


Board of Directors' Meeting

7 October 2021

Agenda item	244/21			
Report	Green Plan			
Executive Lead	Director of Finance			
	Link to strategic pillar:		Link to CQC domain:	
	Our patients and community	✓	Safe	
	Our people	✓	Effective	
	Our service delivery		Caring	✓
	Our partners		Responsive	
	Our governance		Well Led	✓
	Report recommendations:		Link to BAF / risk:	
	For assurance		Link to risk register:	
	For decision / approval	✓		
	For review / discussion			
	For noting			
	For information			
	For consent			
Presented to:	SaTH Leadership Committee – Transformational 16.9.21 Finance and Performance Assurance Committee 28.9.21 – recommended for approval			
Dependent upon (if applicable):				
Executive summary:	<p>The Green Plan is the successor to the Sustainable Development Management Plan (SDMP) and sets out what the Trust needs to do over the next 5 years to further enhance our sustainability programme in continuing along the carbon net zero journey.</p> <p>The move to ICS will require integration of these ambitions into a system-wide plan, but currently all providers within the system are required to develop their own Green Plan which is approved by the Board of Directors.</p> <p>The Board of Directors is asked to approve the Green Plan.</p>			
Appendices	Appendix 1 - SaTH Green Plan 2021-26 Appendix 2 - Supporting Action Plan			
				

Green Plan (draft v7.2)

2021-2026

Appendix 1



Think Globally, Act Locally
Healthcare with a kind touch and a small footprint



The Shrewsbury and
Telford Hospital
NHS Trust



Foreword

The responsibility that the health care service has towards our patients, visitors, staff, volunteers and society as a whole, has helped shaped the ambitions of this Trust. It is also one of the 10 Pledges that the Shropshire, Telford & Wrekin Integrated Care System (STW ICS) has committed to and is an NHS priority with targets. In conducting our business, we want to create sustainable value through innovative solutions. This conviction is the foundation on which the strong engagement of our people and the long-term successful development of SaTH is built. Our ambition to operate sustainably throughout the Trust and along our entire value chain will help to improve our efficiency and reduce risks and will positively contribute to the efforts to address climate change that affect us all.

In conjunction with Shropshire, Telford and Wrekin Integrated Care System (STW ICS), we will recognise and respond to the global climate emergency - developing an environmentally friendly health and care system by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage. The emphasis during the 2020/ 21 covid pandemic on providing many outpatient appointments remotely, has demonstrated we can deliver effective patient care and can avoid thousands of miles of patient transport.

The international community has made enormous progress toward a common understanding of sustainability priorities. We want to continue to actively contribute to achieving this, through further embedding sustainability in our business. In playing our part, we are engaging with our people, utilising their knowledge and expertise, developing partnerships in all areas of our activities, and finally relying on the strength of our reputation as a sector leader in sustainability matters. This is also part of the strategic vision for partners in our local ICS:- As the world faces up to a climate emergency, we are committed to delivering an internationally recognised system known for its environmentally friendly services that make the best use of our resources.

In recent years, we have continued the excellent progress towards our sustainability goals. Our Sustainable Development Assessment Tool score against the core standards (a national assessment tool developed by the NHS Sustainability Development Unit) increased from 72% to 76%. Our buildings-related carbon emissions continue to fall, we have a successful equipment reuse scheme, our catering department has eliminated plastic cutlery and introduced compostable takeaway containers and we have developed garden areas for staff, patients and wildlife. We have moved to a green electricity tariff, undertaken extensive LED lighting replacement, and are in the process of upgrading the Building Energy Management System at RSH, all of which are reducing our carbon emissions.

The coming year will see us continue this good work, by refreshing our Sustainability targets to reflect NHS and wider national targets. The NHS has recently set itself an ambitious target for its own activities to be carbon net zero by 2040, and those of its suppliers by 2045. As part of our future reconfiguration of clinical services, we will introduce more energy efficient buildings, and the new buildings will follow national requirements to be carbon net zero.

This Green Plan is the successor to the Sustainable Development Action Plan and sets out what the Trust needs to do over the next five years to further enhance our sustainability and continue along the carbon net zero journey.

Contents

1. Introduction
2. Drivers for Change
3. The Trust's Vision
4. Our Governance including Risk Management.
5. United Nations – Sustainable Development Goals.
6. Tracking Progress and Reporting – The Sustainable Development Assessment Tool (SDAT).
7. SaTH SDAT Report 2020.

8. Key Areas of Focus:

- 8.1 Corporate Approach.
- 8.2 Asset Management and Facilities.
- 8.3 Travel and Logistics. Asset Management and Utilities.
- 8.4 Adaptation.
- 8.5 Capital Projects.
- 8.6 Green Space and Biodiversity.
- 8.7 Sustainable Care Models.
- 8.8 Our People.
- 8.9 Sustainable Use of Resources.
- 8.10 Carbon and Greenhouse gases (GHGs).

9. Finance.

10. Risk.

11. Contact.

1. Introduction

The Shrewsbury and Telford Hospital NHS Trust is the main provider of general hospital services for nearly half a million people in Shropshire, Telford & Wrekin and mid-Wales.

In common with many NHS Trusts, our estate comprises a mixture of building types and ages, consuming considerable quantities of energy to heat, cool and light– costing circa £3.2m and producing around 19,000 tonnes of CO₂ per annum. Our water usage is approximately 189,000 m³ and costs circa £317k per annum. As our main clinical services are split across two sites, we also incur significant expenditure on travel. Our staff also undertake considerable commute mileage owing to the rural nature of the county and the inconsistency of public transport. The Trust produces in excess of 700,000 inpatient meals, generates almost 3,000,000 pieces of laundry and 1,804 tonnes of waste per year, with all the associated resources.



A landscaped courtyard at
Princess Royal Hospital, Telford

This Trust has been a “Good Corporate Citizen” for 12 years and has participated annually in the NHS sustainability assessment using the Sustainable Development Assessment Tool. We are immensely proud of our sustainability programme; we aim to create sustainable value with everything we do together with our staff, partners and stakeholders. We are committed to the protection of the environment through reducing our usage of resources including single-use plastic, reducing our emissions, creating habitats and environments such as new garden areas for wildlife which our staff and patients can enjoy, reducing inter-site vehicle movements, and no longer allowing diesel models for replacement pool and lease vehicles.

In October 2020, the NHS set itself an ambitious target for its own activities to be carbon net zero by 2040, and those of its suppliers by 2045. This will greatly impact upon the way the NHS commissions and delivers its services, and the buildings that it uses to do so, undoubtedly resulting in some of the biggest changes that the NHS will have seen since its inception. It will require changes to our estate, transport, catering, aerosol inhalers and anaesthetics, models of care – including remote consultations and care at home, and greater use of technology.

This Green Plan (the successor to the previous *Sustainable Development Management Plan*) will enable us to maintain the current momentum of sustainability improvements and will continue to deliver tangible financial and local environmental benefit.

The Lead Director for Environmental Sustainability at the Trust is Helen Troalen (Director of Finance).

The Trust has an active Good Corporate Citizen group, with representatives from across a broad spectrum of services and departments, reflecting the core standards issued by the NHS Sustainable Development Unit – each of which has a part to play in delivering sustainable services. The targets set in this Green Plan are based upon our most recent (2020) sustainability assessment, using the NHS Sustainable Development Assessment Tool, together with some advance ideas around starting to prepare for decarbonising our estate.

2. Drivers for Change to improve Sustainability

There are five categories of Drivers for Change that apply to the NHS:

1. Legislative

Civil Contingencies Act.
Climate Change Act 2008.
Town and Country Planning Act 1990 and subsequent amendments.
Local Government and Public Involvement in Health Act 2007.
Public Services (Social Value) Act 2012.
Modern Slavery Act 2015.
COSHH Regulations 2002 Environmental Permitting Regulations (England and Wales) 2016.
Social Value Act 2012.
Equality Act 2010.

2. International Guidance

International Panel on Climate Change (IPCC) AR 5 2013.
United Nations (UN) Sustainable Development Goals (SDGs) 2016.
World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016.
World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing.

3. UK Guidance

National Policy and Planning Framework 2012.
Department for Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013.
Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
changing climate.

Adaptation to Climate Change – Planning guidance for health and social care organisations (NHS SDU)
Adaptation Report for the Healthcare System 2015 (NHS SDU).
Building Research Establishment Environmental Assessment Method (BREEAM)
Various food standards e.g. Red Tractor, Dolphin Friendly, Sustainable Fish Cities etc.)

4. Local

Core Strategy Development Plan Documents.
Site Allocations and Management of Development (SAMDev) Adopted Plan.
Shropshire, Telford & Wrekin Sustainability and Transformation Partnership (STP) / Future Fit recommendations.
One Public Estate (lead organisation: Shropshire Council)
STW ICS Strategy and 10 Pledges

5. Healthcare specific

The Carter Review 2016 (and Model Hospital indicators)
Sustainability and Transformation Partnership (STP) plans
NHS Long Term Plan 2019
NHS Sustainable Development Strategy 2014 – 2020
NHS Standard Contract 2020 – 2021 (and subsequent versions)
NHS Operational Planning Guidance 2020 – 2021 (and subsequent versions)
NHS SDU's Health Outcomes of travel Tool (HOTT)
Dept. of Health - Health Technical Memoranda (HTMs), Health Building Notes (HBNs)
Procurement 4 Carbon Reduction Tool (P4CR)
Delivering a 'Net Zero' National Health Service' October 2020, NHSE&I

3. The Trust's Vision

As a Trust, our sustainability goal is to “provide healthcare with a kind touch and a small footprint”.

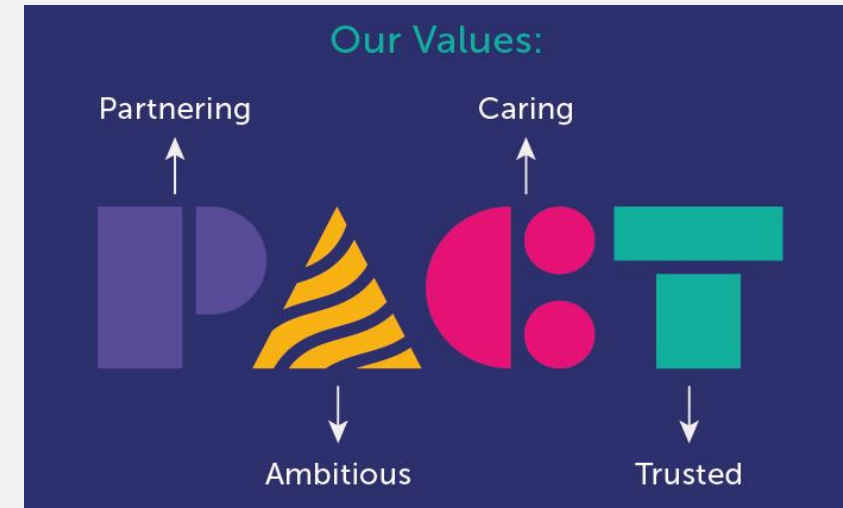
We are fortunate to be located in a beautiful part of the country and we share a responsibility to keep it that way. We have a duty to protect and enhance an environment that is beneficial to the half million people that live here now, and in the future, and also for all the visitors that come to enjoy the assets that Shropshire has to offer.

Through this Green Plan, and in conjunction with other health organisations and public sector bodies, we will work to move towards beneficial influences on the environmental, financial and social issues associated with our activities.

We will do this by undertaking an annual assessment of our impacts and focusing on the areas that give the greatest benefit to the natural and human environment. We will continue to use the Sustainable Development Assessment Tool (or other successor methodology proposed by the Greener NHS Unit, and this will also be used for monitoring and reporting purposes.

We will aim to ensure that our business and activity contributes positively to the following, and also to our four *Values* - which our staff demonstrate in their daily work - and which will help us as a Trust to achieve a positive contribution to these.

1. the environment
2. the community, including our staff
3. the health of our population
4. the future

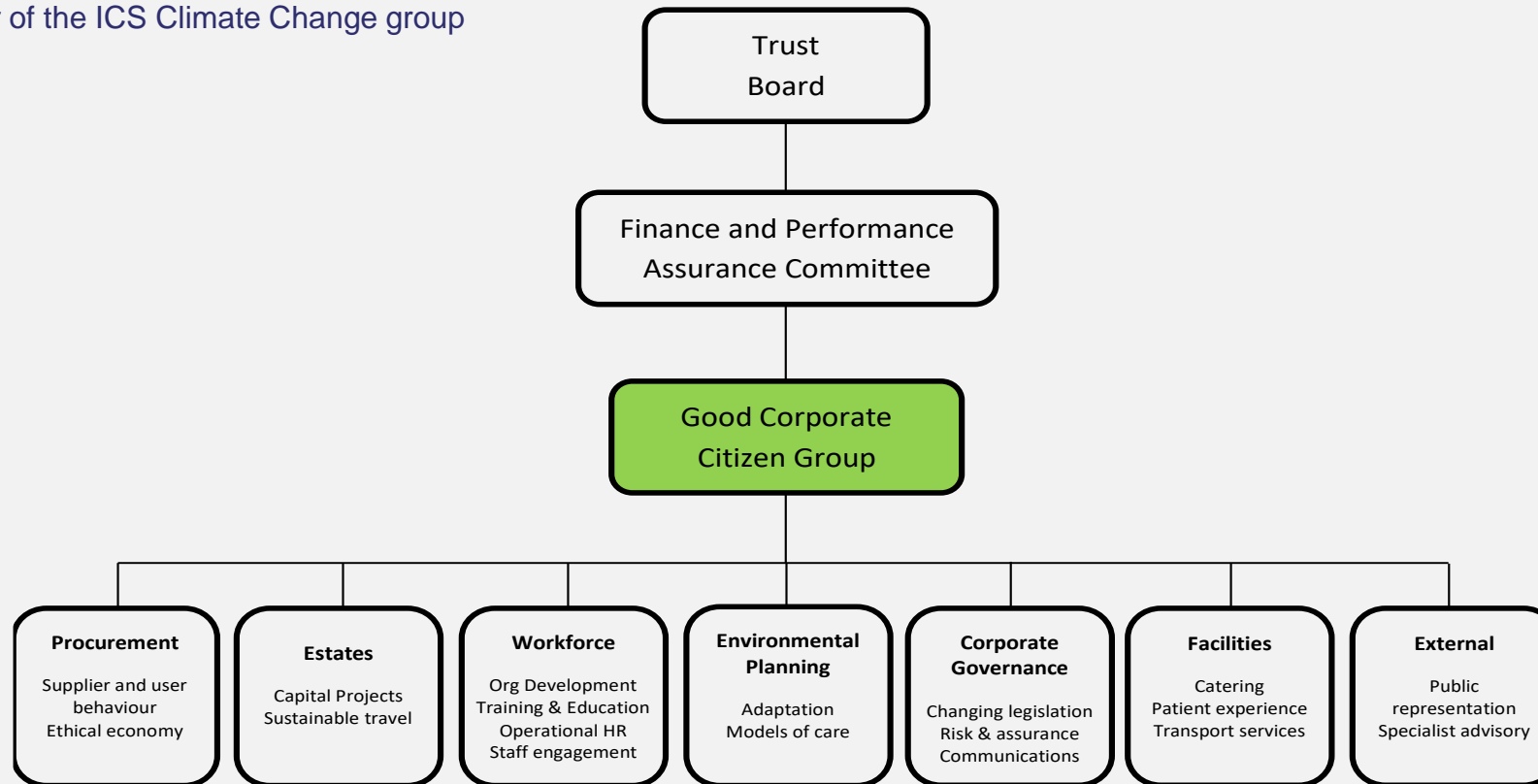


4. Governance

SaTH has a Good Corporate Citizen group which meets quarterly. Membership comprises representation from Estates, Facilities, Corporate Governance, Travel, Communications, Clinical and Medical staff, Workforce, Procurement and external partners.

The group provides summary 'AAA' reports through the Finance and Performance Assurance Committee together with a comprehensive annual report, which also goes to the Board of Directors' public meeting, presented by the Director of Finance. These documents are publicly available from the Trust website.

SaTH is also a core member of the ICS Climate Change group



5. United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

The 17 Sustainable Development Goals (SDGs) are the world's best plan to build a better world for people and our planet by 2030. The SDGs are a call for action by all countries - poor, rich and middle-income - to promote prosperity while protecting the environment.

They recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, equality and job opportunities, while tackling climate change and working to preserve our ocean and forests.

SaTH is positively contributing – at various levels – to all of these goals.

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:

Source: <https://sdgs.un.org/goals>

6. Tracking Progress and Reporting –

The Sustainable Development Assessment Tool (SDAT).

To measure SaTH's position and progress with respect to sustainability, we have used the NHS Sustainable Development Unit's annual *Sustainable Development Assessment Tool* (SDAT). It is an online self-assessment system aligned to the UN Sustainable Development Goals (SDGs)

MODULES:

The tool uses 296 statements across ten core modules, which are:

1. *Corporate Approach*
2. *Asset Management & Utilities*
3. *Travel and Logistics*
4. *Adaptation*
5. *Capital Projects*
6. *Green Space & Biodiversity*
7. *Sustainable Care Models*
8. *Our People*
9. *Sustainable use of Resources*
10. *Carbon / GHGs*

Each statement is aligned with up to three United Nations Sustainable Development Goals, which are ordered in level of relevance but are scored equally.

CROSS-CUTTING THEMES:

There are four cross-cutting themes against which performance is assessed for each module:

1. Governance & Policy (covers policies, reporting and governance undertaken by the Trust)
2. Core responsibilities (covers elements that are directly controlled by the organisation)
3. Procurement and Supply chain (highlights purchasing or commissioning of products and services)
4. Working with Staff, Patients & Communities (highlights how we can influence and promote health)

RESPONSES:

Each statement in the SDAT has four potential answers.

Yes – where the organisation can demonstrate action, process or outcome(s) that fulfil the statement. Value: 3 points.

In Progress – allows the organisation to gain some credit for fulfilling at least 50% of the statement, having a process in development or where a policy draft is awaiting final Board approval. Value: 2 points.

No – where no, or less than 50% progress has been made against the statement. Value: 0 points.

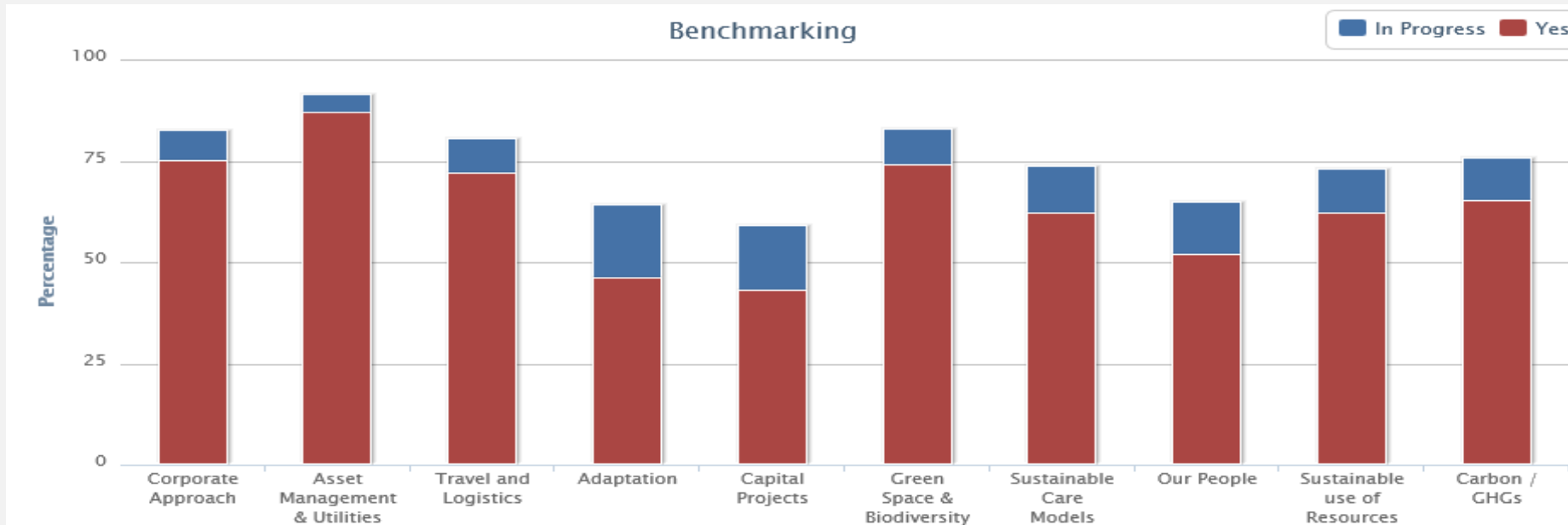
N/A – can be used where the statement definitely cannot apply to the organisation. (Removed from final calculation, so as not to affect the percentage score).

7. SaTH's Sustainable Development Assessment Tool (SDAT) Report 2020

In 2020, SaTH had improved its overall position from 72% to 76% against the SDAT targets. The scores within each module are shown below. Our score was 58% in 2014 when the current assessment methodology was developed.

Good progress has been made during the 12 months in the areas of Corporate Approach, Asset Management and Utilities, Travel and Logistics, and Sustainable use of Resources. It is encouraging to note that very few areas show no progress and that there are many areas where work is being undertaken to move along the scale to *fully implemented*.

The SDAT output report also enables easy identification of modules where progress is being made and there is potential to move to fully implemented (see below).



8. Key Areas of Future Focus

The SDAT tool serves to identify areas that require focused attention. This together with national guidance and commissioning requirements, serve to formulate this five-year plan.

One of the main changes introduced within the past few months has been the NHS commitment to achieve carbon net-zero for its own activities by 2040 and those of its suppliers by 2045. Formal guidance on the route to achieve this is awaited and will as above, necessitate changes to this Green Plan. SaTH is however already considering the implications – particularly for the built environment and the proposals set out in this Green Plan are representative of our current position.

The SDAT assessment for 2020, highlighted five modules that are below the 75% threshold and are therefore lowering the overall score achieved by the Trust. These are:

- 8.1 Travel and Logistics
- 8.2 Adaptation
- 8.3 Capital Projects
- 8.4 Our People
- 8.5 Sustainable Use of Resources

Whilst attention will be focussed on these modules, the other modules also offer potential and will continue to be pursued; Sections 8.6 to 8.10.

The SDAT acts as a pointer to the opportunities that could be considered to realise sustainability improvements. These are listed under the *Opportunities* heading in each section. Not all are realistic or appropriate for SaTH and therefore a selection has been used to propose improvement schemes to be worked on during the period covered by this Green Plan.

These are listed under the *Planned Improvements* heading in each section, with target dates and mechanisms for measurement included in the action plan in the appendix.

8. Key Areas of Future Focus

8.1 Corporate Approach (Governance, Workforce, Engagement, Procurement)

8.1.1 Present Position:

Overall score of 77% with particular strengths around government and Policy, and Procurement and Supply Chain.

8.1.2 Opportunities for development during 2021 -2026: *Governance and Policy*

- Leadership programmes that embed sustainable development, including environmental sustainability in all business cases, engaging with patients and visitors and local stakeholders on Sustainable Development Policy

Core Responsibilities

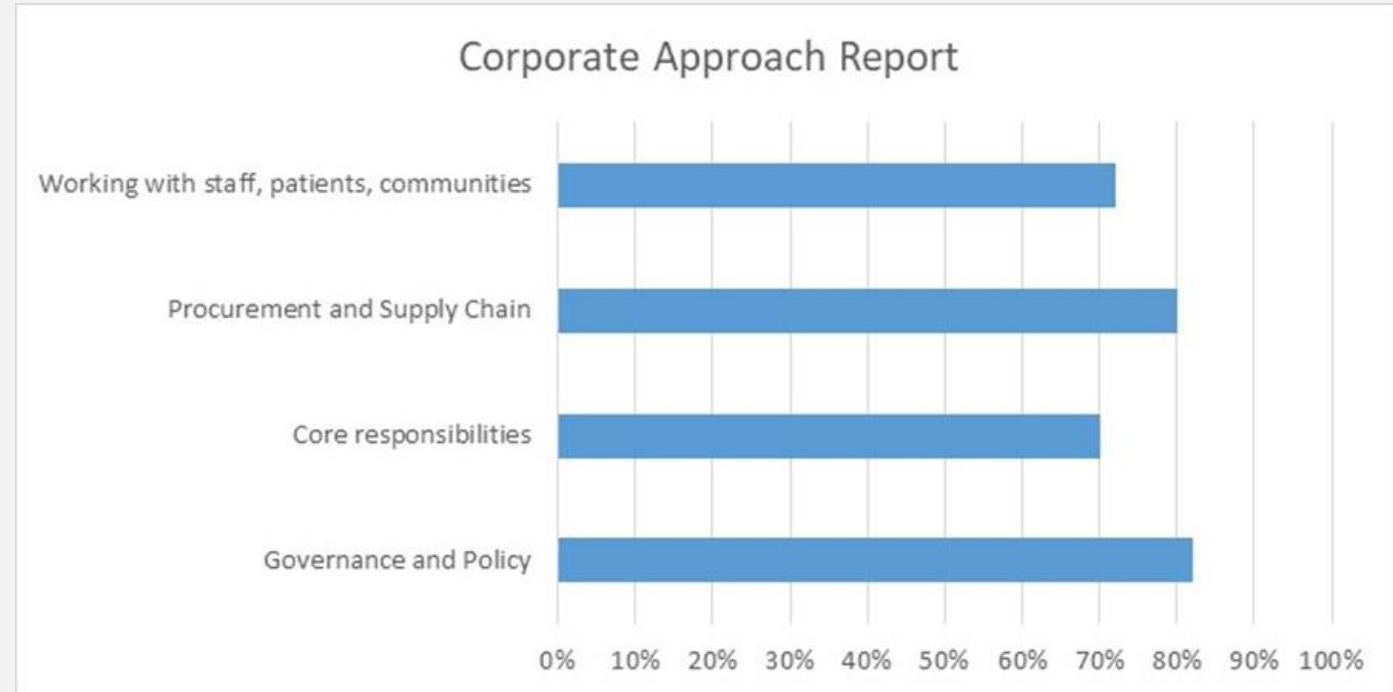
- Training, monitoring and engagement with staff

Procurement and Supply Chain

- Inviting and rewarding supplier innovation relating to sustainability and quantifying these

Health of staff, patients and communities

- Ongoing engagement



8. Key Areas of Future Focus

8.2 Asset management and facilities (Estates, HTP and Communication)

8.2.1 Present position:

Overall score 77% with particular strengths around Governance and Policy, and Core Responsibilities.

8.2.2 Opportunities for development during 2021-2026:

Governance and Policy

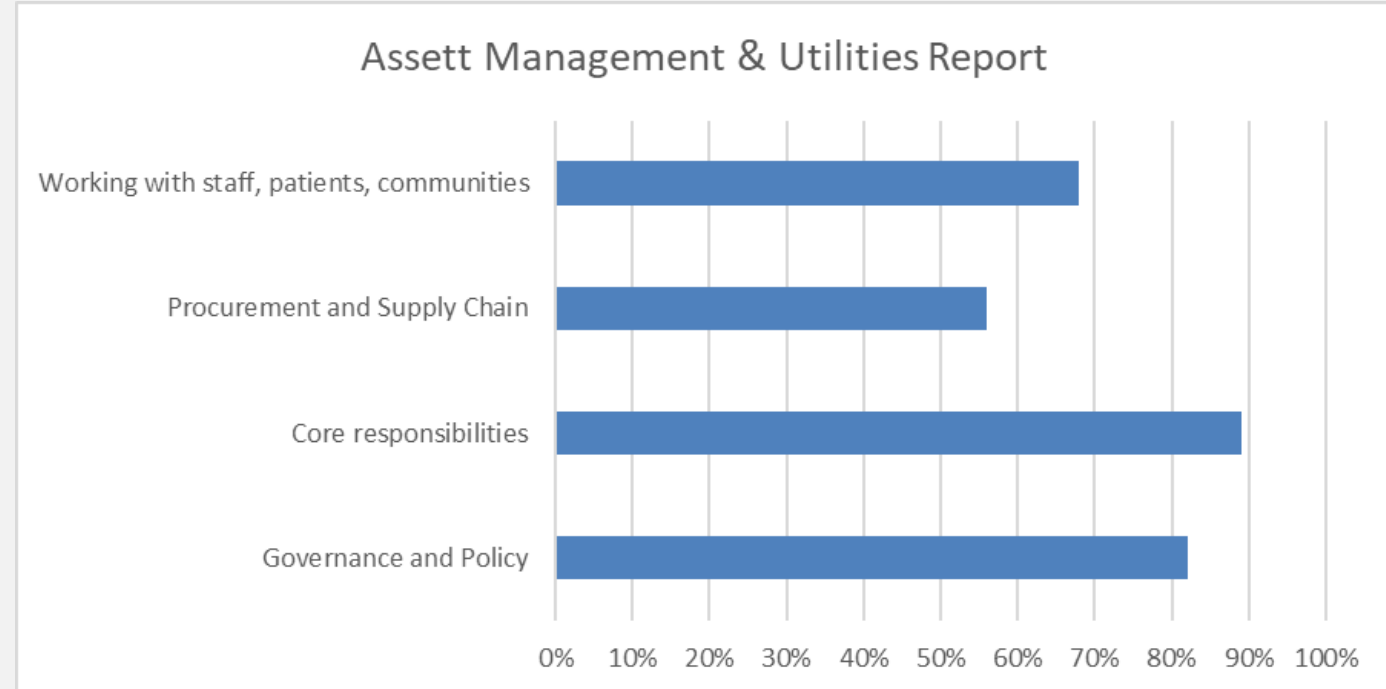
- Reviewing our building stock and developing a sustainable buildings plan.

Procurement and Supply Chain

- Energy / water usage by goods as part of lifecycle costs, embracing alternative funding mechanisms for energy / water efficiency.

Health of staff, patients and communities

- Offering energy / water efficiency advice to staff.



8. Key Areas of Future Focus

8.3 Travel and logistics (Estates and Facilities)

8.3.1 Present position:

Overall score 71% with particular strengths around Governance and Policy, Core Responsibilities and Health of staff, patients and communities.

8.3.2 Opportunities for Development during 2021-2026:

Governance and Policy

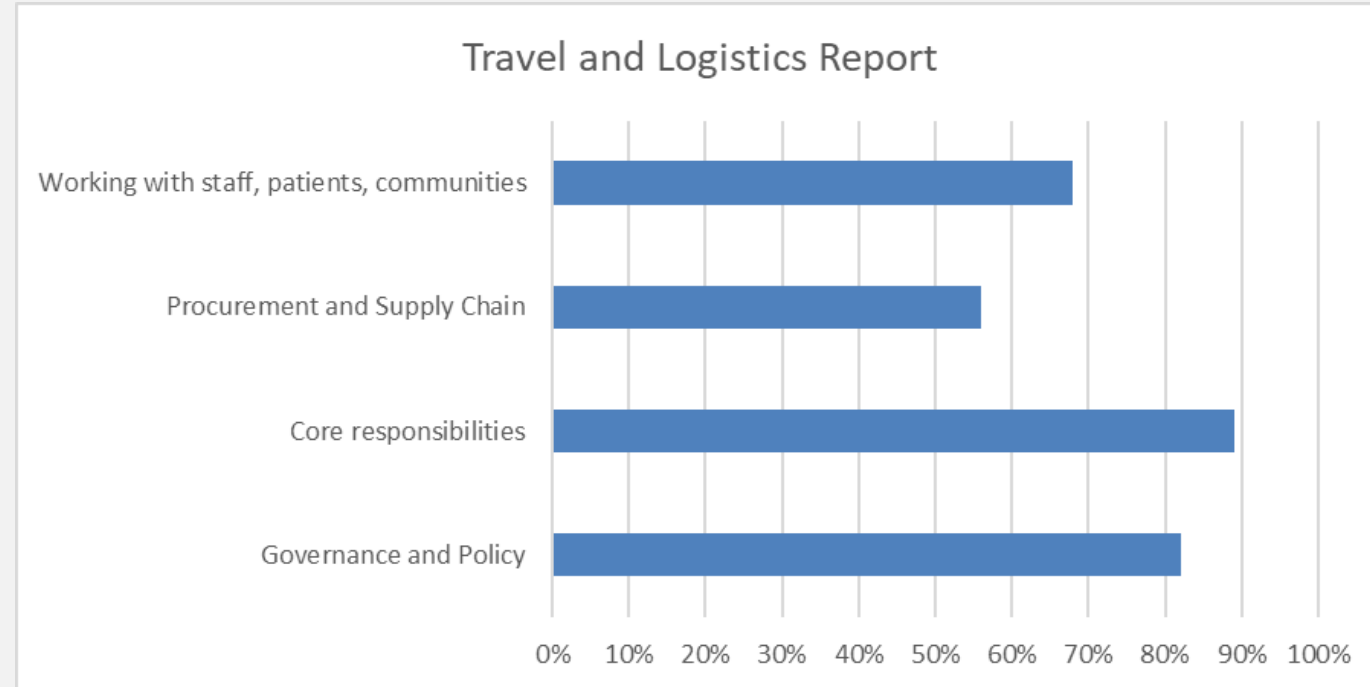
- Measuring business mileage, measuring our carbon emission levels, air quality impacts, and managing all these.

Core Responsibilities

- Provision of electric vehicles and electric vehicle charging points, availability of video conferencing.

Procurement and Supply Chain

- Setting targets to reduce greenhouse gases (GHG) and air pollution associated with logistics, assessing emissions from our own fleet during procurement of vehicles, and greater use of the SDU's Health Outcomes of Travel Tool (HOTT).



8. Key Areas of Future Focus

8.4 Adaptation (Emergency Planning)

8.4.1 Present Position:

Overall score 64% with particular strength around Core Responsibilities.

8.4.2 Opportunities for Development during 2021-2026:

Governance and Policy

- Risk assessment and Risk Register entries, assessing local impacts and mitigation measures.

Core Responsibilities

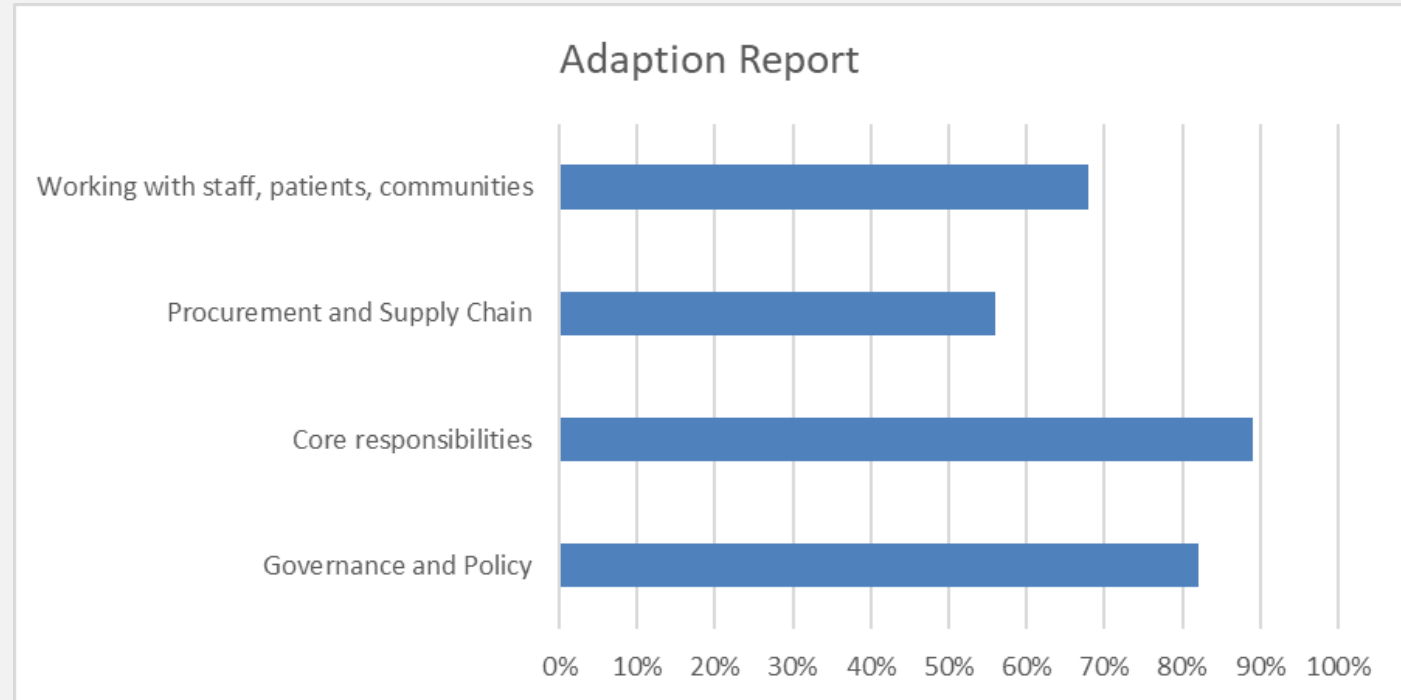
- Assessing and acting upon local climate change impacts and flooding risk, assessing the financial impact and risk to workforce / service continuity, supporting vulnerable communities.

Procurement and Supply Chain

- Supplier resilience.

Health of staff, patients and communities

- Working with the local Joint Strategic Needs Assessment (JSNA) to support vulnerable communities during extreme weather
- Working with ICS Climate Change group and other partners



8. Key Areas of Future Focus

8.5 Capital Projects (Estates)

8.5.1 Present Position:

Overall score 59% with particular strength around Core Responsibilities.

8.5.2 Opportunities for Development during 2021-2026:

Governance and Policy

- Sustainability aims for all capital projects.

Core Responsibilities

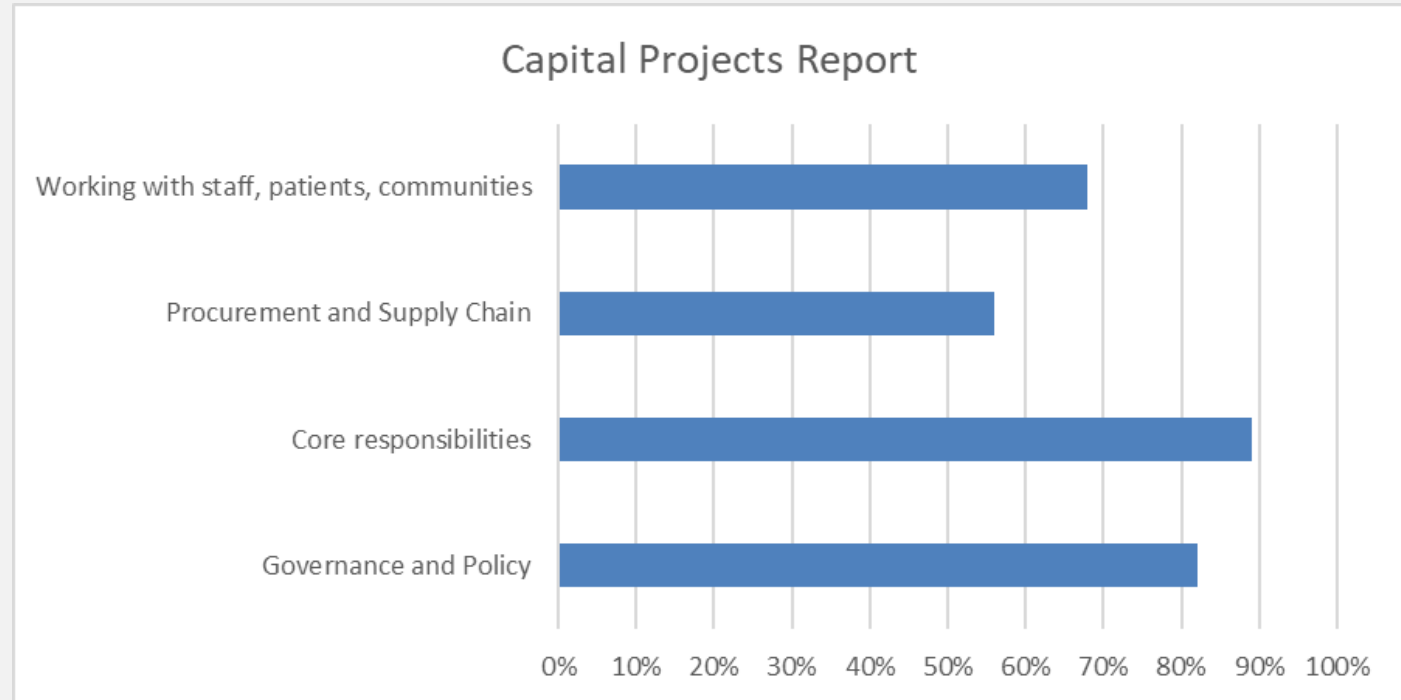
- Making greater use of an accredited certification route e.g. BREEAM, future-proofing buildings, checking that design criteria are performing as expected, and reviewing in-use performance of new areas.

Procurement and Supply Chain

- Low impact solutions, embedding social value outcomes (e.g. local labour) and applying whole-life costings.

Health of staff, patients and communities

- Sharing best practice.



8. Key Areas of Future Focus

8.6 Green space and biodiversity (Estates/Workforce)

8.6.1 Present Position:

Overall score 83% with particular strength in Procurement and Supply Chain, and good performance elsewhere.

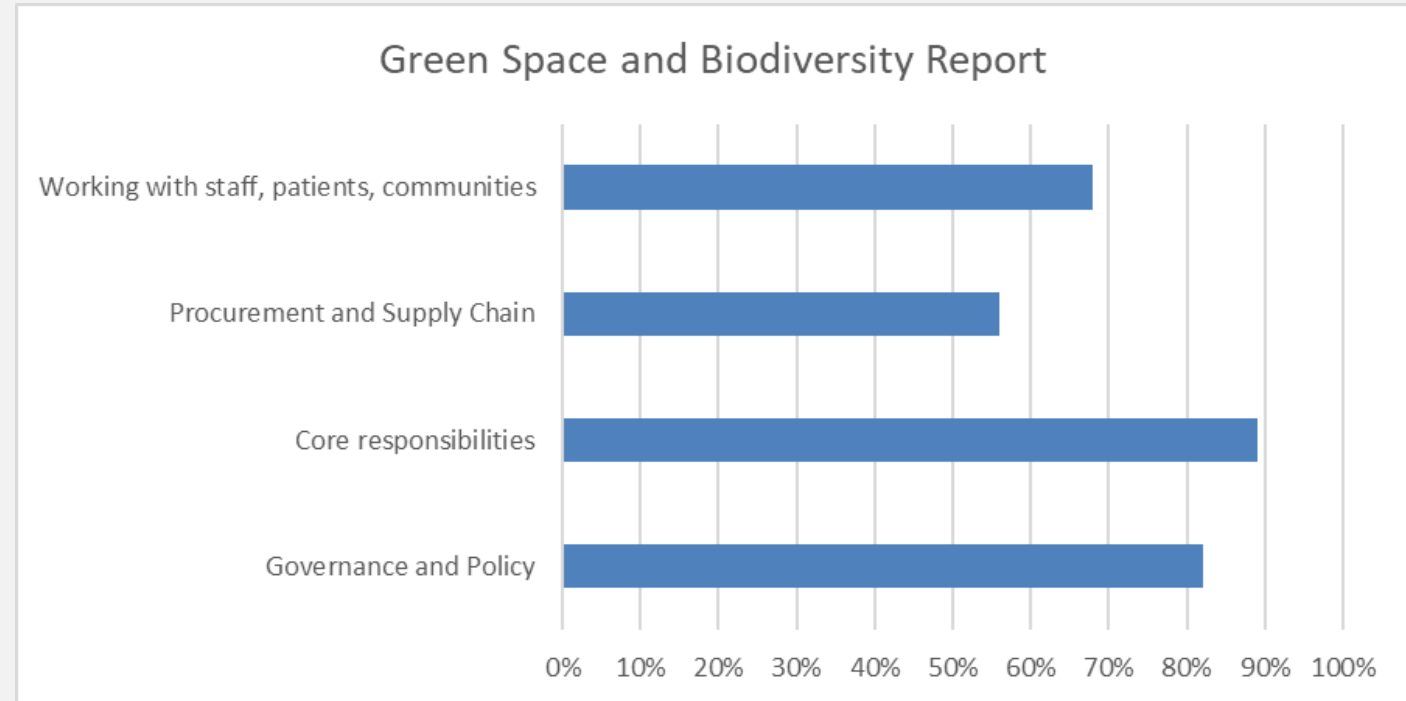
8.6.2 Opportunities for Development during 2021-2026:

Governance and Policy

- Green space strategy / biodiversity plan.

Core Responsibilities

- Measuring staff wellbeing related to green space
- Health of staff, patients and communities*
- Growing food on site.



8. Key Areas of Future Focus

8.7 Sustainable Care

8.7.1 Present Position:

Overall score 74% with particular strengths around Core Responsibilities, and Health of staff, patients and communities.

8.7.2 Opportunities for Development during 2021-2026:

Governance and Policy

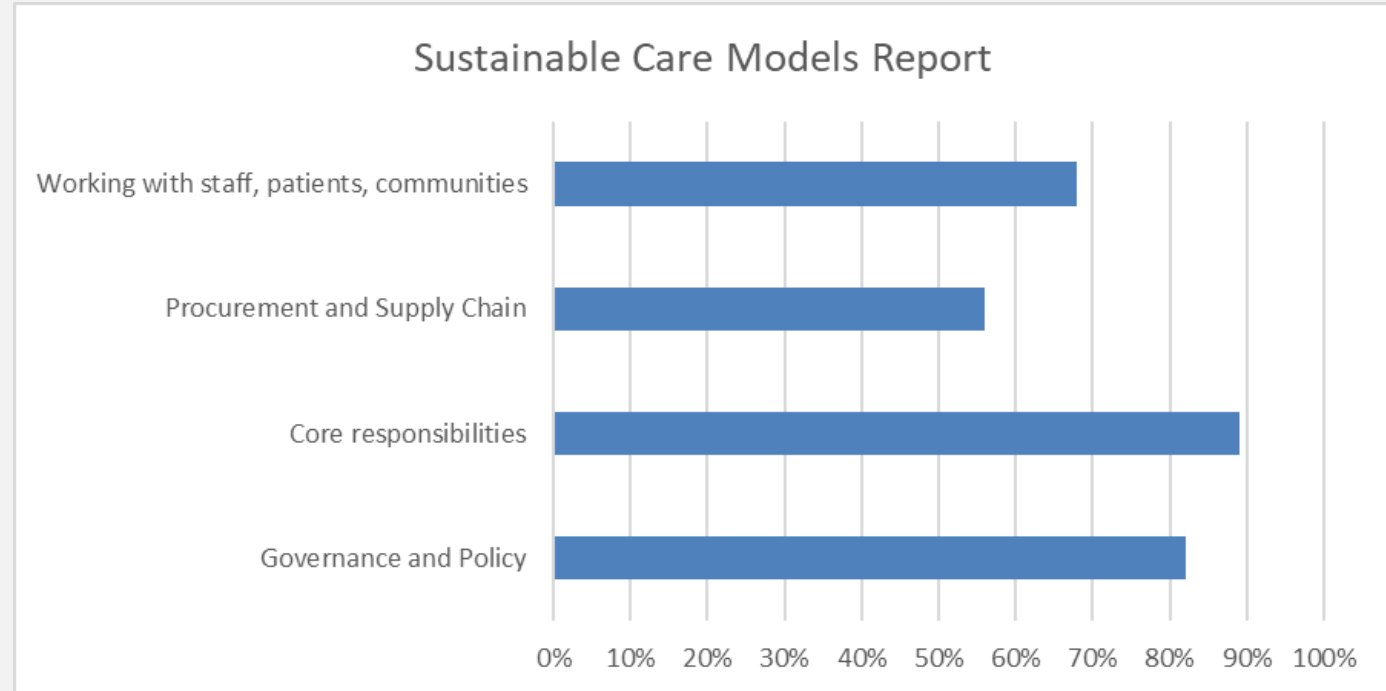
- Ensuring the Board is aware of health benefits of holistic sustainable principles, embedding 'prevention' in all models of care, including sustainability as a quality dimension in care models, delivering sustainable care model training to Board.

Core Responsibilities

- Utilising all patient contact opportunities to promote healthy and sustainable lives including diet, using specific mechanisms to test sustainable care models.

Procurement and Supply Chain

- Utilising resources sustainably, reducing waste and hazardous substance usage.



8. Key Areas of Future Focus

8.8 Our People (Workforce)

8.8.1 Present Position:

Overall score 67% with particular strengths around Governance and Policy, and working with staff, patients and communities.

8.8.2 Opportunities for Development during 2021-2026:

Core Responsibilities

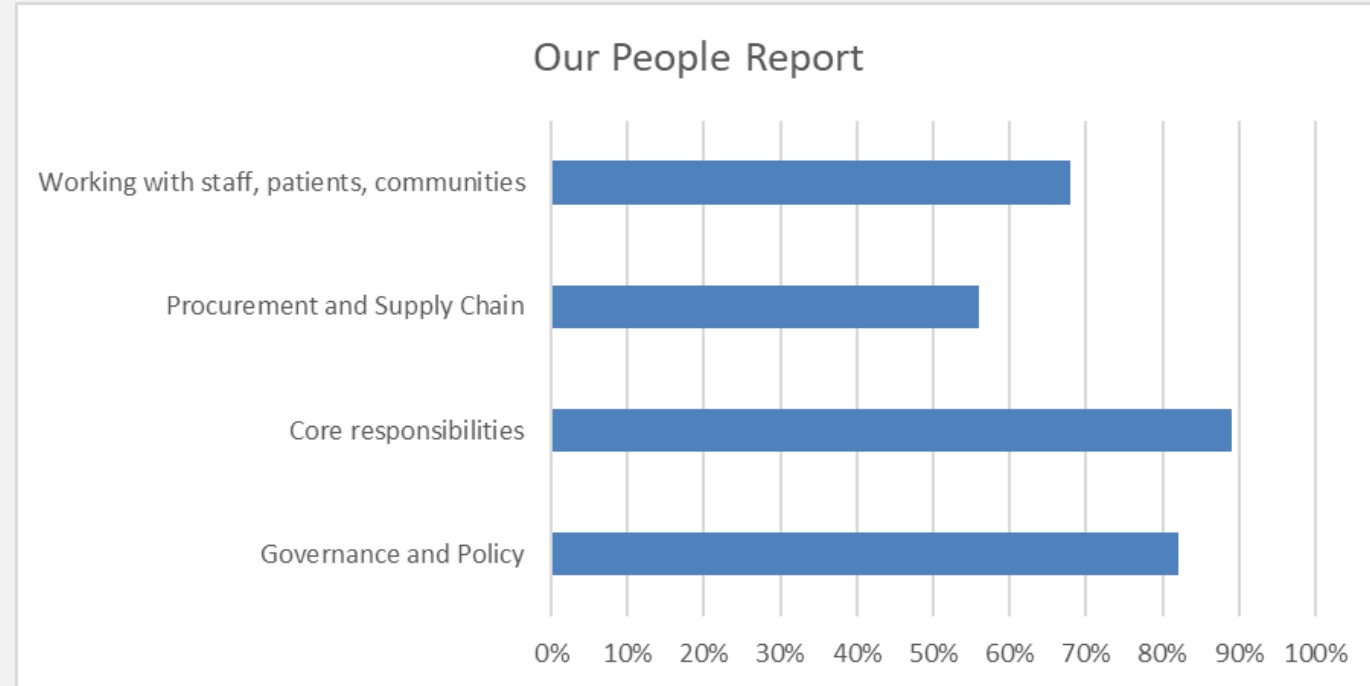
- Training Needs Analysis for up-skilling and succession planning, Planning and supporting health choices for staff, creating a smoke free environment, increasing staff' knowledge and encouraging staff to be part of the Trust's sustainability journey including through demonstrating sustainable behaviours, demonstrating that staff retention and health & well-being is improving.

Procurement and Supply Chain

- Accessing suppliers' E&D approaches, modern slavery.

Health of staff, patients and communities

- Working with other local employers to improve skill bases in our community.



8. Key Areas of Future Focus

8.9 Sustainable Use of Resources (Workforce and Facilities)

8.9.1 Present Position:

Overall score 69% with particular strengths around Governance and Policy, and Core Responsibilities.

8.9.2 Opportunities for Development during 2021-2026:

Core Responsibilities

- Staff training in minimising use of chemicals.

Procurement and Supply Chain

- Tracking food miles and food environmental impact, maximising fresh food, understanding the hazardous substance content of the products we procure and working with contractors to reduce such products, encouraging and seeking evidence that suppliers are reducing their use of resources, sharing best practice.

Health of staff, patients and communities

- Working with external bodies to promote healthy food choices, encouraging staff to minimise waste and expense at home, including around food and commodities.



8. Key Areas of Future Focus

8.10 Carbon/Greenhouse Gases (Estates, Finance, Procurement, Medical Directorate, Facilities – Car Leasing)

High-level targets have been set for the route to NHS activities carbon net-zero by 2040 and suppliers by 2045.

8.10.1 Present Position:

Overall score 77% with particular strengths around Governance and Policy, and Core Responsibilities.

8.10.2 Opportunities for Development during 2021-2026:

Governance and Policy

- Measuring and reducing travel and associated carbon footprint – business and patient transport, applying sustainability objects to all capital projects.

Core Responsibilities

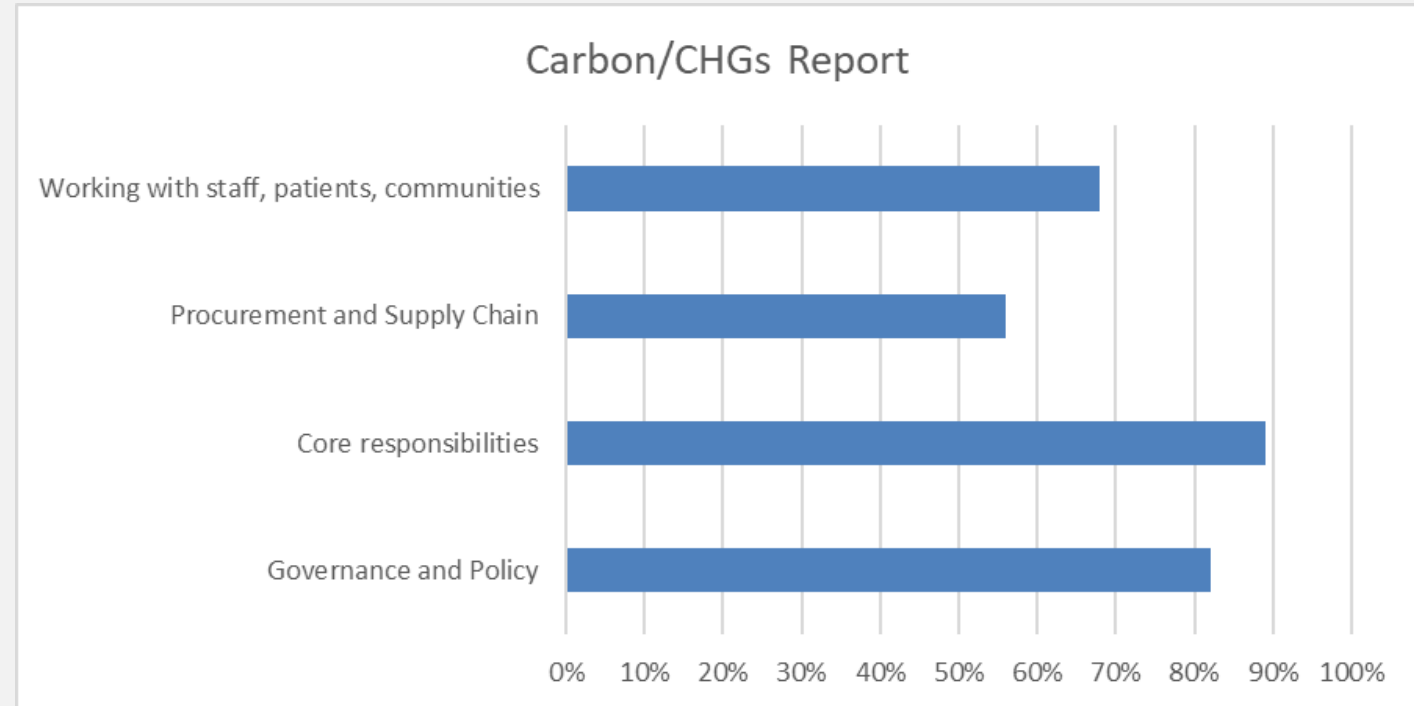
- Maximising carbon reduction opportunities in all estates investments (energy and transport).

Procurement and Supply Chain

- Including low carbon & low environmental impact in design briefs, maximising resource efficacy re-use / low carbon etc.) for new builds and refurbishments, contracts to specify and measure reduction targets for air emissions, measure data on suppliers' environmental impacts

Health of staff, patients and communities

- Quantifying our citizen carbon footprint i.e. staff and patient carbon emissions – commuting and home energy – and offering advice.



9. Finance

All activities incur a cost, whether that is financial and or environmental.

It is often the case that an environmental cost carries with it a financial cost, either as a result of profligate use of natural resources or, through taxes on environmental emissions and costs for treatment.

Reducing our environmental impact is therefore highly likely to reduce the financial impact, albeit that sometimes to achieve this, a capital investment is required.

The Trust will also seek to utilise external funding to reduce our carbon wherever possible.

10. Risk

By adopting a proactive and positive approach to Environmental Sustainability, the Trust is mitigating against risks in the following areas:

10.1 Finance:

The costs associated with resource usage and waste emissions are ever increasing and place a burden on Trust finances. Careful management of our use of resources, how we dispose of our waste will help to keep these costs under control.

Costs are reported annually in ERIC and also the Trust Annual Report.

10.2 Carbon emission targets / climate change:

The Trust is continuing to make reductions in carbon emissions through energy efficiency measures. We aim to meet or exceed national and NHS targets. The latest NHS Operational Planning Guidance states that the NHS will develop a national decarbonisation and climate change plan during 2020, and the Trust welcomes this. It goes on to state that all new buildings and refurbishments should be delivered to net zero carbon standards. SaTH has the ideal opportunity to meet this requirement, through the present reconfiguration of our estates and services, and discussions are on-going with the architects and design engineers. This will be the single biggest opportunity for the Trust to present itself as a leader in this field.

10.3 Legislative compliance:

The Trust follows all legislative requirements for management of activities having an environmental impact through emissions and discharges, and is licensed where necessary. We use the NHS Premises Assurance Method to validate our compliance.

10.4 Reputation:

Environmental harm is something that makes news – and the public are ever more alert to, and aware of, non-compliance. The Trust makes every effort to ensure that its activities are compliant with legislation and also – given that we are a 24-hour facility - that they create minimal impact on our neighbours and the local environment.

10.5 Patient, visitor and staff experience:

No one wants to spend time in hospital but, we aim to ensure that for those that are visiting our sites, and for our staff too, the environment is as pleasant as is possible for a working environment. We have invested time, money and effort into our grounds and the buildings to make them welcoming. We seek patient views through various channels and patient representatives, with the aim of creating a positive experience for all.

11. Contact us.

Please send any comments or suggestions to:

Sustainability & Compliance Manager

Estates Dept.
Shrewsbury and Telford Hospital NHS Trust
Mytton Oak Road
Shrewsbury
SY3 8XQ

01743 26100 ext 3383
sath.trustsustainability@nhs.net

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
Corporate Approach													
Ensure that sustainability is included as a material consideration in all Business Cases.	Strategy and Planning	Chris Preston	Andrew Demetriades	Explicit confirmation and supporting statement requirement in BC template	Consideration of statement within BC	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	All BCs require ICS shadow Board approval	
To include sustainability as a mandatory consideration during all tenders.	Procurement	Helen Troalen	Paul Adams	Weighted element around sustainability included Sustainable Procurement Strategy tender process	Evidenced within most tenders where appropriate (ie 10% weighting)	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	06-Sep-21	Sustainable Procurement Strategy updated and sent to all Shropshire Consortium (System) and GCC, 10% which will be reviewed on annual basis.	
To take account of Suppliers' carbon emissions and mileage minimisation when purchasing goods and services.	Procurement	Helen Troalen	Paul Adams	Weighted element around sustainability included Sustainable Procurement Strategy tender process	Top 10 suppliers annual sustainability questionnaire	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	06-Sep-21	100% response rate from top ten and results indicated a improved position.	
Asset management and facilities													
To ensure that sustainability issues are included in the Estates Strategy.	Estates	Helen Troalen	Will Nabih	A sustainability section to be included in all relevant construction specification documentation	Documentary evidence in the form of the Estates Strategy	Achieved	Achieved	Achieved	Achieved	Achieved	06-Sep-21	Estates Strategy covering five year period approved by Board of Directors	
Ensure that sustainability is included in the HTP Brief.	Estates	Helen Troalen	Will Nabih	A sustainability section to be included in all relevant construction specification documentation	Documentary evidence in the form of the Estates Strategy covering 5 year period	Achieved	Achieved	Achieved	Achieved	Achieved	06-Sep-21	Estates Strategy covering five year period approved by Board of Directors	
Utilise external funding mechanisms for energy efficiency schemes.	Estates	Helen Troalen	Will Nabih	Establish links at local, regional and national levels to identify opportunities for funding	n/a	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Core member of system-wide ICS net zero programme	

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
We will phase out diesel vehicles from our pool and lease vehicles.	Facilities	Hayley Flavell	Ian Morris-Jones	As vehicles become due for renewal, they will be replaced by petrol / LEV. Policy W20.2 to be updated to reflect this change in approach.	Annual report on vehicle numbers and fuel types. Updated Policy to be ratified. % Diesel fleet reduction - Yr1 Max. 50% - Yr2 Max. 30% - Yr3-5 0%	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Policy updated in 2019 to align with HMRC max. CO2 emissions (g/km) equivalent to ≤25% BIK tax rate (see w20.2 - appx A)	
We will provide for electric vehicle charging.	Estates	Helen Troalen	Tony Holt	Install Electric Vehicle charging points for staff / visitors and fleet use.	All new major capital developments must be BREEAM compliant.	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Undertake site surveys to establish current and projected requirements and infrastructure constraints.	
We will ensure that EV charging points are specified as part of the HTP.	Estates & HTP Team	Helen Troalen	Will Nabih	Design brief to include EV charging including designated EV parking bays.	Minutes / copy of Design Brief and relevant section of OBC.	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Included in OBC specification.	
Review travel and transport policy to support sustainable travel options	Estates	Helen Troalen	Tony Holt	Update & develop the current Workplace Travel Plan	Board approved WTP available	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	Annual travel survey identifies modes that staff are most likely to adopt upon changes in car parking capacity which impact on capacity/demand	
To reduce business mileage for general meetings from 2019/20 baseline.	Strategy and Planning	Chris Preston	Tony Holt	Managers to be tasked with setting targets for their individual departments' travel budgets	Mileage claim data. - rolling 10% reduction per year from baseline year	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	Set as CIP target within efficiency programme	
We will require a transition to ULEV as part of any logistics contracts.	Procurement	Helen Troalen	Paul Adams	Ensure that tenders for transport services include a requirement to transition to ULEV	Phased increased of weighting of sustainability elements within tender process	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	06-Sep-21	Local infrastructure not in place.	

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
New logistics contracts will include CO2 and other emissions related reduction targets.	Procurement	Helen Troalen	Paul Adams	KPIs to be included in future ITT for logistics services, to require a year-on-year emissions reduction	Reports from KPI monitoring. - Rolling 5% annual reduction on baseline year	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	06-Sep-21	Award pending to new supplier.	
Implement an annual travel survey to measure changes in the ways that staff travel to work and for work	Estates	Helen Troalen	Tony Holt	Survey Monkey and monthly KPI on staff travel modes.	Reports from KPI monitoring. - Rolling 1% annual increase in active travel modes on baseline year	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	2021 Staff Travel Survey in progress during September.	
Develop formal links with local authority partners to advocate the mental health benefits of improved access to sustainable travel infrastructure.	Estates	Helen Troalen	Tony Holt	Partnership working with LA	LTP4	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	Cross site bus service established. Formal and informal Travel and Transport meetings with LAs. ZCS Transport Group (Telford) and Sustainable Transport (Shropshire) established with wide stakeholder membership.	
Adaptation													
Heatwave Plan	Operations	Nigel Lee	Emma-Jane Beattie	Heatwave Plan drafted, trained to and exercised	Audits will take place on wards. % of trained staff	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Audit outcomes included in EPRR Annual Report.	
Capital Projects													
All building works >£2m (incl. fees and VAT) to undergo BREEAM at OBC.	Estates	Helen Troalen	Will Nabih	To commission a BREEAM Assessment at OBC and through to post-handover	BREEAM report.	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	HTP currently at SOC-level of detail, the NZC will feed into the buildability of HTP along with the considerations from the architect (AHR) around the use of Modern Methods of Construction (MMC). The build itself will also look to achieve a level of BREEAM adding further to the deliverability of the sustainability agenda.	

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
To ensure sustainability is a consideration in all schemes less than £2m	Estates	Helen Troalen	Dave Thomas	The specification to include the minimum sustainability requirements to be achieved, including materials, waste, and recyclability, energy and water.	Copies of relevant sections from all Specifications	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	<ul style="list-style-type: none"> The Energy Centre requirement at RSH requires upgrading. Energy centre discussion with providers can be measured through a managed service agreement. Backlog. This can be measured against the 6 facet survey prioritised risk assessment criteria. 	
To utilise local construction companies where compliant with Procurement rules and SFI's	Estates	Helen Troalen	Will Nabih	Assessment as part of tendering process.	Summary of companies that have submitted and the one chosen, specifying the reason that a local company was / was not chosen.	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Undertaken wherever possible; during the Covid period there has been a priority to complete works within externally mandated timescales related to the funding stream, making local weighting more problematic to implement.	
To require copies of tenderers' Sustainability Policies and evidence that they are implemented at their own depots and as part of their construction activities.	Estates	Helen Troalen	Will Nabih	To be a requirement of tendering process.	Copies of tender specification available upon request. Documentary and photographic evidence included with tenders.	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Included within Sustainable Procurement Strategy	
Green space and biodiversity													
To develop a biodiversity plan as part of HTP	Estates & HTP	Chris Preston	Will Nabih	Include in the relevant construction specification documentation	To be included in the relevant construction specification documentation	Plan in place but off track	Plan in place but off track	Plan in place but off track	Plan in place but off track	Plan in place but off track	07-Sep-21	Need to establish partnerships with local experts to build biodiversity strategy. SaTH no longer subscribes to SWT membership, potentially losing access to Meres & Mosses Business Environment Network	
To engage with staff, volunteers and local communities / businesses on initiatives to improve our grounds.	Public Engagement	Julia Clarke	Hannah Roy	Engagement Strategy developed with staff/businesses and charities to improve our outdoor areas at both hospital sites	Site improvements at both hospitals	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	<ul style="list-style-type: none"> Captain Tom's Garden Outside eating areas for staff – including Pods 	

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
To include a question in annual staff survey about green space and wellbeing	Workforce	Rhia Boyode	John Skelton	Include in annual survey or as part of a separate communication	Documentary evidence from staff survey and other comms.	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Sustainability elated question to staff are included in every annual staff survey and reviewed annually. Feedback used to shape development priorities	
Sustainable care													
Sustainability to be included as a quality dimension in care models.	HTP	Chris Preston	Andrew Demetriades	Quality improvement initiatives undertaken at the medical care level and reinforce their chances of success and sustainability.	Benefits realisation assessment undertaken during and after implementation	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	All models of care documentation to contain standard sustainability section	
To review specification and use of Volatile Organic Compounds (VOCs) and change to less damaging substances where possible.	Health & Safety	Nigel Lee	Kath Titley	Reduce use of environmentally damaging aerosol propellants and solvents	Change of specification and procurement information	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Cleaning products predominantly chlorine dioxide (Tristel). Balance between product efficacy and aerosol effects. Alternative surgical anaesthesia options have been implemeted to reduce the environmental impact of agents ie switch from desflurane to lower carbon alternative sevoflurane.	
Promote healthy food / lifestyle as part of inpatient episodes	Therapies	Hayley Flavell	Dianne Lloyd	Nutritional assessment and treatment plans for patients in the acute hospital setting including food/nutrient/drug interactions, enteral feeding, and food fortification.	Audit against British Dietetic Association approved diet sheets	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	07-Sep-21	Dietitians also provide individualised nutritional intervention using their expertise in conditions requiring dietary modification, behavioural modification and use of counselling skills.	
Reduce the need for patients to travel to an acute setting unless absolutely necessary	Medical Directorate	Chris Preston	Ashley May	Review and implement alternative methods of providing patient consultations e.g. video link.	Monitor outpatient activity and clinic bookings	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	Telemedicine solutions a key element of revised models of care and implemented within outpatient project	
Our people													
Provide energy efficiency advice on the Green Pages (inter / intranet)	Estates	Helen Troalen	Will Nabih	Green Pages to be updated as new advice becomes available. Periodic Comms release	Hints and tips available on the Green Pages for staff and public access.	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	Information published and regularly reviewed.,	

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
Incorporate the outcome of the 'Making a Difference Together' on line conversations, about the Values and Behaviours, into a new Trust wide behaviour framework	Workforce	Rhia Boyode	John Skelton	Feedback used from online conversations to inform the Launch of the Trust Behaviour Framework	Documentary evidence in the Behaviour Framework	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	Trust Behaviour Framework launched on 5th July 2021 as part of our Behaviours and Values month. Behaviour Framework published	
Launch a new corporate induction and our Values Based Interviewing training	Workforce	Rhia Boyode	John Skelton	New virtual Corporate induction launched including the new Values and Behaviours Framework	Procedures and training in place Corporate Induction sessions delivered at least once per month VBI training attendee satisfaction at least 90%	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	Helps people understand the new Values and Behaviours and is more accessible delivered remotely. VBI training now takes place remotely as well as face to face and includes alignment to the new Values and Behaviours	
Launch Affina team coaching journey.	Workforce	Rhia Boyode	John Skelton	Affina team coaches to support leaders and team development.	Upon completion participants will be accredited Affina team based coaches	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	09-Sep-21	Currently, 8 staff members on a refresher and 13 on the full training programme to be trained as Affina team coaches to support leaders and team development, based on the research of compassionate and inclusive leadership by Prof. Michael West.	
Sustainable use of resources													
Minimise chemical usage and use green cleaning materials instead	Facilities	Hayley Flavell	Kelly McConville	Corporate cleaning policy attempts to mitigate detrimental effects of standard cleaning products.	Policy compliance monitoring	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	Avoidance of products with hazardous chemicals such as formaldehyde, phthalates, and surfactants We are advised what chemical we need to use by Microbiology advises on products and frequency of use. Any 'eco-friendly' alternatives must be tried and tested for effectiveness for bacteria kill efficacy ss a priority.	
Maximise fresh food availability	Facilities	Hayley Flavell	Trish Purfit	Prioritise local suppliers and provide opportunities for vendors to offer fresh produce at pop up venues on our premises	Standing report to GCC	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	Phased re-introduction of vendors allowed to attend sites post covid.	
Carbon / Greenhouse gases													

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update	Appendix 2
						2021/22	2022/23	2023/24	2024/25	2025/26			
To move to a renewable electricity tariff.	Estates	Helen Troalen	Tony Holt	To be specified during tendering process	Contract monitoring	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	Contract now in place w.e.f 1/4/2020	
Demonstrate the Trust can achieve the interim target of 80% carbon reduction 80% by 2028-32	Estates	Helen Troalen	Will Nabih	Commission a heat decarbonisation study	Output reports from commissioned study	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	Plan in place and on track	08-Sep-21	Commission study and receive reports. Commission further studies of renewable energy options. Consider recommendations, liaise with electricity suppliers as required. Commission feasibility studies/receive costs for electrical supply upgrades / heating infrastructure upgrade / replacement to facilitate net-zero heating	