



Sherwood Forest Hospitals NHS Foundation Trust

Green plan 2021-2026





Our journey so far on the road to a sustainable SFH

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

We have launched our Climate Action Project Group to commit the Trust to becoming sustainable, including reducing the impact of climate change on our community. Our constitution and membership is below:

Constitution	Membership
Assist in the development of an organisational Green Plan	Clinical Lead (Chair)
Reduce SFHFT's carbon footprint by 14% each year	Strategic Lead
Identify, agree and implement sustainability best practice approaches in line with National and Regional Guidance	Procurement Lead
Communicate and promote new sustainability initiatives across the Trust	Estates Lead
'Look outwards' - horizon scan research, innovation and developments and best practice to deliver sustainability initiatives and projects	Pharmacy Lead
	Project Manager
Provide monthly reports to the Transformation Cabinet	Communication Lead
Escalate risks and issues to the Transformation Cabinet	Admin Lead
Develop business cases for approval at Transformation Cabinet	Divisional/Nursing Lead
Identify interdependencies with other transformation projects	Educational Lead
Respond to actions received from Transformation Cabinet	Sustainability Lead
Escalate requests for approval to Transformation Cabinet	Newark Lead

Within our group, we are already working on 10 projects that have been specifically selected to make us more sustainable, reduce carbon and integrate with our hospitals and our community:

Waste - re-usable sharps boxes

Electric vehicle points

Climate Action Team(s) CATs

Schools Project

Communications Plan

Sustainability Manager appointment

Decarbonisation Funding

Reusable Gowns

Local Supplier of Surgical Masks

Green Plan Submission



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Executive Summary

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

In accordance with the NHS pledge to a commit to sustainable development and long-term carbon dioxide emission reductions, the purpose of this document is to formulate the Trust's specific policies and actions to enable the Trust to become a national leader in the delivery and provision of sustainable healthcare services, through the production and implementation of a Board approved Green Plan and Sustainable Action Plan.

The Trust commissioned our Climate Action Project Group to work on Trust sustainability in January 2020, just before the WHO declared COVID-19 a global health emergency. Since then, 2020 has been dominated by this virus.

The burden of coronavirus has been exacerbated and amplified by wider, deep-seated social, economic and health challenges.

One of the most significant challenges is the climate emergency, which is also a health emergency. Unabated it will disrupt care, and affect patients and the public at every stage of our lives. With poor air quality and environmental health contributing to major diseases, including cardiac problems, asthma and cancer, our efforts must be accelerated.

We therefore believe that there is as much urgency as ever to push for progress in this area while continuing to confront coronavirus. The climate and health crisis will continue after the coronavirus pandemic has been controlled.

Our Climate Action Project Group has continued to deliver our sustainability agenda throughout 2020,

and this Green Plan sets our ambitions to reduce our carbon footprint and environmental impact of our services.

- Exceeding the current NHS commitments towards sustainability, we will: Reduce carbon emissions from energy consumption by 80% by 2025 (from our 2013/14 baseline).
- Aim to cut patient transport service mileage by 25% by 2025 to improve local air quality.
- Reduce fossil fuel use on our estates over the next 5 years, with the long-term goal of phasing out their use before 2040.
- Reduce our overall waste volume by 7% per year to 2025, from our 2017/18 baseline, thus improving our 20% recycling rate and continuing our zero to landfill achievement.
- Cease purchase of single-use plastic stirrers and straws, single-use plastic cutlery, plates or single use cups made of expanded polystyrene or oxo-degradable plastics by April 2022.
- Continue in our achievement of limiting our water consumption to 1.2 m³/m² and remain within the lower quartile value of our peers, as determined by the Model Hospital.

This will place us favourably on the path towards net zero carbon emissions by 2040.

We are working with our Mid-Nottinghamshire Integrated Care Partnership (ICP), The Nottingham and Nottinghamshire Integrated Care System (ICS), local councils, businesses, public sector and other NHS organisations to make a positive impact on the local environment and local air quality. We will continue to collaborate with other organisations to achieve these common goals.



Executive Summary

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

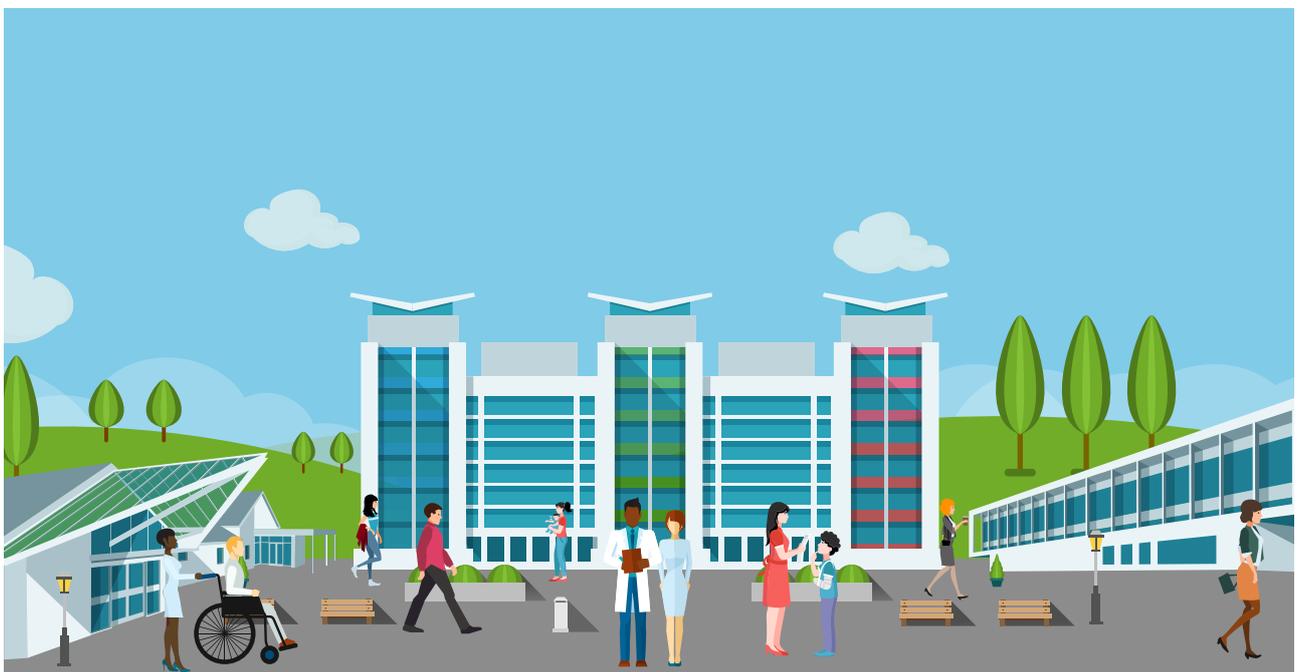
We will complete our Climate Change Adaptation Risk Assessment and incorporate any risks identified into the local Estates and Facilities risk register. These will be escalated to the Corporate Risk Register as required.

We will minimise or avoid adverse effects on biodiversity from our core operations and ensure that all staff are aware of their responsibilities towards protecting and enhancing biodiversity. We will collaborate with local councils and businesses to provide our staff and patients with easy access to green spaces on our sites, and in our community.

We will examine the way clinical services are currently delivered and consider whether they make best use of our resources, finance and infrastructure whilst delivering the best care and outcome for our patients.

We will continue to develop initiatives to promote staff health and wellbeing linking the importance of improved public health with reducing carbon emissions.

By using our place in society as an Anchor community we can engage with all that use our services, as well as the local community and partner organisations to ensure our Trust can continue to provide world class expertise, without being a drain on our planet.





1. Introduction

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

In May 2020, King’s Mill Hospital, where 90% of our services are based, was rated “Outstanding” by the Care Quality Commission, and is the only “Outstanding” rated hospital in the East Midlands. Newark Hospital and Mansfield Community Hospital are both rated “Good” and all 15 of our services are rated “Good” for Safety, with five “Outstanding” services.

Safe, patient-centred care is delivered by well supported people and in 2018 and 2019, colleagues rated us the best Acute Trust in the Midlands. In 2019, in the Freedom to Speak Up Index, we were the top rated Acute Trust in the East Midlands.

We provide outstanding healthcare from modern buildings and increasingly across the community to 500,000 people in Mansfield, Ashfield, Newark, Sherwood and parts of Derbyshire and Lincolnshire.

We work with 5,000 colleagues in our three hospitals – King’s Mill, Newark and Mansfield Community and we have well established relationships with partners in health and social care through the Mid Nottinghamshire Integrated Care Partnership.

We are a committed member of the Nottingham and Nottinghamshire Integrated Care System (ICS). In this system, NHS organisations, along with local councils and other partners take collective responsibility for all our resources, delivering NHS standards, and improving the health of the population they serve.

We have acknowledged this responsibility by developing a Trust-wide Green Plan, which clearly defines our plans, commitments and targets. We will monitor and review our activities to ensure we meet all our sustainability obligations.

Our Climate Action Project Group will undertake a regular review to ensure that this plan, the objectives and targets in the Green Plan and action plan remain current and valid to the Trust. By adopting a continual improvement approach with respect to sustainability, our performance will continue to develop incrementally.

At the Trust, we will be aware of and comply with all current and any future legislation that will impact on our sustainability position.

We will use the Sustainable Development Assessment Tool to ensure we meet and, where feasible, over exceed the required compliance criteria, and our latest scoring is included in this plan.

The Trust recognises the impact we have on the local economy, society and environment, and are committed to continually work to integrate public health and sustainability into our core business. Climate change is one of the most pressing challenges facing our society today and in the future. There are considerable implications for health, both directly and indirectly, across the population. There are also implications for widening health inequalities. We have a responsibility to maximise our contribution to creating social value and ensure efficient use of resources. Planning now will help to ensure critical care pathways remain accessible, growth in service use can be resourced sufficiently, and risk is minimised.



1. Introduction

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

This Green Plan is a new, living document that will help guide the Trust to becoming truly sustainable.

Throughout the transition to becoming Net Zero by 2040, this document will be reviewed and updated to set out a clear strategy, with assigned responsibility to ensure continued progress against carbon reduction targets and other sustainability objectives. This will lower business risk, improve resilience, reduce the resources impact and improve wider health outcomes.

The associated sustainability action plan is intended to be organic, changing and developing, reflecting the achievements and progress that is made.

Success in the action plan will demonstrate The Trust's commitment and achievements towards being an environmentally responsible organisation, contributing to the minimisation of climate change and increased protection of natural resources. The Trust realise this cannot be done alone and so will be encouraging participation from all employees, patients and visitors. As well as internal stakeholders, the Trust will work in conjunction with other organisations such as other parts of the NHS and local councils, as they will be key to achieving some of these goals.





1. Introduction

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

What do we mean by Sustainability?

'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'

In practice, this means taking decisions which consider the 'triple bottom line' by balancing economic, social and environmental factors.

The Government's refreshed vision and commitments for sustainable development build on the principles that underpinned the UK's 2005 sustainable development strategy, by recognising the needs of the economy, society and the natural environment, alongside the use of good governance and sound science. The five principles of sustainability are expanded below.

Living within Environmental Limits

Respecting the limits of the planet's environment, resources and biodiversity, whilst improving our environment. Ensuring that the natural resources needed for life are unimpaired and remain so for future generations.

Ensuring a Strong, Healthy & Just Society

Meeting the diverse needs of all people in existing and future communities. Promoting personal wellbeing, social cohesion and inclusion, and creating equal opportunities for all.

Achieving a Sustainable Economy

Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (Polluter Pays) and efficient resource use is incentivised.

Using Science Responsibly

Ensuring policy is developed and implemented based on strong scientific evidence, whilst taking into account scientific uncertainty (through the Precautionary Principle) as well as public attitudes and values.

Promoting Good Governance

Actively promoting effective, participative systems of governance in all levels of society engaging people's creativity, energy, and diversity.



1. Introduction

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

What are the Sustainable Development Goals?

In 2017, Public Health England declared its support for the UN's Global Goals for Health. These goals form a global action plan to end extreme poverty, inequality and climate change by 2030, and have been signed by every member of the UN, including the UK.

The 17 goals have been agreed globally as a framework for sustainable development.

Research undertaken by PwC suggests five of the goals are a priority for the Health and Care Industry as a whole: Good Health & Wellbeing, Decent Work and Economic Growth, Gender Equality, Quality Education and Industry, Innovation and Infrastructure.

At delivery level The Trust believe other goals are also relevant, including Reduced Inequalities, Sustainable Cities and Communities, Climate Action, and Responsible Production & Consumption.

The Global Goals for Sustainable Development



The 17 UN Sustainable Development Goals

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2. Climate Change & Healthcare

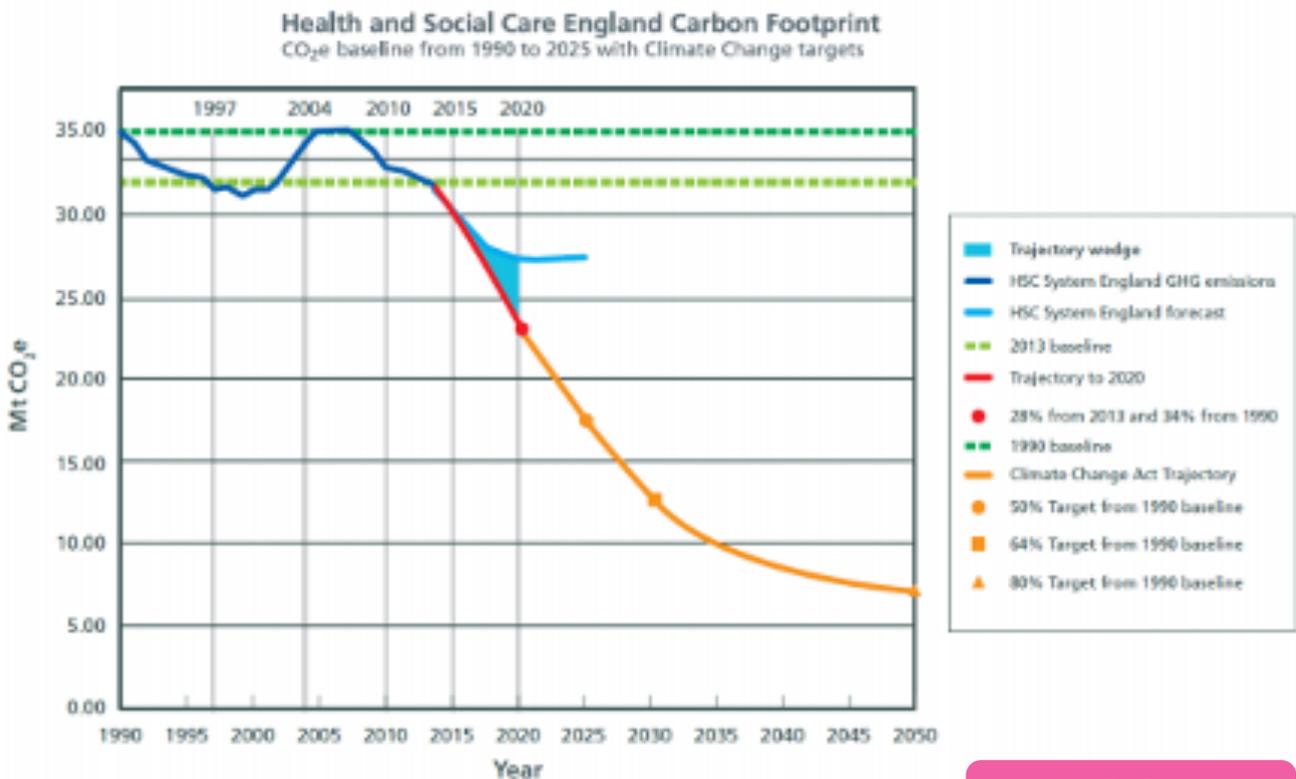
Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Climate change is widely regarded as one of the greatest challenges facing society today and in the future.

In the UK temperatures have been increasing by around 0.25°C per year. Projections indicate that by 2050 what we currently consider as an extreme heat wave may well become the norm. Patterns of rainfall will change with reduced rainfall in the summer exacerbating water shortages and increased rainfall in winter months leading to increased rates and intensity of flood events.

This will have implications for public health including heat stress, reduced productivity, poorer air quality and the direct and indirect impact of flooding. The costs of additional mental health risks associated with climate change-induced flooding alone is projected to be £3-5 million annually in the 2020s, and £5-7 million in the 2050s.

The UK Climate Change Act 2008 set out ambitious targets to reduce emission of greenhouse gases by at least 80%, compared to 1990 levels, by 2050.



Graph showing the carbon footprint of health and social care in England

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3. Delivering 'Net Zero' – Our View

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Following the new announcement of the NHS becoming “Net Zero” by 2040, we are perfectly placed to ensure our Green Plan covers the challenges that this target sets for the NHS.

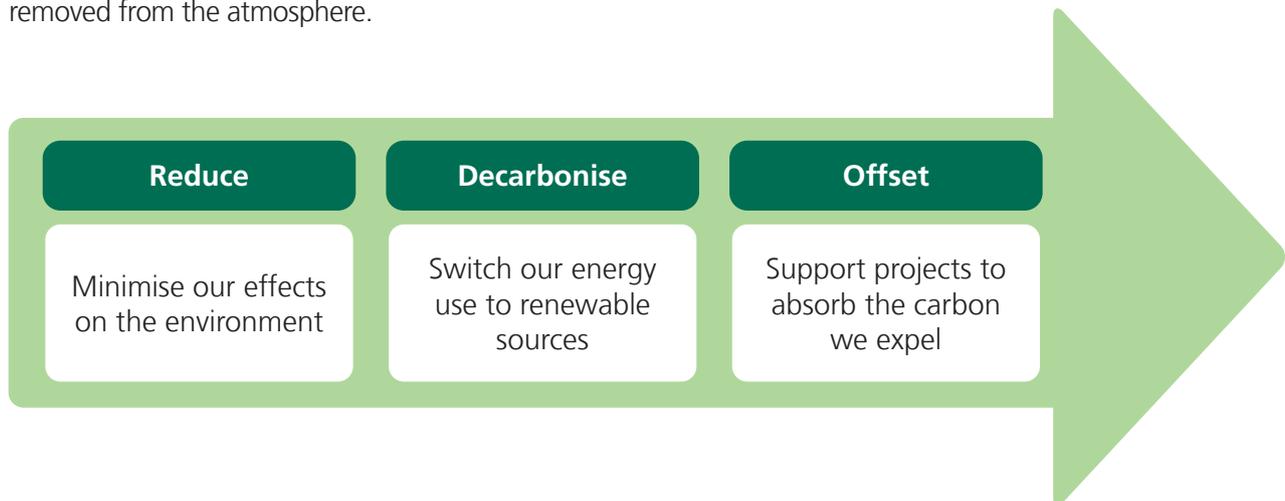
What do we mean by Net Zero?

Net zero refers to the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere.

We reach net zero when the amount we add is no more than the amount taken away.

Net zero means achieving a balance between the greenhouse gases put into the atmosphere and those taken out.

Net Zero can be achieved using three strategies:



The two targets for the NHS Net Zero commitment are as follows:

- 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.

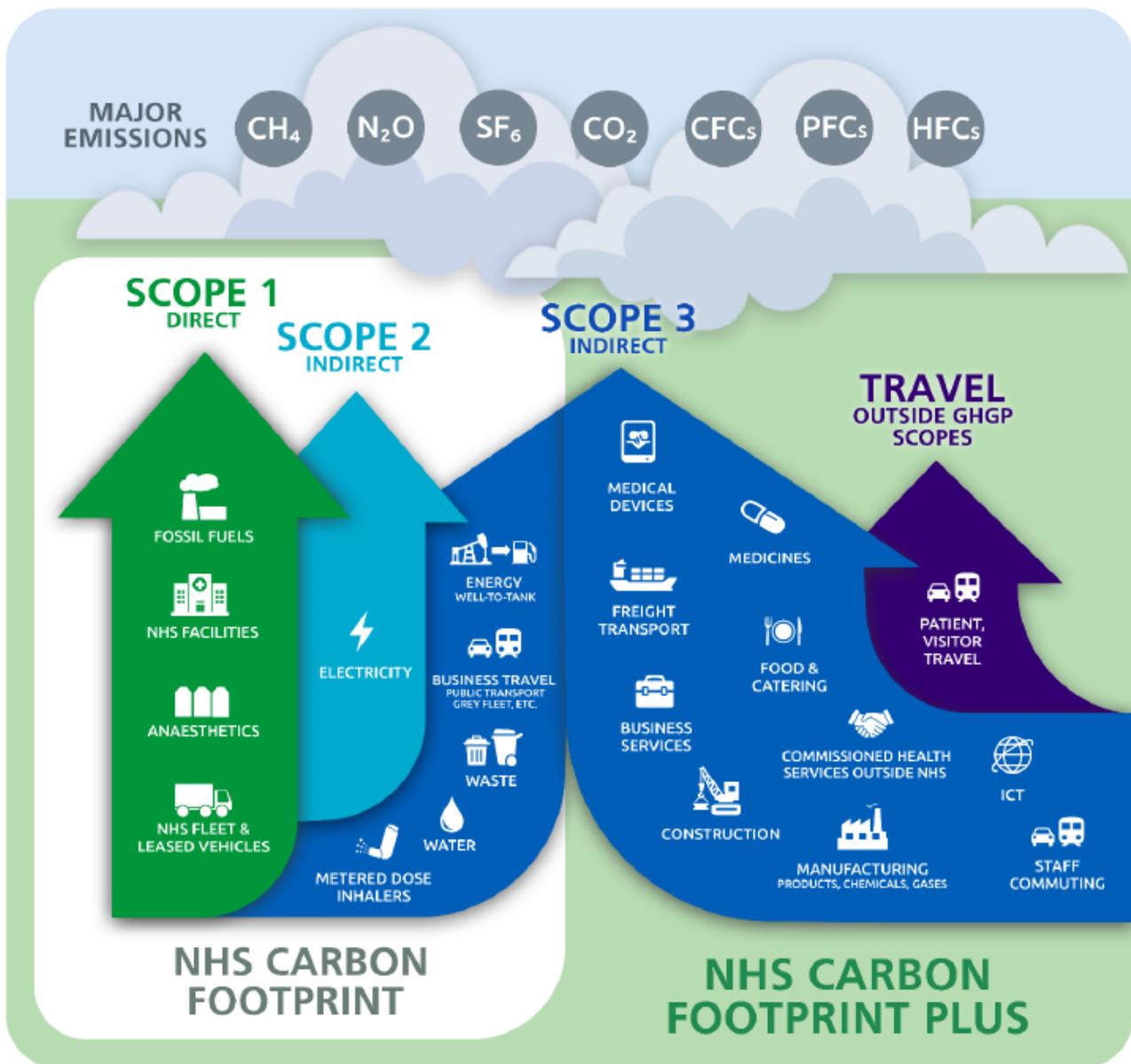


3. Delivering 'Net Zero' – Our View

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

NHS Carbon Footprint and Footprint Plus

The following graphic defines the different “scopes” of carbon emissions, and what makes up the NHS Carbon Footprint and Footprint Plus.



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3. Delivering 'Net Zero' – Our View

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Scope 1: Reduce and Decarbonise

Our Vision: To use this Green Plan to reduce our emissions as far as we can to ensure that decarbonisation is achievable

At the moment, we do not have Combined Heat and Power (CHP) systems on our sites to generate our own electricity. We will look to incorporate this into our King's Mill site in future, but want to ensure that we have a low carbon version, such as a Biomass or Bio-Gas CHP. We can use this technology to become less reliant on grid electricity, as well as providing low carbon heat instead of using our boiler systems. Over the next 5 years we will reduce our heating and hot water demand, and improve our boiler efficiencies where we can, to realise a 7% yearly reduction in natural gas, and 4% yearly reduction in oil use.

On imported electricity, we will maximise our climate teams and communications to further reduce wasted energy, even though we have

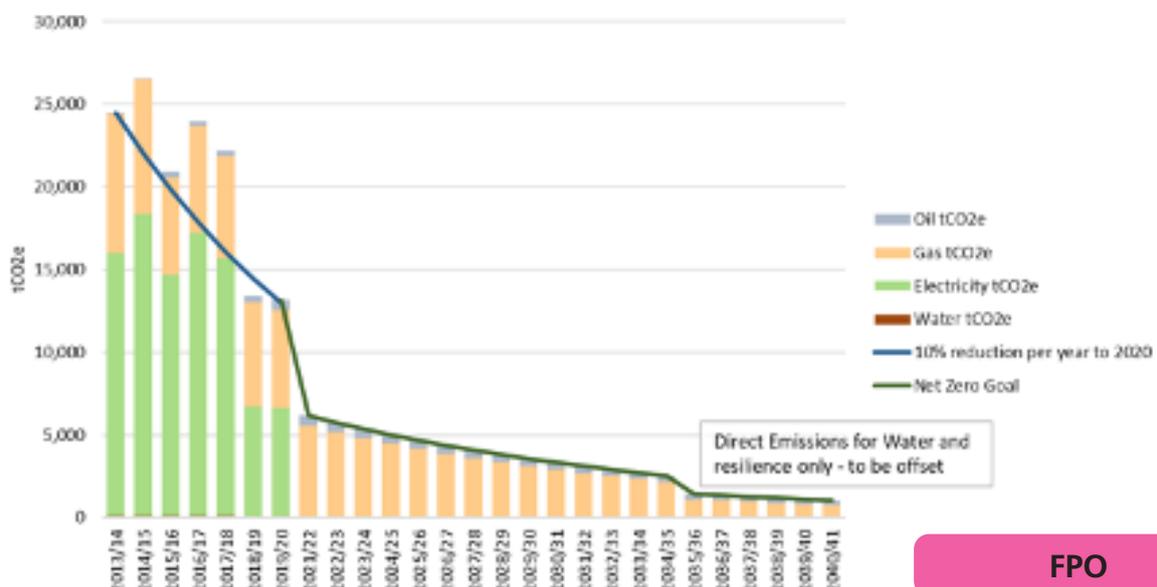
already committed to renewable electricity tariffs and made significant reductions in the last two years.

At all our sites, we are in the process of investigating where heating can be switched to low carbon technologies, or to electricity now that we are committed to a renewable supply.

For waste, we have already moved to a zero-to-landfill position, but will look for a 7% reduction in our waste tonnage across the Trust, per year, to 2025. This will be a 50% reduction from 2017, and exceeds our direct emissions targets.

Key actions

- Increase efficiency of boiler systems and reduce demand for 7% gas savings per year
- Reduce Oil use by 4% per year
- Continue to reduce electricity consumption
- Reduce waste tonnage by 7% per year



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3. Delivering 'Net Zero' – Our View

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Scope 2, 3 and Travel: Measure & Reduce

Our Vision: To use new, recognised tools to measure our emissions to produce a plan for reduction

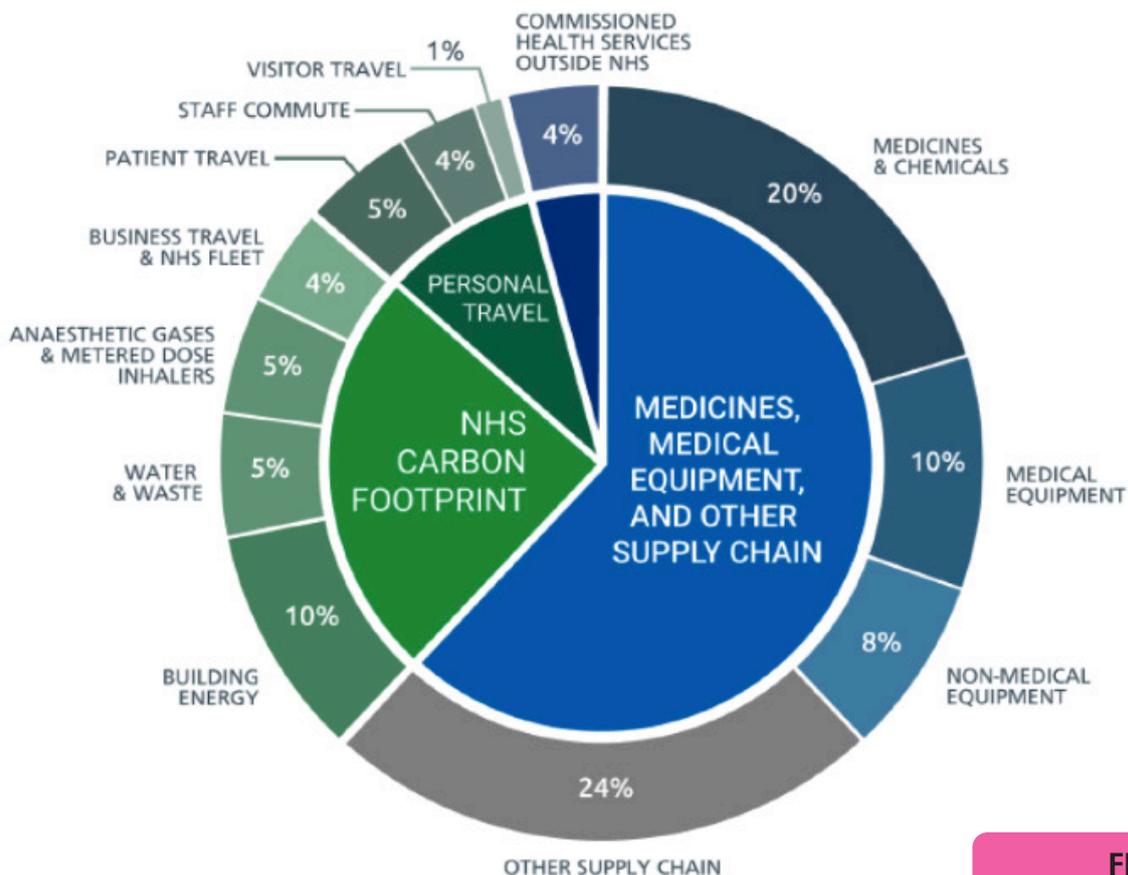
Following the HOTT and P4CR tools becoming available from the NHS Sustainable Development Unit, the Trust now have access to reliable tools to measure, report and analyse our carbon footprint outside of fossil fuels and water use.

By ensuring we have a set of baseline data in place in the next year, we will be in a position to set targets and create actions to reduce and decarbonise as much as possible.

We have already started to reduce our impact, as detailed in later sections of the plan.

Key actions

- Increase efficiency of boiler systems and reduce demand for 7% gas savings per year
- Reduce Oil use by 4% per year
- Continue to reduce electricity consumption
- Reduce waste tonnage by 7% per year





3. Delivering 'Net Zero' – Our View

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Once Minimised: Offset

Our Vision: To work with accredited organisations and use our own green spaces to absorb carbon that we have to emit to deliver outstanding care

The Trust recognises that in order to provide our outstanding healthcare provision, there are some resources that we have to use, such as water. This means that the Trust are always going to have some form of carbon emission. The final step to becoming Net Zero is to recognise those emissions we have, and adopt programmes such as tree planting that can help absorb at least the same amount of carbon the Trust's activities emit.

We are in the process of forming relationships with accredited organisations and our local community so that once we get to Net Zero, we can stay there.

We have also started to utilise our own green spaces as detailed later in this plan.

Key actions

- Create relationships with recognised organisations
- Incorporate offsetting into our green spaces strategy





4. Drivers for Change

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

There are a range of national and international policies, legislative requirements and healthcare specific guidance driving sustainable healthcare in the NHS

NHS Long Term Plan - NHS published its first ever long-term plan on 7 January 2019

The plan includes the NHS' commitments towards sustainability:

1. A commitment to the carbon targets in the UK government Climate Change Act (2008), reducing carbon emissions (on a 1990 baseline) by 34% by 2020; 51% by 2025 and 80% by 2050.
2. The NHS is committed to improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultralow emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.
3. The NHS will ensure that all trusts adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water and carbon, in addition to reducing single-use plastics.

The plan outlines the idea of the NHS as an 'anchor institution', which is an important concept to promote an understanding of the NHS' contribution to the local economy, society and environment.

The idea of prevention and more efficient working is threaded throughout the plan, e.g. by promoting earlier detection of illness. Preventing illnesses from happening in the first place is the best possible way for the NHS to become the most sustainable health and care system it can be.

Collaboration and partnerships

- Local councils
- Mid-Nottinghamshire Integrated Care Partnership (ICP)
- The Nottingham and Nottinghamshire Integrated Care System (ICS).

These drivers provide legal context and policy frameworks for improving sustainability and are outlined in 5 key groups.

Legislative

- Civil Contingencies Act 2004
- Climate Change Act 2008 including 2050 target amendment
- Public Services (Social Values) Act 2012
- Environmental Protection Act 1990
- The Waste (England & Wales) Regulations 2011

Mandatory

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



4. Drivers for Change

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

UK Guidance

- National Policy and Planning Framework 2012
- Department for Environment, Food and Rural Affairs (DEFRA): The Economics of Climate Resilience 2013
- Department for Environment, Food and Rural Affairs (DEFRA): Government Buying Standards for Sustainable Procurement 2016
- The Stern Review: The Economics of Climate Change 2006
- Health Protection Agency (HPA) Health Effects of Climate Change 2012
- The National Adaptation Programme 2013: Making the Country Resilient to the Changing Climate
- Department for Environmental, Food and Rural Affairs (DEFRA) 25 Year Plan Health Specific Requirements
- The Marmot Review 2010: Fair Society, Health Lives NHS Long Term Plan 2019
- Sustainable Development Strategy for the Health and Social Care System 2014-2020
- Adaptation Report for the Healthcare System 2015
- The Carter Review 2016
- National Institute for Clinical Excellence (NICE) Guidance: Physical Activity, Walking and Cycling 2012 Health Technical Memoranda (HTMs) and Health Building Notes (HBNs), specifically HTM 07-02 Making Energy Work in Healthcare 2015 and HTM 0701 Management and Disposal of Healthcare Waste 2013
- Mid-Nottinghamshire Integrated Care Partnership (ICP) Plans
- The Nottingham and Nottinghamshire Integrated Care System (ICS) Plans
- Local strategies and plans

International Guidance

- Intergovernmental Panel on Climate Change (IPCC) AR5 2013
- EU Waste Directive 2008
- United Nations (UN) Sustainable Development Goals 2016
- World Health Organisation (WHO) Toward Environmentally Sustainable Health Systems in 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

Healthcare Specific Requirements

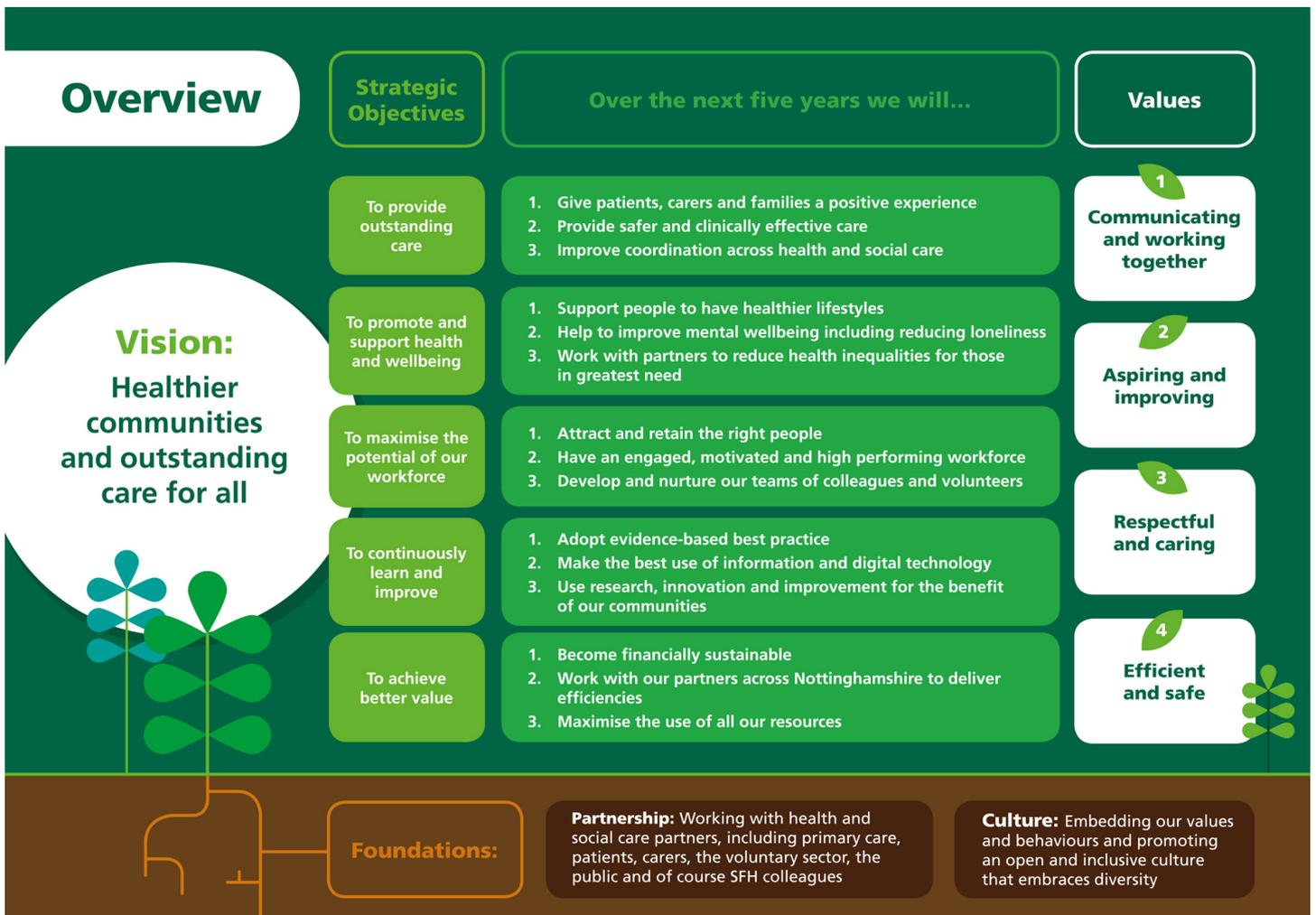
- The Marmot Review 2010 Fair Society, Healthy Lives?
- Sustainable Development Strategy for the Health and Social Care System 2014-2020
- Adaptation report for the Healthcare System 2015
- The Carter Review 2016
- Health Technical Memoranda (HTMs) and Health Building Notes (HBNs)
- Local Sustainable Transformation Partnership plans
- Our five year strategy: "Healthier Communities and Outstanding Care for All"
- Delivering a 'Net Zero' National Health Service



5. Our Vision

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

In line with our new strategic vision below, this Green Plan will inform our sustainable vision moving forward, and will influence the Trust's objectives as we become more sustainable.





6. Areas of Focus

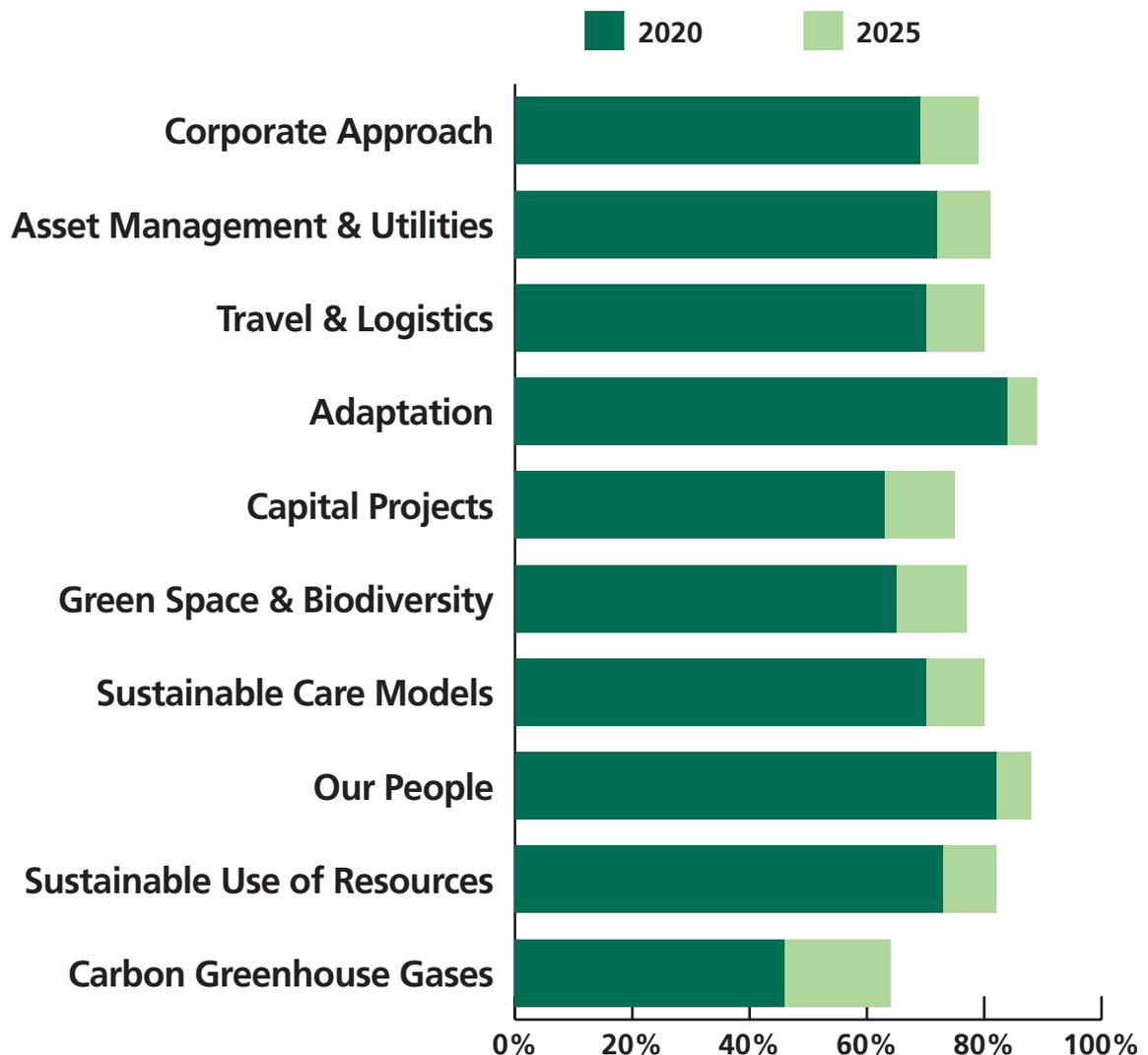
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The Green Plan is divided into ten areas of focus. These ten areas are selected as they are the standard 10 recognised by the Sustainable Development Unit (SDU) in their Sustainable Development Action Tool (SDAT).

Using these areas of focus allows us to benchmark our progress against others and against SDU best practice.

These sections layout a clear pathway to achieve improved sustainability outcomes, by highlighting the key objectives and actions required to make progress in each area. The actions are summarised in the Sustainable Action Plan, with responsibility and timeframes assigned for each.

The below graph shows SDU scoring, both where we are now, and our target for improvement by 2025.





6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Corporate Approach

Our Vision: To further embed sustainability into the organisation's strategies, policies and reporting processes by engaging stakeholders and assigning responsibility for delivering the actions within our Green Plan

Clear leadership and strategic direction are vital if the Trust is to act on climate change, whilst improving financial stability and promoting the health and well-being of patients, staff and the local communities we are a part of. This Green Plan and associated Action Plan aim to provide a clear strategy for the delivery of sustainability objectives and assign responsibility for the different workstreams.

The Trust's Annual Report will include a sustainability section that summarises key achievements and communicates the Trust's carbon footprint and environmental performance. Further development of the Climate Action Project Group (CAPG) and our Climate Action teams (CATs), will continue to provide a platform for a holistic and proactive approach to sustainable development within the organisation. We will also consider how we can further build sustainability into our core management and transformation approach, in particular our clinical groups and quality improvement.

We have already adjusted our Trust values and principles to reflect our commitment to sustainability, with a board level sustainability lead chairing the CAPG, and a growing number of CAT members to drive change.

Key actions

- Trust Board to approve the Green Plan
- Assigned responsibility for the action plan points in the Green Plan
- Benchmark our progress against the rest of NHS to ensure we are leading the way
- Establish a reporting mechanism for sustainability KPIs at least twice a year

Measuring Progress

- Create a set of Sustainability KPI's to report to the board in the next 6 months
- Review of progress against actions in the action plan on an annual basis
- Record of CAPG and CAT meetings
- Staff feedback



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6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Asset Management and Utilities

Our Vision: To work with the staff and Estates teams to ensure buildings and services are managed safely and efficiently in order to reduce costs and limit the environmental impact of the Trust's estate

Our Trust has always had a clear vision for reduction of energy and water across our sites. It was this vision that was a main driver behind the rebuilding of the King's Mill Hospital in 2011, which incorporated a geothermal system from an adjacent reservoir. The geothermal system provides one-third of all the heating requirements, and 90% of the cooling requirements for the complex.

Working alongside our Hard FM provider Skanska, other initiatives to improve energy efficiencies and cost savings include installation of LED lighting, boiler optimisation and time schedule audits that ensures heating and lighting is used only when needed.

We have also already committed to 100% renewable electricity tariffs and are working to install EV points in our car parks, on our journey to becoming more sustainable.

The Trust works alongside Skanska to ensure savings are maximised, and are working to identify more innovative technologies that can help us reduce energy and water on our sites.

Key actions

- Develop plans to reduce our energy and water demand
- Create a measurement and validation process for future energy and water projects
- Buy green energy and assess the carbon benefits
- Utilise funding options outside capital for reducing energy and water usage
- Offer energy efficiency advice to patients, staff, carers and the local community

Measuring Progress

- Continue to monitor electricity, gas, oil and water consumption to enable reporting
- Undertake annual carbon footprint for the Trust's activities to measure progress against carbon reduction targets





6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Travel & Logistics

Our Vision: To reduce the negative impacts from travel by supporting staff and patients to use more sustainable forms of travel to our sites

Sustainable forms of travel, and the reduction in the number of journeys necessary, have a range of benefits including improving health from reduced air and noise pollution, as well as being able to treat a commute as exercise. Reducing single-person vehicle travel can help our sites that experience limits on car parking and congestion, as well as easing late or missed appointments because of lack of parking availability – whilst recognising that this is difficult during a period where social distancing is required.

The coronavirus pandemic has helped us, along with the rest of the NHS, to increase the use of telemedicine. Combined with our staff working from home whenever they can, our aim is to keep these positive sustainable steps in the future.

The Trust recognises the impact that patient, staff and business travel have on the environment and the health of local populations. Through our partners on site, at least 10% of our fleet and pool vehicles are fully electric. We are assessing our links to public transport, we will be developing our green travel plan to ensure that we have a clear hierarchy on how our staff, patients and visitors can get to us sustainably.

We will evaluate the impact of our staff travel and the logistics associated with our Non-Emergency Patient Transport (NEPT) service, taxi and courier services with the aid of the Health Outcomes of Travel Tool (HOTT). We are also looking to tabulate

our business mileage to look for reductions, and are rolling out a new travel survey to gather the data we need for a review on travel choices during and after the covid-19 pandemic.

Key actions

- Assess our transport and travel and calculate the carbon footprint for business, patient and staff transport
- Update and review our travel plan to create our board approved green travel plan
- Monitor the levels of working from home and e-medicine to reduce travel
- Report our carbon emissions from travel and transport and show their reduction
- Implement electric vehicle charging points at our main sites
- Introduce secure cycle parking, bike lock ups, showers, and lockers that are accessible to staff and visitors.

Measuring Progress

- Create a baseline for business mileage and target for improvement
- Undertake a staff travel survey
- Track carbon emissions from travel using the SDU Health Outcomes Travel Tool (HOTT) Tool



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6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Adaptation

Our Vision: To ensure that the Trust is prepared for the effects of climate change by clearly identifying the risks and responding to them

The effects of climate change pose a range of risks to the health of local populations and the ability to operate our services effectively. With the COVID-19 pandemic prompting a change in demand for health services across the country, the Trust has contingency plans in place for major incidents, including an adverse weather plan, aligned with the requirements of the national plans. However, the risks from climate change should be further integrated into the Trust's risk assessment process and adaptation planning.

- Flooding and coastal change
- Risk from high temperatures
- Risk of water shortages
- Risk to natural capital
- Risk to food production and trade
- New and emerging pests and diseases

Key actions

- Designate a key lead responsible for coordination of climate change adaptation and resilience planning
- Update the Trust Risk register to include climate change effects
- Create a board approved adaptation plan
- Develop a Climate Change Risk Assessment (CCRA)

Measuring Progress

- Create our Climate Change Risk Assessment (CCRA)
- Monitor and report on the development of the Adaptation plan
- Assess the financial impacts of climate change to our Trust and the cost of doing nothing, and report to our board.
- Record the number of climate change impacts on the risk register



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6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Capital Projects

Our Vision: To take a whole life costing approach that incorporates sustainability principles in all refurbishment and new building projects

Our Capital Project teams encourage innovative or sustainable technologies to be included in our refurbishments, but have not yet had formal training on how they can develop more sustainable outcomes within their roles, such as understanding energy efficiency technologies, use of space, space utilisation and adaptation. On occupation of a refurbished area, we train staff on the way it works and support them to make energy efficiency decisions from the environment controls available.

Our newest buildings, such as the King's Mill, are designed with low carbon heating and cooling thanks to the geothermal system in place, and we are in the process of planning decarbonisation and emissions reductions across all of our sites.

Throughout the modernisation of our hospitals we incorporated building management systems to be able to effectively control the environment, and we are now working to use these systems to deliver energy savings and reduce emissions.

We are also committed to delivering the requirement of the NHS 2020/21 planning guidance that all new buildings must be designed to be carbon neutral.

Key actions

- Identify and appoint a Sustainable Capital project lead
- Create a sustainable capital projects process to ensure sustainability is maximised on new builds and major refurbishments
- Create a set of scalable sustainability aims for all capital projects and major refurbishment
- Design our capital projects and major refurbishments to be usable during future projected weather profiles such as extreme heat
- Deliver new buildings that are rated "Excellent" by BREEAM, and "Very Good" for major refurbishments

Measuring Progress

- Produce a record of any sustainability certifications already achieved (e.g. BREEAM) for new build and refurbishment projects
- Monitor the performance of existing buildings
- Share successful sustainable capital projects with other healthcare organisations



FPO



6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Green Space & Biodiversity

Our Vision: To develop our spaces in a way that reflects the importance of green spaces and natural environments for people's health

Biodiversity is the complex network of all living things on our planet. To ensure that we are sustainable, we must do all we can to complement the plant and animal life in our communities and reduce any negative impacts we have.

Green spaces are an important feature of our sites. Not only do they improve the natural aesthetics, making our sites more appealing, but they also play an important role in maintaining local air quality and patient wellbeing. All of our sites have some green space, either on the site itself, or nearby that we can further promote for activities, relaxation or food growing.

On the King's Mill site, we are looking for areas to plant trees around the grounds, and have already created an allotment for growing food. We are working to provide a water point nearby to aid the process, and moving forward we should publicise the location of the allotment so that staff and patients can use the area to relax, or help grow.

Our grounds and green spaces are maintained with low use of pesticides, and we sustainably manage any organic waste. To protect green spaces and trees outside of our communities, we ensure all timber and paper products we use meet the government guidelines such as FSC and recycled paper.

Key actions

- Create a board approved green space and biodiversity strategy.
- Provide green and natural areas on our estate even where land is constrained
- Engage staff and patients in food growing onsite or at home, and local sustainable food sourcing.
- Work closely with local partners and stakeholders to plan, protect and promote the use of our local green spaces
- Provide staff with opportunities to engage in local volunteering activities in the maintenance of green spaces, biodiversity and food growing areas

Measuring Progress

- Report on the quality and accessibility of our green spaces and biodiversity to the board.
- Monitor and report what waste is composted on or off site.
- Gather staff feedback on their wellbeing improvements due to greater access to green space during working hours.



FPO



6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Sustainable Care Models

Our Vision: Care pathways that deliver excellent quality and safety of care for patients whilst ensuring efficient use of resources

The Trust are aware of the benefits from providing the best healthcare we can from the resources we have. We are working to ensure that 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.

Our board has received training on sustainable care models and how they are developed and deployed, and our lead on sustainable development understands the importance of the models we now use. We routinely report on our progress in developing holistically sustainable care models, including clinical, social, environmental and financial aspects, and have produced case studies to share as best practice.

The sustainable use of resources is considered in all of our care models, such as reducing the volume of carbon intensive products, reducing waste and toxic or hazardous substances where possible.

We actively engage our staff in service design, asking staff to place themselves as the patient, so that our care models we provide are realistic and appropriate, and our working to engage patients in this process as well.

We educate our patients about the importance of a balanced nutritional diet and the benefits to their own health, whilst helping vulnerable patients with accessing food banks and other initiatives.

Key actions

- Include sustainability as a part of the quality of care we provide
- Quantify the financial, economic, social and health benefits of some of our sustainable care models..
- Calculate the environmental and carbon impact of a specific care model to inform improvement plans
- Publicise International Health Partnership schemes such as THET to clinical staff

Measuring Progress

- Calculate the environmental and carbon impact of a specific care model to inform improvement plans
- Monitor the impact from efficiency programmes
- Create case studies on care models that are holistically sustainable



FPO



6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Our People

Our Vision: Improved wellbeing and productivity of our staff by encouraging healthy and sustainable behaviours

The health and wellbeing of the Trust's staff is integral to the sustainability of the Trust and the running of its services. The Trust is committed to finding innovative ways to drive efficiency and productivity through our workforce including delivering new agile ways of working that improve staff experience and maintain staff productivity.

Sherwood Forest Hospitals have already made so much progress in this area. Our staff are supported at work and at home through our action plan to promote and support healthy choices. This plan includes our absence management policy, alcohol, drugs and stress management strategies, and our promotion of healthy food choices.

Alongside this, our organisation and estates are totally smoke free, with support for staff and visitors looking to quit. We offer flexible working and support to accommodate the personal needs of all our staff to enhance staff wellbeing, and with the advances in working from home and telecommuting during the pandemic, we are encouraging our staff to be part of the Trust's sustainability journey.

We are working to analyse the training needs of our staff so that we can help upskill our teams, and support succession planning.

Key actions

- Provide information about the Trust's sustainability plans and objectives at induction
- Add sustainability to our staff annual appraisals
- Provide learning, development and training opportunities so that our workforce is highly aware of our organisation's sustainable development objectives.
- Reduce sickness absences and conduct staff health and wellbeing surveys to show our workforce wellbeing is improving.

Measuring Progress

- Undertake a staff survey, to monitor staff satisfaction and wellbeing
- Monitor and recruit for staff who wish to join the Climate Action Teams (CATs)



FPO



6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Sustainable Use of Resources

Our Vision: To improve the Trust's use of resources to reduce waste through better procurement decisions and improved waste management

The Trust assessed our waste streams over the last few years across all three sites, including over 151,000 waste bin audits.

It was established that although the Trust had adequate bins, they were either wrongly located or staff didn't understand how best to segregate. The Trust then embarked upon a waste training programme to over 5200 of key staff. Since the first year of the programme, a department from each hospital has been selected for their outstanding achievement in waste management. Presentations have been made in the main hospital street as part of NHS Sustainability Day, with the Trust Chairman and the Head of Estates & Facilities presiding over the ceremony.

None of the Trust's domestic waste goes to landfill. Our domestic waste is split into RDF (Refuse Derived Fuel) and DMR (Dry Mixed Recycling) waste streams. This year 352 tonnes of waste has been sent offsite as RDF, and 366 tonnes has been sent successfully as DMR.

The Trust also operates a repurposing programme that provides opportunity for re-use of unwanted furniture, thus reducing disposal costs and supporting conservation programs. Our furniture repair programme delivers savings of £30k - £40k per annum when compared against buying new furniture.

Key actions

- Put in place initiatives to reduce overall material use in the products we buy and the services we deliver.
- Engage in dialogue with our key suppliers to encourage them to use resources sustainably in their own operations
- Support staff to minimise waste and expense at home
- Actively promote access to sustainable products to our staff and patients

Measuring Progress

- Create a sustainable procurement plan alongside that of the NHS supply chain
- Report how the Trust is achieving a continual reduction in our levels of waste and hazardous substances
- Monitor stock management and streamlining of products lines to reduce waste
- Track the food miles, consumption patterns and disposal of food and drink products for staff and patients





6. Areas of Focus

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Carbon & Greenhouse Gases

Our Vision: Carbon and sustainable development should be explicit and accounted for in every aspect of NHS life

The Trust now has a target in place to become Net Zero by 2040 in line with the rest of the NHS. On direct emissions, we have reduced our impact by 46% from a 2013/14 baseline, leaving just over 13,000 tonnes to reduce or offset. The Trust now needs to measure our indirect emissions using new technology and tools, such as those created by the NHS Sustainable Development Unit.

The Trust is currently looking for opportunities to decarbonise the estate following the release of government funding to hit Net Zero. This will help the Trust invest in energy efficiency improvements including the optimisation of our boilers and heating, solar PV, EV charging points and LED lighting.

We will measure the carbon impact of each of our activities and the progress we are making towards set targets to reduce emissions. We will include emissions from:

1. Building energy use
2. Building water use
3. Waste generation and treatment
4. Travel, transport and logistics activities
5. Procurement and logistic activities
6. Information Technology (ICT)

7. Clinical service lines

8. Other gases - anaesthetic gases, inhalers and air-conditioning gases (F-gas)

Key actions

- Set new carbon targets for all carbon hotspots including energy, travel and goods
- Create a carbon reduction programme that is approved by the board and supported financially
- Estimate the carbon emissions of our procurement to identify areas for targeted action
- Invite our providers and suppliers to share their carbon and environmental impacts with us and support them to reduce.

Measuring Progress

- Create baseline carbon emissions for procurement and logistics
- Monitor greenhouse gas emissions from energy use, water, waste and transport
- Produce an annual carbon footprint and track progress against the Trust's carbon reduction targets



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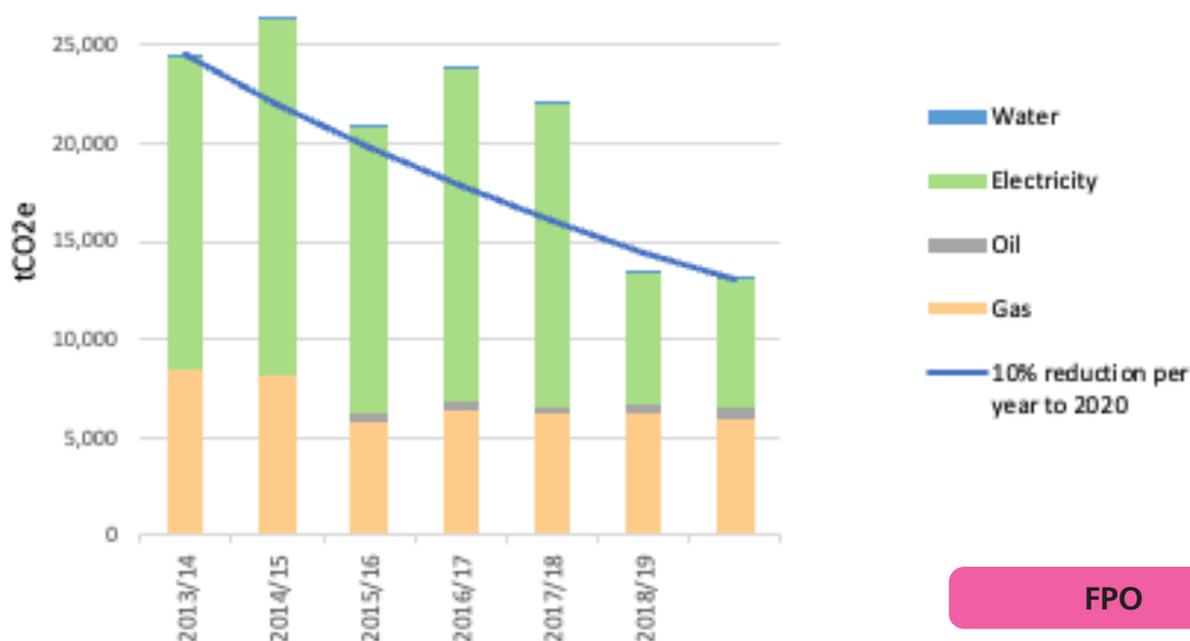
7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Annual Trust greenhouse gas emissions by source

The following table shows our energy emissions each year since our baseline of 2013/14, along with our reductions achieved.

Utilities	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Electricity (kWh)	28,383,949	29,389,922	26,025,353	27,561,330	27,046,136	28,738,243	28,085,833
Electricity tCO2e	15,892	18,202	14,572	17,070	15,549	6,700	6,548
Gas (kWh)	39,752,274	38,895,055	36,734,891	34,388,341	40,858,141	33,917,480	32,109,167
Gas tCO2e	8,433	8,160	5,842	6,449	6,169	6,259	5,926
Oil (kWh)	93,102	15,001	1,074,155	968,428	960,488	1,388,285	2,400,556*
Oil tCO2e	30	5	343	307	314	372	643
Water (m3)	129,275	145,608	137,442	155,423	150,537	151,036	154,408
Water tCO2e	118	133	125	141	137	52	53
Utilities total annual tCO2e	24,473	26,500	20,882	23,967	22,169	13,383	13,170
% change from 2013/14 baseline		8.3	-14.7	-2.1	-9.4	-45.3	-46.2



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*Oil includes new resilience levels of purchased oil, not yet consumed but included in reporting



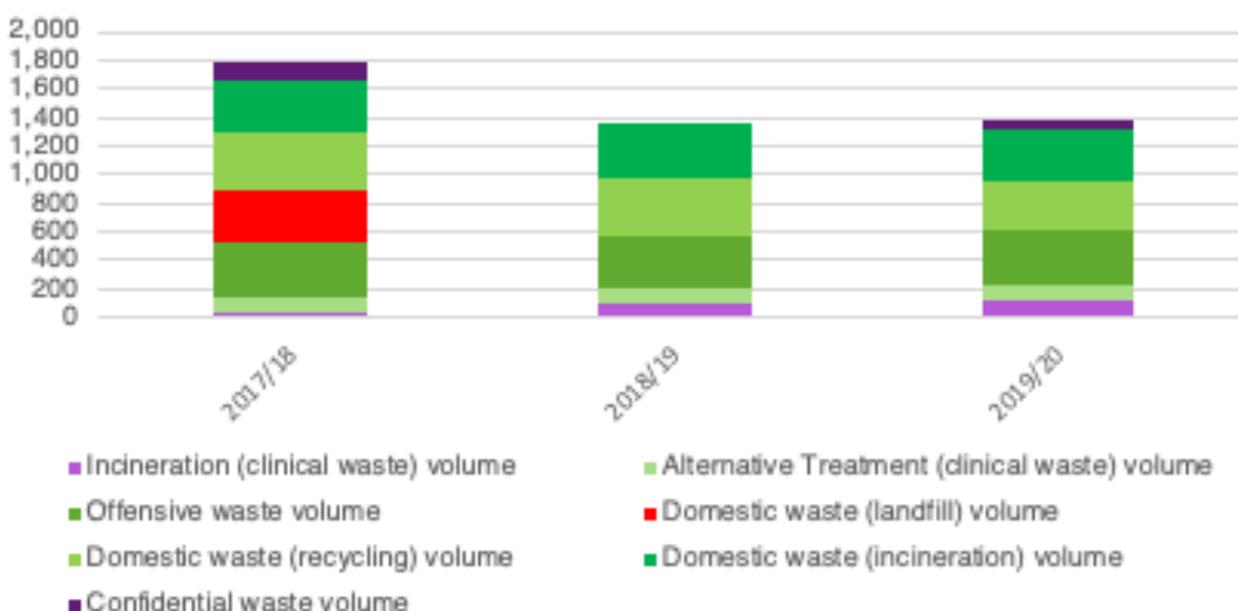
7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Annual waste volumes by waste type

The following table displays our waste in tonnes each year, since our baseline of 2017/18, which influences changes and improvements the Trust can target. We have already reached our goal of zero to landfill, and we now have to work to increase recycling and reduce overall waste.

Waste Type (Tonnes)	2017/18	2018/19	2019/20
Incineration (clinical waste) volume	42.00	102.62	116.20
Alternative Treatment (clinical waste) volume	108.21	110.37	113.50
Offensive waste volume	381.50	363.53	378.80
Domestic waste (landfill) volume	348.79	0.00	0.00
Domestic waste (recycling) volume	416.35	400.64	352.20
Domestic waste (incineration) volume	373.00	388.00	366.10
Confidential waste volume	121.56	-	61.00
Total (tonnes)	1,791.41	1,365.16	1,387.80



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7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

As part of this Green Plan, the Trust have benchmarked themselves against the NHS SDU using the Sustainable Development Action Tools, the results of which are below.

The scoring is based on sustainable actions that the Trust can undertake in order to become sustainable healthcare providers. The scoring is based on three points for a completed action, and one point for an action the Trust has started but not yet completed.

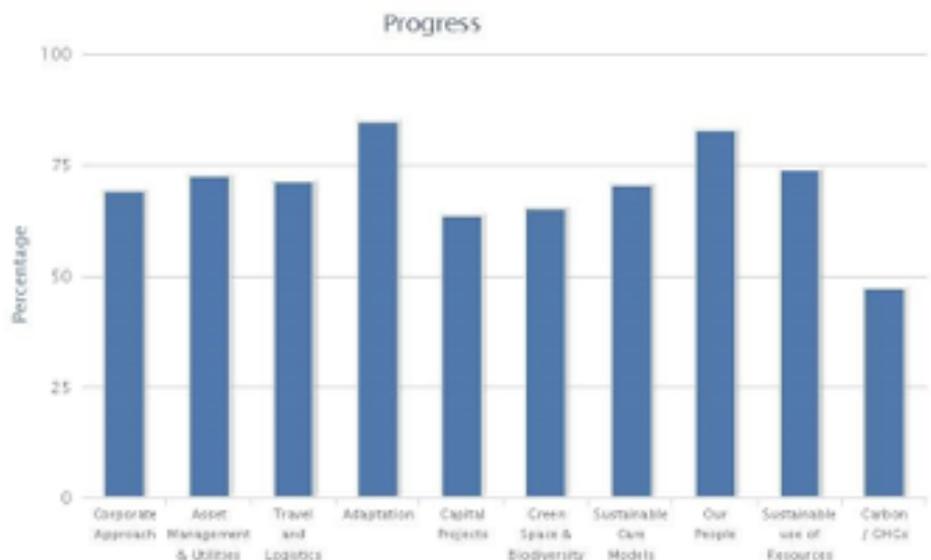
Moving forward, the Trust will be able to compare scores with other Trusts to take advantage of progress other NHS institutions have made.

SHERWOOD FOREST HOSPITALS NHS FOUNDATION TRUST

Latest assessment score

69%

Module	Score
Corporate Approach	69.18%
Asset Management & Utilities	72.46%
Travel and Logistics	70.97%
Adaptation	84.82%
Capital Projects	63.49%
Green Space & Biodiversity	65.22%
Sustainable Care Models	70.51%
Our People	82.0%
Sustainable use of Resources	73.61%
Carbon / GHGs	46.88%



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7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

The following graphic shows where we are clearly contributing to the UN Sustainable Development Goals, and where progress is beginning to be made, based on the baseline assessment we have carried out.

Our organisation is clearly contributing to these SDGs at a local level



Our organisation is starting to contribute to these SDGs at a local level



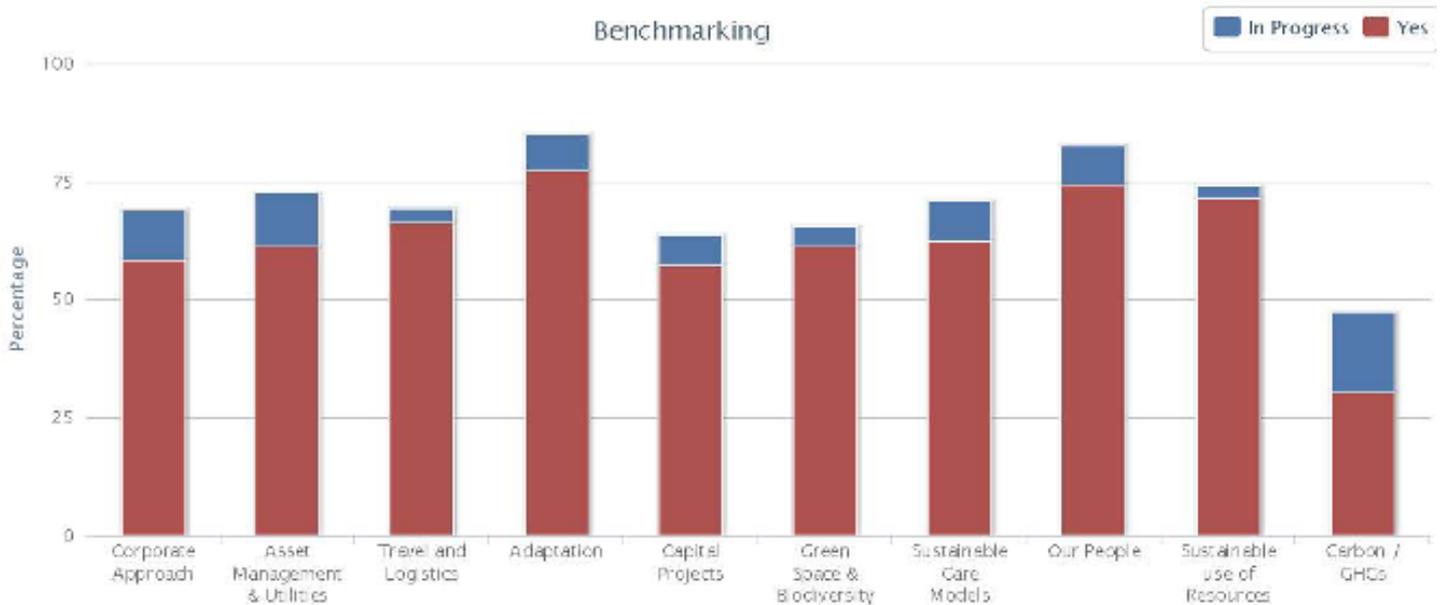


7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Benchmarking

The following graph shows the split between completed actions, and those started but not yet finished, across the 10 key areas.



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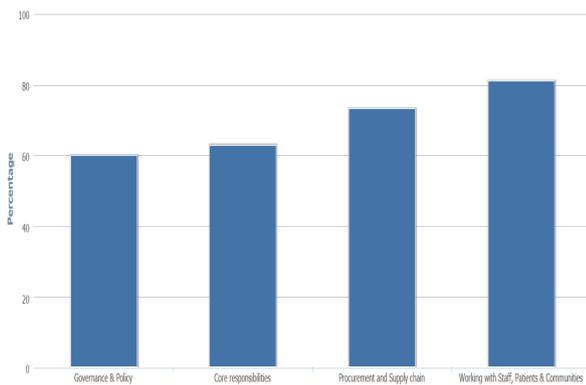


7. Tracking Progress

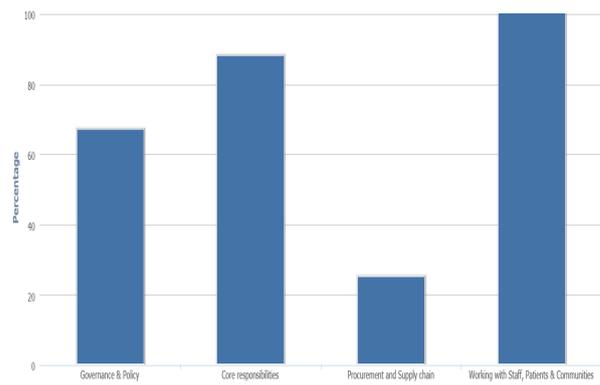
Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

For each of the sections in the above scoring and benchmarking, there are four cross-cutting themes: Governance and Policy, Core responsibilities, Procurement and Supply Chain, and Working with Staff, Patients and Communities. The following graphs show the Trust's progress in each area across these themes:

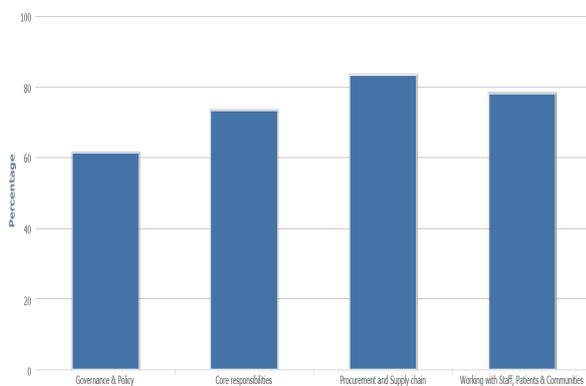
Corporate Approach



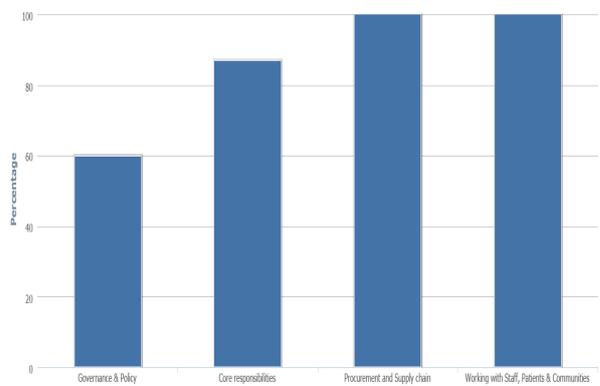
Travel and Logistics



Asset Management & Utilities



Adaptation



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The above graphs show that as a Trust we are good at engaging our staff, patients and community in our sustainability agenda, and need to focus on improving our corporate approach with respect to board approved plans and policies.

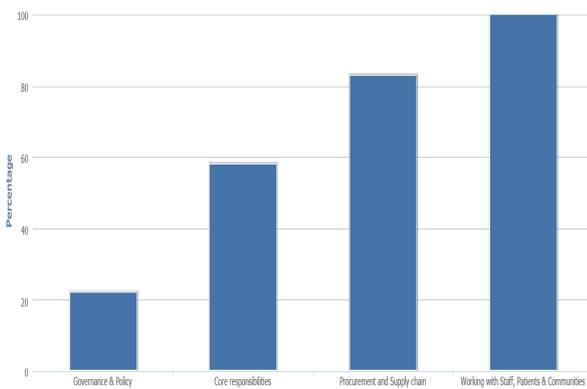
These graphs show that we need to work with our suppliers of goods and services to track and reduce their emissions. The Trust will also conduct a Climate Change Risk Assessment, to sit alongside a board approved Adaptation Plan.



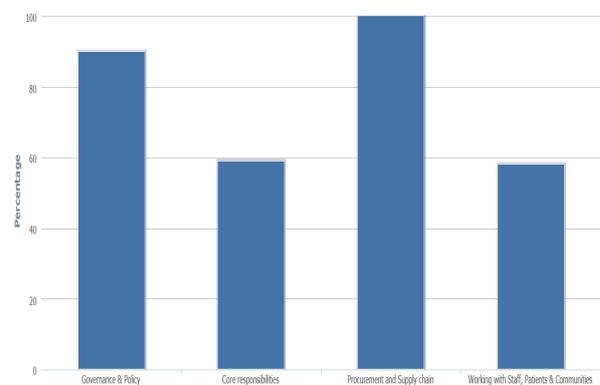
7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

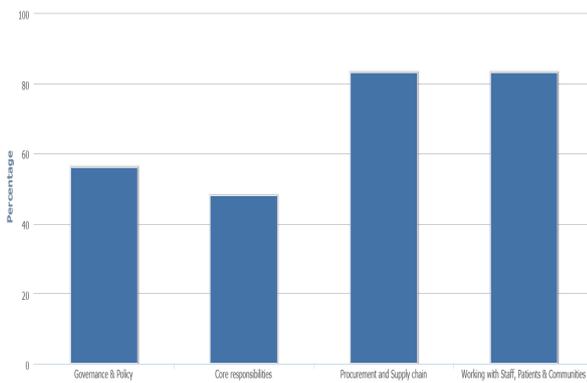
Capital Projects



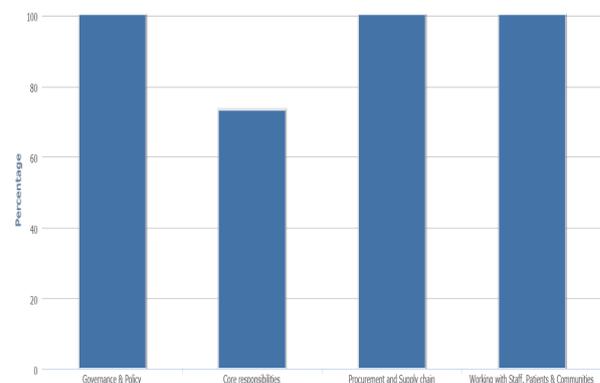
Sustainable Care Models



Green Space & Biodiversity



Our People



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The above graphs show that we need to incorporate sustainable policies into our capital works. We will also need to focus on our green spaces available to our staff and visitors, especially on our Newark and Mansfield Community sites.

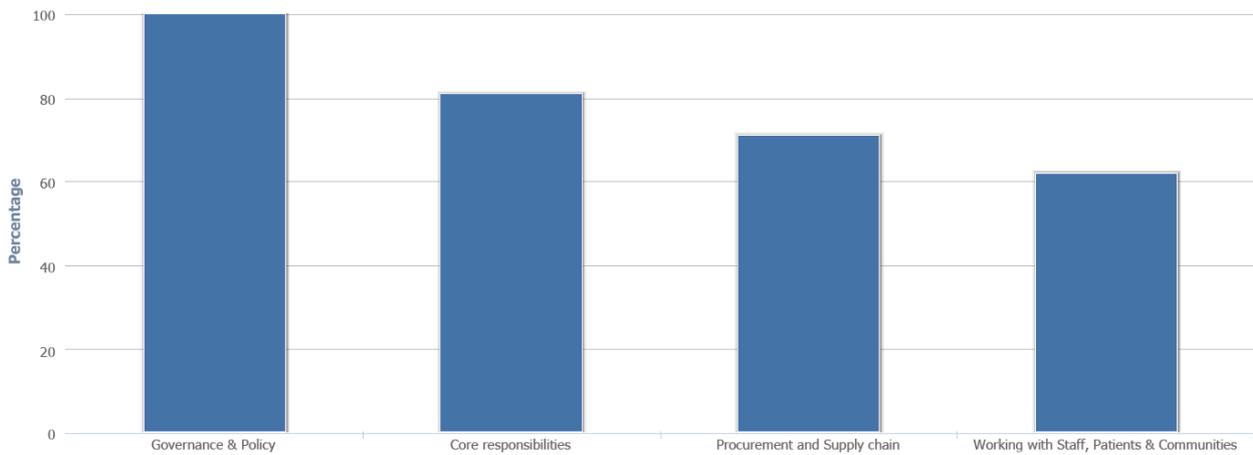
These graphs show that we need to quantify the benefits of our sustainable care models and promote them within our Trust. We will create an active communications strategy to raise awareness about sustainability to every level of the Trust.



7. Tracking Progress

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

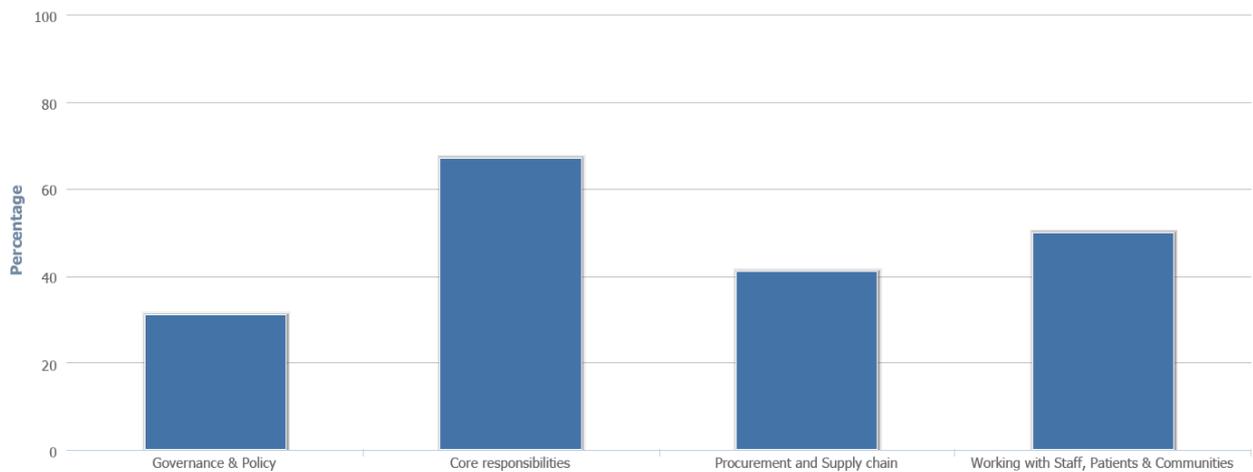
Sustainable use of Resources



The above graph highlights a lack of engagement surrounding our use of resources, rectifying this will reduce waste, improve recycling rates and cut costs.

The graph below identifies the need for high level policies to measure, reduce and track our carbon emissions.

Carbon / GHGs Report



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8. Governance

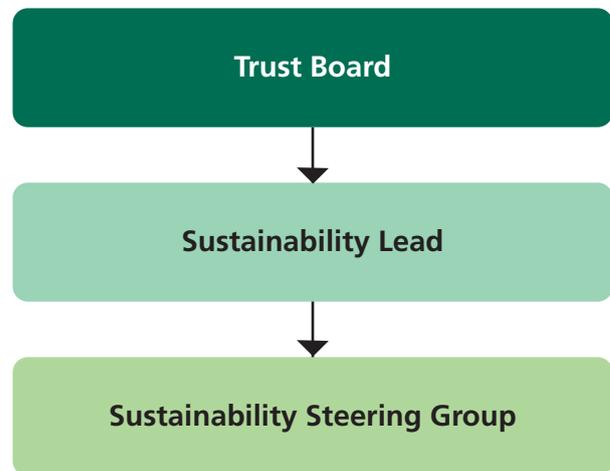
Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Clear leadership, strategic direction and the support of senior staff, stakeholders and other decision makers will ensure we successfully deliver the actions outlined within the Action Plan.

This will require clear assigned responsibility for undertaking actions and a mechanism for reviewing progress against the Action Plan on an annual basis.

The work undertaken by our Climate Action Project Group should be a key priority, as the Trust has the potential be a beacon for sustainable leadership for patients, staff and partner organisations. Gaining input from representatives for key work areas helps to provide a platform for a holistic and proactive approach to sustainable development in the Trust.

By holding CAPG and CAT meetings, we can have teams that deliver on many parts of the plan at once, whilst harnessing the passion our members have for a sustainable future.





9. Reporting

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

The Trust reports figures relating to energy, water, waste and transport through the Estates Returns Information Collection (ERIC) allowing for the Trust's performance to be benchmarked against similar types of organisations.

The Action Plan has identified an action to develop a mechanism for reporting sustainability KPIs at board level, and the initial set of KPIs are detailed in the Climate Action Project Group's workbook.

Estates Returns Information Collection (ERIC)

Mandatory reporting for all NHS Trusts. Comprises information relating to the costs and figures for operating the NHS estate including buildings, maintenance, equipment, provision of services and utilities

Premises Assurance Model (PAM)

Management tool used to provide NHS organisations with a method for assessing the safety and efficiency of their estates and facilities services.

Trust Annual Report

Sustainability is reported on in the Trust's annual report in a dedicated section. This publicly details the Trusts sustainability achievements and communicates the Trust's carbon footprint

Sustainability KPI reporting

There is a need to implement a mechanism for reporting on sustainability KPIs at board level. This is a key action identified in the Action Plan



10. Communication

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

The Trust has started on a structured and engaging approach to communications so that we can effectively drive sustainable development across the Trust.

We will create a collaborative environment by communicating with our staff, patients, visitors and local communities through social media outlets, giving everybody an opportunity to contribute so they will feel a part of our sustainability journey.

Our communications programme will involve CATs across the Trust and staff interest groups, with frequent updates and blogs on our intranet.

We will produce newsletters to highlight key achievements and priorities and to encourage our staff to participate in a range of events and activities. Our focus will be on national and international events such as NHS Sustainability Day, Clean Air Day and World Environment Day.

We will also link with our service providers and partners, such as Serco and Skanska, to organise events to provide information and raise awareness of topical issues. These activities will be included on our Sustainability Calendar.

We will collaborate with our communications department to inform and engage our various departments in order to promote our progress towards our sustainability targets.

We will continue to provide educational resources to staff through our intranet to enable change in the workplace as well as at home. We will also provide materials such as posters and stickers for staff to use in their own areas.

All of these items will be in a new communications plan that harnesses our existing communications channels to promote sustainable actions, activities and news.

Key actions

- Develop a communications plan
- Support the development of the CAPG and CATs

Measuring Progress

- Number of sustainability group members
- Progress against the communications plan



11. Risk

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

There are numerous risks posed by failing to respond to climate change or not complying with associated regulations and legislation.

In order to ensure that the Trust is sufficiently prepared for the effects of climate change and increased local demand on services, the likelihood and severity of the risks identified below should be identified and an adaptation plan developed in response to the scale of the risk. Several key areas of risk are summarised below:

Health	Climate change will increase the health risk from higher temperatures and extreme weather events including the mental health impacts of flooding on local communities.
Environmental	Although the environmental risks are difficult to quantify, it is clear that the effects of pollution and climate change will have a profound impact on our organisation and the health of our communities.
Financial	Increasing energy prices and waste disposal costs underline the need to continue to improve efficiency. Even though price increases may cancel out some of the efficiency savings, improving efficiency can help to mitigate against future price rises.
Legislative	There is a risk to the Trust from not complying with legislation, including financial penalties and reputational damage. This risk is mitigated through monitoring systems, auditing and training
Inequalities	Widening inequalities of access and outcome for individuals and communities as a result of extreme weather events, reduced food security and increased food prices, the impact of air pollution etc.
Organisational	Sustainable development is not only important in becoming a resource efficient organisation and managing the risks associated with climate change, but it also affects public perceptions of the Trust. Therefore, it is important we take a leading approach with a comprehensive strategy and strong reporting structures.

We have identified risks to our Trust due to climate change and these are addressed through our adverse weather policies and procedures.

As new risks are identified, they will be assessed in line with our Trust risk assessment process.

All risks below a certain threshold value will be managed locally as appropriate. Risks which are deemed sufficiently high will be escalated through the appropriate group or board and ultimately to the corporate risk register.



12. Finance

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

Sustainable development offers opportunities to see long term cost savings through a number of avenues such as reduced energy and water consumption, reduced waste production and increased resilience to the effects of climate change.

We should take the following steps to realise these savings:

1. Develop a clear understanding of our carbon emissions and embed carbon reduction in our financial mechanisms
2. Take advantage of local and national schemes which support investment in energy efficiency and decarbonisation initiatives.
3. Increase our involvement in local strategic partnerships and regional economic forums so that we may play a part in developing a sustainable and resilient health economy.
4. Work in collaboration the Department of Health and the NHS Sustainable Development Unit to suggest and develop further incentives to support carbon reduction.

A number of public and private funds and loans are available, in addition to Trust capital investment, into sustainable development and carbon reduction. These are summarised below:

- **Salix Finance** - interest-free Government funding to the public sector, focussed to reduce carbon emissions from activities such as heating, cooling and lighting

- **Energy Performance Contracts (EPC)**
 - Guaranteed savings schemes where improvements will generate energy savings sufficient to cover the cost of the investment over the period of the contract
- **The Public Sector Decarbonisation Scheme**
 - £1bn to assist the NHS to become Net Zero

Becoming financially sustainable is part of our “achieving better value” strategic objective, and our financial performance is reviewed at budget manager, directorate and overall Trust level. This requires maximizing productivity and effectiveness in line with local and national benchmarks and harnessing opportunities for joint working to make the best use of resources.

Many of the workstreams discussed within this Green Plan have a significant financial impact for the Trust and effective management of energy, water, waste and natural resource can bring financial benefits as well as improving environmental performance and health. In order for some of these actions to make a long-term difference, financial resource will be made available in the short term to facilitate change.



Glossary

Sherwood Forest Hospitals NHS Foundation Trust / Green Plan - 2021 to 2026

BREEAM	Building Research Establishment Environmental Assessment Method
CO2	Carbon Dioxide
CO2e	Carbon Dioxide and equivalent Green House Gases
CQC	Care Quality Commission
CRC	Carbon Reduction Commitment
DECs	Display Energy Certificates
DH	Department of Health
EnCO2de	NHS Energy Efficiency Guidance on healthcare facilities
ERIC	Estates Returns Information Collection
EU ETS	EU Emissions Trading Scheme
GBS	Government Buying Standards
HHM	Half Hourly Meters
HTM	Health Technical Memorandum
KPI	Key Performance Indicator
kWh	Kilowatt hours
NHS	National Health Service
Action Plan	Sustainable Development Action Plan
SDC	Sustainable Development Committee
SDU	Sustainable Development Unit
tCO2e	Tonnes of Carbon Dioxide Emissions
CAPG	SFH's Climate Action Project Group
CATs	SFH's Climate Action Teams

