

Quality information

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Contents

1.	Introduction	1
	The Impact of the Coronavirus Pandemic.....	1
2.	About Walsall Healthcare NHS Trust	2
	Our Vision.....	2
3.	Drivers for Change	3
4.	Areas of Focus	7
	Workforce and System Leadership.....	7
	Estates and Facilities.....	8
	Travel and Transport.....	9
	Climate Adaptation.....	10
	Capital Projects.....	11
	Sustainable Care Models.....	12
	Digital Transformations	13
	Our People.....	13
	Supply Chain and Procurement.....	13
	Medicines.....	15
	Food and Nutrition	16
	Carbon/GHG's	17
5.	Tracking Progress and Reporting	20
6.	Communication	20
7.	Risk	20
8.	Finance	21
	Appendix A - Walsall Healthcare NHS Trust; Current Actions and Success Indicators	22
	Appendix B – Future Proofing Actions	24
	Appendix C – ‘Delivering a ‘Net Zero National Health Service’ NHS Carbon Footprint and NHS Carbon Footprint Plus	26
	Appendix D – ‘Sustainability Impact Assessment’	27
	Appendix E – ‘Carbon Reduction Crib Sheet’	28

Tables

Table 1.	Legislation, Policy and Guidance Sustainability Drivers for Change.....	4
Table 2.	Futureproofing Actions - Sustainable Travel and Logistics	10
Table 3.	Futureproofing Actions - Climate Adaptation.....	11
Table 4.	Futureproofing Actions - Sustainable use of Resources	14
Table 5.	Total Scope 1, 2 and 3 Emissions and Sector Type.....	17
Table 6.	Futureproofing Actions – Reduction of Carbon/GHG Emissions.....	19

1. Introduction

NHS England is committed to becoming the world's first 'Net Zero Carbon' health service¹ to mitigate the impact of climate change and its profound threat to the health of the nation. It is estimated that the nation's health and care system is responsible for 4-5% of the country's carbon footprint and the public health impacts associated with poor air quality are borne by the NHS through the increased support it must provide citizens living in affected areas.

The October 2020 'Delivering a 'Net Zero' National Health Service' NHS report sets out a clear plan with milestones to achieving 'net zero carbon' covering both care delivery (the NHS Carbon footprint) and the entire scope of NHS emissions (the NHS Carbon Footprint Plus). It includes an expectation that all NHS organisations will also be required to have a Board-level lead, responsible for leading on net zero and the broader green NHS agenda. It demonstrates how it's proposed actions will improve patient care, deliver sustainable healthcare and supporting the reduction of health inequalities. While the overall NHS carbon footprint has reduced by 62% when compared with 1990 levels, reducing current emissions to net zero still presents a significant challenge.

Since April 2020, a growing number of local authorities, government departments, and NHS organisations have declared 'climate emergencies' otherwise viewed as public health emergencies. NHS organisations understand the severity of impacts due to climate change and acknowledge the solutions and commitments which can be taken to reduce these (i.e., Net Zero carbon targets by 2040).

Some larger Trusts are now announcing a faster timeline of delivery of the Net Zero agenda. The impact of climate change and sustainability is appearing on Trust Board Assurance Frameworks and Corporate Risk Registers more frequently.

Walsall Healthcare NHS Trust has compiled this Green Plan to take a coordinated, strategic, and action-oriented approach to sustainability, ensuring sustainable healthcare is delivered to ensure services remain fit for purpose today, and for the future. It is hoped this plan will be approved by the Board and shared with stakeholders in accordance with the 2020/2021 NHS Standard Contract. The plan will be in place for a maximum of five years (2021 – 2026) with a regular annual progress report provided in relation to the actions of the Plan in the Trust's Annual Report.

Appendix A of this Green Plan provides an overview of the current actions taken by the Trust to achieve the mandatory conditions set out in Section 18 of the 2020/2021 NHS Standard Contract, Appendix B details future proofing actions the Trust will adopt to further contribute to sustainable healthcare.

The Impact of the Coronavirus Pandemic

The pandemic has fundamentally changed the way the NHS operates. The Walsall Healthcare NHS Trust is looking to learn from the experience of the last year and continue to build on and develop the positive changes in service delivery initiated during the pandemic. An example of this being where some outpatient services are provided in part using technology for 'virtual' appointments, reducing risk of cross-infection but also reducing the environmental impact of patients travelling to and from face-to-face appointments.

NHS Staff are working from home in much greater numbers and are using information technology (IT) conferencing facilities for meetings. This significant change in how we work will reduce the subsequent carbon and particulate matter emissions associated with travel and in some cases estate. It will have impact on the plan for sustainability for years to come and future discussions in relation to the Trust achieving its sustainability goals will include how the benefits of these changes can be maximised.

¹ NHS (2020) Delivering a 'Net Zero' National Health Service

2. About Walsall Healthcare NHS Trust

Bringing together services from Walsall Hospital Trust and Walsall Community Health, Walsall Healthcare NHS Trust (hereafter referred to as the 'Trust') was formed on the 1st of April 2011 to provide integrated care to 270,000 members of the community within Walsall, South Staffordshire, and the wider Black Country.

Our 4,200 members of staff provide high-quality care across a range of services. We are the only provider of NHS acute care in Walsall, providing inpatient and outpatient services at Walsall Manor Hospital as well as a wide range of services in the community including homebased care, smoking, drug and alcohol support alongside medical, nursing, and therapy care for people living with cancer and other serious illnesses.

As a Trust, we occupy several sites across Black Country including:

1. Walsall Manor Hospital;
2. 18 non-inpatient sites; and
3. 16 leased sites from NHS property services.

In addition to the above, we will soon be opening a new £36 million Emergency Department at Walsall Manor Hospital, which will replace the current building where currently, the physical environment struggles to meet increasing patient demand.

We recognise that our healthcare services have the potential to cause a range of environmental impacts. It is therefore our ambition and responsibility to provide high-quality health care that not only enhances patient experience, but delivers healthcare in an environmental, socially, and financially sustainable way.

2019/2020 Key Green Statistics

	We produce 10,629 tCO ₂ e per annum from direct operations.	
	We produce 1,153 tonnes of waste per annum	
		We have a recycling rate of 44% (507 tonnes) from all waste produced by the Trust.
	We have introduced bicycle parking on-site for staff, promoting sustainable travel.	
		We are reducing our use of plastics by signing up to the Plastics Pledge.

Our Vision

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.

This **Green Plan** seeks to reiterate the Trust commitment to sustainable healthcare and establishes the Trust's sustainable vision, our targets and the actions by which to achieve this vision. It is intended to enable the Trust to implement the essential measures to reduce our carbon emissions and contribute to the reduction in air pollution in our local area. The areas where measures will be focused are:

- Workforce and system leadership
- Sustainable models of care
- Digital Transformation
- Travel and transport
- Estates and facilities
- Medicines
- Supply chain and procurement
- Food and nutrition
- Adaptation

These key areas of focus are drawn from national policies and guidance that are detailed further in Section 3 “Drivers for Change”

The Trust’s plan is challenging, aiming to address our legal obligations and contribute beneficial outcomes to deliver the sustainability vision for the wider Black Country Integrated Care System (ICS). For the Plan to be successful it requires everyone within the Trust to work collaboratively with other partners whose services impact all facets of healthcare provision including clinicians looking at care pathways, procurement for goods and services, and finance to where investment is needed to meet standards and generate efficiencies.

3. Drivers for Change

Sustainable healthcare in the NHS is driven through national and international policy, legislative and mandated requirements and healthcare specific requirement from the Department of Health and NHS England. Legislative, policy and guidance drivers for change in relation to this Green Plan are provided in Table 1.

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

The importance of sustainable healthcare 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 aligns with Her Majesty’s (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 ‘Delivering a Net Zero National Health Service’, which also notes the requirement for all NHS Trusts to have a Board approved Green Plan, in keeping with the 2020/2021 NHS Standard Contract terms.

Table 1. Legislation, Policy and Guidance Sustainability Drivers for Change

Legislative	Description	How it relates to the Trust
Civil Contingencies Act 2004	Requires certain organisations to prepare for adverse events and incidents (e.g. extreme weather events and their impact upon health and healthcare delivery).	This will aid the Trust to set future targets to include Climate Change in future Contingency plans.
Climate Change Act 2008 (2050 Amendment) Order 2019	Legally binding framework to achieve a target of 100% reduction in carbon emissions (net zero carbon) by 2050 against the 1990 baseline.	The Trust has targets to reduce GHG emissions from the premises in-line with targets under the Climate Change Act 2008 (2050 Amendment) Order 2019.
Public Services (Social Values) Act 2012	Requires commissioners to consider economic, social and environmental benefits in the procurement of goods and services on a value for money basis.	The Trust is aiming to consider and assess sustainability as a key factor when procuring new services and products.
The Waste (England and Wales) (Amendment) Regulations 2012	Requires all waste materials to be treated in accordance with the waste hierarchy, prevention, reuse, recycling, other recovery and finally disposal.	The Trust has targets to encourage sustainable use of resources through encouraging reuse and recycling practices for waste materials.
Mandatory in the NHS	Description	How it relates to the Trust
2020/2021 NHS Standard Contract Service Conditions	Service Condition 18 covers sustainable development, specifically; minimising adverse environmental impacts (18.1), maintaining a Green Plan and demonstrating and providing a summary of progress in its annual report (18.2), and how the Trust will contribute towards a 'Green NHS' with regard to NHS Long Term Plan commitments.	The Trust has provided a Green Plan. This Plan will demonstrate how the Trust will align with the conditions outlined in Section 18 of the Standard Contract Service conditions.
HM Treasury's Sustainability Reporting Framework	Mandates companies and public bodies to disclose their sustainability and environmental performance.	The Trust has provided a Board approved Green Plan, which will disclose sustainability and environmental performance.
Public Health Outcomes Framework	The Health Protection and Resilience domain within the framework contains the indicator 'Public sector organisations with a Board-approved Sustainable Development Management Plan'.	The Trust has provided a Board approved Green Plan.
International	Description	How it relates to the Trust
Intergovernmental Panel on Climate Change (IPCC) AR5 2013	Key IPCC action in the preparation of a comprehensive report on scientific, technical and socio-economic knowledge in relation to climate change.	This will aid the Trust to set future targets to include Climate Change in future Contingency plans.
United Nations (UN) Sustainable Development Goals (SDG's) 2016	17 goals providing a framework for action by 2030.	SDG's will help inform the Trust's future ambitions with regards to sustainable practices.
United Nations (UN) Paris Agreement 2015	Limit the global average temperature to 1.5 degrees Celsius above pre-industrial levels to significantly reduce the risks and impacts of climate change.	The UK has signed up to the Paris Agreement. The Trust will look to reduce GHG and Carbon emissions in the future to align with the 'Delivering a Net-Zero NHSs to aid targets of the Paris Agreement.
World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016	Sets out the benefits of fostering environmental and sustainability in health care systems.	The Trust is looking to improve healthcare sustainability through reducing GHG emissions, travel and logistics, alongside sustainable use of resources.

World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing	Aims to support action to 'significantly improve the health and well-being of populations, reduce health inequalities, strengthen public health and ensure people-centred health systems that are universal, equitable, sustainable and of high quality'	The Trust is committed to delivering high-quality and sustainable healthcare.
The Global Climate and Health Alliance 2011; Mitigation and Co-benefits of Climate Change	Outlines how climate change mitigation measures can be win-wins for people and the planet.	This will aid the Trust to set future targets to include Climate Change in future Contingency plans.
UK Guidance	Description	How it relates to the Trust
National Policy and Planning Framework 2018	Sets out the Government's planning policies for England with a specific section on Promoting Healthy Communities	The Trust is promoting healthy communities through the encouragement of sustainable travel.
Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013	Sets out the UK's capacity to adapt to the future challenges of climate change and the degree to which adaptation action is already being implemented.	This guidance will help the Trust set future targets to include Climate Change in future Contingency plans.
Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016	This guidance sets out mandatory procurement guidance for governmental departments for goods, services, works and utilities in a way that benefits not only the organisation, but also society and the economy, while minimising damage to the environment.	The Trust is working with the Black Country and West Birmingham Sustainability Transportation Partnership to collectively consult on the opportunities to deliver sustainable procurement.
The Stern Review 2006; the Economics of Climate Change	Sets out the economic costs of climate change and concluded the benefits of strong and early action far outweigh not acting.	
Health Protection Agency (HPA) Health Effects of Climate Change 2012	Provides evidence of the risks to public health from climate change in the UK.	The Trust is looking to reduce GHG emissions from the premise to help reduce the future impacts of climate change to people and the environment.
The National Adaptation Programme 2013; Making the country resilient to the changing climate	Sets out what government, businesses and society are doing to become more climate ready. Health and resilient communities have its own chapter.	
Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan	Chapter three is dedicated to connecting people to the natural environment.	The Trust is promoting healthy communities and connection with nature through the encouragement of sustainable travel.
Circular Economy Package Policy (2020)	Identifies steps for reducing the amount of waste generated and establishes a long-term path for management of waste by increasing recycling rates and promoting a circular economy (CE) process along the whole lifecycle of products, keeping resources within the economy for as long as possible.	The Trust is aiming to keep resources within the economy for as long as possible by (where appropriate) encouraging recycling and reuse of materials in turn of disposal.
Our waste, our resources: A Strategy for England	Sets out the need for waste minimisation alongside moving towards a circular economy to help minimise damage to our natural environment.	
Health specific requirements	Description	How it relates to the Trust
Delivering a 'Net zero' NHS	Provides the scale and pace of change required within the NHS to deliver a net zero carbon health service.	The Trust is looking to reduce GHG emissions.

How to produce a Green Plan: A three-year strategy towards net zero	Provides a structured way for each Trust and ICS to set out the carbon reduction initiatives that are already underway and their plans for the subsequent three years (2022/23-2024/25)	The Trust has developed a Green Plan which demonstrates how the Trust will align with the conditions outlined in Section 18 of the Standard Contract service conditions to help achieve a "Greener NHS".
NHS Long term Plan	Specific commitments on sustainability including the carbon targets in the Climate Change Act 2008, targets to improve air quality and assurances with respect to waste and water. It identified the NHS as an 'anchor institution'	The Trust has targets to reduce GHG emissions from the premise in-line with targets under the Climate Change Act 2008. The Trust are looking to improve sustainability through travel and logistics alongside sustainable use of resources.
NHS Operational Planning and Contracting Guidance 2020/21	Commits the NHS to developing a plan to reach net zero carbon as part of the 'For a Greener NHS' Programme, setting out guidance for NHS organisations to develop a 'Green Plan'.	The Trust has developed a Green Plan. This Plan has demonstrated how the Trust will align with the conditions outlined in Section 18 of the Standard Contract Service conditions to help aid a 'Greener NHS'.
The Marmot Review 2010; Fair Society, Healthy? Lives	Independent review regarding health inequalities in England. The proposals align with the objectives of the Green Plan.	This paper aligns with the objectives of the Trust's Green Plan.
Five Year Forward View 2015 and 5YFV: Next Steps 2017	A key inclusion in the 5YFV was a footnote stating that STPs and ICSs must assess their contribution to local environmental, economic and social wellbeing.	The Trust is promoting healthy communities and local environments through the encouragement of sustainable travel, reduction of GHG emissions and sustainable use of resources.
Adaptation Report for the Healthcare System 2015	SDU with support from NHSE and PHE nominated as reporting authority for health sector under provisions in Climate Change Act 2008.	The Trust has targets to reduce GHG emissions from the premise in-line with targets under the Climate Change Act 2008.
The Carter Review 2016	Highlights the inefficient use of energy and natural resources as a major concern which requires attention.	The Trust is looking to reduce emissions from GHGs in line with the Climate Change Act 2008.
National Institute for Clinical Excellence (NICE) Physical Activity; walking and cycling 2012	Public Health Guidance 41 addresses local measures to promote walking and cycling as forms of travel and recreation.	The Trust is promoting healthy communities and connection with nature through the encouragement of sustainable travel.
Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s	Provides guidance on standards for healthcare systems with regards to waste, energy, and water.	The Trust is looking to improve sustainability through the sustainable use of resources including waste, energy and water.
The Black Country Sustainable Transformation Partnerships (STP) Plans	A plan to set out how Black Country and West Birmingham will create a sustainable health and care system for the local population.	The Trust is a part of the STP and through this Green Plan is committing to becoming a green trust which will align with the wider goals of the STP Plan.

4. Areas of Focus

The structure of this section has been formulated to align with *Delivering a net zero National Health Service* to simplify the tracking and reporting process. This includes:

- Workforce and system leadership
- Estates and facilities
- Travel and transport
- Climate adaptation
- Capital projects
- Sustainable models of care
- Digital transformations
- Medicines
- Supply chain and procurement
- Food and nutrition
- Adaptation

As each green 'area of focus' has different aspects that can be applied to different areas of the Trust; for example, resource use can be influenced by policy decisions, procurement and staff engagement.

Where appropriate, each area has been further split, aligned, and assessed in its applicability to the Trust considering four cross cutting themes: Governance and Policy, Core Responsibilities, Procurement and Supply Chain, and Working with Patients, Staff and Local Communities.

Appendix A of this Green Plan provides an overview of the current actions taken by the Trust to achieve the mandatory conditions set out in Section 18 of the 2020/2021 NHS Standard Contract. This overview also demonstrates the future actions the Trust will take to progress sustainability within the Trust regarding the key areas of focus.



Workforce and System Leadership

Sustainable, effective, and resilient healthcare services depend on a culture that understands and values environmental and social resources alongside costs. Although there is demonstrably high awareness of individuals working in the Trust about the need to embed sustainability in Trust policies, processes and services and we need to harness this into a cohesive force to effect behavioural change in Trust activities. Engagement at all levels with the public, service users, trade unions and staff can provide the basis for positive action at every level.

The Trust will ensure that the sustainability agenda is supported from Board and Executive Directors and that a corporate approach will promote this agenda and consider such issues in any future development.

A Sustainability Group will be established. It will be responsible for ensuring the delivery of the Trust's Green Plan, to lead corporate activities to embrace sustainable development, tackling health inequalities and reducing the Trust's carbon footprint through value for money solutions that enable the achievement of the Trust's service and estate strategies.

The group will report on progress against the action plan and escalate any issues or risk items as appropriate to the Finance, Performance and Investment Committee, the Trust Management Committee (TMC) and the Trust Board as shown in the governance and reporting structure (Figure 1). The TMC 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 General 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.

Membership of the Sustainability Core Group will comprise of the following Trust officers, who will have lead responsibilities as identified:

- Head of Sustainability - Chair
- Head of Estates and Facilities Management
- Hotel Services Management

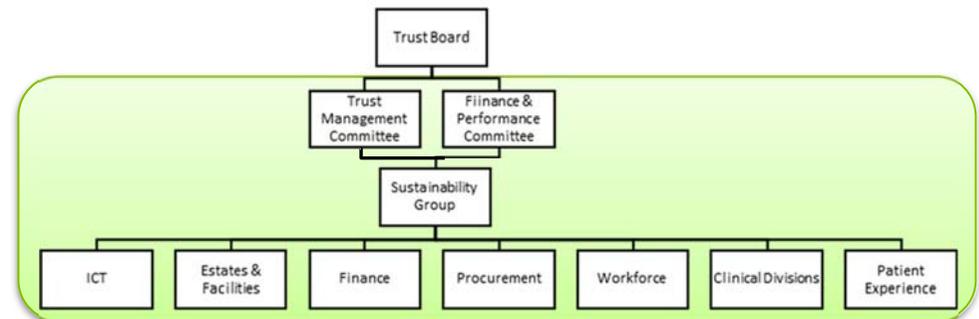
- Waste Management
- Procurement Management
- HR/Workforce Management
- Finance Management
- ICT Services
- Infection Prevention
- Pharmacy
- Clinical Management (target area)
- Patient Experience (target area)

The membership of the Group will be reviewed annually to ensure that it best reflects the requirements of governance within the Trust. Members will be required to attend at least two thirds of the Group meetings in any accounting year. The day-to-day management of the Green Plan delivery will be overseen by the Head of Sustainability who will report to the Trust Chief Strategy Officer.

The Trust Sustainability group will be responsible for raising awareness of sustainability and communicating the Trust Green Plan to staff, service users, local community, regional networks such as the Black Country ICS Sustainability Network group, other healthcare commissioners and providers as well as national partners. This will be delivered through:

- Use of media
- Engagement campaigns
- Awards and rewards

Figure 1. Governance and Reporting Structure



Estates and Facilities

The Trust aspires to use energy efficient equipment for all its organisational assets where it is practicable to do so. This includes large assets, such as buildings and critical operational plant and equipment e.g., boilers or chiller plants, through to smaller assets such as mobile clinical equipment or computers, mobile assets, and equipment used in the community.

The Trust is focussed on the continual reduction of operational resource use, and running costs of essential utilities such as water, electricity, gas, and fuel oil, which can also provide opportunities for cost reductions. The Trust will continually monitor and report utility consumption data and the associated CO2e emissions.

The Trust will assess and implement any recommendations relating to environmental impacts during maintenance and capital upgrades of the Trust's assets and utilities. Prioritisation will be given where upgrades, replacement or removal of assets and utilities can improve energy efficiency. It is an ambition that future asset purchases/leases will include an energy evaluation at business case stage, especially for ICT and items of medical and other equipment.

The Trust will implement the following priority actions from the NHS Estates Net Zero Delivery Plan which was published in December 2021:

1. Achieve 80% carbon footprint reduction from our building energy and water use by:
 - a. Reducing emissions by minimising heat loss from buildings
 - b. Mitigating issues with peaks in demand and reducing overall energy demand
 - c. Reducing energy bills
 - d. Switch to 100% clean renewable energy
 - e. Prepare buildings for electricity-led heating
 - f. Switch to non-fossil fuel heating
 - g. Increase on site renewables
2. Eliminate waste, turning all waste into resource by increasing resource productivity and reducing volume of residual waste
3. Eliminate harmful exhaust emissions from our fleet by using Ultra Low Emission Vehicles (ULEV) and Zero Emission Vehicles (ZEV) and establishing EV ready estates
4. Eliminate emissions from the goods and services we buy in estates and facilities by:
 - a. Ensuring our suppliers meet the minimum standards expected on net zero and social value
 - b. Ensuring all our construction and capital spend is net zero carbon and all tenders include a minimum of a 10% weighting for social value
 - c. Increasing healthier, more sustainable menu choices
5. Increase our resilience to climate related severe weather events

6. Reducing emissions from staff commuting by supporting and encouraging our staff to make lower carbon travel choices through access to sustainable travel benefits such as cycle to work scheme, discounted travel card scheme, etc.

Travel and Transport

We are committed to reducing the environmental impacts of staff travel and the logistics associated with our Trust. Actions we have already undertaken to do so include:

Governance and Policy

- ✓ Provide travel reimbursement to employees who use their vehicle for work duties in line with the NHS Terms and Conditions of Service². We currently reimburse employees 20p per mile when using pedal cycles to make journeys to encourage sustainable travel.
- ✓ Provide appropriate reimbursement to employees when they use public transport for businesses purposes.

Core Responsibilities

- ✓ We have conducted a staff travel survey to understand the barriers and enablers in encouraging staff to adopt more sustainable travel options.
- ✓ We have produced a Travel Plan which outlines objectives and targets alongside implementation, monitoring and marketing measures to increase sustainable travel within our Trust.

Procurement and Supply Chain

- ✓ We have requested funding for two of our community vehicles (porter van and HSDU van) to switch to electric. It is our intention to upgrade our leased vehicles to electric in accordance with the NHS Terms and Conditions of Service. The Trust is prioritising the leasing of low and ultra-low carbon vehicles which are consistent with the UK's carbon reduction strategies and safeguarding of the environment.
- ✓ We have requested Government funding to aid the instalments of electric charging ports in car parks for both staff and patients.

Working with Staff, Patients and Communities

- ✓ We encourage staff to use ultra-low emission vehicles using NHS Fleet Solutions³. NHS Fleet Solutions offers a substantially larger range of electric and hybrid

² The NHS Staff Council (2019), NHS Terms and Conditions of Service – Amendment Number 41

³ Fleet my new car (2021), NHS Fleet Solutions [accessed at: <https://nhsfleetsolutions.co.uk/>]

vehicle for staff to lease than ultra-low emission (ULEV) petrol or diesel vehicles. Within this scheme, staff have the option pay for installation of a home EV point through monthly instalments, in-turn of paying for costs up-front.

- ✓ Secure bicycle parking areas have been introduced on-site for staff use.

In addition to the above, we will take further actions to further promote sustainable travel and logistics within our Trust. Actions to futureproof sustainable travel and logistics are detailed in [Table 2](#).

Table 2. Futureproofing Actions – Travel and Transport

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
Core Responsibilities	Install appropriate levels of electric (EV) charging points for electric cars for staff, porters, and patients where new car parking is constructed.	Subject to funding	Number of EV charging points are installed within the new Emergency Department car park.	Estates and Facilities
	Review and extend the Walsall Manor Hospital 2020 Travel Plan ⁴ to the rest of the Trust sites.	April 2021	An updated Travel Plan has been produced to set out aims to encourage sustainable travel within the Trust.	Estates and Facilities
	Increase the number of employees travelling to work by public transport, car sharing, and cycling over a five-year period as outlined within our Travel Plan 2020.	2025	55% of staff will travel to work via public transport. 24% of staff will travel to work via two-wheel travel.	Estates and Facilities
	Production of Green Travel Plan in accordance with requirements of NHS Net zero Document, as part of their annual planning and reporting.	April 2022	Green Travel Plan produced	Estates and Facilities
Procurement and Supply Chain	Adopt low and ultra-low carbon vehicles when leasing new vehicles in-line with NHS Terms and Conditions of Service.	2024	50% proportion of the Trust's leased vehicles are low/ultra-low.	Estates and Facilities

⁴ Walsall Healthcare NHS Trust (March 2020) Manor Hospital: Workplace Travel Plan

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
Working with Staff, Patients and Communities	Progress internal communications, marketing plans and 'welcome packs' for new members of staff to encourage sustainable travel through travel subsidisation, designated cycle routes and Cycle2work days as detailed in the Travel Plan 2020.	2021	Communications (via newsletters, notice Boards, intranet etc) have been delivered to staff to inform them of Cycle2work schemes and travel subsidisation.	Communications Team
	Invest in IT infrastructure to aid staff to effectively work from home after the COVID-19 pandemic, reducing transport to site.	2022	Staff will not be required to attend the office 5-day a week.	ICT Services
	As described in our Travel Plan, we will increase facilities which enable staff to cycle to work including secure cycle stands, shower facilities, changing rooms, drying facilities.	2023	100% of secure cycle stands, shower facilities and changing rooms are on-site for staff use detailed in the Travel Plan is delivered.	Estates & Facilities



Climate Adaptation

Due to climate change, heatwaves, storms, and floods are affecting the way that care is delivered across the NHS. Scientific evidence strongly indicates that these events will become more frequent over the next 30 years. Actions we have already taken to mitigate against the effects of climate change are listed below:

Core Responsibilities

- ✓ The Trust currently has a contingency plan which addresses the actions which will be taken should we experience any extreme events such as ice and snow, heavy rain, high winds, and excessive heat all of which may arise due to climate change.

Actions to be undertaken to further futureproof the Trust's premises to the impacts of climate change are included in Table 3.

Table 3. Futureproofing Actions - Climate Adaptation

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
Governance and Policy	Complete a climate change risk assessment, highlighting areas within the Trust that are most susceptible to the impacts of climate change.	2022	A climate change risk assessment has been completed.	Estates and Facilities
Core Responsibilities	Update air handling units to help aid ventilation on-site within any ward upgrades.	2022	The new Emergency Department will hold air handling units to aid on-site ventilation.	Estates and Facilities
Procurement and Supply Chain	Complete an evaluation/risk assessment of critical supplies which could be affected by climate change.	2022	A climate change risk assessment for all critical supplies has been completed. Alternative suppliers have been identified where significant risks have been found.	Procurement Department
Working with Staff, Patients, and Communities	Create a communication plan to aid awareness of the impacts of climate change and importance of adaptation to both staff and patients.	2022	Communications (via newsletters, notice Boards, intranet etc) have been delivered to staff and patients to inform them of risk of climate change and key mitigation/ adaptation measures.	Communications Team

Green space and biodiversity play a key role in improving patient recovery rates and patient experience, as well as supporting staff wellbeing. Since 2009, the NHS Forest has planted over 65,000 trees across 180 NHS sites, increasing green space, improving air quality and mental health, and capturing carbon. The Trust will look to work with NHS Forest and enable the integration of green space into its clinical and working

⁵ Infrastructure carbon review 2013 - Capital carbon covers greenhouse gas emissions arising from the creation, refurbishment, and end of life treatment of assets such as buildings and infrastructure.

environments. This will include consideration of tree planting, placing bee boxes on site roofs, and integrated allotment space which can be used in our mental health facilities for non-standard therapy.



Capital Projects

Carbon emissions associated with UK construction has risen by 60% between 2010 and 2018. Carbon emissions associated with construction are better known as Capital Carbon⁵. So why is Capital Carbon on the rise? There is a strong argument that the UK is investing in more construction projects now, however data highlights that construction practices has not improved and are still too reliant on heavy materials, like concrete and steel, that require enormous levels of energy to produce, transport and dispose of. Although there is awareness within the Trust of the need to reduce its capital carbon footprint. Work is on-going to develop this area to allow this to become a part of future contractual awards to minimise carbon impact in the delivery of new facilities across the estate.

NHS England and NHS Improvement is expected to issue before the end of 2021 the NHS Net Zero Carbon Building Standard which is intended to create a clear set of performance criteria relating to various elements of a net zero carbon building – both in construction and in operation. The Standard will lay in the foundation for all major construction and refurbishment projects in the NHS, including the New Hospital Programme (NHP) and wider Healthcare Infrastructure Plan (HIP) that is expected over the next decade. The Standard areas of focus are:

1. Whole Life Net Zero Carbon
2. Embodied Carbon
3. Operational Energy Carbon.

This section of the [Green Plan](#) will be updated to align with the requirements of the Standard on its publication.

Design of buildings

Effective capital carbon reduction requires investment in the early project development stages to allow for a realistic analysis of the equivalent carbon in each design option which

should include space type technology classification, structural capacity, flexibility, and adaptability. The analysis should look at the embodied carbon in the specified materials and products, the transportation of such materials/products to site, energy used in the construction process, staff travel transportation and disposal. A substantial amount of time will be required to conduct these calculations if they are to be anywhere near realistic – this may inflate tender/project costs as we ask consultants and contractors to calculate and provide such information.

The conventional construction process often means that engagement with material and product suppliers is last on the list, however early consideration, and consultation with them is paramount. This allows us to understand the embodied carbon in their products that can be set as a baseline against the commonplace solution. Suppliers are already starting to detail the % constituent materials in their products, packaging weight and end of life recyclability potential. Some are even going one step further by providing the embodied carbon footprint figure per unit length/weight of their products. Such suppliers are likely to benefit from providing such data as designers are more likely to specify/recommend the use of products that wear their carbon footprint on their sleeve as it facilitates the carbon analysis process. Furthermore, it motivates the supply chain to reduce the embodied carbon of their products by optimising raw material extraction and product processing practices or looking for more local suppliers.

Streamline use of materials

The Trust should focus on identifying and taking advantage of opportunities of re-using, recycling, and extending the life of existing assets where possible and appropriate prior to considering new developments. For example, opportunities could be sought to design new assets so that existing foundations, soil excavated, and recovered materials could be reused for new capital projects – but this is a challenging process.

Reduce waste and buy locally

Re-using, recycling, and choosing products with longer lifespans is also effective in reducing capital carbon by mitigating waste. Landfill produces methane which is 80 times more warming to the atmosphere than CO₂ over a 20-year period. According to the United Nations University, in 2019, the world generated 53.6 million metric tons (Mt), and only 17.4% of this was officially documented as properly collected and recycled. It grew with

1.8 Mt since 2014, but the total e-waste generation increased by 9.2 Mt. This indicates that the recycling activities are not keeping pace with the global growth of e-waste.

When choosing new products and materials, priority should be given to those with a higher recycled content (e.g., locally recycled aggregates) and request that suppliers remove packaging from all orders where possible. Transportation of goods to worksites can be a significant contributor to capital carbon. Procurement of materials and equipment should target sourcing materials from suppliers that are local to the Trust wherever possible which has the added value of supporting our local communities. Where transportation is required, consideration should be given to optimising the load in transit and enquiring about alternative options to traditional diesel/petrol-based road vehicles, for example electric vehicles where this is practical.



Sustainable Care Models

Sustainable care models⁶ can deliver better health outcomes and wellbeing by enabling and enhancing an integrated approach to care. It will enable the development of resilience with individuals and their communities whilst reducing environmental impacts.

The Trust will factor sustainability impacts of its current and future models of care whilst safeguarding clinically effective, safe, and high-quality healthcare services. It will actively participate in the NHS Improvement Outpatient Transformation Program which is designed to transform how health and social care work together. The Trust will introduce a Sustainability Impact Assessment (SIA, Appendix D) to assess the combined environmental and social impacts of proposed policies, programmes, strategies, and actions plans. It will promote the use of the Carbon Reduction Crib Sheet (Appendix E) which provides practical and easy to follow steps in reducing carbon footprint.

As the current COVID-19 global pandemic has revealed, some environmental improvements can be made as demonstrated by the implementation of virtual consultations which reduced travel impacts.

⁶ Delivering a net zero National Health Service October 2020 – Section 4.1 Sustainable care models

The NHS Long Term Plan set out a commitment to deliver a new service model for the 21st century which include a focus on sustainability and reduced emissions. Multiple commitments and initiatives are in progress such as:

- Boosting “out of hospital care”
- Digitally enabling primary and outpatient care
- Increasing focus on population health
- Optimising the location of care which ensures that patients interact with the service in the most efficient place
- Embed best clinical practice to further progress on care quality and outcomes as exemplified by Getting it Right First Time (GIRFT) approach
- Set out clear priorities for diseases which contribute the most to ill health
- Improve outcomes for patients by delivering faster diagnosis and treatment through Rapid Diagnostic Centres (RDCs)
- More action on prevention and health inequalities
- support digital transformation, seeking to mainstream digitally enabled care across all areas of the NHS

Digital Transformations

Digital technology is a significant part of our everyday lives improving the way we socialise, shop and work. It also has great potential to improve how the NHS delivers its services in a new and modern way, providing faster, safer, and more convenient care.

The NHS Long Term Plan published in January 2019 sets out the ambitions for improvement over the next decade. The plan underpins the importance of technology in the future NHS; setting out the critical priorities that will support digital transformation.

The Trust will engage closely with NHSX to deliver its own digital transformation of care such as:

- Developing digital care pathways
- Rapid and secure data sharing
- Expansion of virtual consultations
- Remote monitoring of health conditions

Our People

Our workforce is key to ensuring our organisation is sustainable, and every person within the Trust has a part to play. We will empower our staff to take responsibility for sustainability. In the future, the Trust will embed sustainability throughout its organisation by (as appropriate) including it with:

- Business code of conduct
- Workforce training programmes (NHS England are developing tailored induction modules for all NHS England and NHS Improvement staff to support staff understanding of the links between health and climate change, and interventions they can take to reduce emissions, as well as a dedicated net zero training package for staff working in estates and facilities will be developed at an NHS national level).
- Objectives in annual appraisal reviews for all staff (in relation to sustainability related to their specific job roles); and
- The adequate provision of staff to manage sustainability activities, e.g., head of sustainability, sustainability clinical lead, estates & facilities management, procurement lead, infection prevention lead, communications lead, etc (where appropriate)

Supply Chain and Procurement

The Trust is currently supplied by both NHS Supply Chain and associated suppliers to deliver environmentally and cost-efficient services. NHS Supply Chain operations is accredited with the International Environment Management Systems Standard: ISO 14001:2015, setting objectives to help maintain and improve environmental performance within its key UK distribution centres.

To help further reduce environmental impacts from the healthcare service, NHS Supply Chain has introduced the single-use plastics pledge. In addition to this, compliance with the Labour Standards Assurance Scheme and the UK Modern Slavery Act 2015 is adopted within the NHS Supply Chain, helping secure wider social and ethical benefits to the community.

The Trust will assess procurement and suppliers based upon the NHS Standards of Procurement. Engagement is vital to this process, and the Trust will work with all purchasing stakeholders (e.g., facilities management and clinicians) to incorporate sustainability decisions into the design of the clinical care models it provides. Where suppliers and procurement decisions are made from the NHS Supply Chain, the Trust will consider environmental, social, and economic impacts within the whole ICS supply chain lifecycle including product design, material selection, packaging, transportation, warehousing, distribution, consumption, and disposal.

The Trust joined the University Hospitals North Midlands procurement hub on 1st April 2021. A key part of this move will be the ability to enable the championing of sustainability through procurement and supply decisions.

The Trust use Sustainable Impact Assessments (SIA's) alongside championing social, economic, and environmental benefits as 'award criteria' for supplier contracts to direct future sustainable procurement decisions. Before the end of the decade, the Trust will no longer purchase from suppliers that do not meet or exceed our commitment to net zero.

Actions we have already undertaken as a Trust to promote the sustainable use of resources include:

Governance and Policy

- ✓ Removal of all plastic straws, stirrers, and cutlery as required within draft Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020 ⁷ within the Trust.

Core Responsibilities

- ✓ We are reducing volumes of waste produced on-site by; separating out our cardboard waste for separate recycling, introducing a food de-hydrator onto site, and changing print settings so that staff are encouraged to print double sided to reduce paper usage.

Procurement and Supply Chain

- ✓ Signatory to the single-use plastics pledge⁸ and actively reducing single-use plastic products used on-site.

⁷ Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020

- ✓ Purchase products through the NHS supply chain to automatically be compliant with the plastics pledge. Where external alternative suppliers are used, the Trust has obtained suitable alternatives to single-use plastics.
- ✓ We are working with our catering and retailers to reduce single use plastic used within our Trust. Our catering team and retailers have implemented environmental policies to promote sustainable use of resources and waste recycling and reduction.

We further promote the sustainable use of resources through educating staff, encouraging sustainable procurement choices as well as considering take back and reuse of trust equipment. Details of activities required to support this are provided in Table 4.

Table 4. Futureproofing Actions – Supply Chain and procurement

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
Core Responsibilities	Create a plan to allow for the reuse and recycling of walking aids, in-line with the 40% target of all walking aids refurbished in the next five years (as stated within the 'Delivering a 'Net Zero' National Health Service).	2021 and 2026	A Plan has been completed to address how the Trust will meet the five-year target. The Trust will encourage and welcome the return of walking aids from patients.	Therapy Services
	Increase the digitisation of Trust activities to reduce office paper by 50%, with a switch to 100% recycled content paper for all office-based functions.	2023	Office paper use will be reduced by 50%. All paper used for office-based functions will be 100% recyclable.	ICT Services/ Procurement
	Donate goods such as mattresses, old office chairs, laptops	2021	The Trust has identified appropriate charities to donate used goods to,	Estates & Facilities – Waste Manager

⁸ NHS Supply Chain, (2020), Single-Use Plastics Pledge, Suitable product alternatives – catering consumables

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
	and monitors to reuse and charitable organisations to avoid disposal.		this has been communicated to all staff.	
	Install radar and automatic release taps within any new builds and water flow restrictors within the retained state to reduce water waste.	2022	The new Emergency Department will have radar and automatic release taps. Retained estates will have flow restrictors.	Estates & Facilities
	Hold meetings with the waste contractor to explore increasing the number of recycled waste stream bins provided on-site.	2021	Introduce additional waste streams to separate out recycled materials from Site i.e. plastics, paper, metal, glass.	Estates & Facilities
Procurement and Supply Chain	Conduct a full review of supplier sustainability once we have joined the new University Hospitals North Midlands procurement hub.	2021	Identify supplies and procurement areas which can be improved to champion sustainability.	Procurement
Working with Staff, Patients and Communities.	Work with infection control to deliver a communications plan to staff providing information on what materials can be disposed of via the general and offensive waste stream. Aiming to reduce the volume of offensive waste produced within our Trust.	August 2021	Posters, newsletters, and communication through the intranet has been distributed to educate staff on correct waste disposal practices.	Communications Team
	Re-invigorate the sustainability Campaign, 'Bright Ideas' to encourage	the 2022		Communications Team

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
	all stakeholders to bring ideas to the forum and work collaboratively to achieve our goals.			

Medicines

Medicines used by the NHS accounts for 25% of its carbon emissions. A small group of medicines account for a larger portion of the emissions, these are: anaesthetic gases (2% of emissions) and inhalers (3% emissions). Carbon emissions from anaesthetic gases and inhalers occur at the point of use whilst the remaining 20% medicines emissions are primarily from the embodied carbon of the specific product resulting from manufacturing and freight.

The Trust medicines carbon emissions excluding anaesthetic gases and inhalers will be established once the carbon footprinting exercise is completed by end of March 2022. The footprinting exercise will identify specific groups of medicines with large carbon emissions. A detailed proposal of reduction interventions will be presented, discussed, and agreed by the Sustainability Group. Once agreed, the interventions will be integrated in this Green Plan during its scheduled refresh in July 2022.

Anaesthetic Gases

The NHS Long Term Plan committed to lowering the carbon footprint from anaesthetic gases by 40% through transforming anaesthetic practice. This requires actions to shift from Desflurane which has the highest global warming potential (GWP) at 2540 to Sevoflurane which at 130 GWP is the least polluting alternative.

Similarly, to Inhalational anaesthetic agents (IAAs), nitrous oxide is a potent greenhouse gas. Although its GWP is less than half that of the least polluting IAA (sevoflurane), at 290, nitrous has a much greater atmospheric longevity (114 years). In addition, as a carrier gas it is usually administered in a high fractional concentration, accounting for an estimated 99.5%+ of the climate impact potential of anaesthetic gasses/IAAs (Axelson). Medical nitrous oxide accounts for approximately 1% of atmospheric nitrous oxide, or 0.07% of all global warming factors. Given that nitrous oxide also appears to worsen

cardiovascular outcomes after anaesthesia, the continued use of nitrous oxide is increasingly difficult to justify.⁹

Low Carbon Inhalers

Inhalers are used in a variety of respiratory conditions, ranging from asthma to chronic obstructive pulmonary disease. Most of the emissions come from the propellant in metered-dose inhalers (MDIs) used to deliver the medicine, rather than the medicine itself. The NHS Long Term Plan set targets to deliver significant and accelerated reductions in the total emissions from the NHS by moving to lower carbon inhalers, such as dry powder inhalers (DPIs). Achieving the required reduction in emissions from inhalers will only be possible by:

- significantly increasing the use of DPIs, which may be clinically equivalent for many patients, and come with significantly lower carbon emissions
- increasing the frequency of the greener disposal of used inhalers
- supporting the innovation in and use of lower carbon propellants and alternatives.

National Targets

Emissions reduction targets for anaesthetic gases and inhalers are set at national level. The current targets are:

1. Anaesthetic gases - Ensuring the proportion of desflurane to sevoflurane used in surgery is no more than 10% by volume in any given provider by April 2022
2. No more than 45% non-salbutamol inhalers prescribed are metered-dose inhalers
3. Deliver up to 75% reduction in nitrous oxide carbon emissions

As of July 2021, Desflurane use in the Trust stands at 55% which is 45% higher than the target and the highest usage of Desflurane in England. Radical measures such as complete removal of Desflurane in anaesthetic machines and clinical justification for its use will need to be implemented to achieve mandated reduction by April 2022.

Latest reports from the Nitrous Oxide Project by the Association of Anaesthetists showed that wastage from piped manifold systems is a far more significant problem than that of

persistent clinical usage. An assessment of the condition of the Trusts' gas manifolds and distribution system will be carried out. This will allow the Trust to determine the source, the extent of wastage, identify and then implement a solution.

Food and Nutrition

Food's carbon footprint is the greenhouse gas emissions produced by growing, rearing, farming, processing, transporting, storing, cooking, and disposing of the food we eat.

NHS England estimates that hospital food and catering produce 1,543 ktCO₂e of carbon dioxide each year, equating to approximately 6% of the NHS's total carbon footprint¹⁰. It is committed to providing healthier, locally sourced food to improve wellbeing while cutting emissions related to agriculture, transport, storage, and waste across the supply chain and on NHS estate.

The result of the Hospital Food Review published in October 2020 makes the following 8 recommendations to improve staff and patient health and wellbeing through hospital food:

1. Catering staff support: introduce professional qualifications and standards for hospital caterers, provide more training and reward excellence with pay progressions.
2. Nutrition and hydration: ensure importance of food services is understood and integrated within patient recovery, hospital governance and staff training.
3. Food safety: ensure food safety through open communication channels to address safety concerns, by appointing food safety specialist and upholding standards.
4. Facilities: provide funding to equip and upgrade hospital kitchens, provide 24/7 services for staff and patients, prioritise providing health-enhancing meal.
5. Technology: every hospital should implement a digital ordering system by 2022 to collate food choices, manage allergies and diets, and minimise waste.

⁹ [Environment FAQs | Association of Anaesthetists](#)

¹⁰ Delivering a net-zero national health service - food, catering, and nutrition

6. Enforcing standards: food and drinks standards should be statutory and inspected by the CQC, a forum should be established to share exemplary best practice.
7. Sustainability and waste: ensure government food procurement standards are upheld. NHS Trust should agree on common method of monitoring food waste.
8. Going forward: establish an expert group of hospital caterers, dietitians, and nurses to monitor progress, accountable to the Secretary of State for Health and Social Care.

Considering the recommendations above, the Trust will carry out the following actions:

1. Assess the condition of catering facilities for both patient and staff and recommend actions to equip and upgrade if necessary.
2. Agree and implement a common method of monitoring food waste.
3. Source food locally to reduce carbon emissions from transporting food.
4. Implement a digital ordering system in partnership with Royal Wolverhampton NHS Trust.
5. Work with NHS Supply Chain in reducing plastic packaging of food supplies sourced from the chain.
6. Devise a plant-based menu to reduce use of meat and provide more choice to both patients and staff.

Carbon/GHG's

In 2008, the Climate Change Act set national targets for the reduction of carbon emissions in England against a 1990 baseline. To help the NHS reach targets under the Climate Change Act alongside its overarching target of delivering a net-zero health service, this Plan details the provision of the Trust's annual GHG emissions for 2019/20, approximated with the NHS Carbon Footprint (shown in Appendix C). The following scopes been considered when considering the Trust's NHS Carbon Footprint:

- Greenhouse Gas Protocol (GHGP) Scope 1: Direct emissions from owned or directly controlled sources, on site
- GHGP Scope 2: Indirect emissions from the generation of purchased energy, mostly electricity.

- GHGP Scope 3: All other indirect emissions that occur in producing and transporting good and services (including the full supply chain).

Emissions have been calculated using available 2019/20 Estates Returns Information Collection (ERIC) data. As a Trust, we currently emit 10,629 tCO₂e per annum when approximated with the NHS Carbon Footprint. Table 5 shows our total emissions broken down via scope and sector, this is also demonstrated within and Figure of this Plan.

Table 5. 2019/20 Total Scope 1, 2 and 3 Emissions and Sector Type

Sector	Scope 1 (tCO ₂ e)	Scope 2 (tCO ₂ e)	Scope 3 (tCO ₂ e)	Total (tCO ₂ e)
Waste	-	-	55	55
Energy	5,629	3,507	1,041	10,177
Water			33	33
Travel			364	364
Total	5,629	3,507	1,493	10,629

NHS Carbon Footprint scope 1 emissions such as: NHS Fleet and leased vehicles, anaesthetics, and NHS facilities alongside scope 3 emissions: metered dose inhalers, have been excluded from total emissions due to difficulty in obtaining this data.

Figure 2. 2019/20 Total GHG Emissions (tCO2e) by Scope Type

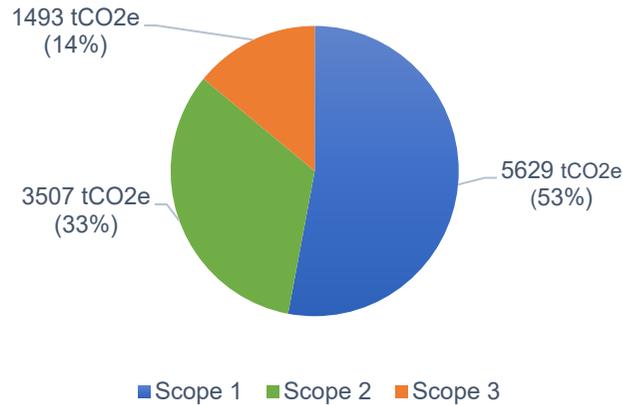
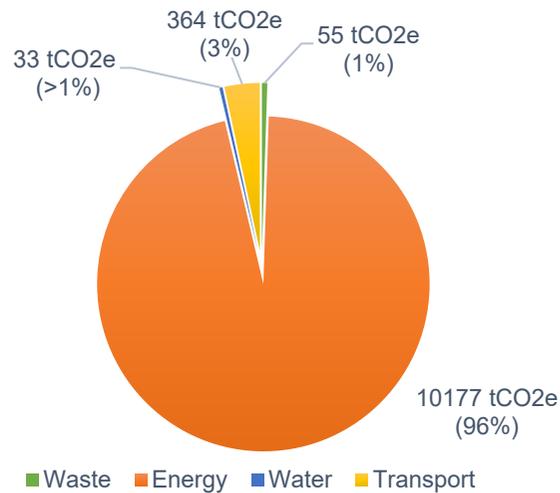


Figure 3. 2019/20 Total GHG Emissions (tCO2e) by Sector



There are some emissions which fall outside of the NHS Carbon Footprint GHGP Scopes 1, 2 and 3. These 'additional' emissions (include patient and visitor travel to and from NHS

services in addition to medicines used within the home) make up the NHS Carbon Footprint Plus, including all three GHGP scopes alongside additional emissions. The diagram found Appendix C explains the NHS Carbon Footprint and NHS Carbon Footprint Plus in more detail.

The Trust will continue to provide an annual GHG emission update to the Board approximated with the NHS Carbon Footprint and NHS Carbon Footprint Plus, helping to work towards targets set out within: 'Delivering a 'Net Zero National Health Service':

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

It is understood that a new energy strategy will be developed this year by NHS England, any learnings from this will be applied to the Trust's current energy/building management operations. As a Trust, we have already taken the following actions to reduce Carbon/GHG emissions:

Actions we have already taken to reduce our GHG emissions are as follows:

Core Responsibilities

- ✓ We provide annual reporting on GHG emissions to help identify how we will reach targets under the Climate Change Act 2008.
- ✓ We have provided a Carbon Reduction Plan for Walsall Manor Hospital to identify the technologies needed on-site to reduce GHG emissions by 36% by 2024.
- ✓ We are in the process of requesting funding to phase out gas (and oil backup) heating within the Trust to switch to a combined approach with renewable heating.

So, we can continue to reduce Carbon/GHG emissions within the Plan period and meet our targets, future actions will be undertaken as shown in [Table 6](#).

Table 6. Futureproofing Actions – Reduction of Carbon/GHG Emissions

Cross cutting theme	Action	Date	What does success look like?	Responsible Department
Core Responsibilities	Provide an annual GHG emission update to the Board approximated with the NHS Carbon Footprint and NHS Carbon Footprint Plus.	2022	Annual reporting includes all NHS Carbon Footprint and Plus data.	Sustainability Group
Core Responsibilities	Upgrade our estate so that all lighting is upgraded to LEDs via the NHS Energy Efficiency Fund (NEEF).	2024	All lighting within the Trust is LED.	Estates & Facilities
Core Responsibilities	Insulation improvements will be made to steam raising boilers and Low Temperature Hot Water Boilers.	2024	All boilers will have upgraded insulation.	Estates & Facilities
Procurement and Supply Chain	Move towards on-site renewable energy and remove coal and oil heating systems within the Trust as soon as possible, with complete phase-out over the coming years.	2024	Renewable energy is used on-site. Coal and Oil heating has been phased out.	Estates & Facilities
	Purchase 100% renewable energy from April 2021	April 2021	The Trust will purchase 100% renewable energy.	Estates & Facilities
	Move to lower carbon inhaled such as dry powder inhalers (DPI's), increasing the frequency of the green disposal of used inhalers, support innovation in use and lower carbon propellant and alternatives	2024	DPIs are supplied when prescribing inhalers. Inhalers are disposed on in a green way. Innovation has been supported to find low-carbon alternatives.	Clinical Leads – respiratory & primary care
Working with Working with Staff, Patients and Communities	Designate an awareness/ sustainability champion for the Trust.	2022	The Trust will have a sustainably champion.	Communications Team

5. Tracking Progress and Reporting

Vital to the development of the Trust's sustainability aspirations, is the monitoring and reporting of our progress. NHS England and NHS Improvement (NHSEI) is developing a reporting and monitoring tool to track overall organisational performance. Pending the publication of the tool, we will use the NHS Greener Data Collection template to monitor the Trust performance against national and regional deliverables with additional (specific) reporting provided for the following areas:

- Organisational carbon Footprint against Climate Change Act reduction requirements.
- Building Energy, water and waste use, and associated carbon emissions.
- Hot spot procurement emissions; using the Sustainability Reporting Portal.
- Staff travel: monitoring and reporting should be completed via the Health Outcomes of Travel Tool (HOTT).
- Climate Change Risk Assessment; and
- Progress against each of the high level aims and objectives of the Green Plan.

Annual returns, such as the Estates Return Information Collection (ERIC), the Premises Assurance Model (PAM), HM Treasury's report will also be used to inform sustainability reporting. The progress of the actions outlined in this Green Plan, will be reported quarterly to the Trust Board and a detailed sustainable development update will be included in the Trust Annual General Report.

6. Communication

In the future, a communication strategy for sustainability, aligned with the Trust's corporate communications strategy, will be employed. It is likely to include:

- Internal communications e.g., newsletters, internal magazines, champions networks etc. and;
- External communications e.g., trade bodies, awards, industry journals, case studies etc.

In support of the environmental agenda, the Trust is a part of the Black Country ICS that has created an active sustainability network with leads from each partner organisation. It is the intention that our participation in this network will assist in collaboration to foster group learnings and potential opportunities to develop efficiencies of scale.

7. Risk

In delivering our sustainability targets and agenda, and where significant risks are identified, these will be recorded and monitored through our existing internal risk and governance process. Risks that have already been identified during the development of this plan include:

- Not obtaining finance/funding to deliver commitments, those regarding to the instalment of EV charging points for electric cars for staff and patients on-site, alongside funding to enable the Trust to phase out oil heating and switch to a combined approach with renewable electricity.
- Not meeting carbon reductions goals; and
- Non-compliance with legislation.

As appropriate, these risks will be logged on the Trust's corporate risk register, reviewed and updated regularly.

8. Finance

Delivering the actions detailed in this green plan need to be appropriately resourced with the right capital investment and investment in capacity in parts of the Trust to lead the implementation of these actions. It will need ongoing targeted investment and an aligned financial policy and decision-making process. It also requires investment in our staff, ensuring that they understand what they can do to contribute to the Trust response to climate change, and have the knowledge and skills to implement new ways of working to embed sustainability within strategic and operational processes so it becomes part of business as usual.

These net zero goals need to be aligned with existing commitments as far as possible; for example, ensuring that new builds and major refurbishments adheres to the need to reduce emissions and routine replacement of equipment consider energy efficiency improvement and reduce emissions.

There are actions in this plan that are either cost neutral (replacing single use plastic items with alternative product at the same cost) or can provide an immediate cost benefit (reduction in printing and move to recycled paper). Implementation of these actions will be a priority whilst funding is found for those actions that requires it.

The Trust will actively seek and take advantage of opportunities to access funds from the government directed UK-wide ambition for net zero such as:

1. Public Sector Decarbonisation Scheme.
2. NHSX - Digitising Clinical Pathways
3. NHSX – Digital Health Partnership Award
4. SBRI Healthcare Competition 20 – opens in spring 2022

Appendix A - Walsall Healthcare NHS Trust; Current Actions and Success Indicators

Condition	Green area of focus	Cross-cutting themes	Condition	Has the condition been met?	What does success look like?	Supporting Text
18.4.1.1	Travel and Logistics	Procurement and Supply Chain	Take action to reduce air pollution from fleet vehicles, transitioning as quickly as reasonably practicable to the exclusive use of low and ultra-low emission vehicles.	X	<p>90%proportion of the Trust's fleet will be low/ultra-low emission vehicles by 2028 and 100% zero emission vehicles by 2030</p> <p>Annual reports and subsequent road maps will be provided to set out how the Trust aim to meet the NHS Long Term Plan commitment of 90% NHS fleet to use low, ultra-low and zero-emission vehicles by 2028.</p>	We have requested funding for two of our community vehicles (porter van and HSDU van) to be electric. We have future aspirations to upgrade our leased vehicles to electric in accordance with the NHS Terms and Conditions of Service, the Trust is prioritising the leasing of low and ultra-low carbon vehicles which are consistent with the UK's carbon reduction strategies and safeguarding of the environment.
18.4.1.3	Travel and Logistics	Governance and Policy / Working with Staff, Patients and Communities	Develop and operate expenses policies for Staff which promote sustainable travel choices.	✓	<p>[X] % of staff will travel to work via public transport.</p> <p>[X] % of staff will travel to work via two-wheel travel.</p> <p>Communications (via newsletters, notice Boards, intranet etc) have been delivered to staff to inform them of Cycle2work schemes and travel subsidisation.</p> <p>Staff will not be required to attend the office 5-day a week.</p> <p>X secure cycle stands, X shower facilities and X changing rooms are on-site for staff use.</p>	<p>We provide travel reimbursement to employees who use their vehicle for work duties in line with the NHS Terms and Conditions of Service. We currently reimburse employees 20p per mile when using pedal cycles to make journeys to encourage sustainable travel.</p> <p>We provide appropriate reimbursement to employees when they use public transport for businesses purposes.</p> <p>Some outpatient services being provided in part using technology for 'virtual' appointments, reducing risk of cross-infection but also reducing the environmental impact of patients travelling to and from face-to-face appointments.</p> <p>Government funding has been requested to aid the instalments of electric charging ports in car parks for both staff, porters and patients.</p> <p>Secure bicycle parking areas have been introduced on-site for staff use.</p>
18.4.1.4	Travel and Logistics	Procurement and Supply Chain	Ensure that any car leasing schemes restrict high-emission vehicles and promote ultra-low emission vehicles	✓	This is embedded within our NHS Fleet Solutions.	Staff can adopt ultra-low emission vehicles using NHS Fleet Solutions. NHS Fleet Solutions offer a substantially larger range of electric and hybrid vehicle for staff to lease than petrol and diesel cars. In addition to this, staff can pay monthly in their lease for the installation of a home EV charging point, in-turn of paying for this cost up-front.
18.4.1.2	Carbon/GHG's	Procurement and Supply Chain	Take action to phase out oil and coal for primary heating and replace them with less polluting alternatives.	✓	Subject to funding, the Trust will run on a combined approach with renewable power, not gas and oil backups.	We are in the process of requesting funding to phase out gas (and back up oil) heating within the Trust to switch to a combined approach with renewable heating.
18.4.2.1	Carbon/GHG's	Governance and Policy/Core Responsibilities	To reduce greenhouse gas emissions from the Provider's Premises in line with targets under the Climate Change Act 2008.	X	A Carbon Reduction Plan will be produced for the entirety of the Trust.	We provide annual reporting on GHG emissions to help identify how we will reach targets under the Climate Change Act 2008. We have provided a Carbon Reduction Plan for Walsall Manor Hospital to identify the technologies needed on-site to reduce GHG emissions by 36% by 2024.
18.4.2.2	Carbon/GHG's	Procurement and Supply Chain	In accordance with Good Practice, to reduce the impacts from the use, or atmospheric release, of environmentally damaging fluorinated gases used as anaesthetic agents and as propellants in inhalers, including by appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume, through clinically appropriate prescribing of lower greenhouse gas emitting inhalers, and the appropriate disposal of inhalers.	X	<p>Reduced use of desflurane to 10% in proportion to sevoflurane used in surgery.</p> <p>Achieve 75% reduction in nitrous oxide carbon emissions</p>	Inhalers provided/used in the treatment of service users with respiratory conditions would be CFC-free, as standard within the UK, and would follow the treatment regime prescribed by a service user's respiratory specialist or GP. As a Trust, we also dispense dry powder inhalers which do not operate as an aerosol system.
18.4.2.3	Adaptation	Core responsibilities	To adapt the Provider's Premises and the way Services are delivered to mitigate risks associated with climate change and severe weather.	X	Air handling units will have been updated to aid ventilation on-site and within wards.	<p>The Trust currently have a contingency plan which addresses the actions which will be taken by the Trust should we experience any events such as ice and snow, heavy rain, high winds, and excessive heat all of which may arise due to climate change.</p> <p>The Trust is looking to conduct ward upgrades. As part of this, Walsall are looking to change their air handling units to help aid ventilation and therefore helping mitigate to climate change and a rise in atmospheric temperatures.</p>

Condition	Green area of focus	Cross-cutting themes	Condition	Has the condition been met?	What does success look like?	Supporting Text
18.4.3	Supply Chain and Procurement	Governance and Policy	Single use plastic products and waste, and specifically how it will with effect from 1 April 2020 cease use at the Provider's Premises of single use plastic straws and stirrers unless there is clinical need to do so for medical purposes, as would be permitted by the draft Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020, if enacted, and by no later than 31 March 2022.	✓	This is embedded within our procurement policy.	We have removed plastic straws, stirrers, and cutlery (with the exception of plastic cutlery for mental health patients in the interest of health and safety) as required within draft Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020.
18.4.3.1	Estates & Facilities	Core responsibilities	Reduce waste and water usage through best practice efficiency standards and adoption of new innovations	✓	<p>The Trust has identified appropriate charities to donate used goods to, this has been communicated to all staff.</p> <p>The new Emergency Department will have radar and automatic release taps. Retained estates will have flow restrictors.</p> <p>Posters, newsletters, and communication through the intranet has been distributed to educate staff on correct waste disposal practices.</p> <p>Introduce additional waste streams to separate out recycle materials from Site i.e. plastics, paper, metal, glass.</p> <p>Office paper use will be reduced by 50%. All paper used for office-based functions will be 100% recyclable.</p> <p>'Bright Ideas' campaign has been re-invigorated.</p>	We are reducing volumes of waste produced on-site by; separating out our cardboard waste for separate recycling, introducing a food de-hydrator onto site, and changing print settings so that staff are encouraged to print double sided to reduce paper usage.
18.4.3.2	Supply Chain and Procurement	Governance and Policy	reduce avoidable use of single use plastic products, including by signing up to and observing the Plastics Pledge	✓	This is embedded within our procurement policy	We have signed up to the single-use plastics pledge and are actively reducing single-use plastic products used on-site.
18.4.3.3	Supply Chain and Procurement	Procurement and Supply Chain	so far as clinically appropriate, to cease use at the Provider's Premises of single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics;	✓	Identify supplies and procurement areas which can be improved to champion sustainability.	<p>The Trust purchase products through the NHS supply chain, automatically be compliant with the plastics pledge. Where external alternative suppliers are used, the Trust looks obtained suitable alternatives to single-use plastics.</p> <p>We are working with our catering companies and retailers to reduce single use plastic used within our Trust. Our catering team and retailers have sustainability plans to promote sustainable use of resources and waste recycling and reduction.</p> <p>We are switching from Black Country Alliance to University Hospitals North Midlands procurement hub on the 1st April to see that sustainability is championed through procurement and supply decisions.</p>
18.4.3.4	Supply Chain and Procurement	Procurement and Supply Chain/ Core responsibilities	to reduce the use at the Provider's Premises of single-use plastic food and beverage containers, cups, covers and lids;	✓	Identify supplies and procurement areas which can be improved to champion sustainability.	<p>We are working with our catering companies and retailers to reduce single use plastic used within our Trust. Our catering team and retailers have sustainability plans to promote sustainable use of resources and waste recycling and reduction.</p> <p>We are switching from Black Country Alliance to University Hospitals North Midlands procurement hub on the 1st April to see that sustainability is championed through procurement and supply decisions.</p>
18.4.3.5	Supply Chain and Procurement	Working with staff and patients	to make provision with a view to maximizing the rate of return of walking aids for re-use or recycling and must implement those plans diligently.	✗	<p>A Plan has been completed to address how the Trust will meet the 40% target of all walking aids refurbished in the next 5-years.</p> <p>The Trust will encourage and welcome the return of walking aids from patients.</p>	The Trust will use the guidance on walking aid reuse and medical device remanufacture for NHS trusts published in December 2021 to establish a walking reuse scheme.
18.5	Sustainable Care Models/Monitoring	Procurement and Supply Chain	The Provider must, in performing its obligations under this Contract, give due regard to the potential to secure wider social, economic, and environmental benefits for the local community and population in its purchase and specification of products and services, and must discuss and seek to agree with the Co-ordinating Commissioner, and review on an annual basis, which impacts it will prioritise for action.	✓		We are switching from Black Country Alliance to University Hospitals North Midlands procurement hub on the 1st April to see that sustainability is championed through procurement and supply decisions.

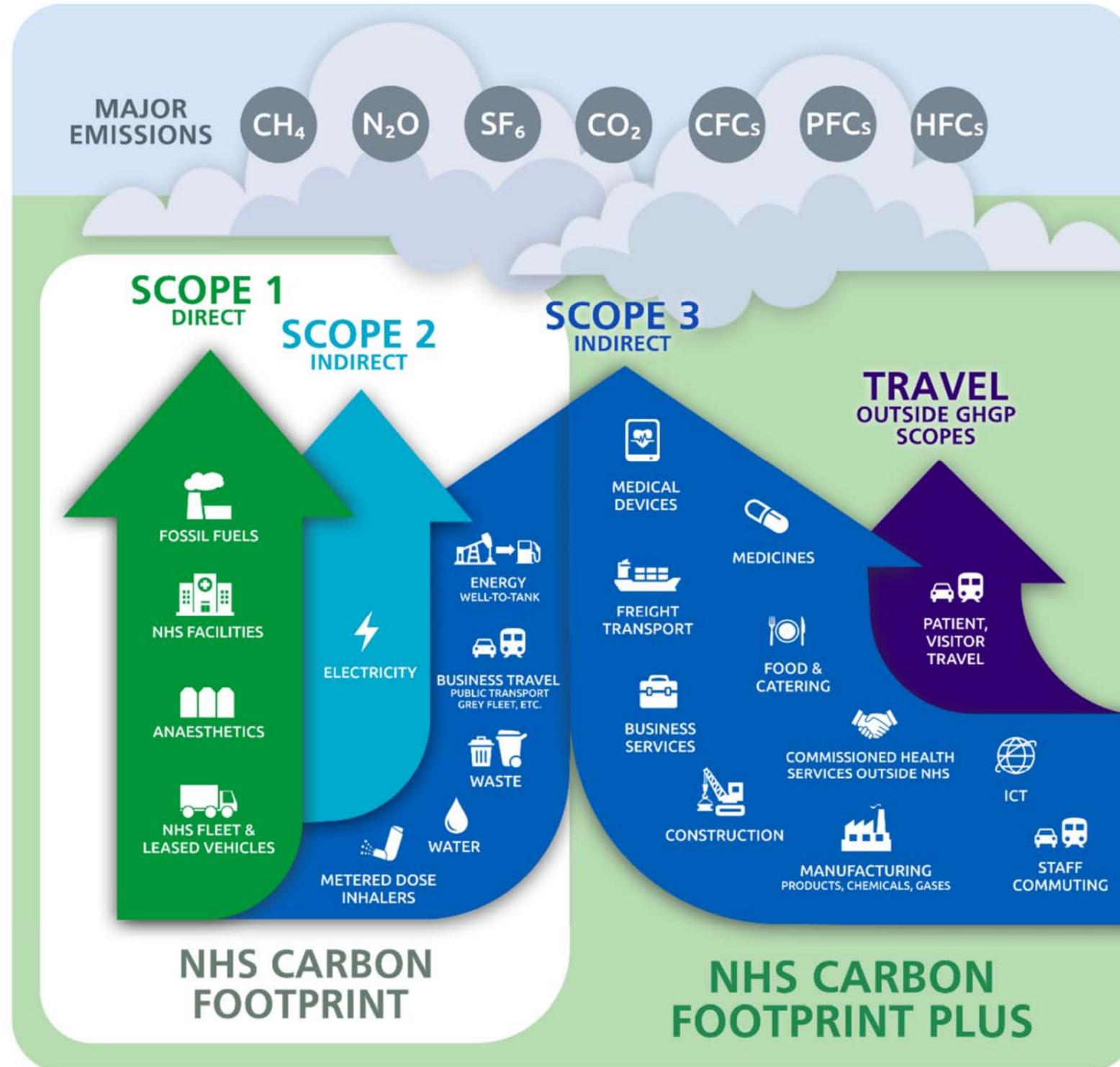
Appendix B – Future Proofing Actions

Focus Area	Cross cutting theme	Action	Date	What does success look like?	[Responsibility]
Sustainable Travel and Logistics	Core Responsibilities	Install appropriate levels of electric (EV) charging points for electric cars for staff, porters, and patients where new car parking is constructed.	Subject to funding	[X] number of EV charging points are installed within the new Emergency Department car park.	Estates & Facilities
Sustainable Travel and Logistics	Core Responsibilities	Review and extend the Walsall Manor Hospital 2020 Travel Plan ¹¹ to the rest of the Trust sites.	April 2021	An updated Travel Plan has been produced to set out aims to encourage sustainable travel within the Trust.	Estates & Facilities
Sustainable Travel and Logistics	Core Responsibilities	Increase the number of employees travelling to work by public transport, car sharing, and cycling over a five-year period as outlined within our Travel Plan 2020.	2025	[X] % of staff will travel to work via public transport. [X] % of staff will travel to work via two-wheel travel.	Estates & Facilities
Sustainable Travel and Logistics	Core Responsibilities	Production of Green Travel Plan in accordance with requirements of NHS Net zero Document, as part of their annual planning and reporting.	April 2022	Green Travel Plan produced	Head of Sustainability
Sustainable Travel and Logistics	Procurement and Supply Chain	Adopt low and ultra-low carbon vehicles when leasing new vehicles in-line with NHS Terms and Conditions of Service.	Subject to funding	90%proportion of the Trust's fleet will be low/ultra-low emission vehicles by 2028 and 100% zero emission vehicles by 2030	Estates & Facilities
Sustainable Travel and Logistics	Working with Staff, Patients and Communities /	Progress internal communications, marketing plans and 'welcome packs' for new members of staff to encourage sustainable travel through travel subsidisation, designated cycle routes and Cycle2work days as detailed in the Travel Plan 2020.	2021	Communications (via newsletters, notice Boards, intranet etc) have been delivered to staff to inform them of Cycle2work schemes and travel subsidisation.	Communications Team
Sustainable Travel and Logistics	Working with Staff, Patients and Communities /	Invest in IT infrastructure to aid staff to effectively work from home after the COVID-19 pandemic, reducing transport to site.	2022	Staff will not be required to attend the office 5-day a week.	Human Resources/Workforce
Sustainable Travel and Logistics	Working with Staff, Patients and Communities /	As described in our Travel Plan, we will increase facilities which enable staff to cycle to work including secure cycle stands, shower facilities, changing rooms, drying facilities.	2023	[X] secure cycle stands, [X] shower facilities and [X] changing rooms are on-site for staff use.	Estates & Facilities
Adaption	Governance and Policy	Complete a climate change risk assessment, highlighting areas within the Trust that are most susceptible to the impacts of climate change.	2022	A climate change risk assessment has been completed.	Head of Sustainability/Estates & Facilities
Adaption	Core Responsibilities	Update air handling units to help aid ventilation on-site within any ward upgrades.	2022	The new Emergency Department will hold air handling units to aid on-site ventilation.	Estates & Facilities
Adaption	Procurement and Supply Chain	Complete an evaluation/risk assessment of critical supplies which could be affected by climate change.	2022	A climate change risk assessment for all critical supplies has been completed. Alternative suppliers have been identified where significant risks have been found.	Procurement
Adaption	Working with Staff, Patients, and Communities	Create a communication plan to aid awareness of the impacts of climate change and importance of adaptation to both staff and patients.	2022	Communications (via newsletters, notice Boards, intranet etc) have been delivered to staff and patients to inform them of risk of climate change and key mitigation/ adaptation measures.	Communications Team
Supply Chain and Procurement	Core Responsibilities	Create a plan to allow for the reuse and recycling of walking aids, in-line with the 40% target of all walking aids refurbished in the next five years (as stated within the 'Delivering a 'Net Zero' National Health Service).	2021 and 2026	A Plan has been completed to address how the Trust will meet the five-year target. The Trust will encourage and welcome the return of walking aids from patients.	Therapies Department
Digital Transformations	Core Responsibilities	Increase the digitisation of Trust activities to reduce office paper by 50%, with a switch to 100% recycled content paper for all office-based functions.	2023	Office paper use will be reduced by 50%. All paper used for office-based functions will be 100% recyclable.	ICT/Operational Teams/Procurement
Supply Chain and Procurement	Core Responsibilities	Donate goods such as mattresses, old office chairs, laptops and monitors to reuse and charitable organisations to avoid disposal.	2021	The Trust has identified appropriate charities to donate used goods to, this has been communicated to all staff.	Estates & Facilities
Capital Projects	Core Responsibilities	Install radar and automatic release taps within any new builds and water flow restrictors within the retained state to reduce water waste.	2022	The new Emergency Department will have radar and automatic release taps. Retained estates will have flow restrictors.	Estates & Facilities
Estates & Facilities	Core Responsibilities	Hold meetings with the waste contractor to explore increasing the number of recycle waste stream bins provided on-site.	2021	Introduce additional waste streams to separate out recycle materials from Site i.e. plastics, paper, metal, glass.	Estates & Facilities
Supply Chain and Procurement	Procurement and Supply Chain	Conduct a full review of supplier sustainability once we have joined the new University Hospitals North Midlands procurement hub.	2022	Identify supplies and procurement areas which can be improved to champion sustainability.	Procurement
Estates & Facilities	Working with Staff, Patients and Communities.	Work with infection control to deliver a communications plan to staff providing information on what materials can be disposed of via the general and offensive waste stream. Aiming to reduce the volume of offensive waste produced within our Trust.	August 2021	Posters, newsletters, and communication through the intranet has been distributed to educate staff on correct waste disposal practices.	Estates & Facilities/Infection Prevention Team
Workforce and System Leadership	Working with Staff, Patients and Communities.	Re-invigorate the sustainability Campaign, 'Bright Ideas' to encourage all stakeholders to bring ideas to the forum and work collaboratively to achieve our goals.	2022		Communications Team
Reduction of Carbon/GHG Emissions	Core Responsibilities	Provide an annual GHG emission update to the Board approximated with the NHS Carbon Footprint and NHS Carbon Footprint Plus.	2022	Annual reporting includes all NHS Carbon Footprint and Plus data.	Head of Sustainability

¹¹ Walsall Healthcare NHS Trust (March 2020) Manor Hospital: Workplace Travel Plan

Reduction of Carbon/GHG Emissions	Core Responsibilities	Upgrade our estate so that all lighting is upgraded to LEDs via the NHS Energy Efficiency Fund (NEEF).	2024	All lighting within the Trust is LED.	Estates & Facilities
Reduction of Carbon/GHG Emissions	Core Responsibilities	Insulation improvements will be made to steam raising boilers and Low Temperature Hot Water Boilers.	2024	All boilers will have upgraded insulation.	Estates & Facilities
Reduction of Carbon/GHG Emissions	Procurement and Supply Chain	Move towards on-site renewable energy and remove coal and oil heating systems within the Trust as soon as possible, with complete phase-out over the coming years.	2024	Renewable energy is used on-site. Coal and Oil heating has been phased out.	Estates & Facilities
Reduction of Carbon/GHG Emissions	Procurement and Supply Chain	Purchase 100% renewable energy from April 2021	April 2021	The Trust will purchase 100% renewable energy.	Estates & Facilities
Reduction of Carbon/GHG Emissions	Procurement and Supply Chain	Move to lower carbon inhaled such as dry powder inhalers (DPI's), increasing the frequency of the green disposal of used inhalers, support innovation in use and lower carbon propellant and alternatives	2024	DPI's are supplied when prescribing inhalers. Inhalers are disposed on in a green way. Innovation has been supported to find low-carbon alternatives.	Sustainability Clinical Lead/Respiratory Team
Reduction of Carbon/GHG Emissions	Working with Staff, Patients and Communities.	Designate an awareness/ sustainability champion for the Trust.	2022	The Trust will have a sustainably champion.	Head of Sustainability

Appendix C – ‘Delivering a ‘Net Zero National Health Service’ NHS Carbon Footprint and NHS Carbon Footprint Plus



Appendix D – ‘Sustainability Impact Assessment’



Sustainability Impact Assessment (SIA) for Business Development, Investment and Procurement Decisions



Theme	Review Questions	Impact	Description of Impact	Actions to mitigate negative aspects and enhance positive impacts
	ENERGY – consider whether the project leads to: <ul style="list-style-type: none"> an increase, or decrease, in the amount of electricity or battery usage an increase, or decrease, in the amount of heating/hot water required an increase, or decrease, in carbon emissions from building energy use 	Choose an item.	<i>Example:</i> Introduction of a new piece of equipment will increase energy use and will lead to extra waste from its processing. Additional electrical sockets and network points in an office will lead to increase in energy use	<i>Example:</i> Equipment is most energy efficient available. Process in place to ensure equipment is turned off when not in use. Staff trained on minimising energy use at induction. Staff to ensure that sockets are turned off when not in use
	WATER – consider whether the projects leads to: <ul style="list-style-type: none"> an increase/decrease in the amount of water used an upgrade of existing plant & distribution facilities an increase/decrease in substances to be disposed of to foul sewer 	Choose an item.	<i>Example:</i> Introduction of a new piece of equipment will reduce the amount of water required for a range of lab diagnostic tests.	<i>Example:</i> In addition to water savings, the equipment will be turned off when not in use and staff are trained on this at induction.
	WASTE – consider whether the project leads to: <ul style="list-style-type: none"> an increase or decrease in the amount of waste generated a variation in the type of waste to be disposed of, affecting segregation i.e. more/less hazardous 	Choose an item.	<i>Example:</i> Project will involve opening a new community outreach clinic, generating both clinical and non-clinical waste.	<i>Example:</i> Provision for segregated recycling. Trust standard reusable sharps bins installed. Waste Manager consulted ahead of project commencement to seek other improvement opportunities.
	CAPITAL PROJECTS – each building or refurbishment work should consider: <ul style="list-style-type: none"> energy use, including natural light, ventilation and renewable energy water use, including conservation measures use of space as a community resource/social enterprise enhancing green spaces & biodiversity embodied carbon, operational carbon, whole life cycle carbon in designing the building 	Choose an item.	<i>Example:</i> Project will involve new building extension, providing office accommodation and associated facilities.	<i>Example:</i> Sustainability Team involved at feasibility stage to ensure exemplar sustainable healthcare building design as standard. BREEAM ‘Outstanding’ as the aim (minimum of ‘Excellent’). Complies with Net Zero Carbon building standards
	JOURNEYS - consider whether the project leads to an increase or decrease in: <ul style="list-style-type: none"> ‘care miles’ i.e. care closer to home, telemedicine, repeat appointments access to services for vulnerable or disadvantaged groups sustainable travel options, i.e. walking, cycling, public transport, electric car 	Choose an item.	<i>Example:</i> Patients to access care through community health centres, reducing travel to hospital. Staff will travel from hospital to health centres to deliver care.	<i>Example:</i> Patient letters will encourage use of public transport. Appointments will be coordinated to ensure staff travel between sites is minimised.
	PROCUREMENT - all procurement related to the project should consider: <ul style="list-style-type: none"> whole life costs, i.e. procurement vs. revenue costs (£ and carbon) supporting local businesses, small businesses and social organisations promotion of ethical procurement and labour standards food/catering from local, seasonal and sustainable suppliers social value, i.e. producing a local benefit through employment/training wider health impacts, such as antibiotic use, air pollution, modern slavery 	Choose an item.	<i>Example:</i> Part of this project will be subcontracted and local community groups could deliver these services. This project will include procurement of low value goods which might be manufactured in areas known for labour standards issues.	<i>Example:</i> Community groups will be invited in to find out more about the project, prior to tendering. Bidding companies will be asked to provide their Modern Slavery Statement and to disclose how they ensure labour standards with foreign manufacturers.
	MODELS OF CARE - consider the impact the project may have on: <ul style="list-style-type: none"> ‘care miles’ and delivering care in settings closer to people’s homes promoting prevention, healthy behaviours, mental wellbeing, living independently and self-management reducing avoidable hospital admissions or admissions to residential care delivering integrated care, streamlining care pathways 	Choose an item.	<i>Example:</i> This project will lead to increased care delivered in community settings. This project will reduce readmissions and promote independent self-managed care.	<i>Example:</i> Consideration will be given to patients’ access to community care centres and the use of technology to monitor health aspects.
	ADAPTATION - consider if the project is impacted by climate change, such as: <ul style="list-style-type: none"> hotter, drier summers; milder, wetter winters; increased extreme weather events, including flooding and heatwaves support for vulnerable groups, including the elderly, people with long-term health conditions and those with mental health illnesses 	Choose an item.	<i>Example:</i> The project will provide support to elderly patients to prepare for discharge.	<i>Example:</i> Guidance will be provided to patients on discharge to raise awareness of: the health impacts of heat (and how to minimise risk) and the health impacts of fuel poverty (and the support available for insulation & boiler upgrades).
	SOCIAL VALUE/ PEOPLE: Consider whether your project can support social value by: <ul style="list-style-type: none"> employment opportunities including disadvantaged groups, i.e. long-term unemployed, people with learning disabilities training of existing staff or apprenticeship opportunities health and wellbeing, flexible hours or childcare / carer support increasing community resilience & a reduction in social isolation Implementation of measures to reduce in health inequalities and enhanced access to services increasing participation of patients, the public and strategic partners 	Choose an item.	<i>Example:</i> This project will lead to the creation of two new roles. This project is awarding business to a local SME/ VCSE This project will provide a new model of care for particular group. This project is co-designed and created with patients / public	<i>Example:</i> HR will be contacted to see if an apprenticeship role can be considered and to identify support for disadvantaged groups to apply for roles. Consultation will take place with the care group and related stakeholders. Consideration will be given to barriers of access faced by disadvantaged groups.

For help in completing this form please contact the Head of Sustainability at janetsmith3@nhs.net or 01902695350

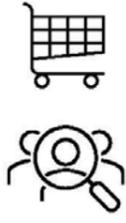
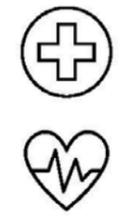
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Appendix E – ‘Carbon Reduction Crib Sheet’



Carbon Reduction Crib Sheet

Walsall Healthcare 
NHS Trust

Theme	Actions to Consider
	<p>ADMIN AND SUPPORT FUNCTIONS – consider the way we work</p> <ul style="list-style-type: none"> Go paperless – double side printing and copying only if necessary and use recycled paper Send less email – a single email has a carbon footprint of 4g of CO₂ and an email with attachment has a carbon footprint of up to 50g of CO₂ Use workspaces such as sharepoint portal to store, access and manage meeting documents. This will avoid sending out large amount to data via email as well as printing large amount of document Buy less – review consumables use; only buy items that you can't do without and switch to low carbon alternatives Use laptop instead of desktop computer. A laptop requires less energy than a desktop Ensure regular equipment maintenance – Visual safety inspection, scheduled maintenance service, etc Turn off computer devices including monitor, docking station, etc.
	<p>WATER – consider the way we use water:</p> <ul style="list-style-type: none"> Don't leave taps running Report leaks Supply washbowl in staff kitchen to avoid washing up under running water Water Safety –Unused outlets are flushed inline with the Water Safety policy
	<p>WASTE – consider how we can reduce, reuse and recycle:</p> <ul style="list-style-type: none"> Reduce use of single use plastic products – pens, cups, cutleries, drinks bottle, etc Reduce use of products that use non-recyclable packaging and switch to products with non-plastic or fully recyclable packaging Reuse furniture and equipment before buying new Upgrade computers instead of buying new Recycle old computers Use rechargeable batteries instead of single use batteries Implement waste segregation
	<p>BUILDING AND ENERGY – consider the way we use our spaces:</p> <ul style="list-style-type: none"> Implement agile working – hot desking and working from home; Turn off lights and equipments when not in use for 30 minutes or more Avoid leaving equipment on standby Unplug phone and other chargers Replace lighting with LED Ensure efficient heating – blocking drafts, closing windows/doors, use of insulation, etc Replace single glazed windows Use natural ventilation in areas where mechanical ventilation and/or cooling is not a service requirement Change from gas boilers to heat pumps powered by green electricity, also consider reversible heat pumps which can also provide cooling. New builds consider whole life costs not just Capital cost to build but also the cost of operating it such as utility and maintenance Revenue costs. New Builds consider flexibility in build with easy to reconfigure for other use later in the life of the building. Switch to energy efficient equipment
	<p>BUSINESS TRAVEL AND STAFF COMMUTING - consider how we can reduce our travel carbon footprint:</p> <ul style="list-style-type: none"> Replace business trips with video conferencing such as Teams Replace face to face meetings with telephone or use Teams Enabling wider access to portable digital systems for clinicians in the field, reducing the need to travel back to home base for data input Reducing business travel by supporting remote ways of working Encourage staff to use sustainable travel options – walking, cycling, public transport, electric/hybrid car Raise awareness of onsite cycling support facilities – secure parking, shower, changing facilities, locker area Raise awareness of electric vehicle charging facilities Switch to ULEV or electric vehicle
	<p>PROCUREMENT – consider Why/Where/ what we buy:</p> <ul style="list-style-type: none"> Implement a first in, first out system of inventory to reduce wastage particularly on perishable items Review consumables supply requirements and cut out items that your team can do without Purchase sustainable alternatives for office equipment, furniture, consumables etc Reduce procurement miles by supporting local businesses Engage with suppliers on reducing packaging waste particularly plastic packaging Whole life costs, i.e. procurement vs. revenue costs (£ and carbon) Buy food/catering supplies from local, seasonal and sustainable suppliers Social value, i.e. producing a local benefit through employment/training Wider health impacts, such as antibiotic use, air pollution, modern slavery
	<p>MODELS OF CARE - consider what/where/how we provide our service</p> <ul style="list-style-type: none"> Reducing 'care miles' by implementing a virtual triage, appointment management and virtual clinics and delivering care in settings closer to people's homes Provide training to clinician on how to conduct virtual clinic Embed best clinical practice to further progress on care quality and outcomes as exemplified by Getting it Right First Time (GIRFT) approach Promoting prevention, healthy behaviours, mental wellbeing, living independently and self-management Reducing avoidable hospital admissions or admissions to residential care Delivering integrated care, streamlining care pathways <p>ADAPTATION – consider the impact of climate change in planning and delivering services</p> <ul style="list-style-type: none"> Hotter, drier summers; milder, wetter winters; increased extreme weather events, including flooding and heatwaves Support for vulnerable groups, including the elderly, people with long-term health conditions and those with mental health illnesses Ensuring that the facilities where we deliver services are fit for purpose and resilient against the impact of climate change
	<p>SOCIAL VALUE/ PEOPLE: Consider whether our service can support social value through:</p> <ul style="list-style-type: none"> Employment opportunities including disadvantaged groups, i.e. long-term unemployed, people with learning disabilities Training of existing staff or apprenticeship opportunities Focus on staff health and wellbeing, flexible hours or childcare / carer support Implementation of measures to reduce in health inequalities and enhanced access to services Increasing participation of staff, patients, the public and strategic partners

