



Leicestershire Partnership
NHS Trust

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Green Plan

2025/26 – 2027/28

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Executive Summary

This Green Plan sets out Leicestershire Partnership Trust's (LPT) strategic approach to sustainability for the period 2025/26 to 2027/28, in alignment with the NHS's national commitment to becoming the world's first Net Zero health system. The Plan outlines the Trust's response to the Greener NHS programme, including both actions completed since the previous Green Plan (2022–2025) and the ambitions for the next three years across all areas of focus.

The NHS has committed to achieving Net Zero carbon emissions for directly controlled sources (NHS Carbon Footprint) by 2040, and for emissions it can influence (NHS Carbon Footprint Plus) by 2045, with interim targets of 80% reductions by 2028–2032 and 2036–2039, respectively.

This Green Plan aligns with the seven areas of focus detailed in the latest [Guidance](#) and outlines specific actions and ambitions under each. Notable achievements include installation of a 200 kW solar array, transition to digital communications, use of robotic dispensing systems and targeted waste reduction efforts in food services and clinical waste streams.

A dedicated Excel-based action tracker has been developed to monitor progress, and an annual progress report will be produced to inform both internal governance and the public via the Trust's Annual Report. While limitations in staffing, data, and resources currently affect the ability to define SMART targets across all domains, the Trust is committed to building the infrastructure needed to baseline, track, and report more comprehensively over the life of this plan.

Development of this Green Plan involved engagement with staff across clinical and operational teams, with information gathered through interviews and collaborative input. This inclusive approach ensures the plan reflects the practical realities of the organisation while aligning with national expectations.

LPT's Green Plan represents both a practical response to climate change and a commitment to delivering high-quality, sustainable healthcare for future generations. It will serve as a foundation for continued action, learning, and improvement as the Trust works towards its Net Zero goals.

1. Background information

1.1. Introduction

The latest Green Plan guidance requires all NHS Trusts have a Board approved Green Plan which sets out their approach for reducing greenhouse gas emissions and supporting the development of a [Net Zero National Health Service](#).

Leicestershire Partnership Trust (LPT) recognises that the health and care system has a responsibility to provide high quality healthcare whilst minimising negative impacts on the environment. Left unabated Climate Change will disrupt care and increase many major diseases that are associated with poor environmental conditions, such as cardiac problems, asthma, and cancer.

1.2. The Net Zero Health Service

The [Greener NHS Programme](#) works with staff, hospitals and other partners to lead on NHS sustainability, with a specific focus on Net Zero carbon emissions.

“To deliver the World’s first Net Zero health service and respond to climate change, improving health now and for future generations.”

Greener NHS vision statement

The [Delivering a Net Zero National Health Service](#) report was published in October 2020 and set the direction of travel for the NHS with regards to carbon emissions. The report considered the scale of the challenge posed by climate change, the current knowledge, and the available interventions to establish feasible targets for a Net Zero NHS. This analysis produced two key targets:

1. To achieve Net Zero for emissions directly controlled by the NHS by 2040 (NHS carbon footprint). With an interim target of an 80% reduction by 2028 – 2032 when compared to a 1990 baseline.
2. To achieve Net Zero for emissions which can be influenced by the NHS by 2045, known as NHS carbon footprint plus. With an interim target of an 80% reduction by 2036 – 2039 when compared to a 1990 baseline.

The Trust recognises the role it must play in contributing to the achievement of a Net Zero NHS.

1.3. Recent changes

The Trust was previously involved in supporting the national Covid-19 response both in clinical settings and from home. In some respects, this accelerated efforts to reduce the environmental impact of service delivery as the Trust shifted to new ways of working. Conversely, this also increased impacts in other areas such as a spike in waste disposal associated with PPE. The Trust will continue to monitor the environmental, financial, and social impacts from these new ways of working while continuing to deliver the highest standards of service.

1.4. Vision for sustainability

The Trust's vision for sustainability is to provide the highest standards of care while balancing the three key pillars of sustainable development.

1. Environmental impact. Reducing environmental damage resulting from the Trust's operations.
2. Social impact. Helping to reduce health and social inequalities in the communities served by the Trust.
3. Financial impact. Considering the social and environmental impacts of expenditure while also ensuring financial resilience.

1.5. Methodology & limitations

This Green Plan has been developed using the best available data, insight, and capacity within the Trust. To inform the content, a series of online interviews and discussions were conducted with staff across numerous services and departments. These conversations formed the basis for understanding both the actions already completed and the planned ambitions across each of the areas of focus. While every effort has been made to align this document with the NHS [Green Plan Guidance](#), the Trust like all areas of the health & social care sector faces limitations in terms of staffing, resourcing, and data availability. As such, SMART* targets and detailed baseline data are not available for all focus areas currently. Where baselining is incomplete, this Green Plan outlines the Trust's intention to build the necessary data and reporting structures over the plan's life cycle. Additionally, a comprehensive action tracker has been developed to monitor implementation, it is provided as a separate Excel document to maintain usability and readability of this document.

**Specific, Measurable, Achievable, Relevant, Time-bound*

2. Workforce & leadership

LPT has taken several steps to embed sustainability into workforce practices, leadership engagement, and staff communications. A key enabler has been the development of an agile working policy, which existed pre-pandemic but was significantly expanded during and after COVID-19. Staff across the Trust now benefit from flexible and hybrid working arrangements, with hot desk spaces available and many corporate teams continuing to operate in blended formats. This shift has also supported estate rationalisation, including the closure of a large corporate and clinical admin building, with services relocated to a smaller and more efficient facility at County Hall.

Awareness-raising activities are carried out through internal communications channels such as the StaffNet newsletter, Trust-wide posters, and marketing campaigns. These channels have been used to promote energy saving messages, encourage waste reduction, and support wider behavioural change initiatives.

While there is currently no central environmental training programme, sustainability has been promoted informally to staff, and the Trust is aware of national training resources such as the [Green NHS Training Hub](#).

From a leadership perspective, A board level representative has been selected to lead on the Green Plan. Sustainability is often integrated with cost-saving initiatives, most notably through the “Penny Powers” campaign—an internal programme designed to capture staff ideas for saving money, which naturally aligns with environmentally beneficial actions.

Although LPT does not currently have a formal Green Champions network, there has been experience with similar schemes in the past. There are also ideas from neighbouring organisations such as Northamptonshire Healthcare Foundation Trust (NHFT) which are informing LPT’s future planning.

2.1. Actions & ambitions for the coming three years

1. The Trust will seek to recruit volunteer Green Champions from staff and further engage them for suggestions on changes the Trust can make to become more sustainable.
2. The Trust will promote and signpost staff to additional training opportunities available through the [Greener NHS training hub](#).

3. Net zero clinical transformation

As part of its ongoing commitment to sustainability and reducing clinical waste, LPT has implemented several initiatives aimed at minimising single-use items and reducing transport-related emissions within its clinical settings.

One of the main changes since the Covid-19 pandemic has been the growth of virtual appointments for patients where clinically suitable. The Trust has a large presence within the community which necessitates large amounts of travel, however where suitable some patient appointments can and are held remotely e.g. in the mental health service with therapist appointments.

The Trust is constantly assessing ways to provide high quality, preventative & low carbon care to patients. To this effect the Trust has developed a number of further initiatives which are documented in the Digital Transformation & Medicines sections of this Green Plan.

3.1. Actions & ambitions for the coming three years

1. Identify a clinical lead with oversight of net zero clinical transformation with formal links into board-level leadership & governance.
2. The Trust will focus on reducing emissions and improving quality of care within its mental health service. Steps will be taken to identify improvement in this area which produce measurable reductions in carbon emissions with co-benefits for quality of care and efficiency.

4. Digital transformation

LPT has made substantial progress in leveraging digital technology to improve service delivery while reducing its environmental footprint. One of the most impactful areas has been the consolidation and virtualisation of IT infrastructure, resulting in a reduced number of physical servers. This shift, to increased use of cloud computing, has helped minimise the Trust’s direct energy consumption and contributed to lower emissions associated with server maintenance and cooling. To further reduce the Trust’s IT-related emissions, LPT has changed its approach to device procurement and

management. Laptop specifications have been improved, moving from mechanical hard drives to solid state drives (SSDs), which offer better performance, increased energy efficiency, and lower failure rates. Devices now come with increased memory, further supporting the Trust's goal of reducing hardware turnover and extending equipment lifespan. The servers still operated by the Trust are targeted to last seven years, while laptops are expected to last approximately five years.

LPT's primary hardware supplier has been Dell, a company committed to achieving carbon neutrality by 2050. Through Dell's design improvements and enhanced support infrastructure, the Trust has reduced the frequency of engineer site visits, further cutting down on transport-related emissions. The Trust also holds a contract with Green World for green disposal of IT equipment. All devices are data-wiped on site, issued with certificates of destruction, and, where possible refurbished and resold, promoting reuse over disposal, in a cost neutral model with the trust.

Digital solutions have also supported a reduction in staff travel. The IT team has prioritised remote support and operates "tech clinics", where staff bring devices to a central location for assistance. In addition, remote access tools and virtual consultations via Microsoft (MS) Teams have reduced unnecessary journeys and paper usage. This long-standing capability has led to significantly lower staff mileage and improved efficiency across clinical and administrative workflows.

Although some operational constraints do exist, such as the inability to power down some devices overnight due to 24/7 service demands and communication screen saver requirements. However, the Trust continues to explore policies and settings to improve energy efficiency, such as sleep mode settings and device throttling via Windows policies.

4.1. Actions & ambitions for the coming three years

1. The Trust will continue to deploy methods of digital communication when it comes to reducing carbon emissions, improving patient care and providing IT support to staff.
2. The Trust will use circular approaches to IT hardware management including extending device lifetimes and continue to utilise disposal routes that prioritise re-use.
3. The Trust will promote good data hygiene among its staff by reducing duplication and investigating long term efficient archiving of historical data.

5. Medicines

LPT has taken several practical steps to improve sustainability within its medicines management and pharmacy services. The Trust does not use desflurane, a high-emission volatile anaesthetic, as it does not operate surgical services requiring this agent. Anaesthetic use is restricted to injectables in specialist services, and nitrous oxide is also not relevant to the Trust due to the absence of piped medical gas systems.

Where medicines are prescribed LPT works with partners across the Integrated Care System (ICS) to reduce the environmental impact of pressurised metered-dose inhalers (pMDIs). As the Trust generally does not initiate inhaler prescriptions, it acts as a pass-through organisation: patients continue to use their GP-issued inhalers during their stay and are discharged with the same product. However, the Trust is represented on the ICS Medicines Optimisation Green Group, contributing to

system-wide efforts to reduce the carbon footprint of respiratory care. Additionally, pharmacy and technician teams support inhaler technique education, working with nursing staff where needed.

Within the pharmacy service, several important digital and logistical improvements have reduced the Trust's environmental footprint. The introduction of electronic prescribing allows remote review of medications, reducing the need for pharmacists to travel between sites. Ordering of controlled drugs is now fully digital, eliminating paper forms and the associated vehicle use for document exchange. An innovative robotic medicine dispensing system has been implemented at the Glenfield site, allowing nursing staff to securely access out-of-hours medications without the need for on-call staff to travel. This has significantly reduced staff mileage.

LPT also ensures that expired medications and inhalers are disposed of via licensed pharmaceutical waste routes (e.g. Sanibox). Inhaler recycling has been explored, but no solution has yet been implemented due to cost barriers. Similarly, the Trust has investigated the recycling of blister packs, although the financial cost remains prohibitive at this time.

Internally, the pharmacy service has also worked to increase recycling across pharmacy departments, installing more bins and ensuring non-confidential waste is disposed of in the recycling stream. The pharmacy has also attempted to reduce the number of pharmaceutical deliveries by consolidating orders and considering route optimisation for daily internal delivery rounds.

Lastly the Trust has already taken steps to reduce unnecessary cannulation, particularly within community hospitals, by promoting decision-making at the clinical level.

5.1. Actions & ambitions for the coming three years

- The Trust will continue to promote correct disposal of inhalers to patients to avoid release of residual propellants.
- Explore cost-effective options for inhaler recycling, including collaborative models with University Hospitals Leicester (UHL) and third-party providers such as Grundon or TerraCycle.
- Reassess the feasibility of blister pack recycling, using updated costings and CO₂ saving estimates to support a future business case.
- Consider expanding the use of robotic dispensing systems to other sites, particularly community hospitals, where this could further reduce on-call travel.

6. Travel & transport

The Trust recognises that reducing carbon emissions from clinician and staff travel is a critical component of its Green Plan. A variety of initiatives are already underway to support this goal, covering staff commuting, fleet management, digital communications, and regional collaboration.

The expansion of hybrid and agile working arrangements has significantly reduced the need for staff to commute. While the Trust's Agile Working policy has been in place since 2017, the Covid-19 pandemic accelerated its adoption, resulting in a substantial shift in working patterns for large numbers of staff. This change has directly contributed to a reduction in daily travel-related emissions.

Regarding the Trust's own fleet, there are currently 42 vehicles within the Estates & Facilities (E&F) department, 21 pool cars and around 80 salary sacrifice vehicles leased to staff. A CO₂ emissions limit

of 105g/km is in place for all new salary sacrifice vehicles and many leased vehicles already meet this requirement. All new leased vehicles added in the past 12 months have been plug-in hybrid electric vehicles (PHEVs), driven by staff choice and the benefit in kind tax rules. In support of this transition to low-emission vehicles, the Trust has begun installing electric vehicle (EV) charging points. There are currently two in place, with plans to expand this infrastructure over the life of this Green Plan. Lastly, the most recent non-emergency transport tender which was held in partnership with University Hospitals of Leicester (UHL) required respondents to have a 70% electric fleet.

To further enhance efficiency and reduce unnecessary travel, the Trust has installed vehicle trackers on fleet vans, which has helped to eradicate use and provide data to optimise routes. There is also an ongoing review of building usage and service delivery patterns across the Trust estate. One anticipated outcome of this review is the reduction of unnecessary deliveries, particularly to locations with low levels of occupancy.

The Trust has significantly reduced its reliance on physical mail. Previously, paper correspondence was collected from various sites and transported to a central location for franking and dispatch by Royal Mail. The adoption of SMS messaging and other digital communication methods has led to a sharp decline in postal volume, along with the reduced use of paper, printing, and toner contributing to both carbon and cost savings.

The Trust also maintains strong regional partnerships through its participation in the local Business Travel Forum, collaborating with neighbouring organisations to inform regional travel planning. This includes ongoing efforts to share best practice with Northamptonshire Foundation Trust (NHFT), particularly in areas such as fleet management and sustainable travel planning, where key roles are shared across both organisations.

6.1. Actions & ambitions for the coming three years

- There is a comprehensive review of travel & transport currently underway which has a focus on reducing costs and improving efficiency. This document will inform a variety of changes such as a reduced reliance on Taxi's for out of hours transport along with a consolidation of storage and improved coordination of distribution.
- Currently, there are 2 EV charging points available across the Trust's estate, there are plans in place to expand this over the coming years, dependent on funding.
- The Trust is investigating the feasibility of transitioning the E&F fleet over to leased vehicles and will consider the viability of EV's as part of this switch.
- The Trust will review the current salary sacrifice scheme with a view to offering only zero emission vehicles for new leases from December 2026.

7. Estates & facilities

Building energy use accounts for approximately 24% of the total carbon footprint of the health and social care system in England, making it a key area for delivering both carbon reductions and financial savings. LPT recognises this and has implemented a range of measures aimed at improving energy efficiency and reducing the environmental impact of its estate.

A key achievement has been the installation of 346 solar photovoltaic (PV) panels at Loughborough Hospital, delivering a total generation capacity of 200 kW. This installation saves the Trust around £55,000 annually in electricity costs. Additional solar PV systems are also in place at Mill Lodge, Watermead, and The Beacon, further contributing to the generation of renewable energy across the estate. In parallel, a boiler upgrade programme is underway to replace older, less efficient systems with newer, high-efficiency models resulting in reduced gas consumption and lower emissions.

The Trust places a high priority on sustainability when it comes to new builds and major refurbishment projects. For these projects LED lighting is installed as standard, contributing to ongoing energy savings. Improving building insulation has been another area of focus. As part of its capital works programme, LPT has upgraded roof insulation across multiple buildings to meet U-value standards, helping reduce heat loss and lower overall energy demand. Environmental considerations are also embedded into capital project delivery. Contractors working on Trust sites are required to implement waste segregation and recycling of building materials, supporting a more circular approach to construction and refurbishment.

Estates waste management is another priority area. The Trust is currently working in partnership with Biffa to review and reclassify clinical waste, identifying streams that can be safely reclassified as offensive waste. This initiative includes the introduction of tiger stripe bags and is expected to reduce the volume of high-carbon disposal routes such as clinical incineration, while also improving operational efficiency. To further reduce waste and encourage resource re-use, LPT has recently joined the Warp-It furniture reuse platform. Although in its initial stages, this programme is expected to support the redistribution of unwanted furniture internally, minimising unnecessary procurement and extending the life of office and clinical furnishings. Full utilisation of Warp-It is planned over the life of this Green Plan.

Together, these efforts demonstrate the Trust's commitment to low-carbon infrastructure, efficient resource use, and alignment with national Net Zero objectives.

7.1. Actions & ambitions for the coming three years

1. A new PV installation is planned at Hinckley & Bosworth Community Hospital, subject to funding.
2. An investment decision is pending regarding electrification of the white van fleet within E&F.
3. The Trust plans to install ASHPs as the primary heating source for new builds e.g. the P001 project at Glenfield.
4. Upgrades of utility metering and the Building Management Systems (BMS) are scheduled for the coming years to give better control and improved efficiency.

8. Supply chain & procurement

Procurement emissions represent a considerable proportion of the health system's environmental impact. According to the NHS's report [Delivering a Net Zero NHS](#), the supply chain accounts for approximately 63% of the NHS's total carbon footprint. As such, addressing procurement emissions is a clear priority, with a national ambition to reach Net Zero by 2045 for these indirect emissions, and a milestone of an 80% reduction between 2036 and 2039 (against a 1990 baseline).

LPT actively seeks to engage local suppliers where appropriate, helping to reduce transport-related emissions and support regional economies. Environmental sustainability criteria are also incorporated into the supplier selection process, particularly in locally run tenders, where social value assessments include an environmental component.

To further strengthen its procurement practices, LPT primarily uses NHS-approved national frameworks, such as those offered by the Crown Commercial Service (CCS) and the North of England Commercial Procurement Collaborative (NOE CPC). These frameworks already embed Net Zero and sustainability criteria into the supplier selection process. The Trust also maintains an active relationship with NOE CPC, including regular meetings with their Environmental Manager to seek guidance on how to improve its approach to social value procurement.

In addition, LPT is engaged in a collaborative project with Northamptonshire Foundation Trust (NHFT) to review and align procurement procedures and working practices. This includes an emphasis on embedding sustainability and Net Zero principles across both organisations, drawing on best practices from each to develop a unified approach. The Trust has also committed to reducing its use of virgin materials. A clear example of this is the move to exclusively purchase recycled paper for all written communications, both internally and externally.

8.1. Actions & ambitions for the coming three years

1. Standardisation of procurements practices across both Trusts (LPT & NHFT), drawing on best practice from each.
2. The Trusts aims to embed PPN 06/21 (carbon reduction plans of suppliers) more robustly into future local tenders.
3. Encourage suppliers to go beyond the minimum requirements and engage with the Evergreen Sustainable Supplier Assessment.

9. Food & nutrition

LPT has made notable progress in improving the sustainability of its food services since bringing catering provision back in-house in late 2022. This shift has enabled the Trust to take more control over food waste monitoring, menu planning, and supply chain sustainability.

In June 2024, the Trust began measuring food waste in line with NHS national standards for food & drink. While LPT does not operate production kitchens and instead relies on bulk meals from various NHS Supply chain framework suppliers, the Trust monitors both service and plate waste across its sites with quarterly reporting. Since July 2023, the catering team has delivered a 45-minute training session across wards on how to complete food waste records, helping build staff awareness and ownership of the program. There are also food forums in mental health units, providing a platform for patients to give feedback on meals, which is used to inform future menu development.

In partnership with the Trusts main food supplier, menus have been improved with a focus on nutritional quality and lower carbon options. Menus are coded using nationally recognised dietary symbol system (e.g., heart symbols for healthier meals), and nutritional content is assessed by a dedicated dietitian. The menu is reviewed twice yearly and consistently offers a vegetarian or vegan option at each mealtime. Unpopular dishes are identified through patient questionnaires and meal audits, with results feeding into menu revisions.

Carbon considerations have also been integrated into the suppliers contract management process. The supplier provides carbon footprint data for their meals, and LPT is now working to use this information to shape future menu development, particularly by reducing high carbon foods like pork and beef. This forms part of the contract's key performance indicators (KPIs) and is discussed at the regular contract meetings throughout the year.

On the logistics side, transport emissions have been reduced thanks to changes in supplier location and delivery frequency. Previously, deliveries occurred six days per week; under the new contract, they have been limited to a maximum of two per week per site. Additionally, the suppliers depot is closer than previous suppliers, further lowering the delivery footprint. The introduction of reusable plastic trays has also reduced cardboard waste. Further plastic reduction measures include the elimination of single-use plastic cups and cutlery. Meals are served on reusable metal dishes, and cutlery is reusable, with disposables used only occasionally & wooden.

A trial of blue crockery for patients is currently underway on two wards. Early results suggest a 20–25% reduction in plate waste, and expansion of this initiative is planned. Portion sizes are managed using information from the suppliers portion planners, and meal audits ensure consistency. There is also a process that allows patients to request smaller servings where appropriate.

9.1. Actions & ambitions for the coming three years

1. Set site-specific food waste reduction targets from April 2024, including both weight-based and financial measures.
2. Roll out of the blue plate trial to community wards, following positive waste reduction outcomes.
3. Expand paper-based meal ordering across the Trust in the short term, with a longer-term plan to implement an electronic system Trust-wide to reduce overproduction and end-of-service waste.
4. Evaluate and potentially adopt recycling of plastic meal trays.

10. Adaptation

Over the life of this Green Plan, LPT will continue to assess and implement the adaptations necessary to ensure the ongoing delivery of high-quality care in the face of a changing climate. The Board of Directors recognises the financial, social, and healthcare implications of climate change and fully understands the cost of inaction.

The Trust has a board signed-off Adverse Weather Plan, aligned with the NHS Core Standards and the UK Health Security Agency (UKHSA) national guidance. This plan sets out year-round response actions for a range of severe weather conditions, including extreme heat, cold, flooding, storms, and fog.

Flooding risks are explicitly considered in the Trust's business continuity planning, including pre-populated action cards to guide site-level responses. The Trust also maintains robust command and control mechanisms, with incident response plans that are tested annually to ensure readiness in the event of an emergency.

Communication is also a core element of the Trust's response infrastructure. UKHSA weather alerts (Yellow, Amber, and Red) are cascaded rapidly through internal communications channels, including newsletters and banners on the staff intranet, ensuring staff are aware of risks and prepared to take appropriate action.

The Trust's Adverse Weather Plan also includes tailored risk responses for specific teams, including measures for community nursing services, such as ensuring access to 4x4 vehicles in challenging conditions. Assurance against these standards is reviewed through an annual NHS England and Integrated Care Board (ICB) assurance process, with results publicly reported.

In addition to operational readiness, LPT also addresses the environmental conditions of its buildings. The Trust has a monitoring process for overheating events, aligned with the Estates Returns Information Collection (ERIC) reporting framework. This includes clear mitigation and rectification strategies to reduce the risk of service disruption during high-temperature events.

Furthermore, LPT considers the impact of air-conditioning systems, specifically regarding F-gas emissions. Systems are maintained and repaired promptly to minimise leakage and associated environmental harm, supporting both patient comfort and the Trust's wider sustainability goals.

10.1. Actions & ambitions for the coming three years

1. The Business Continuity Policy will be updated to include specific wording for climate change.
2. Over the life cycle of this Green Plan the Trust will review and strengthen climate change risk assessments using the NHS Futures Climate Change Risk Assessment Tool.
3. Emergency Preparedness Resilience & Response (EPRR) involvement in future infrastructure decisions, such as green spaces and drainage systems, is planned to ensure resilience against adverse weather and climate-related risks.

11. Tracking & reporting progress

To support effective delivery and transparency, a dedicated action tracker has been developed in Excel to monitor progress against the actions and ambitions set out in this Green Plan. This tool will be used to track and report progress.

The Trust will provide an annual progress report, which will be shared both internally with Board-level representatives overseeing this plan and publicly via the Trust's Annual Report. This reporting will include:

- Narrative updates on key achievements and progress to date.
- Identification of risks and challenges to future delivery.
- A quantitative assessment of performance against defined targets & ambitions.

In addition to this Green Plan reporting, the Trust will continue to calculate and publish its annual carbon footprint, offering a transparent, year-on-year view of its emissions performance. Together, these measures will ensure that progress remains visible, measurable, and aligned with both local priorities and the wider NHS Net Zero goals.