Organisational Strategy 2022-27 Year one progress report

Meeting	Board of Directors		
Date	19/04/2023	**Agenda Item**	12
Lead Director	Tony Bennett Chief Strategy Officer		
Author(s)	David Hammond, Deputy Director of Strategy		

Action required (please select the appropriate box)

To Approve ☐	To Discuss ☐	To Assure ☒

Purpose

To assure Board of progress against delivery of the first year (2022/23) of the Five Year Organisational Strategy (2022-2027) by providing:

- An overview of key achievements against the We Will statements from the Organisational Strategy in each of its six key sections
- Confirmation of the assurance process for the enabling strategies by which Board members receive updates and assurance regarding delivery against the Organisational Strategy.

Executive Summary

The Five Year Organisational Strategy (2022 - 2027) was approved by Board in April 2022. It includes six key sections, each of which includes 'We Will…' statements against which delivery can be measured

- Operational development
- Quality & innovation
- Inclusion
- People
- Digital
- Social Value and partnerships

The accompanying presentation highlights key achievements within each of these six areas. The first year of the strategy shows significant success across every strategy area, delivering against all the We Will statements planned for 2022/23.

Other than Operational development, most of which is tracked through projects that report at Programme Oversight Group, and Social value and partnerships, the Organisational Strategy goals are delivered through enabling strategies (Quality & Innovation, People, Digital, Inclusion and Health Inequalities). Progress against these strategies is reported at Quality & Safety Committee, Finance & Performance Committee and People & Culture Committee.

During 2022/23, enabling strategy owners mapped their strategy delivery plans against the Organisational Strategy and Social Value Framework, enabling committees to monitor the enabling strategy actions that are delivering against the Organisational Strategy.

Risks and opportunities:
Not applicable to this paper.

Quality/inclusion considerations:
Quality & Equality Impact Assessment completed and attached No.
Not applicable to this paper.

Financial/resource implications:
Addressed above

The Trust Vision – To be a population health focused organisation specialising in supporting people to live independent and healthy lives. The Trust Objectives are:
- Populations – We will support our populations to thrive by optimising wellbeing and independence
- People – We will support our people to create a place they are proud and excited to work
- Place - We will deliver sustainable health and care services within our communities enabling the creation of healthy places

Please select the top three Trust Strategic Objectives and underpinning goals that this report relates to, from the drop-down boxes below.

Populations - Safe care and support every time	People - Improve the wellbeing of our employees	Place - Improve the health of our population and actively contribute to tackle health inequalities

The Trust Social Value Intentions
Does this report align with the Trust social value intentions? Yes.
If Yes, please select all of the social value themes that apply:

Community engagement and support ☒

Purchasing and investing locally for social benefit ☒

Representative workforce and access to quality work ☒

Increasing wellbeing and health equity ☒

Reducing environmental impact ☒

Board of Directors is asked to consider the following action

Be assured with regard to progress against delivery of the Organisational Strategy (2022 - 2027).

Report history (Please include history of where the paper has been presented prior to reaching this meeting, including the title of the meeting, the date, and a summary of the outcome)

Submitted to	Date	Brief summary of outcome

Organisational Strategy 2022-27,

Year one progress report

Public Board, 17 April 2023

Tony Bennett:
Chief Strategy Officer

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Purpose

To assure Board of progress against delivery of the first year (2022/23) of the Five Year Organisational Strategy (2022-2027) by providing:

- An overview of key achievements against the We Will statements from the Organisational Strategy in each of its six key sections

- Confirmation of the assurance process for the enabling strategies by which Board members receive updates and assurance regarding delivery against the Organisational Strategy.

Strategy delivery assurance routes

- Projects supporting Operational development priorities report at Programme Oversight Group

- Enabling strategy updates go to relevant committees

- Actions in strategy updates now mapped against We Will statements from Organisational Strategy and Social Value Framework for detailed assurance against delivery plans

- Overarching reports to Board twice yearly

Strategy	Committee(s)
Quality & Innovation	Quality & Safety
Inclusion and Health Inequalities	
People	People & Culture
Digital	Finance & Performance

Operational development

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Operational Development – Key successes, 2022/23

We Will…	Project or development	Update
Support more joined up Adult Social Care domiciliary and care home provision Enhance our current bed-based Community Intermediate Care Centre (CICC)	**Home First** – pilot to test Home First model of care, therapy and reablement with assessment at home, with proposal for full system model	Successful pilot. Reduced LOS at CICC. Proposal developed for full implementation with funding now agreed for expansion. Full system sign up to implementation and part of programme structure reporting to Unscheduled Care Board.
Implement locality teams in Wirral, with proactive population health management and care coordination... Build and implement a holistic model for prevention and management of Long Term Conditions, supporting Primary Care Network (PCN) and locality working	**Population Health Management** project Better coordinating assessment and care planning across primary & community services for people with more complex needs. Improving quality of life and reducing unplanned care needs.	Project underway to, during 2023: • Define Locality approach to PHM • Test model with PCN (Moreton & Meols) • Propose whole-system PHM approach

Operational Development – Home First pilot

- Initiated Sept 2022
- Average of 55 referrals / month
- Typical caseload of 45-55 people
- 400-500 HCA visits / week
- Length of stay reductions
- Fewer people needing long term care
- Excellent patient feedback

Based on this pilot, Wirral system wants Home First to be the default route for supported discharges home, with assessment of long term need at home rather than on wards.

"My wife's improvement has been astonishing. I cannot praise the Service enough. …look forward to further visits and continual improvement. Thank you so much for offering the service."

Operational Development – Key successes, 2022/23

We Will…	Project or development	Update
Implement a single front door model for urgent treatment and A&E as part of Wirral's urgent and emergency care services	**Urgent & Emergency Care Upgrade Project**	WCHC representatives engaged in WUTH-managed project across estates, finance, clinical and digital workstreams; expected completion during 2024/24.
Expand our 2 hour Urgent Community Response (UCR) service offer Implement a 2 day response time for rehabilitation services, in line with national guidance Develop virtual ward and technology - enabled care models with partners	**Urgent Community Response** and **Virtual Frailty Ward** expansion (within Community Integrated Response Team, CIRT)	Expanded access routes into UCR including self referral and NWAS; achieving all expected activity targets and 2 hr compliance; data quality issues addressed CIRT providing same/next day therapy assessment for hospital discharges CIRT providing nursing / HCA component of Virtual Frailty wards with WUTH medical staffing; fully operational, capacity building.

Operational Development – Urgent Community Response

Community Integrated Response Teams (CIRT)
Urgent Community Response (UCR) now sees:

- 200-300 patients a month

- Around half of these are urgent patients

- Typically, 9 in 10 urgent patients are seen within the 2 hour target

Operational Development – Key successes, 2022/23

We Will…	Project or development	Update
Build on our implementation of the '3 Conversations' model of adult social care …across our teams	**3 Conversations**, Trust-wide roll out	3 Conversations project continues to roll out across adult social care teams, all Locality teams and MASH underway with adoption being planned in IDT.
Develop integrated care models for 0-19/25 in partnership with other providers across Cheshire and Merseyside.	**0-19 centralised contact hub** (initiation stage, due at POG April 23)	Plan to bring together 0-19/25 front door access point for families and professionals to improve access with a more responsive offer for the universal service (digital, screening, early and brief intervention). Enabling locality teams in all four areas to focus on more specialist and targeted offer with continuity of relationships with families and professionals.

Operational Development – Three Conversations

A more person-centred way of understanding people's social care needs that leads to less reliance on statutory care.

Three Conversations

"I feel like I can get to the root of why someone contacted us." (staff)

"The core assessment used to focus on what you couldn't do but now I ask people what they like doing." (staff)

"It's a better way of working, I've commissioned a lot less than before." (staff)

[my experience was] "…extremely good, I have never had to contact social care before and what a good experience it has been, something I have shared with my friends and neighbours." (service user)

Conversation 1: Listen & Connect. Listen hard. Understand what really matters. Connect to resources and support that helps someone get on with their chosen life, independently.

Conversation 2: Work intensively with people in crisis. What needs to change urgently to help someone regain control of their life? Put these into an emergency plan and, with colleagues, stick like glue to help make the most important things happen.

Conversation 3: Build a good life. What does 'a good life' look like? What resources, connections and support will enable the person to live that chosen life? How do these need to be organised?

Conversation rate from social care team referral to statutory services commissioning lower in the 3 Conversations Innovation sites (Wallasey site shown)

Innovation Period
43.8%

Baseline
69%
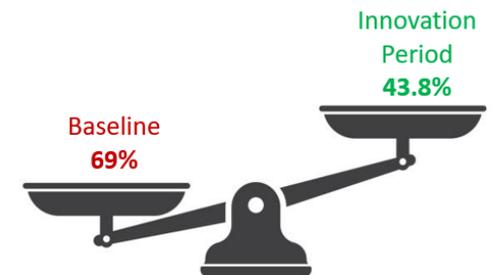
Quality and innovation

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Quality & Innovation

We will statements:

Embedding a framework for system-wide learning

Using data to drive improvement facilitate community based initiatives to promote wellbeing & independence

Embedding inequalities data collection

Establish processes for systematically hearing from people / communities - coproduction of care pathways

Developing a sustainable workforce to lead innovation and research

Establish an innovation hub

Build a strong innovation and research portfolio

Safe care and support everytime

People and communities guiding care

Groundbreaking research and innovation

Quality – Key successes, 2022/23

We will…	Quality and innovation strategy priority	Key successes and ongoing development	
Embedding a framework for system-wide learning	Safe care and support every time	Design and Implementation of a training strategy to support the National Patient Safety Strategy	Trust-wide Patient Safety Training in place, ensuring knowledge base across Trust staff to support implementation of the National Patient Safety Strategy
Embedding inequalities data collection (also an Inclusion priority)	People and Communities Guiding Care	Implementation and ongoing monitoring of completion of new AIS/Inclusion and reasonable adjustment templates across all services	Improving rates of data collection across all services and evidence of impact on patients/service users
Developing a sustainable workforce to lead innovation and research	Ground-breaking research and innovation	Implementation of QSIR-V and QSIR-P QI training for advanced quality practitioners and quality champions	Some staff to progress to become QSIR associates; Quality Improvement innovation and engagement faculty meetings; high number of QI projects (50+) across trust

Digital

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Digital

We will statements:

Build our IT core by moving to cloud based infrastructure

Complete Electronic Health Record (EHR) future state design and implementation

Define and embed a strategic telehealth model

Develop use cases, review existing resources / tools for business intelligence and data analytics at place level

Ensure that staff are supported to develop the necessary digital skills and are empowered to lead innovation

Digital – Key successes, 2022/23

We Will...	Digital Workplan Priority	Key successes and ongoing development	
Build our IT core by moving to cloud-based infrastructure …maintain our Data Security and Protection Toolkit Standards (DSPT)	ICT Infrastructure – investment in infrastructure and systems	Completion of work programme to overhaul core infrastructure: Endpoints, Network, LAN, WAN, HSCN (at 25 sites). Workforce development / org change, and development of the IT service model.	All assets incorporated in rolling refresh cycle of 3 or 5 years. All hardware compliant with modern standards for energy efficiency and compliant with DSPT standards
Develop use cases, review existing resources / tools for business intelligence and data analytics	Developing Business Intelligence capability – data and predictive analytics	Development of Trust Information Gateway (TIG) development of dashboards to support use of real time data for all meetings within the corporate governance structure	TIG development is a core element of the Digital Strategy 2022 – 25. The solution is well embedded and used organisation wide. High level of compliance with digital maturity agenda.
Complete Electronic Health Record (EHR) future state design and implementation	Developing the Electronic Health Record	Current state analysis complete, optimisation of clinical workflow (quick wins) in progress.	Developing digital maturity through the optimised clinical workflow as part of the digital strategy, contract duration for primary EHR platform 5 – 8 years

LAN: Local Area Network; WAN: Wide Area Network; HSCN: Health & Social Care Network

People

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People

We will statements:

Train and develop managers to fully support the well-being of their staff

Enhance our benefits and recognition systems to ensure they reflect what we value: performance, our values, how we improve and innovate

Develop and embed a restorative and Just Culture so that we learn and continually improve

Build strong leadership and management capability through our Leadership Qualities Framework (LQF)

Provide career progression opportunities and enhance staff skills, knowledge and experience through experiential and formal learning

Ensure our workforce planning meets future needs, creating sustainable workforce, growing talent and maximising role as Anchor Institution

People Promise

NHS

We are
compassionate
and inclusive

We are recognised
and rewarded

We each have
a voice that
counts

We are
safe and
healthy

We are
always
learning

We work
flexibly

We are
a team
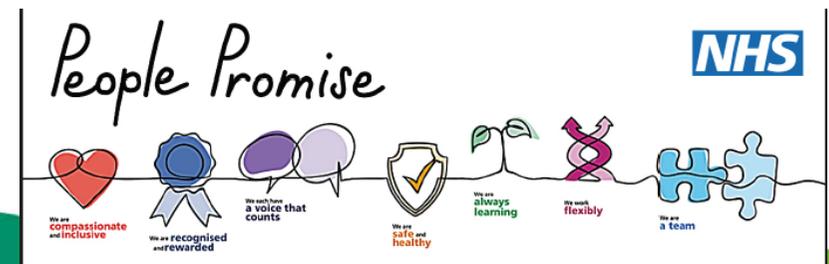
People – Key successes, 2022/23

We Will…	People Priority	Key successes and ongoing development	
Train and develop managers to fully support the well-being of their staff	Looking after our people – safe and healthy	Up to 100 managers trained in Wellbeing Conversations	Inclusion of wellbeing focus in appraisals
Ensure our workforce planning meets future needs - the right numbers of staff with relevant skills	New Ways of Working and Delivering Care - safe staffing	Effective triangulation of data to understand interface between safety and staffing levels allowing identification of trends	Embedding of data sets in TIG ensuring regular review via governance processes
Build strong leadership and management capability through our Leadership Qualities Framework	Growing for our future – leadership development	Leading Systems Programme for senior managers completed first cohort in March 2023	Leading series continues with Leading Services Programme due in 2023
Enhance our benefits and recognition systems	Looking after our people - staff benefits	Launch of Vivup Staff Benefits Platform and salary sacrifice options; access to support for staff, signposting to multiple sources of support	Growth and monitoring of platform use and review of impact on retention

Inclusion

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Inclusion and Health Inequalities

We will statements:

Embedding a system for improving data collection as standard (also see Quality Strategy)

Developing the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce

Taking positive action to drive workforce diversity

Collaborating and co-designing services and pathways to improve inclusivity

Using data to better understand inequalities

Developing a culture of inclusiveness and empower positive allyship

Focussing on our population health impact using Core20 PLUS 5 principles

Maximising our social value through local purchasing and employment

Delivering effective intelligence-led preventive programmes focussed on improving outcomes

Access
Delivery of an annual positive action programme targeting access or recruitment or retention of underrepresented communities.

Experience
Attainment of appropriate inclusion charter marks and year on year improvements in the level of award.

Outcomes
Development of the inclusion and inequalities dashboard to demonstrate improvements across the domains of access, experience and outcomes.

Inclusion – Key successes, 2022/23

We will…	Inclusion Priority	Key successes and ongoing development	
Focussing on our population health impact using Core20 PLUS 5 principles	Focussing on our population health impact using Core20 PLUS 5 principles	• Development of waiting list prioritisation tool • Service distribution model based on need and deprivation e.g. Community Nursing	• Utilise Indices of Multiple Deprivation to support waiting list prioritisation at service level • Service modelling based on need and deprivation to inform organisational developments
Developing a culture of inclusiveness and empower positive allyship	Developing a culture of inclusiveness and empower positive allyship	• Delivery of a successful pilot reciprocal mentoring scheme • Continued development of staff networks • Rainbow Pin Badge Accreditation • Signed Armed Forces Covenant, Bronze DERS	• Evaluation of the reciprocal mentoring project to inform future iterations of the scheme working with staff who share other protected characteristics • Continue to develop and support the staff networks
Developing the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce	Developing the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce	• Deaf and LGBTQ staff awareness sessions (x6) • Strong staff networks (BAME, LGBTQ+, Ability, Working Carers, Armed Forces)	• 65+ Inclusion Champions supported to be EDI advocates in services across the Trust

Social value and partnerships

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Social Value – Key successes, 2022/23

We Will…	Project or development	Key successes and ongoing development
Build on Social Value Quality Mark Level 1, expanding and delivering our social value agenda with a focus on employment and procurement	Social Value Framework (SVF) and Dashboard	Dashboard metrics set following review of national Social Value Portal metrics and engagement with Cheshire & Merseyside ICB. TIG dashboard in development.
Deliver the Trust Green Plan, improving processes for the effective management of the Trust's environmental impacts, increasing employee engagement and reducing direct emissions and throughout the Trust's value chain	Trust Green Plan in delivery and Green Group established	Monthly Green Group, current focus on energy efficiency, waste reduction and transport and travel – sustainability metrics built into SVF.
Collaborate with local partners to improve health outcomes through increasing social value	Age UK Wirral at Marine Lake Health Centre	Marine Lake build near completion; regular meetings with Age UK Wirral to plan social value-driven provision from the site.

Social Value – Key successes, 2022/23
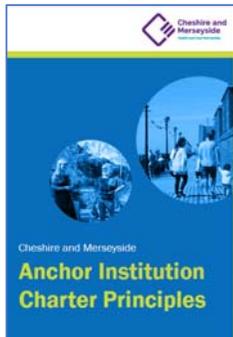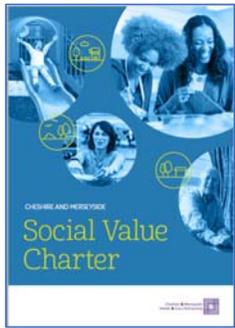
Signed up to Cheshire & Merseyside Social Value and Anchor Institution Charters, 2022

Awarded Armed Forces Covenant Employer Recognition Scheme, Bronze. Working towards Silver in 2023

Marine Lake build: community engagement in design and work with Age UK Wirral to develop community spaces and wellbeing offers driven by social value

Social Value – dashboard development

Social Value Dashboard developed in Trust Information Gateway (TIG)

Metrics defined against WCHC's five Social Value Framework themes:
- Purchasing and investing locally for social benefit
- Representative workforce and access to quality work
- Increasing wellbeing and health equity
- Reducing environmental impact
- Community engagement and support

Aligned with national Social Value Portal metrics where available, making use of existing reporting when appropriate (e.g. ERIC returns for sustainability), with reporting periods and frequency defined. Link to Prevention Pledge activity.

Targets to be set during 2023

Summary

- Successful year one of Five Year Organisational Strategy

- Work delivered against each of our We Will statements as planned for year one

- Development into year 2, continuing 5 year programme of delivery

- Refresh and review priorities against each theme for 2023/24 to be taken through organisational governance structure

- Enabling strategies supporting organisational vision with clear demonstration of contribution to Organisational Strategy

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Our Vision

To be a population health focussed organisation specialising in supporting people to live independent and healthy lives.

Our Objectives

Populations	People	Place
We will: Support our populations to thrive by optimising wellbeing and independence.	**We will:** Support our people to create a place they are proud and excited to work.	**We will:** Deliver sustainable health and care services within our communities enabling the creation of healthy places.

Our Goals

Populations	People	Place
• Safe care and support every time • People and Communities guiding care • Ground breaking innovation and research	• Improve the wellbeing of our employees • Better employee experience to attract and retain talent • Grow, develop and realise employee potential	• Improve the health of our populations and actively contribute to tackle health inequalities • Increase our social value offer as an Anchor Institution • Make most efficient use of resources to ensure value for money

Green Plan: Closing Report and Plan for 2023/24

Meeting	Board of Directors

Date	19/04/2023	**Agenda Item**	13

Lead Director	Mark Greatrex, Deputy Chief Executive & Chief Finance Officer

Author(s)	Dawn Williams, Head of Capital Projects & Estates. Tom Kelly, Inteb

Action required (please select the appropriate box)

To Approve ☐	**To Discuss** ☐	**To Assure** ☒

Purpose

To provide assurance to WCHC Board of Directors regarding progress of the Trust's Green Plan 2022-2025.

Executive Summary

The purpose of the Green Plan is to set out how The Trust will achieve the NHS National Net Zero Targets:

Net Zero in direct operations by 2040

Net Zero Plus by 2045

80% carbon reduction goal by 2032

The Trust has made progress in year and has clear objectives to achieve in 2023/24 as outlined in the attached presentation.

Risks and opportunities:

Progress towards the NHS' net zero carbon emission targets is reported twice a year to the Trust Public Board. The regional teams hold their Integrated Care Systems (ICSs) to account on delivery of ICS Green Plans by requiring them to report into the NHS C&M ICS Sustainability Board twice yearly. As part of their assurance processes ICSs are tasked with holding organisations to account on delivery of organisation Green Plans. The Trust must therefore ensure it has adequate plans in place and are making acceptable progress towards the targets. The Trust has made progress with the plan in 2022/23 but the resource

requirement is increasing and is expected to be more significant in 2023/24. A business case is in development for additional resource to support achievement of the Green Plan. This will be presented to ELT in April 23.

Quality/inclusion considerations:

Quality & Equality Impact Assessment completed and attached No.

Report for assurance only.

Financial/resource implications:

No direct financial implications other than those already identified and allocated within the Estates budgets; however, delivery of the Green Plan demands significant management input and resource. This financial pressure has been highlighted in the financial pressures exercise for 2023/24.   Any opportunities requiring additional funding will be progressed via the business case process. External funding opportunities will also be sought.

The Trust Vision – To be a population health focused organisation specialising in supporting people to live independent and healthy lives. The Trust Objectives are:

- Populations – We will support our populations to thrive by optimising wellbeing and independence
- People – We will support our people to create a place they are proud and excited to work
- Place - We will deliver sustainable health and care services within our communities enabling the creation of healthy places

Please select the top three Trust Strategic Objectives and underpinning goals that this report relates to, from the drop-down boxes below.

Populations - Safe care and support every time	People - Improve the wellbeing of our employees	Place - Make most efficient use of resources to ensure value for money

The Trust Social Value Intentions

Does this report align with the Trust social value intentions? Not applicable

If Yes, please select all of the social value themes that apply:

Community engagement and support ☐

Purchasing and investing locally for social benefit ☐

Representative workforce and access to quality work ☐

Increasing wellbeing and health equity ☐

Reducing environmental impact ☐

Board of Directors is asked to consider the following action
Be assured on the effective management and progress with the Green Plan and wider sustainability agenda.
Report history (Please include history of where the paper has been presented prior to reaching this meeting, including the title of the meeting, the date, and a summary of the outcome)

Submitted to	Date	Brief summary of outcome
No reporting history.		

Green Plan 2022-2025 Update

18th April 2023

Name: Dawn Williams, Head of Capital Projects & Estates.

Tom Kelly, Director, Inteb.

Background

What is the Green Plan

- Outline how the Wirral Community Health and Care NHS Foundation Trust will meet the NHS National Net Zero Targets:

  - Net Zero in direct operations by 2040

  - Net Zero Plus by 2045

  - 80% carbon reduction goal by 2032

- This is the first iteration of the plan to be updated by 2025. The plan sets out the first steps for achieving Net Zero, through setting out 3 core objectives to incorporating both national commitments and local carbon reduction targets.
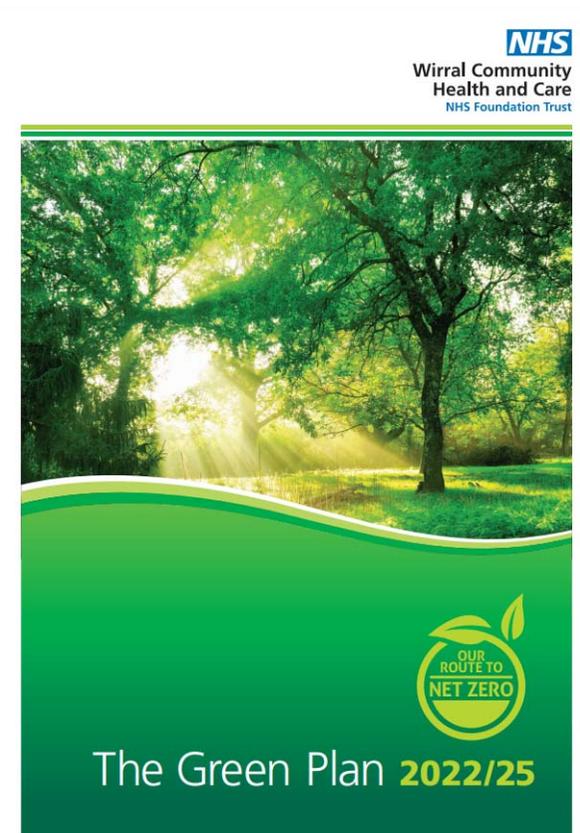
National Targets

The NHS Standard Contract

- Every Trust to ensure a Board member is responsible for their net zero targets and their Green Plan.

- Every trust to procure 100% renewable electricity from April 2021.

NHS Operational Contracting and Planning Guidance

- Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions.

Delivering a Net Zero NHS

- Ensure that, for new purchases and lease arrangements, systems and trusts solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).

- Develop a green travel plan to support active travel and public transport use for staff, patients and visitors.

Green Plan Objectives

1. Maintain and improve processes for the effective management of the Trust's environmental impacts, while increasing engagement with employees.

2. Reduce direct emissions resulting from the Trust's own operations.

3. Work with suppliers, employees and service users to reduce greenhouse gas emissions throughout, and beyond, the Trust's direct value chain.

Progress Against Targets

Objective 1: Maintain and improve processes for the effective management of the Trust's environmental impacts, while increasing engagement with employees.	Progress
National Target. Every Trust to ensure a Board member is responsible for their net zero targets and their Green Plan.	Complete. CFO is nominated Trust lead.
1a. Set up a "Sustainability Champions" working group to influence environmental decisions made within the Trust, with representation from all relevant departments.	Complete. Set up Green Plan Group with input from various departments and currently meeting on a monthly basis.
1b. Highlight sustainability learning opportunities throughout the workforce.	Looking to include sustainability matters as part of induction process and highlight available carbon literacy training. Target December 2023 for completion.
1c. Maintain EMS ISO 14001 accreditation.	Complete. Audit completed November and accreditation confirmed.

Progress Against Targets

Objective 2: Reduce direct emissions resulting from the Trust's own operations.	Progress
National Target. Every trust to procure 100% renewable electricity from April 2021.	Complete. On renewable electricity contract as of April 2023.
National Target. Where outpatient (day patient) attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions.	In development as part of Green Plan Group agenda. Will require input from clinical and business intelligence. Initial review to be completed by end of Q2 23/24.
2a. Continue to meet the Trust's long-standing target to reduce the greenhouse gas emissions associated with energy use in estates by 2.5% on the previous year.	exceeded for 2022, with an 8% reduction in emissions.
2b. Procure only ultra-low or zero emissions when purchasing or leasing new vehicles.	Action required. Unable to source ZEV from current supplier. Awaiting ULEV diesel vehicle, 12 month waiting list. No current timescales.
2c. Promote digital technology as a low carbon alternative to face-to-face meetings.	Working towards online meetings being preferable default. Recommendation to reduce meeting room space at SCHC. Update end of Q2 23/24.

Progress Against Targets

Objective 3: Work with suppliers, employees and service users to reduce greenhouse gas emissions throughout, and beyond, the Trust's direct value chain	Progress
National Target. Develop a green travel plan to support active travel and public transport use for staff, patients and visitors.	Has been included as part of the tender for sustainability resource next year. Target completion December 2023.
3a. Maintain and improve procurement policy and decisions to better integrate environmental concerns.	Success in particular policy areas such as 'Tiger Bags'. Looking to integrate sustainability into policy template going forward. To be reviewed end of Q2 23/24.
3b. Raise awareness of low carbon travel opportunities including the availability of tax exemptions and government grants among staff, as part of a wider green travel plan to support active travel and public transport use for staff, patients and visitors.	Action required. Will raise awareness of public and active transport options via internal comms. Under review as part of Travel Plan December 2023.
3c. Increase electric vehicle charging infrastructure at Trust sites.	Completed at St Catherine's and VCH. Current resource appears appropriate for demand. Will continue to review.

Summary

Key successes of Green Plan 2022

- **Setting up the Green Plan Group, or 'Sustainability Champions'.**

- Have been able to gain input from various departments to start making progress on the areas sitting outside estates.

- After a big push to increase engagement, we have now been able to move meetings on to focus on specific objectives with a set agenda which has helped guide the conversation, leading to tangible improvements.

- **Exceeded energy carbon reduction target**

- Achieved an 8% reduction in emissions, way above 2.5% reduction target.

- **Entered into renewable energy electricity contact**

Summary

Key deliverables for 2023

- **Submit application to the Public Sector Decarbonisation Scheme**

- Currently in discussion with ICS regarding submitting joint application related to decarbonisation of heat.

- Plan to use ongoing audits to inform any application.

- **Complete Green Travel Plan**

- Requirement of 'Delivering a Net Zero NHS'.

- Is included as part of the tender for new sustainability resource.

Summary

Risks and Mitigation

- **Resource -** There is no dedicated, in house, sustainability resource.

- **Mitigation –** Have tendered external sustainability resource.

- **Funding –** There is a limited access to funding and will be competing against other Trusts and ICBs.

- **Mitigation –** Preparing bids in advance of the Public Sector Decarbonisation Scheme opening this autumn.

- **Engagement –** There have been successes in increasing attendance and engagement for the Green Group beyond estates, further input from clinical, infection control and business intelligence will be needed.

- **Mitigation –** Focus on estates, travel and HR functions initially. Will push for greater input later in the year from other areas.