Green Plan

2025-28

NHS

We were named one of only nine Trusts in England delivering results *"much better than expected,"* a testament to the hard work and dedication of our staff.

Contents

Welcome 2025

The NHS has committed to achieving Net Zero carbon emissions as part of its Greener NHS initiative, recognising the critical role healthcare must play in mitigating climate change. In alignment with the NHS Net Zero Carbon strategy[1], two key milestones have been established, relating to the direct Carbon Footprint of the Trust, and inclusive of 3rd party carbon footprint (Carbon Footprint Plus):

1 **CarbonFootprint:** Achieve 80% reduction by 2032, achieve 100% reduction by 2040

2 **Carbon Footprint Plus:** Achieve 80% reduction by 2039, achieve 100% reduction by 2045

The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust have already reached significant milestones in taking responsibility for its activities and reducing its impact on the environment. This Green Plan sets out areas of focus, with specific, measurable and achievable targets to be met by the Trust over the next 3 years, 2025 - 2028.

The NHS aims to provide health and high-quality care for all, now and for future generations. This requires a resilient NHS, able to respond to the potential health emergency that climate change brings, with adaptations which will need to be embedded into everything we do now and in the future.

As an organisation we must therefore consider the resilience of the services we provide. By this, we mean sustainable development of such services, ensuring that both our growth and our activities do not have an adverse impact on the environment, and that we adapt to protect against the adversities from the environment so that we can maintain our provision of world class patient care.

STACEY KEEGAN – *Chief Executive Officer*

As healthcare professionals, we see first-hand the profound connection between the health of our people and the health of our planet. This Green Plan reflects our commitment to delivering high-quality care in a way that protects and preserves the environment for future generations. Sustainability is not just an environmental imperative — it is a clinical one, and we are proud to lead the way in embedding it into the heart of our services, culture, and values.

NICK HUBAND – *Director of Estates and Facilities*

As custodians of the NHS estate, we have a unique responsibility to lead the way in creating a more sustainable future. This Green Plan sets out our commitment to reducing our environmental impact, improving efficiency, and ensuring the health of our patients, staff, and communities is supported by a healthier planet. Through innovation, collaboration, and decisive action, we will embed sustainability at the heart of everything we do.

Introduction

A specialist hospital with a reputation for innovation, the Trust provides a comprehensive range of musculoskeletal (bone, joint and tissue) surgical, medical and rehabilitation services; locally, regionally and nationally.

T he Trust is committed to embedding sustainability across the organisation as part of its ongoing vision to improve lives through excellent and innovative care, we want our services to remain fit for purpose both now and in the future. The Trust recognises that if it does not address sustainability as an issue, it is contributing to climate change which is known to have a detrimental effect on health and wellbeing.

This Green Plan provides the Trust with a framework of action, designed to deliver the requirements set out by NHS England including a significant reduction in our carbon emissions.

Progress since the Trust published its first Green Plan in 2021 has included:

- All electricity purchased from the National grid is provided from renewable sources, resulting in an estimated reduction of 1,000 tCO2e.
- To enhance energy security, the Trust secured £1.4 million through The National Energy Efficiency Fund (NEEF), enabling delivery of a solar PV project increasing our solar capacity to 1917kWp using a mixture of roof arrays and car ports.
- Work to electrify the Trust fleet has begun, with the pool vehicles now 100% electric. 32 EV charging points are available across visitors and staff car parking.
- The Trust has made significant progress against the NHS Clinical Waste Strategy[2], including achieving zero waste to landfill, implementing reusable sharps containers, and exceeding clinical waste segregation targets.

To enhance energy security, the Trust secured £1.4 million through The National Energy Efficiency Fund (NEEF)

£

- Our catering team has earned National recognition for their work in reducing single use plastic across patient and retail catering – as well as working with our League of Friends to replicate initiatives across their on-site cafes.

- We have utilised NHS England's Nitrous Oxide Waste Reduction Toolkit[3] to identify and action opportunities for reducing nitrous oxide use, including fully decommissioning piped Nitrous Oxide on site.

- Green spaces around the Trust continue to be enhanced – including staff courtyard gardens, developed through the social benefits element of a Trust contract, and a bespoke garden within Alice ward for our paediatric patients.

At the beginning of 2024, recorded data indicated that the Trust produced 5,750 tCO2e of carbon emissions. In line with the national requirement to reduce 80% of 1990 emissions by 2028-2032, the target the Trust must further reduce its carbon emissions to 3,288 tCO2e or less, necessitating a reduction of at least 2,522 tCO2e. The majority of the Trust's carbon emissions originate from energy consumption, making this a high priority focus of the plan.

By delivering this Green Plan, we expect to achieve significant CO2 and an overall financial saving between 2025 and 2028, creating a better environment for staff and visitors, and above all, deliver world class patient care.

All electricity purchased from the National grid is provided from renewable sources
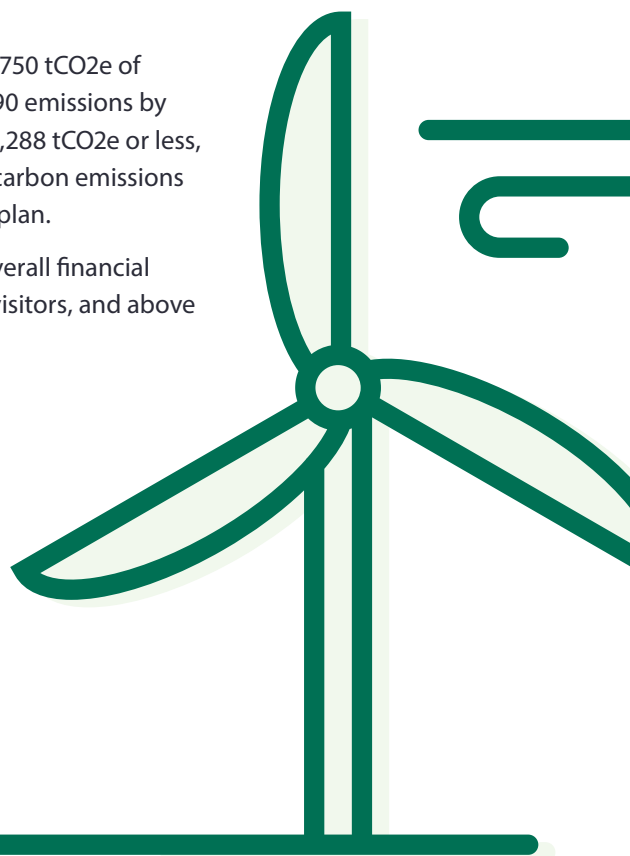
Scope
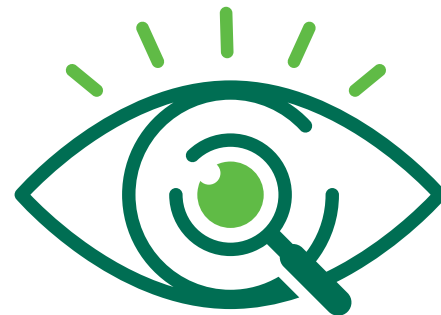
This plan covers the entire organisation's activities, from the development and maintenance of our buildings to the world class care we deliver to patients daily.

We are significantly influenced by NHS England's guidance and targets, so the plan aims to outline a strategy to care for our patients, care for our staff and care for our finances in a sustainable way, in line with recognised guidance.

In order to achieve this, we have aligned this plan to cover the following areas of focus:

Workforce & Leadership

The transition to a Net Zero NHS will be driven by its people. The Trust will support its staff and leaders to learn, innovate and embed sustainability into everyday actions.

Net Zero Clinical Transformation

The Trust is committed to embedding digitally enabled care where clinically appropriate, improving our prevention of ill health and reducing health inequalities.

Net Zero clinical transformation will ensure high quality, preventative, low carbon care is provided to patients across our services.

This will include implementing evidence-based sustainable surgery practices as set out in the Green Surgery Report[4] , which offers a detailed roadmap for reducing the environmental impact of surgical care while maintaining patient safety and quality.

Digital Transformation

Strong digital foundations are essential for transforming care – improving access, quality and productivity, but we recognise their potential to impact emissions. Our Digital Strategy[5] focuses on enabling digital transformation, whilst adopting energy efficient digital systems.

Travel and Transport

The NHS Net Zero Travel and Transport Strategy[6] outlines a roadmap to decarbonise NHS travel and transport. The Trust will consider its own actions through the development of a sustainable travel plan, sitting alongside this Green Plan with a focus on active travel, use of public transport and zero emission vehicles, as well as gaining clearer understanding of staff commuting habits.

Workforce & Leadership

Net Zero Clinical transformation

Digital transformation

Travel & Transport

Estates and Facilities

Building energy represents around 93% of the Trusts direct carbon footprint. There are significant opportunities across the Trust estate to reduce these emissions, whilst improving resilience and patient experience. As part of our Heat Decarbonisation Plan, we will continue to improve energy efficiency, increase the use of on-site renewable energy and plan to replace fossil fuel heating systems with lower carbon alternatives.

The Trust recognises its legal duty to ensure waste produced on site is managed and disposed of in a safe, efficient and sustainable manner, but further sees opportunities to reduce total waste, driving a reduction in carbon impact through resource management.

Supply Chain and Procurement

The NHS Net Zero Supplier Roadmap outlines the steps our suppliers must follow to support the Trust to deliver its carbon footprint plus targets. The Trust holds shared responsibility for implementation of these actions alongside our procurement partners.

A focus on circular solutions and waste avoidance will require collaboration with clinical colleagues, with further procurement specific actions outlined in Shropshire Health Procurement Services (SHPS) Sustainability Plan[7].

Food and Nutrition

Alongside ongoing implementation of the National Standards for Healthcare Food and Drink[8] and the Trusts Food and Drink Strategy[9], actions are set out in this plan to measure and reduce food waste, and to consider how our menus across both patient and retail can be made healthier, and lower carbon.

Adaptation

Climate change threatens our ability to deliver essential services, both in the short and long term. We will build resilience and adaptation into both our business continuity plans, and in our longer-term estate planning to avoid future climate related service disruptions.

Estates and Facilities

Supply Chain and Procurement

Food and Nutrition

Adaptation

93%

Focus Area 1: Workforce & Leadership

The transition to a Net Zero NHS will be driven by our people. The Trust will support their staff and leaders to learn, innovate and embed sustainability into everyday actions.

Objective	Timescale	Measure
Embed sustainability through accountability: Demonstrate overall accountability at the Trust by maintaining a board level Net Zero lead, describing operational support for delivery of the Green Plan through a designated governance structure	October 2028	Greener NHS Submission (Quarterly)
Sustainability - Everyone's Responsibility: Update the Trust job description template to include sustainability, as a standard section, reinforcing all staff accountability for sustainable practice	April 2026	Updated template published via Percy
Ensure senior leaders are informed through education: Empower through education by providing Carbon Literacy training for Board members	April 2026	Completion of training reported via Trust Annual Report
Turn knowledge into action through Net Zero awareness: Increase awareness of Net Carbon Zero, including timescales to achieve reduction and examples of how clinical practices can reduce carbon, costs and waste whilst improving quality of care, through improved access to resources (including optional eLearning for Health module) on Percy	October 2026	Dedicated 'Green RJAH' published via Percy
Drive sustainable change: Work towards SusQI beacon status[10] embedding Sustainability within our Improvement Champions Programme, equipping staff across the multi-disciplinary team with the tools to drive incremental change towards a more ethical and sustainable health system	April 2027	Application to the Centre for Sustainable Healthcare supported by Sustainability Senior Responsible Officer

Focus Area 2: Net Zero Clinical Transformation

The NHS is committed to moving to out-of-hospital and digitally enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities. These changes also underpin our commitment to net zero. **Net zero clinical transformation ensures high-quality, preventative, low-carbon care is provided to patients at every stage.**

Objective	Timescale	Measure
Reduce the Burden of Clinical Documentation: Undertake a comprehensive review of all nursing documentation to assess clinical necessity, time taken, and alignment with best practice. Eliminate duplication and non-value-adding fields, with a focus on streamlining workflows to free up staff time for direct patient care. Transition to digital documentation wherever possible, ensuring interoperability across systems and minimising paper use.	March 2027	Achieve a measurable reduction in documentation time per nurse per shift
Redesign Care Pathways for Low-Carbon Delivery: Apply Sustainable Quality Improvement (SusQI) principles to identify and implement care pathway changes that reduce waste, avoid unnecessary interventions, and improve patient flow. Prioritise outpatient care models, remote monitoring, and community-based interventions where clinically appropriate to reduce patient travel.	April 2027	At least 20% of suitable patient follow-ups delivered virtually or in community settings
Embed Clinical Leadership in Sustainability: Appoint a Clinical Lead for Net Zero Clinical Transformation to champion sustainable practice, oversee implementation, and ensure alignment with national guidance. Develop multidisciplinary working groups within high-impact specialties to identify and deliver targeted carbon reduction initiatives.	October 2026	Clinical Lead in post and working groups established

Focus Area 2: Net Zero Clinical Transformation (cont'd)

Objective	Timescale	Measure
Reduce Use of High-Carbon Clinical Products and Processes: Review and replace, where clinically appropriate, high-carbon products (e.g., single-use consumables) with sustainable alternatives. Embed waste segregation and recycling protocols into all clinical areas in line with the NHS Clinical Waste Strategy.	April 2028	Achieve 100% compliance with local waste segregation standards
Integrate Sustainability into Clinical Education and Practice: Incorporate carbon literacy and sustainable healthcare training into professional development programmes. Share examples of best practice in sustainable care delivery across the Trust and ICS to support adoption at scale.	April 2027	At least 20% of suitable patient follow-ups delivered virtually or in community settings

Focus Area 3: Net Zero Clinical Transformation

Digital transformation is key to delivering sustainable, high-quality care by reducing environmental impact, enhancing efficiency, and improving patient and staff experience. **Moving to digital-first workflows will cut paper use, streamline documentation, and ease administrative burdens, freeing staff to focus on patient care**. This supports better clinical outcomes, staff wellbeing, and aligns with the ICS Digital Strategy, Greener NHS goals, and our commitment to embedding sustainability. All digital solutions will be inclusive, equitable, and accessible.

Objective	Timescale	Measure
Embed Digital-First Workflows: Expand use of the EPR for end-to-end clinical documentation, care planning, and communication. Replace paper-based request forms (e.g., for blood tests, referrals, diagnostics) with electronic versions.	March 2026	Digitise 90% internal forms
Enable Remote and Agile Working: Increase secure virtual meeting, clinic, and remote working capabilities to reduce unnecessary travel. Deliver outpatient consultations remotely where clinically appropriate, in line with ICS ambitions.	April 2026	At least 25% outpatient consultations to be delivered remotely
Optimise Digital Communications: Implement digital patient appointment letters, reminders, and test results through patient portals and the NHS App.	March 2027	80% patient correspondence to be delivered digitally
Greener Digital Design: Actively participate in the ICS Greener Digital Programme and adopt Greener by Design principles, including: • Assess the environmental impact of all new digital tools prior to procurement. • Optimise server and storage usage through cloud-based and shared platforms to minimise duplication and reduce energy consumption.	April 2028	Updates on ICS programme through Sustainability Delivery Group
Support Digital Inclusion: Implement the ICS Digital Inclusion Plan to ensure all patients can access digital services equitably. Provide training and support to staff and patients to improve confidence and capability in using digital tools.	March 2027	Training completion rates

Focus Area 4: Travel and Transport

Across the NHS Fleet, Staff and Patient Travel, there are significant opportunities to reduce carbon impact. **The Trust will utilise the Net Zero Travel and Transport roadmap as a framework for implementing actions which decarbonise transport**, whilst offering substantial health and cost saving benefits.

Objective	Timescale	Measure
Understand travel habits to inform decision making: Undertake an annual staff travel survey to support clear understanding of staff commuting	April 2026	Greener NHS Submission (Annually)
Commit to sustainable travel: Develop and publish a sustainable travel plan, as an annexe to this green plan, which incentivises on active travel, use of public transport and promoting zero emission vehicles	December 2026	Plan, endorsed through Sustainability Delivery Group, published on internet
Incentivise sustainable travel choices: Offer only zero emission vehicles through Trust salary sacrifice programme	April 2026	Greener NHS Submission (Annually)
Action sustainable transport: Purchase or lease only zero emission vehicles	December 2027	Greener NHS Submission (Annually)
Advocate for sustainable work planning: Promote working from home and prioritise virtual meetings, where producctive, to avoid unnessesary travel	April 2026	Under 35% of Trust utilised for non-clinical space)[11]

Focus Area 5: Estates and Facilities

Objectives within this Focus area complement the Trust Heat Decarbonisation Plan, which provides more detailed action relating to reducing the environmental impact of our Energy, and NHS England Clinical Waste Strategy, which provides **guidance for Trusts to reduce the environmental impact of waste**.

Objective	Timescale	Measure
Commit to overarching action: Revise the Trusts heat decarbonisation plan to align to guidance, latest technology and on-site developments based on the outcome of pending investments in heat decarbonisation	March 2027	Plan, endorsed through Sustainability Delivery Group, published on Percy
Deliver sustainable heat for the future: Deliver Public Sector Decarbonisation Scheme (PSDS) (Phase 4) funded heat decarbonisation scheme	March 2028	Completion and impact of scheme reported via ERIC/Green Plan Toolkit
Harnessing solar power for a Greener Trust: Deliver Great British Energy (GBE) funded solar PV scheme	March 2026	Completion and impact of scheme reported via ERIC
Build a sustainable infrastructure: Incorporate energy efficiency initiatives through the Trust backlog programme, replacing critical infrastructure risk with modern sustainable equivalent	June 2028	Submission of projects through Green Plan Toolkit
Embed best practice in project development: Consider principles of the NHS Net Zero Building Standard[12] in large scale projects, even when these projects fall below the threshold of this standard	June 2028	Project Specific compliance
Dedicate leadership to improve resource management: Appoint a competent Waste Manager, as specified through the NHS England Clinical Waste Strategy 2023	April 2026	Greener NHS Submission (Quarterly)
Increase recycling opportunity & compliance: Ensure a minimum 40% of the Trusts domestic waste is recycled	April 2028	Segregation compliance reported through ERIC to NHS Waste Dashboard
Exceed Segregation Standards: Maintain clinical waste segregation above 20:20:60 target (20% Incineration Waste, 20% Infectious Waste, 20% Offensive Waste)	April 2028	Segregation compliance reported through ERIC to NHS Waste Dashboard

Focus Area 5: Estates and Facilities (cont'd)

Objective	Timescale	Measure
Maintain Responsible Waste Disposal Routes: Ensure no waste produced by the Trust is disposed of via landfill	April 2028	Confirmation reported through ERIC
Report Progress and Innovation: Formally report waste segregation and improvement initiatives through the sustainability delivery group	April 2028	Sustainability Delivery Group Workplan

Harnessing solar power for a Greener Trust: Deliver Great British Energy (GBE) funded solar PV scheme

Focus Area 6: Supply Chain and Procurement

The **NHS net zero supplier roadmap** outlines steps our suppliers must follow to align with the NHS net zero ambition between now and 2030.

Objective	Timescale	Measure
Utilise Guidance to Embed Change: Ensure the NHS Net Zero supplier roadmap requirements are embedded into all relevant procurements; and further ensure Net Zero Commitment requests are included in tenders below this value	April 2026	Contract Management Policy & Contract specific KPI
Promote Transparent Supplier Assessment: Encourage suppliers to engage with the Evergreen Supplier Assessment; utilising the ATAMIS system as part of the standard procurement process	April 2026	Contract Management Policy & Contract specific KPI
Actively Choose Reusables: Support clinical teams to reduce reliance on single use products; specifically: • Infusion bags • Tourniquets • Sterile gowns • Theatre Caps • Pulp products • BP cuffs • Bed hangers	April 2028	Implementation and impact of schemes reported through Sustainability Delivery Group

Focus Area 7: Food and Nutrition

Objectives within this focus area should be read in conjunction with the Trust **Food and Drink Strategy**; which provides more detailed action relating to reducing the environmental impact of our catering services.

Objective	Timescale	Measure
Track waste to Drive Reductions: Ensure measurement of food waste continues in line with 'Guardians of Grub approach'[13], recording waste by ward or department, service time, and across the food waste generation categories specified through ERIC	April 2026	Achieve a 10% reduction in total food waste generated, reported via ERIC
Ensure Menus Reflect our Commitment to a Greener Trust: Review patient menus, incorporating seasonality and promote lower carbon options	April 2026	Completion of reviews reported through NHSE Data Collections (Quarterly)
Invest in Smarter Ordering: Submit capital bid to deliver an Electronic Meal Ordering System, either as an individual Trust or ICS collaboration	April 2026	Submission of bid through Capital Management Group
Embed Smarter Systems: Implement an Electronic Meal Ordering System which facilitates, as a minimum, patient ordering no more than 1 service ahead	April 2027	Implementation of system reported throguh PAM & PLACE
Create Supportive Mealtimes: Incorporate 'Mealtimes Matter' awareness sessions, focused on empowering patients to make informed decisions and creating positive mealtime experience	April 2026	Attendance at sessions reported through Nutrition & Hydration Steering Group

Focus Area 8: Adaptation

Climate change threatens our ability to deliver its essential services in both the near and longer term. Resilience and adaptation will be built into business continuity and longer-term planning to avoid climate-related service disruptions. Partnership working between sustainability leads, public health, Emergency Response teams and Estates leads at trust and system level will be crucial to delivering these actions.

Objective	Timescale	Measure
Embed adaptation through Business Continuity: The Trust will comply with the adaptation provisions within the NHS Core Standards for emergency preparedness,[14] resilience and response (EPRR) and the NHS Standard Contract[15] to support business continuity during adverse weather events.	August 2026	Compliance reported through NHS England Core Standards
Improve Climate Resilience: Set out actions, through the Adverse Weather Plan, to prepare for severe weather events and improve climate resilience across our services	August 2026	Compliance reported through NHS England Core Standards
Design with Climate in Mind: Consider the effects of climate change when making infrastructure decisions and designing new facilities	June 2028	Estates Strategy approved by Trust Board
Maintain Information Dissemination: Ensure adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government's Adverse Weather and Health Plan[16]	August 2025	Compliance reported through NHS England Core Standards

Governance

The Strategy will be launched in October 2025. The Sustainability Delivery Group will oversee implementation of the Strategy enabling services across the Organisation to update on their progress and share best practice. The Finance and Planning Committee have Trust Board oversight of this strategy.

The group will look for themes where work programmes can be developed to drive continuous improvement.

The Trust's Annual Plan will reflect the actions required to deliver the Strategy.

The objectives and commitments set out in the Strategy will be reviewed annually by the group to ensure that they remain responsive to issues as technology, guidance and legislation develops.

Progress against the Trust green plan will be reported to the ICS climate change group, who oversee the Trusts performance in line with the NHS standard contract.

Performance Measures and Reporting Process

Locally, alongside objective specific measures, outcomes will be measured utilising the Green Plan Support Tool, allowing the Trust not only to consider the impact of our own actions, but to benchmark with peers with a view to accessing shared learning.

Through the Sustainability Delivery Group, focus area leads will utilise a standardised reporting template to provide oversight of progress towards objectives, and highlight any barriers for onward escalation. This methodology aligns to reporting expectations set by the ICS, reducing duplication.

Progress will be measured against milestones set out in NHS England Delivering a 'Net Zero' National Health Service.

Greener NHS Submissions will be used to regularly monitor specific focus area action.

The Trust Annual report will describe quantitative impact alongside a comprehensive review of progress.

Glossary

CO2   Carbon Dioxide

ERIC   Estates Return Information Collection

GBE   Great British Energy

ICS   Integrated Care System

PSDS   Public Sector Decarbonisation Scheme

SHPS   Shropshire Health Procurement Service

Solar PV   Solar Photovoltaic System

SusQI   Sustainable Quality Improvement

TCO2e   Tonne of Carbon Dioxide Equivalent

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