



University Hospitals
Birmingham
NHS Foundation Trust

Green Plan for 2025–2028



Building healthier lives

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Foreword

At University Hospitals Birmingham NHS Foundation Trust (UHB), we believe that delivering exceptional healthcare and protecting our environment are not competing priorities; they are inseparable goals. As one of the largest NHS trusts in the country, we have both the benefits of scale and the responsibility to lead the way in building a sustainable future for our patients, colleagues, and communities.

This Green Plan for 2025–2028 sets out our renewed commitment to environmental stewardship, clinical excellence, and social equity. It builds on the achievements of our previous plan, reflecting the urgency of the climate crisis, the evolving needs of our population, and the NHS’s bold ambition to reach net zero. We are proud of the progress we have made, from pioneering the world’s first net zero surgical procedure to transforming our estate and clinical practices, but we know there is much more to do.

Sustainability is not a side project; it is central to our mission to improve health outcomes and reduce inequalities. Cleaner air, greener spaces, and low-carbon care models are not only better for the planet, but they are also better for people. This plan outlines how we will embed sustainability across every aspect of our organisation, empowering our workforce, and strengthening our partnerships to accelerate change.

We are grateful to our colleagues, partners, and patients who continue to champion this journey. Together, we will deliver care that is not only high-quality and compassionate, but also resilient, equitable, and environmentally responsible.

Let this Green Plan be our collective promise: to care for people and planet today, tomorrow, and for generations to come.

Jonathan Brotherton
Chief Executive



Executive Summary

University Hospitals Birmingham NHS Foundation Trust (UHB) is proud to present its Green Plan for 2025–2028, a roadmap to delivering high-quality, sustainable healthcare while responding to the twin challenges of climate change and health inequality.

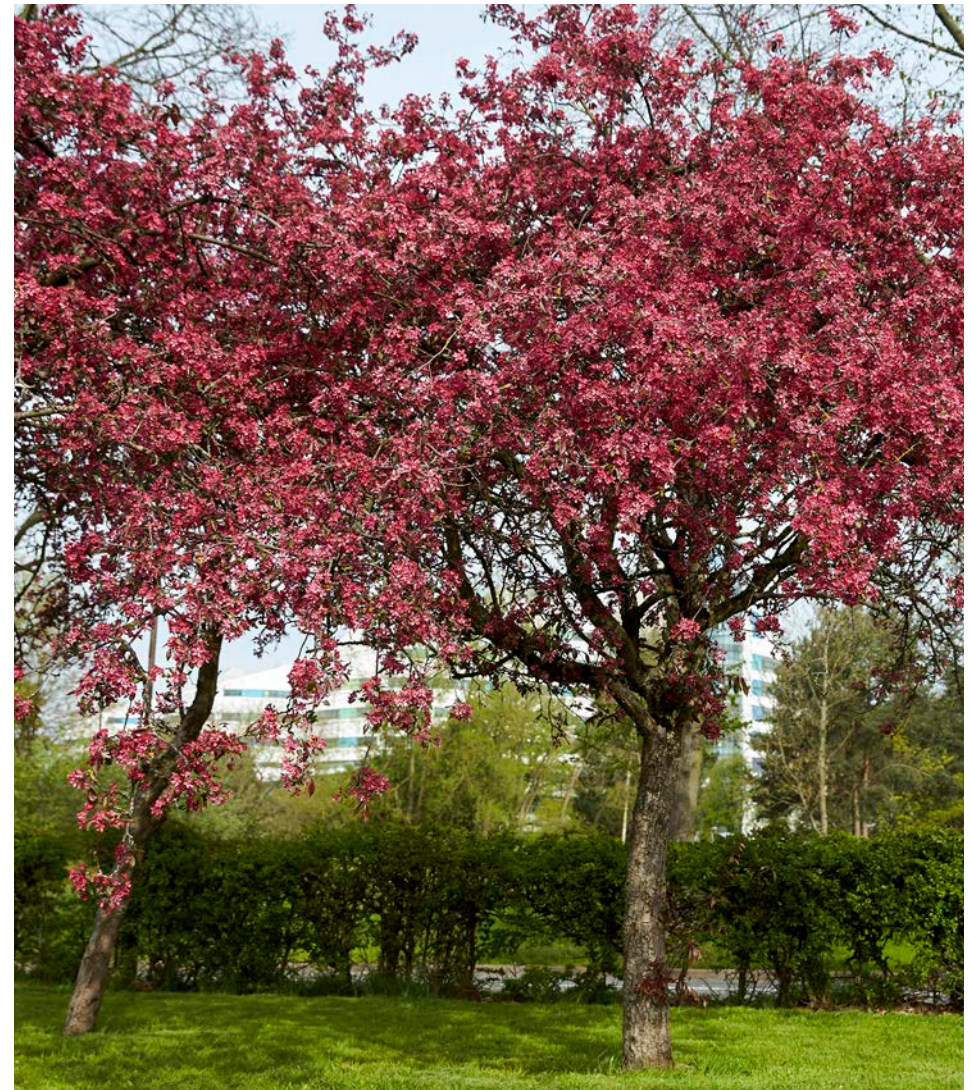
As one of the largest NHS Trusts in the country, UHB has a significant opportunity and responsibility to lead change. Our commitment aligns with the NHS ambition to achieve net zero for directly controlled emissions (NHS Carbon Footprint) by 2040, and net zero for wider emissions we can influence (NHS Carbon Footprint Plus) by 2045.

Building on the progress of our previous Green Plan (2022–2025), this refreshed plan strengthens our approach with a sharper focus on measurable outcomes, leadership, and partnership working. It is informed by the latest NHS England Green Plan guidance and contributes directly to the Birmingham and Solihull Integrated Care System (BSol ICS) sustainability goals.

Our Impact So Far

UHB has already delivered substantial carbon reductions and innovation in sustainable healthcare, including:

- » Delivering the world's first net zero operation, in partnership with the University of Birmingham a model now influencing surgical practices worldwide.
- » Removing desflurane anaesthetic and decommissioning nitrous oxide manifolds, significantly reducing greenhouse gas emissions from anaesthetic gases.
- » Investing in energy efficiency and decarbonisation projects across our estate.
- » Leading behavioural change programmes in travel, waste reduction, and clinical practice.



Why This Matters

The NHS is responsible for around 4% of the UK's carbon footprint. Climate change is the greatest public health threat of the century but tackling it brings immediate health benefits: cleaner air, healthier communities, and more resilient services. Addressing environmental impacts also supports UHB's mission to improve health outcomes and reduce health inequalities.

Our Priorities

This Green Plan is structured around nine nationally recognised priority themes:

1. Workforce and leadership – Empowering staff to lead and embed sustainable practices.
2. Net zero clinical transformation – Reducing emissions from how care is delivered.
3. Digital transformation – Supporting sustainable models of care through technology.
4. Medicines – Reducing the environmental impact of prescribing and pharmaceuticals.
5. Travel and transport – Promoting active travel, low-emission transport, and flexible working.
6. Estates and facilities – Decarbonising buildings and improving resource efficiency.
7. Supply chain and procurement – Driving sustainability through purchasing decisions.
8. Food and nutrition – Offering healthy, sustainable, and locally sourced food.
9. Adaptation – Ensuring resilience to the impacts of climate change.

Governance and Delivery

A strengthened governance structure underpins this plan, with executive oversight, dedicated working groups, and regular progress reporting to the Infrastructure Committee. Delivery will be driven through detailed action plans for each priority area, with clear accountability and regular review.

Our Commitment

Over the next three years, UHB will focus on:

- » Embedding sustainability in everything we do, from clinical care to capital projects and procurement.
- » Scaling up infrastructure decarbonisation, digital transformation, and sustainable models of care.
- » Empowering our workforce, including through the Sustainability Champions network.
- » Strengthening partnerships across the ICS, local authorities, and the wider NHS to accelerate collective action.

This Green Plan represents not only our commitment to the NHS Net Zero agenda but also our determination to improve health, reduce inequalities, and deliver care that protects both people and planet now and for generations to come.



1. Introduction

University Hospitals Birmingham NHS Foundation Trust (UHB) is proud to present its refreshed Green Plan for 2025–2028 a continuation and acceleration of our commitment to delivering high-quality, sustainable healthcare while responding to the dual health emergencies of climate change and health inequality.

Since the adoption of our first Sustainability Development Management Plan (SDMP) in 2019 and subsequent Green Plan for 2022–2025, UHB has made significant strides in embedding sustainability across our operations. Despite the challenges posed by the COVID-19 pandemic, we delivered on a wide range of initiatives including multi-million-pound decarbonisation investments, virtual care transformation, sustainable travel initiatives, and strategic waste reforms. These achievements laid the foundation for a culture shift towards environmental responsibility and system-wide collaboration.

Our updated Green Plan is informed by national priorities, including the NHS's ambition to reach net zero for directly controlled emissions by 2040 and for all emissions we can influence by 2045. It reflects the latest NHS England Green Plan Refresh Guidance, builds on the progress we've made, and sets out how we will contribute meaningfully to the Birmingham and Solihull Integrated Care System's (BSol ICS) regional net zero goals.

This Plan has been developed collaboratively with colleagues across our sites and services, through engagement across the Trust and with partners in the wider BSol ICS Sustainability Forum. As one of the largest NHS Trusts in the country and a major regional anchor institution, UHB is uniquely positioned to influence social, environmental, and economic sustainability outcomes not just within the NHS, but across the communities we serve.

Our refreshed Green Plan identifies priority areas of focus from clinical transformation and digital innovation to estates, procurement, and workforce empowerment. It introduces a more robust governance model, includes measurable outcomes, and emphasises the need for sustained leadership, behavioural change, and integrated partnership working. A revised governance structure will be set out later in this document.

Through this Green Plan, UHB reaffirms its commitment to be bold in our ambition, connected to our people and communities, and kind to our planet ensuring our services are fit for the future while promoting health and wellbeing for generations to come.

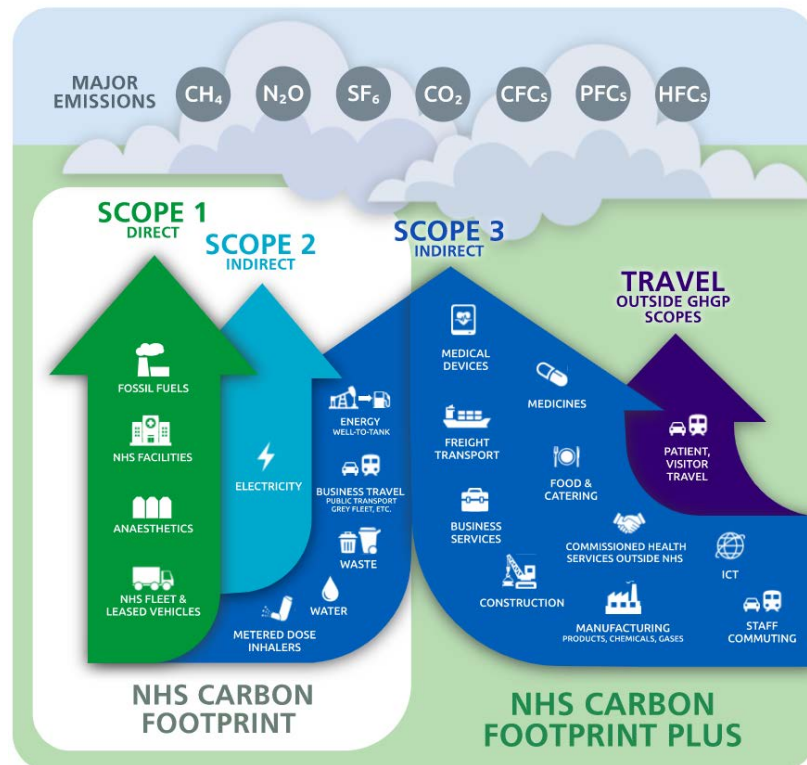


2. Drivers for Change

National Context

Climate change represents the greatest long-term threat to public health, and the NHS is at the forefront of the response. The NHS has made a bold and evidence-based commitment to achieve:

- » **Net zero for direct emissions (NHS Carbon Footprint) by 2040**, with an ambition for an 80% reduction by 2028–2032.
- » **Net zero for indirect emissions (NHS Carbon Footprint Plus) by 2045**, with an ambition for an 80% reduction by 2036–2039.

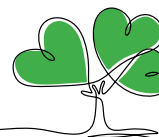


These targets, first laid out in *Delivering a Net Zero NHS (2020)*, require action across every part of the health system. Achieving these goals is expected to bring substantial health benefits including reductions in air pollution, improved diets, and increased physical activity, potentially saving tens of thousands of lives each year.

The following national strategies and frameworks guide and support the NHS's journey toward sustainability:

- » **Delivering a Net Zero NHS (2020)** – The foundational strategy setting out the NHS's net zero targets and pathway.
- » **NHS England Green Plan Guidance (2024)** – Provides a framework for Trusts and ICBs to refresh Green Plans in line with national ambitions.
- » **Net Zero Building Standard (2023)** – A standard for new healthcare buildings ensuring alignment with net zero principles.
- » **NHS Long Term Plan (2019)** – Commits the NHS to sustainability as a key enabler of better health outcomes.
- » **Health and Care Act 2022** – Establishes sustainability as a duty for NHS organisations, reinforcing statutory responsibilities.
- » **Net Zero Supplier Roadmap (2021, updated 2023)** – Sets expectations for suppliers to align with NHS net zero goals.
- » **Standard Contract and Evergreen Sustainable Supplier Assessment** – Embeds sustainability within NHS procurement processes.
- » **NHS England Climate Change Adaptation Reporting** – Outlines how Trusts should assess and respond to climate-related risks.
- » **Clinical Waste Strategy (2023)** – Provides a roadmap to ensure that 60% of clinical waste is managed through the offensive waste stream, with a 20-20-60 target split by 2026 to reduce environmental impact and improve segregation at source.
- » **Fit for the Future: 10 Year Health Plan for England (2025)** – Embeds sustainability across its three strategic shifts (community-based care, digital transformation, and prevention), recognising environmental sustainability as integral to long-term resilience and health system reform.

The national context presents both a clear mandate and an opportunity for the NHS to lead by example. In doing so, the NHS can reduce health inequalities, increase system resilience, and improve the quality of care delivered.



Local Context

University Hospitals Birmingham operates in one of the most densely populated and diverse urban areas in the country. As we adopt digital and community-based care models and support our workforce to work flexibly and remotely, we are presented with new opportunities to reduce our environmental impact and improve service accessibility.

Alongside our organisational actions, enabling a culture shift in behaviours both internally and across the communities we serve will be critical. By embedding sustainability into everyday practice and engaging staff and patients alike, we can achieve significant co-benefits for health and the environment.

The local context provides strong drivers for action, including:

- » **Birmingham's Clean Air Zone and Air Quality Priorities** – Birmingham City Council's Clean Air Zone (CAZ) and wider air quality initiatives highlight the need for UHB to reduce staff and patient car travel, modernise its fleet, and engage with local authorities on sustainable transport solutions. Poor air quality in Birmingham contributes significantly to health inequalities, respiratory illnesses, and hospital admissions, areas where UHB can lead preventive action.
- » **Population Health and Health Inequalities** – The local population experiences significant health inequalities that are exacerbated by environmental determinants like air quality, housing, and access to green space. Addressing these through sustainability can also improve public health outcomes, reinforcing UHB's dual mission to deliver care and prevent illness.
- » **Operational Resilience and Cost Pressures** – Rising energy and material costs create a financial imperative to reduce consumption and waste. Climate change also introduces operational risks such as overheating, flooding, and supply disruption requiring adaptation measures to maintain care quality.



3. UHB Green Plan 2025 - 2028

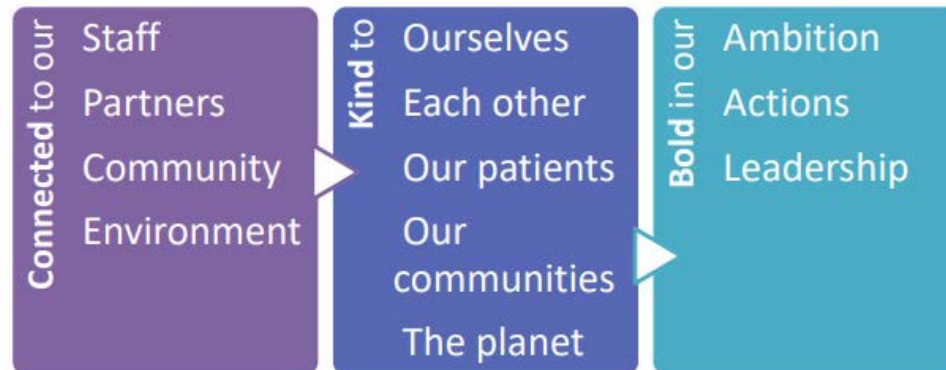
Strategic Principles

Our Vision is to build a greener and more sustainable Trust

Our Mission

- » Delivering on our nine priority themes.
- » Connecting, supporting, and empowering staff across the organisation.
- » Working with our partners to reduce our carbon footprint Our Values.

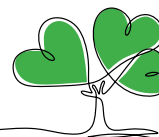
Our Values



Our Plan

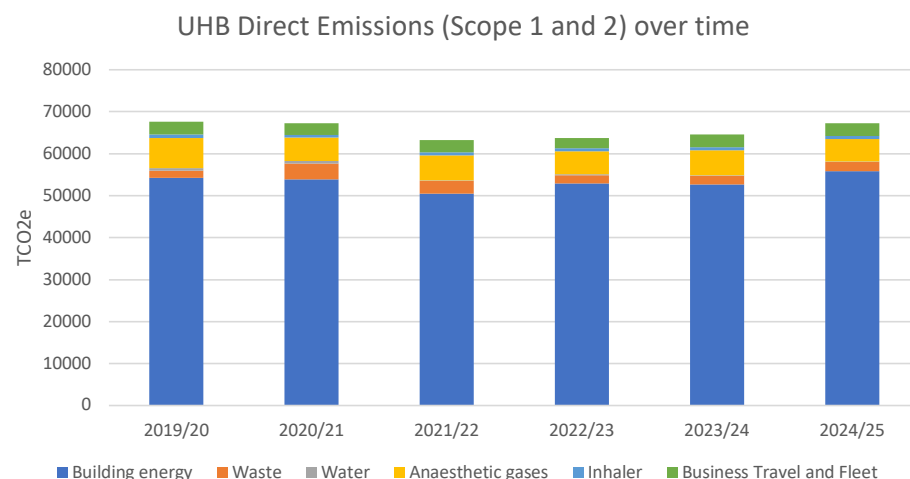
The Green Plan 2025 – 28 will be delivered through a Governance structure which will ensure leadership, assurance, delivery, risk management and sustainability. The Green Plan will be led by a Board Director and progress will be reported directly to the Infrastructure Committee against a detailed Green Action Plan. Sustainability will be embedded within the operations of the Trust by being integrated into the formal processes of the Trust whilst also engaging with all people who relate to the Trust. We will leverage the influence of the Trust as a major Regional Anchor institution to work with our partners to accelerate our and their progress towards net zero targets.

Our Priority Themes



4. Direct emissions baseline and progress

University Hospitals Birmingham (UHB) has compiled and analysed carbon emissions data across six key operational areas from 2019/20 to 2024/25. This dataset reflects actual recorded performance over a six-year period and captures the impact of key interventions made to date, including estate decarbonisation, clinical transformation, and operational efficiency improvements aligned with NHS Net Zero targets.



2019/20–2024/25: Actual Performance and Milestone

Achievements

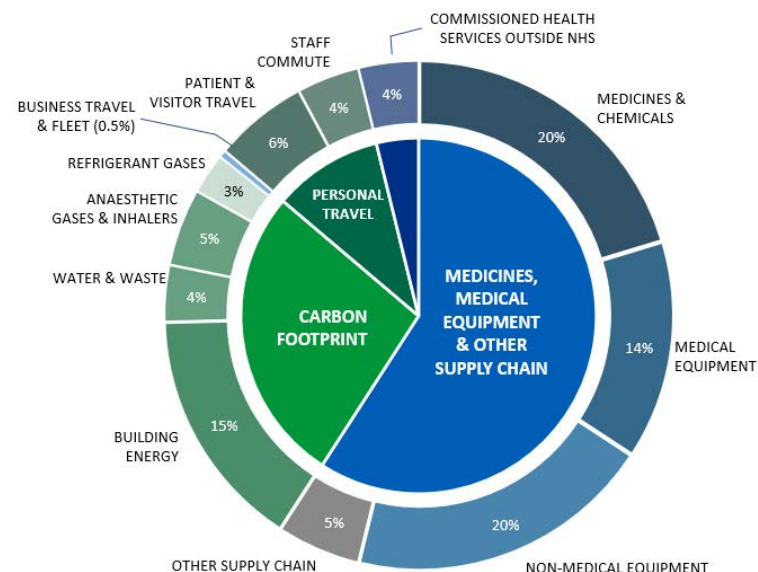
- » **Building energy** emissions initially reduced by nearly 7% between 2019 and 2022, reflecting the impact of energy efficiency measures and national grid decarbonisation. However, the opening of the Heartlands Treatment Centre (HTC) in 2022 temporarily increased overall energy use and associated carbon emissions. Emissions stabilised in 2023 as mitigation efforts took effect but rose again slightly in 2024 due to the launch of the Solihull Elective Hub, another critical site expansion. Despite these estate developments, emissions are being managed downwards through targeted infrastructure upgrades and controls.
- » **Anaesthetic gases** show a clear and sustained improvement, with emissions falling from over 7,200 tCO₂e in 2019/20 to just under 5,500 tCO₂e in 2024/25. This reflects significant clinical leadership and innovation, including the Trust-wide removal of desflurane and the decommissioning of nitrous oxide manifolds at Solihull and Good Hope Hospitals, replaced by more efficient and safer cylinder systems.
- » **Waste** emissions peaked in 2020/21 due to the COVID-19 pandemic and associated increases in single-use PPE and materials. Since then, levels have dropped and stabilised as waste segregation improved.
- » **Water** related emissions declined sharply from 2021/22 onward, aided by better data, monitoring, and leak detection.
- » **Inhaler** and **business travel and fleet** emissions remained relatively stable during this period, with the COVID-19 lockdowns reducing travel temporarily. These areas now present opportunities for focused action.



5. Revised baseline - 2024/2025 emissions

Summary (tCO ₂ e)	2024/25	% of tCO ₂ e	NHS Average
Medicines & Chemicals	24,010	20.3%	20%
Medical Equipment	16,429	13.9%	10%
Non-Medical Equipment	23,158	19.5%	8%
Other Supply Chain	6,281	5.3%	24%
Building Energy	18,261	15.4%	10%
Waste & Water	4,245	3.6%	5%
Anaesthetic Gases & Inhalers	6,150	5.2%	5%
Refrigerant Gases	3,071	2.6%	0%
Business Travel & NHS Fleet	543	0.5%	4%
Patient & Visitor Travel	7,111	6.0%	6%
Staff Commuting	4,720	4.0%	4%
Commissioned Health Services	4,519	3.8%	4%
Medicines, Medical Equipment & Other Supply Chain	69,878	59.0%	62%
Carbon Footprint	32,271	27.2%	24%
Personal Travel	11,831	10.0%	10%
Commissioned Health Services Outside NHS	4,519	3.8%	4%
NHS Carbon Footprint	32,271	27.2%	24%
NHS Carbon Footprint Plus	86,228	72.8%	76%

Table 1: UHB's 2024/25 baseline emissions



Pie Chart 1: UHB's 2024/25 emissions breakdown

The 2024/25 reporting year establishes a revised carbon emissions baseline for University Hospitals Birmingham NHS Foundation Trust (UHB), covering both our NHS Carbon Footprint (32,271 tCO₂e) and NHS Carbon Footprint Plus (86,228 tCO₂e). This baseline adopts the Birmingham and Solihull Integrated Care Board (BSol ICB) calculation methodology, providing a more accurate picture of UHB's emissions by including the lower-carbon electricity sourced from the grid. This approach differs from the NHS England (NHSE) methodology, where standard grid emissions factors are applied, resulting in significantly lower reported building emissions under the ICB model.

This more comprehensive baseline captures emissions from energy use, anaesthetic gases, fleet, waste, water, business travel, and supply chain activities. It better reflects UHB's actual environmental impact and supports alignment with local system partners. Going forward, this baseline will enable more precise tracking of emissions reductions and inform targeted interventions to support UHB's contribution towards local and national Net Zero commitments.



6. Areas of focus

To achieve our vision of delivering sustainable healthcare for a healthier future, UHB has aligned its Green Plan to nine nationally recognised priority themes, as outlined in the NHS England Green Plan guidance. These themes represent the most impactful areas where environmental sustainability can be embedded into our day-to-day operations, clinical practice, and long-term planning.

Each theme sets out specific opportunities to reduce carbon emissions, enhance resource efficiency, and build resilience across the organisation. These priorities also support our broader strategic objectives - improving patient outcomes, reducing health inequalities, and using our resources wisely.



6.1 Workforce and leadership

Why it matters:

Leadership drives change. Embedding sustainability into leadership roles and developing the knowledge and capability of our workforce ensures that environmental responsibility is at the heart of decision-making. A well-informed workforce is empowered to drive meaningful action, embedding sustainable practices Trust-wide.

Action	Timeframe
Creation of a dedicated website on the intranet and ideas portal	October 2025
Work with staff across the organisation to champion and embed sustainability	Ongoing
Develop and implement a sustainability communications and engagement plan	December 2025
Develop and implement an engagement campaign that encourages healthy, sustainable lifestyles	Ongoing
Promotion of sustainability issues/best practice/good news stories	Ongoing
Embed sustainability training to all staff	Ongoing
Embed sustainability in leadership training and governance structures at all levels.	December 2027
Digitise all Staff Records	December 2027
Incorporate sustainability within all business case reviews to ensure that environmental impact and net zero goals are considered in all future proposals and decision-making processes.	December 2026



6.2 Estates and facilities

Why it matters:

The energy used to power, heat, and cool our buildings represents the largest single contributor to the Trust's carbon footprint. Investing in energy-efficient systems, low-carbon heating, and sustainable buildings reduces emissions, lowers operating costs, and builds resilience to rising energy prices and climate risks.

Action	Timeframe
Estates	
Continue construction phase of the BHH Energy Performance Contract (using PSDS funding) to de-steam the site heating network and install an air source heat pump	August 2025
PSDS 4 (deep ground source heat pump)	March 2028
Introduce initiatives/new technologies to monitor and reduce utility consumption	TBD -2027 (due to the number of items and dependant on funding of certain elements)
Develop carbon net zero strategy for estates	March 2026
Deploy AMR Water meters across site	March 2026
Deliver outstanding Decarbonisation projects from PSDS grant funding: Complete PSDS deployment of 3A, 3B and 3C	3A – July 2026 3B – April 2026 3C – March 2026
Develop an Energy Policy	July 2026
Assess contractors against sustainability criteria from the outset in the tender process in line with social value/ procurement policy	Ongoing
Incorporate sustainability within business case reviews and capital planning processes	March 2026

Action	Timeframe
Waste	
Roll out of NHSE waste strategy on clinical waste - 60:20:20 (60% Tiger Bag, 20% Orange Bag & 20% High Temperature Incineration) ratio	December 2026
Implement 30/30 Prevention Strategy	September 2029
Food Waste Implementation	March 2026
Roll out of general waste stream to theatres trust wide	December 2025
Improve staff awareness of reuse of surplus equipment/furniture	10% of staff registered on Warp it by Q2 2026 15% by Q2 2027
Print Strategy to be finalised and implemented	March 2026
Roll out of Oleo phase 3	December 2026
Develop Enterprise Resource Planning software to provide an integrated suite of HR systems linked to Finance systems, procurement, warehouse automating workflows, saving time and paper usage	September 2025
Green Spaces and Biodiversity	
Ensure Biodiversity considered, and green spaces built into /included within new builds, capital plans and contracts;	Ongoing
Implement Health & Wellbeing projects to promote Biodiversity/ enhance natural environment e.g. Run Green Idea Hubs	Ongoing
Collaborate with internal and external stakeholders to design and deliver inclusive, sustainable spaces across the Trust.	March 2026

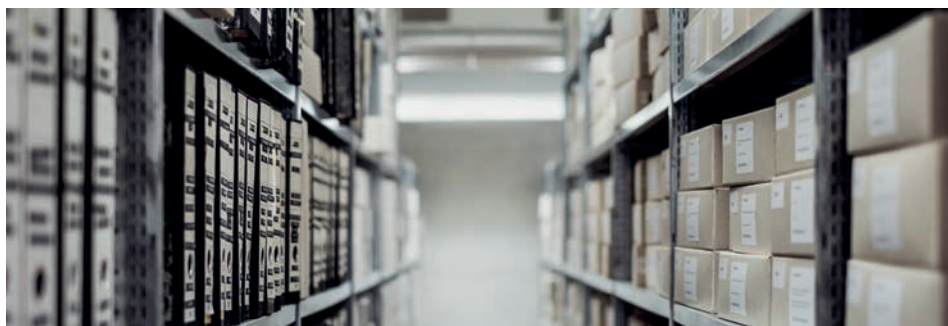


6.3 Supply chain and procurement

Why it matters:

Every product and service we buy has a carbon footprint. Addressing emissions in our supply chain is critical to achieving Net Zero. Sustainable procurement drives market change, reduces waste, and ensures that we work with suppliers who share our commitment to environmental responsibility.

Action	Timeframe
Comply with the NHSE Net Zero Supplier Roadmap by updating procurement practices to require suppliers to submit a compliant Carbon Reduction Plan (CRP) and apply a minimum 20% weighting for social value and sustainability in contract evaluations.	Ongoing
Continue to work through the Clinical Product Evaluation Group to identify sustainability as a criteria when making product switches	Ongoing
Continue to consolidate deliveries through the implementation of the new Finance EPR systems to reduce the number of deliveries across our sites	September 2025



6.4 Digital transformation

Why it matters:

Digital solutions reduce the need for travel, paperwork, and physical infrastructure use. By enabling remote consultations, virtual meetings, and smart monitoring, digital transformation plays a vital role in reducing the Trust's carbon footprint while improving operational efficiency and accessibility for patients.

Action	Timeframe
Deploy eMeet & Greet to streamline patient check-ins and improve front-desk efficiency	September 2025
Enable Patient-Led Booking to improve access and empower patients to manage their appointment	September 2025
Launch Digital Pre-op to streamline pre-operative assessments and reduce in-person appointments	July 2025
Decommission legacy data centres to cut energy use and support cloud transition	Q4 2025/26
Accelerate cloud migration to improve scalability, resilience, and reduce on-premise dependency	Q3 2025/26
Upgrade network and server infrastructure to enhance performance and security	Q4 2025 - 2027
Reduce PC estate to lower energy use and promote flexible, modern working	Q3 2025/26
Expand BYOD service to support flexible working and reduce hardware costs	Q4 2025/26



6.5 Medicines

Why it matters:

Medicines account for a significant proportion of the NHS's carbon footprint, particularly inhalers and anaesthetic gases. Sustainable prescribing and efficient medicines use reduces emissions, improves resource use, and enhances patient safety and outcomes.

Action	Timeframe
Continuously investigate and evaluate greener medicine practice to be adopted within the Trust i.e. Promote use of oral paracetamol and antibiotics	March 2027
Implement evidence-based testing protocols and clinical decision support tools to guide appropriate blood test ordering to reduce the need for unnecessary blood tests	June 2026
Decommission Entonox manifold at SHH, GHH and BHH	March 2028
Switch where clinically feasible to metered Dose Inhalers with dry powder alternatives and if unavoidable; ensuring disease treatment and patient education minimise environmental impact	November 2026

6.6 Net zero clinical transformation

Why it matters:

How care is delivered has a significant impact on carbon emissions. Shifting to prevention-based, personalised, and community-led care not only improves patient outcomes but also reduces reliance on carbon-intensive hospital services. Sustainable models of care deliver both environmental and health benefits.

Action	Timeframe
Identify a clinical lead with oversight of net zero clinical transformation, with formal links into board-level leadership and governance	September 2025
Utilise clinical staff networks to learn/ share best practice across clinical pathways	Ongoing
Promote 'Gloves Off, Aprons Off' initiative to reduce unnecessary PPE in clinical settings.	March 2026
Phase out non-recyclable couch rolls	March 2026
Bathroom first - phase out continence pads where feasible- Reduction of continence products (focussing on appropriate products/patients)	July 2025
Reduce unnecessary use of medical pulps	March 2026
Introduce energy product recycling	March 2026
Encouraging a sustainable change in process across our ED	December 2025
Roll out of green theatre principles to all theatre procedures	December 2028



6.7 Travel and transport

Why it matters:

Travel is a significant source of emissions for the NHS, from staff commuting to patient journeys and fleet operations. Reducing travel-related emissions through active travel, low-emission vehicles, and remote working not only improves air quality but also supports staff wellbeing and reduces operational costs.



Action	Timeframe
Travel survey to run every 2 years at all sites to assess travelling behaviour/ intercept and offer the appropriate mode	December 2025
Deliver upgrade of cycle facilities across all sites, considering provision for electric charging points	March 2028
Work in partnership with Cycling UK to offer free bike servicing for staff	Ongoing
Work in partnership with Transport for West Midlands to promote bus travel to staff, patients and visitors	March 2026
Work in partnership with Transport for west Midlands to promote rail travel to staff	March 2027
Utilise local & national travel offers e.g. hire bikes across sites	Ongoing
Develop sustainable travel strategies will be developed and incorporated into trust and integrated care board (ICB) green plans.	New active travel routes mapped and promoted by 2026.
Promote ULEV and Bicycle scheme salary sacrifice schemes	Ongoing
Implement revised car park criteria to prioritise and avail permit to staff who cannot use sustainable /active travel modes	September 2026
Continue to review the Trusts fleet to support introduction of hybrid/electric vehicles where feasible to align with NZTT road map - Net zero vehicles for all new fleet lease from 2027 - all fleet net zero from 2032	100% fleet EV for all new fleet lease and 100 EV points by 2028



6.8 Food and nutrition

Why it matters:

Food production, transport, and waste are key contributors to carbon emissions. Offering healthy, sustainable, and locally sourced food supports patient recovery, reduces our environmental impact, and contributes to wider public health goals.

Action	Timeframe
Install Aerobic food waste digester at all four hospitals	March 2026
Feasibility Business case for anaerobic digester as part of linen BC	March 2026
Trust wide Roll out of digital food ordering platforms to bring food ordering closer to meal periods. From collected historical data start to reduce ordering with Suppliers and supply.	June 2026
Evaluate and Implement Decaffeinated hot drinks as default beverage for patients on Wards and roll out Trust Wide	March 2026
Continue to review menus and establish more healthier choices for patients and Retail areas. Providing a good rounded balance of the Eat Well Plate Purchase ingredient from local suppliers	Ongoing
Replacement of gas appliances with electric alternatives as part of end-of-life capital spend replacements.	Ongoing

6.9 Adaptation

Why it matters:

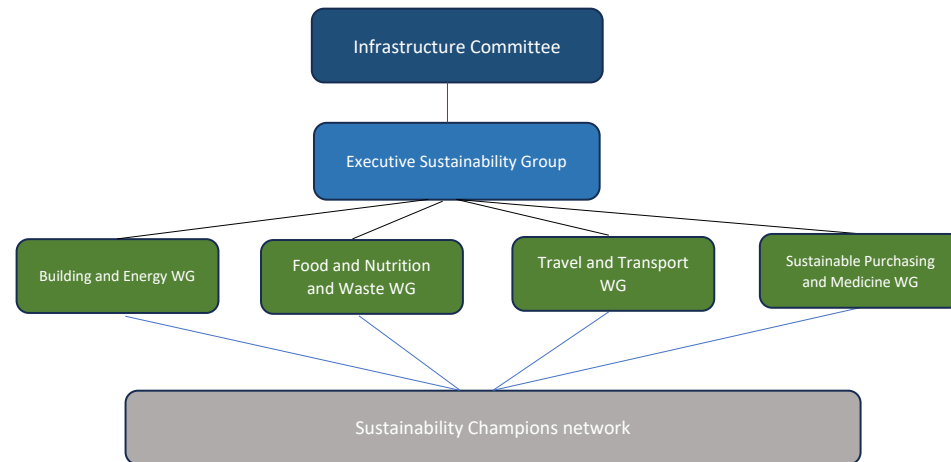
The impacts of climate change including heatwaves, flooding, and severe weather pose a direct risk to patient safety, service delivery, and infrastructure. Proactively adapting ensures we can continue to provide safe, high-quality care under changing climate conditions, protecting patients, staff, and services.

Action	Timeframe
Undertake climate change risk assessment	June 2026
Include climate change risk assessment to risk register	August 2026
Develop a climate change adaptation plan using Sustainability WM tool kit to Mitigate the effects of adverse weather on infrastructure, patients and staff	December 2026



7. Governance and reporting

Strong and visible leadership is vital to ensuring the successful delivery of the commitments set out in this Green Plan. The UHB governance for the Green Plan consists of four key groups. The diagram below shows the governance structure.



Clear and consistent reporting is crucial to track progress and drive the delivery of actions.

Progress report: internal four monthly reports produced for the Infrastructure Committee including carbon emissions data and updates for the 9 priority themes actions.

ERIC (Estates Return Information Collection): a mandatory data return for all NHS trusts, providing benchmarking information on estates and facilities-related data.

Sustainability Annual Report: incorporated within the Trust's Annual Report, it outlines carbon emissions, progress against targets, and key sustainability activities undertaken throughout the year.

8. Delivering Sustainable Health care for the Future

University Hospitals Birmingham (UHB) has established itself as a national and international leader in sustainable healthcare. Our partnership with the University of Birmingham delivered the world's first documented net zero operation, setting a global benchmark for sustainable surgery. This pioneering work has influenced hospitals worldwide, demonstrating that climate-smart healthcare is both achievable and scalable.

Our progress extends beyond the operating theatre. Through decarbonising our estate, transforming clinical pathways, reducing waste, improving sustainable travel, and embedding green practices into our operations, we are proving that environmental responsibility goes hand in hand with delivering high-quality patient care.

But the challenge is far from over. The climate crisis remains the greatest threat to human health and the greatest opportunity for health improvement. This Green Plan reaffirms UHB's commitment to embedding sustainability into every part of our organisation. It represents a bold, actionable response that aligns with our responsibility as a major healthcare provider and anchor institution.

Over the next three years, we will focus on:

- » Embedding sustainability in everything we do, from clinical care to capital projects and procurement.
- » Scaling up infrastructure decarbonisation, digital transformation, and sustainable models of care.
- » Empowering our workforce through training, leadership, and a strengthened Sustainability Champions network.
- » Strengthening partnerships across the ICS, local government, and the wider NHS to accelerate collective action.

By continuing to lead locally and influence globally, UHB will deliver sustainable healthcare that protects both human health and the health of our planet for current and future generations.

