Board of Directors - Public

SUMMARY REPORT	Meeting Date:	24th January 2024
	Agenda Item:	21

Report Title:	**Sustainability and Green Plan Strategy 2022-2026**	
Author(s):	Sarah Ellison, Sustainability Lead	
Accountable Director:	Phillip Easthope, Director of Finance, Digital & Performance	
Other meetings this paper has been presented to or previously agreed at:	**Committee/Tier 2 Group/Tier 3 Group**	First version of annual summary presented at Finance & Performance Committee
	Date:	14th December 2023 11th January 2024
Key points/ recommendations from those meetings	Finance & Performance Committee acknowledged that although being slower than anticipated some progress had been made despite the capacity challenges. Some assurance was offered by the Green Plan Action Plan and SHSC carbon footprint summary, and it was questioned if the meter read issues could have an impact on future financial forecasting. Assurance was requested that sustainable development and Green Plan targets are taken into consideration within new and up and coming Estates Capital schemes. The Sustainability Lead is working with the facilities directorate to enhance assurance.	

Summary of key points in report

An update on annual progress from the Sustainability Lead on the delivery of the Green Plan Sustainability Strategy. The Green Plan sets SHSC's ambition to transition to a net zero carbon Trust by 2045 and for the emissions we control direct to be net zero by 2030.

Delivery of the Green Plan is split across 9 focus areas, as listed below.

1. Workforce & System Leadership
2. Digital Innovations
3. Adaptation
4. Estates & Facilities
5. Travel & Transport
6. Supply Chain & Procurement
7. Sustainable Models of Care
8. Medicines
9. Food & Nutrition

This report outlines a summary of the performance to deliver the Green Plan in the past year including an overview of what has occurred in the macro environment that may impact plan delivery (section 1.5), a progress report on Green Plan action plan (section 1.11), a report of actual vs planned progress on plan priorities outlined in January 2022 (Section 1.12), an outline of the SHSC carbon footprint (section 1.13) and an overview of planned objectives for the next year Section 1.17).

An example of progress made under the sustainable models of care area of focus includes SHSC contributing to the UKRI (UK Research & Innovation) and NIHR (National Institute for Health & Care Research) funded transdisciplinary charger hub for research into the health co-benefits of transitioning to net zero. This will allow SHSC and the Region to expand our understanding of how climate change will impact on health, health inequalities and those most vulnerable in our communities and will include living lab community test and learn sites for developing enhanced adaptations for extreme weather events such as heat waves.

Aligning to the Living Well pillar of the SHSC Physical Health Strategy to the Green Plan, priorities are being put in place to promote the Make Every Contact Count (MECC) approach to SHSC. This will allow increased opportunities to keep our service users healthy, informed, in control, and independent (e.g. supporting service users to live more healthy and sustainable lives).

Progress in some areas of focus has been slow (Estates and Facilities, Sustainable Models of Care and Supply Chain and Procurement) and it is recommended that Sustainable Development focus area leads prioritise embedding Green Plan actions into their business planning for the next year to reduce the risk of missing our emissions targets and not meeting statutory requirements to evidence SHSC are taking action to meet Greener NHS delivery plan carbon and environmental targets.

Progress has been made in the Workforce and System Leadership area of focus which indicates that enabling actions to embed sustainable development into SHSC systems and procedures and provide increased opportunities for the workforce to be engaged and empowered to deliver sustainable care are taking shape.

Caution should be taken when reviewing our latest carbon footprint due to discrepancies in the metrics required to calculate our emissions. Work continues to improve the quality and consistency of our carbon reporting.

Draft strategic objectives for Green Plan for 2024/25 have been created and work will continue to define the objectives and align to SHSC's wider enabling strategies and the Clinical and Social Care Strategy. Over the next year we shall continue to improve governance of the Green Plan to ensure we have capacity to both deliver and monitor performance of plan delivery.

Appendices attached:
Appendix 1 NHS Standard Service Conditions
Appendix 2 NHS Net Zero Building Standard content and overview Diagram.
Appendix 3 Green Plan Pick List Service Objectives 24/25
Appendix 4 Green Plan Draft Strategic objectives 24/25

Recommendation for the Board/Committee to consider:							
Consider for Action		**Approval**		**Assurance**	**X**	**Information**	**X**

Please identify which strategic priorities will be impacted by this report:				
Effective Use of Resources	*Yes*	*X*	*No*	
Deliver Outstanding Care	*Yes*	*X*	*No*	
Great Place to Work	*Yes*	*X*	*No*	
Ensuring our services are inclusive	*Yes*	*X*	*No*	

Is this report relevant to compliance with any key standards ?					State specific standard
Care Quality Commission Fundamental Standards	*Yes*		*No*	x	
Data Security and Protection Toolkit	*Yes*		*No*	x	
Any other specific standard?	*Yes*	x			Delivering a Net Zero NHS Report Net Zero Supplier Roadmap NHS Standard Contract, Service Condition 18

Have these areas been considered ? YES/NO					If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety, Engagement and Experience	*Yes*	x	*No*		The SHSC response to climate change should have positive impacts on our Service Users whilst in our care or within our communities through mitigation and adaptation of our services to support future needs and resilience of our services.
Financial (revenue &capital)	*Yes*	x	*No*		Work continues to outline financial implications of mitigating climate change (e.g. decarbonisation of our estates), the cost of action vs no action and future expenditure that may be required to deliver the plan and meet net zero targets.
Organisational Development /Workforce	*Yes*	x	*No*		Workforce action plan identifies training and engagement of staff as a priority.
Equality, Diversity & Inclusion	*Yes*	x	*No*		See section 4.2
Legal	*Yes*	x	*No*		Delivering a Net Zero National Health Service report (Statutory Guidance), Climate Change Act, NHS Standard Contract conditions
Environmental sustainability	*Yes*	x	*No*		This report is an update on delivery of the Green Plan.

Sustainability and Green Plan Strategy 2022-2026 Review 2023

Section 1: Analysis and supporting detail

Background

1.1   The SHSC Green Plan & the Greener NHS Delivery Programme

In October 2020, the NHS became the world's first health service to commit to reaching carbon net zero, in response to the profound and growing threat to health posed by climate change. On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022. The Delivering a Net Zero National Health Service report is now issued as statutory guidance. This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions and environmental targets. SHSC can ensure we are meeting this new duty by delivering on our Green Plan and ensuring we have a Board Level lead to maintain focus and support.

The Green Plan has 9 areas of focus each with an action plan, multiple programmes and projects:

1. **Workforce & System Leadership**
2. **Digital Innovations**
3. **Adaptation**
4. **Estates & Facilities**
5. **Travel & Transport**
6. **Supply Chain & Procurement**
7. **Sustainable Models of Care**
8. **Medicines**
9. **Food & Nutrition**

1.2   In addition to a statutory compliance need for SHSC, the organisations response to the climate health crisis and delivery of the Green Plan Action plan will amplify efforts of SHSC to achieve its strategic aims outlined within the SHSC Clinical and Social Care Strategy and progress co-beneficial pathways to improving the mental, physical and social wellbeing of the people in our communities, particularly those groups most vulnerable to the impacts of climate change in our communities. It is well evidenced that existing health inequalities, largely driven by complex and interrelated socio-economic factors will be exacerbated by climate change.

1.3   We have two net zero carbon targets set within the Green Plan.

- For the emissions we have under our direct control (Our Scope 1 and 2 Emissions) to be net zero by 2030.
- For all our emissions under our direct and indirect control (Our Scope 1, 2 & 3 Emissions) to be net zero by 2045.
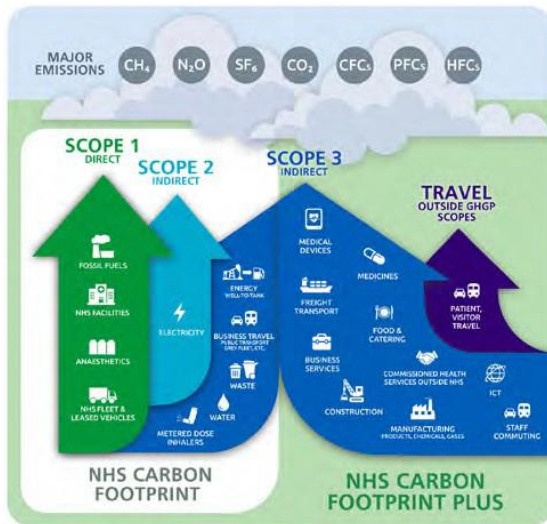
Our near term and long-term net zero carbon targets are in place and we must continue to act at pace to meet them. As climate science and regulatory response to the science continue to develop, we must continue to horizon scan to ensure that SHSC remains resilient to the challenges ahead and where necessary review and amend our Green Plan.

How are we going to deliver the Green Plan?

1.4   The SHSC Green Plan was developed using the Sustainable Development Assessment Tool (SDAT), a tool established by NHS England in 2017 to support NHS Trusts to benchmark their sustainability performance. The output of the SDAT was used to form the Green Plan Action Plan, with 279 individual statements that have been reviewed by and assigned to focus area leads, reporting into SDG. Each action statement was identified as either, already achieved, in progress, targeted or not targeted and working with focus area leads individual statements have been identified to be prioritised for the 3 years of the plan. In addition SHSC should be meeting NHS Service Contract Service Conditions 23/24 (SC18) (See appendix 1)

The Macro Environment- What's changed in the last year?

1.5   *Greener NHS Green Plan Support Tool Pilot Launched in January 2023*
The Green Plan Support Tool has been developed by Greener NHS Data and Analytics team to support Trusts and ICBs in further developing and implementing their Green Plans and targeting action to reduce carbon emissions. The outcome aimed for, to minimise the burden on healthcare providers and to assess current trajectories towards net zero across the NHS, supporting annual national progress updates and public reporting. This tool is primarily intended for use by Sustainability Leads in NHS trusts and others working on green plans. The tool should support Trusts to:

- Assess organisational performance against key metrics and set performance targets
- Track self-assessment progress over time and benchmark against other organisations
- Develop and improve green plans (further functionality to allow Trusts to delve into the details of performance in specific focus areas is under development)
- Understand the Carbon Footprint Plus of your organisation (Using 19/20 data this is the first published estimate of each trust's contribution to the NHS Carbon Footprint Plus.)

The tool launched in January 2023 in a pilot phase with a recommendation for Trust Sustainability Leads to voluntarily use the tools and reporting. Greener NHS are also developing a summary dashboard for ICBs to help them understand the progress of the organisations in their areas.

The Sustainability Lead has completed our first self-assessment and assessed the NHS Carbon footprint plus calculated for SHSC as the tool is in pilot phase, is a voluntary submission and focus on the broad metrics applicable to NHS it has been difficult to pull out any meaningful outputs from the tool. We shall continue to use the tool, monitor its functionality, and feedback our thoughts on its application to community and mental health Trusts to the Greener NHS data and analytics team.

1.6   *NHS Net Zero Buildings Standard*
Launched in March 2023, The NHS Net Zero Building Standard provides technical guidance to support the development of sustainable, resilient, and energy efficient buildings that meet the needs of patients now and in the future. The Standard will apply to all investments in new buildings and upgrades to existing facilities that are subject to HM Treasury business case approval process and are at pre-strategic outline business case approval stage from 1 October 2023 onwards.

The NHS Net Zero Building Standard creates a clear set of performance criteria relating to various elements of a net zero carbon building – both in construction and in operation. See Appendices 2 for an overview of the content of the new building standard in context of NHS Net Zero and wider sustainable healthcare activities.

The Estates and Facilities Team and Therapeutic Environments Board have access to the standard and have been forwarded invites to various guidance webinars exploring the standard and requirements of NHS providers and its contractors to comply with the standard. The requirements of this standard need to be aligned to SHSC Capital policy development, Estates Strategy and approach to the delivery of the Therapeutic Environment programme and any new hospital builds.

1.7   *Greening the Business Case*
Launched in May 2023 the Greening the Business Case guidance sets out how estates and facilities staff can support the business case for investing in carbon reduction measures, and why this is critical for all NHS organisations. The guidance recommended where appropriate Trusts should use this guidance to build the strategic case for Green investment in Estates and Facilities portfolios, highlighting the strategic benefits including:

- The opportunity to save money through reduced energy costs
- Opportunities to reduce backlog maintenance and deliver high quality care
- Reduce patient disruption and improve patient outcomes
- Increase energy resilience and reduce future risk of weather impacts
- Reducing health inequalities and narrowing the life expectancy inequality gap
- Protecting and creating green space for health benefits
- Consideration of whole life costs and the use of non- market/ non-monetised benefits (as outlined in the HM Green Treasury book, Updated May 2022 e.g. Natural Capital, measurement and valuation of risks to life and life)
- Avoiding the inflated costs of inaction (identifying the public health impacts of climate change locally)

The Sustainability lead will work with the Estates and Facilities senior leadership Team and Procurement to review and begin to apply ahead of the next financial year (24/25). The Sustainability lead will also use the guidance and content of the HM Treasury Green Book to inform approach to how Sustainable Development and Sustainability Impact Assessments can be applied to the wider SHSC business and capital planning processes e.g. Business base templates and evaluation.
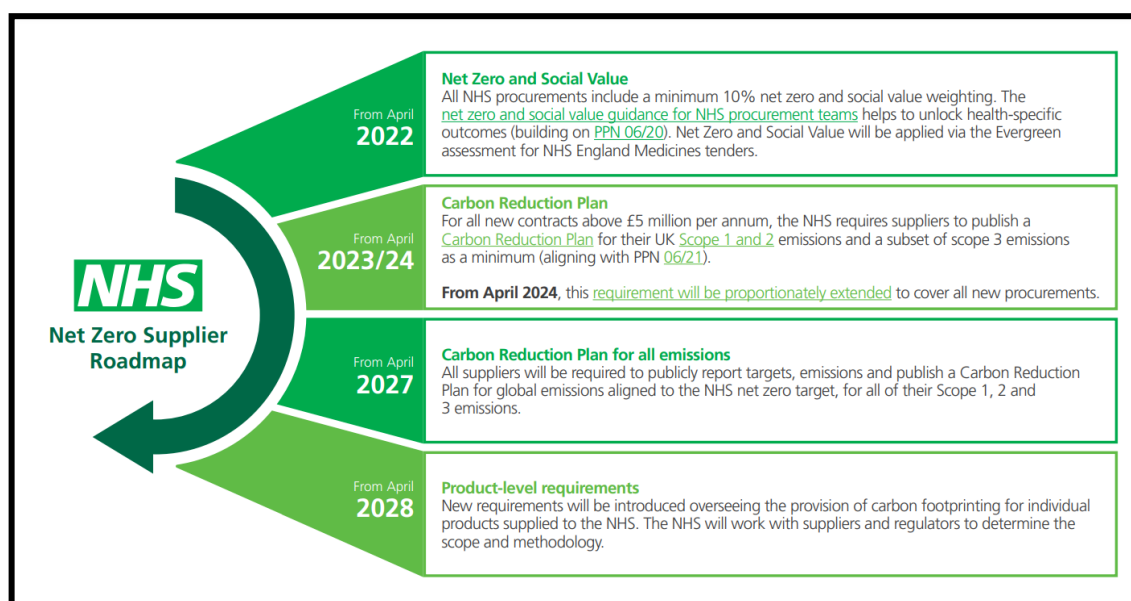
1.8   *NHS Net Zero supplier roadmap*
In November 2023, there was an update to the NHS Net Zero Supplier Roadmap approved by the NHS England Public Board in September 2021 to help suppliers align with NHSE net zero ambitions between now and 2030. This approach builds on

UK Government procurement policy (PPN 06/20 and PPN 06/21) (see Net Zero Supplier Roadmap below). The update refers to the requirement to a proportionate approach to be taken to the application of the 23/24 Carbon Reduction Plan (CRP) milestone, which was initially intended for all suppliers below £5 million per annum post April 2024. From April 2024, a tiered approach will be introduced as follows:

- A full CRP, as defined in the section "CRP Requirements", will be required for procurements of high value (£5m per annum exc. VAT and above) and new frameworks operated by in-scope organisations, irrespective of the value of the contract, where relevant and proportionate to the framework.

- A Net Zero Commitment, as defined in the section "Net Zero Commitment – Requirements", will be required for procurements of lower value (below £5m per annum exc. VAT and above £10k exc. VAT).


The Sustainability Lead will be working with our Head of Procurement and the Procurement team to ensure that the updated Net Zero Supplier Roadmap is reflected in the updated SHSC Sustainable Procurement Policy and working with Procurement to identify the suppliers affected, signposting them relevant guidance and training supplied by NHSE. The Sustainability Lead will also be working to ensure that the milestones and recommendations of the roadmap are aligned to the Green Plan Action plan reflected in the Green Plan refresh due by 25/26.

1.9 *The NHS Net Zero Travel and Transport Strategy*
The Net Zero Travel and Transport Strategy was published on the 31st October 2023. The strategy has been developed through extensive engagement with clinical groups and patients, public health experts, and representatives from across the NHS. The report outlines the NHS accountability for the direct and indirect production of emissions as a result of its operations which are contributing to climate change and poor air quality. Tackling these emissions from NHS fleet, staff commuting, and business travel will lead to direct and quantifiable impacts on health while also addressing health inequalities. It is estimated the benefits to society of implementing the commitments set out in this strategy are valued at over £270 million each year, with over £59 million saved per year by the NHS, able to be re-invested into patient care. The strategy outlines an ambition for the NHS to a have fully decarbonised its fleet by 2035, with its ambulances following in 2040. Several key steps will mark the transition of NHS travel and transportation. Some of the key milestones are outlined in the NHS Net Zero Travel and Transport Roadmap below.

The strategy describes the interventions and modelling underpinning these commitments, walking through each of the major components of the NHS fleet and the benefits to patients and staff. A forthcoming net zero travel and transport implementation toolkit and technical support document will be provided to trusts and systems to aid local and regional delivery. The strategy includes a section on secondary, primary and community care listing interventions appropriate for our travel and transport set up. For instance reflecting upon the fact Community and mental health Trusts have a majority "grey fleet" (staff owned vehicles) to deliver services so more needs to be done to ensure we are supporting staff to make sustainable choices and support the transition to net zero.

The NHS Net Zero Travel and Transport Roadmap
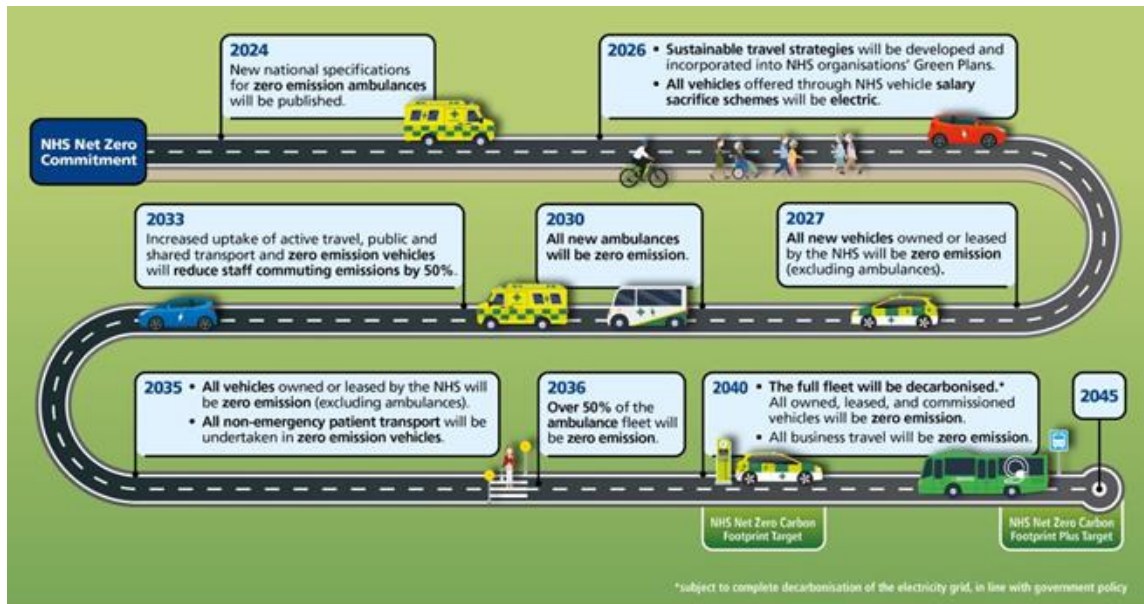
We are making good progress working towards the 2027 Electric fleet vehicle milestone, but more work is required to plan the next phase of electrification. The milestones and recommended actions from the travel and transport strategy will be reviewed by the new SHSC Sustainable Travel and Trasport working group ensuring that our Green Plan and associated action plan align where feasible and reflecting this in the Green Plan refresh.

1.10 *Net Zero Mental Health Care guidance and education*
The National Collaborating Centre for Mental Health (NCCMH) and the College Centre for Quality Improvement (CCQI) at the Royal College of Psychiatrists (RcPsych) have developed a report and educational resources on delivering greener, more sustainable and net zero mental health care. This is to ensure that psychiatrists, psychologists, mental health nurses, and all other staff involved in delivering mental health care, have access to clear evidence, resources and support to enable them to understand and deliver greener, more sustainable and net zero mental health care. This work was supported by NHS England and Greener NHS.

Two documents have been published to offer guidance to mental healthcare providers. The Delivering greener, more sustainable and net zero mental health care guidance document aims to support the delivery of greener, more sustainable and net zero mental health care by providing evidence-based recommendations. The other document, supporting the guidance is an Evidence Review and Resources document. The evidence review contains a more detailed account of the research findings and the processes and methods undertaken to develop the recommendations. Both
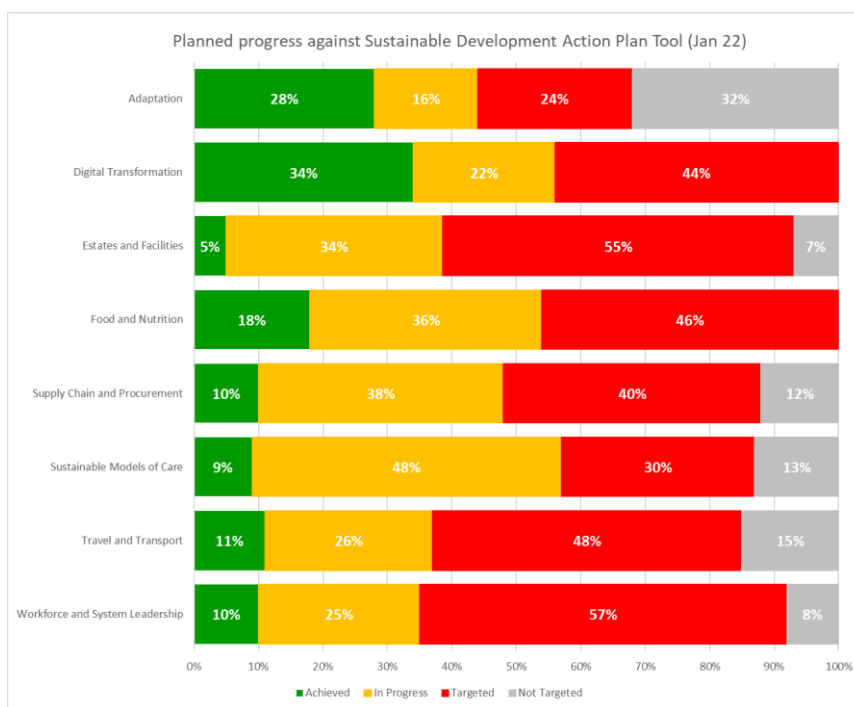
documents were developed by an Expert Reference Group (ERG) convened by NCCMH and CCQI, comprising clinicians and healthcare professionals with expertise in providing lower carbon care, and people with lived experience of mental health services. The ERG included Dasal Abayaratne, a Speciality Registrar within the Medical Directorate at SHSC and former RcPsych Sustainable Development Scholar.
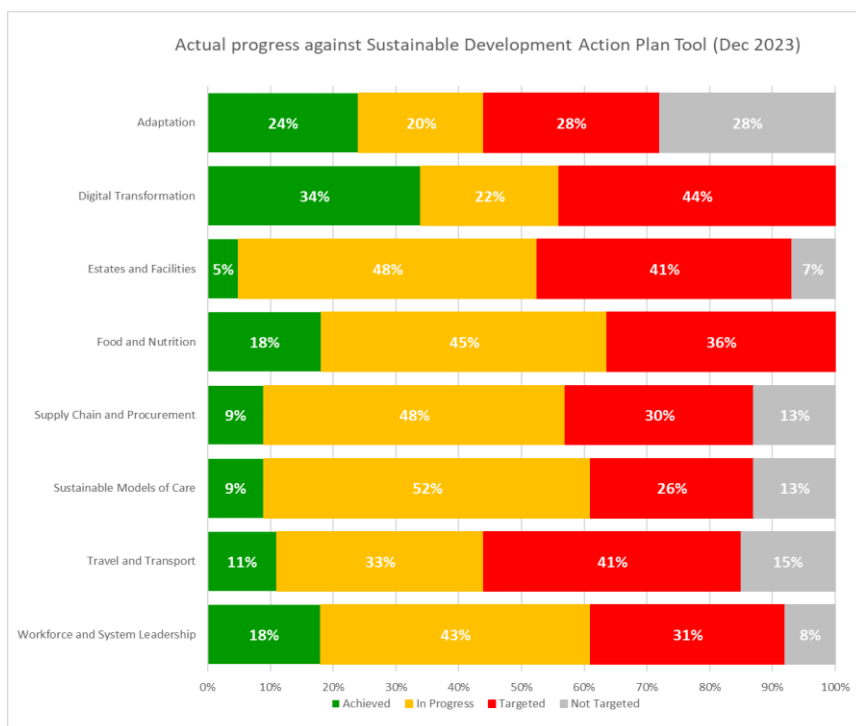
The findings of the guidance document are structured around the four principles of carbon care (Keeping people healthy, Right care right place right time, Low carbon treatment care settings and Clinical leadership systems and workforce) developed by the Greener NHS. Interventions approaches and recommended actions within the report are categorised around these four principles.

In total, 33 recommendations for how to achieve a greener, more sustainable and lower carbon mental health system are outlined in the guidance. The Sustainability Lead will begin work to start to align the recommendations to exisitng actions within the Green Plan Action Plan so we can report on our progress delivering the recommnedations and also signpost action leads/owners to the evidence and they are based upon.

Green Plan Delivery Progress Report January 2023- December 2023

1.11   *Green Plan Action Plan Annual Progress Report- December 2023*

Planned progress against Sustainable Development Action Plan Tool (Jan 22)

Actual progress against Sustainable Development Action Plan Tool (Dec 2023)

Area	Achieved	In Progress	Targeted	Not Targeted
Adaptation	24%	20%	28%	28%
Digital Transformation	34%	22%	44%	
Estates and Facilities	5%	48%	41%	7%
Food and Nutrition	18%	45%	36%	
Supply Chain and Procurement	9%	48%	30%	13%
Sustainable Models of Care	9%	52%	26%	13%
Travel and Transport	11%	33%	41%	15%
Workforce and System Leadership	18%	43%	31%	8%

Since returning to SHSC the Sustainable Development Lead has focused efforts to improve the Green Plan Action Plan to ensure it is accessible to the Sustainable Development Group action leads and signpost where there may be alignment with wider NHSE objectives and strategies (e.g. The NHS Net Zero Supplier roadmap, NHS Contract Service Conditions 23/24). There are still some areas of the Green Plan Action Plan where it is unclear when the actions are expected to be delivered. This may be for two reasons; Firstly, some areas do not have a pre-determined role to align to within the organisations such as actions under Travel or Adaptation. The Sustainable Development Lead is caretaking some of the actions until appropriate roles can be identified or if appropriate setting up operational/ working groups to own and deliver actions. Secondly, within some Directorate Teams there have been periods of fluctuation within Team structures with vacancies and interim roles. For instance, progressing actions under the Estates and Facilities area of focus has been slow due to limited capacity within the Senior Leadership Team of the Facilities Directorate. The Sustainable Development Lead is working closely with the Facilities Directorate to embed Green Plan delivery and the meeting the strategic actions outlined in the Net Zero Carbon Estates Delivery Plan into workforce planning and Estates strategy delivery.

There is a significant risk, if we cannot step up progress within the next year, we will increase the likelihood of not reaching our net zero goals, falling behind our partners in the City, have reduced access to funding opportunities and be unable to evidence compliance with the statutory guidance. In addition to this will increase the risk of reputational damage within our communities as SHSC, an anchor institution is both contributing to and failing to address the climate health crisis.

Although completion of actions is not progressing at the necessary pace, we can provide assurance that progress is being made with some enabling actions. This will ensure when SHSC services and teams fill gaps in resources, knowledge and capacity to deliver the plan we should see a more rapid reduction of our carbon footprint and greater opportunities to innovate and transform how we deliver our care and services, working in close collaboration with our partners.

This is reflected in the progress that has been made in the Workforce and System Leadership area of focus (61% of actions under this area of focus have been achieved or in progress), underpinning some of the core priorities of the Green Plan; to create the sustainable leadership and governance structure needed to drive change, engaging and training staff to embed sustainability, understanding what sustainable models of care look like at SHSC, identifying which parts of the "system" we need to engage with to accelerate transformation and integrating sustainability as a dimension of care in our Quality strategy and SHSC Quality Management System.

The Sustainable Development Group will continue to prioritise adding additional detail to the Green Plan Action Plan and ensuring that we use the action plan document to evidence and record where progress is made and flag where there may be barriers or wider dependencies.

1.12   *Progress against Green Plan priorities 2022- 2023 and next steps*

An overview of Green Plan priorities outlined in January 2022 and a commentary on progress to date is included in the table below. The overview includes detail on where priorities are linked and an indication of how the priorities have been aligned to Green Plan Strategic objectives for 24/25. Comparable to delivery of the Green Plan Acton Plan, we are behind plan to meet some of the priorities. It is essential we make significant improvements on delivering these priorities over the coming year to inform the strategy update in 25/26. In previous years annual strategic objectives have not been created. It is anticipated that the strategic objectives, which will undergo an exercise to align to wider SHSC enabling strategy objectives, will create focus and an ability to review the ranking and estimated delivery timeframe of the of green plan action plan actions.

Green Plan Focus Area	Priority Number	Priority Description	Priority Status	Timeframe for Delivery (initial Timescale strikethrough, updated timescales in red)	Progress Update/ Next Steps (Jan 2024)	Links to 24/25 Strategic Objective(s) (Y/N)	Objective Description(s)
Estates & Facilities	1	To create a Sustainable Buildings Action Plan to inform our estate rationalisation.	In Progress	~~June 2023~~ Pilot sustainable building action plan for one SHSC site, due by Feb 24 Sustainable buildings action plan, all sites Dec- 24	A high-level Estates Decarbonisation plan for the whole SHSC estate has been developed by an external consultancy including recommendation for how to progress to site level decarbonisation plans, recommendations to recue backlog maintenance (Aligning to 7 Facet Survey) but further work is required. Enabling actions: Sustainable Budlings action plan will need to be informed by SHSC Travel Plan (under development), Green Spaces and Biodiversity Strategy (not yet in progress) and SHSC Adaptation plan (in progress (links to priorities 4 and 14) A pilot sustainable buildings action plan will be developed by February 24 for one SHSC site in order to evaluate timescales for delivering an action plan for each site (as per priorities outlined in the Green Plan document) Despite no further progression on developing decarbonisation plans and subsequent Sustainable Buildings Action Plan, the Estates Teams have implemented gas replacement schemes locally which will contribute towards decarbonisations. e.g. Replacement of gas ovens with electric ovens, replacement of gas laundry dryers with electric dryers etc. Work is ongoing to quantify the impacts of the removal of gas appliances.	Y	Create a sustainable buildings action plan
Digital	2	Procure new EPR (Electronic Patient Records) system.	In progress	Go – Live date Mar 2023.	See EPR programme for further detail. SE is working with Digital Team to extract metrics suitable to demonstrate co-benefits for sustainable reduction e.g., reduction in email traffic, paper consumption etc.	N	n/a
Workforce & System Leadership	3	Train & Engage our staff on Sustainability to support Green Plan.	In Progress	Net Zero NHS ESR Training SDG Leads- ~~Mar 23~~ Sept 23 Outline Sustainable	Comms and engagement plan for 23/24 and 24/25 developed to ensure we have frequent opportunities to promote the Green plan, engage with staff about the co-benefits from sustainable practice and recommend interventions that staff can put in place. Next steps Develop the Sustainability section of the Jarvis page and create content for our external website (linking with priority 11)	Y	Engage, educate and empower our staff to deliver more sustainable care

				Development Training Framework for SHSC workforce-~~Mar 24~~	All SDG members have been requested to complete Introductory module to Sustainable Development " Building a Net Zero NHS " E-learning on ESR by September 2023. Only 44% of the membership has managed to reach this deadline. SE is working the Training Team to explore and develop a training framework to reflect the competencies and capacities of the SHSC workforce. (links to priority 13) 24/25 Business Planning- Green Plan pick list of service objectives for teams/ services to select and implement to demonstrate they are supporting the delivery of the Green Plan.		
Adaptation	4	To write a Climate Change Risk Assessment for each site, to add to our Sustainable Buildings Action Plan	In progress	To be completed ~~Mar- 23~~ 1st Draft CCRA Dec- 23 1st Draft Place Adaptation Plan Dec- 24	SE has started to complete the Climate Change Risk Assessment (CCRA) Template but is limited in capacity to progress at pace required to enable wider strategic actions to take place. SE intends to complete the 1st draft CCRA by the end of Dec 23, in readiness to establish an Adaptation working group to review and use the CCRA to inform the outline for SHSCs first adaptation plan. It is then the intension of SHSC to create a place-based adaptation plan partnering with STH and SCH to develop the plan so collaborative action can be taken for both the management risks and scale opportunities presented.	N	n/a
Supply Chain & Procurement	5	To assess the results of our Scope 3 emissions work and engage with our supply chain to understand their current Net Zero targets and publicise this	Stuck	~~To be completed June 2023~~ Mar 24	Need to conduct a review with newly appointed Head of Procurement to assess how useful the previous scope 3 analysis data is (data was analysed and report produced in 2021), extract what may be useful and align these insights to the NHS Net Zero Supplier Roadmap which has been published in the meantime. (links to priority 9	Y	Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we are on track to meet 2045 net zero emissions target

		Green Plan to them					
Workforce & System Leadership	6	To focus on meeting our obligations under the NHS Standard T&Cs around Sustainability	In progress	Mar 24	SE has assigned owners to each of the service conditions and aligned the requirements to Green Plan Action Plan Actions. Progress to meet service conditions will continue to be monitored by the SDG.	N	n/a
Workforce & System Leadership	7	Integrate Sustainability as a key dimension of care in our Quality Strategy	In Progress	Q2 2024	SHSC Sustainable Travel and Transport working group has been set up to report on progress of Green plan travel and transport actions, including the creation of a SHSC Travel Plan and policy, aligning to the NHS Net Zero Travel and Transport Strategy. It is anticipated an additional outcome of working group (reporting into SDG) will be a clear understanding of whether it is deemed necessary to create an additional Travel Coordinator role at SHSC or whether the actions can be accommodated by multiple roles/ functions at SHSC.	Y	Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we are on track to meet 2045 net zero emissions target
Estates & Facilities	8	Create Policy for Sustainable Capital Projects	Not started	~~To be completed June 2023~~ Draft Capital Projects Policy 31st Jan 24	Derek Bolton to draw up a draft Capital Projects policy by the end of January 24 to share with SDG members. Draft will align to Green plan targets and green plan action plan, capture recommendations from WSP SHSC Estate decarbonisation study and align to the wider strategic actions outlined in the Net Zero Carbon Estates delivery plan and NHS Net Zero Building Standard.	Y	Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we are on track to meet 2045 net zero emissions target
Supply Chain & Procurement	9	Update Sustainable Procurement Policy to reflect targets of	In progress	~~To be completed May 2023~~ Jan- 24	Sustainable Procurement Policy update was pushed back to accommodate interim roles in procurement and filling of the Head of Procurement Vacancy.	Y	Stay on target for net 0 by 2030 for emissions within our direct

		Green Plan					control and make progress to ensure we are on track to meet 2045 net zero emissions target
Workforce & System Leadership	10	To create a policy for Sustainable Travel and assess Travel & Transport Co-ordinator role.	In progress	Q2 2024	SHSC Sustainable Travel and Transport working group has been set up to report on progress of Green plan travel and transport actions, including the creation of a SHSC Travel Plan and policy, aligning to the NHS Net Zero Travel and Transport Strategy. It is anticipated an additional outcome of working group (reporting into SDG) will be a clear understanding of whether it is deemed necessary to create an additional Travel Coordinator role at SHSC or whether the actions can be accommodated by multiple roles/ functions at SHSC.	Y	Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we are on track to meet 2045 net zero emissions target
Workforce & System Leadership	11	Create Key Performance Indicators of Sustainability Targets to governance structure	In progress	~~To be complete March 2023~~ Mar-24	Action delayed whilst awaiting the Sustainable Development Lead post to be filled. Now in post SE is using the remainder of this calendar year to understand the quality and accessibility of appropriate sustainability metrics to inform sustainability KPIs e.g. units of reduction, % of staff trained, number of journeys avoided etc. This will then inform a strategic objective for 24.25 (working with the Quality Strategy lead) to create the first version of an SHSC Sustainability Dashboard.	Y	Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we are on track to meet 2045 net zero emissions target
Estates & Facilities	12	To Update Waste Policy with Sustainability in mind	Not started	~~To be completed May 2023~~ Feb 24	Waste manager vacancy was open from September 2022 and was filled in September 2023. Waste management policy is due for renewal February 2024. SE has had initial meeting with Waste manager to start discussions on how the policy can reflect Green Plan delivery requirements, in addition to NHSE update Clinical Waste Strategy and Healthcare Wate Management Technical	Y	Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we

					Memorandum Guidance.		are on track to meet 2045 net zero emissions target
Workforce & System Leadership	13	To ensure that Sustainability is an area our leadership are focused on by Training our board and providing CPD training to Board leads and Senior Sustainability roles.	In progress	OD- Development of Leader Programme- Ongoing Board Development Session To be determined	SHSC Leadership- A session exploring sustainable development is now included in the Transformation and Partnerships day of the Developing as Leaders Programme and SE is working with OD to develop a training offer for SHSC Managers. A timeslot needs to be identified to offer a Board Development/ Training Session on Sustainable Development, the requirements of Board Leaders to support the transition to net zero and the link between the Climate Change (planetary health) and public health/ Health inequalities. (links to priority 3)	Y	Engage, educate and empower our staff to deliver more sustainable care
Estates & Facilities	14	To write a Green Space and Biodiversity Strategy	Not started	To be determined	Some preliminary baselining work has begun to quantify and evaluate where we have green spaces and scoping to identify how our green spaces can be categorised (e.g. In-patient area, staff, public etc) Limited capacity of Sustainable Development Lead and Estates Team to progress. This will be reviewed alongside wider Estates and Facilities actions to plan next steps. Potential we can collaborate with local partners such as the South Yorkshire Wildlife Trust and Local Authorities (linking to Local Nature Recovery Strategies) to support knowledge building to support strategy development. In addition, consideration needs to be given of how this strategy aligns to the Sustainable Models of Care and Adaptation area of focus, given the co-benefits enhanced green spaces and biodiversity offer to potential opportunities for low carbon care and interventions, climate change mitigation and climate change event adaptation (e.g. flood management, heatwave management etc.) Potential case study for evaluation at Forest Close/ Lodge with SU's growing and cooking their own food. Need to study how this can be scaled and replicated across Trust.	Y	Create a sustainable buildings action plan Quantify the benefits of the SHSC sustainable models of care

1.13   The SHSC Carbon Footprint overview

At the request of Finance & Performance Committee (FPC) in October 2023, a review has taken place to inform how we can enhance visibility and reporting of the SHSC carbon footprint for the committee. At this time, we are able to report on our annual carbon footprint (as included in the SHSC FY23 Annual report) and we can update FPC on some wider metrics that indicate a reduction in carbon emissions (Electricity and Gas Consumption) up to M7 of this FY. However, upon review we have ascertained there are some gaps in the data or concerns on the accuracy of the data received from our suppliers. Defining the origin and approach to how consumption data is obtained is important as this will help SHSC to manage interpretation of how each site is performing and indicate where we need to work with our suppliers and landlords at leased properties to improve the quality of the data we receive. Further investigation may determine we have limited control or influence to change some of the datasets. In these instances we must be transparent in our reporting, allowing disclosure of where assumptions or proxies have been made. The details below are for the SHSC Carbon footprint, aligning to the emissions under SHSCs direct control (Scope 1 and 2 emissions.) Additional work is required to gather data required to calculate SHSCs carbon footprint plus. (Our total emissions, scopes, 1,2 and 3). Work will continue to be able to increase carbon disclosures to include scope 3 emissions so we can monitor performance against our 2045 net zero targets.

1.14   *Our carbon baseline- Green Plan January 2022*

tCO_2e	2015/16	2020/21	% Change (2015/16 vs 2020/21)	2020/21 % Carbon Footprint
Grid Electricity	1,949	-	-100%	0%
Natural Gas	2,180	2,211	1%	91%
Gas Oil	1	0.4	-68%	0%
Water	52	43	-18%	2%
Waste	92	90	-2%	4%
Fleet	89	78	-13%	3%
Business travel	10	6	-43%	0%
Total	**4,373**	**2,428**	**-44%**	**100%**

Note: Grid Electricity was excluded from carbon footprint in 2020/21 as SHSC have (and continue) to procure a REGO backed electricity tariff (From April 2020 onwards). This accounted for a 44% reduction in our carbon emissions compared to the 2015/16 baseline. BEIS best practice is to also state what emissions would be if the tariff was not purchased. At a Grid Emissions Factor equivalent our 2020/21 emissions from Grid Electricity would be 620 tCO2e* which represents a 68% reduction in emissions from Electricity usage, and an overall footprint change of 31%. (*Total 2,450,141 Kwh annual consumption)

1.15   *Our Carbon footprint 2022/2023*

In 2022/ 2023 SHSC reduced our carbon footprint for emissions under our direct control (scope 1 and 2 emissions) by 17% compared to the 2020/2021 baseline year meaning we are on track to achieve our 2030 net zero target; however, we must not be complacent as this may have been influenced by a warm 2022/ 2023 winter and significant reductions in gas consumption attributable to the move from Fulwood to Centre Court and Distington House (both sites have electricity supply only).

tCO2e	2015/16	Total % Carbon Footprint	2020/21	Total % Carbon Footprint	2022/23	Total % Carbon Footprint	Total Inc Electricity Emissions (f Inc 829 tCO2e)
Grid Electricity	1,949	44.56%	-	0.00%		0.00%	29.25%
Natural Gas	2,180	49.85%	2,211	91.07%	1,840	91.79%	64.94%
Gas Oil	1	0.03%	0.4	0.02%	-	0.00%	0.00%
Water	52	1.20%	43	1.76%	44	2.21%	1.56%
Waste	92	2.10%	90	3.72%	41	2.04%	1.44%
Fleet	89	2.04%	78	3.20%	74	3.71%	2.62%
Business travel	10	0.23%	6	0.23%	5	0.26%	0.18%
Total	**4,373**	**100%**	**2,428**	**100.00%**	**2,005**	**100%**	**100%**

Note: The table above includes a column highlighting the carbon footprint equivalent of our electricity consumption if we hadn't continued to procure a REGO (Renewable Energy Guarantees of Origin) backed tariff. It is important to keep monitoring and reporting on this consumption data so we can measure and report on any energy reduction interventions implemented, monitor the impact of the electrification of our heating systems and the charging of Electric fleet vehicles. (We should anticipate an increase in electricity consumption and a decrease in gas consumption)

To be on target for our Net Zero 2030 goal we need to reduce our emissions to 1,539 tCO2e by the end of this Green Plan by 25/26, a reduction of 1,026 tCO2e. So far, we can report a reduction of 423 tCO2e (up to 22/23) meaning we have a further 603 tCO2e to reduce by 25/26. This is the equivalent of halving our gas consumption, so will be a challenging goal to meet. Work needs to continue within Estates and Facilities on producing a heat decarbonisation plan and interventions to reduce gas consumption (the main contributor to our carbon footprint) prioritised and aligned to any capital or relevant estates revenue expenditure. (E.g. replacement/upgrade of heating system and controls, planned maintenance etc.)

1.16   *High Level Carbon Footprint assessment April 2023 to October 2023*

As previously indicated, we are unable to supply a full carbon footprint calculation for the year so far as we have data gaps which we have been unable to fill in readiness for this report (Namely business travel data extracted from expenses reports supplied by 3rd parties and waste management data due to limited capacity in the Estates team). An overview below gives us total consumption figures for gas and electricity from April 2023 to October 2023 and a comparison to the equivalent accumulated total for April 2022 to October 2022. These metrics should give an indication of reduced carbon emissions in two of the largest contributors to the SHSC carbon footprint.

Consumption Type	Accumulated total by M7 22/23 (kwh)	Accumulated total by M7 23/24 (kwh)	Total Difference	% Difference
Electricity	1,506,990	1,383,156	123,834	8%
Gas	4,175,489	2,660,362	1,515,127	36%

Caution is required when reviewing the above data as:

- It can not yet be predetermined if we will have a cold winter (therefore we would expect a rise in gas consumption in comparison to last year's warm winter)
- Decrease in electricity & gas could be attributed to the closure of Fulwood and Wainwright Crescent being unoccupied.

- Of the 154 Electricity bills we have received to date from our electricity suppliers 35 (23%) of them have been estimated. It should be anticipated there may be a rise or deflation in consumption metrics once meters are read and bills adjusted.
- Inenco (Our energy provider) has reported significant errors with gas meter reads over the past 4 months where automated meter readers (AMRs) have failed to send meter read or have provided partial data. Only 89 (51%) of the last 175 billed periods were based on actual meter reads. This means any interventions implemented over the past few months may not be reflected in our billing (e.g. replacement of gas ovens for electric ovens at Forest Close). Again, we should anticipate there may be a rise or deflation in consumption once meters are read and bills adjusted.
- At certain leased sites (Distington House and Shepcote Lane) it is difficult to get accurate consumption data reflecting our activity on site as the landlords provide an apportionment of the total consumption of the shared occupancy site.
- James Clarke (Head of Technical Support, Facilities Directorate) is working with our suppliers and Landlords to rectify the existing billing errors and working in partnership on plans to access accurate consumption data going forward.

We shall prioritise efforts to improve our carbon foot printing reporting for providing assurance to FPC and Board. Can supply as accurate detail as possible for the FY23/24 annual report and support preparations for emerging requirements to report additional climate- related disclosures. Failure to increase the quantity and quality of reporting in this area could lead to non-compliance with NHS Standard Contract Service Condition 18, HM Treasury Sustainability Reporting Guidance and future sustainability reporting requirements (Financial Reporting Advisory Board Sustainability Sub -committee review of non-financial climate related disclosures aligning to Task force on Climate-related Disclosure (TCFD) approach.) Included in our efforts will be a review of approaches to carbon foot printing by other NHS Providers in the ICS and prospecting of external consultancy/ software to support accurate carbon footprint formulation.

1.17   *The Strategy in the year ahead*

Despite progress being slow we can provide assurance that work on enabling actions to support the delivery of the Green Plan should establish a more coherent and consistent approach to strategic delivery going forward. Enabling actions include embedding of sustainable development into our Business Planning processes including a review of our business case templates and a creation of a Green Plan pick list of service objectives teams can select to support Green Plan delivery in 24/25. (See Appendix 3), integration of Sustainable Development theory into the Developing as Leaders Programme and planning for how we can create a Green Staff Network of SHSC Sustainable Development advocates.

As preparation begins for the Green Plan refresh for Board approval by 2025/26 consideration is being given to potential gaps in oversite and co-production of the Green Plan, in particular engagement with our service users and those with lived experience. Strategic objectives for the Green plan have put in place which include efforts to more inclusive of the Service User voice. We must ensure we are positioned to provide assurance that our service users and the transition to quantifiable sustainable models of care are central to the strategy narrative and delivery. The outline draft of Strategic objectives for 2024/25 are included in Appendix 4. A meeting with wider SHSC strategic leads will take place early 2024 to ensure alignment to SHSC's 9 other enabling strategies and the Clinical and Social Care Strategy.

How Green Plan delivery will be governed and delivered will be improved with the target of an enhanced governance structure to be in place by the end of the FY. (See proposed Governance Structure below.) This should allow for more opportunities to evidence and provide assurance of both staff and service user engagement with the plan and its delivery.
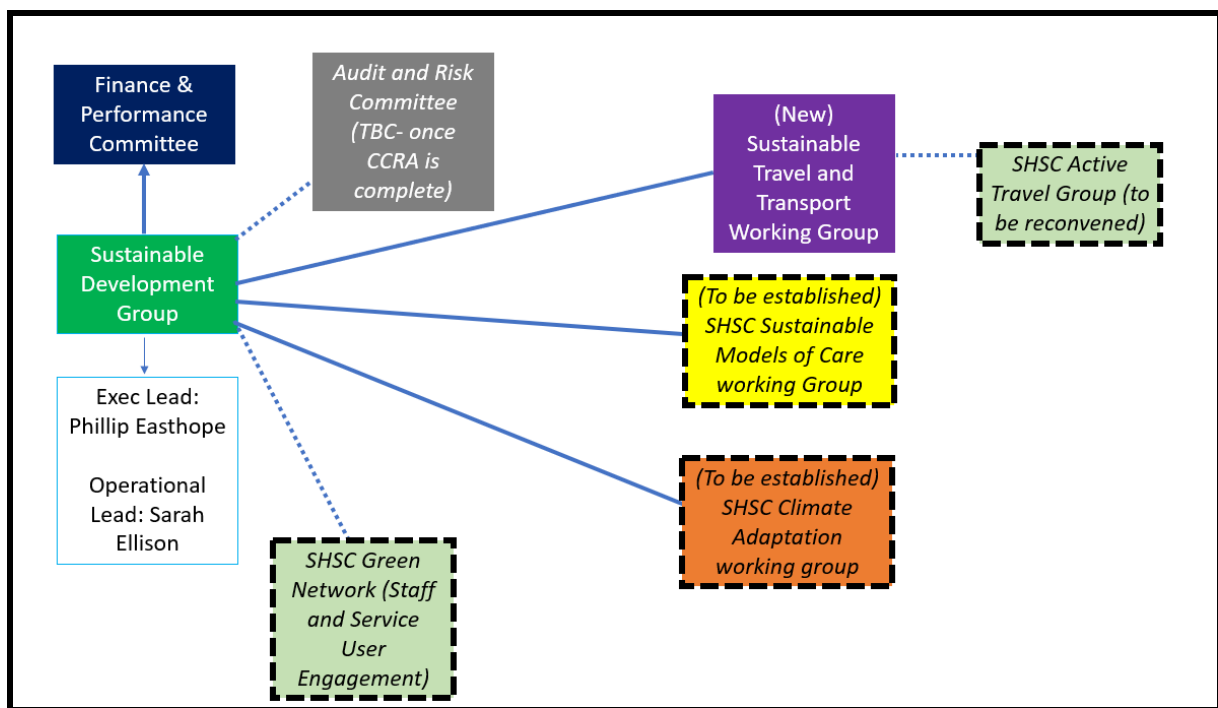
Section 2: Risks

2.1   Capacity and Capability. Sustainability lead has limited capacity to deliver all strategic priorities and ensure that SHSC remains on target to meet statuary net zero targets. In addition there is risk that directorate leads for the 9 themes have limited capacity, capability and resource to ensure Green Plan actions are met alongside wider SHSC prioritises and other areas of work.

2.2   Capital resource is constrained, the relevant assessments and surveys will provide risks and hazards and identify potential solutions. The current capital plan has a £100K allocation for small sustainability project(s), a number of estates budgets are indicative and will be utilised to change our estate in a sustainable way, however there is a risk capital constraint puts pressure on solutions driven by affordability or deprioritises projects.

2.3   Strategic alignment, a risk that other strategic priorities including efficient use or resources drives decision making that negatively impact our ability to achieve the Green plan ambition.

Section 3: Assurance

Benchmarking

3.1   The SDAT tool was designed to be used by NHS organisations and was recommended to use a tool to baseline and track progress. The SDAT tool was used to variable levels by NHS organisations as a framework to develop and implement Green Plans. This will allow direct comparison between organisations on any given section. The SDAT replacement "The Green Plan Support Tool" is under pilot for NHS Trusts to voluntarily adopt. A review of the implications of using the new tool to benchmark performance and implications on the Green Plan Action Plan will continue to be considered.

3.2   Validation against Carbon footprint will happen annually by financial year to track progress. Carbon footprint data can be benchmarked relative to previous years or against other organisations. Quarterly information return completed to NHSE. SY ICB Sustainability group have an ongoing workstream to peer review each Trust's carbon Footprint methodology to ensure that data sets and proxies used

to determine carbon footprints are aligned at a regional level. The Sustainability Lead will continue to feed into this workstream and share learning with the Sustainability Delivery Group so we can ensure that we are monitoring and reporting on our carbon performance appropriately within our areas of focus. Where we are unable to determine a carbon emissions equivalent metric to measure our carbon reduction, we can use proxies in the form of other consumption metrics. For example, reduction in KWHs for energy, reduction in travel miles, reduction in consumption of units of paper, single use items etc.

There is a strategic objective for 2024/25 to launch a SHSC Sustainability Dashboard which will initially be used internally to report on and engage on progress using available sustainable metrics. Further work will be done to review the merits of sharing the dashboard externally to fulfil the requirement for organisations to be more transparent within climate related disclosures (E.g. Centre for Resilience and Sustainable Development CRSD).

3.3   The Green Plan was developed in partnership with Inenco – specialist energy management and Sustainability Consultancy with full access to energy usage data.

Triangulation

3.4   Data is beginning to be included into larger information returns to NHSE such as ERIC and quarterly Sustainability reporting to the National Greener NHS team. (Quarterly Greener NHS Data Collections, Annual Greener NHS Fleet Data collections and various NHS Estates data requests on waste, submetering, energy efficiency schemes etc.)

Engagement

3.5   Service leads for each area have been interviewed for initial SDAT completion and follow up interviews were conducted for clarifications and goal setting. The Sustainability Lead continues to meet with each focus area lead ahead of each Sustainable Development Group meeting to review and report progress and support where required. In addition, the Sustainability Lead continue to join and/or present at various Trust forums and committees to promote embedding the Green Plan into operational delivery and business planning. E.g. BPG, AIPG, QIF, People Directorate and Facilities Senior Leadership meetings, Nursing Council, The Living Well Group etc.)

The Sustainability Lead is making progress establishing links with staff network groups, our Service User Engagement Groups and wider community partnerships to embed sustainable development and climate crisis education and support. This will include an evaluation of how we include the service user voice/ representation into the Sustainability Delivery Group.

Section 4: Implications

Strategic Priorities and Board Assurance Framework

1. Recover services and improve efficiency
2. Continuous quality improvement
3. Transformation - Changing things that will make a difference
4. Partnerships – Working together to have a bigger impact

4.1   There is a growing public concern for matters associated with climate change and green agendas. We know that this matters to our staff, our service users and our communities. There is a risk if we are not seen to take this seriously this could be damaging to our reputation. *BAF.0024 Risk of failing to meet fundamental standards of care with the regulatory body resulting in avoidable harm and negative impact on service user outcomes and experience staff*

wellbeing, reputation, future sustainability of particular services which could result in regulatory action. This risk could be associated with the failure to detect closed cultures within clinical teams.

We know from engaging with our staff they are concerned about the climate crisis and wider implications of sustainable development. It is becoming increasing likely staff will choose future employers based on the employers' broader associations with social and environmental issues. If we do not respond appropriately, we will be a less desirable employer. *BAF. 0014 There is a risk of failure to undertake effective workforce planning (train, retain and reform) to support recruiting, attracting and retaining staff to meet current and future needs caused by the absence of a long-term workforce plan that considers training requirements, flexible working and development of new roles.*

Equalities, diversity and inclusion

4.2   It is documented that the impacts of climate change will disproportionately impact on the most vulnerable people in our communities and amplify existing health inequalities. It its vital any actions the Trust makes delivering the Green Plan are inclusive and equitable. We have considered how this agenda will be impacted upon and are going to respond to this by ensuring that wherever practicable Green Plan actions that can have a positive impact on a policy decision or activity in the Trust related to equalities, diversity and inclusion are targeted, evidenced and reported upon.

Culture and People

4.3   A critical success factor for Sustainable transformation will be cultural transformation. The existing Trust programme to review the Trust values and associated behaviours is crucial to the success of targeted areas in the Green Plan. We must acknowledge where our behaviours fall short and evidence progress to improve those behaviours. An enabler for this will need to be a narrative in the Trust that promotes and provides capacity for reflection and innovation. All of which will strengthen the Trusts strategic aims to be a great place to work and deliver outstanding care.

Integration and system thinking

4.4   Each Trust is expected to deliver their Board approved Green plan to the ICS and report on progress. Each ICS is expected to peer review the Green Plans of its member trusts, and then produce a local ICS Green Plan reflecting the objectives of each Trust and outlining areas where collaboration will be prioritised. The South Yorkshire ICS Sustainability Group has formed and meet every 6 weeks. The Sustainability lead is also a member of the following groups which will support shared learning and seeking opportunities for collaboration on projects.

- NEY Greener NHS Regional Delivery Groups including; Estates and Facilities, Supply chain and Procurement, Food & Nutrition and Biodiversity Working Group
- Sheffield Cycling Operations Group
- 6 Weekly Sheffield Place meetings with Sustainability Lead peers at SCH and STH
- Sheffield Climate Co-ordination Partnership (Monthly meetings with local healthcare providers, Universities, colleges, Sheffield City Council and South Yorkshire Mayoral Combined Authority)

Financial

4.5   The financial impact of the Green Plan is difficult to determine as we are not yet at the stage where we have the appropriate metrics in place to measure it. It can be stated that, if the Green plan is approved, we will need resources, including financial to respond to the targets set. This will be inclusive of a modification in how we procure products or services and how we determine value. Sustainable development requires an understanding of not only short- and long-term financial

implications but also a measure of the social and environmental impacts. We will need to account for a carbon currency which currently does not fit with any of our existing governance or financial procedures. Green Plan actions to prioritise the integration of sustainable development criteria into our financial processes. E.g. Business case template and capital planning are in progress.

Compliance - Legal/Regulatory

4.6   Evidencing that we are delivering on our Green Plan ambitions should satisfy any legal or regulatory implications including the net zero and climate adaptation requirements outlined in the Health & Care Act 2022. We have created the Green Plan using guidance published by Greener NHS. The plan has been developed and written with support from a third-party consultancy Inenco who have verified our plan is compliant with constitutional and regulatory requirements.

Environmental sustainability

4.7   This report is the Green Plan and Sustainability Strategy

Section 5: List of Appendices

Appendix 1 NHS Standard Service Conditions
Appendix 2 NHS Net Zero Building Standard content and overview Diagram.
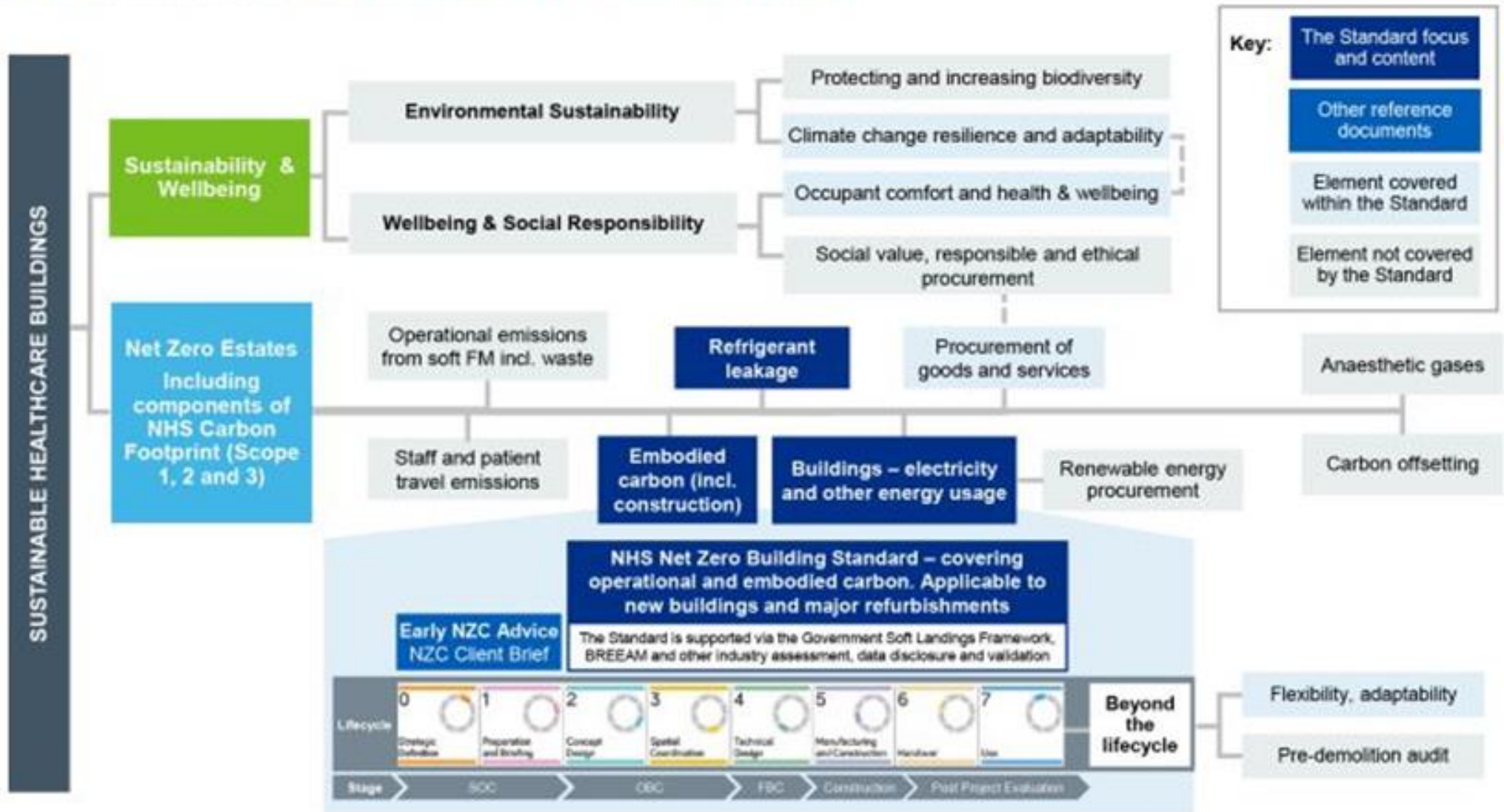Appendix 3 Green Plan Pick List Service Objectives 24/25
Appendix 4 Green Plan Draft Strategic objectives 24/25

NHS Standard Contract 23/24 Service Conditions - SC 18 Green NHS Sustainability

SC Number	Description	Lead(s)	Status (Complete/ In progress/ Not started/ N/A)	Notes/ Links to Green Plan Actions
18.1	In performing its obligations under this Contract the Provider must take all reasonable steps to minimise its adverse impact on the environment and to deliver the commitments set out in Delivering a 'Net Zero' National Health Service.	Phillip Easthope Sarah Ellison	Complete	This shouldbe BAU from this point forward. Work underway to ensure that Sustainable Development and Alignment to Green Plan targets is intergrated into SHSC business/ operational planning and decsion making processes. (Various actions in Workforce and System Leadership)
18.2	18.2 The Provider (if it is an NHS Trust or an NHS Foundation Trust) must maintain and deliver a Green Plan, approved by its Governing Body, in accordance with Green Plan Guidance and must: 18.2.1 provide an annual summary of progress on delivery of that plan to the Co-ordinating Commissioner; 18.2.2 nominate a Net Zero Lead and ensure that the Co-ordinating Commissioner is kept informed at all times of the person holding this position; and 18.2.3 publish in its annual report quantitative progress data, covering as a minimum greenhouse gas emission in tonnes, emissions reduction projections and an overview of the Provider's strategy to deliver those reductions.	Phillip Easthope Sarah Ellison	In progress	Actions owned by Sustainable Development Lead with oversight from SDG. This is an on going action but more need to be done to improve the quality and scope of our reporting e.g. carbon footprinting, scope 3 emissions, travel emissions etc. Green plan actoions include 3,4,23,24 and 270
18.3	The Provider must have in place clear, detailed plans as to how it will contribute towards a 'Green NHS' with regard to Delivering a 'Net Zero' National Health Service commitments in relation to:	Sarah Ellison	In progress	See below
18.3.1	18.3.1 air pollution, and specifically how it will: 18.3.1.1 take action to reduce air pollution from fleet vehicles, transitioning as quickly as reasonably practicable to use exclusively Zero and Ultra-Low Emission Vehicles; 18.3.1.2 take action to phase out fossil fuels for primary heating and replace them with less polluting alternatives; 18.3.1.3 develop and operate expenses policies for Staff which promote sustainable travel choices; 18.3.1.4 ensure that any car leasing schemes for Staff (including salary sacrifice schemes) exclude High Emission Vehicles and promote Zero and Ultra-Low Emission Vehicles; and 18.3.1.5 develop plans to install electric vehicle charging infrastructure for fleet vehicles at the Provider's Premises;	Sarah Ellison Derek Bolton Andy Probert Samantha Crosby Emily Seville	In progress	Actions owned by Estates and Fsacilities and Sustainable Travel and Tranbsport Working Group. Links to actions n Green Plan EV Fleet Action 97 Phase our fossil fuels actions 65, 69, 135,146, 148,265,278 Expense policies/ car leasing (Sust Travel) actions 78, 103, 92, 254 EV charging- Action 88
18.3.2	climate change, and specifically how it will, take action: 18.43.2.1 to reduce greenhouse gas emissions from the Provider's Premises in line with targets in Delivering a 'Net Zero' National Health Service; 18.43.2.2 in accordance with Good Practice, to reduce the carbon impacts from the use, or atmospheric release, of environmentally damaging gases such as nitrous oxide and fluorinated gases used as anaesthetic agents and as propellants in inhalers, including by appropriately reducing the proportion of all volatile gases used in surgery toless than 5% or less by volume, through clinically appropriate prescribing of lower greenhouse gas emitting inhalers, by encouraging Service Users to return their inhalers to pharmacies for appropriate disposal; and 18.43.2.3 to adapt the Provider's Premises and the manner in which Services are delivered to reduce risks associated with climate change and severe weather;	Derek Bolton Andy Probert Abiola Allinson Sarah Ellison	In progress	Reduction in GHGs variois action in Green Plan action Plan covering all focus areas. No Medicines section of Green Plan Action Plan to cover inhalers action but work is underway within Pharmacy Dept to review promoting appropriate inhaler use and disposal and potential to provide inhaler waste collection points. Adaptation- Various Actions- Key actions are 110,112,123,124
18.3.3	18.3.3 single use plastic products and waste, and specifically how it will take action: 18.3.3.1 to reduce waste and water usage through best practice efficiency standards and adoption of innovations; 18.3.3.2 to reduce avoidable use of single use plastic products; and 18.3.3.3 to make provision with a view to maximising the rate of return of walking aids for re-use or recycling, and must implement those plans diligently.	James Clarke Nkechi Adiele Samantha Crosby Paul Raymond Julie Rice	In progress	SE reviwing potneital of setting up a Single Use Plastics Sub group to progress actions in this area comprising of reps from Housekeeping, Nusing, AHP, Procurment etc. Need to assess scale of challenge and whether a separate task and finish group required or if this can be adopted by Waste Governance group. No specific actions on single use or plastics but related waste actions include 238,241,243 No specific mention of walking aids but linked to action 247
18.4	The Provider (if it is an NHS Trust or an NHS Foundation Trust) must ensure that all electricity it purchases is from Renewable Sources.	James Clarke	Complete	Action 71 in Green Plan action plan- More work needed to asses the benefits of the REGO tariff.
18.5	The Provider must, in performing its obligations under this Contract: 18.5.1 give due regard to the potential to secure wider social, economic and environmental benefits for the local community and population in its purchase and specification of products and services, and must discuss and seek to agree with the Co-ordinating Commissioner, and review on an annual basis, which impacts it will prioritise for action. and	Paul Raymond Julie Rice	in progress	Various Supply Chain and Procurment Actions- Core action - action 33

Appendix 2: NHS Net Zero Building Standard, Diagram to demonstrate the context of the standard against wider NHS Net Zero Goals and other Healthcare Activities.

Figure 2 The Standard in the context of other net zero and sustainable healthcare activities

Appendix 3: Green Plan Pick list of Service Objectives 24/25 (extract from Monday.com)

'Pick List' of service obj's 24/25
Sustainability/Green Plan
Name
Item 1 Supply chain & Procurement (i) Develop a process to review & quantify paper consumption and implement initiatives to reduce paper consumption (Where appropriate)
Item 2 Supply chain & Procurement (ii) Develop a process to review & quantify single use item consumption and development initiatives to reduce or avoid single use.
Item 3 Sustainable Travel & Transport (i) Seek opportunities for team/ service members to replace car journeys for staff commute or business travel with a sustainable alternative (even if its just 1 journey a week!)
Item 4 Workforce & System Leadership (i) Train and engage staff on sustainability to support the goals of the SHSC Green Plan by encouraging workforce to complete the "building a net zero NHS " e learning module.
Item 5 Biodiversity & Green Spaces (i) Seek opportunities to ensure staff can maximise opportunities to access green spaces to support wellbeing and/or Support patients to engage safely in activities outdoors as part of their care and treatment
Item 6 Estates and Facilities (i) Energy Reduction (lets make every Kwh count). Carry out an energy use walk around site(s) to identify where energy savings can be made and create an energy saving action plan to be shared with your service/ teams
Item 7 Adaptation (I) Heatwave, extreme weather event planning. Ensure Business Continuity plans are reviewed at least annually and begin to review potential/ existing vulnerabilities for our operational resilience and service users
Item 8 Estates & Facilities (ii) Waste Reduction. Carry out a site waste management review to identify areas where waste can be reduced, reused or avoided.

Strategy 2024-25 Minimum Data Set

Powered by **monday**.com

Sustainability Strategy & Green Plan

Name	Subitems	Team	Exec Lead	Delivery Lead	Oversight Group	Committee	Business Case required?	New Contract/ SLA required?	Key Performance Indicator	Linking strategy	Green Plan Actions
Engage, educate and empower our staff to deliver more sustainable care	Continue CPC and additional training for SDG Members/ Green plan focus area leads Implement SHSC Sustainble Development Training Framework Sustainable Development In Leadership Development Programme Sustainable Development for SHSC Managers training Comms and Engagement Plan for Sustaianble Development (Including continous improvement of Jarvis and external website Sustainable Developmet Content Collaboration at Place / ICB to communicatie common Sustainabel Development Narrative	Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC			Number of staff trained	Quality Strategy	
Create a sustainability measure in QMS- "Good healthcare is sustaianble healthcare"	SUSQI training- QI team SUSQI- attain Beacon site accreditation	Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC			Sustainable Developmet KPIs within Quality Strategy Number of SUSQI projects	Quality Strategy	
Create a sustainability dashboard	Sub items to be determined	Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC	Potential funding for carbon footprinting siftware/platform/ external support	v	?	Quality Strategy	
Quantify the benefits of the SHSC sustainable models of care	Define a list of interventions critical to SHSC models of care delivering both a just transition to net zero and services resilient to climate change impacts. Begine to measure, monitor and report on impacts of interventions/ case study library	Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC			Number of examples of SMO interventions/ or SMO SHSC Casestudies Award applications Staff journeys avoided Paper Consumption (RIO)		
Establish a programme of service user engagement opportunities to support engage and educate on climate change	Linking with Living Well/ Physical Health Strategy Adaptation Plan Development (enablers?)	Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC			Number of service users who have been engaged/ Contacts		
Create a sustainable buildings action plan		Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC			Number of SHSC buildings with a SBAP	Estates Strategy	
Stay on target for net 0 by 2030 for emissions within our direct control and make progress to ensure we are on track to meet 2045 net zero emissions target	Green Plan Action Plan Delivery on track Carbon footprinting approach and methodology confirmed	Sustainability team	Phillip Easthope	Sarah Ellison	Sustainability Delivery Group	FPC	Potential funding for decarbonisation interventions e.g. recycling bins, heat decarbonisation, active travel infrastructure etc.		Carbon footprint Energy/ water consumption Waste reduction Single use plastics Fleet emmisons reduction/ Fleet miles Staff travel expenses evidencing a modal shift		