

Cover Sheet

Trust Board Meeting in Public: Wednesday 12 November 2025

TB2025.102

Title: Green Plan 2025-2028

Status: For Decision

History: Trust Management Executive 30 October 2025 [TME2025.411]

Board Lead: Chief Estates and Facilities Officer

Presenter: Wendy Cheeseman, Head of Sustainability and Carbon Management

Author: Wendy Cheeseman, Head of Sustainability and Carbon Management

Confidential: No

Strategic Pillar: Patients, People, Partnerships, Performance

Executive Summary

1. The purpose of this paper is to provide Board with the provisional OUH Green Plan 2025-2028 and ask for 'sign off' to change status to 'final'.
2. NHS England issued new revised Green Plan Guidance in February 2025 (finalised May 2025). All Green Plans were to be revised to adhere to the new guidance.
3. The provisional plan was approved by Chair's Action on 30 October and made available online on the 31 October. (The deadline was July 2025. An extension was requested from NHS England.)
4. Chapter contributors have been sought from around the Trust including the Staff Sustainability Network – A full list of contributors has been provided.
5. The plan was delayed due to:
 - a. Understaffed team September 2024 to March 2025
 - b. Competing priorities and workloads

Recommendations

6. The Trust Board is asked to approve the Green Plan status from Provisional to Final for publication on the Trust website.

Green Plan 2025-2028

1. Purpose

- 1.1. The purpose of this paper is to provide Board with the provisional OUH Green Plan 2025-28 and ask for sign off to make final.
- 1.2. The current Green Plan ([Building a Greener OUH 2022-2027](#)) does not comply with new NHS Green Plan guidance issued February 2025 ([NHS England » Green plan guidance](#)).

2. Background

- 2.1. NHS England issued new revised Green Plan Guidance in February 2025 (finalised May 2025). All Green Plans were to be revised to adhere to the new guidance.
- 2.2. The new guidance was delayed with deadlines for Trust's Board approval being put back.
- 2.3. The provisional plan was approved by Chair's Action on 30 October and made available online on the 31 October. (The deadline was July 2025. An extension was requested from NHS England.)
- 2.4. Other Trusts in the BOB ICS also requested extensions.
- 2.5. Green Plans themselves should set out the key actions each system and trust will take to deliver emissions reductions and support resilience to climate impacts over the next three years. This timeframe is considered a minimum and should allow Green Plans to strike an appropriate balance between immediate emissions reductions in some areas, alongside strategic development of capability in others.
- 2.6. The Green Plan should:
 - review progress to date and engage with key stakeholders about refreshing priorities, in particular clinical and staff groups who underpin Green Plan delivery
 - take into account the national targets (and interim 80% emissions reduction goals) for the NHS carbon footprint and carbon footprint plus
 - set out SMART (specific, measurable, achievable, relevant and time-bound) actions and associated key performance indicators (KPIs) for each area of focus
 - ensure recommended governance arrangements and processes to measure and report on progress are in place

- comply with any applicable legal duties, including the duty to reduce inequalities, the Public Sector Equality Duty and the duty to have regard to all likely wider effect of decisions
- 2.7. Trust Green Plans should consider:
- the role of the local system and provider collaboration in supporting delivery, such as through the spread and standardisation of best practice
 - opportunities for collaboration with wider system partners to reduce emissions
 - engagement with research and innovation activities to support the transition to a net zero NHS
- 2.8. To support point 2.7 OUH made an early start including co-ordinating a system response across the ICB hosted by OUH in September 2024 and including presentations from Net Zero teams at Oxfordshire County Council and the CEO of the Centre for Sustainable Healthcare.
- 2.9. At that workshop and subsequent BOB ICB Green Plan events. Common themes that are pertinent to the BOB regions have been agreed and are being incorporated in the OUH Green Plan and acknowledged as such.
- 2.10. Chapter contributors have been sought from around the Trust including the Staff Sustainability Network and showcase pockets of best practice from around the Trust, notably those where sustainable practices have been incorporated into day-to-day business-as-usual.
- 2.11. NHS England have developed numerous resources to support actions in the green plan such as the [NHS Climate Change Risk Assessment Tool](#) for use in the Adaptation Chapter.
- 2.12. The provisional plan has been completed and was co-ordinated by the Sustainability and Carbon Management team.
- 2.13. The Green Plan includes the Trust Carbon footprint as published in the Annual Report and was completed for FY 2024/5 supporting point 2.6.
- 2.14. Due to data validation on the ERIC return data refinements to the carbon footprint included within the plan the waste carbon figure is lower than that in the annual report.
- 2.15. The plan has been delayed due to:
- 2.15.1. Understaffed team September 2024 to March 2025
 - 2.15.2. Diversion of resources to produce the Framework Travel Strategy to discharge a Planning Condition for the Surgical Elective Centre and other projects.

3. Changes made since 31st October

3.1.

Chapter	Change
Glossary	Added 'hours to Watt hours'
1.	Added WTE under total staff numbers Amended extrapolated commuting miles based on WTE (From Annual Report) rather than Total employed staff
2.	Our carbon footprint from commuting due to WTE extrapolation
4.	Here for health Case study QALY information sentence removed
6.	Amended extrapolated commuting miles based on WTE (From Annual Report) rather than Total employed staff
11.	Picture reference and funding provider as Oxford Hospital Charity for Churchill Garden. Paragraph on Resilient Garden and Nature Connection – 2 sentences about new drought resistant planting scheme at funded garden.
With thanks	Added Hospital Charity

4. Recommendations

- 4.1. The Trust Board is asked to approve the Green Plan status from Provisional to Final for publication on the Trust website