Green Plan 2022-2024 - Analysis of Targets by Action Area

Action Area	Key target	Nature of target	Version in which target was established	Progress	Actions to be taken during this Green Plan	Key Performance Indicator to be achieved by the end of this Green Plan	Target cross-reference	Column1
Climate change adaptation	Links exist with academic and research partners that are used to establish climate change trends and potential local solutions	Evolving	V0.10		Enhance existing academic and research networks to include work on the impact of climate change and potential methods of response and adaptation to it.	1. A joint academic network is established, which undertakes research into climate change trends and adaptability solutions for use in Trust climate change adaptation planning	Adapting to climate change	17 - Partnerships for the goals
Climate change adaptation	The Trust has a Climate Change Adaptation Strategy in place, that is subject to regular review	Enhancing	V0.30		Develop and approve a Climate Change Adaptation Strategy Establish a regular review process for the strategy.	1. An approved Climate Change Adaptation Strategy is in place 2. A review frequency and process has been agreed for the Climate Change Adaptation Strategy.	Adapting to climate change	13 - Climate action
Climate change adaptation	A forum exists in which the Trust is able to share its scenario planning for future climate change impacts and adaptation with key utility providers and to be made aware of their resilience and development plans in response to such scenarios	Evolving	V0.30		Make contact with utility suppliers and establish a joint forum to share climate change scenarios and plans for necessary resilience and development.	1. A joint forum has been established between the Trust and its utility suppliers 2. The Trust has shared its climate change scenario planning with its utility suppliers 3. The Trust's utility suppliers have agreed to consider the Trust's climate change scenario planning within their own plans for climate change resilience and development.	Adapting to climate change	9 - Industry, innovation and infrastructure
Climate change adaptation	The potential future impact of increased frequency, longer duration and higher peak temperature heatwaves arising from climate change has been identified and planned for	Embedding	V0.10		Review and update the Heatwave Action Plan to consider the impact from the identified range of potential climate change scenarios.	1. The Heatwave Action Plan has been reviewed and updated to incorporate the latest climate change scenarios	Adapting to climate change	13 - Climate action
Climate change adaptation	Damage repair protocols have been reviewed and updated so as to be able to respond to severe weather events, as necessary	Evolving	V0.30		Develop and approve a damage repair protocol for use in the event of building damage arising from severe weather events.	1. An agreed Damage Repair Protocol applicable to building damage from severe weather events is in place	Adapting to climate change	13 - Climate action
Climate change adaptation	A strategy is in place for identifying, sourcing and operating alternative accommodation in the event of damage or inaccessibility of existing buildings as a result of severe weather events	Evolving	V0.30		Specify the minimum requirements necessary for alternative accommodation in the event of building loss or inaccessibility arising from severe or prolonged weather event. Identify likely methods and locations for sourcing accommodation that would meet such specification.	1. A minimum specification of alternative accommodation requirements exists for each building that the Trust operates 2. An initial survey of potential alternative accommodation sources / locations has been undertaken.	Adapting to climate change	13 - Climate action
Climate change adaptation	Key supply chains have been identified and the associated suppliers engaged with to develop contingency plans that address future climate change scenarios	Evolving	V0.30		Analyse the Trust's supply chains to identify the key suppliers essential to the operation of the hospital Engage with the identified key suppliers to develop climate change contingency plans.	1. The Trust's top 50 key suppliers have been identified 2. A forum has been established whereby the Trust can share its anticipated climate change scenarios with its key suppliers 3. A template approach to developing contingency plans for climate change has been agreed with the Trust's key suppliers.	Adapting to climate change	17 - Partnerships for the goals
Climate change adaptation	Surface water drainage systems are sufficiently robust to minimise the potential for localised flooding	Enhancing	V0.10		Review the flood water planning that accompanies current building design to determine if it is suitable to meet future projections of storm water events under identified climate change scenarios Identify if any flood water defence enhancements are necessary and feasible.	1. Flood water planning has been updated to incorporate the latest projections of storm water incidence and impact 2. A schedule of enhancements to the existing flood water prevention or protection measures has been developed and prioritised for implementation.	Adapting to climate change	15 - Life on land
Digital	Late notice cancellations of elective surgery due to bed pressures is minimised, so as to avoid wasted patient journeys	Enhancing	V0.20		Develop the Realtime Bed Management Project so as to allow retrieval of a "true bed state" and thus reduce the amount of elective procedure cancellations due to there being no available bed space.	1. The frequency of late notice elective surgery cancellations has reduced	Minimising journeys	13 - Climate action
Digital	Outpatient appointments are undertaken remotely whenever it is practicable and clinically appropriate to do so	Enhancing	V0.10		Continue to develop digital systems and the accompanying operational processes to allow outpatient appointments to be offered and delivered remotely.	1. At least 25% of outpatient activity is delivered remotely, where it is clinically appropriate to do so	Minimising journeys	13 - Climate action
Digital	The frequency of on-site clinic attendance for RSSC patients is reduced as far as is practicable	Enhancing	V0.20		Develop the PatientAide patient portal to allow RSSC patients and staff to fill forms in online.	1. All relevant RSSC patients are provided with the opportunity to utilise the PatientAide portal 2. There has been a reduction in the overall average on-site clinic attendances by RSSC patients.	Minimising journeys	13 - Climate action
Digital	The Lorenzo clinical record system and services operate from a cloud-based setting	Enhancing	V0.20		Migrate the Lorenzo environment to a cloud-based server Replace UPS with small battery packs and customise the power supplies into the racks.	1. Lorenzo environment has been migrated to a cloud-based server 2. UPS and power supplies to the relevant racks have been reconfigured to reflect the migration 3. Total energy usage and net carbon production is on a reduced trajectory as compared to pre-migration.	Achieving net zero carbon emissions	13 - Climate action
Digital	All meetings are undertaken either fully remotely or with an option to attend remotely	Embedding	V0.10		Develop and enhance digital systems, support and processes to allow for inter-site and multi-party meetings to take place digitally rather than in person when agreed to by all parties.	1. All inter-site and / or multi-party meetings are capable of being undertaken digitally 2. A digital option always exists by which staff working remotely can participate in on-site meetings.	Minimising journeys	13 - Climate action
Digital	Staff are able to undertake remote working whenever appropriate to do so	Embedding	V0.10		Develop and enhance digital systems, support and processes to allow for remote working by Trust staff where feasible and appropriate to do so Update policies and procedures as necessary to incorporate remote working.	1. Digital infrastructure exists that ensures all staff are capable of being supported in remote working as applicable to the role that they perform 2. All relevant digital and operational policies have been updated to allow for remote working by staff.	Minimising journeys	13 - Climate action
Digital	Printing associated with the primary care referral process is avoided, wherever practicable	Enhancing	V0.20		Undertake the eRS Project to achieve removal of paper and printing from the primary care referral process.	1. Paper based primary care referrals have reduced by 75%	Minimising use of resources	12 - Responsible consumption and production
Digital	The issue of printed letters for outpatient appointments is eliminated other than for exceptional circumstances	Enhancing	V0.20		Develop the Hybrid Mail Project with the aim of ceasing the issue of outpatient appointment letters Enhance the Hybrid Mail Project to also address the reduction of inpatient appointment/instruction letters.	1. Letters issued for outpatient appointments have been reduced by at least 14,000 per annum 2. A process has commenced to achieve a reduction in the issue of appointment/instruction letters to inpatients.	Minimising use of resources	12 - Responsible consumption and production
Digital	Digital desktop infrastructure is configured so as to minimise the average energy running cost for desktop machines	Enhancing	V0.20		Implement a Virtual Desktop Infrastructure so as to lower energy consumption for desktop machines.	1. There has been a net reduction in the energy usage associated with the desktop infrastructure	Achieving net zero carbon emissions	13 - Climate action

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Digital	An appropriate infrastructure is in place for sustainably recycling redundant digital equipment	Embedding	V0.20		Liaise with the contractor used to break up redundant digital equipment to determine their process for safe disposal and recycling of components Establish with the contractor an acceptable, sustainable process for disposal and recycling Implement metrics and checks to ensure that the recycling process is being delivered in accordance with the agreed sustainability practice.	1. A contract exists for the secure disposal and recycling of redundant digital equipment that includes meeting sustainability standards 2. A monitoring and reporting process is in place to ensure that the disposal and recycling of redundant digital equipment takes place in accordance with the agreed standards.	Minimising use of resources	12 - Responsible consumption and production
Digital	Staff have the option to use Ecosia as a search engine	Embedding	V0.20		Make Ecosia readily available to staff at the desktop for use as a search engine Promote the sustainability benefits to staff of utilising Ecosia (eg supporting the cause of reforestation) Establish monitoring and reporting systems to identify the amount of traffic utilising Ecosia.	1. A minimum of 25% of search engine activity by Trust staff is completed via Ecosia.	Caring sustainably	13 - Climate action
Estates and facilities	All estates and facilities staff are trained in sustainable practices as relevant to their role	Embedding	V0.10		Identify and access a training scheme on sustainable practices suitable for use by the Trust's estates and facilities staff.	1. A training scheme on sustainable practices is in place and operational for all estates and facilities staff	Caring sustainably	12 - Responsible consumption and production
Estates and facilities	A carbon footprint plus has been calculated for Trust activities and progress in its reduction is regularly identified and reported	Evolving	V0.30		Utilise emerging guidance from the Greener NHS National Programme to undertake the calculation of the Trust's carbon footprint and carbon footprint plus.	1. The carbon footprint and carbon footprint plus has been calculated for the Trust in accordance with the methodologies approved by the Greener NHS National Programme 2. A monitoring and reporting process of the Trust's carbon footprint and carbon footprint plus has been established.	Achieving net zero carbon emissions	13 - Climate action
Estates and facilities	The hospital meets or exceeds its originally designed energy and carbon production targets	Embedding	V0.10		Undertake the Initial Period of energy monitoring as defined by the PFI contract for the new hospital Determine the actions as necessary if design targets for energy consumption and carbon emissions have not been met across the Initial Period Calculate and agree the future operational targets for energy consumption and carbon emissions and implement the provisions of the PFI contract payment mechanism to deliver such targets.	1. The Initial Period of energy monitoring for the new hospital has been successfully concluded (unless disrupted by abnormal climactic conditions) 2. Agreement has been reached as to any remedial measures to be implemented if design targets have been shown to have been breached across the Initial Period 3. Operational targets for energy use and carbon emissions subsequent to the initial period have been agreed with the PFI Project Company.	Achieving net zero carbon emissions	13 - Climate action
Estates and facilities	Smart building systems are optimised to manage and balance energy demand from Trust operated facilities	Enhancing	V0.10		Utilise the Joint Energy Efficiency Group to identify opportunities to enhance and fine-tune the operation of building and engineering smart systems so as to minimise overall demand for energy Agree with the PFI Project Company a programme of enhancements to building and engineering smart systems, designed to minimise overall demand for energy.	1. A programme of enhancements to building and engineering smart systems as necessary to minimise energy demand has been agreed with the PFI Project Company and its implementation has commenced	Achieving net zero carbon emissions	13 - Climate action
Estates and facilities	Development, enhancement and lifecycle replacement of energy supply and distribution systems is targeted toward solutions that will accelerate decarbonisation	Evolving	V0.30		Review current mechanical and electrical services and systems to identify opportunities to reduce energy usage Review current insulation and pipe lagging to identify if any further opportunities for insulation exist Jointly review the lifecycle maintenance programme with the PFI Project Company to ensure that an objective of future system and service replacement is to achieve decarbonisation.	1. A programme of current changes and enhancements to mechanical and electrical services and systems and additional insulation, if feasible, has been agreed with the PFI Project Company and has commenced implementation 2. The programmed maintenance schedule agreed with the PFI Project Company includes the commitment to consider decarbonisation as a key objective whenever mechanical and electrical systems and services replacements are undertaken.	Achieving net zero carbon emissions	13 - Climate action
Estates and facilities	There is high awareness amongst staff of the need to minimise energy use and of their responsibilities in that regard	Embedding	V0.10		Develop and implement an energy awareness campaign covering all staff in all Trust locations.	1. An energy awareness campaign that appropriately targets all Trust staff has been established 2. A refresher event for energy awareness amongst Trust staff takes place on an annual basis.	Achieving net zero carbon emissions	13 - Climate action
Estates and facilities	Appropriate automated measures are in place wherever practicable to manage energy demand	Embedding	V0.30		Jointly review with the PFI Project Company all existing or potential measures for automating reductions in the use of energy Agree with the PFI Project Company any further measures, or amendments to existing measures, to automate reductions in the use of energy.	1. A review has taken place jointly with the PFI Project Company of all existing or potential measures for automating reductions in the use of energy 2. A programme of any arising amendments or additions to automated energy reduction measures has been agreed with the PFI Project Company and its implementation has commenced.	Achieving net zero carbon emissions	13 - Climate action
Estates and facilities	An energy forum operates amongst members of the Cambridge Biomedical Campus so as to identify and plan for mutually beneficial changes in service capacities and delivery methods	Evolving	V0.30		Liaise with existing CBC forum groups to establish a specific campus energy forum Identify the current energy usage, development plans and constraints for each member of the campus energy forum Agree via the campus energy forum a masterplan and indicative timescale for additional energy infrastructure needed to serve the CBC as a whole.	1. An energy forum for the CBC has been established and meets on a regular basis 2. A mapping of current energy sources, usage and likely developments has been established for the members of the CBC energy forum 3. Work to develop a masterplan of the future energy infrastructure needed to serve the CBC has been scoped and commissioned by members of the CBC energy forum.	Achieving net zero carbon emissions	17 - Partnerships for the goals
Estates and facilities	Shared approaches to the sourcing and use of renewable energy are in place with partner organisations, wherever practicable and affordable	Evolving	V0.10		Liaise with CUHP and the CBC groups to identify and develop joint opportunities for sourcing and use of renewable energy.	1. Joint green initiative group(s) have been established across CUHP and CBC 2. The joint green initiative group(s) has agreed and issued a statement of intent as regards the identification and joint development of opportunities for sourcing and use of renewable energy.	Achieving net zero carbon emissions	7 - Affordable and clean energy
Estates and facilities	Energy demand from the Trust is supplied from predominantly renewable sources	Embedding	V0.10		Review the Trust's existing energy supply contracts to identify the opportunities for sourcing supplies from renewable sources Implement changes as necessary to the Trust's energy supply contracts so as to maximise the use of renewable sources in an affordable manner.	1. 100% of network electrical energy supplied to the Trust is from renewable sources 2. All contracts for natural gas and biodiesel include provisions for decarbonising or mitigating carbon production within their supply.	Achieving net zero carbon emissions	7 - Affordable and clean energy

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Estates and facilities	There is high awareness amongst staff of the need to maintain safe water systems whilst minimising water use and of their responsibilities in that regard	Embedding	V0.30	(green)	Review and update water management policies and procedures as necessary to ensure staff responsibilities are fully clarified Disseminate the updated water management policies and procedures to all Trust staff.	1. Water management policies and procedures have been updated and disseminated to Trust staff	Minimising use of resources	6 - Clean water and sanitation
Estates and facilities	Appropriate methods are in place wherever practicable to manage water demand	Embedding	V0.10	(blue)	Jointly identify with the PFI Project Company any further practicable measures to minimise water consumption Agree with the PFI Project Company any additions or amendments to measures to minimise water consumption.	1. There has been a reduction in the usage of water across Trust operated premises of up to 5%	Minimising use of resources	6 - Clean water and sanitation
Estates and facilities	Water flushing processes and procedures achieve a balance between maximising water safety and minimising water wastage	Embedding	V0.10	(green)	Review and update water flushing policies and processes as necessary to ensure that water safety is being achieved without excessively wasting water in the process.	1. The Trust's water flushing regime has been reviewed and updated as necessary to ensure that wastage of water is minimised within a safe water system approach	Minimising use of resources	6 - Clean water and sanitation
Estates and facilities	All buildings occupied by the Trust are operated to their maximum feasible capacity	Evolving	V0.10	(green)	Review the occupation of all buildings operated by the Trust to ensure they are / will be fully utilised Agree a plan to adjust the building stock as necessary to eliminate any identified under-utilisation	1. There are no under-utilised spaces within the buildings operated by the Trust, unless such space forms part of an agreed plan for future expansion or alternative use	Maximising our assets	12 - Responsible consumption and production
Estates and facilities	Sustainability measures are a key criteria used in the investment appraisal of all capital projects	Evolving	V0.10	(orange)	Identify and agree a set of sustainability criteria suitable for use in the consideration of future capital investment Update the capital investment process to ensure that the impact of an investment upon agreed sustainability criteria is a key element of the investment appraisal decision making process.	1. The capital investment process has been updated so that consideration of agreed sustainability criteria forms a key appraisal element to the investment decision making process	Building responsibly	12 - Responsible consumption and production
Estates and facilities	Construction and/or refurbishment of buildings is undertaken to the highest feasible environmental standards	Embedding	V0.10	(green)	Ensure that any specification documents for construction and/or major refurbishment projects include the requirement to meet appropriate BREEAM standards.	1. Any new buildings are to be constructed to BREEAM Excellent standards 2. Any major refurbishments of buildings are to be undertaken to BREEAM Very Good standards.	Building responsibly	12 - Responsible consumption and production
Estates and facilities	Waste generated by building construction, refurbishment and major maintenance activities is minimised	Embedding	V0.10	(green)	Ensure that the specification and tender documentation and project mobilisation processes for building construction, refurbishment and major maintenance activities include that Waste Management Plans are to be created, agreed and executed for all such activities.	1. Waste Management Plans are operated for all building construction, refurbishment and major maintenance activities	Building responsibly	12 - Responsible consumption and production
Estates and facilities	Staff are aware of waste management requirements and of their responsibilities in that regard	Embedding	V0.20	(blue)	Liaise with the waste contractor to identify current areas of non-compliance and/or opportunities for improvement Review and update as necessary waste policies and procedures Develop awareness training and material around waste reduction and improving waste streams for dissemination to Trust staff.	1. Waste policies and procedures have been updated to ensure waste overall is minimised and that it is disposed of via the appropriate stream 2. Waste awareness training and guidance material is available for all Trust staff.	Minimising use of resources	12 - Responsible consumption and production
Estates and facilities	Appropriate methods are in place wherever practicable to manage the production, handling and disposal of waste	Embedding	V0.30	(blue)	Review existing waste contracts to ensure they meet required sustainability practices regarding waste management and disposal and update or renew as necessary Identify the requirements for any additional physical resources and publicity necessary to ensure waste is appropriately managed and disposed of and implement changes as necessary.	1. There are contractual arrangements in place for each waste stream that incorporate appropriate sustainability practices regarding waste management and disposal 2. The physical resources and signage necessary to manage and dispose of waste in accordance with Trust policies and procedures are in place and functioning.	Minimising use of resources	12 - Responsible consumption and production
Estates and facilities	An appropriate infrastructure is in place for sustainably recycling redundant furniture and equipment	Embedding	V0.10	(green)	Agree criteria by which to repair, recycle or dispose of redundant furniture and equipment, including surplus to requirements clinical equipment Establish appropriate contracts and networks that can deliver the repair, recycling and disposal of redundant furniture and equipment to the agreed criteria.	1. An agreed methodology exists to repair or recycle all redundant furniture and equipment rather than it being despatched directly to waste	Minimising use of resources	12 - Responsible consumption and production
Estates and facilities	Green spaces on Trust operated land are planted and maintained so as to be as biodiverse as practicable, whilst providing opportunities for carbon capture, flood reduction and shade	Embedding	V0.10	(green)	Review existing green spaces (potentially utilising the work of the Cambridge University Ecological Advisory Panel) to determine if their level of biodiversity can be enhanced Develop a plan for any feasible green space enhancements and establish a priority for its implementation.	1. All green spaces on Trust operated land have undergone an assessment as to their biodiversity 2. A plan has been established to enhance the biodiversity of green spaces on Trust operated land wherever necessary and practicable.	Developing green spaces	15 - Life on land
Estates and facilities	Green spaces on Trust operated land are accessible to staff and the general public wherever practicable to do so	Embedding	V0.30	(blue)	Identify all existing green spaces on Trust operated land and any accessibility and/or security issues associated with their general use Establish a plan of enhancements as necessary to ensure that green spaces can be made safely available for access by Trust staff and the public.	1. All green spaces on Trust operated land are capable of being freely accessed by staff or members of the public unless there is a specific safety or security concern that would prevent such access	Helping our community	15 - Life on land
Estates and facilities	Links exist with tree-planting schemes or other local schemes to enhance green spaces	Evolving	V0.10	(green)	Research and identify opportunities to participate in tree-planting or other enhanced green space schemes Offer the identified schemes as an opportunity for staff to meet their personal sustainability ambitions Commence discussion with such schemes to operate as potential future means by which the Trust can off-set any residual carbon emissions	1. The Trust's staff and its charity have an available opportunity by which to participate in tree-planting or other green space enhancing schemes if they wish to 2. An outline strategy has been established by which potential future off-setting of the Trust's residual carbon emissions could take place.	Developing green spaces	15 - Life on land

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Food and nutrition	Food menus for Trust operated facilities are comprised of seasonal, locally sourced ingredients wherever practicable and are high in fruit and vegetables	Embedding	V0.10		Identify local suppliers capable of meeting the Trust's demands for food and establish relevant supply chains. Enhance the liaison between all of the Trust's catering functions and its dietitian team to ensure menu options for all patient feeding and visitor and staff purchased food are healthy.	1. Seasonal food menus are in place for Trust operated premises, that contain healthy eating options 2. Food menus for Trust operated premises comprise at least 10% locally sourced produce.	Helping our community	12 - Responsible consumption and production
Food and nutrition	Production of food consumed at Trust premises is undertaken in accordance with recognised sustainable practices	Embedding	V0.10		Develop a Sustainable Food Policy to operate across all the Trust's catering services and facilities so as to minimise the biodiversity impact of purchased food.	1. A Sustainable Food Policy has been developed and implemented	Minimising use of resources	12 - Responsible consumption and production
Food and nutrition	Fish served on food menus at Trust operated facilities is supplied from sustainable sources	Embedding	V0.10		Review food service processes to identify the sources of fish products. Adapt those processes as necessary to only use sustainable sources of fish products.	1. All fish served on food menus at Trust operated premises meets the sustainable standards of the Marine Stewardship Council	Minimising use of resources	14 - Life below water
Food and nutrition	Staff are provided with education on the importance of sustainable diets	Embedding	V0.20		Develop intranet pages for sustainable food, with educational resources for staff to learn about sustainable food and consumption.	1. A platform is available where all staff are able to access key information around sustainable food and consumption	Caring sustainably	3 - Good health and well-being
Food and nutrition	Food menus for Trust operated facilities offer a reduced range of meat and dairy options and include meat and dairy alternatives, wherever feasible	Enhancing	V0.20		Work with the catering service provider to reduce the number of meat and dairy options available so as to help reduce the Trust's overall carbon footprint and contribute to addressing antibiotic resistance.	1. There has been a reduction in the range of menu options for Trust operated premises that include meat and dairy products	Caring sustainably	3 - Good health and well-being
Food and nutrition	The nutritional values and associated carbon footprint of meals is documented on the food menus of Trust operated facilities	Enhancing	V0.20		Work with the catering service provider to enhance food menu descriptions so as to identify the nutritional value and carbon footprint of the menu items.	1. The nutritional value of all options is described on the face of food menus in place for Trust operated premises 2. Agreement has been reached with the catering service provider as to how to identify and present the carbon footprint of options on the face of food menus.	Achieving net zero carbon emissions	13 - Climate action
Food and nutrition	Wastage from food prepared for consumption at Trust operated facilities is minimised	Embedding	V0.10		Review food service processes to identify the key sources of waste and adjust production processes and menu options as necessary to reduce such wastage. Increase awareness around protected mealtimes to help work towards reducing food waste.	1. Food waste overall has been reduced by 5%	Minimising use of resources	12 - Responsible consumption and production
Food and nutrition	The provision of plastic-bottled water is minimised	Enhancing	V0.10		Ensure that opportunities to refill re-usable drinking bottles are available and communicated to all staff.	1. There are designated drinking water outlets throughout Trust operated premises that allow staff to fill re-usable drinking bottles	Minimising use of resources	12 - Responsible consumption and production
Medicines	The use of desflurane as an anaesthetic gas is minimised	Embedding	V0.10		Identify and review the use of desflurane through the Trust's clinical activities and seek its replacement with alternative, lower emission alternatives.	1. No more than 10% of volatile anaesthetic gas use is from desflurane	Achieving net zero carbon emissions	13 - Climate action
Medicines	Clinical practices regarding anaesthetic gases have been reviewed to identify opportunities for their reduction	Enhancing	V0.20		Review the use of anaesthetic gases across clinical settings and identify potential options for both the reduction in their use and their replacement with lower emission alternatives. Develop a clinical roadmap by which anaesthetic gas use will be reduced and replaced with lower emission alternatives.	1. The use of anaesthetic gases has been mapped throughout clinical activities 2. A roadmap for the reduction in anaesthetic gas use and / or its replacement by lower emission alternatives has been developed and approved by the Trust's Clinical Directors.	Achieving net zero carbon emissions	13 - Climate action
Medicines	The prescription of inhalers is limited to low carbon devices, wherever practicable to do so	Embedding	V0.10		Contribute and respond to developing guidance from the ICS on moves to supply and prescribe low carbon inhalers.	1. Protocols are in place for the clinically appropriate prescription of low carbon inhalers	Achieving net zero carbon emissions	13 - Climate action
Medicines	Medicine usage has been reviewed to identify high carbon areas and alternatives identified and implemented wherever feasible	Evolving	V0.30		Utilise supply chain specific carbon footprint modelling to identify high carbon medicine usage in clinical activity. Track identified high carbon medicines through to the key clinical activity being undertaken and determine if it is clinically feasible to either alter the product(s) or to re-model the pathway of the clinical activity so as to reduce the carbon impact from medicine prescribing.	1. The top 25 high carbon medicines have been traced to the underlying clinical activities that utilise them 2. An initial feasibility assessment has been undertaken of whether the identified high carbon medicines can be eliminated or reduced within their underlying clinical activity 3. A plan is under development for assessing and implementing the clinical pathway changes necessary to eliminate/reduce those high carbon medicines identified as being feasible to address.	Achieving net zero carbon emissions	13 - Climate action
Medicines	Expired date medicinal product wastage is minimised	Enhancing	V0.10		Review and update as necessary the operation of existing ordering and stock management processes and the operation of robotised dispensing to ensure that the potential for waste arising from out-of-date products is minimised.	1. Medicine ordering, stock holding and robotised dispensing processes and procedures have been updated as necessary to minimise waste from out-of-date stock	Caring sustainably	12 - Responsible consumption and production
Medicines	An appropriate infrastructure is in place for suitably capturing and sustainably disposing of waste medicines	Embedding	V0.30		Review existing processes and procedures for the identification, removal from stock and subsequent safe disposal of out-of-date medicines. Ensure that appropriate waste handling procedures and/or contractual arrangements are in place for the safe disposal of out-of-date medicines.	1. There is a defined process in place to identify, remove from stock and safely dispose of out-of-date medicines	Minimising use of resources	12 - Responsible consumption and production
Models of care	Models of care have been reviewed and streamlined where practicable to incorporate sustainability matters	Evolving	V0.10		Undertake a peer-review process of all models of care to ensure that they positively address sustainability matters such as minimising use of consumable items, generation of waste and the requirements for travel.	1. 25% of the Trust's models of care have been subject to a peer review process and changes implemented as necessary to ensure that they positively address sustainability matters	Caring sustainably	3 - Good health and well-being
Models of care	Specific carbon hotspots have been traced to their underlying clinical activities and associated carbon reduction measures identified and implemented wherever practicable	Evolving	V0.20		Utilise supply chain specific carbon footprint modelling to identify specific carbon hotspots directly relevant to clinical activity. Track identified carbon hotspots through to the key activity being undertaken, and determine if if is clinically feasible to either alter the product(s) causing the hotspot to ones that are less carbon intense or to re-model the pathway of the clinical activity to remove or minimise the product(s) or equipment.	1. The top 50 carbon hotspot items have been traced to the underlying clinical activities that utilise them 2. An initial feasibility assessment has been undertaken of whether the identified carbon hotspots can be eliminated or reduced within their underlying clinical activity 3. A plan is under development for assessing and implementing the clinical pathway changes necessary to eliminate/reduce those carbon hotspots identified as being feasible to address.	Achieving net zero carbon emissions	13 - Climate action

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Models of care	The roll-out of home diagnostic monitoring devices for respiratory patients is maximised	Embedding	V0.10		Continue the roll-out of diagnostic devices for home monitoring and digital upload by respiratory patients prior to a tele-consultation based upon the uploaded results.	1. The opportunity for home diagnostic monitoring exists for all relevant respiratory patients, where clinically appropriate to do so	Minimising journeys	3 - Good health and well-being
Models of care	The proportion of digital rather than paper-based communication with patients is maximised	Enhancing	V0.10		Review the functioning of general patient communication processes with a view to increasing the amount of communication with patients that takes place digitally rather than via paper-based correspondence.	1. At least 10% of general correspondence with patients is undertaken digitally, where acceptable to the patient	Minimising use of resources	12 - Responsible consumption and production
Models of care	The use of single-use plastics in clinical activities is minimised	Embedding	V0.10		Review models of care and other operational practices to identify where and why single-use plastics are utilised and seek more sustainable alternatives to their use.	1. The Trust is party to the NHS Plastics Reduction Pledge	Minimising use of resources	12 - Responsible consumption and production
Models of care	The Trust's strategic research programme i+C63ncludes targeted research into sustainability matters	Evolving	V0.10		Review and update as necessary the strategic research and development priorities of the Trust to include research on sustainability matters such as the impact and response to climate change, energy usage and conservation of materials.	1. The strategic research and development priorities of the Trust have been updated to include targeted research into sustainability matters	Adapting to climate change	9 - Industry, innovation and infrastructure
Supply chain and procurement	All procurement staff are trained in sustainable procurement practices as relevant to their role	Embedding	V0.10		Identify and access a training scheme on sustainable procurement practices suitable for use by Trust procurement staff.	1. A training scheme on sustainable procurement practices is in place and operational for all Trust procurement staff	Minimising use of resources	12 - Responsible consumption and production
Supply chain and procurement	The Trust contributes to national supply chain activities and initiatives that will lead to reductions in the carbon footprint plus	Evolving	V0.30		Liaise with the Greener NHS National Programme and NHS Supply Chain to contribute to and progress ongoing initiatives with suppliers to reduce the carbon footprint plus.	1. The Trust is actively in dialogue with its suppliers, via national initiatives, so as to progress reduction of its carbon footprint plus	Achieving net zero carbon emissions	13 - Climate action
Supply chain and procurement	The goods and services that are procured by the Trust are specified to minimise energy use, waste and social impacts	Enhancing	V0.10		Review and update as necessary procurement policies and processes to ensure that they cover all aspects of sustainability, and recognise national initiatives underway to ensure supplier support in achieving NHS net zero.	1. The Trust has an approved Sustainable Procurement Policy in place	Minimising use of resources	12 - Responsible consumption and production
Supply chain and procurement	The carbon footprint of goods and services forms part of the selection criteria within procurement processes	Enhancing	V0.20		Develop and agree a set of sustainability criteria that are appropriate to apply to the selection process of procurement activities Update procurement processes, procedures and templates to incorporate the agreed sustainability criteria into the overall selection criteria.	1. Sustainability criteria form a key component of the appraisal process of competitive procurements	Achieving net zero carbon emissions	13 - Climate action
Supply chain and procurement	Suppliers are aware of and are cooperating with the Trust's Sustainability Strategy and the targets of its Green Plan	Evolving	V0.20		Establish a key information area that can be accessed by current and potential suppliers to the Trust Publish details of the Trust's sustainability requirements regarding procurement of goods and services and its key targets in that regard.	1. An information portal is available to current and potential suppliers of goods and services to the Trust, upon which the Trust's sustainability requirements and targets for procurement are made clear	Achieving net zero carbon emissions	13 - Climate action
Supply chain and procurement	Liaison takes place with frequent stock suppliers to ensure there is an appropriate balance between minimising stockholding and the frequency of deliveries to site	Embedding	V0.30		Analyse site deliveries to identify those being made most frequently Engage with the relevant suppliers to identify if there are changes that could be made to delivery cycles that would lead to reductions in delivery frequency Implement identified and agreed changes to delivery cycles where feasible.	1. Engagement has taken place with frequent delivery suppliers leading to an overall reduction in the quantity of deliveries to Trust operated premises	Minimising journeys	13 - Climate action
Supply chain and procurement	The frequency of courier deliveries to site is minimised	Embedding	V0.20		Analyse the instances and source of courier deliveries to site Liaise with the departments initiating courier deliveries and with the key courier firms to identify and implement reductions in the requirement for such deliveries.	1. There has been a net reduction in the frequency of courier deliveries to Trust operated premises	Minimising journeys	13 - Climate action
Supply chain and procurement	Only sustainably sourced paper and timber is used for Trust activities	Embedding	V0.10		Update procurement processes and construction/maintenance tender documentation to ensure that paper and timber used at Trust operated facilities is specified as only to be provided from sustainable sources.	1. All paper purchased by the Trust and all timber used in construction and building maintenance activities at Trust operated facilities is sourced from Forest Stewardship Council certified suppliers	Minimising use of resources	15 - Life on land
Supply chain and procurement	Waste arising from supplier packaging is minimised	Enhancing	V0.10		Review and update procurement policies, processes and systems as necessary to ensure that suppliers of new furniture and equipment are responsible for the removal of all their delivery packaging.	1. Suppliers are made responsible for removal of their packaging for deliveries of new items of furniture and equipment	Minimising use of resources	12 - Responsible consumption and production
Travel and transport	The Trust's Green Travel Plan supports active travel and public transport for staff, patients and visitors	Embedding	V0.10		Review the current Travel Plan to ensure that it covers the latest local developments in public and low emission transport and includes targets for green transport initiatives.	1. The Trust has a Green Travel Plan in place, which includes targets for green transport initiatives	Achieving net zero carbon emissions	13 - Climate action
Travel and transport	Travel policies encourage staff to use lower carbon business travel methods	Enhancing	V0.10		Update current travel expenses policies to allow a more expensive form of transport to be selected by staff for business travel if it produces a lower level of carbon emissions.	1. The Trust's Travel Policy allows higher cost but lower carbon business travel options to be selected by staff	Achieving net zero carbon emissions	13 - Climate action
Travel and transport	Sustainable methods for travelling across the local campus and to other Trust sites are available to staff	Embedding	V0.10		Review and amend as necessary existing travel and transport schemes so that sustainable alternatives exist for staff to make cross-campus or inter-site journeys rather than by using private vehicles.	1. Sustainable options exist by which Trust staff can undertake cross-campus or inter-site journeys	Minimising journeys	13 - Climate action
Travel and transport	The Trust's vehicle fleet (including those of its FM service providers specific to services delivered to the Trust) comprises ultra-low or zero emission vehicles	Embedding	V0.10		Ensure that any replacement purchased or leased vehicles (including lifecycle replacement of existing vehicles) operated by the Trust or by its FM service providers comprise ultra-low or zero emission vehicles.	1. 100% of the vehicle fleets operated by the Trust or by its FM service providers' for the Trust's services are either ultra-low or zero emission vehicles	Achieving net zero carbon emissions	13 - Climate action

Action Area	Key target	Nature of target	Version in which target was established	Progress	Actions to be taken during this Green Plan	Key Performance Indicator to be achieved by the end of this Green Plan	Target cross-reference	Column1
Travel and transport	Trust staff and visitors have access to a local network of electric vehicle charging points	Enhancing	V0.10		Identify and implement any on-site opportunities to provide additional electric vehicle charging points Identify all local vehicle charging facilities currently available Develop a network map of local charging points that can be communicated to staff, patients and visitors.	1. A map of the local network of electric vehicle charging points has been developed and published 2. A process is in place to regularly update and re-publish the local network map of electric vehicle charging points.	Achieving net zero carbon emissions	13 - Climate action
Travel and transport	Any essential business travel flights are only undertaken with an accompanying direct method for carbon offset	Enhancing	V0.10		Identify and access a carbon off-setting method that would be appropriate to apply to any flights taken by Trust staff as essential business travel.	1. A carbon-offset method is applied against any flights taken by Trust staff for essential business travel	Achieving net zero carbon emissions	13 - Climate action
Workforce	All staff receive a level of sustainability education appropriate to their role	Embedding	V0.20		Identify sustainability learning modules suitable for use by all Trust staff Implement the identified learning modules so as to be readily accessible for staff Operate a monitoring system to confirm that staff are undertaking sustainability learning as relevant to their role.	1. Sustainability education is available via ESR for all staff, tailored to their specific role	Caring sustainably	4 - Quality education
Workforce	A network of Sustainability Champions is in place across the Trust	Embedding	V0.10		Identify the roles and responsibilities of department based Sustainability Champions Undertake a process to recruit staff to undertake the role of Sustainability Champion Establish a communication and knowledge sharing process with the network of Sustainability Champions.	1. A network of Sustainability Champions is in place and operating across the Trust	Caring sustainably	12 - Responsible consumption and production
Workforce	A system exists to reward staff for their personal contributions to sustainability	Embedding	V0.10		Finalise full roll-out of the Green Rewards system Review operation of the Green Rewards system.	1. A Green Rewards system is available to all staff and its operation has been reviewed and assessed	Helping our community	11 - Sustainable cities and communities
Workforce	A support system exists to enable staff to undertake volunteering activities within the community	Evolving	V0.10		Review and update annual leave policies as necessary to support staff to undertake community volunteering activities.	1. Annual leave policies support staff to undertake community volunteering activities	Helping our community	8 - Decent work and economic growth
Workforce	Affordable local residential accommodation is available to staff	Embedding	V0.10		Review the demand for and supply of staff residential accommodation to identify any shortfall in provision Alter the supply and/or access to staff residential accommodation to ensure that an affordable, local provision is available suitable to meet anticipated demand.	1. Accommodation is available for staff within a 30 minute journey from the hospital site, at a price that is affordable when compared to the local rental market	Helping our community	8 - Decent work and economic growth
Workforce	All staff receive regular performance reviews that support them to be effective in their jobs and to develop their careers	Embedding	V0.20		Review current operation of the individual performance review process to identify issues and lessons learned from its operation during the pandemic Update as necessary the operation of the individual performance review process for lessons learned Implement a recovery process to alleviate disruption to delivery of individual performance reviews arising during the pandemic.	1. 100% of Trust staff are entitled to receive an Individual Performance Review at least annually 2. There is a monitoring and reporting process operating to ensure that the Individual Performance Review process is functioning correctly.	Maximising our assets	8 - Decent work and economic growth
Workforce	A programme exists to support the physical and emotional wellbeing of staff	Evolving	V0.20		Identify and develop the key elements of a physical and emotional wellbeing support programme based on the identified and emerging needs of staff Establish and roll-out a well-being programme that is readily accessible by all staff.	1. A physical and emotional well-being programme is in place and can be accessed by all staff	Caring sustainably	3 - Good health and well-being
Workforce	A Compassionate and Collective Leadership Program exists to ensure that staff are supported through the journey to a more sustainable workforce	Evolving	V0.20		Complete a culture and leadership programme Refresh the Trust's values and embed them through development of a behaviour framework and leadership strategy Commence rollout of associated training programmes.	1. A compassionate and collective leadership programme has been established based upon updated Trust values 2. A programme of training related compassionate and collective leadership has been developed and its roll-out has commenced.	Caring sustainably	3 - Good health and well-being
Workforce	On-going work takes place to promote the NHS as a place in which to have a fulfilling, rewarding and sustainable career and to develop new employment routes into healthcare professions	Evolving	V0.20		Liaise with the STP to identify and develop opportunities for further promoting NHS careers including identification of alternative employment routes Roll-out emerging career promotion activities in conjunction with partner organisations.	1. There has been a demonstrable increase in the employment routes into health care professions offered by the Trust	Caring sustainably	8 - Decent work and economic growth
Workforce	Equality, Diversity and Inclusivity is at the heart of the Trust's People Strategy, ensuring access to the widest talent pool and that all staff feel valued	Embedding	V0.20		Develop and implement a programme of training to ensure staff awareness and response to equality, diversity and inclusivity issues Review all Trust policies and procedures to ensure they support principles of equality, diversity and inclusivity.	1. The Trust has an approved People Strategy in place for which equality, diversity and inclusivity are the core principles 2. There is a programme of training in operation that ensures there is staff awareness of equality, diversity and inclusivity issues 3. A rolling programme to review and update Trust policies and procedures to allow for equality, diversity and inclusivity matters has commenced.	Caring sustainably	10 - Reduced inequalities
Workforce	A robust and sustainable workforce supply is achieved both by marketing of the Trust as the employer of choice and by utilising educational and recruitment supply routes to meet projected workforce demand	Embedding	V0.20		Develop recruitment and selection training to attract the best possible candidates and ensure processes are equal and inclusive Implement the agreed recruitment and selection training to all managers throughout the Trust.	1. A programme of recruitment and selection training designed to develop a sustainable and diverse workforce is in place and mandatory for all managers involved in recruitment throughout the Trust	Maximising our assets	8 - Decent work and economic growth
Workforce	A Royal Papworth School exists, to create a focus for all Trust training and education activities and to enable the Trust to operate a sustainable method of creating a "home-grown" workforce	Evolving	V0.20		Finalise development of the objectives, operational principles and key educational offering of the Royal Papworth School Undertake the establishment process for the Royal Papworth School Commence academic provision via the Royal Papworth School.	1. The Royal Papworth School has been established and has commenced operation	Maximising our assets	4 - Quality education

Action Area	Key target	Nature of target	Version in which target was established	Progress	Actions to be taken during this Green Plan	Key Performance Indicator to be achieved by the end of this Green Plan	Target cross-reference	Column1
Workforce	All policies and procedures of the Trust undergo a sustainability accreditation as part of their update/approval process	Evolving	V0.10		Develop and agree the sustainability standards necessary to act as an accreditation process for Trust policies and procedures Establish a rolling process for undertaking sustainability accreditation reviews for all Trust policies and procedures.	1. There is an internal accreditation process applied to all future / updated policies and procedures to prove that they have been assessed as to their sustainability status 2. A rolling programme of sustainability accreditation reviews for all existing Trust policies and procedures has been agreed and commenced operation.	Caring sustainably	12 - Responsible consumption and production
Workforce	Staff are aware of sustainability matters and their responsibilities in that regard	Embedding	V0.10		The induction process for all new staff is reviewed and updated to incorporate an understanding of sustainability matters and their responsibilities and actions in that regard	Trust induction process updated to incorporate sustainability matters and the net zero initiative	Minimising use of resources	12 - Responsible consumption and production

Progress key:

Complete	Task complete
Ongoing	Workstream ongoing
Not yet commenced	Workstream not yet commenced but on track