Report to:	Board of Directors	Date: 03/07/2025
Report from:	Chief Finance Officer	
Principal Objective/Strategy:	Achieve Sustainability – operating and progressing a Sustainability Programme and associated Green Plan by which the Trust will become a sustainable development organisation and make its required contribution toward NHS 'Net Zero'	
Title:	**Green Plan 2025-2027**	
Board Assurance Framework Entries:	3649 – Failure to embed sustainability into the culture and operations of the Trust	
Regulatory Requirement:	The Health and Care Act 2022: Operative legislation that addresses the Climate Change Act 2008 (2050 Target Amendment Order 2019) and defines '*Delivering a 'Net Zero' National Health Service*' and the '*Net Zero Supplier Roadmap*' to be statutory guidance in that regard	
Equality Considerations:	Equality has been considered but no specific issues are believed to apply	
Key Risks:	If the Trust does not fully adopt sustainable development approaches into its culture and all aspects of its operations, then it may not achieve its required contribution to NHS Net Zero, fail to fulfil its role to society and the community that it serves and be insufficiently prepared to adapt to the impact of climate change upon the future patterns of healthcare it must treat and the physical environment in which it must operate.	
For:	Approval	

1. Background

All NHS organisations are required to have a Board approved strategy document which outlines the organisation's aims, objectives and delivery plans for sustainable development.

In addition, each NHS organisation must have a Green Plan to set out how it will deliver its vision, strategy and targets for providing sustainable healthcare to the communities that it serves.

The Trust operates to a 5-year Sustainability Strategy that was approved by the Trust's Board of Directors in August 2021 and to a rolling Green Plan as last approved in January 2022. The Green Plan is the core tool by which a Sustainability Programme will be undertaken to implement the aims of the Trust's Sustainability Strategy.

The Green Plan operates on rolling 3-year periods, meaning that the iteration covering 2025-2027 now requires approval, in accordance with a national deadline for publication of such plans of the end of July 2025.

2. Purpose of this Document

This document contains the updated version of the Green Plan, as intended to

operate across the 3-year period 2025 to 2027.

The purpose of this document is to request that the Board of Directors approves this version of the Green Plan.

3. Creation of the Green Plan 2025-2027

Guidance from the Greener NHS Programme requires that the latest iterations of Green Plans should be approved by the organisation's Board of Directors, published in an accessible location on the organisation's website and shared with NHS England by 31 July 2025.

Creation of this latest iteration of the Trust's Green Plan has involved:

- Production of a baseline version of the Green Plan for 2025-2027, primarily as a roll-forward of open tasks from the preceding version
- Cross-referencing of that baseline to the requirements / recommendations for action within current national and regional guidance and guidelines, with amendments made to the baseline as necessary to ensure that all such matters are covered within the updated plan
- Identification via the Sustainability Board of leads for each of the action areas that form the Green Plan
- Meeting with representatives of all the action areas, in their role as subject matter experts for those areas
- Review of the resulting draft Green Plan 2025-2027 by Sustainability Board and the network of Green Champions
- Finalisation of the Green Plan 2025-2027 by incorporating review comments into a completed version, suitable for publication.

The resulting, updated Green Plan 2025-2027 is contained within **Appendix 1** of this document.

4. Content of the Green Plan

The Green Plan consists of ten action areas:

- Workforce and Leadership
- Clinical Sustainability Transformation (*NB formerly 'Models of Care'*)
- Digital Transformation
- Medicines
- Travel and Transport
- Estates and Facilities
- Waste Management (*NB new specific action area for this plan version*)
- Supply Chain and Procurement
- Food and Nutrition
- Climate Change Adaptation.

It is highlighted that these are specific areas of focus for the plan rather than being a breakdown by directorates or department. These areas of focus can be cross-

referenced to focus areas within the national guidance on the content and production of Green Plans.

By its nature, the Green Plan is not a completely new plan but instead an iteration of the previous version, recognising the rolling nature of such plans. The overall movement of actions from the former version of the plan can be summarised as:

Action Area	Actions in 2022-2024 Green Plan	Completed Actions	Closed Actions	Actions Rolled Forward into 2025-2027	Transferred between Action Areas	New Actions	Actions in 2025-2027 Green Plan
Workforce and leadership	13	5	3	5	0	2	7
Clinical Sustainability Transform.	7	0	2	5	0	0	5
Digital Transformation	11	2	3	6	(1)	1	6
Medicines	6	1	0	5	(1)	0	4
Travel and Transport	6	0	0	6	0	2	8
Estates and Facilities	23	0	2	21	(3)	3	21
Waste Management	0	0	0	0	5	4	9
Supply Chain and Procurement	9	1	2	6	0	3	9
Food and Nutrition	8	0	0	8	0	0	8
Climate Change Adaptation	8	0	1	7	0	1	8
	91	9	13	69	0	16	85

It is confirmed that the closed items comprise a combination of those actions which have been consolidated into other existing actions within the plan and those actions which have proved to not be feasible to complete at this time. It is also highlighted that whilst Waste Management is a new action area within this iteration of the Green Plan, it has predominantly been created by the transfer of existing, waste related actions from the other action areas.

In addition to national guidance on the production of Green Plans, the Greener NHS Programme has also provided a checklist for their contents. That checklist has been completed for the Trust's Green Plan 2025-2027 within **Appendix 2** of this document.

5. **Green Plan Approval Timeline**

Whilst the Trust's Green Plans exist as a tool to implement this organisation's Sustainability Strategy and associated Sustainability Programme, there is also a national requirement for NHS organisations to have such plans and to update them at least every three years.

The creation and approval deadline for the Green Plan has therefore been established by the national requirement and is progressing via the following steps:

Target Date	Task
29/05/2025	Periodic review of sustainability matters by Performance Committee, including notification of participation in the Green Plan approval process for the June 2025 meeting of the committee
End of May 2025	Conclude consultation meetings with action area leads
Start of June 2025	Finalise draft Green Plan with updates obtained from the consultation meetings with action area leads

Target Date	Task
Early June 2025	Two-week period for review and final comments on the draft Green Plan by members of the Sustainability Board and for general review by the network of Green Champions
26/06/2025	Presentation and discussion of the Green Plan at the Performance Committee
03/07/2025	Approval of the Green Plan by the Board of Directors (*following previous discussion at the Performance Committee*)
16/07/2025	Final editing of the publication version of the Green Plan by the Sustainability Board, including completion of the foreword
31/07/2025	Publication version of the approved Green Plan made available on the Trust's website and shared with the regional Greener NHS Programme lead

6. Recommendations

The Board of Directors is requested to review this report and to approve:

1. The Green Plan 2025-2027, subject to final pre-publication editing for style; *and*

2. Delegation of the final editing for style of the publication version of the Green Plan 2025-2027, including completion of a foreword by the Chief Executive Officer, to the Sustainability Board with such function to be carried out by that body at its July

Appendix 2 – Green Plan Checklist

Theme	Action required	What does good look like	How dealt with in the Trust's Green Plan
Developing the plan	• Review progress to date	❑ Clear summary of progress to date across green plan focus areas, quantified where possible and celebrating key achievements	❑ Covered by the section of the plan titled '*Progress with our previous Green Plan*'
	• Engage with key stakeholders about refreshing priorities, in particular clinical and staff groups who underpin green plan delivery	❑ Evidence of engagement undertaken to refresh the plan, including with staff and clinicians; patient and community groups; wider system partners where relevant ❑ Concise summary of what was heard and how the plan responds to this	❑ Overall process to create this iteration of the plan contained within section titled '*Process to develop this Green Plan'* ❑ Initial baseline version of the plan was developed from indicative guidance and local priorities as issued by the regional Greener NHS Programme team ❑ Results from consultation with stakeholders and the response to them is summarised within the '*Process to develop this Green Plan*' section
	• Comply with any applicable legal duties, including the duty to reduce inequalities, the Public Sector Equality Duty and the duty to have regard to all likely wider effect of decisions	❑ Evidence that equalities, health inequalities and other relevant legal duties have been considered when developing the plan	❑ Reference to such duties is made within the section titled '*Process to develop this Green Plan*'
	• Plan covers the next three years, at minimum	❑ Plan contains timebound actions for at least the subsequent three years	❑ The plan is established for a 3-year period ❑ Each action in the plan is identified to the year within that period in which it is anticipated that it will either be completed or significantly progressed ❑ The plan is recognised as being a rolling one and therefore whilst all actions will be expected to progress, some may naturally continue into the subsequent iteration of the plan

Theme	Action required	What does good look like	How dealt with in the Trust's Green Plan

Working with partners	• Where relevant, plan considers:
	  ○ the role of the local system and provider collaboration in supporting delivery, such as through the spread and standardisation of best practice
	  ○ opportunities for collaboration with wider system partners to reduce emissions
	  ○ engagement with research and innovation activities to support the transition to a net zero NHS
		❑ Evidence of collaboration (existing or planned) with system, provider, research and innovation, and/or wider partners	❑ A specific action exists within the plan to consider the expansion of the Trust's research priorities to incorporate sustainability matters
			❑ Several of the actions within the Travel and Transport and Estates and Facilities action areas are dependent upon cross-campus initiatives and/or joint working with colleague organisations
			❑ Many of the detailed steps that comprise individual actions within the plan commence with research into what other public and private sector organisations are doing in the area covered by the action
			❑ Specific research is intended to take place as part of the capacity planning inherent to the action within the plan for creating a Climate Change Adaptation Plan

Areas of focus	• At minimum, plan includes relevant actions outlined in the latest Green plan guidance (see Areas of focus) • Each action should be SMART (specific, measurable, achievable, relevant and time-bound), with associated key performance indicator(s) • Organisations should not consider offsetting but instead should focus all efforts on reducing emissions	❑ Plan is structured in line with the areas of focus in updated Green plan guidance ❑ Plan covers all relevant actions included in the updated guidance ❑ Actions are tailored to the local context, timebound and include key performance indicators to monitor progress ❑ Plan does not include offsetting	❑ The action areas within the plan match the areas of focus within the guidance and consider the priorities for such areas of focus ❑ The baseline version of the plan was created by first reviewing all available national and regional guidance and ensuring that such matters were addressed within the plan wherever applicable and practicable ❑ Each action is assigned to a completion year within the 3-year timescale of the plan and indicators of expected evidence of completion have been established ❑ The plan contains actions related to mitigation of and adaptation to climate change but does not include measures relating to general offsetting, other than around that for essential business air travel
Governance	• Delivery of green plans overseen by a designated board-level net zero lead, generally an existing executive director, with clearly identified operational support	❑ Board-level net zero lead in place to lead plan development and delivery ❑ Operational support in place to coordinate plan development and delivery	❑ The Chief Executive is the net zero lead for the Trust and chairs the Sustainability Board ❑ The plan is supported by a dedicated Sustainability Team
	• Appropriate governance arrangements in place to co-ordinate delivery, such as a regular green plan delivery board chaired by the organisation's board-level net zero lead and attended by relevant directors	❑ Evidence of robust green plan governance arrangements, including senior representation from functions responsible for green plan delivery ❑ Annual agenda item at trust board, with net zero lead presenting on progress	❑ Governance arrangements are detailed and illustrated within the section of the plan titled '*Governance for developing and overseeing our Green Plan*' ❑ Sustainability matters are reported to the Board via a combination of the reports from Performance Committee (who reviews Green Plan progress every

Theme	Action required	What does good look like	How dealt with in the Trust's Green Plan
			six months), from Strategic Projects Committee (who undertakes an annual review of the Sustainability Strategy, which drives Green Plan content) and via review of the sustainability section within the Trust's annual report prior to its publication
	• Plans should be reviewed and updated annually to consider progress made and any new priorities, guidance, technology and other enablers	❑ Commitment to review the plan annually and update it as required	❑ Commitment to an annual review of the plan is contained within the section titled '*Tracking and reporting Green Plan progress*' ❑ That section also details how the plan will be maintained as live via addition of any new initiatives/priorities as they become known and the removal or placing on hold of any actions that subsequently prove to be impracticable to progress ❑ Controlling the live nature of the plan is a role of the Sustainability Board, with Chair's action being taken between meetings for any urgent developments

Tracking and reporting progress	• Report an annual summary of progress on delivery of green plans to the board and publish this in the annual report, including actions taken and planned, with quantitative progress data. This should include:
	  • narrative updates on progress to date and key achievements
	  • delivery of key milestones and risks to future delivery
	  • quantitative assessment of progress against defined targets
		❑ Clear articulation of arrangements to track and report on progress, in line with the updated Green plan guidance
		❑ Makes use of national data and analytics tools, such as Greener NHS dashboard, where relevant and beneficial
			❑ The plan contains a section on '*Tracking and reporting Green Plan progress*' that describes the various reporting arrangements and frequencies
			❑ The Sustainability Dashboard that is a key element to the internal reporting includes use of nationally issued carbon footprint data relating to the Trust
			❑ Analytics tools issued by the Greener NHS Programme are used in the assessment and reporting of the planned and actual outcomes from actions and the plan includes a specific action to ensure such tools can be made available for use by a wider audience within the Trust

Approval and publication of plans	• Refreshed green plans should be approved by the organisation's board or governing body, published in an accessible location on the organisation's website and shared with NHS England by 31 July 2025	❑ Plan is board-approved ❑ Plan is published in an accessible location on the organisation's website ❑ Plan is easy to read and in an accessible format – a free design template and branding is available on the Greener NHS Knowledge Hub ❑ Hyperlink to the plan is shared with Greener NHS regional leads by 31 July 2025 ❑ Plan and next steps are widely communicated, including to staff and local partners	❑ The plan is targeted for Trust Board approval at its July 2025 meeting, having first been reviewed by Performance Committee at its June 2025 meeting ❑ As for the previous iteration, the approved Plan will be published on the Trust's website ❑ For consistency, the format of the plan has largely followed that of the previous iteration, albeit with the addition of an introductory foreword, a glossary of terms, a resource list of proposed further reading and an improved illustration of the connection between action areas and the UN Sustainable Development

Theme	Action required	What does good look like	How dealt with in the Trust's Green Plan
			Goals; such additions are all intended to improve the general readability of the plan by non-technical users
			❑ The approved plan and its publication location will be shared with Greener NHS regional leads once available
			❑ A range of communication opportunities will be taken to publicise availability of the updated plan, and the Sustainability Board includes communication representation and has a standing agenda item for identifying forthcoming communication activities