

Green Plan Refresh 2025-8

Worcestershire Acute Hospitals Trust

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Jo Newton, Chief Strategy & Sustainability Officer - June 2025

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Introduction

Trust's Purpose and Activities

Worcestershire Acute Hospitals NHS Trust was established on 1 January 2000 and provides hospital-based services to a population of over 603,000 people in Worcestershire as well as caring for patients from surrounding counties and further afield. Services are provided from three main sites:

- Alexandra Hospital, Redditch
- Kidderminster Hospital and Treatment Centre
- Worcestershire Royal Hospital, Worcester

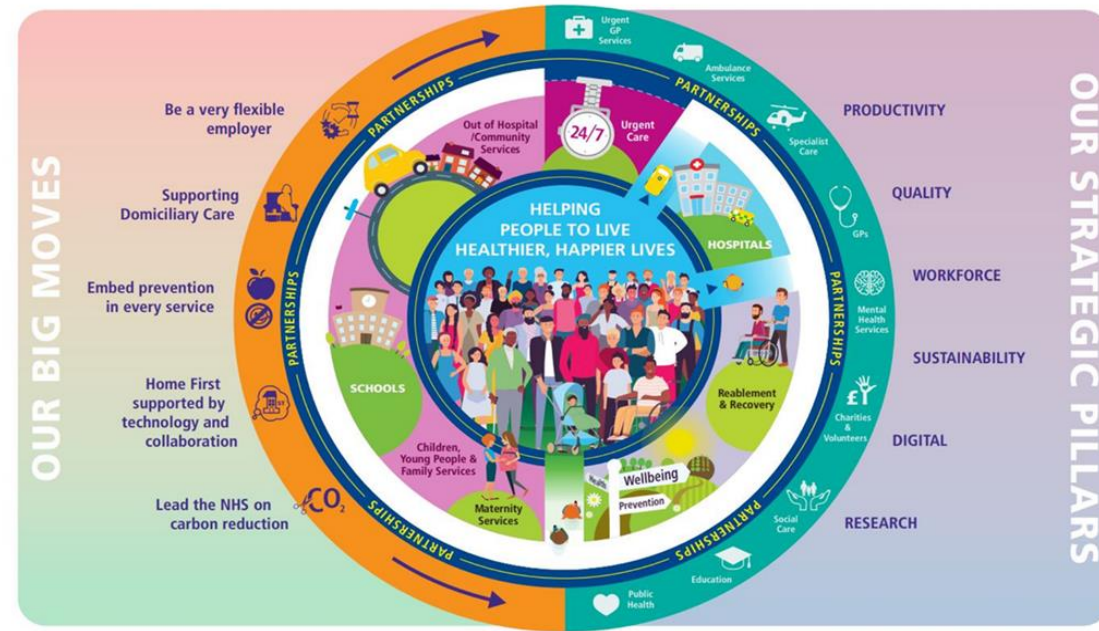
The Trust also provides community-based services in Bromsgrove, Evesham and Malvern.

The Trust has four Clinical Divisions:

Medicine, Surgery, Women's and Children & Specialised Clinical Services.

Our Foundation Group

The Trust is part of a Foundation Group with South Warwickshire NHS Foundation Trust, George Eliot Hospitals NHS Trust and Worcestershire Acute Hospitals NHS Trust with a single Chief Executive Officer and Chairman. All four organisations face similar challenges and have a common strategic vision for how these can be solved. The Foundation Group model retains the identity of each individual trust whilst strengthening the opportunities available to secure a sustainable future for local health services and providing a platform to share best practice and improve whole system patient pathways.



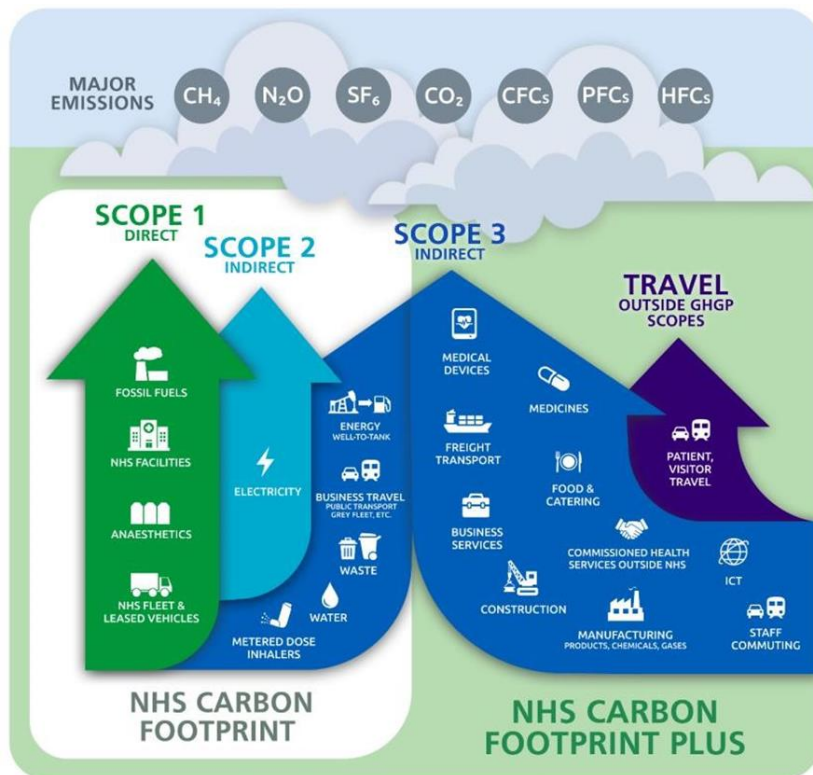
Lead the NHS on carbon reduction is one of the six Big Moves adopted by us as part of the Foundation Group. As a group we share best practice approaches on the Green agenda and review our progress collectively on an annual basis



NHSE Net Zero Commitment

Over the period of the first plan, significant progress has been made at national and local level:

- over £1 billion in funding secured by NHS trusts through the Public Sector Decarbonisation Scheme (PSDS), which is expected to reduce NHS energy costs by over £260 million a year
- NHS-wide decommissioning of desflurane, an environmentally damaging anaesthetic gas with a higher global warming potential than its readily available alternatives
- ongoing reduction in waste from nitrous oxide, responsible for the largest overall volume of emissions from anaesthetic and medical gases, saving around £5 million annually
- progressing high-quality, lower-carbon respiratory care supporting patients to improve their lung health while reducing inhaler emissions by around 300 kilotonnes of carbon (Kt/CO₂e) a year
- the introduction of requirements for NHS suppliers to disclose their emissions and publish a carbon reduction plan, in line with the NHS Net Zero Supplier Roadmap



Scope 1 & 2 Emissions

The NHS has set legally binding targets to achieve net zero carbon by 2040 (emissions under NHS direct control), with an ambition for 80% reduction by 2028-2032

Scope 3 Emissions

For the NHS Carbon Footprint Plus, (which includes our wider supply chain), net zero by 2045, with an ambition for an interim 80% reduction by 2036-2039

We have refreshed our Trust strategy in 2025 which aligns well with the aims of delivering carbon net zero.

Specifically:

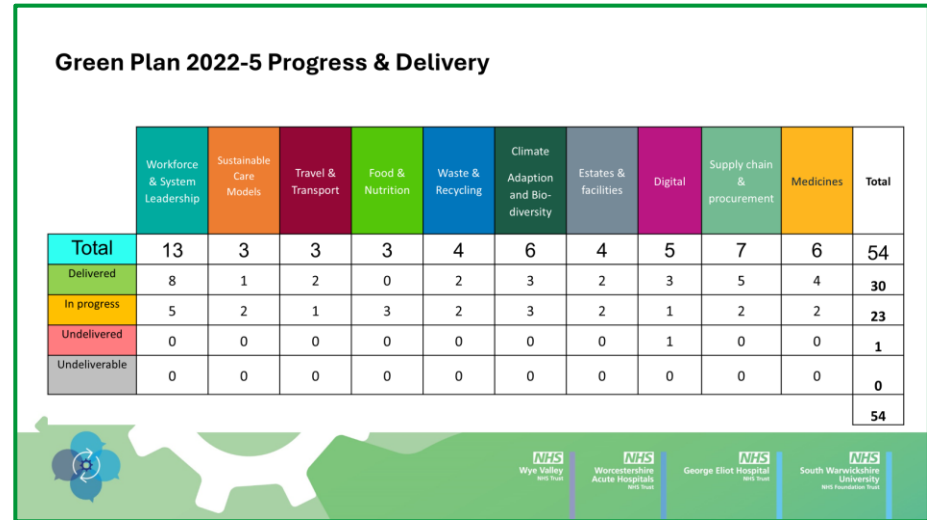
- **People** - Generation Z and colleagues who have a passion for Green issues feel empowered to make improvements which supports recruitment and retention of our staff
- **Patients** – there is strong and emerging evidence between health inequalities and the quality of our environment e.g. air quality and access to green space. This can affect the frequency and severity of visits to ED for conditions such as asthma, cardiac disease and stroke.
- **Collaboration** – the expertise to deliver the Green agenda extends beyond our staff colleagues and works best using a collaborative approach that leverages place-based initiatives with public sector partners as well as technical expertise
- **Excellence** – the logic model for delivery of quality by reducing waste applies equally to the Green dividend. Harnessing the same improvement philosophy and approaches can both enthuse and engage staff to achieve our vision
- **Effectiveness** – reducing waste will help drive our efficiency and productivity requirement and help deliver our sustainability in terms of resource use and value to the taxpayer

Our Strategy & Values

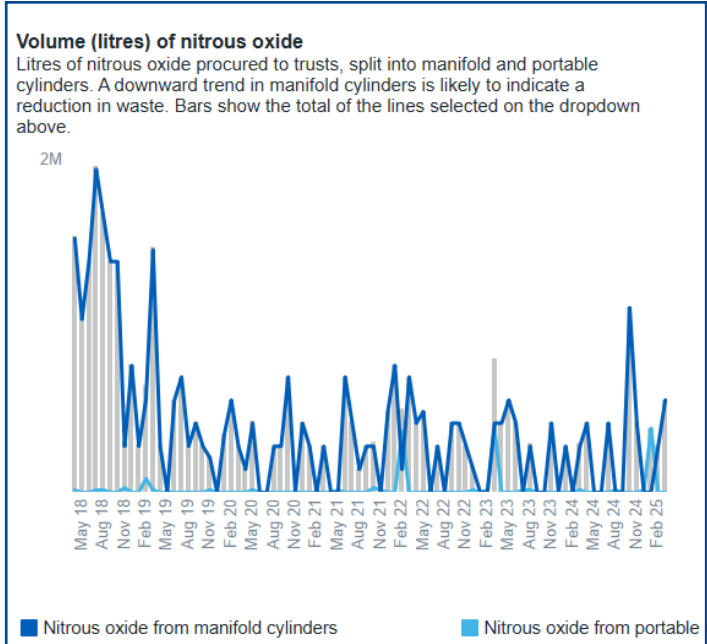
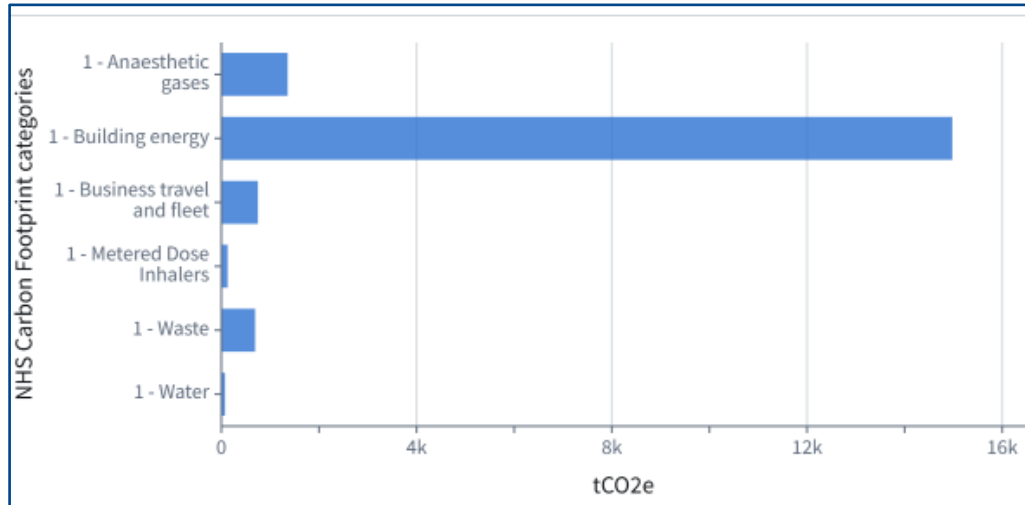


Delivery against Green Plan 2022-25

We delivered 30 of our 54 objectives with the remaining 23 in progress.
 1 objective was undeliverable due to slippage on car parking.
 Post COVID reprioritization, a focus on operational flow, industrial action and slippage on capital projects caused delivery delays.
We have achieved a 34% reduction in our carbon footprint versus 25% target since 2019/20 baseline.
 Our **class leading** transfer to less wasteful portable cylinders is leading to reduced consumption



Trust Carbon Footprint	19/20 Baseline tCO2e	23/24 Actual tCO2e
H&W Health & Care Trust	5.64	5.70
Worcestershire Acute Hospitals Trust	27.4	18.0
Wye Valley Trust	8.76	8.19



Achievements – last 6-9 months

Partnership:

- Harnessing our voice as lead provider to raise the profile of the Green agenda and propose a new target operating model
- Utilising support from Midlands Region Green hub to develop Heat Decarbonisation plan
- Developing an energy strategy to future proof access to low carbon energy (EOI for developing a heat network with Wyre Forest Council; hydrogen)
- Building C refurbishment on KTC site fully net zero
- Installed Beryl bikes on WRH site with support from Worcester City Council
- Worked with University of Worcester to deliver Carbon literacy training for staff colleagues
- Air quality impact evaluation on ED attendance, health inequalities with public health, University of Worcestershire and ICB

Trust (just some examples):

- Secured funding and decommissioned Nitrous Oxide Manifolds (KTC and Alex) with recurrent savings
- Secured **Salix** funding of £1.4M for WRH LED lighting
- Renegotiated **Viola** contract to increase waste saving
- Endoscopy reuse single use equipment
- Paediatric asthma inhaler switch
- Launched the **Green hub** on Intranet
- Hosted **Foundation Group** Sustainability mash-up
- Sponsored the **Nurse 90 day challenge** and **AHP Green week**
- Highlighted Green campaigns and awareness days
 - World Earth Day
 - Gloves off Day
 - Clean Air Day
- Launched **Green champions Network** and recycle / reuse ideas i.e. Batteries & Staff Uniform Recycling
- Launched **Clinical Sustainability** sub group



NHSE Green Plan Refresh - Aim

- Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues
- Support organisations to plan and make prudent capital investments while increasing efficiencies.
- Ensure every NHS organisation is supporting the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions

Our Trust response:

Making Green everyone's business

- **Improving quality** – clinical pathway, digital technology, health inequalities
- **Reducing waste** – efficiency & productivity (procurement, energy usage)
- **Supporting sustainability** – adding social value through work on health inequalities and climate adaptation

Cheaper



Greener



Healthier



NHSE Green Plan - Focus Areas

Workforce & Leadership

Governance, engagement, waste training, carbon literacy training, Green apprenticeships



Net zero Clinical Transformation

Min x1 clinical area - reduce emissions; improve quality and remove waste



Digital transformation

Digital innovation e.g. EPR, voice recognition, virtual wards/ PIFU



Medicines

Use of asthma inhalers, reduction nitrous gases, elimination use of desflurane



Travel & Transport

Sustainable travel (EV, bus & bikes), travel plan, virtual meetings



Supply Chain & Procurement

Supplier roadmap, local procurement, reduce single use / unnecessary products & plastics



Adaptation

EPPR adaption Design in green spaces & drainage; Dedicated Green areas



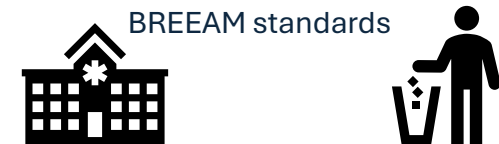
Food & Nutrition

Reduce food waste; use local produce; healthy eating



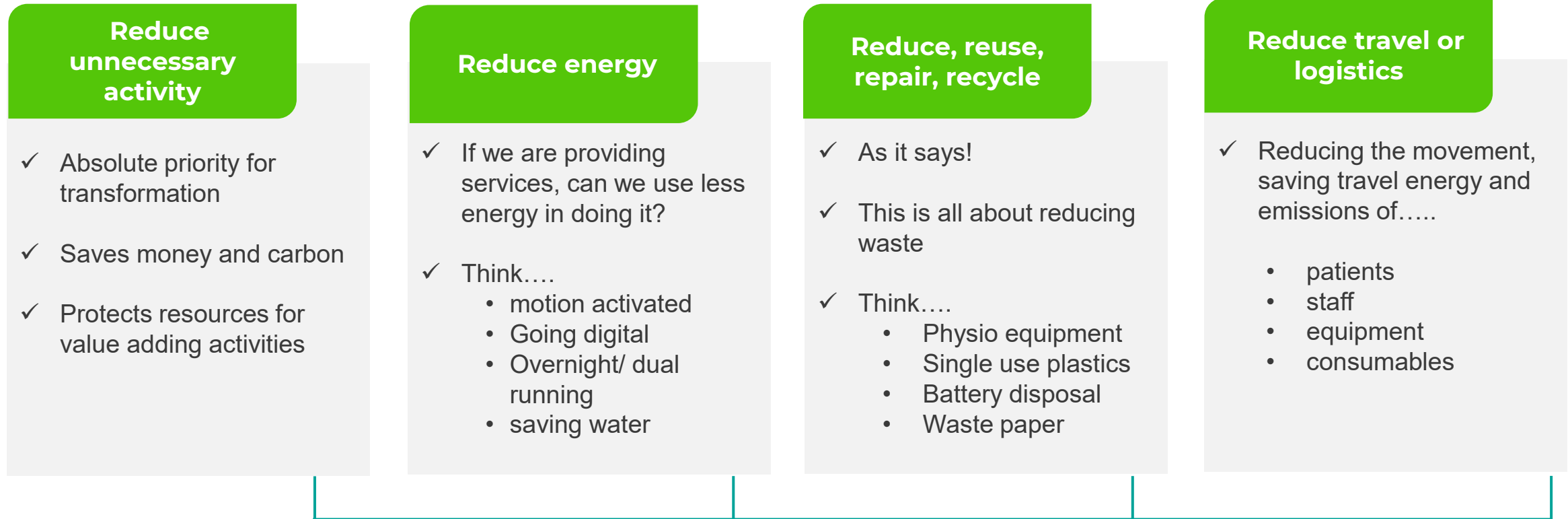
Estates & Facilities

Heat decarbonisation plans LED/ energy & water saving schemes BREEAM standards



Our Green Plan Framework

We have 4 ways to reduce emissions

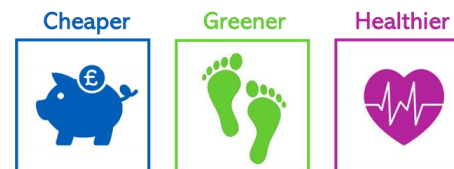


We have worked with system partners and trusts to agree a standard approach to refreshing our Green Plan with the core aim to simplify, be transparent and share best practice.

We will propose a new operating model across the ICS to optimise Green resource capacity and capability

We have worked with our functional leads and Divisional teams to co-produce the plan with the support of the Green Steering group

We will use our improvement forums (Transformation Tuesdays, Improvement Spotlight and Greener Network) to achieve this.



Workforce and Leadership



Lead: Liz Faulkner
Deputy Chief People Officer

Our Workforce goal is to ensure that everyone, from Board to our frontline staff, is encouraged and enabled to embed Green into their everyday work. We will support our staff by; promoting the Green agenda, building carbon literacy amongst our staff, encouraging home working, low carbon travel, the use of Digital, and ensure that sustainability is everyone's business.

The transition to a net zero NHS will be driven by its people. There is already strong support for a greener future; 9 in 10 staff support the NHS net zero ambition, while 6 in 10 say they are more likely to stay in an organisation taking decisive climate action (YouGov, 2023). Green initiatives in the workplace can significantly boost employee morale, engagement and overall well-being.

The Trust will support staff and leaders to learn, innovate and embed sustainability into [everyday actions](#).

We have

- Appointed a board-level net zero lead who chairs the Green Steering Group, leads the delivery of greener clinical and corporate services and ensures board oversight on the Green agenda.
- Created a clinical sub-group and a Green Movement special interest group which will help develop a culture of 'thinking in a sustainable way' and minimising waste.
- Developed our Green intranet page promoting initiatives and providing access to Green resources.
- Implemented waste e-learning for our staff and developed a partnership with University of Worcester to deliver Carbon Literacy training, a taster session has been delivered to the Green Steering Group.
- As an organisation, a flexible working policy in place which is actively promoted and supported by our leaders, as well as having encouraging and supporting Hybrid remote/on-site working in line with service needs.

We will

- Ensure that we have resources to support the monitoring and implementation, of the Green Plan.
- Assess the workforce capacity and skill requirements for delivering the green plan, considering good practice examples such as hybrid roles, apprenticeships and NHS estates sustainability career pathways.
- Develop a narrative that links to quality improvement cycle, health inequalities and delivers corporate social value.
- Develop a dashboard and Trust Green Risk Register to monitor delivery and measure carbon savings effectively.
- Agree uptake targets for Green and Sustainability training and promote these training opportunities to staff.

Key Performance Indicator

- Delivery of action plan for % of staff completing waste e-learning & carbon literacy training
- Green movement participation

Trust Specific Risks

Lack of adequate funding and resourcing will undermine delivery of plan and wider quality & productivity objectives:

- Executive / senior leadership
- Support for our Green Network
- Baseline data quality and metrics to measure impact & access funding

TOP 3 THINGS WE NEED TO DO:

1. Support the development of the Green Network and work with them to develop quick wins and promotional events to increase awareness & carbon literacy
2. Embed the Sustainability Impact Assessment into our everyday work that we consider the environmental, social and productivity impacts of the changes we are making.
3. Develop Green dashboards that allow leaders to assess performance & provide assurance to the board.

Adaptation

We have the evidence that climate change is starting to impact our services, population and our infrastructure, through increased flooding and heatwave events. As a Trust we are committed to ensuring that we take the necessary actions to develop greater resilience by assessing our climate-related risks and incorporating adaptation measures into our planning and estate management.

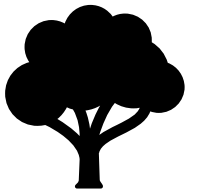
This includes ensuring that we maintain our services during extreme weather events and embed adaptation into our clinical and operational decision-making and aim to future-proof our services and safeguard the health and wellbeing of our patients and staff and collaborate with our wider system partners to strengthen our community resilience.

We have

- Developed our local protocols aligned to national heat wave plans and cold weather plans in relation to the Civil Contingencies Act, 2004, NHSE EPRR Framework 2022 aligned to ISO 22301 Climate Change Risk Assessment and National Adaptation Plan.
- A severe adverse weather plan is in place that sets out our response to forecasted and actual severe weather and we have implemented advance weather warning notifications for our staff, so they are aware of how to manage extreme hot and cold events and support patients.
- Mapped local flooding and wildfire risks and developed contingency plans to enable the continuity of our critical services in such events. Including impacts to the community as part of the local resilience forum risk assessment working group to review risks from the national risk register and localize the risk to the demographics of Worcestershire

We will

- Develop and deliver our Climate Change Adaptation Plan clarifying roles, responsibilities and SMART objectives
- Complete hot and cold exercises table-top simulation exercises for managing heat and winter weather events in support of our staff and patients.
- Assess the deployment and performance of air conditioning units during periods of extreme heat, considering not only clinical need and patient comfort, but also energy efficiency, operational costs, and carbon impact.
- Seek to reduce our reliance on high-energy air-conditioning units by investing in passive cooling solutions, by improving building design, and exploring low-carbon technologies
- Actively engage with our capital teams when designing new buildings or undertaking refurbishments to include enhancements of green spaces including tree planting, garden spaces, and drainage systems.



Lead: Tom Taylor
Head of EPRR

Key Performance Indicator

- % staff from on-call team, in attendance at hot and cold table-top exercises
- % Increase in positive patient feedback mentioning environmentally sustainable practices or green adaptations in service delivery.

Trust Specific Risks

- As we move to greener forms of electric heating, there is the risk of increased failures due to reduced resilience.
- We will need to access funding and resources to support the adaptation work.

TOP 3 THINGS WE NEED TO DO

- Develop Climate Change Adaptation Plan clarifying roles, responsibilities and SMART objectives
- Reduce our carbon footprint with regards to our infrastructure and energy usage
- Actively engage with our estates team to ensure we consider adaptation as part of our building works.

Medicines

Medicines account for 25% of emissions in the NHS, with anaesthetic gases contributing 2% and metered dose inhalers responsible for 3% of all emissions. We recognise our role in reducing the 'point of use' emissions and will through innovation, education and collaboration embed greener practices into optimising the prescribing and use of our medications and pharmacy practice.

We have

- Introduced Non-cytotoxic waste streams across both the Aseptic Units where previously all waste was disposed of as cytotoxic waste.
- Introduced recycling pathways for the Insulin and weight loss pre-filled pens manufactured by NovoNordisk and Sanofi.
- Introduced MDI inhaler recycling collections, plus started educational promotion of MDI to DPI switches and reducing use of Ventolin Evohaler devices for our clinical colleagues.
- Encouraged an 'Open the Bag' scheme for outpatients to reduce medicines waste, which is helping us to reduce costs and environmental impact by not supplying drugs that patients tell us that they already have at home.
- Ceased the use of the volatile anaesthetic agent desflurane in line with national guidance.
- We have capped 2 of our 3 manifolds for Nitrous Oxide which are no longer in use.

We will

- Reduce medicine waste disposed of by our discharge lounges trust-wide by encouraging the return of medicines to pharmacy or our wards for re-use or responsible disposal.
- Reduce the amount of packaging used in the pharmacy process by taking the following steps; the cessation of red penicillin plastic when EPMA goes live and reviewing dispensing standards to remove unnecessary plastic bags for delivery.
- We will continue our staff education programme to support the switch from intravenous to oral route especially with Antibiotics i.e. Intravenous Antibiotics to Oral Switch therapy and reduce our consumption of ethyl chloride sprays.
- We will decommission our three Nitrous Oxide Manifolds.
- We will work with our partners across the ICS to reduce the use of metered dose inhalers.



Lead: Ruth Coxhead
Lead Pharmacist

Key Performance Indicator

- Reduction in the issuing of Ethyl Chloride by 90% compared to 2023
- 5% reduction in use of intravenous antibiotics
- 5% reduction in use of medical gases
- 5% reduction in use of metered dose inhalers

Trust Specific Risks

There is the risk that our staff lack understanding around sustainability and the impact of single use plastics and medicines waste on the environment.

TOP 3 THINGS WE NEED TO DO

1. Reduce the use of metered dose inhalers
2. Formally decommission the 3 Nitrous Oxide manifolds across the sites
3. Reduce the amount plastic used in pharmacy process

Supply Chain and Procurement

The NHS spends in-excess of £40 billion each year on critical natural resources to deliver services with 80,000 suppliers and fulfilling 8million orders annually.

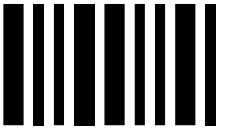
Using our influence through the procurement process we will embed social value (environmental improvements, local social capital and economic value) in our contracts to encourage our suppliers to adopt sustainable practices for the products and services they provide.

We have

- Embedded sustainability within our procurement practices.
- Ensured that our Facilities Management contracts include sustainability within the specification and as part of the tender process to reduce consumption and promote efficiency of use.
- Worked with Vanguard around medical device remanufacturing with Energy Devices and EP Catheters.
- Implemented Inventory Management into the Cath Lab, Outpatients and Theatres at Worcestershire Royal and Alexandra Hospitals to reduce stock holding and waste.
- Purchased only 100% recycled paper since 2021.
- Moved to a bottled solution for skin preparation from a plastic solution.

We will

- Adopt a whole life cycle approach to purchasing, embedding sustainability into our procurement processes.
- Work with Greener NHS to reduce the use of clinical single use plastics, and to support the procurement of sustainable PPE.
- Implement Inventory Management Trust-wide to enable further reduction in waste of products either not used or that go out of date



Lead: Sanj Narwal
Director of Procurement

Key Performance Indicator

- % of suppliers meeting Sustainability Standards

Trust Specific Risks

For infection prevention and control reasons, many consumables are both single use plastic and high waste generators

TOP 3 THINGS WE NEED TO DO

1. Reduce single use products with re-usable alternatives, where this is viable.
2. Embed the principle of refusing excessive packaging
3. Continue to implement Inventory Management across Trust

Net Zero Clinical Transformation

We are committed to embedding sustainability into clinical transformation to help achieve our net zero ambitions while maintaining high-quality patient care. This involves rethinking how we deliver care to reduce unnecessary interventions, shifting to preventative and personalised approaches, optimising clinical pathways for carbon efficiency, and utilising digital tools to reduce travelling by our staff and patients.

By engaging our clinical teams, we aim to deliver care that is not only clinically effective and patient-centred but also environmentally responsible.

We have

- Appointed a Clinical Sustainability Lead Dr Paul Southall, Consultant Anaesthetist who is responsible for delivery of the Net Zero Clinical Transformation.
- Reduced carbon emissions associated with areas of high impact such as pharmaceuticals and anaesthetic gases by educating staff and encouraging lower impact alternatives.
- Capped off 2 out of 3 manifolds on site which are no-longer in use and initiated plans to decommission the manifolds.
- Rationalised the use of ethyl-chloride in clinical areas.

We will

- Explore opportunities to provide group clinics with multiple patients, improving outcomes and efficiency.
- Initiate the Clinical Sustainability sub-group with the purpose of engaging, empowering and supporting our clinical colleagues to introduce sustainable practices into their clinical pathways.
- Work with clinical colleagues on the development of 2 to 3 green clinical pathways in line with GIRFT to include T&O and Urology



Lead: Dr Paul Southall
Sustainability Clinical Lead

Key Performance Indicator

- 5% reduction in use of Nitrous Oxide

Trust Specific Risks

- There is the risk that funding is not available to support the introduction of green clinical pathways
- There is the risk that there is a lack of clinical engagement in this focus areas due to the lack of funding for PA's.

TOP 3 THINGS WE NEED TO DO

1. Formally decommission the 3 Nitrous Oxide manifolds
2. Collaboratively, develop green clinical pathways in conjunction with GIRFT
3. Encourage clinical green practices through the Clinical Sustainability sub-group

Food and Nutrition

We understand that Food and Nutrition are at the heart of health and wellbeing for our patients and staff. Providing nutritious, freshly prepared meals play a vital role in patient recovery, enhancing clinical outcomes and reducing readmissions. For staff, access to healthy food options supports performance, morale, and overall wellbeing.

The environmental footprint of the food system is significant, contributing NHS carbon emissions through production, transportation, and waste. Minimising food waste presents an immediate opportunity to cut carbon, lower costs, and demonstrate responsible resource use — reinforcing our commitment to both environmental sustainability and financial stewardship.

We have

- Been awarded the Soil Association Bronze award for patient and retail food.
- Ensured that the companies that we use to source our food are Sustainable food providers who adhere to the sustainability framework as part of the national procurement frameworks
- Increased our gluten free and allergen-based food options for patients.
- Removed the use of single-use plastic cutlery & plates across the sites.
- Started to measure our food production and patient food waste across clinical areas and staff restaurants.

We Will

- Continually work to provide healthier food options for our patients and staff.
- Introduce electronic menu ordering for our patients.
- Introduce cultural menu days into our staff restaurants.
- Commit to reducing food waste for our patients.



Lead: Emma King
Director of Estates & Facilities

Key Performance Indicators

- 5% Reduction in Food Wastage per annum

Trust Specific Risks

There is the risk that we are unable to recruit qualified catering staff to support this shift.

TOP 3 THINGS WE NEED TO DO.

1. Continually work to provide healthier food options for our patients and staff.
2. Introduce electronic menu ordering for patients.
3. Reduce patient food waste.

Digital Transformation

We are committed to delivering digital services that improves the everyday experiences for our patients and staff, making care more joined up, accessible and efficient. Whilst at the same time, recognising that the implementing of digital solutions across all of our clinical and corporate services, is helping us to reduce our environmental impact by enabling us to cut waste, lower our energy consumption, and support greener ways of working across the Trust.



Lead: Tom Brown
Chief Technology Officer

We have

- Implemented a Digital EPR (Electronic Patient Record) solution across Inpatients, Medical, Nursing & AHP's Documentation, Outpatients, Clinic Documentation and Emergency Department. All helping towards, reduction in paper usage, improving data accuracy and efficiency, better use of resource utilisation and less waste, enabling remote access reducing need to travel (less carbon emissions) and energy efficiency, using low-power services and some cloud computing
- Implemented a patient portal that allows patients to access their medical records, book appointments, and communicate with healthcare providers online. This has reduced the need for paper-based communication and improved patient engagement
- **Reduced our Paper Usage:** Measure the reduction in paper usage by tracking the number of digital transactions and communications
- Implemented "Public Gap" service which allows the generation of surveys and feedback to help measure patient satisfaction
- Worked with digital suppliers (Computacenter/Dell and Cisco) to reduce carbon footprint by adopting low carbon hardware and software solutions, e.g. Networking and Server solutions.

We Will

- Implement Electronic Prescribing and Medicines Administration to streamline the prescribing process, reduce medication errors, and improve patient safety and remove paper drug charts.
- Complete the upgrade of the Pathology System, onto more efficient infrastructure.
- Plan and execute the migration of DMZ to a new production environment and more efficient servers.
- Upgrade our Patient Administration System onto our DCR (Digital Care Records) platform, moving off legacy hardware and software.
- Shift our physical server environments to off premise co located Datacentre's, reducing the carbon footprint on Hospital site premises.
- Continue to focus on supporting virtual wards and PIFU to reduce unnecessary travel

Key Performance Indicator

- % reduction in paper usage
- Measure patient satisfaction through surveys and feedback on the digital services provided.

Trust Specific Risks

- Ensuring adequate resources are allocated to support the implementation of new digital initiatives
- Addressing interoperability issues between new and existing systems.
- Staff & patients may resist the transition to digital.
- Ensuring the security & privacy of patient data during the transition.

TOP 3 THINGS WE NEED TO DO.

1. We will leverage our IT partners to provide green solutions for technology, inc data centres, and technology procurement and disposal.
2. Implement EPMA
3. Complete the upgrade of the Pathology System

Travel and Transport

The way we travel – as patients and staff, plays a significant role in the environmental impact locally. Travel and transport contribute substantially to the carbon footprint of our operations, accounting for an estimated 14% of total NHS emissions. This includes travel by staff, patients, and visitors, as well as the movement of goods and services across our supply chains.

As an organisation committed to being an environmentally responsible employer, we must recognise that poor air quality, traffic congestion, and carbon emissions from travel all negatively impact public health. Therefore, reducing travel-related emissions is not only a matter of environmental sustainability but also of health equity and social responsibility.

Our Trust is committed to embedding sustainable travel practices into the core of how we operate. We understand that reducing travel emissions requires a whole-system approach, involving staff behaviour change, infrastructure investment, improved logistics, and closer collaboration with local authorities and transport providers.

We have

- Promoted the use of community transport schemes to support door transport between patients' homes and the hospitals.
- Reduced the need to travel across sites during the working day by job planning and use of digital.
- Allow the flexibility for staff to work from home where possible.
- Implemented Beryl Bikes at Worcestershire Royal Hospital.
- Contract Hire and Salary Sacrifice Schemes are available to new and existing employees of the Trust who do Business Private Miles or a combination of both, subject to approval.

We will

- Work with our partners across the community to refresh our Green Travel Plan.
- Refresh our Courier Fleet and lease offering to deliver a complete hybrid delivery model from December 2026.
- Improve and modernise EV Charging points for staff and Improve infrastructure to support increased availability of EV Charging for staff, patients and visitors.
- Review our courier schedules to reduce overall annual mileage and the need for adhoc individual requests.
- Improve changing facilities including showers to promote increased cycling and more secure cycling sheds .



Lead: Emma King
Director of Estates & Facilities

Key Performance Indicator

- 10% reduction in emissions from travel (staff and patient commuting)
- 10% reduction in emission from fleet per annum
- Number of EV chargers installed and available on each site
- 5% reduction in emissions from courier service per annum

Trust Specific Risks

- Lack of available funding to support the work required in this area including capacity to generate 'oven ready' schemes
- Delayed benefits realisation for patients and staff if work is not prioritised

TOP 3 THINGS WE NEED TO DO.

1. Refresh Green Travel Plan and associated policies
2. Increase partnership working to promote improvement in public transport
3. Refresh Courier fleet to Hybrids and associated travel schedules

Estates and Facilities

We aim to ensure that our physical infrastructure supports the long-term health of both people and the planet, by reducing emissions, improving efficiency, and creating healthier environments and external spaces for patients, staff, and the communities we serve.

We are committed to developing, maintaining and operating our estate in line with the principles of sustainability, resilience, and environmental stewardship.

We have

- Invested in our external garden spaces for our staff and patients to enjoy.
- De-steamed Kidderminster Hospital and the building is being powered totally by electric energy, with air-source heat pumps supplemented with electrical immersion heaters.
- Made significant progress with our Clinical Waste Strategy i.e. reduction in the use of single use plastics in theatres, implemented coolsticks for our anaesthetic patients.
- Replaced 3x emergency generators with newer larger generators that are more energy efficient and delivered improvements to the efficiency of the boiler-house to replace the old 1980's gas burners.
- Successfully applied to increase the maximum demand from the District Network Operator, this scheme also resulted in the creation of a new high voltage electrical intake sub-station that included provision for additional electrical switch-gear in-readiness for future expansion, and the potential for Photo-Voltaic (Solar – PV) incorporation.
- Improved the Trust owned high-voltage network at Redditch, whereby older (circa 1980's) transformers have been replaced with newer high efficiency types.

We Will

- Develop and implement our heat decarbonisation plan.
- Convert 100% of non-clinical space and external luminaires to LED and at least 50% in clinical areas.
- Develop a future proof energy strategy to reduce our carbon usage whilst providing efficient constant energy source with access support for external funding to implement the necessary changes.
- Submit a Salix funding bid this financial year to enable the full De-Steam of both Alexandra Hospital and Kidderminster Hospital.
- Upgrade our Building Management Systems (BMS), to better understand our energy demand, and enable a targeted maintenance plan.
- Adopt sustainability impact assessment tool (SIAT) for development and project delivery appraisal to make informed decisions.
- We will plant more trees and develop and maintain our green spaces as part of any building or refurbishment work that we undertake.

Lead: Emma King
Director of Estates & Facilities



Key Performance Indicator

- 5% reduction in emissions from energy usage
- 5% reduction in emissions from water usage
- 5% reduction in emissions from waste management
- 5% reduction in energy intensity, energy use by estate floor areas kWh/m²

Trust Specific Risks

There is the risk that sustainability elements will be engineered out of projects to allow delivery of projects within a predetermined budget envelope

TOP 3 THINGS WE NEED TO DO

1. Develop heat decarbonisation plan
2. Rolling program of conversion to LED Lighting
3. Meet the Clinical Waste Targets as set out in the clinical waste strategy including waste segregation targets and reduction in carbon emissions

Clinical Divisions

As clinical division within a multi-site acute NHS Trust, we are united in our commitment to delivering exceptional patient care while advancing the goals of our Green Plan. Across all three of our hospital sites, we will champion sustainable clinical practices, reduce our environmental footprint, and collaborate across teams to build a resilient, low-carbon healthcare system. Through innovation, education, and shared responsibility, we will embed environmental sustainability into everyday clinical decision-making — ensuring healthier lives now and for generations to come

We have

- Introduced carbon net zero into our staff induction programme and rolled out waste e-learning for our staff.
- Developed a Green intranet hub that allows staff to access Green resources and share innovative ideas to support the delivery of the green plan.
- Introduced recycling of instrument and packaging wrappers into theatres thereby reducing our clinical waste.
- We have introduced battery recycling across the sites.

We Will

- Introduce paper cups where needed at water fountains.
- Remove the use of kettles where boilers are available.
- Introduce recycling cups for hot drinks for staff to help cut down on our single-use plastic/paper cup usage.
- Prioritise green spaces as one of our 5 key strategy areas for our charity.
- Support our green champions to find innovative ways to reduce energy consumption, travel for our patients and staff and printing for our staff and patients.
- Introduce recycling or re-use of staff uniform.
- Increase our recycling rates, reduce our energy and water consumption across our 3 sites.
- Introduce reusable fabric theatres hat, remove the use of couch rolls and reusable sharps containers.



Leads: Divisional Operational Directors

Key Performance Indicator

- 90% compliance with appropriate waste segregation
- 5% reduction in energy consumption
- 10% reduction in paper costs
- 5% reduction in staff travelling costs

Trust Specific Risks

- Clinical staff have limited or no capacity due to engage with and support the green agenda.
- Insufficient resources to provide leadership and support to the work of the Green champions.

TOP 3 THINGS WE NEED TO DO.

1. Increase recycling in our clinical and non-clinical areas
2. Reduce the consumption of energy and water in clinical and non-clinical areas
3. Promote and introduce digital solutions to support reduction in travel for staff and patients and the need for printing

Governance and Reporting

Governance for Green / Sustainability - April 2025

Current State – Background

National

- NHSE and the current government policy on climate change remains unchanged (as of May 12th 2025)
- NHSE 'Delivering Carbon Net Zero' guidance in 2020 broadened remit to nine themes expanding into clinical, digital and staff wellbeing outcomes in addition to traditional estate & facilities functions
- The first Green Plan (2022-5) now needs to be refreshed for 2025-8
- Recent ICB Model Blueprint v1.0 suggests a move to a provider led model

Local

- The ICB and trusts have committed to streamlining functions as part of 25/26 savings plans
- At NHS trusts Green traditionally overseen by Estates & Facilities with some programme management support
- Management arrangements at Foundation Group have resulted in appointment of Stephen Collman as Acting Chief Executive for WAHT and WVVT, with mirror arrangements in SWFT/ GE
- Jo Newton has been acting as ICS Green lead whilst [redacted] at WAHT but retires at end June 2025 [redacted] comes to the
- At Foundation Group the SRO for Green has sat with improvement, health inequalities and productivity as
- No single provider except SWFT has a dedicated responsibility. A Band 8A role for Sustainability Ma

Opportunity: to of working to

* The role was on a fixed term for 6 months and remains unfilled

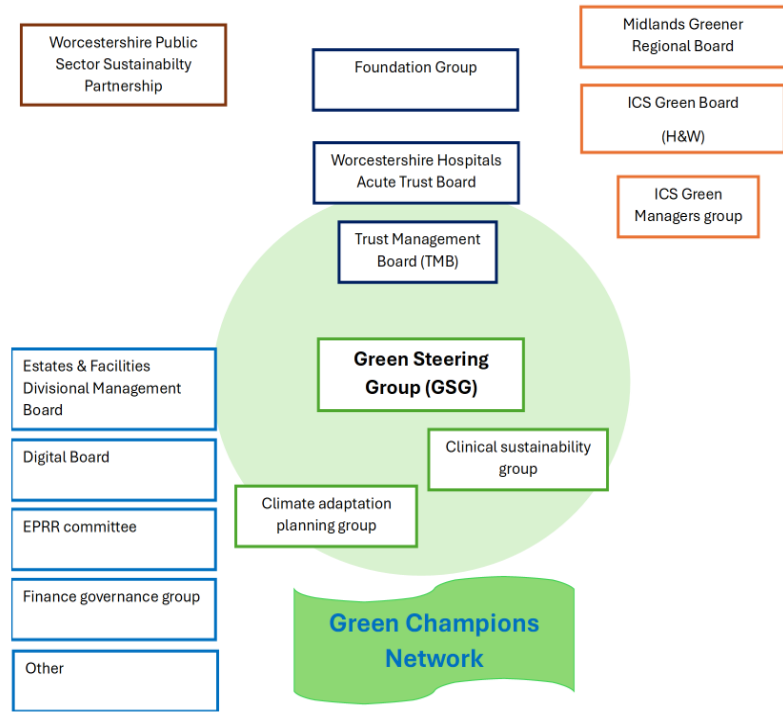
Critical success factors

General

- The NHS Green agenda is ambitious and complex and requires visibility and focus to prioritise delivery and realise benefits
- A benefits narrative that links the Green Dividend to that of quality and productivity using improvement methodology
- Strong matrix working is required within a clear accountability framework
- Carbon literacy of staff and functional leads to articulate the carbon savings as well as wider benefits
- Clear performance metrics and a Green dashboard to assess progress
- Clear articulation of Green risks in a simple risk register

Specific

- A standard approach adopted across the selected operating model
- A levelling up to best practice approaches
- Optimising functional expertise
- Easy and transparent sharing approaches and what works



We have worked with system partners and trusts to agree a standard approach to refreshing our Green Plan with the core aim to simplify, be transparent and share best practice.

We will propose a new operating model across the ICS to optimize Green resource capacity and capability

We will review our governance framework to align to the new operating model once agreed.

We will develop a standard approach to reporting of our KPIs in a SMART way to create a dashboard which we can share to the public as part of our Community Promise

Risks

Risk	Impact	Mitigation
Capital investment, resource & approval required to achieve the Green Plan without which achievement of the Big Move on carbon reduction is not feasible	Unable to achieve trust strategic objectives Non-compliant with national targets and policy	Focus on statutory duties and work on joint posts with other partners
Green activities are de-prioritised at trust level reducing leadership and visibility within and without the trust	In addition to above, staff morale is impacted due to loss of momentum in current work and unmet expectations Loss of visible external leadership diminishing our role as anchor institution	Review shared target operating model Clear succession plan for SRO and resource support
Lack of capacity and invest to save opportunities to improve productivity and efficiency	Monetary and time released to care impacted, reducing CPIP achievement	Seek alternative funding streams and 'oven ready' proposals
Less focus on our role to influence health inequalities & prevention	Increase in incidence and severity of chronic & acute illness impacting demand in CVD, respiratory etc	Work with public health colleagues to target joint activity and develop joint Community Promise
Fail to attract Generation Z colleagues	Recruitment & retention	

Year 1 Action Plan

Objective	Lead Department
Develop and agreement for Heat Decarbonisation Plan	Estates & Facilities
Implement rolling program of LED Lighting to 50% of the estate	Estates & Facilities
Reduce energy consumption by 5%	All Divisions
Increase recycling and compliance with waste segregation standards	Clinical Divisions & Green Champions
Refresh Travel Plan	Estates & Facilities
Reduce Patient Food waste	Estates & Facilities
Agree target operating model and review corporate resources to support oversight and delivery of Green Plan	Strategy Planning & Improvement
Complete decommissioning of 3 nitrous oxide manifolds	Estates & Facilities
Embed the Sustainability Impact Assessment into all projects, service development and building projects	Procurement, Digital, Capital, Strategy, . Planning & Improvement
Develop and implement Climate Change Adaptation Plan	EPPR
Develop Green Dashboards to support oversight of delivery of the plan	Digital

Get In Touch

We need your help, to deliver on our Green Plan, so please join us and get involved.

A small change can make a big difference, if you have a Green project, big or small, that you know will make a difference, talk to your line manager about it or reach out to us.



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Green Hub on Intranet

