

Item 5.i

Report to:	Trust Board	Date: 02/09/2021
Report from:	Director of Estates and Facilities	
Principal Objective/Strategy:	Achieve Sustainability – developing a Sustainability Strategy and a Green Plan by which to direct the Trust’s contribution toward achieving NHS ‘Net Zero’	
Title:	Sustainability Strategy 2021 - 2026	
Board Assurance Framework Entries:	2033 – Risk of Maintaining a safe and secure environment across the organisation.	
Regulatory Requirement:	Well Led/Code of Governance: To have clear and effective processes for assurance of Committee risks	
Equality Considerations:	Equality has been considered but no specific issues are believed to apply	
Key Risks:	Lack of strategically driven, controlled and sustained management attention and action to address climate change could reduce the Trust’s potential contribution to the national target to achieve net zero carbon emissions and lead to the Trust not completely fulfilling its role to society and to it being insufficiently prepared to adapt to the likely potential impacts of a rise in average global temperatures.	
For:	Approval	

1. Background

All NHS organisations are required to have a Board approved strategy document which outlines the organisation’s aims, objectives and delivery plans for sustainable development.

In addition, each NHS organisation must have a Green Plan to set out how its vision, strategy and targets for delivering sustainable healthcare to the communities that it serves will be met.

Further central guidance on the timing, content and purpose of Green Plans has recently been issued, as part of the Greener NHS National Programme and specifically to facilitate meeting the target of a “net zero” NHS by 2045.

2. Purpose of this Document

Updated guidance has been received via the Greener NHS National Programme, regarding the requirement for 3-year trust Green Plans to be prepared and consolidated into ICS Green Plans by the end of March 2022.

To produce its initial 3-year Green Plan, the Trust has developed an overarching Sustainability Strategy.

This document:

- Contains the Trust's proposed Sustainability Strategy for the 5-year period 2021 – 2026 for approval;
- Sets out the overall process and timescales being followed to meet the established deadline for production of the first of the Trust's Green Plans, being that for the 3-year period 2022-2025; *and*
- Seeks approval for delegated powers to conclude and submit the Green Plan 2022-2025 by the deadline set by the Greener NHS National Programme of January 2022.

3. Key Elements of the Sustainability Strategy

3.1 Sustainability Vision

The Trust's proposed Sustainability Strategy 2021-2026 is contained within Appendix 1 of this document.

That strategy is built upon a proposed vision of sustainability for the Trust, being “*to provide on-going healthcare with the innovation and determination necessary to ensure best outcomes for our patients of today whilst protecting the health and the resources of our patients of tomorrow*”.

3.2 Key Areas of Focus

The Sustainability Strategy 2021-2026 proposes a focus upon the following key areas:

1. Maximising our assets
2. Minimising use of resources
3. Achieving net zero carbon emissions
4. Caring sustainably
5. Building responsibly
6. Minimising journeys
7. Developing green spaces
8. Helping our community
9. Adapting to climate change.

4. Delivering a 'Net Zero' National Health Service

In October 2020, the Greener NHS National Programme published its new strategy, *Delivering a net zero National Health Service*. This report highlighted that, if left unabated, climate change will disrupt care, with poor environmental health contributing to major diseases including cardiac problems, asthma and cancer.

The report set out trajectories and actions for the entire NHS to reach net zero carbon emissions by 2040 for those emissions that it controls directly and by 2045 for those that it can influence (eg those embedded within the supply chain).

To support the coordination of carbon reduction efforts across the NHS and the translation of the national strategy to local level, the 2021/22 NHS Standard Contract set out the requirement for

trusts to develop a “Green Plan” to detail their approaches to reducing their emissions in line with national trajectories. This has subsequently been expanded to include the expectation that each Integrated Care System (“ICS”) develop its own Green Plan, based on the strategies of its member organisations.

The new suite of Green Plans is expected to match the increased net zero ambition and renewed delivery focus, with three clear outcomes:

1. ensure every NHS organisation is supporting the NHS-wide ambition to become the world’s first healthcare system to reach net zero carbon emissions;
2. prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues; *and*
3. support organisations to plan and make prudent capital investments while increasing efficiencies.

5. Process and Timescale for Developing the Sustainability Strategy and the Green Plan

The following key steps are being taken to establish the Trust’s Sustainability Strategy and to develop and submit the Trust’s Green Plan for the period 2022-2025:

Task	Responsibility	Timescale
Develop and consult upon the Trust’s overall Sustainability Strategy	Sustainability Board	Complete
Establish a Green Plan Taskforce from the existing Sustainability Board	Sustainability Board / Executive Committee	Complete
Affirm the Trust’s commitment to NHS Net Zero	Board of Directors	September 2021
Approve the Trust’s overall Sustainability Strategy	Board of Directors	September 2021
Ratify the appointment of the relevant Board member to be responsible for the Trust’s net zero targets and the Green Plan	Board of Directors	September 2021
Delegate responsibility for developing and finalising the Green Plan in accordance with the agreed Sustainability Strategy to the Executive Committee	Board of Directors	September 2021
Develop and consult upon the draft Green Plan	Green Plan Taskforce	July – December 2021
Approve the Green Plan for issue to the ICS	Executive Committee	January 2022

6. Recommendations

The Board of Directors is requested to confirm that:

1. The Trust formally affirms its commitment to the principles and timescales of achieving NHS Net Zero;
2. The Sustainability Strategy 2021-2026 be approved and formally adopted as Trust strategy;

3. The Chief Operating Officer be re-affirmed as the Executive Director role with responsibility for the Trust's net zero targets and for the production and delivery of the Trust's Green Plan;
and
4. The Executive Committee be provided with delegated powers sufficient to conclude and submit the Trust's Green Plan 2022-2025 to the ICS by January 2022, within the overarching framework established by the Trust's Sustainability Strategy 2021-2026 and in accordance the with guidance and deadlines established by the Greener NHS National Programme.



Appendix 1 – The Trust’s Sustainability Strategy 2021 – 2026