



Oxford Health  
NHS Foundation Trust

# OXFORD HEALTH NHS FOUNDATION TRUST GREEN PLAN 2025-2028



# Foreword

As Chief Finance Officer, I am pleased to present our Green Plan, which details our commitment to healthcare sustainability and climate change mitigation.

Climate change impacts health with extreme weather events that disproportionately affect vulnerable populations, increasing pressure on the NHS.



Excellent patient care and sustainability are interconnected objectives we aim to achieve.

Our Trust's Green Plan aligns with the NHS's net zero target by 2040 and includes measures to reduce our carbon footprint while maintaining high clinical standards. Initiatives range from investing in renewable energy and energy-efficient infrastructure to promoting sustainable travel and incorporating green spaces into mental health services.

Partnerships with local authorities, suppliers, and communities are crucial for advancing low-carbon technologies and sustainable procurement. Shared responsibility is essential for our success.

We all have a role in delivering our Green Plan, delivering which will contribute towards a greener, more sustainable future for all of us.

**Heather Smith, Chief Finance Officer**



# Contents

Foreword.....	1
Contents .....	2
Abbreviations .....	4
Introduction .....	5
About us.....	6
Why do we need a Green Plan? .....	8
Greener NHS .....	9
.....	10
Our impact: Baseline.....	10
Calculating our carbon emissions .....	11
Our highlights so far .....	12
Our vision.....	13
Working with our partners .....	14
The Green Plan at a glance .....	15
Areas of focus .....	15
Estates and Facilities.....	17
Travel and Transport.....	19
Medicines Management .....	20
Supply Chain and Procurement.....	21
Nutrition and Hydration.....	22
Workforce and Leadership.....	23
Net Zero Clinical Transformation .....	24
Digital Transformation.....	25
Adaptation .....	26
Green Space and Biodiversity .....	27
Accountability.....	28
Delivery .....	28
Finance .....	28
Governance.....	28
Governance structure .....	28
Trust Green Task Force.....	29
Monitoring and Reporting .....	29
Annual Reporting.....	29

Quarterly Reporting .....	29
Metrics to Track Progress .....	29
Appendices .....	30
Appendix 1 - Metrics to Track Progress .....	30
Appendix 2 – Glossary of Terms .....	31

# Abbreviations

- Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board = BOB ICB
- Chief Finance Officer = CFO
- Estates Returns Information Collection = ERIC
- Greenhouse Gas Protocol = GHGP
- Green Task Force = GTF
- Heat Decarbonisation Plan = HDP
- Integrated Care System = ICS
- Key Performance Indicators = KPIs
- Learning and Development = L&D
- Light Emitting Diode = LED
- Metered Dose Inhalers = MIDs
- Oxford Health NHS Foundation Trust = OHFT
- Public Sector Decarbonisation Scheme = PSDS
- Photovoltaic (Solar Panels) = PV
- Quality Improvement = QI
- Tonnes of Carbon Dioxide Equivalent = tCO<sub>2</sub>e
- Ultra-Low Emission Vehicle = ULEV
- Zero Carbon Oxford Partnership = ZCOP
- Zero-Emission Vehicle = ZEV

# Introduction

Welcome to the Oxford Health NHS Foundation Trust (OHFT) Green Plan.

The climate crisis is also a health crisis. Rising temperatures and extreme weather will disrupt care and impact the health of our patients and the wider community, particularly the most vulnerable in society.

In 2020, the NHS released its strategy "Delivering a 'Net Zero' National Health Service" to reduce carbon emissions and air pollution (Delivering a 'Net Zero', 2020). These commitments are now legally binding with the Health and Care Act 2022.

All NHS Trusts must now complete and deliver a Board approved Green Plan to comply with this legislation.

OHFT builds on Green Plan 1 which was published in 2022.

Green Plan 2 sets out our three-year approach 2025- 2028 to achieve Net zero carbon emissions by 2040.

Key strategies within the Green Plan include:

- Transitioning to an energy-efficient estate
- Adopting low-carbon digital solutions
- Prioritising the decarbonisation of our supply chain (medications, medical equipment goods and services)
- Adapting our services and the estate to extreme weather conditions (heat /flood /storms)

Collaboration and partnership working lies at the heart of the NHS net zero vision. We will continue to work with our system partners particularly regarding sustainable travel, procurement, medicines management and system-wide energy reduction. Our plan also champions education and looks to support staff in accessing training in sustainability in the NHS. The Green Plan aims to reduce the Trust's carbon footprint, air pollution and support the development and enhancement of green spaces.

Our Green Plan will help guide and develop future clinical transformation, in line with national and local policies, and ensure we embed sustainability in all services across the Trust.

## About us

OHFT provides mental and community physical health services.

We provide physical, mental health and social care for people of all ages across Oxfordshire, Buckinghamshire, Swindon, Wiltshire, Bath and Northeast Somerset.

Our teams care for adults and children of all ages, from babies to older members of the community. Our services are delivered by over 7,000 staff to 2.5 million people at community bases, hospitals, clinics and in people's homes. We focus on delivering care as close to home as possible.





## What and where

Counties we cover:

- Buckinghamshire
- Oxfordshire
- Wiltshire and Swindon
- Bath and North East Somerset



## Patient impact

150 sites  
c7,000 staff



**1,603,183**

Total attended contacts delivered by Oxford Health staff in 2024/25



**197,893**

The caseload held by Oxford Health staff as of 31 March 2025



**2,945**

Total number of admissions to Oxford Health services in 2024/25

Yr 2023/24	Yr 2022/23
(1,542,172)	(1,406,402)

Yr 2023/24	Yr 2022/23
(188,948)	(194,819)

Yr 2023/24	Yr 2022/23
(2,857)	(2,615)



# Why do we need a Green Plan?

Climate change poses a significant threat to health. The UK is experiencing more frequent floods and heatwaves, as well as worsening air pollution. Annually, up to 38,000 deaths are associated with air pollution disproportionately affecting the most deprived areas and contributing to health inequalities ([GOV.UK: Chief Medical Officer's Annual Report 2022 – air pollution](#)). Figure 1 provides an overview of climate-sensitive health risks, their exposure pathways, and impacts on both physical and mental health.

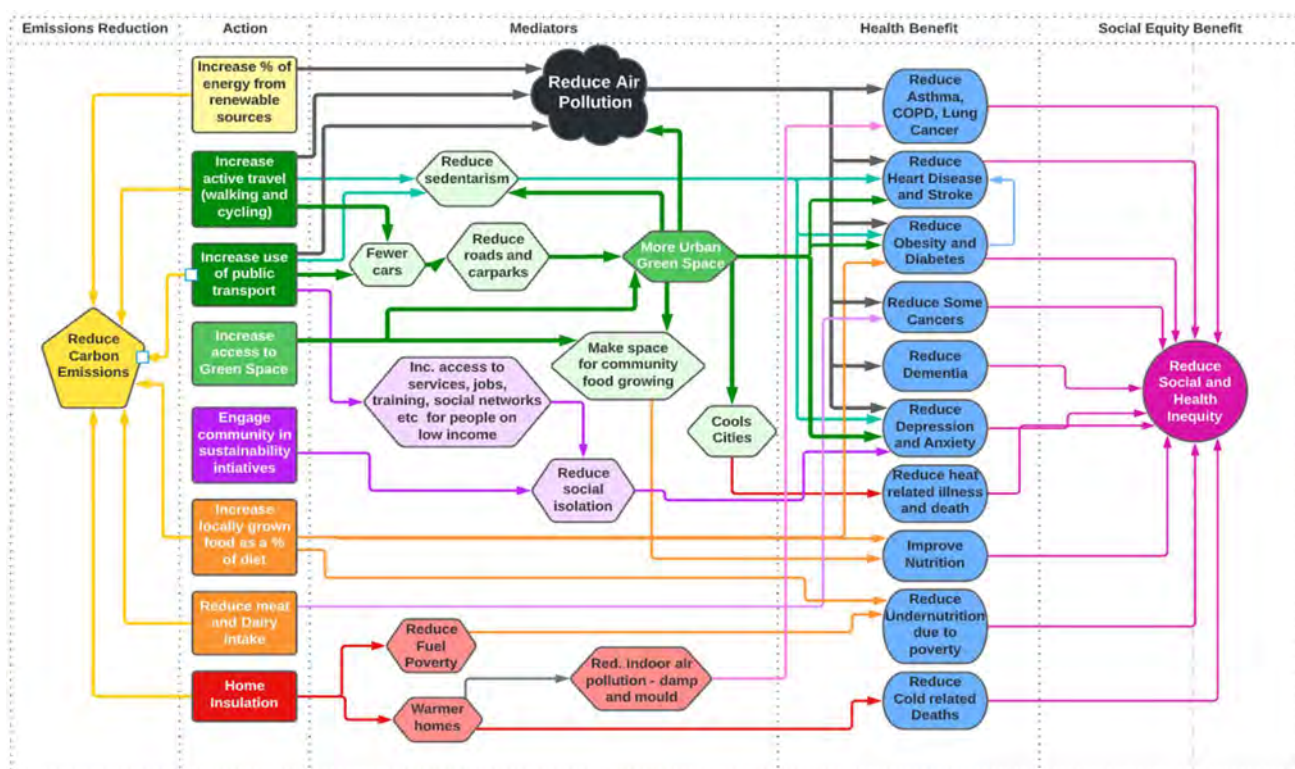


Figure 1: Centre for Sustainable Healthcare – Reducing the Impact of Carbon Emissions and Benefits to Healthcare Outcomes

The impact of climate change will also be expensive for society, with the costs of heat-related mortalities from climate change estimated at £6.8 billion per year in the 2020s, rising to £14.7 billion per year in the 2050s ([NHS England: Green Plan guidance](#)).

Addressing climate change will lead to substantial long-term health benefits, securing a sustainable NHS.

Key initiatives include:

- Cutting harmful air pollution by transitioning to a zero-emission NHS fleet, improving respiratory health in communities

- Upgrading and decarbonising buildings, lowering energy costs while enhancing patient care environments
- Reducing waste and boosting recycling, minimising the environmental impact of healthcare operations

The NHS must tackle climate change to protect public health and ensure sustainable healthcare services. Implementing a Green Plan is essential for responding to the environmental crisis and proactively safeguarding health.

## Greener NHS

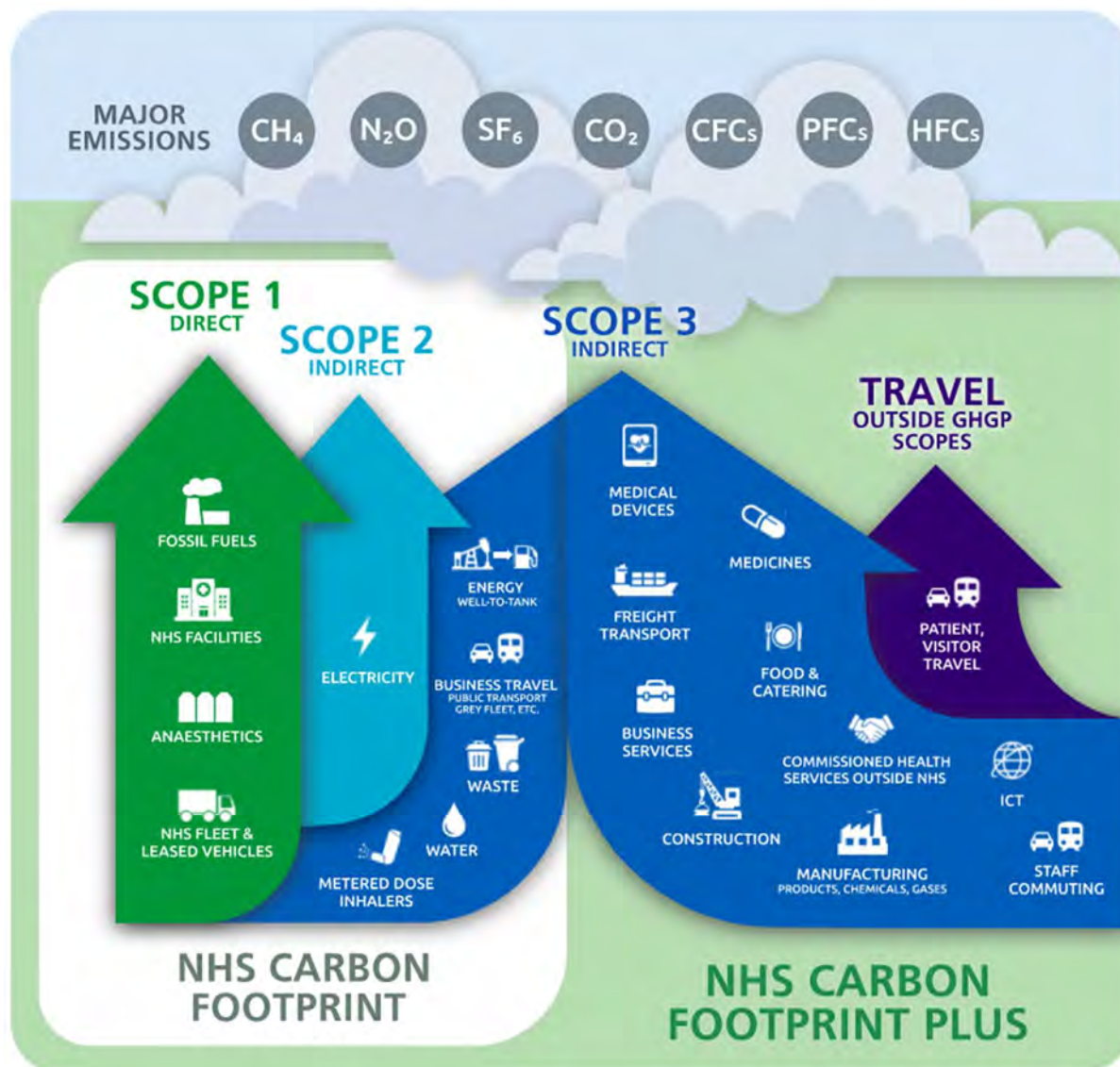
The “Delivering a ‘Net Zero’ National Health Service”, published in October 2020 set out targets for carbon reduction as well as a methodology for carbon measurement ([NHS England: Delivering a ‘Net Zero’ National Health Service](#)).

The targets are as follows:

- For the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, reducing carbon emissions by 80% by 2032
- For the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045

The Greenhouse Gas Protocol (GHGP) defines scope 1, 2, 3 carbon emissions as follows (Figure 1):

- Scope 1: All direct emissions controlled and managed by the NHS. This includes owned or leased vehicles and on-site burning of fossil fuels for heating
- Scope 2: Indirect emissions from the generation of purchased electricity
- Scope 3: All other carbon emissions resulting from NHS operations. This includes emissions from transportation of goods and services, medicines and medical equipment. Refer to Figure 1 GHGP scopes in the context of the NHS

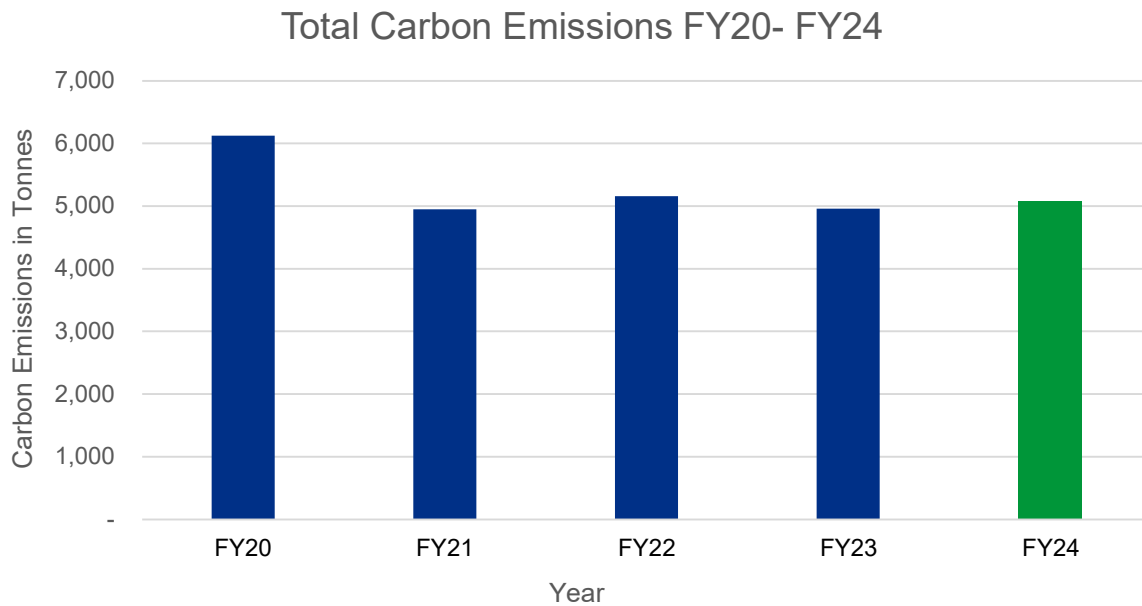


## Our impact: Baseline

Reducing OHFT's carbon footprint requires measuring our current impact and creating a method for ongoing assessment. Calculating an accurate carbon baseline for a healthcare system is challenging, and we need to consider all parts of the healthcare system that fall within the breadth of this Green Plan.

The base year for Net Zero trajectories is 2019/20. Despite the growth in the number of people working at the Trust, the chart below shows a 17% reduction in NHS Carbon Footprint (Scope 1 & 2) emissions since then, largely due to a 40% decrease in staff business mileage following more sustainable travel practices after the COVID-19 pandemic.





## Calculating our carbon emissions

The carbon footprint is calculated in accordance with the greenhouse gas protocol; an international accounting tool used by the NHS to quantify and manage Greenhouse Gas emissions. This tool allows the Trust to identify direct emissions from sources owned or controlled by the Trust. Emissions are measured across areas including utilities and travel.

To address the NHS Carbon Footprint Plus, which comprises emissions we can influence, we plan to conduct a comprehensive review over the three-year duration of this Green Plan.

## Our highlights so far



# Our vision

Published in 2021, the OHFT Trust Strategy outlines our vision, values, and strategic objectives for 2021 - 2026.

## Vision: Outstanding care delivered by an outstanding team

The Trust's vision is underpinned by four strategic objectives.



## Sustainability Objective in detail

- The efficient use of estates and a reduction in carbon emissions
- Increase clinical time to care through improved IT systems and more efficient clinical pathways and processes



## Working with our partners

Collaboration is essential for achieving sustainability goals across the NHS.

OHFT works with local authorities and healthcare providers to address regional environmental challenges and develop long-term solutions.

OHFT participates in the net zero programme boards for both BOB ICS and BSW ICS, which support green plans and standardise best practices. Joint initiatives focus on reducing carbon emissions, providing sustainable travel options, and enhancing energy efficiency.

Partnerships with academic institutions facilitate research and innovation in sustainable healthcare practices. OHFT has been part of air pollution research conducted by Birmingham University and will be involved in Oxford Brookes University's study on 'Health co-benefits of the transition to net zero'.

As an anchor institution, OHFT will continue participating in the Zero Carbon Oxford Partnership and the development of climate change adaptation plans for Oxfordshire. Additionally, further research and innovation activities will be considered to support the transition to a net zero NHS.



## The Green Plan at a glance



## Areas of focus

This section presents priority actions for 2025-2028, aligned with the National Greener NHS objectives.

The **10 key focus areas** are set out to include:

- An overview of each priority
- A clear action plan
- A defined timeline within the three year cycle

The following initiatives aim to drive measurable progress in sustainability, keeping the Trust at the forefront of climate-resilient healthcare.

**Focus areas as follows:**

- Estates and Facilities
- Travel and Transport
- Medicines
- Supply Chain and Procurement
- Nutrition and Hydration
- Workforce and Leadership
- Net Zero Clinical Transformation
- Digital Transformation
- Adaptation
- Green Space and Biodiversity





## Estates and Facilities

Why it matters	Where we are now	Key actions	Deadline
<p>Energy use in our buildings contributes to 79% of our carbon footprint. To meet our 80% reduction target by 2032, we must focus on reducing these emissions. We can achieve lower emissions, cost savings, and increased energy resilience through various measures, including:</p> <ul style="list-style-type: none"> <li>Installing LED lighting, roof/building insulation, and energy-efficient window glazing</li> <li>Replacing fossil fuel heating systems with lower carbon alternatives, such as heat pumps or connecting to a broader heat network system</li> <li>Increasing the use of renewable energy by investing in on-site or energy generation to meet energy demand</li> </ul>	<p>We have already reduced building emissions by 17% compared with baseline year 2029/20.</p> <ul style="list-style-type: none"> <li>Projects delivered include solar panels, generating over 17kw of power</li> <li>Initiated program of replacing lighting with energy efficient alternative</li> <li>Sustainability and net zero are a consideration in the design of the Warneford Park development</li> </ul> <p><b>Commitments</b> We aim to reduce our estate's environmental impact by:</p> <ul style="list-style-type: none"> <li>Improving building energy efficiency</li> <li>Increasing on-site renewable energy to cover 80% of emissions by 2032</li> <li>Ensuring new construction and major renovations</li> </ul>	Develop heat decarbonisation plans for 50% of retained estate	Q4 FY28
		Replace at least one fossil fuel primary heating system	Q4 FY28
		Increase the use of energy-efficient LED lighting to 100%	Q3 FY29
		Ensure readiness for funding opportunities for solar PV installations	Q1 FY28
		Review options to install water leak detection systems	Q1 FY27
		Develop Waste Reduction Policy and increase recycling rates	Q3 FY26

	<p>comply with NHS Net Zero Building Standard</p> <ul style="list-style-type: none"> <li>• Phasing out fossil-fuel heating systems by 2032</li> <li>• Reducing landfill waste to 0% by 2028</li> </ul>		
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## Travel and Transport

Why it matters	Where we are now	Key actions	Deadline
<p>Travel and transportation are crucial for the delivery of healthcare services within our Trust. However, they also constitute a considerable source of carbon emissions and air pollution, which adversely affect health outcomes.</p> <p>In 2024, travel and transport accounted for 21% of the Trust's carbon footprint, including 44 fleet vehicles and 3.5 million miles of staff travel. Currently, 72% of the OHFT fleet consists of diesel and petrol vehicles.</p>	<p>We are working to reduce our travel and transport carbon impact by investing in EV charging, improving cycle storage for staff, and promoting public transport. We will continue expanding these measures and seek new opportunities over the next three years.</p> <p><b>Commitments</b></p> <ul style="list-style-type: none"> <li>• Transition to zero-emission vehicles and promote sustainable travel</li> <li>• To decarbonise fleet by 2035 and aim for zero emission business travel by 2040</li> <li>• Over the next three years, we will support sustainable travel options for staff, targeting a 50% reduction in air pollution from travel by 2032</li> </ul>	Develop a sustainable travel and transport strategy	Q3 FY27
		Electric vehicles only to be offered through staff salary sacrifice schemes	Q4 FY27
		All new lease vehicles managed by Trust will be zero emission from 2027	Q3 FY28
		Develop staff engagement program to encourage staff to use public transport more	FY26
		Plan deployment of EV infrastructure and consider increased electrical capacity where necessary	Q4 FY26



## Medicines Management

Why it matters	Where we are now	Key actions	Deadline
<p>Medicines contribute significantly to the NHS's overall carbon emissions, accounting for about 25%. This impact arises from various factors, including the manufacturing process, transportation, and disposal of medicines.</p> <p>By focusing on reducing the carbon footprint of medicines, the NHS can make substantial progress towards its net-zero goals, ultimately improving public health and environmental sustainability.</p>	<p>We have already begun to make progress in reducing the environmental impact of medicines, including:</p> <ul style="list-style-type: none"> <li>Introducing a recycle scheme for blister foil packaging</li> <li>Promoting low-carbon inhalers for MDIs, when possible</li> <li>Setting minimum order values for efficient transport</li> </ul> <p><b>Commitments</b></p> <p>To reduce carbon emissions attributed to medicines by focusing on high-impact areas such as inhalers.</p>	Reduce medicine waste and its environmental impact	Q1 FY27
		Complete baseline assessment of medicines and inhalers carbon footprint	Q1 FY27
		Track and limit the use of metered dose inhalers (MDIs)	Q1 FY27

## Supply Chain and Procurement

Why it matters	Where we are now	Key actions	Deadline
<p>The NHS supply chain is responsible for approximately 62% of its total carbon emissions.</p> <p>The provision of healthcare services necessitates the procurement of a substantial volume of goods, services, and infrastructure, with the health and care system allocating over £30 billion annually to these expenditures.</p> <p>This presents OHFT with an opportunity to influence suppliers of goods and services to adopt more environmentally, financially, and socially responsible practices.</p>	<p>The procurement team has adopted the net zero supplier roadmap, meaning all procurements now include a 10% social value weighting.</p> <p><b>Commitments</b></p> <ul style="list-style-type: none"> <li>To achieve net zero carbon emissions for supply chain carbon emissions by 2045</li> <li>We will work with our system partners and suppliers to reduce our carbon footprint, including waste management, transportation, and other sources of carbon emissions</li> </ul>	Ensure suppliers with contracts exceeding £100,000 provide comprehensive carbon reduction plans	Q1 FY26
		Develop a plan to reduce supply chain and procurement carbon emissions	Q1 FY27

## Nutrition and Hydration

Why it matters	Where we are now	Key actions	Deadline
<p>We aim to provide staff, visitors, and patients with access to nutritious food that promotes health while also supporting environmental sustainability. The Eatwell Guide recommends that 80% of the diet should consist of plant-based foods. Carbon Trust's analysis shows this diet has a lower environmental impact than the current UK diet due to more potatoes, fish, bread, vegetables, and fruit, and less meat, dairy, and sugary foods.</p>	<p>Chief Nurse has been appointed to the role of Executive Lead for Nutrition and Hydration.</p> <ul style="list-style-type: none"> <li>We now have a seasonal menu change every 6 months</li> <li>Every ward meal offers a vegetarian choice, and we aim to add more plant-based options</li> <li>We are developing a digital meal system to improve meal planning accuracy and minimise food waste</li> <li>We are reviewing food waste at service points to align ward orders with actual needs</li> </ul> <p><b>Commitments</b> To reduce overall carbon footprint of food, promoting seasonal menu options that emphasize fruits and vegetables while minimising the inclusion of heavily processed foods.</p>	Reduce volume of food waste by 10%	Q3 FY27
		Measure food waste in line with the Estates Returns Information Collection (ERIC)	Q4 FY27

## Workforce and Leadership

Why it matters	Where we are now	Key actions	Deadline
<p>The transition to a net-zero NHS will be driven by the dedication and commitment of our workforce. There is already overwhelming support for a greener future, with 6 out of 10 of NHS employees expressing that they are more likely to remain with an organization that takes decisive action on climate change (YouGov, 2023). This enthusiasm underscores the vital role our people will play in achieving a sustainable and resilient healthcare system for future generations.</p>	<p>The Trust has an executive lead for net zero and a governance pathway to provide the Trust Board with assurance of achievements.</p> <p>Progress to date:</p> <ul style="list-style-type: none"> <li>• Training - Staff have access to the net zero NHS e-learning module</li> <li>• Monthly induction - New staff receive an overview of the Green Plan</li> <li>• Trust Green Task Force - provides strategic oversight of Green Plan</li> </ul> <p><b>Commitments</b></p> <p>To embed knowledge of sustainability principles across Trust workforce by fostering a strong culture with visible board leadership, promoting top-down engagement and encouraging training opportunities.</p>	Encourage participation in core training on sustainability	Q4 FY27
		Incorporate sustainability into job descriptions to ensure all staff are aware of their role in achieving the Trust's carbon reduction goals	Q1 FY27
		Work with teams and Centre for Sustainable Health to find Clinical carbon hotspots and implement projects to improve them	Q4 FY27



## Net Zero Clinical Transformation

Why it matters	Where we are now	Key actions	Deadline
The NHS is moving towards out-of-hospital, digitally enabled care, prioritising health prevention and reducing inequalities. This supports our net zero goals by offering high-quality, preventative, low-carbon care at all stages.	To deliver high-quality, preventative, low-carbon care to patients by transforming clinical pathways, while supporting aging populations and aligning to the three shifts (analogue to digital, hospital to community, illness to prevention) while maintaining excellent patient outcomes and reducing health inequalities	Identify a clinical lead with oversight of net zero clinical transformation, with formal links into Board-level leadership	Q4 FY26
		Conduct a carbon footprint assessment for at least one high carbon clinical area	Q1 FY27
		Set objectives to reduce the carbon footprint of clinical models of care, including mental healthcare and community services	Q1 FY27

## Digital Transformation

Why it matters	Where we are now	Key actions	Deadline
<p>The digital transformation area of focus seeks to advance sustainable healthcare through innovative digital solutions. It highlights how digital tools can improve patient care, operational efficiency, and environmental sustainability. Embracing digital transformation is crucial for the NHS to achieve its sustainability goals, as it enables the reduction of reliance on physical resources, lowers energy consumption, and minimises the carbon footprint associated with healthcare delivery. By transitioning to digital systems, the NHS can enhance patient outcomes, streamline operations, and contribute to a greener future.</p>	<ul style="list-style-type: none"> <li>• Transitioning from paper-based records to fully digital systems to minimise paper usage and waste</li> <li>• Reducing the need for physical travel by expanding virtual working capabilities</li> <li>• Optimising IT infrastructure to reduce energy consumption and carbon footprint</li> <li>• To maximize the benefits of digital platforms in reducing CO2 while supporting clinical quality improvements</li> </ul>	Implement fully paperless clinical and administrative systems	Ongoing
		Adopt the NHS Cloud First strategy, utilizing shared platforms from suppliers with a carbon neutral agenda	Ongoing
		Develop agile working protocols, applications, and processes	Ongoing

## Adaptation

Why it matters	Where we are now	Key actions	Deadline
<p>Climate change poses direct and indirect risks to our services, including:</p> <ul style="list-style-type: none"> <li>• Extreme weather events like floods and heatwaves disrupting care delivery</li> <li>• Increased patient demand due to climate-related anxiety, trauma, and displacement including the consequent economic uncertainty</li> <li>• Supply chain vulnerabilities such as medication shortages and energy blackouts</li> </ul> <p>OHFT acknowledges the need to adapt to these challenges to ensure the continuous delivery of care and the safety of patients and staff during extreme weather conditions.</p>	<p>As anchor institution we have contributed to the Climate Change Adaptation Route Map for Oxfordshire County Council. The route map sets priority actions for 2025-26 to improve community, infrastructure, and building resilience against extreme weather events such as flooding, extreme weather and heatwaves. We have business continuity plans and emergency response policies to address severe weather conditions.</p> <p><b>Commitments</b> To ensure climate resilience is embedded in our operations, by strengthening infrastructure and enhancing emergency response capabilities to maintain continuity of services during increasingly frequent extreme weather events and other climate impacts.</p>	Develop a Climate Adaptation Plan and review flood risk assessments according to the latest UK climate projections	Q1 FY27
		Identify healthcare sites that are susceptible to risk of flooding	Q1 FY27
		Enhance the monitoring process for overheating incidents and implement measures to mitigate associated risks	Q1 FY27
		Factor in the effects of climate change when making infrastructure decisions and designing new facilities, including enhancements like improved green spaces, drainage systems and passive cooling solutions	Q1 FY27

## Green Space and Biodiversity

Why it matters	Where we are now	Key actions	Deadline
<p>Green spaces and biodiversity are essential for promoting both mental and physical well-being. OHFT aims to incorporate nature into therapeutic practices and the environments where care is provided. OHFT acknowledges the importance of including green spaces and biodiversity in its estates and operations as part of its sustainability and health goals. This initiative seeks to improve access to nature, protect and restore biodiversity, and create therapeutic environments that support recovery, resilience, and overall health for patients, staff, and the community.</p>	<ul style="list-style-type: none"> <li>Annual tree planting programme established</li> <li>Green Space Coordinator appointed in 2023 to support green space improvements, provide regular social therapeutic horticulture (STH) and nature engagement sessions with patients and staff</li> <li>Completing rolling programme of green space improvements</li> </ul> <p><b>Commitments</b> Maximise the quality of on-site green spaces, identifying and delivering schemes that address one or more of the following priorities:</p> <ul style="list-style-type: none"> <li>Supports local nature recovery</li> <li>Supports patient recovery and/or staff wellbeing</li> <li>Combats climate change</li> </ul>	Establish a Trust cross disciplinary 'Green Spaces Steering Group'	Q1 FY27
		Conduct biodiversity surveys and map species at key sites	Q3 FY27
		Improve planting diversity and green space quality, and foster stewardship and nature connectedness for all	Ongoing



# Accountability

## Delivery

To ensure successful delivery of this plan, investment will be needed with relevant resources being assigned.

## Finance

Some actions may be cost neutral or deliver cost savings. Examples include reducing medicines waste. Some actions need capital investment that will provide medium to long term efficiency savings such as LED lighting and electrification of the vehicle fleet. Some actions could bring cost pressures but will also deliver wider social value benefits that will need to be accounted for as part of any decision-making process.

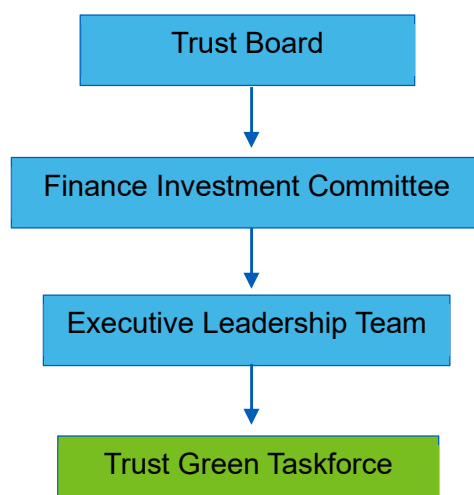
There are examples of funding available to deliver Green Plans, such as the government's Public Sector Decarbonisation Scheme. A business case will be developed for the additional financial and resources required to deliver the Green Plan.

## Governance

To ensure delivery of this Green Plan, it is essential to ensure that there are clear lines of governance and accountability. This section outlines the structures, roles, and responsibilities that will guide the Trust's sustainability efforts and ensure Green Plan delivery over the next three years.

## Governance structure

The Green Plan will be a live document updated at a minimum annually. Approval is by the Trust board with Governance structure set out below:



## Trust Green Task Force

Provide strategic oversight, monitor progress, and ensure alignment with the Trust's sustainability objectives.

### Responsibilities:

- Set strategic priorities and approve the Green Plan
- Establish subgroups in focus areas (Transport, Assets, Models of Care, Medicines, Green Space, Supply Chain, Workforce, Food & Digital Transformation) that report to the GTF
- Evaluate sustainability training programs for staff
- Monitor key performance indicators (KPIs) related to NHS carbon reduction targets
- Report Green Plan progress to the Board
- Formulate a Green Delivery Plan, maintain an action log, and establish a risk register
- Allocate resources and funding for sustainability initiatives
- Ensure compliance with NHS net-zero targets and national sustainability standards

## Monitoring and Reporting

Progress on key actions will be reported annually to the Finance Investment Committee and the Board. The Trust's annual report will summarise sustainability progress and carbon footprint reduction for the previous year.

### Annual Reporting

Annual sustainability progress report: Details progress against Green Plan objectives and highlights main activities of the year.

Estates Return Information Collection (ERIC): Mandatory data collection of energy consumption for all NHS Trusts by the Department of Health & Social Care.

### Quarterly Reporting

Greener NHS quarterly data return: Measures sustainability progress and enables comparison with similar Trusts.

### Metrics to Track Progress

We will use NHS England metrics from Appendix 1 to track our progress.

# Appendices

## Appendix 1 - Metrics to Track Progress

Regular returns are published via systems including ERIC and Model Hospital, this data is published on the Greener NHS dashboard, benchmarking Trust's across the country.

Focus area	Metric
Travel and Transport	% of owned and leased fleet that is ultra-low emission vehicle (ULEV) or zero-emission vehicle (ZEV)
Travel and Transport	Total fleet emissions
Travel and Transport	Does the organisation offer only ZEVs in its salary sacrifice scheme
Estates and Facilities	Emissions from fossil-fuel-led heating sources
Estates and Facilities	% of gross internal area covered by LED lighting
Estates and Facilities	% of sites with a heat decarbonisation plan
Supply Chain and Procurement	Inclusion of Carbon Reduction Plan and Net Zero Commitment requirements in all relevant procurements
Supply Chain and Procurement	Inclusion of requirements for a minimum 10% net zero and social value weighting in procurements, including defined KPIs
Food and Nutrition	Weight (tonnes) of food waste, with further break down by spoilage, production, unserved and plate waste
Adaptation	Number of overheating occurrences triggering a risk assessment (in line with Trust's heatwave plan)
Adaptation	Number of flood occurrences triggering a risk assessment

## Appendix 2 – Glossary of Terms

**Active Travel** - Encouraging walking, cycling, and other forms of non-motorized transport to reduce emissions and promote health

**Biodiversity** - Biodiversity is the variety of life on earth. This includes the diversity of genes, organisms, populations and species through to ecosystems; with ecosystems viewed as broadly identical to habitats. (Natural England, 2013)

**Climate Adaptation** - Action to prepare for the current or expected impacts of climate change, in the short, medium, and long term

**Climate change** - Long-term shifts in global temperatures, mainly caused by human activities like burning fossil fuels, which release greenhouse gases (GHGs)

**Energy Efficiency** - Using less energy to perform the same task, reducing energy waste and lowering emissions

**ERIC** - The Estates Return Information Collection collates information on the running costs of providing, maintaining and servicing the NHS

**Greenhouse Gases (GHGs)** – Emissions that trap heat in the atmosphere, measured in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e)

**Heat Decarbonisation Plan (HDP)** - Refers to a strategic framework designed to reduce or eliminate carbon emissions associated with heating systems across NHS facilities. The goal of a Heat Decarbonisation Plan is to transition away from fossil fuel-based heating systems (such as gas boilers) to low-carbon or zero-carbon alternatives

**Net Zero carbon** - Greenhouse gas (GHG) emissions produced are balanced with emissions removed from the atmosphere. Emissions produced are reduced as close to zero as possible, and anything remaining is offset

**NHS Carbon Footprint** - Measures the total greenhouse gas emissions produced directly and indirectly by NHS activities, including energy use, travel, and supply chains

**Renewable Energy** - Energy derived from natural sources that are replenished constantly, such as solar, wind, and hydroelectric power

**Sustainable Healthcare** - Delivering healthcare services in a way that minimises environmental impact while maintaining high-quality patient care

**Waste Management** - Strategies to reduce, reuse, and recycle waste, minimizing landfill use and environmental harm