

Agenda item:	7
Date of meeting:	24 September 2026
Report to the:	Trust Board
Title of report:	Green Plan Update
Report author:	Garrett Turbett, Associate Director of Estates
Executive sponsor:	Angela Moodie, Chief Finance and Resources Officer
Recommendation:	Note

Assurance level:	Substantial ☐ Reasonable ☐ Partial ☐ Minimal ☐
Rationale:	N/A

1.0 Executive Summary

- 1.1 The presentation provides an update on the Trust's Green Plan, a three-year sustainability strategy covering 2025-2028 that was approved by the Board in September 2025. The plan aims to support NHS Net Zero ambitions while also improving resilience, health outcomes, and long-term service sustainability.

2.0 How the report supports tackling Health Inequalities

- 2.1 The Trust's Green Plan supports the reduction of health inequalities by targeting environmental hazards, improving access to natural spaces in deprived areas, and building climate-resilient healthcare facilities.

3.0 Board Assurance Framework and Trust Risk and Issue Registers

N/A

4.0 Legal and Regulatory requirements

- 4.1 This report provides assurance that the Trust is meeting its legal obligations under the UK Environment Act 2021.

5.0 Previous consideration by Committee or Executive

- 5.1 Group Green Plan - 24th September 2025

6.0 Report

6.1 Governance

- The Sustainability Development Group (SDG) oversees delivery of the Green Plan and meets bi-monthly.
- The group is chaired by the Associate Director of Estates and monitors performance across nine strategic priorities.
- Sustainability is intended to become "business as usual" across the organisation.

6.2 Workforce and Culture

- The Trust continues to develop its Green Champions network to promote sustainable change.
- Staff have undertaken Sustainable Healthcare Academy apprenticeships, strengthening internal sustainability expertise and governance support.

6.3 Nine Green Plan Priorities

The SDG reviews progress across:

1. Empowering Our Workforce
2. Greener Procurement
3. Digital Transformation Driving Sustainability
4. Greener Travel and Transport / Smarter Movement
5. Greener Buildings, Healthier Communities (Estates & Facilities)
6. Greener Medicines and Smarter Medical Supplies
7. Food, Catering and Nutrition
8. Transforming Care for a Sustainable Future
9. Planning for Climate Resilience

6.4 Notable Achievements Reported

Estates and Energy

- £2 million invested in solar generation and battery storage.
- Solar installations produced 169 MWh in seven months, generating approximately £41,000 in value and exceeding forecast performance.
- LED lighting has been fully installed across the Norfolk estate.
- Building improvements include insulation, door upgrades, and energy-efficiency measures.

Travel and Transport

- The electric vehicle (EV) pool fleet has increased to 21 electric vehicles.

- Staff initiatives have reduced costs and travel time through public transport and active travel schemes.

Digital Transformation

- Expansion of virtualised back-office and network infrastructure has reduced hardware requirements and improved efficiency.

Medicines and Procurement

- Pharmacy e-prescribing and e-ordering systems are delivering savings of more than £10,000 per year.
- From April 2027, suppliers will be expected to report emissions, targets, and carbon reduction plans.

6.5 Future Focus

The next phase of work will concentrate on:

- Greener medicines and supplies
- Workforce engagement
- Further estates improvements
- Expansion of solar, battery storage, sub-metering and energy-efficiency projects
- Embedding sustainability requirements into future Facilities Management contracts
- Continued staff development and board-level sustainability awareness

7.0 Summary

The Trust appears to be making measurable progress, particularly in estates decarbonisation, solar generation, EV adoption, and digital transformation. The strongest evidence of impact is within the estates programme, where capital investment is already delivering quantifiable energy and financial benefits. Future opportunities are focused on procurement, facilities management, and embedding sustainable practices throughout operations.