

Green Plan

2025-2028



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Foreword

Leeds Community Healthcare recognises the risks around climate change and has committed to reduce its carbon emissions to net zero.

The Trust's first 2022-2025 Green Plan has established a robust sustainability foundation for the Trust to build on. It is now the time to change the way in which the Trust operates to ensure that sustainability and carbon reduction is recognised in every decision and development. Consequently, this new plan will be more ambitious in tactics, planning and measurable outcomes.

The Trust has committed to be net zero by 2040, 5 years earlier than the previous plan. This new target will only be achieved with an increased focus and determination placed on the sustainability agenda. It will be imperative to embed sustainability in all aspects of the organisation through strong leadership and prioritisation, spearheaded through a real vision and tangible outcomes.

This focus on benefits and outcomes, specifically on emission reduction, will allow us to articulate clearly how we are progressing over the next 3 years and accurately place ourselves against our Net Zero trajectory.

Although we recognise this will be a challenging period, there are many opportunities that lie ahead of us. As always, we approach challenges with positivity and curiosity to maximise potential.



Dr Sara Munro
Interim Chief Executive
Officer



Andrea Osborne
Executive Director of
Finance and
Resources

Background: About the Trust

Leeds Community Healthcare NHS Trust (LCH) serves a population of over 800,000 people and delivers care to around 5000 people every day



The organisation provides a range of community healthcare services for the people of Leeds and some specialist care services across the wider Yorkshire and the Humber area.

The Trust has a 3,400 workforce which includes nurses, therapists, pharmacists, non-registered and registered clinical staff all supported by corporate head office.

Care is always provided in, or as near to, a person's own home as possible.

We are an award-winning Trust, with many of our services and teams recognised locally, regionally and nationally for their achievements.

Our services are organised into three business units: Adult Services, Children and Families Services and Specialist Services. The three business units are supported by Corporate Service teams.

Background: Global Sustainability Context



This diagram describes the 2030 Agenda for Sustainability Development Goals, adopted by all United Nations Member States in 2015. The combination of goals and ambitions are woven together to achieve peace and prosperity for people and planet. In total there are 17 Sustainable Development Goals which together make the 2030 Agenda for Sustainability Development concept. Within the LCH sustainability agenda, although this refresh does not touch specifically on all 17 goals, there is acknowledgement that the Trust will strive to uphold the outlined core principles. As well as targeting action no 13, the Trust recognises the links and importance of the plan in maintaining clean water and sanitation (no 6), providing affordable and clean energy (no 7), having sustainable cities (no 11), responsible consumption (no 12) and protecting life in the water (14) and land (15). This green plan will align with these goals throughout.

Background: Trust Wide Content

This plan has been written alongside a variety of other Trust wide strategies and overarching ambitions. The Green Plan refresh has ensured it is committed to being aligned with the other strategic plans throughout the Trust to ensure cohesion and collaboration in key areas of focus and development.



Quality and Value Programme

The Quality and Value Programme is a three-year drive to work smarter and save money across the organisation, ensuring the Trust uses its resources wisely and effectively.

There are 2 areas where sustainability agenda feeds into the Q&V programme:

1. Cost saving benefits associated with the effects of sustainability projects
2. The opportunity that Q&V brings to embedding sustainability practices and considerations in service review and redesign.



Digital Strategy

The Trusts digital strategy was updated and published in 2024 consolidating the Trusts digital ambitions. Sustainability overlap with the digital strategy includes:

- The steady elimination of paper throughout the Trust
- Allow material and resources to be more widely visible
- Reduce patient visits through new innovative delivery of care
- Consideration for circular economies re hardware. Ensuring recycled or re-distributed hardware to reduce IT waste.



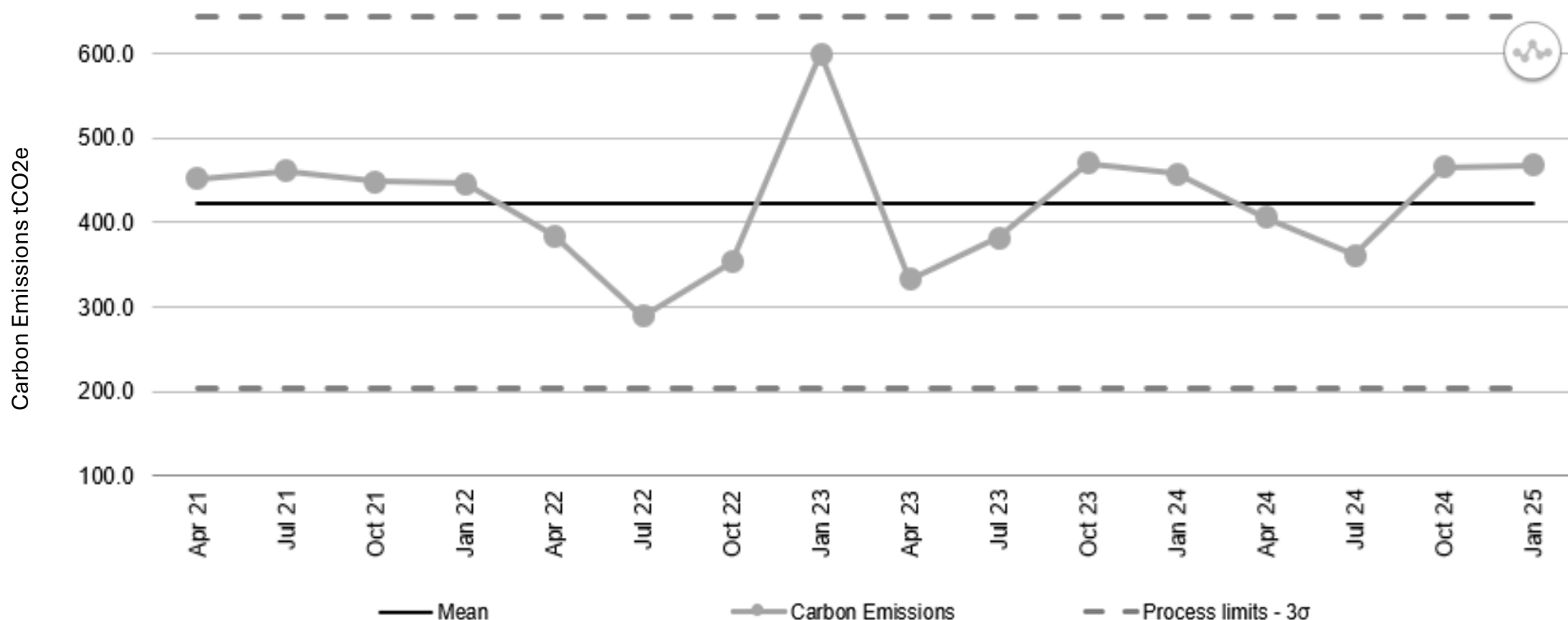
Workforce Strategy

The Green Plan has aligned itself with the 2021-2026 LCH workforce strategy. This strategy outlines how the Trust effectively attracts, develops and retains staff across the organisation.

As sustainability is an area that is often important to staff, this Green Plan has aligned with the 7 workforce strategy themes which include: resources, organisational design, leadership, inclusion, wellbeing, system partner and foundation.

Background: Carbon Trend

Figure 1. Graph depicting total carbon emissions of estates, travel and waste but excluding procurement from Leeds Community Healthcare Trust. Spanning from April 2021 – March 2025 there is a dip in emissions during the pandemic then a steady rise from covid recovery in 2022. Emissions are now equal to pre-pandemic levels.



Procurement has not been included in this data set. This is because the current recommended recording system is linked directly with Trust spend and therefore does not give an accurate account of carbon emission trend. Please also note that Jan 23 point should be disregarded as is a point which has been over reported by the Trusts estate department. Work is currently being carried out to obtain the correct figure and will be update accordingly.

Progress So Far

Although emissions have not reduced in line with the original net zero trajectory, it must still be acknowledged there has been positive progression over the past 3 years. This is highlighted in the below table which outlines the achievements and challenges over the previous Green Plan period.

Figure 2. Table evaluating the achievements and challenges over the past 3 years spanning the period over the 2022-2025 Green Plan

Area	Achievements	Challenges	Challenge Mitigation
Estate	- Heat decarbonisation plans created for all 15 retained sites - Opportunistic fabric and fenestration upgrades of retained estate. - Installation of cycling facilities; shelters and maintenance stands across estate. - Re-greening across estate including no-mowing areas and tree planting through access to White Rose Forest funding.	- The high costs associated with boiler replacement schemes has meant limited change to boiler systems. - Limited control over sustainability plans and ambitions of leased buildings. - Absence of longterm 10–15-year vision for the sustainability plan within estates.	- The sustainability and estates department are dedicated to preparing for grant and funding opportunities. This includes collaborating with other Trusts locally to encourage collaborative working. - Sustainability will be prominent in the Estates Strategy refresh leading to clearer strategic aim within estates. - The sustainability and estates department will ensure they are ready for any capital generating opportunity that may arise in the future such as selling of estate.
Procurement	- Improved accuracy of recording emissions throughout procurement. - Establishment of the LCH and LYPFT sustainability procurement group to align ambitions and projects with	Difficulty nationally to accurately record emissions from procurement. No general recording method currently approved.	Significant importance will be placed on collaboration with the main procurement partner – Leeds and York Partnership NHS Foundation Trust. This will

	our main provider / procurement partner. • Front of house and admin teams transition to 100% recycled paper. • Material management system ready for piloting in 2025. • Sustainability has been included in the newly formed clinical procurement group.	• Limited with steering widespread change as not main supplier.	strengthen the changes able to be made throughout procurement as main supplier.
Travel	• Significant improvements made to the inhouse vehicle staff benefit schemes to make green vehicles more affordable. LCH nominated for this work at the national Staff Benefit Awards June 2025. • Improvement in access to active travel facilities across estate. • Staff travel survey completed with good response rate of over 10%, this will allow the reviewing of commuting habits.	• Change management difficulties transitioning staff away from use of single car occupancy. • Limited by lack of dedicated travel and transport department within the organisation, resulting in the lack of ownership for travel specific projects and agenda.	• With the formation of the sustainability and climate adaptability director led steering group, departments who have an influence on the Trust travel will be included. • Targeted active travel and travel health awareness campaigns will be launched year on year.
Waste	• Implementation of the tiger bag waste stream; resulting in better waste treatment and less unnecessary specialist treatment of waste. • General waste policy updated. • Paper towels replaced with hand dryers across estate.	• Limited control over buildings LCH is tenants within. Especially regarding the recycling facilities provided. • Staff education and understanding of waste streams can be at times limited.	• Specific waste awareness campaign targeted at clinical hot spot areas. • Collaborative work to commence with landlords of existing contracts to maximise recycling facilities. • For all new contracts ensure waste is included in the

			requirements, clearly articulating the Trust requires recycling facilities.
Engagement	- Carbon champion network established. - Sustainability routinely invited to networking and celebration events.	- Staff pressures and clinical commitments mean limited time to focus on other areas outside their day-to-day role, such as sustainability. - Lack of formal staff engagement plan or vision.	- A staff engagement strategy to be written during the period of this green plan refresh. - A robust benefit realisation approach will be taken to identifying sustainability and carbon benefits of clinical and staff projects / service changes.
Additional: Digital Infection Prevention Control Trust Core Principles	Digital: the creation of the digital agenda over 2024/2025 with sustainability consideration for dedicated projects. IPC: exploration of reuseable products with sustainability input. Glove and PPE awareness campaigns to reduce unnecessary waste. Core Principles: sustainability is now routinely included in business planning and invited to corporate planning groups.	Limited resources, capital and staffing within the sustainability department.	Create a space for regular updates from the additional key departments to ensure regular up to date handover and discussion for collaboration. This in part will be solved by the formulation the sustainability and climate adaptability Director led steering group.

Net Zero Trajectory and Target

Through the actions of this Green Plan refresh the Trust aims to:

- Stop the rise of emissions
- Stabilise emissions
- Facilitate emission decline

The tactics will still be focused on the 4 main emitting areas of procurement, estates, travel and waste. Efforts will primarily be focused on stabilising emissions in these areas, followed by specific projects to facilitate decline.

Initially the Trust set a net zero target of 2045 however it has become apparent this target is no longer aligned with Greener NHS and other regional institutions trajectories. Greener NHS stipulate that although scope 3 (indirect emissions) should be net zero by 2045, scopes of 1 & 2 should commit to net zero by 2040. Therefore, the Trusts Board have decided to bring forward the deadline of net zero to 2040. This refresh reflects this decision in its increased ambition through projects which specifically result in tangible outcomes.

Figure 3. Chart highlighting the current emission split between the 4 main emissions areas showcasing no change in proportions since the 2022 Green Plan.

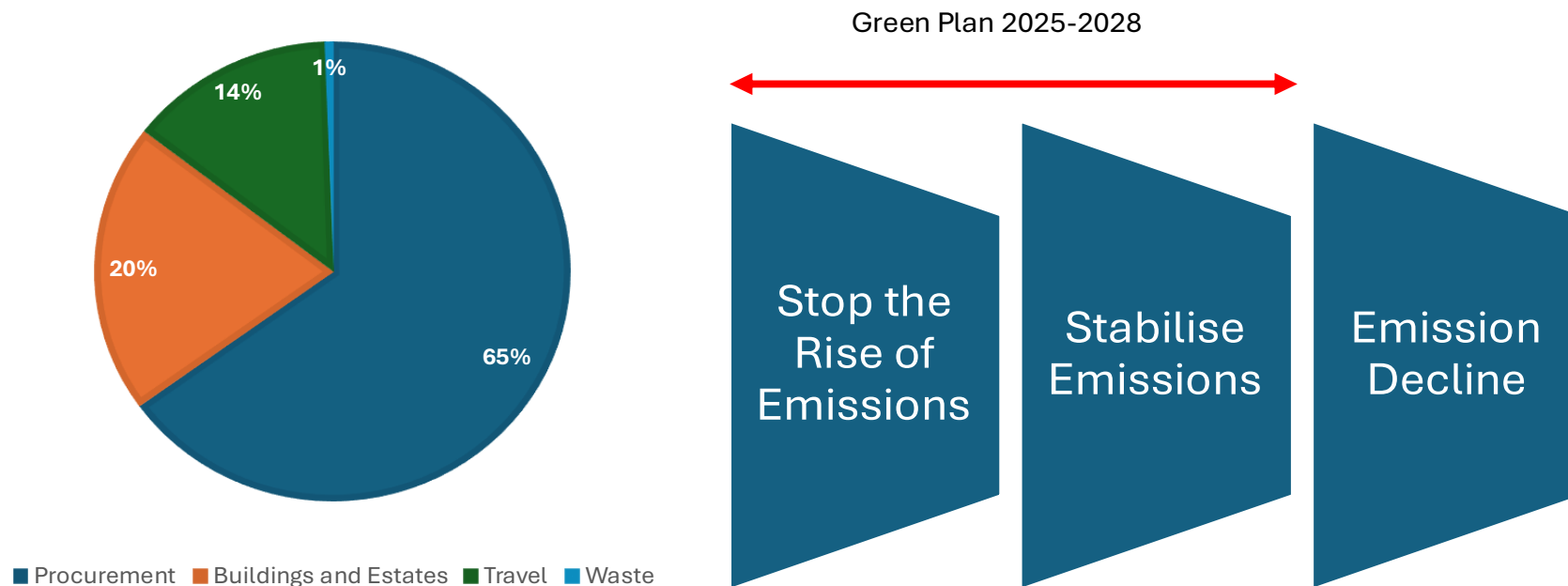


Figure 4. Graph depicting the new net zero trajectory in a step change decline rather than equal slope. The graph highlights following implementation of each green plan a period of stability is expected, followed by emission decline due to the proposed projects.

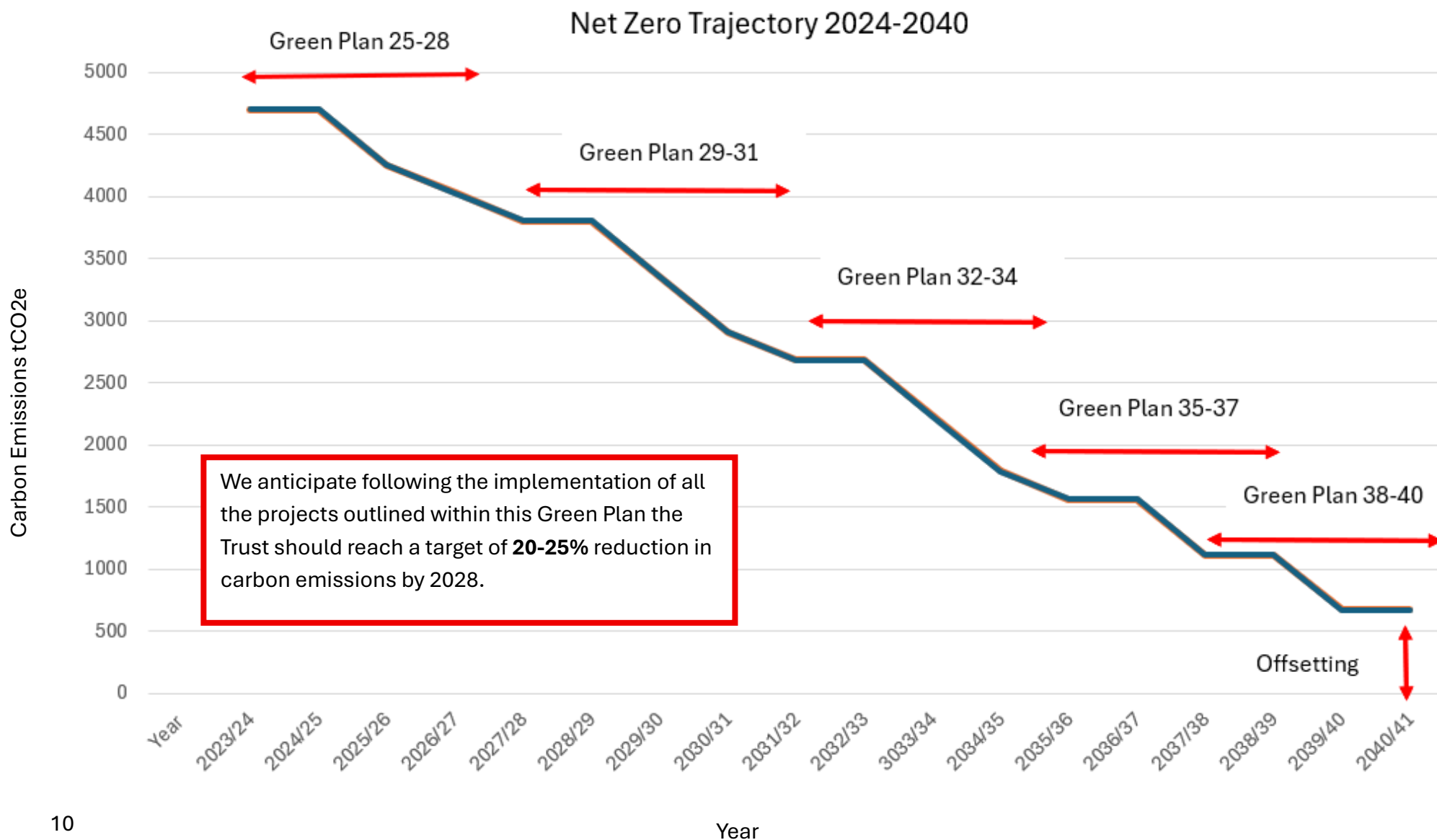
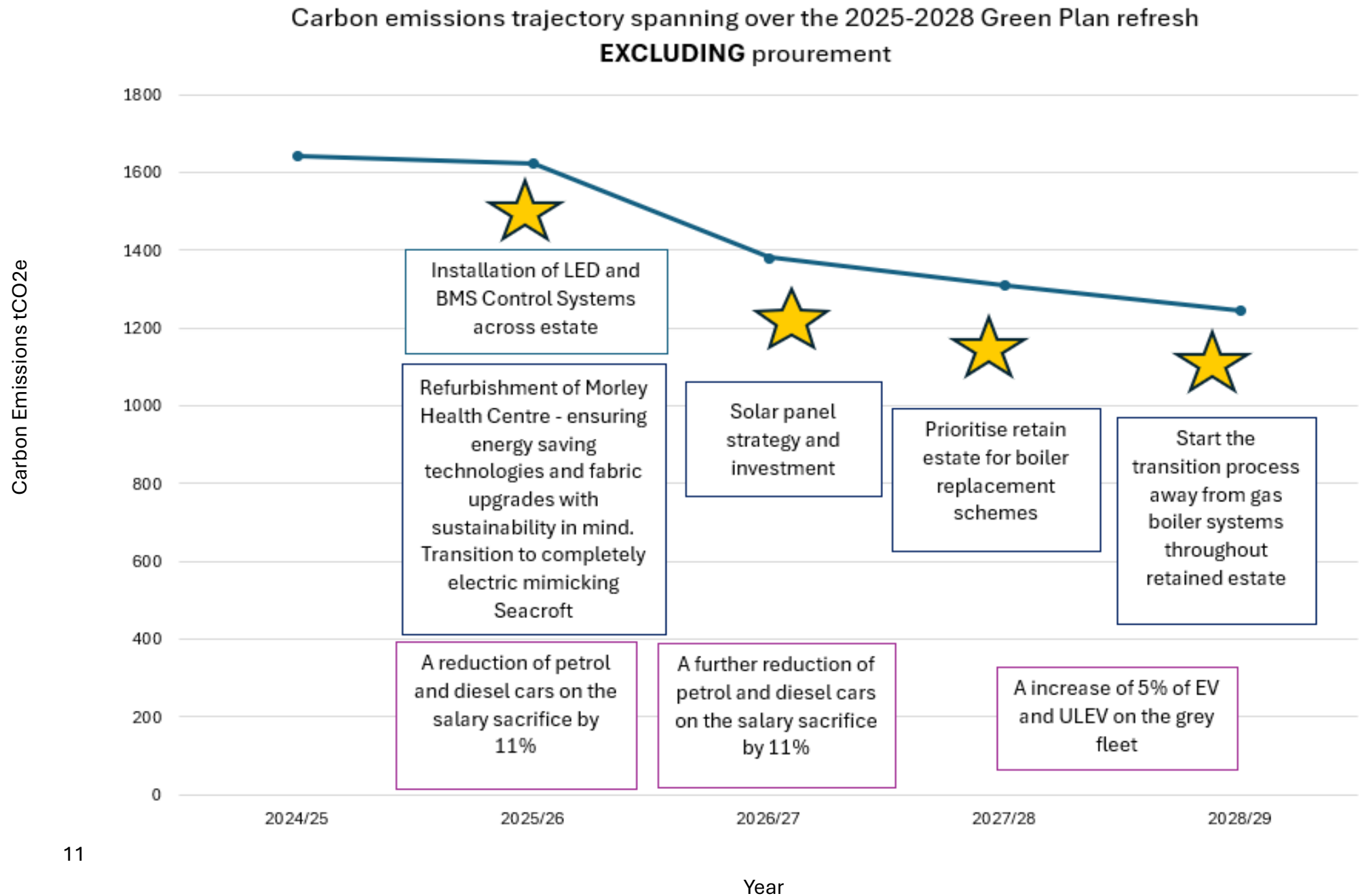


Figure 5. Graph depicting the carbon emission trajectory over the next 3 years; spanning the period of this Green Plan refresh.

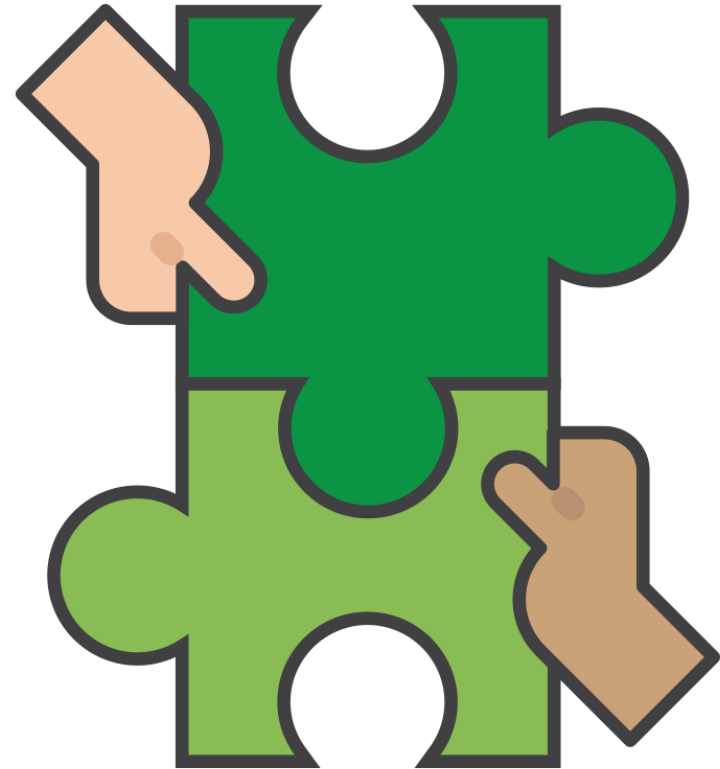


Stepping Stones to Success

Following review of the 2022-2025 Green Plan key gaps were identified in the 4 main emitting areas which were preventing progress. Following being identified, solutions have since been proposed to enable strong delivery in all scopes of emissions. Below these actions have been portrayed as stepping stones to success. They outline several key decisions and actions that need to be made prior commencement of the project roadmap.

These stepping stones will provide the foundations of the green plan refresh and will be featured in quarterly updates and annual reports. These concepts will also act as objective markers which will be fed back through the established governance meetings in the first 6-12 months of the plan.

This course of action will provide opportunity to review how the sustainability agenda is progressing and allow the team to quickly identify issues or challenges when they first arise.



Travel

Establish responsibility for travel and transport actions and projects. This may not be confined to one dedicated team but many taking accountability for different aspects of travel.

Confirm key stakeholder involved with the different aspects of T&T; clearly assign ownership of T&T projects and responsibilities and set up steering group.

Estate

Sustainability to be prominent factor within the upcoming estate refresh. Net zero strategies within estates must be in accordance with the of the clinical operational strategy and how estates feature into this.

Align sustainability goals with the vision of the clinical and estate landscape over the next 3 years and beyond.

Procurement

Establish the tactics the sustainability and procurement teams wish to pursue to start making significant change in procurement. Over the next 3 years this could include:

1. Deep dive into the products purchased
2. Streamlining products available to order for staff
3. Combination of both

Waste

Carry out a detailed analysis of waste including a deep dive into the subareas of, medicines, sharps, general waste and recycling to identify the specific areas which require intervention

Liaise with the sustainability team in the buildings LCH are tenants. Clearly express LCH requirements and align green agendas to ensure the buildings we are currently in are working towards shared goals



Estate

In the previous Green Plan LCH estate followed the principle of initially investing in fabric and fenestration of buildings, then moving onto investment in renewables. After review of the cost to carbon reduction ratio and taking influence from other anchor institutions, this tactic has now been changed. Given this evidence it has been concluded that the tactic for estate net zero will now focus on initially investing in renewable energies and monitoring / control systems, then finally upgrading of a building fabric.

Therefore, the estate project list is now focused on investment and transition to renewables along with improvement of monitoring and control systems through smart meters and cloud-based technologies. We will continue to procure from Crown Commercial Service under the guidance of the NHS England where it has been assured the companies use renewable sources of energy. The Trust will continue this commitment to green energy sources over the next 3-year period.

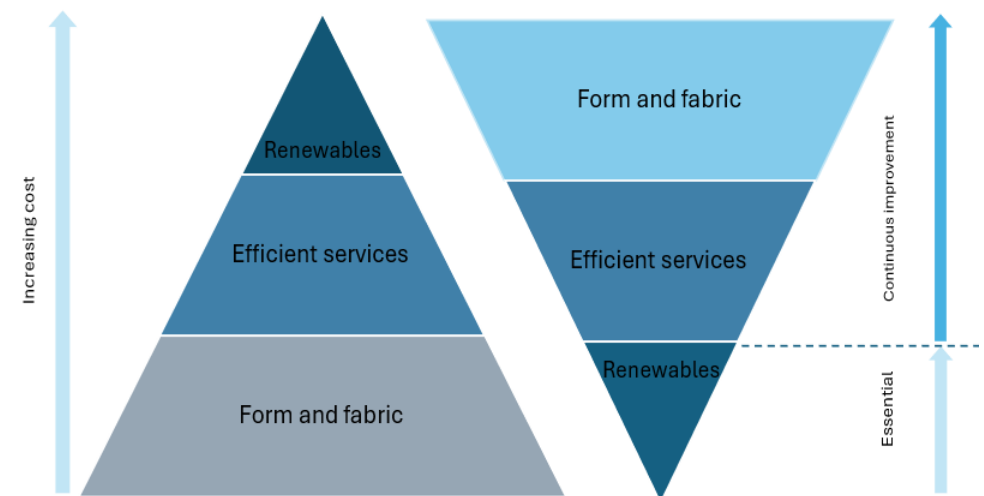
The Trust will work closely with anchor institutions and networks such as the Northern Powergrid to consider options of local area energy plans and opportunity for heat networks. Alongside developing business plans to deliver measures outlined in the

Head Decarbonisation Plans to prepare for funding opportunities or prioritising projects through capital spend.

The Trust has begun work with regional bodies, such as the Northeast and Yorkshire Net Zero Hub, to create a timeline and overall estates decarbonisation strategy. This work will be used to help the estate and sustainability teams to create a plan for phasing out fossil-fuel primary heating by 2032. Sustainability will also be a feature throughout the estate strategy refresh.

Figure 6. Diagram showcasing the new approach that LCH will take towards estate within this green plan. Flipping the hierarchy of work from investment into fabric and fenestration into investing in renewable energy.

Priority and Hierarchy of Work

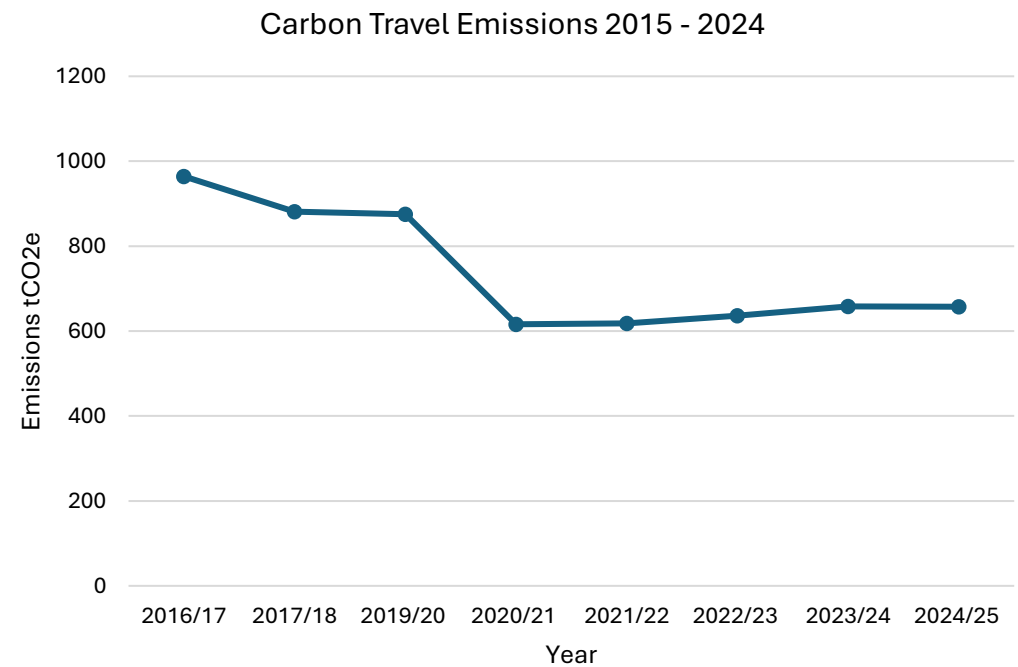


Travel and Transport

Through historic expenses data the sustainability department has been able to map the trend of emissions of the grey fleet from 2015-2025. This trend is highlighted in the below graph.

Through data analysis it can be concluded emissions have declined due to an increase uptake in electric and low emitting

Figure 7. Graph representing travel emissions 2015-2025 showing a steep decline over the covid-19 period (2020) with a slow rise since that point.



vehicles, despite overall mileage remaining relatively high. Therefore, focus will be placed on tactics to reduce business miles across the organisation over the next 3 years. This will initially start with the below key elements:

- Identify teams with high mileage and review their working practices to unpick what actions could be taken to drive down distances.
- Review and keep updated with the pilot of journey planning software within neighbourhood teams.
- Review of commuting habits and car parking structures throughout the organisation to encourage a move away from single car occupancy.

There will still be an element of continuing to promote electric vehicles and the Trust will transition to only offering electric vehicle on the staff benefit schemes by 2026. There will also be a review on charging infrastructure throughout the Trust, likely collaborating with the council and combine authority.

Commuters carbon emissions will also be calculated over this 3-year period and included in the total travel emissions. This will complement the annual travel survey which was first circulated in 2024. Finally, a travel and transport plan outlining the strategy to reach travel net zero will be written by end by the end of 2025 calendar year.

Measuring Progress

The below points will be used as key markers to showcase how the different areas are progressing.



Estate

- Monitoring of energy usage throughout retained and leased estate.
- Tracking of carbon emissions following interventions throughout retained estates.
- Sustainability inclusion and presence throughout the Estates Strategic Refresh.
- Ensure business cases for estate upgrades or renovation consider sustainability principles, following the principles of the NHS Net Zero Building Standard.
- Ensure that a percentage of implementations proposed in the capital spend plan are related and beneficial to sustainable objectives.

Travel and Transport

- Monitoring and evaluation of business mile emissions.
- Percentage of electric / low emitting vehicles throughout the grey fleet.
- Number of business miles recorded through the grey fleet expenses system on a quarterly basis.
- Percentage of Trust wide engagement in the annual staff travel survey.
- Number of vehicles taken through the staff benefit schemes: business lease and salary sacrifice.
- Completion of Travel and Transport Net Zero Strategy.

Procurement

Despite significant challenge accurately recording procurement emissions and implementing meaningful projects, this Green Plan refresh comes at an opportune moment. In the previous green plan procurement objectives were centred around recording carbon emissions along with small in-house projects, this included the transition to recycled paper and plastic reduction in certain departments.

However, over the next 3 years the Trust plans to be more ambitious in procurement, especially with the collaboration with the Trusts procurement partners at Leeds and York Partnership NHS Foundation Trust (LYPFT). There are 3 areas which the sustainability team will categorise projects into: internal LCH priorities, partnerships with main procurement provider LYPFT and the wider national agenda. The projects within these categories are provided in the table below:

Internal LCH priorities	Partnership with LYPFT priorities	National agenda and policies
Work with procurement and operational managers to implement a materials management system. As part of this project there is a significant amount of background work that will need to be completed that will benefit the sustainability agenda. Including an initial internal audit of purchased goods and analysis to form streamlined selected products list. Embed sustainability as an integral part of the decision-making process for selected products on the Trust catalogue. Work has begun with this in the form of the clinical procurement group. 25% reduction in paper use throughout the Trust. Make a pledge to decrease the number of single use items the Trust purchases overall. Identify wasteful 'hot spot' throughout the Trust and deep dive into their rationale for selection and ordering process. Ensure the NHS net zero supplier roadmap is embedded into the organisation procurement systems and encourage suppliers to go beyond minimum requirements.	Through the procurement strategy hosted by LYPFT, LCH procurement will work alongside their partners to create a comprehensive workplan which will outline the priorities for sustainability procurement and the associated projects. These priorities include: - Packaging - Whole life cycle assessment - Reduction in transport miles - Local suppliers - Single use plastics - Circular economy principles - Joint workplan - Align how we can measure these impacts The quarterly LCH / LYPFT sustainability procurement group will be the accountable forum to assign projects, monitor and update the variety of shared priorities.	Follow the agenda set out by the central sustainability procurement team via the 2024 roadmap which centres around the key principles: - Supplies demonstrating net zero targets along with a robust carbon reduction plan - From 2027 all supplies will be required to publicly report on targets - From 2028 New requirements will be introduced overseeing the provision of carbon footprinting for individual products supplied to the NHS. The NHS will work with suppliers and regulators to determine the scope and methodology. Drive behaviour change and shift local demand towards lower carbon goods and services by fostering collaboration between professional roles and teams that cross-cut sustainability, clinical care, estates, facilities and procurement. The sustainability department will continue to remain engaged with the central team & respond accordingly to updates.

Waste

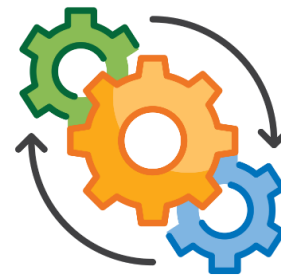
The Trusts waste emissions are already low and therefore this area is in a strong position moving into this Green Plan. The focus for 2025 and beyond will be to strengthen the progress already made over the past 3 years.

There are 2 core areas which projects will emerge from including generated waste and overall waste reduction.



Waste disposal	Waste reduction
Following the roll out of the tiger bag waste stream emissions will continue to be monitored and mapped accordingly. Deep dive into waste hot spots to identify areas of excessive waste. Evaluate this data to identify source of the hot spot and create solution. Keep vigilant to different waste disposal opportunities regionally that LCH could become a part of. Education to all staff regarding how to appropriately use each waste stream.	Work closely with procurement to evaluate products being purchased by the trust. From a waste perspective this includes: • Longevity of the product • Packaging These concepts can be introduced alongside work carried out within the procurement department Deep dive into routine clinical practices where waste can be reduced. For example, asking questions such as in areas such as physiotherapy is couch role necessary if appropriate cleaning down of the couch is completed (this is currently being looked at with AHP managers)

Measuring Progress



Procurement

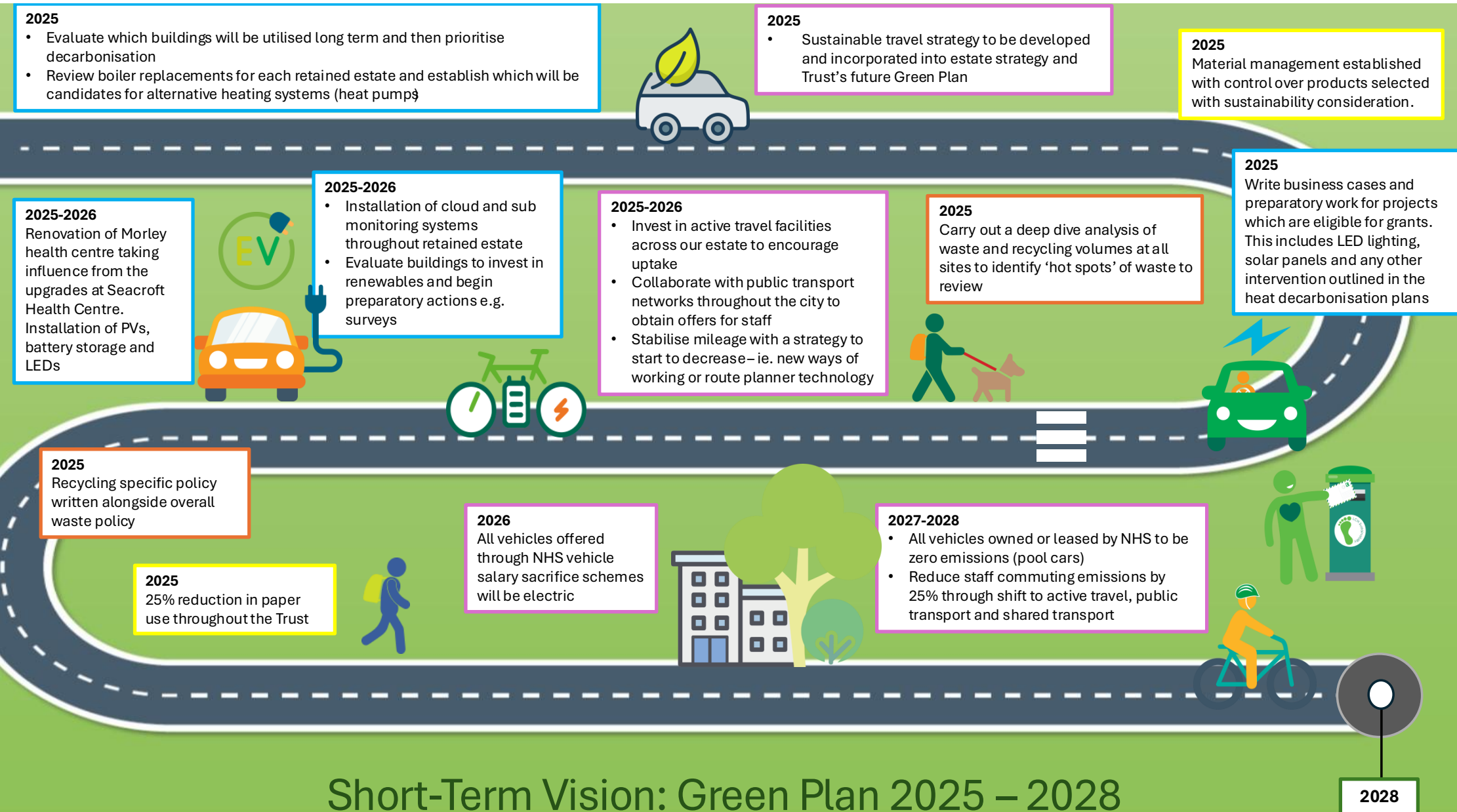
- Cost and carbon savings associated with the changes implemented by the clinical procurement group.
- Cost and carbon savings associated with the changes implemented by the material management system.
- Percentage of local suppliers being used for Trust services and goods.
- Monitor for an improved method of recording carbon procurement which is separated from spend.
- Annual reduction of paper purchased throughout the Trust.
- Evaluation of the volume of PPE and single use plastics purchased by the Trust.

Waste

- Closely review emissions associated with waste following the implementation of the tiger bag waste stream.
- Identification of waste hot spots following deep dive review.
- Review opportunities regionally to be involved with waste to energy schemes.
- Evaluation of waste and recycling facilities across the leased estate and how these develop following collaboration with landlords.

Green Plan Roadmap

Figure 8: 2025-2028 Project Roadmap, created through the evaluation of each emitting area outlining specific plans and projects. These have been devised through the new tactics recruited to achieve the overall strategy of achieving net zero and the requirements from NHS England.



Staff Engagement

Staff engagement has been steadily increasing over the past 3 years however it is acknowledged more can be done to drive a bottom-up approach. For the next phase of engagement, the sustainability department envisages there will be 3 main tactics to effectively involve the workforce and mobilise staff contribution to sustainability initiatives.



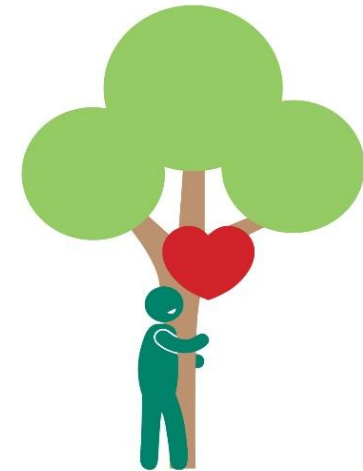
Top-down

- Educate senior management to the environmental and sustainable challenges in healthcare.
- Senior management teams to champion sustainability through Trust vision and strategy.
- Have a senior level representative in the Carbon Champion network.
- Leaders to champion sustainability practices and encourage teams to consider sustainability in their scope of work.



Communication Plan

- Commitment has been made that a formal communication plan will be written during the period of this Green Plan. This will involve specific tactics to help boost engagement throughout the organisation.



Bottom-up

- Empowerment and permission from managers for staff to suggest sustainable practices, ideas and explore implementation.
- Launch of the 'What can I do....' and 'What can my manager do....' campaigns with the aim to encourage staff and management to make realistic changes within their scope.
- Promotion of the carbon champion network with associated benefits for being involved.

Staff Engagement Approach

Prior the 3-pillar approach to staff engagement, work will need to be carried out to establish the level of interest throughout the Trust. This will be achieved through a variety of tactics including:

Outreach: Workshop and drop-in sessions to be held across the business units to gain firsthand feedback on how sustainability is generally understood throughout departments.

Regular updates: Circulating resources such as newsletters and podcasts, then reviewing the subsequent engagement following these communications.

Engagement Opportunities: Being present at celebration and other events to first hand gauge enthusiasm for the sustainability agenda.

Liaison with managers: Through forums such as leaders network the sustainability team must encourage managers to discuss sustainability engagement with their teams / departments. Management should be able to signpost enthusiastic individuals to the sustainability network and directly to the sustainability department.

Carbon Champion Network

For those who are enthusiastic about sustainability there will still be the carbon champion network. The sustainability department wishes to re-energise the forum through the creation of a terms of reference for the group along with agreed shared goals the group wishes to achieve.

It will also be considered what benefits staff members will receive for being part of the sustainability carbon champion network. Recognition for engagement with the agenda needs to be established, this could include members undertaking The Carbon Literacy Training to obtain a formal qualification.



Carbon Literacy Project



Sustainability Pledge Campaign



The sustainability department will relaunch the *Dear LCH...* Sustainability Pledge Campaign, which successfully ran at the start of the previous 2022-2025 Green Plan.

This pledge movement will span across all levels of the organisation. It will be used to promote a sense of community and togetherness in achieving our net zero ambition.

The populated postcards will be shared through a variety of channels and the first pledges will be made by the Trusts Board members.

Clinical Engagement

As the landscape of healthcare shifts to a focus on preventative and management of health conditions, there is a natural emphasis on community care and how patients receive treatment throughout this sector. With this approach comes a rare opportunity to embed sustainability within clinical practice as service redesign takes place in a variety of departments throughout the organisation.

It has been acknowledged that more needs to be done to engage front line and clinical staff throughout the green agenda. Through our engagement period staff fed back that in many instances they were not aware of how they could make a sustainable impact. Therefore, the sustainability team has committed to creating resources to make it clearer to staff how they can make sustainable changes in their scope of work. The outreach will target those areas of community healthcare that are known to have high carbon intensity. This includes, but is not limited to, long term conditions such as diabetes or cardiovascular disease.

There are 4 initial steps which will set the scene to the clinical engagement during this next 3-year period. These will set the foundations of a strong and specialist sustainable clinical engagement team:

1. Identify a clinical lead with oversight of net zero clinical transformation who has formal links to Board.
2. Pilot introducing sustainable changes in a clinical area, where the focus is to reduce emissions and improve quality of care (this can be linked with the Quality and Improvement programme).
3. Start a clinical multidisciplinary team tasked with identifying emission 'hot spots' of care and evaluating if this can be reduced through appropriate new ways of working.
4. Start communication channels with wider place partners and clinical networks to share learning and feedback to the Sustainability and Climate Adaptability Steering Group.



Medicines

Over the past 3 years the sustainability department has worked closely with the Trusts Head of Medicines to tackle some of the pertinent areas within medicines. This has included a transition to electronic prescribing from paper, along with encouraging electronic copies of the BNF resource for clinicians away from paper copies.

At present medicines account for around 25% of NHS emissions with a few medicines accounting for a large portion of these emissions. For example, anaesthetic gases (2% of NHS emissions) and inhalers (3%). Focus of work over the next three years will be reducing emissions, while improving patient care and reducing waste.

Over this Green Plan period the Trust will focus on 2 main areas which include:

- Facilitate the transition to high quality lower-carbon respiratory care
- Improvement of prescribing safety and reduction of medicines waste.

The timelines for these projects are provided in Appendix A.

Finally, through review of the Trust dental service it has become apparent that there are a small number of sites using piped

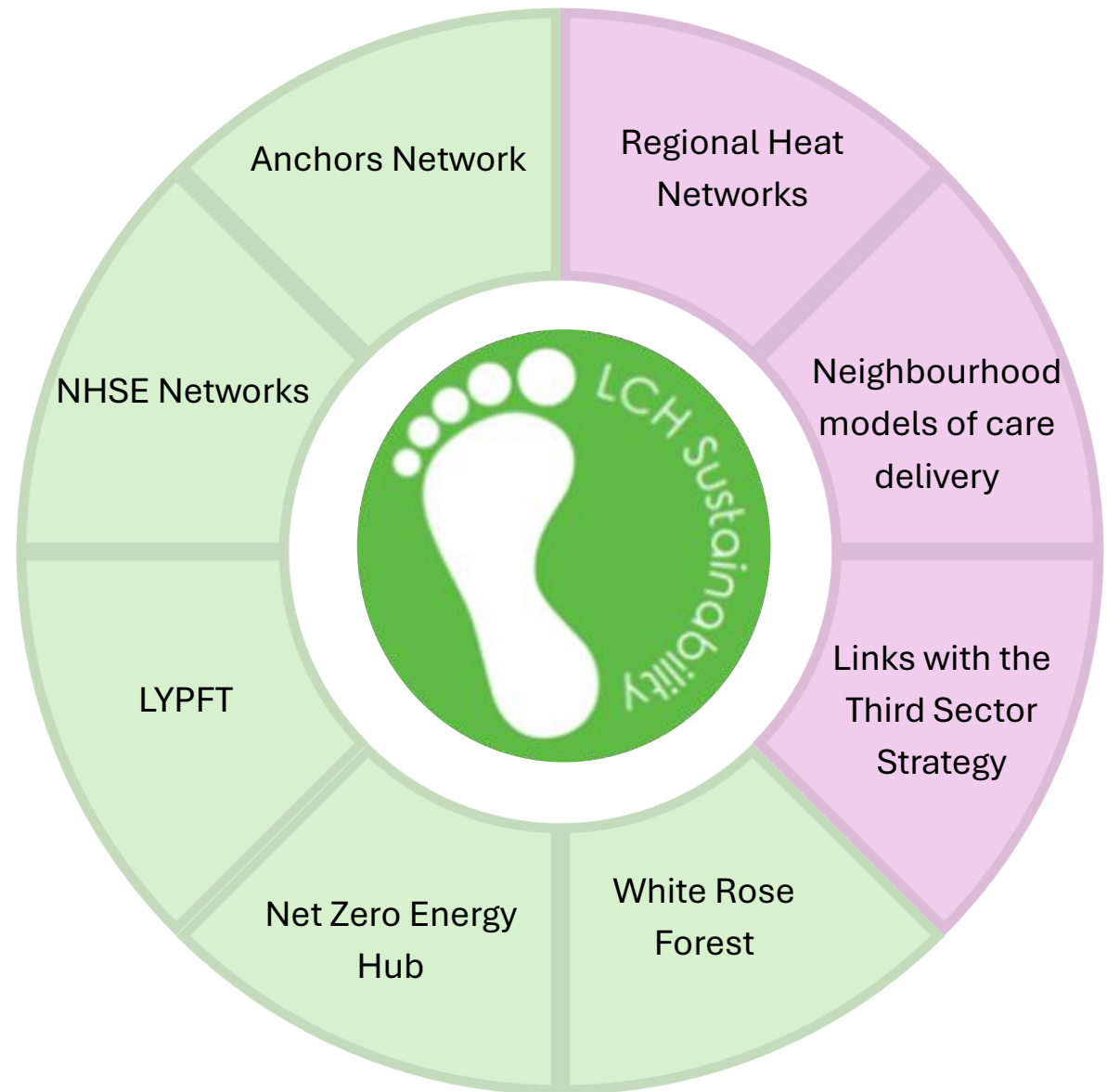
nitrous oxide. Therefore, the Trust is committed to following the advice outlined by the Greener NHS to review and ensure there are no associated leaks and act accordingly.



Partnership

LCH sustainability over the past 3 years has established strong local partnerships, especially regarding other Anchor Institutions such as neighbouring Trusts, Leeds City Council and the universities. The Trust has also worked with partners such as the White Rose Forest Organisation to access funding for greening of the estate.

However, the organisation acknowledges that more could be done to liaise with the 3rd sector, including charities, social enterprises, community groups and voluntary organisations. An opportune moment for this engagement comes with the move towards Neighbourhood delivery of care modes. The opportunities for partnerships moving into this period are highlighted in pink in the diagram.



Climate Adaptability

In the financial year of 2024/25 the Trust raised a climate adaptability preparedness risk. This was the first step in creating a robust Trust wide climate adaptability strategy. The Trust recognised that widespread planning across departments is required to prepare for extreme weather events caused by climate change. The risk identifies the hazard that without adequate planning the Trust is vulnerable to service disruption following extreme weather; be that flooding or prolonged heat waves etc.

Following this raised risk the sustainability and emergency planning response team will guide departments of the Trust to develop their own individual / tailored climate adaptability considerations within their business continuity plans. This will span across all factors of the organisation including operational, clinical, financial and resources. This work will build upon the already established business continuity through the NHS EPRR standards for adverse weather. This approach has been guided by the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Climate adaptability will be a key part of the Sustainability and Climate Adaptability steering group created under the Director of Finance and Resource. This taskforce will report directly into

the outlined governance structures to ensure progress is made against this agenda.

There are no short cuts with climate adaptation planning, as the overall plans need to reflect the risks to services/ sites. The West Yorkshire ICB recommends Trusts follow the process that has been formulated by the Adaptation Scotland organisation.

- 1. Review of organisational culture and resources**
- 2. Understanding the challenge**
3. Planning and implementation
4. Working together

The aim is to have achieved the first two stages by 2028.

Climate adaptability will be a multifaceted agenda with input from many key individuals across the Trust including sustainability, emergency planning, estates, procurement, operations and clinical specialists. It will become an agenda that will be embedded into all aspects of the Trusts delivery and will be a continually modified agenda as the climate changes.

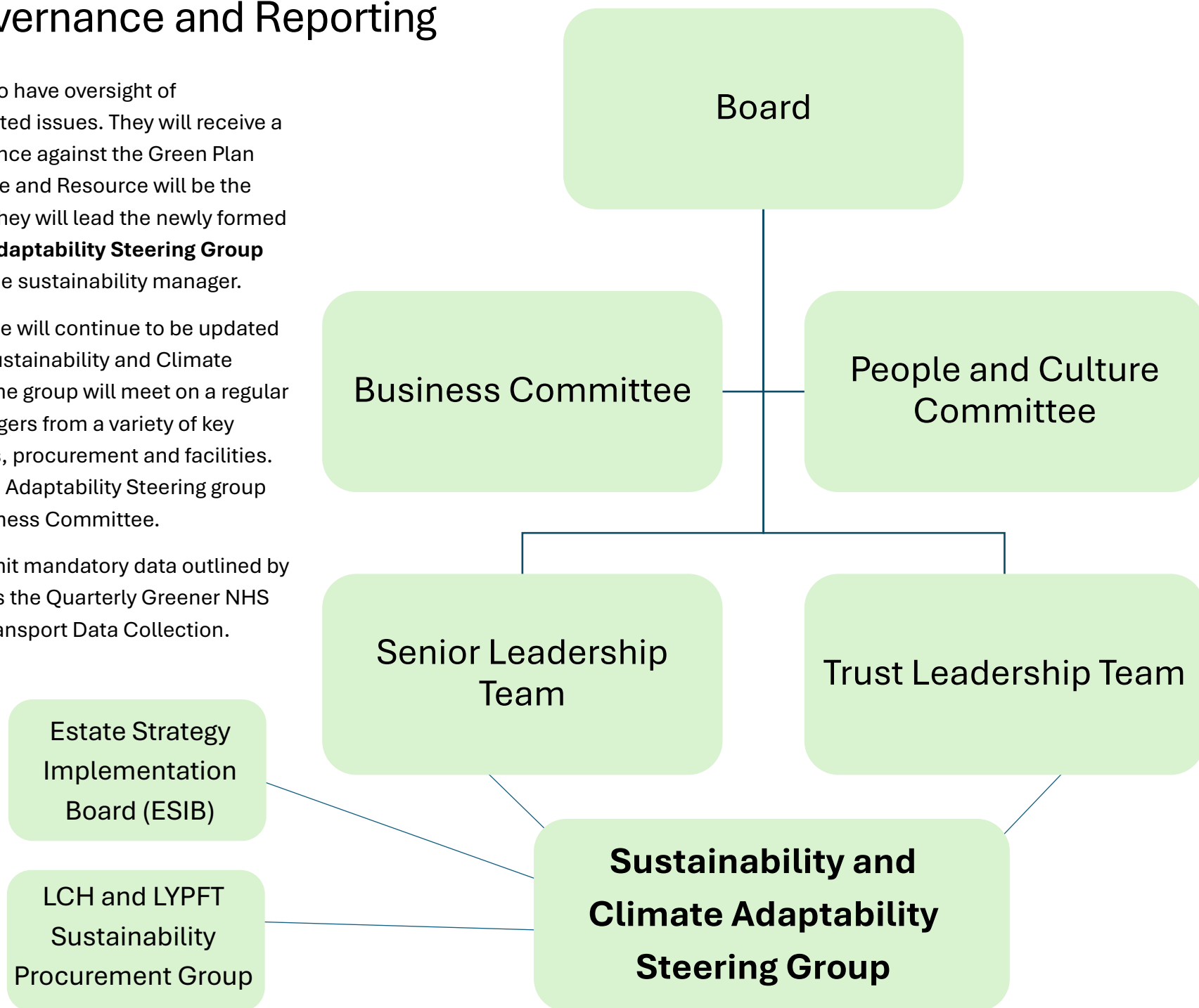


Governance and Reporting

The Trust Board will continue to have oversight of sustainability and climate-related issues. They will receive a bi-annual update on performance against the Green Plan refresh. The Director of Finance and Resource will be the sustainability directory lead. They will lead the newly formed **Sustainability and Climate Adaptability Steering Group** with the help and support of the sustainability manager.

The Trusts Business Committee will continue to be updated on a 6 monthly basis via the Sustainability and Climate Adaptability Steering Group. The group will meet on a regular basis and will consist of managers from a variety of key departments including estates, procurement and facilities. The Sustainability and Climate Adaptability Steering group will be the primary link to Business Committee.

The Trust will continue to submit mandatory data outlined by the Greener NHS; this includes the Quarterly Greener NHS Data Collection and annual Transport Data Collection.



Appendix A: Medicines project timeline

Impact area High quality, lower-carbon respiratory care		
Rationale The use of inhaled therapies has improved the health of people with respiratory disease. Pressurised metered dose inhalers (pMDIs) contain hydrofluoroalkanes (HFA) propellants which are potent greenhouse gases, 1,300 to 3,350 times more potent than carbon dioxide. In England, approximately 70% of inhalers prescribed are pMDIs ¹ . Alternatives to pMDIs, such as dry powdered inhalers (DPIs) and soft-mist inhalers (SMIs) have a much lower carbon footprint and can be safely and effectively used by many patients.		
Plans for 2025/26	Plans for 2026/27	Plans for 2027/28
Apr-25 ← Work with system partners to promote return of all used or unwanted inhalers to community pharmacies for safe disposal → Mar-28		
	Oct-25 ← Offer DPI inhalers as first choice when supplied under Patient Group Directions → Mar-27	
	Apr-26 ← Implement electronic solution to prompt prescriber choice of inhaler that minimises carbon footprint → Mar-28	
Impact area Improving prescribing safety and reducing medicines waste		
Rationale Medicines are intended to help patients, but they can cause harm. A person taking 10 or more medicines is three times more likely to suffer harm. 16.5% of unplanned hospital admissions are due to adverse drug reactions and polypharmacy. Structured Medicine Reviews (SMRs) are an evidenced-based and comprehensive review of a patient’s medication, taking into account all aspects of their health. SMRs have benefits to people taking multiple medicines including less risk from harm (e.g. side effects, hospitalisation) and better value for local health systems (e.g. reduced medicines waste). ¹		
Plans for 2025/26	Plans for 2026/27	Plans for 2027/28
	Jun-25 ← Innovation Project: Structured Medicine Reviews in Neighbourhood Teams → Mar-26	
	Apr-26 ← embed learning from Innovation Project → Mar-28	
	Oct-26 ← Work with system partners to embed a <i>trusted assessor approach</i> to Structured Medicine Reviews → Mar-28	