areas of Focus:

- Workforce and Leadership
- Clinical Transformation
- Digital Transformation
- Medicines
- Travel and Transport
- Estates and Facilities (incorporating Energy, Capital Development, Waste and Green Spaces)
- Supply Chain and Procurement
- Food and Nutrition
- Climate Adaptation

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Other documents should also be read in conjunction with this document to give wider context and operational detail on specific areas, for example the Trust's Waste Management and Handling Policy and Energy Policy and Strategy.¹

2.3 Drivers for Change

The main driver for us to make the transition into a sustainable, low carbon Trust is our duty to provide the best possible care to our patients, and our responsibility for the health of our population and our staff.

Climate change is the most significant health and human rights issue facing us today, and the transition to net zero is an opportunity to tackle inequalities and the wider determinants of health. It is an approach that is fundamentally important to the future survival of the NHS, the population, and the planet.

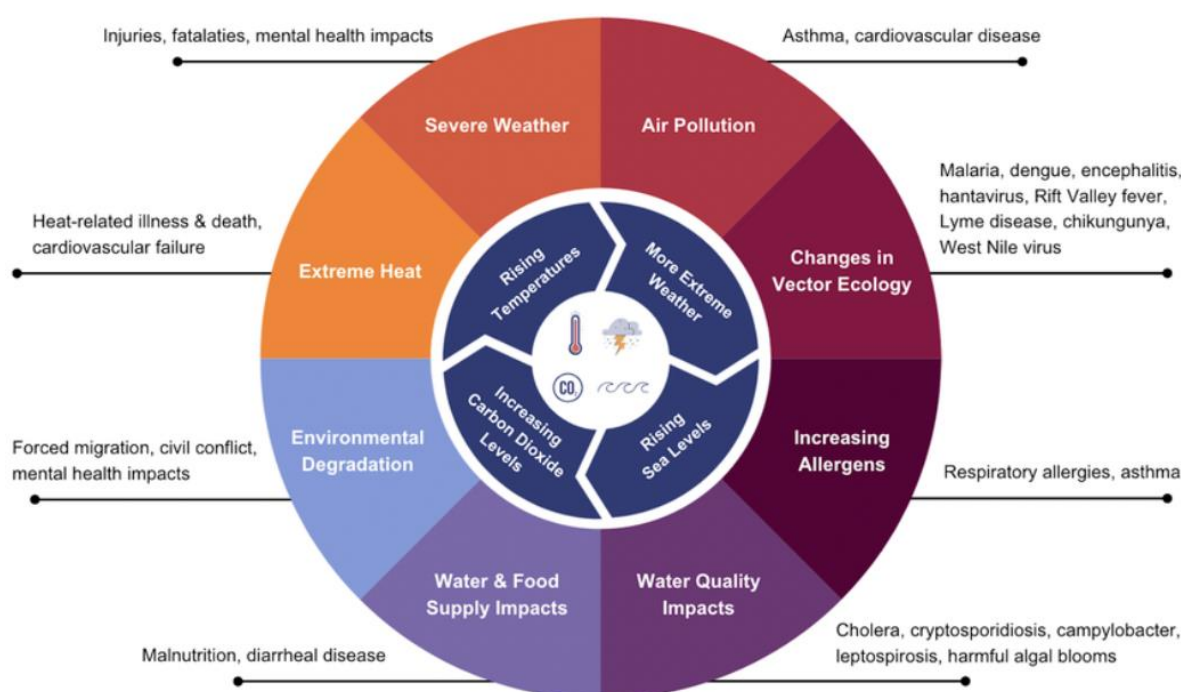


Figure 1: Impact of Climate Change on Human health, UCAR Centre for Science Education

We are also bound by our legislative requirements and national policy. The main national drivers are outlined below with a full list of statutory and policy commitments outlined in Appendix A.

¹ A sustainability statement is included in Policy GO1 (The Development and Control of Trust Policies and Guidance Package). As such, sustainability is incorporated in all Trust policy documents in order to ensure that employees are aware of the sustainability agenda and the implications of individual actions and decisions.

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a. Climate Change Act 2019

The UK Climate Change Act (2008) was introduced to ensure the UK cuts its carbon emissions by 80% by 2050 (against a 1990 baseline) and to ensure that the UK prepares for the impacts of climate change. In 2019, based on recommendations from parliament's Committee on Climate Change, the UK government accelerated this target by committing to reduce all greenhouse gas emissions to net zero by 2050.

b. Delivering a 'Net Zero' National Health Service

In 2020, the NHS set out its intent to support this ambition through its 'Delivering a 'Net Zero' National Health Service' report. This was updated in July 2022 to impose the following Net Zero Carbon (NZC) targets via the NHS Standard Contract:

- To achieve Net Zero for emissions that we control directly by 2040 (with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032)
- To achieve Net Zero for all emissions including indirect emissions by 2045 (with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039)

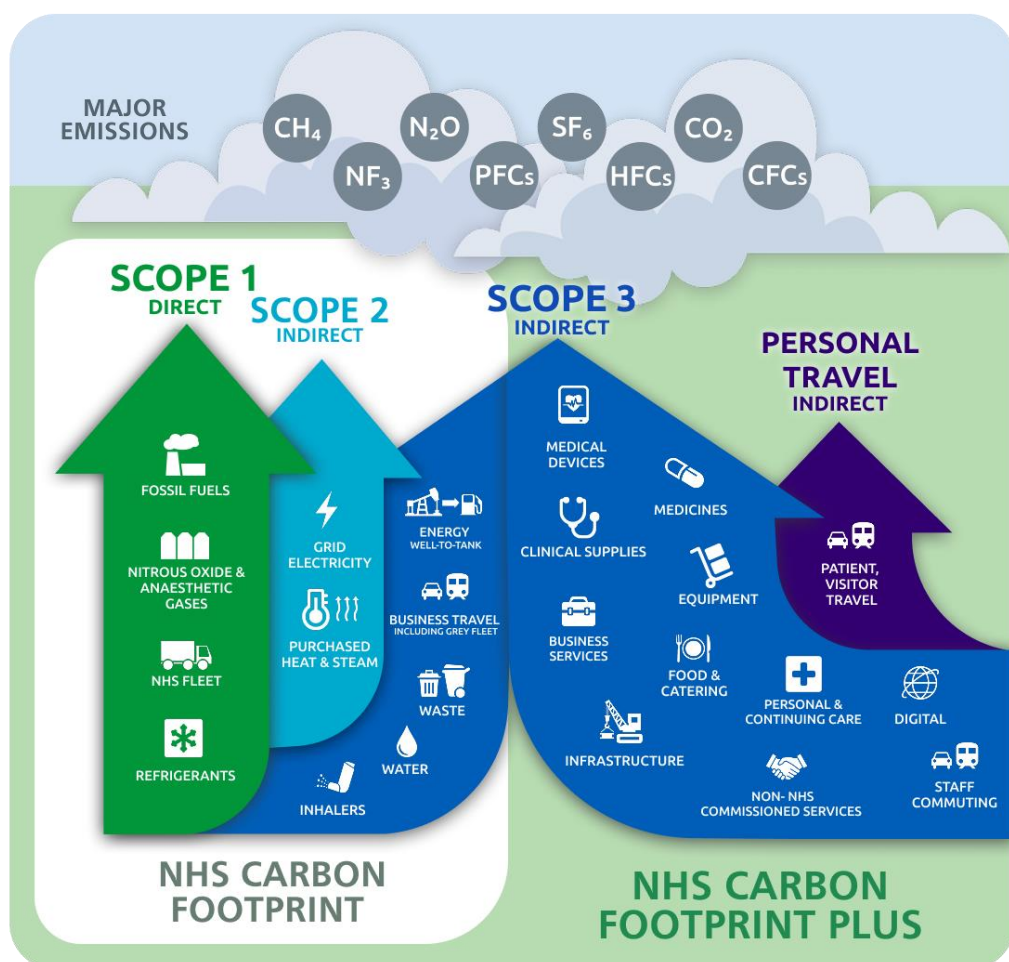


Figure 2: Direct emissions (Scope 1 and 2)

Known as Scope 1 and Scope 2, direct emissions refer to those emissions that we directly control, such as fossil fuels, fleet, waste and anaesthetic gases.

Indirect emissions, known as Scope 3, or NHS Carbon Footprint Plus, are those that we can influence (for example medicines, food, supplier emissions and staff / patient travel).

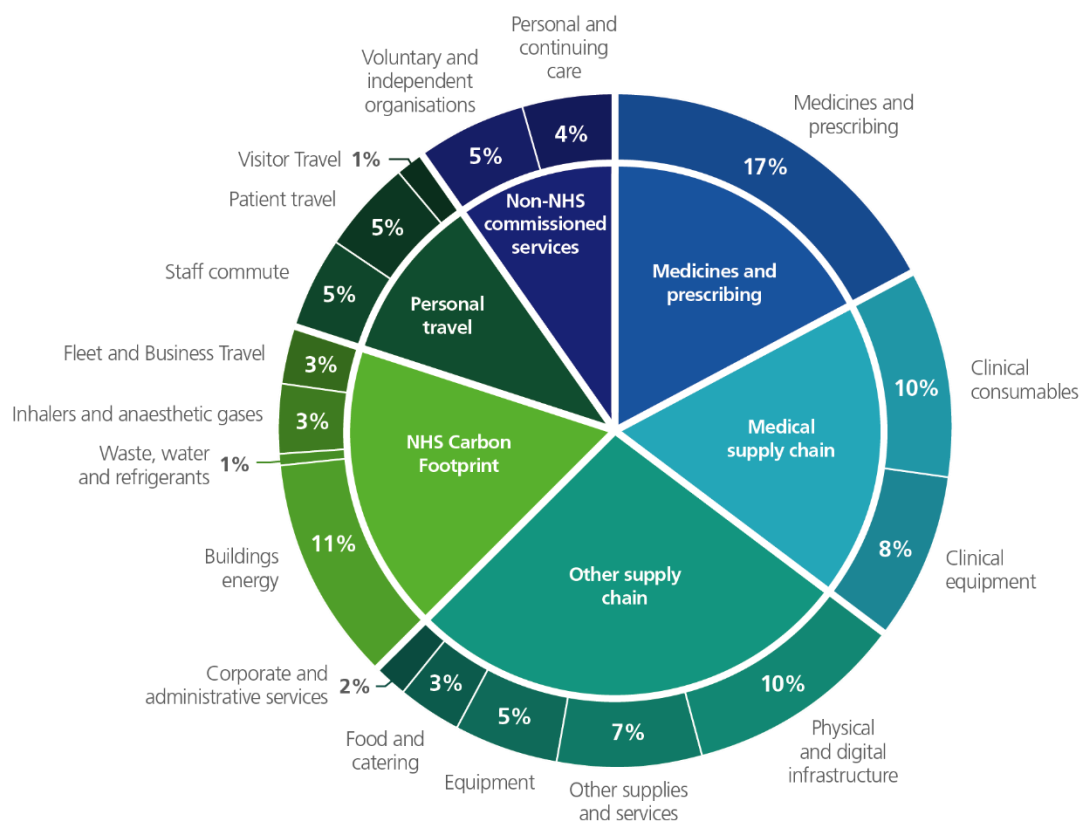


Figure 3: Sources of carbon emissions by proportion of NHS Carbon Footprint Plus (Scope 3)

c. NHS Standard Contract (Service Condition 18: Sustainable Development)

The NHS Standard Contract² is mandated by NHS England for use by commissioners to contract with providers for the delivery of healthcare services, excluding primary care.

Service Condition (SC) 18 refers to Green NHS and Sustainability and states that

'In performing its obligations under this Contract the Provider must take all reasonable steps to minimise its adverse impact on the environment and to deliver the commitments set out in Delivering a 'Net Zero' National Health Service.'

Providers are required under the NHS Standard Contract for 2025/26 to:

- Nominate a Net Zero Lead and ensure that the Co-ordinating Commissioner is kept informed at all times of the person holding this position.
- Maintain and deliver a Green Plan, approved by its Governing Body, in accordance with Green Plan Guidance.

² [NHS England » 2025/26 NHS Standard Contract](#)

- Provide an annual summary of progress on delivery of that plan, covering actions taken and planned, with quantitative progress data, to the Co-ordinating Commissioner and publish that summary in its annual report
- Have in place clear, detailed plans as to how it will contribute towards a 'Green NHS' with regard to Delivering a 'Net Zero' National Health Service commitments in relation to **air pollution** and **climate change**

Contract requirements specific to an Area of Focus are outlined in detail in the relevant chapter.

d. NHS Operational Planning and Contracting Guidance (2025/26)

The NHS Operational Planning and Contracting Guidance for 2025/26³ focuses on improving patient care and access while also addressing financial sustainability and environmental impact. The guidance emphasises the following priorities which echo the sustainability agenda:

- Reducing waste and improving productivity
- Addressing health inequalities and shifting towards prevention
- Making the shift from analogue to digital

e. National Green Plan Refresh Guidance⁴

Green plans should set out the key actions each system and trust will take to deliver emissions reductions and support resilience to climate impacts over the next three years. This timeframe is considered a minimum and should allow green plans to strike an appropriate balance between immediate emissions reductions in some areas, alongside strategic development of capability in others. Refreshed green plans should be approved by the organisation's board or governing body, published in an accessible location on the organisation's website.

Overall priorities:

- Supporting high-quality, preventative and low-carbon care, in line with the NHS's goal to boost out-of-hospital and digitally enabled care, improve prevention of ill health and reduce health inequalities
- Reducing air pollution by decarbonising the NHS fleet,
- Modernising and decarbonising the NHS estate, which is expected to reduce energy consumption while creating a better environment for patient care
- Minimising waste through circularity – where reusable, remanufactured or recycled solutions are used.

Each organisation should:

- Review progress to date and engage with key stakeholders about refreshing priorities, in particular clinical and staff groups who underpin green plan delivery
- Take into account the national targets (and interim 80% emissions reduction goals) for the NHS carbon footprint and carbon footprint plus

³ [NHS England » 2025/26 priorities and operational planning guidance](#)

⁴ [NHS England » Green plan guidance](#)

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- Set out SMART (specific, measurable, achievable, relevant and time-bound) actions and associated key performance indicators (KPIs) for each area of focus
- Ensure recommended governance arrangements and processes to measure and report on progress are in place
- Comply with any applicable legal duties, including the duty to reduce inequalities, the Public Sector Equality Duty and the duty to have regard to all likely wider effect of decisions

f. United Nations (UN) Sustainable Development Goals

The Green Plan supports the Sustainable Development Goals (SDGs) adopted by all United Nations Member States in 2015 in order to achieve the following by 2030:

The 17 goals are all interrelated and action in one area will affect other outcomes for example, ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and encourage economic growth.



2.4 Key partnerships

Private Finance Initiative

The Trust entered into a Private Finance Initiative (PFI) contract in 2007 for the design, build and servicing of our new hospital on the Royal Stoke site. We have partnered with Sodexo Health & Care for the delivery of hard and soft facilities management services within the PFI estate, including catering, domestic and portering services. We have also partnered with Siemens Healthineers for the provision of Medical Equipment Services (MES) and Picture Archiving Services (PACS). We have partnered with Sodexo Health & Care for the delivery of hard and soft facilities management services within the PFI estate, including catering, domestic and portering services. The PFI building is owned by Project Co.

Local Authorities

The population served by UHNM sits within the boundaries of Stoke-on-Trent City Council and Staffordshire County Council. The Trust works in close partnership with both Local Authorities, particularly around joint initiatives in Travel and Transport (see Chapter 11) and Energy (see Chapter 12).

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Integrated Care System

UHNM plays a key role within the Staffordshire and Stoke-on-Trent Integrated Care System (ICS). ICS activity is coordinated by the Staffordshire and Stoke-on-Trent Integrated Care Board (ICB). System partners include other NHS Trusts (Midlands Partnership University NHS Foundation Trust and North Staffordshire Combined Healthcare NHS Trust) as well as neighbouring NHS Trusts the Royal Wolverhampton NHS Foundation Trust and University Hospitals of Derby and Burton, both Local Authorities and local voluntary sector partners.

UHNM works closely with our system partners to deliver sustainability goals across Staffordshire and Stoke-on-Trent. Partners regularly come together to share ideas and learning. The formal governance arrangements with the ICS are outlined in section 4.2.

Universities

As a University Trust UHNM has strong working relationships with both Keele University and the University of Staffordshire. Medical, nursing and Allied Health Professional (AHP) students are welcomed into the Trust to undertake their placements, and often join the Trust as members of our staff. Sustainability is increasingly high on our students' agenda and we work with the universities to maximise opportunities for students to build sustainability into their learning.

2.5 How we developed our Plan

From the outset we have sought to engage with as many of our stakeholders as possible to ensure that our Green Plan is both meaningful and achievable, whilst stretching as far as we can to support the delivery of Net Zero. We felt it was important to seek the views of staff on the ground, and the clinical leads and managers responsible for delivering our sustainability targets.

We held a Focus Group workshop session for each Area of Focus to review progress against the 2022-2025 Green Plan, develop and agree actions for the next three years and confirm how progress will be measured and reported. The sessions were chaired by the Sustainability Manager and attendance comprised of clinicians, service leads and external partners. Two sessions were held for Clinical Transformation in order to reach a wider audience and enable our clinical staff to have a voice.

The content for each Area of Focus chapter was developed, reviewed and signed off by the relevant working group and / or service lead / deputy director.

The full list of attendees and contributors are included in Appendix B.

3. Our Vision

The new UHNM Green Plan seeks to influence the health and wellbeing of our local community by strategically managing resources and operations to address environmental, social and financial priorities in order to improve health and reduce inequalities.

3.1 About us

UHNM is one of the largest teaching trusts in the UK, with a huge team of over 13,000 people providing high quality, compassionate care. We provide acute hospital-based healthcare services across two main sites in Stafford (County Hospital) and Stoke-on-Trent (Royal Stoke University Hospital).

We have one of the busiest Emergency Departments in the country, with an average of around 14,000 patients attending each month across both of our sites. We are the specialist Major Trauma Centre for the North Midlands and North Wales.

As a major teaching unit we work closely with Keele and Staffordshire Universities and we hold a large portfolio of commercial research.

The combined population of Stoke-on-Trent and Staffordshire is approximately 1.14 million and is estimated to increase to 1.2 million by 2035. Staffordshire and Stoke-on-Trent is an ageing population and contains some of the most deprived communities in England. The wider population we serve reaches approximately 3 million people.

3.2 Our Trust Strategy

Our Trust Strategy has been refreshed for the 2025/26 financial year. In developing our strategy we listened to views of our staff, our partners and patients about what's important to us all and what we want to achieve.

Whilst our ambitions for clinical care and academic achievement remain, there is a much greater emphasis on partnership and collaboration. We will continue to be dedicated to investing in our people, improving the health and wellbeing of our community, delivering safe and patient-centred care, and advancing services through research, innovation and education.

Our strategic framework

The core components of Our Strategy and plans to deliver it.



Figure 4: UHNM Strategic Framework

Our Green Plan supports the delivery of the Trust Strategy. Our commitment to Net Zero promotes the health and wellbeing of our People, our Patients and our Population through enabling low-carbon care, travel and infrastructure, in line with the Trust's goal to boost high quality and digitally enabled care and improve the health of our population. Our Green Plan also aligns with the NHS 10 Year Plan for Change ambition to shift from hospital to community; analogue to digital and prevention over sickness.

4. Governance

The 2025/26 - 2028/29 Green Plan '*Our Sustainable Future*' forms the core of the UHNM governance structure for the Sustainability service.

The Green Plan establishes objectives and targets across nine Areas of Focus which are aligned to the national direction, as outlined by the Greener NHS.

Each Areas of Focus has an assigned 'Operational Lead', 'Responsible Lead' and 'Responsible Director'. The structure is such that the agenda becomes embedded across the Trust.

4.1 Internal Governance Arrangements

a. Sustainability Roles and Responsibilities

The 2021/22 NHS Standard Contract stated that *every Trust must ensure a board member is responsible for their net zero targets and their Green Plan*. This requirement still stands in the 2025/26 NHS Standard Contract.

Sustainable development is a corporate responsibility and is an inherent part of UHNM's performance and governance mechanisms. The Trust has appointed a Net Zero Clinical Lead (Dr Andrew Bennett, Specialty Doctor in Emergency Medicine) and a Board Level Net Zero Lead (Lorraine Whitehead, Director of Estates, Facilities and PFI). Lorraine is accountable to the Board, demonstrating the commitment of the Trust to the sustainability, net zero carbon, and climate agenda.

The UHNM Estates, Facilities and PFI Service take overall responsibility for the development of the Trust's Green Plan.

A dedicated Transformation and Sustainability team is in place to specifically assess and manage the Trust sustainability, net zero carbon, and climate agenda. The team lead the monthly operational Sustainability Working Groups and develop initiatives, in partnership with stakeholders, that respond to areas where focus is required to improve sustainability performance and mitigate risks. The team provide all required sustainability performance reporting, in line with Trust governance outlined below.

Key roles comprise:

- Sustainability Manager
- Energy Manager

Supported by:

- Executive Director and Net Zero Carbon Trust Board Lead (Director of Estates, Facilities and PFI Services)
- Trust Net Zero Carbon Clinical Lead
- Head of Transformation and Sustainability
- Deputy Head of Transformation and Sustainability
- Transformation Project Managers (x2)

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b. Sustainability Performance Oversight

The national Green Plan Refresh guidance states that:

- Green Plans require senior leadership and oversight of delivery from a range of functions.
- Organisations should put in place governance arrangements to co-ordinate delivery, such as a regular Green Plan Delivery Board chaired by the organisation's board-level net zero lead and attended by relevant directors.

Progress on the delivery of the Green Plan and its targets and objectives are formally reported to the following biannually (April and September) groups:

- Business Performance and Finance Committee (BPFC) (Trust Board subgroup)
- Sustainable Development Steering Group.

The Head of Sustainability and Transformation reports progress on delivery of key Green Plan metrics to the Estates, Facilities and PFI Board ('Performance and Operations') monthly meetings, chaired by the Deputy Director of Estates, Facilities and PFI Services, Dave Ruscoe.

This improved disclosure raises the profile of sustainability at the most senior level and enhances the visibility of metrics and evaluation of risks and opportunities.

c. Sustainable Development Steering Group

Our Sustainable Development Steering Group (SDSG) was re-established in April 2021. The SDSG forms a strategic, high-level group that meets biannually and is chaired by the Net Zero Executive Lead.

The SDSG draws together the following representatives:

- Chair - Executive Director and Director of Estates, Facilities and PFI (Lorraine Whitehead)
- Net Zero Clinical Lead (Dr Andrew Bennett)
- Head of Transformation and Sustainability (Vice Chair)
- Sustainability Manager
- Operational leads across all of the Green Plan themes – at Deputy Director level (Digital Services, People and Organisational Development, Estates and Facilities)
- Clinical representatives from medical and nursing professions
- Associate Deputy Chief Nurse / CNIO
- Senior Nurse, Clinical Procurement
- Organisational Development (OD) Consultant
- Senior Sister, Quality & Safety
- Director of Strategic Finance
- Director of Communications
- Deputy Director of Strategy and Transformation
- Representatives from PFI partners
- Representative from Keele University

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The SDSG has the following objectives:

- Review the mid-year progress on all of the Green Plan themes and year-end Green Plan Assessment Tool scores
- Provide leadership and support that steers the direction and assists the progress of the Green Plan
- Provide a forum, for the discussion of information and knowledge sharing, that facilitates best practise and ensures that all members are updated, beyond their areas of specialism
- Take decisions on matters of policy as required
- Ensure that there is a continual focus on opportunities for improvement in sustainable development and carbon reduction
- Champion capital allocation for sustainability initiatives
- Identify non-completed actions / areas within the Green Plan, new legislation and policy direction and escalate through the relevant governance structure for immediate address.

d. Sustainability Working Groups

Sustainability Working Groups comprising operational and partner stakeholders and specialists meet regularly to drive their respective agenda forwards with regard to their Green Plan Area of Focus.

- Sustainable Transport Working Group: responsible for exploring and driving sustainable travel opportunities. Membership includes estates & facilities, transport services, staff representatives and Local Authorities with Bus Service providers co-opted to the group as required.
- Sustainable Procurement Working Group: responsible for exploring and driving sustainable procurement opportunities. Membership includes clinical procurement, contracting, infection prevention and waste management.
- Sustainability and Net Zero Capital Sub-Group: responsible for exploring and driving sustainable capital projects. Membership includes capital development, estates & facilities.
- Nitrous Oxide Waste Reduction Group: responsible for exploring and driving nitrous oxide waste reduction projects and monitoring performance against waste reduction targets. Membership includes clinical leads, estates & facilities, clinical technology, health & safety, contract performance management and our PFI partners, with representatives from our medical gas supplier co-opted to the group as required.
- Food Waste Working Group: responsible for developing and delivering the Food waste Management Plan. Membership includes catering services, our PFI partner Sodexo, and Nutrition & Dietetics and the Estates & Facilities Matron.

Sustainability also feeds into the following groups, where there is a standing agenda item for sustainability issues to be discussed:

- Waste Working Group
- Food Standards Working Group
- Joint Energy and Water Group

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e. Project Co / PFI contractors

Sustainability is part of the project agreement for the Private Finance Initiative (PFI) estate at Royal Stoke Hospital, with areas such as energy consumption and water use being monitored carefully as part of the contract. Schedule 14 of the project agreement proposes wide ranging obligations on Project Co in respect of monitoring energy usage and encouraging efficient usage. The main vehicle for this is the joint Trust / Project Co Energy and Water Efficiency Committee which provides performance scrutiny and makes recommendations and good housekeeping measures to the Trust. The Committee meets quarterly.

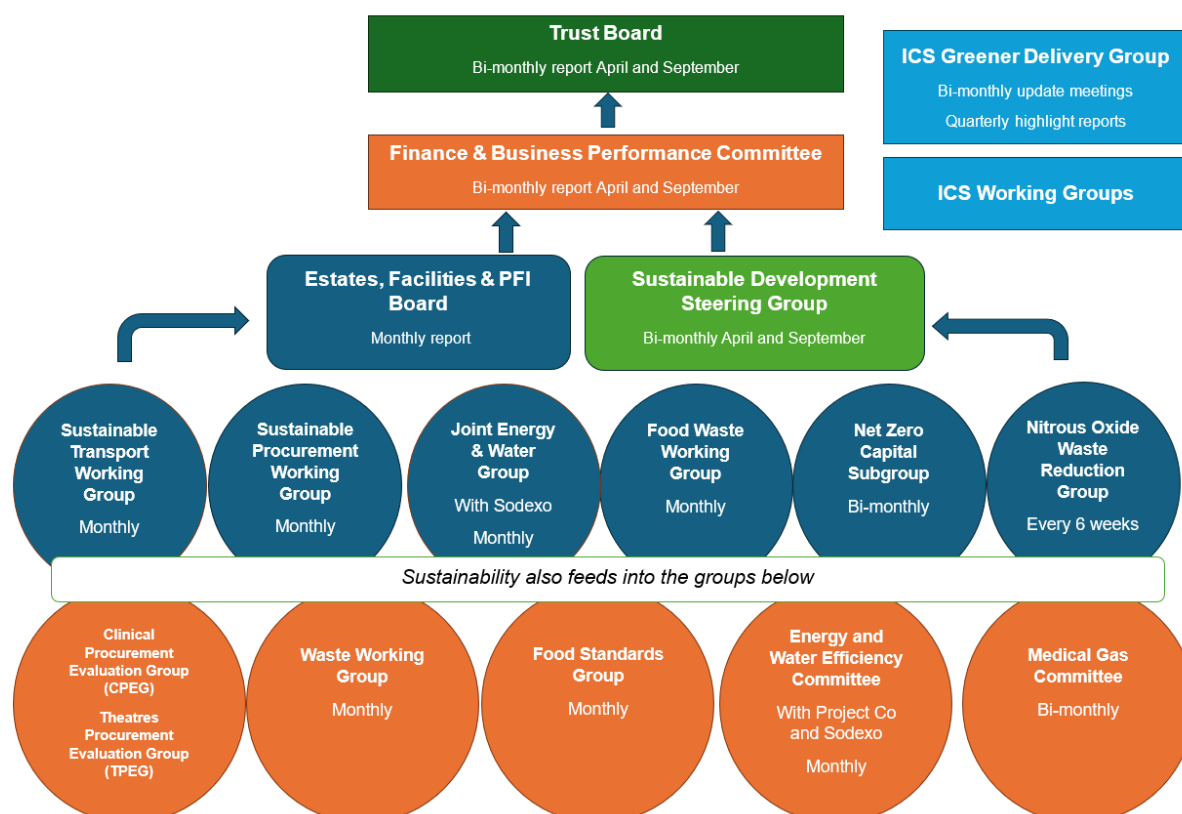


Figure 5: UHNH Sustainability Governance Structure

4.2 Sustainability Impact Assessment

Impact Assessments are produced for all business cases prior to submission for approval by the Executive Team. Within the assessment there is a section to be completed for Environmental Sustainability, requiring environmental impacts to be identified and described, with mitigating actions put in place, or actions to maximise positive outcomes. The effectiveness of mitigating actions are to be recorded as part of the business case evaluation process.

In addition a full sustainability impact assessment (SIA) template is used for clinical product evaluations and research projects as part of the due diligence processes.

The Sustainability Team provides support to business case authors and project leads to help them identify and understand impacts and give advice on how to mitigate or exploit impacts.

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4.3 External Governance Arrangements

The Trust recognises that we cannot deliver a net zero health service without support and collaboration across the NHS and with partner organisations.

a. National and Regional oversight

The NHS England Greener NHS Programme is the main sustainability policy body advising the NHS, Public Health and the social care system. Oversight and support is provided by the Midlands Greener NHS Team, with a dedicated Greener NHS Lead to support organisations in the West Midlands. Regional targets are set by the Midlands Greener NHS Team, performance against these are monitored at Integrated Care System (ICS) level. The NHS Midlands Greener Delivery Board is held every 6 weeks and is attended by the Senior Responsible Officer for each Integrated Care System.

The Trust reports progress against the regional targets via the quarterly National Greener NHS Data Collection.

b. System working

UHNM is part of the Staffordshire & Stoke on Trent Integrated Care System (ICS), which covers Staffordshire County Council and Stoke-on-Trent City Council Local Authority areas and includes Midlands Partnership university Hospitals NHS Foundation Trust (FT) and North Staffordshire Combined Healthcare NHS Trust as its main NHS system partners. Cross-system working exists with University Hospitals of Derby and Burton NHS FT and Royal Wolverhampton NHS FT.

Given the pivotal role of integrated care systems, the UHNM Green Plan supports the work of the ICS Sustainability Programme and the delivery of the ICS Green Plan which comprises national, regional and local priorities. This work is facilitated by the bi-monthly ICS Greener Delivery Group chaired by the Integrated Care Board (ICB) Director of Planning and Green Agenda Senior Responsible Officer, which comprises attendance from each member organisation. Trusts report into the Greener Delivery Group via quarterly highlight reports which provide a high-level overview of progress made against our key aspirations and key performance indicators (KPIs).

Data reported to the National Data Collection along with other key metrics (such as number of Green Champions and sustainability training uptake) feeds into the overall ICS Sustainability Performance Dashboard.

UHNM, along with our system partners participates in system working groups for Digital Transformation, Travel and Transport and Estates, Facilities and Adaptation facilitated by the ICB Sustainability Programme Lead.

The diagram overleaf outlines the system governance and reporting structure and describes the key workstreams covered by each working group.

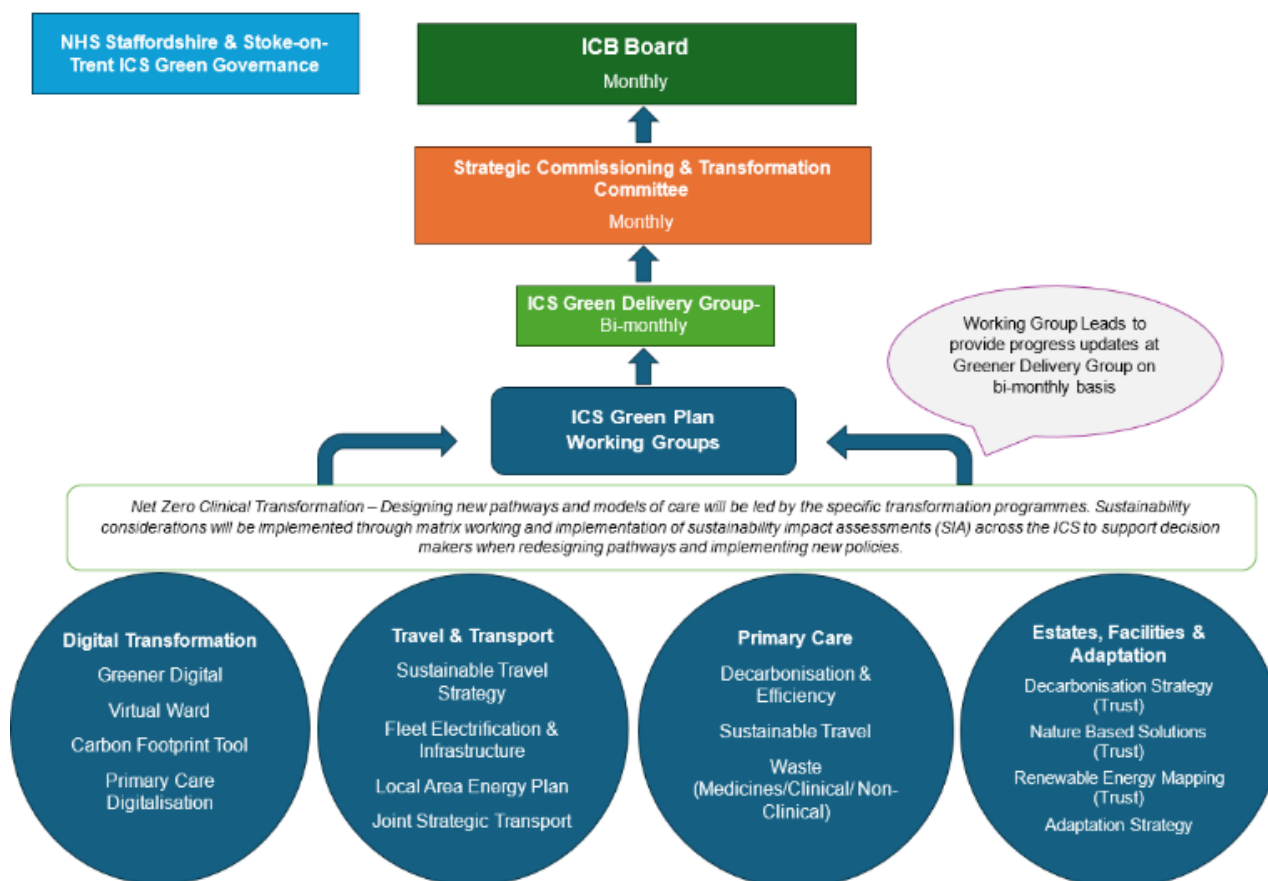


Figure 6: ICS Green Governance Structure

4.4 Annual Reporting requirements

The Group Accounting Manual (GAM) has been implementing a phased approach to integrating the Task Force on Climate-Related Financial Disclosures (TCFD) recommended disclosures into the sustainability reporting requirements for NHS bodies. This initiative aligns with HM Treasury's TCFD-aligned disclosure guidance for public sector annual reports. The recommended disclosures will be gradually incorporated into sustainability reporting requirements up to the 2025-26 financial year. Notably, local NHS bodies are not required to report Scope 1, 2, and 3 greenhouse gas emissions under TCFD requirements, as these emissions are calculated at the national level by NHS England.

The national Green Plan Refresh guidance states that Trusts are required to report an annual summary of progress on delivery of green plans to their board and publish this in their annual report, including actions taken and planned, with quantitative progress data. These reports should include:

- narrative updates on progress to date and key achievements
- delivery of key milestones and risks to future delivery
- quantitative assessment of progress against defined targets

4.5 Funding

Sustainability and Net Zero Carbon is allocated the following annually recurrent budgets for the Sustainability Team to prioritise spend:

- Revenue - £20,000
- Capital - £100,000

The Sustainability Team will review this allocation annually and will request additional funds should the need arise. Additionally, Business Cases and Capital Bids are generated where projects are identified that don't fit into the above allocation values. These are often on an invest to save basis.

These are often on an invest to save basis and given the financial constraints of the NHS, including rising costs, insufficient funding, and a complex financial system, all of which impact on funding available at UHNM, this will remain a key challenge and our ability to achieve Net Zero targets. That being said, there is a lot we can do that doesn't require funding and mitigations by way of external funding opportunities.

The Sustainability Team regularly apply for applicable external grant funds, for example:

- Healthier Futures Fund (NHS England)
- National Energy Efficiency Fund (Department for Energy Security and Net Zero)
- Public Sector Decarbonisation Scheme (Department for Energy Security and Net Zero)

Whilst the Trust will seek to secure other funding to support our aims, it is expected that most of this funding will need to be prioritised from the existing NHS operational capital budgets.

4.6 Support

a. Staffordshire and Stoke-on-Trent Integrated Care Board (ICB)

The national Green Plan Refresh guidance recommends that ICBs work with their partner trusts throughout to support a coherent and co-ordinated approach.

Staffordshire and Stoke-on-Trent ICB will support partner trusts to deliver their green plan objectives and oversee progress through:

- A clear Governance route for oversight of system progress and reporting
- Bi-annual system green plan delivery and review workshops
- Improved data dashboard and reporting
- Establishing networks of green champions across the system
- Working collaboratively with neighbouring ICSs to share good practice and support regional greener goals
- Linking with wider support mechanism and raising awareness of further funding and training opportunities

b. Greener NHS National Programme

The National Greener NHS Programme provide a range of resources for systems and trusts to support them to deliver Net Zero Carbon:

- Online resource tool hosted by NHS Futures providing access to training, guidance and case studies
- National workstream specific guidance, for example the Net Zero Supplier Roadmap
- Dedicated regional Greener NHS Lead (West Midlands)
- Grant funding opportunities, for example Nitrous Oxide Waste reduction
- Regional Greener NHS working groups, including; Medicines Management, Estates and Procurement to support the ICS SROs to filter resources down through the systems.
- Informal groups to facilitate networking and sharing of knowledge between trusts, such as the Green Diagnostics and Sustainable Clinical Procurement groups
- News bulletins

c. Green Plan Support Tool

The Green Plan Support Tool provides a framework for NHS organisations to deliver on their green plans. It was redeveloped in 2025 to align to the new Green Plan guidance and seeks to support sustainability leads in:

- Assessing how well their organisation is performing against the actions and metrics in the guidance, and where to target action to reduce emissions
- Monitoring and reporting progress against green plans, tracking progress over time and benchmarking against other organisations
- Understanding their organisation's contribution to the NHS Carbon Footprint (Scopes 1 and 2) and NHS Carbon Footprint Plus (Scope 3).

5. Reflection on our 2022-2025 UHNM Green Plan

In this section we reflect upon what we said we would deliver in our 2022-2025 Green Plan and take the opportunity to celebrate what we have achieved over the last three years. Each Area of Focus chapter has a section dedicated to looking back and highlighting the significant progress that has been made.

We have reduced the Trust carbon footprint by 5,256 tonnes – 14% since 2019/20.

We said we will **empower and motivate our staff**, creating **green leadership** within our services

- We have appointed a Board-level Net Zero lead and a Net Zero clinical lead
- Our network of over 300 'SWITCH to a Sustainable UHNM' Champions have worked hard to spread the word within their teams to encourage those small everyday changes that make a big difference.

We said we will work towards **decarbonising our estate**

- We have invested £5.4m to reduce direct CO₂ emissions from our buildings (mainly funded through The Department for Energy Security and Net Zero (DESNZ) grant funding).
 - Aged gas boilers replaced with air source heat pumps
 - Removal of the inefficient centralised steam generation
 - LED lighting and solar panelling installed
- Partnering with Stoke-on-Trent City Council to procure gas and electricity, reducing a potential cost pressure by £7m and delivering some of the lowest unit prices in the country.

We said we will **reduce emissions from anaesthetic gases**

- We have eliminated Desflurane, an anaesthetic gas which is more than 2,500 times more potent as a greenhouse gas than carbon dioxide (CO₂).
- We have also reduced our use of Nitrous Oxide and Entonox by 18% since 2019/20
- We have been awarded NHS England grant funding to allow us to switch to portable Nitrous Oxide cylinders and decommission the piped supply across the Trust. This will reduce annual emissions by 350 tonnes of CO₂ equivalent emissions (tCO₂e).

We said we will expand our **Keep Warm Keep Well** scheme

- We have developed plans to increase the solar panel coverage across both our sites. This will generate more clean electricity and increase the community funding to invest directly in supporting our most vulnerable patients whose health conditions are at risk of being exacerbated by living in a cold and damp home.

We said we will create opportunities for **Active Travel** and access to **green spaces**

- Cycle to Work salary sacrifice scheme introduced to encourage cycling as an accessible option for many of our staff. We teamed up with Staffordshire Police to offer free bike tagging and maintenance for our staff and members of the public.
- Walking routes and nature gardens created at both sites encouraging biodiversity and space for staff, patients and visitors to access nature.
- 48 electric vehicle charging points installed on site saving 28 tonnes of carbon dioxide equivalent emissions so far just from the cars plugged in to those charging points.

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We said we will look for opportunities to **reduce waste**

- Coloured plates are rolled out at County Hospital for patient meals reducing food waste and improving patients' experience of mealtimes.
- Recycling bins introduced at County Hospital and have recently arrived at Royal Stoke's office buildings.

6. Our Sustainability Priorities

Developing plans to achieve improved health and wellbeing and continued delivery of high quality care is the essence of sustainable development and this Green Plan. It is our duty as an anchor institution responsible for the health of our population to take action to tackle climate change which will bring direct benefits for public health and health equity.

6.1 UHNM Net Zero Trajectory

The national target set by NHS England is for all NHS Trusts to achieve Net Zero by 2040 for emissions that we directly control, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032. These include emissions from our buildings, energy and water usage, anaesthetic gases, waste and business travel and are known as 'Scope 1 and 2'.

The Trust has set an internal target to reduce Scope 1 and 2 emissions by 47% between 2028-2032 compared to our 2019/20 baseline of 36,675 tonnes of CO₂ equivalent (tCO₂e) emissions. The target is 17,237 tCO₂e.

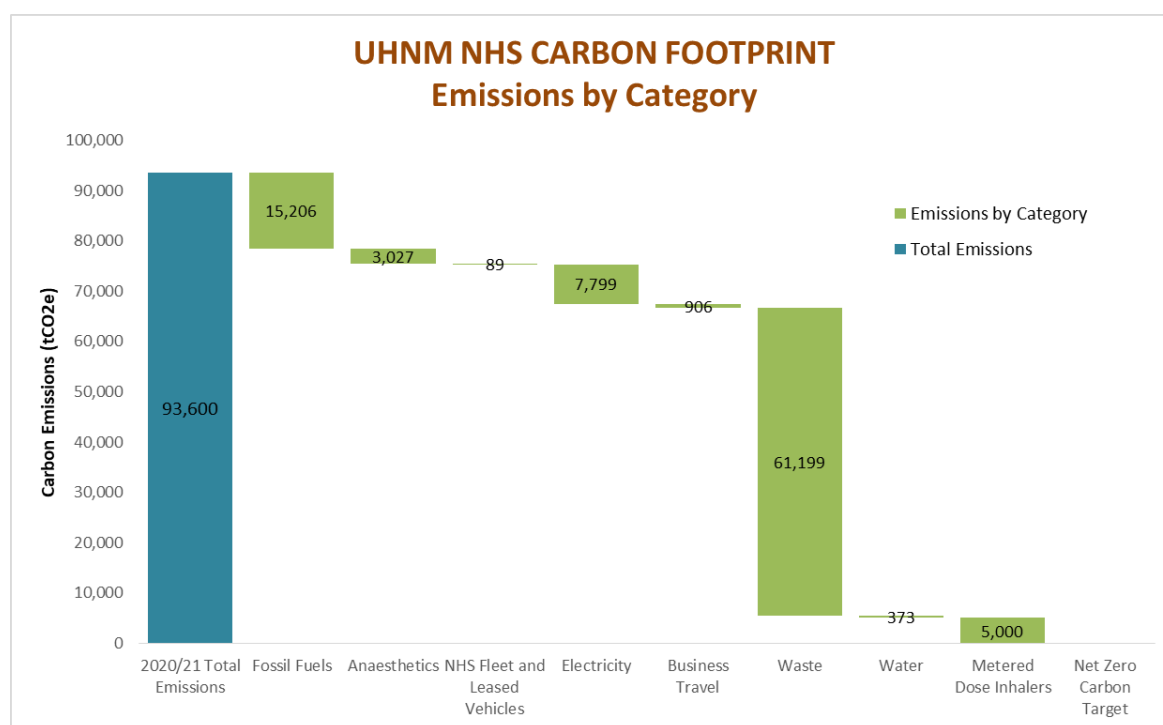


Figure 7: Breakdown of UHNM Scope 1 & 2 emissions by category (as at 2019/20)

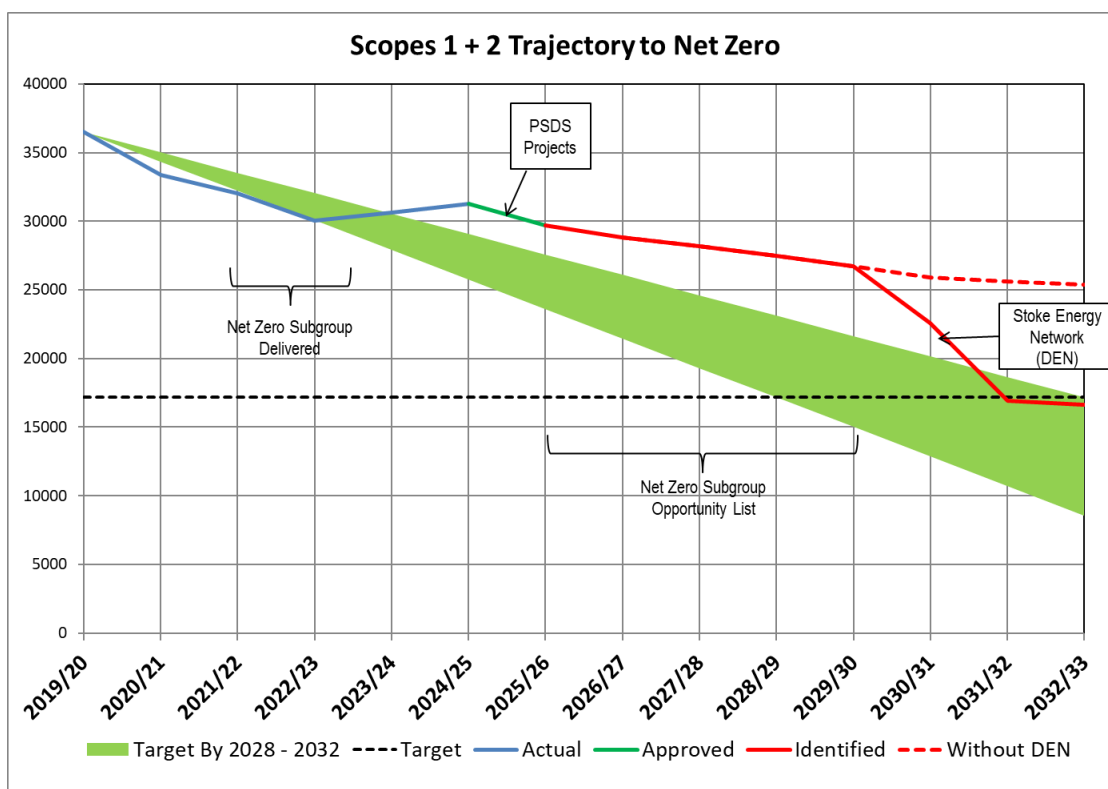


Figure 8: Trajectory to achieving Net Zero, as at 2024/25

Figure 8 shows the current trajectory against the target. The main carbon savings will be delivered by:

- Estates decarbonisation through the Public Sector Decarbonisation Scheme (PSDS) delivered in 2024/25: Reducing annual emissions by 941 tCO₂e.
- Expansion of solar panelling across the Trust: Reducing annual emissions by 296 tCO₂e.
- Potential connection to the Stoke-on-Trent District Heat Network: Reducing annual emissions by 3,298 tCO₂e in 2030/31 and 5,433 in 2031/32 and 8,731 tCO₂e in subsequent years.
- Decommissioning nitrous oxide piped supply: Reducing annual emissions by 350 tCO₂e.

6.2 Our priority schemes

We commit to programmes and projects that reduce our environmental impact and contribute to a healthier environment. Projects that also improve patient care or staff wellbeing will be prioritised. Where efficiency or financial savings are realised as a result this will be captured.

There are two overarching programmes that cut across several Areas of Focus and are our top priorities for realising sustainability outcomes that benefit our staff, our patients and our community.

Our **Low Carbon Care Framework** staff development and recognition scheme aims to empower and celebrate our staff to deliver lower carbon care and reduce their carbon impact

Our **Keep Warm Keep Well** service provides a targeted intervention to vulnerable patients, keeping them well and out of hospital. This is innovatively funded through income generated from clean solar energy.

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Low Carbon Care Framework – Empowering our Workforce

Our staff are best placed to make a difference through small changes to their own practice and by influencing and leading others.

The Sustainability Team have worked with the UHNM Net Zero Clinical Lead and Associate Deputy Chief Nurse to develop a staff development and recognition scheme aimed at supporting staff to take action on climate change and gain recognition through accreditation and awards. The Low Carbon Care Framework is for clinical and non-clinical teams to work together to make small but impactful changes towards a sustainable UHNM.



Bronze



Silver



Gold

The Trust is partnering with Students Organising for Sustainability, who are an independent charity formed from the National Student Union. Our Low Carbon Care Framework will be managed through their award-winning Green Impact programme, which offers sustainability learning and awards to embed sustainable practices across organisations.

The Low Carbon Care Framework outlines levels of action, divided into bronze, silver and gold. Addressing these actions improves clinical sustainability of the Trust and supports the attainment of NZC targets whilst creating efficiency savings and maintaining or improving patient care.

Keep Warm, Keep Well: Transforming health and the environment

Expansion of the award winning UHNM 'Keep Warm, Keep Well' community energy scheme has been recognised as a Staffordshire and Stoke-on-Trent ICS priority. This is due to the marked environmental, social, and financial benefits that the scheme delivers.

The scheme comprises a partnership between UHNM and Staffordshire Community Energy (SCE) and Staffordshire fuel poverty charity 'Beat the Cold'. The scheme seeks to prevent readmissions of vulnerable patients whose health conditions are at risk of being exacerbated by living in a cold and damp home.



The project (through the performance of solar photovoltaic panels) accumulates an annual 'community fund' which is spent on alleviating fuel poverty in Staffordshire. This is currently being achieved through a unique partnership whereby Staffordshire charity 'Beat the Cold' delivers an intervention to vulnerable patients.

With the energy market experiencing unprecedented cost rises, the KWKW scheme is more pertinent now than ever. Stoke-on-Trent has been cited as having amongst the highest levels of fuel poverty in the UK which is regarded as a driver of health and social care demand.

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UHNM has been awarded both BMJ and HSJ winner awards for KWKW. In addition, and very recently (March 2025), KWKW was named as winner of the Community Energy Initiative at the 2025 Regen Green Energy Awards.



UHNM is leading a proposed expansion of *Keep Warm, Keep Well* by identifying vacant roof space across the ICS 'one public estate'. The proposal incorporates the utilisation of the One Health and Care (OHC) digital shared care record to identify patients most at risk from health deterioration as a result of fuel poverty. Through delivering a targeted, patient-centred referral pathway, more impactful outcomes will be delivered.

- See Chapter 8: **Clinical Transformation** to find out more about how interventions from our charity partner Beat the Cold support our patients to keep warm and keep well.
- See Chapter 9: **Digital Transformation** to find out more about how the One Health and Care digital patient record will enable us to identify and target the patients who would benefit most from the scheme



Net Zero Plan on a Page

Our Green Plan has nine Areas of Focus, each with their own nominated lead who is responsible for reviewing and delivering the agreed objectives. A summary of the UHNM approach is detailed below:



Our Workforce

Vision

A culture of sustainable working delivered by empowered and motivated staff who are supported by inspired green leaders.

Areas of Action

- Launch the Low Carbon Care Framework
- Trust Board ownership
- Celebrate achievements



Our Care

Vision

High quality low carbon care

Areas of Action

- Innovation and team working to reduce carbon emissions
- Expand Keep Warm, Keep Well to increase its patient reach
- Focus on low carbon care in Theatres Services



Our Estate

Vision

A low carbon biodiverse UHNM estate

Areas of Action

- Energy decarbonisation
- Improved access to Green Spaces
- Proactively explore alternative Waste disposal options



Our Procurement

Vision

A sustainable procurement culture with processes to support our approach.

Areas of Action

- Collaborate with suppliers to maximise the wider social, economic and environmental benefits
- Minimise waste from products and packaging.
- Introduce sustainable alternatives



Our Digital

Vision

The benefits of digital transformation maximised to reduce emissions and improve patient care

Areas of Action

- Use OHC to target referrals to Keep Warm, Keep Well
- Electronic patient record / digital patient correspondence
- Good data hygiene habits



Our Food

Vision

Healthy, nutritious low carbon meals, minimal food waste

Areas of Action

- Food Waste Management Plan
- Increase low carbon plant-based choices
- Review suppliers/producers



Our Medicines

Vision

Good respiratory health supported by reduced emissions from improved medicines use and disposal

Areas of Action

- Reduce waste from N₂O
- Promote good practice in inhaler use
- Medicines waste reduction project



Adaptation

Vision

Our services and our buildings are resilient to a changing climate

Areas of Action

- System-wide EPRR approach
- Update Business Continuity Plans
- Contractor Briefing Document to include climate adaptation in building design.



Our Travel

Vision

Reduced CO₂e emissions from vehicle travel to our sites.

Areas of Action

- Sustainable Travel Plan December 2026
- Community of active commuters
- Decarbonised fleet

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7. Workforce and Leadership

Every member of staff is responsible for helping reduce our carbon footprint. Our staff are best placed to contribute through small changes to their own practice and by influencing and leading others.

7.1 Reflection on the last 3 years

The Trust has appointed a Net Zero Clinical Lead (Dr Andrew Bennett, Specialty Doctor in Emergency Medicine) and a Board Level Net Zero Lead (Lorraine Whitehead, Director of Estates, Facilities and PFI).

We have worked hard to increase engagement with our staff and raise awareness of the impact of their everyday work on the environment. In 2024 we held two 'Low Carbon Care' clinical workshops hosted by our Net Zero Clinical Lead which brought clinical teams together to secure clinical leadership and the approach to sustainability in clinical settings.

Sustainability has a presence at a growing number of events and forums which touch base with our staff, for example the newly qualified nurses' induction and Trust Strategy launch event. There is a rolling agenda item on the Nursing, Midwifery and AHP Forum where a member of staff presents their sustainability project case study before their peers.

We have successfully delivered the 'SWITCH To a Sustainable UHNM' Campaign, with a network of over 300 champions who have worked hard to spread the word within their teams to encourage those small everyday changes that make a big difference.

Sustainability training is provided to Foundation Year doctors upon each rotation and the national 'Building a Net Zero NHS' sustainability training has been made available to all staff on ESR.

7.2 What do we want to achieve?

| | |
|-----------------------------|--|
| NHS England Guidance | Green Plan Refresh Guidance Organisations should support their staff and leaders to learn, innovate and embed sustainability into everyday actions. Key actions: <ul style="list-style-type: none"> • appoint a designated board-level net zero lead • assess workforce capacity and skill requirements • promote, and consider setting uptake targets for, core training offers set out on the Greener NHS Training Hub • Promote specialist training for staff groups who underpin the delivery of green plans, such as board members, procurement, finance estates and facilities staff and clinicians |
| UHNM Objectives | <ul style="list-style-type: none"> ➤ There is a positive workplace culture whereby carbon reduction and sustainability is fully embedded ➤ Executives and the Board are committed to delivering the Green Plan and its statutory obligations |

| | ➤ All Trust employees are engaged, empowered and motivated to take action on sustainability and to deliver high quality care today that does not compromise the ability to deliver care in the future |
|--|---|
| Green Plan Target | How we will measure progress |
| Low Carbon Care Framework <ul style="list-style-type: none"> • Increase in teams registered with LCCF and actively working towards accreditation (1 team every month) • Teams achieving bronze, silver and gold accreditation. • Biannual increase in SWITCH Champions. Workforce and Leadership <ul style="list-style-type: none"> • Dedicated training and development delivered to the Trust Board • Increase uptake of sustainability training (core ESR training and specialist training offered to specific staff groups). • Key messages around sustainability to be included in the Trust Induction. • Sustainability to be covered in the Appraisal process. Communication and Engagement <ul style="list-style-type: none"> • Sustainability communication plan produced • Staff intranet page refreshed with rolling monthly feature. | <ul style="list-style-type: none"> • Numbers of teams registered onto the Framework • Numbers of teams achieving bronze, silver and gold accreditation • Sustainability projects undertaken and case studies developed • SWITCH Champion contact list • Formal minutes from Board development session. • ESR training records • Records from specific training sessions. • Updated Trust Induction presentation. • Updated Appraisal paperwork |
| Operational Lead | Jenny Branford, Sustainability Manager |
| Responsible Leads | Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Key Stakeholders | Organisational Development People Communications Team |
| Governance | Sustainable Development Steering Group |

The Low Carbon Care Framework staff development and recognition scheme outlined on page 28 will support and underpin the shift in culture and behaviour towards sustainability in everyday practice.

Training and Development

There is an aspiration to increase uptake of core and targeted Greener NHS training offers by key staff groups (e.g. Leaders, clinicians, procurement and finance leads). Existing forums will be utilised to share relevant training offers with these groups, with training attendance being a requirement to progress through the Low Carbon Care Framework levels of accreditation.

- Embed sustainability messages in existing training and development programmes where possible (such as the refreshed leadership offer and the 'Improving Together' Quality Improvement Programme).
- A Board Development session focusing on sustainability awareness for senior leaders will be provided, led by the Net Zero Clinical Lead and the Sustainability team.
- Training for Foundation Year doctors will be expanded in partnership with Keele University.
- Further training for Procurement staff will be provided nationally to accompany the Public Procurement Notice (PPN) update on Social Value requirements.
- Training resources and collaboration opportunities will be made available via the Integrated Care System.

Key messages around sustainability (for example the link between climate change and health) will be included in the Trust Induction which is mandatory for all new staff members joining the Trust. Links to the staff intranet page and ESR training will be included signposting to further information.

Sustainability will be incorporated into the annual appraisal process, staff will be required to demonstrate how they contribute to sustainable working practices, including evidence of putting learning into practice. Suggested targets for staff to further their development could be to participate in the Low Carbon Care Framework or complete training.

Apprenticeships and Work Experience

Increasingly apprenticeships in healthcare are requiring students to undertake an element of sustainability as part of their placement. The Sustainability Team provides support to these apprentices by providing opportunities for shadowing within the team, 'mini-projects' and involvement in ongoing work.

The Sustainability Team also hosts a growing number of work experience placements for young people who have expressed an interest in working in sustainability in their local NHS organisation.

7.3 How we can achieve our objectives

Empowering staff to embed sustainability in their work requires a strong communications campaign. Regular and consistent communication and engagement can often be the most effective way to embed knowledge and awareness around sustainability.

A communications plan is being developed to accompany this Green Plan that will ensure engagement with employees, patients and local stakeholders:

- Rolling programme of sustainability messages covering a range of topics including wellbeing (e.g. cycle to work scheme, active travel).

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- Maximise use of face-to-face communication (such as visits to clinical departments, presence at staff engagement events) where possible.
- Maximise use of social media to push messages and invite feedback.
- The Sustainability page on the Staff Intranet will be refreshed and include:
 1. Case studies showcasing projects and achievements made by our staff
 2. Link to Low Carbon Care Framework and SWITCH
 3. Link for staff to submit ideas and suggestions
- Section on the public-facing website including a statement affirming the Trust's commitment to sustainability and inviting ideas from members of the public.

7.4 How we will measure the impact

The impact of our increased focus on staff engagement will largely be measured and demonstrated through the Low Carbon Care Framework, which captures evidence of:

- Number of teams registered onto the Framework and actively submitting evidence of completed actions
- Number of teams achieving bronze, silver and gold accreditation
- Core and specialist training attendance
- Sustainability projects undertaken and case studies developed.

8. Net zero clinical transformation

The NHS is responsible for the nation's health and our health is directly affected by climate change. We are already seeing the effects of air pollution, flooding and heatwaves on our patients right now - Up to 38,000 deaths a year⁵ are associated with air pollution alone, disproportionately affecting the most deprived and further exacerbating health inequalities.

"Preventing illnesses from happening in the first place as the best possible way for the NHS to become the most sustainable health and care system it can be."

~ NHS Long Term Plan

While health is impacted by climate change we must also recognise that healthcare provision has a significant environmental impact. Much of this impact arises from clinical decisions made every day, including choices of medicines, equipment and consumables for investigations and procedures. Clinical processes also affect how many journeys are needed and how many days a person spends in hospital.

Stoke-on-Trent has been described as a "sick city" due to its lower life expectancy compared to the national average. This is partly attributed to the city being one of the most disadvantaged areas in the country - 53% of Stoke-on-Trent's population live in the most deprived 20%. People in our most deprived areas live with poor health for 12 years longer than those living in less deprived communities. While the city is making efforts to improve its health outcomes, it still faces challenges in addressing inequalities and improving overall well-being.



This presents a real opportunity to design clinical care itself to be more sustainable, and support high-quality, preventative and low-carbon care, in line with the NHS's goal to boost out-of-hospital and digitally enabled care, improve prevention of ill health and reduce health inequalities.

8.1 Reflection

The Trust is fortunate to have identified a Net Zero Clinical Lead who is both passionate about the environment and well known across the Trust. Dr Andrew Bennett, Specialty Doctor in Emergency Medicine is a Keele University graduate and has been a part of UHNM since 2008. Dr Bennett has led green initiatives in his own department where he works across both Royal Stoke and County Emergency Departments and has been instrumental in the drive to reduce waste from high carbon medical gases.

"I am very pleased to have taken on the role of the UHNM Net Zero Clinical lead. I have been passionate about the environment for a long time and this is a wonderful opportunity to make positive changes throughout the Trust. This is exciting because many of the changes made to reduce environmental impact provide benefits for staff and patients too."

~ Dr Andrew Bennett, Net Zero Clinical Lead

⁵ [Chief Medical Officer's Annual Report 2022](#)

Following the establishment of a Green ED group in 2023 the emergency departments now use Pentrox as an alternative to Entonox where possible, messaging is being delivered to staff as part of a project to reduce unnecessary coagulation testing, QR codes have replaced information leaflets in the paediatric area of the emergency department and single use plastic catering items were removed from the emergency departments.

A 'Low Carbon Care' clinical workshop was held in April 2024. The event, hosted by our Net Zero Clinical Lead, brought clinical teams together with the objective of raising awareness and securing clinical leadership and the approach to sustainability in clinical settings. Engagement and sharing of ideas and experiences was positive, with the output of a structured 'Low Carbon Care Framework' to be rolled out to staff across the Trust.

Keep Warm Keep Well – supporting vulnerable patients to stay warm and well

Some of our most successful initiatives link to patient care and health outcomes, for example UHNM's community energy scheme "Keep Warm Keep Well" (KWKW). Stoke-on-Trent was recently cited as having the highest levels of fuel poverty in the UK and is therefore a pertinent, local cause of poor health outcomes. The KWKW scheme seeks to prevent readmissions of vulnerable patients whose health conditions are at risk of being exacerbated by living in a cold and damp home. It is innovatively funded through income generated from solar panels installed across the Trust estate – therefore zero cost to the Trust.

KWKW comprises of a partnership between:

- University Hospitals North Midlands (UHNM)
- Staffordshire Community Energy Limited (SCE)
- Staffordshire fuel poverty charity Beat the Cold (BtC)



In addition, UHNM benefits from savings on its electricity bills and reduced CO₂ emissions.

The fuel poverty pathway is very simple. UHNM clinicians engage with patients regarding the scheme, gain informed consent and complete a short electronic referral to BtC. A BtC Adviser will contact the patient and arrange a review and, if necessary, a home visit. The Advisor may:

- Identify any funding that may be available to improve home energy efficiency and provide support in applying for funding
- Identify any benefits entitlement and onward refer to agencies that can support access to these
- Identify ways to reducing energy use whilst maintaining a safe indoor temperature
- Help to resolve issues of fuel debt with energy suppliers
- Complete a registration as a "Priority Customer" with the National Grid

There is now a plan to expand the scheme in 2025/26 through further solar installations totalling nearly 2MWp. This will enable further financial savings for UHNM but most significantly, more of the population will be able to benefit from the fuel poverty intervention.

In alignment with the Digital objectives and targets (Chapter 9), the expansion of KWKW will give rise to a focus on improving and developing KWKW to become data-led, targeted and more impactful. This will critically involved work to secure clinical engagement and approval to access the One Health and Care (OHC) digital shared care record to target and refer patients into the scheme (replacing face-to-face referrals).

The innovative and collaborative approach to addressing a pertinent cause of poor health outcomes has been recognised by both the British Medical Journal and Health Service Journal winning awards in both 2020 and 2022. More recently in 2025, KWKW was named winner of the Community Energy Initiative of the Year at the Regen Green Energy Awards.

Our staff are making a difference every day

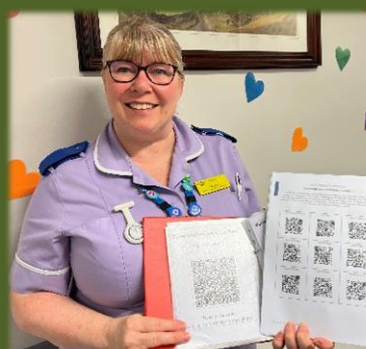
Pockets of good practice in clinical and non-clinical areas are sprouting green shoots across the Trust, for example:

Scott Taylor, Deputy Endoscopy Manager is the local champion for the national '**Green Endoscopy**' initiative led by JAG and BSG. Scott is leading the green revolution in his department by encouraging and supporting his colleagues to think green. The Endoscopy team have implemented a number of initiatives for example introducing an alternative polypttrap product which has zero plastic packaging.

The **Urology specialist nursing team** have taken the initiative to redesign the outpatient care pathway in Urology outpatients to reducing patient travel to hospital. This is supported by an innovative tool to capture carbon savings developed by Kerry Redfern, Urology Patient Navigator.

The **adult orthoptics service** have reduced paper use by 90% (led by Claire Carrick, Head of Orthoptics)

Re-usable sports water bottles are given to radiotherapy patients for them to bring to their regular appointments - led by Keren Barker, Advanced Practitioner, with the support of the UHNM Charity.



Jayne Moss, Nursing Assistant in Dermatology, has also reduced paper in her department by creating a folder of QR codes available in all clinic rooms for patients to digitally access patient information leaflets.

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8.2 What do we want to achieve?

| NHS England Guidance | Green Plan Refresh Guidance Key actions: <ul style="list-style-type: none"> • identify a clinical lead with oversight of net zero clinical transformation with formal links into board-level leadership and governance • focus on reducing emissions and improving quality of care for at least one clinical area for example by: <ul style="list-style-type: none"> • establishing a clinical lead and multidisciplinary working group responsible for reducing emissions in the clinical area(s) • completing quality improvement project(s) in the clinical area(s) that focus on a measurable reduction in emissions, with co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities • Sharing learning and outcomes, for example, through clinical networks, the ICB and NHS England |
|---|---|
| UHNM Objectives | <ul style="list-style-type: none"> ➤ Deliver high-quality, preventative, low-carbon care to our patients, moving to out-of-hospital and digitally-enabled care where clinically appropriate. ➤ Support our clinical teams to embed sustainability in their practice, celebrate achievements and spread learning across the Trust. ➤ Support our Theatres Department to be a pioneer in best practice sustainable care delivery. |
| Green Plan Target | How we will measure progress |
| <ul style="list-style-type: none"> • Clinical Sustainability Group (quarterly) chaired by NZ Clinical Lead Low Carbon Care Framework <ul style="list-style-type: none"> • Successful launch of Low Carbon Care Framework by 30th September 2025 Keep Warm, Keep Well <ul style="list-style-type: none"> • Clinical engagement, patient referral criteria and process agreed, to enable a focus on those with a Respiratory diagnosis residing in Staffordshire and Stoke-on-Trent (asthma in children and COPD in adults) by 31st December 2025. • Approval to access and use the One Health and Care (OHC) digital shared care record to target and refer patients into the scheme (replacing face-to-face referrals). • Data-led, targeted referrals via OHC to commence by 1st April 2026. Theatres <ul style="list-style-type: none"> • Multidisciplinary working group established in Theatres with identified clinical lead. • Development of sustainability projects in Theatres. | <ul style="list-style-type: none"> • Minutes from Clinical Sustainability Group • Low Carbon Care Framework is live across UHNM and accessible by clinical teams. • Successful approval by Information Governance to access and use the One Health and Care (OHC) digital shared care record • Data-led, targeted referrals via OHC in place each month. • Minutes from Theatres working group • Theatres working group project tracker |

| | |
|--|--|
| <ul style="list-style-type: none"> Theatres case studies shared with clinical networks. | |
| Operational Lead | Jenny Branford, Sustainability Manager |
| Responsible Lead | Dr Andrew Bennett, Net Zero Clinical Lead Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Governance | Quarterly Clinical Sustainability Group |

8.3 How we can achieve our objectives

Our aim is to bring together the pockets of good practice that already exist across our clinical services and harness the enthusiasm and creativity within our workforce to deliver a co-ordinated approach with the wrap-around support from enabling functions:

- A Clinical Sustainability Group chaired by the Trust Net Zero Clinical Lead will be established as a clinically-led forum to drive work across clinical teams to reduce emissions across patient pathways. The group will meet quarterly and be supported by the Sustainability Manager.
- Rolling programme of presentations to the Nursing, Midwifery and AHP Forum to continue, led by our senior Nursing and AHP advocates Fona Hibberts, Chief Nursing Information Officer and Deputy Chief Nurse, and Ceri Sedgely, Chief AHP.
- Sustainability Team to act as an advisory role to ensure net zero principles are considered in all service change, reconfiguration programmes and pathway redesign.

We will maximise links with our external networks to benefit from partnership working and learning shared across the wider NHS:

- Explore opportunities to work more closely with Keele University, involving their students in our sustainability projects and supporting their education programmes.
- Involvement and participation in regional networks, for example 'Midlands Greener Diagnostics', where ideas and learning are shared.
- Involvement and participation in national campaigns such as 'Greener AHP Week', where we will have the opportunity to showcase our achievements and share learning with other organisations.

Low Carbon Care Framework

Our Low Carbon Care Framework staff development and recognition scheme to be launched in September provides a structured framework for our staff to embed sustainability in their everyday practice. Supported by the Sustainability team, teams will work together to deliver small, achievable actions relevant to their work area, which add up to make a big difference.

Actions include:

- Environmental issues are regularly raised at staff meetings.
- Have a well-labelled notice board or digital board dedicated to communicating sustainability issues.
- Run an environmentally-themed campaign or event in your area of work
- Make sure lights, computers and monitors are switched off overnight to save energy.
- Identify a clinical consumable that can be reused/recycled, and implement this.
- Successfully deliver a change and embed into best practice within the department, sharing as a case study

At the end of each year successful teams are awarded Bronze, Silver or Gold accreditation, and have the chance to win special awards at a dedicated awards event hosted by the Trust.

"Our staff have found the tool very easy to engage with and that it provides them with simple, easy to implement ideas that they can take forward within their teams. They have enjoyed the light competition between teams and report that they have been able to share learning and ideas between teams, fostering a culture of collaboration"

~ Sustainability Manager, Sandwell & Birmingham NHS Trust

"I am looking forward to my new role as a Low Carbon Care Framework Team Leader. I know that, with the help of my incredible colleagues and our supportive Ward Manager, together we can make small changes to lower our carbon footprint and encourage others to do the same"

~ Laura Brown, Staff Nurse, Early Pregnancy Unit

Keep Warm Keep Well expansion

Over the next year the *Keep Warm Keep Well* scheme will be expanded across the Trust to reach more vulnerable patients who may benefit from the expert service provided by Beat the Cold.

In partnership with Staffordshire Community Energy, the Trust has worked up a detailed plan to increase the solar panelling installed at both Royal Stoke and County Hospitals, at zero cost to the Trust. This increase will generate additional income to fund further referrals into the scheme.

The successful pilot at Moorcroft Medical Centre, Hanley has highlighted the opportunity to expand the use of the One Health and Care digital shared care record across UHNM and replace face-to-face referrals, thereby developing and improving the KWKW scheme. Gaining approval to use OHC will improve patient health outcomes by more proactively and accurately identifying the most vulnerable patients to be referred. A focus will be given to those with a Respiratory diagnosis residing in Staffordshire and Stoke-on-Trent (asthma in children and COPD in adults) It is hoped that this will prevent the exacerbation of conditions and prevent secondary care emergency admissions as a consequence of residing in a cold, damp home.

Green ED

The UHNM Green ED group will continue to work together across both sites towards achieving as many of the goals laid out in the Royal College of Emergency Medicine's

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(RCEM) Green ED Framework. In order to achieve these actions there will need to be collaboration with many other teams throughout the Trust including: the adult and paediatric respiratory teams to rationalise inhaler prescriptions, pharmacy to reduce medications waste, infection prevention to identify opportunities to reduce single use PPE, waste management to ensure appropriate waste streams are available and correctly sign-posted and procurement to identify opportunities to reduce waste e.g. reusable paediatric sats probes. It is reassuring to see that many of the preliminary discussions have already commenced.

Theatres Green team

Theatre Services are, due to the nature of the clinical activity, a high carbon area as high intensity users of anaesthetic gases, medical devices and consumables. At UHNM our Theatres workforce are highly engaged and well informed on the principles of sustainability and low carbon care.

Therefore our Theatre Services have been selected to be the pioneer clinical team to focus on reducing emissions and improving quality of care. A number of sustainability projects have already been identified within the team where support from other Trust services can help them realise a successful outcome. Examples include:

- 'Green Theatre Trays' – reducing waste and re-processing through streamlining packs of clinical instruments used in surgery
- Resus trolley stock management – providing a central 'swap shop' to use up items from the resuscitation trolley before they go out of date and are thrown away
- Switch to portable cylinders for the delivery of anaesthetic gases to reduce waste from gas leakage
- Trial of alternative clinical products which are reusable and / or eliminate plastic packaging

Trust support services such as Clinical Procurement, Waste Management and Transformation & Sustainability will provide prioritised wraparound support to enable them to achieve their sustainability goals. The Theatres team will be supported to initiate and evaluate projects and share learning and outcomes through clinical networks, thereby raising their profile at regional and national level.

8.4 How we will measure the impact

The impact of our Low Carbon Care Framework will be measured and tracked through the Green Impact online tool provided by our partners Students Organising for Sustainability (SOS UK). Participating teams will use the platform to log sustainability actions and upload supporting evidence. The Sustainability Team will be able to monitor the number of teams signed up to the tool and monitor their progress. This will support the development of incentives, green awards nominations, best practice case studies to be shared across the system and also improve accuracy of reporting our trajectory against our net zero carbon targets.

Banks of case studies, project trackers and contacts made through the Sustainability team will capture the impact of green initiatives, as will notes from the Clinical Sustainability Group and other clinical forums where sustainability is discussed and presented.

9. Digital transformation

Between 10 and 15% of emissions across the healthcare sector comes from technology, therefore digital sustainability is an essential component of reaching our net zero goals.

In line with the NHS Long Term Plan ambition to work smarter to provide better care than ever before, technology is being used more and more to help health and care professionals communicate better and enable people to access the care they need quickly and easily. From websites and apps that make care and advice easy to access wherever you are, to connected computer systems that give staff the test results, history and evidence they need to make the best decisions for patients.

Digital innovation brings many benefits for transforming care by improving access, quality, productivity and reducing emissions.

“Over the next ten years digital access to services will be widespread. Where patients and their carers can better manage their health and condition. Where clinicians can access and interact with patient records and care plans wherever they are

~ NHS Long Term Plan

9.1 Reflection

The adoption of digital tools to enable improvements in care delivery goes hand in hand with reducing the carbon footprint through alternatives to face-to-face appointments, facilitating targeted early interventions and streamlining the patient pathway.



Case Study: A Smarter Way to Care: How a New Digital Tool Is Helping

A new digital tool developed at Royal Stoke is changing the way we plan care for some of our most vulnerable patients. The High Risk of Delayed Transfer of Care (HRD) tool has helped us reduce the average hospital stay for re-admitted patients by more than a day – saving 40kg

CO₂e per patient⁶. In the first three months alone, the tool flagged almost 2,000 patients where we were able to make a significant difference.

By using existing GP, social care and hospital health records, the tool flags patients who are likely to experience delays in being discharged such as those who are frail, living alone, or need additional care support at home. That means we can get the right people involved from the start, plan earlier, and support a smoother, safer journey out of hospital and back home.

⁶ Inpatient bed day – low-intensity ward – 37.9 kgCO₂e/ bed day - Source: *Care pathways guidance on appraising sustainability* (Sustainable Development Unit, 2015) Available from: <http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx>

Case Study – My Pregnancy Notes

Pregnant women at UHNM can access their maternity records online thanks to the trust's participation in a national project to provide a web-based platform enabling women to interact with their digital care plans.

Lucy Boot, Digital Midwife at UHNM, joined the Self-referral and Personal Health Record (PHR) project working with NHS Digital system suppliers, fellow Trusts, the Local Maternity and Neonatal System (LMNS) and the Maternity Neonatal Voices Partnership (MNVP) to launch www.mypregnancynotes.com. Through the platform women can access information about their pregnancy, their care plan, and supplementary information for their child's health, supporting a greater understanding of the care they receive. Women can input information about their pregnancy journey, support needs and preferences, and choose where they prefer to have their appointments.

Lucy registered with the [Good Things Foundation](#) National Databank. The Good Things Foundation are a digital inclusion charity aimed at addressing digital exclusion within healthcare services, particularly for those facing financial constraints. Women identified during screening as requiring additional support to access the internet are provided with a gifted SIM card with enough data for the duration of their pregnancy. This has the added benefit that women can use google translate or download cartoons to keep their older children occupied during midwife appointments.

Case Study: One Health and Care / Keep Warm Keep Well



In 2024 and as a development of our award-winning *Keep Warm Keep Well* (KWKW) scheme (see page 28), the Trust partnered with North Staffordshire Combined Healthcare NHS Trust (NSCHT) and the Moorcroft Medical Centre in Hanley to target referrals to vulnerable patients using the One Health and Care (OHC) confidential digital shared care record.

OHC⁷ is used by Health and Social care organisations across Staffordshire, Stoke-on-Trent, Shropshire and the Black County. It allows professionals, directly involved in patient health and care, to view relevant information to provide better and safer care.

Patient information that can be viewed includes:

- Name, date of birth, sex, address, telephone number, NHS number.
- Registered GP practice and GP.
- Hospital referrals, admissions, discharges and clinics attended.
- Medications, historic and ongoing conditions, immunisations and diagnoses.
- Care plans.
- Mental health information.
- Social information.

⁷ [One Health and Care - Staffordshire and Stoke-on-Trent, ICS \(staffsstokeycs.org.uk\)](https://staffsstokeycs.org.uk)

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The benefits of using OHC include:

- Identifying cohorts of patients who need proactive support.
- Providing case management that operates across organisational boundaries.
- Giving the medical team around the patients access to all relevant information.

How it works

OHC data is accessed each month by the Moorcroft Medical Centre administrative team, and the following criteria determines those patients who need proactive support to alleviate fuel poverty and therefore a referral to Beat the Cold:

1. Childhood Asthma (under age 18)
2. Fuel poor quintiles 1 & 2
3. Most Deprived Indices of Multiple Deprivation (IMD)

Selected patients are sent a text message using GP software to inform them that they have been identified as likely to benefit from the free KWKW scheme, administered by BtC. The message contains a link to a digital leaflet which describes in more detail the reasons why they have been referred, details of the service offered, next steps and how to opt out.



Nationally, this represents a first of kind service with the GP Practice hosting a data-led, targeted patient-centred referral pathway. It exemplifies a truly integrated solution to a local demand driver of poor health outcomes.

9.2 What do we want to achieve?

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| <p>NHS England Guidance</p> | <p>Green Plan Refresh Guidance</p> <p>Key actions:</p> <ul style="list-style-type: none"> • maximise the benefits of digital transformation to reduce emissions and improve patient care, for example, by reducing the use of paper, virtual pathways • consider opportunities to embed sustainability in digital services <ul style="list-style-type: none"> ○ using circular and low-carbon approaches to IT hardware management, ○ considering low carbon hosting, promoting good data hygiene (such as, deduplication and archiving) and engaging digital suppliers |
| <p>UHM Objectives</p> | <ul style="list-style-type: none"> ➤ Move to out-of-hospital and digitally-enabled care where clinically appropriate ➤ Prioritise sustainability in the procurement, design and management of digital services. |

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| | ➤ Our staff are aware of the carbon impact of digital activity and practice good data hygiene habits. |
|--|--|
| Green Plan Target | How we will measure progress |
| <ul style="list-style-type: none"> To establish a method of tracking sustainability benefits from digital workstreams <p>Keep Warm Keep Well</p> <ul style="list-style-type: none"> 352 targeted patient referrals into KWKW each year, using the One Health and Care (OHC) digital shared care record (based on the successful expansion of solar panels) 50% KWKW referrals converted to intervention <p>Digital Services</p> <ul style="list-style-type: none"> 25% outpatient appointments non-face to face. Increase % of patients signed up to digital correspondence – by 1% each year Establish baseline for inpatient and outpatient correspondence and agree target to reduce printing and postage year on year. All unwanted hardware to be redistributed or recycled. <p>Inspiring good digital habits</p> <ul style="list-style-type: none"> Number of Low Carbon Care Framework teams who have initiated actions to reduce paper (10 per year). Number of Low Carbon Care Framework teams who have initiated actions to reduce their digital carbon footprint (10 per year). | <ul style="list-style-type: none"> KWKW monthly reporting by Beat the Cold Outpatient attendance data Data from patient correspondence provider Quarterly report from supplier Low Carbon Care Framework 'Green Impact' online tool |
| Operational Lead | Jenny Branford, Sustainability Manager Heidi Poole, Deputy Director of Digital Services |
| Responsible Lead | Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Key Stakeholders | Digital Services Digital Design Authority (Staffordshire & Stoke-on-Trent ICS) Digital Advocate Network |
| Governance | Sustainable Development Steering Group |

9.3 How we can achieve our objectives

By shifting to digital systems, we can eliminate the need for paper-based documentation, saving trees, reducing energy consumption for printing and storage, and lowering

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greenhouse gas emissions. This also leads to less waste generation and storage space requirements.

One Health and Care / Keep Warm Keep Well

The successful pilot using the OHC digital shared care record at Moorcroft Medical Centre highlighted an opportunity to expand the use of OHC across the Trust and replace face-to-face referrals, thereby developing and improving the KWKW scheme. OHC enables a more targeted, proactive, patient-centred, integrated fuel poverty referral pathway thereby facilitating a reduction in primary care inundation and preventable secondary care emergency admissions.

The scheme has been successful in securing additional grant funding from the National Energy Action (NEA) 'Warm Homes, Healthy Futures' fund. This will enable the expansion of the OHC targeted referral service across the Trust, enabling more patients to benefit from the KWKW scheme.

Reducing paper

Whilst there are pockets of good practice throughout the Trust many of our services rely on paper records and correspondence. Our Digital Services are working on a number of initiatives which will enable us to significantly reduce paper.

The Trust will be implementing an integrated **Electronic Patient Record (EPR)** solution, enabling the transformation of pathways, workflows, and processes to support a fully integrated care delivery model which will:

- Replace paper based record systems
- Utilise digital technologies for self-management of care, including that of families', friends' and carers'
- Enable all patients (including those who could become digitally excluded) to access their own standardised care record

Timescales at the time of writing assume a target deployment by April 2028.

A **digital patient correspondence** platform is currently being piloted which has saved 10 tonnes CO₂e in the last year by reducing the number of printed letters. 27% of our patients are registered with the service.

We also plan to introduce electronic outpatient and inpatient correspondence to patients via the NHS App (the letters are already sent to their GP digitally). We are also looking at appointment letters in radiology.

As part of the preparation for the Electronic Patient Record options are being explored for a mechanism to support scheduling and cancelling for patients.

Application Optimisation

We aim to consolidate the 150 plus digital applications across the Trust into the EPR solution. We will also continue to review other non-clinical applications to remove any duplication. As these are not well integrated and difficult to use, there is still reliance on paper within certain elements of care.

Hardware refresh

Trust policy is to redistribute or recycle IT equipment that we no longer require where possible. Hardware is recycled or donated to people who need it via our supplier who

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redistributes to schools and charities, which also supports digital inclusion. Alongside replacement of PCs and laptops in readiness for transfer to Windows 11, old hardware will be redistributed through this route rather than being thrown away.

We are undergoing a programme to consolidate the number of devices we hold on site. This will save energy by reducing the number of devices switched on but left unused.

Printing and Toner recycling

Our printing equipment is being upgraded over summer 2025. Our new contract includes the recycling of toner cartridges.

Instilling good data habits

A single email containing an attachment or image generates 50g CO₂e emissions. Most of our staff use computers and send emails, although they may not be aware of the impact digital communications have on our carbon footprint. Through regular communication and education staff will be encouraged to adopt good habits to reduce their digital carbon footprint.

Our Low Carbon Care Framework for staff includes actions to communicate and remind colleagues to consider their digital carbon footprint in the form of hot tips, reminders and posters encouraging for example deleting unnecessary files and video recordings, compressing large files and reducing the size and volume of emails.

Opportunities to work with system partners

UHNM Digital Services works closely with the Integrated Care System and Midlands and Lancashire Commissioning Support Unit who provide digital services for the ICB. Opportunities have been identified to collaborate going forward and for sustainability to feed into some of the system-wide groups. A further opportunity has been identified to consolidate communications messages across the system to support raising awareness of the need for good digital habits.

9.4 How we will measure the impact

Staffordshire and Stoke-on-Trent Integrated Care System has been awarded funding from the NHS England “Greener by Design” programme to support the development of a carbon footprinting tool for digital technology to standardise and improve accuracy of carbon data.

Our Low Carbon Care Framework will support our staff to implement many of the initiatives outlined above, such as reducing paper, recycling toner cartridges and adopting good data hygiene. Evidence from participating teams is recorded on the ‘Green Impact’ online tool hosted by our partners SOS UK, enabling us to track progress. SOS independently audit the evidence and approve accreditation at the end of each year.

10. Medicines

Medicines account for around 25% of NHS emissions. A few medicines account for a large portion of these, for example, anaesthetic gases (2% of NHS emissions) and inhalers (3%). Pollution worsens air quality and negatively affects respiratory health, causing the onset of, and exacerbation of existing, respiratory conditions such as asthma and COPD.

10.1 Reflection on the last 3 years

Anaesthetic Gases

Anaesthetic gases used in surgery have a particularly high carbon footprint. Desflurane and sevoflurane are both volatile anaesthetic gases used for general anaesthesia. The emissions from one bottle of desflurane is equivalent to those from burning 440 kg of coal. In addition, desflurane significantly contributes more to carbon emissions than sevoflurane. Desflurane has a Global Warming Potential (GWP) of 2540, compared to a GWP of 144 for sevoflurane. The Trust has therefore prioritised the use of sevoflurane as a lower carbon alternative.

- Desflurane (3.7kg CO₂e per litre) is no longer in use from August 2023.

Nitrous Oxide (N₂O) and Nitrous Oxide mixed 50/50 with oxygen (otherwise known as 'gas and air' and by its tradename Entonox) are used for pain relief across UHNM Maternity, Surgery and Emergency services. It is a potent greenhouse gas and has a global warming potential 300 times greater than CO₂. In addition, it is also hazardous with particular risk of exposure for our high use areas. As such, reviewing sources of waste gas and reducing exposure brings occupational health and safety benefits. Over the last year we have achieved:

- 7% reduction in emissions from pure Nitrous Oxide (0.6kg CO₂e per litre) in 2024/25 compared to 2019/20 baseline.
- 18% reduction in emissions from Entonox (0.3kg CO₂e per litre) in 2024/25 compared to 2019/20 baseline.

Case Study: The 'Green Whistle'

Inhaled methoxyflurane (Pentrox) is an alternative to Entonox which has a carbon impact of 117.7 times less than Entonox. Pentrox was rolled out to both Emergency Departments at the end of 2024, and has seen significant patient benefits including reduced procedure length of time and reduced waiting times before undergoing the procedure. The results from the audit carried out from the initial trial highlight a 78% success rate.



10.2 What do we want to achieve?

| Legislative Requirements | NHS Standard Contract 2025/26 Service Condition 18.4.2: Climate Change - reduce environmentally-damaging: <ul style="list-style-type: none"> Emissions from use and atmospheric release of N₂O Emissions from fluorinated gases used in anaesthetic agents, reducing the proportion of desflurane to sevoflurane used in surgery to <2% volume Propellant asthma inhalers (prescription and disposal) | |
|---|---|--|
| NHS England Guidance | Green Plan Refresh Guidance Key actions: <ul style="list-style-type: none"> reduce nitrous oxide waste from medical gas pipeline systems 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 NHS Long Term Plan: A shift to lower carbon inhalers will deliver a reduction of 4%, with a further 2% delivered through transforming anaesthetic practices. | |
| UHM Objectives | <ul style="list-style-type: none"> ➤ Support clinical teams to reduce emissions from anaesthetic gases ➤ Support best practice management of inhaler use and disposal ➤ Support clinical teams to reduce and correctly dispose of medicines waste | |
| Green Plan Target | | How we will measure progress |
| <ul style="list-style-type: none"> Decommission all pure Nitrous Oxide manifolds across the Trust during 2025/26 Reduce emissions from Nitrous Oxide and Entonox by 9-14% compared to 2024/25 baseline Review opportunities to introduce Pentrox in other clinical areas Encourage Sustainable Principles for the prescribing of Metered-Dosed Inhalers and Dry Powder Inhalers Promote safer disposable scheme for used inhalers Reduction and correct disposal of waste from prescription medicines | | <ul style="list-style-type: none"> National Greener NHS Dashboard |
| Operational / Clinical Lead | Jenny Branford, Sustainability Manager | |
| Responsible Lead | Dr Andrew Bennett, Net Zero Clinical Lead Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability | |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead | |

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|---------------------------------|--|
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Key Stakeholders | Theatres and Anaesthetics consultants and matrons Prof. Will Carroll, Consultant Paediatrician Asthma nursing team Pharmacy Primary Care |
| Governance | Nitrous Oxide Waste Reduction Group ICS Asthma Bundle Project Group |

10.3 How we can achieve our objectives

Inhalers and respiratory health

The Trust has a strong tradition of working with Primary Care colleagues to provide joined up respiratory healthcare across the system. Clinical and sustainability professionals from UHNM actively participate in the Asthma Bundle Project Group which co-ordinates the delivery of improvements in asthma care across the ICS.

The NHS Long Term Plan has set an ambitious target to reduce absolute inhaler emissions by at least 50% by 2028. Many inhalers, especially metered-dose inhalers (MDIs), use propellants that are powerful greenhouse gases, contributing to climate change. MDIs are a significant contributor to the carbon footprint of healthcare, with some studies estimating that inhalers account for 3% of the NHS's overall emissions.

“The greenest asthma is the best controlled asthma”

Professor Will Carroll,
Consultant Paediatrician,
UHNM

The carbon impacts of inhaler devices can be reduced through clinician review of inhaler prescriptions / treatment and improvement in disease control. Patients empowered and educated on self-care and good inhaler technique need fewer inhalers and achieve better control of their asthma.

Further opportunities to reduce waste will be achieved by promoting appropriate disposal of inhaler devices.

Pharmacies across Staffordshire and Stoke-on-Trent are now offering a safer inhaler disposal scheme. A system-wide communications campaign will encourage patients to return their used inhalers to their local pharmacy where they will be incinerated - this will destroy the greenhouse gases and prevent inhaler plastics going to landfill.



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Nitrous Oxide

The Trust has been successful in securing grant funding from NHS England to switch to portable cylinders for pure N₂O delivery and decommission all six of the Trust's pure N₂O manifolds (supply of piped N₂O throughout the hospital to outlets that connect to anaesthetic machines). Nitrous Oxide waste from medical gas pipeline systems sits between ~70-95% in Trusts who have measured it. Therefore, the switch from the pipeline system to portable cylinders is expected to save an estimated 350 tonnes CO₂ equivalent emissions per annum.



The project roll out is co-ordinated by a dedicated project group and reports to the Nitrous Oxide Waste Reduction Group chaired by the sustainability team. Key members include senior clinicians in theatres, anaesthetics, Emergency Department and maternity in addition to technical experts within Estates and Facilities Services. The Group is also responsible for exploring other waste reduction opportunities and monitoring emissions across the Trust. The Nitrous Oxide Waste Reduction Group is overseen by the Medical Gas Committee.

Tackling waste from medicines

It is estimated that waste or unused medicines cost the NHS around £300 million every single year according to a Department of Health report.

A project is soon to commence in 2025 working with Pharmacy Services to look at medicines waste and identify steps to reduce and correctly dispose of it. An action plan will be developed along with baseline measurements and targets for waste reduction.

10.4 How we will measure the impact

Emissions from Nitrous Oxide and Mixed Nitrous Oxide and Oxygen (Entonox) are reported monthly via the National Greener NHS Dashboard. The emissions are calculated based on data from our medical gas suppliers on the volume of empty bottles collected from the hospital sites. The data is reported monthly to the Nitrous Oxide Waste Reduction Group, the Medical Gas Committee and the Estates, Facilities & PFI Board.

Emissions from inhalers are reported at system level and is monitored by Staffordshire and Stoke-on-Trent Integrated Care Board.

11. Travel and Transport

Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff, and suppliers to the NHS. This comprises around 14% of total NHS emissions, including approximately 4% for business travel and fleet transport, 5% for patient travel, 4% for staff commutes and 1% for visitor travel⁸. It is thought that 1 in 20 road miles is related to the NHS.

UHNM is a large acute Trust employing over 13,000 people. In addition, being a regional specialist centre for many services and a major trauma centre, means that the hospitals are responsible for generating a large number of patient and visitor trips and associated traffic and congestion in the surrounding area.

Stoke-on-Trent has been identified as having some of the worst air quality levels in the UK, with pollution levels exceeding World Health Organisation recommendations.⁹

Reducing the carbon impact from vehicular travel and thereby making a positive contribution to the local community by reducing air pollution, is now a national priority. This can only be achieved by making active travel more feasible, as well making car based travel more sustainable through provision for electric vehicles.

Providing realistic travel options will reduce demand for car parking spaces and promote health and wellbeing for employees, patients, visitors and the local community.

11.1 Reflection on the last 3 years

Significant progress has been made against our objectives set out in the 2022-2025 Green Plan. The Trust has strong engagement with Local Authority transport departments and the Bus Service Improvement Programme through our Sustainable Transport Working Group (STWG).

Enabling Active Travel

Our Cycle to Work salary sacrifice scheme was introduced to encourage cycling as an accessible option for many of our staff. We have teamed up with Staffordshire Police and our salary sacrifice provider to host full day events offering free bike tagging and maintenance for our staff and members of the public.

The Trust hosts an informal UHNM Sports and Social Strava group for keen cyclists, walkers and runners comprising 200 members of staff.

Signposted heritage walking routes have been created around the Royal Stoke hospital that feature information about the listed buildings on the site.



⁸ [Delivering a Net Zero NHS \(October 2020\)](#)

⁹ [GRIDSERVE Air Quality Study December 2023](#)



Electric Vehicle Strategy

UHNM staff have saved 28 tonnes of carbon dioxide equivalent emissions¹⁰ by travelling to work in an electric vehicle. This is just from cars plugged into the Trust's 48 electric vehicle charging points – many journeys are made daily by staff travelling to work in electric vehicles without the car being plugged into a charging point, therefore much more emissions are being saved. In 2024/25 79% of vehicles ordered through our salary sacrifice schemes were electric and a further 17% were hybrid thanks to the special offers that staff can access through the choice of two schemes.

11.2 What do we want to achieve?

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| Legislative Requirements | <p>NHS Standard Contract 2025/26 Service Condition 18.4.1: <i>Within its Green Plan the Provider must contain plans as to how it will contribute towards NHS Long Term Plan commitments in relation to: Air Pollution</i></p> <ul style="list-style-type: none"> • <i>Transitioning to the exclusive use of low and ultra-low emission vehicles</i> • <i>Develop expenses policies for staff which promote sustainable travel</i> • <i>Ensure that any car leasing schemes restrict high emission vehicles</i> <p>National Institute for Clinical Excellence (NICE) - Air pollution: outdoor air quality and health In 2017, NICE produced this quality standard which aims to reduce road-traffic related air pollution and so prevent a range of health conditions and deaths. The guidelines include recommendations on:</p> <ul style="list-style-type: none"> • Reducing emissions from transport services and vehicle fleets • Walking and cycling • Increasing awareness <p>Implementation of NICE Guidance is vital for the Trust to meet the Care Quality Commission (CQC) essential standards of quality and safety and other external assessments. As such, the Trust requires assessment and implementation of appropriate recommendations with an annual update.</p> |
| NHS England Guidance | <p>Green Plan Refresh Guidance Key actions:</p> <ul style="list-style-type: none"> • develop a sustainable travel plan by December 2026 (focus on active travel, public transport and zero-emission vehicles, supported by a clear understanding of staff commuting) • offer only zero-emission vehicles through vehicle salary sacrifice schemes from December 2026 onwards • make arrangements to purchase, or enter into new lease arrangements for, zero-emission vehicles only from December 2027 onwards. |

¹⁰ Data from January 2024 to April 2025 from UHNM Electric Vehicle Charging Points

| | NHS Long Term Plan: Improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028. |
|--|--|
| UHNM Objectives | <ul style="list-style-type: none"> ➤ To assist employees, patients and visitors to travel by active and low carbon modes (walking, cycling, public transport and electric vehicles) ➤ Partnership working with local authorities and bus services to ensure the wider infrastructure best serves patients, staff and visitors to our hospitals. ➤ Work towards decarbonisation of our Fleet |
| Green Plan Target | |
| <ul style="list-style-type: none"> • Carry out Staff Travel Survey during 2025 • Increase rates of staff commuting by active travel and public transport by the end of the Green Plan period (2028/29) against the 2025 Staff Travel Survey baseline. • Offer only electric or hybrid vehicles through salary sacrifice scheme. • Increase the % of car parking spaces that have EV charging points to 10% by the end of the Green Plan period (2028/29) • Progress towards full fleet electrification - interim target for 46% of our fleet to be electric or hybrid by July 2026. • Provide on-site electric charging facilities for electric ambulance fleet by 2028/29. • Produce Sustainable Travel Plan by December 2026 • Promote patient access to site via public transport through patient correspondence. | <ul style="list-style-type: none"> • Staff Travel Survey • % electric vehicles ordered through salary sacrifice schemes • Apcoa EV charging dashboard – monthly utilisation and carbon savings • Internal fleet record and annual National Fleet Data Collection report • Cycle to Work scheme monthly uptake |
| Operational Lead | Stuart Ramsdale, Transport Manager Jenny Branford, Sustainability |
| Responsible Lead | Michael Brown, Head of Soft Facilities Management Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Key Stakeholders | Transport Services Facilities Management Stoke-on-Trent City Council Staffordshire County Council Bus Service Improvement Programme Apcoa car parking management |
| Governance | Sustainable Transport Working Group |

11.3 How we can achieve our objectives

In order to better understand the commuting patterns and preferences of our staff we will be carrying out a further staff Travel Survey in 2025, to help identify barriers to active travel and understand what could motivate colleagues to choose a more sustainable mode of travelling to work.

The results will inform our Sustainable Travel Plan which we will develop in 2026 in partnership with both Local Authorities, local bus companies, staff and patient representatives. The plan will focus on active travel, public transport and zero-emission vehicles.

Both Stoke-on-Trent City Council and Staffordshire County Council are finalising their Long Term Travel Plans (LTP) ahead of going out to consultation later in 2025. Their plans focus on:

- Encouraging and facilitating active travel
- Bus travel improvement
- Promoting greener vehicles

Stoke-on-Trent City Council's priorities also include:

- Continuing to deliver subsidised bus fares through the Bus Service Improvement Programme
- Promoting 'school streets' – making streets outside schools pedestrianised during school run times
- Working with planning colleagues to ensure infrastructure keeps up with planned new homes.
- Provision of on-street electric vehicle charging through the Local Electric Vehicle Infrastructure (LEVI) funding.
- Local walking and cycling walking investment plan covering key cycling routes including Royal Stoke Hospital, Hilton Road, Albany Road and Shelton New Road

Staffordshire County Council's priorities also include:

- Improving public and shared transport
- Improving the maintenance, safety and efficiency of the local road network
- Creating active and inclusive communities
- Encouraging spatial planning that priorities sustainable access
- Encouraging the use of broadband and mobile services
- Supporting the uptake of zero emission vehicles

Staff Salary Sacrifice Scheme

The Green Plan Refresh guidance requires trusts to offer only zero-emission vehicles through vehicle salary sacrifice schemes from December 2026 onwards.

Following discussion with stakeholders it is agreed that UHNM should continue to offer hybrid vehicles as an option to staff, particularly as electric vehicles are currently a lot more

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expensive to purchase. On average 95% of vehicles ordered through the scheme are electric or hybrid. The phasing out of the option to purchase petrol cars through the scheme will be carried out in line with advice from our HR colleagues.

Fleet electrification

The standard contract requirements for 2025/26 require trusts to commit to the aim set out in the NHS Long Term Plan for at least 90% of the NHS fleet to use low-emissions engines (including 25% ultra-low emissions) by 2028. Currently:

- 32% of our fleet vehicles are Zero or Ultra Low Emission Vehicles (hybrid or electric).
- All vehicles in our fleet are classed as Low Emission Vehicles.

The Green Plan Refresh guidance requires trusts to make arrangements to purchase or enter into new lease arrangements for zero-emission (electric) vehicles only from December 2027 onwards.

The lease for the majority of UHNM fleet vehicles is due for renewal in March 2026, which will provide an opportunity to switch a further 8% of our vehicles to electric or hybrid.

Two 7.5 tonne diesel vans will soon be replaced by new 3.5 tonne vans, thereby reducing diesel emissions.

Achievement of the target to exclusively purchase or lease electric vehicles is dependent on the development of electric vehicle technology and availability of funding to purchase / lease more expensive vehicles. As things stand a certain number of diesel-powered vans are necessary to undertake the journeys and carry the payloads to deliver our hospital transport service. In the current financial climate the significant cost difference of hiring electric vehicles is a barrier to fully electrifying our fleet. Therefore we are looking to lease hybrid vehicles where possible as a cost-effective and lower carbon alternative.

Ambulance Fleet

The national Green Plan Refresh guidance states that ambulance trusts 'should support zero-emission ambulance pilots, followed by evaluation and at-scale transformation in readiness for the procurement of zero-emission ambulances from 2030'.

UHNM will support this by looking into the provision of electric hook-up and battery charging facilities for electric ambulances outside our Emergency Departments to reduce emissions from idling vehicles.

11.4 How we can achieve our objectives

Close working with our partners, including both local councils and our contracted car parking management service (Apcoa) is essential to achieving our travel and transport objectives. This will be managed through our monthly Sustainable Transport Working Group meetings, where updates are shared and solutions discussed. UHNM will be contributing a response to the consultations for both Local Authority Long Term Travel Plans, which will in turn inform the Trust's Sustainable Travel Plan due by December 2026.

Electric Vehicle Strategy

Currently 1.24% of car parking spaces have electric charging points (EVCPs) - 48 spaces. Our target is for this to increase to 10% by the end of the Green Plan period (March 2029). Progress on increasing the number of electric vehicle charging points (EVCPs) has been delayed by constraints on electrical capacity at both hospital sites. Capital works are planned to increase the electrical capacity, the Electric Vehicle Strategy will be revitalised following these works. In the meantime options are being explored to install staff charging points in areas not affected by the constraints.

Enabling Active Travel

It has been identified that recent developments on and around the hospital sites have affected the existing walking and cycling routes. The Trust and both local councils have committed to carrying out a joint audit developing a plan to restore and improve these routes.

Active promotion of cycling and walking has proven to be effective, therefore we will maximise opportunities to re-enforce messages around active travel and links to health through regular bulletins, webinars and events. Through links with both local council travel and transport departments we will promote local active travel news and events to our staff and patients through our existing Trust communication channels. We will partner with the councils on campaigns such as anti-idling campaigns.

We are currently exploring opportunities with local charities to promote active travel around our sites. These may include staff engagement events, guided walking tours and accessibility audits.

11.5 How we will measure the impact

The Staff Travel Survey due in 2025 will demonstrate how much of an impact the work we are doing is having on staff travelling patterns, and inform future priorities. We will be able to compare results with the previous survey undertaken in 2022. The following information sources will also assist us in measuring progress and understanding behaviour patterns:

- Electric Vehicle charging dashboard – monthly utilisation and carbon savings
- Cycle to Work scheme uptake
- Monthly report on vehicles ordered through salary sacrifice schemes
- Internal fleet record and annual National Fleet Data Collection report

The staff Travel Survey will be repeated in 2027/28 to assess the impact of our active travel campaigns and measures to improve access to active travel, public transport and electric vehicle infrastructure.

12. Estates and Facilities

The Estates and Facilities Area of Focus incorporates:

- Our Energy
- Our Buildings and Capital Projects
- Our Waste
- Our Green Spaces

We will invest in strategic partnerships to achieve value for money, deliver our sustainability commitments and innovative solutions.

We will develop innovative energy procurement & low carbon technologies that support the delivery of our Sustainability Plans and our commitments as an anchor institution.

~ UHNM Estates Strategy

Emissions relating to estates and facilities services account for more than 60% of the NHS Carbon Footprint (mostly due to emissions from energy use) and a significant proportion of the NHS Carbon Footprint Plus through staff travel, construction, catering plastics and capital spend, as well as food and the wider estates and facilities annual supply chain spend.

Building energy is the single biggest area estates and facilities can influence, making up 41% of the NHS Carbon Footprint. At UHNM in 20/24/25 emissions from energy and water made up 71% of all emissions that we can control (Scope 1 and 2).

UHNM has made significant progress in decarbonising our estate across both hospital sites, yet there remain significant opportunities to further reduce emissions, while improving energy resilience and patient care.

Our 2025/26-2028/29 Green Plan objectives will focus on our areas of greatest opportunity, achieving operational reductions in emissions from building energy and waste. We continue to work closely with local partners to ensure estate decarbonisation planning aligns with local priorities, infrastructure plans and funding opportunities.

12.1 Reflection on the last 3 years

In our 2022-2025 Green Plan we set out plans to focus on reducing emissions from our buildings, energy and water by:

- Investing in equipment that will deliver long-term energy efficiency
- Upgrade building fabric insulation to prepare buildings for electricity-led heating:
- Switching to non-fossil fuel heating
- Investing in on-site generation of renewable electricity
- Ensuring that new or refurbished buildings are compliant with the NHS Net Zero Carbon Building Standard.

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Heat Decarbonisation Plans were developed for both hospital sites, which included plans for Net Zero heating.

Our achievements in energy efficiency and reducing emissions from our buildings and energy are outlined below.

Energy Efficiency

Significant investment has been put into improving energy efficiency and thereby reducing cost and carbon emissions over the last 3 years. This investment has come from a combination of Trust and ICS capital.

-  **£1.1m: LED Lighting** to replace old and inefficient fluorescent lighting in many areas across the Trust.
-  **£92k: Loft Insulation** in Guy Hilton Research Centre, Wards 80 and 81, and “A-block”, one of the 19th Century listed buildings at Royal Stoke.
-  **£65k: Cavity Wall Insulation** in West Building, Thornburrow Building and the Child Development Centre at Royal Stoke.
-  **£88k: Solar Photovoltaic Panels** on the roof of the Main Building at County Hospital. These will provide renewable electricity to help to power the new breast care unit, reducing the environmental impact of this development.
-  **£39k: Pipework Reconfiguration and Insulation** in plant rooms at County Hospital to reduce heat loss.
-  **£523k: Double Glazing** has both reduced heat loss and provided a quieter indoor environment at County Hospital.

These investments will save around 2,800 tonnes of carbon dioxide equivalent emissions through the lifetime of the equipment.

Public Sector Decarbonisation Scheme (PSDS)

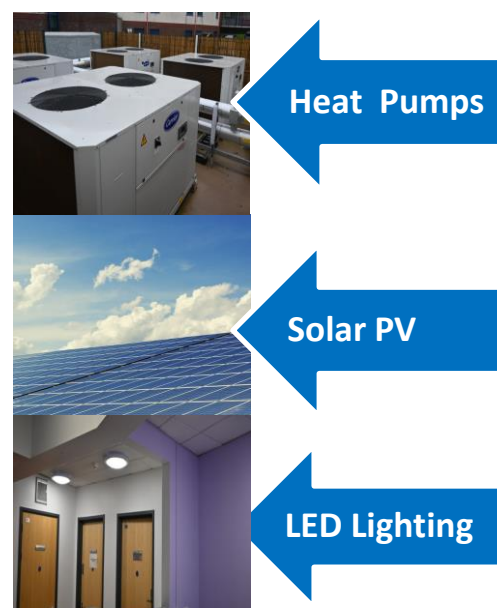
2024/25 secured £4.6m of PSDS funding towards a £6m project to decarbonise heat and improve energy efficiency at Royal Stoke. This took place over a two-year period from April 2023 to March 2025, with the grant funding coming from the Department of Energy Security and Net Zero (DESNZ).

The programme of works included Air Source Heat Pumps, LED lighting and Solar PV panels across various buildings, replacing life-expired gas boilers and fluorescent lighting. The greatest carbon saving came from installing local electric steam generation at CSSD, moving away from the inefficient legacy system of generating steam with gas boilers in the Energy Centre and distributing it around the site.

Overall Impact:

- 941 tonnes of annual CO₂ equivalent emissions
- Air quality improvements

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- Replacement of end-of-life boilers (backlog improvement)
- Major site risks removed (steam distribution)

Energy Procurement Partnership

The Trust partnered with Stoke-on-Trent City Council to procure the 2024/25 supply contracts for gas and electricity. Careful management, local collaboration and a successful strategy enabled a potential £10m cost pressure to be reduced to around £3m and delivered some of the lowest unit prices in the country. This successful, local procurement partnership has been accepted as best practice and an alternative to the National Planning and Contracting Guidance 2025/26 whereby Trusts are expected to procure energy through the new national contract developed with Crown Commercial Services (CCS).

The partnership has now been extended for another two years, with the goal of continuing to deliver great value. The partnership paves the way for future developments to deliver locally produced sustainable energy to our sites.

Waste

The Trust disposes of 4,300 tonnes of waste at a cost of 600,000kg CO₂e per annum¹¹

Since the 2022-2025 Green Plan was written our Trust has expanded its footprint and service provision, which has resulted in an increase in the volume of waste our sites produce. Our Waste Management Team conduct a rolling programme of 'Waste Resets' to audit compliance with NHS England waste segregation guidelines and support teams to understand how to segregate waste and ensure they have the correct equipment.

All non-recyclable waste produced at both hospital sites is incinerated at a local Waste to Energy facility. Therefore zero waste from the Trust goes into landfill.

Currently at our County Hospital site we have facilities to separate and process Dry Mixed Recycling (DMR) – which includes paper, cardboard, plastic and metal – and glass. In March 2025 we commenced introducing DMR and glass recycling at Royal Stoke in three non-clinical areas (Springfield Building, D-Block and Thornburrow Building).

Green Spaces

50 sapling trees provided by NHS Forest have been planted at the Royal Stoke site. Meadows have been planted across the site to provide local biodiversity enhancements for bees and pollinators.



¹¹ 2023/24 ERIC data published on Model Health System



Staff garden at County Hospital, due to open very soon

Case study: County Hospital staff gardens

Two gardens have been created at County Hospital for staff to use for relaxation and wellbeing, with a third garden planned for next year. The theme for the gardens is 'Reuse, Re-purpose' – materials were salvaged from the recent building work at the hospital and reused in the gardens to make the pathways, planters and decorative art in the mindfulness areas.

Other ideas of reuse and re-purpose have been seen in staff members' own homes through the creation of treehouses and an outdoor kitchen where were created from pallets left over from the work.



Produce from the vegetable plot is being used by our in-house Catering Services at County to make soups and seasonal meals through its modest harvest.

Sleepers and bricks re-purposed following building works on site

Vegetable plot



12.2 What do we want to achieve?

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| <p>Legislative Requirements</p> | <p>NHS Standard Contract 2025/26 Service Condition 18.4.1: <i>Within its Green Plan the Provider must contain plans as to how it will contribute towards NHS Long Term Plan commitments in relation to Air Pollution</i></p> <ul style="list-style-type: none"> ➤ Phase out oil and coal for primary heating. <p>Service Condition 18.5: <i>The Provider must ensure that with effect from the earliest practicable date (having regard to the terms and duration of and any rights to terminate existing supply agreements) all electricity it purchases is from Renewable Sources.</i></p> <p>New requirements for waste collections came into force on the 31st of March 2025 resulting from the Environment Act 2021.</p> <ul style="list-style-type: none"> • collections of dry recyclable materials (except plastic film) by 31 March 2025 • collections of food waste by 31 March 2025 • collections of plastic film: by 31 March 2027 |
| <p>NHS England Guidance</p> | <p>Green Plan Refresh Guidance Organisations should focus on:</p> <ul style="list-style-type: none"> • Improving energy efficiency (e.g. LED lighting, insulation and double-glazed windows) • Replacing fossil fuel heating systems with lower carbon alternatives |

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| | <ul style="list-style-type: none"> Increasing use of renewable energy by investing in on- or near-site renewable energy generation <p>Key actions:</p> <ul style="list-style-type: none"> Develop a heat decarbonisation plan (HDP) Develop business cases to deliver the measures outlined in the HDP, as well as accompanying energy efficiency and renewable energy interventions Ensure all applicable new building and major refurbishment projects are compliant with the NHS Net Zero Building Standard <p>National Planning and Contracting Guidance 2025/26 Optimising energy value: <i>Trusts are expected to procure energy through the new national contract developed with Crown Commercial Services (CCS) and use green plans to identify and achieve savings from sustainable energy funding.</i></p> <p>NHS Long Term Plan</p> <ul style="list-style-type: none"> <i>The NHS will ensure that all Trusts adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water and carbon;</i> <i>Improving air quality by phasing out primary heating from coal and oil fuel on NHS estates.</i> |
|--|---|
| UHNM Objectives | <ul style="list-style-type: none"> ➤ Decarbonisation of the UHNM estate: <ul style="list-style-type: none"> ○ Invest in schemes that will deliver long-term energy efficiency ○ Increase on-site generation of renewable energy ○ Decarbonise heat and power at Royal Stoke through connection to District Energy Network ➤ Proactively investigate alternative, innovative and local low carbon waste disposal options ➤ Develop a long term plan to roll out recycling across both hospital sites ➤ Maximise access to natural spaces for the benefit of health and wellbeing. |
| Green Plan Target | How we will measure progress |
| <ul style="list-style-type: none"> Ensure preparedness for funding applications through completed feasibility studies which include cost and design information. <p>Our Energy</p> <ul style="list-style-type: none"> Increase LED lighting coverage by 5% each year. Continue building insulation and double glazing. Expansion of solar panelling (either rooftop or canopies) across both sites – reach 2MW capacity by April 2026. Progress connection to Stoke-on-Trent District Energy Network | <ul style="list-style-type: none"> % LED lighting coverage Delivery of building insulation / double glazing projects reported monthly to Joint Energy & Water Group Installed solar energy capacity Energy consumption figures demonstrating transfer away from gas: <ul style="list-style-type: none"> ○ % from electricity. |

| | |
|---|---|
| <ul style="list-style-type: none"> • Develop a solution to decarbonise heating at County Hospital • Develop and report on energy decarbonisation trajectory • Sub-metering – improve coverage of energy and water meters and make the data available in a metering software package. <p>Capital projects</p> <ul style="list-style-type: none"> • Ensure that new or refurbished buildings are complaint with the NHS Net Zero Carbon Building Standard. • Contractor Briefing Document to be produced and issued to designers and contractors for relevant building projects. • Achieve BREEAM Excellent rating for new buildings and Very Good for refurbishment projects where possible. <p>Waste Management</p> <ul style="list-style-type: none"> • Compliance with Waste regulations • Expand recycling at Royal Stoke • Support the correct segregation of waste across clinical areas through the Low Carbon Care Framework and SWITCH Campaigns • Proactively investigate alternative, innovative and local waste disposal options such as the proposed new Energy Recovery Facility (ERF) in Stoke on Trent, owned by Stoke on Trent City Council <p>Green Spaces</p> <ul style="list-style-type: none"> • Explore opportunities with walking charity Living Streets to create a Nature Recovery Programme for both staff and patients. | <ul style="list-style-type: none"> ○ % from renewable energy sources ○ % from heat sources • Delivery of submetering plan reported monthly to Joint Energy & Water Working Group <ul style="list-style-type: none"> • Utilisation of the NHS Net Zero Carbon Building Standard and Contractor Briefing Document for building design works, reported monthly to the Trust Capital Investment Group (CIG). • Output from Net Zero Carbon assessments carried out for major capital building projects. • Successful attainment of the required BREEAM ratings. <ul style="list-style-type: none"> • Reduction in waste volumes and carbon emissions from waste disposal (Model Healthcare) • Number of recycling points at Royal Stoke • Number of items re-homed |
| Operational Lead | Charlie Cox, Energy Manager Phill Mountford, Waste Manager Jenny Branford, Sustainability Manager |
| Responsible Lead | Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Key Stakeholders | Estates & Facilities Capital Development Team Waste Management Team Procurement / contracting Sodexo (PFI) Project Co Stoke-on-Trent City Council |

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| Governance | Estates, Facilities and PFI Board <ul style="list-style-type: none"> • Quartey PFI energy and water efficiency meeting • Joint Energy and Water Group • Sustainability and Net Zero Capital Subgroup • Waste Working Group |
|-------------------|---|

12.3 How we can achieve our objectives

Partnership with Capital Development Team

Energy and water consumption is largely determined by the specifications of the buildings and equipment that are in place. The Capital Development Team is vital to the delivery of energy and water savings through their influence on building design and equipment selection.

The Net Zero Capital Subgroup was established to strengthen the partnership between sustainability, estates and capital, and to embed sustainability into capital purchasing decisions. The Sustainability and Net Zero Carbon group is a sub-group of the Trust Capital Investment Group (CIG). Its purpose is to consider, review and prioritise capital funding schemes that support the delivery of the Trust sustainability agenda and associated net zero carbon targets.

District Energy Network (DEN)

Following the successful energy procurement partnership with Stoke-on-Trent City Council, UHNM is working with the Council and their commercial partners to explore options for connection to the proposed Stoke-on-Trent District Energy Network. The Council is working to replace the Energy Recovery (from waste) facility at Hanford with a larger and more efficient plant that would provide heat and electricity for the District Energy Network. It is envisaged that this major infrastructure project would go live between 2030-2032, providing a renewable energy source to organisations and individuals across the city.

The Trust is aiming to bid for funding from the Department for Energy Security and Net Zero (DESNZ) Heat Network Efficiency Scheme to help improve the efficiency of our existing heating system and prepare it for DEN connection.

County Hospital Heat Decarbonisation

As County Hospital sits outside the area covered by the Stoke-on-Trent DEN, the Trust is looking at other options to fully decarbonise the heating system at the hospital. There is no easy solution for this but options being considered include Air Source Heat Pumps, Ground Source Heat Pumps, Deep Geothermal and Biomass.

Energy Efficiency

Delivery will continue of energy efficiency measures that reduce energy demand, and on-site renewable generation that reduces grid demand. These include investment in upgrading heating, lighting and ventilation systems, installing onsite solar panels (either rooftop or canopies) to generate additional renewable energy and ensuring the estate is digitally integrated.

The Trust will consider the energy consumption of equipment across its lifetime when making purchasing decisions.

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Building design

All major new buildings and refurbishments at the Trust must be compliant with the NHS Net Zero Building Standard. The standard applies to new healthcare buildings and major upgrades to existing facilities, specifically those undergoing investments subject to HM Treasury business case approval and are at the pre-strategic outline business case approval stage. This standard is designed to help the NHS achieve its net-zero carbon goals by providing guidance on developing sustainable, resilient, and energy-efficient buildings. It also requires NHS Trusts to collect, assess, and report whole life carbon data for their building projects.

Our ambition is to achieve Building Research Establishment Environmental Assessment Method (BREEAM) Excellent rating where possible for new builds and Very Good for refurbishment projects. BREEAM is a sustainability assessment method and certification for buildings and infrastructure projects which requires reduced carbon emissions, low impact design, adaptation to climate change, ecological value and biodiversity protection.

A Contractor Briefing Document is being developed with the Sustainability and Estates Capital Development teams to ensure that sustainability is considered in all building projects from the design stage. The document will serve as a guide for the contractor, ensuring they have a clear understanding of our environmental commitments and expectations and how contractors can contribute to achieving them. It will set out project requirements and highlight design considerations and opportunities before starting work with the intention of improving sustainability performance without affecting the overall cost.

Access to Green Spaces

The Trust recognises the value of the natural environment in promoting wellness and wellbeing, and is therefore committed to protecting and enhancing the natural environment, and bringing nature onto our hospital sites, as we believe this aids patients' recovery and boosts the morale of our staff.

Innovative design for new buildings and refurbishment projects that incorporate green spaces and maximise access to the spaces is key to welcoming nature onto our sites. Through our Contractor Briefing Document, we will work with designers to realise this ambition, even where space is limited.

We will work in partnership with local green space and biodiversity partners such as walking charity Living Streets and Staffordshire Wildlife Trust to enrich biodiversity on our site and create dedicated space for our staff, patients and visitors to access and interact with nature.

Waste and Recycling

Our overall vision is to have both County and Royal Stoke hospitals segregating DMR, Glass and Food on site in both public and staff locations.

The [national Clinical Waste Strategy 2023](#) states that a 50% reduction is to be achieved in carbon emissions produced from waste management in NHS organisations by 2026. Alongside this legislation came into force across England requiring that all businesses, including the NHS, must separate any waste produced by employees, customers and visitors and introduce:

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- collections of **dry recyclable materials** (except plastic film) by 31 March 2025
- collections of **food waste** by 31 March 2025
- collections of **plastic film** by 31 March 2027

The Trust is compliant with the Simpler Recycling legislation, however more needs to be done to provide recycling facilities for our staff, patients and visitors. The focus for the first year of this Green Plan is on reducing and segregating food waste (see section 14). Once our food waste segregation is fully embedded opportunities to increase recycling, in particular at our Royal Stoke site, will be explored. It is important to note that space for additional bins is limited, particularly in clinical areas, and that significant investment would be required to scale up recycling on site.

12.4 How we will measure the impact

Energy consumption and energy efficiency projects are managed through the monthly Joint Energy and Water Working Group. The agreed metrics will be reported and monitored through the group. Performance of completed schemes and initiatives will be verified to ensure that cost savings and CO₂ reductions relative to grid energy are achieved.

A project is underway to increase sub-metering across the UHNM Estate. This will ensure that we are able to monitor energy usage in all key areas and identify further opportunities for energy reduction. These will be linked to an energy metering software package to allow in-depth analysis and automated reports of consumption, cost and carbon emissions.

Progress of Capital schemes and roll-out of the Contractor Briefing Document will be managed through the monthly Capital Investment Group. Partnership working with local biodiversity and green space organisations will be managed by the Sustainable Transport Working Group.

For major building projects, a Net Zero Carbon assessment will be undertaken by an independent assessor as part of the building feasibility outputs to demonstrate the environmental impact and energy savings.

The Trust submits annual data returns to the Estates Return Information Collection (ERIC). This data, covering utility consumption and waste disposal, feeds into the Model Health System benchmarking tool, allowing us to compare our data with peer Trusts in order to help to identify potential areas of improvement and focus. Model Health System also provides a range of sustainability metrics including:

- LED lighting coverage
- Renewable electricity consumed as a % of total electricity
- Carbon emissions figures for waste disposal (split by waste stream)

Targets for reduction of waste will be set following the publication of the 2024/25 ERIC data. A range of data on disposal by waste stream including trends and comparisons on volumes, cost and carbon emissions is available on the Model Health System benchmarking tool.

13. Supply chain and procurement

More than 60% of the current carbon footprint can be found in the NHS supply chain. We can reduce emission from its supply chain in three ways: more efficient use of supplies; low-carbon substitutions and product innovation; and by ensuring our suppliers are decarbonising their own processes.

13.1 Reflection on the last 3 years

The Trust has a strong working relationship with NHS Supply Chain through our membership of the North Midlands & Black Country Procurement Group, which enables us to collaborate and share learning across the region.

Internally our Clinical Procurement team work hard to identify sustainable alternatives and embed these into clinical practice. The procurement team has a close relationship with Sustainability; the Sustainable Procurement Working Group chaired by the Sustainability Manager meets monthly to drive progress on sustainable procurement initiatives.

All clinical products brought into the Trust to be trialled require a detailed Sustainability Impact Assessment which is reviewed and signed off by the Sustainability Manager. The Sustainability Manager sits on the Clinical Procurement Evaluation Group and the Theatres Procurement Evaluation Group and provides an advisory role.

Net Zero Supplier Roadmap

Up to 55% of health outcomes are determined by non-health related inputs – such as education, employment, income, housing and access to green space. By making a positive impact in local communities, environments, and economies, Social Value can help improve health and reduce the burden on the health system.

The Net Zero Supplier Roadmap sets out environmental guidelines and expectations on working with suppliers moving forwards. As outlined in the 2022-25 Green Plan our Procurement policy and processes have been refreshed to ensure alignment with the Roadmap. The Trust is fully compliant with the Procurement Policy Note (PPN) requirements for social value and Net Zero Commitment weighting:

- Minimum weighting of 10% on Net Zero and Social Value is included in every tender.
- All our suppliers are required to publish a Carbon Reduction Plan (for contracts over £5 million per annum) or a Net Zero Commitment (contracts below £5 million). This requirement is included in all relevant procurements and frameworks.

Reducing waste from products and packaging

Our clinical and procurement colleagues continue to make every effort to reduce reliance on single use plastic products and are engaging with suppliers to reduce plastic and packaging. Examples of achievements made include:

- Reduction in plastic straws purchased from 205,000 in 2021/22 to 1,000 in 2024/25 (there is still a clinical need for plastic straws in some rare cases). The paper straws are manufactured in the UK which saves transport emissions compared to the plastic product which comes from overseas.
- Several clinical services now provide patient information via QR code as an alternative to paper leaflets (*see case studies on pages 37 and 43*).

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- A new patient dry wipe has just been approved for use at the Trust which is projected to save over 7,000 tonnes CO2e: the manufacturer is based in the UK and the product is not plastic.
- Our Hospital Sterilisation and Decontamination Unit (HSDU) has a policy of 'Repair before Replace' for our surgical instruments.

Case Study – Eco Box

The UHNM Procurement team has worked with the supplier of anti-embolism stockings to reduce waste from the production and supply of their product. Together they reviewed the product and packaging to look at how it can be made more sustainable and came up with the Eco Box. Firstly the dye was removed from the stockings, saving energy, water and harmful chemicals. The product originally came as six individually packed items. The plastic packaging was removed and the product now comes in a multipack cardboard box with zero plastic.



The Eco Box was trialled on the wards at UHNM and is now ready to be rolled out across the Trust. The projected savings for the Eco Box is 7.8 tonnes plastic and 10 tonnes of cardboard per year.

Walking Aid Reuse Scheme

The Trust participates in the walking aid re-use scheme across Staffordshire and Stoke-on-Trent provided by Staffordshire County Council. Patients and their families can return walking aids to drop off points at the Household Waste Recycling Centres and these are returned to the equipment supplier.

13.2 What do we want to achieve?

| | |
|---------------------------------|---|
| Legislative Requirements | NHS Standard Contract 2025/26 <i>Service Condition 18.6: Give due regard to the wider social, economic and environmental benefits for the local community and population in its purchase and specification of products and services and must discuss and seek to agree with the Coordinating Commissioner, and review on an annual basis, which impacts it will prioritise for action.</i> |
| NHS England Guidance | Green Plan Refresh Guidance Key actions: <ul style="list-style-type: none"> • Embed 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 • Reduce reliance on single-use products, considering how to safely build this work into clinical improvement projects. |
| UHNM Objectives | <ul style="list-style-type: none"> • Create a sustainable procurement culture and introduce processes to support this approach. • Collaborate with suppliers to maximise the wider social, economic and environmental benefits for our local community and population when developing service specifications and tenders. |

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| | <ul style="list-style-type: none"> Close working across procurement and clinical teams to minimise waste from products and packaging. |
|--|--|
| Green Plan Target | How we will measure progress |
| <ul style="list-style-type: none"> Partnership working with local Procurement Group to achieve NHSE targets within the next 3 years: <ul style="list-style-type: none"> Embed Net Zero Supplier Roadmap Support suppliers to engage with the Evergreen Assessment Identify three (one per year) sustainable alternatives and embed these into clinical practice Trust-wide campaign to reduce couch roll usage 1/3 reduction in washbowl usage Reduction in use of gloves Implement process to ensure items on resuscitation trolleys are redistributed and used before they go out of date. All services to offer patient information digitally by default. | <ul style="list-style-type: none"> Shift to purchase of sustainable alternative % reduction in purchase of couch roll % reduction in purchase of patient washbowls % reduction in purchase of gloves Audit of items from resuscitation trollies that of re-distributed Reduction in volumes of paper ordered |
| Operational Lead | Jenny Branford, Sustainability Manager Jane Hamer-Millington, Clinical Procurement Specialist Nurse |
| Responsible Lead | Sian Fumerola, Head of Clinical Procurement, North Midlands & Black Country Procurement Group Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead |
| Key Stakeholders | Clinical procurement Black County & North Midlands Procurement Group Waste Management |
| Governance | Sustainable Procurement Working Group |

13.3 How we can achieve our objectives

Net Zero Supplier Roadmap

The national ambition is that by 2030 suppliers will only be able to qualify for NHS contracts if they can demonstrate their progress through published progress reports and continued carbon emissions reporting through the Evergreen sustainable supplier assessment.

The [NHS net zero supplier roadmap](#) outlines steps suppliers must follow to align with the NHS net zero ambition between now and 2030. Roadmap implementation is a shared responsibility across trusts, systems, regional procurement hubs and nationally.

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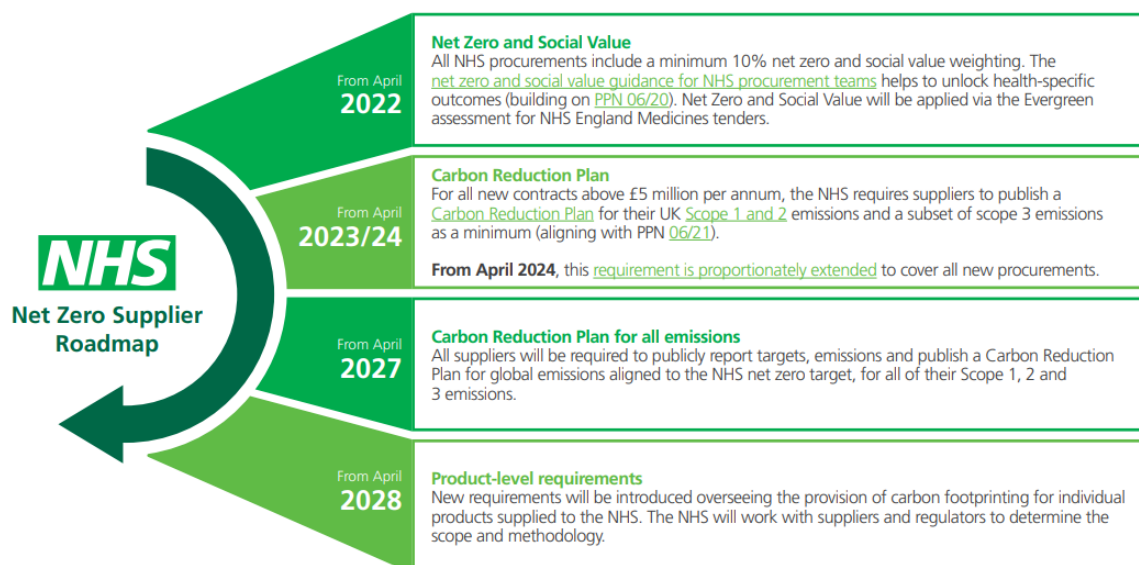


Figure 9: NHS Net Zero Supplier Roadmap

At UHNM NHS net zero supplier roadmap requirements are embedded into all relevant procurements. The next steps outlined in the national guidance are to ensure that Carbon Reduction Plans are monitored via KPIs and to work with suppliers to engage with the Evergreen Sustainable Supplier Assessment.

This ask represents a significant challenge for the Trust and the wider procurement collaborative in terms of resourcing and capacity. The Trust will work with the North Midlands and Black Country Procurement Group (NMBCPG) to identify what resource and training would be required and to agree a joint approach between the three Trusts represented by the Group on how these requirements can be met over the next three years.

Creating a sustainable procurement culture

Communications, raising awareness and providing support are key to creating and maintaining a sustainable procurement culture across our services. Individual staff members are keen to reduce waste and buy greener; this wealth of enthusiasm can be harnessed through a combination of engaging campaigns to prompt change and implementing processes to enable change to happen.

Some key campaigns where we would like to raise awareness are:

- Challenging 'Just in Case', to encourage colleagues to only open what they know they are going to use.
- 'Gloves off' campaign – a single pack of 100 gloves equates to the carbon emissions of driving a petrol car for 12 miles.
- 'Bare Below the Waist Specific Clinical Procedure' campaign to eliminate the use of couch roll where not clinically necessary.
- Continued refresher education for staff on correct waste segregation.

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Our network of SWITCH Champions can be recruited via the Low Carbon Care Framework to share messages with their colleagues.

The NMBCPG can support us by helping to co-ordinate regional campaigns and shared learning between the three Trusts.

Minimising waste from products and packaging

Through adopting a culture of sustainability the Trust seeks to reduce waste by:

- Reducing the amount of disposable items and packaging that we bring in to the Trust.
- Embedding circular solutions, such as using reusable, remanufactured or recycled products when clinically appropriate.
- Adopting a 'lean' approach to reducing waste resulting from expired or unusable stock, or unnecessary re-processing.

There are a number of clinical procurement and waste reduction projects in the pipeline, for example:

- Roll out of re-usable tourniquets across the Trust
- Campaign to reduce the use of Couch Roll
- Redistribution of stock from Resuscitation Trolleys to areas which will use items before they go out of date
- Pre-filled saline syringes
- Lean Theatre trays – smaller surgical equipment kits with fewer items to reduce the number of items that are re-sterilised without being used

Staff are encouraged to think about sustainability, to come up with ideas and ask questions. Teams are asked to implement a sustainability project as part of their Low Carbon Care Framework accreditation. To ensure appropriate due diligence proposed projects are evaluated to verify that:

- The solution delivers the sustainability outcomes promised
- Where in clinical settings solutions that deliver improved patient experience or outcomes are prioritised
- The solution also delivers a cost saving, or that an increase in cost can be offset or justified.

13.4 How we will measure the impact

Before commencing roll out of a new product or project baselines will be collected on volumes, cost and carbon emissions. This will enable us to measure progress and demonstrate carbon savings in a way that is meaningful and understandable for our staff delivering the projects. Having this baseline data will also support dissemination to other areas encouraging spread of good practice.

The NHS [Net Zero Product Savings Calculator](#) provides indicative carbon, waste and cost savings for some common items from streamlining overall resource purchases, switching to lower carbon alternatives or moving to reusable and remanufactured product models.

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14. Food and Nutrition

Food is a major contributor to the carbon footprint of the NHS and plays a key role in patient care. It is estimated that food and catering services produces approximately **6%** of total NHS emissions.

Reducing food waste and promoting healthy and low carbon diets high in seasonal fruit and vegetables, will help bring health benefits as well as carbon emissions reduction. Healthier, locally sourced food can improve wellbeing while cutting emissions related to agriculture, transport, storage and waste across the supply chain and on the NHS estate.

By focusing on sustainability, the NHS can reduce its environmental impact, support patient health, and contribute to a more resilient healthcare system.

According to the [National Standards for Healthcare Food and Drink](#) (2022) *“Every healthcare organisation has a responsibility to provide the highest level of care possible for their patients, staff and visitors. This includes the quality, nutritional value and the sustainable aspects of the food and drink that is served, as well as the overall experience and environment in which it is eaten.”*

In 2019 the Trust Food Group was established, which evolved into the current Food Standards Working Group following the introduction of the additional national standards in 2022. The group brings together catering services, dietetics, our PFI partners Sodexo and the Sustainability Team to monitor and ensure compliance with the National Standards for Healthcare Food and Drink.

14.1 Reflection on the last 3 years

Healthy low carbon meals

Plant based options are fully embedded in standard patient menus at both sites, and plant based ranges are available at our retail outlets. Our menus are refreshed twice a year enabling us to use more seasonal produce. A special Veganuary menu is available at both restaurants during January to promote the national campaign to encourage people to try a plant based alternative.

At Royal Stoke uptake of vegan food in patient dining areas increased by 78% for the period September 2024 - February 2025 compared to the previous 6 month period.



*“Harvest Vegetable Crown,”
featured on our recent
Royal-themed menu*

98% of food at County Hospital is made in-house, and the majority of suppliers to County Hospital are based in the Midlands.

At Royal Stoke the supplier of milk used at the Costa outlet is sourced from a farm within one mile of the hospital.

Patients, staff and visitors to Royal Stoke benefit from the family-run fresh fruit and vegetable stall outside the main entrance which is run by a local business based in Stoke-on-Trent. Their fresh produce is sourced from around the West Midlands, keeping the food miles and plastic packaging limited.



Converting our Food Waste into renewable energy

Segregation of food waste is being rolled out across the Trust, commencing at County Hospital from February 2025 and the Lyme Building at Royal Stoke during summer 2025. Food waste is collected by our waste contractor and converted into heat and power at their anaerobic digestion plant based in Cannock, Staffordshire. At the plant enzymes are added to break down the food waste and convert it into gas. This gas provides renewable energy which is used to power the local Sainsbury's in Cannock.



Case Study: Coloured plates

Evidence suggests that serving patient meals on colourful plates and bowls enhances patients' appetite by making meals visually appealing and encouraging patients to eat more. Following a successful trial in October 2024 coloured crockery has been rolled out at County Hospital with the aim of improving patients' dining experiences, boosting nutritional intake, and reducing food waste.

Many patients reported finding the meals more enticing, while several staff members observed an increase in food intake, particularly among elderly patients and those with reduced appetites. The latest audit showed that food waste had reduced by 17.8kg per week – a reduction of 10%.

14.2 What do we want to achieve?

| | |
|--|---|
| <p>NHS England Guidance</p> | <p>Green Plan Refresh Guidance</p> <p>Organisations should continue implementing the National standards for healthcare food and drink, requiring NHS organisations to deliver high-quality, healthy and sustainable food and minimise waste.</p> <p>Key actions:</p> <ul style="list-style-type: none"> • measure food waste in line with the Estates Returns Information Collection (ERIC) and set reduction targets • 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 |
| <p>National Standards for Healthcare Food and Drink</p> | <p>Improving sustainable procurement and reducing food waste</p> <p>Organisations must:</p> <ul style="list-style-type: none"> • Assess their food and drink services against the Good Buying System (GBS) for food and catering services. |

| | | | |
|--|---|--|--|
| | <ul style="list-style-type: none">Assess their level of food waste, set food waste reduction targets and minimisation plans using the WRAP approach – ‘target, measure, act’.Commit to stop procuring single use plastic items for their catering service.Commit to sustainable alternatives to plastic.Apply the Net Zero and Social Value Model in all procurement decision-making and ensure suppliers are aware of and complying with the Net Zero Supplier Roadmap. | | |
| UHNM Objectives | <ul style="list-style-type: none">Improve access to low carbon healthy meals for our patients and our staff, promoting these as an attractive meal choice.Embed high and compliant standards for both plastic packaging and food waste management from procurement to disposal.Provide social value through our procurement of food suppliers and contracts. | | |
| Green Plan Target | | How we will measure progress | |
| <ul style="list-style-type: none">Increase low carbon healthy meal options in inpatient areas and retail outlets.Partner with at least one local supplier on food by 2028.Reduce food waste across all sites.Food waste segregation to be standard practice at both sites by 2028 with a dedicated sustainable disposal route.Food waste data set for 50% of ward areas. | | <ul style="list-style-type: none">Patient feedback on improvements to food ordering process, patient choice and any other feedback.ERIC food waste data: Annual tonnage of food waste, segregated from domestic waste streamBenchmarking data on Model Health SystemData from the roll-out of coloured platesFood waste reporting for individual wards | |
| Operational Lead | Jenny Branford, Sustainability Manager Joe Ronan, Catering Services Manager Claire Hough, Estates, Facilities & PFI Matron | | |
| Responsible Lead | Sally-Anne Baroudi, Head of Contract Performance Michael Brown, Head of Facilities Management Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability | | |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead | | |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead | | |
| Key Stakeholders | Catering Services Facilities Management, Sodexo Facilities Management, Retained Estates Waste Management Nutrition & Dietetics | | |
| Governance | Food Standards Working Group Food Waste Working Group | | |

14.3 How we can achieve our objectives

Increase low carbon healthy meal options

We aim to increase the scope and availability of low carbon menu options, including plant based and cultural meal options. We need to also ensure that our patients consume enough calories and protein to recover from illness or surgery and remain healthy. Therefore our nutrition and dietetics team work closely with us through the Food Standards Working Group to ensure any proposed change to menus meets the needs of our patients.

- We will look to utilise the [national low carbon recipe bank](#), which contains a range of dietitian approved meat and plant based recipes that contain lower carbon swaps (for example – chicken instead of beef);
- And explore innovative food solutions, for example swap some of the minced beef content in dishes using a plant based protein alternative.
- From summer 2025 meals at the Nightingales restaurant at County Hospital can be made to order, thereby enabling us to increase vegan and cultural meal options without risk of throwing away uneaten pre-made meals.
- Provide a healthy eating resource for patients including recipe cards and healthy eating tips.



We recognise that our staff also need nutritious meals whilst working. We have a plan to improve access to healthy meals for our staff, In particular those who struggle to access meals out of hours such as staff on night shifts or who finish their shift late in the day.

- Carry out survey of staff to find out what they would like to eat, when and where, and what the current barriers are to accessing nutritious and tasty food.
- Net Zero Clinical Lead to take forward with the Doctors' Forum
- Explore Smart fridge/freezer vending option which can deliver nutritious meals on demand.

Providing Social Value through our Supply Chain

Our Private Finance Initiative (PFI) partners Sodexo Health & Care deliver hard and soft facilities management services within the PFI estate of the Royal Stoke Hospital, including catering services for the PFI estate and food provision for both the PFI and the retained estates. In February 2025 Sodexo launched their Social Impact Pledge 2030, focusing on four key areas to drive meaningful impact:

- **People:** Leading social mobility, fostering equity, diversity, and inclusion.
- **Planet:** Achieving a 55% reduction in Greenhouse Gas emissions (GHG) by 2030 to stay on track for Net Zero 2040.
- **Places:** Supporting 12.5 million people through our Stop Hunger Foundation.
- **Partners:** Spending £1 billion with SMEs and Diverse suppliers by 2030.

Sodexo are working to achieve the following Net Zero targets:

- Short-term target: Reduce absolute Scope 1, 2 and 3 greenhouse gas emissions by 34%.
- Have 100% renewable energy sourcing.
- Have 100% reusable, recyclable or compostable packaging.
- Make 33% of all meals plant-based.

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- Reduce our food waste by 50%.

Sodexo are looking to swap to 100% recyclable meal trays at Royal Stoke. These trays represent a 50% improvement on climate impact compared to current trays. Independent Life Cycle analysis concludes that this tray is the most sustainable option.

Local suppliers

In partnership with our dietitians we will explore opportunities to reduce food files and boost our local economy by working with local suppliers wherever possible.

- Work with Sodexo and their supplier Apetito to explore options for Royal Stoke
- Work with NHS Supply Chain to review contracts for County Hospital

Food Waste Segregation

We aim for food waste segregation to be standard practice at both sites within the next 3 years. This will be supported through our newly created Food Waste Working Group, which will develop a Food Waste Reduction Plan for the Trust. We plan to:

- Source funding to roll out coloured plates across the Royal Stoke site, as this has proven to reduce plate waste from our inpatient wards and improve patients' meal-time experience.
- Capture data on bread and milk wastage and work with wards to amend their orders where appropriate.

14.4 How we will measure the impact

Food waste from our kitchens, restaurants and wards is measured and reported in the Estates Return Information Collection (ERIC). Data from the 2024/25 ERIC (awaiting publication at the time of writing) will be used to set a baseline and targets for the next three years.

Other sources of information include:

- Patient feedback - regularly collected and reported to the Estates, Facilities and PFI Board
- Data from the roll-out of coloured plates
- Food waste reporting for individual wards
- Benchmarking data on Model Health System and how we compare with similar trusts.

15. Adaptation

The effects of climate change, such as extreme heat, cold and flooding can negatively impact the health and wellbeing of our patients and our staff. Severe weather also represents a threat to the effective delivery of health and care services. In addition a rapid increase of service users during such events intensifies pressure on staff dealing with higher workloads and potential employee shortages.

The [Health Effects of Climate Change in the UK: state of the evidence 2023](#) report states that:

- extreme heat will lead to an increase in the number of deaths and other health effects due to warming temperatures and an ageing population
- the greatest health impacts of flooding in the UK are on mental health: people who experience flooding are at higher risk of depression, anxiety and post-traumatic stress disorder.
- Mitigation and adaptation actions can generate further health benefits, for example:
 - Reduced air pollution
 - Safer and healthier homes
 - Shade protection from heat
 - Green spaces for mental health
 - Healthy behavioural shifts
 - Less pressure on health and care services

The Intergovernmental Panel on Climate Change (IPCC) identifies that the global surface temperature has increased by 1.1°C above 1850-1900 levels, which is resulting in widespread impacts on climate and weather extremes. Research from the Met Office shows that extreme heat and heavy rainfall remain the biggest concerns for UK climate projections as both are increasing at high rates with winters predicted to become wetter and summers to become drier and hotter.

In Staffordshire and Stoke-on-Trent flooding is considered the biggest climate risk (Staffordshire Prepared, 2021). Climate change is causing more intense periods of heavy rainfall. They are now set to occur once every five years instead of once every fifty and will become approximately twenty percent more intense (Met Office, 2024).

Therefore we need to be prepared for weather events and other crises; our infrastructure (e.g. buildings, communications) and supply chain (e.g. fuel, care supplies) need to be resilient, and our frontline services need to be prepared for different volumes and patterns of demand.

15.1 Reflection on the last 3 years

Emergency Preparedness, Resilience and Response (EPRR) is a core standard for NHS organisations that is required by the Civil Contingencies Act 2004, the NHS Act 2006 and the Health and Care Act 2022. Our EPRR team at UHNM has strong links with other EPRR teams across the Staffordshire and Stoke-on-Trent Integrated Care System (ICS). UHNM is part of the System Resilience Forum and the Civil Contingencies Unit, which brings together NHS EPRR teams with social care and utilities providers. Resilience to climate change is a standard item on the agenda for these meetings.

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An Adverse Weather Plan is in place to ensure business continuity during severe weather events. The document, ratified by the Trust Executive Infrastructure Group, sets out in detail the actions required to ensure safe service delivery during a weather event (i.e. flooding, heatwaves, snow and very cold temperatures). The plan is a live document and is updated after each meteorological season in line with national guidance. Actions include:

- Handing out bottles of water to patients and visitors on hot days
- Providing 4X4 vehicles to collect essential staff and bring them into work when they are unable to travel in the snow.

Any new buildings or refurbishments at the Trust are designed to current industry standards for building design which incorporates resilience to the effects of climate change. For example an attenuation drainage system has been installed in the roof of the new Breast Care Unit at County Hospital following a flood risk assessment undertaken during the planning stage. The drainage system slows the flow of rainwater into the storm water drain thereby helping prevent flooding by reducing the impact on downstream water bodies.

15.2 What do we want to achieve?

| | |
|---------------------------------|---|
| Legislative Requirements | <p>NHS Standard Contract 2025/26</p> <p>Service Condition 18.3.2.7: <i>The Provider must have in place clear, detailed plans as to how it will take action to adapt the Provider's Premises and the manner in which Services are delivered to reduce risks associated with climate change and severe weather.</i></p> |
| NHS England Guidance | <p>Green Plan Refresh Guidance</p> <p>All providers and commissioners of NHS-funded services must comply with the adaptation provisions within the NHS Core Standards for emergency preparedness, resilience and response (EPRR) and the NHS Standard Contract to support business continuity during adverse weather events.</p> <p>NHS Trusts should:</p> <ul style="list-style-type: none"> • set out actions to prepare for severe weather events and improve climate resilience of local sites and services, including digital services • factor in the effects of climate change when making infrastructure decisions and designing new facilities, including enhancements like improved green spaces, drainage systems and passive cooling solutions • ensure adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government's Adverse Weather and Health Plan |
| UHNM Objectives | <ul style="list-style-type: none"> • Our services are prepared for the effects of severe weather events and have mitigating actions in place. • The Trust is a part of a system-wide approach with local planning arrangements for adapting to climate change. • Effective channels of communication are established so our staff are informed of upcoming events and how they can keep themselves, their colleagues and their patients safe. |

| Green Plan Target | | How we will measure progress |
|--|--|--|
| <ul style="list-style-type: none"> Business Continuity Plan (BCP) and Impact Assessment documentation to be updated to include Climate Adaptation. Contractor Briefing document in place outlining requirement to adapt new builds / refurbishments to reduce risks associated with climate change and severe weather. Weather health alerts cascaded to all UHNM staff | | <ul style="list-style-type: none"> Number of services with a BCIA that includes assessment against resilience to climate change Number of services with mitigating actions stated in their BCPs. Briefing Document issued as standard by Capital Development team to its supply chain partners. Evidence of where the document has influenced design – independent Net Zero Carbon assessment. |
| Operational Lead | Jenny Branford, Sustainability Manager | |
| Responsible Lead | John Dodds, Head of Emergency Planning, Resilience and Response Jessica Brownsword, Deputy Head of Transformation and Sustainability Louise Stockdale, Head of Transformation and Sustainability | |
| Responsible Director | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead | |
| Responsible Board Member | Lorraine Whitehead, Director Estates, Facilities and PFI and Net Zero Executive Lead | |
| Key Stakeholders | Emergency Planning Resilience and Response (EPRR) team Capital Development | |
| Governance | Sustainable Development Steering Group | |

15.3 How we can achieve our objectives

A climate-resilient healthcare service is one that is capable of ‘anticipating, responding to, coping with, recovering from and adapting to climate-related shocks and stresses’ (World Health Organisation, 2024).

A detailed climate risk assessment of the Staffordshire and Stoke-on-Trent area has recently been produced by students at Keele University. This analysis and the recommendations included will feed into the resilience and adaptation plans for UHNM.

Business Continuity and Incident Response

In order to ensure business continuity in a changing climate resilience and adaptation will be built into business continuity and longer-term planning to avoid climate-related service disruptions. Partnership working between sustainability leads, public health, emergency response teams and estates leads at Trust and system level is crucial.

All services are required to undertake a Business Continuity Impact Assessment (BCIA). If there is deemed to be a high risk the service is required to produce a Business Continuity Plan (BCP). The Business Continuity Plan and Impact Assessment documentation will be updated to include Climate Adaptation. Going forward all services will be required to assess the effects of climate change on staffing and service delivery, and define mitigating actions where risks are identified.

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Underpinning this climate change resilience preparedness will be integrated into the UHNM Incident Response Plan, which describes the Trust's operational command, control and communication (C3) structures required to manage the effects of a significant or major incident within Staffordshire and Stoke-on-Trent. The consideration of reasonable worst-case scenario and extreme events for adverse weather are to be included on the community risk register.

Building design

As outlined in Chapter 12: Estates, Facilities and Capital:

- All major new buildings and refurbishments at the Trust must be compliant with the NHS Net Zero Building Standard, which provides guidance on developing sustainable, resilient, and energy-efficient buildings.
- Our ambition is to achieve Building Research Establishment Environmental Assessment Method (BREEAM) Excellent rating where possible for new builds and Very Good for refurbishment projects. BREEAM is a sustainability assessment method and certification for buildings and infrastructure projects which requires reduced carbon emissions, low impact design, adaptation to climate change, ecological value and biodiversity protection.

The Contractor Briefing Document being developed with the Sustainability and Estates Capital Development teams (see page 63) will ensure that the effects of climate change are factored in at the design stage when making infrastructure decisions and planning new facilities.

Extreme Weather Alerts

The Trust is signed up to receive the Met Office UK weather warnings for rain, wind, snow, ice, fog, thunderstorm, lightning and extreme heat. On receiving an alert, users are directed to appropriate advice and guidance. As part of our commitment to keep our staff safe whilst at work we are exploring how best to disseminate this information to the wider workforce so that all our staff are informed of upcoming events in advance and provided with advice on how they can keep themselves, their colleagues and their patients safe.

15.4 How we will measure the impact

The following KPIs will be reported:

1. Number of services with a Business Continuity Impact Assessment that includes assessment against resilience to climate change
2. Number of services that have mitigating actions outlined in their Business Continuity Plans.

16. Key Messages and Conclusion

Our Green Plan for the next three years places a greater emphasis on transformation within our service delivery, and the key role our staff and our partners play in achieving our ambition to be a Net Zero Carbon Trust. Therefore our staff and our partners have contributed to the development of this strategy, and are committed to delivering the actions and projects outlined in the document.

Our aims will be achieved by all our teams and services working together for a positive green impact, embedding more sustainable care models and identifying wider solutions in carbon emissions reduction in energy use, waste management, digitalisation and innovation.

Our Green Plan will support the Staffordshire & Stoke on Trent ICS Green Plan, and takes into account all the current national initiatives, guidance and legislation. It details of the role of sustainability across both national and local agendas, and how we can reduce our carbon footprint across each Area of Focus.

Our reporting and governance structure will provide assurance and ensure ongoing commitment.

17. Summary Action Plan

Workforce and Leadership

| Green Plan Target | Timescale |
|--|------------------------|
| 1 team per month registered with Low Carbon Care Framework and actively working towards accreditation | September 2025 onwards |
| Teams achieving bronze, silver and gold accreditation at the end of the full year LCCF cycle | September 2026 onwards |
| Biannual increase in SWITCH Champions. | September 2025 onwards |
| Dedicated training and development delivered to the Trust Board | 2025/26 and 2027/28 |
| Increase uptake of sustainability training (core ESR training and specialist training offered to specific staff groups). | September 2025 onwards |
| Key messages around sustainability to be included in the Trust Induction. | 2025/26 |
| Sustainability to be covered in the Appraisal process. | 2025/26 |
| Sustainability communication plan produced | 2025/26 |
| Staff intranet page refreshed with rolling monthly feature. | 2025/26 |

Clinical Transformation

| Green Plan Target | Timescale |
|---|----------------|
| Establish Clinical Sustainability Group (quarterly) chaired by NZ Clinical Lead | 2025/26 |
| Launch the Low Carbon Care Framework | September 2025 |
| Keep Warm, Keep Well (KWKW) Clinical engagement, patient referral criteria and process agreed | December 2025 |
| Approval to access and use the One Health and Care (OHC) digital shared care record to target and refer patients into the KWKW scheme | 2025/26 |
| Data-led, targeted referrals via OHC to commence | April 2026 |
| Multidisciplinary working group established in Theatres with identified clinical lead. | December 2025 |
| Development of sustainability projects in Theatres. | 2025/26 |
| Theatres case studies shared with clinical networks. | December 2026 |

Digital Transformation

| Green Plan Target | Timescale |
|--|----------------------------------|
| 352 targeted patient referrals into KWKW each year, using the One Health and Care (OHC) digital shared care record | To be achieved 31st March 2027 |
| 50% KWKW referrals converted to intervention | Reported monthly from April 2026 |

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| | |
|--|---|
| 25% outpatient appointments non-face to face | Reported monthly from September 2025 |
| Increase % of patients signed up to digital correspondence – by 1% each year | Reported monthly from September 2025 |
| Establish baseline for inpatient and outpatient correspondence and agree target to reduce printing and postage year on year. | 2025/26 |
| All unwanted hardware to be redistributed or recycled. | Reported quarterly |
| 10 Low Carbon Care Framework teams per year who have initiated actions to reduce paper | By 30 th September each year |
| 10 Low Carbon Care Framework teams per year who have initiated actions to reduce their digital carbon footprint | By 30 th September each year |

Medicines

| Green Plan Target | Timescale |
|--|-----------|
| Decommission all pure Nitrous Oxide manifolds across the Trust | 2025/26 |
| Reduce emissions from Nitrous Oxide and Entonox by 9-14% compared to 2024/25 baseline | 2025/26 |
| Roll out of Pentrox in at least one other clinical area | 2026/27 |
| Encourage Sustainable Principles for the prescribing of Metered-Dosed Inhalers and Dry Powder Inhalers | Ongoing |
| Promote safer disposable scheme for used inhalers | 2025/26 |
| Reduction and correct disposal of waste from prescription medicines | 2025/26 |

Travel and Transport

| Green Plan Target | Timescale |
|--|---------------|
| Carry out Staff Travel Survey | 2025 |
| Develop a sustainable travel plan (focus on active travel, public transport and zero-emission vehicles, supported by a clear understanding of staff commuting) | December 2026 |
| Increase rates of staff commuting by active travel and public transport (against the 2025 Staff Travel Survey baseline) | 2028/29 |
| Offer only electric or hybrid vehicles through salary sacrifice scheme | 2026/27 |
| Increase the % of car parking spaces that have EV charging points to 10% | 2028/29 |
| Progress towards full fleet electrification - interim target for 46% of fleet vehicles to be electric or hybrid | July 2026 |
| Provide on-site electric charging facilities for electric ambulance fleet by 2028/29. | 2028/29 |
| Promote patient access to site via public transport through patient correspondence | Start 2025/26 |

Estates, Facilities, Capital Projects and Green Spaces

| Green Plan Target - ENERGY | Timescale |
|--|-----------------|
| Increase LED lighting coverage by 5% each year | From 2025/26 |
| Continue building insulation and double glazing | 2026/27 onwards |
| Expansion of solar panelling across both sites – reach 2MW capacity by April 2026 | April 2026 |
| Progress connection to Stoke-on-Trent District Energy Network | Ongoing |
| Develop a solution to decarbonise heating at County Hospital | 2028/29 |
| Develop and report on energy decarbonisation trajectory | 2025/26 |
| improve coverage of energy and water meters and make the data available in a metering software package | 2025/26 onwards |

| Green Plan Target – CAPITAL PROJECTS | Timescale |
|--|-----------------|
| Ensure that new or refurbished buildings are compliant with the NHS Net Zero Carbon Building Standard. | 2025/26 onwards |
| Contractor Briefing Document to be produced and issued to designers and contractors for relevant building projects | 2026/27 |
| Achieve BREEAM Excellent rating for new buildings and Very Good for refurbishment projects where possible. | From 2025/26 |

| Green Plan Target – WASTE | Timescale |
|---|-----------|
| Compliance with Waste regulations | Ongoing |
| Support the correct segregation of waste across clinical areas through the Low Carbon Care Framework and SWITCH Campaigns | Ongoing |
| Expand recycling at Royal Stoke | 2028/29 |
| Proactively investigate alternative, innovative and local waste disposal options such as the proposed new Energy Recovery Facility (ERF) in Stoke on Trent. | Ongoing |

| Green Plan Target – GREEN SPACES | Timescale |
|--|-----------|
| Explore opportunities with walking charity Living Streets to create a Nature Recovery Programme for both staff and patients. | 2028/29 |

Supply chain and procurement

| Green Plan Target | Timescale |
|--|-----------|
| Partnership working with local Procurement Group to achieve NHSE targets within the next 3 years: <ul style="list-style-type: none"> • Embed Net Zero Supplier Roadmap • Support suppliers to engage with the Evergreen Assessment | 2028/29 |

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| | |
|--|---------------|
| Identify three (one per year) sustainable alternatives and embed these into clinical practice | Start 2025/26 |
| Trust-wide campaign to reduce couch roll usage | 2025/26 |
| 1/3 reduction in washbowl usage | 2028/29 |
| Reduction in use of gloves | 2028/29 |
| Implement process to ensure items on resuscitation trolleys are redistributed and used before they go out of date. | 2026/27 |
| All services to offer patient information digitally by default. | 2028/29 |

Food and Nutrition

| Green Plan Target | Timescale |
|--|--------------|
| Increase low carbon healthy meal options in inpatient areas and retail outlets. | From 2025/26 |
| Partner with at least one local supplier on food | 2028/29 |
| Annual reduction of food waste across all sites. | From 2025/26 |
| Food waste segregation to be standard practice at both sites with a dedicated sustainable disposal route | 2028/29 |
| 50% of ward areas have a waste data set | 2028/29 |

Climate Adaptation

| Engagement & Partnership | Timescale |
|---|-----------|
| Business Continuity Plan (BCP) and Impact Assessment documentation updated to include Climate Adaptation | 2025/26 |
| Assessment against resilience to climate change and mitigating actions stated in service BCPs. | 2026/27 |
| Contractor Briefing document in place outlining requirement to adapt new builds / refurbishments to reduce risks associated with climate change and severe weather. | 2026/27 |
| Weather health alerts cascaded to all UHNM staff | 2025/26 |

University Hospitals NHS Trust

Green Plan Performance Dashboard

Reporting Period:
September 2025 - March 2026

| Delivery Date | Status update | Delivery Date | Status update | Delivery Date | Status update | Delivery Date | Status update |
|----------------------|---|----------------------|---|----------------------|--|----------------------|--|
| Monthly | 1 team per month registered with Low Carbon Care Framework and actively working towards accreditation | 2025/26 | Establish Clinical Sustainability Group (quarterly) chaired by NH Clinical Lead | Mar-27 | SST targeted patient referrals into KXWYN each year. | Monthly | SST targeted patient referrals into KXWYN each year. |
| Monthly | Bimodal increase in SWITCH Champions. | Sep-25 | Launch the Low Carbon Care Framework (CCF) | Mar-27 | Along the One Health and Care (OHC) digital shared care record | Monthly | Along the One Health and Care (OHC) digital shared care record |
| 2025/26 | Dedicated training and development delivered to the Trust Board | Dec-25 | Keep Warm, Keep Well (KXWYN) Clinical engagement, patient referral criteria and process agreed | Monthly | KXWYN referrals converted to intervention | Monthly | KXWYN referrals converted to intervention |
| Monthly | Increase uptake of sustainability training (core ESR training and specialist branding). | 2025/26 | Award to access and use the One Health and Care (OHC) digital shared care record to target and refer patients into the KXWYN scheme | Monthly | 25% outpatient appointments non-face to face | Monthly | 25% outpatient appointments non-face to face |
| 2025/26 | Key messages around sustainability to be included in the Trust induction. | Dec-25 | Multidisciplinary working group established in Theatres with identified clinical lead | 2025/26 | Increase % of patients signed up to digital correspondence - by 1% each year | 2025/26 | Increase % of patients signed up to digital correspondence - by 1% each year |
| 2025/26 | Sustainability to be covered in the Appraisal process. | 2025/26 | Development of sustainability projects in Theatres. | Sep-25 | Establish baseline for resident and outpatient correspondence and agree target to reduce printing and recycling year on year | Sep-25 | Establish baseline for resident and outpatient correspondence and agree target to reduce printing and recycling year on year |
| 2025/26 | Sustainability communication plan produced | 2025/26 | | Sep-25 | 25 LCCP teams per year who have initiated actions to reduce paper | Sep-25 | 25 LCCP teams per year who have initiated actions to reduce paper |
| 2025/26 | Staff intranet page refreshed with rolling monthly feature. | 2025/26 | | Sep-25 | 25 LCCP teams per year who have initiated actions to reduce their digital carbon footprint | Sep-25 | 25 LCCP teams per year who have initiated actions to reduce their digital carbon footprint |
| Delivery Date | Status update | Delivery Date | Status update | Delivery Date | Status update | Delivery Date | Status update |
| 2025/26 | Decommission all pure Nitrous Oxide manifolds across the Trust | 2025 | Carry out Staff Travel Survey | 2025/26 | Increase LED lighting coverage by 5% | 2025/26 | Increase LED lighting coverage by 5% |
| 2025/26 | Reduce emissions from Nitrous Oxide and Entonox by 5-14% compared to 2024/25 baseline | 2026 | Develop a sustainable travel plan | Apr-26 | Expansion of solar permitting across both sites - reach 5MW capacity by April 2026 | 2025/26 | Expansion of solar permitting across both sites - reach 5MW capacity by April 2026 |
| Ongoing | Encourage Sustainability Principles for the prescribing of Anaesthetic Inhalers and Dry Powder Inhalers | Jul-26 | Offer only electric or hybrid vehicles through salary sacrifice schemes | 2025/26 | Develop and report on energy decarbonisation trajectory | 2025/26 | Develop and report on energy decarbonisation trajectory |
| 2025/26 | Promote safer disposable choice for staff inhalers | 2025/26 | Progress towards full fleet electrification - systems target for 40% of fleet vehicles to be electric or hybrid | 2025/26 | Improve coverage of energy and water meters and make data available in a monitoring software package | 2025/26 | Improve coverage of energy and water meters and make data available in a monitoring software package |
| 2025/26 | Reduction and correct disposal of waste from prescription medicines | 2025/26 | Promote patient access to site via public transport through patient correspondence | 2025/26 | Ensure that new or refurbished buildings are compliant with the NHER Net Zero Carbon Building Standard | 2025/26 | Ensure that new or refurbished buildings are compliant with the NHER Net Zero Carbon Building Standard |
| 2025/26 | Reduction and correct disposal of waste from prescription medicines | 2025/26 | | 2025/26 | Achieve BREEAM Excellent rating for new buildings / carry forward for refurbishment projects where possible | 2025/26 | Achieve BREEAM Excellent rating for new buildings / carry forward for refurbishment projects where possible |
| 2025/26 | | 2025/26 | | Ongoing | Support the correct segregation of waste across clinical areas through the LCCP and SWITCH Campaigns | Ongoing | Support the correct segregation of waste across clinical areas through the LCCP and SWITCH Campaigns |
| Delivery Date | Status update | Delivery Date | Status update | Delivery Date | Status update | Delivery Date | Status update |
| 2025/26 | Identify three sustainable alternatives and embed those into clinical practice | 2025/26 | Increase low carbon healthy meal options in inpatient areas and retail outlets | 2025/26 | Business Continuity Plan (BCP) and Impact Assessment formalised to include Climate Adaptation | 2025/26 | Business Continuity Plan (BCP) and Impact Assessment formalised to include Climate Adaptation |
| 2025/26 | Trust-wide campaign to reduce cloth rail usage | 2025/26 | Partner with at least one local supplier on food | 2026/27 | Assessment against resilience to climate change and mitigation actions agreed to reduce BCPR | 2026/27 | Assessment against resilience to climate change and mitigation actions agreed to reduce BCPR |
| 2025/26 | 1/3 reduction in wastewater usage | 2025/26 | Annual reduction of food waste across all sites | 2026/27 | Conduct Briefing Document to inform existing client, supplier requirements for new builds / refurbishments | 2026/27 | Conduct Briefing Document to inform existing client, supplier requirements for new builds / refurbishments |
| 2025/26 | Reduction in use of gloves | 2025/26 | Food waste segregation to be standard practice at both sites with a dedicated sustainable disposal route | 2025/26 | Weather health alerts associated to all UPHM staff | 2025/26 | Weather health alerts associated to all UPHM staff |
| 2026/27 | Implement processes to ensure items on resuscitation trolleys are redistributed and used before expiry | 2026/27 | 50% of ward areas have a waste data set | 2025/26 | | 2025/26 | |
| 2026/27 | All services to offer patient information digitally by default | 2025/26 | | 2025/26 | | 2025/26 | |

Green Plan Performance: 1st September 2025 to 31st March 2026

■ Sep 25 Achieved

- Our Workforce
- Our Care
- Our Digital
- Our Medicines
- Our Travel
- Our Estate & Energy
- Our Procurement
- Our Food

Total Carbon Footprint - Latest 2024/25

31,249 tCO₂e 5,256 tCO₂e from 2019/20 baselined

Appendix A: legislative and Policy Drivers

Legislative

[NHS Standard Contract 2025/26](#) (Service Condition 18: Sustainable Development)

[NHS Operational Planning and Contracting Guidance](#) (2025/26)

[Climate Change Act](#) (2019)

[Civil Contingencies Act](#) (2004)

[Public Services \(Social Values\) Act](#) (2012)

Guidance

[Fit for the Future: 10 Year Health Plan for England](#) (2025)

[The NHS Long Term Plan](#) (2019)

[National Institute for Clinical Excellence](#) (NICE) (2017) - Air pollution: outdoor air quality and health

[The Stern Review: The Economics of Climate Change](#) (2006)

[United Nations \(UN\) Sustainable Development Goals](#)

Appendix B: Focus Group attendees and reviewers

Workforce & Leadership

Reviewed and signed off by

- Priscilla Handley, Assistant HR Director / Head of People and Organisational Development
- Laura Smoult, Senior Organisational Development Consultant
- Carrie Lippitt, Organisational Development Consultant and Operating Department Practitioner

Focus Group

| Name | Designation | Organisation |
|-------------------|---|--|
| Jenny Branford | Sustainability Manager | UHNM |
| Dr Andrew Bennett | Net Zero Clinical Lead | UHNM |
| Carrie Lippitt | OD Consultant / Operating Department Practitioner | UHNM |
| Laura Smoult | Senior Organisational Development Consultant | UHNM |
| Sian Fumerola | Head of Clinical Procurement | North Midlands & Black Country Procurement Group |
| Jessie Dickson | Head of Communications | UHNM |



Clinical Transformation and Medicines

Reviewed by

- Dr Andrew Bennett, Net Zero Clinical Lead
- Prof Will Carroll, Consultant Paediatrician / Honorary Professor in Child Health
- Asthma Bundle Project Group

Signed off by

- Dr Andrew Bennett, Net Zero Clinical Lead
- Prof Will Carroll, Consultant Paediatrician / Honorary Professor in Child Health

Focus Group – Session 1

| Name | Designation | Organisation |
|--------------------|--|---------------------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Dr Andrew Bennett | Net Zero Clinical Lead | UHNM |
| Louise Stockdale | Head of Transformation & Sustainability | UHNM |
| Carrie Lippitt | OD Consultant / Operating Department Practitioner | UHNM |
| Elizabeth Brown | Improvement Practitioner: QI Academy | UHNM |
| Prof. Will Carroll | Consultant Paediatrician / Honorary Professor in Child Health | UHNM |
| Sadie Clayton | Consultant Nurse Children's Respiratory / CYP Asthma Clinical Lead | UHNM |
| Ceri Sedgley | Chief Allied Health Professional | UHNM |
| Dr Audrey Skidmore | Lecturer in Bioscience | Keele University |
| Abi Wibberley | Siemens Project Manager and SWITCH Champion (<i>on behalf of Fiona Hibberts, Deputy Associate Chief Nurse</i>) | Siemens, seconded to UHNM |
| Elkie Playfair | Assistant Programme Manager (PMO) and SWITCH Champion | UHNM |
| Sunitha Rajan | Nurse Endoscopist and SWITCH Champion | UHNM |
| Carolyn O'Donovan | Radiographer and SWITCH Champion | UHNM |
| Ruth Bednall | Associate Director, Quality Improvement | UHNM |
| Claire Carrick | Head of Orthoptics and Refractive Optometry | UHNM |

Focus Group – Session 2

| Name | Designation | Organisation |
|----------------------|--|--------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Dr Andrew Bennett | Net Zero Clinical Lead | UHNM |
| Louise Stockdale | Head of Transformation & Sustainability | UHNM |
| Dr Charles Baker | Consultant in Anaesthesia & Theatres | UHNM |
| Amanda Wilding | Head of Operations: Surgery | UHNM |
| Dr Catherine Stewart | Consultant Anaesthetist | UHNM |
| Dr Ajit Thomas | Consultant Respiratory Physician | UHNM |
| Scott Taylor | Endoscopy Deputy Manager and SWITCH Champion | UHNM |
| Beccy Kirkham | Director of Operations – Network Services | UHNM |
| Kerry Gratton | Deputy Sterile Services Manager | UHNM |

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|-------------------|-----------------------------------|------|
| Helen Glover | Dental Nurse (County) | UHNM |
| Melanie Mountford | Head of Nursing: Network Services | UHNM |
| Danielle Beech | Matron: Emergency Department | UHNM |
| Kathryn Hawley | Assistant Programme Manager (PMO) | UHNM |
| Gareth Hurley | Matron: Theatres & Pacu | UHNM |

Digital Transformation

Reviewed and signed off by

- Heidi Poole, Deputy Director of Digital Services

Focus Group

| Name | Designation | Organisation |
|------------------|--|--|
| Jenny Branford | Sustainability Manager | UHNM |
| Louise Stockdale | Head of Transformation & Sustainability | UHNM |
| Heidi Poole | Deputy Director of Digital Services | UHNM |
| Abi Wibberley | Siemens Project Manager (<i>on behalf of Fiona Hibberts, Deputy Associate Chief Nurse / Chief Nursing Information Officer</i>) | Siemens, seconded to UHNM |
| Luke Ruddock | Programme Consultant | Midlands & Lancashire Commissioning Support Unit |
| Narinder Nahal | Digital Transformation Programme Lead | Midlands & Lancashire Commissioning Support Unit |

Travel & Transport

Reviewed and signed off by

- Michael Brown, Head of Soft Facilities Management
- Sustainable Transport Working Group
- Nicola Swinnerton, Principle Transport Manager, Staffordshire County Council

Focus Group

| Name | Designation | Organisation |
|-------------------|---|------------------------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Louise Stockdale | Head of Transformation & Sustainability | UHNM |
| Stuart Ramsdale | Transport Manager | UHNM |
| Mike Brown | Head of Soft Facilities Management | UHNM |
| Ian Tamburello | Head of Transport Planning | Stoke-on-Trent City Council |
| Naresh Sandhu | Active Travel Officer | Stoke-on-Trent City Council |
| Simona Lawton | Active Travel Officer | Stoke-on-Trent City Council |
| Nicola Swinnerton | Principle Transport Manager | Staffordshire County Council |
| Charlie Cox | Energy Manager | UHNM |

Estates, Facilities, Capital, Waste and Green Spaces

Reviewed by

- Joint Energy and Water Group (with Sodexo)
- Sustainability and Net Zero Capital Subgroup
- Waste Working Group

Signed off by

- Louise Stockdale, Head of Transformation and Sustainability
- Charlie Cox, Energy Manager
- Phill Mountford, Waste Manager
- Sustainability and Net Zero Capital Subgroup

Focus Group

| Name | Designation | Organisation |
|--------------------|--|---------------------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Claire Hough | Estates, Facilities & PFI Matron | UHNM |
| Steve Brown | Senior Estates Manager (County Hospital) | UHNM |
| Dominic Davenport | Senior Estates Manager (Royal Stoke) | UHNM |
| Mike Brown | Head of Soft Facilities Management (FM) | UHNM |
| Penny Parkinson | Deputy Head of Soft FM | UHNM |
| Sally-Anne Baroudi | Head of Contract Performance | UHNM |
| Ian Swann | Head of Capital Development | UHNM |
| Alex Smith | Deputy Head of Capital Development | UHNM |
| Phill Mountford | Waste Manager | UHNM |
| Sumayya Nazar | Energy Officer | UHNM |
| Peter Walton | BMS Manger | Sodexo |
| Sabina Isovici | Senior Operations Manager | Sodexo |
| Chevaunne Jeffery | General Manager | Project Co |
| Abi Wibberley | Siemens Project Manager | Siemens, seconded to UHNM |

Supply Chain and Procurement

Reviewed by:

- Sustainable Procurement Working Group
- Theatres Procurement Advisory Group (Chair – Dr Charles Baker)
- Clinical Procurement Advisory Group (Chair – Dr Charles Baker)

Signed off by

- Sustainable Procurement Working Group

Focus Group

| Name | Designation | Organisation |
|-----------------------|---------------------------------------|--------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Dr Andrew Bennett | Net Zero Clinical Lead | UHNM |
| Jane Hamer-Millington | Clinical Procurement Specialist Nurse | UHNM |

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|------------------|--|---|
| Joanne Roberts | Group Deputy Director - UHNM Special Projects & Clinical Procurement | UHNM |
| Jo-Anne Rimmer | Support Manager, Infection Prevention & Sepsis Team | UHNM |
| Phill Mountford | Waste Manager | UHNM |
| Sian Fumerola | Head of Clinical Procurement | North Midlands & Black Country Procurement Group |
| Aneece Philips | ICS Manager for Staffordshire and Stoke on Trent | NHS Supply Chain |
| Oliver Pritchard | Head of Soft FM | Sodexo |
| Kerry Gratton | Deputy Sterile Services Manager | UHNM |
| Aimee Caddick | Clinical Nurse Advisor, Care Pathway Team | NHS Supply Chain |
| James Stuart | Regional MES Operations Manager | Siemens Healthineers |
| Abi Wibberley | Siemens Project Manager | Siemens, seconded to UHNM |
| Elkie Playfair | Cost Improvement Programme Manager | UHNM |

Food and Nutrition

Reviewed and signed off by:

- Food Waste Working Group
- Food Standards Working Group

Focus Group

| Name | Designation | Organisation |
|-----------------|---|--------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Joe Ronan | Catering Manager | UHNM |
| Sabina Isovica | Senior Operations Manager, Retail & Patient Dining | Sodexo |
| Phill Mountford | Waste Manager | UHNM |
| Claire Hough | Estates, Facilities & PFI Matron | UHNM |
| Alison Kenny | Contract Performance Manager - Soft FM | UHNM |
| Anne Griffiths | Chief Dietitian | UHNM |
| Penny Parkinson | Deputy Head of Facilities Management | UHNM |

Adaptation

Reviewed and signed off by:

- Donna Gavin, Emergency Preparedness Manager

Focus Group

| Name | Designation | Organisation |
|----------------|------------------------------------|--------------|
| Jenny Branford | Sustainability Manager | UHNM |
| Donna Gavin | Emergency Preparedness Manager | UHNM |
| Alex Smith | Deputy Head of Capital Development | UHNM |