


## Board of Directors' Meeting 8 December 2022

<b>Agenda item</b>	239/22		
<b>Report Title</b>	Green Plan Update		
<b>Executive Lead</b>	Helen Troalen, Executive Director of Finance		
<b>Report Author</b>	Shona Baugh / Will Nabih AD Estates		
	<b>Link to strategic goal:</b>		<b>Link to CQC domain:</b>
	Our patients and community	√	Safe
	Our people	√	Effective
	Our service delivery		Caring
	Our governance	√	Responsive
	Our partners		Well Led
	<b>Report recommendations:</b>		<b>Link to BAF / risk:</b>
	For assurance	√	BAF 6 Buildings and Estates BAF 8 Regulatory Standards
	For decision / approval		<b>Link to risk register:</b>
	For review / discussion		
	For noting		
	For information	√	
	For consent		
<b>Presented to:</b>	2022.11.24: SaTH Leadership Committee – Operational 2022.11.29: Finance and Performance Assurance Committee		
<b>Executive summary:</b>	<p>The SaTH Green Plan 2021-2026 was approved by the Trust Board in October 2021.</p> <p>This report provides a brief update of the development of the green agenda at the Trust and shares an update on the actions agreed when the plan was approved.</p>		
<b>Appendices</b>	Appendix 1: Green Plan Action Update		
<b>Executive Lead</b>			

## **1.0 Introduction**

The SaTH Green Plan 2021-2026 was approved by the Trust Board in October 2021. This report presents an update of the actions tracker to the Board so that progress against the plan can be monitored.

The plan is aligned to the STW system green plan and will be refreshed during 2024/25 in line with NHS England guidance.

## **2.0 Highlights**

Steady progress has been made on the delivery of the green plan actions. The sustainability team has expanded and there are now three full-time members compared to having one person in post when the plan was approved.

In addition to the work of the plan, the Trust has commissioned work to assess the potential decarbonisation measures that can be implemented at both sites and this work will govern the route for funding options and engineering solutions.

There are two actions which are currently RAG rated as amber, which means actions are in place but off track, in the action plan update:

1. Annual travel survey – this is scheduled to commence by quarter four of 2022/23.
2. Staff survey about green spaces and well-being – the best way to deploy this survey is being explored with workforce colleagues.

All other actions are on track.

## **3.0 Recommendations**

The Board of Directors is asked to note the progress with delivery of the SaTH Green Plan 2021-26.

# Appendix 1

24/11/2022

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update
						2021/22	2022/23	2023/24	2024/25	2025/26		
<b>Corporate Approach</b>												
Ensure that sustainability is included as a material consideration in all Business Cases.	Strategy and Planning	Chris Preston	Adam Winstanley	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	30-Aug-22	New business case approval process in place. Template to be updated to include given statement and all business cases require approval by IIC as a minimum.
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	01-Sep-22	Sustainable Procurement Strategy updated and sent to all Shropshire Consortium (System) and GCC. Procurement Manual and Procurement process flows updated to consider using 10% sustainability criteria where appropriate. Will be reviewed on an annual basis. Also amended to include Social Value as required by central government.
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	Evidenced within most tenders where appropriate (ie 10% weighting). Top 10 suppliers bi-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	01-Sep-22	Sustainable Procurement Strategy updated and sent to all Shropshire Consortium (System) and GCC. Procurement Manual and Procurement process flows updated to consider using 10% sustainability criteria where appropriate. Will be reviewed on an annual basis. 2020 Supplier Questionnaire returned 100% response rate from top ten and results indicated a improved position. Also amended to include Social Value as required by central government.
<b>Asset management and facilities</b>												
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	22-Nov-22	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	22-Nov-22	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	22-Nov-22	Plans in place for decarbonisation strategy across SaTH to utilise external funding for decarbonisation/ energy efficiencies that are highlighted.  October submission for PSDS funding for RSH energy centre awaiting decision.

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<b>Travel &amp; Logistics</b>												
We will phase out diesel vehicles from our pool and lease vehicles.	Facilities	Helen Troalen	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	30-Aug-22	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	Alex Ford	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	22-Nov-22	RSH EV charging locations identified. Costs obtained to install in Q4.
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	22-Nov-22	Included in OBC specification.
Review travel and transport policy to support sustainable travel options	Estates	Helen Troalen	Alex Ford	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	22/2022	Currently revising Workplace Travel Plan and subsequent actions. To be in place by April 2023
To reduce business mileage for general meetings from 2019/20 baseline.	Strategy and Planning	Chris Preston	Kathryn Webb	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-Aug-22	Target included within overarching Non Pay Discretionary Spend CIP scheme
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	01-Sep-22	Local infrastructure not in place. Consideration will be given to the Procurement process where relevant.
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 Non-patient transport service for Shropshire.	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	01-Sep-22	Contract awarded 1st April next QBR in July 2022

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Implement an annual travel survey to measure changes in the ways that staff travel to work and for work	Estates	Helen Troalen	Alex Ford	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 but off track	Plan in place and on track	Plan in place and on track	Plan in place and on track	22-Nov-22	Working to issue survey during December 2022.
Develop formal links with local authority partners to advocate the mental health benefits of improved access to sustainable travel infrastructure.	Estates	Helen Troalen	Alex Ford	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	22-Nov-22	Cross site bus service was cancelled during January 2022. Formal and informal Travel and Transport meetings with LAs. ZCS Transport Group (Telford) and Sustainable Transport (Shropshire) established with wide stakeholder membership. ICS Travel Sub-group proposed.
<b>Adaptation</b>												
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	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	22-Nov-22	Audit outcomes included in EPRR Annual Report. Heatwave Event held 17th - 19th July and subsequent debrief report is being drafted.
Adverse Weather Plan	Operations	Nigel Lee	Emma-Jane Beattie	Plan drafted, trained to and exercised	Yearly assessment	Achieved	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	22-Nov-22	Audit outcomes included in EPRR Annual Report.
<b>Capital Projects</b>												
All building works over>£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	22-Nov-22	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. Standards will be introduced into tender process.
To ensure sustainability is a consideration in all schemes less than £2m	Estates	Helen Troalen	Liz Meredith	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 - multi-quote - procurement evaluation info - copy of revised fixtures and fittings standardisation documents.	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	22-Nov-22	<ul style="list-style-type: none"> <li>The Energy Centre requirement at RSH requires upgrading. Energy centre discussion as part of PSDS bid.</li> <li>Backlog. This can be measured against the 6 facet survey prioritised risk assessment criteria.</li> <li>Documents to be reviewed and updated.</li> </ul>

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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	22-Nov-22	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. Standards will be introduced into tendering process.
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	22-Nov-22	Included within Sustainable Procurement Strategy.
<b>Green space and biodiversity</b>												
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 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	22-Nov-22	Draft Biodiversity Strategy has been produced and presented to SaTH Climate Group for comment. SaTH has reestablished links with Shropshire Wildlife Trust. Sustainability Officer to lead on biodiversity.
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	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	22-Nov-22	- Captain Tom's Garden - Outside eating areas for staff – including Pods
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.	Plan in place and on track	Plan in place but off track	Plan in place and on track	Plan in place and on track	Plan in place and on track	22-Nov-22	Sustainability related question was not included in 2022 Staff Survey due to fixed question format, however we are looking into other survey platforms such as Pulse Surveys and Staff Conversations. Feedback used to shape development priorities.

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<b>Sustainable care</b>												
Sustainability to be included as a quality dimension in care models.	HTP	John Jones	Jenni Rowlands	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	30-Aug-22	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	22-Nov-22	Cleaning products predominantly chlorine dioxide (Tristel). Balance between product efficacy and aerosol effects. Alternative surgical anaesthesia options have been implemented to reduce the environmental impact of agents ie switch from desflurane to lower carbon alternative sevoflurane. Discussions with operational estates and theatres regarding option of sustainable medical gas.
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	22-Nov-22	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	John Jones	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	22-Nov-22	Telemedicine solutions a key element of revised models of care and implemented within outpatient project

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<b>Our people</b>												
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	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	30-Sep-22	Energy efficiency information published in September 2022.
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	29-Jul-22	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	29-Jul-22	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	29-Jul-22	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.
<b>Sustainable use of resources</b>												
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	22-Nov-22	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 as 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	22-Nov-22	Phased re-introduction of vendors allowed to attend sites post covid. Salad bar available Changed sandwich supplier to company using 100% recyclable packaging Changed cutlery and food boxes to veg-ware. more local food suppliers



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<b>Carbon / Greenhouse gases</b>												
To move to a renewable electricity tariff.	Estates	Helen Troalen	Will Nabih	To be specified during tendering process	Contract monitoring	Achieved	Achieved	Plan in place and on track	Plan in place and on track	Plan in place and on track	22-Nov-22	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	22-Nov-22	Decarbonisation survey for both sites commissioned and to be delivered by February 2023. 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. Studies being commissioned to install PV at RSH/PRH.