





TRUST BOARD / SLT COVER SHEET

	<p><i>Estates Sustainability Strategy 2025-30</i></p>	
<p>Meeting and Date of meeting</p>	<p><i>Trust Board Meeting</i> <i>27th November 2025</i></p>	
<p>Title of paper</p>	<p><i>Estates Sustainability Strategy 2025-30</i></p>	
<p>Accountable Director</p>	<p>Name</p>	<p><i>Catherine Teggart</i></p>
	<p>Position</p>	<p><i>Director of Finance, Procurement & Estates</i></p>
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<p>This paper sits within the Trust Board role of:</p>	<p>Strategy</p>	
<p>This paper is presented for:</p>	<p>Approval <i>(Notes on completion at end of document)</i></p>	
<p>Links to Trust Strategic Priorities</p> 	<input checked="" type="checkbox"/>	<p>Collaborative Working</p>
	<input checked="" type="checkbox"/>	<p>Learning Organisation</p>
	<input checked="" type="checkbox"/>	<p>Safety, Quality & Experience</p>
	<input type="checkbox"/>	<p>Community First</p>
	<input checked="" type="checkbox"/>	<p>Whole-Life Approach</p>

1. Reason for Presentation of Paper / Report

With a significant worldwide development in Sustainability and Carbon management and recent statutory obligations placed on Government Bodies, the Estates Sustainability Team have provided a new Sustainability Strategy which will outline our sustainability actions over the next 5 years from 2025 to 2030

This document provides an update on the progress made with our Sustainability Plan since it was first introduced in 2017 and sets out our plans for the future up to 2030 to establish our roadmap for improving our ongoing environmental performance.

2. Detailed summary of paper contents:

This strategy builds upon the previous Sustainability Strategy 2020 and incorporates the key environmental priorities for the Trust.

Through this strategy, the Trust aims to promote a proactive approach to environmental management to maximise benefits and minimise risks to service users, staff, visitors, contractors and others through responsible management.

It is structured to give an update on what we have already achieved and what we are aiming to achieve by 2030.

Whilst our overall aim is to reduce carbon footprint 48% reduction by 2030 (Climate Act 2022), we will have to establish a baseline of we are now and develop this strategy to help us achieving 48%?

The Document is broken down in to the main areas and headings

- Estates, assets and Utilities
- Travel and Transport
- Waste
- Carbon Emissions
- Sustainable purchase of goods and services
- Green Spaces and biodiversity

3. Areas of improvement/achievement:

Areas of improvements to dates have been highlighted in the 20-25 achievements sections of each of the 6 areas and include:

- installation of over 15,000 replacement LED light fittings,
- implementing robust and detailed data collection and reporting systems within Estates for majority of scope 1 and 2 emissions,
- successful bidding of over £10.6 m of external funding for sustainability projects from the region,
- conversion of 15 boilers from oil to natural gas,
- installation of 41 Photo Voltaic installations across the trust,
- develop and implement carbon reporting for scope 1 and 2 emissions,
- installation of 40 electric car charging points across the Trust.

4. Areas of concern/risk/challenge:

The main areas of concern relate to:

- Engagement and willingness of internal Trust stakeholders (outside Estate Services remit) and to apply their resource to report and improve on sustainability and carbon goals within their areas,
- Speed and progress of external stakeholders such as contractors and BSO to adapt and report as necessary to especially scope 3 emissions,
- Significant Financial resource to progress the works require to adapt our Estates and equipment to meet carbon targets (tens of £Millions). This will require to be detailed.
- Development and reporting of scope 3 emissions (procurement),
- Lack of major capital development within the Trust further impedes Trust to achieve its goals,
- Limited financial climate projected over next few years may significantly impact on progress.

5. Impact on Statutory Duties: Provide details on the impact of the following and how.

<i>Financial Impact</i>	<i>Safety and Quality Impact</i>
Yes, there are Financial Impacts	Yes, there are Quality, Safety or Experience Impacts

6. Risk Assessment (Risk level and state if a risk assessment be completed)

N/A

7. Other Business Intelligence/data (If appropriate)

N/a

8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.

Corporate Risk Register	<p>Significant financial resources will be required over the next number of years to allow the Trust to work to trying to meet its targets set by the Climate Act 2022. This will include decarbonising of the Estate and Fleet and detailed engagement and reporting Trustwide on all aspects of carbon.</p> <p>Significant reporting systems will require to be established and maintained across especially the procurement sectors of the Trust.</p>
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Board Assurance Framework	<p>The items identified within the report would typically be identified and escalated through the following assurance groups:</p> <ul style="list-style-type: none"> • Trust Governance Committee (annual Sustainability report) • Estates Governance Group (quarterly reporting) • Sustainability, Carbon and Waste Committee
Equality and Human Rights	n/a

Trust Board Role Fulfilment

Strategy	<i>Papers in this category should address forward-looking priorities, long-term objectives, or service transformation. These are typically focused on shaping the future of the organisation and will often involve decisions on direction, investment, or innovation.</i>
Culture	<i>These papers aim to influence or reflect the values, behaviours, and staff or patient experiences within HSC. They may relate to leadership development, equality, diversity and inclusion, staff engagement, or initiatives intended to reinforce our organisational ethos.</i>
Accountability	<i>Papers falling into this area relate to governance, assurance, performance monitoring, compliance, and risk. They provide evidence that responsibilities are being fulfilled, standards are being met, and corrective actions are being taken where necessary.</i>

Reasons for Paper Presentation

Approval	<i>Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.</i>
Assurance	<i>Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.</i>
Information	<i>Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.</i>
Discussion	<i>Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.</i>

