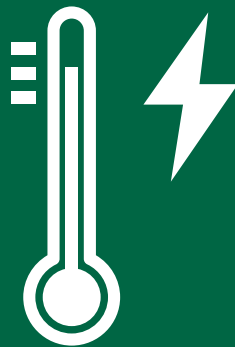
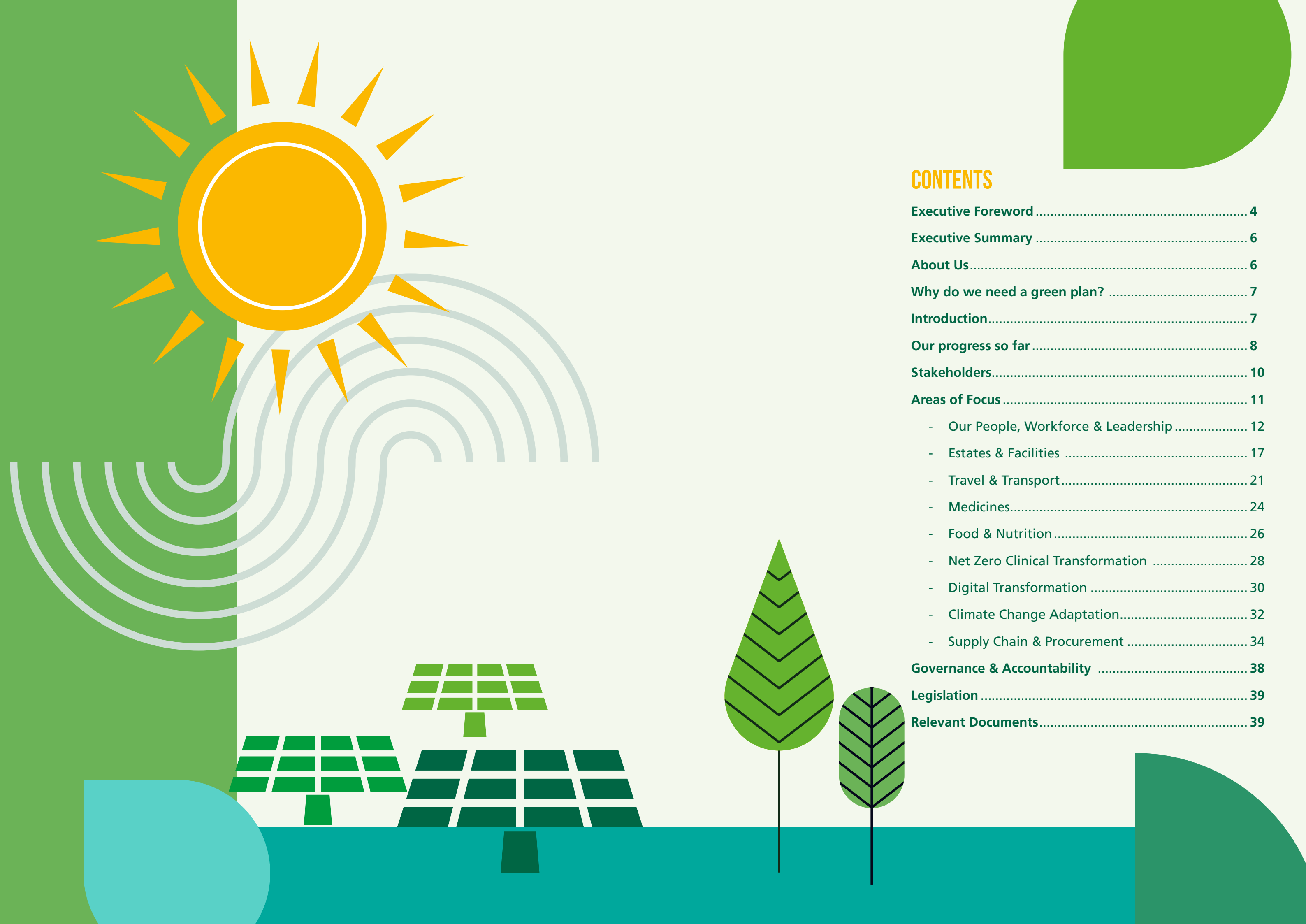


GREEN PLAN 2025 - 2028





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EXECUTIVE FOREWORD

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

Our purpose is to improve the life chances and health outcomes of the local population. A key part of achieving this is working seamlessly with our partners to create healthier, fairer, and more sustainable communities. The **Green Plan** is a central driver of this ambition. It sets out how we will reduce our environmental impact across travel and logistics, asset management, climate adaptation, capital projects, sustainable models of care, procurement, and the use of natural resources.

This plan looks beyond the walls of our hospitals and community facilities. It is designed to engage our staff, patients, and partners, enabling us all to play a role in improving environmental sustainability for future generations.

Over the past four years we have made significant progress, reducing carbon emissions and receiving national recognition as a multi-award-winning organisation. Key achievements include:

- The opening of **Midland Metropolitan University Hospital (MMUH), built with a strong focus on sustainability**. The building uses intelligent LED lighting, solar photovoltaic (PV) panels for renewable energy, and combined heat and power (CHP) systems to reduce carbon emissions. The building’s management system is optimised to enhance operational efficiency. The adjacent ‘Learning Campus’ due to open in January 2026 is being developed to be a **net-zero carbon building** with a target of a BREEAM Outstanding rating.
- **Decommissioning of steam boilers** at City Health Campus, with the retained site now being run by modern gas boilers.
- **Securing £12 million in Public Sector Decarbonisation Scheme (PSDS) funding** for decarbonisation work at Sandwell Health Campus in 2024.
- Securing over **£800,000 of external funding** for solar panels, LED lighting, and Building Management System (BMS) upgrades in 2025.
- Installing **significant electric vehicle charging infrastructure** across our estates. This has resulted in 323,519 miles travelled in electric vehicles and an estimated 74,000 kg of CO2 emissions saved.
- Engagement of our colleagues to take sustainable actions through our **‘Green Impact’ environmental engagement programme**. ‘Green Impact’ is in its ninth year at the Trust. In 2024, teams completed 611 actions over 7 months, resulting in 142,918kg of carbon saved.
- **Wider and stronger partnerships** with our system partners and external collaborators, contributing to our successes.
- **Since 2019/20, the Trust has reduced its energy-related carbon emissions by 5.7%**. This measurement includes data up to and including the 2023/24 financial year. For us to

meet the net zero target, we need to reduce emissions by a further **7.1% each year**, or 1,2430 tCO2e.

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

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

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

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

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

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

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

Best wishes

Rachel Barlow
Group Chief Development Officer
The Dudley Group NHS Foundation Trust and Sandwell & West Birmingham NHS Trust



EXECUTIVE SUMMARY

Sandwell and West Birmingham (SWBT) NHS Trust and The Dudley Group NHS Foundation Trust (DGFT) recognise **climate change as a critical public health issue** driven by human activity and commits to mitigating its impact through partnership and collective action. This document is a refresh of our Green Strategic Plan, initially approved in January 2022, aligning with its strategic objective to empower sustainable development and public health at local and national levels. This plan outlines the Trusts updated strategies and ambitions across several critical areas to achieve its net zero and sustainability goals, driven by strong commitment from its people, strategic estate management, sustainable transport initiatives, responsible medicine practices, and a circular economy approach to procurement and food.

Significant strides have been made, particularly through new partnerships and collaborations. However, **systemic, transformational changes are still required** across the healthcare system to achieve net carbon zero and sustainable ways of working.

The Trust is dedicated to addressing climate change as a core public health responsibility through strategic planning, strong partnerships, and continuous effort towards a more sustainable future.

ABOUT US

Sandwell and West Birmingham NHS Trust is an integrated care organisation. We are dedicated to improving the lives of local people, to maintaining an outstanding reputation for teaching and education, and to embedding innovation and research.

We employ over 8,000 people and spend around £700 million of public money, largely drawn from the Integrated Care Boards (ICBs) which serve the Sandwell and West Birmingham areas. The ICBs and the Trust are responsible for the care of 530,000 local people from across North-West Birmingham and all the towns within Sandwell.

Our teams are committed to providing compassionate, high quality care from the Midland Metropolitan University Hospital (MMUH) in Smethwick, City Health Campus (formerly City Hospital) on Birmingham’s Dudley Road, from Sandwell Health Campus (formerly Sandwell Hospital) in West Bromwich, and from our intermediate care hubs at Rowley Regis and Leasowes in Smethwick.

The Trust includes the Birmingham and Midland Eye Centre (a supra-regional eye hospital), as well as the Pan-Birmingham Gynae-Cancer Centre, our Sickle Cell and Thalassaemia Centre, and the regional base for the National Poisons Information Service.

Inpatient paediatrics, most general surgery, and our stroke specialist centre are located at The Midland Met. We have significant academic departments in cardiology, rheumatology, ophthalmology, and neurology.

Our community teams deliver care across Sandwell providing integrated services in GP practices and at home, and offering both general and specialist home care for adults, in nursing homes and hospice locations.

WHY DO WE NEED A GREEN PLAN?

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

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

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

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

We published our first Green Plan in 2022; this refresh continues that journey, building on good practice and further embedding sustainability within the Trust. We have developed our Green Plan to be inclusive and representative whilst responding to a rapidly changing world. Sustainable healthcare will help our budgets stretch further; it contributes towards the green ambitions of region and aligns with prevention to further reduce pressure on health services.

INTRODUCTION

Our key overarching aims across the Trusts are:

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



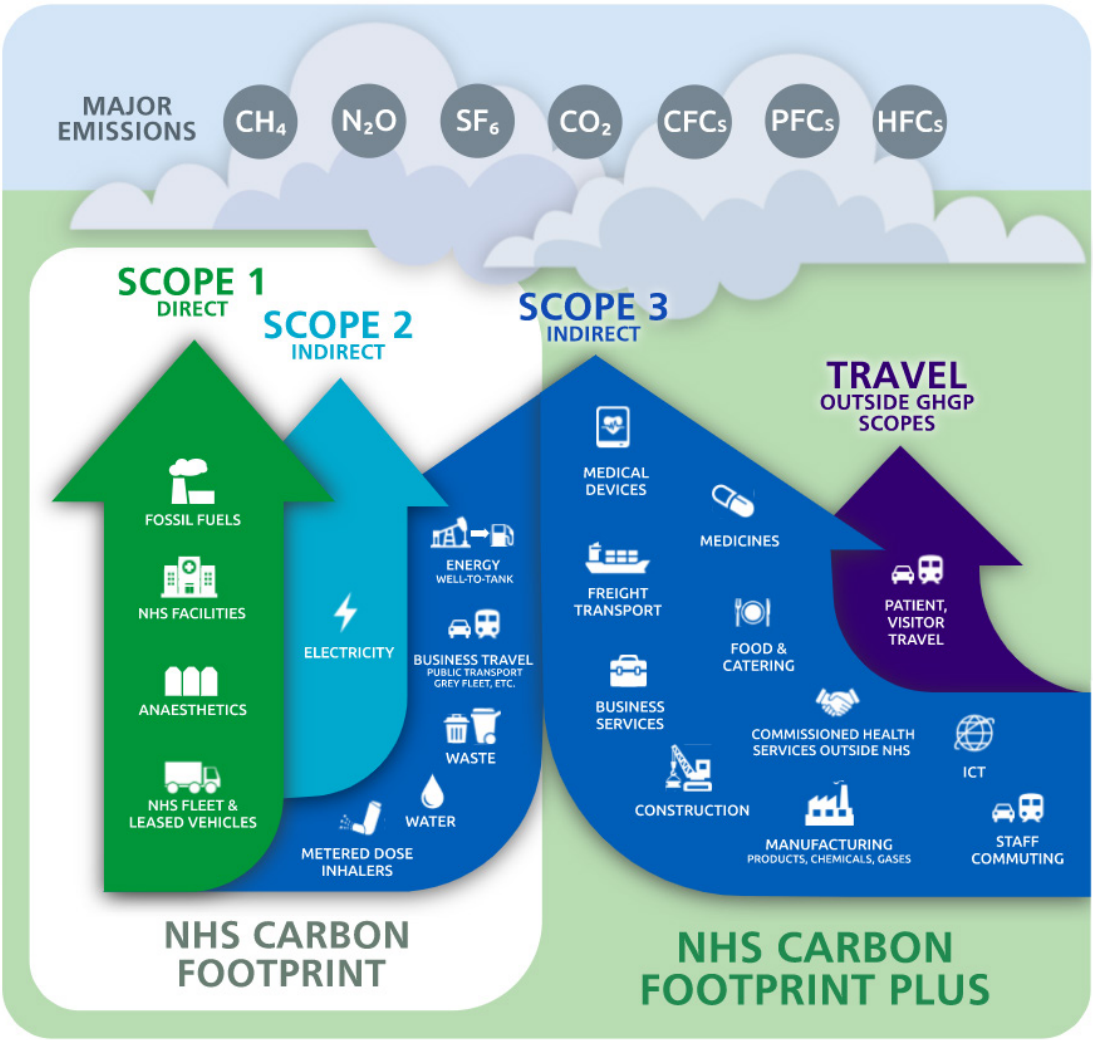
Our Green Strategic Plan was Trust Board approved in January 2022. This plan aligns to our ‘population’ based strategic objective, empowering others at local and national levels to positively contribute to sustainable development and public health. This is a refresh of the Green Strategic Plan (launched in 2022) and outlines our sustainability strategy for 2025. to 2028.

OUR PROGRESS SO FAR

We have aligned our targets with the NHS ambitions. As a minimum, we will:

- Reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032 for the emissions we control directly (the ‘NHS Carbon Footprint’),
- Reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039 for the emissions we can influence (the ‘NHS Carbon Footprint Plus’).

Figure 1: Carbon emission scopes in the context of the NHS (NHS England, Delivering a net zero NHS, 2022).



The total scope 1, 2 and 3 emissions for the Trust are estimated to be 198,102 tCO2e (using 2022/23 data). Scope 3 emissions make up the largest proportion of the Trust emissions at approximately 92%. Figure 1 below shows the Trust total carbon emissions by scope. Figure 2 show the breakdown of emissions.

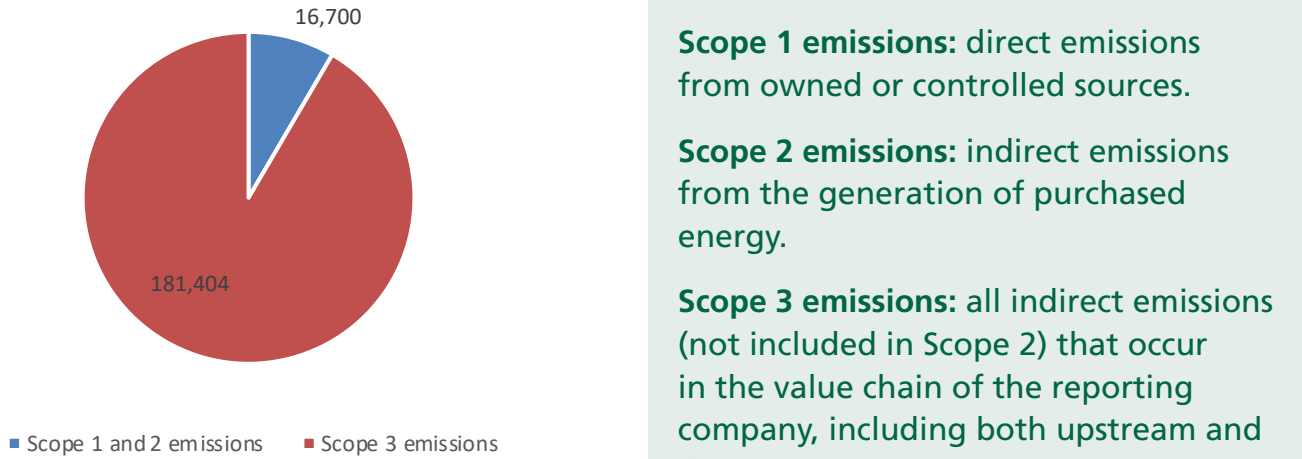


Figure 2: Trust Carbon Emissions for Scope 1 and 2, 2022-2023 (in tonnes of carbon)

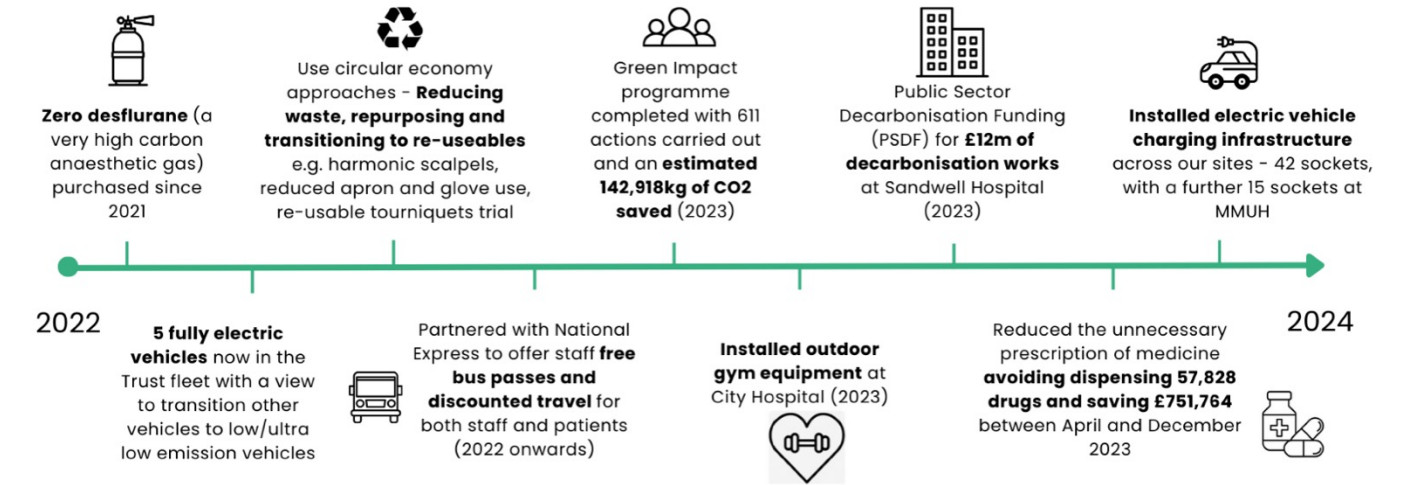
Since 2019/20, the Trust has reduced its energy-related carbon emissions by 5.74%. This measurement includes data up to and including the 2023/24 financial year. For us to meet the net zero target, we need to reduce emissions by a further 7.1% each year, or 1,2430 tCO2.

Momentum with our Green Plan has really grown over the last four years, with more staff becoming engaged and joining our ‘Green Impact’ environmental staff engagement programme.

We have received significant funding to support decarbonising our Sandwell Health Campus, and additional funding for solar panels and LED lighting upgrades.

We have also strengthened partnerships with local authorities and transport providers to offer eligible staff and patients free bus travel.

Since launching the Green Strategic Plan in 2022, we have achieved the following:



STAKEHOLDERS

Delivery of the Green Plan cannot be achieved in isolation. We will therefore continue to work closely with our system partners and proactively engage with a broad range of stakeholders. This includes seeking collaborative opportunities with local authorities, universities, transport providers, third-sector organisations, and industry partners to support the delivery of Green Plan actions. We will also explore alternative funding streams to invest in our estate, accelerate innovation, and strengthen progress towards net zero.

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

AREAS OF FOCUS



Our People, Workforce & Leadership

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



Estates & Facilities

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



Travel & Transport

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



Medicines

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



Food & Nutrition

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



Net Zero Clinical Transformation

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



Digital Transformation

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



Climate Change Adaptation

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



Supply Chain & Procurement

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



OUR PEOPLE, WORKFORCE & LEADERSHIP

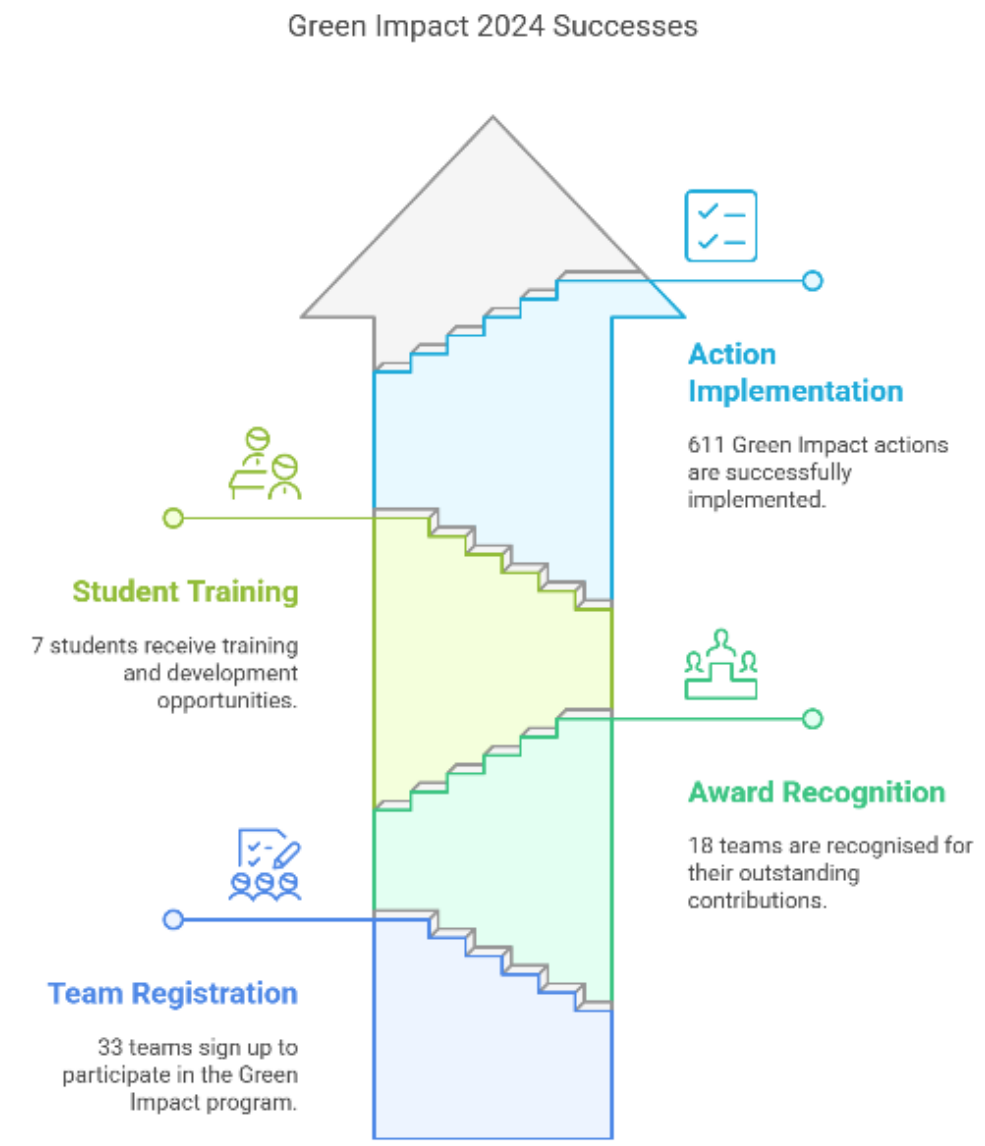
Sustainable healthcare and the transition to a net zero must be driven by people - the communities we serve and our colleagues. There is strong support from NHS colleagues to tackle climate change.

We aim to encourage and inspire staff, local population and wider stakeholders to implement good environmental practices.

We have:

- Developed plans to support sustainability from a strategic stance, allowing for further funding bid opportunities and further engagement across the Trust to ensure that the importance of sustainability is engrained and supported from Board and Executive Directors.
- ‘Green Impact’, our programme to engage staff in sustainable practices, is in its 5th year and has seen increasing participation and actions completed each year. See Figure 4 for a summary of the 2024 Green Impact success, including the teams completing 611 actions over 7 months. This resulted in estimated carbon savings of 142,918kg.
- Rewarded and incentives staff for participation in active and sustainable lifestyles such as healthy meal vouchers offered to incentivise walking and cycling and a free hot drink to reward new registrations to Kinto (our car sharing, walking and cycling buddy-up app).
- Worked in partnership with Transport for West Midlands (TfWM) to offer a range of discounts and free bus passes for new starters and wider colleagues.
- Between January 2023 and January 2024, 450 staff received a free 4-week bus pass, promoting a shift towards greener travel.
- Provided staff to manage sustainability activities - Head of Sustainability, Waste and Decommissioning Manager in post, and our FM provider has a Trust dedicated Energy Manager.
- Partnered with the University of Birmingham for 10 years to support a student every year on sustainability related projects.

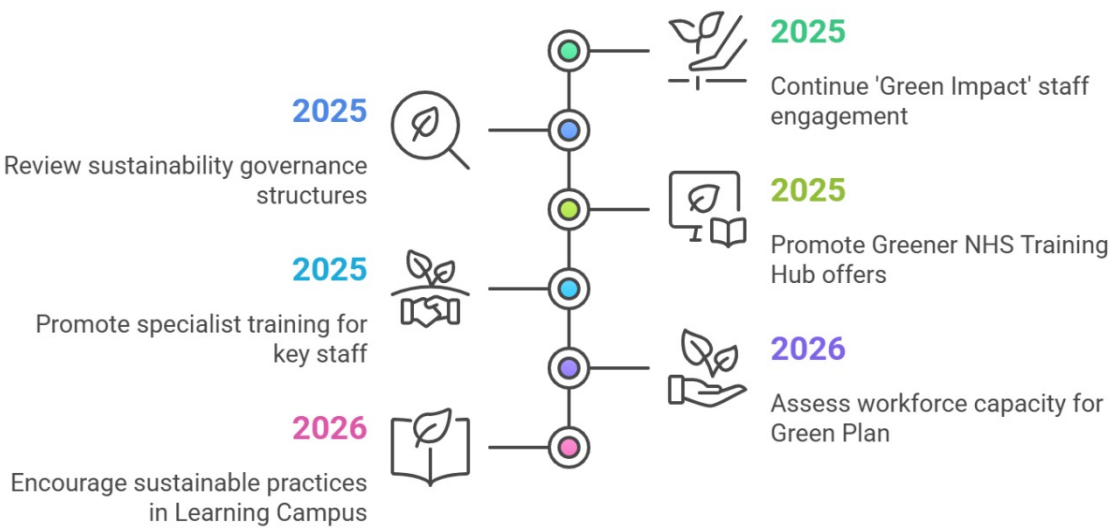
Figure 3: A summary of the 2024 Green Impact success



WE WILL

- From 2025, we will continue to deliver our 'Green Impact' staff engagement programme, offering colleagues an opportunity to work together in teams to complete environmental actions that make a difference.
- In 2025, we will add content on the importance of sustainability at the Trust in the employer description for all job descriptions. This will set a precedent that sustainability is focal to the work we do.
- In 2025, we will review existing sustainability governance structures and networks to ensure these are fit for purpose. We will ensure we have a designated board-level net zero lead to oversee the Green Plan delivery, with clearly identified operational support.
- By the end of 2025, we will promote, and consider setting uptake targets for, core training offers set out on the Greener NHS Training Hub.
- By the end of 2025, we will promote specialist training for staff groups who underpin the delivery of the Green Plan, such as board members, procurement, finance, estates and facilities staff and clinicians.
- By the end of 2026, we will have assessed our workforce capacity and skill requirements for delivering the Green Plan, considering good practice examples such as hybrid roles, apprenticeships, fellowships and NHS estates sustainability career pathways.
- From 2026, we will encourage sustainable practices into our new Learning Campus (due to be completed in 2026) that will provide a major new education and skills resource, covering training from entry-level to Level 7 skills, linked to the new hospital, and focused on widening participation in education, as well as targeting hard-to-reach groups.

Figure 4: Our people, workforce and leadership key sustainability plans



Some of our Green Impact teams taking sustainable actions



Some of our Green Impact teams collecting their awards



KEY PERFORMANCE INDICATORS

- Green Impact staff engagement programme in place.
- Number of Green Impact teams registered and number of actions completed per year by the teams.
- Designated board-level lead for net zero and clinical net zero lead in place.
- Green Plan tracker developed to monitor progress.
- Number of colleagues undertaking sustainability training.

RISKS

- Resource and dedicated time for colleagues to deliver actions and projects in Green Impact.
- Time and availability of colleagues for training.
- Capacity of teams to deliver the actions in the Green Plan.



Sustainability Garden Party event to engage staff and the public on sustainability

ESTATES & FACILITIES

There are significant opportunities across the NHS estate to reduce emissions and lower costs, while improving energy resilience and patient care.

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

Estates and Facilities is an important part of the Green Plan and the delivery of our carbon reductions.

Across the two Trusts, SWBT and DGFT, 88% of our NHS Carbon Footprint is from our building energy; electricity, gas, and oil. Action in this area is critical in achieving our net-zero ambition.

We will measure and report significant carbon emissions on an annual basis.

WE HAVE

- Successfully bid for £12.5m Public Sector Decarbonisation Scheme (PSDS) funding for heat decarbonisation and energy efficiency measures at Sandwell Health Campus.
- Mapped our Scope 1, 2 and 3 carbon emissions for 2022-23 (covering energy, buildings, medicines, travel, supply chain, and wider).
- Worked with a consultancy to develop Excel based decarbonisation intervention tool has been developed for the estate. The tool will allow the scope 1 and 2 emissions source usage data to be entered annually to keep track of the ongoing annual emissions for the estate. It has a high-level, integral decarbonisation intervention planner focused on the buildings located on the Sandwell Health Campus, City Health Campus, Leasowes and Rowley Regis sites.
- Successfully bid for NHS Energy Efficiency Fund (NEEF) funding of over £838,000 for solar panel schemes, LED lighting upgrades and Building Management System (BMS) upgrades.
- Ensured future new build or refurbishment projects follow the guidance set out in HTM 07-07 Environment and Sustainability; planning, design, construction and refurbishment.
- Moved towards on-site renewable energy with solar PV installed at our City Health Campus, Sandwell Health Campus, and Rowley Regis Hospital sites and MMUH.

WE WILL

- In 2025, we will develop a Heat Decarbonisation Plan (HDP) that will focus on transition away from fossil-fuel as a primary heating source by 2032, with a view to remove all oil primary heating systems by 2028. This will be used as a business case to apply for funding.
- As part of our HDP, we will put in place a programme of works to roll out LED lighting to



all accessible areas across the retained estate.

- We will work in partnership with local authorities, organisations and wider to connect to a future energy from waste district heating network.
- In 2025, we will invest in on-site renewable energy to generate electricity on our sites by installing solar panels. We aim to generate over 330,000 KWH of renewable electricity per year on site before 2026.
- In 2025, we will deliver the projects specified in the Public Sector Decarbonisation Funding (PSDF) bid for energy efficiency adaptations projects at Sandwell Health Campus, reducing carbon emissions by 2,000 tonnes each year. This will include:
 - Installation of a heat pump system to provide low carbon heating and Domestic Hot Water (DHW),
 - Replacement of windows,
 - Upgrading three elevations of the Tower Block thermal envelope with a new cladding/window system,
 - Replacement of the Tower Block failed roof insulation/coverings,
 - Replacement of 1,377 fluorescent light fittings with new energy efficient LED fittings.
- By the end of 2026, we will open our 'Learning Campus' at MMUH. This aims to be our first, purpose built Net Zero building.
- Improve the ground maintenance programme to increase biodiversity on site.
- Improve waste segregation and compliance by aiming for a 20-20-60 waste split – 20% incineration (yellow bag) waste, 20% infectious (orange bag) and 60% offensive waste.

Figure 5: Key actions for our estates and facilities.

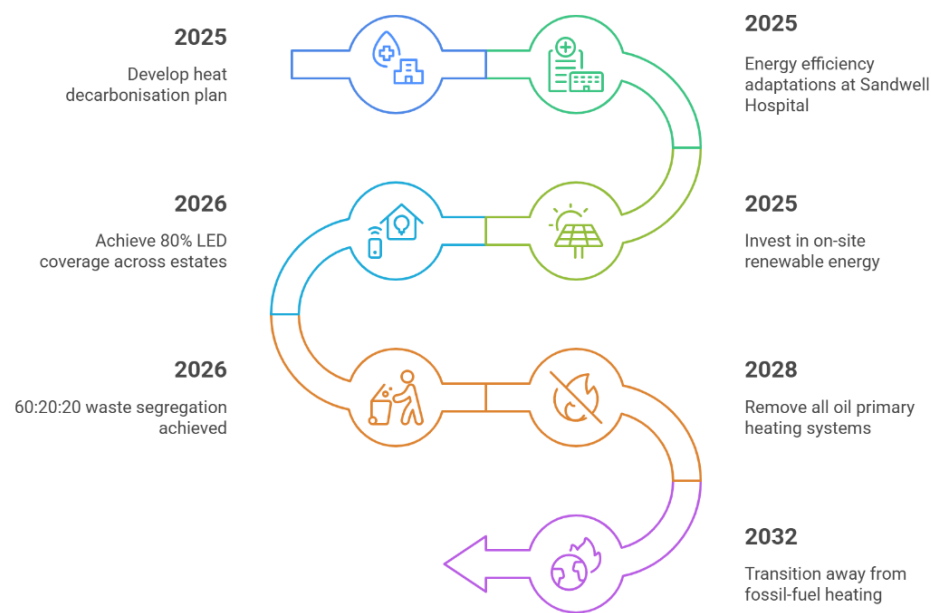
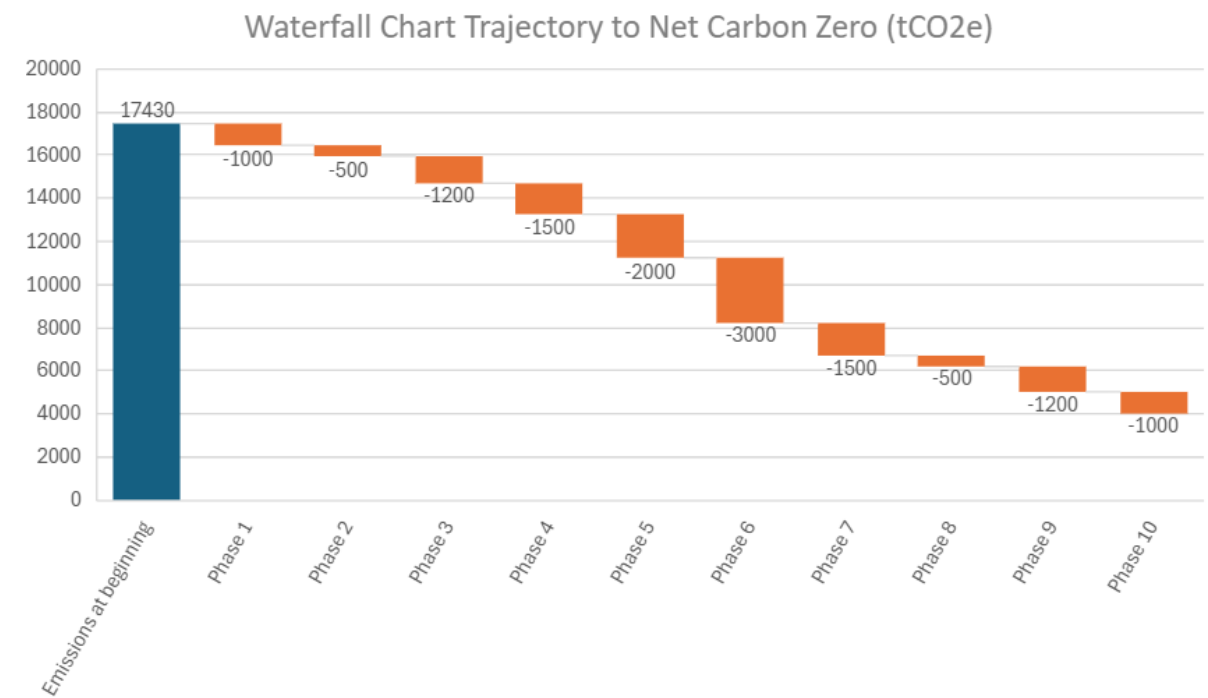


Figure 6: Waterfall chart showing some of the potential energy efficiency projects the Trust will consider to reach net carbon zero.



The waterfall chart in figure 6 shows some of the phased energy efficiency projects that have been completed, those that are in development and those that are proposed (subject to funding). These will reduce the Trusts annual energy related carbon emissions by 13,400 tonnes. The waterfall chart has been split into the following phases:

- PHASE 1:** Site rationalisation (2024)
- PHASE 2:** Site rationalisation with energy optimisation
- PHASE 3:** Site rationalisation with no energy optimisation (2025)
- PHASE 4:** Energy optimisation (2025)
- PHASE 5:** Energy optimisation (2025-2026)
- PHASE 6:** Removal of gas reliance (2026-2027)
- PHASE 7:** Connect to a district heating network (2028+)
- PHASE 8:** Hydrogen transition where feasible (2030+)
- PHASE 9:** Further renewable energy generation (2030+)
- PHASE 10:** Carbon offsetting (if required) (2035+)



KEY PERFORMANCE INDICATORS

- Heat Decarbonisation Plan (HDP) developed, with a plan to decarbonise the Trust estates.
- Partnerships are in place and cross-organisation working.
- Delivery of the Public Sector Decarbonisation Scheme (PSDS) funding for energy efficiency adaptations projects.
- Percentage area of lawn with reduced lawn mowing.
- Improved waste segregation and compliance by aiming for a 20-20-60 waste split – 20% incineration (yellow bag) waste, 20% infectious (orange bag) and 60% offensive waste.
- Generate over 300,000 kWh of solar PV renewable electricity per year generated on our sites by 2026.

RISKS

- No funding available through the Public Sector Decarbonisation Funding (PSDF) from 2025.
- Lack of internal resource and funding to deliver the Heat Decarbonisation Plan (HDP) and related energy efficiency schemes.
- Waste segregation reliant on engagement of colleagues.



The Commons Garden at MMUH, a wonderful additonal space on our estate.

TRAVEL & TRANSPORT

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

We will encourage active and sustainable modes of travel and transition to low emission vehicles. We will align our plans to the NHS Net zero travel and transport strategy, a roadmap that to decarbonising NHS travel and transport, while also providing cost-saving and health benefits.

WE HAVE

- Installed significant electric vehicle charging infrastructure across our estates. Between June 2024 and June 2025, the electric vehicle charged points have supported 589 drivers and saved 91,534 kg of carbon.
- 5 fully electric fleet vehicles, with a view to transition the other vehicles to low/ultra-low emission vehicles.
- Supported staff and patients in transitioning towards more sustainable travel. 26% of non-bus users were converted into bus users. Working in partnership with Transport for West Midlands, we now offer:
 - A free 4-week bus pass for all new starters,
 - Opportunities for eligible staff to access a 4-week free bus pass, followed by 8 weeks at 25% discount,
 - A 1-week free bus pass for eligible patients, or 25% discount on Daysaver tickets for patients
- Implemented our car sharing scheme, with Kinto, to allow colleagues to car share.
- Produced a Travel Plan in accordance with the NHS Net Zero Document, conducting annual staff travel surveys to explore how we can better support colleagues with travel to work.
- Chaired the ICS NHS Greener Sustainable Travel and Transport Group, sharing best practice, any issues and working to develop partnerships.
- Ran annual staff travel surveys and a new patient and visitor survey to capture travel habits and inform how we can better support people with travel to our sites.
- Installed air quality monitors at Sandwell Health Campus and MMUH to monitor the quality of air around our sites.





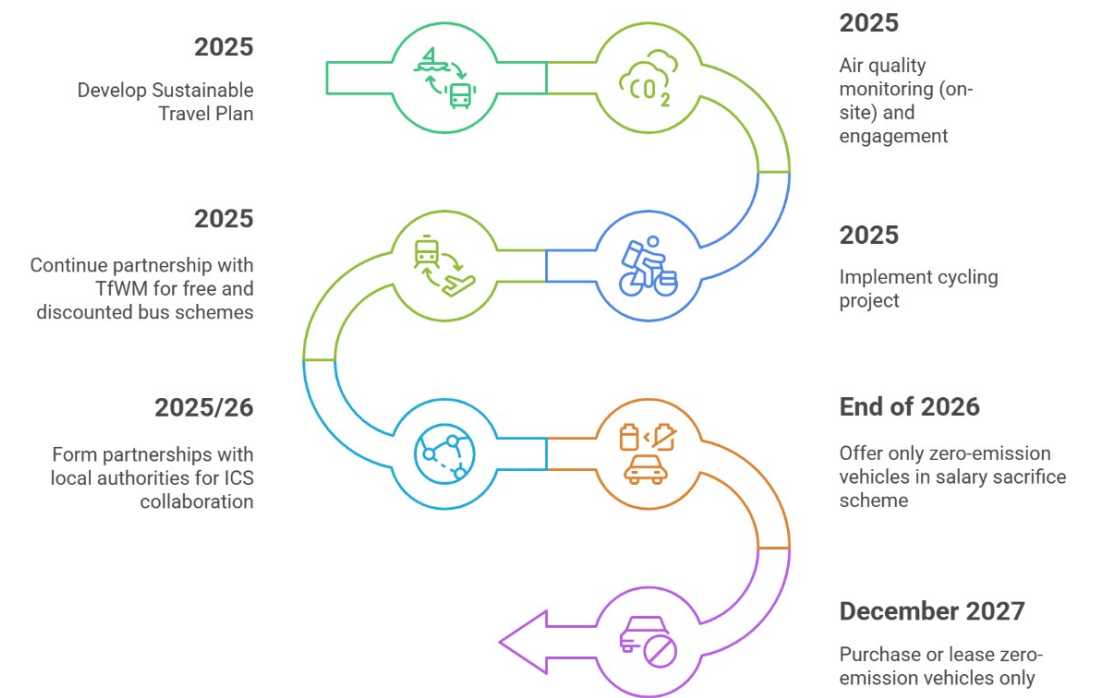
A bus pulling into MMUH.

Electric vehicle charging points at City Health Campus.

WE WILL

- In 2025, we will develop a Sustainable Travel Plan, ahead of the December 2026 NHS guidance. This Travel Plan will have a detailed action plan with potential measures focusing principally on promoting alternative forms of travel to single occupancy car drivers. This includes assisting in the development of feasible alternatives and therefore will include options for encouraging active travel, public transport and car sharing.
- From 2025, we will continue to monitor air quality and engage our stakeholders on the linkages between air quality and health.
- In 2025, we will run cycling projects aimed at supporting staff and patients in cycling activities, including:
 - A project with our cardiology team to support with patient rehabilitation,
 - An e-bike pool bike scheme allowing staff to hire out an e-bike free of charge to get to/from work.
- In 2025, we will continue to run schemes in partnership with Transport for West Midlands to provide free trial bus passes and discounted bus travel to staff and patients.
- In 2025/26, we will continue to form partnerships with local authorities, local transport authorities, and West Midlands Ambulance Service (WMAS) to ensure alignment, access to funding and collaboration, across the Integrated Care System (ICS) and other regions.
- From the end of 2026, we will only offer zero-emission vehicles through our vehicle salary sacrifice scheme for new lease arrangements. The current scheme only allows for ultra-Low Emission Vehicles (ULEVs) (i.e. vehicles that emit less than 75g CO₂/km).
- From December 2027 onwards we plan to purchase, or enter new lease arrangements, for zero-emission vehicles only.

Figure 7: A summary of the travel and transport actions.



KEY PERFORMANCE INDICATORS

- Sustainable Travel Plan developed, with SMART targets.
- Cycling programmes in place to support colleagues.
- Partnership programmes in place, e.g. Transport for West Midlands free bus passes trials and discounted bus travel to staff and patients.
- Only zero-emission vehicles offered through the Trust vehicle salary sacrifice scheme for new lease arrangements.
- Purchase, or enter, new lease arrangements for zero emission vehicles only.

RISKS

- Lack of resource to deliver the actions in the Sustainable Travel Plan.
- Lack of engagement and support from partners to deliver sustainable travel schemes.
- Lack of appetite for people to transition to sustainable and active modes of travel.



MEDICINES

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

We will enable care pathways that improve patient outcomes whilst reducing resource use and carbon emissions.

WE HAVE

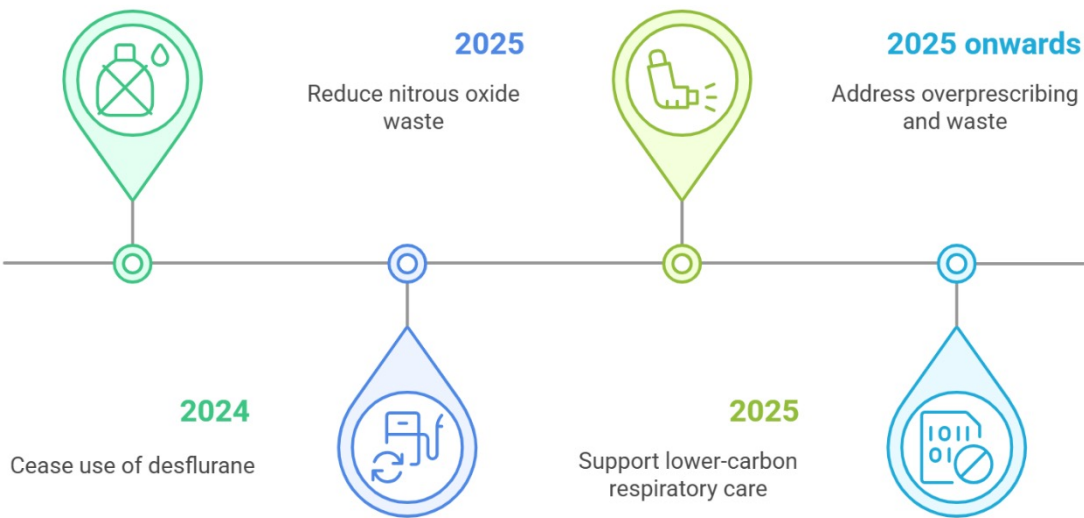
- Collaborated with the ICS to support engagement to help inform clinicians and patients to make environmentally positive decisions.
- Ran in-house and ICS engagement ‘lunch and learn’ sessions with guest speakers to engage colleagues on the importance of assessing inhaler technique and prescribing, where clinically appropriate, Dry Power Inhalers (DPI) which have a much lower carbon impact than Meter Dose Inhalers (MDIs).
- Established a Greener Theatres Working Group with an action plan to drive moving to greener ways of working.
- Ensured zero desflurane (a very high carbon anaesthetic gas with a potent global warming potential) purchased since 2021. Sevoflurane is the primary anaesthetic gas used across the Trust. Sevoflurane is one of the lowest carbon inhalational anaesthetic agents.

WE WILL

- Continuing to cease the use of desflurane in line with [national guidance](#), unless there are exceptional circumstances.
- In 2025, we will put in place actions to reduce nitrous oxide waste from medical gas pipeline systems (MGPS), adopting a phased approach based on clinical audits. We will reduce our reliance on nitrous oxide manifold systems, decommissioning these where possible. We will focus efforts on the retained estate initially where systems may be sized based on previous clinical usage and where there is greater potential to reduce waste.
- In 2025, we will 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.
- From 2025 onwards, we will support system-wide action to address over prescribing and oversupply.

- We will reduce pharmaceuticals waste by implementing automated control and ‘Scan4Safety’. ‘Scan4Safety’ technology will help track the movements of patients, medicines and equipment contributing significantly to inventory management.
- We will support avoidance of stock discrepancies and excess stock held.

Figure 8: Key deliverables for medicines.



KEY PERFORMANCE INDICATORS

- Zero desflurane usage, alongside monitoring of anaesthetic gases and the carbon impacts.
- Reduced reliance on nitrous oxide manifolds to reduce wastage from the pipelines, saving costs and carbon.
- Tracking inhaler prescribing trends and engagement with staff and patients around inhaler technique and choices.
- Percentage reduction in pharmaceutical waste.

RISKS

- Medicines are heavily driven by system-wide action across primary and secondary care. It is difficult to break long-term trends and cultures of prescribing Meter Dose Inhalers (MDIs) that are high in carbon. This is also heavily driven by patient and consultant preference.
- Substantial upfront and ongoing costs for system implementation (Scan4Safety, nitrous oxide system repairs, etc.).



FOOD & NUTRITION

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

We will implement the National standards for healthcare food and drink, delivering high-quality, healthy and sustainable food and minimise waste.

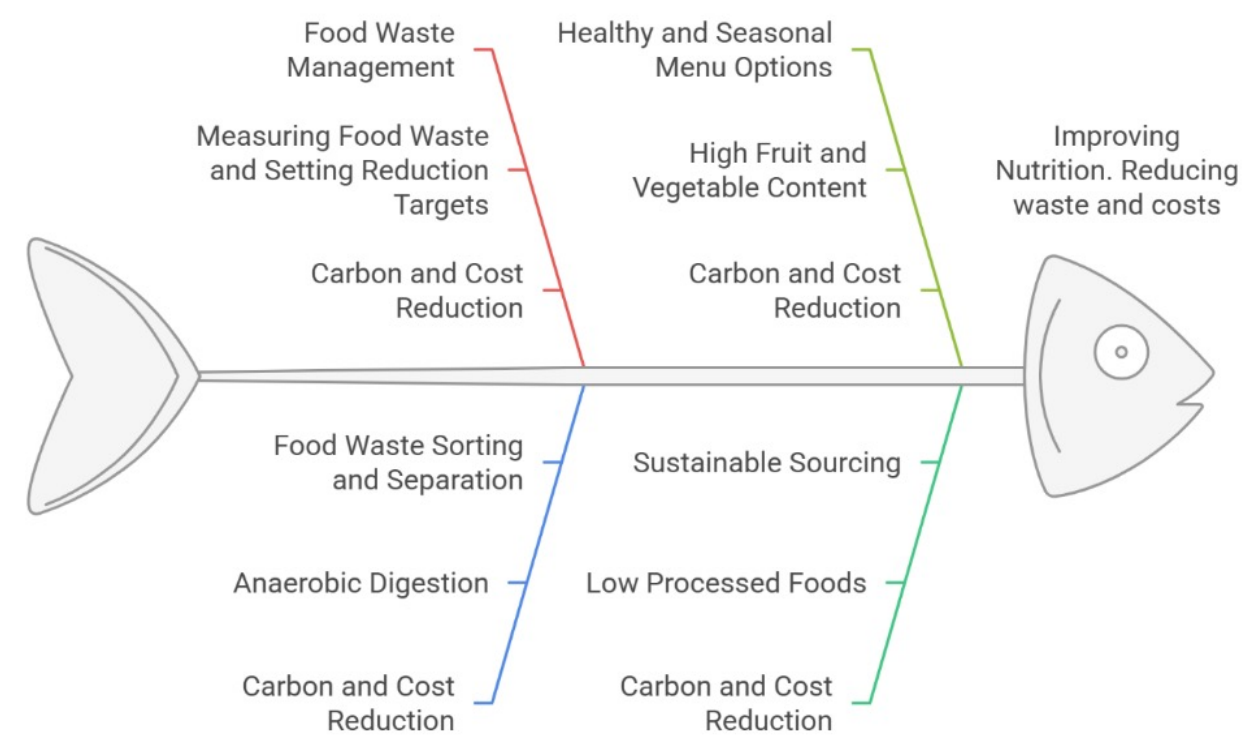
WE HAVE

- Put in place a ‘Real Junk Food’ project at City Health Campus where people can purchase surplus to use food from supermarkets that would normally be wasted.
- Purchase food as locally as possible (where procurement protocols allow).
- Adjusted the patients cook chill production numbers according to patient uptake to reduce waste.
- Identified areas via ward audit meals and electronic waste collection data where food waste levels are high. These wards have been engaged and are working to tackle food waste reduction.
- Taken part in a pilot study, working with NHS England, serving patients meals on a new style of crock plates and bowls at Rowley Regis Hospital to see if this reduces food waste.
- Transitioned to more environmentally friendly packaging in catering (e.g. sandwiches are now packed in environmentally friendly wrap and cardboard, and we have introduced paper-based products rather than plastic containers at our salad bar).
- Stopped purchasing single-use plastic stirrers, straws (unless clinically required), cutlery and plates.

WE WILL

- From 2025, we will measure food waste in line with the Estates Return Information Collection (ERIC) and set reduction targets.
- Move towards “Simpler Recycling”, the UK government initiative focused on standardising recycling practices across England. This will include separating food waste for anaerobic digestion by the end of 2025.
- From 2025, we will consider opportunities to make our menus healthier and lower carbon by supporting the provision of seasonal menus high in fruit and vegetables and low in heavily processed foods.

Figure 9: A summary of the key deliverables for food and nutrition.



KEY PERFORMANCE INDICATORS

- Percentage reduction in food waste.
- Food waste sent for anaerobic digestion.
- Percentage of seasonal and healthy food options available.

RISKS

- **Operational and cost burdens:** Implementing new waste processes and sourcing specific foods will demand significant staff time, training, and could potentially lead to increased financial costs.
- **Supply chain and menu acceptance:** Ensuring a reliable supply of seasonal, lower-carbon foods is challenging, and changes to menus could face resistance from patients and staff.
- **Compliance and data accuracy:** Gaining consistent staff compliance for waste separation and accurately measuring waste for reporting (ERIC) can be difficult, impacting the validity of targets.



NET ZERO CLINICAL TRANSFORMATION

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

Enabling patient and clinician led service redesign and embedding prevention into the development of our care models is crucial. We aim to encourage patients and staff to make lifestyle choices that will improve their health and reduce demand on the healthcare system.

WE HAVE

- Supported remote appointments for patients where possible to reduce the need for travel into hospital.
- Worked towards more optimised outpatient scheduling to reduce the number of visits to hospital sites for our patients.
- Engaged patients and utilise local partnerships to encourage healthy lifestyles.
- Transition to digital ways of working through reducing paper usage and delivering virtual care.
- Created an outdoor gym at City Health Campus so people can get active and enjoy outside space.

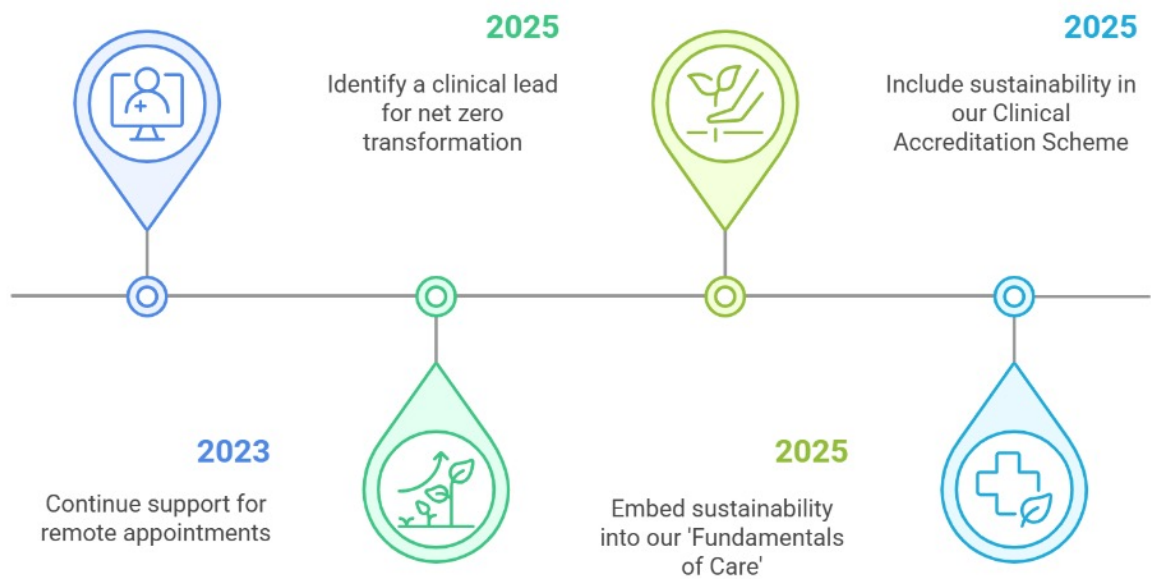


The outdoor gym at City Health Campus.

WE WILL

- From 2023, we will continue to support remote appointments for patients to reduce the need for travel into hospital.
- In 2025, we will identify a clinical lead to drive net zero clinical transformation.
- From 2025, we will embed sustainability into our **‘Fundamentals of Care’** programme. This underpins our Patient Plan as part of our Trust Strategy; it sets out how the interdisciplinary team connects and builds relationships with our patients.
- From 2025, we will include sustainability as part of the **Trust Clinical Accreditation Scheme**. This will focus on reducing emissions and improving quality of care across clinical practices, starting with the ward areas. Quality improvement projects in clinical areas will focus on a measurable reduction in emissions, with co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities. Learnings will be shared across the region and nationally. Projects will include the following expectations with audits and progression:
 - Increase participation in our Green Impact staff environmental engagement programme and the number of actions taken by the teams,
 - Reduce the unnecessary use of clinical products such as gloves, gowns and aprons,
 - Ensure waste is kept to a minimum and that waste is placed into the correct waste streams. The guidelines for NHSE clinical waste separation are a 60:20:20 split - 20% incineration waste, 20% infectious and 60% offensive waste. This will be done through staff engagement.

Figure 10: The net zero clinical transformation journey.



KEY PERFORMANCE INDICATORS

- **Remote appointment rate:** Percentage of eligible patient appointments conducted remotely.
- **Net zero clinical lead:** Confirmation of an appointed and active clinical lead for net zero transformation.
- **Clinical accreditation scheme sustainability score:** Once in place, measure the sustainability performance across clinical areas.

RISKS

- Lack of willingness to transition to remote appointments (staff and patients) or unable to run appointments remotely for more complex cases.
- Sustainability not embedded into the Trust 'Fundamentals of Care' programme due to other clinical priorities taking precedence.
- Lack of time and resource for staff to drive sustainability projects.

DIGITAL TRANSFORMATION

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

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

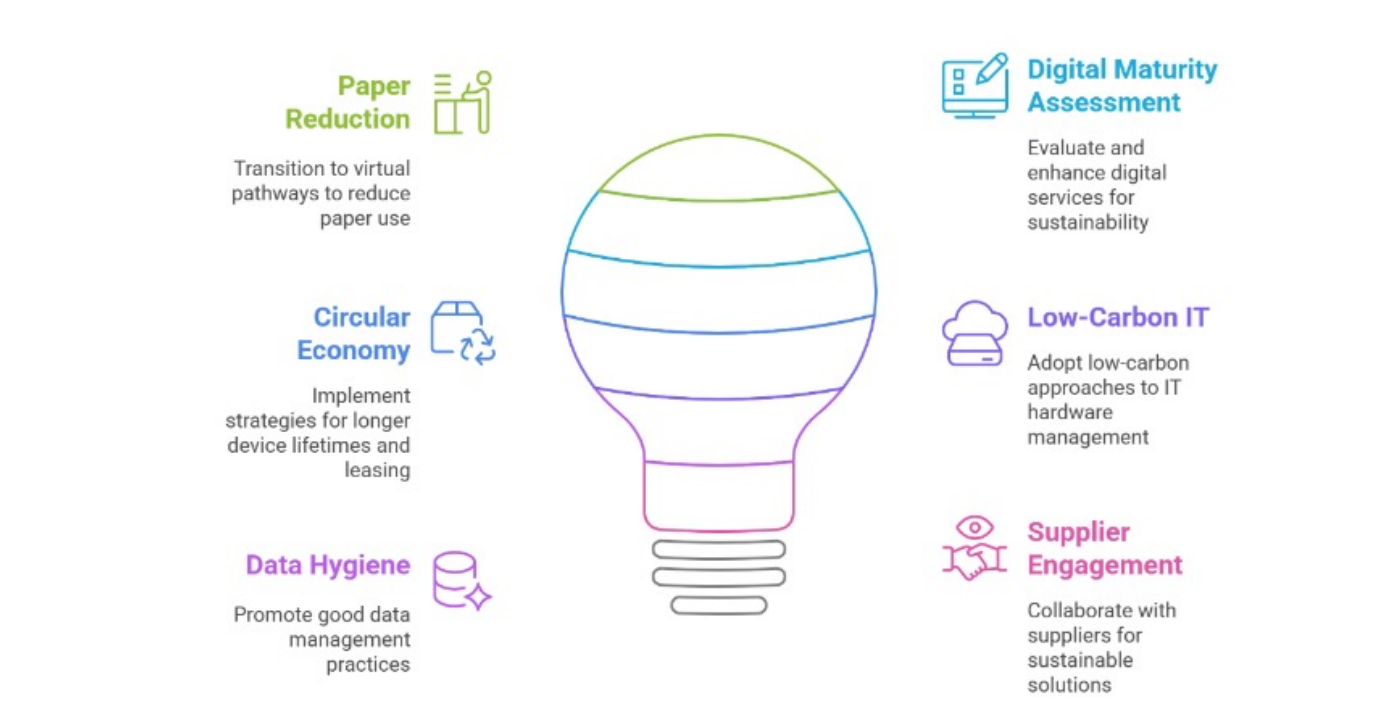
WE HAVE

- Successfully moved towards 15% of our appointments being run virtually.
- Rolled out 'one-stop shops' to improve patient pathways.
- Started rolling out 'Health Care Communications' so that patients are sent appointment information digitally, reducing resource and paper use.
- Supported and facilitated virtual ways of working for colleagues.

WE WILL

- From 2025, we will measure the impact of Virtual Wards and assess how this has reduced travel emissions.
- From 2024, we will reduce the use of paper and transition to virtual pathways where clinically appropriate to reduce emissions and improve patient care.
- By 2026, we will complete the Digital Maturity Assessment, embedding sustainability into digital services by:
- Integrate circular economy principles into our informatics, focusing on repair and reuse to minimise waste.
- Considering low carbon hosting, promoting good data hygiene (such as, deduplication and archiving) and engaging digital suppliers.

Figure 11: Digital sustainability milestones.



KEY PERFORMANCE INDICATORS

- Patient volumes and emission reductions from running ‘virtual wards’.
- Paper consumption reduction.
- Progress towards completing the Digital Maturity Assessment.
- Percentage of refurbished/remanufactured IT equipment purchased, and average device lifetime.

RISKS

- Complicated cases may reduce the feasibility of remove appointments and Virtual Wards.
- Digital pathways may lead to increase costs initially and a need to implement more systems.

CLIMATE CHANGE ADAPTATION

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

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

WE HAVE

- Designed our buildings to maximise natural and mechanical ventilation to cool areas of the building if overheating is experienced.
- Developed and executed a ‘Severe Weather Plan’ as part of emergency planning. This is reviewed regularly to ensure sustainability elements are included.
- We have developed a ‘Grounds and Gardens Plan’ to ensure green space is not build upon, reducing the risk of ‘urban heating’.

WE WILL

- Actively partner with others (e.g. local authorities, transport providers and other local and regional stakeholders), and participate in, carbon reductions and sustainability meetings to drive adaptation plans. We will share findings with partners to ensure critical information is integrated into broader emergency planning and climate adaptation planning practices.

- 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.
- Set out actions to prepare for severe weather events and improve climate resilience of local sites and services, including digital services.
- Consider 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](#).
- Write a climate adaptation plan specifically for procurement and logistics activities aligning to the sustainable development goals and using the Climate Change Risk Assessment tool.

KEY PERFORMANCE INDICATORS

- Active partners and sharing of best practice.
- Compliance with all relevant standards and contracts.
- Climate change included in the Trust resilience planning and adaptation strategies.
- Put in place a climate adaptation plan.

RISKS

- **Inter-organisational dependency & influence:** Success relies heavily on the engagement, cooperation, and capacity of external partners (local authorities, transport providers, NHS Trusts, etc.).
- **Complexity of integration & measurement:** Challenging to effectively embed climate considerations into all infrastructure decisions and procurement processes, and to accurately measure the impact of these adaptation.
- **Unforeseen climate impacts & insufficient adaptation:** Climate change effects may be more severe or rapid than anticipated, rendering current plans or infrastructure adaptations insufficient, leading to service disruption or safety issues despite effort.



SUPPLY CHAIN & PROCUREMENT

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

Whilst we cannot directly influence the demand for resources, we will embed environmental, sand economic values into our purchasing decisions. We will work alongside our suppliers and encourage them to adopt sustainable practices for the products and services they provide.

Within the organisation, our vision is to transition to whole lifecycle environmental, social and costings analysis decisions are made (i.e. long-term thinking). We strive to adopt the waste hierarchy (reduce, re-use, repurpose, recycle) across all activities and reduce the number of disposable items we procure, use and waste. We will use evidenced based practice to challenge overuse of products and look at care pathways that deliver outcomes that also save resources.

WE HAVE

- Changed to reusable baskets from polymer carrier bags, saving over 13,000 carrier bags per annum.
- Stopped using red drug round aprons, saving over 12,000 polythene aprons each year, reducing clinical waste and carbon emissions.
- Stopped using theatre ‘warm up gowns’, saving over 32,000 downs from incineration.
- Moved to re-usable tourniquets.
- Transitioned to re-manufactured devices in some departments: 25% of harmonic scalpels are repurposed saving circa £282 each time a device is purchased.
- Stopped the ordering of pulp kidney dishes and replaced these with reusable plastic trays that can be cleaned.

Figure 12: Achievements since 2022 towards greener supply chain and procurement



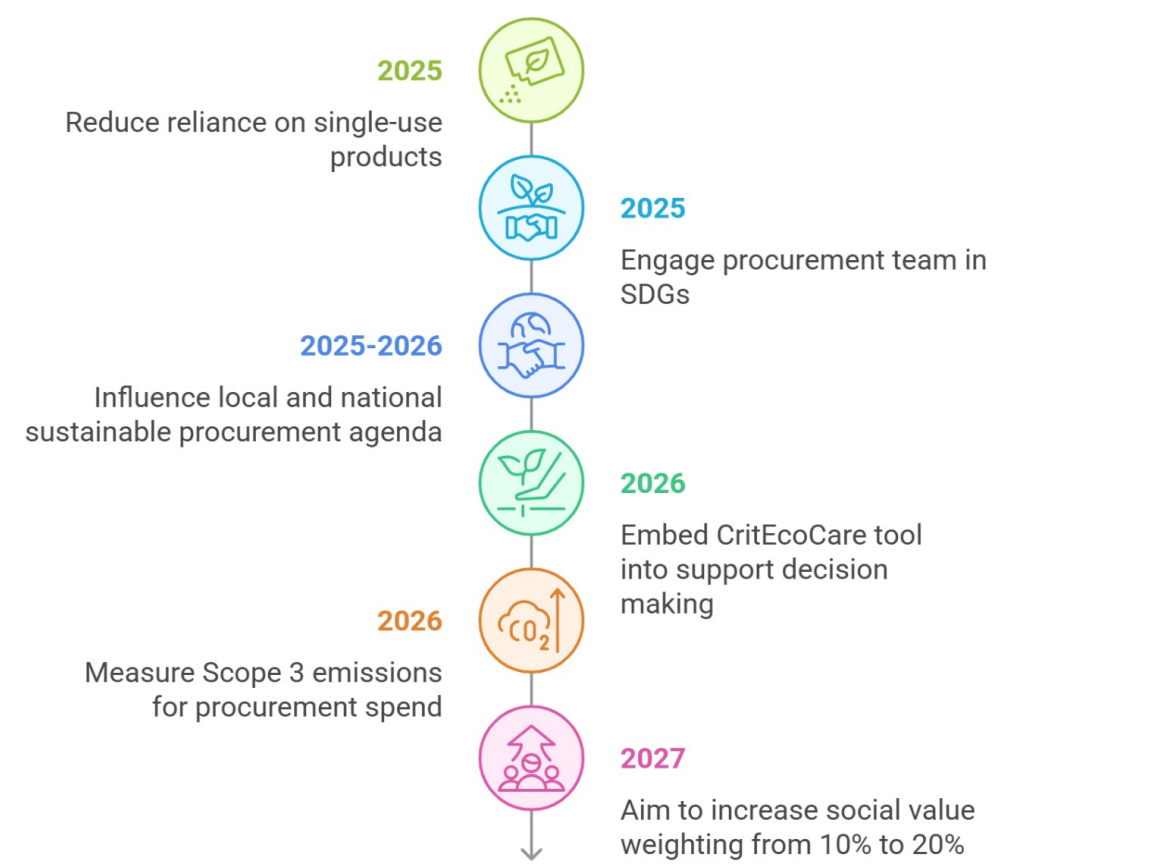
WE WILL

- Continue to reduce our reliance on single-use products, with a view to including this in our Fundamentals of Care programme and our clinical improvement projects.
- Embed NHS net zero supplier roadmap requirements into all relevant procurements and ensure they are monitored via KPIs.
- Minimise waste through circularity, opting for reusable, remanufactured or recycled solutions where feasible.
- Continue to ensure our suppliers go beyond the minimum standards and engage with the Evergreen Sustainable Supplier Assessment to support the NHS Net Zero aspirations and the Trust goals of #Morethanahospital to reduce health inequalities, including:
 - All suppliers we purchase from via frameworks will have a carbon reduction plan,
 - For all new regulated below threshold contracts above £30,000 and below the PR2024 threshold, will have a net zero commitment requirement (1 year ahead of the April 2026 mandate),
 - All tenders will continue to include a minimum of a 10% weighting for social value with a plan to increase this where proportionate.
- In 2025, we will engage the procurement team in the Sustainable Development Goals (SDGs) (United Nations, 2015) and support the senior team in completing the [Environmentally Sustainable Healthcare - elearning for healthcare](#) module on ESR.



- In 2025-2026, we will work with our partners (BC ICS, NHSE Midlands, NHSE, Local Authorities etc) to support and influence the national sustainability agenda pertaining to procurement, logistics and innovation.
- By 2026, we will embed the CritEcoCare tool into all significant or Trust wide procurement decision making. This unique tool allows buyers and suppliers to enter information about healthcare products to make comparisons beyond the carbon impact.
- By 2026, we will work with the clinical teams to influence and identify where carbon hotspots are, and which products will have the bigger impact on getting to Net Zero fastest.
- By 2026, we will measure the Scope 3 emissions of our procurement influenceable spend and set actions to reduce emissions.

Figure 13: Planned actions to support working towards a greener supply chain.



KEY PERFORMANCE INDICATORS

- **Single-use purchasing:** Reduction in single-use items purchased and a transition to reusables, remanufactured, or recycled products.
- **Net zero roadmap integration:** Percentage of relevant procurements embedding NHS Net Zero Supplier Roadmap requirements.
- **Evergreen assessment engagement:** Rate of supplier completion/progress on the Evergreen Sustainable Supplier Assessment.
- **Procurement team sustainability training:** Percentage of procurement team engaged with relevant sustainability training.
- **CritEcoCare tool adoption:** Percentage of significant procurement decisions using the CritEcoCare tool.
- **Clinical carbon hotspot engagement:** Number of clinical teams involved in identifying carbon hotspots.
- **Scope 3 procurement emissions:** Baseline and ongoing measurement of procurement influenceable Scope 3 emissions.

RISKS

- **Supply chain resilience and costs:** Reusable products may cost more in the first instance. Reliance on new, potentially smaller, or less established circular economy suppliers might introduce risks to supply chain reliability and lead times.
- **Supplier & market maturity:** Limited availability of genuinely sustainable products and supplier reluctance or inability to meet stringent new environmental criteria.
- **Staff resource:** Time needs to be allocated for training.
- **Measurement & compliance difficulty:** Challenges in accurately measuring Scope 3 emissions and ensuring consistent supplier data for compliance.



GOVERNANCE & ACCOUNTABILITY

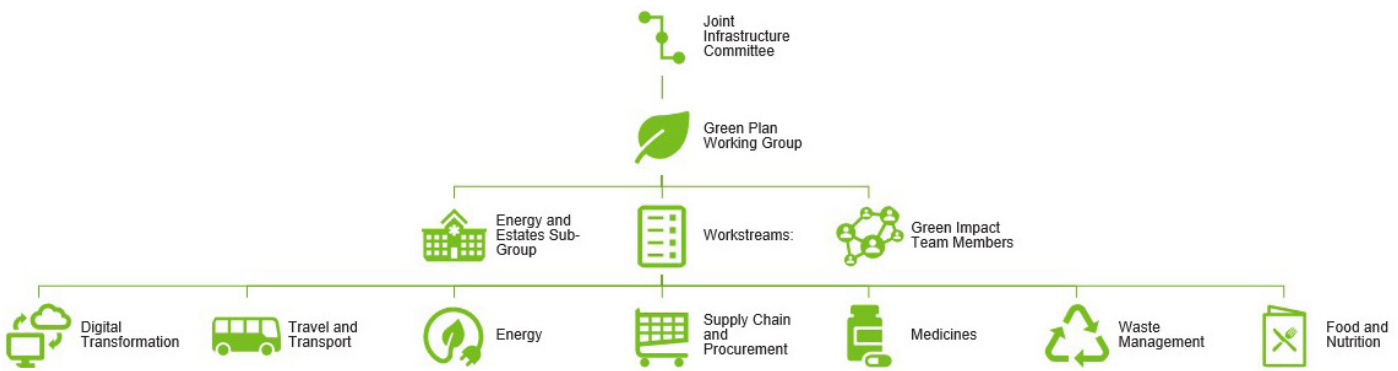
This Green Plan has been developed in alignment with the Trust objectives and agreed with the relevant working groups and committees. It is based on guidance and recommendations from NHS England.

To ensure the plan is delivered, a Green Plan Working Group will be established and will meet on a quarterly basis, reporting to the Joint Infrastructure Committee.

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

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

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



LEGISLATION

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

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

RELEVANT DOCUMENTS

[SWBT NHS Green Plan 2022 \(internal document\)](#)

[Green Plan Guidance](#)

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

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

[NHS Clinical Waste Strategy](#)

[Net Zero Travel and Transport Strategy](#)

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

[NHS Net Zero Building Standard](#)

[A Greener NHS](#)

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



GREEN PLAN 2025 - 2028

