

**Sustainability Annual Report**  
**Public Board**  
**Thursday 27 November 2025**

<b>Presented for:</b>	Information
<b>Presented by:</b>	Craige Richardson, Executive Director – Estates & Facilities
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<b>Previous Committees:</b>	None

<b>Our Annual Commitments for 2025/26 are:</b>	
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	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>		<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
Operational Risk	✓	Business Continuity Risk - We will develop and maintain stable and resilient services, operating to consistently high levels of performance.	Cautious	Moving Towards
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 Away
External Risk	✓	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Averse	Moving Away

<b>Key points</b>	
1. The Leeds Teaching Hospitals NHS Trust (LTHT) has a target to achieve net zero carbon emissions by 2040 for the NHS Carbon Footprint and by 2045 for the NHS Carbon Footprint Plus, in line with <i>"Delivering a Net Zero NHS"</i> . From the baseline year (2013/14) the Trust is expected to achieve an 80% reduction in direct carbon emissions by 2032. The Trust aspires to become one of the greenest NHS trusts in the UK, improving sustainability throughout the organisation and the wider region. This report provides an overview of the progress the Trust is making towards these targets.	For Information

## 1. Summary

This report provides an update on the Trust's progress toward its net zero targets and the goal of becoming one of the greenest trusts in the UK. The report also provides an update on the Trust's strategic objective to 'reducing our carbon footprint through greener patient pathways,' underscoring the Board's commitment to Corporate Social Responsibility initiatives, by prioritising Sustainability as one of this financial year's seven commitments.

The Board is not required to take any specific action/s other than to continue to provide ongoing support to the Trust in achieving these goals through the implementation of the Green Plan, which this report will help to inform.

### **The key focus areas of the Green Plan (2025-28):**

- 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

## 2. Background

The healthcare industry's extensive consumption of energy, resources, and supply chains makes it one of the world's most carbon-intensive sectors. The NHS significantly contributes to the UK's carbon emissions, accounting for approximately 5% of the nation's carbon footprint. Carbon emissions are exacerbating the impacts of climate change which is driving negative impacts on health. Rising temperatures and extreme weather events will disrupt healthcare services and negatively impact the health of our patients and the public.

In 2020, the NHS established its aim to become the world's first net zero National Health Service. To achieve this, the NHS has established two targets:

- For the emissions, the NHS control directly (the NHS Carbon Footprint), reach net zero by 2040, with an 80% reduction from our baseline year by 2032.
- For the emissions, the NHS can influence (the NHS Carbon Footprint Plus), reach net zero by 2045, with an 80% reduction from our baseline year by 2039.

### **Sustainability Initiatives –**

LTHT adopted these targets in 2020 upon the publication of our first Green Plan, which was subsequently updated in 2022 and 2025. The Green Plan outlines our strategic sustainability objectives, aligned with national guidance, up until 2028. Supporting the Green Plan is the Sustainable Action Plan (SAP), which details specific actions the Trust has undertaken and will continue to undertake during this period. The Trust is in year 1 of the 3-year period of its current sustainability strategy, with considerable progress made since 2020, over the last

12-month period, we have achieved numerous milestones through our actions, to improve accountability & engagement across the Trust, including:

- Published revised Green Plan 2025 – 2028 (approved by Board July 2025)
- LTHT are Bronze accredited by the Carbon Literacy Organisation (CLO) – with CLO training now delivered in house monthly (**See Appendix 1 – CLO Bronze accreditation**)
- November sees the launch of our newly published clinically focused ‘Greener Care Plan’ (**See Appendix 2**)
- LTHT have developed an Introduction to Greener Care – 30-minute training session, which is being piloted with the Theatres CSU & Trauma Related Services
- Greener Care Network was launched in April 2025
- The Greener Care Network hold meetings every month with featured topics and speakers, so far there have been sessions including Food & Nutrition, Digital Technology & Waste Reduction / Simpler Recycling
- The Environment team successfully presented at the LTHT Waste Reduction Planning (WRP) Conference
- The team have worked collaboratively with Leeds City Council to set up collection points for walking aids at 7 Household Waste & Recycling Centres
- The team are working with Digital I.T services (DIT) by holding an innovation workshop to address the carbon impact of printing paper and how to reduce
- The team are also working with DIT to implement the PC power down when not in use/ power management: automate sleep modes when idle & review the utilisation of the screen saver on Trust devices
- Simpler recycling – In line with legislation LTHT have supplied dry-mixed-recycling bins to all departments to enable the correct segregation of waste within clinical areas
- Food waste - The Trust has also introduced a food recycling waste stream throughout all of its sites, this waste stream is taken to an offsite anaerobic digestion plant which produces electricity
- Furniture recycling – The trust is engaging with a local Yorkshire based company to create a furniture reuse scheme and avoid disposal/ purchasing new equipment
- The Environment Team have collaborated with colleagues at the recently vacated Old Medical School in rehoming furniture that was surplus to requirement due to the closure. This saved the trust approximately £25K in rehoming items
- Biodiversity – the trust has created several new green spaces, specifically at St James Hospital (Trust HQ health & well-being garden), LGI (Jubilee roof garden) and Chapel Allerton (Stroke rehabilitation garden)
- A textile recycling group is now established to review reusable hats and gowns
- The Environment Team have worked with Children's Haematology & Oncology in providing a carbon assessment for paediatric home care

### **Estates Decarbonisation -**

The Trust published its Estates Decarbonisation Strategy “A Roadmap to Net Zero Carbon”, in 2022. This strategy details the necessary steps required to transition away from fossil fuels as the Trust’s primary energy sources and establishes a framework for future capital projects. The roadmap outlined in the strategy would allow the Trust to achieve the 2032 80% reduction target, however it relies on urgent and decisive action across all our estate and the securing of additional funding. Following the publication of the

Strategy, each of our five hospital sites have begun implementing a set of targeted actions to achieve carbon neutrality status.

Estates Decarbonisation is a key pillar/ focus area of the Estates strategy & crucial factor in the Trust achieving net zero, as natural Gas consumption is the largest contributor to the Trust's total recorded carbon footprint, accounting for 69% of total recorded emissions.

The focus is on the transition to/ implementation of engineered net zero sustainable solutions across a diverse live estate critical infrastructure, whilst crucially maintaining regulatory compliance, business continuity & patient safety.

### **LTHT Carbon Footprint -**

LTHT is required to understand their 'climate change impact,' allowing the Trust to identify its emissions sources, track progress, and demonstrate their commitment to achieving net zero.

LTHT is currently recording activities which contribute to the Trust's NHS Carbon Footprint, representing direct and indirect CO2e emissions from the Trust's operations. This includes:

- Gas
- Oil
- Fleet mileage
- Anaesthetic gases
- Electricity
- Water
- Waste
- Inhalers

A total 36% reduction has been achieved by the Trust since its carbon baseline year of 2013/14 up to the end of 2024/25 financial year.

This emissions reduction is continuously monitored using the Trust's carbon footprint tool, which is independently verified/ validated by an independent Sustainability Consultancy utilising an NHSE approved methodology (**See Appendix 3 – Year end carbon report 2024/25**).

### **3. Proposal**

The Trust is making ongoing progress in the significant challenge to decarbonise its buildings, services, and systems, to become one of the greenest Trusts in the UK.

It is evident that, whilst the Trust were on track to meet its NHS net zero targets until 2021, progress on the Trust's carbon reduction has since plateaued, meaning the organisation is no longer aligned with this trajectory. However, the Trust's overall emissions pathway does remain consistent with the UK 2050 net zero target.

The Trust's Estates Decarbonisation Strategy (EDS) developed in 2022, estimated that £52 million was necessary to ensure the 2040 net zero goals are achieved.

This strategy is now due a refresh this financial year (2025-26), at which point the true cost of net zero interventions will be assessed using advanced digital software and modelling tools to aid scenario planning/ decision making – with a target date to procure/ implement the software by the 1<sup>st</sup> of April 2026.

The heat decarbonisation progress achieved to date has been enabled through the Public Sector Decarbonisation Scheme (PSDS), of which the Trust has been successful in securing c. £30m external funding over the last 4 financial years (PSDS 1/ 3a/ 4). The grant funding (matched by a 12% Trust Capital contribution) has delivered complex infrastructure projects, including energy efficiency building fabric upgrades and the integration of renewable/ low-carbon technologies. The projects have received national recognition for their innovation & progress towards net zero.

As part of our estate's decarbonisation efforts, the current secured PSDS 4 funding is for a 2-year project running from 2025-27. Planned projects are targeted at building fabric improvements and low-carbon heat upgrades. This includes the connection of the Bexley Wing and the Education Training & Development Centre to the SJUH low-carbon heat network, further progressing the decarbonisation of the estate.

Provided the Trust continues to secure future funding to implement its EDS & delivers key strategic plans, it will be possible to achieve net zero by 2040.

Key deliverables -

- Building fabric/ energy efficiency improvements
- Investment in renewable/ low-carbon technologies/ systems
- Decommissioning of the Combined Heat & Power Plant's (CHP's)
- Delivery of the LGI site masterplan
- The decarbonisation of the Generating Station Complex (GSC)

#### **4. Financial Implications**

Achieving net zero involves significant financial risks and opportunities, requiring substantial upfront investment in estates decarbonisation to achieve long-term cost savings, enhance competitiveness, and mitigate exposure to climate-related financial and regulatory risks.

#### **Costs and Investments –**

- Capital Expenditure - LTHT face considerable upfront capital expenditure to transition to a low-carbon economy. This includes investing in clean/ low-carbon energy infrastructure, energy efficiency measures, sustainable transport, and innovative technologies.
- Operating Costs - Initially, some innovative technologies or processes may be more expensive than existing high-carbon alternatives. However, increased operating costs can also result from the physical impacts of climate change, such as damage to facilities from extreme weather events.
- Carbon Pricing - The implementation of carbon pricing mechanisms (e.g., a carbon tax or cap-and-trade system) directly increases the cost of greenhouse gas emissions, creating a financial incentive to reduce them.

## 5. Risk

There are several recorded risks linked to the Trust's ability to reach net zero & the impact of climate change.

Operationally, there is a growing business continuity risk associated with the increased frequency and intensity of climate events like heat waves & increased rainfall, which will affect service delivery and the ability to manage and maintain the Trust's estate.

Clinically, there is growing risk to patient safety and outcomes, as the failure to ensure our services are resilient to climate change could compromise our ability to provide safe and effective care for our patients.

The risk of the Trust's services being impacted by the physical environmental changes that climate change presents is owned by Emergency Preparedness, Resilience and Response (EPRR).

Externally, there is a legal requirement/ regulatory risk concerning the Trust's ability to meet its net zero targets set by the NHS (2040; 2045) and UK Government (2050).

Trust risk appetite framework (2025) – *External Risk is 'the risk of direct or indirect loss as a result of a failure to comply with regulation, operate within the law and deliver on our partnership obligations.'* The Trust's appetite for external risk is averse. Avoidance of risk and uncertainty is key objective.

Whilst the Trust is currently progressing towards these targets, non-compliance with these regulations is not yet deemed a significant risk but is documented on the E&F risk register and monitored regularly.

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 the 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 (mandatory requirement for all NHS organisations to have a Green Plan, approved by their board or governing body).

## 6. Communication and Involvement

The Trust communicates its sustainability progress to external stakeholders through participation in various regional and city-wide steering groups. Our Green Plan is published on our website and serves as the primary tool for the public to view our progress to net zero, our sustainability strategic plans and initiatives.

Sustainability updates are consistently communicated to the Trust's internal stakeholders via the Strategic Sustainability Group (SSG). The SSG continues to oversee the implementation of the Green Plan, convening every two months. Regular updates on our progress towards achieving net zero carbon targets are reported to the Board.

Staff engagement/ collaboration on sustainability initiatives is enabled via the Greener Care Network and progress is communicated to all staff through the various LTHT communication channels.

Craig Richardson, Executive Director of Estates and Facilities, as the Trust Executive lead for Sustainability, has regular engagement and is kept updated on our organisational strategic objective to become one of the greenest Trusts in the UK.

The Trust's new Green Plan, supported by the newly published Greener Care Plan provides an opportunity to re-engage both internal and external stakeholders in our sustainability plans. The 'Greener Care Plan' is specifically targeted at engaging Clinicians in 'reducing our carbon footprint through greener patient pathways,' developed and supported by our two Clinical leads for Sustainability.

The Lean-to-Green (L2G) team (a team of sustainability specialists including quality improvement/KPO, Clinical leadership and the E&F environmental services) have continued to establish good sustainable practices across the organisation, utilising the Leeds Improvement Method (LIM) to enable engagement from Clinical staff across all the Trust's CSUs to support the identification, delivery and validation of CSU led green projects. Support provided to staff includes Genba walks/observations, data analysis, carbon assessment and comms assistance.

Progress against the Trust 7 Commitments (reducing our carbon footprint through greener patient pathways) has been communicated through various channels, including the Finance WRP Conference, Friday Focus, national E&F Day, and the Trust Senior Leaders forum.

These reporting mechanisms are significantly enhancing oversight and increasing leadership accountability on the greening and decarbonisation of care models, thereby accelerating the Trust's transition towards achieving the NHS targets.

The progress the Trust has made on Sustainability was reflected in the recent publication of our Care Quality Commission's Well-led inspection report, scoring (3) for '*Environmental sustainability – sustainable development*', providing assurance that the Trust are performing well and meeting expectations in delivering the essential standards.

## **7. Equality Analysis**

No policy, activity, or way of working is being developed or changed. This report is intended to be for information purposes only and therefore no equality analysis is required.

## **8. Improving Health Equity**

This report is intended to be for information purposes only and therefore no impact on Health Equity.

## **9. Publication Under Freedom of Information Act**

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

## **10. Recommendation**

This report has been provided to update the Board on the Trust's progress towards net zero and becoming one of the greenest NHS trusts in the UK, through improving sustainability throughout the organisation and the wider region.

The Board is thanked for including sustainability 'reducing our carbon footprint through greener patient pathways,' as one of the Trust's 7 commitments for the current/ consecutive financial years. The heightened focus on sustainability is increasing accountability within our senior leaders and improving engagement with the Trust's 22,000+ staff, which in turn is advancing the Trust's net zero agenda through collaboration.

The Trust Board is requested to continue its commitment in supporting the Trust's sustainability and net zero initiatives through the implementation of the Green Plan.

## **11. Supporting Information**

In addition to the appendices (1-3), the following papers/ documents make up this report & can be provided on request:

1. The Green Plan (2025-28)
2. Infrastructure Committee – Estates Decarbonisation (Estates Strategy Programme Board report) – June 2025

**Chris Kelly**  
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14/11/25