



**East Suffolk and
North Essex**
NHS Foundation Trust

Green Plan

2020-2023

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Executive Summary

This document provides an update on the progress made with our Sustainability Development Management Plan since it was first introduced in 2015/16, and sets out our plans for the future to establish our roadmap for improving our ongoing environmental performance. This new 'Green Plan' will be embedded into all that we do and recognises that sustainable healthcare is only achievable if the values of sustainability are entrenched throughout our organisation.

Our vision to become a **Leader in Sustainable Healthcare** will not come without its challenges. ESNEFT values the importance of protecting our natural environment for the benefit of the physical and mental health and well-being of our community, patients and staff, both now and in the future.

The global drivers for change are immense, the challenges well documented, and the passion widely publicised in recent times to secure a world for future generations. As detailed in this document, the NHS, and indeed our own trust, has a large carbon footprint and a responsibility to address its corporate and social obligations.

Whilst the document sets out our targets and plans to meet the objectives specified, it will also be incumbent upon our staff, stakeholders and governors in delivering the actions specified in our Green Plan, and in securing a sustainable future for all.



Paul Fenton

Director of Estates and Facilities

Introduction

This Green Plan sets out East Suffolk and North Essex NHS Foundation Trust's (ESNEFT) commitment to sustainable development, a vision of where we want to be, and an action plan for how to get there.

At East Suffolk and North Essex NHS Foundation Trust we provide hospital and community health care services for Colchester, Ipswich and local areas. We deliver care services from two main hospitals in Colchester and Ipswich, six community hospitals, high street clinics and in patients' own homes. Formed on 1 July 2018, ESNEFT is the largest NHS organisation in East Anglia. We have nearly 10,000 staff, with an annual budget of over £650 million. ESNEFT provides services for a wide-ranging geographical area, with a population approaching 800,000 residents.

We aim to provide exceptional quality of care, with the right level of clinical expertise, improved buildings and facilities, and safe systems and processes. In order to achieve this vision, we rely on the availability of natural resources such as energy, food and water, alongside other man made products such as pharmaceuticals, anaesthetic gases and medical equipment, all of which contribute to our carbon footprint.

The Trust consumes a large quantity of natural resources, with annual energy costs for gas, electricity and oil exceeding £5,185,205 a year, with a further £819,463 spent on water, and £530,753 spent on waste. ESNEFT also uses significant amounts of fuel, food, paper, clinical goods, pharmaceuticals and single-use plastics. Consequently, the Trust has a considerable carbon footprint, influencing the effects of climate change and its related impacts, both locally and globally.



Sustainability in Healthcare

“Sustainability is meeting the needs of today without compromising the ability of future generations to meet their own needs. Simply it’s about living within the resources of our planet, achieved by ensuring the lowest environmental impact at an affordable price with acceptable impacts to society”

Climate change is frequently depicted as “the biggest global threat to health facing the 21st century” (WHO). Its **effects will inevitably impact greatest on those who are most vulnerable**, bringing about health conditions such as an increase in heat and cold related illness and deaths, greater incidences of skin cancers and sunburns, a larger volume of food, water and vector-borne diseases (e.g. Malaria), exacerbation of mental health issues, and an increase in the health impacts of respiratory disease from poor air quality and aero-allergens. As a result of these health impacts, the **demand on our health services will significantly escalate**.

As the **largest public sector emitter of carbon emissions**, producing approximately **20 million tonnes of carbon** a year (5.4% of the UK’s total carbon emissions), the NHS has a duty to respond the government targets which are entrenched in law. Legally, we are obliged to address climate change, with an **80% reduction in carbon emissions required by 2050** as set out in the UK’s Climate Change Act (CCA).



With over 1.2 million employees in England, the NHS is well placed to influence staff in terms of energy awareness and sustainability, with the potential to have considerable and far-reaching impacts in the wider community. Therefore, ESNEFT are committed taking action at all levels to implement effective strategies that will mitigate our own contribution to climate change, facilitating the delivery of a truly **sustainable healthcare service fit for the future**.

Drivers for Change

Sustainable healthcare in the NHS is driven through national and international policy, legislative and mandated requirements, and healthcare specific requirements from the Department of Health and NHS England. These drivers endorse the requirement for all NHS Trust's to have a Board approved Green Plan.

The obligations of each driver directly supports endeavours which will underpin the delivery of our own long term financial, environmental and social sustainability, helping to contribute to national change across the wider NHS. Drivers for change are broadly arranged into five key categories: Legislative Requirements, Mandatory Requirements, International Guidance, UK Guidance and Health Specific Requirements.

Mandatory (Those mandated within the NHS)

- ❖ Standard Form Contract requirements for Sustainable Development 2017-19
- ❖ HM Treasury's Sustainability Reporting Framework
- ❖ Public Health Outcomes Framework

Legislative

- ❖ Civil Contingencies Act 2004
- ❖ Climate Change Act 2008
- ❖ Public Services (Social Values) Act 2012

International

- ❖ Intergovernmental Panel on Climate Change (IPCC) AR5 2013
- ❖ United Nations (UN) Sustainable Development Goals (SDG's) 2016
- ❖ World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016
- ❖ World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing
- ❖ The Global Climate and Health Alliance; Mitigation and Co-benefits of Climate Change

UK Guidance

- ❖ National Policy and Planning Framework 2012
- ❖ Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013
- ❖ Department of Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
- ❖ The Stern Review 2006; the Economics of Climate Change
- ❖ Health Protection Agency (HPA) Health Effects of Climate Change 2012
- ❖ The National Adaption Programme 2013; Making the country resilient to the changing climate
- ❖ Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan

Health Specific Requirements

- ❖ The Marmot Review 2010; Fair Society, Health? Lives
- ❖ Five Year Forward View 2014
- ❖ Sustainable Development Strategy for the Health and Social Care System 2014-20
- ❖ Adaption Report for the Healthcare System 2015
- ❖ The Carter Review 2016
- ❖ National Institute for Clinical excellence (NICE) Physical Activity; walking and cycling 2012
- ❖ Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s

Our Vision



Become a class-leading Trust with best practice CO₂ emissions



Comply with all sustainability legislation and guidance



Minimise unnecessary expenditure on energy, water and waste, to allow resources to be re-directed towards patient care



Encompassing the time matters philosophy by transforming the services of today in order to secure a sustainable future.



Clearly articulate the Trust's sustainability ambitions to staff, patients and visitors

The East Suffolk and North Essex Foundation Trust's five core goals are driven by our vision to become a **leader in sustainable healthcare**, as well as the legally binding Climate Change Act target of reducing our carbon emissions by 80% before 2050. This will be attained through dedicated governance, innovation, culture change and system wide engagement and development.

Our Green Plan, which is constructed around our Sustainability Strategy, will ensure we achieve our primary sustainability goals through **quantifiably demonstrating the performance of the Trust** to stakeholders, staff, patients and the wider public. This qualitative judgement will measure our progress through the Sustainable Development Assessment Tool (SDAT).

As detailed in the following section, the **SDAT** breaks down our overall vision into **10 easy to follow modules**, which we can measure, in order to disclose our current performance in each area. Thus, enlightening us on the future actions we must take to enhance our score, ultimately leading us to reaching our goal of excelling in sustainable healthcare.



Sustainable Development Assessment Tool

The NHS Sustainable Development Unit's Sustainable Development Assessment Tool (SDAT) is the national scale of reference, utilised by Public Health England and NHS England, to help establish the focus of our Green Plan's action strategy, through measuring sustainability progression across the healthcare system. As many have a clear-cut link to health, the SDAT is also directly aligned with the United Nations (UN) Sustainable Development Goals (SDG's).

United Nations Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) were adopted by all United Nations Members States in 2015 and represent an urgent call for action by all countries in a global partnership. They are the blueprint to achieve a better and more sustainable future for all. The SDAT measures progress against the SDG's.



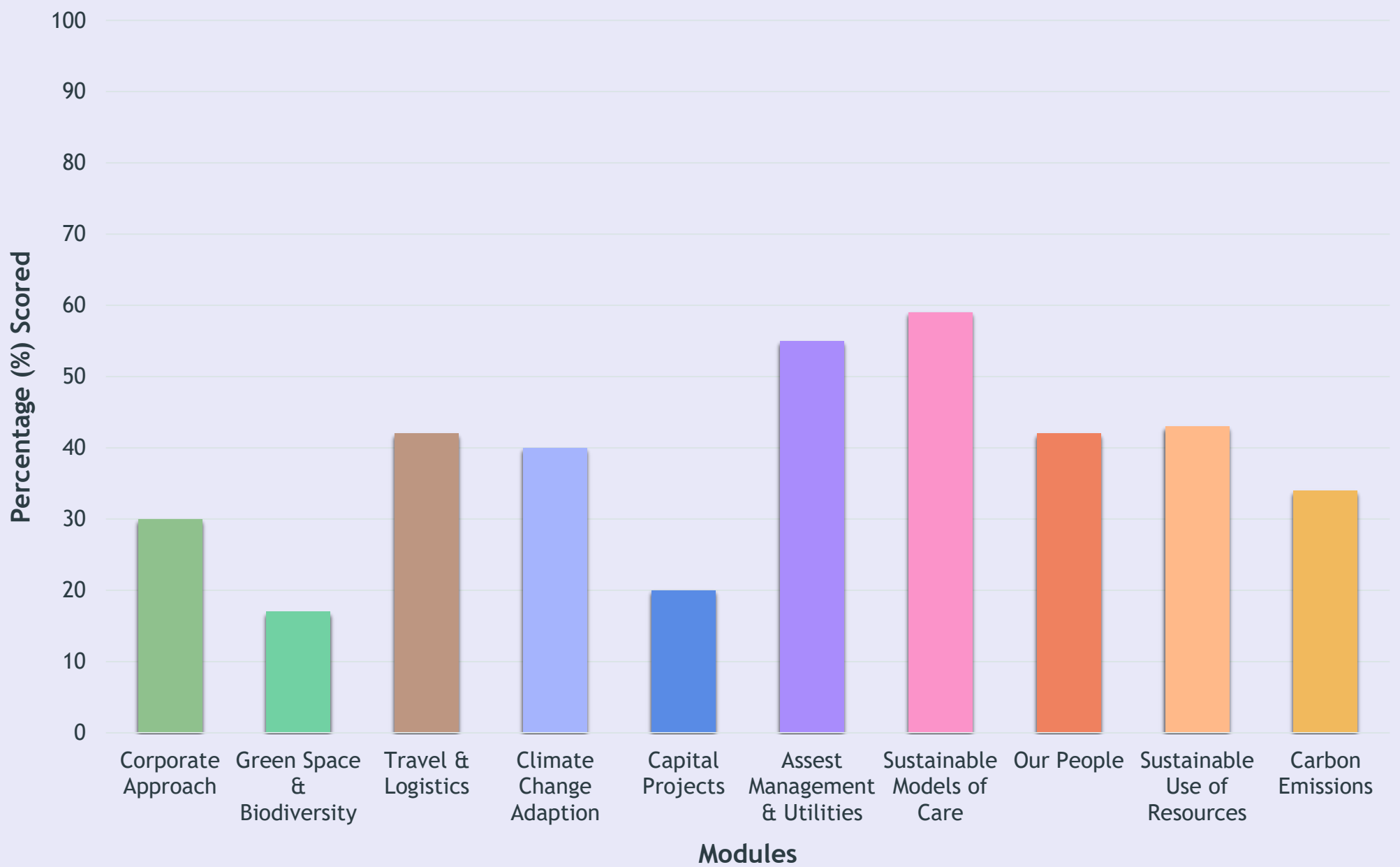
This assessment tool supports the enhancement of the Trusts ongoing sustainable development initiatives, via continued evaluation, quantification and reporting of our performance. Consequently, providing us with a figure, and a benchmark, in which we can seek to improve upon year-on-year.

An assessment was carried out on the **10 modules of the SDAT**, using guidance published by the Sustainable Development Unit, and our results are disclosed in the graph below.

Our Results

Our overall score in the SDAT currently sits at **38%** - just under the UK average of 44%. The graph below details the individual scores for each module.

Sustainable Development Assessment Tool: Our Results



Our Goal

We have set a goal of achieving an overall score of **50%** within the three year lifetime of this plan (a 12% increase in our current position)

Our Progress So Far



**Creation of a department
Twitter account:
@ESNEFT_EFM**



**Establishment of our
Monthly Sustainability
Network Meetings**



**Vast reduction in paper
waste with all Staff Payslips
now online only**



**Signed the NHS Pledge on
Reduction of Single Use
Plastics**



**Establishment of an ESNEFT
wide Sustainable Travel
Plan**



**Continued rollout of LED
lighting at Colchester and
Ipswich Hospital**

Key Areas of Focus

This segment outlines the Trust's progress against the 10 key areas of the Sustainable Development Assessment Tool (SDAT) in more detail. Each area is allocated a percentage score which is provided in the top right hand corner of the page. In each section, we have also sought to specify where we are now, our goals, potential future actions and how we will measure and verify our progress. We have also indicated which of the SDGs we will be contributing to within each section.

Corporate Approach

Green Space and Biodiversity

Travel and Logistics

Climate Change Adaptation

Capital Projects

Asset Management and Utilities

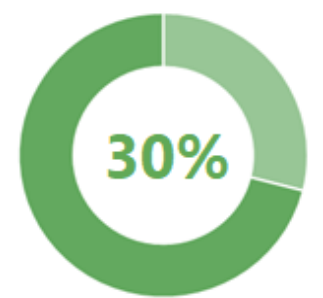
Sustainable Models of Care

Our People

Sustainable Use of Resources

Carbon Emissions

Corporate Approach



ESNEFT recognises the importance of protecting our natural environment for the benefit of the physical and mental health and well-being of our community, patients and staff, both now and in the future. However, sustainable healthcare is only achievable if the values of sustainability are entrenched throughout our organisation.

It is vital that our staff, stakeholders and governors are all held accountable for delivering the actions specified in our Green Plan, through ensuring all our policies, procedures, activities, strategies, and business cases embrace and ensure delivery of our ambition for sustainable healthcare. Although we will face many challenges in striving to achieve these goals, including the adaption and recovery of services in relation to the effects of Covid-19, ESNEFT will ensure that sustainability remains at the forefront of our agenda.

Where Are We?

- We have reviewed our sustainability impacts and developed an ambitious Green Plan to reduce negative impacts (carbon emissions and air pollution) and maximising benefits (health promotion, illness prevention and social value).
- We have a Trust executive lead for sustainable development and carbon reduction, ensuring responsibility and accountability is clear in our organisation.
- Our operational sustainability lead is supported with training, access to CPD events and local/national forums for sharing of best practice/innovation.
- We currently report sustainability performance across direct, supply chain and community/citizen activities via our annual report, and our sustainability reporting reflects clear quantified progress over a series of years.
- We have processes to maximise the opportunities to support our local community (e.g. staff volunteering, access to knowledge and supporting charities)
- We closely monitor the implementation and evaluation of our Green Plan and adjust our plans accordingly to maximise the value and benefit, embedding sustainable development at the core of our organisation.

Our Goal

To ensure that sustainability is entrenched in organisational strategy and processes, and that we deliver, monitor and report on progress supported by a nominated board level sustainability lead.

Measurement

- Carry out annual sustainability surveys to measure staff awareness levels.
- Including a thorough Sustainability segment in the Trust's Annual Report.
- Evaluate SDAT score each year in line with targets.
- Reporting via our Green Plan every three years.

Future Actions

- Establish greater governance for sustainability by securing new stakeholders to obtain broader representation in steering groups.
- Ensure sustainable development and social value are a material consideration in all business cases through the requirement of Sustainability Impact Assessments.
- Communicate our Green Plan to staff, patients, visitors and the local community.
- Running a sustainable Board leadership programme to promote leadership competencies, helping to embed sustainable development as an aspect of high-quality healthcare within the organisation.
- Establish a clear process to ensure we engage with staff, patients, visitors and local stakeholders on issues of sustainable development policy.
- Create a team of sustainability champions who are supported through regular training and information, advocating sustainability awareness and action across the organisation.
- Ensure our sustainability and social value commitments are reflected in our existing procurement policy frameworks (e.g. integrated in our Green Plan or as a standalone document; sustainable procurement action plan).

In the future, we will attempt to ensure we contribute to these SDGs at local level;



Green Space and Biodiversity



The Trust is committed to protecting and enriching the natural environment, including the prevention of pollution. Sustaining and improving green space across our Estate directly helps to tackle climate change through carbon storage. It can also support local biodiversity, improve air quality, reduce noise pollution, limit local surface water flooding, as well as being a proven aid to improve both the mental and physical wellbeing of our patients and staff.

As a result, going forward, the enhancement of green infrastructure across all our sites will be an essential resource that will enable us to progress sustainably. This will be accomplished by collaborating with partners and local communities, plus the implementation of a clear strategy that helps us contribute to local biodiversity and make the best use of available green space.

Where Are We?

- We currently make use of green space on our estate, providing natural areas even where land is constrained (making use of small areas even when we don't have large external areas. e.g. window boxes, verges and potted plants).
- Our catering and food contracts demonstrate their sustainability credentials by exceeding government guidelines (e.g. Government Buying Standards through external accreditation such as food for life, red tractor, dolphin friendly, sustainable fish cities mark etc.).
- We engage with suppliers of high bio toxicity risk products to identify and manage these risks (e.g. extraction of raw materials and handling and transport of goods).

Our Goal

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

Measurement

- Production of a green infrastructure and biodiversity strategy and delivery of associated action plan.
- Feedback from staff, patients and visitors.
- Assessing the changes in staff wellbeing following enhanced access to green space across all our sites

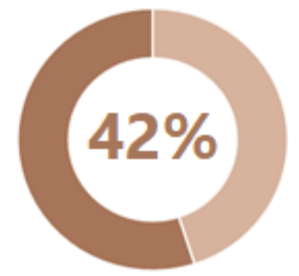
Future Actions

- Over the next year we hope to develop our first board approved Green Space Strategy, setting out our ambitions for the next three years.
- Ensure appropriate resource and expertise is available/in place to manage the implementation of our biodiversity action plan.
- We will assess the impacts of the provision of our services on local biodiversity, in order to ensure we introduce mitigating actions to limit these effects.
- Begin reporting on the quality and accessibility of our green spaces and biodiversity regularly to the Board, emphasising the value of green space in health environments.
- Provide space for the cultivation of food through the planned allotment, providing opportunities for staff and volunteers to get involved with growing onsite, before extending the project to patients and the local community.
- Provide staff with opportunities in the maintenance of green spaces and biodiversity such as building insect hotels, bird and bat boxes etc.
- Work with local greenspace and biodiversity partners such as wildlife trusts, local bee keepers, or the local nature partnership to improve biodiversity on our estate.
- Make sure biodegradable materials in our wastes, particularly food waste and green waste and other organic matter return nutrients to the soil (e.g. through composting on-site or via a contractor).
- Promote the health benefits of green space to our staff, patients and the wider community.

In the future, we will attempt to ensure we contribute to these SDGs at local level;



Travel and Logistics



The transport of goods, services, staff, patients and visitors has a substantial influence on local air quality, congestion and health. Delivering a robust Travel strategy and supporting staff, patients and visitors to use more active and sustainable travel methods will reduce the impact of these activities, leading to cost savings and health benefits.

In 2019, the Trust updated its Travel plan, detailing the actions that need to be taken to enable a greater amount of sustainable transport methods to be utilised by both staff and the public. Over the next few years, this plan will be comprehensively applied through numerous engagement events and extensive promotion. However, as a result of Covid-19, some of these future actions will remain in the planning stages until social distancing is eased.

Where Are We?

- We carry out an annual staff travel survey to measure shifts in modes of transport and make an action plan for reducing the environmental, social and financial impacts of travel.
- In 2019, our site-wide Travel Plan was constructed, including proposals for increasing the uptake of active and low-carbon travel options, such as cycling, public transport and car sharing.
- Installed 3 new electric charging points in staff car park.
- We offer access to processes and technologies to avoid business mileage such as tele and video conferencing (e.g. Microsoft Teams), staff are also provided with awareness of the facilities, training and support on their use.
- We have a board approved business travel policy to support sustainable travel choices and this is communicated to staff.
- Senior level approval is required for all high carbon business travel (e.g. flights or high gCO₂/km hire cars).

Our Goal

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

Measurement

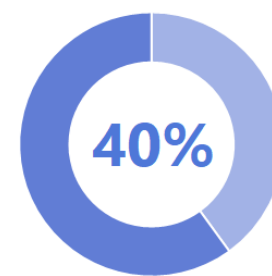
- An annual survey detailing how staff, patients and visitors travel to and from the hospitals on a single day.
- Measure our carbon emissions produced from travel
- Monitor air quality on site.
- Proportion of Trust fleet that is EV and provision of EV infrastructure.

Future Actions

- Greater promotion of sustainable travel initiatives, discounts and schemes across all sites.
- Develop the trust walking plan/trust cycling map showing safe walking and cycling routes, indicating distances and times to popular destinations.
- Prepare to re-launch and promote a staff car share scheme and review market possibilities for car-share apps, once social distancing in relation to Covid-19 is eased.
- Improve the dissemination of public transport information to staff and patients/visitors.
- Expand and improve cycling infrastructure on sites where this is required.
- Appointing a Travel Plan co-ordinator.
- Ensure our sustainable travel lead(s) are supported with training, access to CPD events and local/national forums for sharing of best practice/innovation.
- Evidence that our carbon emissions from travel and transport are reducing in line with achieving our local target.
- Make at least 10% of our fleet and pool vehicles fully electric.
- Collaborate closely with stakeholders to support local area improvement of travel services and infrastructure.

In the future, we will attempt to ensure we contribute to these SDGs at local level;





Climate Change Adaptation

Climate change is one of the greatest public health threats and challenges we face in the 21st Century. As a large and influential public sector organisation, we have a legal and moral obligation to demonstrate best practice when it comes to operating in a sustainable manner. Therefore, ESNEFT are dedicated to ensuring we adapt to the effects of climate change by striving to deliver a healthy, robust and sustainable healthcare system equipped for unpredictable changing times and climates.

We will be entrenching climate change awareness throughout our Trust by exploring how our infrastructure, services, procurement, staff and the surrounding community are prepared for its impacts. This data will then be monitored and reported through the establishment of our first, Board approved, Trust Climate Change Adaptation Plan.

Where Are We?

- We have a monitoring process for overheating events (aligned to ERIC reporting) and a rectification/implementation strategy to manage over heating risk
- Our workforce is prepared and trained to deal with a range of extreme weather scenarios, such as knowing how to keep clinical and ward areas cool in the event of hot weather, and how to report high indoor temperatures.
- We have developed local protocols aligned to national heat wave plans, cold weather plans and multiagency flood plans
- Working with our major suppliers we understand the resilience and contingencies also within their supply chain during any extreme weather events.

Our Goal

To guarantee that our whole organisation is fully equipped to deal with the impacts of climate change, particularly extreme weather events, and continue to invest in adaptation and mitigation measures.

Measurement

- BREEAM/WELL Building Standard or other sustainable building methodology scores.
- Identify the most dominant and impactful risks.
- Data collected via our Trust Climate Change Adaptation Plan

Future Actions

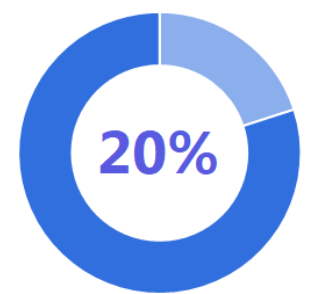
- Add Climate Change to the Trust's Corporate Risk Register.
- Establish a board approved adaptation plan/strategy (informed by our climate change risk assessment), which is linked to/or integrated into our Green Plan and resilience planning.
- Appoint an organisation Adaptation lead, who is responsible for coordination of adaptation planning, resilience and emergency preparedness.
- Work with local stakeholders to identify and assess specific climate change events e.g. a local river flood risk, to ensure our adaptation and contingency strategies are harmonious and do not over burden other resources/infrastructure during a major event.
- Give staff training relevant to their role, to ensure they understand their roles and responsibilities in relation to adaptation planning.
- Risk assess the impact of our adaptation decisions on local communities.
- Create a clear plan/strategy to ensure vulnerable communities are supported during any extreme weather events.

We are starting to contribute to these SDGs at a local level;



In the future, we will attempt to ensure we also contribute to these SDGs at local level;





Capital Projects

As the built environment contributes around 40% of the UK's total carbon footprint, the Trust is committed to restricting the unsustainable impacts from our buildings, critical infrastructure and equipment, essential for the smooth running of the hospital. We will strive to ensure sustainable development is considered as part of the business case for all large-scale capital projects.

Through implementing a Sustainability Assessment, we will identify any potential sustainability risks and opportunities for each project, detailing how we will alleviate or enhance these impacts going forward. The design, construction, commissioning, operation and decommissioning will all be assessed in order to future-proof our organisation.

Where Are We?

- Our buildings are currently certified for their environmental and social value through the recognised accreditation route (BREEAM).
- Our new buildings achieve an excellent BREEAM Healthcare rating and our major refurbishments a very good rating where required by government targets.
- Resource efficacy (e.g. recycled/reused materials, low embodied carbon products, design for deconstruction principles) is embedded into the design specification for our new builds and major refurbishments.

Our Goal

To reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages.

Measurement

- Energy and water consumption, including design and in-use performance.
- BREEAM score or WELL Building Standard.
- Sustainability assessment undertaken by the Energy & Sustainability Team including collaboration throughout the design and tender period.
- Key performance indicators (KPI's).

Future Actions

- Ensure contractors are assessed against sustainability as part of the tender process for Capital Projects.
- To have a sustainable Capital Projects plan/process to ensure all potential opportunities in new builds and major refurbishments are leverage for sustainable benefit.
- Prioritise access to natural light, ventilation, greenspace, and active travel infrastructure in the development and refurbishment of Trust Estate.
- Train our Capital Project staff on how they can develop sustainable outcomes within their roles (also implemented as part of their job description), such as understanding energy efficiency technologies, use of space, space utilisation and adaptation.
- Ensure our design briefs invite/ask for low carbon, low environmental impact proposals/solutions from suppliers and partners.
- Following a successful sustainable, low embodied carbon, and wellbeing enhancing capital project, share best practice with other healthcare organisations of the lessons learnt and key success points.

We are starting to contribute to these SDGs at a local level;



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Asset Management and Utilities

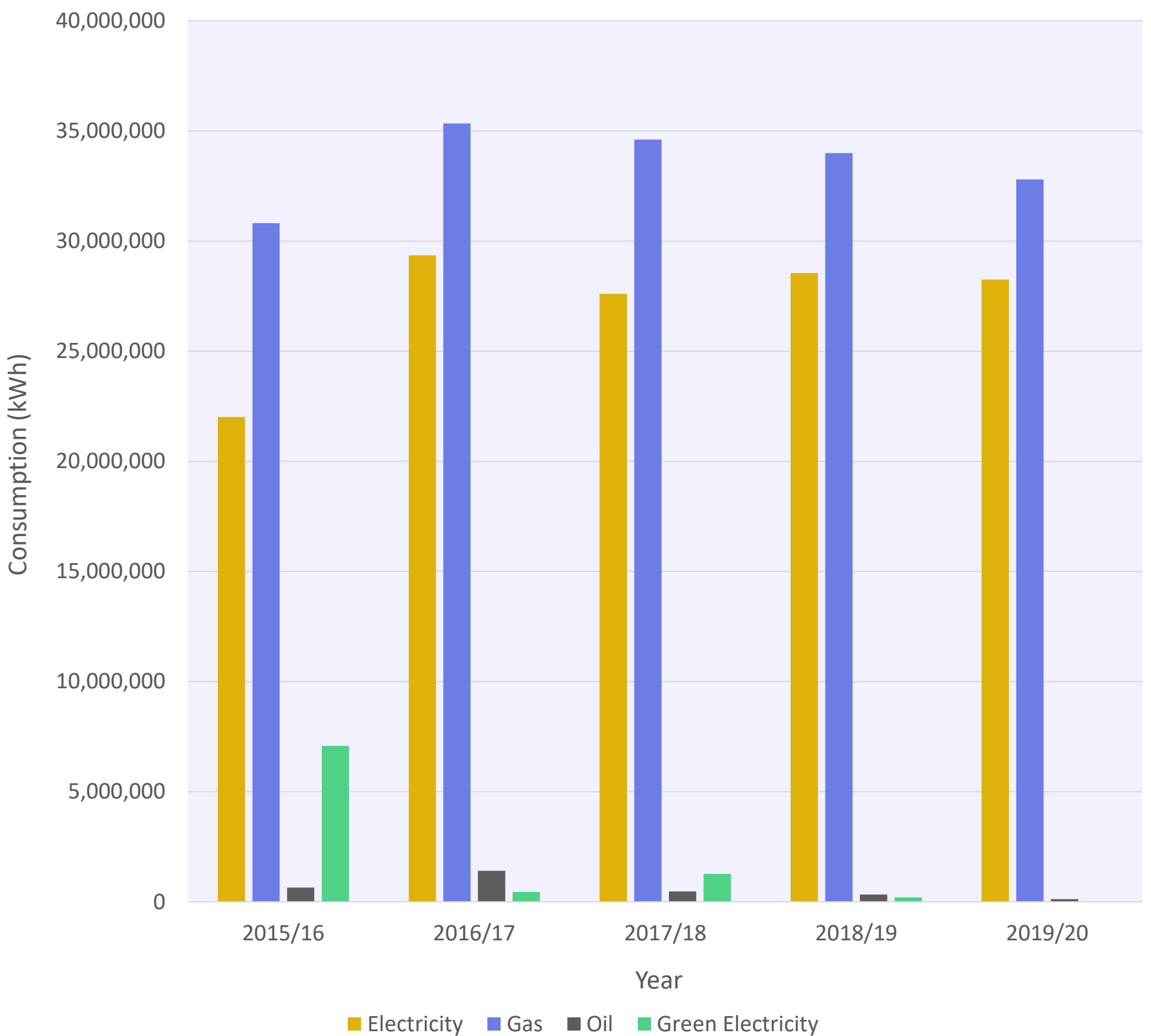


The Trust is committed to reducing the unsustainable impacts from our operational assets and buildings. Utilities represent a substantial cost and environmental impact to the organisation, so it is essential that we accurately measure and reduce consumption through efficiencies, new technologies, and increased staff awareness. For example: including a sustainability evaluation as we develop business cases; replacing our existing assets with more energy efficient alternatives and trying to buy renewable (green) electricity.

Where Are We?

- We monitor our energy and water use closely, across all our sites (owned and leased) and over time.
- We regularly report our energy and water usage/performance progress to our Board.
- We have a clear policy and process for our estates strategy and/site master plan that clearly demonstrates our commitment to sustainability.
- Responsibility for sustainable built assets and utility management is clear and embedded into the roles and responsibilities for our estates and facilities team.
- Our Energy and Sustainability Manager is supported with training, access to CPD events, and local/national forums.
- We encourage innovation and support new technologies that help improve our usage and carbon performance related to energy and water usage.
- We have ways of generating our own onsite renewable or ultra-low carbon energy.
- We regularly assess space utilisation across our estate to ensure we maximise the value of our estate, knowing the most efficient estate is a lean estate.
- Where capital funds are not available we adopt diverse/varied funding options for reducing energy and water usage such as zero interest loans, community energy/funding schemes, off balance sheet arrangements etc.

ESNEFT Energy Consumption (kWh) 2015-2020



Our Goal

To entrench energy and water efficient technologies and practices throughout our Estate and services, and deliver year-on-year reductions in consumption.

Measurement

- Annual ERIC returns.
- Utilities consumption and cost, broken down by individual buildings where data is available.
- Percentage of energy from renewable sources.

Future Actions

- Offer energy efficiency advice and warm homes support to patients, users, carers and the local community to improve their health and wellbeing.
- Ensure we have a process to assess buildings/locations (when leasing, procuring or designing) to ensure the building is energy efficient and has adequate public transport.
- Evaluate energy and water consumption as a factor in whole life costing during the procurement of relevant goods and services.
- Work with our on-site contractors/suppliers to ensure they help reduce our water and energy usage where relevant.
- Review our building stock and develop a sustainable buildings action plan, and communicate this clearly to staff and key partners (e.g. PFI contractors, NHS Property Services and other landlords and maintainers).
- Look into buying green energy if the carbon benefits are additional.
- Give local community groups and/or third sector access to our built assets and estate as appropriate (e.g. green space, commercial space).

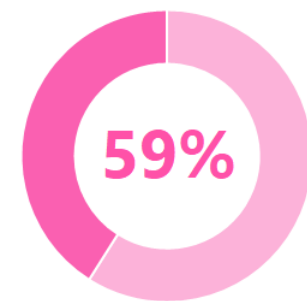
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Sustainable Models of Care



As we are beginning to face the effects of climate change, providing the greatest quality of care within the available environmental, social and economic resources is growing ever more challenging.

Therefore, it is vital that our organisation embeds sustainability into the heart of clinical pathways. Thus, utilising our time matters philosophy by helping to integrate healthcare services so they are more efficient, support patients in receiving care closer to home, and improve the general health and wellbeing of our population, in order to reduce hospital admissions, ultimately ensuring we have a healthcare system that is fit for the future.

Where Are We?

- The NHS Constitution approach (principle 6) to sustainability is explicitly reflected in the values/mission or definition of quality within the organisation.
- Prevention is embedded in the development of all our models of care, both internally and with external partners, to address the wider determinants of health and causes of illness.
- The principle of getting it right first time (GIRFT) is embedded to ensure we have a SYSTEM approach for the best use of ALL resources, financial, staff, patients, public, infrastructure, natural etc.
- Our ESNEFT philosophy is that 'time matters' to everyone. We work with our patients, partners and staff, to improve the experiences and outcomes by leading change and delivering excellence.
- We link sustainability as a dimension of quality with other dimensions of quality when we design/deliver/commission care models such as fairness/inequalities/social justice.
- We educate patients about the importance of a balanced nutritional diet and the benefits to their own health. We signpost vulnerable patients to food banks and other initiatives who have poor access to nutritional food.

Our Goal

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

Measurement

- Feedback relating to the care environment (e.g. temperature, light).
- Patient feedback and scores (e.g. PLACE).
- Financial and social co-benefits from sustainable models of care initiatives delivered.
- Staff sickness rates.
- Emergency hospital admissions.

Future Actions

- Establish a process to publicise to clinical staff, e.g. International Health Partnership schemes; trained clinical staff volunteering in low or middle income countries to provide mutually beneficial outcomes through sharing expertise and learning.
- Calculate the environmental/carbon impact of a specific care model(s), to help identify the most impactful areas or hotspots, which will allow us to minimise the environmental impact.
- Quantify the financial, economic, health and wider social co-benefits of some of our emerging and more sustainable care models.
- Routinely and formally report on our progress (to board and publicly) in regards to developing holistically sustainable (clinically, socially, environmentally as well as financially) care models.

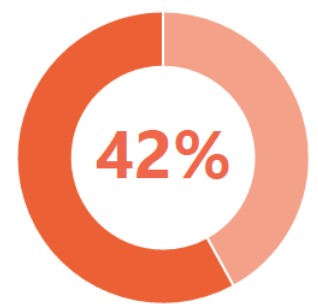
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In the future, we will attempt to ensure we also contribute to these SDGs at local level;



Our People



This area focuses on education, behaviour change and development of our workforce through targeted initiatives. Ensuring staff are truly engaged and on-board with the sustainability agenda is essential for the effective delivery of sustainable healthcare. Actions will seek to ensure people understand what the Trust expects from them. For example, improving staff understanding of our sustainability agenda during recruitment and induction, plus the establishment of training programmes and objectives in annual appraisal reviews, relating sustainability to their specific job roles. We will also make sure we have enough people to manage sustainability activities and champion efficient, effective behaviours within teams.

Where are we?

- We conduct regular staff surveys and report back on their findings, and we use this data to develop an action plan on staff wellbeing.
- We have an equality and diversity policy that measures our access to equal opportunities and is aligned to requirements under the Equality Act (2010) and the Public Sector Equality Duty.
- Our organisation and estate is totally smoke free, and we support staff to use smoking cessation services.
- We offer flexible working and support to accommodate specific personal needs of all staff (e.g. parent, carers, accessibility etc.) to enhance staff wellbeing.
- We offer opportunities to build skills and experience (e.g. work placements, volunteering and apprenticeships).
- Establishment of the ESNEFT Sustainability Steering Group which meet on a quarterly basis.
- Introduction of our team email (Sustainability@esneft.nhs.uk), where staff, patients, visitors and the general public can email us with any ideas, queries or concerns related to sustainability at ESNEFT.

Our Goal

Engage our staff, patients, visitors, stakeholders and our wider community on sustainable development.

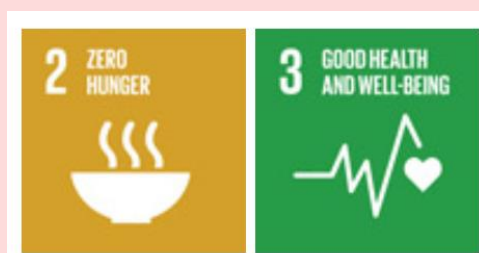
Measurement

- Direct feedback from staff in the form of a survey.
- Number of environmentally-focused staff benefits.
- Staff participation in sustainability programmes.
- Social Value Calculator.

Future Actions

- Support staff to improve sustainability both at work and at home, by empowering them to make sustainable choices in their everyday lives.
- Carry out a Trust wide Energy Efficiency and Behaviour Change Project.
- Continue to use our Sustainability@esneft.nhs.uk email to welcome staff concerns, suggestions and ideas.
- Send out a Monthly Sustainability Newsletter, which will seek to directly encourage staff awareness and engagement.
- Use our department Twitter page to keep up-to-date with the latest sustainability strategies, while also informing both staff and patients on ESNEFT's sustainability progress.
- Implement Green Champions network across the organisation, engaging staff and managers in leading sustainable behaviour.
- Provide learning, development and training opportunities we to make sure our workforce is highly aware of our organisation's sustainable development objectives.
- Ensure greater engagement with the local community on sustainability activities at the Trust.
- Request access to our suppliers approaches to equality and diversity (e.g. staff diversity figures or % leaders that are female and/or from underrepresented groups).

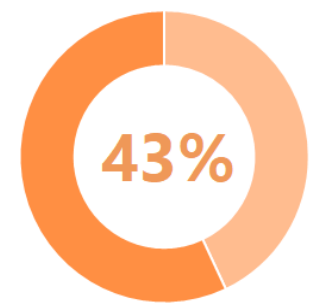
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Sustainable Use of Resources



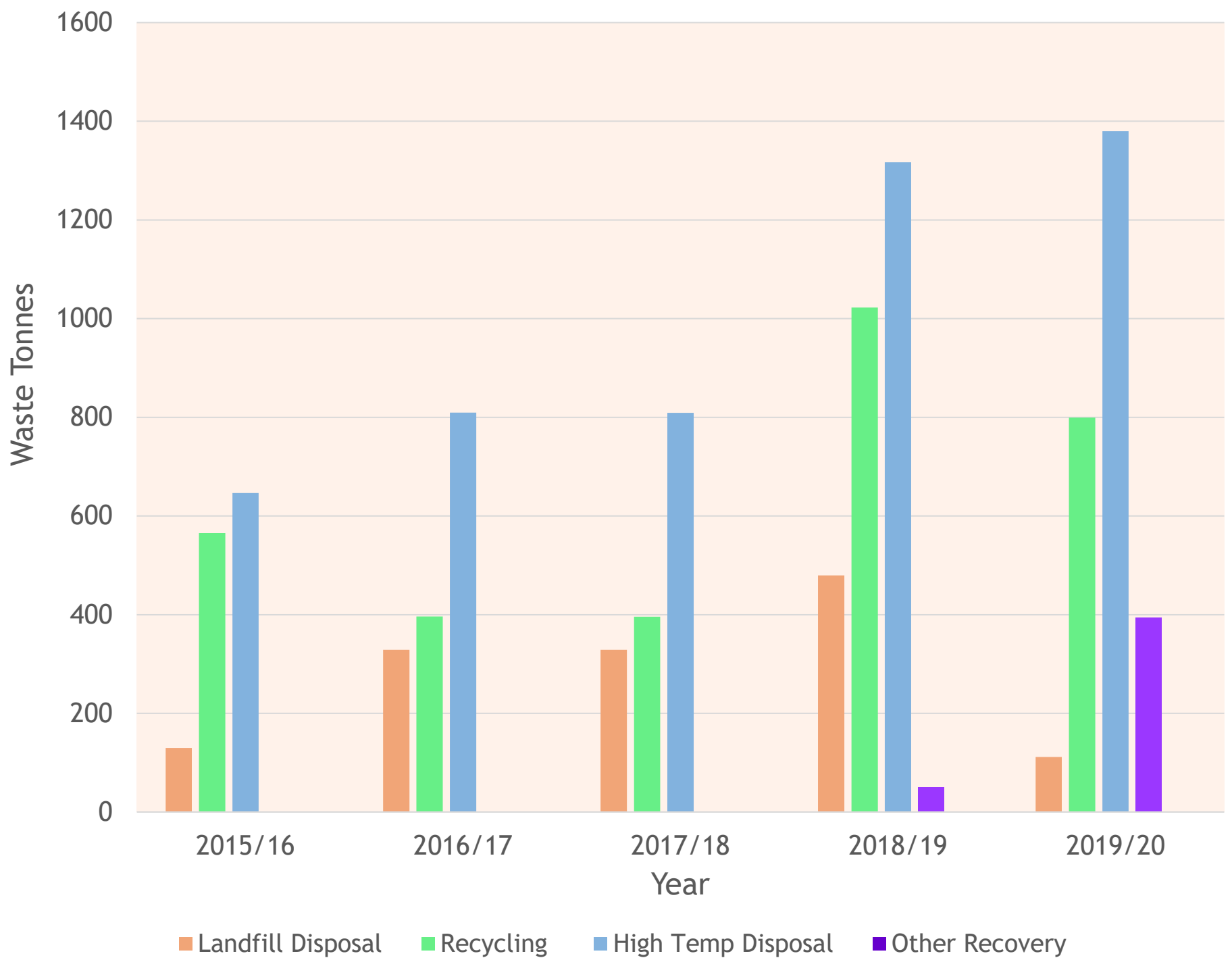
We generate large volumes of waste and have legal responsibilities to make sure that it is properly segregated, handled and disposed of. Procurement constitutes the largest proportion of our carbon footprint and how we purchase and use our resources accounts for significant impacts on the environment. Therefore, we must prioritise targeting the source, through attempting to reduce unnecessary use of resources across all of our organisational activities.

Although over the last 5 years, our levels of recycling have increased, and the amount of waste sent to landfill has decreased, there are still improvements to be made. By applying the waste hierarchy, rethinking traditional waste models and working closely with our staff and supply chain, we can move towards a circular economy approach and away from a throwaway culture.

Where are we?

- ESNEFT have signed the NHS pledge on reduction of single use plastics.
- We work with our supply chain to maximise repair and reuse onsite of durable goods within our organisation (e.g. furniture, IT, building materials, walking aids and reusable medical devices).
- Our catering contracts include a requirement to maximise the use of fresh and seasonal food to minimise the need for transportation which exceeds government guidelines.
- We work with our onsite contractors to ensure they also help reduce our use of hazardous/toxic chemicals.
- We currently have initiatives in place to reduce overall material use in the products we buy and the services we deliver.
- We have targets to increase the amount of healthy and sustainable food choices in our organisation, including from catering services as well as on sale to staff, patients and public in vending machines and retail outlets located within our estate.
- Year on year we are increasing the quantity of waste being recycled.
- Stock management and streamlining of products lines have led to a reduction in waste across all areas of the organisation (e.g. Pharmacy, Catering, FM etc.).
- All relevant staff are trained in their role in minimising the use of chemicals.

ESNEFT Waste Disposal (Tonnes) 2015-2020



Our Goal

To take an inventive approach to driving out waste, ensuring year-on-year reductions in cost and volumes.

Measurement

- Procurement carbon footprint
- Waste streams and volumes
- Number of suppliers engaged with sustainability

Future Actions

- **Segregate more waste streams at source** to improve recycling rates and upgrade recycling facilities at all sites.
- Promote a **culture of reuse and refurbishment** of items if it's cost effective, rather than buying new.
- Establish a resource and waste management action plan to apply the waste minimisation hierarchy in our organisations - as required under the Waste Regulations (England and Wales) 2011.
- Begin to track the food miles, consumption patterns and disposal of food and drink products for staff and patients, to reduce the environments of catering and food.
- Understand how many of the products we procure contain hazardous substance and develop a plan/initiative to replace these where possible with non-toxic or less hazardous alternatives.
- Support staff on how to reduce food wastage to limit the environmental impact, and to help support staff avoid food poverty.
- Make sure our approach leads to a continual reduction in levels of waste, relative to the size of our organisation.
- Engage in dialogue with our key suppliers to encourage them to use resources sustainably in their own operations and request evidence on implementation.

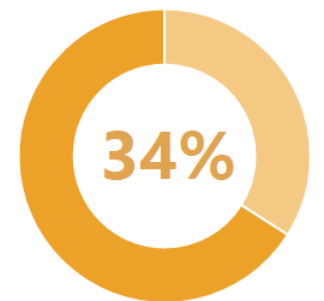
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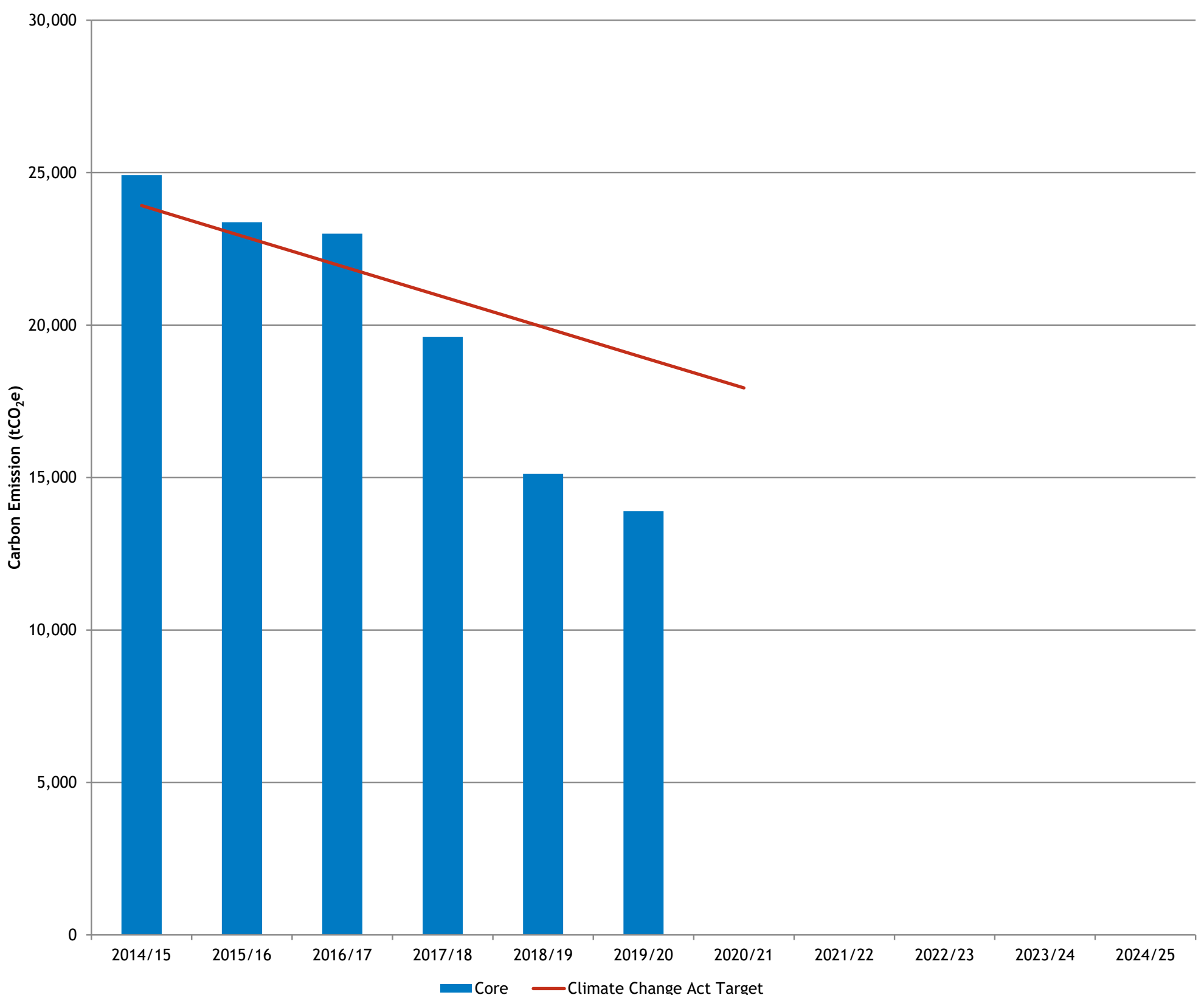
Carbon Emissions



The UK Government has updated the zero carbon target to 2050. This target supersedes the target set out in the Climate Change Act (2008). Every activity that our organisation embarks on produces a carbon footprint. By calculating and monitoring emissions, we can focus on reducing this. Setting targets, making use of new technologies and engaging staff, suppliers and contractors with our Green Plan will help to diminish our carbon footprint.

Over the last 3 years, we have seen a sharp decrease in our organisational carbon footprint. The Trusts carbon emissions currently fall well below the legally binding Climate Change Act Target. However, in order to be recognised as one of the leaders in sustainable healthcare, we will endeavour to decrease our carbon emissions significantly further over the next few years.

ESNEFT Carbon Emissions (CO₂) 2014-2020



■ Where are we?

- ESNEFT have set an ambitious target for reducing our environmental impacts, including carbon emissions aligned to the Climate Change Act.
- Our carbon emissions and trend data are reported to staff, patients and the public annually through our annual sustainability reporting
- We are on course to achieve our carbon reduction target as per the Climate Change Act 2008 or similarly aligned carbon target.
- We can demonstrate that our approach is leading to a continual reduction in our absolute levels of energy and water use and therefore reducing carbon emissions.
- We have a carbon reduction programme and this is approved by the board and supported financially
- Resource efficacy (e.g. recycled/reused materials, low embodied carbon products, design for deconstruction principles) is presently embedded into the design specification for new builds and major refurbishments.

■ Our Goal

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

■ Measurement

- Carbon footprint as published in our annual report.
- Carbon footprint from anaesthetic gases per patient.
- Energy/carbon performance of our buildings.

Future Actions

- Develop a sustainable anaesthesia programme, raising awareness of the impact of anaesthetic gases on the environment and taking actions to reduce this.
- Estimate the carbon emissions of our procurement to identify areas for targeted action.
- Set a local carbon reduction target for business mileage emissions, which is aligned to/or exceed the Climate Change Act 2020 target.
- Ensure Key contracts have CO2e and/or NOx reduction KPIs for the delivery/logistics associated with goods and services, and it is monitored.
- Identify which of the products and services that we source have a big contribution to our overall carbon footprint (in use and/or embedded) and create interventions to reduce their impacts (e.g. by specifying lower carbon alternatives).
- After occupancy ensure we assess energy/carbon performance of the building in-use, to guarantee the parameters set in the design process have been achieved and work with the contractor to rectify any areas of poor performance.
- Work with stakeholders to reduce carbon emissions associated with patient travel and supply chain.
- Deliver an ambitious annual programme of carbon reduction projects targeting areas in which we can make material progress including pharmaceuticals.

We are starting to contribute to these SDGs at a local level;



In the future, we will attempt to ensure we also contribute to these SDGs at local level;





Tracking Progress

We will be measuring and tracking the progress of this strategy using both qualitative and quantitative methods. As described earlier, the primary way in which we'll evaluate the qualitative progress is by carrying out an annual assessment using the SDAT.

The Trust have set an ambition of achieving an overall score of 50% within the three year lifetime of this Green Plan, which corresponds to a 12% increase on our current position.

We have a number of quantitative reporting processes in place for other areas, examples of which are outlined below. The Governance section outlines where we will be reporting progress to, both within and outside our organisation.

Energy and Utilities



We monitor consumption of energy and water on a monthly basis, across each site as well as for individual buildings. This helps us see where our interventions are having the desired effect and quickly identify any issues. We are working towards a greater level of automation with this process.

Sustainable Travel



An annual travel survey is undertaken to determine changes in how staff travel to work and collate feedback. Data will be analysed using the HOTT (Health Outcomes Travel Tool) to see which interventions will have the best effect in making progress.

Carbon Footprint



Organisational carbon footprint is quantified and reported annually using sector guidance. We are working on encompassing all scopes of emissions, helping us to focus interventions on carbon hotspots.

Waste



We monitor waste volumes every month for each waste stream and site.

Social Value



We'll distinguish and track social value metrics such as SME spend and weighting within tenders.

Governance

Strong leadership and communication is fundamental to the effective delivery of the associated policies and commitments detailed in this strategy. We are dedicated to increasing regular meetings, enhancing reporting processes and ensuring appropriate stakeholder representation at all levels, in order to establish the most informed and impactful procedures.

Our governance structure (as depicted below) will be implemented and maintained, with specific roles and responsibilities assigned to each relevant department/group.



ESNEFT Trust Board

The Board of Directors will retain responsibility for reviewing and approving the produced and submitted Green Plan, along with providing strategic oversight and support where necessary.

Sustainability Steering Group

This group meets on a quarterly basis and is responsible for ensuring that the Green Plan is maintained, implemented and reported against, and that all projects are on track. It includes a range of stakeholder areas.

Energy and Sustainability Team

This team sits within the Estates and Facilities Division, providing project delivery and proficiency across the ESNEFT site. They are responsible for the management, coordination and implementation of the Trust's sustainable development (sustainability) program, which includes energy management, environmental and social change aspects and improvements.

Sustainability Staff Engagement Network

Our Sustainability Staff Engagement Network meets on a monthly basis. This is an open group, available for all staff to attend. It ensures all staff can have their say and be directly involved in ESNEFT's journey to becoming a more sustainable Trust. It feeds directly into the Sustainability Steering Group.

Sustainability sub-groups

These groups represent staff interests in relation to specific work areas and have no formal reporting lines, for example the Bicycle User Group (BUG).

Green Champions Network

Voluntary members of staff operate as part of the Trust-wide Green Champions Network. They will carry out a multifaceted role in order to develop sustainability actions and policies, and to help entrench sustainability and energy efficiency awareness throughout the Trust's operations.

Reporting

East Suffolk and North Essex Foundation Trust have a responsibility to report advancement in sustainable development in line with national reporting requirements. The NHS Standard Contract requires the Trust to take all reasonable steps to minimise adverse impacts on the environment. The contract specifies that East Suffolk and North Essex NHS Foundation Trust must demonstrate progress on climate change adaptation, mitigation, and sustainable development, and must provide a summary of that progress in the annual report.



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

The Department of Health also requires Trusts to report ERIC (Estates Return Information Collection) data. ERIC data comprises essential statistics on waste, energy and water from Estates and Facilities. Finally, the national Sustainability Strategy requires Trusts to report on progress against sustainable development in a Trust Board approved Green Plan. Progress against the Green Plan will be reported to the Steering Group quarterly and Trust Board 6 monthly.

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

Annual

Perform SDAT →

This will measure our qualitative growth in sustainability for the previous year, steer plans for the following year, and will enable comparative performance against similar Trusts.

Sustainability Report →

This reports progress against the Green Plan offering highlights of the leading activities delivered throughout the year.

Complete SDU Sustainability Reporting Portal →

This informs the sustainability segment of the Trust's Annual Report and evaluates the Trust's carbon emissions (Scope 1, 2 and 3).

ERIC (Estates Return Information Collection) →

A mandatory data collection for all NHS Trusts required by the Department of Health.

Quarterly

Progress Reports →

Internal progress reports are produced for the Sustainability Steering Group, Estates and Facilities Group Management Board and Board Sustainability Lead.

Monthly

Data collection →

Collation of utilities, waste data and other data required for KPIs.

Green Plan tracking tool →

Internal system used to identify and track projects for each financial year and monitor performance against investment budgets.

Communication and Engagement

Our ambition to become an exemplar organisation for sustainable healthcare requires system-wide engagement and development through a considered, structured and inclusive approach to communication. By communicating what we are doing, both within and outside of the Trust, we can directly engage staff and stakeholders to assist with the conception and commencement of important projects. This will be executed through adopting various channels to openly interact with staff and patients, such as:

- Numerous **engagement events** throughout the year → (e.g. NHS Sustainability Day, Clean Air Day, Cycle to work day)
- A monthly Trust-wide **sustainability newsletter**
- Information on the main areas of activity is shared on the Trusts **intranet**
- A **dedicated email address** (Sustainability@esneft.nhs.uk) for staff queries and suggestions
- An active **Twitter account** (@ESNEFT_EFM)
- A **Green Champions network** which creates a two-way interaction on issues surrounding sustainability within the Trust
- Various **behaviour change campaigns** (e.g. Energy Saving Campaign) which helps inspire staff to take action

Moving forward, we aspire to deliver and maintain high quality, and regular communication across all our channels, whilst continually assessing and gaining direct feedback from staff, in order to enable the most effective communication strategy possible.

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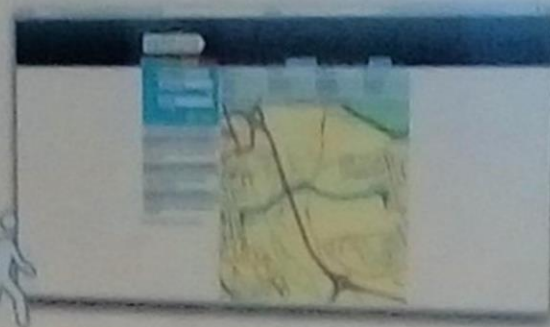
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The way to go

TRAVEL OPTIONS

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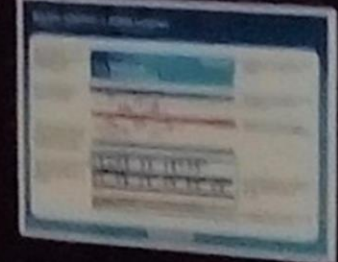
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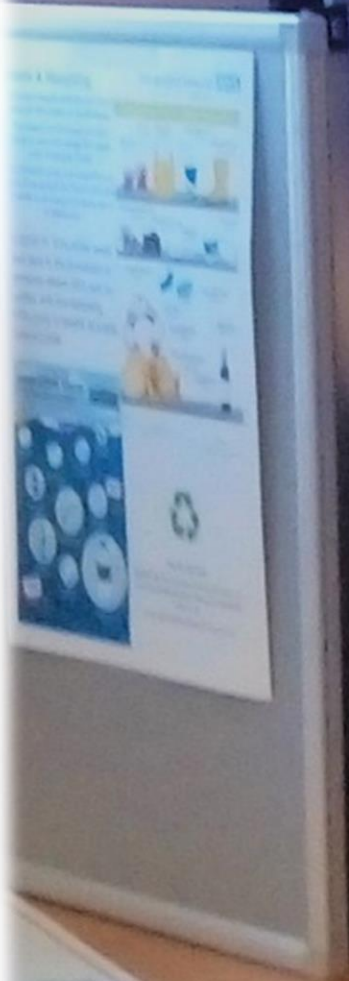


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Challenges and Risks

There are numerous challenges and risks that the organisation faces in ensuring effective implementation of our Green Plan and its associated action plan. Substantial risks and opportunities allied with compliance obligations, objectives, and targets and project delivery are reported directly to the Director of Estates Facilities and Capital Planning through the management review process. These risks and opportunities are also shared with the Sustainable Development Steering Group and the Trust Board.



Identifying potential risks relating to delivery of this strategy and working to reduce their likelihood and severity is an essential requirement to effectively deliver our sustainability agenda. Where we identify significant risks, they are logged and monitored through our internal risk and governance system.

In the future, a significant amount of risks detected through the Climate Change Adaptation Plan will be incorporated into the Risk Register to ensure they are mitigated as part of the Trust Estate Strategy. Furthermore, as part of the Sustainability Transformation Programme (STP) Estates group there is also the prospect of instigating collaborative work across the region to decrease shared expenses.

ESNEFT have identified five core risks that must be overcome in partnership with key stakeholders from outside and within the Trust over the next three years:

Finance



Budget limitations and access to financial capital is restricted, with growing pressure on services and the re-direction of investment to frontline services. If ESNEFT is to attain our 5 core aims regarding sustainability, we will require greater access to capital.

Organisational Culture



Although some progress has been made in the last year, sustainability is still not fully embedded into the organisational culture, and is a voluntary rather than mandatory requirement of staff.

Expanding Estate



ESNEFT is the largest Trust in the East of England with two main hospitals and six community sites. The scale and complexity of the organisation makes it harder to embed consistent levels of sustainability across all sites, and further planned organisational development will bring added pressures.

Urgency



UN Intergovernmental Panel on Climate Change (IPCC) found we have only 10 years left to limit our activities before catastrophic climate breakdown occurs. As a sizeable and busy Trust, there are many competing motivations and not everyone prioritises this agenda.

Varying Agenda



Action on climate change and sustainability is rising in interest and global support, but the fast-moving agenda leads to shifting priorities and 'hot topics' which can be hard to adapt to and manage.

Finance

Efficient management of environmental performance can facilitate significant financial benefits for the Trust. Therefore, over the next few years, ESNEFT will endeavour to adopt innovative sources of sustainable development which will aid the reduction of our carbon emissions and improve energy efficiency, while also minimising financial expenditure.

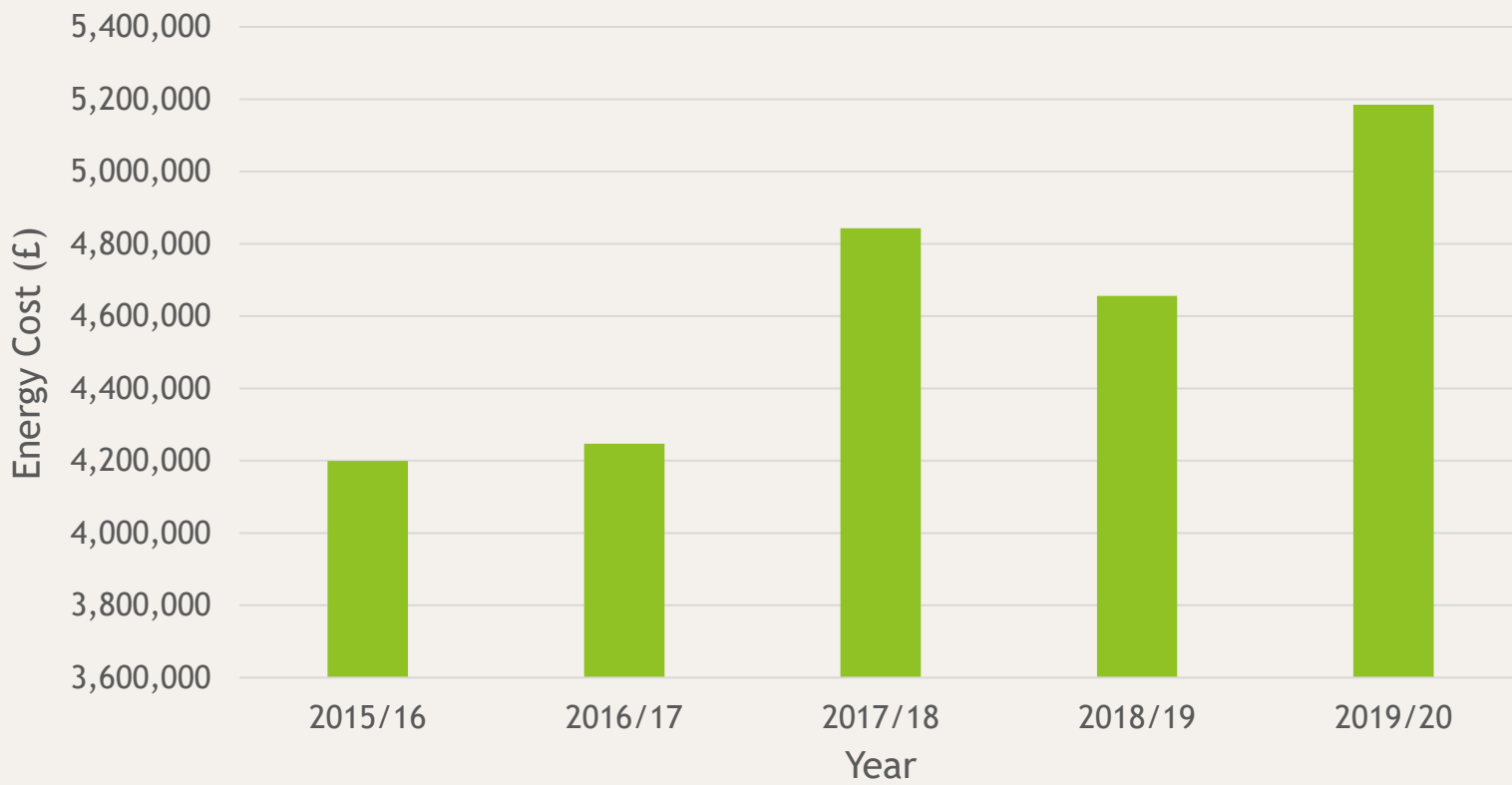
Where projects require expenditure, business cases will be produced and assessed to ensure the projects deliver cost savings to the Trust. Projects will be required to pay back within 5 years. Although, we will consider investing in schemes with an extended payback period, such as onsite renewable energy generation, when there are substantial benefits involved for the Trust. Tried-and-tested energy-saving measures where the anticipated savings can be reliably modelled will be favoured.

Energy, carbon and transport costs are rising and there are a number of ways we can manage the impact of this, such as:

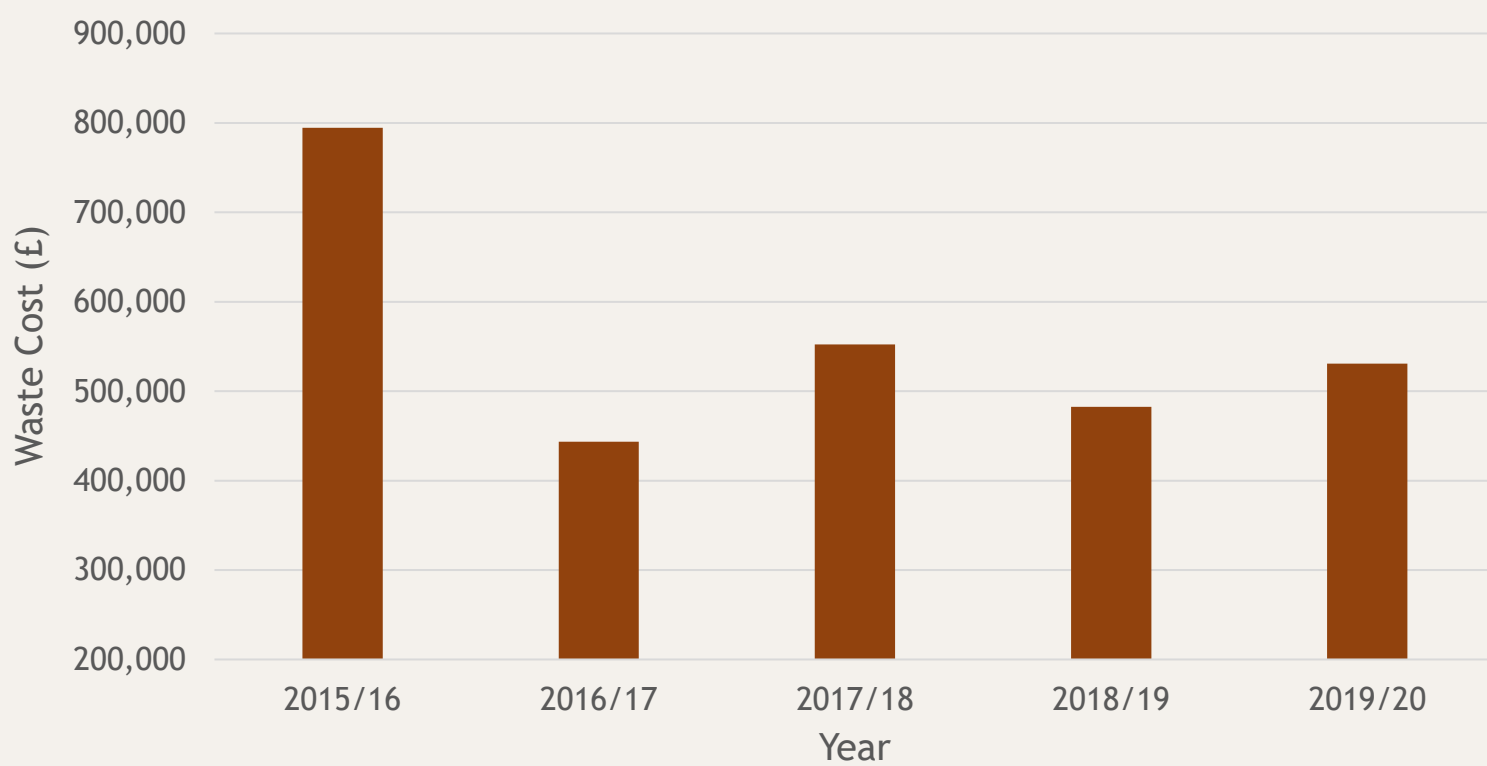
1. Making sure our utility supplies and waste disposal arrangements are competitively priced
2. Managing the way we use energy and water on site – educating staff on best practice and quickly responding to issues such as leaks and overheating
3. Driving down utilities and wastes costs by procuring more efficiently and investing in schemes to reduce consumption.

Our current financial implications for each key area (energy, waste and water) is documented in the graphs below:

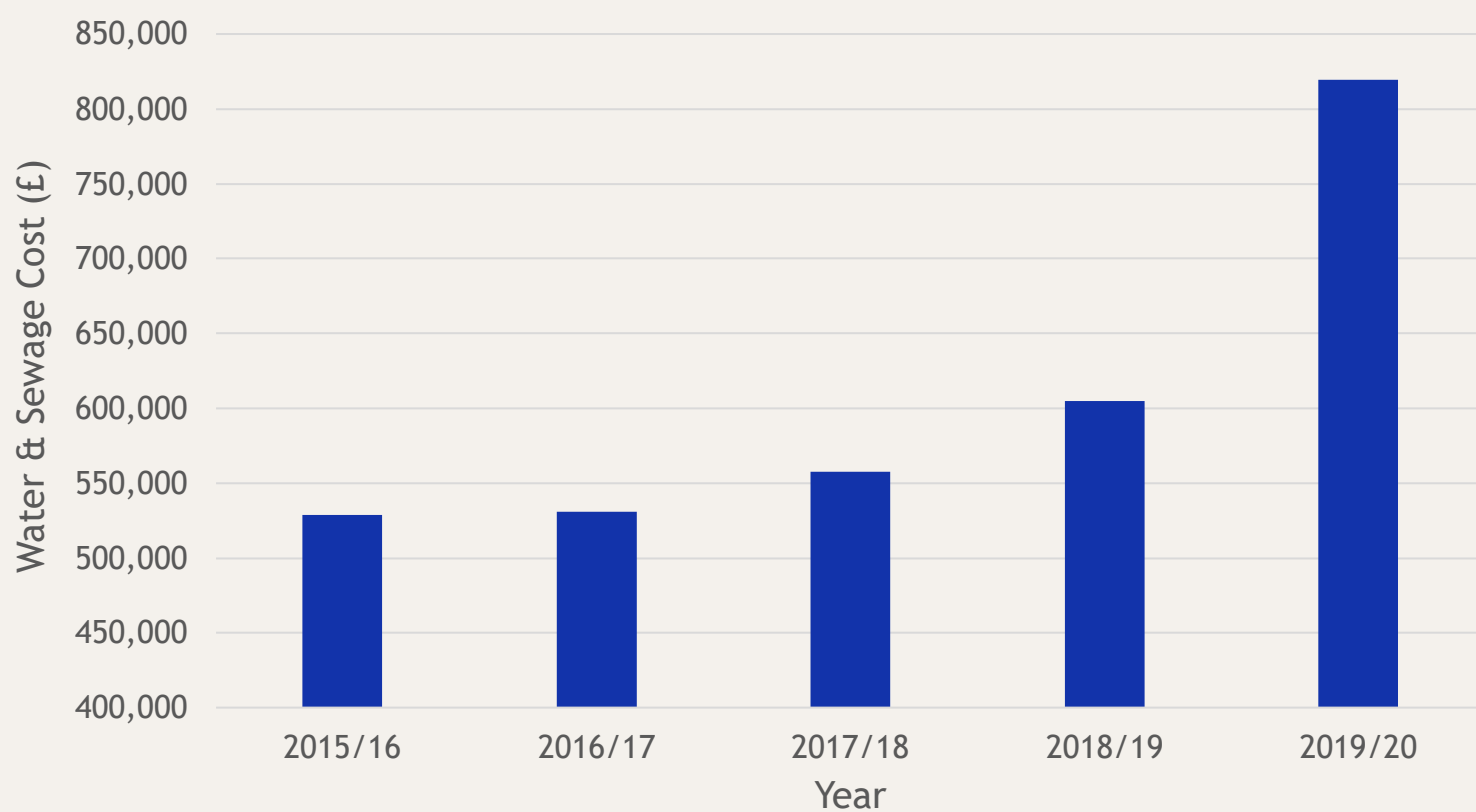
Total Energy Costs (£) 2015 - 2020



Total Waste Costs (£) 2015 - 2020



Total Water & Sewage Costs (£) 2015 - 2020



We will apply this strategy when financing our Green Plan actions:

1 Annual Budget



An annual budget will be allocated to deliver plans and ensure compliance against all requirements. This will vary but will encompass a fully resourced Sustainability Team, as well as a budget to deliver sustainability programmes and small to medium sized invest-to-save schemes.

2 Payback Period



When there is a direct financial payback, we will usually select schemes with a payback period of less than 5 years for a feasible investment. However, we will not disregard investing in schemes with a lengthier payback period (e.g. onsite renewable energy generation) when there are wider benefits involved, such as improved resilience.

3 External Financing



We will endeavour to pursue external financing for bigger investments in energy and water reduction schemes. This will include Salix and NHS funding.

4 Grant Schemes



We will actively look out for any local grant sources that may be offered, such as investment in sustainable or active travel infrastructure.

5 Life Cycling



Where schemes are already planned, such as new build, life-cycling and refurbishment of our Estate, we will provide top-up funding from our core budget to ensure that longer-term energy or water savings are realised. An example of this would be replacement of lighting with a more energy efficient option than what is costed for within our PFI contract terms.

Contact Details

We are consistently attempting to enhance sustainable healthcare here at East Suffolk and North Essex NHS Foundation Trust and would welcome your thoughts on how we can do this. If you have any queries, comments, ideas, suggestions or feedback, or simply want to find out more about the work that we are doing please contact us via email:

✉ Sustainability@esneft.nhs.uk

This document was established by the Energy & Sustainability Team at East Suffolk and North Essex NHS Foundation Trust:

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