



Minutes of the UK Health Alliance on Climate Change Trustee Board Meeting

Held online 13 November 2025, 14.30-16.30

Present: Sandy Mather (co-Chair, UKHACC), Hugh Montgomery (co-Chair, UKHACC), Elaine Mulcahy (Director, UKHACC), Rose Gallagher (RCN), Eleanor Roaf (FPH), Rodney Morton (FNF), Chris Banks (Treasurer), Jill Belch (RCPE), Andrew Mackenzie (TPS), Sandy Robertson (RCEM)

Apologies for absence: Ranee Thakar (RCOG), Emma Radcliffe (GP)

Summary of actions:

- JB to produce initial draft of letter to SIGN using NICE letter as a basis > Done
- Overview of proposed vision and strategic focus on advocacy to be shared with members in December with an invitation for feedback prior to the February strategy day > Done
- EM to check availability at RCPSCG for Thursday 12 February > Done
- EM/CB to review the current funding policy and recommend revised version to trustees > Done
- EM/CB to draft a corporate funding proposal for approaching potential partners/sponsors > Done
- Discussion of funding policy, proposal and approaching funders to be discussed at the February strategy day > For February meeting
- HM to draft letter to King's private secretary to ask about securing a date for a roundtable meeting
- EM to update calendar invites to reflect new trustee board meeting schedule > Done
- EM to invite Fiona Adshead (SHC) and Rachel Stancliffe (CSH) to the meeting with NICE > Done
- EM/HM to work on the response to MHRA with CSH and SHC > Done
- EM/HM/SM to update MOU to reflect points noted in the discussion > Done
- EM to identify specific areas of work to cover under MOU > Done
- EM speak to Kate C about secondment/volunteer contractual arrangement > Done

Carried forward from previous meetings

- Task and finish group involving EM, AM, ERad and SM to be established to review the risk register layout > In progress
- ERoa/EM to discuss potential FPH registrar project > In progress
- EM to draft exit feedback questionnaire for leaving members following the 2025/6 renewal campaign
- ERoa to update on ADPH strategic planning following September meeting

1. Welcome and introductions

SM welcomed everyone to the meeting and apologies were noted.

2. Conflicts of interest

No Conflicts of interest were declared.

3. Minute and actions from the October meeting

The minute from the October meeting was accepted as factually accurate

The following actions were discussed and/or carried forward from the previous meeting

- It was suggested that we should write a letter to SIGN similar to the one to NICE. EM advised that she is aware of sustainability principles that have been developed by SIGN/Public Health Scotland and the team behind this would welcome a letter from UKHACC stressing the importance of environmental sustainability being considered in their guidelines.

Action:

- JB to produce initial draft of letter to SIGN using NICE letter as a basis

STRATEGY

4. Strategic planning

A summary of the strategic planning meeting held on 6 November was discussed.

SM expressed thanks to Alan from RealZero who attended the meeting and produced the summary. HM was also thanked for enabling Alan to complete this piece of work for UKHACC.

Trustees discussed the vision statement that was developed during the strategy meeting:
Fighting for human survival in the face of climate change

Vision statement reflections noted:

- The clarity of the message was welcomed
- There was a discussion around focus being on humans and climate change versus a broader focus on the planetary crisis
- It was highlighted that having 'human' in the title makes it clear that its an existential threat to humanity which can be a way to hook politicians, leaders into the argument
- There was some anxiety about losing the word health
- It was noted that we need to strike a balance between what we do - being direct and forceful versus being dismissed for being too extreme
- A succinct statement can't have everything and doesn't prevent us from doing other things
- The statement is a tactic, not a goal: it can't contain everything that we do
- There was some concern around more conservative UKHACC members being reluctant to use 'fighting' wording as it may be deemed to close to activism
- Decarbonising the health sector is not our goal, nor is system adaptation

Discussion on the focus for UKHACC on policy advocacy and national reform versus decarbonisation of the NHS:

- It was agreed that advocacy was a core part of UKHACC work
- There are other organisations (like Greener NHS) responsible for NHS decarbonisation
- Work with UKHACC members on Commitments/How To guides is intended to ensure members are held to account and leading by example
- The pre-workshop questions were a valuable exercise and helped to inform the November strategy meeting. Our thoughts and work have progressed from this

The following was discussed and agreed regarding the February strategic planning meeting:

- The session will run over two days: 12-5pm Wednesday 11 February and 9-12 Thursday 12 February
- It was noted that an in person meeting with most people attending is essential

Approaching companies for financial support, points noted:

- We need a sustainable financial basis
- Could we bring in some form of corporate money, doesn't allow them to greenwash and also protects us
- Options include requests for a charitable donation ideally tied to three years of funding or come up with corporate membership scheme
- Need to be mindful of how we do it
- Many companies are seeking to work with health professionals to understand how they can improve and be more sustainable
- Need to identify and capitalise on mutual benefits
- If we do speak to corporate, we need to seek transparency about their current situation and work they are doing
- We could consider a form of accreditation or a funding offer/package they can buy into but doesn't implicate UKHACC
- If we were a limited company we could have two categories of shareholders - creating a second category of members might be an option but they couldn't be trustees
- 15% of turnover is considered a safe amount for corporate sponsorship (i.e. If our income is £100,000 - £15,000 is an acceptable ask)
- We are very valuable to these organisations and need to have clear agreements in place - could we ask them to sign up to our commitments?
- The previous fundraising committee has been disbanded with a preference for using task and finish groups going forward
- Some UKHACC members have strong policies in place in terms of where they accept funding - need to consider which members have policies already and how we ensure we don't risk alienating members
- We need to diversify our income streams to reduce our risk
- Need to be mindful who income comes from but also be pragmatic and realistic. Need to move fast with all the appropriate checks in place
- Don't need to wait until February to make progress on this
- Lots of other organisations do this and are able to manage
- Need to think what they get in return - more sceptical about how willing organisations are to support. A clear package with different levels
- Developing a true partnership might be a good opportunity to expand reach and credibility into sectors that often struggle
- Impact of US policy is limiting US based companies from investing in work like this

Actions

- Overview of proposed vision and strategic focus on advocacy to be shared with members in December with an invitation for feedback prior to the February strategy day
- EM to check availability at RCPSG for Thursday 12 February
- EM/CB to review the current funding policy and recommend revised version to trustees
- EM/CB to draft a corporate funding proposal for approaching potential partners/sponsors
- Discussion of funding policy, proposal and approaching funders to be discussed at the February strategy day

5. Meeting with HRH Private Secretary

HM and SM met with the private secretary to HRH King Charles on 28 October. Points noted:

- It was a very useful meeting
- HRH has a schedule of regular strategic meetings with different sectors with an aim to have meaningful impact at the meetings
- Preference is not to be performative
- Preference would be for a roundtable with 10-15 people
- Kings preference is for public engagement - interested in opening conversation with people to influence behavioural change
- Potential policy briefings we could provide for HRH would be welcomed
- The current private secretary has a background in sustainability, but will be moving on. His successor is not a climate change expert but will receive a full briefing.
- HRH is keen to celebrate our existence and use the anniversary to drive further change
- Interested in using the event to get others in the room - need to work out who we want in that room to move them along
- Opportunity to use convening power of people that wouldn't come for us or climate
- HRH is Patron of the RCN and has supported the Cadet programme since he was Prince of Wales and continues to do so as King. - passionate about young people'
- King also passionate about tackling energy poverty and opportunity for that transition
- It was agreed it would be worthwhile to get a date confirmed in the diary for the event as soon as possible, noting the detailed plan would follow in the new year

Action:

- HM to draft letter to King's private secretary to ask about securing a date for a roundtable meeting

6. Board meeting dates for 2026

SM noted that 12 times a year is a lot for trustee board meetings and proposed reducing the meetings from monthly to every two months, taking place in: January, March, May, July, September and November. The March and September meetings will be linked with the council meetings.

Trustees are expected to take more delegated responsibility on task and finish groups between meetings to support delivery. Trustees also offered support to EM as needed.

It was agreed to see how this goes with opportunity for review.

Action:

- EM to update calendar invites to reflect new trustee board meeting schedule

PERFORMANCE

7. October Director's report

The October Director's report was shared prior to the meeting and approved.

Points noted were:

- We received a response from the Chief Executive and Chief Scientific Officer from NICE following the co-signed letter we sent last month. They have requested a meeting, which we are currently trying to organise. Fiona Adshead and Rachel Stancliffe attended the previous meeting with NICE with Richard Smith and therefore have memory of the discussion, which HM, SM, and EM do not. It was agreed to invite Fiona and Rachel to ensure that consistency of memory.
- We also wrote a joint letter with the Centre for Sustainable Healthcare and Sustainable Healthcare Coalition to MHRA last month and have also had a detailed response to that letter with a request to meet. We are also following this up.
- EM thanked SR and ERad for their feedback on the How To guide for specialist areas which we have now finalised. This is currently with the graphic designer for development with the aim of publishing by the end of November.
- Trustees that attended the Lancet Countdown launch congratulated EM on her presentation

Action:

- EM to invite Fiona Adshead (SHC) and Rachel Stancliffe (CSH) to the meeting with NICE
- EM/HM to work on the response to MHRA with CSH and SHC

8. Finance update

The October accounts were shared prior to the meeting and recommended for approval by the Treasurer. The accounts were approved.

9. 2026 membership subscriptions schedule

The schedule for issuing 2026 subscriptions invoices was shared prior to the meeting. EM provided a verbal update. Trustees will be updated on progress of payments at the trustee board meeting in January.

10. Live project updates

Rosebank letter

We are collecting signatures on our letter to the PM and Secretary of State for Energy and Net Zero calling on them to reject the Rosebank oilfield extraction licence application. The letter has been updated to reflect some of the wording of Keir Starmer's speech at the COP30 leaders summit last week. The deadline for signatures is 17 November. The letter will be sent on 19 November and also published on our website and social media channels.

HM noted to remember Rosebank is an oil and gas field - not just an oil

Lancet Countdown UK policy priorities

The 2025 Lancet Countdown [UK policy priorities](#) were launched at an event in London hosted by UCL and the Wellcome Trust. Speakers included Marina Romanello (Lancet Countdown), Charlotte Watts (Wellcome), Ibrahim Abubakar (UCL), Elaine Mulcahy (UKHACC), Baroness Brown (Climate Change Committee). Speaker presentations were followed by two panels focusing on science and policy and a networking event.

ASSURANCE

11. MoU with RealZero

Following previous discussions regarding Real Zero supporting UKHACC work, a memorandum of understanding was drawn and shared prior to the meeting for discussion.

Points noted:

- The MOU is high-level and not legally binding
- Generally three year agreement term is standard for MOUs
- It was agreed that Real Zero's objectives should be noted along with UKHACC in order to support identification of shared objectives
- The current Director of Real Zero is resigning from the post and will not be covered by the MOU. Instead she wishes to support UKHACC in an individual voluntary capacity.
- Need to have a clear volunteering policy and volunteer contracts in place
- Alan Salazaar is an employee of Real Zero and any work he does to support UKHACC will be covered under the terms of the MOU and agreed on a case by case basis
- More organisations working together is welcomed
- Seconding staff can be complex and needs to have robust agreements in place
- If we've got a way for members to partner need to get that partnership organisation in place
- Volunteering time should be quantified in the annual report
- Need absolute clarity in contracts and ensure fit within employment law (avoid situation where a person is treated as an employee but classed as a volunteer)
- Clear processes and policies are important
- If it came to a vote HM would exclude himself due to COI

Actions:

- EM/HM/SM to update MOU to reflect points noted in the discussion
- EM to identify specific areas of work to cover under MOU
- EM speak to Kate C about secondment/volunteer contractual arrangement

12. End of Year report production

EM provided a verbal update regarding production of the 2025 end of year report. Work on drafting the report will be completed before the Christmas break with the aim of having the content for approval at the January trustee board.

Actions:

- EM to share final end of year report content for approval at the January 2026 board meeting

13. Review of the meeting

Participants reflected on the meeting, noting the following points:

- Good discussions
- Risked going back over previous discussion, but good chairing prevented this
- Good to have different view points and share them respectfully - sign of a good board
- Excellent chairing
- Covered a lot of ground
- Helpful to hear others opinions and questions
- One person felt a little lost after missing the strategy meeting
- Another felt more informed after meeting in person last week and pleased about follow up in February
- Good dynamic going - constructive and lively

14. Next meeting

14.30-16.30 Thursday 8 January 2025.