

# Liverpool Heart and Chest Green Plan

Issue 1.0



**HEALTHIER PLANET**  
**HEALTHIER PEOPLE**

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## 1.0 Foreword

Liverpool Heart and Chest Hospital (LHCH) provides specialist services in cardiothoracic surgery, cardiology, respiratory medicine including cystic fibrosis and diagnostic imaging, both in the hospital and out in the community. We serve a catchment area of 2.8 million people, spanning Merseyside, Cheshire, North Wales and the Isle of Man, and increasingly receive referrals from outside these areas for highly specialised services such as aortics.

Heart and lung disease continue to be amongst the biggest killers in the UK and the communities we serve are marked by increased prevalence of cardiovascular disease, higher levels of heart failure, hypertension, coronary artery disease and an ageing population. Our reputation for strong performance is important in delivering the best care for our patients and high-quality services. This is underpinned by a culture of research and innovation and as part of our long-term plan, we aim to form strong clinical and organisational relationships where possible.

Amid the unprecedented challenges to the NHS and society of the global pandemic, the climate emergency has not gone away, and we remain committed to ending its contribution to climate change by 2040 (or earlier) in line with the national ambitions of NHS England and NHS Improvement.

## 2.0 Introduction

Climate change is the greatest health threat facing the world, but it also offers the greatest opportunity for us to redefine the social and environmental determinants of health.

The NHS produces approximately 5.4% of the UK's greenhouse gas emissions, 40% of UK public sector emissions, and on a global level, healthcare generates so much CO<sub>2</sub>e that if it were a country, it would be the world's fifth biggest polluter.

In October 2020 the NHS published Delivering a 'Net Zero' National Health Service with two clear and feasible targets for the reduction of emissions:

1. The NHS Carbon Footprint: for the emissions we control directly, net zero by 2040
2. The NHS Carbon Footprint Plus: for the emissions we can influence, net zero by 2045.

In response we developed a Sustainable Development Management Plan (Green Plan) and begun a rolling program on Green initiatives, capturing these to be able to be assured of the benefit and progress made.

### 3.0 Priorities and Ambitions

The development of our plan reflects national guidance, priorities and ambitions. The plan has been shaped by staff and governors and informed by several workshops and drop-in session with stakeholders and interested parties.

The plan is structured in such a way as to reflect the following priorities (Appendix 1)

- Energy
- Recycling
- Procurements
- Travel
- Go Green initiatives
- Culture

Our plan aims to contribute toward ambitions for direct` and `indirect` emission as described within delivering a 'Net Zero' National Health Service

- For the emissions we control directly (*the NHS Carbon Footprint*), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- For the emissions we can influence (*our NHS Carbon Footprint Plus*), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Importantly our plan reflects the ambitions of staff who have a renewed sense of purpose in eliminating waste, supporting reduction in energy consumption and ensuring that within the workplace we are doing everything we can to support the green agenda.

#### 3.1 Energy

- Low level energy lighting.
  - The replacement of LED lighting is ongoing, and LEDs are included in the development of any new building program, such as the catheter labs. However, there are still areas using older lighting that should be considered as part of the Trust's capital plan.
- Reduction in energy usage.
  - Passive infrared sensors (PIR) light sensors have been installed in office areas to reduce energy use, automatically switching lights off unless motion is detected. These sensors will soon be expanded to the theatre air-filtration systems, which currently run 24 hours a day. This is expected to yield a significant reduction in energy use.
  - Personal accountability - all laptop, desktop and personal computer screens are fitted with protocols to power down to standby mode when not in use.

- Energy alternatives. Exploration of alternative power sources (solar and wind) required a bespoke survey as this is an area of intent that is highly specialised. This was included within the Six Facet Surveys (property appraisal).
- The installation of smart meters to better understand, monitor and reduce energy consumptions and costs does not currently feature in capital plans due to the prioritisation process. Whilst there is a potential long-term return on investment the capital cost of installation is circa £44k inclusive of VAT. This is an important monitoring tool, as it is not currently possible to monitor the geographical use of our energy, and thereby target areas to improve efficiency. This should be considered as a priority for future capital programmes.

**LHCH achieved energy efficiency savings of 804,099 kWh when compared to the 2018/19 period. Based on a price of £0.12p per kWh, this resulted in a cost-saving of £96,491 and prevented 187,468kg CO<sub>2</sub>e from being released into the atmosphere.**

- Reduction in gas usage.
- Improvement to building management systems, installation of new boilers, smart system upgrades and a replacement protocol boiler system (heat-synchronisers).
- This work was partly supported by £30k from the Low Carbon Skills Fund to support the development of a Heat Decarbonisation Plan.

**LHCH achieved efficiencies resulting in a 765,909-kWh savings when compared to the 2018/19 period. Based on a price of £0.12p per kWh, this resulted in a cost-saving of £91,909 and prevented 178,564kg CO<sub>2</sub>e from being released into the atmosphere.**

### 3.2 Recycle – [indirect emissions]

- New waste systems.
- The introduction of Clinismart a waste segregation system includes specifically designed procedures, education tools and products to ensure optimisation of waste disposal processes at point of care. This provides cost effective, compliant, and safe management of healthcare waste whilst contributing to a cleaner patient environment. Typical results following installation of the Clinismart system would provide 50-80% reduction in clinical waste volumes and between 20-30% reduction in waste management costs. This will be implemented at the end of October.
- Recycling initiatives.
- Reduction in single use plastic items. Known as the `Steady cycle` initiative the use of single use items has increased during the covid-19 period because of the demand for personal protective equipment (PPE). Data provided by the Broadgreen Sustainability team indicates that only 11% of our waste is recycled by Veolia, with 89% being incinerated to produce energy.
- Whilst there will be a benefit of incineration to produce energy, quantifying this for LHCH within a wider agreement of waste provider across site has not been feasible at the time of this report. There is a widespread appetite to introduce recycling bins in all areas, this option should be explored with a cost and environmental appraisal.

- Moving to recycled paper from our suppliers to save around 8,000kg CO<sub>2</sub>e per annum based on around 5,000 reams of paper used.

- Waste Reduction.

- Intent to undertake an audit following the disposal of waste on and off site so providing assurances that recycling off site is fully compliant with standards.

**LCHC achieved efficiencies when compared to 2019/20, of £22,708 saving in waste costs. However, with increased use of PPE and other single use plastics during Covid there have been an additional 1,995kg CO<sub>2</sub>e per annum.**

- Re-usable gowns

- From 1st April 2021 (following a successful trial) LHCH operating theatres signed a deal with Elis to provide re-usable gowns. This has reduced Trust clinical waste by approximately 8 tonnes a year. The Catheter labs intend to follow this pilot.

**This has resulted in total savings of £22,200 and 23,520kg CO<sub>2</sub>e per annum.**

- Intranet Based eBay system

- The WARP IT pilot, a system by which surplus items can be sold to staff rather than put into landfill has been implemented but has not yet reached its full potential.

### 3.3 Procurement – [Direct emissions]

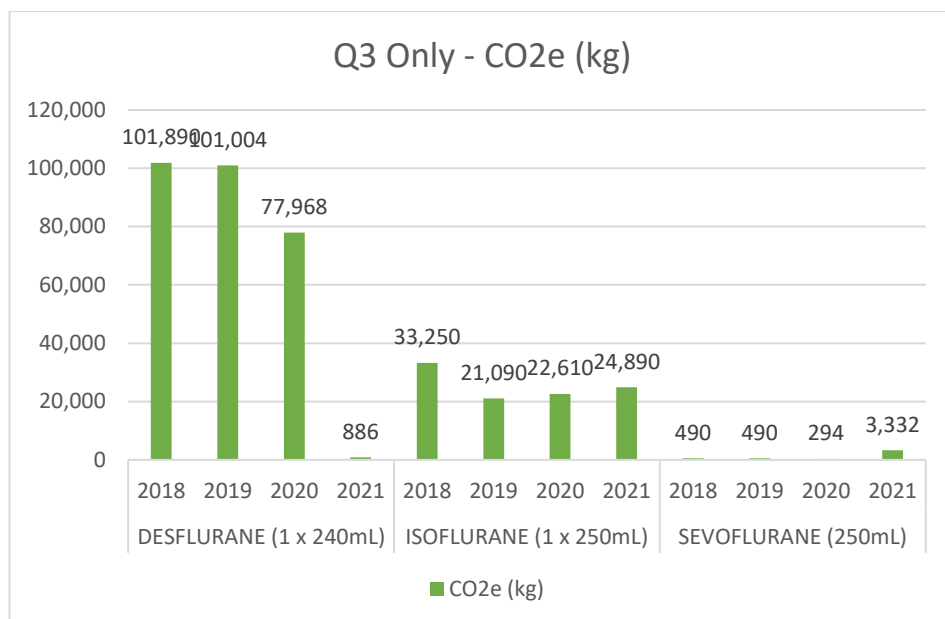
- Approvals and Procurement

- Specialised provider alliance. Harmonisation of approach across the four specialist providers to ensure that Green policies are developed as the first principle of procurement. This will evolve policy and approach in sourcing goods locally, which will reduce LHCH's carbon footprint and support the local economy.

- Anaesthetic gases – Desflurane

- The Anaesthetic team recently removed Desflurane vaporisers from use in June 2021. This has resulted in a significant impact and accounts for a quarter of our success to date. In Q3 alone, this has saved 71,764kg CO<sub>2</sub>e.

- **The projected per annum saving is 287,056kg CO<sub>2</sub>e and an estimated recurring cost-saving of at least £17,283.**



### 3.4 Travel – [indirect emissions]

- It is worth noting as background that approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff, and suppliers to the NHS, contributing around 14% of the system’s total emissions. This includes approximately 4% for business travel and fleet transport, 5% for patient travel, 4% for staff commutes and 1% for visitor travel.

- Agile working

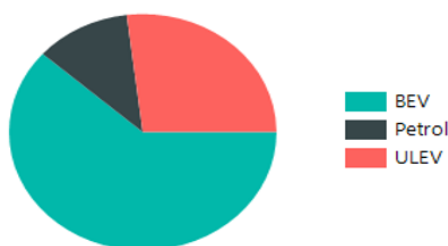
- Staff survey indicated opportunities for more agile working, thereby reducing the overall carbon footprint of the Trust. Cycle work to work policies have been updated following the latest guidance. New walking routes across the trust planned as part of a charitable fund’s application. Overall, Agile working policies have resulted in a significant decrease in staff commuting miles.

- **On average, 1,185,018.9 commuting miles are saved per year, resulting in a 367,360kg CO2e reduction per annum.**

- Electric Vehicle Charging Stations

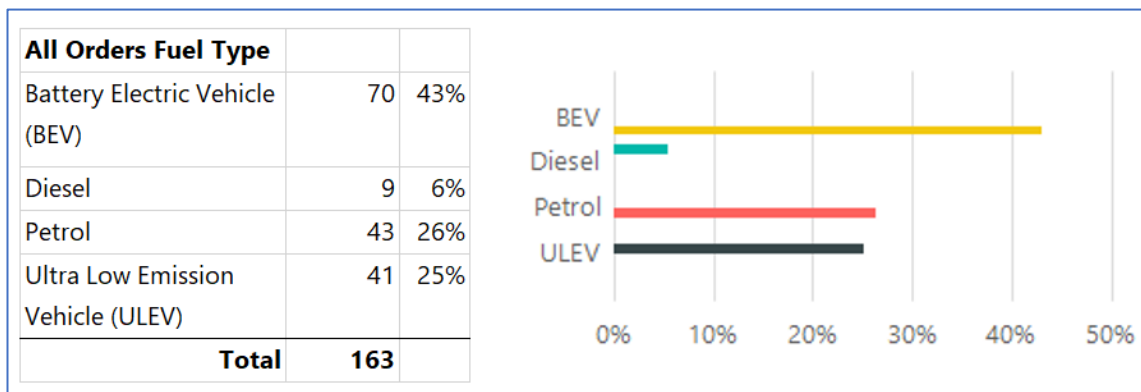
- Ten new electric vehicle (EV) charging stations were installed this year which supports staff, encourages sustainable travel, and generates income. 62% of staff that have outstanding orders with the salary sacrifice scheme have selected EV cars, with 13% opting for hybrids, for a total of 75% of staff choosing a battery powered or supported vehicle (below). This demonstrates that there is an increasing trend towards battery-powered vehicles.

Vehicles On Order		
Battery Electric Vehicle	16	62%
Petrol	3	12%
Ultra Low Emission Vehicle (ULEV)	7	27%
<b>Total</b>	<b>26</b>	



- Based on the period July to September and extrapolated, the Trust can expect a **recurring income of at least £3,278 with 23,244kg CO2e saved per annum** (when compared to combustion engines).
- There is a willingness to expand electric-vehicle parking to other areas on-site.
- The Trust will review tariffs for EV charging on a quarterly basis to track current energy prices and ensure competitive rates for staff.
- The Trust recently hosted a webinar, run by our provider NHS Fleet Solutions to discuss the benefits of the salary sacrifice scheme, as well as to discuss the advantages of battery-powered vehicles.
- The table below shows the breakdown of staff who have engaged with the salary sacrifice scheme, which constitutes 10% of all staff (163). Combining battery electric vehicle and ultra-low emission vehicles, 68% of staff on the scheme chose an electrically powered (or supported) vehicle. Considering the table above which shows current orders, of which 89% of staff chose an electric or hybrid, there is a general trend towards battery-powered vehicles amongst LHCH staff. This should be considered when reviewing the amount of electric charging stations available to staff.

**Figure 10:**



### 3.5 Go Green – Corporate and Culture – [indirect emissions]

- All aspects including community engagement, veteran’s covenant, championing personal accountability opportunity and awareness raising will be taken into consideration within the People Strategy.
- The Trust is currently applying for the Social Value Award (Social Value Business), with the long-term aim of developing LHCH into an anchor institution.



### 3.6 Green Space

- The last 18 months have demonstrated the importance of being out, and exercising in, nature. Research has shown that being in nature can reduce stress levels, boost our mood, as well as be beneficial for our social relationships. The evidence is so strong that spending time in nature can be medically prescribed for its wellbeing benefits, and science continues to try to understand what it might do for our physical health.
- The Trust is creating a 'Green Space' for staff by planting up to twenty new trees and shrubs, three wildflower patches and installing four bird boxes to increase biodiversity and create a wellbeing centre for staff to enjoy.
- The trees will be a part of the NHS Forest Project ([Welcome | NHS Forest](#)) and the Queen's Green Canopy initiative ([The Queen's Green Canopy \(queensgreencanopy.org\)](#)). The species have been selected to coincide with the names of our clinical areas. The carbon offset of these new trees, and how it benefits the local air pollution, are yet to be explored.

### 4.0 October Green Awareness Month

In October 2021, we facilitated a Green awareness month.

The purpose was to celebrate the sustainability initiatives that LHCH have undertaken in the last two years, discuss the NHS' role in climate change, and highlight our responsibilities in achieving the NHS' net-zero ambition.

It consisted of daily communications on different topics, incorporating LHCH's green projects as well as key climate dates, such as, but not limited to: The UN Biodiversity Conference, Conference of Parties (COP26), World Mental Health Day and the International Day of Climate Action.

In summary the following initiatives took place during October 2021:

- The hospital was lit Green.
- Two webinars took place on Electric Vehicles and the Cycle to Work scheme, facilitated by our salary-sacrifice partners: NHS Fleet Solutions and Cycle scheme. We had over 50 viewers across the two events, demonstrating LHCH's passion for sustainability.
- To increase biodiversity, staff members volunteered to plant wildflowers and install bird boxes during their lunch break (pictured below). The ambition is to create a 'Green Space' for patients and staff to enjoy, sit and reflect.
- A pod cast was also presented through 'Heart and Chest Matters' so as to align with the COP 26 and the anniversary of the NHS' 'One Year On' NHS net-zero pledge.
- A sustainability initiative competition was held, where staff were encouraged to submit sustainability ideas. The best idea was selected by a panel and the winner was awarded an electric bike (donated through our associated charity). 49 submissions, containing nearly 70 ideas from 31 different areas across the Trust were received. The winning idea challenged the Trust to swap metered-dose inhalers to dry-powder inhalers which have a

lower carbon footprint.

- The Trust registered for the Queens Green Canopy (Tree planting initiatives celebrating Her Majesty the Queens Platinum jubilee in 2022). This will result in 20 new trees and shrubs being planted on the LHCH site, with tree varieties being aligned to the respective names of each of our clinical/ward areas. (Elm, Birch, Maple, Rowan, Cherry etc.)
- A recurrent emergent theme from staff was the subject of recycling and waste segregation initiatives. Currently, our waste is recycled off-site by Veoila, however only 11% is graded as appropriate to be recycled.
- Successful applications for Grants have been realised through the Low Carbon Skills Fund (£30k) and Salix (£57k) which have funded projects such as reviewing heat decarbonisation with theatres and plant rooms.

## 5.0 Food, Diet and Nutrition

Medirest, part of The Compass Group provides external catering to LHCH and we consider being green a very important part of our patient journey. In regard to sustainability we have introduced a robust waste management system in which we recycle all our plastics, glass and food waste where possible.

Some further actions under scope are:

- Switching from plastic to reusable cutlery for hospitality
- Reducing our carbon footprint with waste disposable collection by 30%
- Only using our online food buy partners for nominated suppliers to maintain all food items are responsibly sourced too our patient's.

All our patient menus follow this process in line with Compass sustainability proposals.

- We also use a Milk pergal Machine system were as boxed large quantities of Milk are used instead of everyday plastics which is a great win on our carbon footprint.
- We as a Unit only use Compass nominated suppliers that mirror our ethos
- All utilities between services are switched off were possible
- We are active members of the roundtable on sustainable palm oil
- Our aims at Liverpool Heart and chest are to work closely with the client and trust to maintain a healthy environmental and a sustainable future.

## 6.0 Collaborative Work

The trust has sought to extend its immediate sphere of influence by working collaboratively on a wider footprint. This is typified with advisory work we have been doing with Chester Zoo on the procurement of sustainable palm oil within the food chain.

## 7.0 Equality, Diversity, & Social Value

### 7.1 Journey to becoming an anchor institution

LHCH wish to Increase social value by establishing anchor practices, that positively impact on the wider determinants of health & the climate 'health' emergency, when making decisions on procurement, purchasing and through our organisation's corporate social responsibilities.

### 7.2 Social Value Award

LHCH are part of the Social Value Business Award in Cheshire and Merseyside, as recognising this award. The goal for 2022 is to not only recognise this award, but to submit our own, as part of the social, economic, environmental and innovative work we have achieved.

LHCH signed up to The NHS Forest Network in 2021, The NHS Forest is an alliance of over 200 health sites working to transform their green space to realise its full potential for health, wellbeing and biodiversity.

The last 18 months have demonstrated the importance of being out and exercising in nature. Research has shown that being in nature can reduce stress levels, boost our mood, as well as be beneficial for our social relationships. The evidence is so strong that spending time in nature can be medically prescribed for its wellbeing benefits, and science continues to try to understand what it might do for our physical health. Here at LHCH we are incredibly proud of the work we have done so far to become greener and working towards achieving the NHS' net-zero ambition. The work is constant, and our staff are eager to get involved and make a difference.

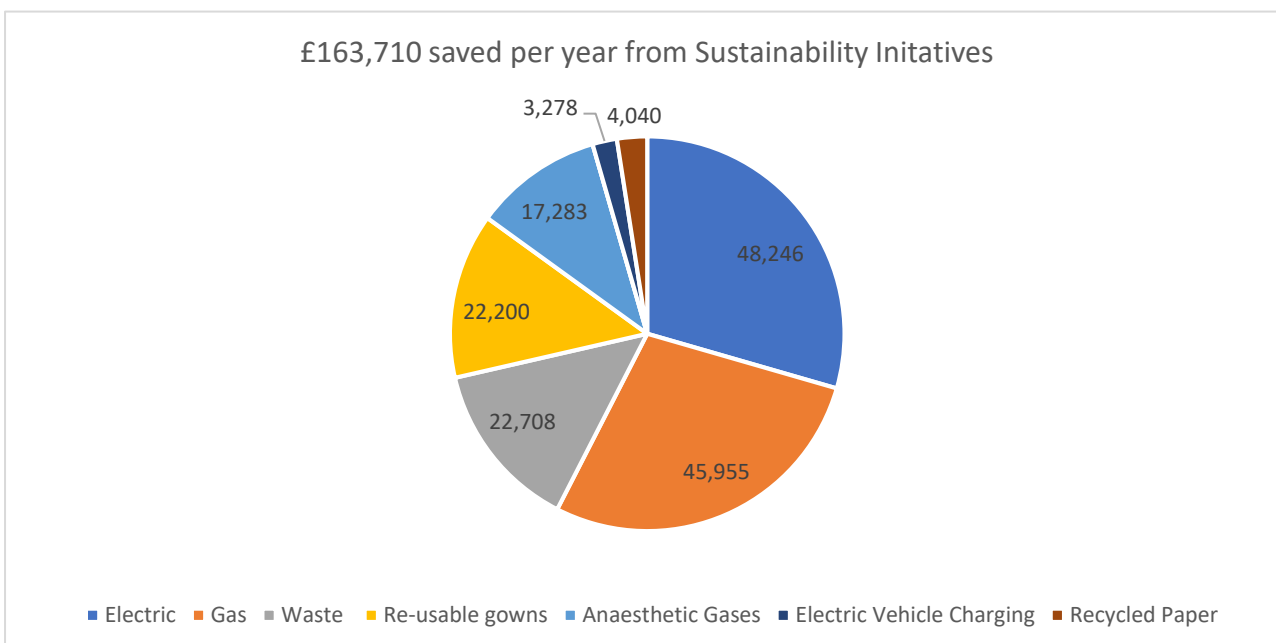
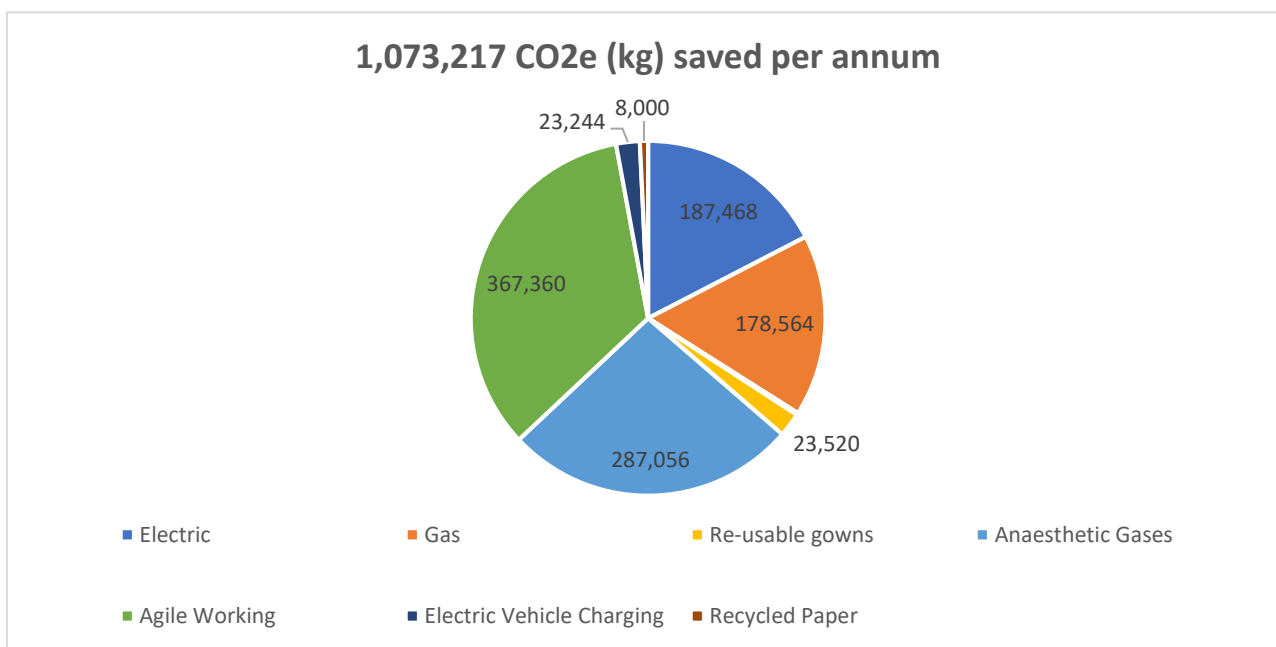
The Queen's Green Canopy (QGC) is a tree planting initiative created to mark Her Majesty's Platinum Jubilee in 2022. LHCH registered to this by pinning 10 trees planted on site as part of our recovery corridor/ green space for both patients and staff.

## 8.0 Conclusion

In order to establish the benchmark from which to measure progress, the Trust is working with the ICS and partners to procure external support. This has however, not stopped the Trust from quantifying new initiatives and new savings in emissions and resource.


The concluding evaluation from our additionality work can be summarised as follows:

- **Financial savings are £163,710 per year when compared to 2018** due to the range of sustainable initiatives outlined in the review.
- **CO2e savings are 1,073,217 kg** from being released into the atmosphere. If converted back into electricity, that could power **1,233 homes for a whole year**.



## 8.1 Appendix 1 - Repository






The foundation trust has undertaken risk assessments and has a sustainable development management plan in place which takes account of UK Climate Projections 2018 (UKCP18). The trust ensures that its obligations under the Climate Change Act and the Adaptation Reporting requirements are complied with.

				Statu	Impact	Further Work	Impact	Timetable	Update 15/12/2021	Is the impact measurable?	What impact?	Cost impact	CO2e (kg) per annum
				RAG									
	DM	Additional Low Energy Lighting	LED lighting installed across the site, and is integral to all planned capital projects. Efficient pumps installed, AHUs, PIR lighting controls.  £30k included within the initial Trust capital plan. SMART meters considered 'desirable' not critical and therefore not a priority for 20/21. Potential cost for 2021/22 of £44k including VAT  All PCs/screens have built in power down protocol		65%	Replace lighting on an ongoing basis and explore funding opportunities	85%	2020/21	LED Lighting integral to all planned capital projects. No capital asks in 2020/21	Y	Energy efficiency savings of 804,099 KWh when compared to 18/19. Used <a href="https://www.rensmart.com/Calculators/KWH-to-CO2">https://www.rensmart.com/Calculators/KWH-to-CO2</a> to calculate CO2e. Data provided by Adam Hope.	£48,246	187,468
	DM	Reduction in Energy Usage	Install meters to all areas subject to discussions with LUHFT. Seeking to undertake a site survey for solar and wind power. Potential consultancy costs circa £5k or undertaken within the facets survey  Harmonise procurement approach across the alliances		10%	Obtain funding for installation of energy meters	90%	2020/21	£30k included within the initial Trust capital plan. Considered 'desirable' not critical and therefore not a priority for 2020/21. Potential cost for 2021/22 of £30k	N/A	N/A	N/A	N/A
	DM	Reduction of Site Footprint	Plan to reduce site footprint through Strategic Accommodation Group		10%	Identify surplus building and land and prioritise redevelopments	50%	2020/21	Intention to reduce accommodation footprint changed during covid escalations. Impact of the relocation of community staff, social distancing and agile working considered to have neutralised this work stream.				
	AH	Improvements to Building Management Systems	Daily tuning of building management system and installation of smart systems to ensure efficiencies are achieved.		10%	Boiler replacements have already made significant contributions. Reporting of such benefit needs to be established	20%	2020/21	New efficient boilers, domestic hot water controls, improved management systems. Smart systems upgrades. Replacement of protocol system in the boiler house, new electrical structure within Cath lab included within respective business cases	Y	Energy efficiency savings of 765,909 KWh when compared to 18/19. Used <a href="https://www.rensmart.com/Calculators/KWH-to-CO2">https://www.rensmart.com/Calculators/KWH-to-CO2</a> to calculate CO2e. Data provided by Adam Hope.	£45,955	178,564
	DM	Green Energy Systems	Implementation of green energy to site. Installation of energy efficient boilers to all areas as replacement is due		75%	Replacement of boiler serving nucleus plantroom (Elm Ward and Birch Ward)	100%	2020/21	More detail to be provided once capital plan is approved in 2022	N	N/A	N/A	N/A
	AH	Personal Accountability	Switch off PCs/Monitors/Lighting	NEW	0%	Digital System to implement process and group PC's for shutdown overnight	75%	2020/21	All PCs/Screens have built in power down protocols.	N	N/A	N/A	N/A
	SD	Energy Alternatives	Offset costs with wind/solar/green planting	NEW	0%	Work with partner organisations	50%	2020/21	Seeking to undertake a site survey for solar and wind power. Potential consultancy costs circa £5k or undertaken within the facets survey  Harmonise procurement approach across the alliances	N/A	N/A	N/A	N/A
	John Kendall	Anaesthetic Gases	Removal of Desflurane vaporisers in June		80%	look at removal of other gases	100%	2021/22	Desflurane vaporisers removed this summer. In Q3 this has saved 71764kg CO2e.	Y	Desflurane vaporisers removed this summer. In Q3 this has saved 71764kg CO2e.	£17,283	287,056
	John Kendall	AGSS using canisters directly attached to the Anaesthetic machine	This would allow AGSS to be turned off and no volatile agent would be discharged into the atmosphere.	NEW					This is still at the planning stage. JK has met virtually with 2 potential suppliers to discuss possible trials and is meeting with R&I lead soon internally. No firm plans yet as still very new technology and may not be suitable.				
JD	Energy Alternatives	Specialised Provider Alliance	NEW	100%	Work with partner organisations	100%	2020/22	Harmonise procurement approach across the alliance					



RECYCLE

	SH	New Waste Streams to ensure compliance	Review feasibility of rolling out a bag to bed system for offensive waste across all areas within the Trust following a trial in Elm and OPD		30%	Implementation of the bag to bed system in all ward areas	100%	2020/21	Conversion of Orange to Offensive non clinical bagging systems. Investment cost of circa £15k with an equivalent ROI. To be picked up post covid. We have successfully implemented the Offensive waste stream by rolling out the Bag to bed system and we continue to monitor compliance. We can provide some data of comparison of volumes to show the increase in offensive waste and the decrease in Orange waste although we will need to be mindful we are still using orange in all our covid areas as and when they occur.	Y	Note: single use items have increased significantly during the pandemic.  Cost decreased from £358542 in 19/20 to £335834 in 20/21	£22,708	-1,995
	SH	Recycling Initiative	Implement improved recycling and waste strategies including recycling of glass, plastics, aluminium. Site wide assessment undertaken by I-Clean services and recommendations being reviewed.		60%	Awareness of what is recycled by Waste companies - Introduce local (site wide) recycling initiative "Follow the waste" awareness engage with staff to developed waste champions	90%	2020/21	"Steady cycle" initiative to follow the waste postponed due to contractor restrictions (covid). Note: Single use items of increased significantly during Covid.				
	SD	Waste Reduction - in line with procurement	Launch "Waste Reduction At Source" initiative reviewing procurement changes	NEW		Volume of waste including adjustments for accrued liabilities of all food waste which has been segregated and is sent for anaerobic digestion/composting for EWC Code/s.	25%	2020/21	Forms part of the ERIC Return. Potential costs for equipment, location to site the equipment not yet known				
	SH	Re- use scheme	Exploring opportunity to work in partnership with Aintree Hospitals or Royal Liverpool	NEW	0%	Sustainability day attended by Facilities staff - Networking with other Trusts	50%	2020/21	Completed				
	Mike Bailey	Re-usable gowns	Reduced Trust clinical waste costs by approximately 8 tonnes a year. Saved £12k per annum in purchase costs, £7k per annum in VAT, and £3,200 per annum in clinical waste costs. 8 tonnes x 2.94 = 23,520kg CO2e		100%			2021	From 1st April 2021 (following a successful trial) LHCH operating theatres signed a deal with Elis for them to provide Re-usable gowns. These gowns are delivered and collected by Elis twice weekly.	Y	Reduced Trust clinical waste costs by approximately 8 tonnes a year. Saved £12k per annum in purchase costs, £7k per annum in VAT, and £3,200 per annum in clinical waste costs. 8 tonnes x 2.94 = 23,520kg CO2e	£22,200	23,520
	Steve Doran	Recycled Paper	If we move to recycled paper the comparable costs will be: <a href="https://my.supplychain.nhs.uk/Catalogue/search?Query=WHO264">https://my.supplychain.nhs.uk/Catalogue/search?Query=WHO264</a> Price: £1.59 + vat per ream Usage: approx. 5,000 reams p.a. (pre-covid usage levels) Total Value: £7,960 + vat CO2e calc source: IFEU Heidelberg GmbH, 2010)						We currently use Jenkinson's for paper with details as below: Price: £2.40 + vat per ream Usage: approx. 5,000 reams p.a. (pre-covid usage levels) Total Value: £12,000 + vat	Y	If we move to recycled paper the comparable costs will be: <a href="https://my.supplychain.nhs.uk/Catalogue/search?Query=WHO264">https://my.supplychain.nhs.uk/Catalogue/search?Query=WHO264</a> Price: £1.59 + vat per ream Usage: approx. 5,000 reams p.a. (pre-covid usage levels) Total Value: £7,960 + vat CO2e calc source: IFEU Heidelberg GmbH, 2010)	£4,040	8,000
	SH	Food Wastage / Sustainable Palm Oil	Working towards being 100% sustainable palm oil worldwide in 2022.		80%	Promoting the work Medirest do around the hospital to both staff and patients			Medirest are active members of the Roundtable on Sustainable Palm Oil. The palm oil used to prepare food in our kitchens will be 100% certified sustainable from physical sources by 2022 (currently at 57% worldwide). However, in the UK they have already achieved this target of 100%. Medirest also carry out work to avoid food wastage by only ordering what is required for that week, through an patient order system.				
	Steve Doran	Intranet Based eBay system – more sustainable use of current resources	Proposal put forward to Finance. Awaiting outcome to roll out across the Trust	NEW	0%	WARP IT profile, pilot		2020/22	WARP It in place. Full potential not yet realised				

	Steve Doran	Secondary Approvals	Identification of those Non Recyclable items of high cost that would benefit from secondary approvals	NEW	0%	New Policy		2020/22	Harmonise procurement approach across the alliance				
	Steve Doran	Procurement	Sustainable developments incorporated into wider procurement and commercial training, induction and development activity.	NEW	0%	New Policy		2020/22	Harmonise procurement approach across the alliance				
  	SHOD	Travel	Implement travel survey for improvements in walking, cycling and public transport use. Use the results to identify further opportunities for improvements. Heighten awareness of new cycle to work scheme / Lease car scheme.	NEW	0%	New initiative required to review - Cycling buying scheme, bus routes walking into work Matt Back Comms, OD. Issue regular communications	50%	2020/21	Cycle to work policy amended and updates for new rules and duration of contracts. Electric car offer promoted to staff through lease schemes. Agile working policies have resulted in a significant decrease in staff commuting miles.	Y	On average, 1,185,018.9 commuting miles are saved per year	N/A	367,360
	SHOD	Electric Vehicles	Installation of 10 new EV charging stations in July. Staff usage generates income. CO2e is calculated by PodPoint. Used three month data (July-September) and extrapolated to a full year.		50%	Introduce more EV charging points on site	100%	2021/22	EV Charging Stations	Y	Installation of 10 new EV charging stations in July. Staff usage generates income. CO2e is calculated by PodPoint. Used three month data (July-September) and extrapolated to a full year.	£3,278	23,244
	SHOD	Patient transport	Explore feasibility of electric mini bus	NEW	0%	Engage LUHFT and SABA to explore opportunity	50%	2020/21	No progress to date				
	SHOD	Community Engagement/Model Employer	Continue with the pre-employment and traineeship programme working in conjunction with Hugh Baird College and MYA to support young people and the long term unemployed with work experience within the Trust. Widen Network to support more local schools. create the number of apprentices in the Trust as part of our WFP and Apprentice Strategy for 19/20 – on-going		0%	Link with the Trust People strategy and apprenticeship opportunities		2020/22	Taken into account within the People Plan				
	SHOD	Veterans Covenant Accreditation	Work towards implementing the Veterans Covenant Hospital Alliance Manifesto championing the needs of veterans in relation to both care and employment.		0%	Will liaise with OD - We currently have a Veterans group within the Trust that has been relaunched - SH to link in with OD		2020/21	Taken into account within the People Plan				
	SHOD	Personal Accountability	Taking waste home / recycling using opportunities	NEW	0%	Raising awareness campaign will include personal accountability	50%	2020/21	Taken into account within the People Plan				
	SHOD	Sponsors	Develop climate champions	NEW	0%	Raising awareness campaign will include promotion for climate champions	100%	2020/21	Taken into account within the People Plan				
	SHOD	Opportunity	Develop greater awareness and opportunity	NEW	0%	Raising awareness campaign will and engagement with Waste providers will identify opportunities	50%	2020/21	Taken into account within the People Plan				
	SH	Recycle	Provide greater opportunities to recycle	NEW	0%	Raising awareness campaign will and engagement with Waste providers will identify opportunities	100%	2020/21	Recommence in quarter three				