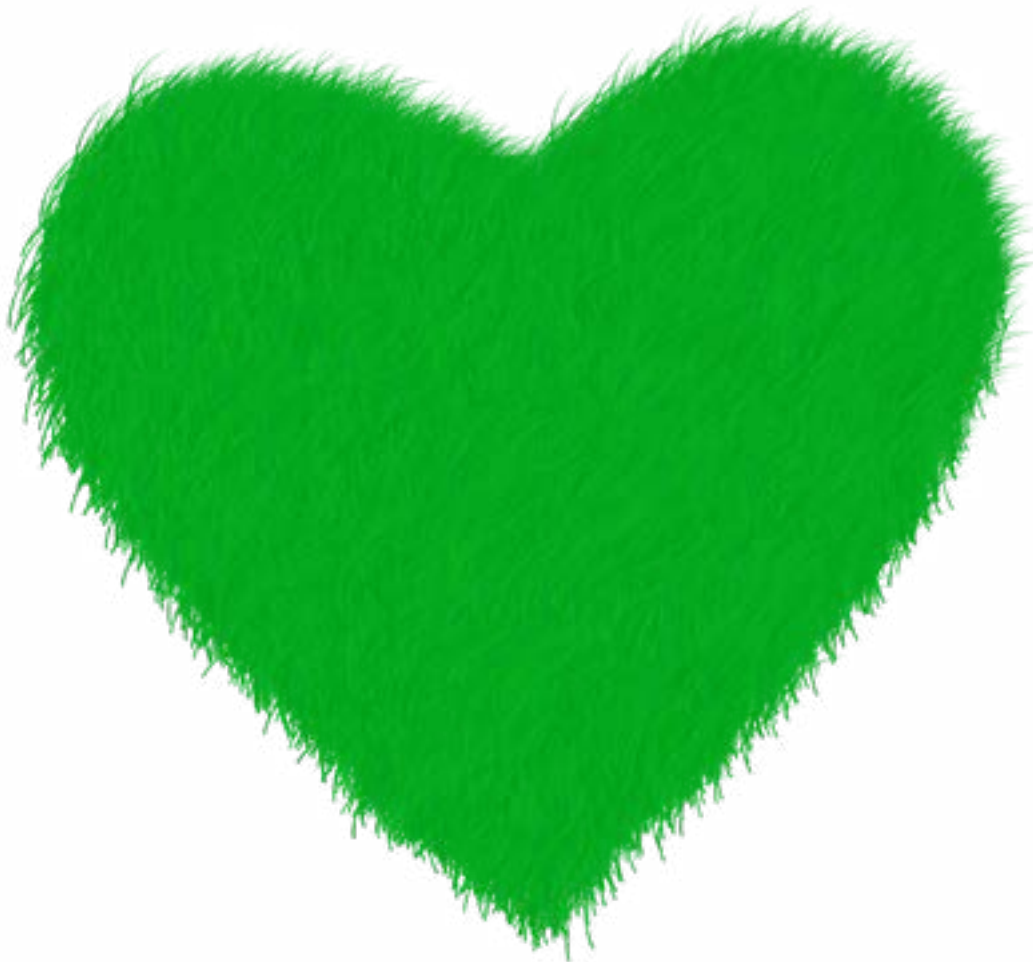




East and North Hertfordshire
NHS Trust



East and North Hertfordshire NHS Trust
Green Plan (2021 - 2024)

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Foreword



Karen McConnell
Non-Executive Director, and Deputy Chair

Our patients are at the heart of all that we do. And while we must care for the patients of today, we must also plan ahead so that the NHS is able to care for the patients of tomorrow.

In May 2020, a study by the Global Carbon project identified that there had been as much as a 7% fall in CO₂ emissions during the global pandemic shutdown - demonstrating how quickly we can adapt to the need for change and have a positive impact on our environment. This also resonates at a Trust level with the enthusiasm and practical ideas coming from our sustainability group, and the commitment of the Board to address, head-on, issues of sustainability at all levels across the Trust.

We need to be realistic about the challenges ahead as progress will only be made if steps are practical and integrated into our business. The process of integrating these changes into the Trust's strategy is in its early stages but there has been real commitment and engagement from our staff to make changes.

We are striving to deliver a net zero health service as defined by the government, and the national ambition "to deliver the world's first net zero health service and respond to climate change, improving health now and for future generations". We know that working closely with our staff, partners, stakeholders and patients, together we can make a difference.

Foreword



Adam Sewell-Jones
Chief Executive

Now, more than ever, we must consider the impact of our actions - on our planet and on our public health.

We have a responsibility to show how seriously we take the issue of sustainability – both as a provider of healthcare, and as a large employer in the local area – one that by necessity uses many single-use consumables, and has a large carbon footprint.

We know our staff share that responsibility – over 91% of staff surveyed consider sustainability issues as extremely or very important. With around 6,500 staff in our Trust alone, that's a lot of people power.

We must do all that we can to:

- Raise awareness of the actions that individuals can take, which although small in isolation, collectively can make a difference
- Explore how we can reduce our organisation's carbon footprint – changing how we do things on a larger scale to become more sustainable.
- Maintain momentum so that this remains a long-term priority for the future

I look forward to leading a greener, more sustainable Trust.

Introduction

Introduction

The climate emergency is a healthcare emergency. Rising global temperatures are already having devastating effects on global health due to more frequent extreme weather events, heatwaves, food insecurity, a rise in climate-related migration, biodiversity loss, a spread in infectious diseases and worsening air pollution. Without urgent action, the climate emergency threatens to undermine all the progress made in public health over the last 50 years.

An estimated 4-5% of England's carbon footprint is produced by its health and care system. This provides a huge opportunity for the NHS to decarbonise and reduce its impact. Radical changes are needed in all sectors of society to reduce our environmental impact, and healthcare services are no exception.

The Greener NHS has defined two net zero targets:

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

This Green Plan has been approved by our board and is a live strategy document outlining our aims, objectives, and delivery plans for sustainable development. There is a requirement for green plans under the NHS Operational Planning and Guidance and Standard Contract and they are a key tool in making demonstrable progress towards net zero carbon targets. All Trusts will need to produce a Green Plan by January 2022, following the Greener NHS guidance. Green plans also support sustainability requirements under the Social Value Act and Local authority contracts.

Our objectives set out the Trust carbon emission reduction targets and resource use reduction targets in line with the Greener NHS 'Net Zero NHS' national ambitions and the UK Climate Change Act (2008). They cover the NHS Long Term Plan commitments related to health and the environment, including efforts to tackle climate change, reduce single-use plastics, improve air quality, and minimise waste and water use.

We want sustainability to be embedded across all of our trust enabling strategies and operations so that we can effectively deliver on these commitments.

This plan will guide our organisation, staff, suppliers, patients and communities to take action on sustainability, working together helping to make a difference to reduce our impacts and improve health and social care outcomes.

Introduction

'What is sustainability'

Sustainability, at its heart, is the idea of ensuring a better quality of life for everyone, now and for generations to come. There are three pillars to sustainability: environmental, social and economic.

Our sustainable vision

East and North Hertfordshire's NHS Trust vision is to deliver high-quality, compassionate care to our community. Our strategic priorities are quality, people, pathways, ease of use, and sustainability.

Environmental sustainability is recognised by the Royal College of Physicians as a key domain of quality care. We will embed sustainability across all aspects of trust operations, contributing to the UN sustainable development goals and achieving Net Zero NHS carbon emissions targets.

We share NHS England's objective of sustainable development:

"We recognise that Sustainable Development is a critical factor in our organisation being able to deliver world class healthcare, both now and in the future. We are therefore dedicated to ensuring we create and embed sustainable models of care throughout our operations and to ensuring our operations, and our estate(s), are as efficient, sustainable and resilient as they possibly can be"

Our Green Plan goals

Our Green Plan is anchored around 4 key goals that reflect the ambition and need for action within our Trust. These goals were developed and approved by our Trust's Sustainability Working Group. Our full action plan covers 10 areas of focus in support of these overarching goals.

| Trust Green Plan Goals | |
|--------------------------------------|--|
| 1. Increase sustainability awareness | Increasing numbers of staff to demonstrate awareness of sustainability in healthcare, including carbon reduction and climate change adaptation, as appropriate to their role |
| 2. Support our community | Actively engage all our communities, focusing on areas which reduce health and social inequalities through sustainable actions and behaviours |
| 3. Improve resource efficiency | Zero waste to landfill by 2025 and reducing our consumption of energy and water year on year |
| 4. Reduce carbon emissions | Net zero by 2040 for the emissions we control directly, with the ambition to reach 80% reduction by 2028-2032 |

Further details of what specific actions and initiatives we will prioritise over the next three years to deliver a net zero NHS are captured in pages of this report.

About the Trust

At East and North Hertfordshire Trust we provide acute and tertiary care services. We manage four hospitals – Hertford County (Hertford), the Lister (Stevenage), Mount Vernon Cancer Centre (Northwood) and the New QEII (Welwyn Garden City) we have around 6,000 members of staff. The Trust was created in April 2000, following the merger of two former NHS trusts serving the east and north Hertfordshire areas.

Since 2014, the Lister has been the Trust's main hospital for specialist inpatient and emergency care. The New QEII hospital, commissioned by the East and North Hertfordshire Clinical Commissioning Group, opened in June 2015 and provides outpatient, diagnostic and antenatal services, along with a 24/7 urgent care centre. Hertford County provides outpatient and diagnostic services and the Mount Vernon Cancer Centre (MVCC) provides tertiary radiotherapy and local chemotherapy services.

Acute hospital care by the Trust covers an area of over 600,000 people, covering south, east and north Hertfordshire, as well as parts of Bedfordshire. The Mount Vernon Cancer Centre (MVCC) provides specialist cancer services to approximately three million people from across Hertfordshire, Bedfordshire, north - west London and parts of the Thames Valley.

About the Trust



Clockwise from top left: Lister Hospital, Hertford County Hospital, Mount Vernon Cancer Centre and New QEII Hospital

Our local area

We will ensure that we work together with local authorities in our area towards our common goals for sustainable development.

Sustainable Hertfordshire Strategy (2020)

The ambitions for enabling and inspiring a sustainable county are:

- A net-zero greenhouse gas county before 2050
- Communities are ready for future climates
- Improved wildlife and water by 20% by 2050
- Clean air for all by 2030
- Increase resource efficiency threefold in the county by 2050

“As the County of Opportunity, we want Hertfordshire to be a county where people live healthy, fulfilling lives in thriving, prosperous communities. We will be a role model for environmental leadership in our own operations, showing how a large organisation can both take action and be a catalyst for others to act.

We will enable and inspire environmental action across the county; from delivering net zero carbon to making sure that we are prepared for extreme weather. From improving wildlife to using material more wisely, the environmental actions we take will provide real opportunities for Hertfordshire and deliver the goals of our Corporate Plan; to create ‘a cleaner, greener and more environmentally sustainable county.’”

Stevenage Borough Council

Stevenage Borough Council declared a climate emergency in June 2019. The council have stated their vision is to focus on cutting their emissions to net zero and supporting their businesses and residents to do the same by 2030.

Stevenage have highlighted the following priority areas for action: better cycling facilities, more carbon education, better recycling facilities, cheaper public transport, carbon neutral new builds, green energy, greater consideration for green spaces, energy efficient housing, reduced energy usage.

Upgrading the insulation of 2,088 homes per year within the Stevenage area will ensure all homes are properly insulated by 2030, lifting as many people as possible out of fuel poverty. A switch from gas central heating, will be needed to eco-heating or electric (renewably sourced). There are only 15 government funded eco-heating systems in the Stevenage area, yet the UK needs to fit around 1 million per year. Stevenage needs to be fitting 1,387 eco-heating systems every year.

Currently the Stevenage area has 3MW of renewable power. If the Stevenage area matched the best of similar Local Authority areas, it would have 22MW. Their goals are to promote cross county purchase of renewable energy supply and identify the opportunity for local renewable energy generation.

The Stevenage Borough Council Climate Change Strategy is a live document that will be updated as actions are progressed. Following Hertfordshire County Council, they will be looking to approach the climate emergency through three specific themes: Enable, Lead, and Inspire.

Our local area

Welwyn Hatfield Borough Council

Welwyn Hatfield Borough Council are the local authority area for the New QEII hospital. Welwyn Hatfield Council declared a climate emergency in 2019 and set five key targets:

1. To reduce carbon emissions from our own estate and operations to net zero by 2030, or a justification for a later date if the review finds this unachievable
2. To comply with statutory obligations to mitigate and adapt to climate change
3. To work with, support, encourage and engage residents, communities, businesses and other partners in initiatives to reduce carbon emissions
4. To embed climate change mitigation and adaptation into our plans, strategies and policies
5. To reduce carbon emissions across the borough by promoting energy efficiency measures, sustainable construction, renewable energy, sustainable transport and behavioural change

London Borough of Hillingdon

The London Borough of Hillingdon, where the Mount Vernon Cancer Centre is located, declared a climate emergency on 16 January 2020. In alignment with other local authorities, they plan to become carbon neutral by 2030 and have produced a strategic climate action plan. They plan to achieve clean energy via the use of wind turbines, solar energy and energy supplied by the local and national grid. They aim to reduce the use of fossil fuels where possible and keep carbon offsetting to a minimum.



Our local area

Sustainability at East and North Herts NHS Trust

The East and North Hertfordshire NHS Trust's 2015 – 2020 sustainability strategy recognised steps we need to take to improve the environmental and social sustainability of our operations. Our strategy focussed on carbon reduction, community resilience and social and health sustainability. We have reviewed our performance against our previous strategy, adopted lessons learnt and developed it into this new Green Plan for 2021 – 2024.

We have also reinvigorated our trust wide approach to sustainability and a new sustainability group, with over 25 representatives from across the trust, is working together to identify opportunities to improve our environmental and social sustainability performance. The group also aims to raise awareness on sustainable healthcare and support our communities in more sustainable behaviours. This group is led by the Estates and Facilities Directorate and reports into the Trust Strategy Committee.

Plans are in place for sub-groups to work on sustainability in specific areas of the trust. One of these is within our digital team, recognising the huge benefits of technologies to support more sustainable service delivery. Another is within pharmacy, whereby medicines, packaging waste and anaesthetic gasses are priority areas. We also have an active group of environmental sustainability volunteers at the Mount Vernon Cancer Centre (MVCC) to assist MVCC and allied organisations in ensuring optimum environmental stewardship and sustainable best possible practices.

Specifically for our Trust, feedback from engagement with staff has shown that raising awareness and supporting our staff and communities to be sustainable is a key opportunity area. Our first two goals are to improve awareness, and engage with our staff, patients, suppliers and communities on sustainability initiatives. To support this, we will provide robust sustainability reporting centred around our Green Plan targets.

We ran a Staff Sustainability Survey in 2021 to understand awareness and priorities in relation to sustainability for our staff.

- 91% of respondents personally consider sustainability and environmental issues to be extremely or very important.
- 78% of staff respondents consider it extremely important that the trust acts on sustainability and environmental issues.
- Over 64% of respondents said that they are only somewhat aware or not at all aware of what can be done in the workplace to be more sustainable and reduce environmental impact

The results demonstrated that we must focus on raising awareness and supporting our staff to take practical action on an issue they consider extremely important.



Drivers for Change

Drivers for change

In April 2021, the UK government announced it will set the world's most ambitious climate change target into law to reduce emissions by 78% by 2035 compared to 1990 levels. This commitment and carbon budget will ensure the UK remains consistent with the Paris Agreement temperature goal to limit global warming to well below 2°C and pursue efforts towards 1.5°C.

In order for the UK to meet these targets, all industry areas and organisations will need to take action. The health and care system in England is responsible for an estimated 4-5% of the country's carbon footprint. England's National Health Service (NHS) has become the first health system in the world to make a commitment to achieving net zero-emissions.

Sustainable healthcare in the NHS is driven through local and national policy, legislative and mandated requirements and healthcare specifications from the Department of Health and NHS England. The NHS Long Term Plan includes several commitments related to health and the environment, including efforts to tackle climate change, reduce single-use plastics, improve air quality, and minimise waste and water use. We want sustainability to be embedded across all of our trust enabling strategies and operations so that we can effectively deliver on these commitments.

“While the NHS is already a world leader in sustainability, as the biggest employer in this country and comprising nearly a tenth of the UK economy, we're both part of the problem and part of the solution. Indeed if health services across the world were their own country, they'd be the fifth-largest emitter on the planet. That's why we are mobilising our 1.3 million staff to take action for a greener NHS, and it's why we have worked with the world's leading experts to help set a practical, evidence-based and ambitious route map and date for the NHS to reach net zero.”

Sir Simon Stevens, former Chief Executive, NHS England

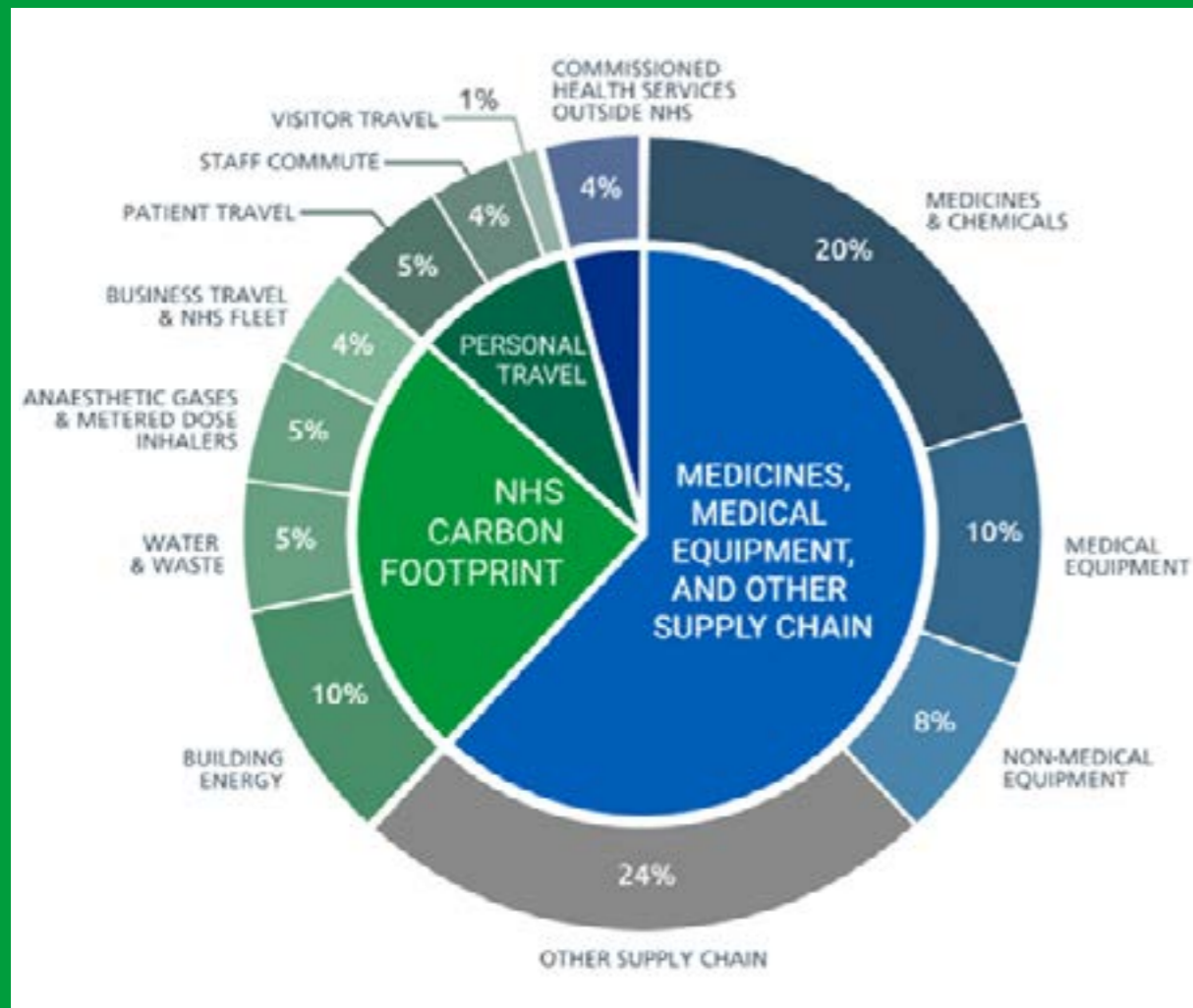
We are in a climate and biodiversity crisis. The risks presented by this crisis have both direct and indirect impacts on the ability of the Trust to provide effective healthcare. These include the direct health impacts of more extreme temperatures and increased disease transmission and the indirect effects of biodiversity loss and ecological damage on society, the economy and our ability to treat illness.



Drivers for change

Medicines account for 25% of emissions within the NHS. A small number of medicines account for a large portion of the emissions, and there is already a significant focus on two such groups – anaesthetic gases (2% of emissions) and inhalers (3% of emissions) – where emissions occur at the ‘point of use’. Delivering a Net Zero National Health Service, 2020

The NHS Delivering a ‘Net Zero’ National Health Service report evaluated the sources of carbon emissions by proportion of NHS Carbon Footprint. Figure 2 demonstrates that the greatest areas of opportunity, and also challenge, to change are in the supply chain, estates and facilities, pharmaceuticals and medical devices, and travel. Our Green Plan will address these areas and identify the actions required to minimise our impact.



Sources of carbon emissions by proportion of NHS Carbon Footprint Plus

Drivers for change

United Nations Sustainable Development Goals

United Nations member states adopted the 17 Sustainable Development Goals (SDGs) in 2015. These goals are a call to action for members, in addressing the needs of people in both developed and developing countries and are a blueprint in sustainable development for all. The Trust is starting to contribute to these 17 goals, shown in Figure 3, at a local level and this Green Plan has been developed to enhance our contributions over the coming years.



United Nations Sustainable Development Goals

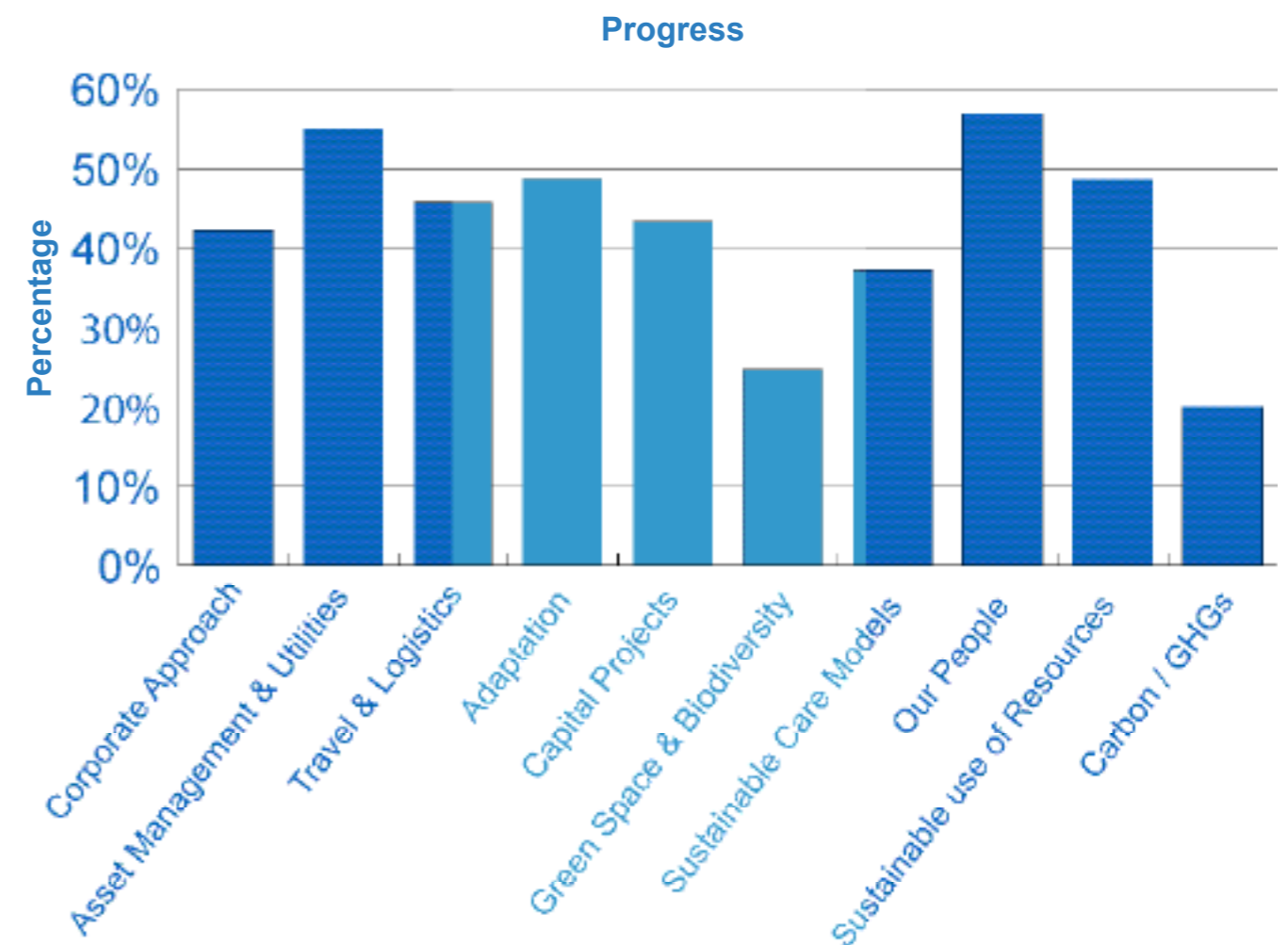
Measuring Progress

Measuring progress

Progress against our green plan goals will be monitored through specific objectives under 10 areas of focus. Each area of focus has key performance indicators aligning with trust reporting requirements.

The sustainable development assessment tool (SDAT) has been decommissioned and will be replaced with an updated tool. To inform this Green Plan, we reviewed the most recent estimated SDAT score for the trust, which was 41% in 2018, see Figure 4 below. This trended slightly below other comparable acute trusts and highlighted specific areas to work on including:

- greenhouse gas emissions
- sustainable care models
- green space and biodiversity
- travel



Areas of focus

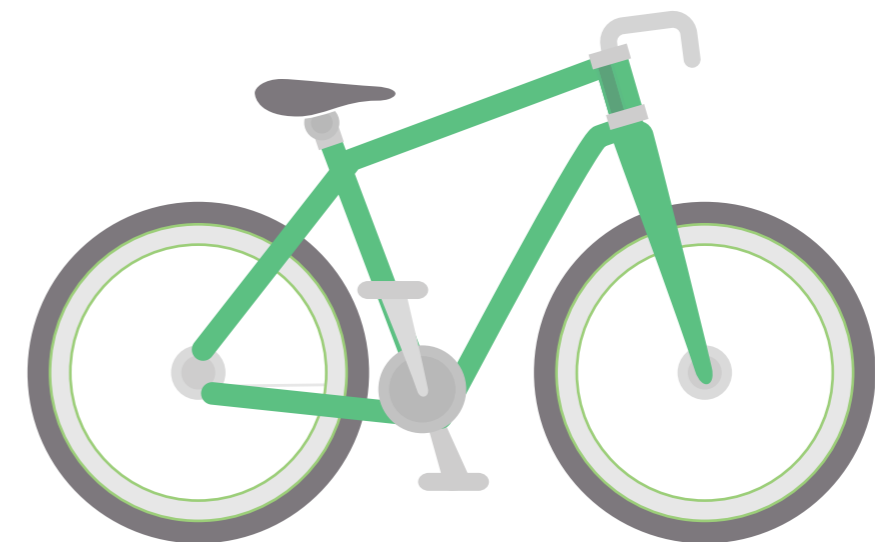
Areas of focus

Our Trust has identified 10 key areas of focus in line with the SDAT themes. Each area has an overarching aim, details the work the Trust have carried out to date, lists **what we will do** in the next three years and how we will measure our performance against these objectives.

The areas of focus are:

- **Corporate approach**
- **Our people**
- **Sustainable care models**
- **Travel and logistics**
- **Asset management and utilities**
- **Sustainable use of resources**
- **Capital projects**
- **Climate change adaptation**
- **Greenspace and biodiversity**
- **Carbon and greenhouse gases**

The actions across these areas address the social, environmental and economic aspects of sustainability. Our specific actions to reduce our emissions are detailed in the carbon and greenhouse gases section and pulled out in the 'Delivering a Net Zero NHS' section of this Green Plan. As a trust we are prioritising interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues.



Corporate approach

Sustainability must be embedded into all aspects of our work. We will benchmark ourselves against other healthcare providers and review our progress against targets set.

Aim: Embed sustainability throughout the entirety of our organisation, so all staff, patients and the community are engaged

What we have done already

- We created a three-year Green Plan for 2021 to 2024 which forms our guiding principles
- We have engaged with our staff through a sustainability survey, to identify levels of awareness and priority areas
- We will continue to engage with the local community and patients to develop schemes which prioritise the needs of the community and generate maximum social value

Lister Hospital



Corporate approach

What we will do

- Enable staff, patients, our local community and our strategic partners to provide regular **feedback and suggestions to improve sustainability** performance and prioritise the needs of the community
- **Deliver, monitor and report on our green plan** performance supported by a nominated board level sustainability lead and our trust Sustainability Group
- Identify and provide training to staff on improved processes to fully embed sustainability
- Build environmental, social and economic sustainability into all our strategies and plans and make investment decisions that support sustainability
- Have a named, visible and **accountable senior leader** with responsibility for all aspects of sustainable procurement and social value
- Name a board level lead for Net Zero and work with the regional Greener NHS team and Hertfordshire and West Essex **ICS**
- Invite and **reward innovative solutions** from suppliers that achieve both our financial and sustainability goals

Measuring progress

- 100% of business cases over £100,000 in value to have a Sustainability Impact Assessment
- 33% of all spend will be with Small Medium Enterprises (SMEs)
- Annual improvements on annual staff sustainability awareness survey score
- Up to date board approved Green Plan



Our people

To successfully achieve our targets and reduce our environmental impact, engagement and participation from all our people is vital. Education and training are a priority to enable staff to reduce their emissions, carbon footprint and waste at home as well as at the Trust.

Aim: Support staff to improve sustainability at work and home and empower them to make sustainable choices in their everyday lives.

This directly supports our first Green Plan goal to increase sustainability awareness. We will use evidence based scientific research and publications on key topics related to public health issues to promote sustainable solutions and address key health inequalities.

What we have done already

- Established a trust Sustainability Group who meet monthly to deliver against this Green Plan
- We have an active volunteer environmental sustainability group at the Mount Vernon Cancer Centre (MVCC) to assist MVCC and allied organisations in ensuring optimum environmental stewardship and sustainable best possible practices
- Published this 3 year Green Plan demonstrating what we will do, and how our staff, and communities can take action too.
- Our staff are fully supported by the Health at Work service, policies, initiatives and health and wellbeing advice
- The staff engagement survey score in 2020 was 69%. The monthly staff pulse survey demonstrates an improving picture through 2021
- Volunteering hours reached over 60,000 and 87 work experience placements in 2019/20
- Working with local job centres to help long-term unemployed people into work

Our people

What we will do

- Identify a people lead for sustainability. Include sustainability in job descriptions, new joiner information and performance reviews
- Provide a variety of staff development and training opportunities that support our Green Plan and drive behaviour change
- Develop a network of 'green ambassadors' across the trust, enabling staff to get involved and make a difference
- Publish trust progress against the Green Plan, celebrate staff initiatives and share knowledge in our trust communications
- Follow our action plan for staff health and wellbeing and support healthy choices in all parts of the workplace and offsite

Measuring progress

- % of staff completing sustainability essentials e-learning.
- 1 x monthly comms piece on our Green Plan initiatives
- Staff sickness target rate of 3.80%, Staff turnover target of 12%, Annual & pulse staff survey wellbeing score target of 70%
- Annual sustainability awareness staff survey

Our staff



Sustainable care models

Our Trust is fully committed to embedding and delivering sustainable models of care, creating better and more efficient experiences for our patients.

Aim: Take a whole systems approach to deliver the best quality of care whilst being mindful of the social, environmental and economic impacts

What we have done already

- We consider and quantify direct financial and economic impact and co-benefits when emerging sustainable care models are developed
- Resilience and flexibility are incorporated into our emerging care models. Capacity and demand planning with data from national modelling informs service development. In 2020 we used a pathway analysis tool to discover pinch points in the cancer pathway, since then we have had sustainable performance with achievement of cancer targets for the past 11 months despite the pandemic
- Replaced and upgraded 1500 laptops with energy efficient alternatives and have delivered 775 video meetings and 232,750 instant messages throughout the pandemic
- 250 new virtual desktops have been set up to support virtual clinics and one million patient observations recorded digitally
- Electronic prescribing has removed the need for a 32 page paper drug chart per inpatient
- Reduced the number of letters sent to patients and GPs and issuing text appointment reminders in some departments reducing Did Not Attend (DNA)



Sustainable care models

What we will do

- Incorporate existing and new digital technologies and processes to improve the efficiency and quality of care for our patients
- Encourage move to digital and paper-less provision and management of services
- Review use of digital solutions in support of estate and facilities management for real time monitoring.
- Work with supporting partners to increase the amount of services and treatment that can be offered closer to home, reducing the number of hospital visits
- We will provide training regarding sustainable care models, which will help to embed new processes effectively and improve the delivery of care
- Promote sustainable health and social care to our board and establish board level clinical care lead for developing sustainable care models
- Resilience, flexibility and sustainable use of resources will be incorporated into our emerging care models

Measuring progress

- Where outpatient appointments are clinically necessary, at least 25% of outpatient activity should be delivered remotely
- Adoption and usage of remote and flexible working services – number of VDI/VPN access deployed
- Increase in patient feedback scores
- Increase in staff feedback scores
- Reduction on month of previous year of patient DNA rates
- Reduction in printing (from moves to digital prescribing and online appointment service)

Travel and logistics

Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff and suppliers to the NHS, contributing around 14% of the system's total emissions. Providing and promoting sustainable transport options will reduce emissions and improve air quality in our local area. This includes staff commuting and business travel, logistics and patient travel.

Aim: Minimise the environmental and health impacts associated with our supply chain and to encourage sustainable and active travel wherever possible

What we have done already

- Installation of 30 electric vehicle charging points at the Lister Hospital site
- Car parking policy review
- Digital enabled 1,500 home workers, reducing the need to commute to the hospital this year
- Introduction of video calling and instant messaging to reduce the need for face-to-face contact (775 video meetings. 232,750 instant messages)
- A travel and transport review to provide recommendations for the trust travel plan and processes in 2021. We are reviewing patient transport and non-clinical opportunities for example further implementation of electric/hybrid vehicles, reduce route planning and review runs, and support to outpatients and pharmacy with delivery of medicines
- Car sharing activity has declined, particularly during 2020/21 due to COVID-19. There are allocated car share parking spaces at the Lister hospital site and we have previously used a car sharing platform, though this has not been active in the last few years



Travel and logistics

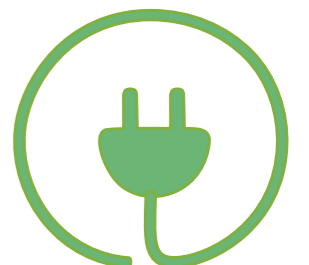
During 2020-2021 the NHS delivered over 22 million virtual outpatient appointments providing high-quality care, as well as a carbon saving of over 111kt CO₂e (the equivalent of over 888,000 flights between London and Paris).

What we will do

- Publish and resource a **new travel** plan to help, staff, patients, visitors and the local community reduce transport emissions
- Review **active travel infrastructure** across all sites and develop plans to improve it
- Ensure **all new Trust vehicles are low carbon** (ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs)) and reduce the environmental impact of our fleet
- Adopt and follow the **Clear Air Hospital Framework**
- Ensure staff have access to, and encourage use of facilities (e.g. VDI/VPN and teams' access) **supporting flexible working** and video/teleconferencing to reduce business miles
- Encourage and monitor the use of electric charging points available to staff and visitors, increase relative to demand
- Deliver a programme of sustainable and active travel events across all main sites and clearly communicate any changes to local transport services. Work with local council to support the Car Free Zones
- Work with supply chain to reduce transport and delivery emissions

Measuring progress

- Carbon emissions from travel – year-on-year reduction
- Clean Air Hospital Framework score
- Annual staff travel survey
- Number of staff using Trust's cycle-scheme, car sharing, and discounted bus fares
- Number of communications /events promoting sustainable travel
- % key contracts with transport sustainability criteria and clauses - consolidated deliveries, emissions reduction, local suppliers
- Adoption and use of remote and flexible working services
- 20% of vehicle fleet to be electric/hybrid by 2025



Asset management and utilities

The continual management of our assets and utilities is fundamental in reducing our carbon footprint and environmental impacts.

Aim: Continual improvement in our energy and water efficiency, delivering year-on-year reductions in consumption

What we have done already

- Energy saving initiatives including the replacement of fluorescent lights with LEDs in some areas
- Combined heat and power plant operating reducing grid energy consumption
- An energy cost review is currently being undertaken to determine implications and support decision making on renewable energy procurement
- Offer energy efficiency advice and warm homes support for vulnerable respiratory patients via Herts Help and Hertfordshire Warmer Homes
- Catering and medical equipment upgrades and replacements with energy efficient alternatives



Asset management and utilities

What we will do

- **Accurately measure, monitor and reduce** our utilities consumption
- Deliver a programme of **energy and water saving initiatives** across our existing estate
- **Improve staff awareness** and provide training on user controls and sustainable behaviour
- Offer **energy efficiency advice and warm homes support** to patients, users, carers and the local community to improve their health and wellbeing
- Specify **100% renewable energy**, with REGO certification, when we enter all new supplier agreements for electricity
- Assess **lifecycle costs of energy and water** as part of procurement process when purchasing new equipment, and request Life Cycle Assessment information from suppliers

Measuring progress

- Reduction in electricity consumption compared to same month of previous year (kWh/m²)
- Reduction in water consumption compared to same month of previous year (m³/m²)
- Reduction gas consumption compared to same month of previous year (kWh/m²)
- % of energy procured with REGO renewable certification



Sustainable use of resources

We are committed to working with our suppliers and contractors to reduce our environmental impact of the goods and services we use. Our procurement processes will ensure our suppliers are providing products that meet our goals.

Aim: Reduce our resource consumption and waste volumes produced year on year through improving our processes, raising awareness and changing procurement specifications

What we have done already

- Direct ward ordering in pharmacy to improve efficiency and reduce the time taken to process stock, reducing waste
- Reduced disposables in catering through removing plastic straws and introducing recyclable containers and Vegware products.
- Reduced food miles for produce used in meal preparation. Chilled and ambient foods are now delivered in the same transport journey.
- Recently awarded facilities contracts include new sustainability clauses for our suppliers to reduce and manage their environmental impact of their operations. This includes ISO accreditations, reducing travel emissions, energy and water consumption and minimising hazardous chemicals.
- Domestic waste contract continues to operate on a zero waste to landfill basis, whereby domestic (black bag waste) is treated as refuse derived fuel
- Recycle fluorescent tubes, lamps, batteries, food and waste electrical and electronic equipment (WEEE waste.)
- Waste - Waste disposal and recycling has been challenging during the 2020/2021 year as a result of the Covid pandemic. Clinical waste has increased by 8.72% against 2019/2020 data. This is believed to be as a result of the additional PPE required by staff in treating patients with Covid . Domestic waste disposed of has increased by 11.03% against 2019/2020, with recycling having reduced by 27.93% against 2019/2020



Sustainable use of resources

What we will do

- Improve **recycling and reuse of materials** following the waste hierarchy by **making it easy to recycle**, providing bins, labelling and training
- Work with our suppliers to **procure sustainable products, and eliminate waste to landfill**, driving a circular economy
- Target **zero waste** to landfill by 2025 with interim supporting targets to reduce volume of waste produced year on year.
- We will adopt the **NHS plastic pledge**, replacing single use products with reusable alternatives
- Deliver initiatives to **reduce food waste**
- Include **procurement contract specifications** that minimise waste and environmental impact (including local suppliers, reducing packaging and fewer deliveries) and monitor over time
- Consider **re-useable PPE or PPE recycling schemes**

Measuring progress

- 100% of procurement of Trust services will have sustainability requirements embedded by 2024
- 100% of suppliers will be engaged with making sustainability improvements by 2024
- 100% of suppliers to have carbon neutral operations by 2030
- No further purchasing of single use plastics from 2023 onwards
- Improvement in proportion recycled as a % of waste generated per month
- Waste to landfill will be reduced – with the target of a reduction on month of the previous year, working towards zero by 2024



Capital projects

We are committed to embedding sustainable design and energy efficient technologies throughout our capital projects, for both new build and refurbishment.

Aim: Our new build and refurbishment projects will follow sustainable design principles and reduce their impact through all project lifecycle stages

What we have done already

- Implemented opportunities for improving sustainability of the existing estate including the installation of LED lighting
- We are carrying out an ongoing review of funding and grant opportunities for sustainable upgrades to our estates

Construction of new emergency department



Capital projects

What we will do

- Opportunities for **improving the sustainability of the existing estate** will be identified and actioned in the short term; and a **heat decarbonisation** plan will be developed for the long term strategy and interim milestones
- Develop **sustainability guidelines** for all capital projects, including major refurbishments, driving sustainable development through the Estates Strategy
- New buildings will be **BREEAM Excellent certified** and major refurbishment projects will be BREEAM Very Good
- **Whole life costing and embodied carbon analysis** will be undertaken for any new construction projects
- Post completion, we will review building performance and share the key **lessons learnt** from the project
- We will ensure all **delivery partners within the supply chain align with our Green Plan standards** and assess them, pre-award for their own sustainability goals
- We will ensure that all **standards, and associated costs for net zero carbon are embedded** in project plans and we will not derogate from these without due diligence

Measuring progress

- 100% of new build capital projects will achieve BREEAM Excellent
- 100% of refurbishment capital projects will achieve BREEAM Very Good or actions will be implemented where BREEAM is not applicable
- 100% of completed capital projects will undertake lessons learnt reviews
- All new build and refurbishment projects will to be designed to accommodate low carbon heating systems

Climate change adaptation

Planning and the efficient delivery of processes and buildings that are climate resilient is essential for adaptation to climate change.

Aim: Ensure our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events

What we have done already

- The Trust clinical strategy was updated in 2019 and incorporates services sustainability and resilience
- When periods of heat, cold, flooding and other extreme events occur it is vulnerable people and communities that suffer the worst. The Trust has an Extreme Weather Conditions Policy. We are not in a defined flood plan risk but we are fully engaged with the Local Resilience Forum and Environmental Agency
- The Trust works closely with Public Health, Hertfordshire County Council and across the ICS and ICP in which changes to population health and pathways are reviewed. Key examples over 2020/21 have included different pathways and way of working due to the Covid pandemic. Including virtual wards and use of technology to enable outpatient clinics virtually
- Emergency Planning Core Standards in 2019 – fully compliant.
- Established a trust Sustainability Group who meet monthly to deliver against this Green Plan
- Created a new role, Trust Sustainability Manager, to lead on delivering against our commitments and drive our energy and resource use efficiency

Climate change adaptation

What we will do

- Follow NHS policy guidance for climate adaptation. Work collaboratively with staff and partner organisations to **develop a climate change adaptation strategy**, and update business contingency plans to **include climate risks**
- Ensure our **infrastructure, services, supply chain**, local communities and staff are prepared for the impacts of climate change reducing the impact on public health from climate change.
- **Nominate an Adaptation Lead** and incorporate adaptation into our sustainability governance structure, corporate risk register and reporting processes
- Ensure that our emergency plans consider that **vulnerable communities are supported** during any extreme weather events and identify partners to work with to increase community resilience
- Provide **guidance for staff and patients** on predicted impacts of climate change
- **Review of climate change to be undertaken**, to address the extremes of weather and climate change regarding the potential impact upon the organisation

Measuring progress

- Corporate risk register climate related risks assessed, and managed with a risk rating of low
- 100% of capital and Estates projects incorporating future climate predictions in design
- Climate change adaptation included as part of the trust disaster recovery plan



Greenspace and biodiversity

Biodiversity is of great value not only in terms of its environmental benefits, but also socially, improving our health, patient recovery rates and patient experience. Improving and maintaining green infrastructure across our Estate is key to creating a sustainable environment.

Aim: Enhance the quality of our green spaces and reduce biodiversity loss by protecting and enhancing natural assets

What we have done already

- This has been identified as a priority area for the trust across our sites, requiring a coordinated effort to improve the quality of spaces
- Charity funded outside space opened in maternity for children in 2019
- Staff at Mount Vernon Cancer Centre engage with the Nature Recovery Ranger initiatives
- Initiatives include securing funding to refurbish a woodland walk to upgrade green spaces and improve biodiversity

Figure 10 – Opening of new hospital outside space in maternity



Greenspace and biodiversity

What we will do

- Develop a **biodiversity and green space management plan** that encompasses the challenges and opportunities across each of our sites and provides quality and accessible green spaces for patients, staff and visitors
- By collaborating with partners and local communities we will **contribute to local biodiversity** and make the best use of available green space - seek to appoint a nature recovery ranger or internal lead for development of green spaces
- **Raise awareness of the benefits of natural capital** for physical and mental health and wellbeing by providing opportunities for staff to get involved in Trust-wide initiatives such as beekeeping and gardening schemes
- Run **litter reduction initiatives** across our sites
- Ensure or new capital builds **prioritise and maximise rewilding and biodiversity** wherever possible and take thoughtful person-centric design principles into account
- Consider adoption of the National Indicator (N197) to **measure the implementation of active conservation management** and biodiversity

Measuring progress

- Number of Trust sites with a biodiversity and green space strategy
- Increase in area (m²) of our sites improved/managed for biodiversity and staff wellbeing



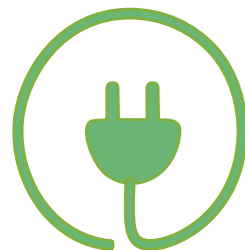
Carbon / greenhouse gases

Reducing carbon emissions at East and North Hertfordshire Trust requires a Trust-wide approach, as carbon emissions are associated with every part of our organisation.

Aim: Net zero by 2040 for the emissions we control directly, with the ambition to reach 80% reduction by 2028-2032 (set against a 1990 baseline)

What we have done already

- Established a trust Sustainability Group who meet monthly to deliver against this Green Plan
- Created a new role, Trust Sustainability Manager, to lead on delivering against our commitments and drive our energy and resource use efficiency
- Prescribed dry powder inhalers (DPI), which are lower carbon inhalers, over MDI where appropriate. In 2019/20 the Lister site removed the anaesthetic gas, Desflurane from use
- Carbon Emissions - While we have achieved a reduction in our carbon emission footprint, we have not hit our carbon emission reduction target of 34% by 2020 based on a 2007 baseline. This was a challenging national target for all NHS trusts and the ongoing challenge is greater still, with the Climate Change Act and Net Zero NHS ambitions



Carbon / greenhouse gases

What we will do

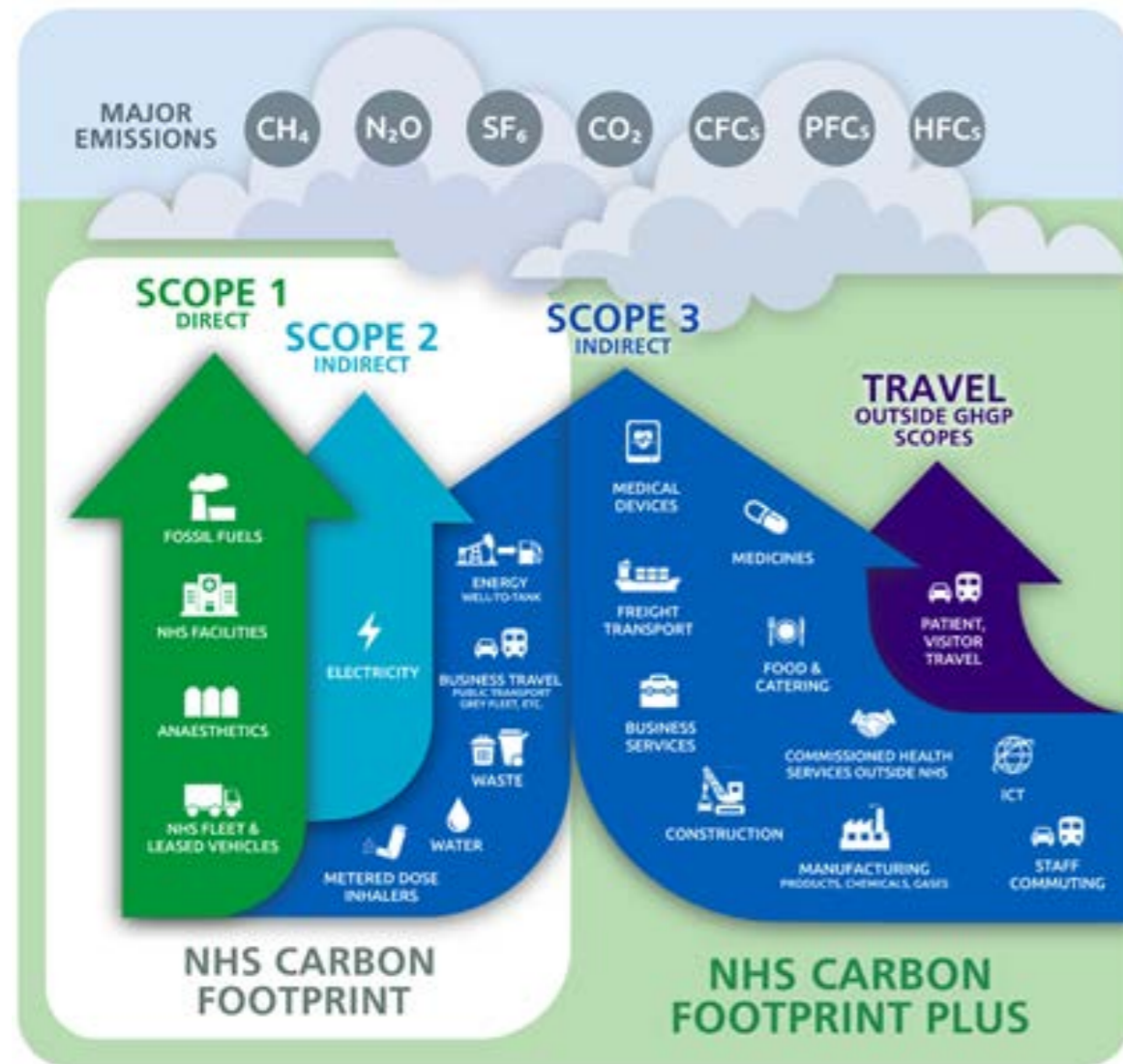
- Improve accuracy of our **carbon baseline measurement** by end of 2021 for Scope 1 and 2 direct emissions
- **Ongoing measurement** of our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year in line with our 2040 net zero carbon target
- Prepare an **action plan for net zero carbon**: Models of Care, Workforce, Medicines, Estate and Facilities, Travel and Transport, Supply Chain and Food and Nutrition
- Assess the trust energy saving initiatives and consolidate into a **trust wide energy strategy and heat decarbonisation plan** by end of financial year 2022/23
- Extend our carbon baseline to include **indirect emissions** (e.g. procurement and supply chain), identify areas for reduction and implement actions
- **Engage staff, suppliers and contractors** with our Green Plan to reduce our carbon footprint
- We will ensure **desflurane use remains less than 10%** of our total volatile anaesthetic gas use by volume

Measuring progress

- Reduction in carbon footprint from energy, water and anaesthetic gases to achieve net Zero Scope 1 and 2 carbon emissions by 2040
- % reduction year-on-year of carbon footprint from waste
- % reduction year-on-year from travel and transport
- % reduction year-on-year in carbon footprint from procurement broken down by key areas
- 100% of suppliers engaged in reduction in carbon footprint by 2024



Carbon / greenhouse gases

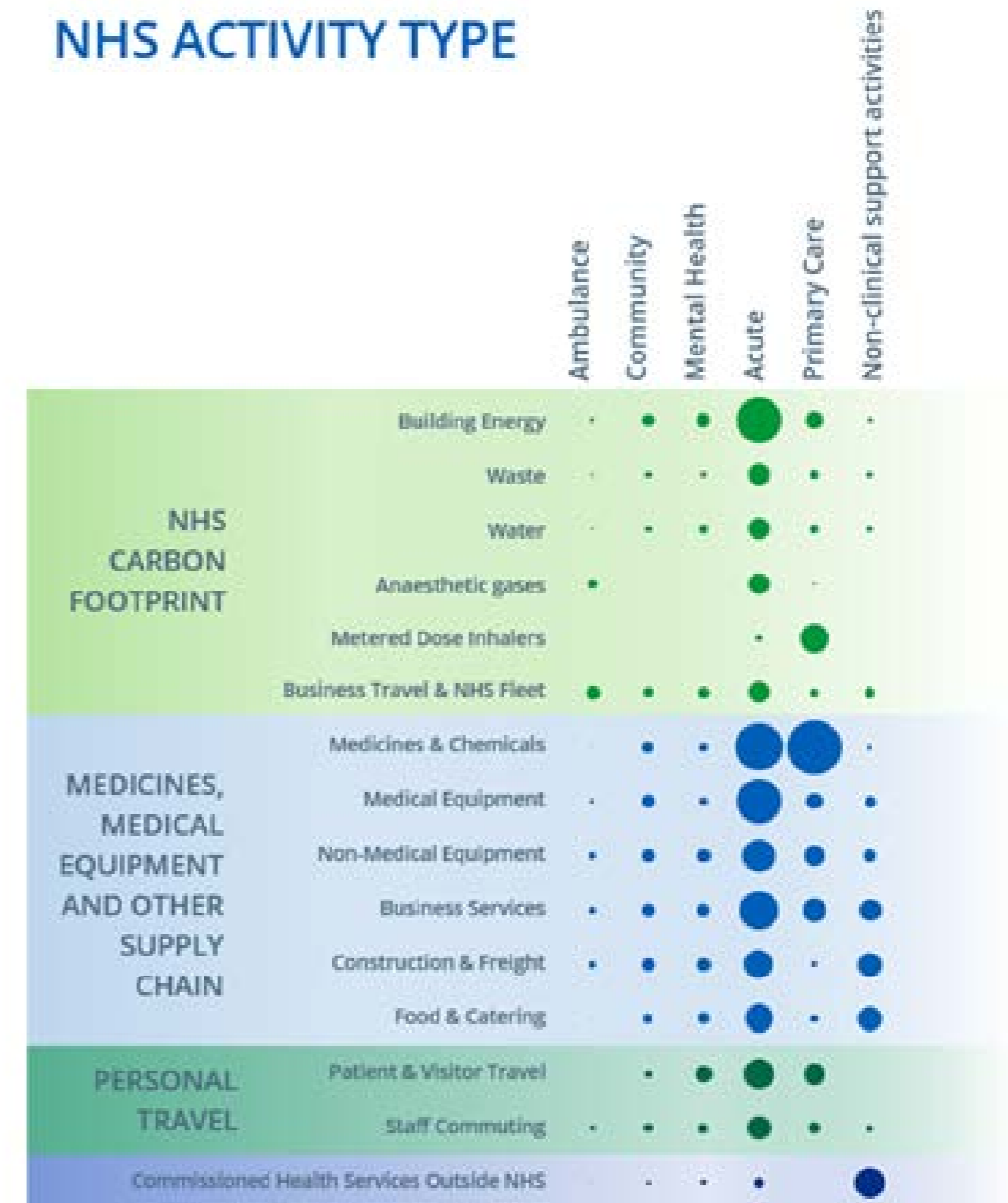


Greenhouse Gas Protocol scopes in the context of the NHS. The emissions we control directly are demonstrated in the NHS Carbon Footprint section of the diagram. We aim to be net zero by 2040 for the emissions we control directly, with the ambition to reach an interim 80% reduction by 2028-2032.

page 44 - can be found on PAGE 11 of [delivering-a-net-zero-national-health-service.pdf \(england.nhs.uk\)](#)

Carbon / greenhouse gases

NHS ACTIVITY TYPE



Sources of carbon emissions by activity type and setting of care demonstrating the significant contribution by acute care and also the hotspots beyond the direct NHS carbon footprint.

page 45 - can be found on PAGE 13 of [delivering-a-net-zero-national-health-service.pdf \(england.nhs.uk\)](#)

Delivering a Net Zero NHS

Delivering a Net Zero NHS

A national ambition

The Delivering a Net Zero National Health System report in 2020 highlighted that, left unabated, climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma, and cancer.

Two ambitious, yet feasible targets were set within the Delivering a net zero National Health Service strategy measured against a 1900 baseline:

- 1) net zero by 2040 for the emissions we control directly (the NHS Carbon Footprint), with an 80% reduction by 2028-2032
- 2) net zero by 2045 for the broader emissions we can influence (the NHS carbon footprint plus), with an 80% reduction by 2036-2039 .

This strategy, approved unanimously by the NHS England and NHS Improvement boards, remains the most comprehensive of any healthcare system in the world.

To support this ambition, East and North Hertfordshire Trust has established our organisational strategy and ambitions to reduce emissions in line with the national trajectory. Net zero actions are embedded within our Green Plan goals and objectives. Sustainability to us, is ensuring we make decisions and take actions that have a positive outcome environmentally, economically, and socially.

Our Green Plan will feed into our ICS and regional Greener NHS consolidated strategies for net zero carbon and we look forward to working with our partners and the Greener NHS on this.

Our Net Zero actions

Our actions towards net zero are embedded within the areas of focus sections in this Green Plan, particularly within the carbon & greenhouse gases section.

The following list is a short summary of these actions and objectives, specifically addressing the net zero requirements and guidance set out by the Greener NHS.

Delivering a Net Zero NHS

Workforce and system leadership

- Have a **named board level lead for Net Zero** and work with the regional Greener NHS team and Hertfordshire and West Essex ICS
- **Improve staff awareness** and provide training on user controls and sustainable behaviour
- **Ongoing measurement** of our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year in line with our 2040 net zero carbon target
- **Engage staff, suppliers and contractors** with our Green Plan to reduce our carbon footprint
- Develop a **network of 'green ambassadors'** across the trust, enabling staff to get involved and make a difference

Medicines

- We will ensure desflurane use remains less than 10% of our total volatile anaesthetic gas use by volume
- We have already switched to some low carbon inhalers and will review new types for suitability
- Medical gas committee to measure and review nitrous oxide use and waste and include this in the committees regular meeting agenda

Food and nutrition

- Deliver initiatives to reduce food waste such as:
- Research and implement digital food ordering system by 2022
- Annual review of menus and investigation of more frequent reviews to use seasonal ingredients
- Investigate adding a plant based menu for patients and staff

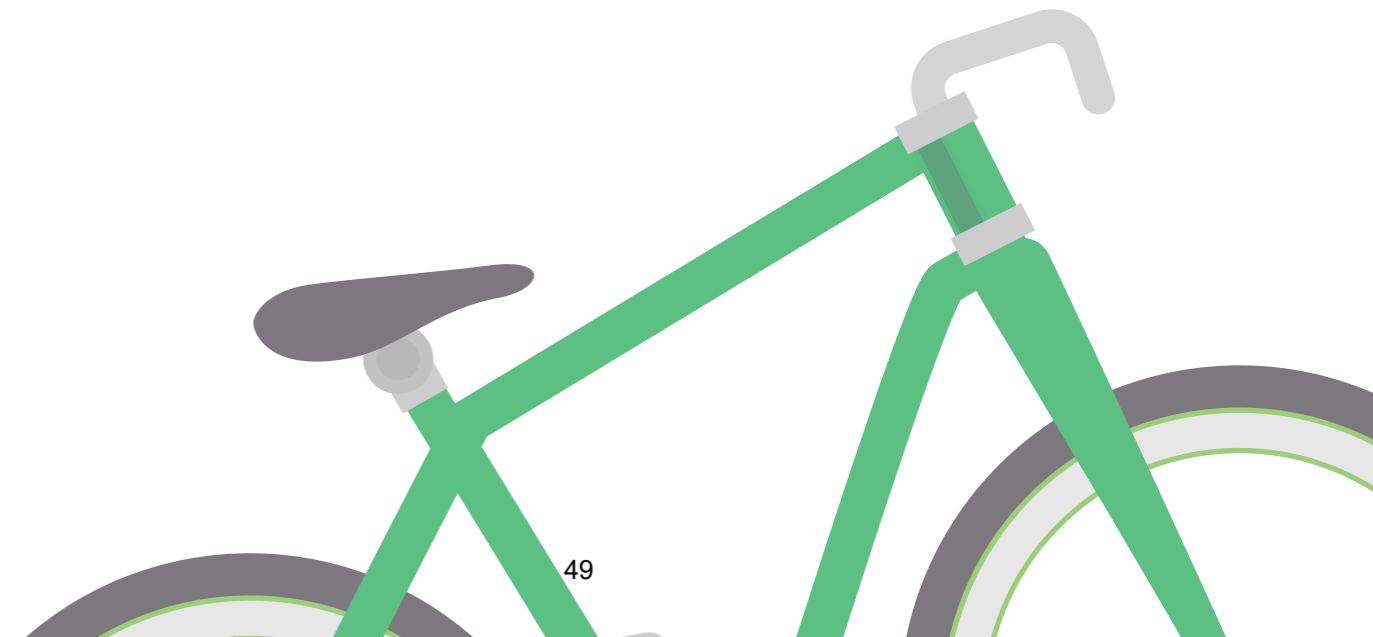
Delivering a Net Zero NHS

Sustainable models of care

- Work with supporting partners to increase the amount of services and **treatment that can be offered closer to home**, reducing the number of hospital visits
- Where outpatient appointments are clinically necessary, at least 25% of outpatient activity should be delivered remotely and at least 60% of follow up appointments

Estates and facilities

- Opportunities for **improving the sustainability of the existing estate** will be identified and actioned in the short term
- Assess the trust energy saving initiatives and consolidate into a **trust wide energy strategy and heat decarbonisation plan** by end of financial year 2022/23
- We will ensure that all **standards, and associated costs for net zero carbon are embedded** in project plans and we will not derogate from these without due diligence
- **Accurately measure, monitor and reduce** our utilities consumption
- Deliver a programme of **energy and water saving initiatives** across our existing Estate, engaging with our staff
- Specify **100% renewable energy**, with REGO certification, when we enter all new supplier agreements for electricity
- Target **zero waste to landfill by 2025** with interim supporting targets to reduce volume of waste produced year on year



Delivering a Net Zero NHS

Travel and transport

- Publish and resource a **new travel plan** to help, staff, patients, visitors and the local community reduce transport emissions
- Ensure all new **Trust vehicles** are low carbon (ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs)) and reduce the environmental impact of our fleet

Supply chain and procurement

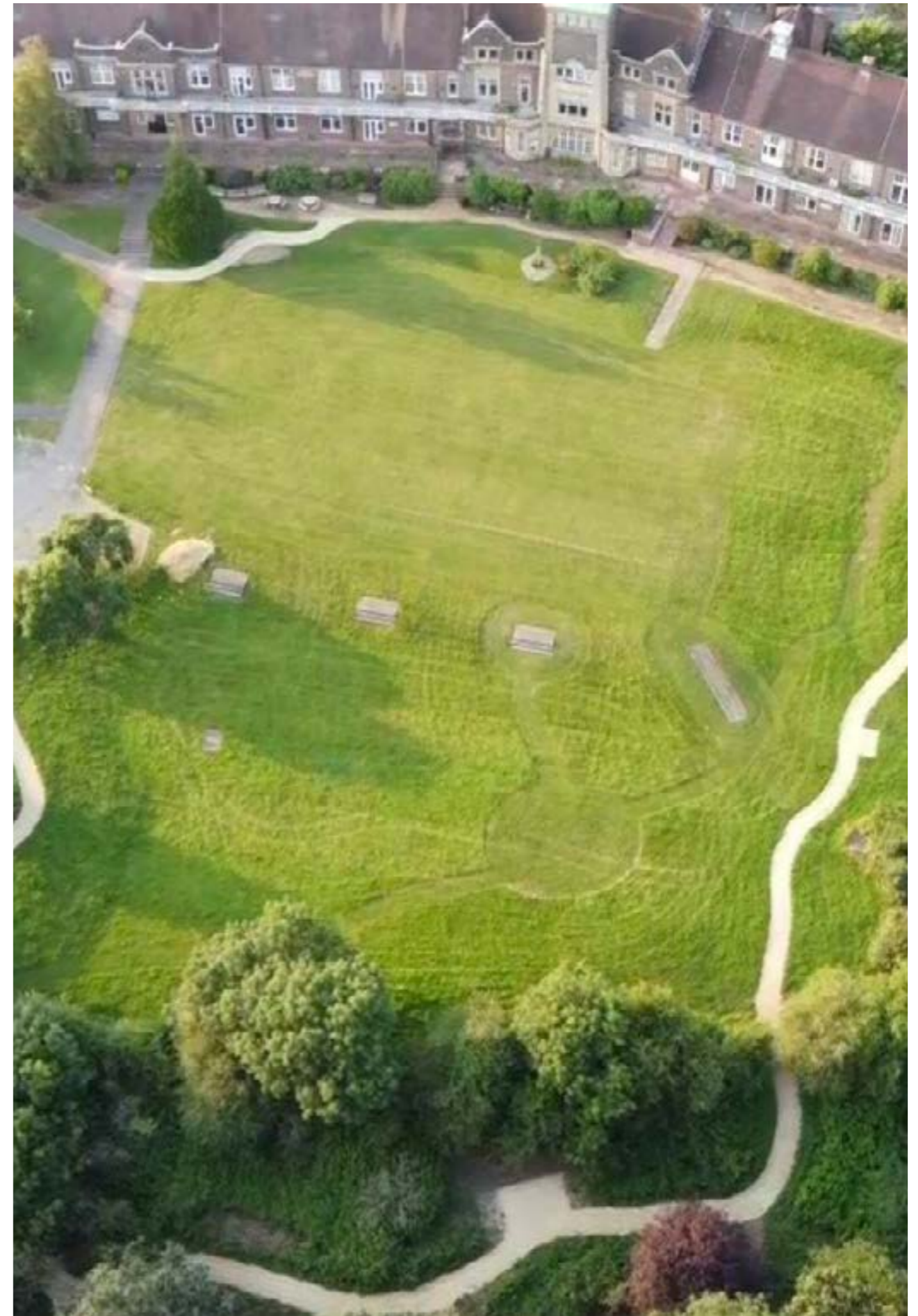
- Work with our suppliers to **procure sustainable products, and eliminate waste to landfill**, driving a circular economy
- Extend our carbon baseline to **include indirect emissions** (e.g. procurement and supply chain), identify areas for reduction and implement actions
- Include **procurement contract specifications** that minimise waste and environmental impact (including local suppliers, reducing packaging and fewer deliveries) and monitor over time

Digital transformation

- Explore opportunities in adopting an electronic patient record system to improve efficiency, cancellation rates and experience
- Scale up the use of digital solutions for patient letters and appointment reminders
- Encourage move to digital and **paper-less provision** and management of services
- Review use of **digital solutions in support of estate and facilities management** for real time monitoring

Adaptation

- Ensure our **infrastructure, services, supply chain, local communities and staff** are prepared for the impacts of climate change reducing the impact on public health from climate change
- **Nominate an Adaptation Lead** and incorporate adaptation into our sustainability governance structure, corporate risk register and reporting processes



Implementing the Green Plan

Implementing the Green Plan

Our Green Plan incorporates objectives and targets across a wide range of our activities and impacts. Our ability to deliver on these targets will be the real test of our plan. Many of our targets reflect national or NHS goals to which we are also committed, whereas others are designed to reflect our own priorities. Examples of external targets that we must work to address include:

- Net zero carbon for our direct impact by 2040 (aspiring to an 80% reduction by 2028-32)
- Net zero carbon for our wider impact by 2045 (aspiring to an 80% reduction by 2036-39)
- Achieving BREEAM Excellent (new build) and Very Good (refurbishment) rating for our estate projects.

Tools for delivering our goals

We will implement the Green Plan through a variety of actions. Some of these will incur additional capital investment, whereas others will require changes to the way we do things, for example:

- Development of processes that enable individuals to embed sustainability goals into key decision making, for example in the development, review and approval of business cases.
- Introduction of carefully designed procurement requirements and contract clauses that help align our supply chain to our goals. We believe that substantial benefits can be achieved through effectively engaging our suppliers on sustainability and drawing on their ideas to help meet our goals
- Effective communications to all members of staff and stakeholders so that they can play their part, and so they can take advantage of the opportunities arising from the plan actions
- Clear training to staff members, covering our approach and how their actions will help us achieve our goals
- Progressing our existing commitments around digital delivery and staff welfare with some additional criteria to ensure these initiatives also help contribute to our sustainability goals. For example, ensuring that our IT standards prolong device life by including for maintenance and upgrades, and that materials are recoverable at end of life.
- Incorporating sustainability features into our estates management, maintenance and lifecycle expenditures. For example, seizing opportunities to create new green space or to add biodiversity habitat and reviewing specifications for lifecycle renewal of plant and building fabric that will help us to save energy and prepare for a zero carbon operations

Implementing the Green Plan

Securing necessary capital investment

While the above approaches are essential and impactful, it is important to recognise that some of the changes we want to see in our hospitals will require significant additional capital investment. Most significant amongst these will be upgrading and decarbonisation of our heating and steam system and the transition to a low carbon vehicle fleet. We recognise that these steps are both capital intensive and present risks to our operations and revenue costs, it is essential therefore that they well-conceived and appropriately funded.

We are committed to the preparation of an estate decarbonisation strategy by end FY2022/23. This will provide the detailed route map for this phase of our plan including:

- Development of a carbon reduction pathway that addresses our resilience, operating costs and return on investment requirements as well as carbon emissions. The pathway will consider the appropriate sequencing of measures to minimise our energy demand and to align with our Estate Strategy,
- A funding model that draws on public funding where available, for example through securing 100% grant funding where possible via the Public Sector Decarbonisation Scheme and other suitable sources – e.g. energy performance contracts that will help us realise our own and the NHS's wider expectations

We realise that to secure public funds for our decarbonisation plans we will need to be able to respond rapidly and convincingly in grant applications. We will use our decarbonisation strategy to provide this framework and list of impactful projects that we can deliver quickly as monies become available.

Our programme

The challenge of climate change and sustainability is urgent and imperative and so we must begin to implement our plan immediately, however we recognise that this is a long term transition that will proceed at different paces across our activity areas and locations. We cannot risk our service, staff or patient wellbeing in delivering our plan. Therefore, we will ensure we make the most of every opportunity that presents itself to progress our goals whilst careful planning and preparing for the step change interventions, for example in our energy centre, that will move us to the next level of performance.

Implementing the Green Plan

| Activity | 2021 | 2025 | 2030 | 2035 |
|---|---------------------------|------|--|------|
| Communications plan and rollout | | | | |
| Training resources for all staff and locations | | | | |
| Reporting on performance (monthly, quarterly, annually) | | | | |
| Integrate sustainability into procurement standards and processes | | | | |
| Waste reduction and recycling clauses in new waste contracts | | | | |
| Climate change risk assessment and resiliency strategy | | | | |
| Develop estate wide decarbonisation plan | | | | |
| Energy and water savings through lifecycle expenditure and high RoI investments | | | | |
| Decarbonisation of energy centre and other major plant across the estate | | | | |
| Fleet decarbonisation strategy | | | | |
| Introduction of EVs and fleet charging facilities | | | | |
| Key | Core Work and Deliverable | | Ongoing delivery in line with strategy | |

Tracking progress and reporting

Tracking progress and reporting

We have numerous commitments and reporting obligations to meet regarding sustainable development. Reporting on sustainability needs to be robust and our review this year highlighted that we have improvements to make in our data collection and reporting processes to ensure they are integrated within our trust operations.

Therefore, we have implemented a key performance indicator matrix underpinning our Green Plan for which the Sustainability and Energy Manager and the Sustainability Group have responsibility. These metrics are listed in the 'measuring progress' section of each area of focus.

We will also be undertaking a review of our baseline carbon emissions as well as aligning our data collection with the existing ERIC reporting, Sustainability Reporting Portal (SRP) and the new Greener NHS reporting requirements. These will together inform the sustainability section of the Trust's Annual Report and calculate the Trust's carbon emissions (Scope 1, 2 and 3). The following table summarises our reporting plan.

| Annual | Quarterly | Monthly |
|--|--|---|
| <ul style="list-style-type: none"> Sustainability section in Annual Report Annual Green Plan progress report to the Strategy Committee ERIC (Estate Return Information Collection) Greener NHS Sustainability Reporting Portal – frequency and format to be agreed with the relevant regional greener NHS team | <ul style="list-style-type: none"> Progress reports to the Strategy Committee Greener NHS Data Collections | <ul style="list-style-type: none"> Green Plan performance tracker and action plan in Sustainability Group meetings Data collection – including utilities, waste data and other data required for KPIs |

The goals and objectives listed in this green plan are for the duration of the strategy, with some specific measures having a set target date. The reporting and measuring of targets are ongoing. This green plan will be refreshed after 3 years and reviewed in detail at least once in the interim.

Communications

Communications

Effective implementation of sustainable healthcare requires system wide engagement, participation and collaboration. We communicate with our staff, patients and wider community through a variety of channels including online media, internal communications, and events. We will develop a network of 'green ambassadors' across the trust, enabling staff to get involved and make a difference. The green ambassadors will then form our sustainability network, a forum for sharing opportunities, concerns, best practice and progress.

Specific communications activity, led by the ENH Comms team includes:

- Dedicated intranet pages on sustainability so that our staff can find out information about how we are tackling green issues, and make suggestions for further activity
- A dedicated web page for the public to be kept updated and to make suggestions
- Sustainability to have a monthly standing item in Trust News, highlighting updates and featuring staff stories and case studies
- Sustainability to have a standing item in our forthcoming member's bulletin
- Consideration of a regular green bulletin
- Communications activity around key sustainability awareness days
- Information in the Annual Report
- Updates at leadership briefing for senior leaders, at key points of progress

Get involved

All our communities are encouraged to get involved where you feel able. We will be continuously working towards these Green Plan targets and need your help to get there. Keep an eye out for our sustainability communications and activities that you can get involved in. More information on the Greener NHS can be found on their website at [Greener NHS \(england.nhs.uk\)](https://www.greener.nhs.uk).

If you have an idea that we can work on, do get in touch with the trust sustainability group at sustainability.enh-tr@nhs.net



Governance

Governance is key to the effective implementation of the actions and commitments made in this Green Plan. Everyone within the Trust has a responsibility to ensure the objectives defined in this Green Plan are met.

A Trust Sustainability Group with over 25 representatives from across the trust works together to identify opportunities to improve our environmental and social performance and deliver against the Green Plan objectives. They seek value for money solutions that also enable the achievement of the Trust's service and estate strategies.

The group meets on a monthly basis and stakeholders join from across the trust, including but not limited to: Estates and Facilities, Strategy, Finance, Procurement, Governance, Operations, Communications, Pharmacy, People, Medical Equipment and Catering.

The purpose of the Group is to:

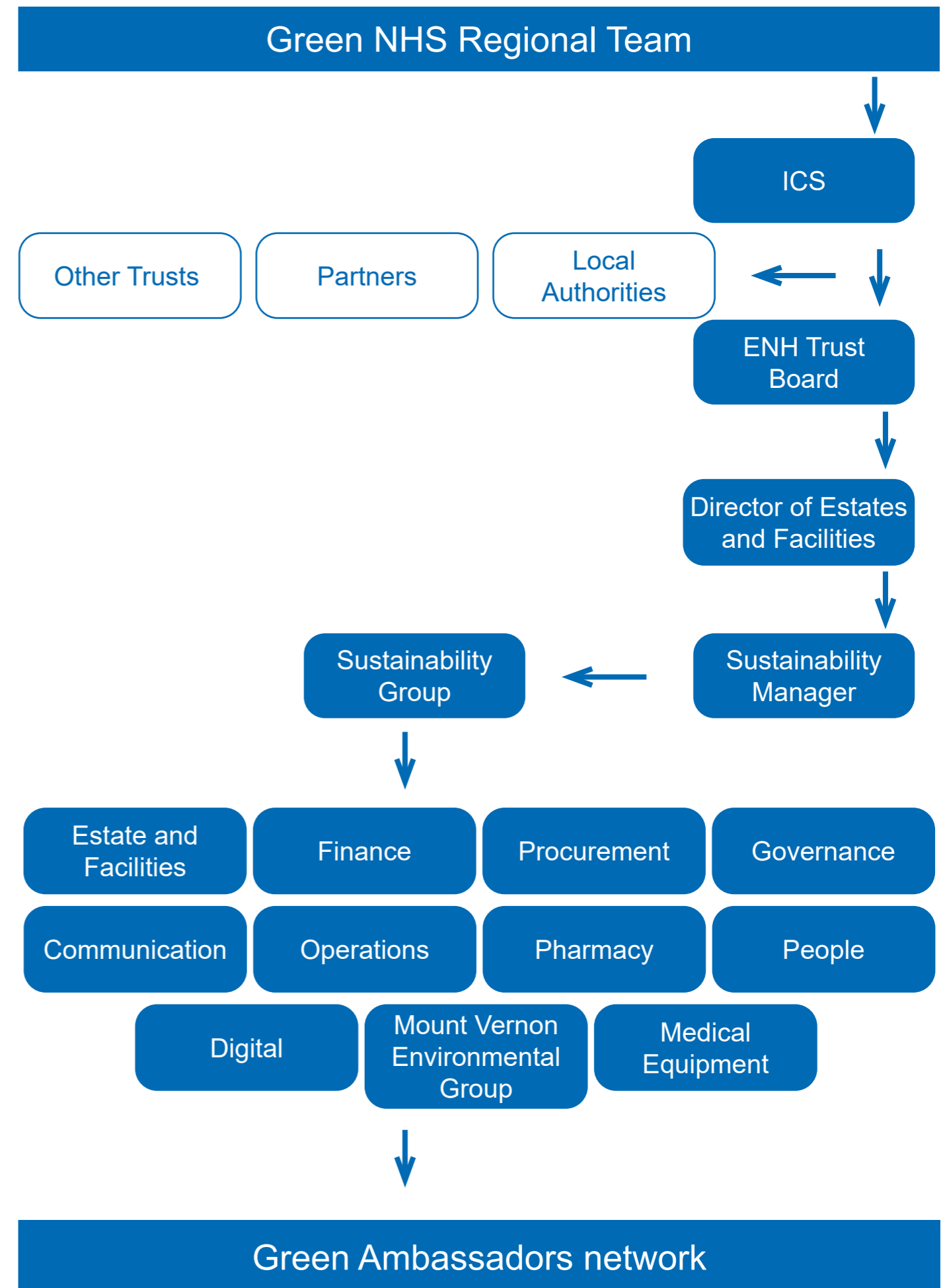
- Provide leadership on sustainability for the trust
- Develop, advise and implement the new trust Green Plan
- Monitor the achievement of sustainability objectives and hold responsibility for data collection and KPI reporting
- Implement best practice and continuous improvement for trust sustainability initiatives

Director of Estates and Facilities chairs the sustainability group, supported by our sustainability manager who leads on delivering against our commitments and drives energy and resource use efficiency. This role is part of the Estates and Facilities directorate.

The group will report on progress against the action plan and escalate issues or risk items as appropriate to the trust Strategy Committee and through this forum to the Trust Board. The Strategy Committee will have oversight of the implementation of the Green Plan. It will ensure that a detailed Sustainable Development update is included in the Trust Annual Report.

The Trust Board will consider and approve the Green Plan and associated monitoring and reviewing of performance against targets and approve any changes to the plan over the course of its duration.

Governance



Risk and Finance

Risk

In order to successfully deliver our Green Plan, we will need to proactively identify, manage and mitigate any risk. Any risks identified will be logged, managed and mitigated in accordance with the processes defined in the East & North Hertfordshire Clinical Commissioning Group Risk Management Policy v2.1. Engagement with our staff and the public is key to the successful delivery of this Green Plan.

Our Green Plan is supported by performance indicators and tracking these is the responsibility of the sustainability group on a quarterly basis. We acknowledge the risk that Covid-19 may impact our ability to deliver against the targets outlined in this Green Plan but will ensure mitigation actions are in place to reduce this risk. We have a recovery plan to bring us back on track should we fall behind on our performance against the Green Plan goals.

Finance

Financial support will be needed to successfully deliver the commitments made in this Green Plan. We may have upfront capital expenditure in order to realise long-term cost savings from energy efficient features, construction and more efficient ways of working. We will maintain senior support and transparent reporting.

We will also take advantage of local and national schemes which support investment in energy efficiency initiatives and sustainable innovations. Involvement in local strategic partnerships and regional economic forums will play a key part in knowledge sharing and developing a sustainable and resilient health economy.

Acknowledgements

We would like to thank the following groups for their time and input to the production of this Green Plan: Trust Sustainability Group and MVCC Environmental Group. We would also like to thank our staff for completing the Staff Sustainability Survey.

