



University Hospitals Tees

South Tees Hospitals NHS Foundation Trust

Green Plan 2025 -2028



Caring Better Together⁺

Contents

Executive Summary	3
Introduction	4
What is a Green Plan and why do we need it ?	5
Our carbon footprint	10- 12
Our Green Plan vision	7
Progress so far	9
Areas of Focus	
- Workforce and leadership	16-17

- Net zero clinical transformation	18
- Digital transformation	19-20
- Medicines	21
- Travel and transport	22-23
- Estates and facilities	24-25
- Supply Chain and Procurement	26-27
- Food and Nutrition Achievements	28-31
- Adaptation	32
Summary	36



Executive Summary

South Tees Hospitals NHS Foundation Trust is committed to supporting the NHS ambition to become the world's first Net Zero health system. In alignment with the Government's targets for 2040 (direct emissions) and 2045 (indirect emissions), this refreshed Green Plan outlines the Trust's strategic approach to sustainability for the period 1 April 2025 to 31 March 2028.

Climate change presents an immediate and escalating threat to public health. The UK is already experiencing more frequent and severe weather events, including floods and heatwaves, alongside worsening air pollution. Air pollution alone is linked to up to 38,000 premature deaths annually, disproportionately affecting the most deprived communities and exacerbating existing health inequalities. As a healthcare provider serving a diverse population, the Trust recognises its responsibility to lead by example in mitigating these impacts.

This Green Plan sets out a clear roadmap for reducing the Trust's environmental footprint while continuing to deliver high-quality, patient-centred care. It reflects our understanding that improving population health and delivering sustainable healthcare are intrinsically linked. By reducing our reliance on fossil fuels, improving energy efficiency, and embedding sustainability into clinical and operational practices, we aim to create a healthier environment for patients, staff, and the wider community.

The plan builds on national NHS guidance and local priorities, and is underpinned by measurable objectives, robust governance, and a commitment to continuous improvement. It also supports the Trust's broader ambition to achieve Net Zero carbon emissions by 2040, in line with NHS England's national targets.

Stacey Hunter

Group Chief
Executive Officer



Steven Taylor

Group Director of Estates
and Net Zero Board
Level Lead



Introduction to South Tees Hospitals NHS Foundation Trust



South Tees Hospitals NHS Foundation Trust provides specialist healthcare services to over 1.5 million people across Teesside, North Yorkshire, and beyond, operating key sites including The James Cook University Hospital and The Friarage Hospital.

As a regional trauma centre and one of the few NHS Trusts using robotic surgical systems, it plays a vital role in delivering advanced care and reducing health inequalities.

With over 10,000 staff, the trust is the largest employer in the region and a key contributor to local health and economic wellbeing.

The Tees Valley, home to around 678,000 residents, faces significant environmental and health challenges. Over a third of the population lives in the 20% most deprived areas in England, and the region experiences some of the highest industrial emissions in the UK.

The trust's sustainability strategy is closely aligned with its mission to improve health outcomes and reduce inequalities. Recognising that climate change disproportionately affects vulnerable communities, the Trust is committed to ensuring that its environmental actions also promote health equity and long-term resilience

What is a Green Plan and why do we need a green plan?

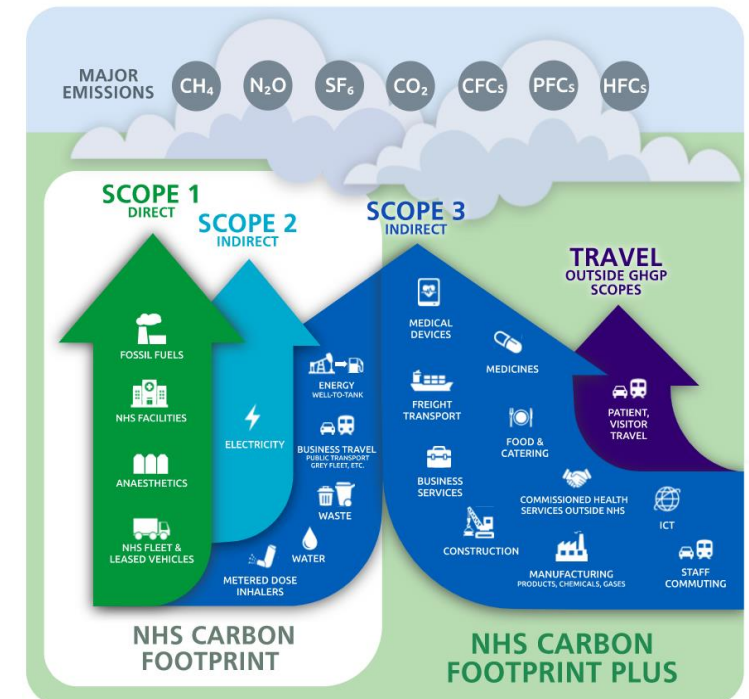
To support our net zero ambition, each trust and integrated care system should have a green plan which sets out their aims, objectives, and delivery plans for carbon reduction.

In each case, this should be signed off by the Trust Board, with a board level 'net zero lead' responsible for overseeing its delivery. Given the pivotal role that integrated care systems (ICSs) play, each system will also need to develop its own green plan, based on the strategies of its member organisations.

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

Drivers for Change Greener NHS The NHS is responsible for 4% of the UK's total carbon emissions. In October 2020, NHS England became the world's first health system to commit to reaching net zero carbon emissions, as outlined in the Delivering a 'Net Zero' National Health Service report, which has two targets:

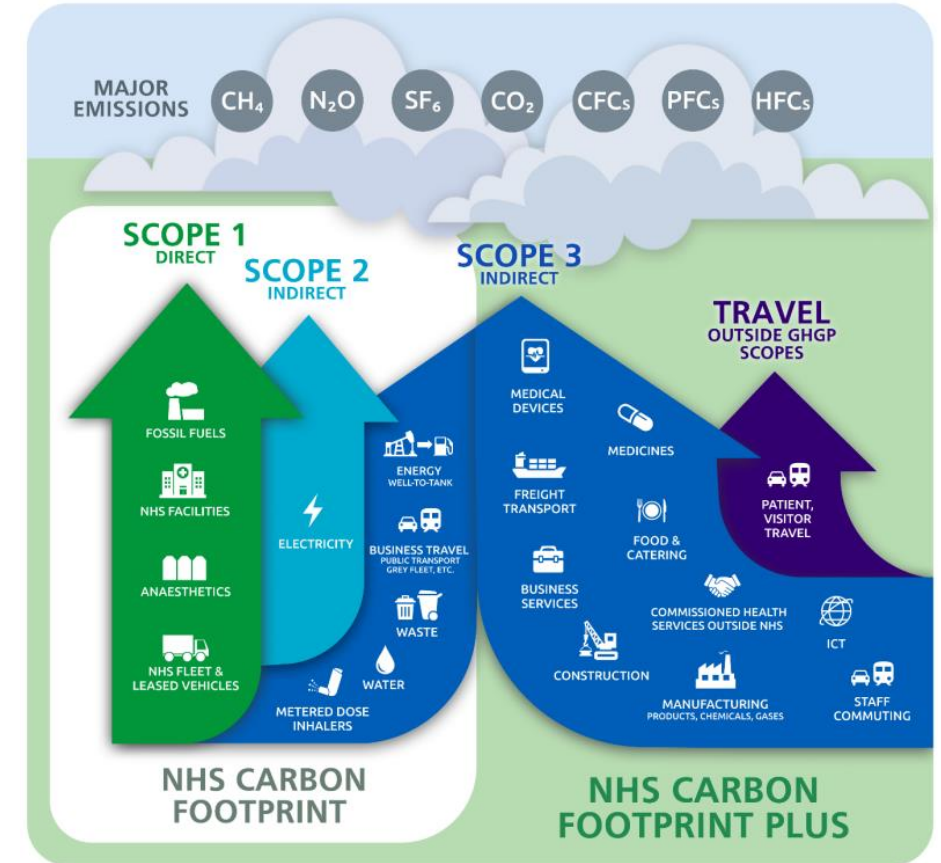
- To be net zero by 2040 for directly controlled emissions
- To be net zero by 2045 for emissions that the NHS Influences.



Why do we need a Green Plan ?

There are several key legislative drivers for change, and specific guidance as to why we need this Green Plan.

- The Paris Agreement 2015 – global, legally binding international treaty with goal of limiting global temperature increase to below 2°C (compared to pre-industrial levels).
- Climate Change Act 2008 - legally binding UK Government targets for the reduction of carbon emissions. The NHS has a duty to respond to meet these targets which are enshrined in law.
- Net Zero by 2050 – binding target for UK Government, regulators and business to meet net zero by 2050.
- The Environment Act 2021 – legally binding targets driven by improving air and water quality. Public bodies held to account on environmental obligations.
- Delivering a Net Zero NHS statutory guidance – set out target of net zero by 2040, duties on all Trusts to contribute.
- Health and Care Act 2022 – the NHS became the first health system to embed net zero targets outlined in the Delivering a Net Zero NHS guidance into legislation.
- CQC – Well Led – staff and leadership awareness of threats, educated and empowered to help reduce impacts.

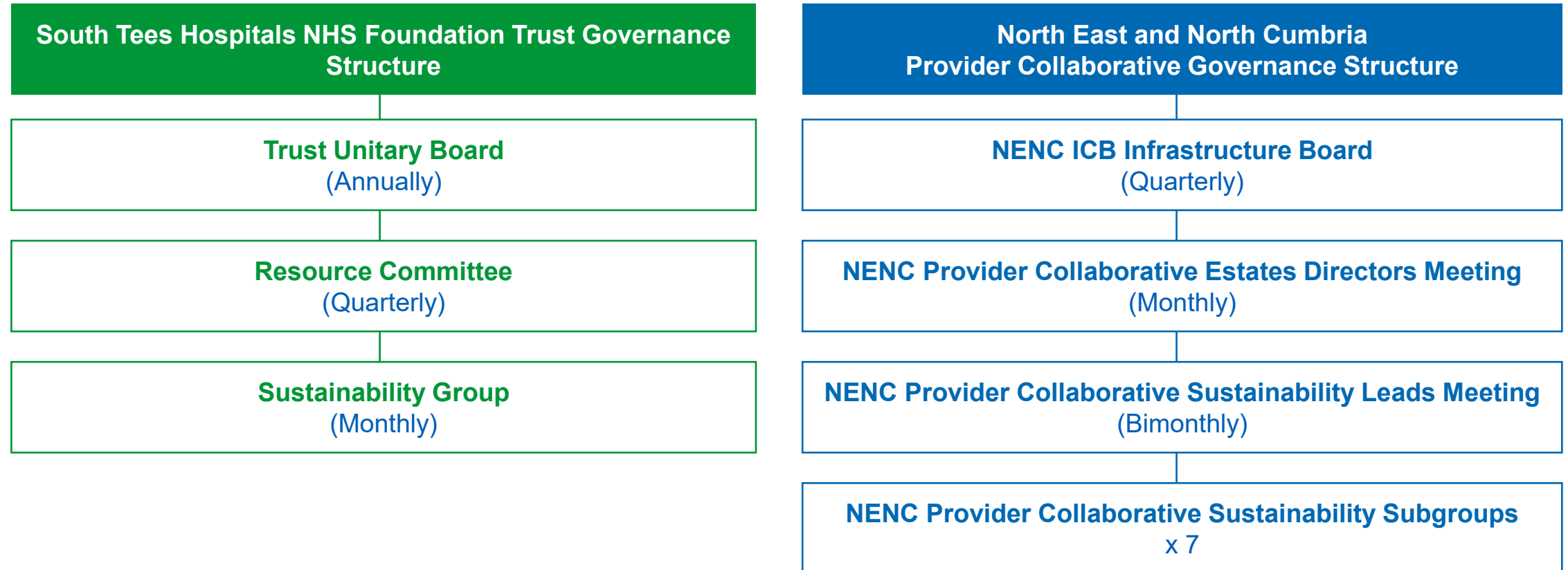


Our trust Vision

Our vision is to be a leader in sustainable healthcare, committed to reducing our environmental impact and promoting the health and well-being of our community to ensure we meet Net Zero on or before 2040



Governance and Accountability



United Nations Sustainable Development Goals

The UN Sustainable Development Goals are a universal call to action to end poverty, protect the planet, and improve the lives and prospects of everyone everywhere.

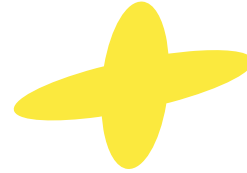
The 17 goals were adopted by all UN Member States in 2015, with the intention of achieving the Goals by 2030.

Our Green Plan, Social Value Charter and Anchor Framework are aligned to the goals, and we will continue to work with our partners to encompass them at the heart of our work.

SUSTAINABLE DEVELOPMENT GOALS



Our progress so far



- ✓ Awarded funding through phase 3c of the Public Sector Decarbonisation Scheme £28,431,899
- ✓ The carbon footprint of meals has been calculated, showing a 33% reduction – from 53kgCO₂e to 36kgCO₂e
- ✓ 75% of patients have chosen their letters through the Patient Engagement Portal (PEP) app
- ✓ Recruited 90+ Green Champions



Carbon Emissions Scope 1,2 & 3

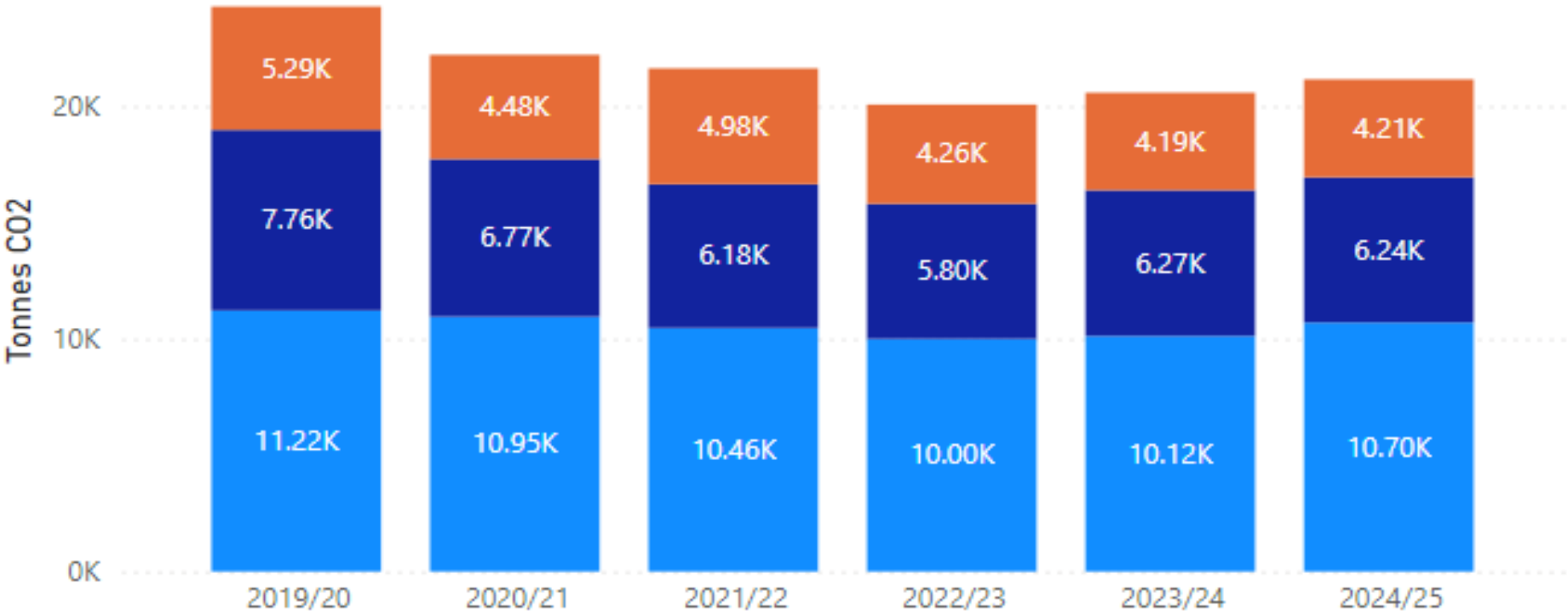
Scope 1 Emissions
Gas Consumption
Oil Consumption
Scope 2 Emissions
Electricity Consumption
Scope 3 Emissions
Gas – Well-to-Tank
Oil – Well-to-Tank
Electricity – Transmission and Distribution, and Well-to-Tank
Waste
Water

Well to Tank emissions are for the extraction, refining and transportation of primary fuels before combustion or generation of electricity.

Transmission and Distribution emissions are associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the organisations that purchase it).

Emissions by Scope

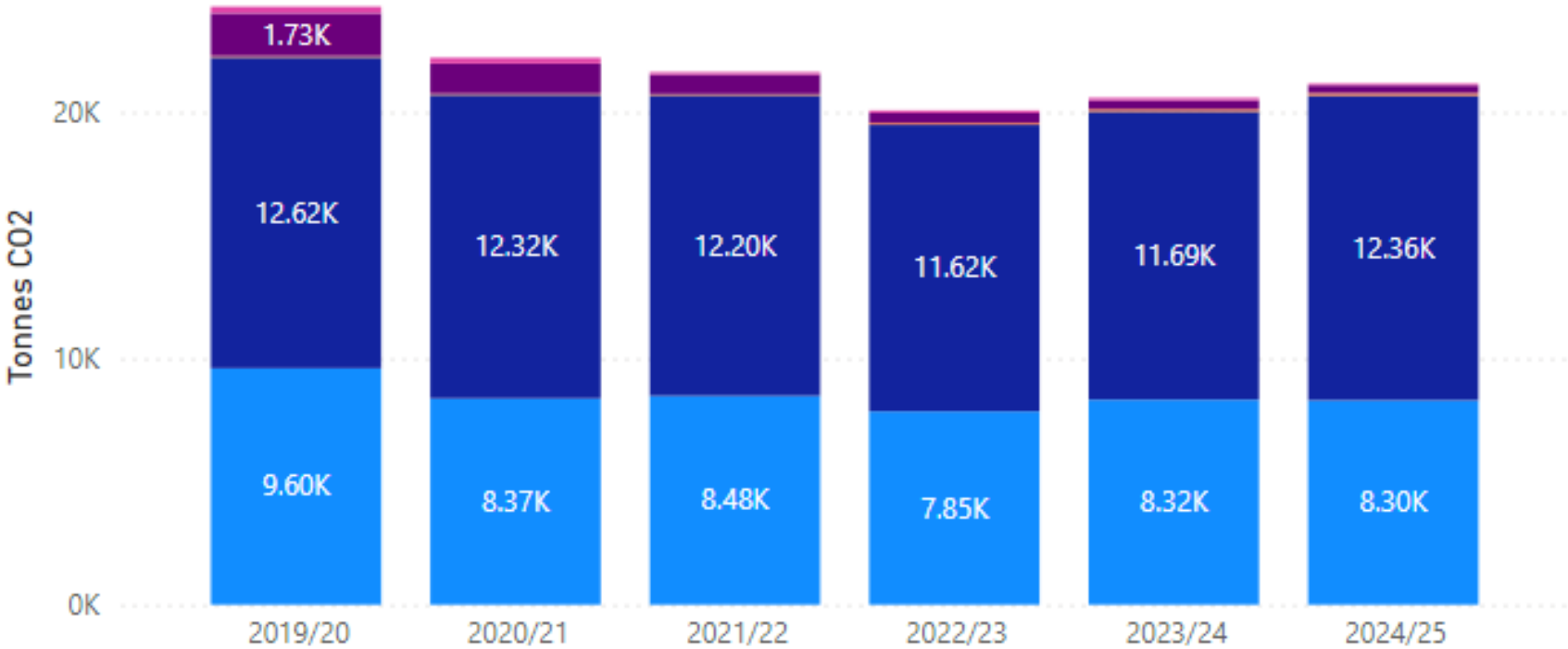
Scope Scope 1 Scope 2 Scope 3



Carbon Emissions by Source

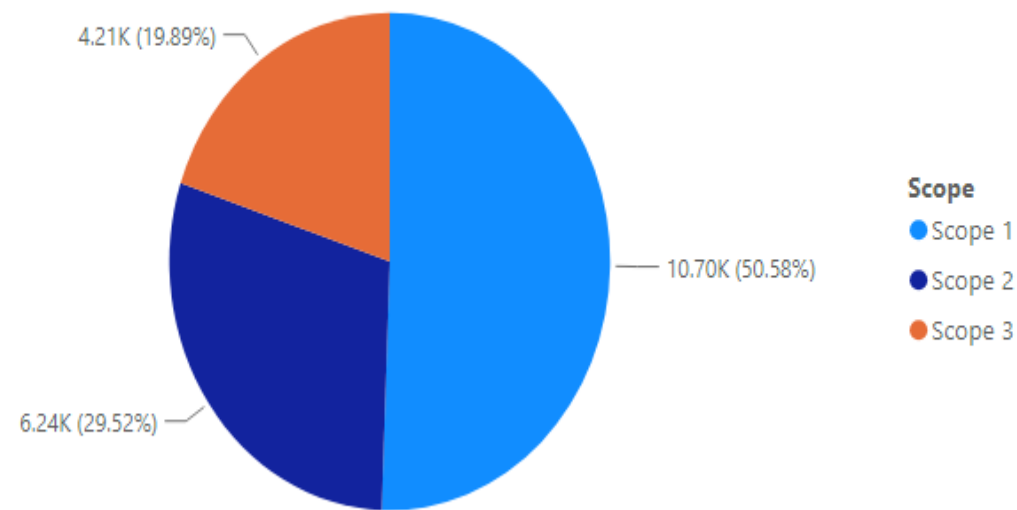
Emissions by Emission Source

Emission Source Electricity Gas Oil Waste Water



Carbon Emissions by Scope and Site

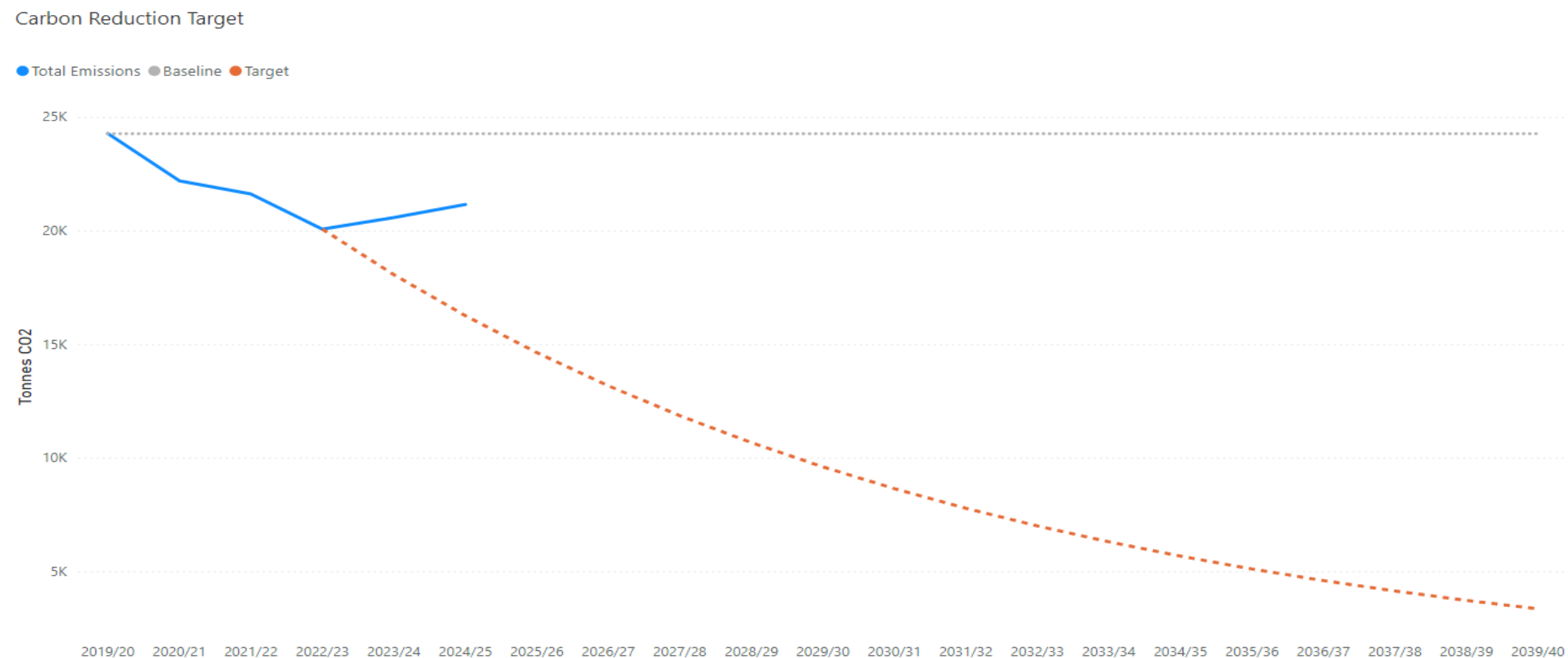
Emissions by Scope



Emissions by Scope and Site

Scope	FHN	JCUH	Total
Scope 1	1,914.22	8,783.12	10,697.35
Scope 2	953.54	5,289.49	6,243.03
Scope 3	660.78	3,546.55	4,207.33
Total	3,528.55	17,619.16	21,147.71

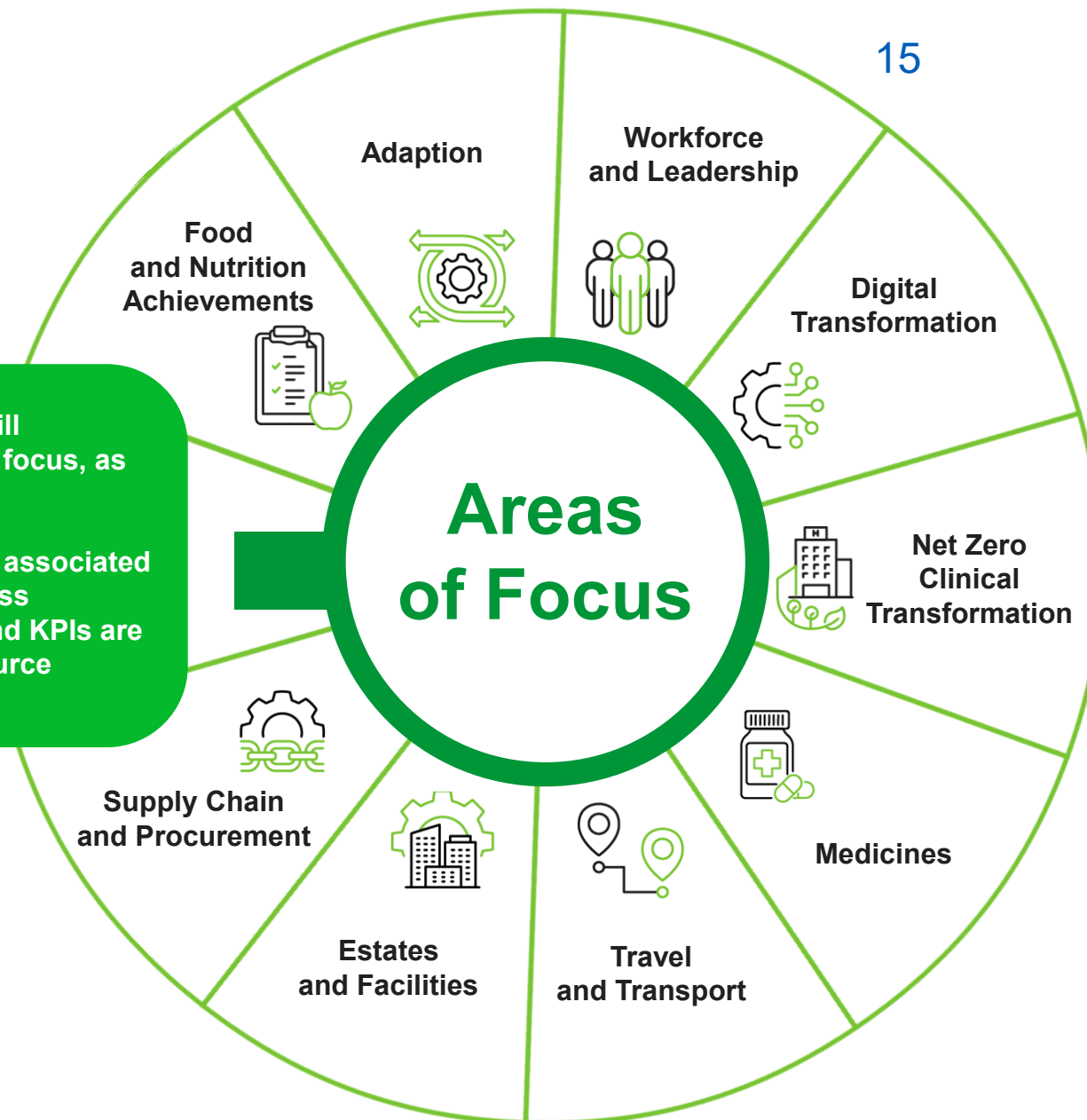
Carbon Emissions Reduction Target



An increase in Gas consumption has caused the increase in Carbon Emissions in the last financial year.

This section outlines the priority actions the Trust will implement over the next three years for each area of focus, as detailed in the updated Green Plan guidance.

Each area of focus includes time-bound actions and associated key performance indicators (KPIs) to support progress tracking. A lead is assigned to each area of focus, and KPIs are tracked quarterly with progress reported to the resource committee





Workforce and Leadership

The transition to a net zero NHS will be driven by its people. There is already strong support for a greener future; nine in ten staff support the NHS net zero ambition, while six in ten say they are more likely to stay in an organisation taking decisive climate action (YouGov, 2023).

South Tees Hospitals NHS Foundation Trust support their staff and leaders to learn, innovate and embed sustainability into everyday actions.

A designated board-level net zero lead has been appointed with clear identified operational support.

Action - assess workforce capacity and skill requirements for delivering the green plan, considering good practice examples such as hybrid roles, apprenticeships, fellowships and NHS estates sustainability career pathways.

Promote, and consider setting uptake targets for, core training offers set out on the Greener NHS Training Hub.

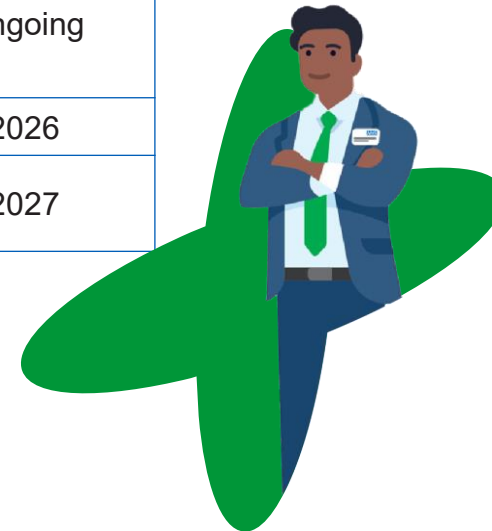
Promote specialist training for staff groups who underpin the delivery of green plans, such as board members, procurement, finance, estates and facilities staff and clinicians





Workforce and Leadership

Key Performance Indicators	Timescale
Create a culture of sustainable development by ensuring sustainability is embedded into systems and processes	Ongoing
Facilitate the culture change of our staff, patients and visitors attitude towards the environment and sustainability	2028
Work in partnership with neighbouring NHS trusts and public authorities to enhance the delivery of the Green Plan and share best practice.	Ongoing
Add sustainability to trust induction	2026
Promote specialist training for staff groups who underpin the delivery of green plans, such as board members, procurement, finance, estates and facilities staff and clinicians	2027



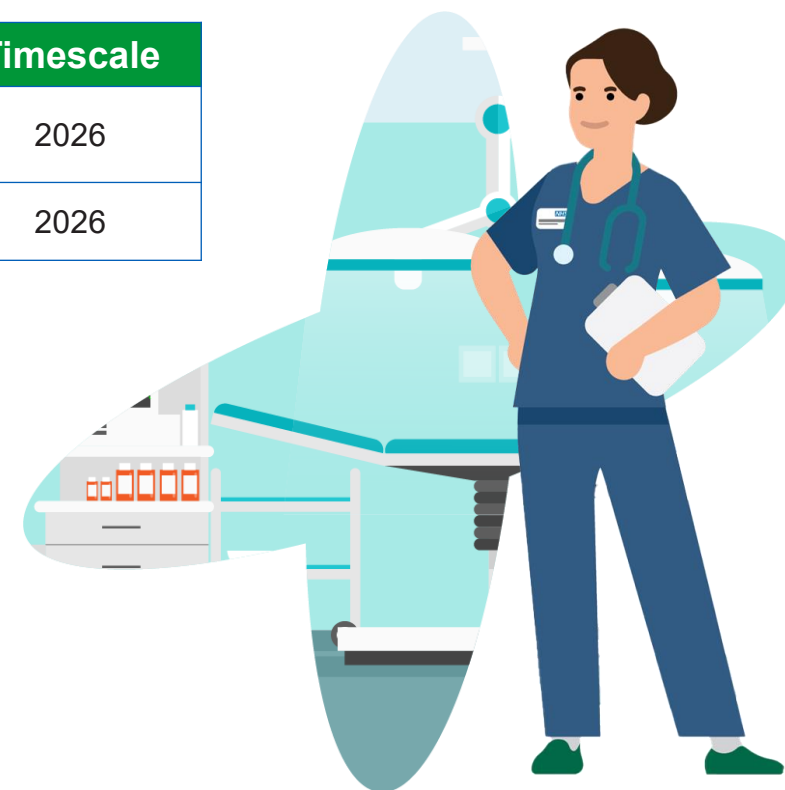


Net Zero Clinical Transformation

The NHS is committed to moving to out-of-hospital and digitally-enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities. These changes also underpin our commitment to net zero.

Net zero clinical transformation should ensure high-quality, preventative, low carbon care is provided to patients at every stage.

Key Performance Indicators	Timescale
Identify a clinical lead with oversight of net zero clinical transformation, with formal links into board-level leadership and governance	2026
Share learning and outcomes, through clinical networks, the ICB and NHS England	2026





Digital transformation

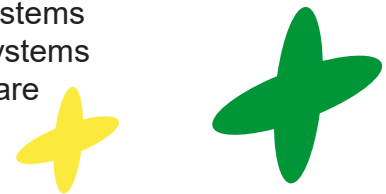
The trust continues to roll out electronic prescribing across the organisation, which has allowed us to remove the paper charts in the areas where it has been introduced. After completing all adult inpatient wards, we are now looking to introduce it to Critical Care areas, including general critical care and neonates. Later this year, we will also be rolling out the Electronic Record into Outpatients, which will allow outpatient prescriptions to be sent to pharmacy electronically.

A patient engagement portal (PEP) was introduced to the Trust in 2023 which has allowed patients to get access to their appointments and letters through the app on their phone. Around 75% of patients choose this method meaning the Trust has been able to reduce the number of letters it prints and posts out to patients.

The Trust has also introduced voice recognition software which integrates with the PEP. This allows clinicians to dictate their clinic letters directly into the PC which is converted to text and uploaded up to the PEP, again reducing the amount of paper letters that are sent to patients through the post. All this saves paper, printing, electricity and reduces emissions from the delivery of letters by the postal service.

The PEP has also replaced the Attend Anywhere video consultation service since April 2024, and due to it being integrated into the same app, we have seen an increase in patients taking up the service. This saves patients from having to travel to site, cutting down emissions, but also allowing clinicians to run the clinic from a single office or even from home. will be integrated to the NHS app. This will reduce the amount of appointment letters printed as patients will receive their letters electronically via the app saving paper, printing, and electricity.

The Trust continue to consolidate its server estate onto to smaller and more environmentally friendly virtual servers which allow multiple systems to be hosted on a single piece of hardware. At the same time it is still exploring the use of cloud hosting where this is appropriate, where systems are held in large multi-organisational data centres. While data centres have their own environmental challenges, companies like Microsoft are continually looking at more sustainable ways to build, power and cool datacentres that allow it to meets its own green goals.





Digital transformation

Key Performance Indicators	Timescale
Roll out of an electronic record into critical care areas removing the need for the paper charts, paper prescribing and other paper records	2026
Consolidated data centres across the group. Rationalisation of data centres and servers across the group, allowing for smaller onsite data centres to be decommissioned saving on power and cooling	2027
Continue to look at Cloud services where appropriate to reduce onsite server hardware.	2027 onwards
Standardised equipment. Look to standardise equipment and builds across University Hospitals Tees, allowing equipment to be shared across the group	2027
Standardised equipment. Look to standardise equipment and builds across University Hospitals Tees, allowing equipment to be shared across the group	2027
Single EPR. The ambition for University Hospitals Tees is to have a single shared Electronic Patient Record (EPR) across the group, allowing all clinical staff to see a single shared record. This will remove the need for notes to be printed out transported between sites.	2027 and into 2028





Medicines

Medicines account for around 25% of NHS emissions.

A few medicines account for a large portion of these emissions, for example, anaesthetic gases (2% of NHS emissions) and inhalers (3%).

Key Performance Indicators	Timescale
Removal of all nitrous oxide across the organisation	1 year target
Optimise respiratory care to reduce carbon footprint related to inhalers and improve respiratory disease outcomes	2 year target
Ongoing improvement of IV to oral switches of medications as clinically appropriate	3 year target
Campaigns for patients and staff promoting reduced medication waste	Ongoing
Reduction of single use plastics used in relation to the supply or administration of medication (Reduce plastic bottles and use glass bottles)	3 year target
Optimising inhaler choice (considering clinical appropriateness , the environmental impact of inhalers and patient preference)	3 year target



Travel and Transport

The NHS fleet is the second largest in the country, consisting of over 20,000 vehicles. It directly contributes to harmful air pollution.

The [NHS Net zero travel and transport strategy](#) outlines a roadmap to decarbonise NHS travel and transport, while also providing cost-saving and health benefits.

Key Performance Indicators	Timescale
Develop a sustainable travel plan by December 2026, to be incorporated into the green plan (as an annex), focusing on active travel, public transport and zero-emission vehicles, supported by a clear understanding of staff commuting	2026
Invest in a dedicated Lift-share / car share platform	2026
Regional agreement on anti-idling campaign	2027
Regional feasibility study for EV charging infrastructure	2027
Continue partnership working with local authorities and local transport authorities to maximise funding and infrastructure opportunities 2028	Ongoing
Implement an ANPR system, which should reduce the number of non-authorized vehicles on site, reducing CO2 admissions	2025
Increase cycle to work scheme to 500 staff	2026





Estates and Facilities

South Tees Hospitals NHS Foundation Trust has secured a significant capital investment to support its decarbonisation strategy and environmental sustainability goals.

The latest announcements include £18.95 million in national funding for the James Cook University Hospital site and £9.5 million for the Friarage Hospital. This funding will enable a comprehensive programme of works over the next two years, including the replacement of gas-burning equipment, installation of photovoltaic (solar) panels, and window replacements. These measures are designed to reduce the Trust's reliance on fossil fuels and enhance the overall environment for both patients and staff.

A substantial proportion of the Trust's carbon emissions currently arises from the use of gas as the primary source of heat generation. In response, the Estates and Facilities teams have been proactively planning to transition away from fossil fuels as part of the organisation's wider decarbonisation journey. Securing this latest round of government funding represents a major milestone in achieving that ambition.

This investment builds on previous success, including the £13.4 million awarded to the University Hospital of Hartlepool in 2024, which supported improvements to heating, ventilation, air-conditioning, and lighting systems.

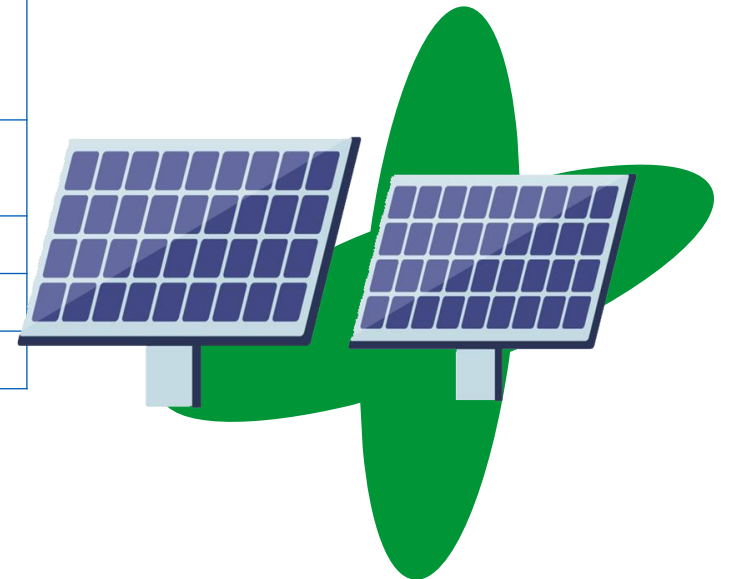
Collectively, these initiatives contribute to the Trust's overarching goal of achieving Net Zero carbon emissions by 2040, in alignment with national NHS targets. As one of the largest employers in the region and a key community partner, the Trust recognises its responsibility to lead by example in addressing climate change and reducing environmental impact.

In addition to environmental benefits, reducing reliance on fossil fuels and improving energy efficiency will enable the Trust to redirect operational savings into frontline patient care. The funding has been approved by Salix, an organisation that administers public sector decarbonisation funding on behalf of the Department for Energy Security and Net Zero



Estates and Facilities

Key Performance Indicators	Timescale
Increase communication around energy consumption and carbon reduction	2026
For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032	2028
Increase EV charging points	2028
Apply for grants associated with energy saving	2028
Implementation of LED on lifecycle / new projects	100% Friarage? James Cook
Capital projects – new builds to be built to the NHS Net Zero Carbon Building Standard and achieve BREEAM outstanding	Ongoing
Recruit energy manager	2028
Achieve clinical waste segregation targets of 20:20:60 HTI, AT & OW	2026
Partake in No Mow May to rewild sections of our green space on selected trust sites	Ongoing





Supply Chain and Procurement

The NHS net zero supplier roadmap outlines steps suppliers must follow to align with the NHS net zero ambition between now and 2030.

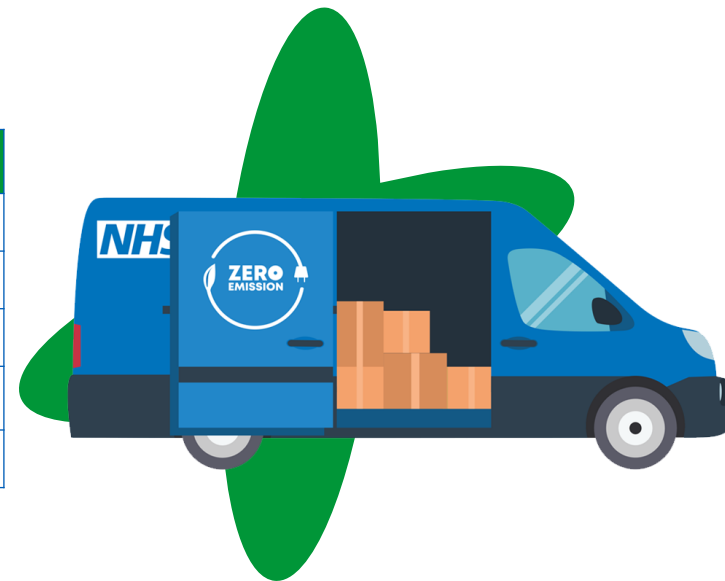
Roadmap implementation is a shared responsibility across trusts, systems, regional procurement hubs and nationally.

Organisations should also seek to embed circular solutions, such as using reusable, remanufactured or recycled solutions when clinically appropriate, which are often cost-saving.

Key actions for systems and trusts: embed NHS net zero supplier roadmap requirements into all relevant procurements and ensure they are monitored via KPIs encourage suppliers to go beyond minimum requirements and engage with the Evergreen Sustainable Supplier Assessment to support a single conversation between the NHS and its suppliers on sustainability priorities

In addition, trusts should: reduce reliance on single-use products, considering how to safely build this work into clinical improvement projects (see Net zero clinical transformation and Annex B: selected resources for additional support tools).

	Timescale
Reduce and avoid use of single use plastics	Ongoing
Adopt innovation	Ongoing
Understand the CO2 footprint of our procured items	2028
Remove antimicrobial coated curtains	2027
Trial reusable tourniquets and evaluate cost and CO2 savings	2026





Food and Nutrition Achievements

The James Cook University Hospital

- Waste Review: Food storage, waste and vegetarian options are being reviewed alongside patient experience within ongoing benchmarking work.
- Accessibility: Inpatient menus are now available online to support accessibility and reduce waste at ward level. Menu cards will still be available at ward level.

Friarage Hospital

- Waste Review: Completed a full review of meals with the highest waste production in December, following patient feedback and support from the housekeeping team.
- Menu Changes: High waste meals are being removed from the new menu launching in April.
- Vegetarian Options: Added 4 new vegetarian options to replace lamb and beef dishes after a tasting session with clinical teams.

Friary

- Annual Review: implementation and monitoring of inpatient kitchen, plate, and trolley food waste now conducted annually.
- Menu Review: The inpatient dining menu and waste was reviewed in October 2024, and feedback was provided to the catering provider.

East Cleveland Primary Care Hospital

- Menu Change: Implemented a new 2-week menu in February 2025, replacing the previous 4-week menu.
- Annual Review: implementation and monitoring of inpatient kitchen, plate, and trolley food waste in place.
- Waste Reduction: This change has led to a reduction in kitchen and trolley waste, cost and space savings.
- Carbon Reduction: Embodied carbon of meals has been calculated, showing a 33% reduction from 53 to 36 kgCO₂e. High-carbon lamb dishes have been replaced with lower carbon options.

Redcar Primary Care Hospital

- Menu Finalisation: A new menu is being finalised, with vegetarian options moved to the top to promote uptake.





Food and Nutrition Achievements

Key Performance Indicators	Timescale
Policy and Standards Alignment: <ul style="list-style-type: none"> Review current compliance with the eight Nutrition and Hydration standards. Update policies to reflect national and green plan priorities. Ensure training for relevant staff in food safety, special diets, and allergens. 	<p>December 2025</p> <p>Improve compliance with standards, and initiate data collection.</p>
Data Collection and Baseline Measurement: <ul style="list-style-type: none"> Conduct PLACE assessments, patient surveys, and waste audits. Monitor carbon emissions and energy use related to catering. Gather feedback on current food quality, portion sizes, and dietary options. 	
Initial Improvements: <ul style="list-style-type: none"> Introduce or expand recycling programs. Trial plant-based menu items and aim to reduce single-use plastics in catering. Address identified "quick wins" in patient and staff feedback. 	
Training and Awareness: <ul style="list-style-type: none"> Launch a trust wide training program for all food service staff. Educate staff on sustainable food practices and nutrition-related health promotion. 	



Food and Nutrition Achievements

Key Performance Indicators	Timescale
Waste Reduction Initiatives: <ul style="list-style-type: none"> Implement targeted interventions based on waste audit findings (e.g., adjust portion sizes, improve ordering processes). Monitor and manage plate waste, unserved meals, and production waste. 	<p>December 2026</p> <p>Address identified gaps, reduce waste, and enhance menu offerings.</p>
Menu Development and Inclusivity: <ul style="list-style-type: none"> Expand plant-based and culturally appropriate menu options. Collaborate with dietitians, catering staff, and patient groups to prevent menu fatigue. Pilot pictorial and read-aloud menus for vulnerable groups on all sites. 	
Sustainability Enhancements: <ul style="list-style-type: none"> Reduce delivery frequency through efficient ordering processes. Measure and lower energy and water use in catering operations. Assess and improve the carbon footprint of meals served. 	
Improving Staff and Visitor Food Services: <ul style="list-style-type: none"> Ensure 24/7 access to healthy and affordable meal options. Upgrade break facilities to support health and hydration. Tailor food offerings based on staff Health Needs Assessment feedback. 	
Monitoring and Evaluation: <ul style="list-style-type: none"> Evaluate year-one changes using patient, staff, and visitor surveys. Report outcomes to the Nutrition and Hydration Steering Group and adjust strategies as needed. 	



Food and Nutrition Achievements

Key Performance Indicators	Timescale
Expand Successful Initiatives: <ul style="list-style-type: none"> Roll out proven waste reduction programs across all trust sites. Scale plant-based and sustainable menu options. 	December 2027 Ensure sustained impact and scalability of food and drink across all sites.
Long-Term Sustainability Goals: <ul style="list-style-type: none"> Achieve measurable reductions in food waste, energy use, and carbon emissions. Align all catering practices with the Trust's Green Plan and NHS Net Zero goals 	
Cultural Change and Engagement: <ul style="list-style-type: none"> Embed healthy eating and sustainability into the Trust's culture. Recognise and reward staff contributions to food and drink improvements. 	
Performance Tracking: <ul style="list-style-type: none"> Set annual key performance indicators (KPIs) for food quality, waste reduction, and sustainability. Use PLACE assessments, ERIC data, and patient/staff feedback to report on progress 	
Prepare for the Next Strategy Cycle: <ul style="list-style-type: none"> Conduct a comprehensive review of the 3-year strategy's successes and challenges. Draft recommendations for the next Food and Drink Strategy (2028–2031). 	



Adaptation

.Climate change threatens the ability of the NHS to deliver its essential services in both the near and longer term.

Resilience and adaptation should be built into business continuity and longer-term planning to avoid climate-related service disruption. Partnership working between sustainability leads, public health, emergency response teams and estates leads at trust and system level is crucial.

Key Performance Indicators	Timescale
Conduct a climate change risk assessment for all sites	2026
Develop and implement an Adaptation Plan to ensure the resilience of NT&H services to extreme weather events	2026
Continue working with the NENC ICS Climate Adaptation group to develop a regional approach to climate adaptation	Ongoing



Biodiversity

- In May 2025, South Tees NHS Foundation Trust, along with our partner NHS trusts within the North East and North Cumbria and Middlesbrough Council, took part in No Mow May. We allowed some small areas of land to grow throughout spring. Leaving areas of grass to grow longer in summer helps native wildflowers grow. These areas are a perfect source of food and shelter for our declining insect species, like bees and butterflies.
- STFT collaborated with The Wildlife Trust and Middlesbrough Environment City and took part in the National Bioblitz. What is a Bioblitz? Definition: A Bioblitz - Bio' means 'life' and 'Blitz' means 'to do something quickly and intensively'. Together they make 'BioBlitz', a collaborative race against the clock to discover as many species of plants, birds, animals, fungi and other organism as possible, within a set location, over a defined time period (usually 24 hours or a week)
- Results - To meet the criteria for a Local Wildlife Site (LWS), the site needs to include three grasses and five herbs that are on the criteria species list. On the James Cook University Hospital site that was surveyed, seven herbs were identified, but only two grasses. This means that the site can be considered a borderline LWS as it is missing one species of grass. As the survey was not comprehensive and was conducted later in the year than is ideal, it is possible that there is another grass species present that would result in the site being classified as an LWS.

Key Performance Indicators	Timescale
Conduct another survey, maintain biodiversity, and promote a signed wellbeing walk around the sites	2025

Green Champions



Since the last Green Plan, the trust has successfully recruited over 90 Green Champions.

These Green Champions meet monthly, supporting the Sustainability Manager on the Green Plan actions.

ISO14001

The ISO 14001 Environmental Management System is designed for all businesses who demonstrate commitment to the environment and sustainability. It is regularly reviewed and audited by external auditors to ensure that compliance is maintained, and continuous improvement is delivered.

ISO 14001:2015 is broken down into 7 key areas:

- Context of the Organisation – scope of the organisation, interested parties
- Leadership – commitment, policy, roles & responsibilities
- Planning – risks and opportunities, environmental aspects, compliance, objectives
- Support – resources, competence, communication, documentation
- Operation – planning & control, emergency preparedness & response
- Performance Evaluation – monitoring, measurement, analysis & evaluation, internal audit, management review
- Improvement – nonconformity & corrective action, continuous improvement



Summary



This Green Plan is a live document and will be regularly reviewed for progress against the action plans.

We will monitor, measure and show our green plan progress by meeting quarterly with sustainability leads for each focus area, reporting routinely to SMT/ Boards.

Adequate budgets and resources will be needed to achieve our goals and deliver sustainable care.

Climate Change poses many threats to our care population and how we deliver care. This Green Plan will enable us to become an adaptable and resilient organisation.

We will continue an open dialogue with all stakeholders to improve our Green Plans and the care we deliver.



