



Royal Devon
University Healthcare
NHS Foundation Trust

Our Green Plan

2025-2028



Welcome to the Royal Devon 2025-2028 Green Plan

The Royal Devon University Healthcare NHS Foundation Trust Green Plan is a three-year strategic document, reviewed annually, which guides us as we deliver against our long-term sustainability commitments.

The 2025-2028 Green Plan sets out progress to date and the actions our Trust will take over the coming years to deliver sustainable and high-quality healthcare, reduce our carbon footprint, and ensure our Trust is fit for the future.

It has been created in line with the NHS Net Zero goals and the 10-Year Plan and covers the Trust's operations across the Devon region.



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Find us at:



<https://www.royaldevon.nhs.uk/>



@GreenRoyalDevon

Introduction



Foreword

At the Royal Devon, we are committed to caring for the communities we serve and the environment around us.

Climate change continues to have a negative impact on people and planet – damaging our health, widening inequalities and harming the vital eco-systems we rely on.

As one of the largest organisations in the South West, we recognise our responsibility to help build a healthier, greener and more resilient future for the region.

That's why our mission is to drive sustainable change across our Trust – significantly reducing our environmental impact – while improving the care we provide, and strengthening the communities within which we operate.

Our Green Plan, guided by NHS Net Zero goals and the 10-Year Plan, sets out a framework for how the Trust will realise this goal, with a focus on delivering sustainable and high-quality healthcare, reducing our carbon footprint, and ensuring our Trust is fit for the future.

This will be guided by targeted areas for action, which will enable us to create meaningful and lasting change.

By putting sustainability at the heart of what we do, we know we can deliver better, more sustainable care – keeping people healthy and protecting our planet for generations to come.



Our Trust

The Royal Devon was established in April 2022, bringing together the expertise of the **Royal Devon and Exeter NHS Foundation Trust** and **Northern Devon Healthcare NHS Trust**

We provide **core services for 615,000** people and cover more than 2,000 square miles across Devon

We have more than **15,000 staff** – more than 11,000 whole time equivalents – making us the largest employer in Devon

We have **two acute hospitals**, **17 community hospitals** and a range of sexual health, specialist and primary care services

Our urgent and emergency services saw more than **183,000 attendances** last year, which equates to over 500 people every day



Our values

Our Trust values guide everything we do. They shape how we care for patients, support our staff, and underpin our approach to sustainability.

Compassion sits at the heart of these values – driving us to act with care, respect, and responsibility towards people, communities, and the environment.

By delivering against our Green Plan, we are bringing these values to life, from maintaining integrity through transparent reporting, to empowering staff to play their part in helping us achieve our sustainability goals.



Policy and frameworks

The sustainability targets set out in our Green Plan have been shaped by NHS, Trust, and UN health and sustainability frameworks, ensuring our ambitions align with both national priorities and global goals. This includes:

NHS Net Zero by 2040 & 2045 for Carbon Footprint PLUS

In January 2020, the campaign for a Greener NHS was launched to mobilise 1.3 million+ staff and set a route map for the NHS to reach Net Zero by 2040 (direct emissions) and Net Zero for Carbon Footprint PLUS (indirect emissions) by 2045. We are taking active steps to meet this target and measuring progress against this.

NHS 10-Year Plan

The NHS 10-Year Plan focuses on three strategic shifts including; bringing care closer to home, leveraging digital technologies and moving our focus from sickness to prevention. These shifts are reflected in our Green Plan strategy and will be a key tool for driving greater sustainability and delivering better care across our Trust.

Royal Devon Better Together

Our Better Together strategy sets out our journey to enhance staff experience, transform care across Northern and Eastern Devon, and cement our position as a leading, digitally-enabled and clinically-led teaching Trust over the next five years. Our Green Plan strategy will play a key role in delivering our Better Together vision.

United Nation's Sustainable Development Goals

The UN Sustainable Development Goals, (2015-2030) are an ambitious global framework aimed at tackling inequality, climate change, and ensuring no one is left behind. Through our Green Plan, we are contributing to these goals with a particular focus on good health and wellbeing, climate action and responsible consumption.

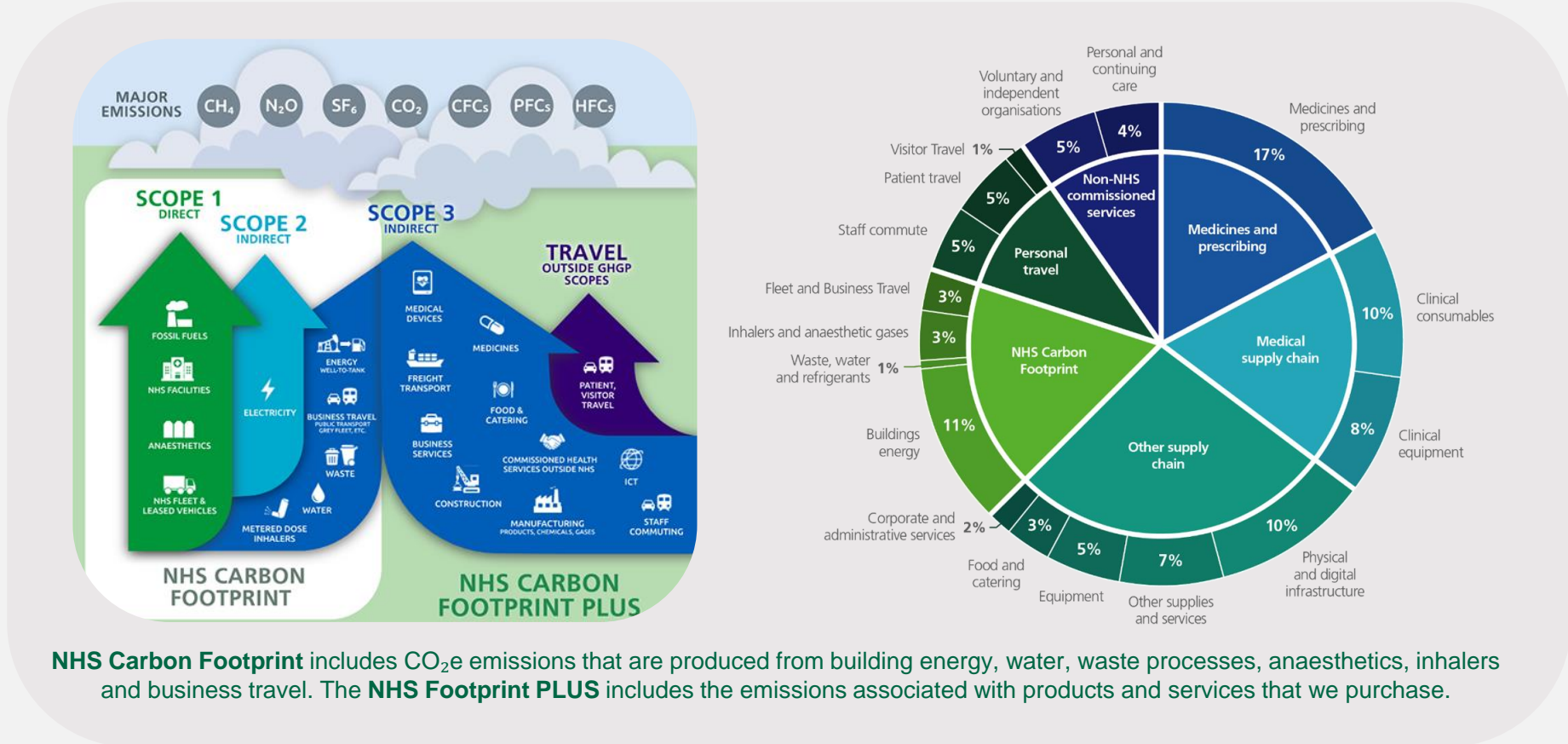


The bigger picture: NHS emissions

The NHS contributes around 5% of the UK's total carbon emissions and accounts for around 4% of all road miles travelled nationally.

To address this challenge, and reduce its climate impact, the NHS is committed to becoming the World's first Net Zero Carbon National Health Service.

These diagrams show the elements that make up NHS carbon emissions, measured in tonnes of Carbon Dioxide equivalent (CO₂e). This is the carbon "footprint".



Strategic Approach



Our green strategy

Our mission is to drive sustainable change across our Trust – significantly reducing our environmental impact, while improving the care we provide, and enhancing the communities within which we operate.

Our Green Strategy is guided by this mission, with long-term strategic goals to:

- Deliver **sustainable** and **high-quality healthcare**
- **Reduce our carbon footprint**
- Ensure our **Trust is fit for the future**.

To enable us to deliver against these goals, we will embed sustainability in leadership and governance, engage and empower our staff, patients, partners and communities and conduct robust measurement and reporting.

Ensuring we remain focused in our efforts, this will be underpinned by our nine key areas for action – spanning our operations, services, sites and staff.

While these nine areas set out the breadth of our ambition, we have been deliberate in prioritising areas where we can make the biggest difference, ensuring our efforts drive meaningful and lasting impact on our journey to build a greener, more sustainable Trust.



Our approach: at a glance

Strategic Goals	Deliver sustainable and high-quality healthcare	Reduce our carbon footprint	Ensure our Trust is fit for the future
Core Enablers	Embedding sustainability in corporate leadership and governance	Engaging and empowering our staff, patients, partners and communities	Tracking and sharing our progress
Areas for Action	<p>Workforce & System Leadership Enable staff to make sustainable choices, while improving their own health and wellbeing.</p>	<p>Net Zero Clinical Transformation Deliver quality while driving clinical transformation that shifts focus to prevention of ill health and actively addresses its environmental impact.</p>	<p>Digital Transformation Embrace innovative digital solutions to deliver high-quality, accessible and connected care, while reducing our environmental impact.</p>
	<p>Travel & Transport Decarbonise Trust travel and transport activity, minimising the environmental and health impacts associated with the movement of goods, staff and patients.</p>	<p>Estates & Facilities Reduce the environmental impact of Trust estates and facilities by cutting emissions, while improving resilience, delivering efficiency and advancing patient care.</p>	<p>Medicines Limit the environmental impact of medicines, supporting enhanced patient care and reductions in waste.</p>
	<p>Supply Chain & Procurement Create a sustainable procurement culture and supply chain that prioritises patient outcomes and low-carbon, circular and sustainable approaches.</p>	<p>Food & Nutrition Deliver high quality, nutritious and sustainable food options across our Trust, while taking active steps to minimise food related waste.</p>	<p>Adaptation Embed resilience and Adaptation into our long-term strategy, identifying potential risks to care delivery and public health, as well as defining clear actions to mitigate against climate related events.</p>

Our strategic goals

To ensure our Trust is fit for the future, we aim to:

- Leverage digital solutions to improve Trust services and increase efficiency.
- Increase staff awareness, engagement and participation in Trust sustainability initiatives.
- Build climate resilience across all sites and services.

Ensure our Trust is fit for the future

Deliver sustainable and high-quality healthcare

Reduce our carbon footprint

To deliver sustainable and high-quality care, we aim to:

- Expand our use of digitally-enabled and low carbon care pathways.
- Reduce consumption of goods, water and energy.
- Reduce the waste we produce – from food to clinical and medicines.

In line with the NHS Net Zero Carbon goals, we are committed to:

- Reduce carbon footprint by 80% by 2030 (against 1990 baseline), and Net Zero by 2040.
- Achieve Net Zero Carbon PLUS by 2045.
- Quantify, measure, monitor CO₂e emissions.

Core enabler: corporate leadership & governance

Embedding sustainability into our organisational decision-making and governance is essential to delivering lasting impact.

We are committed to ensuring that sustainability is not seen as a separate initiative, but as a core consideration in everything we do, from frontline care to strategic planning.

Senior leaders, stakeholders and governors will play an active role in driving and championing our Green Plan, ensuring it remains a key organisational priority.

To support this, we will ensure environmental, social and financial sustainability are always and consistently considered in all strategies, policies, procedures, business cases and decision-making processes across our Trust.

- ✓ We will maintain an ambitious and up to date Green Plan which incorporates the latest NHS targets and aligns with the NHS 10-year plan.

- ✓ We will continue to report performance quarterly to senior management and annually to the Board.

- ✓ We will continue to support NHS Supply Chain and Regional Procurement initiatives to develop and deliver sustainable procurement.

- ✓ We will work with our Trust Sustainability Lead to over-see Green Plan delivery.

- ✓ We will continue to play an active role as an Anchor Institution in Devon, partnering with local organisations to create opportunities for communities in the region to become more sustainable.

- ✓ We will include sustainability assessment in all business cases and service changes.

Core enabler: engaging & empowering our stakeholders

We want to ignite a green movement, empowering our staff, patients, partners and communities to join us in driving action towards our sustainability goals.

We will take an inclusive and action-driven approach to sharing our Green Plan, ensuring our goals and values are understood and embodied by our staff, and supported by patients and our wider communities.

Our strategy will focus on: increasing awareness of our activity, goals and progress, increasing engagement among staff, patients and the wider community, and inspiring action through the promotion of our efforts and how each person can contribute to a more sustainable future.



Awareness: Ensuring our staff, patients and wider communities are aware of our sustainability activity and goals - spotlighting our successes; being transparent about our targets and progress to date; showing the benefits of sustainable practices beyond the environment, such as improved care; and our sustainability leadership in the South West and beyond.



Engagement: Increasing engagement with our sustainability projects and initiatives, by communicating more and finding new ways to reach our audiences – whether that be on our social channels or by creating new content to engage staff, patients and the wider community.



Action: Ensuring we meet our goals by inspiring collective action to drive progress on sustainability across our Trust and beyond. From a refreshed approach to our Green Champions network to empowering staff, patients and the wider community to make changes big and small.

Core enabler: measurement & reporting

Clear and robust reporting is vital to ensuring we hold ourselves accountable at every level.

We will deliver, monitor and transparently report on our sustainability progress, measured against the targets included in this document, and in line with NHS Net Zero goals and NHS Improvement (NHSE/I) targets.

To ensure consistent reporting and transparency, this will be conducted using the following methods and benchmarking tools.



NHS Greener Data Collection: This will measure our qualitative progress on sustainability for the previous year, inform plans for the coming year, and will enable comparative performance against similar Trusts.



Trust Annual Report: This reports progress against our strategic commitments, including progress against our Green Plan – providing highlights of the main activities delivered throughout the year.



ERIC (Estates Return Information Collection): A mandatory data collection for all NHS Trusts required by the Department of Health.



Progress reports: Internal progress reports are produced for the quarterly Sustainability Committee which feeds up from monthly Sustainability Steering Group meetings and sub-group meetings for the areas of action, each of which will track progress against their individual action plans and report on a suite of key performance indicators.



Related Internal Policies: Our Green Plan is to be supported by various related policies and guidance documents including our Waste Management Policy and Equality and Diversity Policy. We will also create further guidance on biodiversity and green spaces, sustainable procurement, climate change and adaptation, sustainable construction and green travel.

Our Sustainability Progress



Where we are

Over the past three years we have made significant progress towards our sustainability goals by focusing on delivering better, more sustainable care.

We have reduced CO₂e emissions across our clinical, estates, facilities and travel activity through targeted interventions. We have also continued to empower our staff, patients and partners to join us in building a greener Royal Devon.

However, we recognise we have further to go in a number of areas. This includes CO₂e emissions, where we remain committed to ensuring we are taking the necessary action to meet our Net Zero goals.

Running a hospital inevitably requires significant resources, but we will continue to address the challenges posed while delivering high-quality care to the communities we serve.

To support this, and ensure robust reporting and measurement, the Royal Devon will publish updated carbon footprint figures in 2026/27.



Progress highlights



Eliminated desflurane usage across the Trust and dramatically reduced our use of nitrous oxide

Winners of the Medium / Large Organisation category at the Exeter Sustainability Awards

Secured grant funding to decarbonise our heat systems, as well as being awarded £556,000 to deliver low-energy schemes across the Trust

Rolled out our 'Digital by Default' campaign, saving 1.28 million pieces of paper – the equivalent of 128 trees and 4,000kg of CO₂e emissions

Our Green Wards programme, reduced use of consumable products and delivered a saving of over 185,000 kgs of CO₂e emissions

Reduced energy consumption and costs at our Exeter sites by rolling out virtual wards, with 100 acute beds in peoples homes

Introduced requirement for suppliers to report on their social value impact

Grew our Green Champions network to 89 staff members

Delivered Net Zero training to over 600 staff members

Developed an innovative model to assess the carbon footprint of bladder surgery, in partnership with NHS England, GIRFT and University of Exeter researchers

Saved 3,000kg of CO₂e emissions via expanding our fleet of electric vehicles at our Northern site

Introduced a fleet of electric e-bikes for use by staff across our sites

Switched IV to oral antibiotics in paediatrics, reducing 8,000kg CO₂e emissions



Action on carbon



What steps have we taken?

Between 2023-25 we made significant investments into energy efficiency and carbon reduction measures including: switching to LED lighting, implementing a high efficiency and biomass boiler plant, combined heat and power generation, insulation, upgrading and optimising ventilation plant and water saving technologies. We also cut emissions from travel and transport via increased use of electric vehicles, and spearheaded initiatives to measure and minimise clinical carbon emissions such as a pilot project to capture and recycle anaesthetic gases.



What's next?

We will deliver a programme of energy efficiency and decarbonisation projects across our estate, prioritising actions that cut emissions, reduce costs, and support high-quality patient care. One focus will be on improving heating systems to boost efficiency and lower emissions. We will also expand initiatives to reduce CO₂e across clinical activities, such as through Getting It Right First Time (GIRFT) projects. To achieve our Carbon Footprint PLUS goal, we are developing a 10-year investment plan, prioritising projects that deliver the greatest savings and impact.

Areas for Action: 2025-2028



Workforce & system leadership:

What we want to achieve:

- All staff engaged and clear on their roles in delivering the Trust Green Plan, taking ownership of sustainable practices within their areas of influence.
- Greater sustainability awareness among our staff, with a 10% increase in staff completing Net Zero or Carbon Literacy training by 2028.
- Increased staff participation of sustainability initiatives - from accessing sustainable travel schemes to participating in green campaigns - by 20% by 2028.
- Increased collaborative working and shared sustainability infrastructure projects with external and local community partners over the next three years.

How we'll achieve it:

- Engage staff in our new Green Plan, via Trust-wide communications and clear guidance on their role in helping us deliver it.
- Increase prominence of sustainability in job descriptions, induction materials, and appraisals.
- Expand our Green Champion network, appointing new champions across departments to help lead and embed sustainable practices across the Trust.
- Establish stakeholder Sustainability Groups to embed sustainability into every Trust service, activity and Quality Improvement (QI) project.
- Continue to promote Net Zero and Carbon Literacy training for staff, encouraging and enabling uptake by offering regular in-person and digital options across sites.
- Expand sustainability benefits offered to staff (e.g. second-hand EV leasing).
- Continue collaboration with Exeter Civic University Agreement (CUA), Devon Climate Emergency Tactical Group (DCET) and other anchor institutions (e.g. sharing travel data to improve sustainable travel options in the region).

How we'll measure it:

- Staff engagement with the Green Plan measured via email or document open rates, alongside data from staff surveys.
- Internal audit of the Trust's environmental sustainability governance.
- Total number of new Green Champions, and representation across care groups.
- Number of staff that have completed Carbon Literacy or Net Zero training.
- Staff participation data for Silver & Gold QI training.
- Number of sustainability benefits and initiatives offered and taken up by staff.
- Number of collaborative joint projects with external partners.



Net zero clinical transformation

What we want to achieve:

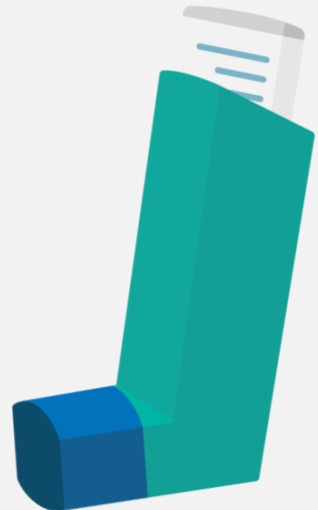
- A reduction in CO₂e emissions across patient pathways in acute and community care, in line with overall Trust CO₂e emissions targets.
- Deliver at least 25% of outpatient activity remotely by 2028 (where outpatient attendances are not clinically necessary).
- Increased use of digital healthcare solutions that improve quality, efficiency and sustainability of clinical services.
- Integrate Getting It Right First Time (GIRFT) across at least three care pathways within the Trust.

How we'll achieve it:

- Offer flexible pathways that default to low-carbon options and promote patient choice early in their pathway – including how we communicate with them, the provision of treatment closer to home, and offering alternative travel options.
- Support the redesign of selected care pathways, such as Urology, to improve efficiency and reduce unnecessary activities.
- Continue to work with staff to implement sustainable practices across departments, such as through the 'Rub Don't Scrub' and 'My Green Lab' initiatives.
- Continue to work with partner organisations to support vulnerable patients upon discharge, such as improving home energy efficiency.
- Collaborate with the wider healthcare system to improve efficiency and deliver more joined-up, sustainable care.
- Expand Sustainability Impact Assessments to all clinical transformation projects, ensuring it is embedded in all stages of the process.
- Further embed sustainability into strategic planning, establishing a multidisciplinary working group and appointing a dedicated clinical lead.

How we'll measure it:

- Tracking key clinical CO₂e emissions indicators such as: the number of face-to-face versus virtual appointments, distance travelled by patients, and clinic location and referral patterns.
- Complete QI projects and awards for improvements in sustainable clinical care.
- Feedback relating to the care environment (e.g. temperature, light, services) using PLACE surveys.
- Reduction in delayed discharges and follow up hospital admissions.



Digital transformation

What we want to achieve:

- Increase digital and virtual care pathways across the Trust by 20%, including expanding to rural clinics to mitigate rurality.
- Strengthened digital foundations, with more Trust clinical and non-clinical systems integrated by 2028.

How we'll achieve it:

- Utilise digital solutions, such as remote consultations and virtual wards, where clinically appropriate to help reduce the number of hospital visits, especially for follow ups and routine results.
- Expand the use of wearable medical devices.
- Further rollout of EPIC and MyCare to enhance patient-accessible digital care, supported by multi-stakeholder collaboration across the Trust.
- Continued implementation of 'Digital by Default' to reduce printed letters.
- Continue to improve and optimise digital infrastructure to support remote-working.
- Continue to roll out digital translation services to minimise travel and improve patient access.
- Increase staff training on digital tools and promote usage.
- Promote a circular and low-carbon approach to IT hardware management, hosting and storage.

How we'll measure it:

- Monitor referral and usage data for wearable devices, digital translation services, virtual clinics, and virtual wards.
- Track Epic and MyCare sign-up rates across the Trust, alongside user feedback.
- Track 'Digital By Default' usage across the Trust.
- Number of staff utilising Virtual Private Networks while working remotely.



Travel & transport

What we want to achieve:

- Reduced carbon emissions from travel and transport related to Trust operations (staff, patient, and goods movement), in line with overall Trust CO₂e emissions targets.
- Meet NHS and Government emissions mandates for vehicles (from Dec 2026: only offer zero-emission vehicles for new staff leases; from Dec 2027: estates vehicle purchases/leases must be zero-emission).

How we'll achieve it:

- Develop and deliver a Sustainable Travel Strategy by the end of 2026, actively expanding and promoting sustainable and active travel for staff and patients.
- Expand remote care models that reduce patient travel, such as at-home neonatal oral antibiotics (NOAH) and Prostate-Specific Antigen (PSA) home testing.
- Increase efficiencies in the transport of goods and services, such as patient transport, courier services and deliveries (e.g. assessing prescription delivery methods and seeking greener alternatives).
- Encourage and enable the uptake of greener travel options for staff, continuing our current e-bike initiative.
- Continue to promote flexible and remote working to reduce staff travel.
- Support and promote the rollout of increased electric travel routes across Devon, working with local authority and transport partners.
- Procure additional ULEV and ZEV Vehicles for use across our estate.
- Incentivise staff to use electric vehicles, including utilising Tusker to increase availability of second-hand EV leasing options.

How we'll measure it:

- Ongoing analysis of transport and travel-related air quality and emissions data.
- Measuring the uptake of low CO₂e emissions vehicles through staff schemes e.g. cycle to work, Tusker.
- Monitor the number of staff using bus passes.
- Conduct annual staff travel surveys.
- Complete annual green fleet reviews with robust data collection and reporting.
- Evaluate availability, accessibility and use of EV infrastructure across all sites.



Estates & facilities

What we want to achieve:

- Reduction in CO₂e emissions from Trust estates and facilities, in line with overall Trust targets.
- Increased energy efficiency, delivering a 1.5% annual reduction in energy consumption across our estate.
- 1.5% year-on-year reductions in water consumption across our estates.
- Achieve a rating of "BREEAM Excellent" for new capital projects and "BREEAM Very Good" for refurbishment projects.
- Enhanced biodiversity across our sites, through conservation and ongoing management.

How we'll achieve it:

- Roll out decarbonisation solutions across Trust sites (e.g. planned investment in improving heating systems).
- Expand on-site renewable energy generation and increase use of renewables by 50%.
- Continue to work towards transitioning the remaining 8% of lighting across the Trust to high-efficiency LED.
- Scale-up energy and water efficiency programmes, promoting best practice among staff through training.
- Optimise utilities monitoring systems, improving data quality and resource efficiency.
- Include Sustainability Impact Assessments as a key decision-making factor in all capital business cases.
- Adhere to Trust sustainability design guidelines for all capital projects, including new builds and major refurbishments, training staff in sustainable, low-carbon design and construction practices.
- Ensure all in scope capital projects follow the NHS Net Zero Building Standard, with lifecycle carbon assessments completed at design, construction, and decommissioning stages.
- Develop and formally approve a Trust Biodiversity Action Plan.

How we'll measure it:

- Monitoring and tracking total CO₂e emissions across Trust estates and facilities.
- Percentage of energy bought from zero-carbon or renewable sources.
- Energy consumption and generation data.
- Water consumption data.
- Number of capital projects with sustainability assessments or Royal Institute of British Architects (RIBA).
- Number of capital projects completed to Net-Zero and sustainability standards (e.g. BREEAM)
- Annual Estates Return Information Collection (ERIC) return and model hospital metrics.
- Greener NHS Data Collection.
- Measurement against Biodiversity Action Plan.



Medicines

What we want to achieve:

- Reduced CO₂e emissions from medicines (in line with the Trust's overall CO₂e emissions targets) focusing on areas of high impact such as pharmaceuticals, anaesthetic gases and inhalers.
- Reduced medicine wastage across prescribing, dispensing, and clinical use.

How we'll achieve it:

- Continue to identify carbon hotspots, such as pharmaceuticals, and develop reduction plans – including working with the Trust Pharmacy department, staff education and training with EPIC.
- Increase use of technology to support capture of anaesthetic gases (e.g. point of use capture solutions).
- Complete an annual assessment of Trust pharmacies, in line with the Royal Pharmaceutical Society (RPS) Greener Pharmacy toolkit.
- Reduce the inappropriate use of high impact medicines (e.g. Metered Dose Inhalers (MDI) and anaesthetics, educating staff on sustainable best practice.
- Decommission manifolds and provide cylinders to reduce Nitrous Oxide usage.
- Limit the health and safety risk of Entonox use in Maternity through capture and destruction technology.
- Promote IV to oral medication switches where clinically appropriate.
- Improve communication around medicine wastage, best practice and safety at transfer of care.
- Expand polypharmacy reviews, especially in community services.

How we'll measure it:

- Number of medical devices (e.g. inhalers) reduced or recycled.
- Tracking low carbon inhaler prescription data.
- Monitoring CO₂e emissions impact of pharmaceuticals and inhalers.
- Data on Nitrous Oxide emissions, volume, and CO₂e emissions impact.
- Data on Entonox emissions, volume, and CO₂e emissions impact.
- Data on anaesthetic gases emissions, volume, and CO₂e emissions impact.
- Audit of medicine wastage.



Supply chain & procurement

What we want to achieve:

- Reduced procurement and supply chain (direct) related emissions, in line with overall Trust CO₂e emissions targets.
- Improved social value output from suppliers.
- Reduced whole-life impact.
- Single-use plastics removed from all Trust catering areas.

How we'll achieve it:

- Embed the NHS Net Zero supplier roadmap and measurement requirements into applicable procurements.
- Include a minimum 10% Net Zero and Social Value weighting in all in-scope procurement tender evaluations.
- Embed carbon reduction targets for all in-scope suppliers from April 2027 (as per Net Zero supplier roadmap).
- Work with internal stakeholders, suppliers and accreditation bodies, to use sustainable standards where available (e.g. Soil Association Food Standards).
- Support clinical transformation initiatives that reduce or eliminate single-use products (e.g. reusable tourniquets, NHS 'Gloves Off').
- Support departments across clinical and non-clinical services to switch to reusable items where appropriate, and minimise unnecessary procurement and resource use through reuse platforms (Warp-it) and furniture refurbishment.
- Increase use of local suppliers where possible and encourage key suppliers to engage with the Evergreen Sustainable Supplier Assessment tool.
- Encourage and enable uptake of NHS Supply Chain e-learning for procurement, waste and supply chain sustainability.

How we'll measure it:

- Evaluating the CO₂e emissions, impact from individual supply chain and procurement sustainability initiatives.
- Tracking the total volume of waste generated, and reporting on individual initiatives that contribute to lowering that volume
- Regularly audit waste and follow up on issues identified.
- Quarterly Greener NHS Data Collections.
- Number of suppliers who have a carbon reduction plan, sustainability plan or are using the Evergreen Sustainable Supplier Assessment tool.



Food & nutrition

What we want to achieve:

- 5% reduction in food waste produced by the Trust by 2028.
- Greater traceability of food prepared and sold in the Trust, aiming for 5% from local or sustainable sources by 2028.
- Increased healthier and plant-based food options across patient food provision and restaurants.
- Deliver on our Plastic Pledge obligations.

How we'll achieve it:

- Deliver effective waste management by enhancing waste disposal routes and identifying more sustainable waste disposal options.
- Continue to implement waste reduction schemes like Too Good To Go across sites.
- Continue to implement a digital food ordering system to support waste reductions.
- Procure food in line with Trust sustainable procurement objectives, increasing use of sustainable and local suppliers.
- Increase availability of healthier food options for staff and patients by eliminating low-nutrition items, ensuring full alignment with the Food & Nutrition Policy, and maintaining Commissioning for Quality and Innovation (CQUIN) compliance.
- Increase availability and uptake of plant-based options (e.g. via promotion and prominent positioning on shelf).
- Switch to reusable, recyclable, or compostable food packaging options where possible, in line with our Plastic Pledge obligations.
- Continue eliminating single-use plastics in our restaurants, including switching to wooden or metal cutlery and promoting the use of reusable cups.

How we'll measure it:

- Conducting food waste auditing, in line with NHS and ERIC standards.
- Measuring the environmental impact of the digital food ordering system.
- Tracking the number of local and sustainable suppliers used by the Trust, and associated emissions reductions.
- Ongoing evaluation of staff and patient food, tracking progress on increasing healthy options and meeting targets set in the Food & Nutrition Policy.
- Monitoring the uptake of sustainable food initiatives, including Too Good To Go, and consumption of plant-based food options.
- Ongoing reviews of food packaging recyclability.
- Monitoring uptake of the Trust reusable cup pledge and rewards initiative.



Adaptation

What we want to achieve:

- Increased climate resilience, with all Trust staff and infrastructure more prepared to respond to and withstand the impacts of climate change.

How we'll achieve it:

- Conduct a climate risk assessment for all Trust sites and infrastructure, aligned with NHS Adaptation Reporting guidance.
- Map critical services and infrastructure most at risk from extreme weather and climate disruption, using the NHS Climate Change Risk Assessment Tool and climate adaptation framework.
- Appoint a Trust Climate Change Adaptation Lead by 2026.
- Develop and deliver a Trust Climate Change Adaptation Plan by the end of 2026, with input from key internal stakeholders (e.g. estates and facilities, Emergency Preparedness leads).
- Embed climate Adaptation in all corporate governance processes – including integrating into the Trust's corporate risk register, corporate assurance frameworks, and reporting mechanisms.
- Collaborate with partners, local authorities, and emergency services to align climate resilience efforts across the region and support for vulnerable communities during extreme weather events.
- Effective management of weather health alerts and communications systems across the Trust, in line with the government Adverse Weather and Health Plan.

How we'll measure it:

- Overall climate change risk assessment rating, evaluated annually.
- Tracking progress against the Trust Climate Change Adaptation Plan from 2027.
- Audit of climate mitigation processes within infrastructure planning and decision-making.
- Tracking and reporting climate-related service disruptions (e.g. number of overheating incidents, flooding at sites), as well as the performance of Trust Adaptation planning and emergency planning policies.



Further Information



Case studies



Royal Devon 'Digital by Default' campaign



NOAH (Neonatal Oral Antibiotics at Home) initiative



Minimising the carbon footprint associated with anaesthetic gases in healthcare



828 tonnes of CO₂ saved from installation of 16,000 LED lights



Reduction of single use plastics and more vegetarian meals

Join our journey!

Senior Leadership

Chris Tidman
Deputy CEO

Dave Tarbet
Director Business Development,
Innovation & Sustainability

Our Sustainability Team

Clare Jones
Sustainability
Manager

Siobhan Hennessy
Sustainability Marcomms
Manager

Luke Mitchell
Energy & Sustainability
Manager

Ed Pitman
Senior Project Manager
Transformation



Find us at:



<https://www.royaldevon.nhs.uk>



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Annex: useful links

[NHS 10-Year Plan](#)

[Future NHS](#)

[Royal Devon Better Together](#)

[NHS Standard Contract 2023/24](#)

[Greener NHS](#)

[Third National Adaptation Programme](#)

[NHS Net Zero Supplier Roadmap](#)

[Principle 6 – NHS Constitution](#)

[HM Treasuries Sustainability Reporting Framework 2025/26](#)

[ERIC](#)

[Government Buying Standard](#)

[NHS Climate Change Risk Assessment Tool](#)

[Evergreen Sustainable Supplier Assessment](#)

[Climate Change Act 2008](#)

[BREEAM](#)

[Delivering a Net Zero Health Service](#)

[Public Health Outcome Framework](#)

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