



Green Plan for The Dudley Group NHS Foundation Trust

“Care better for our environment”

2020-25

Green Plan (formerly known as Sustainable Development Management Plan)

Executive Summary

The Dudley Group NHS Foundation Trust recognises it has a responsibility to find ways to deliver great healthcare that is also environmentally, socially, and financially sustainable. This Plan is our response to the challenges we face to reduce carbon emissions. The NHS is committed to achieving net zero carbon emissions in 2040 ahead of the UK Government target.

We recognise that Sustainable Development is a critical factor in enabling us 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.

We recognise that our sustainability journey will require the concerted effort of all our staff, and we will need to work with stakeholders to achieve our aims.

The NHS Sustainable Development Unit has produced a Sustainable Development Assessment Tool (SDAT) which has been used to create and focus this Plan. Our baseline position shows an achievement of 22% in 2019. The actions outlined in this Plan aim to support a year-on-year improvement. We will prioritise those areas where the baseline indicates there is the greatest scope for improvement (initially our corporate approach, sustainable care models, our people and sustainable use of resources) and where action is likely to have the largest impact on emissions. For the first

two years of the Plan, we will focus on energy consumption and the management of waste, including recycling. The Trust will report the carbon emissions it controls directly, the NHS Carbon Footprint.

We have already started to take some steps such as committing to reduce single-use plastic in the Trust, investing in LED lighting, increasing the number of recycling points across the Trust, and rapidly increasing 'virtual' outpatient appointments in response to the COVID pandemic. As a result of the pandemic, many more staff are working from home and using video conferencing facilities for meetings.

This Plan outlines the actions we plan to take in the following areas:

Corporate approach: A new Working Group will oversee progress and ensure that the Trust Board, our staff and other stakeholders are informed

Capital projects: we will ensure that any capital projects such as the redevelopment of the Emergency Department take full consideration of the environmental impact

Asset Management and utilities: we will monitor our use of energy and water and reduce this by avoiding waste and investing in more efficient technologies

Sustainable Use of Resources: we will implement our pledge to reduce single use plastics, monitor the waste we produce and increase the proportion that is recycled

Carbon and Greenhouse gases: we will set targets for reducing our carbon footprint and report progress on a regular basis



Climate change adaptation: we will take steps to mitigate against the risk climate change poses to our services

Green space and biodiversity: we will develop a plan to make the best use of our green space and promote biodiversity

Sustainable Care models: greater use of technology and the implementation of new care pathways will reduce the need for travel to hospital

Travel and Logistics: we will conduct staff travel surveys and devise ways to make it easier for staff, patients, and visitors to travel sustainably, including enabling staff to work from home where appropriate

Our people: we will include sustainability within staff induction and provide ways for all our staff to engage with our sustainability agenda

To achieve this Plan the Trust will work closely with our PFI Partners, Interserve and Summit Healthcare who have been integral partners in the development of this Plan.

“Join us on our sustainability journey to help us realise our ambitions for our staff and the people of Dudley”

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Foreword

Sustainability is one of the most important challenges facing us all in the 21st century and it is one that unites our staff, our patients and our communities. The Dudley Group NHS Foundation Trust has a responsibility to find ways to deliver great healthcare that is also environmentally, socially and financially sustainable.

We have already started on our journey and continue to make good progress on many things that will contribute significantly to a sustainable footprint

- We have signed the 'NHS Single-Use Plastics Reduction Campaign' pledge. This relates to catering services and our PFI partner, Interserve will cease using plastic cutlery and cups in our catering facilities.
- We have invested in LED lighting in North Block at Russells Halls Hospital and the multi storey car park. This has reduced utility and maintenance costs by £70k per annum.
- Interserve has increased the number of recycling points across the Trust, making it easier for staff and visitors to recycle.
- We no longer use desflurane which has higher carbon emissions than alternative anaesthetic gases.
- We operate a cycle to work scheme, have promoted staff discounts for annual bus passes and have engaged with our partners to identify ways of promoting and encouraging the use of public transport.
- The range of outpatient appointments offered virtually has increased rapidly as result of the COVID pandemic. This avoids the need for patients to travel to hospital.
- More staff have been enabled to work from home through technology and many meetings now use virtual conferencing facilities as a result of the pandemic. This is expected to lead to a large reduction in work-related travel and its associated carbon footprint.

There is still much to do as we are at the start of our journey, but sustainability is at the heart of The Dudley Group strategy, and we are proud to be able to make a public commitment to do everything we can to contribute to a sustainable future.

Chief Executive

Introduction

The Trust is a significant employer, buyer and provider of services within the region, and we recognise that our activities have the potential to have a detrimental effect on the environment. We have a responsibility to our staff, patients and the wider community to act in a responsible manner. This Green Plan provides an opportunity for us to take significant strides towards lessening our impact through:

- ✓ consuming less
- ✓ emitting less from our buildings
- ✓ providing sustainable travel opportunities and greener procurement,

The Government has declared a climate emergency and updated the Climate Change Act, seeking to achieve Net Zero carbon by 2050. In October 2020, the NHS published the path to achieve Net Zero emissions by 2040 for those emissions it controls directly. The NHS is the first health system in the world to make such a commitment, supported by a campaign called 'For a greener NHS'. Achieving this reduction will be even more challenging in the context of growth. This presents a significant challenge to the Trust and will require changes to the way we manage and operate our infrastructure, how we procure goods and services, how we dispose of our waste and how our staff, patients, suppliers and contractors travel to the Trust.

Why do we need this plan?

All NHS organisations are required to have a Board-approved Green Plan that is monitored, evaluated and informed by engagement with staff, service users and the public.

We are legally obliged to address climate change, with a reduction in carbon emissions set out in the UK's Climate Change Act (CCA). This Plan responds to these, and other requirements placed on the Trust to manage and reduce our environmental impact.

We have developed our Green Plan to be inclusive and representative whilst responding to a rapidly changing world. Sustainable healthcare will help our budgets stretch further; it contributes towards the green ambitions of Dudley, and it will reduce pressure on health services.

“Business-as-usual is simply not an option any longer” We are facing an increasingly complex series of interconnected challenges. Patient numbers will continue to increase, and, without a plan, our carbon footprint will not reduce in

line with legal obligations, and we would not hit local and national targets. Collective action delivered by multi-stakeholder partnerships is essential if we are to deliver sustainable healthcare. The COVID pandemic has reinforced this imperative. We know that our model of care needs to change to protect patient safety by minimising the need to come into hospital.

Our Vision for Sustainable Health Care

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.

Developing the Green Plan

The Sustainable Development Assessment Tool (SDAT) determines progress against the implementation and delivery of sustainable development across the health and care system and is aligned to the UN Sustainable Development Goals.



The tool is designed to help the NHS and other healthcare organisations understand their work, measure progress and create the focus for their Green Plans. Each benchmark reports how the Trust is contributing to the 17 UN Sustainable Development Goals.

SDAT consists of ten areas which are assessed against four cross-cutting themes: governance and policy, core responsibilities, procurement and supply chain and working with staff.

During the initial assessment carried out in autumn 2019, The Dudley Group achieved an overall score of 22%, which is our benchmark for improvement. A detailed breakdown can be found in Appendix 1.

The Sustainable Development Assessment Tool (SDAT) will be used to track progress on an annual basis.



Drivers for Change

Sustainable healthcare in the NHS is driven through national and international policy, legislative and mandated requirements and healthcare specific requirements from the Department of Health and NHS England.

The Intergovernmental Panel on Climate Change (IPCC) and the World Health Organisation (WHO) have laid out very clear guidelines to ensure sustainable development is adopted into law, policy and practice. These guidelines set out the need to mitigate and to adapt to the impacts of climate change in order to realise the wider co-benefits for health.

The importance of sustainable development is reflected within national legislative drivers and mandated sustainability reporting within the public sector. This is the case for the NHS through the NHS Long Term Plan and the NHS Standard Contract, and in line with the HM Treasury Sustainability Reporting Framework and the NHS Estates Return Information Collection.

The Carter Report (2016) reinforced the need for action, highlighting the inefficient use of energy and natural resources as a major concern which requires attention. These areas of work are identified within the NHS Sustainability Strategy (2014-2020) and laid out the requirements for all NHS trusts to have a Trust Board approved Sustainable Development Management Plan (SDMP), now known as a Green Plan.

Most recently, the COVID pandemic has demonstrated the way in which our lives are interdependent on others. Our behaviour affects others. The World Wildlife Fund (WWF) has also warned of the increased risk of further pandemics unless action is taken to protect our natural environment. The NHS is committed to achieving net zero carbon emissions ahead of the Government target of 2050 and has recently published the path to achieve this by 2040 for emissions under its direct control and 2045 for those it can influence.

“As a healthcare provider, the Trust is committed to protecting the natural environment for the benefit of human health and to deliver sustainable healthcare”

Progress to date

We have made good progress in a number of areas that will contribute significantly to a sustainable footprint:

Corporate Approach

- The current Trust Strategy agreed by Board of Directors in 2019 committed the Trust to develop our approach to environmental sustainability.
- The new Procurement Strategy clearly sets out the intention to review sustainability, carbon reduction and adaption and waste reduction within relevant procurement projects.

Asset Management and Utilities

- Investment made providing LED lighting in North Block and the multi storey car park at Russells Hall Hospital reducing utility and maintenance costs by £70k per annum.

Sustainable Use of Resources

- The Trust signed the 'Single-Use Plastics Reduction Campaign' pledge. This relates to catering services and our PFI partner, Interserve, will cease using plastic cutlery and cups in our catering facilities by April 2021.
- Interserve has increased the number of recycling points across the Trust.
- Electronic payslips have completely replaced traditional paper payslips for all Trust employees, avoiding the need for 8,000 printed payslips each month.
- We have introduced an electronic expenses system which has further reduced our paper usage.
- There is a homecare service in place whereby all pharmaceuticals for suitable patients are delivered directly from the supplier to their home, rather than to the Trust first, to reduce the supply chain carbon footprint. This scheme has been extended during the COVID pandemic to cover a wider range of patients.
- Trust staff are encouraged to make processes paperless wherever possible. Departments use electronic referrals and staff are encouraged to use online, electronic copies of documents for reference instead of printing hard copies.

Green space and biodiversity

- The Trust maintains a wide variety of gardens across its sites:
 - Russells Hall Hospital:
 - a Peace Garden, an “End of Life” garden, external gym space and external seating areas in which to sit, eat and reflect.
 - External spaces accessed from the Children’s Assessment Area provides a lawn and planted zone with climbing frames.
 - One car parking area is sensitively managed to protect a species of newt by encouraging wildflowers and shrubs.
 - Shrubberies and trees are actively managed to ensure that green spaces are accessible.
 - There are 755 trees that are managed and maintained across the site including native and ornamental species.
 - Corbett Outpatient Centre:
 - Hosts a balcony garden providing rehabilitation activities for patients
 - Sensitively managed lawns and gardens
 - Guest Outpatient Centre:
 - Sensitively managed lawns and gardens

Sustainable Care Models

- The Trust has used data showing the trends in the health of the population produced by the Joint Strategic Needs Assessment (JSNA) to inform future plans.
- The Trust provides outpatient clinics from a number of community locations so that services are more accessible to communities providing care closer to home and reducing unnecessary travel to the main hospital site.
- Some trauma patients are reviewed, and their future management decided at ‘Virtual Fracture Clinics’ avoiding the need to attend in person.
- The range of outpatient appointments offered virtually, either by video or telephone, has increased rapidly as result of the COVID pandemic.

Travel & Logistics

- We maintain a good relationship with local transport providers who regularly visit the Trust's sites to provide free information to staff, patients and visitors about transport routes, service times and special offers on fares.
- Before COVID, staff car parking permits were only allocated to members of staff who met specific eligibility criteria. Members of staff living close by to their place of work and could reasonably use public transport are encouraged to do so, and, in most circumstances, would not be given a parking permit.
- The Trust participates in a cycle to work scheme which allows staff to take advantage of salary sacrifice savings on income tax and national insurance against the cost of a new bicycle and associated equipment up to a total cost of £1,000.
- Our PFI partner, Interserve, has 12 vans and a hybrid Toyota Prius for transporting products around Trust sites and to patients. This includes a daily courier service, taking medical gasses to surgeries, delivering drugs out to cancer patients' homes and transporting medical equipment to community centres and GP surgeries.
- As a result of the pandemic, 260 additional laptops have been set up to enable remote working for staff. On a typical weekday, 230 staff are now dialling into the Trust network from home which is an increase of over 200 before the COVID pandemic.
- Many meetings are now using video conferencing facilities. This includes the Trust's Board of Directors, Council of Governors and meetings with colleagues in other NHS organisations across The Black Country. This change is expected to lead to a large reduction in the number of work-related miles travelled.

Our People

- As of June 2019, we became a smoke free site working towards Public Health's objective of having a smoke free generation and improving the health of our community.
- There is vendor for fresh fruit and vegetables outside the main entrance of Russells Hall Hospital to promote healthy eating by staff, patients and visitors.



- Our Staff Health and Wellbeing Department has improved its service and provides more health surveillance activities, extended onsite Gym opening hours, Staff Flu vaccination programme, employee assistance program, free health checks and stop smoking advice. As a result of COVID, additional facilities such as Serenity Rooms and additional counselling have been introduced.
- We have been actively engaged with our PFI Partner, Interserve, so that now only low sugar content food and drinks are available in our onsite outlets and plenty of health eating options are available daily.
- We launched the three R's campaign (Rest, refuel and rehydrate) and regularly remind our staff of the importance of looking after yourself whilst at work so you can look after others.
- We are actively engaging with a growing number of local retailers, food outlets etc. who allow our community staff to use their restroom facilities and to encourage them to stay hydrated whilst out and about in the community during their working day.

What we want to achieve - Our Areas of Focus

We have considered each of the ten modules of the Sustainable Development Assessment Tool (SDAT) and set out our overall aims, objectives and how we will measure progress. Our current performance and the staff consultation have informed this section.

“We have set ourselves an ambition of achieving an overall score of at least 67% within the lifetime of this plan compared to the baseline position of 22%.”

This will place us amongst the better performing Trusts in the country, although reliable benchmarking information is not yet available.

We will aim to achieve a minimum of 50% in each module as soon as practicable. This means that during the first two years covered by the Plan we will focus on our Corporate Approach, developing Sustainable Care Models, Our People and improving the Sustainable Use of Resources.

“For the first two years of the Plan we will focus on energy consumption and the management of waste, including recycling”

Corporate Approach

The Trust made a commitment in its current Strategy 2019 - 2021, to develop its approach to environmental sustainability. Underpinned by the values of care, respect and responsibility, the Trust's vision is summarised in the phrase 'care better every day' which has led the Trust to entitle this Plan ***‘Care better for our environment’***.

The Trust's recently agreed Procurement Policy makes a number of commitments to sustainability including the provision for the review of sustainability, carbon reduction, adaption and waste reduction within relevant procurement projects. Where possible to procure food from local suppliers and identify opportunities to support the local economy through the increased use of 'Encouraged Enterprises'.

Aim: To ensure that sustainability is embedded within organisational strategy and processes and that we deliver, monitor and report on progress supported by a nominated Board level sustainability lead.

Realising Environmental Gain

- Identify a Board member to provide strategic leadership for our sustainability agenda
- Identify an operational and social value lead
- Create a 'greenteam' of staff and volunteers who will act as advocates in their work areas
- Launch this Plan to engage with our staff, patients and the communities we serve
- Provide training and support for our 'greenteam'
- Maintain an ambitious and up-to-date plan and report performance bi-annually to staff, senior management and to the Board of Directors
- Establish a sustainability awareness training programme for staff, members of the greenteam, Board members and governors
- Enable staff, patients, and visitors to provide regular feedback and suggestions to improve sustainability performance

Enhancing health and wellbeing

- Ensure our buildings and estate has a greater focus on improving the environmental determinates of health, such as food, active travel, green space, air quality and biodiversity

Being future ready

- Ensure all new Business Cases contain a Sustainability Impact Assessment

Delivering social value

- Contribute to, and deliver against, key local environmental strategies working closely with Local Government and voluntary partners
- Learn from best practice and share progress within our Sustainability and Transformation Partnership (The Black Country and West Birmingham STP) and the wider healthcare sector and beyond

Measuring Progress

- Set annual targets for the life of this Plan in line with the SDAT baseline
- Carry out annual sustainability surveys to measure staff awareness levels
- Produce the sustainability section in the Trust Annual Report
- Review the guidance on developing policies and procedures to assess if sustainability considerations are fully included

Capital Projects

The majority of buildings at the Russells Hall Hospital, Corbett Outpatient Centre and Guest Outpatient Centre are owned by Summit Healthcare (Dudley) Limited. The Trust provides its clinical services at these sites via a Private Finance Initiative (PFI) Contract which was signed in 2001 and runs until 2041 after which the buildings will revert to Trust ownership. All building lifecycle and maintenance is the responsibility of Summit Healthcare (Dudley) Limited. Any enhancements or additions to the buildings is carried out by Summit Healthcare (Dudley) Limited through a variation to the PFI contract based on the Trust's request for changes to the building as a result of clinical need.

There is an Estates Strategy in place that has been developed to provide an integrated approach to the Trust's estate, relative to proposed service models, aligned to both national and local plans including the Black Country Sustainability & Transformation Partnership (STP) Plan. It supports the Trust's ambition to provide a range of high-quality, ever-improving services in a dynamic and stimulating environment which attracts the best staff. The Estates Strategy is also aligned to the Black Country STP's Estates Strategy. The Black Country STP's Estates Strategy provides a stronger foundation upon which to continue the development of a five-year STP Estates Strategy and management framework to support and enable delivery of individual organisation, STP and the wider NHS and Government key priorities. It has been rated as 'strong' by NHS Improvement and continues to be developed through the close partnership working of the NHS organisations within the STP.

The Trust has a number of future capital developments most notably the redevelopment of our Emergency Department. The Trust has successfully bid for £16.975m of STP capital funds that will see the current Emergency Department developed into a modern state of the art department. This is expected to be completed by 2022/23.

The use of our estate has been impacted by the COVID pandemic. In order to maintain social distancing guidelines and to protect patients and their carers from unnecessary risk of infection, the Trust is reconsidering how our estate is being used. To support these changes the Trust has been successful in obtaining £15m of investment that will be used to construct a modular building which will provide additional space for beds to manage peaks in demand, especially during winter. This facility will free up 70 beds within the main Russells Hall Hospital site and ensure the Trust is able to operate in line with social distancing measures.

Aim: The Trust is committed to ensuring that it will continue to use internal building space as efficiently as possible to reduce any unnecessary footprint within our estate and provide the most cost-effective service we can.

Realising Environmental Gain <ul style="list-style-type: none"> • Ensure that any new building developments will come with Building Research Establishment Environmental Assessment Method (BREEAM) healthcare ratings • Include BREEAM in the design of the new Emergency Department (ED) redevelopment and modular build • Ensure commitment to sustainability is a key criterion in selecting our construction partner for the ED redevelopment and modular build
Enhancing health and wellbeing <ul style="list-style-type: none"> • Undertake a review of our owned and leasehold buildings for energy improvements. e.g., LED lighting installed in estate • Work with Summit Healthcare (Dudley) Limited and our partners in the STP to ensure both the local and STP estates strategies provide maximum positive impact for the local health systems
Being future ready <ul style="list-style-type: none"> • Ensure all future capital developments are built with energy efficiency and suitable adaptation capacity to ensure they will help the Trust to reduce its CO2 emission over the next century
Delivering social value <ul style="list-style-type: none"> • Ensure that social value outcomes (e.g., engagement of local small businesses, local labour, certified considerate construction, and local skills development) are inherent in the construction of the ED redevelopment
Measuring Progress <ul style="list-style-type: none"> • BREEAM score or WELL Building Standard • Energy and Water consumption

Asset Management & Utilities

Utilities represent a substantial cost and environmental impact to the organisation. It is essential that the Trust accurately measures and reduces consumption to ensure the best value for money and minimise environmental impact. Embedding more efficient practices and improving staff awareness will help to improve utility efficiency across everyday activities and as part of longer-term plans.

Aim - To embed energy and water efficient approaches throughout our estate and services and deliver year on year reduction in consumption

Realising Environmental Gain

- Monitor utility consumption across our estate and continue to develop targeted energy and water efficiency schemes to manage and drive down use
- Inform and educate staff, patients and visitors about how their actions affect energy and water consumption
- Agree a site wide metering strategy to identify key areas of waste

Enhancing health and wellbeing

- Educate staff about how to improve home energy efficiency
- Develop a staff engagement programme regarding energy and sustainability
- Embed the 'Green team' to become local sustainability advocates
- Communicate local successes across the Trust

Being future ready

- Investigate options for on-site energy generation capacity from renewable resources
- Upgrade the lighting to LED fittings in North Block and the multi-storey car park
- Implement metering strategy
- A new larger Combined Heating and Power (CHP) system will replace the existing CHP system in 2020 in order to achieve greater fuel efficiencies plus increased electricity generation

Delivering social value

- Regularly assess space utilisation across our estate to ensure we maximise the value of our estate
- Seek funding to undertake energy efficiency projects such as the replacement Combined Heat and Power and LED light to the PFI areas of the

<ul style="list-style-type: none"> building • Convert all oil points to gas outputs, which will reduce oil consumption but have an impact on gas usage.
Measuring Progress <ul style="list-style-type: none"> • Annual Estates Return Information Collection (ERIC) Returns • Utilities consumption and cost, broken down by individual buildings where data is available • Percentage of energy from renewable sources

Sustainable Use of Resources

The Trust generates large volumes of waste and has legal responsibilities to make sure that it is properly segregated, handled and disposed of correctly. We work closely with our PFI partners who have responsibility under the PFI contract to purchase utility resources and manage their effective use and also to dispose of waste.

Procurement constitutes the largest proportion of our carbon footprint, and we are committed to reducing unnecessary use of resources across all of our activities. It is recognised that the Trust's purchasing decisions have a large impact on our local communities and within our region, and we aim for our procurement activity to have a positive impact on local social, economic and environmental wellbeing.

Aim: We are committed to working with our key partners and contractors to reduce the environmental impact of the goods and services we use.

The Trust has a collaborative arrangement for procurement with Sandwell & West Birmingham Trust. This involves implementing a new inventory management system to optimise efficiency. This has yielded efficiency savings and reduced the carbon footprint as only one transaction and delivery method are required. The Trust is committed to complying with relevant legislation whilst focussing on reducing the demand for goods and services by minimising waste and also focussing on the reuse and recycling of existing goods and medical equipment.

Realising Environmental Gain <ul style="list-style-type: none"> • Implement the reduction of single use plastics campaign pledge <ul style="list-style-type: none"> ○ By April 2020, no longer purchase single-use plastic stirrers and straws, except where a person has a specific need, in line with the Government consultation

<ul style="list-style-type: none"> ○ We will only purchase wooden stirrers. Our suppliers (Starbucks /Bidfood) are working towards only having paper straws available to purchase ○ By April 2021, no longer purchase single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics <ul style="list-style-type: none"> • Segregate more waste streams at source to improve recycling rates and upgrade recycling facilities at all sites • Work with suppliers to lower the carbon impact of all aspects of procurement
Enhancing health and wellbeing <ul style="list-style-type: none"> • Set targets for healthy and sustainable food choices in the organisation • Better educate staff around being more eco-friendly
Being future ready <ul style="list-style-type: none"> • Identify projects to improve water efficiency • Organise a campaign to reduce the quantity of paper printed • Review procurement strategy in relation to carbon goals
Measuring Progress <ul style="list-style-type: none"> • Waste streams and volumes • Compliance with the Single Use Plastics campaign pledge

Carbon/Greenhouse Gases

All Trust activity generates a carbon footprint. By measuring and monitoring emissions, we can focus on reducing this. Setting targets, making use of new technologies and engaging staff, suppliers and contractors with our Green Plan will help to reduce our carbon footprint.

The Trust will investigate ways to minimise carbon emissions associated with anaesthetic gases and pharmaceuticals. For example: the most carbon-emitting gas, desflurane, is no longer used within the Trust. We will monitor gas use as part of the regular reporting to Trust Board. We will work with system partners to limit the use of metered dose inhalers wherever clinically appropriate to do so.

Aim: To measure our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year

Realising Environmental Gain <ul style="list-style-type: none"> • Establish an accurate Trust-wide carbon footprint • Invest in low carbon & renewable technologies through own funding, grant funding and third-party finance • Seek funding to undertake energy efficiency projects such as the replacement Combined Heat and Power and LED light to the PFI areas of the building • Review procurement strategy in relation to carbon goals • Monitor the use of anaesthetic gases and explore lower carbon alternatives where appropriate
Enhancing health and wellbeing <ul style="list-style-type: none"> • Work with stakeholders to quantify and reduce carbon emissions associated with patient travel and the supply chain • Work with system partners to monitor the use of metered dose inhalers and explore alternatives where appropriate
Being future ready <ul style="list-style-type: none"> • Contribute to local sustainability initiatives within Dudley, the Black Country and the wider region
Delivering social value <ul style="list-style-type: none"> • Calculate and report carbon emissions from different activities • Engage with suppliers on sustainability and carbon reduction
Measuring Progress <ul style="list-style-type: none"> • Carbon footprint as measured in our reports • Anaesthetic gas use

Climate Change Adaptation

Climate change is one of the biggest public health threats and challenges that we face. Extreme weather conditions, such as flooding and heat waves, are increasing in severity and frequency and are now a visible reality.

Aim: To ensure that our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events, and continue to invest in adaptation and mitigation measures.

Building preparedness and resilience now to the predicted health impacts of climate change will save costs in the short and long term, protect lives and deliver better health outcomes. Adaptation planning is an opportunity to ensure a cohesive approach to current and future planning. The process of developing these plans should integrate with the development and refinement of emergency preparedness and business continuity plans.

Realising Environmental Gain

- Identify an adaptation lead
- Include impact of climate change on Trust risk register
- Review heatwave and cold weather operational plans

Enhancing health and wellbeing

- Maximise the quality of our green space to help mitigate the effects of climate change

Being future ready

- Work with stakeholders to align our approach with local and national initiatives

Delivering social value

- Ensure that our emergency plans consider that vulnerable communities are supported during extreme weather events

Measuring Progress

- BREEAM/WELL Building Standard
- Monitor the number of incidents relating to adverse weather

Green Space and Biodiversity

Nurturing and improving green space has benefits for mental and physical wellbeing. It also leads to improved air quality, noise reduction, supports biodiversity and helps combat climate change. By collaborating with partners and local communities we will implement a clear strategy that helps us contribute to local biodiversity and make the best use of available green space. Our sites are actively managed and developed having a focus on sustainability.

Aim: To maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.

Realising Environmental Gain <ul style="list-style-type: none"> In conjunction with PFI partners, develop a biodiversity and green space plan
Enhancing health and wellbeing <ul style="list-style-type: none"> Provide opportunities for staff to get involved in Trust-wide initiatives such as gardening schemes and beekeeping
Being future ready <ul style="list-style-type: none"> Investigate the potential to repurpose any unused areas such as roofspace and walls to improve green space and create wildflower areas
Delivering social value <ul style="list-style-type: none"> Work with staff and local community organisations to provide quality accessible green spaces and encourage their use
Measuring Progress <ul style="list-style-type: none"> Production of a biodiversity and green space plan

Sustainable Care Models

Being sustainable will support the Trust to meet the challenges faced by the NHS both locally and nationally. For example, there are an increasing number of older people with multiple health problems, the cost of new medical technology is rising, and people have increased expectations with regard to clinical outcomes and user experience.



The NHS Long Term Plan (2019) sets out an ambitious target to re-design the way in which outpatient services are delivered. The target is that by 2023/24, up to 30% of face-to-face attendances can be avoided by redesigning pathways and deploying digital technology. Before the COVID pandemic, The Dudley Group was seeing approximately 500,000 outpatient attendances per year. As a result of the pandemic, there has been a rapid shift to the use of video and telephone consultations, and we expect that these changes will become permanent. Since the COVID pandemic, an average of almost 18,000 outpatient appointments per month have been delivered virtually. We expect to achieve a reduction in face-to-face attendances by 60% through a combination of referral assessment, virtual appointments and Patient Initiated Follow-up. This will have a significant impact on the number of miles and carbon emissions associated with travel to and from our hospitals.

The Trust intends to introduce a systematic approach to modelling Demand & Capacity for its services. This will identify services where there is insufficient resource to meet current and predicted demand and drive the innovation needed to deliver services in a different way, either by greater use of technology or utilising different kinds of staff.

Aim: To deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole systems approach to the way it is delivered.

Realising Environmental Gain
<ul style="list-style-type: none">• Implement Demand & Capacity models• Implement virtual desk top reviews for outpatients and virtual clinics• Identification of services requiring a partnership approach across trusts required for sustainability• Deploy a unified quality improvement approach, the Dudley Improvement Practice, to designated care pathways
Enhancing health and wellbeing
<ul style="list-style-type: none">• Develop proposals to redesign the support given to patients who attend with alcohol-related problems
Being future ready
<ul style="list-style-type: none">• Work with the primary care to develop care pathways that reduce the need for patients to attend hospital• Plan for the provision of some services in the proposed primary care hubs being planned by Dudley CCG
Delivering social value

- Work with partners to strengthen 'Ageing Well' multi-disciplinary teams providing support for the elderly population including care homes

Measuring Progress

- Level of outpatient activity delivered through 'virtual' clinics
- Emergency hospital admissions

Travel and Logistics

The transport of goods, services, staff, patients and visitors has a significant impact on local air quality, congestion and health.

Delivering a robust Travel Plan and supporting staff, patients and visitors to use more active and sustainable travel methods will reduce the impact of these activities, leading to cost savings and health benefits. The Trust is committed to improving local air quality and improving the health of our community by promoting active travel to our staff, patients and the public who use our services.

As a result of the pandemic, more staff have been enabled to work from home through technology and many meetings have used virtual conferencing facilities as a result of the pandemic. This is expected to lead to a large reduction in work-related travel and its associated carbon footprint. On a typical day, 230 Trust staff dial-in remotely, the vast majority of these would previously have driven to and from work.

Aim: To encourage sustainable and active travel wherever possible and reduce the carbon and air quality impacts of our organisation and supply chain

Realising Environmental Gain

- Identify a sustainability travel lead
- Conduct regular staff travel surveys
- Enforce our existing car parking policy
- Optimise the number of staff working from home wherever appropriate
- Utilise technology such as webinars, audio or visual conferencing to minimise offsite travel

Enhancing health and wellbeing

<ul style="list-style-type: none"> • Promote use of alternative transport (walking, cycling and public transport) to all staff • Include information about alternative transport as part of induction for new staff when they are recruited • Promote the car sharing scheme
Being future ready <ul style="list-style-type: none"> • Introduce electric vehicle charging points as part of the expansion of car parking facilities
Delivering social value <ul style="list-style-type: none"> • Promote active travel (walking, cycling and public transport) for patients and visitors wherever possible • Work with partners to improve travel infrastructure to our sites
Measuring Progress <ul style="list-style-type: none"> • Staff travel survey • Air quality on site • Business and fleet mileage • Uptake of environmentally focussed staff benefits (cycle scheme, discounted travel passes etc.)

Our People

Making sure that staff are engaged with the sustainability agenda is essential for the delivery of sustainable healthcare – creating the culture of sustainability. Every single member of staff has a role to play in delivering this strategy. Engaging staff to adopt sustainable practices will enable them to take ownership within their own areas of influence. Sustainability principles do not just apply at work; they apply at home, across our supply chain and beyond.

Following the COVID pandemic, the Trust has received some very generous donations from local businesses and organisations to promote the health and well-being of staff. These donations will be used to enhance the facilities for staff, and this will include encouragement to use the green spaces of our estate for rest and relaxation.

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

Realising Environmental Gain <ul style="list-style-type: none"> • Raise awareness of sustainability during new staff induction • Provide opportunities for staff to contribute by becoming part of the 'greenteam' within their own working area • Identify an HR lead for sustainability and collaborate to include sustainability in job descriptions and appraisals
Enhancing health and wellbeing <ul style="list-style-type: none"> • Work with staff to align our approach to sustainability with other trust initiatives • Provide opportunities for staff to boost their own health and well-being through work-based activities • Encourage staff to use local green spaces such as local nature reserve
Being future ready <ul style="list-style-type: none"> • Find ways to compare the sustainable behaviours of different wards and departments and reward staff for participation e.g., most energy efficient, highest proportion of waste recycled etc.
Delivering social value <ul style="list-style-type: none"> • Include sustainability information within development and training programmes offered by the Trust e.g., Managers Essentials and Developing Leaders
Measuring Progress <ul style="list-style-type: none"> • Number and uptake of environmentally focussed staff benefits (cycle scheme, discounted travel pass etc.) • Staff participation in sustainability programmes

Communication

To help drive change across the whole organisation, we will take a considered, structured, and engaging approach to sustainability communications. By communicating what we are doing both within and outside of the organisation we can engage staff, highlight key priorities, and position ourselves as an exemplar organisation for sustainable healthcare.

There is 'no one size fits all' approach to communicating sustainability, and we have a large, geographically spread, and diverse body of staff to engage. Our approach involves maintaining high quality and regular communications across a variety of channels, and to continually review and learn from what we do. We will maintain a communications plan for all the requirements that fall under this plan.

A presence on the Hub (internal intranet) has already been established and this will be developed to provide a single source of information about sustainability activities.

We will:

- Create branding to support and embed the identity of the Green Plan and its aims
- Create a page about sustainability on the public facing website to communicate what we are doing
- Promote activities through different social media
- Encourage participation through the creation of a 'greenteam'
- Provide a bi-annual update for Chief Executive's Team brief
- Provide an update in the externally facing Your Trust newsletter
- Provide a summary of the report that goes to Trust Board to all staff via the Hub/social media
- Use the annual NHS Sustainability Day as a focus for celebrating our success and promoting further action across the Trust
- Ask our staff to sign up to regular pledges – ideas include encouraging staff to turn off lights, reduce printing and increasing recycling for example
- Have "did you know" and "myth busters" of common practices we all take for granted published on the Hub and through social media



Governance

The Dudley Group NHS Foundation Trust (DGFT) has an obligation to report on sustainable development in line with national reporting requirements. This requires Trusts to report on progress against sustainable development in a Trust Board approved Green Plan. A report on progress of the Green Plan will be reported to the Trust's Board of Directors twice a year.

The NHS Standard Contract requires the Trust to take all reasonable steps to minimise adverse impacts on the environment. The contract specifies that The Dudley Group NHS Foundation Trust must demonstrate progress on climate change adaptation, mitigation and sustainable development and must provide a summary of that progress in the annual report.

In addition to the Standard Contract requirements, NHS Trusts have an obligation to complete the HM Treasury sustainability reporting template on behalf of NHS England and Public Health England.

The Department of Health requires Trusts to report ERIC (Estates Return Information Collection) data. ERIC data comprises essential statistics on waste, energy and water from Estates and Facilities. DGFT will manage and develop its approach to sustainability through the following structured approach:

Green Plan Working Group

The Trust's Green Plan Working Group will meet on a quarterly basis and will oversee the implementation of the Green Plan. It will:

- Drive forward the sustainable development agenda at the Trust by setting objectives, reviewing, and monitoring progress of actions as identified.
- The Working Group to consist of representatives from key corporate functions (Strategy, Finance, Workforce, Communications) and our PFI partners (Summit Healthcare and Interserve)
- Reporting as set out below to include progress against aims, to flag areas for assurance, concern and escalation.
- Assign leads to support the delivery of the actions as set out in appendix 2
- Co-ordinate publicity and promote a calendar of events throughout the year
- Support the work of the 'greenteam'
- Encourage collaborative working with external partners to bring external benefits to the trust and support the local community

Reporting

We will measure the progress of this plan using both quantitative and qualitative methods. The Trust will report the carbon emissions it controls directly, the NHS Carbon Footprint. This covers emissions associated with our estate, anaesthetic gases, waste, metered dose inhalers and business travel. A summary of the type of indicators that will be used to create this is shown in Appendix 3.

As more measures become available, the Trust will begin to monitor progress against its Carbon Footprint Plus which includes emissions associated with the production of medicines, supply chain, patient and visitor travel and staff commuting.

The main way in which we will measure qualitative progress is by carrying out an annual assessment using the Sustainable Development Assessment Tool (SDAT). This online self-assessment tool is designed to help organisations understand their sustainable development work, measure progress, and help make plans for the future. It is likely that the tool will evolve as this agenda develops.

The Trust will use external performance benchmarking to improve sustainability. Whilst this is at an early stage of development, the availability and scope of this benchmarking is expected to increase. Some measures relating to sustainability are already available on Model Hospital.

To meet our obligations, we have established a clear process as outlined below.

Annual

- ERIC (Estates Return Information Collection)
- Complete SDAT
- Included report within the Sustainability section of the Trust's Annual Report

Bi-annual

- Progress report to Finance & Performance Committee and Trust Board

Quarterly

- Progress report to the Green Plan Working Group

Risk and Finance

Identifying potential risks relating to delivery of this strategy and working to reduce their likelihood and severity is an essential requirement to effectively deliver our sustainability agenda. Where we identify significant risks, these will be logged and monitored through our internal risk and governance system. During the development of the Green Plan, the following risks associated with the delivery of the plan have been identified:

Finance

To deliver the commitments in this plan we will need finance, particularly access to capital funding to adapt our buildings and change the means of producing energy. Due to the structure of the PFI contract, any savings generated by reduction in energy usage etc. are not automatically realised by the Trust. This will be mitigated by engaging senior support and working with our PFI partners.

Not meeting carbon reductions

Due the pressure on Trust services and the increases in activity we are seeing in some areas, it may not be possible to reduce carbon emissions in absolute terms. Because of this we will always measure normalised emissions (per patient contact, bed day, m²) as well as absolute consumption.

Non-compliance with legislation

There is a risk that we will not always comply with legislation and could be faced with damage to our reputation. We will mitigate this through systems, training and auditing of activities against the relevant requirements.

Reputation

Our reputation for sustainability is paramount to our performance. As a large organisation within our community, it is important that we have a robust plan and reporting structure that demonstrates our commitment.



List of References used to produce this Green Plan document

- NHS Improvement. <https://improvement.nhs.uk/resources/how-to-produce-a-green-plan/>
- United Nations. Sustainable Development Goals <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- NHS England and NHS Improvement. Delivering a Net Zero National Health Service. 2020
- Dudley Group of Hospitals NHS Trust and Summit Healthcare (Dudley) Ltd. Travel Plan. July 2007
- The Dudley Group NHS Foundation Trust. Procurement Policy. November 2019
- The Dudley Group NHS Foundation Trust. Car Parking Policy v4.0. May 2019
- The Dudley Group NHS Foundation Trust. Waste Management Policy v4. October 2017
- North Bristol NHS Trust. Sustainable Development Management Plan 2019-20
- Manchester University NHS Foundation Trust. The Masterplan: Making Sense of Sustainable Healthcare 2018 - 2023
- World Wildlife Fund (WWF). COVID19: Urgent Call to Protect People and Nature. 2020

Appendix 1 – Result of using Sustainable Development Assessment Tool (SDAT) to establish baseline (October 2019)

Module	No of criteria	Yes	In progress	No	N/A	Percentage achievement
Corporate Approach	53	4	1	48		8%
Asset Management & Utilities	23	9	3	11		39%
Travel & Logistics	32	9	11	10	2	30%
Adaptation	26	5		21		19%
Capital Projects	21	10	6	3	2	53%
Green space and biodiversity	23	8	5	8	2	38%
Sustainable Care Models	26	5	3	18		19%
Our People	31	4	12	15		13%
Sustainable use of resources	24	4	1	19		17%
Carbon/Green House Gases	37	6	4	27		16%
Total	296	64	46	180	6	22%

Appendix 2 - Action Plan Summary

Corporate Approach

Aim: To ensure that sustainability is embedded within organisational strategy and processes and that we deliver, monitor and report on progress supported by a nominated Board level sustainability lead.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Identify an operational and social value lead	x					Strategy Development Lead (post vacant)
Create a 'greenteam' of staff and volunteers	x					Strategy Development (post vacant)
Launch this Plan to engage with our staff, patients and the communities we serve	x					Strategy Development Lead (post vacant)
Provide training and support for our greenteam	x					Sustainable Development Unit (NHSE)
Maintain an ambitious and up to date plan and report performance bi-annually to staff, senior management and to the Board	x	x	x	x	x	Strategy Development Lead (post vacant)
Establish a sustainability awareness training programme for staff, members of the greenteam, Board members and governors	x	x	x	x	x	Ian Chadwell
Enable staff, patients, and visitors to provide regular feedback and suggestions to improve sustainability performance	x	x	x	x	x	Ian Chadwell
Enhancing health and wellbeing						
Ensure our Estate has a greater focus on improving the	x	x	x	x	x	Andy Rigby

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
environmental determinates of health, such as food, active travel, green space, air quality and biodiversity						
Being future ready						
Ensure all new Business Cases contain a Sustainability Impact Assessment	x					Richard Price
Delivering social value						
Contribute to and deliver against key local environmental strategies working closely with Local Government and voluntary partners	x	x	x	x	x	Ian Chadwell
Learn from best practice and share progress within our STP and the wider healthcare sector and beyond	x	x	x	x	x	Ian Chadwell

Capital Projects

Aim: The Trust is committed to ensuring that it will continue to use internal building space as efficiently as possible to reduce any unnecessary footprint within our estate and provide the most cost-effective service we can.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Ensure that any new building developments will come with BREEAM healthcare ratings	x	x	x	x	x	Summit Healthcare
Include BREEAM in the design of the new Emergency Department (ED) redevelopment and modular build	x	x				Summit Healthcare
Ensure commitment to sustainability is a key criterion in selecting our construction partner for the ED redevelopment and modular build	x	x				Summit Healthcare
Enhancing health and wellbeing						
Undertake a review of our owned and leasehold buildings for energy improvements. e.g., LED lighting	x					Chris Walker

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
installed in estate						
Work with Summit Healthcare (Dudley) Limited and our partners in the STP to ensure both the local and STP estates strategies provide maximum positive impact for the local health systems	x	x	x	x	x	Chris Walker
Being future ready						
Ensure all future capital developments are built with energy efficiency and suitable adaptation capacity to ensure they will help the trust to reduce its CO2 emission over the next century	x					Summit Healthcare
Delivering social value						
Ensure that social value outcomes (e.g., engagement of local small businesses, local labour, certified considerate construction, and local skills development) are inherent in the construction of the ED redevelopment	x					Summit Healthcare

Asset Management & Utilities

Aim - To embed energy and water efficient approaches throughout our Estate and services and deliver year on year reduction in consumption

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Monitor utility consumption across our estate and continue to develop targeted energy and water efficiency schemes to manage and drive down use	x	x	x	x	x	Andrew Rigby
Inform and educate staff, patients and visitors about how their actions affect energy and water consumption	x	x	x	x	x	Andrew Rigby / Liz Abbiss

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Agree a site wide metering strategy to identify key areas of waste		x				Summit Healthcare
Enhancing health and wellbeing						
Educate staff about how to improve home energy efficiency		x				Andrew Rigby / Liz Abbiss
Develop a staff engagement programme regarding energy and sustainability	x	x	x	x	x	Ian Chadwell / Liz Abbiss
Embed the greenteam to become local sustainability advocates	x	x	x	x	x	Strategy Development Lead (post vacant)
Communicate local successes across the Trust	x	x	x	x	x	Liz Abbiss
Being future ready						
Investigate options for on-site energy generation capacity from renewable resources			x			Summit Healthcare
Implement metering strategy			x			Summit Healthcare
Replace the existing CHP system in order to achieve greater fuel efficiencies plus increased electricity generation		x				Summit Healthcare
Delivering social value						
Regularly assesses space utilisation across our estate to ensure we maximise the value of our estate	x	x	x	x	x	Karen Kelly
Seek funding to undertake energy efficiency projects such as the replacement Combined Heat and Power and LED light to the PFI areas of the building	x	x	x	x	x	Chris Walker
Convert all oil points to gas outputs, which will reduce oil consumption but have an impact on gas usage		x	x	x		Summit Healthcare

Sustainable Use of Resources

Aim: We are committed to working with our key partners and contractors to reduce the environmental impact of the goods and services we use.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
No longer purchase single-use plastic stirrers and straws, except where a person has a specific need	x					Interserve
No longer purchase single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics		x				Interserve
Segregate more waste streams at source to improve recycling rates and upgrade recycling facilities at all sites	x	x	x	x	x	Interserve
Work with suppliers to lower the carbon impact of all aspects of procurement	x	x	x	x	x	Paul Mellor
Enhancing health and wellbeing						
Set targets for healthy and sustainable food choices in the organisation		x	x	x	x	Interserve
Better educate staff around being more eco-friendly		x	x	x	x	Ian Chadwell / Liz Abbiss
Being future ready						
Identify projects to improve water efficiency		x	x	x	x	Summit Healthcare
Organise a campaign to reduce the quantity of paper printed	x	x	x	x	x	Ian Chadwell
Review procurement strategy in relation to carbon goals	x	x				Paul Mellor

Carbon/Green House Gases

Aim: To measure our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Establish an accurate Trust-wide carbon footprint	x	x	x	x	x	Ian Chadwell
Invest in low carbon & renewable technologies through own funding, grant funding and third-party finance	x	x	x	x	x	Summit Healthcare
Review business case for and strategy for low carbon technologies through own funding, grant funding and third-party finance		x	x	x	x	Chris Walker
Review procurement strategy in relation to carbon goals	x	x	x	x		Paul Mellor
Monitor the use of anaesthetic gases and explore lower carbon alternatives where appropriate	x	x	x	x	x	Andrea Gait/Lesley Leddington
Enhancing health and wellbeing						
Work with stakeholders to quantify and reduce carbon emissions associated with patient travel and the supply chain	x	x	x	x	x	Ian Chadwell / Paul Mellor
Work with system partners to monitor the use of metered dose inhalers and explore alternatives where appropriate	x	x	x	x	x	Danielle Stacey
Being future ready						
Contribute to local sustainability initiatives within Dudley, the Black Country and the wider region	x	x	x	x	x	Strategy Development Lead (post vacant)
Delivering social value						
Calculate and report carbon emissions from different activities	x	x	x	x	x	Andrew Rigby / Ian Chadwell
Engage with suppliers on sustainability and carbon reduction	x	x	x	x	x	Paul Mellor

Climate Change Adaption

Aim: To ensure that our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events, and continue to invest in adaptation and mitigation measures.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Identify an adaptation lead	x					Qadar Zada
Include impact of climate change on trust risk register	x	x	x	x	x	Ian Chadwell
Review heatwave and cold weather operational plans	x					Chris Leach
Enhancing health and wellbeing						
Maximise the quality of our green space to help mitigate the effects of climate change	x	x	x	x	x	Summit Healthcare
Being future ready						
Work with stakeholders to align our approach with local and national initiatives	x	x	x	x	x	Qadar Zada
Delivering social value						
Ensure that our emergency plans consider that vulnerable communities are supported during extreme weather events	x	x	x	x	x	Qadar Zada

Greenspace and Biodiversity

Aim: To maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
In conjunction with PFI partners, develop a biodiversity and green space plan		x				Chris Walker
Enhancing health and wellbeing						
Provide opportunities for staff to get involved in Trust-wide initiatives such as gardening schemes and			x	x	x	Summit Healthcare/Ian

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
beekeeping						Chadwell
Being future ready						
Investigate the potential to repurpose any unused areas such as roofspace and walls to improve green space and create wildflower areas			x	x	x	Chris Walker
Delivering social value						
Work with staff and local community organisations to provide quality accessible green spaces and encourage their use			x	x	x	HR team / Helen Board

Sustainable Care Models

Aim: To deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole systems approach to the way it is delivered.

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Implement demand & capacity models	x	x	x	x	x	Darren Smith Rita Rai
Implement virtual desk top reviews for outpatients and virtual clinics	x	x	x	x	x	Simon Illingworth
Identification of services requiring a partnership approach across Trusts required for sustainability	x	x	x	x	x	Katherine Sheerin
Deploy a unified quality improvement approach, the Dudley Improvement Practice, to designated care pathways	x	x				Peter Lowe
Enhancing health and wellbeing						
Develop proposals to redesign the support given to patients who attend with alcohol-related problems	x					Dr De Silva / Lucy Ford
Being future ready						

Work with the primary care to develop care pathways that reduce the need for patients to attend hospital	x	x				Julian Hobbs
Plan for the provision of some services in the proposed primary care hubs being planned by Dudley CCG	x					Karen Kelly
Delivering social value						
Work with partners to strengthen 'Ageing Well' multi-disciplinary teams			x	x	x	Karen Kelly

Travel and Logistics

Aim: To encourage sustainable and active travel wherever possible and reduce the carbon and air quality impacts of our organisation and supply chain

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Identify a sustainability travel lead	x					Ian Chadwell
Conduct regular staff travel surveys	x		x		x	Ian Chadwell
Enforce our existing car parking policy	x	x	x	x	x	Andrew Rigby
Optimise the number of staff working from home wherever possible	x	x	x	x	x	Adam Thomas
Utilise technology such as webinars, audio or visual conferencing to minimise offsite travel	x	x	x	x	x	Adam Thomas
Enhancing health and wellbeing						
Promote use of alternative transport (walking, cycling, bus) to all staff	x	x	x	x	x	Ian Chadwell
Include information about alternative transport as part of induction for new staff when they are recruited	x	x	x	x	x	Andrea Lester/Bernadette O'Neil
Promote the car sharing scheme	x	x	x	x	x	Bernadette O'Neil
Being future ready						
Introduce electric vehicle charging points as part of the expansion of car parking facilities	x					Summit Healthcare

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Delivering social value						
Promote active travel for patients and visitors wherever possible	x	x	x	x	x	Ian Chadwell
Work with partners to improve travel infrastructure to our sites	x	x	x	x	x	Ian Chadwell

Our People

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

Action	2020/21	2021/22	2022/23	2023/24	2024/25	Responsible officer
Realising Environmental Gain						
Raise awareness of sustainability during new staff induction	x	x	x	x	x	Bernadette O'Neil
Provide opportunities for staff to contribute by becoming part of the 'greenteam' within their own working area	x	x	x	x	x	Ian Chadwell
Identify an HR lead for sustainability and collaborate to include sustainability in job descriptions and appraisals	x					James Fleet
Enhancing health and wellbeing						
Work with staff to align our approach to sustainability with other Trust initiatives	x	x	x	x	x	Strategy Development Lead (post vacant)
Provide opportunities for staff to boost their own health and well-being through work-based activities		x	x	x	x	James Fleet
Encourage staff to use local green spaces such as local nature reserve	x	x	x	x	x	Ian Chadwell
Being future ready						
Find ways to compare the sustainable behaviours of	x	x	x	x	x	James Fleet / Ian



different wards and departments and reward staff for participation e.g., most energy efficient, highest proportion of waste recycled etc.						Chadwell
Delivering social value						
Include sustainability information within development and training programmes offered by the Trust e.g., Managers Essentials and Developing Leaders	x	x	x	x	x	Rachel Andrew

Appendix 3 – Sustainable Development Indicators

The table below summarises key indicators showing the trend over recent years. These indicators will be tracked to monitor progress against delivery of the aims stated in the Plan and will form a dashboard to be included in reports to the Board of Directors.

Theme	Indicator	Metric	2015/16	2016/17	2017/18	2018/19	2019/20
Energy	Gas use	(kWh)	57,832,838	56,752,548	56,531,558	53,936,600	55,932,336
	Electricity	(kWh)	15,486,757	15,173,866	17,330,736	17,685,357	18,775,984
	Oil	(kWh)	2,245,255	2,365,459	2,539,766	2,927,001	2,871,005
Water	Water use	(m ³)	202,574	204,878	206,546	190,011	198,229
Waste	Recycling	Tonnes	n/a	241.38	233.68	317	409.83
	Land fill	Tonnes	n/a	532.95	779.8	233.29	491.78
	Incineration	Tonnes	n/a	n/a	n/a	69	207.9
Travel	Business travel and fleet	Miles	881,361	937,625	989,500	1,039,313	991,378