



James Paget Hospital Green Plan 2025-2028

Delivering Sustainable Healthcare



OUR
PATIENTS



OUR
PEOPLE



OUR
PARTNERS



OUR
PERFORMANCE

Foreword



James Paget
University Hospitals
NHS Foundation Trust

At James Paget University Hospitals NHS Foundation Trust, The green plan recognises that climate change is not only an environmental crisis—it is a health emergency. The evidence is clear: the climate crisis is already impacting the health and wellbeing of our communities, and the most vulnerable are at greatest risk.

The year 2024 was the hottest on record globally (WMO), and the UK has experienced three of its four hottest years in just the past three years—2022, 2023, and 2024 (Met Office). These rising temperatures are not just statistics; they translate into real health consequences. According to the UK Health Security Agency, the annual cost of heat-related mortality in England—driven by climate change and socio-economic factors—is projected to rise from £6.8 billion in the 2020s to £14.7 billion by the 2050s.

Extreme weather events such as heatwaves, storms, and floods are becoming more frequent and severe, placing additional strain on health and care services, infrastructure, and the wellbeing of our population. These impacts are not felt equally—climate change exacerbates existing health inequalities, disproportionately affecting older adults, children, people with chronic illnesses, and those in socio-economically disadvantaged communities.

As an anchor institution—the largest employer in Gorleston and a cornerstone of the Great Yarmouth community—we recognise our unique position and responsibility. We are not only a provider of care but a driver of economic, social, and environmental wellbeing. As one of the largest carbon emitters in the locality, we must lead by example in reducing emissions and building climate resilience.

This Green Plan is our commitment to act—boldly and urgently. It outlines how we will reduce our carbon footprint, embed sustainability into every aspect of our operations, and design a future-ready, intelligent hospital that is resilient, equitable, and environmentally responsible.

We are not just acting for the planet—we are acting for our patients, our staff, and our community. By aligning with NHS England's Green Plan Guidance (2025 refresh) and the Norfolk and Waveney Integrated Care Board's Green Plan and 10-Year Infrastructure Strategy, we are ensuring that our local ambitions support wider system transformation and national net zero goals.

Together, we are building a healthier, fairer, and more sustainable future.



About us...



**James Paget
University Hospitals**
NHS Foundation Trust

James Paget University Hospitals NHS Foundation Trust provides care to approximately 250,000 people living in Great Yarmouth and Waveney, from our main hospital site in Gorleston-on-sea, the nearby Newberry Clinic and other outreach clinics we support patients in the local area.

Built between 1976 and 1981, the hospital fully opened in 1982, bringing together smaller local hospitals and clinical services in the area on to one site. Our hospital is named after Great Yarmouth-born surgeon to Queen Victoria, Sir James Paget (1814-1899), who was President of the Royal College of Surgeons in England, a Fellow of the Royal Society and Vice Chancellor of London University and is considered a major pioneer of British pathology.

Our hospital provides a full range of general acute services plus several specialised services with the Trust's footprint increasing size in recent years to meet demand. The new developments include; Emergency Department expansion, an award-winning Concept Ward, Diagnostic Assessment Centre, Community Diagnostic Centre, Elective Orthopaedic Hub and Fracture Clinic.

The Trust has approximately 500 inpatient beds. These are a mix of critical, intensive and high dependency care, general surgery and medicine, maternity, paediatrics and neonatal, and escalation beds. We employ over 4,500 staff, both part and full time, making us the largest employer in the local area.

We are a trusted NHS Foundation Trust, delivering compassionate, high-quality care and playing a vital role in our community. As a respected clinical educator, we support the growth of both local and international staff.

Our New Hospital, to be built on the current site, will offer modern, patient-focused care in a sustainable setting. Designed with the green agenda at its heart, it will feature energy-efficient systems, low-carbon technologies, and eco-friendly materials. We are committed to enhancing biodiversity, reducing waste, and promoting sustainable transport, meeting emission targets and ensuring a healthier future for both people and the planet.



Our Approach

The NHS is responsible for around 4% of the UK’s total carbon emissions, a significant share for a single institution.

This impact arises from a wide range of activities essential to delivering healthcare. These include the energy used to power hospitals and clinics, the transportation of staff, patients, and medical supplies, and the manufacture and disposal of medical equipment and pharmaceuticals. Additionally, the NHS relies on a vast supply chain, from food services to construction, all of which contribute to its overall carbon footprint.

Given the growing health threats posed by climate change and air pollution—both of which are linked to increased mortality and long-term illness—the NHS has recognized the urgent need to act. Its ambition to become the world’s first net zero health system is outlined in the “Delivering a Net Zero NHS” report, and its objectives are now legally embedded in the Health and Care Act 2022.

Our Trust five-year strategy demonstrates how the Trust has already committed, in-line with our previous Green Plan edition, to reducing carbon emissions, and will have a continued focus to do so.

The Trusts four priorities and embedded ambitions to “build a healthier future” commit all staff to consider their influence on social, environmental and financial (Triple Bottom Line) factors to help support a sustainable healthcare service.

STRATEGIC PRIORITIES



OUR PATIENTS



OUR PEOPLE



OUR PARTNERS



OUR PERFORMANCE

OUR VALUES

Collaboration

We work positively with others to achieve shared aims

Accountability

We act with professionalism and integrity, delivering what we commit to, embedding learning when things do not go to plan

Respect

We are anti-discriminatory, treating people fairly and creating a sense of belonging and pride

Empowerment

We speak out when things don't feel right, we are innovative and make changes to support continuous improvement

Support

We are compassionate, listen attentively and are kind to ourselves and each other



Alignment to NHS England Green Plan guidance 2025

The **James Paget University Hospital (JPUH) Green Plan 2025–2028** is comprehensively aligned with all nine focus areas of the **NHS England Green Plan (2025 refresh)**. It integrates sustainability into leadership, clinical care, digital innovation, infrastructure, procurement, transport, and staff and community engagement.

Notable examples include the introduction of a Virtual Ward to reduce admissions, the elimination of desflurane, and the phased shutdown of piped nitrous oxide. Additionally, there have been deployments of energy-efficient technologies through over 25 digital projects, and progress is being made towards a smart, net-zero hospital under the New Hospital Programme.

The Trust has also established a structured governance framework, including a Net Zero Executive Lead, Green Champions, and an action log with measurable KPIs. This ensures not only policy alignment but also operational delivery, continuous improvement, and transparent reporting.

Collectively, these actions support NHS-wide commitments to reach **net zero by 2040 (direct emissions)** and **2045 (indirect emissions)**, while reinforcing our role as a system partner delivering local and regional impact.



Aligning with system partners

The JPUH Green Plan is not a standalone document—it is a system aware document that actively supports and complements the Norfolk & Waveney ICB's Green Plan and 10-Year Infrastructure Strategy. It reflects shared ambitions across the N&W ICB to deliver sustainable, equitable, and digitally enabled care.

System Collaboration

Shared EPR Rollout: JPUH is a key partner in the ICS-wide Electronic Patient Record programme, enabling seamless, low-carbon care across acute sites.

ICS Procurement Collaboration: Active participation in the Clinical Product Evaluation Group (CPEG) supports standardisation, reuse, and circular economy principles.

Joint Clinical Pathways: Initiatives like the Virtual Ward and Paget at Home align with the ICS's shift toward community-based, preventative care.

Net Zero & Estates Transformation

JPUH's smart, net-zero-ready hospital design directly supports the ICB's infrastructure goals for resilient, adaptable estates. The Trust's decarbonisation efforts (e.g. LED retrofits, solar (Photovoltaic), heat pumps) mirror system-wide estate priorities.

Sustainable Travel & Access

JPUH's EV charging, ANPR, and active travel schemes contribute to the ICB's ambition for cleaner air, reduced emissions, and healthier communities.

Flexible working and reduced inter-site travel support system-wide workforce sustainability.

Supply Chain & Procurement

The Trust's 10% social value procurement standard and focus on reusable clinical items align with the ICB's sustainable procurement framework. Collaboration with system partners ensures consistent application of low-carbon purchasing across the ICS.

Climate Resilience & Adaptation

Engagement with the Norfolk Resilience Forum ensures JPUH's emergency planning and climate risk mitigation are integrated into system-wide preparedness.

Biodiversity and green space strategies support the ICS's environmental health and wellbeing goals.

Community & Workforce Engagement

JPUH's Green Champions, inclusive staff networks, and community wellbeing programmes reflect the ICB's emphasis on co-production, equity, and social value.

Collaboration with local authorities and voluntary sector partners enhances place-based delivery of sustainability goals.



Best practice drivers for change

Legislation

- Environmental Protection Act (1990)
- Civil Contingencies Act (2004)
- European Emissions Trading Scheme (2005)
- Climate Change Act (2008)
- The Waste Regulations (2011)
- Public Services Social Value Act (2012)
- Health and Care Act (2022)
- Environmental act 2021

Healthcare specific guidance

- The Marmot Review (2010)
- NICE guidance – physical activity, walking and cycling (2012)
- Public Services Social Value Act (2012)
- Public Health Outcomes Framework (2013)
- Adaptation Report for the Healthcare System (2015)
- The Naylor Review (2017)
- HM Treasury's Sustainability Reporting Guidance (2019)
- The NHS Long Term Plan (2019)
- Delivering a 'Net Zero' National Health Service (2020)
- Estates Net Zero Carbon Delivery Plan (2021)
- HTM 07-01: Safe and sustainable management of healthcare waste (2022)
- Health Technical Memoranda and Health Building Notes

European and International Guidance

- EU Waste Directive (2008)
- World Health Organization: Environmentally Sustainable Health Systems in Europe (2017)
- IPCC, 2018: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways..United Nations Sustainable Development Goals
- World Health Organization: European Policy for Health and Wellbeing

UK Strategy and Guidance

- The Economics of Climate Change (2006)
- The Air Quality Strategy for England, Scotland, Wales and Northern Ireland (2007)
- DEFRA The Economics of Climate Resilience (2012)
- HPA Health Effects of Climate Change (2012)
- National Adaptation Programme: Making The Country Resilient To The Changing Climate (2013)
- Sustainable procurement: the Government Buying Standards (2015)
- A Green Future: Our 25 Year Plan to Improve the Environment (2018)
- Waste duty of care code of practice (2018)
- The National Planning Policy Framework (2019)



Our progress so far...

At James Paget University Hospitals (JPUH) we recognise the critical importance of sustainability in shaping a healthier future for our patients, staff, local communities and the environment in which we operate in.

Since our inaugural Green Plan 2021/22, we have made meaningful progress to integrate sustainability into every aspect of our operations and are proud of the steps we have taken so far.

On the following pages you will find a brief outline of some of the projects established and embedded within our divisions.



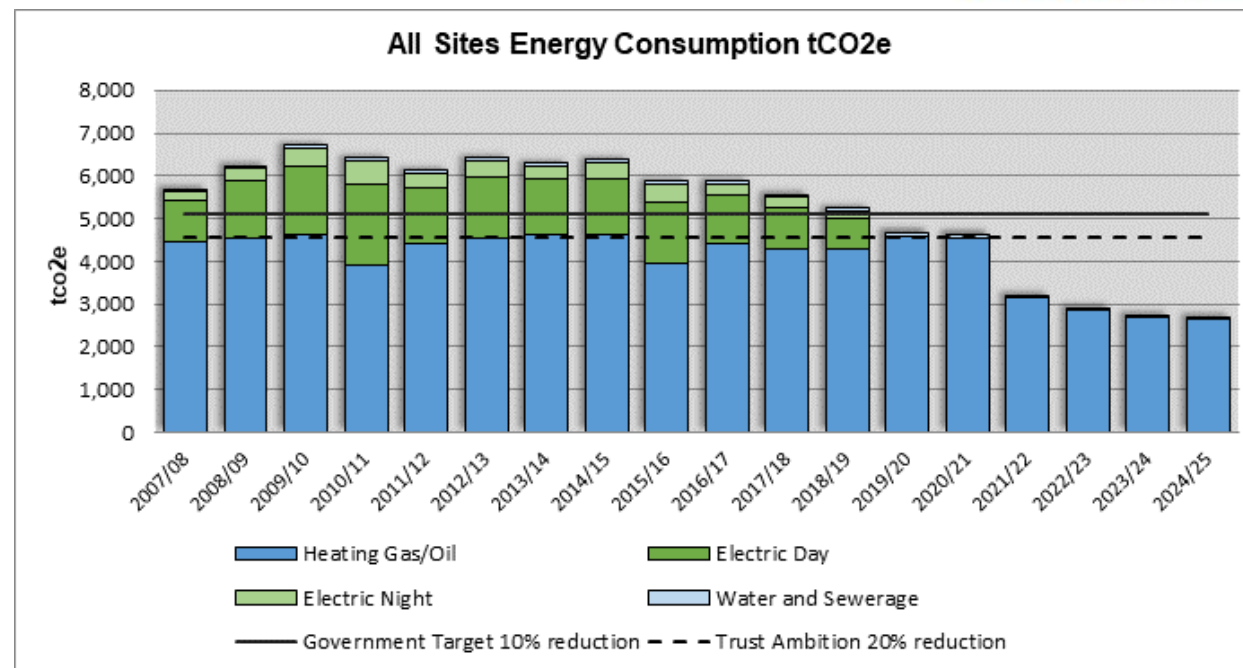
Our Progress so far tCO2e...

Reducing Emissions - Decarbonisation has been a major focus in the Trust's approach to climate change over the last 17 years.

Since our first Green Plan publication in 2021 our Estates projects have reduced energy emissions by 41%. A ten year look to 2023/24 shows a 57% reduction.

These reductions in emissions has been delivered despite a significant rise in hospital attendances, business activity and hospital footprint.

Modern Methods of Construction (MMC) and the Building Research Establishment Environmental Assessment Method (BREEAM) help us offset and reduce carbon emissions.



Environmental

Achieving environmental growth by advancing environmental efficiency across our estate, implementing effective resource usage.

Care

Supporting health and wellbeing by providing healthy spaces, excellent care, and empowering healthy choices.

Responsibility

Increasing the resilience of our organisation and our assets aligning to future demands and pressures.

People

Enhancing social value, increasing our role, and influencing the wider community by thinking and working beyond the boundaries of the James Paget hospital.



Our progress so far...

Clinical Transformation

JPUH Virtual Ward – An established and growing JPUH Virtual Ward accommodating 42 patients and consistently achieving an 90%-100% capacity

Virtual consultations - Implemented consultant led virtual appointments for patients and created a specific virtual hub

Walking Aid Scheme - Collaboration between JPUH/NNUH to create a circular economy of repurposing walking aids

Theatres Green Group - Theatres are working through the Royal College of Surgeons Green Theatres Checklist 2022 - reviewing innovative ways to provide environmentally friendly surgery

Quality Improvement Projects - Net-zero and sustainable healthcare considerations are now included in all projects developed by or submitted to the Nursing, Midwifery and Allied Health Professional Research Team



Return Reuse Recycle

NHS

Returning your Walking Aids

You can now recycle your crutches, sticks and frames when no longer needed. We will check and clean them to help future patients.

Return yours for reuse (and recycling) to any of Norfolk County Council's recycling centres.



Our progress so far...

Medicines

Medical Gases - Desflurane has been removed as an Anaesthetic gas at JPUH

Pharmacy Green Bins – Trialling a medicine waste bin on a number of wards allowing for unused medicines to be returned to pharmacy for assessing if any medication can be reused

Biosimilar Medicines - Working with the relevant clinical teams, Pharmacy have successfully introduced new Biosimilar Medicine in dermatology, gastroenterology, oncology, ophthalmology, and rheumatology

Desflurane as a percentage (%) of all volatile anaesthetic gases

Litres of desflurane divided by the litres of all volatile anaesthetic gases issued by trust pharmacy system (Note: this includes waste and returns). A downward trend shows a lower usage of desflurane.



* Note where values are not shown this designates no usage



Our progress so far...

Estates and Facilities

LED Lighting – Continuation of change to LED lighting – Any replacements or ward refurbishments all fitted with LEDs vastly improving maintenance

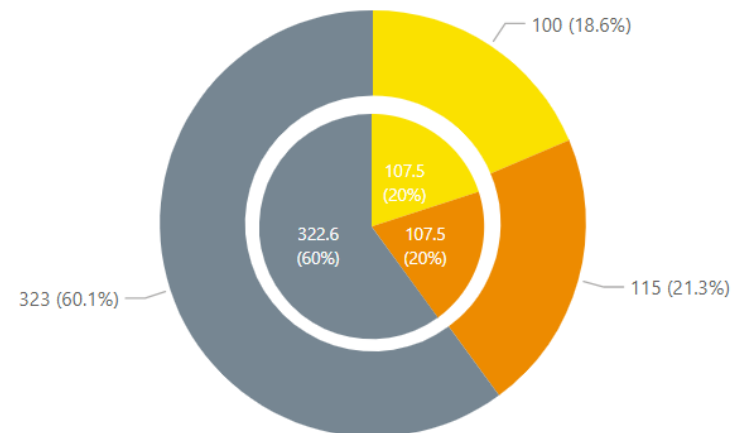
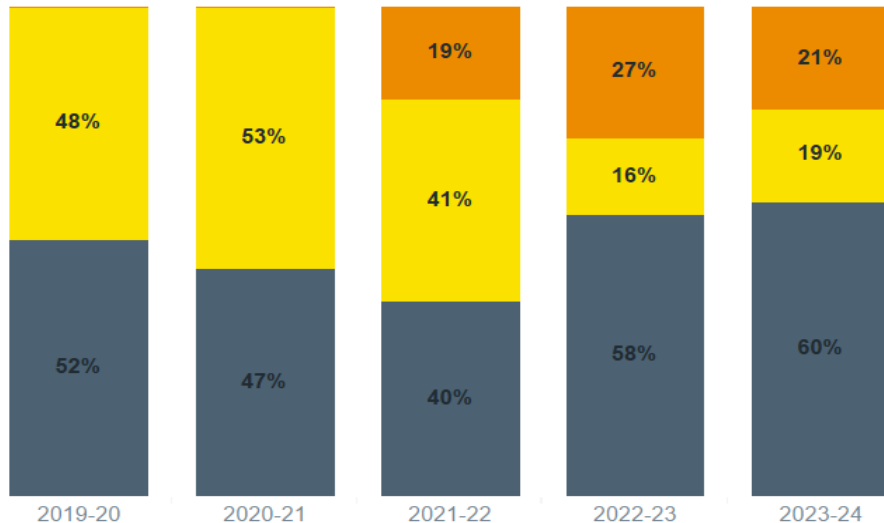
Air Source Heat Pumps - Installed in new buildings such as Concept Ward and Community Diagnostic Centre incorporating our Oulton Suite and Elective Orthopedic Hub

Solar PV panels - On-site Solar PV panels continue to be used as an energy source. When the new hospital build begins, there is a plan to move the panels to the Education and Training Centre to ensure the Trust continues to gather natural energy

Waste segregation - Implementation of offensive waste sorting, achieving or near completion of 60:20:20 waste segregation – Offensive, Infectious and Highly Infectious waste

Clinical waste segregation - 20:20:60

2023-2024



● Incineration ● Alternative Treatment ● Offensive waste



Our progress so far...



Travel and Transport

Automated Number Plate Recognition (ANPR) – Installed in May 2025 to support traffic management and flow on site

EV (Electric Vehicle) charging points - 10x EV charging points installed on site

Cycling to work - Cycle to Work scheme embedded and cycle parking and shelters available to staff and patients with new secure lockable bike compounds featured when adding to new hospital builds

Salary Sacrifice Car Scheme – The Trust has run an in-house scheme for several years and from June 2025 is teaming up with NHS Fleet Solutions to offer a new scheme offering a variety of benefits and vehicles including Electric and Hybrid

Flexible working policy - Staff flexible working policy embedded to include home working, condensed hours and promoting online meetings

Supply Chain and Procurement

10% Social Value - 10% minimum social value added to JPUH tenders in line with updated procurement act. The UK Procurement Act 2023 also embeds sustainability into public procurement by requiring environmental considerations, carbon reduction plans, and green performance metrics in major contracts

Food and Nutrition

Food Digester - The Trust has a food digester on site – allowing for repurposing of food waste to create green energy. Future innovation will repurpose the nutrients into pet food, feed for fish

Weighing food waste - Monitoring and weighing of daily/monthly food waste

Menu Choice – Our catering team is seeking to learn and adapt menus, with support from Dieticians and Nutritionists, to provide plant based options, vegetarian options and low carbon meal alternatives



Our progress so far...

Digital Transformation

Implementing Clinical Systems – Patient Source, ICE (Integrated Clinical Environment), Aria, Feebris – Information systems to review patient information electronically

Projects - 25 digital projects are in progress

Electronic Staff Records (ESR) - All staff records and HR Forms moved to electronic platforms

Online service desks - Portals established for staff to request service support – reducing the need for paper records and improving response times

Energy efficient equipment – All equipment ordered are power efficient devices

Reducing electronic waste – Re-using parts to maintain IT fleet



Adaptation

Emergency Planning Lead – An Emergency Planning Lead is in place to guide the Trust in preparation and response to any potential adverse climate change related events affecting the Trust and wider community

Incident plans - The Trust has documented response and action plans covering adverse weather incidents



Social Value

At James Paget University Hospitals we continue to support our staff, patients, families and the wider community with a vast array of collaborative projects and support groups.

Project Search - Collaboration with East Coast College - Enabling students, young people aged 16 to 24 with Special Educational Needs (SEND), who want to move into employment.

Louise Hamilton Centre services - The Centre not only hosts Lymphedema clinics, the Abdominal Aortic Aneurysm screening service and the Cancer Care Navigator team, but also holds regular groups, through the dedication of the centre's staff, such as Dementia Café, Walking Beside You, Men's Share and Talk, Journey through the field of Art, Headwear Solutions, Max's Legacy, Look Good Feel Better, Migraine support, Veterans Coffee morning, Inside out stoma support, The Robins – loss of a loved one - and many more.

Staff support and wellbeing – We support our staff by creating active spaces to provide decompression and wellbeing space and activities such as yoga, 5-a-side football and book clubs, to name a few, and have introduced inclusion staff networks for staff by staff such as Menopause, Ability, LGBTQ+ and Ethnically Diverse groups.



Working with our partners

At James Paget University Hospital we know that to achieve sustainable patient care will require collaboration through a variety of stakeholders.

We continue to work towards our net zero objective through shared learning, innovation and a commitment to sustainable practices that enhance both our current and future services.

Some brief examples of the Trusts current collaborations include;

Electronic Patient Records (EPR) - Collaboration across Norfolk and Waveney to introduce a digital system where staff across the three acute hospitals – the James Paget, the Norfolk and Norwich University Hospital and the Queen Elizabeth Hospital in Kings Lynn - will be able to access patients health and care information electronically



Integrated Care System (ICS) Procurement Collaboration - Procurement, Infection Control and Clinical teams discuss removal, reduction or reuse of items such as reusable tourniquets, couch rolls, procedure packs etc. at a Clinical Product Evaluation Group (CPEG)

Feebris - JPUH Virtual Ward in collaboration with Feebris Ltd use a mobile phone and pack for patients in order to provide frequently health statistics that are monitored by our Virtual Ward Nurses

Paget at Home - Collaboration with Homelink Healthcare to provide 124 patient home visits each week

Inhalers - Working with the Integrated Care Board (ICB) and Primary Care to optimise inhaler choice

Hospital Food Production – JPUH Catering team collaborating with local suppliers and farmers to support sustainable menu options

Norfolk Resilience Forum - Collaboration with system partners to mitigate the risk of climate change to the Trust



Our Green Plan Vision to 2028 and beyond...



James Paget
University Hospitals
NHS Foundation Trust



New Hospital Programme

In September 2024 James Paget University Hospital had confirmation from the Department of Health and Social Care to proceed with plans for a new hospital. This news provides our Trust the opportunity to continue to design a hospital that not only delivers excellent patient care but also minimises its impact on the environment.

Seven key principles inform the design of the new hospital which will leave a lasting legacy for future generations.

The seven themes are: Legibility and Organisation, Adaptable Estate, Healing and Welcoming, Connection to Nature, Community and Identity, Smart and Sustainable, Standardisation and Modern Methods of Construction.



New Hospital Programme



James Paget
University Hospitals
NHS Foundation Trust

The Future Paget vision will retain buildings from the existing site which includes the Community Diagnostic Centre, Orthopedic Centre, Oulton Suite, Diagnostic Centre, Concept Ward, Burrage Centre, Louise Hamilton Centre and the Education and Training Centre.

This new hospital will provide single patient bedrooms to improve privacy and dignity, instead of the existing six person bays.

The landscape of the site will also be designed to enhance existing characteristics and to provide an external environment that promotes health and wellbeing, creating a welcoming environment that supports biodiversity.



New Hospital Programme

The new hospital will be an “Intelligent” hospital, Meeting NHS Net zero standards integrating digital systems using real-time monitoring and tracking platforms to allow for effective management of space, resources and equipment.

Technology such as intelligent climate control systems will automatically adjust heating, cooling, and lighting based on occupancy and weather conditions.

The design will provide a better layout for patient care, modernising the care we deliver and future proofing the hospital to meet the demands from an increasing population.



New Hospital Programme

The new hospital will meet the modern standards for space, sustainability and net zero. The “smart” design will enable better care, faster service delivery and a more sustainable future.

Sustainability in everyday operations

Sustainability at JPUH goes beyond the construction phase.

The hospital will:

- Adopt modern systems and practices
- Integrate technology through design and operation
- Reduce waste
- Foster a positive and inclusive staff culture
- Develop new ways of working
- Reduce energy intensity



Supporting the Community

A sustainable hospital does not just benefit those within its walls, it will also have a positive impact on our community. By reducing emissions JPUH will contribute to cleaner air and a healthier environment.

The community will also be involved in the input to our new hospital ensuring that our sustainability efforts support our service users, our community neighbours and the local economy.



Areas of Focus

Within the national Green Plan 2025 future areas of focus, the JPUH will have initiatives, goals and actions that will form a part of our Green Plan 2025-2028 action log.

These net zero objectives will be monitored and ensure we provide safe, effective and high quality patient care while promoting environmental health, social equality and economic viability.



The monitoring of these initiatives, goals and actions within our Green Plan action log will detail supporting information, requirements and potential risks in order to complete each action.

Each action will be assigned;

Context	Enablers	Policies	Activities	Outcomes	Impact
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1. Workforce and Leadership

Workforce engagement and a commitment to net zero targets are crucial elements that are needed to reduce our emissions while delivering high quality and safe patient care.

A cultural change and development of skills will also be required with leaders setting the vision and direction for the Trust.

Workforce and system leadership					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
Staff awareness of sustainability achievements and new projects	All staff have access and understanding of Trust and department carbon efficient initiatives	Increased sustainability communications	The Trust has staff newsletters and sustainability intranet page	Improving staff awareness and responsibility for net zero targets	Achieve by Q4 2026/27
Increase sustainability responsibility at departmental level	Sustainable impact to be incorporated into discussions and decision making processes within all services	Implemented sustainability into divisional meetings and/or board meetings	The Trust will need to provide opportunity for staff to increase knowledge sustainability and departments/divisions will have to be given time to implement into business practices	Embed responsibility of net zero requirement at department and divisional level	Achieve by Q3 2026/27
Sustainability training modules for all staff	NHS 2040/2045 net zero requirements to be understood by all staff	Net Zero module available for staff to access on ESR – Measure number of hits	The Trust provide mandatory and additional non-mandatory training modules to which a sustainability module could be added	Increase staff wide knowledge of Sustainability	Achieve by Q1 2026/27
Sustainability with Trust induction	Topic of sustainability and NHS Net zero targets to be part of induction process/documentation	Net Zero module, Green Plan link and information provided to new starters on Sustainability	The Trust induction already has many topics so will need to be given the opportunity to be implemented	Ingrain sustainability and Green Plan objectives from the point of arrival into the Trust	Achieve by Q1 2026/27



2. Clinical Transformation

The challenge of working towards more efficient clinical practices and reducing clinical waste will considerably improve our progress towards net zero.

Sharing and learning from innovative “green” clinical practice, internally and externally, will provide assurances in maintaining patient safety.

Clinical Transformation					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
Quality Improvement Projects	3-5 projects to be put forward for a JPUH/Regional Green Team initiative	Staff and departments given opportunity to work on carbon efficient projects	The Trust has a Quality Improvement team	Integrate new carbon and financially efficient ways of working into clinical and non-clinical areas	Achieve by Q2 2026/27
In-house clinical Green Groups	Grow clinical Green Groups to lead and support sustainable development and decision making	Number of services links into Sustainability Group, Sustainability Report and Green Plan Departmental “green checklist” of how to become more sustainable	Workloads and demand may hinder the time required to develop and implement checklist	Focus individual areas on sustainability and increase progress towards net zero working	Achieve by Q2 2027/28
Trust Sustainability Clinical Lead	Establish a Trust Net Zero Clinical Lead to support the Trust in leading discussions and decisions on net zero clinical practices	Net Zero Clinical Lead identified or appointed	The Trust does not have a Clinical Net Zero lead however is aware of the requirement	Increase awareness of net zero requirement of clinical practices to support the Trusts Green Plan	Achieve by Q3 2026/27
Virtual appointments	Increase the number of virtual appointments offered and provided to patients by 10%	Virtual outpatient appointment data	The Trust is looking at job planning to increase virtual appointments	Reducing patient travel to and from hospital site	Achieve by Q2 2026/27

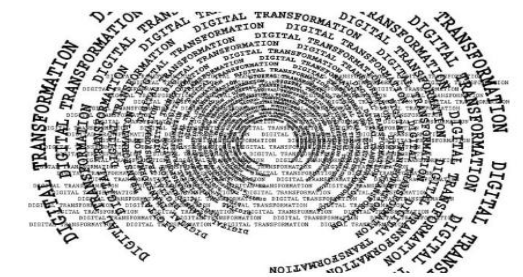


3. Digital Transformation

Our Digital teams are continually assessing, reviewing and modernising services to support a sustainable approach to healthcare while ensuring patient safety is paramount.



Digital Transformation					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
EPR (Electronic Patient Records) Go Live	Patient records available to all three acute hospitals in Norfolk	Complete EPR implementation across the Norfolk acute network and decommission 80% of legacy systems	Project is in progress with specific teams across each Trust	Efficient digital working, providing an enhanced patient and service experience	Achieve by Q2 2026/27
Assessing Digital Health systems	Digital Health projects to convert operations into digital processes – limiting paper systems Reduction of printing	Monthly analysis of printing	These are driven by patient safety and risk.	Increased digital working and reduction of paper	Achieve by Q4 2026/27



4. Medicines

Medicines account for around 25% of NHS emissions. A few medicines account for a large portion of these emissions, for example, anaesthetic gases (2% of NHS emissions) and inhalers (3%). Organisations should build on progress in reducing these “point of use” emissions, while improving patient care and reducing waste. Actions to reduce emissions from the medicines supply chain are set out under Supply chain and procurement

Optimising and assessing medication is a high priority as we aim to reduce waste and enhance education about subjects such as medication over use, sustainable choices and correct disposal of pharmaceuticals.

A requirement to collaborate both internally and externally with our partners will be essential to reach our net zero target and lower the environmental impact of medicines.



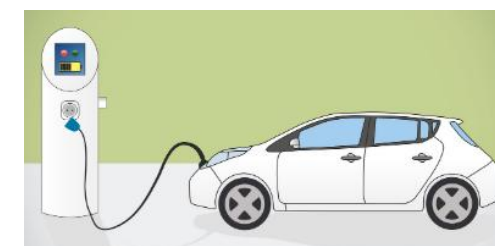
Medicines					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
Reduce/remove Nitrous Oxide	Decommission the Nitrous Oxide manifold	The Trust has access to data of its use of Nitrous Oxide	Funding to support a change of process to mobile trolley's and cylinders is being planned and risk assessed	Trusts use and waste of harmful gas Nitrous Oxide into environment	Achieve by Q4 2025/26
Reducing patient visits	Minimise patients that need to physically attend site to collect non-prescribed medication	Patient visits to Pharmacy department	Implementation of EPR and increase of virtual outpatients appointments would reduce patient visits	Reduced patient and traffic flow on site	Achieve by Q3 2026/27
Inhalers	Reduce metered dose inhalers by 20%	Percentage of dry powdered inhalers against metered dose inhalers	Collaborate with ICB and GP's to optimise inhaler choice	Reduced harmful greenhouse gases	Achieve by Q2 2026/27

5. Travel and Transport

By placing a focus on making the transport systems around our hospital cleaner and more efficient we can significantly reduce a large source of carbon emissions and improve the air quality on site for our staff, patients and visitors, and our local community.

Sustainable travel is not only about reducing environmental impact. It can enhance both personal and community well-being by promoting healthier lifestyles, cleaner environments and stronger social bonds.

Travel and Transport					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
Trust vehicle fleet	Reduce Trust diesel vehicles by 50%	Monitor current diesel fleet and each cars use. Move to purchasing or leasing only Ultra Low Emissions Vehicles (ULEV)	The cost to replace vehicles will be a consideration alongside current lease contracts	Considerable reduction in Trust fleet carbon emissions	Achieve by Q3 2026/27
Inter-site travel	Reduce staff inter-site travel by 30%	Number of staff journeys to from main hospital to additional sites	Staffing and resourcing external services appropriately	Reduction of carbon emissions through transportation	Achieve by Q3 2027/28
Reduction of staff commuting emissions	Complete and publish a Travel and Transport Strategy – To support alternative travel options	Staff travel survey Reduction in cars on site and/or data showing a reduction in requests for car parking.	Increasing secure bike facilities Providing staff showing/changing facilities Working with local public transport providers	Reduction in carbon emissions on site and around the local community	Achieve by Q3 2026/27



6. Supply Chain and Procurement

Addressing emissions throughout the entire process of production, transportation and distribution, the supply chain plays a crucial role in helping achieve net zero.

Sustainable sourcing, circular economy principles, collaboration and transparency, and a focus on each step of the supply chain will help us minimise our environmental impact.



Procurement					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
10% Social Value	Trust implementation of required 10% social value on procurement tenders	Tender process	Procurement process in place however KPI and Contract Management is not and will need review	Ensure that the Trusts consider that potential suppliers demonstrate how their product or service benefits society and the wider environment	10% Social Value – Achieved Contract/KPI Management – Achieve by Q2 2026/27
Reusable clinical items	Convert 25 clinical products from single-use to reusable	Procurement process	Support from Supply Chain and Shared Business Services	Reduce waste of single use items – both clinical and non-clinical	Achieve by Q4 2025/26

7. Food and Nutrition

Rethinking how we produce, consume and waste food can significantly reduce our emissions and costs.

Whether through reducing food waste, shifting towards plant-based diets or using renewable energy in food production, food and nutrition are both key components in working towards healthier and sustainable produce.



Food and Nutrition					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
Reusable cups	Trust to implement reusable cups in restaurant and remove disposable cup option	No purchases of disposable cups and reduced waste for catering	Moving to a reusable cup is financially cost effective	A move to reuse process and a sustainability statement to staff and visitors	Achieve by Q3 2025/26
Digital menu	Implement an easily accessible platform to detail meal options and specific meal information	Removal of paper menu process and data obtained from digital menus	Acquiring platform to detail specific meal and dietary requirements	Reduced paper waste and printing	Achieve by Q4 2026/27
Food Waste	Reduce food waste by 25%	Data received from on-site digester	Staff training and an approved process when ordering patient meals at ward level to minimise plate waste	Reducing waste and associated costs – Improving efficiencies at the Trust	Achieve by Q4 2026/27



8. Estates and Facilities

Improving energy efficiency, reducing resource consumption and implementing sustainable practices into the operation and maintenance of buildings and infrastructure will contribute significantly to our net zero targets and progress has already been made in this area.

This will continue as we design and plan for our new hospital whilst ensuring we closely monitor our current sites efficiency.

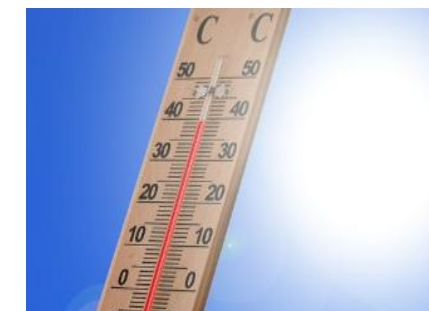
Estates and Facilities					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
LED Lighting	Install 100% LED lighting around the Trust – subject to funding	Estates monitoring progress across site	Currently around 65% of the Trust completed and implemented into new builds	LED use significantly less energy, improving efficiency LED's also have a longer life span reducing waste	Achieve by Q2 2026/27
Recycling	Increase recycling rate by 20% Provide recycling stations in public areas and increase recycling opportunities in staff areas	Monitor dry mix recycling data and general waste data from waste contractors	The Trust would have to invest in recycling station for public areas. Staff recycling may be limited by space for required bins.	Opportunity to ensure recyclable materials follow a recycling waste stream. Move recycling initiatives seen in public places such as shopping centres	Achieve by Q2 2026/27
Electric Boilers	Remove 100% of steam boilers and replace with electric	Reduction in site carbon emissions	Funding is required to implement	Improved efficiency and no direct emissions	Achieve by Q2 2026/27 – subject to HSDU project timeline



9. Climate Adaptation and resilience

Climate adaptation is a strategic priority in our Green Plan, ensuring James Paget University Hospital (JPUH) can continue delivering safe, high-quality care in the face of a changing climate.

We recognise that rising temperatures, increased flood risk, and extreme weather events demand proactive, long-term solutions embedded across our estate, operations, and governance to ensure service resilience under adverse conditions.



Adaptation					
Target	Specific	Measurable	Achievable	Relevant	Time-Bound
Norfolk Resilience Forum	Complete two exercises in response related to climate change with Norfolk and Waveney partners	Number of exercises completed	Adaptation Lead and external partners meet regularly and planning is in process	Planning to prepare and respond to climate change impact on Trust and community	Achieve by Q2 2026/27
Design for Resilience	Through the Future Paget Programme, we will implement passive design principles—green roofs, natural ventilation, and solar shading—to reduce overheating and enhance comfort.	New Hospital plans	Part of the New Hospital Programme design phase	Protecting the infrastructure to maintain safe, secure and comfortable conditions for patients, visitors and staff	Achieve by Q3 2025/26
Embed Adaptation in Risk Planning	Embed climate change into emergency planning and business continuity strategies. Complete Adaptation Plan	Trust sign off to ensure service resilience under adverse conditions.	To be led by individual departments and services	Minimising potential impact to services delivering patient care	Achieve by Q3 2026/27

Green Space and Biodiversity

The demand for services to support our community has seen the number of buildings on our hospital site increase however, with each new building, the surrounding landscape and green spaces are also considered.

We will endeavour to;

- Nurture existing green space and protect biodiversity within and around the hospital
- Ensure consideration and promotion of Green space and biodiversity with Estates initiatives
- Where possible, leave and conserve space for growth of rich wildlife

As we plan for a new hospital and expand the estate further we will use and maintain as many trees, green spaces and natural surroundings as possible.

Design teams will consider the opportunity to innovate and effectively use spaces such as rooftops, walls and internal gardens to ensure green spaces are visible and usable on site, creating environmental benefits such as improved air quality, increased biodiversity, and improved health and well-being for patients and staff, and providing an aesthetic quality for visitors.



Governance

James Paget Hospital Green Plan is governed by the Board of Directors with oversight provided by the designated Executive Net Zero Lead, the Director of Strategic Projects.

Development and action of the Trusts Green Plan is provided by;

- Director of Strategic Projects
- Deputy Director of Estates and Facilities
- Waste and Sustainability Manager
- Divisional Leads
- Heads of Departments
- Departmental Managers



Hospital Management Group (HMG) – Decision making group for new initiatives and projects to go ahead.

Estates and Facilities Programme Board – Sustainability actions for review and escalation.

Sustainability Group – Updates and progress from divisions/departments on net zero progress, new projects, updates in compliance and regulations and responsible for inputting into the Greener NHS dashboard.

Green Champion Group – Staff group to support behavioural change, communication, discuss daily issues requiring simple solutions.

Reporting - The Green Plan and actions aligned to the Green Plan are reviewed six-monthly to monitor progress. A written report to document the Trusts progress against its Green Plan is compiled and provided to the Board of Directors.



Risks

The focus of our Green Plan clearly offers many benefits however there are risks which could affect these ambitions such as:

- High initial costs – Many green technologies, like renewable energy infrastructure, electric vehicles and energy efficient buildings, require large upfront investment which, while offering long-term benefits, could prove challenging to fund
- Supply chain disruption – Increasing demand for greener products and services UK wide for NHS Trusts could surpass availability, leading to shortages or price hikes
- Technological – Innovative ways of sustainable working are advancing rapidly, and some remain unproven or may be still adapting in their reliability

While there are associated risks, we shall aim to plan appropriately, ensure governance processes are followed and develop robust policies and procedures to assist in a smoother transition to greener alternatives.



Finance

Revenue

To achieve net zero carbon will undoubtedly require increased funding for the procurement of green renewable fuels and technologies. Additionally, effective management of environmental performance can also reduce inefficiency and waste which can produce financial benefits.

There are numerous ways that we can manage expenditure including:

- Implementing robust procurement exercises which consider both sustainability, whole life cost and value for money and sustainable practice across the ICB.
- Increasing efficiency and reducing waste via the implementation of new technology and digitalisation: taking advantage of public health funding schemes wherever possible.
- Working with third parties and system wide partners to identify new funding initiatives and joint venture opportunities that support sustainability and carbon reduction

Capital

The construction of the Future Paget Programme a new James Paget hospital will act as a significant enabler for implementing low-carbon technologies and modern efficient buildings. Introducing new technology and innovation will help us to provide new care pathways for our patients and also aid us in the journey to net zero carbon.



Communication

To help initiate change, we will take an engaging approach, consulting with staff, patients, and stakeholders within the community to develop ideas regarding our future strategy.

To reinforce our sustainable achievements and ambitions we will use internal communications, emails, wellbeing promotions, newsletters and social media, as well as other channels, such as print, online and broadcast media, when appropriate.

We also work alongside our community and our local Borough Council for joint promotions and wider reach.

Our communications via social media will use simple and meaningful language to ensure our message on sustainability is consistent and clear.

The Trust Green Plan 2025-2028 to be published on the Trust Website.



Glossary

1. **NHS** - National Health Service
2. **JPUH** - James Paget University Hospitals
3. **MMC** - Modern Methods of Construction
4. **BREEAM** - Building Research Establishment Environmental Assessment Method
5. **ANPR** - Automated Number Plate Recognition
6. **EV** - Electric Vehicle
7. **ESR** - Electronic Staff Records
8. **ICS** - Integrated Care System
9. **CPEG** - Clinical Product Evaluation Group
10. **ICB** - Integrated Care Board
11. **ULEV** - Ultra Low Emissions Vehicles
12. **WMO** – World metrological organisation
13. **PV** photovoltaic
14. **HTM** – health Technical Memorandum
15. **LED** – Light Emitting Diode

