

Green Plan Action Update

Appendix 1

Scheme	Dept.	Lead executive	SRO	Methodology	Evidence / measurement	Planned position					Last updated	Update
						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	Nigel Lee	Adam Winstanley	Explicit confirmation and supporting statement requirement in BC template	Consideration of statement within BC	Achieved	Achieved	Achieved	Plan in place and on track	Plan in place and on track	08-Jun-23	New business case approval process in place including section on sustainability. All business cases require approval by IIC as a minimum. Action reassigned
To include sustainability as a mandatory consideration during all tenders.	Procurement	Helen Troalen	Charlotte Hill	Weighted element around sustainability included Sustainable Procurement Strategy tender process	Evidenced within most tenders where appropriate (ie 10% weighting)	Achieved	Achieved	Achieved	Plan in place and on track	Plan in place and on track	21-Sep-23	All tenders include min 10% 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	Charlotte Hill	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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	21-Sep-23	Emissions to form part of requirement for all contracted suppliers to submit a Carbon Reduction Plan, aligned to the NHS net zero target from April 2024. We are also asking suppliers to complete the NHS Evergreen questionnaire annually in order for progress to be mapped.
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	03-Apr-23	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	03-Apr-23	Estates Strategy covering five year period approved by Board of Directors

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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	30-Nov-23	Plans in place for decarbonisation strategy across SaTH to utilise external funding for decarbonisation/ energy efficiencies that are highlighted. November submission for PSDS funding for RSH energy centre awaiting decision.

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Travel & Logistics												
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-Nov-23	Policy updated in 2019 to align with HMRC max. CO2 emissions (g/km) equivalent to ≤25% BIK tax rate (see w20.2 - appx A). Electric Vehicle trialled on site. Updated policy details with GMP in 2023
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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	18-Sep-23	RSH EV charging charging points installed x8. Mapped on Google Maps in August - 12,000 plus views. BC for PRH to be submitted
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	Achieved	Plan in place and on track	Plan in place and on track	18-Sep-23	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	18-Sep-23	Currently revising Workplace Travel Plan and subsequent actions. Aligning data to HTP review, to be in place by October 2023.
To reduce business mileage for general meetings from 2019/20 baseline.	Strategy and Planning	Nigel Lee	Adam Winstanley	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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	08-Jun-23	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	Charlotte Hill	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	Achieved	Plan in place and on track	Plan in place and on track	21-Sep-23	Non-patient Transport contractor (ERS Medical) plan to become carbon neutral by 2025 & replace their vehicles with ULEV by 2030. NHS Supply Chain are also making significant deployments of zero emission heavy goods vehicles. Consideration will be given to the Procurement process on Logistics contracts where relevant.

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New logistics contracts will include CO2 and other emissions related reduction targets.	Procurement	Helen Troalen	Charlotte Hill	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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	21-Sep-23	Quarterly contract management meetings with the Non-patient transport provider where they report their Mission Performance Review with detail of their CO2 emissions.

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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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	18-Sep-23	New Travel Survey to be issued November 2023 to compare bench marked figures.
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	18-Sep-23	Improvements to parking restrictions made to RSH Outpatients bus stop. Currently working with Shropshire Council on Park & Ride options.
Adaptation												
Heatwave Plan	Operations	Sara Biffen	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	28-Feb-23	Audit outcomes included in EPRR Annual Report. Heatwave Event held 17th - 19th July and subsequent debrief report is being drafted. Action reassigned
Adverse Weather Plan	Operations	Sara Biffen	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	28-Feb-23	Audit outcomes included in EPRR Annual Report. Action reassigned
Capital Projects												
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 but off track	Plan in place and on track	Plan in place and on track	08-Jun-23	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	Hugh Adams	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	30.11.23	<ul style="list-style-type: none"> The Energy Centre requirement at RSH requires upgrading. Energy centre discussion as part of PSDS bid. Backlog. This can be measured against the 6 facet survey prioritised risk assessment criteria. Documents to be reviewed and updated.

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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	08-Jun-23	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	08-Jun-23	Included within Sustainable Procurement Strategy.
Green space and biodiversity												
To develop a biodiversity plan as part of HTP	Estates & HTP	Matt Neal	Will Nabih	Include in the relevant construction specification documentation	To be included in the relevant construction specification documentation	Plan in place and on track	Achieved	Achieved	Achieved	Achieved	05-Jun-23	Biodiversity Strategy has been approved by SaTH Climate Group for comment. SaTH has reestablished links with Shropshire Wildlife Trust. Sustainability Officer to lead on biodiversity. Sustainability Manager to be involved in Design Phase of HTP.
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	11-Sep-23	- Captain Tom's Garden - Outside eating areas for staff – including Pods - Wildflower meadow planned for Autumn at PRH
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 but off track	Plan in place and on track	Plan in place and on track	30.11.23	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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Sustainable care												
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	31-Mar-23	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	Sara Biffen	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	15-Feb-23	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. Action reassigned
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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	30-Mar-23	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	31-Mar-23	Telemedicine solutions a key element of revised models of care and implemented within outpatient project

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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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	18-Sep-23	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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	23-Feb-23	Trust Behaviour Framework was launched on 5th July 2021 as part of our Behaviours and Values month. Behaviour Framework published. Behaviour sessions and cility and respect sessions continue to take place.
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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	23-Feb-23	Helps people understand the new Values and Behaviours and is more accessible delivered remotely. Corporate induction in place and currently being reviewed. 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	23-Feb-23	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. One person has completed the training, deadline by March 2023.
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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	03-Apr-23	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.

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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	Achieved	Achieved	Plan in place and on track	Plan in place and on track	07-Jun-23	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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Carbon / Greenhouse gases												
To move to a renewable electricity tariff.	Estates	Helen Troalen	Will Nabih	To be specified during tendering process	Contract monitoring	Achieved	Achieved	Achieved	Plan in place and on track	Plan in place and on track	04-Apr-23	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	30-Nov-23	Decarbonisation survey for both sites commissioned. 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/working with the CEF to look at options for RSH PV installed at RSH and studies looking at PRH
						47%	56%	53%	8%	8%		

Mtg Date / Ref.	Category	Action	Lead	Target Date	Progress Update	Status
10/06/2022	Travel & Transport	To establish when Trust Fleet Vehicles are due for renewal and how many, via GMP, in order to start process to replace with electric vehicles look at costs and ensure cabling is in place for charging etc.	Alex Ford with Paul Adams & Ian Morris-Jones		Fleet 51 Cars, Fleet is fragmented owned by multiple departments, across 6 sites. 24% are LEV. We have Zero ULEV cars and Zero Electric cars. All cars carry a 10k yearly lease deal. 6x cars do 10k or more miles, 19x Cars do 5k or more miles and 26x cars do less than 5k miles Management of Fleet cars was outsourced 12 months ago to GMP and cars are sub contracted via various lease companies. All cars are on a monthly	Open - Progress Being Made
10/06/2022	Travel & Transport	To produce Cost Plan to demonstrate value for money re: Electric Vehicles.	Alex Ford		Based on the following costs 7p per Kw and £1.46 per ltr for petrol, spread over 3 years of a 10,000 year lease deal. Nissan Leaf 39Kw costs £15,527, the MG 125Kw costs £14,668. Peugeot 108 Petrol costs £13,278. I have been unable to establish repair costs of current fleet. A £1,387 difference in favour of the Peugeot 108 petrol car, over three years.	Open - Progress Being Made
10/06/2022	Travel & Transport	To consider EV charge point for Ambulances outside A&E to reduce engines being kept running whilst idol.	Alex Ford		Ambulance Crews in favour of such a plan awaiting to hear of HTP development plans, scheme will involve the assistance of Antony Butler.	Open - Progress Being Made
10/06/2022	Communications	To include sentence asking visitors to not idol vehicles, on parking page on Trust Internet.	Marie Devitt	Sep-22	Action Complete. Sentence has been added to Car Parking pages on the Trust Internet page. "No Idling" signs have been ordered, which includes a QR code to direct to this page for more info.	Closed
10/06/2022	Biodiversity	To create Biodiversity Page under Green Pages on Trust Internet and Intranet sites.	Marie Devitt	End 2022	Access to PUNCH software now set up. Current pages have been mapped. Meeting with Associate Director of Estates to be arranged to discuss ideas for new pages.	Open - Progress Being Made
10/06/2022	Biodiversity	To get "please excuse the weeds, we are feeding the bees" signs made and put up around the site.	Marie Devitt with Estates & Grounds Team	Spring 2023	Action Complete. Signs have been made up and being installed by Grounds Team	Closed
10/06/2022	Communications	To provide information on Sustainability and Biodiversity projects for Keele Medics website for Medical Students.	Marie Devitt	Ongoing	Working with ICS colleagues to identify joint working and projects which we can then involve medical students to be part of.	Open - Progress Being Made
10/06/2022	Green Plan	To give consideration to including a Sustainability Question in Staff Survey.	Sustainability Team		2022 Staff Survey fixed to core questions, with no option of including additional question. Could use online conversational platform, if appropriate.	Open - Progress Being Made

Objective		Action	Progress	Lead	Timeframe	Status
1	A clean, welcoming & safe site.	a. Review amenity use of grassed areas and change mowing regimes were possible.	Initial discussion held with Grounds Manager at RSH & shared Green Space and Biodiversity Strategy for comment. Recognised we cannot leave all areas to	Grounds Team	Ongoing	Achieved
		b. Add conservation signage to encourage stakeholder buy-in.	Replacement signs have been made and are being installed by Grounds Manager.	Sustainability / Grounds Team / Estates	Spring 2023	Achieved
2	Enhance existing landscaping, tree, floral and shrub planting.	a. Review location / management of existing shrubs and flower beds on each site, and seek to optimise habitat and food value e.g. nectar.	Initial discussion held with Grounds Manager at RSH & shared Green Space and Biodiversity Strategy for comment. Plans to incorporate pollinator friendly planting in future planting projects.	Grounds Team / Sustainability Team	Ongoing	Achieved
3	Encourage and protect biodiversity.	a. Provide infrastructure for wildlife at sites including, but not limited to putting up kestrel boxes, bird feeders and insect homes.	Bat boxes and swift boxes installed. Have plans for kestrel box and working with Estates & Shropshire Wildlife Trust. Insect hotel built by Shropshire Bee Association and installed in Wildlife Garden at RSH.	Sustainability Team	Ongoing	Progress being made
		b. Install beehives on both sites.	Linked with Shropshire Bee Association. X2 hives installed at RSH site and are identified at PRH, slight delay due to building works on PRH site.	Sustainability Team with partner organisations	Spring 2023	Achieved

		c. Adopt a 'no space is too small' approach.	Yard at rear of RSH Estates is building developed into a courtyard garden. Installed planters and solitary bee / insect hotels. Wildflower seeds sown on embankment and picnic bench received via sath charity. Contacted by staff group who would like to undertake gardening activity as part of Health & Wellbeing. Assisted staff group to help find a suitable space and link in with Plant and Pollinator / Bee Healthy project. Assisted Ward 32, with help from Sath Charity to develop courtyard into butterfly garden.	Sustainability Team	Ongoing	Achieved
4	Encourage use of our green space for health & wellbeing and to inspire links with nature.	a. Develop nature walk and identification guides.	Walking routes mapped out on both sites - available on Intranet. Bird identification guide produced - available on intranet.	Sustainability with Comms Team and H&W Teams	Ongoing	Progress being made
		b. Create a biodiversity page on Trust Intranet.	Set up access to Punch (Intranet Publishing software). Mapped out current and proposed Intranet pages. Currently working on page content.	Marie Devitt & Sustainability Team	End October 2023	Progress being made
		c. Link in with Public Participation Team to support gardening volunteer activities.	Initial discussion held with Volunteers Team. Joint working ideas discussed with ICS Partners.	Sustainability Team &	Ongoing	Progress being made
5	Ensure that local habitats of our native species are considered during capital works.	a. Engage with Estates Officers, Capital Team and preferred contractors on all refurbishments and new builds to minimise harm and promote biodiversity by replacing nearby and planting removed.	Shared Green Space and Biodiversity Strategy with Liz Meredith for comment and initial discussion held with Adam Ellis-Morgan.	Sustainability Team & Capital Team	Ongoing	Progress being made