

Meeting of the Board of Directors

November 2025

Subject / Title	Annual Sustainability Report
Author(s)	Sustainability Manager
Presented by	Director of Strategy Sustainability Manager
Summary / purpose of paper	This paper provides in accordance with the NHS Standard Contract Service Conditions 24/25, an annual summary of progress on delivery of Green Plan.
Recommendation(s)	For approval
Background papers / source of assurance	The Christie Green Plan (2024-2027) The Christie NHS Foundation Trust Annual Report and Accounts 2024/25 (Page 34)
Risk score / BAF reference	BAF risk number 4 & 8
EDI impact/considerations	None
Link to: ➤ Trust strategy ➤ Corporate objectives ➤ CQC Quality standard ➤ Regulation	➤ The Christie Green Plan (2024-2027) ➤ The Christie Green Travel Plan (2025-2030) ➤ Corporate objectives 1,6,7 and 8 ➤ CQC Assessment Framework (Well-Led) ➤ Health and Care Act 2022
You are reminded not to use acronyms or abbreviations wherever possible. However, if they appear in the attached paper, please list them in the adjacent box.	



Agenda item

**Meeting of the Board of Directors
November 2025**

Title of report

1. Background

All NHS organisations in performing their obligations under the NHS Standard Contract 25/26 Service Conditions Section 18 must maintain and deliver a Green Plan, approved by its Governing Body.

The Trust Board approved [The Christie Green Plan \(2024-2027\)](#) in June 2024 to build upon the achievements of The Christie Sustainable Development Management Plan (2021-2024).

2. Introduction

Section 18.2.2 of the NHS Standard Contract 2024/25 Service Conditions requires that providers Governing Board must publish an annual summary evidencing progress in delivery of the Green Plan and make this available to the Co-ordinating Commissioner. The Annual Sustainability Report is attached for approval (See Appendix 1).

This report is in addition to the Task force on climate-related financial disclosures (TCFD) included in the Trust [Annual Report and Accounts 2024/25](#).

3. Key Issues – Annual Sustainability Report

Alert

- Budget constraints and access to financial capital is limited, if the Trust estate is to reach the NHS statutory net zero targets, we will require significant access to capital. The Trust Heat and Decarbonisation Plan has a proposed phasing of the works from now until 2041 that is costed at £104,728,000 (Although this figure is subject to change due external influences outside Trust control). Furthermore, the ending of the Public Sector Decarbonisation Scheme (PSDS) has removed proposed external funding. No alternative has yet been made public. Risk is being managed through Trust risk register and engagement taking place with NHS England.
- The Trust is required by 2026 to achieve the NHS Clinical Waste Strategy target for improved waste segregation and compliance with a 20-20-60 waste split – 20% incineration (yellow bag) waste, 20% infectious (orange bag) and 60% offensive waste. A Waste Task and Finish Group, with clinical representation, has been established to support achieving this target.



Advise

- The committee is asked to support the development of a GM NHS system wide Climate Change Adaptation that will include an appendix for Trust specific adaptation requirements. [Target March 26]

Assure

A full list of successes is available in the Annual Sustainability Report (Appendix 1). These included successful applications for funding: -

- The Trust was successful in securing a Low Carbon Skills Fund (LCSF) grant of £246,000 to develop its Heat and Decarbonisation Plan.
- Trust awarded £52,366 Electric Vehicle Charging Infrastructure (EVCI) grant. This will fund five 22kW dual-socket charge points (10 vehicle capacity) and the necessary civil and installation works.

4. Recommendation

The Board of Directors is asked to approve the Annual Sustainability Report.



Annual Sustainability Report

1. Introduction and background

1.1 Global

Human-induced climate change is causing dangerous and widespread disruption in nature and affecting the lives of billions of people around the world, despite efforts to reduce the risks. People and ecosystems least able to cope are being hardest hit.

The UN's World Meteorological Organisation (WMO) State of the Global Climate report (2024) provided a summary on the state of the climate and is a wake-up call that we are increasing the risks to our lives, economies, and the planet.

Key messages from the report: -

- The annually averaged global mean near-surface temperature in 2024 was $1.55\text{ }^{\circ}\text{C} \pm 0.13\text{ }^{\circ}\text{C}$ above the 1850–1900 average used to represent pre-industrial conditions. (See Figure 1)
- The year 2024 was the warmest year in the 175-year observational record, clearly surpassing the previous warmest year, 2023 at $1.45\text{ }^{\circ}\text{C} \pm 0.12\text{ }^{\circ}\text{C}$ above the 1850–1900 average.
- For global mean temperature, each of the past ten years, 2015–2024, were individually the ten warmest years on record.
- Climate change, caused by human greenhouse gas emissions, is already harming people's health and driving widespread losses and damages. The health impacts of climate change are happening now and are worsening.
- Extreme weather events in 2024 led to the destruction of homes, critical infrastructure, forests, farmland and biodiversity, such extreme weather events undermine resilience and pose significant risks (See Figure 2).

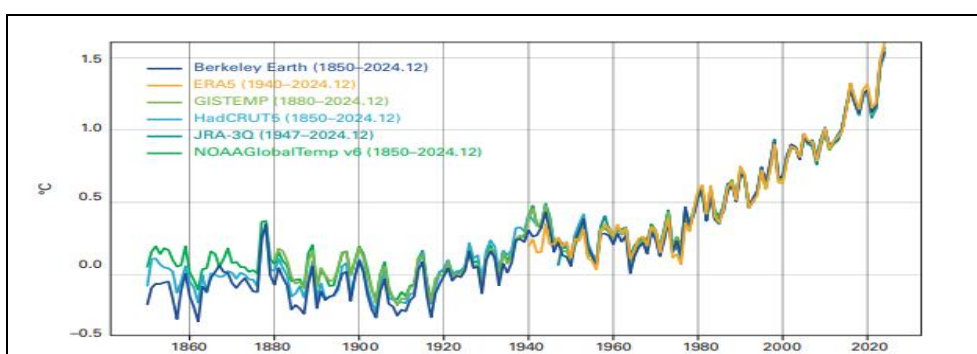


Figure 1: Annual global mean temperature anomalies relative to a pre-industrial (1850–1900) baseline shown from 1850 to 2024.



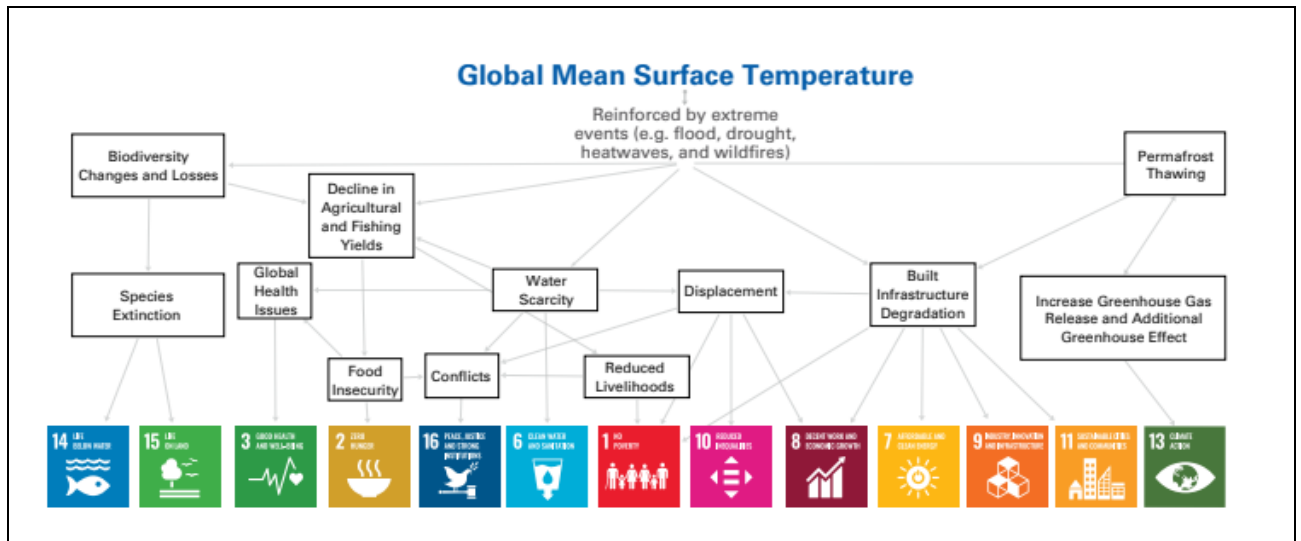


Figure 2: Associated risks of increased global mean surface temperature and the Sustainable Development Goals

Any further delay in concerted anticipatory action on adaptation and mitigation will miss a brief and rapidly closing window of opportunity to secure a liveable and sustainable future for all.

1.2 United Kingdom

A future of heatwaves

The last three years have been in the UK's top five warmest on record. All the top ten warmest years in the UK have occurred in the 21st century. None of the top ten coldest years in the UK have occurred in the 21st century. Furthermore, the Met Office scientists have published a new study detailing the increasing likelihood of extreme temperatures in the UK, revealing that the chance of exceeding 40°C in the UK is accelerating at pace (See Figure 3).

'Rapidly increasing chance of record UK summer temperatures', published in Weather journal, underscores the need for the Trust to prepare for even higher heat extremes in the near future. Furthermore, the Met Office has estimated a 50-50 chance of seeing a 40°C day again in the next 12 years. They also found that temperatures several degrees higher than we saw in July 2022 are possible in today's climate. The study also found that the length of heatwaves in today's climate could persist for a month or more. This could bring significant impacts, including disruptions to transport and power systems, and increased mortality.

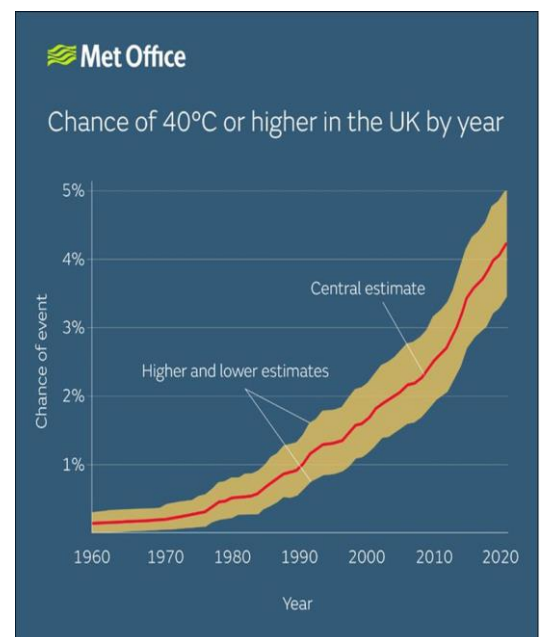


Figure 3: Chance of 40°C or higher in UK by year



Heavy rainfall and floods

The latest State of the UK Climate report (2024) indicates the UK has become steadily wetter since the 1980s, due to wetter winters. The most recent decade 2015–2024 has been 2% wetter than 1991–2020 and 10% wetter than 1961–1990. Six of the 10 wettest winter half-years have occurred in the 21st Century so far, with October 2023 to March 2024 the wettest winter half-year on record.

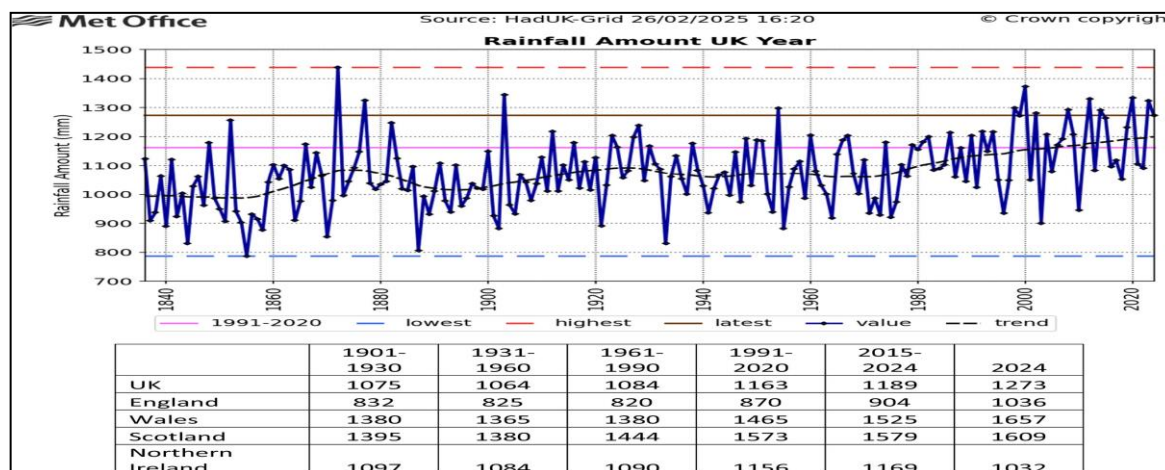


Figure 4: Rainfall Amount UK Year

Greater Manchester has been directly impacted by increasing intense rainfalls. In January 2025 parts of Greater Manchester received almost a month's worth of rainfall in 48 hours with the River Mersey recorded its highest ever levels and leading to widespread flooding. The three largest floods recorded on the River Mersey in the past 70 years have all occurred within the last four years.



2. Delivering a Net Zero NHS

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022.

Statutory targets are in place to reduce system wide emissions within direct control (NHS Carbon Footprint) to net zero by 2040, and wider indirect emissions including the supply chain (NHS Carbon Footprint Plus) by 2045, with interim 80% reduction targets by 2028-2032 and 2036-39 respectively (See Figure 5).



Figure 5: NHS Green House Gas Scopes

Trust Carbon Footprint Plus Baseline

NHS England produced baseline estimates of contributions to national emissions to support trusts to deliver net zero commitments. It is consistent with the emissions data used to establish the emissions reduction trajectory set out in the Delivering a Net Zero NHS report. This is an indicative trajectory and progress will be non-linear, as this depends on funding for continued interventions.

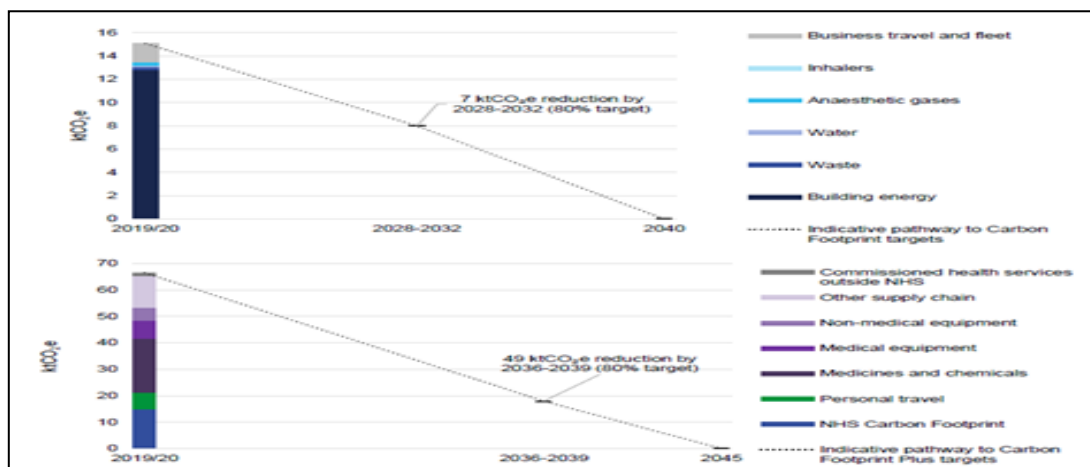


Figure 6: Trust baseline NHS Carbon Footprint Plus and indicative trajectory



3. Staff Feedback

Introduction

The NHS staff survey now includes questions around sustainability. These are added by the Trust as local questions and so results cannot be compared with other Trusts.

Aim

To help support the delivery of Green Plan commitments and inform leadership of workforce climate knowledge.

Results

The key findings from the survey were: -

- 83% of staff feel it is important for the Trust to act on climate change
- 64% of staff feel the Trust is actively considers the environmental impact in decision making processes
- 57% of staff feel it is easy to do things that would support the environment
- 63% of staff feel they would benefit from climate change training.

There are clear concerns around climate change and although staff feel actions are being taken, additional support is needed with education to empower staff.

4. The Christie Green Plan (2024-2027)

4.1 Introduction

All NHS organisations in performing their obligations under the [NHS Standard Contract 25/26](#) must take all reasonable steps to minimise its adverse impact on the environment and to deliver the commitments set out in Delivering a 'Net Zero' National Health Service. Furthermore, they must maintain and deliver a Green, approved by its Governing Body.

The Trust Board approved [The Christie Green Plan \(2024-2027\)](#) in June 2024 to build upon the achievements of The Christie Sustainable Development Management Plan (2021-2024).

4.2 Key Highlights 23/24

Low Carbon Skills Fund

To support the journey to Net Zero, the Trust was required to produce a Heat Decarbonisation Strategy which sets out its road map to decarbonisation, and which will also help attract any future national funding support.

Many NHS hospitals still rely on fossil-fuel based heating systems and expertise is required to identify and plan how best these systems can be replaced. The Low Carbon Skills Fund (LCSF) scheme was set up by the UK Government to provide grants to eligible public sector bodies to access this specialised advice and the expert skills required to develop a robust



heat decarbonisation strategy. The scheme allows public sector bodies to strategically prepare for future decarbonisation options and funding will be released in phases.

The LCSF provided up to £16 million of grant funding for the financial year 2024 to 2025 for use by eligible public sector bodies to access skills or expertise to unlock heat decarbonisation on their estate and the Trust was successful in securing a grant of £246,000 to develop its Heat Decarbonisation Strategy. The application was completed as a partnership between Vital Energi, Mott MacDonald and The Christie and focused on the following 4 principles:

- **Be Lean:** Use less energy and manage demand during operation through fabric and servicing improvements and the incorporation of flexibility measures.
- **Be clean:** exploit local energy resources (such as secondary heat) and supply energy efficiently and cleanly by connecting to district heating networks
- **Be green:** maximise opportunities for renewable energy by producing, storing and using renewable energy on-site
- **Be seen:** monitor, understand, verify and report on energy performance.

Fleet Decarbonisation

A pioneering service from Manchester's specialist cancer centre, The Christie, providing cancer treatments to patients in the comfort of their own home, has gone green. The Christie at Home service has introduced a fully electric fleet of vehicles for nurses to use to deliver the service.

The new fleet, made up of seven MG4 hatchback electric cars, replaces a group of petrol-powered vehicles, which included Toyota Yaris, Peugeot 208, and Vauxhall Corsa models previously used by Christie at Home nurses.

It's estimated that by switching from petrol to electric, The Christie at Home team will save over 14 tonnes of CO₂ per year - equivalent to the annual emissions of around four average UK households. Alongside these environmental benefits, the change is also more cost-effective, saving The Christie more than £20,000 annually on vehicle costs.



One of those nurses, Sarah Richardson (pictured) said: “The new electric vehicles are quiet, comfortable and reliable - they suit our work perfectly. Most importantly, they show our patients and the wider community that we care about their health in every sense - including the environment they live in.”

In addition, Christie Medical Physics and Engineering staff, who maintain vital radiotherapy equipment throughout the North West, have 2 electric vehicles and The Christie security team has an electric van.

“This is a great example of how innovation and sustainability can go hand-in-hand,” said Crawford Meek. “By caring for patients in their own homes and travelling in sustainable vehicles, we are truly delivering modern healthcare that respects both people and the planet. The Christie at Home team continues to lead the way in personalised at home cancer care, and now in environmental responsibility as well.”

All new vehicles owned and leased by the NHS (apart from ambulances) will be zero emission vehicles by 2027.

Singapore Ministry of Health Holdings and partners

The Christie hosted visitors from the Singapore Ministry of Health Holdings and partners who were visiting the UK to learn more about environmental sustainability in the NHS.



Organised by NHS Greater Manchester, the group visited the Paterson Building and the wider hospital site to learn about the estate. They heard presentations about the NHS Green Plan and The Christie’s energy, heat and decarbonisation plan, as well as the recent carbon energy fund project and biodiversity. The visitors were able to see the green wall on the staff car park, our garden and other green spaces.

As one of the leaders in the Greater Manchester system in environmental sustainability, representatives from The Christie were pleased to be able to showcase their work and achievements to an international delegation and also have the opportunity to discuss innovations and ways of working in sustainable healthcare currently in place in Singapore.



Furthermore, the Trust has hosted visits for NHS England, Greater Manchester NHS and for students on work experience.

4.4 Tracking Progress

Area	Action	Division	Status
Assurance and governance	Publish sustainability annual report with quantitative progress and an overview of the Green Plan progress	Net Zero and Climate Adaptation Committee	Implemented
Assurance and governance	Quarterly dashboard report covering greenhouse gas emission for waste, business travel and medical gases.	Net Zero and Climate Adaptation Committee	Implemented
Workforce and system leadership	Develop Net Zero and Adaptation Policy	Net Zero and Climate Adaptation Committee	Implemented
Workforce and system leadership	Sustainable Impact Assessment for business cases, policies and procedures	Finance & Business Development/Quality and Standards	In Progress
Workforce and system leadership	Investigate specialist support linked for eco-anxiety a	Workforce	Implemented
Workforce and system leadership	Update recruitment materials, job documentation and appraisal guidance documentation to reference net zero target	Workforce	Requires Action
Workforce and system leadership	Provision of leadership development and education series linked to green agenda	Workforce	Requires Action
Supply chain and procurement	Develop standard Sustainability Specific Key Performance Indicators	Procurement	Implemented
Supply chain and procurement	Understand carbon footprint of "Gold" suppliers (contacts over £500,000)	Procurement	Implemented
Supply chain and procurement	Obtain and monitor Carbon Reduction plans	Procurement	Implemented
Supply chain and procurement	Review the possibility of including Evergreen Assessment as a criteria in all tenders	Procurement	Implemented
Travel and transport	Incorporate and implement NHS Net Zero Travel and Transport Strategy actions into Trust Green Travel Plan	Estates and Facilities	Implemented
Estates and facilities	Implementation of reusable sharp containers across the trust replacing 95% of single use plastic sharp containers.	Estates and facilities	Requires Action
Estates and facilities	Trust wide waste training via ESR mandatory training so I staff are full aware of waste segregation	Estates and facilities	Requires Action
Estates and facilities	Trust improve Energy Metering (Gas & Electric) across site where feasible and develop a sub-metering strategy.	Estates and facilities	In Progress
Estates and facilities	Where financially feasible return to the policy of purchasing electricity which is from 100% renewable sources	Estates and facilities	Reviewed
Estates and facilities	Where possible new roofing projects to have additional insulation installed to decrease heat loss	Estates and facilities	Implemented
Estates and facilities	Heat Decarbonisation Plan and working with funding partners to produce viable bids for future consideration	Estates and facilities	Implemented
Food and nutrition	Electronic Menu book	Estates and facilities	In Progress
Food and nutrition	Adapt menus with more seasonal produce	Estates and facilities	Implemented
Food and nutrition	Government Buying Standards for Food (GBSF) Standards	Estates and facilities	In Progress
Food and nutrition	Review how waste is processed on site	Estates and facilities	In Progress
Clinical transformation	Remote consultations embedding the use of video consultations and/or telephone consultations where appropriate.	Clinical Networked Services	Implemented
Clinical transformation	Expand Oral Chemo Clinic live remote consultations (not complex patients).	Clinical Networked Services	Implemented
Clinical transformation	Incorporate SusQI into implementation plan for NHS IMPACT	Quality and Standards	Under review
Digital transformation	Digital First Travel Policy - eLearning and on line learning	Digital	Under review
Digital transformation	Improved digital communication removing the need for paper	Digital	Under review
Digital transformation	Implementation of eConsent and eReferral	Digital	Under review
Digital transformation	Replace infrastructure to a new, power efficient data center	Digital	Under review
Medicines	Decommissioning of nitrous manifolds	Estates and facilities	In Progress
Medicines	Implementation of NHS Guidance on Desflurane decommissioning and clinical use	Clinical Support and Specialist Surgery	Implemented
Medicines	System wide campaign to encourage patient to bring own medicines into hospital on admission	Clinical Pharmacy / GM Pharmacy	Implemented
Medicines	Reduction in paper related to clinical trial pharmacy documentation	Pharmacy Clinical Trials / Research & Innovation / Digital	Implemented

5. Green Travel Plan

Introduction

As a Trust with multiple sites and the need to provide some elements of patient transport, the transport of goods and services, as well as staff, patients and visitors has a significant impact on the environment. We need to reduce the impact of these activities by eliminating unnecessary journeys, and promoting sustainable and active travel methods, leading to cost savings and health benefits. This is supported with the Trust Green Travel Plan 2025-2030 (GTP).

Aim

To encourage sustainable and active travel wherever possible and reduce carbon and air quality impacts of our organisation and supply chain. Furthermore, the Trust has agreed with Manchester City Council to aim to increase the number of staff using sustainable travel to 60% by the year 2030.

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
N° of staff surveyed	789	1682	1781	3758	3527	3565	3538	3721	3795	3735	4284	4915
Returns	394	650	599	1330	1428	1474	1560	1591	1556	1442	1898	1929
Non returns	395	1032	1118	2339	2099	2091	1978	2130	2239	2293	2386	2986
Response rate	49%	39%	34%	35%	40%	41%	44%	43%	41%	39%	44%	39%

Table 1: Staff survey statistics



Method of commute	Baseline 2013 (%)	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)
N/A - Working from home								13.07	13.07	9.50	6.22	5.29
Walk	14.00	12.62	14.02	14.51	13.94	14.25	15.00	11.57	13.24	13.66	13.70	13.74
Bicycle or motorcycle	6.30											
Bicycle		6.15	6.68	8.72	7.28	6.85	6.79	6.91	7.07	7.98	7.27	5.65
Motorcycle		0.15	0.67	0.06	0.91	0.54	0.38	0.31	0.32	0.21	0.21	0.26
Bus	6.90	7.23	11.52	9.32	7.42	8.48	9.62	7.42	6.68	7.63	8.06	10.42
Train	1.00	1.23	1.00	0.75	1.96	1.02	1.03	0.82	0.58	0.83	1.16	0.78
Metrolink	1.80	0.62	0.83	1.88	2.52	3.60	3.46	1.57	2.06	3.12	4.16	4.67
Car share/passenger	4.80											
Car share		2.92	5.34	4.36	2.80	3.60	2.12	1.45	1.35	1.66	1.69	2.49
Lift share *		2.77	3.01	2.18	2.10	2.10	5.83	2.14	2.76	1.94	2.74	2.38
Park & ride transport		0.00	0.67	1.42	1.12	1.22	1.28	0.31	1.16			
Drive (SOV)	61.90	66.31	56.26	56.77	59.94	58.34	54.49	54.43	51.48	53.47	54.79	54.33
Unknown	3.40											
Total Sustainable Travel	34.80	33.69	43.74	43.22	40.05	41.66	45.51	45.57	48.29	46.53	45.21	45.33

Table 2: Modal Split results

* A staff member giving a lift to another colleague who is not a car driver and therefore a car has not been removed from the road. Whilst this is encouraged under the Green Travel Plan this situation will not afford the same benefits as the defined car sharing situation.

A full report on the 2024 progress on the GTP can be found [here](#) and actions can be found.

6. Carbon Footprint

Building Energy

The carbon footprint of the Withington and Macclesfield sites building energy usage is in Figure 7 and shows an increase in emissions for 24/25. This was to be expected due to the commissioning of the new combined heat and power plant (CHP) and usage is expected to decrease going forward. The Oldham and Salford facilities are owned by the Northern Care Alliance NHS Foundation Trust and leased to the Trust; therefore, these facilities are excluded from building energy footprint.

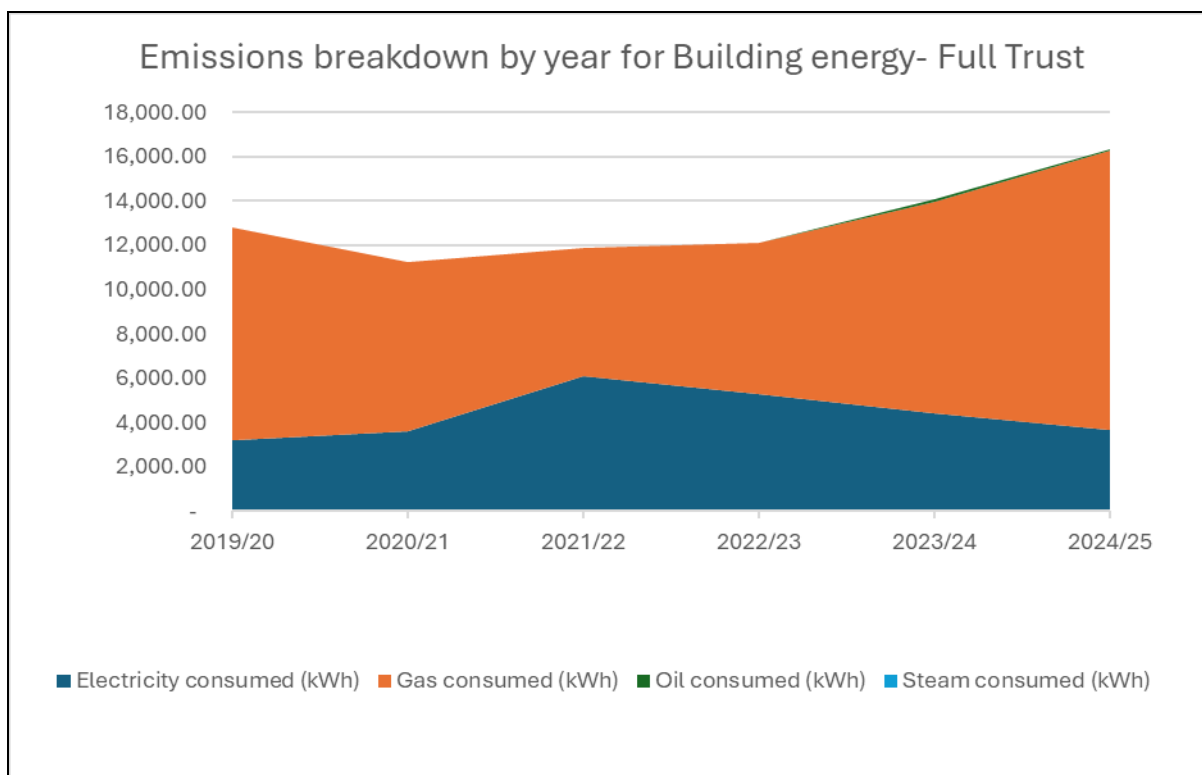


Figure 7: Building Energy Carbon Footprint



The Trust produced a Heat Decarbonisation Strategy that has assessed and evaluated the Trust's current estate, identify scenarios that identify areas for improvement, and implement strategies to minimise building energy consumption, reduce carbon emissions, and support the Trust in meeting their net zero targets.

The example scenario below (Scenario 3) is between "do minimum" and "do maximum" counterfactual scenarios to decarbonise the Withington and Macclesfield sites, phased over time to provide a roadmap towards Net Zero (See Figure 8 and 9). This scenario comprises the following interventions:

- Fabric upgrades including window replacement, roof insulation upgrades, and over-cladding of walls in older buildings. As described in further detail in section 5, fabric interventions have been chosen for each building based on building age, current condition and maintenance requirements.
- De-steaming of the site, with the existing steam network to be replaced by an extended low temperature hot water network.
- Upgrades to plant rooms will be required to facilitate de-steaming.
- Localised ASHPs for Macclesfield and for blocks not currently fed by the steam and LTHW networks.
- Replacement of existing boilers and CHP with low/zero carbon heat source.

The trajectory is still to be confirmed due to technological constraints however it provides a potential route to net zero.

		2025	2032	2040	2050
Carbon emissions	tCO ₂ e	13,593	11,398	8,616	67
Carbon emissions savings	%	0	17	37	99.5
Total energy consumption	MWh	72,674	69,249	59,347	33,578
Electricity consumption	MWh	9,892	9,007	11,772	33,578
Energy consumption savings	%	0	4.6	19.3	53.8
OPEX	£	£6,529,000	£4,837,000	£4,524,000	£6,044,000

Figure 8: Scenario 3 results



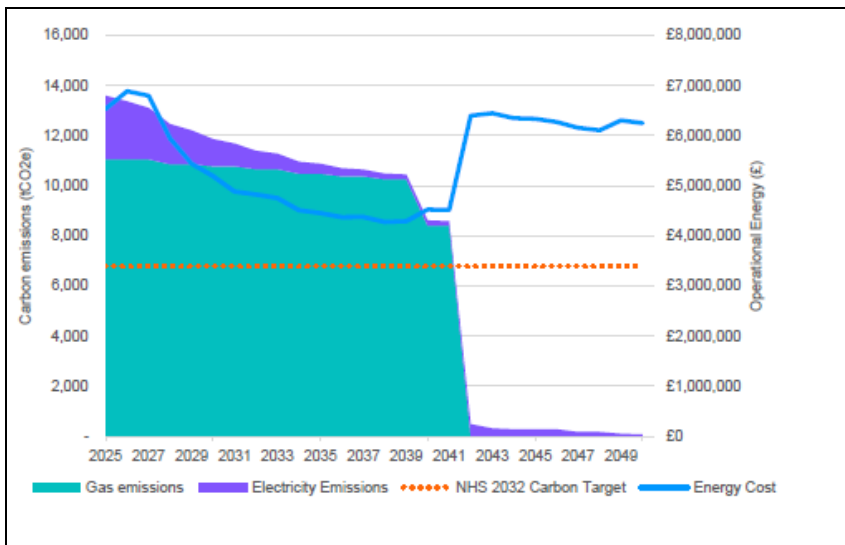


Figure 9: Scenario 3 forecast

Waste

The carbon footprint of the waste is in Figure 10 and shows no change. The Trust has formed a new Waste Task and Finish Group who are working on the reducing the emissions from clinical waste by reducing the amount of waste that goes to high incineration. Indicative trajectories are available in Figure 11.

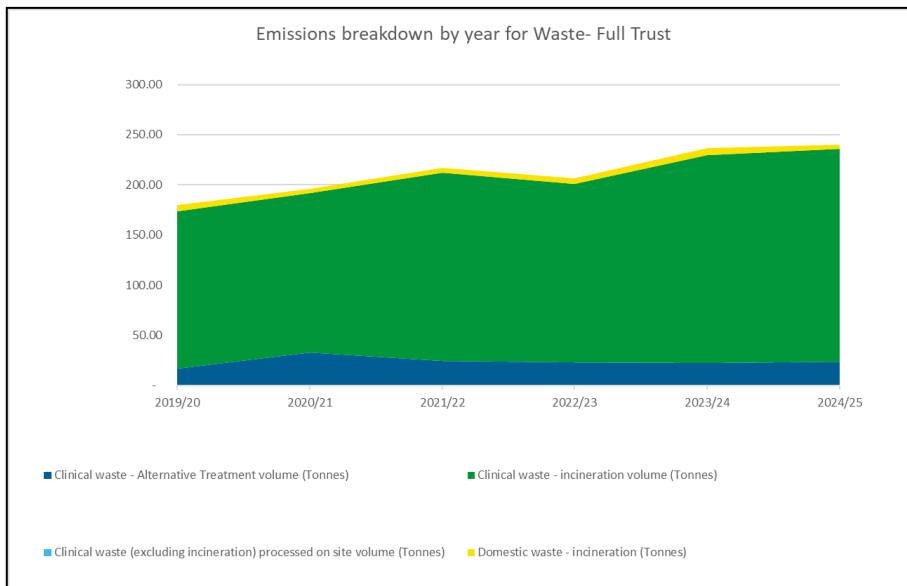


Figure 10: Waste Carbon Footprint



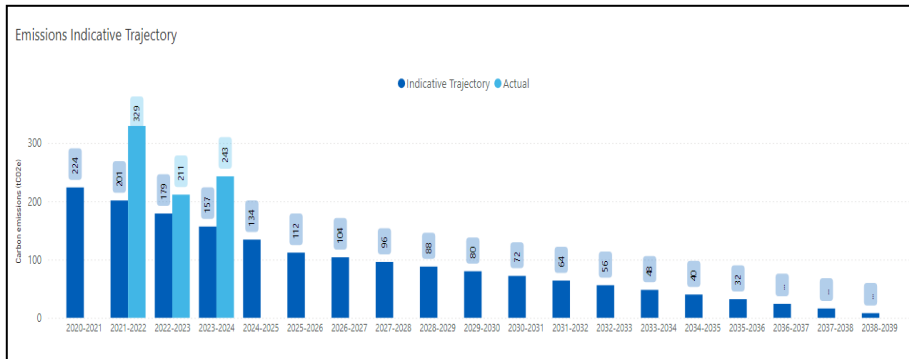


Figure 11: Waste Indicative Trajectory

Water

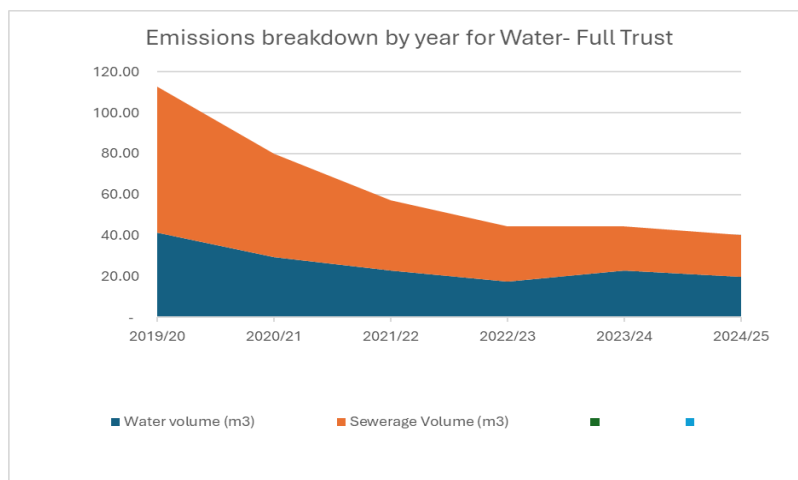


Figure 12: Water Carbon Footprint

Medical Gases

Decommissioning of volatile anaesthetic gases has taking place in 24/25 and so going forward a reduction in emissions is expected. The peak shown in Figure 13 was created due to decommissioning process.



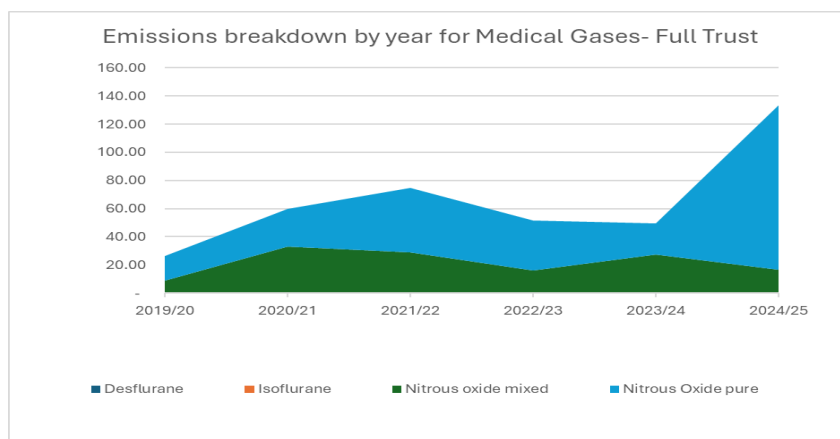


Figure 13: Medical Gases Carbon Footprint

7. Challenges and Risks

7.1 Introduction

There are a number of challenges and risks that the organisation faces in ensuring implementation of the Green Plan and the underpinning work programme. The risk assessment of the Green Plan is currently scored at eight. We have identified key risks that we must work together with key stakeholders both within and outside of the Trust to overcome in the next year:

7.2 Organisation Vision

Although significant progress has been made, sustainability is still not fully embedded into the organisational culture as evidenced by no formal consideration for sustainability in business cases. This could be addressed by ensuring that there is a sustainable impact assessment for business cases.

7.3 Workforce and system leadership

Due to the scope of the work involved with responding to the climate crisis it is anticipated that additional staff resources will be needed. Training is also required to ensure that all staff understand the commitments around delivering a net zero service and how climate change will impact the service we provide at this Trust. Particular attention needs focused on raising awareness around the urgency of the climate crisis. Training will help to embed sustainability into operations and governance, create sustainable improvements and change culture. Through education we will be able to support adaptation and also incorporating the 'triple bottom line' into care pathways.

7.4 Finance

Budget constraints and access to financial capital is limited, if the Trust is to reach the NHS net zero targets, we will require significant access to capital. The cost to achieve net zero is not included here as there is no reliable way of doing this at present. In addition, there is no dedicated funding to support the delivery of the Green Plan actions. Furthermore, the



ending of the Public Sector Decarbonisation Scheme (PSDS) has removed proposed funding for the Trust HDP. No alternative has yet been made public.

7.5 Adaptation

Climate change is already happening. There is a clear and immediate need for the reducing our carbon emissions to net zero, and to adapt to the impacts of climate change that can't be avoided. Building resilience into the system as it protects and promotes the health of populations now and in the future.

To meet our obligations to adapt the premises and the manner in which services are delivered to reduce risks associated with climate change and severe weather an adaptation plan needs developed. A long-term climate change adaptation plan should list and prioritise adaptation actions over a minimum of three years.

8. Conclusion

We have seen a significant increase in levels of interest and engagement, as public consciousness grows. The frequency of staff enquiries has grown as they see opportunities in their own work areas. This will only intensify, as people will come to expect large public sector organisations like ours to be leading from the front on sustainability and climate change. This will undoubtedly present challenges, but we will continue to find innovative ways of engaging staff with this agenda.

Embedding sustainability into the core values of our organisation is vital to ensure sustainable healthcare and support the Trust to continue to deliver exceptional care in a time when the climate crisis is escalating. It is essential we build upon the work already achieved and deliver the actions within the Green Plan (2024-2027). Furthermore, that the Trust complete the development of a Climate Adaptation Plan. There may be many challenges but there are also opportunities to deliver a service that delivers socially, financially and environmentally.

7. Recommendation

The Board of Directors is asked to approve the report.

