

**Sheffield Children's
NHS Foundation Trust
Green Plan 2020-25**

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Abbreviations

U.N.	United Nations
CAMHS	Child and Adolescent Mental Health Services
U.K.	United Kingdom
DEFRA	Department for Environment, Food and Rural Affairs
HPA	Health Protection Agency
SDAT	Sustainable Development Action Plan
GHG's	Greenhouse Gasses
LED	Light-Emitting Diode
PV	Photovoltaic
CHP	Combined Heat and Power
kW	Kilowatt
SME's	Small and Medium Enterprises
BMS	Building Management System
BREEAM	Building Research Establishment Environmental Assessment Method
BAME	Black, Asian and Minority Ethnic
LGBT	Lesbian, Gay, Bisexual and Transgender
ERIC	Estate Returns Information Collection
EMT	Executive Management Team
CO2e	Carbon Dioxide (equivalent)
SDMP	Sustainable Development Management Plan
SDG's	Sustainable Development Goals
PMO	Project Management Office
STH	Sheffield Teaching Hospital
ICT	Information and Communication Technology
EV	Electric Vehicle
TLC	Turn off, Lights out, Close doors

Foreword

Sheffield Children's NHS Foundation Trust 2020-2025 Caring Together Strategy describes our purpose 'To create a healthier future for children and young people' with three key aims; **Outstanding** Patient Care, **Brilliant** Place to Work and **Leader** in Children's Health. In delivering this purpose and aims the Trust needs to ensure it is cognisant of the impact on our environment and work in collaboration with city partners to create a sustainable environment for our people and the children and young people that we serve. The Trust has developed a Green Plan to deliver on these ambitions.

The Trust has already made significant strides in recent years on this agenda, detailed within this plan; however we note there is significantly more that we can, and must do. Realising these benefits of the Green Plan will support the Trust in delivering its clinical service ambitions whilst also enabling any financial benefits to support the Trusts long term financial sustainability.

In 2020 NHS England announced two clear targets in its delivering a net zero NHS document;

- For the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- For the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

It is our ambition to be in the top 10 greenest NHS Providers in the country, evidenced through the use of the NHS Sustainable Development Units, Sustainable Development Assessment Tool (SDAT).

On a personal note I am really proud to be leading this element of the Trust portfolio, we hold a privileged position and have a unique opportunity through the hundreds of thousands of interactions we have with children and young people each year, to positively influence and educate their future behaviours with regards to the environment. It is these very children and young people to whom we hand over the challenge of sustaining our city and planet in future years. It is important we handover a platform which will give them every opportunity to succeed!

The Green plan details how the Trust understands, commits to, and will meet its responsibilities in relation to the sustainability agenda. This is a significant update of our previous plan 'Sustainable Health Care Strategy, which was approved by the Board in 2019 and builds on our initial Green actions approved by the board in January 2020. This document includes an action plan, the progress of which will be reported to the Trust Board on an annual basis. The action plan is intended to be a live document to reflect the continual improvements that are made. The Green Plan will be implemented through our multi-disciplinary Green Group, a vibrant mix of professionals including clinicians, estates, corporate leaders, and with the involvement of our Youth Forum.

I am pleased to endorse the ambition and proposals within our Green Plan.

John Williams

Executive Director of Finance

December 2020



Executive Summary

Sustainability has been identified as a key component of our Caring Together strategy at Sheffield Children's NHS Foundation Trust to enable the Trust 'to create a healthier future for children and young people'. This document sets out the current status of sustainability within the Trust and where opportunities for improvements lie, with the goal being to be in the top 10 greenest NHS Providers in the country.

The Green Plan is for all employees, patients, families, visitors, contractors, suppliers and the wider community with all of the above playing an important and essential role in ensuring the Trust meets its sustainability targets. Collaboration and communication with all stakeholders is fundamental to delivering successful outcomes.

Currently there are numerous projects which help to improve sustainability across the Trust such as installing solar panels and Combined Heating Plant, the creation of the Green Group and a broad staff health and wellbeing programme. This plan will seek to formalise these current projects and try to quantify their sustainable impact through the use of the Sustainable Development Units (SDU) SDAT tool, in addition to developing new projects and ways of working across all areas of the Trust and with partners across the City

The SDAT tool will be completed in parallel with calculating the Trust's carbon footprint and analysis of staff surveys to provide an accurate and robust metric for assessing our impact on the environment and that sustainability is having on the Trust, our staff and the services we provide to the wider community. These scores will be directly comparable with other Trusts to further help identify where opportunities lie and to show where achievements have been made. These achievements will be promoted via the Communications Department internally and externally, in addition to the annual sustainability report.

The SDAT tool links in with the EU's Sustainable Development Goals (SDGs) and will identify which of the SDGs the Trust is achieving and potentially shape future actions.

Once the SDAT tool, Carbon Footprint and staff surveys have been completed they will be published in an updated version of this plan and via the annual sustainability reports, which will be public documents. The above tools will be completed annually to show the Trusts progress.

This Green Plan contains an action plan of long and short term projects to be completed over the next five years (Appendix 1). These actions are split into ten different sections that cover all aspects of sustainability to ensure economy, environment and society are equally represented. The ten sections are:

- Corporate approach
- Asset management and utilities
- Travel and logistics
- Adaptation
- Capital projects
- Green space and biodiversity
- Sustainable care models
- Our people
- Sustainable use of resources
- Carbon/ greenhouse gases (ghg's)

Future actions will be developed to reflect the results of the above assessment tools, for example targeting activities and resources to where we can evidence improvements to our carbon footprint. Further versions of the plan will present the results of the three tools highlighting how the Trust intends to tackle outcomes, including all aims and targets (i.e. to reduce carbon emissions by 80% by 2030).

This plan provides a great opportunity to ensure a sustainable long term future for the Trust, However, for the potential opportunities of the Green Plan to be fully realised, it requires buy-in and a willingness to change, a cultural movement, from all stakeholders.

Our Green Group will be responsible for delivery of the ambitions within the plan and be accountable to our Trust Board, via annual progress updates.

Context

The healthcare system in England is a huge employer with over 1.3 million people working in the NHS alone. Consequently the health system has a very large carbon footprint. It is a major buyer of goods and services from local, national and international economies and is often the biggest single employer in each of the English regions.

NHS Sustainable Development Unit (2020)

Every person and organisation has an obligation to mitigate the effects of climate change and unsustainable development. This means that the health system has a duty to become a highly effective public sector exemplar in sustainable development and carbon reduction. To do this the health system needs to operate economically and ethically. It needs to be conscious of delivering safe and cost-effective healthcare whilst recognising the negative impact it has on the environment. The NHS is committed to reducing its environmental impact and promoting sustainable development in all its forms.

The production of this Green Plan, is a vehicle by which our Trust can clearly demonstrate our commitment to both improving our own sustainability credentials and influencing those of partner organisations and individuals around us.

The NHS carbon footprint is currently 6.1 MtCO₂e per year rising to 24.9 MtCO₂e per year when patient and visitor travel is included (carbon footprint plus). The Climate Change Act requires the UK to reduce its emission to net zero by 2050 however in 2020 NHS England announced plans to achieve carbon net zero by 2040. As a trajectory towards 2040 we should aim to have an 80% reduction by 2032 for the carbon emission we directly control (carbon footprint) and an 80% reduction by 2039 for carbon emissions we can influence (carbon footprint plus), from a 1990 baseline.

At Sheffield Children's we are committed to meeting the above targets set out within the 'Delivering a Net Zero' report and within the 'NHS Long Term Plan'. Currently Sheffield Children's has not calculated the total Carbon Footprint Plus of the Trust, however this task is within the action plan (appendix 1) and aims to be completed by early 2021.

The Trust does however publish the carbon emissions from energy consumption within the annual board report. In 2019/20 this was 20.9 million Kilowatt hours which convert to 4,308 tonnes of carbon dioxide equivalent (tCO₂e). The overall consumption of energy has increased since 2015/16 however the related carbon emissions have fallen (see table1), the fall in tCO₂e is due to the changing mix of energy from the grid as more renewables come on line and coal plants are retired.

The Trust must not get complacent and rely on this reduction in carbon emission to meet the NHS carbon targets alone; although our current trajectory appears to show the Trust will have an 80% reduction by 2032 (figure 1) this is misleading and actual energy reduction is required rather than depending on external factors. In addition non-energy sources of carbon, not currently measured, may not show a similar reduction in CO₂e.

Resource		2015/16	2016/17	2017/18	2018/19	2019/20
Gas	Use (kWh)	12,195,746	10,608,351	11,289,427	11,317,405	14,174,587
	tCO ₂ e	2,245	1,948	2,075	2,087	2,601
Oil	Use (kWh)	0	17,884	21,000	16,277	15,000
	tCO ₂ e	0	6	7	4	4
Electricity Use (kWh)	Use (kWh)	7,570,527	8,114,086	8,612,072	8,169,146	6,716,675
	tCO ₂ e	3,471	3,323	3,004	2,295	1,703
Total Energy kWh		19,766,273	18,740,321	19,922,499	19,502,828	20,906,262
Total Energy tCO ₂ e		5,716	5,276	5,085	4,377	4,308
Total Energy Spend		£1,200,062	£1,068,950	£1,405,192	£1,471,218	£1,555,847

Table 1 shows the energy consumption across the Trust per year

NHS England have evidenced that building energy consumption relates to 10% of their total carbon footprint, this helps to give an idea of the Trusts total absolute Carbon Footprint and provide a proxy figure of 43,080 tCO₂e.

Once the Trust has calculated the actual total carbon footprint, both absolute and relative (using building footprints and patient numbers to normalise), data will be published. Using this data it will be possible to demonstrate the necessary carbon reductions required to achieve NHS England's targets year on

year. As the Trust does not have a 1990 baseline the SDU have advised that a 47% reduction from the 2019 baseline would be equivalent to an 80% reduction from 1990 for the NHS Carbon Footprint and a 73% reduction in the NHS Carbon Footprint Plus.

Using the energy Carbon Footprint as a proxy this shows that the Trust need to reduce their total NHS Carbon Footprint by over 20,000 tCO₂e by 2032 which is 1,870 tCO₂e per year as shown in figure 1.

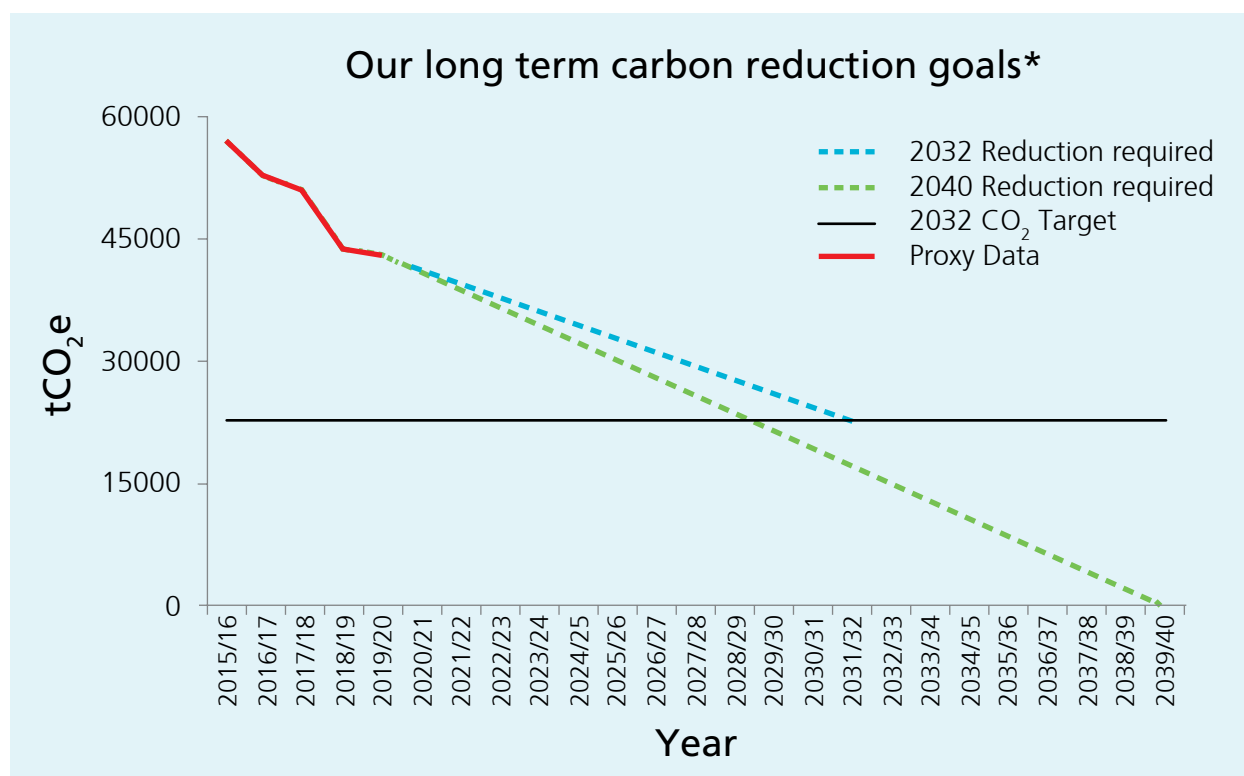


Figure 1, *Proxy data used from energy consumption and multiplied by 10 to calculate Carbon Footprint baseline. Data will be updated when available.

As highlighted below in figure 1, the Trust's Estates Department completed its £3.9m energy saving scheme for the Trust in March 2020. This project included the upgrading of existing plant and equipment with new energy efficient technologies. At our Becton site, good savings have been achieved from the LED lighting replacement, the 50kW of Solar PV, the new boilers and the Micro-CHP (combined heat and power). The combined heat and power approach will deliver significant energy savings over conventional gas boilers and grid supplied electricity for the next 15 years

Currently none of the Trusts non-clinical waste goes to landfill with instead any non-recyclable materials are transferred to an Energy Recovery Facility and

burned to generate energy for use in Sheffield. Plans are in place to improve the management of waste through increasing the segregation and recycling of waste, reducing plastic use across the Trust and by developing new information available to all employees.

Anaesthetic gases are powerful greenhouse gases. The Trust is monitoring and seeking to reduce its use of these gases where this is appropriate and does not compromise patient care. The relative carbon intensity (per kg of gas) varies between gases with Desflurane having the greatest effect on our atmosphere and Sevoflurane the least. The Trust has not used any Desflurane in 2019/20.

Our Trust

Sheffield Children's NHS Foundation Trust provides dedicated healthcare for children and young people, including community and mental health care as well as acute and specialist services and has a workforce of approximately 3,500 employees.

Care provided by the Trust covers an exceptionally wide range of general and specialist services for children and young people across South Yorkshire and beyond with services being provided in a number of different locations across the region, nationally and internationally

The majority of acute care is provided at Sheffield Children's Hospital which is situated on Western Bank, a central location in the City. Sheffield Children's community and mental health services are provided from a number of locations.

The acute site has a busy emergency department with over 58,000 patients treated a year. This is in addition to 212,000 outpatient appointments across the acute site and 25,000 inpatients who are admitted to our wards for at least one night.

The Ryegate Children's Centre is situated a mile away from Sheffield Children's Hospital, in the south west of the city and provides focus for the

delivery of services to children with disabilities, including those with complex neuro-disability. Over 50,000 children a year attend outpatient, community or consultant appointments at the Ryegate Centre with the Trust facilitating 1,306 overnight stays at our Ryegate House respite facility.

Mental health and Community services are provided from community sites across the city of Sheffield, including Flockton House, Centenary House and the Becton Centre for Children and Young People. In 2019/20 we were able to provide 20,887 CAMHS community appointments for our patients.

The Trust's specialist ambulance transport services are provided by our Embrace Patient Transport Service team who are based north of Barnsley. Again, in 2019/20 we were able to provide specialist neonatal transport for nearly 2,000 patients.

Drivers for change

The UK was the first major economy in the world to pass a law to end its contribution to climate change. This means that the UK will aim to balance any emissions generated through emission cutting or removal efforts – so called 'Net-Zero'. This is reflected in NHS England's guidance 'delivering a net zero NHS' (2020) that gives clear direction for how the NHS will cut its carbon emissions to zero by 2040.

Given the size and reach of the NHS, how quickly we can advance to net-zero will affect how quickly the country as a whole succeeds. Driven by a number of factors we at Sheffield Children's have our part to play in this too.

As a national healthcare provider we are committed to providing a healthier future for children and young people and we see this commitment as inextricably linked to the protection of a healthier and more sustainable environment, the promotion of prosperity and economic opportunities for all and greater social well-being.

Sustainable healthcare in the NHS is driven through national and international policy, legislative and mandated requirements and healthcare specific requirements from the Department of Health and NHS England. Highlighted below are some of the drivers for improving sustainability categorised in to five key groups.

Legislative

- Civil Contingencies Act (2004)
 - Climate Change Act (2008) - Amended (2019)
 - Environmental Protection Act
 - Public Services (Social Value) Act 2012
 - Sustainable Communities Act (2007)
 - Local Government Act (2000)
-

UK Healthcare guidance, Strategies & Policies

- Standard Form Contract requirements for sustainable development 2017 – 2019
 - HM Treasury's Sustainability Reporting Framework
 - Public Health Outcomes Framework
 - Fair Society, Healthy Lives (the Marmot Review)
 - NHS Long Term plan
 - Sustainable Development Strategy for the Health and Social Care System 2014-2020
 - Adaption Report for the Healthcare System
 - The Carter Review
 - NICE Guidance – Physical Activity, Walking and Cycling
-

International and European Guidance

- EU Waste Directive
 - Intergovernmental Panel on Climate Change Global Warming of 1.5o Report
 - United Nations Sustainable Development Goals
 - World Health Organisation: Environmentally Sustainable Health Systems in Europe
 - World Health Organisation: European Policy for Health and Wellbeing
-

UK Strategy and Guidance

- National Policy and Planning Framework 2012
 - DEFRA The Economics of Climate Resilience
 - The Stern Review 2006: The Economics of Climate Change
 - HPA Health Effects of Climate Change
 - National Adaptation Programme: Making the Country Resilient to the Changing Climate
 - DEFRA 25 Year Plan
 - UK Air Quality Strategy
 - Building Regulations
 - Government Buying Standards
-

Local Strategies and Plans

- Sheffield Core Strategy (2009) – Due to be replaced with the Sheffield Local Plan 2020
- Sheffield Air Quality Plan (2015)
- Setting Climate Commitments for the City of Sheffield (2019)
- Sheffield's Green & Open Space Strategy (2010)
- study of the extent to which sustainable development practices have been adopted within Sheffield Children's NHS Foundation Trust (2020)

Our Vision

It is our ambition to be in the top 10 greenest NHS Providers in the country by 2025.

This will be evidenced primarily through the use of the NHS Sustainable Development Unit's SDAT programme.

In addition to the SDAT programme, progress will be measured via the utilisation of internal staff surveys, Carbon Footprint calculation and case studies reported on annually via the Green Plan update and annual report.

The sustainable development commitments set out in the Green Plan will generate the best health and quality of life for all who live and work within the communities we serve. This will be achieved by:

- Monitoring and actively reducing our carbon footprint
- Reducing our environmental impact
- Protecting our natural environment
- Empowering and educating staff
- Championing Equality and Diversity
- Operating responsibly
- Enhancing social value
- Collaborating with stakeholders
- Embedding sustainability into workplace practices



Our People, Partners & Patients

To succeed in our ambition to be in the top 10 greenest NHS Providers in the country, we need to engage, work in partnership, and build relations with a wide range of stakeholders both internally to the Trust but also with a wide range of external stakeholders. This includes developing a better understanding of each other's roles and services so that joint working is improved. Stakeholders include Our People – employees, volunteers and governors; Our Partners – suppliers, contractors, procurement, the wider NHS family and partners from across the City including Sheffield City Council; and Our Patients – patients, their families and carers and visitors.

To enable sustainability to be successfully implemented we want;

- Everyone to feel that they can contribute to change
- Everyone to take responsibility for their behaviour
- To use more inquiring, listening, facilitating & enabling

Our People

Our employees are brilliant and are central to the success of our sustainability plans. Every day we make choices in our work and personal lives that affect the health, environment and future prosperity of both ourselves and those we come in to contact with.

Through this Green Plan we have set out a clear direction and plan of action to guide decision making, inspire action and to empower our employees to live more sustainably and to promote sustainable working through their actions.

Regardless of role, every individual plays a vital and equal part in ensuring the long term future of our Trust, our ability to provide sustainable health care services and a sustainable, healthier future to all.

It is our hope that colleagues will help to promote the Green Plan through their actions, by informing patients, families and visitors of their role in our plan and through the partnerships we form with our suppliers and other healthcare providers.

Our Partners

We want to inspire our partner organisations to join us on our sustainability journey. We know that we will not achieve this goal on our own and that it will only be achieved with the support and efforts of those around us. However, our challenge is greater than that; we envisage a healthcare system which provides good health, a sustainable environment

and future prosperity for all those who we and our partners come in contact with. Imagine the impact!

We will support our partners to operate in a sustainable manner, to see them work to reduce their environmental impacts and promote sustainable living and choices for all. We want our partners to understand our sustainability values and goals and to work wherever possible, to help to achieve them.

Our Patients

We want our desire to be in the top 10 greenest NHS Providers in the country to be evident throughout our choices and our actions. Our patients, their families, carers and visitors all have a part to play in holding us accountable to this pledge.

We feel an immense privilege and responsibility to our current patients, to the children of Sheffield and the wider region to promote and educate all those we come in to contact with.

Through the promotion of healthier choices, healthier living and a collective concern for our environment and others it is our aim to minimise instances of ill health before they occur.

As well as holding us accountable for our actions we would like our patients, families and visitors to highlight areas where we are doing well or could be doing better. Additionally, we would like our patients whilst on site to get involved in our sustainability efforts and inspire others by acting in a sustainable manner.

Sustainable Development Assessment Tool

Our Green Plan is formed using the below ten areas of focus which are aligned with the elements of the NHS Sustainable Development Units SDAT programme. The SDAT programme is an online self-assessment tool designed to help organisations understand their sustainable development work, measure progress and help make plans for the future.

It uses the following four cross cutting themes to investigate each area of focus:

- Governance and policy
- Core responsibilities
- Procurement and supply chain
- Working with patients, staff and local communities

Areas of Focus

1. Corporate Approach
2. Asset management and Utilities
3. Travel and Logistics
4. Adaptation
5. Capital Projects
6. Green Space and Biodiversity
7. Sustainable Care Models
8. Our People
9. Sustainable Use of Resources
10. Carbon/ Greenhouse Gases (GHG's)

Through using the SDAT programme to measure our progress we will benefit our staff, patients and community as well as helping the Trust save money and benefit the planet by reducing negative environmental impacts that affect health and communities locally.

The SDAT programme will provide an overall score as a percentage; this can be benchmarked against subsequent assessments to show our progress, and against other Trusts. The tool also

shows how our progress is supporting the global health goals (UN Sustainable Development Goals) at a local level.

The NHS SDU publishes SDAT scores annually in an organisational summary report with score being ammonised relevant to the organisation type allowing for comparison. The SDU encourage all users of the tool to include their overall and module scores within their annual report.

United Nations Sustainable Development Goals

The SDAT programme is founded on achieving progress which supports the United Nations Sustainable Development Goals at a local level.

The United Nations (UN) Sustainable Development Goals (SDGs) are 17 overarching goals which, if achieved, will help bring about sustainable development at a global scale. The SDGs are integral to the SDAT, which has essentially adapted the 17 SDGs to a UK Health and Social Care context. By completing the SDAT the Trust can help to address the 17 SDGs and become a more sustainable organisation.



Our Baseline

The following section identifies our current sustainable practices and contains cross references to the applicable part of the SDAT tool that they support.



1. Corporate Approach

Current Initiative	Action Detail
The Trust's strategic objectives and values demonstrate a commitment to sustainability.	Table 3, of this document, highlights the Trust's commitment to sustainability against the corporate strategic objectives and values. The Trust Board has previously approved our Sustainable Development Management Plan.
The Trust communicates and promotes sustainable development to staff.	The Trust has developed and has a live sustainability communication plan, has recently promoted recycling and invested in the appointment of the new environment and sustainability officer. The Trust has a multi-disciplinary Green Group and a 'meet the team' session has been added to the Caring Together 2020 Clinical Summit to promote the Trust's Green plan.
The Trust benchmarks performance and approach to sustainable development against peer organisations.	Achieved through the Annual Estates Return Information Collection Benchmarking Tool.
The Trust leverages sustainability through procurement.	This has been achieved for food and catering services in addition to being accredited with the Soil Associations, Food for Life scheme. There is significant further work to do with regards to supply chain decarbonisation.



2. Asset Management & Utilities

Current Initiative	Action Detail
The Trust has developed plans to reduce energy demand through investment in energy saving technology.	Over £4M investment via Carbon and Energy Fund in Combined Heat and Power Plants, energy efficient boilers, LED lighting, solar PV and building management controls to achieve practical completion in 2020 and deliver planned savings return to Trust.
The Trust monitors and reports energy and water usage.	Achieved through: • Annual Estates Return Information Collection. • Trust Annual Report. • Building Display Energy Performance Certificates • Monitoring for usage anomalies
The Trust generates its own renewable/low carbon energy on site.	The Trust has installed 50kW capacity of solar photovoltaics at Becton site. This is zero carbon technology reducing demand on imported electricity and generates a small income stream via the renewables tariff. The Trust has installed two Combined Heat and Power (CHP) units, one at the acute site and one at the Becton site. This is lower carbon technology, producing electricity and heat.
The Trust incorporates energy efficiency into building design, construction and refurbishments. Ensure sustainable products and services are considered at the design stage	Building on existing work / standard specifications to agree a formalised approach.



3. Travel & Logistics

Current Initiative

The Trust takes an active role in travel and logistics.

Action Detail

The Trust has invested in facilities designed to encourage active travel, e.g. cycle lock-ups and showers.

The Trust encourages active travel through the Bicycle to Work Scheme as well as green travel through the opportunity for Electric Vehicles via the lease care scheme

The Trust has actively been trying to reduce travel to and from sites.

The Trust has teleconference software and Microsoft Teams software in place, which reduces travel to and from meetings.

The Trust uses Attend Anywhere virtual appointment service for selected consultations which reduces patient travel.



4. Adaptation

Current Initiative

The Trust has considered future challenges it may face.

Action Detail

The Trust has developed a heatwave plan and an adverse weather incident response guidance document which are available on the Trust's intranet.



5. Capital Projects

Current Initiative

The Trust incorporates sustainability into its capital projects.

Action Detail

The Trust endeavours, wherever possible, to develop its portfolio in line with BREEAM principles. All developments will commence with the aspiration of attaining the ethos of BREEAM Excellent.

The Trust has adopted a standard equipment list to be used in development and maintenance projects across its premises. This ensures energy efficient and sustainably sourced products are installed either through refurbishment projects and / or construction.

The Trust operates a Building Management System (BMS) designed to minimise resource consumption from heating, lighting and ventilation. This is monitored and controlled by the Estates Operations Management Team.

The Trust Capital Projects team commission, where possible, local small and medium enterprises (SMEs) to conduct work to ensure we support all three sustainable pillars, by developing local skills and employment which reduces the environmental impacts of commuting large distances from national depots.



6. Green Space & Biodiversity

Current Initiative

The Trust maintains green spaces.

Action Detail

The Trust has small wild flower gardens at the acute site. These have been designed to encourage flora and wildlife.

Green spaces at Becton maintained.

Redevelopment of the courtyard at the acute site to create a Joy Garden designed by Morag Myerscough.



7. Sustainable Care Models

Current Initiative

To improve engagement with clinical staff over sustainability models

Action Detail

All clinical departments consulted about waste and recycling best practices, a cross departmental green group has been established.



8. Our People

Current Initiative

The Trust promotes health and wellbeing amongst its staff.

Action Detail

The Trust actively promotes a wide range of initiatives including the following:

- Health and Wellbeing group.
- Health and Wellbeing conversations with all staff
- Equality networks (BAME, Disability, LGBT, Gender)
- Menopause group
- Mental Health First aiders
- Virtual chats and reflective sessions for staff regarding COVID-19

Full information of all health and wellbeing initiatives can be found on the Intranet

Introduce a fruit and veg stall at the trust

The Trust has a fruit and veg stall offering healthy food at the acute site (this has been disrupted by COVID-19).

Healthy eating –
Right choice vending machines

Healthy options vending machine in place and operational.

On-campus commercial outlet restrictions, to ensure healthy options choices are available and restrict the sale of deemed unhealthy products. Aim to contribute to a healthy lifestyle and reduce future impact on healthcare systems.

All established retail outlets (Costa, W H Smiths, etc) have agreements in place to ensure any products sold meet our healthy eating options choice requirements.



9. Sustainable Use of Resources

Current Initiative

The Trust Purchase Renewable Sourced electricity only

Action Detail

The Trust currently generates much of its own electricity through our CHP plants at the acute and Becton sites.

Reduction of single use plastic

Disposable cutlery and straws are being discontinued in most instances once current stock is depleted; these are being replaced with a compostable replacement.

Reduction of polystyrene takeaway boxes

Can use own reusable food containers in the restaurant instead of polystyrene boxes

Capture and analyse the uses of sustainable resources such as gas, electricity and water.

Monitored via ERIC and the building management system

Reduce the levels of waste sent to landfill/ incineration and reduce waste costs

Mixed recycling introduced across the acute site and data monitored monthly.



10. Carbon / Greenhouse Gases

Current Initiative	Action Detail
The Trust captures resource use.	The Trust captures current data and trends associated with electricity, gas, oil, water consumption, in addition to waste production via monthly reports.
The Trust reports the findings of resource consumption.	The Trust reports resource consumption associated with ERIC and, monthly usage reports.

Table 2 (above) demonstrates that the Trust has achieved a range of sustainable development goals; however they have not necessarily been recorded against the green plan. Over the next five years it is hoped that using this green plan as a key strategic document will help to implement sustainability within the trust and ensure the key sustainability principles are embedded to better sustain healthcare services and support the Trust in overcoming any future challenges.



Objectives & Targets

To ensure that the Sheffield Children's continually improves our sustainable performance the Trust will follow the sustainable development objectives which reflect the ten sections of the SDAT (table 3). Each objective provides a framework and direction for the more detailed action plans (appendix 1).

Table 3

SDAT Components	Trust Sustainability Development Objective
(1) Corporate Approach	Table 3, of this document, highlights the Trust's commitment to sustainability against the corporate strategic objectives and values. The Trust Board has previously approved our Sustainable Development Management Plan.
(2) Asset Management & Utilities	The Trust has developed and has a live sustainability communication plan, has recently promoted recycling and invested in the appointment of the new environment and sustainability officer. The Trust has a multi-disciplinary Green Group and a 'meet the team' session has been added to the Caring Together 2020 Clinical Summit to promote the Trust's Green plan.
(3) Travel & logistics	Achieved through the Annual Estates Return Information Collection Benchmarking Tool.
(4) Adaptation	This has been achieved for food and catering services in addition to being accredited with the Soil Associations, Food for Life scheme. There is significant further work to do with regards to supply chain decarbonisation.
(5) Capital Projects	The Trust will incorporate sustainable design into the construction of new buildings and the delivery of major refurbishments across its sites. The Trust will promote the use of local businesses where this is possible.
(6) Green Space & Biodiversity	The Trust will aim to maintain the current level of green space in and around its sites and protect and promote biodiversity where practicable.
(7) Sustainable Care Models	The Trust will, where practicable, incorporate sustainability decisions into the design of the clinical care models it provides.
(8) Our People	The Trust will promote and provide a healthy and active work environment and will communicate the need to instil sustainability across the Trust to all colleagues and impress upon them their own personal contribution in achieving sustainability in practice.
(9) Sustainable Use of Resources	The Trust will establish procedures designed to mitigate the excessive use of resources and production of waste across all services delivered.
(10) Carbon/GHG	The Trust will monitor its emissions of CO ₂ e and report these findings to the Board of Directors on a regular basis. The Trust will instigate strategies to reduce CO ₂ e emissions in line with the Government's Climate Change Act 2008 targets.

Green Action Plan

Detailed within appendix 1 is the Trust's Green Action Plan which is designed to make the trust more sustainable over the coming years. The plan adopts the same ten sustainable development objectives as per the SDAT. Moving forwards a new assessment will be carried out using the SDAT tool to help identify priorities, provide a scoring metric (KPI) for each objective and align our objectives to United Nation Sustainable Development Goals (SDGs).

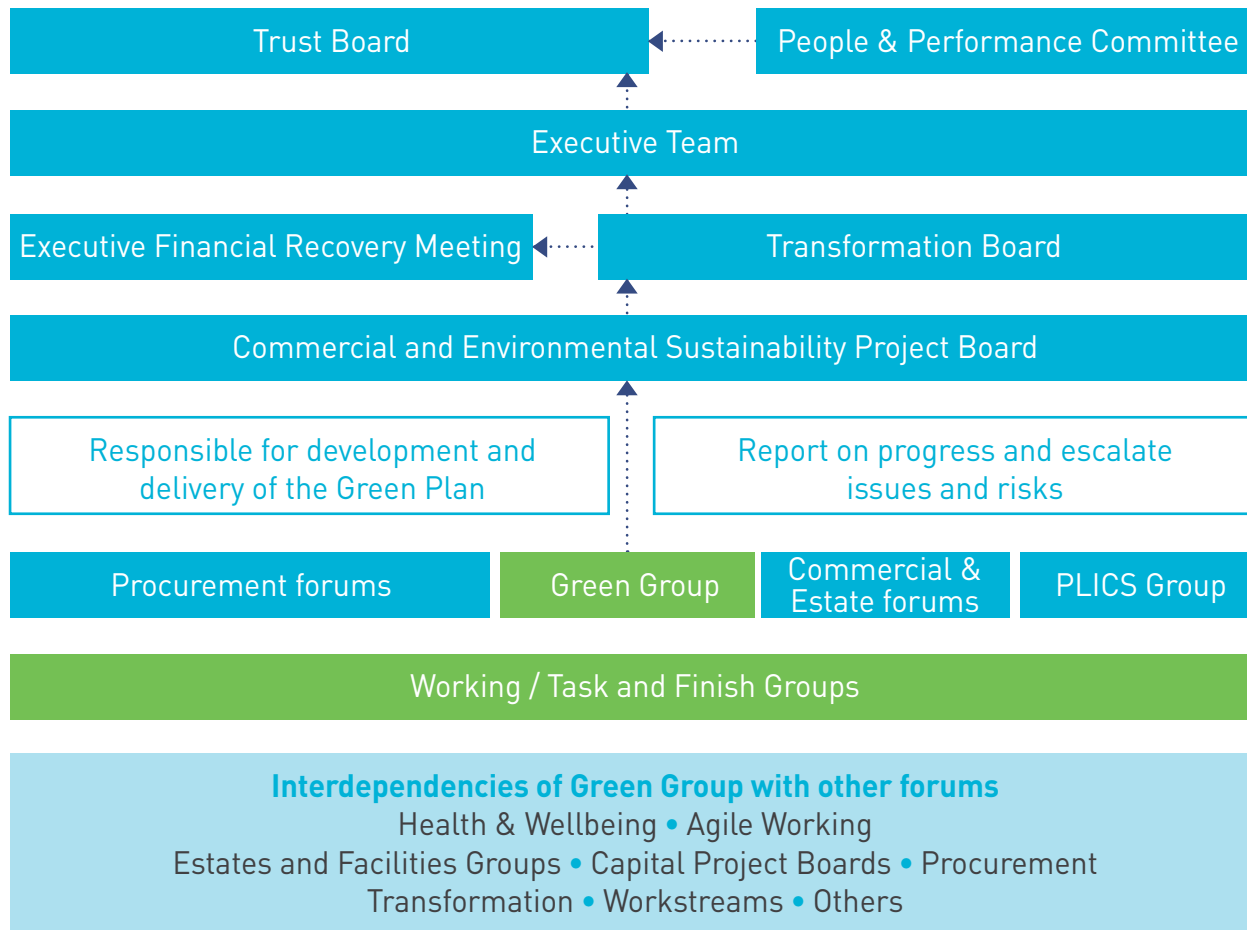
The Green plan is a live document and will be updated as required annually; i.e. when new data is made available, new recording techniques are developed or any legislation changes. This will primarily be for updates to the carbon footprint or SDAT scores and not to change the main message or direction of the Green Plan as this is a five-year strategy.

The Green Action Plan will be managed as a separate document and will constantly change as projects are completed and additional ones are included. All updates to the action plan will be summarised in the annual sustainability report.

The action plan will be held and controlled by the Environmental & Sustainability Officer who will update appendix 1 within this document annually.

The Environmental & Sustainability Officer will have oversight for the delivery of the Green Plan. The Environmental & Sustainability Officer will report on the progress of the action plan and escalate any issues or risks as appropriate. The Environmental & Sustainability Officer will be supported by the Trust's Green Group and has sight of the Trust Board through the Executive Director of Finance.

FRP governance route



Conclusion

The Trust is committed to sustainable development and embedding the practices within the culture and activities of the organisation to be in the **top ten greenest NHS providers in the County by 2025**. The Trust recognises the significance and importance of tackling a range of environmental, economic and social issues. Sustainable development is essential for the Trust in order to meet future challenges and for ensuring the Trusts long term ability to deliver services effectively.

The Trust has already made significant progress in core areas of sustainability, such as energy reduction and waste management but recognises that a broader approach to sustainability is now required. The success of the Green Plan is dependent on collaborative working across a range of departments to ensure that sustainability is embedded in all Trust activities, and as such should not sit with one individual or one department to deliver.

This Green Plan provides a comprehensive and structured framework for the Trust to meet,

showing commitment to conducting all aspects of its activities with due consideration to sustainability whilst providing high quality patient care.

The Green Plan is a live document which will be reviewed annually by the Trust Board. The ongoing progress of the Green Plan will be operationally managed by the Environmental & Sustainability Officer and through the Green Group to ensure the aims and targets are achieved within the agreed timescales.



Appendix 1 - Green Action Plan

1. Corporate Approach						
Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Achieve board oversight of Green Plan action plan and establish accountability for progress on specific actions.	Original SDMP approved by the Board in 2019. Revision needed to acknowledge changes within the Trust and the wider health and care sector	Provide the Trust Executive team with updates on an annual basis.	Executive Director of Finance	Ongoing six monthly review	Executive Director time to present to the Board. Steering Group members time to collate information and update at scheduled meetings	Accountability & Excellence
Commence use of NHS SDU SDAT Tool for benchmarking of Trust sustainability progress.	Board approved SDMP with update due Autumn 2020. Measureable targets and progress not yet widely established across Trust activity.	Sign up to NHS SDU SDAT Tool and commence with data entry where possible to establish current rating (if possible).	Environmental & Sustainability Officer Estates Officer	Initial position review by January 2021.	Utilisation of existing time and resources.	Excellence
Review SDAT progress and establish data gaps.	Trust is not currently formally recording data for use in SDAT.	Identify gaps in data and establish stakeholders meetings to establish processes.	Environmental & Sustainability Officer Estates Officer	April 2021.	Utilisation of existing time and resources.	Accountability & Excellence
Establish processes by which data is collated for use in SDAT.	Trust is not currently formally recording data for use in SDAT.	Establish processes/ format for collation of data compatible with SDAT format.	Environmental & Sustainability Officer Estates Officer	April 2021.	Potential for requirement of database development and additional departmental time for affected departments.	Excellence
Develop a Communications Plan specifically for the promotion of sustainable development to staff, patients and service users	Communication plan has been drafted, need to be approved and rolled out.	Collaboration between Sustainability leads and Communication Team to work on key sustainability themes, action days and Green Plan.	Sustainability Leads & Dedicated Trust Communication Team	Green Plan externally published by end December 2020. Rolling programme of actions days and themes to be rolled out commencing Jan 2021.	Utilisation of existing time and resources of Communication Team. Engagement from relevant department heads.	Accountability & Excellence
Establish working groups with portfolios in line with SDAT module titles.	Trust is not currently using NHS SDU SDAT programme.	Following initial SDAT review, formal recording of relevant stakeholders and interested parties. Meetings to be organised if/as/when required identifying and completing improvement projects. Working groups to be created for each SDAT section and associated KPIs/targets for each group.	Environmental & Sustainability Officer	On-going. Initial groups to be established by January 2022.	Time and resource commitment from relevant departments and individuals.	Accountability & Excellence
Develop a strategy to drive our sustainability agenda through partnership working.	Some partnership working on sustainability locally and regionally, but not consistently driven.	Further develop local relationships with partner organisations. Develop a framework to ensure sustainability links directly into all work streams and the associated benefits are identified and delivered through leadership and governance.	Executive Director of Finance & Trust Board Transformation team Sustainable Leads	On-going. Initial groups to be established by January 2022.	Set up of a leadership group to structure plan and programme. Utilisation of existing department time and resources	Accountability & Excellence

1. Corporate Approach

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Join or create a Sheffield wide Green Group with major Sheffield groups such as STH, Universities and Council. This will be to discuss wider issues such as the Green City Plan.	Currently member of northern sustainability group but nothing Sheffield based or including external organisations	Contact Sheffield City Council, Sheffield University, Hallam University and Sheffield Teaching Hospitals to develop concept	Environmental & Sustainability Officer	March 2022	Use of existing time and resource within Hotel Services department. External buy in from organisations.	Excellence
Create a regular facilitated event with the Youth Forum and other interested young people in order to obtain their views and opinions on the Green Plan.	Currently no formal green engagement with young people	Arrange an engagement event, identify and inviting all interested parties.	Environmental & Sustainability Officer	Sept 2021	Use of existing time and resources across the trust – potentially out of hours. Cost of renting meeting space, providing refreshments.	Accountability, Respect, Excellence.

2. Asset Management and Utilities

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Develop a Trust wide strategy to reduce energy demand through investment in energy saving technology	£4M investment via Carbon and Energy Fund in Combined Heat and Power Plants, energy efficient boilers, LED lighting, solar PV and building management controls. Achieved practical completion in 2020 and is delivering planned savings to the Trust	Complete strategy including £3M grant bid to the public sector decarbonisation scheme and set up mechanism for recording savings.	Head of Estates / Head of Operations (Estates)	April 2021	Commitment of financial resources to fund energy efficiency projects and/or implementing energy generating or saving technologies	Excellence
Purchase renewable sourced electricity only	The Trust meets a significant portion of its electricity consumption through our CHP plants at the acute and Becton hospitals.	Procurement of electricity from national grid to be procured via renewable energy contracts	Estates Officer	April 2021	Financial commitment required.	Accountability
Carry out data analysis of existing consumption data to identify opportunities to reduce water consumption volumes through better management and communication	Generally good practice and culture in place, better communications and formalising how we use water will deliver positive benefits.	Analysis of existing data. Further investigate of reasons for high usage (per sq. M) Formalise and raise awareness of the Trust's approach and commitment to reducing the use of water	Head of Operations (Estates) Estates Officer	Review to be concluded with April 2022.	Existing capital projects and estates teams.	Accountability & Excellence
To implement the Estates and Facilities Management Stretch programme which will be published by NHS England and NHS Improvement in 2020. This will set out key activity's organisations can take to reduce the environmental impact of their estates	This is a new scheme not publish at the time of this action plan being developed.	When the Stretch Programme is published, to review the requirements and implement strategy to ensure compliance	Head of Estates / Head of Operations (Estates)	Review action plan once programme is published – April 2021 To develop strategy to ensure compliance – April 2022	Existing capital projects and estates teams. Potential for unknown resource requirements due to report currently being unpublished	Excellence

3. Travel and Logistics

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Develop a Trust approved Active/ Sustainable Travel Plan	Existing active / sustainable travel plan requires refreshing and updating. All Trusts are required to have a green travel plan as part of the annual planning and reporting.	Review and update Trusts sustainable travel plan to support SDAT programme and meet the NHS targets to cut business mileages and NHS fleet air pollutant emissions by 20% by 2023/24.	Environmental & Sustainability Officer. Relevant Department Heads.	April 2024.	Time / capacity to review, update and go through policy approvals process. Complete survey of current usage and use of the HOTT tool.	Respect, Excellence
Replace all Trust owned vehicles with electric (upon replacement). Install EV charging points across the Trusts sites.	Existing Estates and Facilities vehicles are being replaced with electric vehicles.	Estates to conclude evaluation of market options and progress purchase or rental model of replacement EV's. Explore the possibility of zero emission ambulances.	Estates and Facilities	Estates & Facilities vehicles - April 2021 Ambulances – Review April 2022.	Cost of replacement vehicles, installation to key sites of EV charging points.	Accountability
Reduce business travel.	Currently developing Communications to raise awareness of cost, carbon and health impact of business travel. Implementing the Trust IT Strategy to develop infrastructure to facilitate technological innovation.	Initial action to establish whether business miles are currently recorded. Follow up action to ensure compatibility with SDAT programme.	Environmental & Sustainability Officer. Relevant Department Heads.	Recording of mileage in format compatible with SDAT to be implemented by April 2021. Reduction of business travel to be reviewed April 2023.	Financial costs to establish associated with replacement technologies.	Accountability
Consider Implementation of E-Community software for staff journey planning	System used by other Trusts but not Sheffield Children's.	Evaluate if there are deliverable benefits that we should further explore. Consider if a system of this type would be a good fit for Sheffield Children's.	Human Resources team Procurement Finance ICT	April 2022	Financial costs to establish TBC. Project needs to generate efficiency against staff / business mileage claims / cost.	Accountability
Investigate the demand and options to increase cycle parking facilities across the Trust	Currently have 104 cycle storage spaces and identified potential spaces for new storage facilities	Identify if there is a demand for more spaces, would this encourage more people to cycle to work and what are the wider benefits	Estates and Facilities	April 2022	Financial costs and time of existing departments.	Excellence
Reduce the environmental impact from the procurement and supply of products	Currently do not measure the impact of procurement. NHSE estimate it accounts for 62% of carbon footprint plus	Assess the carbon impact of procurement via the carbon footprint exercise. Work with procurement department to develop a strategy to reduce this impact over the duration of this plan.	Procurement Environmental & Sustainability Officer	April 2025	Time and commitment of existing procurement team. Potential increase in costs if sustainable products/ procurement cost more Potential investment in new technologies	Accountability & Excellence

4. Adaptation						
Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Develop a Trust wide Climate Change Risk assessment, e.g. changes to service demand and delivery that will likely result from climate change	Business Continuity Plan in place but these do not specifically mention Climate Change impacts	Undertake full climate change risk assessment and place on Trusts existing risk register for annual review.	EPRR Coordinator	January 2021	Utilise existing Trust resource - Trust Business continuity / emergency planning lead	Accountability & Excellence
To develop a framework or culture by which carbon emission reduction is a consideration in all business activity.	Carbon reduction is not currently a business defining consideration.	Principle of carbon reduction importance to be established within Trust leadership and communicated.	Executive Director of Finance.	March 2025	Commitment from Trust Board Communication Team time.	Respect, Accountability & Excellence
Incorporate the risks associated with sustainable development and climate change on the Trust Board Assurance Framework.	Sustainable Development and climate change as a holistic issue are not currently acknowledged by the Board Assurance Framework.	Issues of sustainable development and specifically climate change (environmental, financial & social) to be suggested for inclusion on Board Assurance Framework.	Environmental & Sustainability Officer. Executive Director of Finance.	April 2022	Engagement from Executive Director of Finance & Trust Board. Finance required for costing of effects of climate change on Trust.	Accountability

5. Capital Projects

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Develop a framework for all Capital Works (Major or Minor) to ensure sustainable products and services are considered at the design stage.	Standard specification in place which includes little consideration of sustainability.	Develop standard specifications to be utilised at consultancy briefings or invitation to tender documents on defined Trust requirements.	Head of Capital Projects Head of Estates	April 2022.	Potential for requirement for additional funding. Additional time burden on Capital Projects Team.	Accountability & Excellence
Endeavour to achieve principles of BREEAM Excellent in all capital developments & refurbishment works	No formalised aims of objectives linked to sustainability criteria.	Develop a culture and understanding of sustainable development and BREEAM requirements through communication of objective.	Head of Capital Projects Head of Operations (Estates) Head of Estates.	Communication of objective – April 2021. Embedding of objective within day to day business – Review April 2024.	Additional funding required in relation to additional cost of products and training.	Accountability & Excellence
To ensure that all new builds and refurbishment projects are delivered to net zero carbon standards.	No formalised aims of objectives linked to sustainability criteria.	Develop a strategy to ensure this aim is met as per NHS target	Head of Capital Projects Head of Operations (Estates) Head of Estates.	April 2024	Potential for increase in initial building costs. Use of existing time and resources from the estates department.	Accountability & Excellence

6. Green Space and Biodiversity

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
To have a board approved green space plan.	The Trust does not currently have an active focus on the development of its green spaces.	Develop a green space plan with action plan that includes issue of biodiversity.	Environmental & Sustainability Officer Head of Estates Head of Operations (Estates)	April 2023	Commitment of time and potentially financial resources.	Accountability & Excellence
Ensure that green spaces are maintained, managed and developed via the Green Spaces plan.	Manage green spaces, including wildflower gardens in courtyards	Continue to develop and manage green spaces, look at potential of developing gardens for food or flowers. Explore benefits of incorporating outdoor spaces/gardening with care for patients Develop a biodiversity plan for the Trust	Head of Estates Head of Operations (Estates)	Ongoing review Development of plan: April 2022	Commitment of time from Estates Team along with support from other departments Potential for financial resources support. Support from: Head of Nursing Health and wellbeing team	Accountability & Excellence
Incorporate green spaces into new buildings and building developments. Including green roofs, green walls, roof gardens etc.	Not routinely captured in planning processes.	Ensure for all new builds and building renovations green spaces are taken into consideration and created where possible.	Head of Estates Head of Operations (Estates)	Ongoing	Commitment financially even if the cost is slightly higher. Existing capital projects and estates teams.	Accountability & Excellence
Join NHS Forest and create new green area for patients and staff	Not currently supporting the NHS Forest Scheme	Identify areas where trees can be planted to create new 'woodland' area and obtain trees from NHS Forest	Environment & sustainability Officer	April 2021	Estates Department NHS Forest	Accountability & Excellence

7. Sustainable Care Models

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
To better understand the impact of sustainable care models and investigate their implementation within the Trust.	Elements of sustainable care practice can be identified within the Trust however no formal approach or link to sustainability has been formed.	Investigation in to models of sustainable care within the Trust to identify current status and future opportunities.	Environmental & Sustainability Officer Ongoing leadership from: Executive Medical Director Executive Director of Nursing Transformation Team	Conversation: April 2022 Review: April 2025	Commitment of time from identified leads, project management support & potential for requirement of financial support.	Accountability
Improve engagement with clinical staff over sustainability issues	There is significant untapped clinical staff interest in sustainability issues. Cross departmental green group established but greater awareness and interaction required.	Co-opt suitable clinical representatives on to the Green Group. Host forums to discuss what employees would like to see in the green plan.	Environmental & Sustainability Officer Executive Medical Director Executive Director of Nursing	Conversation started by April 2021.	Staff time to attend and develop clinical parts of work plan	Respect & Excellence
To reduce the carbon impact of Metered Dose Inhalers and anaesthetic gasses in line with long term plan commitments	Anaesthetic gas use has been reduced over the previous years.	Further work to look at gas and inhaler use and identify opportunities to meet NHS targets – less than 20% use by volume of certain gasses	Head Anaesthetist	April 2023	Potential research into alternative gasses and inhalers. Potential for alternatives to have a greater cost. Time of anaesthetic department	Accountability & Excellence

8. Our People

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Incorporate sustainable development education in to Trust mandatory training.	Sustainable development training is not currently delivered as part of the Trust required training package.	Investigate creating mandatory sustainability training or E-learning	Environmental & Sustainability Officer L&OD Department Support.	Rolled out by November 2021	Utilise existing time resource for Environmental & Sustainability Officer & Support from L&OD	Compassion, Respect, Excellence
Additional training to be developed for the Board and Senior managers relating to sustainable development and sustainable care models.	Currently no sustainability training other than if specifically requested by departments	Investigate creating mandatory sustainability training or E-learning	Environmental & Sustainability Officer L&OD Department Support.	Rolled out by November 2021	Training to be created and necessary software made available	Compassion, Respect, Excellence
Engage and empower staff to incorporate sustainable values in their job roles.	Very limited exposure or communications of sustainability projects and awareness internally of need to take action.	To raise awareness of Trust sustainability agenda via internal Communication, training and sustainability events.	Green Group Communications Team L&OD Human Resources	Implementation commenced by April 2022. Review April 2025	Staff time and resource, Utilisation of existing department time and resources	Compassion, Respect, Excellence
Re-establish Trust 'fruit and veg stall.	Initiative commenced in December 2020 (COVID-19 disrupted service)	Review service and identify any potential additional support required.	Associate Director of Hotel Services	April 2021	Communication Team support should the service be re-established. Existing time and resources of Hotel Services Team.	Accountability, Compassion
Establish a traffic light food labelling system. Investigate incorporation of food miles & CO2 emissions linked to product.	We have the software and are in the process of uploading recipes to enable label production	Plan and deliver roll out.	Associate Director of Hotel Services	April 2022	Communication Team support should the service be re-established. Existing time and resources of Hotel Services Team. Potential for requirement of financial support.	Accountability & Respect

8. Our People

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
To promote sustainable sanitary products to staff and patients	Currently no promotion of sustainable sanitary products, non are available to purchase in trust shops either	Work with onsite vendors to stock sustainable options. Identify best route to promote to staff and patients	TBC	April 2022	Communications team to promote sustainable options Onsite vendors Other resources to be identified as part of action.	Respect & Accountability
Working in partnerships with education sector within the City to establish a talent pool for future roles. Support future job creation and tackling inequalities in access to the jobs	The Trust has very good relationships with the two local universities and schools across the City. There is further opportunity to build on these relationships. The Trust has both employee BAME and Disability networks established which will be used to help develop our plans.	To develop plan for what Sheffield Children's want to achieve and how. Make contact with local Schools, Universities and Job Centres to assess feasibility & interest Offer apprenticeships, work placements and internships for students, ensuring access is encouraged for all protected groups.	Learning and Development Environmental & Sustainability Officer Human Resources	July 2023	Existing time from departments Potential creation of new roles Management of schemes	Compassion, Accountability, Respect & Excellence

9. Sustainable use of resources

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Increase staff engagement in utility efficiency through an annual Energy Awareness campaign	Currently no active utility campaign or communications regarding 'good work' happens.	Estates and Communications team to run campaign to inform staff on how they can contribute to saving utilities by 'doing the right things' and thinking about the environment. Possible use of the TLC campaign.	Communications Team. Estates Department.	Commenced by April 2022.	Time and engagement of leads. May require minimal financial support.	Accountability & Excellence
Reduction of single use plastic (disposable cutlery) and takeaway boxes in catering.	Removal of plastic straws and stirrers from restaurant complete. Ongoing investigation in to the removal of all plastic cutlery has commenced.	Further investigation of suitable alternative to single use plastic in catering required including further input from STH Procurement Team.	Associate Director of Hotel Services	Completion by April 2022	Existing Hotel Services time. Potential of requirement of financial support.	Compassion & Accountability
To have an approved Waste Strategy to improve waste management and save costs	The Trust has never had an approved Waste Strategy, Waste policy was formed in 2019 and mixed recycling introduced at acute site.	Develop a long term Waste Strategy aimed at improving waste management and cost reduction.	Environmental & Sustainability Officer	Formation of strategy by April 2022.	Use of existing time and resources within Hotel Services Team.	Accountability & Excellence
To improve the management of clinical waste across the Trust.	Segregation is happening but could be better	Initiate an auditing schedule and implement/ resolve appropriate actions and findings.	Environmental & Sustainability Officer	Completed by April 2022	Time / capacity to review and 'audit'	Accountability & Excellence
To reduce packaging of all purchased goods to appropriate/ sustainable levels.	Procurement to identify high volume products with a high packaging content and identify if sustainable alternatives are available	Work in partnership with STH Procurement to identify high volume products with a high packaging content and identify if sustainable alternatives are available	Environmental & Sustainability Officer STH Procurement Team	Commenced by April 2022. Review at April 2025.	Utilisation of existing Procurement resource	Compassion & Accountability

9. Sustainable use of resources

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Reduce use of single use items – specific focus of plastic at outset and continued commitment to the NHS plastic pledge.	Little current engagement on the reduction of single use items outside of catering function.	Further investigation of suitable alternative to single use items required including further input from STH Procurement Team.	Initial conversation: Environmental & Sustainability Officer Ongoing Lead: STH Procurement Team Executive Medical Director Executive Director of Nursing	Commenced by April 2022. Review at April 2025.	Utilisation of existing Procurement resource. Commitment of time from clinical leads.	Compassion & Accountability
Establish a reuse programme across the Trust	Currently there is a forum on the intranet where some items are listed however most items are disposed of.	Investigate the best reuse scheme to use for the trust, obtain quotes and implement new procedures	Estates, Environmental & sustainability office, Porters, Procurement	April 2021.	Use current furniture disposal resources	Compassion & Accountability
Work with the play team to develop activities that help reduce the use of gasses such as Entonox and encourage patients to take tablets rather than syrup medicines.	Currently the play team work with patients to help them relax and encourage the use of tablet medicines.	Link the work the play team does into the Green Plan. Try to quantify the impact the team has in terms of reduction in resource use, cost saving and freeing up beds.	Environmental & Sustainability Officer Play services team manager	April 2022	Utilisation of current resources in play team. Possibility of requiring help to quantify impacts if determined desirable.	Compassion & Accountability

10. Carbon / Greenhouse Gases

Objective	Where are we now?	Action Required	Lead	Timescale	Resource Required	Trust Value Objective aligns to
Develop a system to calculate and record the Trust's annual carbon footprint based on the Greenhouse Gas Protocol guidance and in line with NHSE&I Report: Delivering a Net-Zero NHS.	The Trust currently does not calculate its carbon footprint beyond energy consumption.	Identify method by which we calculate Trust Annual Footprint in line with NHSE&I guidance. Establish any data gaps and formatting issues. Formalise the collation and reporting mechanism of data to support carbon footprint calculation Implement carbon footprint calculation.	Environmental & Sustainability Officer Estates Officer Relevant Heads of Departments.	Identification of methodology by April 2021. April 2021 – March 2022 data to be based partially on data and assumptions. April 2022 – All recording based on actual recorded data.	Need to identify professional advice / support on calculating and reporting to best practice standards. Extensive time required Trust wide to accurately draw up baseline and establish strategy.	Accountability
Develop a strategy for achieving carbon net zero "Delivering a Net-Zero Trust"	No strategy currently in place.	Following carbon footprint exercise 1990 baseline to be established and strategy to Net-Zero to be developed.	Environmental & Sustainability Officer Estates Department Relevant Heads of Departments Trust Board	Commencement by April 2022. Review Annually.	Extensive time required Trust wide to accurately draw up baseline and establish strategy. Potential for external professional advice to be required with associated costs.	Compassion & Accountability

