



Good Corporate Citizen

Annual Report 2020/21

"...we will deliver the vision for innovative, safe and high quality services, to support people in their own communities, drive forward efficiency and deliver environmentally friendly services that make the best use of our resources"

Shropshire, Telford and Wrekin Sustainability and Transformation Partnership





Our Sustainable Future

Julia Clarke

**Director of Corporate Services and
Good Corporate Citizen Lead**

As a health care service, our primary activity is focussed on our patients, but we also have a duty towards our visitors, staff, volunteers and the environment in which we live and work. SaTH, in conjunction with other healthcare and local government organisations in the Shropshire, Telford & Wrekin Integrated Care Service (ICS) is developing plans to reconfigure services and this is the perfect opportunity to create sustainable value through innovative solutions and engagement of our people.

The Covid19 pandemic, together with international media coverage has made society acutely aware of the environmental impact of single-use products – particularly plastic. SaTH is responding to this and we have made really good progress in removing plastic from our catering operations.

The NHS has also responded to the climate change situation by declaring that it will become carbon net-zero for its own activities by 2040 and those of its suppliers by 2045. This is a challenging target, but SaTH is already preparing for this by replacing lighting with LED fittings and improving our heating controls. We now have our electricity supplied under a green tariff. All our new building projects include meeting standards of excellence in relation to our carbon footprint. However we still have work to do.

During the covid pandemic, many of our staff worked from home, using the IT facilities that were admirably and expediently brought into action. This brought about an immediate reduction in staff commuting mileage, improvement to local traffic and air quality at peak times and eased pressures on our car parks. The Trust is now supportive of home working where practicable and this is one more way in which our carbon footprint is being managed downwards.

We have refreshed our Green Plan to reflect the new priority for carbon net-zero and will be further updating it when NHSE release guidance on the matter.

In the meantime, we will be looking at how we can start to decarbonise our energy centres that produce heat and power for our hospitals.

SaTH will continue to look to decrease its impact on the environment by working in partnership and taking every opportunity to build on the strong foundations we have in place

Contents

3 About

7 Our performance

13 Our Progress

19 Our People

24 Next Steps

About SaTH Sustainability

Our sustainability programme continues apace; underpinned by a dedicated team who form the Trust's Good Corporate Citizen Group; with representation from across the Trust. We continue to reduce our environmental impact through reducing our emissions, re-cycling both our own and external organisations' office furniture, providing garden areas for wildlife, staff and patients to enjoy, reducing logistics vehicle movements, and no longer allowing diesel models for replacement of pool and lease vehicles. During the covid pandemic, we have installed outdoor seating areas for staff to enjoy, and these have proved hugely beneficial; and will continue to do so even after the pandemic. We have invested heavily in low-energy LED lighting and are replacing outdated Building Management Systems to improve heating and ventilation control. Covid has resulted in an increase in our clinical waste but at all times this has been managed and disposed of in a legal and environmentally conscious manner, with no interruption to clinical services. We are engaging with the Hospitals Transformation Programme (HTP) design architects and engineers to deliver an estate that is as aesthetically pleasing as it is environmentally conscious; moving us towards the NHS carbon net-zero target.

We have historically monitored our sustainability performance using the national Sustainable Development Assessment Tool (SDAT) standing at 76% in 2019/20. The tool is no longer available, and NHSE is developing a new tool which SaTH will adopt as soon as it becomes available. Our buildings-related carbon emissions increased slightly during the year, due to problems (now resolved) with the power generating plant and also a slightly colder year. The move to green electricity tariff in April 2020, will have offset the release of 2170 tonnes of CO₂ and the LED lights will result in approximately 1400 tonnes offset annually. These combined reductions are equivalent to the annual CO₂ emissions of 280 people going about their daily activities.

Our new Green Plan is currently out for consultation and is being aligned to the output from the SDAT and also the recently released NHSE/I Guidelines. This will ensure that we continue to improve our overall sustainability position, whilst delivering tangible financial and local environmental benefit.



Aims of our programme

Environment – reduce negative impact

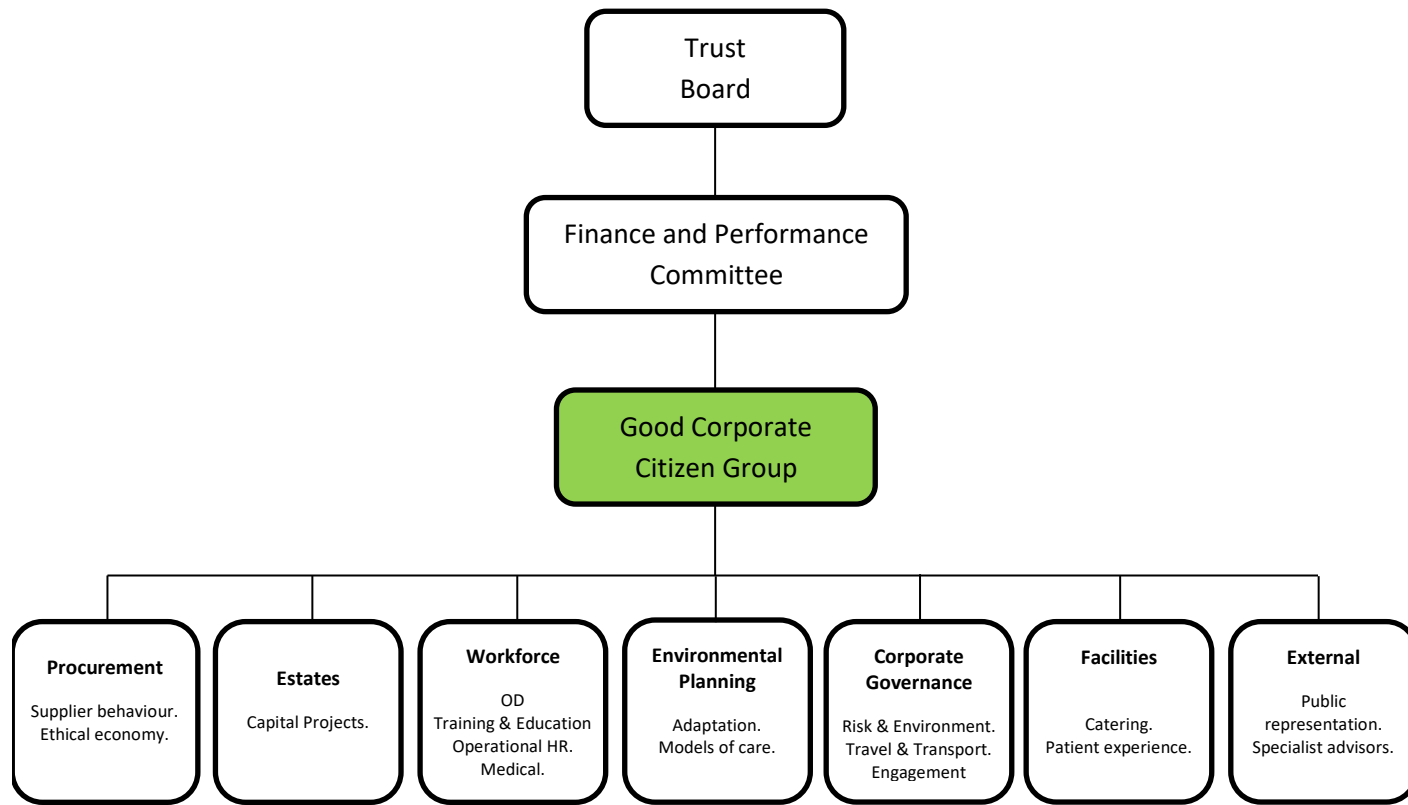
Social – positively influence health / social equality

Economic – improve socio-economics

Reporting and Governance

The Good Corporate Citizen (GCC) Group has multi-disciplinary representation as its membership. The Group reports directly to the Finance and Performance Committee.

Future reporting will entail a full GCC Annual Report via the Finance & Performance Committee to the Trust Board (June / July), with a mid-term report at six months.



How do we drive Sustainability at SaTH?

The global environmental footprint of humankind is greater than the planet can sustain. We need to ensure that our services are efficient, so as to provide a good service to the community we serve, consume less input materials, and consider local socio-economic factors in our expenditure.

We aim to use our own experience in sustainability, together with that of other organisations and the expertise and guidance provided by NHSE/I and the NHS Sustainable Development Unit (SDU), to develop and implement solutions that are fit for the future. The GCC Group is a forum to facilitate this.

The NHS Toolkit for sustainability performance assessment has been withdrawn and a new version is awaited. Whilst we have historically used this to prioritise our action, as an interim measure, our refreshed Green Plan reflects the new requirement for the NHS to become carbon net zero by 2040, together with ongoing areas identified by the Good Corporate Citizen Group.

1. Become resource efficient



2. Meaningful engagement



3. Focus on key areas



Overview of our Sustainability Strategy

Our Vision

A sustainable health and care system that works within the available environmental and social resources, protecting and improving health now and for future generations, and adopts a positive approach to improving physical and social sustainability.

What strategy are we pursuing?

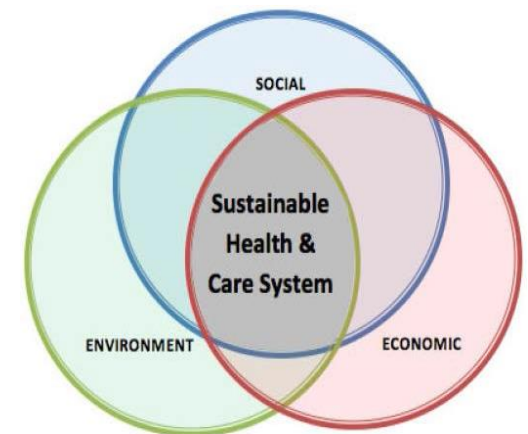
Our ambition is to achieve more with less. This means we create more value for our service users, for the communities we serve, and for our organisation – with a reduced financial and environmental footprint.

What goals do we have?

1. A Healthier Environment. Reducing our impact on the natural and human environment through managing transport, energy and water usage, raw material consumption, sustainable procurement, and waste processing.
2. Resilience of our Services. Ensuring that our estate, services and staff are prepared for weather extremes and clinical emergencies, through having adequate plans in place.
3. Contributing to Healthy lives, communities and environments. Developing immediate and longer-term processes to enhance our involvement with, and reduce the care needs of, the communities that we serve.

What targets have we set ourselves?

Our new Green Plan sets out the targets we wish to achieve across the ten core areas of the original SDAT allied to the seventeen UN Sustainable Development Goals. We have set new targets allied to carbon net-zero; however, these may change when NHSE releases guidance later this year.



Our
performance



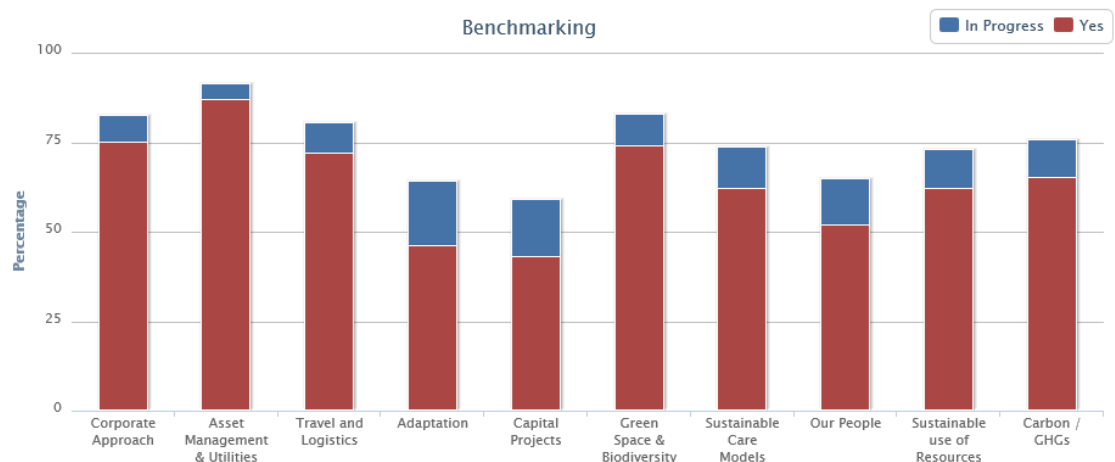
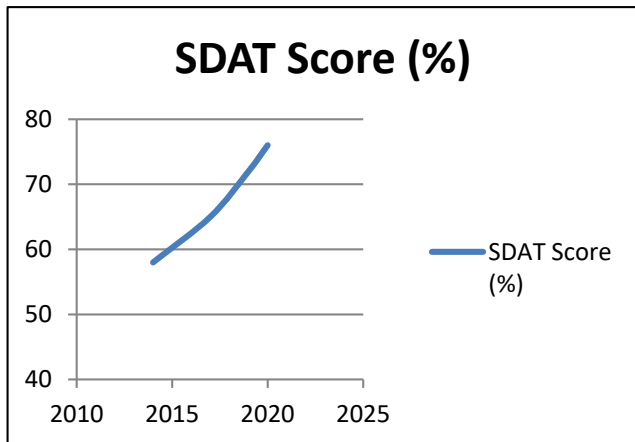
Sustainable Development Assessment

SDU assessment framework

- The original Sustainable Development Assessment Tool (SDAT) was designed to enable NHS organisations assess how their local action is contributing to the UN Sustainable Development Goals and supported the identification of targets within Green Plans. The tool has now been withdrawn and a new tool is awaited.

SaTH's SDAT Score 2020 – we achieved 76% overall

- We have demonstrated a year-on-year improvement to our SDAT score and, with the work that has been completed during the past 12 months, this pattern continues. Our score was 58% in 2014 when the current assessment methodology was developed (albeit we have been undertaking assessments using earlier methodology – which had a different scoring output and could not be carried forward – since 2009).
- We are continuing to make progress with the areas identified by the previous SDAT as offering potential; namely Travel & logistics, Adaptation, Capital Projects, Our People, Sustainable Use of Resources, and Carbon (see next section “Our Progress”).
- There is a new emphasis on carbon, with the NHS target to be carbon net zero by 2040.



Contribution to the 17 UN Sustainability Goals at a local level

SaTH is contributing to 14 of the Goals:



and is making progress with the remainder:



Our progress



SaTH Sustainability at a glance 2020/21



Sustainability Score (SDAT 2020)

76%

Approximately
£3.5m
energy and water costs.

Reduction of
6% water
usage compared to last year.

Over
£1.25m
waste disposal costs.

Now purchasing
Green Electricity tariff
(saving 2170 tonnes CO₂).

Over
900
taking part in community
engagement.

Successful
**Equipment reuse
scheme (Warplt)**
(saving 45 tonnes CO₂, 10 tonnes
to landfill, and £87,000).

Implemented
**Remote Working
(Teams)**
(saving 6 tonnes CO₂ and £427k
travel expenses claims).

Headline achievements

Travel and transport.

- Liftshare (staff scheme to share transport) – 250 members.
- Active travel - cycle salary sacrifice scheme runs year round.
- Circa 1% of staff cycle to work, and c17% don't hold a parking pass so must be walking / sharing / using the bus.
- Bike repair clinics provided on site, with LED lights offered.
- Hybrid and electric vehicles are available through salary sacrifice.
- Working with Arriva - Staff discounts for public transport, with better access (bus to Treatment Centre).
- Diesel vehicles disallowed when pool car leases renewed.
- £5k grant from WM Police for safer roads and events activities – c/f to 2021/22 due to covid.
- Investigating installation of Electric Vehicle charging points.
- New, secure cycle shelters – for staff.
- Free shuttle bus (Courtesy Shropshire Council) between sites for staff use during covid pandemic.



Headline achievements

Reuse of materials and reducing use of raw materials

- Warp-it (recycling/re-using) continues to attract members; over 1000 members.
- CO₂ emissions reduced by 45 tonnes and landfill reduced by 10 tonnes, through not producing new furniture.
- Total savings in-year around £87k.
- Successful partnerships established with Ministry of Justice, Shropshire Council, NHSI (Nightingale Hospitals).



“The service that you have put on with regard to the recycling, reusing, pre-loved items within the Hospital is amazing.”

“The Maternity Screening team can confirm that we have had all sorts of useful items from the container... We would have had to buy them had we not spotted them on Warp-it. And we got there quickly as we know the site is popular with staff.”

“With my Supervisor we probably have saved the Centre £1000s of pounds if ordered new. The service is very efficient, the team are easy to get hold of, the listing and accepting process is brilliant too.”

“I have used the service numerous times, collecting items, to name a few:-
Desk drawer units, Office chairs, Bins, Stationery, Desks including a height adjustable one.”

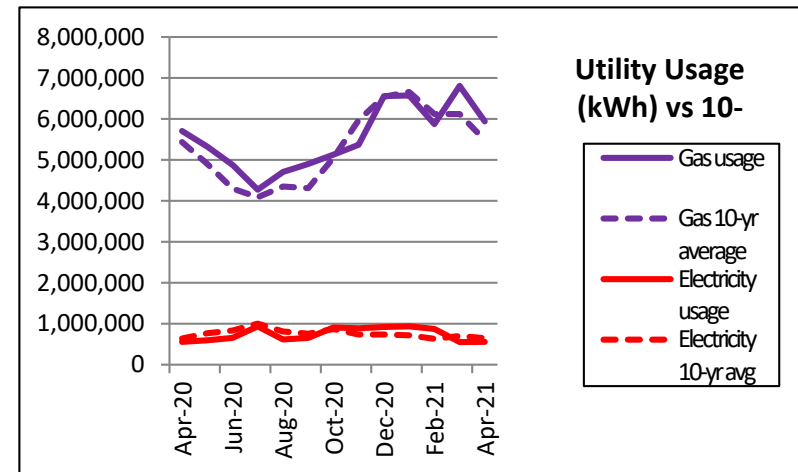
Headline achievements

Estates

- All electricity is now procured via a renewable electricity tariff (non-nuclear), saving 2170 tonnes annually of CO₂ .
- Continued investment in new heating controls and pump / ventilation motor speed controls.
- 2.6% increase in buildings carbon emissions compared to last year, due in part to a colder year and also a problem with the Trust's power plant at PRH (now resolved).
- Electricity import (from the grid) increased by 10% compared with last year, due to PRH's power plant performance (now resolved).
- Gas usage increased by only 1%, despite the year being 2% colder.
- Design for the current works to the RSH ED, achieved a 'very good ' BREEAM* rating (61%), with particularly good achievement in the areas of energy, health & wellbeing, transport and materials.




Completion of installation of £830k of LED lighting, which will realise 1400 tonnes annually of CO₂ savings



* BREEAM, Building Research Establishment Environmental Assessment Method – a voluntary standard that is widely used to assess the environmental performance of new and existing buildings

Headline achievements

RSH Emergency Dept. Capital Works – Design-stage BREEAM rating

BREEAM Rating						
	Credits available	Credits achieved	Credits targeted	% Credits achieved	Weighting	Category score
Management	20.0	10.0	3.0	50.00%	15.52%	7.76%
Health & Wellbeing	19.0	13.0	0.0	68.42%	17.60%	12.03%
Energy	21.0	17.0	0.0	80.95%	16.42%	13.29%
Transport	9.0	6.0	0.0	66.67%	8.15%	5.43%
Water	8.0	4.0	0.0	50.00%	7.24%	3.62%
Materials	13.0	8.0	8.0	61.54%	16.98%	10.44%
Waste	9.0	5.0	0.0	55.56%	7.64%	4.24%
Land & Ecology	0.0	0.0	0.0	0.00%	0.00%	0.00%
Pollution	10.0	4.0	2.0	40.00%	10.45%	4.17%
Innovation	10.0	0.0	0.0	0.00%	10.00%	0.00%
Total	119.0	67.0	13.0	56.30%	-	61.02%
Rating	-	-	-	-	-	 Very Good

A score of 55% achieves 'very good'

This will potentially reduce carbon emissions by 19% compared to a building constructed to Building Regulation standards.

Headline achievements

Procurement

- Sustainability questionnaire sent to top-20 Suppliers. 5 achieved 100%, working with others to improve.
- Suppliers have also requested information on the key priority areas for the Trust in order to improve their offer.
- Stock delivered to site as required rather than held on site (reduced wasted stock).
- Off site delivery consolidation – using NHS Logistics – reduces vehicles arriving at site (improved air quality, less noise, traffic congestion).
- Currently tendering for new Pathology transport service, including requiring evidence of transition to ULEV fleet.



Headline achievements

MADE FROM
Plants

Catering

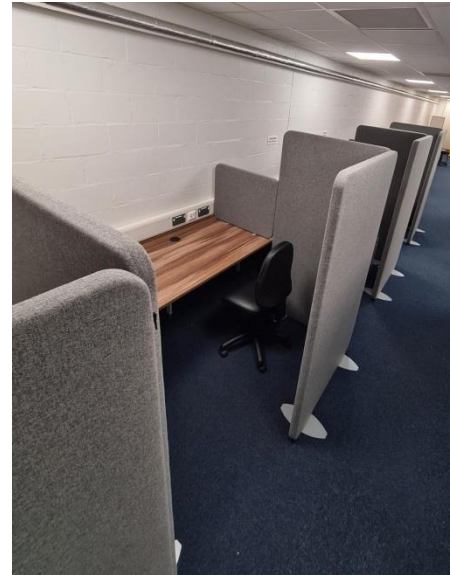
- Using cutlery and takeaway containers all made from plants using renewable, lower carbon, recycled or reclaimed materials (very much in demand during the covid pandemic).
- No plastic straws available in serveries, reducing the impact on the environment.
- Wards using china cups, resulting in 47% reduction in plastic cup usage (not only is this much nicer for patients but this has reduced the use of plastic cups by nearly 800,000 pa).
- Staff now using Health-roster, which has reduced paper usage.
- Vending machines have been installed in the new wellbeing areas with 24-hour food availability.
- Fabulous new serveries installed; reduced energy usage and capability for greater menu variety, with a focus on healthier options.



Headline achievements

Adapting to change / modernising the service

- New ways of working – remote working and internet conferencing (Microsoft Teams).
 - £427k saving in travel expenses, and 6 tonnes CO₂ reduction due to reduced mileage.
 - Hot desking / meeting facilities created to reduce need for more office provision.
- Procured the system to provide “Attend Anywhere” patient appointments – reducing face-to-face contact.
 - 7,005 remote appointments between August 2020 and March 2021, saved 270,002 miles and 51 tonnes CO₂ reduction, across SaTH.
 - New Medical Secretaries’ Workstation.
 - replacing 203,197 paper documents with electronic ones.
- Moved to electronic payslips, saving almost 6000 items per month.
- Development and adoption of a Heatwave Plan – ensuring that we are prepared for the impact of a changing climate.



Headline achievements

Health and wellbeing

- New outdoor seating and tables for breaks and lunch, and “breakout staff domes” all supported by SaTH Charity.
- Beautiful outdoor spaces in which to relax– and encourage wildlife and pollinators.
- Availability of Counselling Service, virtual apps and online guidance.
- Health and Wellbeing resources and wellbeing packs continue to be distributed to both sites.
- Development and promotion of Health and wellbeing briefing sessions for managers to commence in May 2021.
- Wellbeing Wednesday’s focus on reconnecting toolkit, launch of wellbeing conversations and stress awareness.
- Wellbeing walks take place weekly – members of the OD team visit all sites to speak to staff and check in around our wellbeing offer.
- Application for ‘Kickstart’ programme has been approved by Dept. of Work and Pensions.
- Launch of financial wellbeing sessions available for all staff.
- Facilitators trained in ‘team time’ (using ‘Schwartz’ round methodology).
- Over 430 nominations for the hero awards, closed 1st May.
- Wellbeing Guardian identified.



Headline achievements

Community Engagement and volunteering *Public Participation*

- The Trust has worked with our local communities to develop a Public Participation Plan. Over 900 members of the public and staff have given their views through our online conversation (Get Involved), focus groups and a survey. The comments and ideas given will help form our Public Participation Plan which will go to Trust Board in the summer.



- The Public Participation Team facilitates a series of virtual monthly meetings with our local communities which include:
 - Community Cascade – this is delivered twice a month by the Director of Corporate Services following feedback from the public requesting an additional session in the evening.
 - Monthly Community Drop-ins.
 - Quarterly Community meetings.
 - Quarterly Health Lectures.

Headline achievements

Community Engagement and volunteering – continued *Volunteering*

- We currently have just under 200 active volunteers – providing support including: collecting patient belongings; prescription runs to speed-up discharge; help with charity treats trolleys for staff.
- In 2020/21 we received funding from NHS E/I to develop a response volunteer scheme at both hospital sites. We currently have 93 registered and trained Response Volunteers .
- The Response Volunteer scheme is delivering an additional **336 hours (84 volunteer shifts) of support** to our hospitals each week, equating to almost 9 full time positions and potential support worth £170k per year.



Headline achievements



Staff Engagement

- Government Kick-start Scheme providing funding to create new job placements for 16-24 years old on universal credit.
- The Trust currently has 58 young volunteers (16-17 year olds) at both hospital sites.
- Developed a home-working Policy and supported home / flexible working. This has contributed to supporting our people to balance work and home life.
- Launched “Making a difference together” online conversations with staff resulting in new Trust Values.



- Senior Leader Triumvirate leadership programme launched
- Taking action together café conversations to communicate outcomes of staff survey results and making a difference together conversations.
- Our Second Making a Difference Together conversation took place, focused on our culture and draft trust wide behaviours. We had over **850** colleagues casting **4,263** votes and sharing **515** ideas and comments.
- Preparation for delivery of ‘taking action together café conversations’.
- Launch of the first cohort (21 delegates) of Leadership Triumvirate training took place on 23rd March, day 2 took place on 23rd April.
- Affina team coaching journey – identifying coaches to be developed so that they can deliver the programme.
- Launch of online values based interview training on 6th and 7th April.
- Development and promotion of Health and wellbeing briefing sessions for managers to commence in May 2021.
- Launch of re-connecting toolkit as part of the people restoration project.
- Developing an organisational culture dashboard.

Partnerships

We have key partnerships with other organisations to develop sustainability throughout the organisation. We are utilising their technical and commercial acumen to manage our environmental impact.

Our green spaces, originally developed with expert help from our partners, continue to enhance our natural environment and promote biodiversity.



Planning for 2021 to 2026

- **NHSE&I is due to release guidance on developing Green Plans. In the meantime, SaTH is developing a Green Plan, with clear actions and timescales to ensure that the momentum is not lost. The Plan will be further updated when the NHS guidance is released.**
- **The recent NHS commitment to be carbon net-zero for its own activities by 2040 (with an 80% reduction by 2028 – 32) and those of its suppliers by 2045 will form a significant part of any future Green Plans.**
- **We are developing a Decarbonisation Plan for our heating and cooling systems. This will require significant investment and SaTH will be seeking central funding support to deliver this.**



The Shrewsbury and Telford Hospital

NHS Trust

Royal Shrewsbury Hospital
Mytton Oak Road
Shrewsbury
SY3 8XQ

See our refreshed Green Pages via the app on the staff intranet or on the public website

We are always delighted to receive comments and suggestions regarding sustainability matters which can be directed via our dedicated email:
sath.trustsustainability@nhs.net

Telephone: 01743 261000
www.sath.nhs.uk

Sustainability Team

email:sath.trustsustainability@nhs.net

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