

The Green Plan (2025-28)

Public Board
31 July 2025

Presented for:	Approval
Presented by:	Craige Richardson, Executive Director of Estates & Facilities Chris Kelly, Associate Director, Estates Compliance & Risk
Author:	Chris Kelly, Associate Director, Estates Compliance & Risk
Previous Committees:	NONE.

Our Annual Commitments for 2025/26 are:	
Support our patients to get home a day sooner	✓
Be in the top 25% for patient experience and efficiency in outpatients	✓
Reduce our carbon footprint by creating greener patient pathways	✓
Support our staff to manage every £ wisely	✓
Make best use of our estate, equipment and digital assets	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
Operational Risk	✓	Business Continuity Risk - We will develop and maintain stable and resilient services, operating to consistently high levels of performance.	Cautious	Moving Away
Clinical Risk	✓	Infection Prevention & Control Risk - We will manage the risks related to infection prevention and control to reduce the transmission of infection in our hospitals.	Minimal	Moving Away
Financial Risk	✓	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts, focussing on the delivery of large-scale capital developments.	Cautious	Moving Towards
External Risk	✓	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Averse	Moving Towards

Key points	
<p>Mandatory requirements for NHS Green Plans:</p> <ol style="list-style-type: none"> 1. All NHS organisations are required to have a Green Plan, approved by their board or governing body. 2. These plans must be accessible on the organisation's website and shared with NHS England. 3. The deadline for submitting these updated plans to NHS England is 31 July 2025. 	For decision

1. Summary

The Leeds Teaching Hospitals Trust (LTHT) aspires to become one of the greenest NHS Trusts and has set a clear commitment to improving sustainability throughout our organisation and the wider region.

At LTHT, we recognise the enormous challenge climate change presents to Leeds and the impacts it is having and will continue to have for our patients.

An NHS Green Plan, which focuses on sustainability and reducing the environmental impact of healthcare, offers several benefits. These include improved air quality, reduced energy consumption, and a more sustainable use of resources like plastics and medicines. Additionally, the plan can lead to cost savings, improved operational efficiency, and a healthier environment for both patients and staff.

The Trust Green 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

Delivery of the Green Plan is overseen by the Executive Director of Estates & Facilities (designated board-level net zero lead), with clear governance, senior leadership/ oversight and operational support.

An annual report/ summary of progress on delivery of the Green Plan is presented at board and the Trust publish this in our annual report, including actions (taken and planned), with quantitative progress data.

2. Background

This will be the third iteration of our Green Plan, which has provided the solid foundations for LTHT to undertake significant work to reduce our contribution to climate change in recent years. Demonstrating a commitment to progress the sustainability agenda throughout the organisation and implement the aims, ambitions and objectives of previous strategies and provide continuity within this Green Plan for the next 3 years, to build on this success.

Climate change poses a significant threat to our environment, increasing the intensity and frequency of extreme weather events for the UK. Many organisations have therefore declared a climate emergency.

The interdependencies between climate and health are widely supported by the medical community. The need for healthcare to act on climate change is urgent. The NHS contributes approximately 4-5% of UK carbon emissions, meaning the role we play in supporting a transition to net-zero is immense.

In 2020, NHSE released the “For a Greener NHS” campaign, which set all NHS organisations two targets to achieve: net-zero by 2040 for the NHS Carbon Footprint, and net-zero by 2045 for the NHS Carbon Footprint Plus.

The “Delivering a Net Zero National Health Service” report was also published, establishing at a high level the services from which carbon emissions must be reduced.

3. Proposal

Key focus areas:

- Workforce and system leadership
- Net zero clinical transformation & Medicines
- Digital transformation
- Travel and transport
- Estates and facilities
- Biodiversity and green spaces
- Supply chain and procurement
- Food and nutrition
- Adaptation

Content of Green Plans:

- The Green Plans outlines how the Trust will contribute to the NHS's overall net zero goals.
- Detail actions and timescales for reducing emissions, aligning with the national trajectories set out in the Delivering a Net Zero National Health Service report.
- Identifies specific clinical areas for focus and implement quality improvement projects to reduce emissions, with a focus on measurable outcomes and benefits to patient care.
- Addresses how the Trust will adapt to the impacts of climate change.

Reporting and Accountability:

- Report annually on our progress in delivering the Green Plans to board and in our annual reports.
- Reporting includes details of actions taken, planned actions, and quantitative progress data.
- The Health and Care Act 2022 reinforces this, placing a duty on NHS England, ICBs, and trusts to consider statutory emissions and environmental targets in their decisions.

Alignment with Broader NHS Efforts:

- The Green Plan is aligned with the NHS's overall net zero ambitions, which include reaching net zero by 2040 for directly controlled emissions and by 2045 for those they influence.
- Aligned with UK government procurement policies.

4. Financial Implications

Not applicable.

5. Risk

Regulatory risks –

The Leeds Teaching Hospitals NHS Trust is committed to achieving net-zero for our NHS Carbon Footprint by 2040 and for our Carbon Footprint Plus by 2045.

Mandatory requirements for NHS Green Plans:

- All NHS organisations are required to have a Green Plan, approved by their board or governing body.

In 2020, the NHS became the world's first health system to commit to reaching net zero emissions. The Delivering a Net Zero National Health Service report set out the scale of ambition. The Health and Care Act 2022 reinforced this commitment, placing new duties on integrated care boards (ICBs), NHS trusts and foundation trusts to consider statutory emissions and environmental targets in their decisions.

Trusts and ICBs are expected to meet these duties through the delivery of board-approved green plans.

6. Communication and Involvement

The Green Plan is consulted on via the Trust Strategic Sustainability Group (SSG) – a multi-disciplinary consultation process which has expertise/ accountability across each key focus area of the Green Plan.

Approach of the SSG:

- review progress to date and engage with key stakeholders about refreshing priorities, in particular clinical and staff groups who underpin green plan delivery
- take into account the national targets (and interim 80% emissions reduction goals) for the NHS carbon footprint and carbon footprint plus
- set out SMART (specific, measurable, achievable, relevant and time-bound) actions and associated key performance indicators (KPIs) for each area of focus
- ensure recommended governance arrangements and processes to measure and report on progress are in place

7. Equality Analysis

The Trust is required to 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.

8. Improving Health Equity

Climate change presents an immediate and growing threat to health. The UK is already experiencing more frequent and severe floods and heatwaves, as well as worsening air pollution. Up to 38,000 deaths a year are associated with air pollution alone, disproportionately affecting the most deprived and further exacerbating health inequalities.

The impact of climate change will also be expensive for society and the NHS, 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.

Conversely, action to tackle climate change brings direct benefits for public health, health equity and taxpayers. Reducing the NHS's environmental impact will help to build an NHS fit for the future that provides world-leading healthcare services.

9. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000

10. Recommendation

The Board are invited to approve the LTHT revised Green Plan and comply with NHS England requirements; to be shared with them and published on our website.

11. Supporting Information

The following papers make up this report:

The Green Plan (2025-28)

Chris Kelly
Associate Director, Estates Compliance & Risk
Estates & Facilities
24/07/2025