

**Board of Directors  
Tuesday 27<sup>th</sup> June 2023  
Report from the Sustainability Manager**

<b>Agenda Item Number</b>	12
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<b>Presented for:</b>	Discussion / Approval
<b>Report of:</b>	Sustainability Managers Annual Report
<b>Author (s):</b>	Sustainability Manager
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<b>Links to HIF's Objectives</b>
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<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>	√
<b>Create strong sustainable partnerships</b>	√
<b>Develop sustainable organisational systems</b>	√
<b>Develop and maintain a strong, efficient and agile workforce</b>	√
<b>Strengthen the local community through collaboration</b>	√

<b>Recommendation:</b>
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The Board of Directors is asked to note the work that is ongoing across the organisation.

## **1. Introduction**

- 1.0 This report provides the Board of Directors with an update on the first year's activity of teamHDFT's Green Plan 2022-25 and the objectives and actions for 2023-24.

## **2. Context and objective setting**

- 2.1. The UK Government has committed to achieving carbon net-zero emissions by 2050. This is a mandatory target as set by the Climate Change Act 2008. The NHS has acknowledged its significant contribution to UK carbon emissions and has therefore set a target to become carbon net-zero by 2040. To support this Harrogate Integrated Facilities (HIF) developed the "Green Plan 2022-2025" as part of teamHDFT's Sustainability agenda, approved in March 2022.
- 2.2. The Sustainability Manager lead role was identified in autumn 2022 and delivery of the Green plan commenced in October 2022. There are eight work streams established as part of the identified actions.

## **3. People and Leadership**

- 3.1. HIF has developed a Sustainability Board which first met on 13th October 2022 and takes place on a monthly basis. The attendance has grown over this time and we now have representation for all the work streams and a good cross section for all directorates.
- 3.2. After contacting colleagues, we have a list of interested colleagues across teamHDFT. The ambition is to have an active group of colleagues supporting the subgroups, bringing suggestions and working autonomously. In the first instance, we are working with some of the "Green Champions" to deliver a "switch off" energy conservation campaign.
- 3.3. Carbon literacy training is also an objective detailed in Humber and North Yorkshire Integrated Care Board's (ICB) Green Plan and the Sustainability Manager is part of the ICB working group which is scoping the options to reduce the lengthy training and reviewing the method of delivering for the training.
- 3.4. There is now an Environmentally Sustainable Healthcare eLearning package added to Learning Lab, which is the Trusts eLearning platform. The Sustainability Manager has been working with the Head of Education from Learning & Development to scope ways to promote the training for teamHDFT colleagues. Work with Learning & Development will continue to signpost the training, ensuring it is part of induction and welcome packs.

## **4. Sustainable Models of Care**

- 4.1. As of February 2023, the Sustainability Board has had representation for the Sustainable Models of Care work stream. This subgroup will work on understanding the opportunities to deliver care in a more sustainable way and connect the development of new models of Outpatient care to support a reduction in carbon. They will investigate these possibilities over the next 6 months. The Sustainability Manager has been working actively towards

recruiting more colleagues into the subgroup and to include initiatives that other Trusts in the ICB are looking at.

- 4.2. The subgroup will work on including carbon reduction as a criteria within service change decisions and will form part of this subgroups actions in 2023-2024.

## **5. Digital Transformation**

- 5.1. Leads have been identified and we now have a regular attendance at the Sustainability Board.
- 5.2. Virtual video clinics are now being used which includes telephone and video, it is widely used in the Community & Children's Directorate and in the hospital with telephone appointments being the patient's preference from the two. A business case has been submitted for a software package to ease virtual appointment booking and increase usage.
- 5.3. Out patients are paper light, combining technology with traditional working practices to facilitate a more economical consumption of paper. They have already implemented paperless and paper light systems in multiple outpatient departments via Electronic Patient Record (EPR) Web V. Funding has been secured to roll out to further departments and further programmes.
- 5.4. This subgroup will, over the next 6 months, work on testing their digital roadmap and develop strategies against carbon usage including carbon reduction within investment decisions.

## **6. Travel and Transport**

- 6.1. The Travel Plan was completed in the autumn of 2022, building on the previous 2011 plan. It has been developed through a review of relevant national and local policy, an assessment of the existing situation at Harrogate District Hospital and Ripon Community Hospital, supported by a staff and patient survey.
- 6.2. We now have a good relationship with the local bus companies, and have negotiated discounted bus tickets from Transdev and Connexions. New timetable displays and signage have been installed in and outside of the hospital to promote using the bus and locations of the bus stops.
- 6.3. Going forward the principle is now agreed that for future procurement of lease cars or vans, they will now be ultra-low and zero emission only.
- 6.4. The Green plan asks us to explore the possibility to install electric charging points on the Harrogate District Hospital site. We still face the challenge that there is not enough incoming electrical capacity to the hospital from the local infrastructure to allow us to do this. This will be subject to the development of a plan for additional local electrical infrastructure for the site, possibly through external funding or working with partner companies. In addition our Electric Vehicle (EV) charging strategy is being developed.
- 6.5. In the Community & Children's Directorate work will be completed summer 2023 to look at rationalisation of their community sites, exploring hub and spoke models in Northumberland, Wakefield and the Beehive. This will

prioritise understanding commitments of 25 sites with regards sustainability and energy. Working with NHS Property Services we will scope any possibility for locality based Electric Vehicle (EV) charging.

## **7. Estates and Facilities**

- 7.1. The [REDACTED] Scheme is planned to be complete in the autumn of 2023. The project has introduced energy saving measures such as improved insulation and photovoltaics (PV) to the Harrogate District Hospital site.
- 7.2. Recently new NHS Net Zero building standards were released and NHS led workshops are planned later in the year. The workshops will give us the opportunity to learn about the new standards and appreciate their applicability to us. We have also agreed that all building designs and refurbishments are environmentally considerate and will be sharing and learning from practice across the ICB.

## **8. Medicines**

- 8.1. As of January 2023 the Sustainability Board has representation for the work streams within this subgroup. They are looking at linking the Scan 4 Safety project and Omnicell roll out to reduce waste. Omnicell is a system that optimises management of inventory and supplies. The Scan 4 Safety Project is a Department of Health initiative to inform the whereabouts and utilisation of NHS Trust resources. These are still in the roll out phase and all planned wards are currently not yet live. One of the subgroup leads who is the Lead Pharmacist for Critical Care is now directly involved in the project and will develop metrics to be able to quantify the reductions.
- 8.2. The group will be exploring opportunities to reduce the use of inhalers, initially looking at baseline data that we will use as a starting point to measure progress. The Sustainability Manager is linked to the ICB and working to understand what others in the group are doing locally and nationally in promoting alternatives and safe disposal.
- 8.3. With regards to Anaesthetic Gases, we are ensuring continued compliance with agreed anaesthetic gas formulary, analysing the stock data from pharmacy as our measure that we continuing to be compliant with this (Zero Desflurane used in last 12 Months).

## **9. Supply Chain and Procurement**

- 9.1. All contracts via NHS Supply Chain and those that are procured by NHS frameworks now include mandatory carbon reduction objectives.
- 9.2. The subgroup is continuing to understand best practice and develop a procurement plan as part of West Yorkshire Association of Acute Trusts (WYAAT), using collaborative procurement to drive change. There are also similar links with Humber and North Yorkshire Integrated Care Board (ICB).

## **10. Food**

- 10.1 There are challenges in ensuring food is locally sourced due to the way we procure food through national NHS frameworks. However, the subgroup is looking at our contracts and our frameworks to scope if there are possibilities to buy more locally.
- 10.2 The catering department has started to undertake a review of provisions to reduce food waste. We have to annually submit data for our Estates Return Information Collection (ERIC) and regularly audit our waste. We will then review and improve upon the existing Key Performance Indicators (KPI) of less than 10% food waste in the Operated Healthcare Facilities Agreement for waste.
- 10.3 This year we have contributed to the revised food and drink strategy which is currently being finalised by the Trusts Registered Dietician.

## **11. Next year's 2023-2024 Subgroup Activity and Actions**

- 11.1 We have learned from the first year of delivering the Green Plan that more focus is required to support the subgroups delivering their work streams and initiatives. Therefore, directed support will be given to the subgroups to grow their memberships, encourage autonomy and provide them with the understanding and direction of what is required.

## **12 People and Leadership**

- 12.1. It is proposed that the Sustainability Board meets bi-monthly and each of the subgroups should aim to meet monthly and focus on their individual work streams, delivering these actions and providing an update report to go to the board.
- 12.2. The Sustainability Manager will manage and support work with each of the subgroups to strengthen their membership and provide direction to deliver the actions identified. Each subgroup will report regularly on the progress of a range of actions that are being implemented. All subgroups will be expected to produce an update report for progress against sustainability and Net Zero schemes and to manage a timed action plan. The group can also share learning and discuss interdependencies to support schemes moving at pace, realising benefits to the organisation.
- 12.3. The interested "Green Champions" will form part of the support to the subgroups and specific engagement with colleagues will be made to support the subgroup's actions.
- 12.4. The Sustainability Manager will continue to be part of the ICB working group which is supporting the Greener NHS team in piloting online Carbon Literacy Training to be available via the eLearning platform.
- 12.5. Ongoing actions between Learning & Development Department and the Sustainability Manager will seek to have sustainability as part of mandatory training, included in induction and the welcome pack and will be undertaken by autumn 2023.

### **13. Sustainable Models of Care**

- 13.1. There is engagement from the Community & Children's and Long Term and Unscheduled Care Directorates at Sustainability Board level but to drive forward its own actions and work streams this subgroup requires bolstering with a wider membership. To do this the Sustainability Manager will engage with colleagues on behalf of this subgroup and will require to be more visible to the directorates which fall within this category.
- 13.2. Further work will continue to deliver care in a more sustainable way and connect and evidence new models of care to achieve a reduction of carbon.
- 13.3. By autumn 2023 carbon reduction as a criteria within service change decisions will be included within the business case approval process. The subgroup will work on appropriate wording and clauses to be agreed.
- 13.4. Within the Community & Children's Directorate work will be completed in 2023 looking at the opportunity to rationalise community sites and developing a deeper understanding of their commitments and obligations as tenants of around 25 sites. This will allow us to understand and scope the possibilities when it comes to sustainability and energy. Once this is established a strategy will be produced to reduce our carbon footprint at this sites

### **14. Digital Transformation**

- 14.1. The HDFT Digital Strategy 2019 -2024 includes reference to gradually moving away from providing paper documentation to our patients, however does not go as far to include carbon reduction and sustainability criteria within it. The Chief Digital Officer is in the process of planning the development of a new digital strategy and this now gives the subgroup the opportunity to be involved in this process and agree the necessary wording and criteria to be included.
- 14.2. Currently there is no standard carbon reduction criteria within the digital investment decision making process. The subgroup will agree wording within the next three months to go into this process and all Digital Business Cases and Tenders going forward.

### **15. Travel and Transport**

- 15.1. The revised Travel Plan 2022 contains the actions and strategy to inform the subgroup of its 2023-2024 objectives which include:
  - Work with local and national cycle retailers to obtain a discount code for staff – promote this through newsletters and a Travel Information Leaflet.
  - Investigate the possibility of holding cycle maintenance training at Harrogate and Ripon hospitals. This should include the provision of a permanent cycle maintenance kit to be placed at both sites.
  - Deliver cycle training to staff who are interested in cycling commuting.

- Reintroduction of parking permits. Car Parking revenue to be considered to support active and sustainable transport initiatives.
- Investigate a renewed partnership with Liftshare or internal equivalent to encourage car sharing both for commuting and business trips.

## 16. Estates and Facilities

- 16.1. The Estates and Facilities subgroup is mature in its membership and understanding of what actions and strategies it requires to significantly reduce the carbon footprint at HDFT
- 16.2. The estates team are delivering the current [REDACTED] Scheme which will introduce energy saving measures to the Harrogate District Hospital which is due to be completed in autumn 2023. Unfortunately we were unsuccessful in our £[REDACTED] application to fully electrify the hospital. Please see 16.4
- 16.3. In March 2023 Harrogate Integrated Facilities (HIF) submitted for the [REDACTED], [REDACTED] which is to fund specific support to develop a heat decarbonisation plan. The outcome of this should be known by the summer. This will enable us to support our bid for the [REDACTED] bid.
- 16.4. [REDACTED] (autumn 2023) is another opportunity to bid for [REDACTED] funding and we will work with [REDACTED] to scope the feasibility of Geo Thermal (High and Low Grade) boreholes and revisit the all-electric option for the site which made up our [REDACTED] bid. We will then be able to submit our preferred strategy for the [REDACTED] funding.
- 16.5. Now details of the Net Zero Building Standard are published for new acute facilities, extensions and major refurbishments. The group will work on adopting this where mandated for our capital projects and look at the feasibility of incorporating this or principles into our developments on site that fall under the spend thresholds.
- 16.6. External spaces are essential to staff and patient wellbeing and as the Harrogate District Hospital site has limited green space it is essential that we recognise the benefits of sustainability and bio-diversity and maximise the spaces we do have. The subgroup will increase the number of green spaces on site by a minimum of 2 additional spaces and scope what can be provided across other sites.
- 16.7. The subgroup will work with domestic services to identify products and methods in the next 6 months that we could potentially find more sustainable alternatives for considering specifications and cost. Examples of which could be:
- Scoping the feasibility for a washable mop system and to understand the return on investment, Infection prevention and control (IPC) considerations and if satisfied to develop a business case for submission.
  - To also scope the carbon reduction benefits of switching from paper towels to hand dryers if and where possible including IPC in the process.

- 16.8. As we procure new vans for our fleet, we will look at the possibilities of trialling Hybrid self-charging vehicles for smaller journeys.
- 16.9. The subgroup will action introducing training for our courier drivers and source an Eco-Driving course. These are designed to teach drivers fuel efficiency techniques, emphasise road safety, economy, and the environment. By employing these simple driving techniques, we may be able to improve fuel efficiency by up to 15%.

## **17. Medicines**

- 17.1. The Medicines Subgroup is well represented, and members also attend the HNY Medicines Sustainability Group giving them great oversight of what is required at a local and national level.
- 17.2. Nitrous oxide which is used as an anaesthetic gas is 300 times more harmful than carbon dioxide, alone it contributes 2% of the total NHS England carbon footprint, and 75% of the total anaesthetic gas footprint. For the NHS to achieve net-zero emissions by 2040, the carbon impact of nitrous oxide products needs to be tackled. The subgroup will start a “Nitrous Oxide Project” following a recognised methodology which will identify system waste and improve medical gas management. This project requires a multi-disciplinary team (MDT) approach, taking into account clinical use, product supply and total product turnover.
- 17.3. The subgroup will also look at reducing wastage of Entonox which is a mixture of nitrous oxide and oxygen that is used as a sedative. They will work on an “Entonox Project” based on a case study from HUTH (Hull University Teaching Hospital) where by servicing bed units and removing demand valves between uses they saved an 87% reduction in carbon emissions. We will then regularly audit our reduction in usage by how much we are ordering.

## **18. Supply Chain & Procurement**

- 18.1. The NHS supply chain contributes 62% of total NHS carbon emissions. It is therefore, by necessity, a priority area of focus in plans to deliver a net zero NHS. NHS supply chain emissions are categorised as Scope 3 (indirect) and relates mostly to medicines, medical devices, freight transport, food and catering, business services, construction and manufacturing. As such, the NHS is not directly responsible for emissions in these areas and must use its influence, through our purchasing power to help support suppliers to decarbonise. The Sustainability Manager will work with and support this subgroup to strengthen its membership with the inclusion of some of the managers who work for HDFT within procurement. To assist them and link in both nationally and locally to understand changes to incorporate net zero.
- 18.2. Since April 2022 there has been a mandatory 10% net zero and social value weighting for every tender. The group will develop a process to demonstrate this has been done and can be audited.



- 18.3. From April 2023 all suppliers with NHS contracts above £5 million will be required to publish a carbon reduction plan. An action plan will be progressed to identify such contracts currently held, when they occur and we are able to demonstrate the supplier is compliant. In April 2024 there will be further minimum thresholds implemented and we will need to identify and prepare suppliers for this change.
- 18.4. By 2025 we are required to use 50% less office paper and use 100% recycled paper, the subgroup will be required to produce an action plan to be able to achieve this.
- 18.5. Feedback from the sustainability board and involvement with theatres has suggested that it would be beneficial to create a specific theatres work steam within the Supply Chain & Procurement subgroup. This will build on the work that they are already doing and give support for them to develop further actions and objectives.
- 18.6. This suggestion came from the Sustainability Board in May and over the next 3 months The Sustainability Manager will work to establish this work group, its membership, along with its actions. Some of which will involve:
- Developing packs for all procedures along the lines of the hip and knee packs which will minimise packaging.
  - Introducing cool sticks in the anaesthetic rooms instead of using cool spray, this has the double effect of reducing aerosols, cost and waste.
  - Reviewing options with regards to loan kit we can consign, this will reduce the need for loan delivery therefore reducing emissions.
  - Explore using the reusable laparoscopic ports rather than disposable, this will save money as well as reducing plastic waste

## **19. Food**

- 19.1. For next year's actions the subgroup will consider options as to which is the most appropriate sustainable standards to apply for. These may include Soil Association, Food for Life Served Here and the Green Kitchen Standard. We will review standards which support quality of the food we serve and the way we source our provisions, sustainably.
- 19.2. The subgroup will scope out food waste prevention strategies including reviewing suitable solutions and technology and create action plans to address food waste. Our review will consider the opportunity for a return on investment and feasibly. A subsequent business case will likely be developed and submitted for approval.
- 19.3. Working with estates (and their strategy to fully electrify the hospital site) the group will develop a strategy and roadmap to remove gas from the kitchen improving energy consumption and the environment for the staff to work.

- 19.4. Following the Government announcement that single use plastics, including plastic cutlery, plates and polystyrene trays will be banned from October 2023. The group will audit single use plastics and develop a robust ordering process. As this will mean a greater use of compostable items the subgroup will also work on evidencing that these items are being disposed of in the correct way and collect the information to allow us to be audited.
- 19.5. Additionally working in partnership with our estates colleagues who are looking to increase our green spaces. The subgroup will scope areas we can grow our own food (this will be small scale) and what is most suitable to grow such as herb gardens, apple trees or strawberries.

## **20. Other requirements this year**

20.1. The Sustainability Manager is involved in a working group within the ICB to standardise carbon footprint accounting across the area and create a standardised way of producing our carbon footprints. This work should be completed by autumn 2023 and will involve the collation of data from the organisation including the development of robust procedures for this information to be consistently collected and reported on. The information required spans the whole organisation, multiple departments, and directorates, including external companies. This will require the Sustainability Manger to seek out, meet with and forge relationships with the necessary colleagues and organisations who hold this information. Some examples of the data required will be:

- Energy Consumption in kWh and cost for electricity, gas, oil, green electricity, on site renewable energy, and exported energy.
- Collect information on tonnage and cost for waste, recycling and reuse, incineration, alternative treatments, offensive, food, WEEE and landfill.
- Details of our water consumption, mains waste water, water and sewage spend.
- Be provided with the anaesthetic gases usage and cost for Desflurane, Isoflurane, Sevoflurane, Nitrous Oxide and Entonox.
- Collate the information from the NHS eClass spend profile (the primary classification system for products and services used by the NHS) which will include items such as food and catering provisions , staff clothing , hotel services equipment materials and services ,building & engineering materials and services and chemicals & reagents.

## **21. Audit**

21.1. Whist the audit programme for 2023-2024 has been set, however an action has been set to audit our approach, progress and compliance with the Net Zero targets. It is therefore agreed that we will invite internal audit to review the approach as part of the 2024-2025 audit programme.

## **22. Risk Register**

- 22.1. Currently the subgroups do not report on risks to the Sustainability Board and now that the new structure has been agreed and will be implemented, we will be producing a risk register against The Green Plan and subgroup actions. This will be required to be complete within 3 months. All risks scored at a level 12 or above (high risks) will be presented on the Datix software and will be monitored alongside the Trust's risks.

## **23. Improving the Culture**

- 23.1. Although engagement with staff has been gathering momentum the Sustainability Manager will focus on this through the coming 6 months. The Green Plan, teamHDFT's sustainability agenda and the NHS target to be net zero by 2040 needs to be promoted and communicated to all colleagues.
- 23.2. This will be actioned through our current communications media such as team talk and bulletins, however these channels do not reach all colleagues. Initially, promotion will require visibility by the Sustainability Manager and once the subgroups are better established, they will support with meeting in person with our staff groups via team meetings, huddles and drop in sessions to communicate with our staff what we are doing, how they can help and understand what is happening within their areas with regards sustainability.

## **24. Conclusion**

- 24.1. On reflection on the first year's activity of the Green Plan there are numerous successes. There is an established Sustainability Board which has met since October 2022. The teamHDFT attendee list is growing and we are starting to have a good representation through the majority of directorates and services. Engagement with our staff needs to improve as it is currently not as wide reaching as it could be. The changes to the structure of the subgroups will also assist with this as the subgroups will need to improve membership and strengthen to deliver their actions and projects. Each subgroup has at least one lead and the Sustainability Manager will work with them to promote what they are doing and increase their membership to allow them to deliver their action plans and improve reporting.
- 24.2. All subgroups have completed their 2022-2023 actions where practicable and any outstanding actions will be prioritised for the first 3 months of the 2023-2024 plan. Next year's subgroup's actions are now set.. The Green Plan will continuously be updated and aligned with documents such as the ICB's Green Plan.
- 24.3. Active Travel and use of public transport is being promoted with great support from Transdev and Connexions. A range of incentives have been agreed which will support changes to the new Car Parking management system implementation and allocation of parking permits.
- 24.4. It is recognised that the implementation of the Green Plan is now gaining momentum. The actions and plans set out in this document will start to address the learning and challenges we have faced during the first year. Engagement is key and there is now a clear focus on increasing the subgroup's membership and their autonomy to review and deliver carbon reduction initiatives. The

Sustainability Manager will continue to lead and provide support ensuring progress is made against the actions within the subgroups work plans.

19<sup>th</sup> June 23

**XXXXXXXXXXXX Sustainability Manager**

## Appendix 1 – Workstream Action Plans

<b>Sub Group</b>	<b>People and Leadership</b>
<b>Lead</b>	Angie Gillett, Managing Director of HIF and <span style="background-color: black; color: black;">xxxxxxxxxxxx</span> , Environmental Sustainability Manager
<b>Overall Objective</b>	To be a leading example organisation in leadership, engagement and development and to ensure that sustainability and the Green plan actions are reflected through the workforce.
<b>Green Plan Target</b>	Engage and educate all staff in sustainability objectives and the impact they can have on sustainability within and outside of the Trust.

### Action Plan

	Action	Target Date
1	The sub groups and work streams will report into the Sustainability Board and a formal update will be presented to the HIF and HDFT Board of Directors and Environmental Board when required.	Ongoing
2	Sustainability Board to meet bi-monthly and each of the sub groups to meet monthly and focus on their individual work streams, delivering these actions and providing an update report to go to the board.	Ongoing
3	The Sustainability Manager will manage and support work with each of the sub groups to strengthen their membership. All sub groups will be expected to produce an update report for progress against sustainability and Net Zero schemes and to manage a timed action plan.	Ongoing
4	Carbon Literacy Training to be available via the eLearning platform.	Autumn 2023
5	Sustainability as part of mandatory training, included in induction and welcome pack.	Autumn 2023

<b>Sub Group</b>	<b>Sustainable Models of Care</b>
<b>Lead</b>	XXXXXXXXXXXX
<b>Overall Objective</b>	To ensure that sustainability forms part of the culture that transforms health care delivery.
<b>Green Plan Target</b>	To reduce CO2 emissions associated with approach to healthcare provision.

### Action Plan

	<b>Action</b>	<b>Target Date</b>
1	The Sustainability Manager will engage with colleagues on behalf of this sub group to increase membership and will require to be more visible to the directorates which fall within this category.	Ongoing
2	To understand what opportunities there are to deliver care in a more sustainable way and connect these new models of care to reduction of carbon	6 months
3	Carbon reduction as a criteria within service change decisions and to bell be included within the business case approval process. The sub group will work on appropriate wording and clauses to be agreed.	Autumn 2023
4	Within the Community & Children's Directorate work will be completed in summer 2023 looking at rationalisation of their community sites and prioritising understanding their commitments and obligations as tenants of around 25 sites. This will allow us to understand and scope the possibilities when it comes to sustainability and energy. Once this is established a strategy will be produced to reduce our carbon footprint at this sites	Autumn 2023

<b>Sub Group</b>	<b>Digital Transformation</b>
<b>Lead</b>	Deputy Chief Operating Officer
<b>Overall Objective</b>	To ensure that sustainability forms part of the digital strategy.
<b>Green Plan Target</b>	To reduce CO2 emissions associated with our digital strategy and to enable sustainability throughout the organisation using digital technology.

**Action Plan**

	<b>Action</b>	<b>Target Date</b>
1	Input into the new digital strategy, the sub group to be involved in this process and agree necessary sustainability and carbon reduction wording and criteria to be included.	Ongoing – end of 2024
2	Produce standard carbon reduction criteria within the digital investment decision making process. The sub group will agree wording within the next three months to go into this process and all Digital Business Cases and Tenders going forward.	6 months

<b>Sub Group</b>	<b>Travel and Transport</b>
<b>Lead</b>	Environmental Sustainability Manager
<b>Overall Objective</b>	To encourage staff to utilise sustainable forms of transport for both commuting and business travel.
<b>Green Plan Target</b>	To reduce CO2 emissions and air pollution associated with travel and transport.

### Action Plan

	<b>Action</b>	<b>Target Date</b>
	The revised Travel Plan 2022 contains the actions and strategy to inform the sub group of its 2023-2024 objectives which include:	
1	Work with local and national cycle retailers to obtain a discount code for staff – promote this through newsletters and a Travel Information Leaflet.	Summer 2023
2	Deliver cycle training to staff who are interested in cycling commuting	Summer 2023
3	Reintroduction of parking permits. Revenue raise to be used to support active and sustainable transport initiatives.	Autumn 2023
4	Investigate a renewed partnership with Liftshare or internal equivalent to encourage car sharing both for commuting and business trips	Summer 2023



<b>Sub Group</b>	<b>Estates and Facilities</b>
<b>Lead</b>	Head of Estates and Dean Jackson –Smith, Head of Facilities
<b>Overall Objective</b>	To reduce CO2 emissions across our estate, and to reduce the both functions carbon impact and become a low carbon service.
<b>Green Plan Target</b>	To reduce CO2 emissions against the NHS CO2 2028, 2032 and 2040 targets.

### Action Plan

	<b>Action</b>	<b>Target Date</b>
1	Deliver the current [REDACTED] Scheme which will introduce energy saving measures to the Harrogate District Hospital	Autumns 2023
2	Submit a bid for [REDACTED] which is another opportunity to bid for PSDS funding and we will work with [REDACTED] to revisit the all-electric option for the site.	Autumn 2023
3	The group will work on adopting the Net Zero Building Standard where mandated for our capital projects and look at the feasibility of incorporating this or principles into our developments on site that fall under the spend thresholds	Ongoing
4	Increase the number of green spaces on site by a minimum of 2 additional spaces and scope what can be provided across other sites	Spring 2024
5	To also scope the carbon reduction benefits of switching from paper towels to hand dryers if and where possible including IPC in the process.	6 months
6	Scoping the feasibility for a washable mop system and to understand the return on investment, Infection prevention and control (IPC) considerations and if satisfied to develop a business case for submission.	6 months
7	As we procure new vans for our fleet, we will look at the possibilities of trailing Hybrid self-charging vehicles for smaller journeys	3-6 months
8	Introduce training for our courier drivers and source an Eco-Driving course. These are designed to teach drivers fuel efficiency techniques, emphasise road safety, economy and the environment.	6 months

<b>Sub Group</b>	<b>Supply Chain &amp; Procurement</b>
<b>Lead</b>	Head of Procurement
<b>Overall Objective</b>	Continual reduction of waste across the organisation and reduction of emissions and procurement supply chain.
<b>Green Plan Target</b>	To reduce scope 3 emissions in line with NHS 2040 targets.

### Action Plan

	<b>Action</b>	<b>Target Date</b>
1	The group will develop a process to demonstrate that the mandatory 10% net zero and social value weighting for every tender has been adhered to and can be audited.	6 months
2	From April 2023 all suppliers with NHS contracts above £5 million will be required to publish a carbon reduction plan. An action will be progressed to identify such contracts currently held, when they occur and we are able to demonstrate the supplier is compliant.	6 months
3	By 2025 we are required to use 50% less office paper and use 100% recycled paper, the sub group will be required to produce an action plan to be able to achieve this.	12 months

<b>Sub Group</b>	<b>Medicines</b>
<b>Lead</b>	Chief Pharmacist
<b>Overall Objective</b>	Continual reduction of waste and CO2 emissions across the organisation
<b>Green Plan Target</b>	To reduce CO2 emissions associated with approach to medicines and medical gases.

**Action Plan**

	<b>Action</b>	<b>Target Date</b>
1	Start a "Nitrous Oxide Project" following a recognised methodology which will identify system waste and improve medical gas management	6 months
2	Deliver an "Entonox Project" where by servicing bed units and removing demand valves between uses to reduce carbon emissions.	6 months

<b>Sub Group</b>	<b>Food</b>
<b>Lead</b>	Head of Facilities, HIF.
<b>Overall Objective</b>	Continual reduction of waste across catering service and reduction of emissions through the food and procurement supply chain.
<b>Green Plan Target</b>	To reduce CO2 emissions associated with approach to food provision.

**Action Plan**

	<b>Action</b>	<b>Target Date</b>
1	Consider options as to which is the most appropriate Soil Association standard to apply for. Either Food for Life Served Here or the Green Kitchen Standard.	3 months
2	Scope out food waste prevention solutions and technology available and a return on investment, if this is positive a business case will be developed and submitted.	3 months
3	Working with estates (and their strategy to fully electrify the hospital site) the group will develop a strategy and roadmap to remove gas from the kitchen improving energy consumption and the environment for the staff to work in.	12 months