



Green Plan 2025 – 2028

Trust Board 30th September 2025

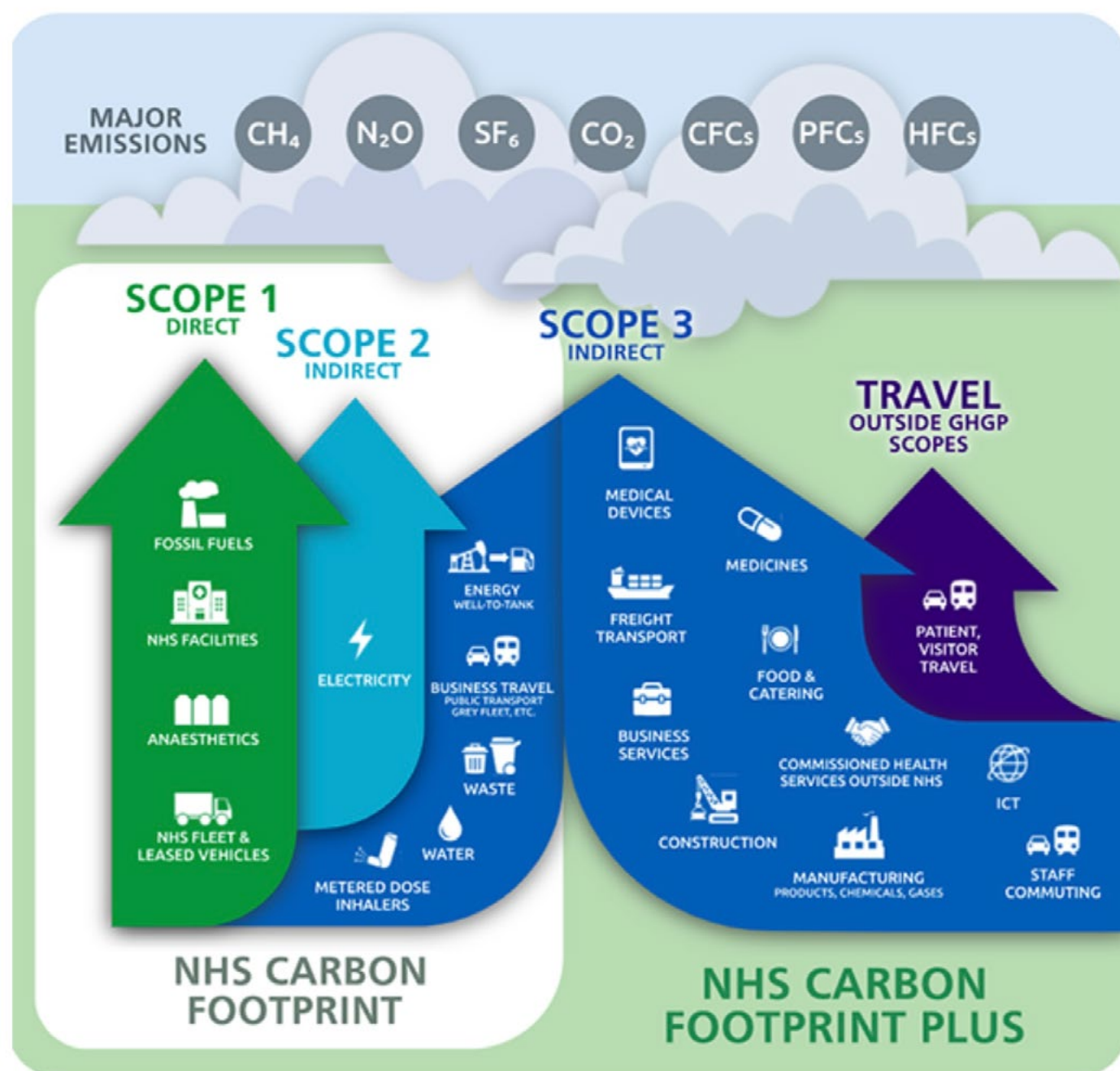


The purpose of the green plan, why we need it

The purpose of the green plan is to set out the key actions that South West Yorkshire Partnership NHS FT (the Trust) will take to deliver emissions reductions and support resilience to climate impacts over the next three years.

As an NHS organisation we need a green plan because:

- The NHS is the largest employer in the UK and the fifth in the world.
- The impact that the NHS has on the environment is enormous.
- We are already suffering the outcomes of climate change's extreme events that are occurring now.
- The NHS has a moral responsibility to eliminate the health service's carbon emissions.



NHS Commitment

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; For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

“Given the global health imperatives, the NHS must stick to its net zero ambitions. There is no trade-off between climate responsibilities and reducing waiting lists.”

Lord Darzi (2024)

This green plan is in line with the three shifts set out nationally and reiterated in the 10 year plan.

- From hospital to community
- From analogue to digital
- From sickness to prevention

Development of the plan

In the development of this plan we have

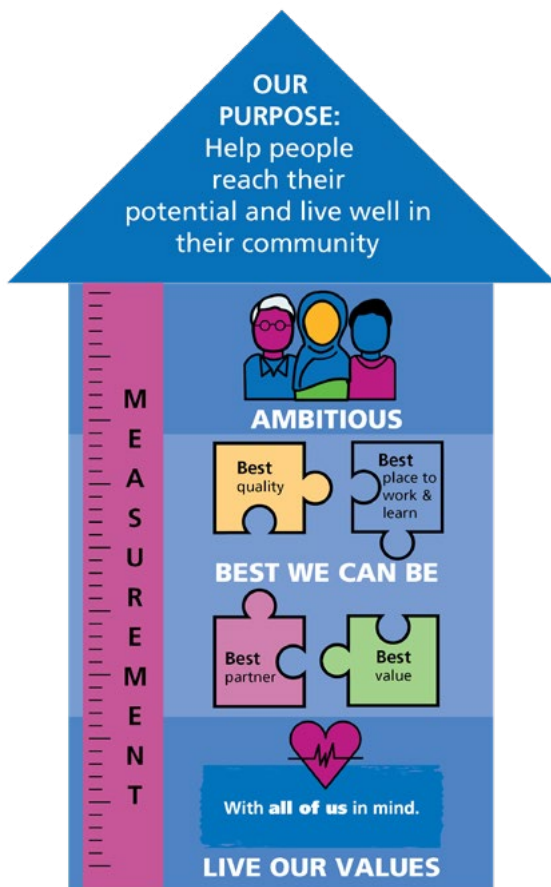
- Reviewed our progress on the green agenda and engaged with key stakeholders both internal via our steering group and with regional and national colleagues
- Considered the national targets on sustainability for the NHS
- Confirmed our areas of focus, identified our achievements and key, headline actions for the next three years
- Confirmed our governance arrangements and processes for measurement and reporting
- Presented a draft to our Executive Management Team, our Equality, Involvement and Inclusion Committee and shared with our ICS leads in both South and West Yorkshire. This version includes any feedback from this process

This plan is a high level document which sets out the strategic context, our commitments and the priority areas of focus for the next 3 years

It will be supported by the development of a delivery plan which will contain the detailed plans and measures.

Our strategic context

Our Trust strategy



Our strategic aims:

- We will live our values
- We will be the best we can be
- We will be ambitious

On 1st October 2024, the Trust Board formally agreed the new Trust strategy to take the Trust up to 2030. Sustainability is a key component across the strategy and is clearly identified as part of strategic aim one (living our values) as well as strategic aim two (to be the best that we can be).

Our social responsibility and sustainability (SRS) strategy

Purpose and aims

Our SRS strategy was agreed in July 2022 and runs until 2027. It sets out the direction for our work on sustainability and carbon reduction. It identifies our commitment to this agenda, our ways of working and five headline initiatives for focussed effort and impact.

The aims of the strategy are:

- To use levers to maximise the benefits the Trust delivers to local people, communities, and places, especially those facing challenge and disadvantage
- To reduce disadvantage and inequalities, improve our environmental impact, and achieve the Trust's mission of helping people to reach their potential and live well in their communities

Our commitments

Our green vision

Our vision for being a socially responsible and sustainable organisation is set out in the SRS strategy

“We want to be a truly sustainable organisation that is relevant, that people want to use, that can be accessed by all and that is financially sound.”

Our Green Vision places carbon reduction at the heart of our strategy, recognising that climate change is a health emergency. By reducing emissions from our buildings, travel, clinical care, and supply chain, we aim to deliver more sustainable, equitable, and resilient healthcare for our population.

We will track our progress against a robust carbon baseline and prioritise actions that deliver both environmental and health benefits.

As part of the NHS's world-leading commitment to reach net zero, our Trust recognises the urgent need to reduce our carbon footprint. We are committed to achieving net zero for our direct emissions (NHS Carbon Footprint) by 2040, and for our wider emissions (NHS Carbon Footprint Plus) by 2045, in line with national targets.

To help realise this vision we work collaboratively across both South and West Yorkshire to support and share and spread good practice.

Demonstrating our commitment

This commitment is demonstrated through:

Key roles

- an identified net zero Executive Lead – the Director of Strategy, Inclusion and Change/ Deputy Chief Executive
- an identified Non-Executive Lead who acts as the Trust Board sustainability champion ensuring the issue is regularly considered at Trust Board
- an identified Sustainability Change Manager and responsibility assigned to a senior estates manager

Governance, reporting and delivery routes

- a steering group to lead the work to deliver the strategy.
- a carbon reduction group with executive senior leaders
- a six monthly report into the Equality, Involvement and Inclusion committee of the Trust Board
- an annual report into Trust Board
- A clear set of indicators and measures that we use to monitor and track progress and impact

Our priority areas of focus

Our SRS headline initiatives

The SRS strategy identifies five focus areas as headline initiatives to be delivered in partnership with staff, service users and their families and carers:

- Partnerships, culture, and civic role
- Our role as an employer
- Procurement of goods and services
- Management of environmental impacts, our estate, and assets
- Engagement with less advantaged and diverse communities to maximise the responsiveness, value, inclusiveness, and uptake of our services

These headline initiatives help to provide strategic context and an indication of our areas of focus for the green agenda over the next 3 years.

Initial headline initiatives



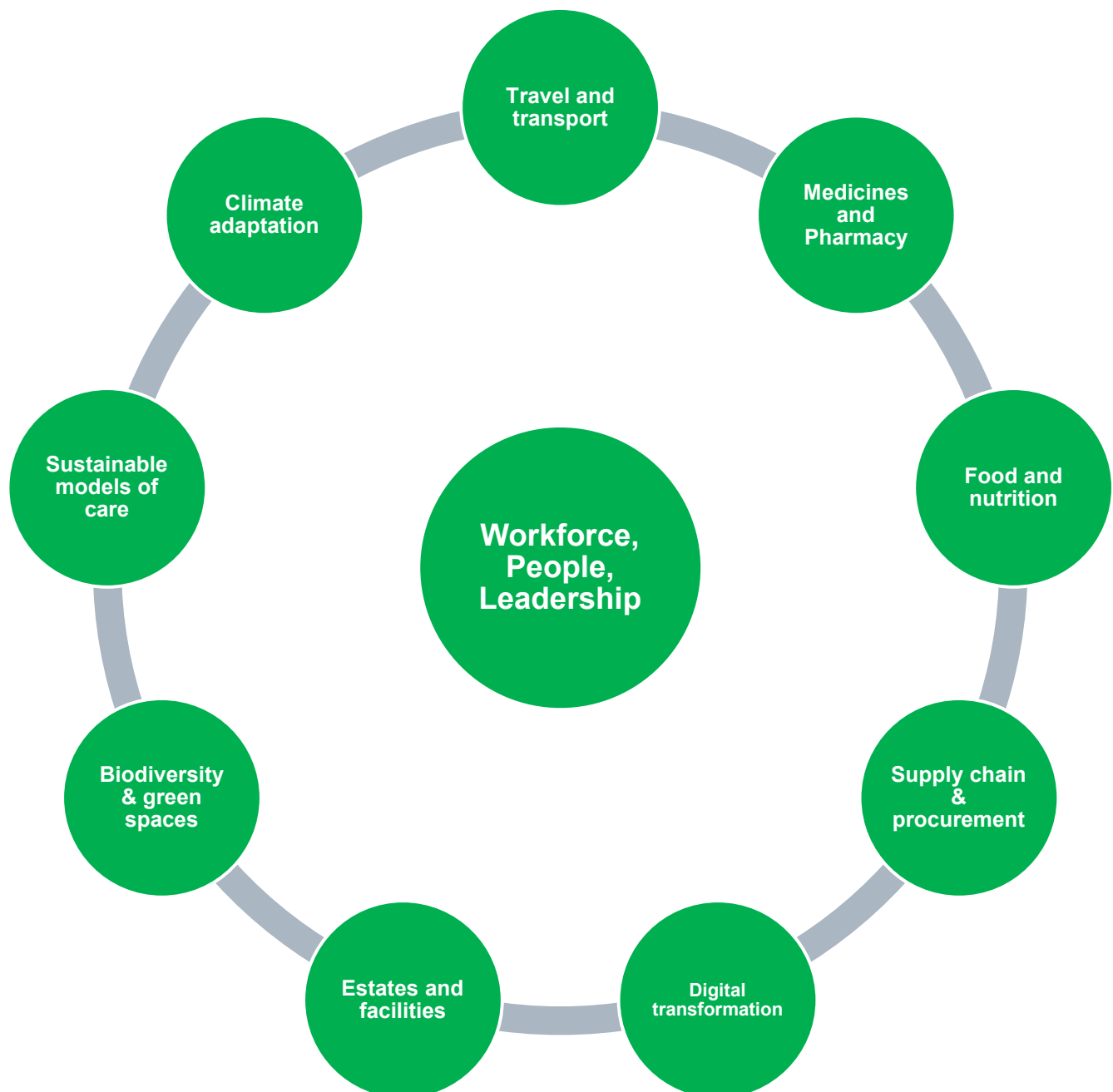
The green plan headings

Our green plan is set out under the recommended headings for the green plan.

For each of these we have identified:

- Our achievements to date
- Our proposed key actions for the next 3 years

These will be further developed in our delivery plan.



Workforce, people and leadership

Our achievements to date

- Significant interest in our SRS strategy work from staff across the Trust, with 450 colleagues signing up involvement in Trust green teams
- Annual award for SRS as part of the Trust excellence awards for the last 2 years
- Engagement with sustainability in both South and West Yorkshire and all 4 Places
- Developed an SRS communication and engagement plan. This includes the development and distribution of a green team newsletter across the Trust
- Strong flexible working approaches with colleagues supported to work from home where possible has significantly reduced our overall carbon footprint.
- Sustainability is included in the induction programme for all new staff
- Carbon literacy training being available via ESR for over 450 staff. The training offer is making a difference by educating staff and providing guidance on action that can be taken
- Displayed 1000 “If it’s not in use, please switch it off” stickers across the Trust
- Introduced local recruitment and attraction campaigns and made connections into other local inclusive recruitment initiatives such as Proud to Care and Barnsley 2030. These are helping to reduce our carbon footprint by hiring local where possible.

Our key actions for the next 3 years

- Further integrate carbon literacy within the employee lifecycle to support and develop understanding of the agenda throughout our workforce
- Mobilise our green team and ensure SRS is part of our behaviours and our improvement priority work to truly live our values
- Consider the introduction of a new apprenticeship for sustainability (Level 4 corporate responsibility)
- Support the continuing development of local green teams and plans to enable carbon reduction activities to take place locally within teams and across sites
- Weave sustainability into our involvement approach so that we Engage staff and patients in sustainability initiatives and act together to make a difference.
- Continue to reward sustainability projects as part of our Trust excellence awards



Travel and transport

Our achievements to date

- Successful free e-Bike loans pilot to staff progressed to business as usual. We are now on our fourth cohort of staff who have used them to travel to work and to carry out their work duties.
- Close working with Modeshift STARS, which is the national accreditation scheme that recognises excellence in sustainable travel planning. For NHS organisations like ours, it offers a structured, evidence-based framework to embed active travel and sustainability into everyday operations, aligning with the NHS's broader goals of reducing carbon emissions, improving public health, and enhancing staff wellbeing
- EV charging point installations across our main Trust sites
- Strong links established to partners involved in active travel in each of our places
- Fleet vehicles being replaced with zero emission alternatives where possible
- Increase in hybrid and electric car users within the salary sacrifice schemes
- Fleet vehicles tracked in real time to enable the best possible route planning.

Our key actions for the next 3 years

- Continue to support local procurement where possible. Examples include support given to local taxi firms to be able to tender for our taxi contract
- Continue to develop links into the active travel work across all four of our places
- Develop a Trust specific sustainable travel plan by December 2026. Begin this work with an active travel plan, supported by Modeshift STARS, to encourage more sustainable travel and helps with the health and wellbeing of our colleagues, patients and service users
- Continue to work towards zero emission vehicles
- In salary sacrifice schemes
- For our Trust owned fleet in line with the requirement to transition to zero-emission-only vehicles by December 2027
- Continue to monitor emissions from staff vehicles and drive reductions in line with requirements .
- Constantly review the fleet size to ensure it is maximised efficiently to the Estate.



Medicines and Pharmacy

Our achievements to date

- We have introduced Structured Medicine Reviews (SMRs). These are an evidence-based and comprehensive review of a patient's medication, taking into consideration all aspects of their health. In a structured medication review, clinicians and patients work together as equal partners to understand the balance between the benefits, risks and alternatives to taking medicines. They are an important tool in tackling overprescribing and align with NHS productivity goals

100% of pharmacists working in Primary Care had completed their Structured Medicine Reviews (SMRs) training in the first 12 months of enrolment and inpatient pharmacist training is underway. Over 300 community reviews and / or follow ups have been completed since 2024, allowing people to have a better understanding of the medicines they take and reduced risk of any associated harm.

- To help reduce the number of medicines wasted, green bags are used across the Trust. in all localities. This allows patients and service users to bring their own medication into hospital , reducing waste
- We are phasing out the use of plastic bags in pharmacy.

Our key actions for the next 3 years

- Continue to structured medicine reviews across all care groups.
- Continue to explore alternatives to the current single use plastic medication pots
- Reduce the use of single use plastics in medicines supply by reducing reliance on multicompartment compliance aids
- Support, promote and participate in the reducing waste and safe disposal of medicines, public campaigns with both West Yorkshire and South Yorkshire ICBs
- Explore possibilities for recycling medicines packaging e.g. inhalers and tablet foils



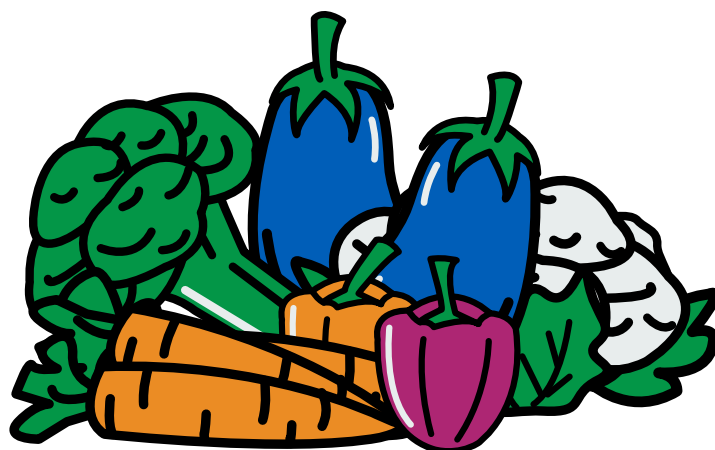
Food and nutrition

Our achievements to date

- Work undertaken with NHS supply chain to use sustainability accredited suppliers
- Commitment that where possible we maximise the use of local suppliers. Achievements on this noted
- Reviewed menus to reduce food wastage
- Increased accuracy of recording of food wastage and removal of food waste to biogeneration
- Rollout of individual meal ordering to reduce food waste.
- Review of ward stocks to ensure maximising of stores and reduce food waste.
- Print out of individual food waste figures at ward level to target improvement.

Our key actions for the next 3 years

- Continue to measure food waste in line with the estates returns information collection (ERIC)
- Set further improvement plan to reduce food waste and promote sustainable food sourcing with targets, milestones and monitoring
- Coproduce a quality improvement programme on our menus with our inpatient forensic service users. The aim of this will be to improve our service user feedback on the choices whilst also making our menus healthier and lower carbon



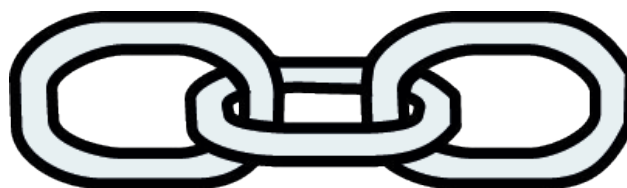
Supply chain and procurement

Our achievements to date

- Developed an enhanced approach to sustainability focused procurement to increase the emphasis on the purchase of environmentally friendly and sustainable products such as recycled paper, eco-friendly cleaning supplies and energy-efficient office equipment.
- Moved from 5% to 10% minimum social value rating on all high value procurement projects
- Agreed guidance for the sustainable procurement and purchase of promotional items.
- Developed a contractor framework that has sustainable activity as a clear part of delivery including the use of local resources as part of the ongoing measurement on performance.
- Established a highly effective Waste and Repurposing Group with responsibility for identifying improvements in our ordering processes. This includes how to recycle or best dispose of unwanted items and how to reduce waste from packaging.
- Carried out a stationary amnesty across our two main sites which saved the Trust £5000 and also benefited local community groups
- Worked with West Yorkshire partners to organise a “Buy the Buyer” event via our partner procurement hub: NHS North of England Commercial Procurement Collaborative. The aim of this was to support suppliers within our region to be able to bid for tendering opportunities for when they are published.

Our key actions for the next 3 years

- Embed NHS net zero supplier roadmap requirements into all relevant procurements and ensure they are monitored
- Continue to reduce our reliance on single use products
- Carry out a quality improvement project to consider how we reduce emissions from pharmaceuticals and medical devices.
- Consider how we implement circular economy principles in procurement and waste management.



Digital transformation

Our achievements to date

- A considerable proportion of the Trust's digital environment is cloud hosted which leverages efficiencies.
- The Trust's IT services has well-established ethical and environmentally friendly recycling processes in place for decommissioned IT equipment and continues to explore further enhancements.
- Across the Trust we have deployed smart charge capabilities for its end user computing estate which prolongs the longevity of laptop devices by using the device's internal battery more effectively when docked or plugged into the mains power and only initiates charging when required.
- Enhanced our digital training offer in keeping with service needs, reducing the need for unnecessary travel to attend training where appropriate.
- Trustwide deployment of digital dictation
- Reviewed post runs to maximise benefits and reduce emissions.
- Promoted the reduction of physical mail through trustwide communications,
- Combined any physical mail delivery with local ICB and partner healthcare organisations.
- Issued guidelines on reducing physical printing.

Our key actions for the next 3 years

- Continue to facilitate cloud hosting in line with our cloud-first approach.
- Deliver the 3P's project (reducing use of paper, printing and postage where possible).
- Implement the sustainability elements of the Trust Digital strategy
- Consider the digital maturity assessment and opportunities to embed sustainability in digital services
- Work with services, starting with Tissue Viability team in Barnsley to explore the possibility of introducing patient information films instead of leaflets



Estates and facilities

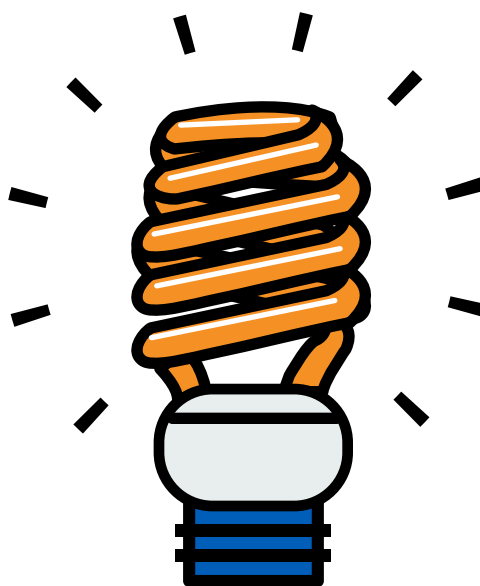
Our achievements to date

- Development of a detailed and comprehensive decarbonisation plan for our two main sites. This plan provides a clear, evidence-based roadmap, identifying specific projects and interventions required to transition away from fossil fuels and significantly reduce our overall carbon footprint.
- Substantial progress in improving energy efficiency and reducing energy consumption across our estate. Key measures include the full-scale replacement of our lighting systems with energy-efficient LED upgrades. Beyond lighting, we have conducted building fabric assessments to identify and address areas of poor thermal performance, which has led to a number of insulation and double-glazing upgrades
- Embedding sustainability considerations directly into all building design and refurbishment projects. This ensures that from the earliest stages of planning, we prioritise materials and systems that are both environmentally friendly and deliver long-term operational efficiency.
- Successfully implemented a new, comprehensive waste segregation scheme. This initiative goes beyond standard recycling, breaking down waste into specific streams to improve its quality and value, which in turn reduces our waste costs and improves our recycling rates. The financial savings from this scheme have made it largely self-funding.
- We are proud to have awarded our major capital projects for the 2024/25 period to small and medium enterprises (SMEs) and other local companies. This approach not only supports the local economy but also aligns with our broader social value commitments.
- We have appointed a major construction partner with a proven track record and strong sustainability plans. This collaboration is crucial for ensuring that our capital projects are delivered in a manner that aligns with and advances our environmental and social goals.



Our key actions for the next 3 years

- Continue to build on our achievements by implementing further energy-efficiency measures, including additional LED lighting retrofits, installing new insulation, and replacing single-glazed windows with energy-efficient double-glazed units where feasible.
- Ensure that all new leased and purchased properties meet a high Energy Performance Certificate (EPC) rating to guarantee their operational efficiency from day one. This is a critical step in controlling our future energy consumption.
- Ensure our heat decarbonisation plan is a key priority. We will be further developing this strategy, focusing on replacing fossil fuel heating systems with lower-carbon alternatives such as modern heat pumps or connecting to a regional heat network. Our goal is to phase out all fossil-fuel heating systems by the NHS deadline of 2032.
- Significantly increase our use of renewable energy by investing in on-site or near-site generation. We are actively exploring opportunities for solar installations and other renewable technologies to meet our energy demand and reduce reliance on the grid.
- All new buildings and major refurbishments will be designed and constructed to meet the NHS's net-zero carbon standard.
- Conduct a full review of our estate's use to maximise its utilisation and reduce our overall footprint. This will help us identify opportunities for consolidation and more efficient space management, leading to significant reductions in operational costs and emissions.
- Consider the digital maturity assessment and opportunities to embed sustainability in digital services
- Work with services, starting with Tissue Viability team in Barnsley to explore the possibility of introducing patient information films instead of leaflets



Biodiversity and green spaces

Our achievements to date

- The Trust recognises the importance of green spaces for recovery, support and rehabilitation for our patients, service users and carers. Consequently, we have developed excellent green spaces at our main sites through extensive tree planting and the introduction of diverse plant species.
- At the Fieldhead site, the Caring Garden includes raised beds for vegetables, seasonal flowers to support pollinators, and a forest area featuring a bog garden. Numerous native trees and hedges have been planted and bird boxes and bug hotels installed. In recognition of these efforts, the garden received the Yorkshire Wildlife Trust Gold Award in 2025. We have also recently been shortlisted for the 2025 NHS Forest Award in the greenspace for wellbeing category
- Over 500 trees planted in the last 2 years on our main sites to:
 - » offset the impact of our activities and improve our green spaces,
 - » improve privacy and shading
 - » provide wildlife habitats and increased biodiversity
- Our garden areas, greenhouses, and log cabins are regularly used by our partners such as GROW Wakefield and the Therapy Group at Mid Yorkshire Trust.
- Our Mental Health Museum runs a Wildlife Club and maintains two small garden areas which are planted to provide nectar and pollen year-round for insects, butterflies, and bees. One garden is a history garden featuring heritage plants reflecting the region's history.

Our key actions for the next 3 years

- For our Mental Health Museum to develop information to enhance public engagement with the outdoor space
- Build on our green space and biodiversity work to date and develop a biodiversity pledge to improve how our sites support wildlife. To underpin our pledge with a set of key delivery actions.
- To explore how we can use the Nature Ranger posts created by the NHS Sustainable Healthcare organisation to further develop our understanding and actions



Sustainable models of care

Our achievements to date

- Implemented a new sustainability impact assessment and used this to inform design of major service change – for example, older people's inpatient transformation and Trust waste policy.
- Ongoing processes within community teams (both physical and mental health) to consider the travel implications for staff when assigning caseloads
- Successfully implemented digital platforms for therapy and assessments, which improve access while reducing travel-related emissions.
- Increased use of digital alternatives to support staff in more agile working
- Strengthened collaboration with primary care, social care, and VCSE partners, improving continuity of care and reducing duplication.
- Adopted trauma-informed principles and recovery oriented models across services, supporting long-term recovery and reducing high-intensity interventions.

Our key actions for the next 3 years

- Fully implement the sustainability impact assessment process so that our decision making is informed by an understanding of the impact on sustainability as well as equality, quality and finances.
- Expand digital consultation platforms and integrate virtual care into routine service delivery.
- Further develop alternatives to admission including crisis cafes and recovery colleges, targeting a reduction in inpatient crisis episodes.
- Co-develop joint care plans with ICS partners and VCSE organisations, reducing duplicated activity and improving outcomes.
- Ensure services embed trauma-informed frameworks, with measurable reductions in high-intensity admissions and improved recovery outcomes



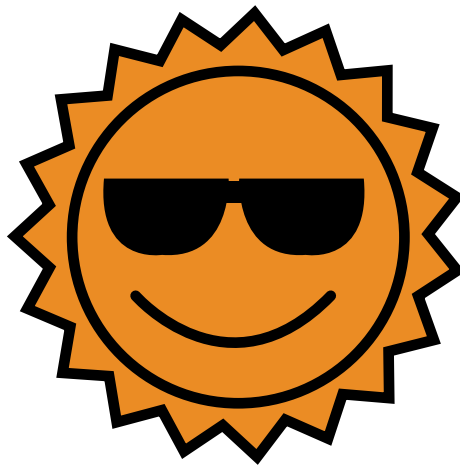
Climate adaptation

Our achievements to date

- Reviewed Business Continuity plans to include adaptation on any climate risks (focus on flooding).
- Considered the effect of climate change at design stage on major capital schemes.
- Implemented the communication of weather warnings across the Trust including reviews of any actions

Our key actions for the next 3 years

- Prepare for climate-related risks such as heatwaves and flooding.
- Review the estate for high risk locations
- Increase investment in schemes which reduce carbon emissions.



Governance

The governance of the delivery of this green plan is through:

- The responsible Executive Lead – the Director of Strategy, Inclusion and Change/Deputy Chief Executive
- Senior oversight is through the carbon reduction group with executive senior leaders present
- Delivery will be monitored through the existing SRS strategy routes.
- This will include a clear set of indicators and measures, aligned with ICS-level metrics and the Greener NHS dashboard. We will use these to track reductions in emissions and to monitor and track progress and impact. We will provide updates on this into the operational management group and the executive management team
- In 2024 we received the results of an internal audit report on the delivery of our SRS strategy which provided us with significant assurance. We will add the green plan update into these processes so that it is part of the SRS report to the Board committee on a six monthly basis with an annual report into Trust Board.

We will continue to connect into both the South and West Yorkshire systems.

Trust Board is asked to

Approve this plan for

- adoption
- sharing with NHS England
- publication on our Trust website

Note that we will develop a more detailed delivery plan which will be presented into the Equality, Involvement and Inclusion Committee. This plan will set out

- Key milestones and owners
- Our measures and frequency of reporting on indicators aligned with ICS-level metrics and the Greener NHS dashboard
- An understanding of how we will measure the impact of our plan on our patients, service users, carers, colleagues and communities
- A clear carbon baseline and trajectory for reduction.

