

BNSSG ICB Board Meeting

Date: Tuesday 5th Sept 2024

Time: 15.30-17.00

Location: Bristol Citadel Community Church and Family Centre

6 Ashley Road, St Paul's, Bristol BS6 5NL

Agenda Number:	6.3	
Title:	ICS Green Plan annual report	
Confidential Papers	Commercially Sensitive	No
	Legally Sensitive	No
	Contains Patient Identifiable data	No
	Financially Sensitive	No
	Time Sensitive – not for public release at this time	No
	Other (Please state)	No

Purpose: For Information

Key Points to note:

- The progress that has been made by Bristol, North Somerset, and South Gloucestershire (BNSSG) Integrated Care System (ICS) on Green Plan objectives
- Delivery of the ICS Green Plan and where focus is required
- Current actions, assuming all initiatives are fully funded will deliver carbon reduction of 257,353 tCO₂e leaving a remaining gap to net zero (90% reduction) of 98,273 tCO₂e. Without funding the gap will be 143,239 tCO₂e
- Staff led change is crucial to us moving to sustainable healthcare and realising the environmental, social and financial benefits
- ICB has been effective in leading system working embedding sustainability in capital prioritisation, Forward planning and Gateway process
- Some organisations are making more progress and developing innovative approaches such as the Sustainability Impact Assessment and carbon pricing that support delivery
- How the best practice in the system on sustainability and net zero can be further embedded in all organisations' decision making
- This report meets the requirement for organisations to report annually on progress with the Green Plan

	The Board are asked to:
Recommendations:	Note that achievement of the carbon trajectory is dependent on revenue and capital investment being provided to support actions. The cost is principally



	related to actions to reduce carbon from our energy and buildings • Support work to continue lobbying for a compliant 3rd party off balance sheet funding solution to deliver £196m of energy decarbonisation projects • Reinforce increased use of Sustainability Impact Assessments in business cases and decision making • Note that the most effective way to deliver our green plan is sustainable healthcare – so continue to focus investment on primary and community services to support people to take care of their health, intervening early and keeping people healthy at home and out of high carbon healthcare for as long as possible • Integrate sustainability benefits into Healthier Together 2040 service redesign • Develop partnerships to optimise transport across our system and improve travel options in our region • Continue to focus medicines optimisation and identify a pipeline of future net zero opportunities including work at a National level with suppliers. • Support development of a non-spend based measure of supply chain carbon footprint. • Reinforce need to embed national requirements for carbon reduction plans and social value in procurement, commissioning and contracting processes To approve: This report as the annual report to show progress with the Green Plan.
Previously Considered By and feedback :	Reviewed at Green Plan Steering Group 30 th July 2024. Green plan update taken to BNSSG Directors of Finance meeting 14 th June 2024. Feedback was to update it with AWP information and revise report structure.
Management of Declared Interest:	The terms of reference of the Green Plan Steering Group set out the requirement to declare any conflicts of interest upon joining and agree to keep the Group updated on any new conflicts of interest as they arise.
Risk and Assurance:	There is a risk of failing to meet the ICS's 2030 Net Zero goal if the ICS does not commit sufficient resources, achieve external investment and embed sustainability across the breadth of our activities. There is risk to delivering the plan due to competing priorities and elements beyond our control. There is a reputational risk if we unable to meet the outcomes in the plan There is a risk to the health of our population and to delivery of services if we fail to adapt to climate change
Financial / Resource Implications:	The high level abatement cost of current carbon emissions for the ICS is £150m per annum. The Delivery Plan appendix 1 contains details of costs for delivery of targets where these



	have been identified. Principally £196m capital funding for energy and buildings.
Legal, Policy and Regulatory Requirements:	Health and Care Act 2022. This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions and environmental targets, measures to adapt to any current or predicted impacts of climate change identified within the 2008 Climate Change Act.
How does this reduce Health Inequalities:	Health inequalities and climate change are both systemic issues; the determinants and impacts of health and climate change are interconnected. Climate change impacts exacerbate health inequalities. But there are health co-benefits of mitigating climate change including through cleaner air, healthier diets and physical activity.
How does this impact on Equality & diversity	The EIA developed for the Green Plan identified there are potential positive and negative impacts on protected characteristics Age, Disability and Race groups
Patient and Public Involvement:	There has been no public involvement in the writing of this paper. However existing evidence from the public and feedback on the Green Plan has been used.
Communications and Engagement:	An ICS Green Plan communications and engagement group has been established that is developing a comprehensive communications strategy and plan
Author(s):	Sam Willitts, Head of Sustainability BNSSG ICS
Sponsoring Director / Clinical Lead / Lay Member:	Sarah Truelove, Deputy Chief Executive Officer and Chief Finance Officer BNSSG ICB



Agenda item: 6.3

Report title: ICS Green Plan Update

1. Background

ICS partners across the system have been working to embed our ambitious sustainability goals and create a governance structure and delivery plan that sees us working together to achieve our immediate and future goals. This year has seen the publication of the ICS revised Green Plan, setting out our sustainability commitments and outcomes and confirming our aim to be a leader in delivering sustainable healthcare for our region. All ICS partners have signed up to the Green Plan, aligning our efforts and amplifying our action and outcomes. The ICS has also developed a delivery plan to drive implementation and monitor progress against the Green Plan commitments.

The Green Plan sets out three clear outcomes that we are working towards;

- 1. Net zero carbon by 2030 across scope 1, 2 and 3 emissions sources.
- 2. Improve the environment by reducing waste, improving air quality and restoring biodiversity.
- 3. Create a BNSSG wide movement to support a culture change amongst, staff, citizens and businesses.

Further development in the granularity of the delivery plan sets what our actions will achieve against these outcomes and identifies the gaps we need to focus on.

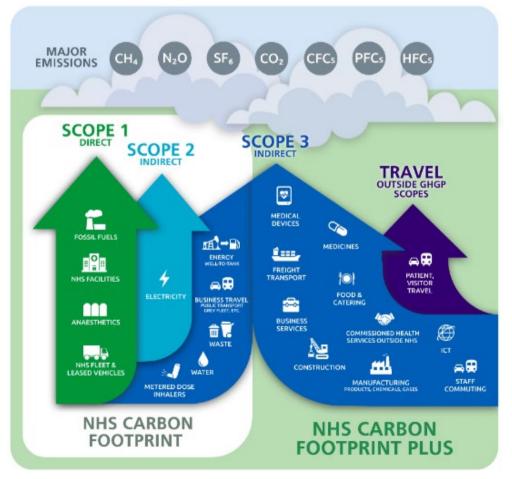


Figure 1 Scope 1, 2 and 3 emissions



This year, North Bristol and University Hospitals Bristol and Weston have worked together as one sustainability team along with colleagues from Sirona and Avon and Wiltshire Mental Health Partnership to achieve the Healthier Together Integrated Care System Green Plan objectives to mitigate the harmful impacts climate change will have on the health, wellbeing and livelihoods of the Bristol, North Somerset and South Gloucestershire population for generations to come. Achieving net zero, addressing the ecological emergency and building resilience to climate change through delivering our Green Plan will be crucial to delivering the best care for our patients now and in the future.

Throughout the year, our staff have reduced the environmental impact of their services whilst improving patient experience. Through conversations with our patients, we have learnt that reducing the carbon footprint of our services is important to them and their long-term health. We believe the way we deliver care to our patients should not harmfully impact the health of future populations and their ability to access outstanding levels of care.

This year we have refined our Green Plan Delivery Plan and prioritised projects for the future that will deliver the greatest carbon reduction and make best use of our resources. The Green Plan is delivered through six workstreams which are led by subject matter experts from each ICS organisation. The workstreams report into the Green Plan Implementation Group which reports into the Green Plan Steering Group of with ICS Executive Directors sustainability leads as members. Next year we hope to further embed net zero into organisation processes and spread the innovation at North Bristol Trust (NBT) such as carbon pricing, carbon budgets and headline objectives for divisions that can be monitored in Divisional Performance Reviews.

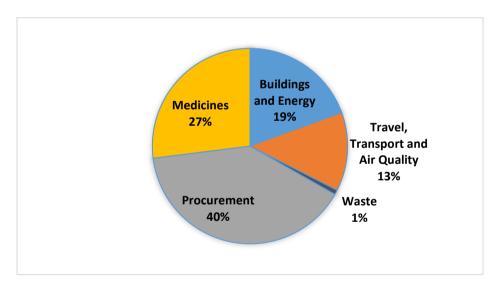


Figure 2 percentage of carbon emissions by workstream

An essential element for achieving net zero will be to reduce the demand on high cost and high carbon hospital services; realising the co benefits of prevention in improving the health of our population whilst reducing carbon and costs.

2. Net Zero Carbon by 2030

The carbon reduction trajectory towards net zero of the main delivery plan workstreams is set out below. Our Delivery plan (appendix 1) provides the detail of the carbon reductions that would be delivered by achieving the targets we have identified in our workstreams. To achieve net zero following the Science Based Targets Initiative approach we must reduce



our emissions by 90% to 39,514 tonnes CO_2e . The remaining 10% is to be addressed by offset schemes - investing in projects that result in permanent carbon removal and storage to counterbalance the residual 10% of emissions that cannot be eliminated.

Current actions will deliver carbon reduction of 257k tonnes CO₂e, but this assumes there is capital funding available to decarbonise our buildings and energy. The gap remaining from our current delivery plan is 98k tonnes CO₂e for which we will need to identify further actions and funding. Without funding for buildings and energy decarbonisation the gap increases to 143k tonnes CO₂e.

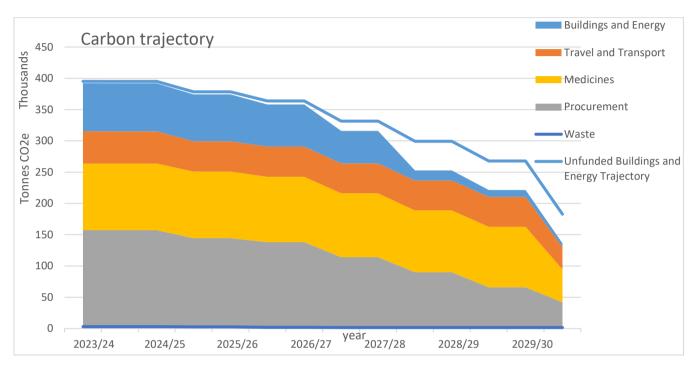


Figure 3 Carbon trajectory with current identified actions

	Tonnes CO₂e	Variance from carbon trajectory to meet target 90% emissions reduction (unfunded)	Carbon footprint goal 10% offset for net zero carbon
Current carbon footprint	395,140		
Carbon reduction required to meet NZC by 2030 (@90%)	Minus 355,626	0	39,514
Scenario 1 - Delivery Plan actions to achieve goal (assuming energy decarbonisation funded)	Minus 257,353	98,273	39,514
Scenario 2 - Delivery Plan actions to achieve goal assuming no funding available)	Minus 212,387	143,239	39,514

We have identified routes to net zero for our buildings and energy, and waste which are areas under our direct control but subject to achieving funding. Transport reductions are less in our control and dependent on working with partners across the ICP. Similarly, a substantial amount of our procurement is dependent on national approaches such as supplier carbon reduction plans and we are more limited in where we can influence them. Medicines requires further identification of reduction opportunities in reducing medicines



waste and targeting high impact areas such as inhalers, but as with wider procurement achieving net zero will be reliant on improving population health to reduce demand for pharmaceuticals and medical equipment.

Our delivery plan (appendix1) sets out the detailed deliverables against the targets for each workstream area and by organisation. We have added RAG rated progress updates against targets and expected carbon reduction trajectories.

Our ICS carbon footprint includes the emissions of:

Integrated Care Board:

 NHS Bristol, North Somerset and South Gloucestershire Integrated Care Board (BNSSG ICB)

Healthcare Providers:

- Avon & Wiltshire Mental Health Partnership NHS Trust (AWP)
- General Practice providers
- North Bristol NHS Trust (NBT)
- Sirona care and health (Sirona)
- Southwestern Ambulance Service NHS Foundation Trust (SWASFT)
- University Hospitals Bristol and Weston NHS Foundation Trust (UHBW)

The carbon footprint includes scopes 1, 2 and 3 as described above. Annual data for 2023/24 across all scopes is only available for the Acute hospital Trusts. However most of our carbon footprint is associated with the acute sector so we are able to use this a representative of our system.

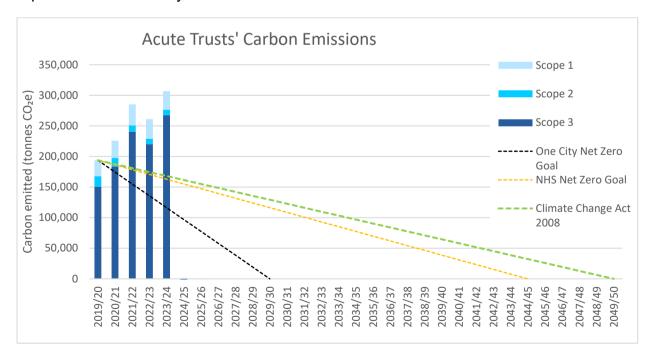


Figure 4 North Bristol and University Hospitals Bristol and Weston NHS Trusts' total carbon emissions for financial years 2019/20 to 2023/24 compared with the carbon emissions trajectory required to achieve net zero carbon by 2030 as well as the trajectories to achieve the NHS Carbon Footprint Plus goal and the Climate Change Act 2008 target.



Our current approach to calculating our procurement carbon footprint is based on spend. This spend-based approach is flawed as it doesn't reflect where we are reducing carbon in our supply chain. The procurement footprint is particularly distorted by the increased spend during covid and high inflation.

Despite the emissions we have most control for, energy, water and waste showing an overall 4% carbon reduction in 2023-24 compared with 2022-23 We have seen a 21% growth impact from increased spend driven by inflation and activity (including investment in buildings and diagnostic equipment).

The carbon emissions reported in the table below cover the two acute hospital trusts that we have 2023/24 annual data for.

Emissions Source	Unit	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual
Scope 1 (direct emissions)	tCO₂e	34,341	31,876	14,202	30,348
Scope 2 (indirect emissions from electricity)	tCO₂e	10,162	8,913	3,971	8,985
Scope 3 (indirect emissions)	tCO₂e	240,542	220,295	98,147	267,469
Total	tCO₂e	285,044	261,083	116,320	306,801
Energy					
Gas consumption	kWh	154,181,076	143,401,024		137,405,280
Oil Consumption	Litres	2,020,495	743,682		623,595
Electricity Consumption	kWh	47,861,589	46,091,982		43,390,423
Supply Chain					
Purchased goods and services (including upstream transport and distribution)	tCO₂e	186,226	177,616		224,120
Travel and Transport					
Trust owned Fleet	tCO₂e	358	352		411
Employee Commuting	tCO₂e	7,596	7,785		7,836
Waste					
Total Waste	Tonnes	6,350	6,564		6,679
Total Waste	tCO ₂ e	2,767	2,739		2,522
Water					
Water volume	m3	692,744	625,348		618,789
Water volume and wastewater	tCO ₂ e	282	251		264

Figure 5 Acute Trusts carbon emissions



As of July 2024, we have 5 years and 5 months left to achieve net zero carbon goal to avoid the worst impacts of climate change hitting our health system. The figure below shows the future carbon taxation cost of our carbon footprint and how that reduces with our carbon reduction trajectory. This takes our delivery plan carbon reduction trajectory on the ICS carbon footprint from NHS England data and we have applied Treasury guidance to show the abatement cost of carbon for our system.

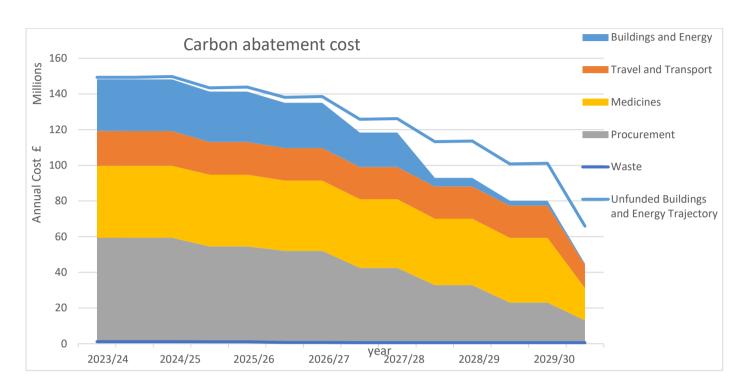


Figure 6 Carbon abatement cost for ICS carbon trajectory

A summary of progress with the main workstreams is set out in the sections below.

2.1 Progress

System wide collaboration on sustainability has been driven by the ICB, this has been clearly exhibited in developing the system capital prioritisation process. The ICS has recognised the importance of net zero by embedding it in this process and committing 10% of system capital in 2024/25 to a decarbonisation fund which partners can bid for and is overseen by the Green Plan Steering Group.

The ICS has incorporated a Sustainability Impact Assessment and carbon cost calculator into its project management gateway process ensuring net zero economic impact and social value are considered.

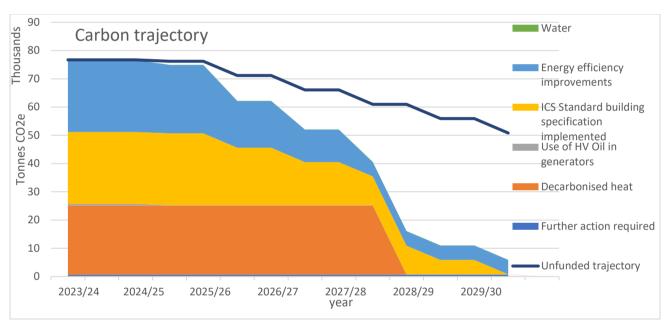
The ICS has embedded sustainability into the system strategic planning process with the Joint Forward Plan development requiring all areas to include how their plans contribute to the Green Plan. Net zero is a crucial inclusion in the emerging ICS infrastructure strategy.



The following section provides a summary of the progress made in our main workstreams giving further detail of the carbon trajectory for each workstream's key target actions from the delivery plan. The progress made against these actions and the focus for the future

2.1.1 Buildings and Energy

To sustainably achieve net zero carbon emissions by 2030, our energy consumption will need to substantially reduce and remove fossil fuels use. All new building or refurbishment projects will need be designed for zero or low carbon heating, solar PV panels, LED lighting etc). Our priority is to decarbonise our heating systems across the estate, following the direction taken by NHS England. The estimated cost to decarbonise our buildings and energy is £196m. The graph below shows the effect on the carbon trajectory if external funding is not found for estate decarbonisation. This represents a significant risk to the system as capital allocations are not sufficient to meet decarbonisation costs.



Target	Progress	RAG
Decarbonised heat solutions installed by 2028	 System capital decarbonisation funding has unlocked access to grant funding by supporting the match funding requirements. NBT has secured £7.3 million of Salix Public Sector Decarbonisation Scheme (PSDS) Phase 3c grant funding to decarbonise the heating in the Pathology and Learning and Research energy centre. This scheme has the potential to reduce carbon by up to 1,188, tCO₂e. UHBW has been awarded £234K Salix grant funding to decarbonise the heating in residences, this was also supported by system capital match funding. NBT's first PSDS Phase 3a project to install heat pumps to the retained estate and deliver energy efficiency measures 	



	 is now complete, having successfully received £4.4m of grant funding. This scheme has the potential to reduce carbon by up to 904 ktCO₂e. Installed heat pumps in 6 NBT buildings reducing gas demand by 16% Delivery of the detailed RIBA stage 3 designs for decarbonising heating systems across NBT, backed by another successful bid for £438k of Salix funding under the Low Carbon Skills Fund (LCSF) Phase 4, is complete. This will help shape the future requirements of the Trust and its decarbonisation journey. AWP's new Learning Disability and Autism Centre will be completed in June 2025. This will be the first building in the Trust to have heating and hot water supplied solely from an air source heat pump system. There will be no gas boilers installed in the building, and so will avoid creating gas related carbon emissions. 	
Implement energy efficiency measures for Carbon footprint reduction 80% by 2028, Net zero by 2030	 UHBW has focused on upgrading the software and control hardware on the building management system and combined heat and power unit. The software upgrade will give greater functionality and a broader range of hardware connectivity, allowing for greater control, zoning and improved data. This data allows for the analysis of performance and opportunities for increased efficiency to be identified. AWP invested £135k into upgrading the lighting at 8 sites to energy efficient LED lighting, saving 48 tonnes of CO2e. We have engaged with NHS property services to encourage the installation of energy efficiency improvements including LED lighting to Primary Care and community health properties they are responsible for. In Primary Care we have completed energy surveys and green plan progress reports in 25 GP surgeries to give surgeries the information to enable action in reducing their carbon footprints and reducing energy costs. Analysis of surveys will also give us an overview of the common actions that may be suitable for collective purchasing. Further individual surveys are needed to complete audits for all practices NBT have installed 500kW of solar panels, double glazing in Elgar building and LED lighting in the Brunel building 	
Off balance sheet energy decarbonisation funding model approved by 2026	 Discussion started with stakeholders including City Leap to identify potential solutions and lobbying routes for compliant funding model for decarbonisation that enables 3rd party funding 	



Switch from
diesel to HVO
for backup heat
and power by
2025

- AWP and NBT have now replaced the diesel fuel used in standby electricity generators with HVO fuel (Hydro treated vegetable oil). HVO is synthesised from animal fats and vegetable oils, which makes it a much cleaner burning fuel. It is 30% cleaner than diesel, and produced from 100% sustainable and renewable sources including waste fats and vegetable oils. The generator engines also run more efficiently and are less noisy when they use HVO fuel.
- UHBW due to convert this year.

Future focus

Our priority will be decarbonising our heating systems. This is particularly challenging as it is a significant financial cost and often a complex process to achieve this for our buildings. The system decarbonisation capital £3m has been successful in leveraging grant funding. However, we know this will not be sufficient funding (£196m) to meet our targets so to achieve this crucial funding we must pursue a compliant funding model for decarbonisation that enables 3rd party off balance sheet funding.

A strategy for future electrical capacity is a focus as new facilities such as the Elective Centre and heat pumps come on stream and mark a shift away from gas to electricity.

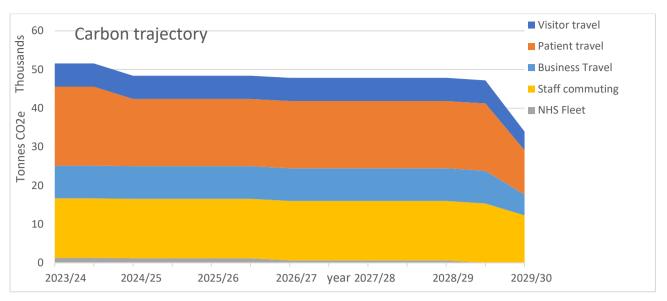
The NHS Net Zero Building Standard which was published in February 2023, will further drive reductions in carbon for all new major investments in healthcare buildings. We are developing a BNSSG ICS standard specification which includes applying the net zero building principles across all construction.

The identified actions will achieve net zero without requiring us to identify further actions, however this is subject to us achieving a compliant off balance sheet 3rd party funding model which is the most important focus for future delivery of our energy and building decarbonisation to avoid increasing the gap to net zero by a further 44966 tCO₂e.

2.2.1 Travel, Transport and Air Quality

Carbon emissions from transport are the fourth largest emissions source from our carbon footprint. Emissions from transport also cause significant air pollution. Air pollution is the biggest environmental threat to health in the UK, with between 28,000 and 36,000 deaths a year attributed to long-term exposure. There is strong evidence that air pollution causes the development of coronary heart disease, stroke, respiratory disease and lung cancer, and exacerbates asthma. As a health and care system we have a moral duty to significantly reduce the carbon emissions and air pollution we are causing with the large amount of vehicle journeys undertaken by our staff, patients, visitors and supply chain each year.





Target	Progress	RAG
100% of fleet vehicles are ULEV (or Euro 6) by March 2024. All new vehicles owned and leased by NHS will be ZEV from 2027 (excluding ambulances)	 Sirona are the first organisation in the ICS to have successfully changed its fleet to all electric vehicles. UHBW now has 50% of its fleet as electric vehicles. NBT has partnered with the West of England Combined Authority to take part in the Urban Freight Trial to swap NBT Logistics Team's diesel van for an electric cargo bike. Estimates suggest the trial could save 1,060 kg CO2e and £5,200 per annum. AWP In 2023, installed wiring for a new dual socket 7KW Electric Vehicle (EV) charging point at the Blackberry Hill site. The intention is to install more EV charging points across organisations to ensure we have a sufficient EV charging network by 2026. 	
Travel emissions measurement for staff and patients in place by March 2024. Organisation specific sustainable travel plan by June 2024	 Despite national active travel funding being severely reduced in 2023-24, both Acute Trusts have maintained their staff bike loan scheme, introduced a new cycle to work scheme, Ultra Low Emission Vehicle Salary Sacrifice Scheme (78 at NBT this year), pool car service (25 NHS@home staff) and Doctor Bike sessions where staff can have their bike checked over for safety and any minor works carried out free of charge. AWP and UHBW have made improvements to secure cycle parking. 	
Air quality is improved at each site to at least ambient levels by March 2027	UHBW has seen an improvement in the air quality in and around the central Bristol located sites. Outside the Bristol Royal Infirmary and Children's Hospital, nitrogen dioxide is down by around 20%. This improvement is a result of the implementation of the Bristol Clean Air Zone. This reduction can be seen in the ambient air quality levels of the roads directly outside the Bristol	



Royal Infirmary but also in the monitoring equipment across the hospital site. However, the ambulance bay and Alfred Parade, the main delivery road on the central Bristol site, are still areas of poor air quality, exceeding World Health Organisation nitrogen dioxide limits during the day.

- Action has been taken to improve the air quality impact of the supply chain through the contracts let that result in many deliveries and vehicle movements on sites. Mean air quality levels around Bristol Royal Infirmary can be over 30% higher for nitrogen dioxide during busy delivery periods over quiet periods. This is being addressed through the social value criteria that apply to all tenders. Including 'improving air quality' as an outcome in relevant tenders has resulted in commitments being made from suppliers to reduce delivery frequency, optimise route planning and plans to introduce low and zero emission vehicles.
- Both Hospital Trusts have added air quality monitoring on their sites to improve the data and identify improvement opportunities
- AWP sharing public air quality monitoring on their website

Future focus

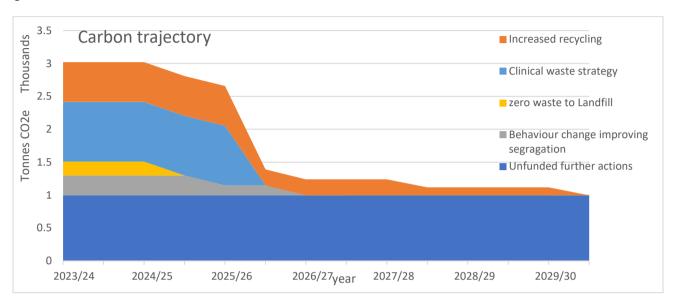
A key focus for the ICS-wide Travel, Transport and Air Quality workstream, to decarbonise travel and transport across the ICS will be undertaking a major fleet optimisation study designed to identify and remove unnecessary, replicated journeys by vehicles from NBT, UHBW, Sirona and AWP.

- Barriers to overcome in implementing ZEV are range anxiety, vehicle charging on site and at home, availability of suitable vehicle types and the capital funding required.
- Staff and patient travel emissions are currently not recorded or only estimated from surveys. We will look to widen UHBW's calculated approach.
- Adding the use of local authority air quality monitoring will enable all ICS sites to be tracked.
- The remaining gap to net zero of 28760 tCO₂e reflects the challenges of transport which are a much wider problem that no single organisation can solve on its own therefore an essential focus will be building on the partnerships that have already been established to ensure the health benefits are realised as part of future transport strategies. The health system as trusted voice must play a leadership role in amplifying the health benefits of partner organisations messages around active travel and air pollution.

2.2.2 Waste



The impacts of healthcare waste on our environment are particularly high given the large volumes of single use and contaminated waste produced and high carbon methods of disposal. High carbon and high-cost waste disposal solutions go hand in hand. Seeking more sustainable solutions therefore has the joint benefit of reducing carbon and cost. Reducing waste is not just about disposal but tackling unnecessary consumption and working with suppliers to develop circular economy approaches to minimise waste generated.



Target	Progress	
		RAG
Waste Contract in place by April 2024 Zero waste to landfill by March 2025	 New waste contracts have been delayed. The Trusts launched a joint tender for Sustainable Waste Management services, with a focus on and commitment to environmental protection, carbon reduction and the circular economy. The tender dedicated 20% of its quality award criteria to these requirements in addition to a further 10% for social value. The immediate impacts will be to eliminate waste to landfill and to carbon footprint the service. The project adopted the EcoQUIP Plus innovation procurement methodology, taking the project team through the process of needs identification, through market engagement and the adoption of proinnovation tendering and contracting approaches. We will be applying the learning to the sustainability challenges of procurement more widely. Further information on the EcoQuip Plus innovation procurement methodology and the project, can be found in the case study report. 30,000 masks were donated for reuse, avoiding 5 tonnes of CO2e 	



Recycling weight: 60% of all waste	 356 mattresses were donated for reuse, avoiding 3 tonnes of CO2e and saving £13.6k With a focus on the waste hierarchy at AWP and UHBW recycling rates have increased from 36% to 	
reused or recycled by March 2026, 80% by 2028, 100% by 2030	 41%. Warpit system for reuse of equipment across NBT an UHBW has enabled cost saving of £342k and tCO2e 	
Deliver plan to achieve a 20:20:60 split across clinical waste sent for incineration, alternative treatment and offensive waste treatment by 2025	 The Trusts have been working jointly on waste to make progress towards the NHS Clinical Waste Strategy target Reduced clinical waste sent for high temperature incineration by 396 tonnes being segregated as non-infectious saving 426 tonnes CO2e Progress is dependent on waste contracts being in place 	

NBT have one particularly successful waste and consumption project shown below which was made possible by a very determined Neurosurgery team who challenged themselves to do things differently.



Green Operating Day in Neurosurgery



- Adopting sustainable and net zero principles to ten Neurospinal procedures across three theatres for a whole day.
- Calculations so far have shown **carbon was reduced by 23.49 tonnes CO2e**, which was a **58% reduction** compared to a normal operating day.
- Rationalisation of instrument sets, in one green surgery run instruments were reduced from 45 to 4 in an incredible effort by the Neurosurgery team.
- There was a 50% reduction in the opening of consumables.
- Waste reduced by 14kg and segregated correctly, saving 1,666 kg CO2e.
- Staff reported an increase in productivity, more efficient workflow, improved communication and work environment.
- Patients reported noticeable improvements in their overall experience.

Future focus

The key barrier is getting the new waste contracts in place so we will be able to work with contractors on reducing waste, increasing recycling, achieving clinical waste ration. We will focus on reducing single use plastics through audits to identify items to work with our supply chain reducing usage.



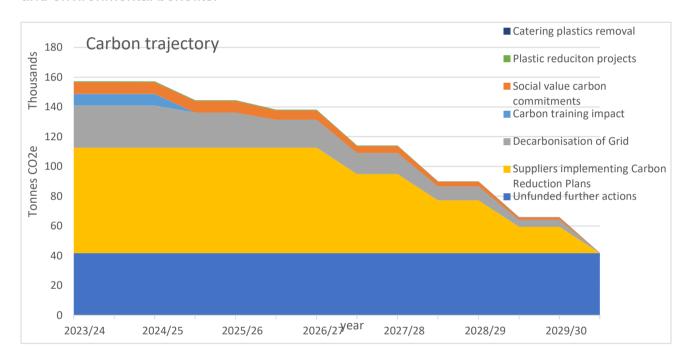
The next step is extending and standardising waste monitoring and practices across all organisations.

An important focus will be to engage and support staff to identify and implement further projects like the green operating day to reduce consumption and waste.

Delivering the actions identified will be sufficient to achieve our net zero target but delivery is dependent on waste contracts being in place to enable us to work with suppliers to achieve the targets.

2.2.3 Procurement

Scope 3 procurement emissions are the largest source of carbon emissions, with purchased goods and services making up over 60% of the total footprint. This is also our greatest opportunity to use our spend as a positive influence to realise economic, social and environmental benefits.



Target	Progress	RAG
Plan for robust carbon measurement - carbon measurement in new procurement system Sept 2024,	The procurement emissions data is presented in this report, but it is important to recognise that the current spend-based methodology does not reflect our carbon performance, nor is it in line with best practice calculation methods. We continue to review alternatives calculation methodologies but have yet to identify a suitable solution to cover the scale and variety that	



targeted approach to non-spend based measurement of suppliers	 exists within our supply chain. Bristol and Weston Purchasing Consortium (BWPC) is seeking to improve our data as internal systems are upgraded. AWP and Sirona have engaged a contractor CO2Analysis to provide a carbon footprint of their supply chains. 	
Process implemented ensuring suppliers have carbon reductions plans for all tenders from April 2024	BWPC have been focused on the design of a new procurement system which is going live in summer 2024. The new system will allow suppliers to upload their Carbon Reduction Plans in line with Procurement Policy Notice (PPN) 06/21 which the NHS adopted in 2024. BWPC has also been busy complying with the Modern Slavery Act, delivering modern slavery training to all procurement staff and gaining Trust Board approval for their Modern Slavery Statement which will be published in 2024	
All tenders include minimum 10% social value weighting by March 2022 and embedded in contract management March 2024	 Social value weighting included in all tenders but not embedded in contract management We have created a social value question bank tool that can be used to select the most relevant and proportionate question to ask on net zero amongst other social value outcomes. The sustainability team have also provided advice and been directly involved in the procurement process for some high-risk tenders, creating the sustainability requirements, evaluation criteria and contract management mechanisms for these. 	
	• The Sustainability Team has played an advisory role in the implementation of PPN 06/20 with social value being incorporated into seven tenders during the year. In September 2023, the Sustainability Team launched the new Sustainability Impact Assessment (SIA) with an embedded carbon cost calculator which has been embedded in the NBT's business case process and the ICB's Gateway Process. The SIA has been shared with the rest of the system along with other NHS organisations, ICSs and NHS England as a pioneering approach to integrate sustainability into business cases and decision making.	

Future focus

We will continue updating the procurement process and creating new tools to help stakeholders manage the sustainability impact of the procurement process. Our focus will also continue on embedding the NHS England net zero commitment requirement for suppliers' carbon reduction plans into the procurement documents, templates and sign-off process. These national approaches are expected to deliver a 45% reduction by 2030. There is still a significant gap of 26106 tonnes CO₂e of unfunded further actions which will

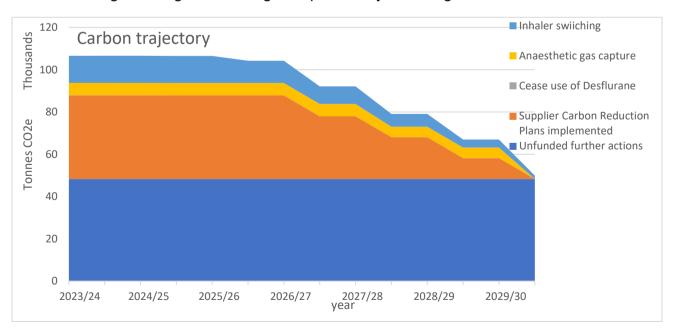


be required to reduce emissions by 90% to achieve net zero. Our approach to reducing this gap includes:

- In 2024-25, Category Managers will undertake a risk assessment of their categories to identify supply chain risks and opportunities to integrate into tenders and will work with NHS Supply Chain and the Sustainability Team to implement carbon and waste reduction projects.
- Developing a non-spend based approach to measuring our supply chain emissions to drive progress with reducing procurement related emissions
- Engage with suppliers to seek reductions in emissions in the supply chain
- Support for the transition to a circular economy (this is an economic system aimed at
 eliminating waste and the continual use of resources) while identifying opportunities
 for enhancing social value (e.g. skills and training, employment opportunities for
 disadvantaged groups and others). This particularly key to reducing single use
 plastics.
- Procurement processes including a weighting for local suppliers to support a low carbon procurement system. This also helps to ensure resilience of supply which is an important consideration especially when dealing with pressures similar to the recent Covid-19 pandemic.

2.2.4 Medicines

Medicines make up 20% of our carbon footprint and 40% of our total procurement emissions. Many inhalers for asthma use propellants that have a high impact. Anaesthetics also have a significant greenhouse gas impact many times higher than carbon dioxide.





Target	Progress	
		RAG
Inhaler switching - Achieve SABA MDI use to be 75% low carbon, Preventer use to be 70% lower carbon and 30% v high carbon as per NHSBSA respiratory carbon dashboard by 2025.	 60% of Primary Care carbon footprint consists of the medicines they prescribe including meter dose inhalers. Initiatives in some GP surgeries to improve asthma control and optimise inhaler prescribing are helping reduce the climate impact of their medicines' footprint. No central funded respiratory project for coordination in 24/25. Awaiting NICE guidance that will support switching 	
Suppliers carbon reductions plans 100% of new medicines contracts have supplier carbon reduction plan as tendered and awarded from April 2024	 Pharmaceuticals excluded from social value requirements by NHSE. However, they are required to provide a carbon reduction plan and complete an Evergreen assessment every year Medicines optimisation - some initiatives in reducing wastage of medicines and avoiding patients taking unnecessary medicines reducing the impact of medicines on the environment. 	
Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Decommission Desflurane by 2024 in line with NHSE mandate	 Staff led approaches by Anaesthetists have been very successful in driving reductions and eliminating the use of the highest impact anaesthetic gases. Nitrous oxide destruction unit requirements have been identified. However, very high costs exceed benefits so need to consider alternative approaches Ceased use of Desflurane Manifolds being decommissioned where possible 	

Future focus

Reduce the environmental impact of medicines and medical devices on towards net zero by:

- Ensuring delivery of decarbonising anaesthetic gases
- Promoting use of lower carbon inhalers where clinically appropriate
- Reduce carbon impact of overprescribing by reducing inappropriate prescribing through greater use of Structured Medication Reviews
- Driving more effective medicines waste management
- Closing the unfunded remaining gap in achieving net zero requires Identifying a
 pipeline of future opportunities for greener alternatives and reviewing highest
 carbon impact medicines where possible



3. Sustainable Healthcare

3.1 Sustainable healthcare - Anchor in the community

Realising the economic, social and environmental benefits of being an anchor in the community and achieving sustainable healthcare is dependent on us building on being anchor organisations to becoming an anchor system.

A key strategic approach to our system achieving sustainable healthcare and our net zero target is to keep people well and out of hospital. We need to bend the curve on the predicted rise in demand for high-cost and high carbon, reactive and hospital-based care and focus on prevention. That means supporting people to take care of their health and wellbeing, intervening early and keeping people healthy at home for as long as possible, focussing investment on primary and community services. Avoiding carbon intensive hospitals for issues that could have been prevented in primary care or managed better in the community.

We can't afford to build more carbon intensive hospitals as way to deal with increasing system demands, we need to do things differently – this includes:

- Supporting our staff and working with partners
- Using our buildings and spaces
- Engaging our staff to lead change in our organisations and communities
- Building resilience to climate change

Target	Progress
Sustainability Impact Assessment (SIA) with carbon costing included in all business cases SIA in use across the system by September 2024	 Implemented for NBT business cases and ICB gateway process. Shared with ICS organisations, needs organisations' Exec sponsor to support.
Schedule of carbon inset schemes by July 2024	Decarbonisation capital prioritisation has identified carbon saving inset schemes. Insetting for other business cases not agreed.
Biodiversity value included in sustainability impact assessment by May 2024 and in business cases July 2024	Included in NBT business case SIA. Dependent on roll out of SIA to other organisations



10,000 new trees planted across our footprint by 2025	Tree planting priority mapping for NHS sites. Coordinated delivery requires resource
Reduce anti-depressant prescriptions where appropriate by increasing Green Social Prescribing offer	Green social prescribing project has received £328,000 from Treasury and NHSE to extend work during 2024/25. Commitment to recurrent funding required.
Climate adaptation - Risk assessments show organisations are resilient to effects of climate change by March 2027	Adaptation action plan and risk assessments not started

3.2 Supporting our Staff and Partnership working

Supporting staff to move to sustainable models of care within our services has improved patient experience and staff productivity by creating more efficient ways of working and using fewer resources to deliver outstanding care. We need to embed sustainability in our ways of working by expanding use of tools such as our Sustainability Impact Assessment to support decision making to ensure we realise economic, social and environmental benefits as we improve how and where we deliver our services.

Supporting our staff through NBT's Quality Improvement programme, 10 sustainable models of care have been identified throughout 2023-24, Through the nurse's preceptorship programme and the Patient First approach we will identify and support more sustainable models of care than ever in 2024-25. NBT's Infection Control Team have been pivotal in driving sustainable models of care this year through their membership of the Infection Prevention Society's Sustainability Special Interest Group.

To become a sustainable health system we must ensure prevention and healthy lifestyles promotion is the first line in all clinical guidance and by promote community based approaches including resources such as the 'Healthier with Nature' directory of projects to ensure we have suitable places to refer patients including, exercise programmes and community groups. The advantage of many of these VCSE resources is that they often have multiple benefits (helping mental and physical health and adding social value) This 5 min video from Bristol Health Partners of a VCSE group demonstrates the benefits.

Our primary care CATCH programme is seeking to drive outcomes and benefits of working with and supporting the VCSE sector.



Primary care and VCSE Alliance CATCH programme (communities acting together for climate and health)

We have launched the CATCH programme who's focus is to help communities become healthier, happier, and more connected with greater access to physical activity, green space, and nutritious food, fostering lifestyles which prevent disease, rather than causing it. Healthier communities need less healthcare which has a high carbon footprint so the programme will also reduce the carbon footprint of communities, helping them move towards net zero.

The strength of this programme is the collaboration between the VCSE sector and Primary care. General Practices are anchor institutions in their local community, with 90% of healthcare being delivered in primary care. Most of the population will have contact with Primary care every year which makes it well placed to help develop healthier communities. The VCSE sector is embedded in the local community and has knowledge of what is needed and wanted. Joint working using the VCSE sector's local knowledge and expertise and Primary Care's health skills will help drive forward positive change exponentially.

The climate crisis is a health crisis, and it will impact those with the least, the most. The climate disparity in experiencing the impacts and disparity in available resources for mitigation and adaptation will only widen existing health inequalities. The CATCH programme will tackle this by helping more individuals and groups who face inequalities and poverty take action to shape healthier, lower carbon communities with higher quality but lower carbon healthcare.

Healthier Together 2040

In 2024 our system has started a long- term project to implement the system strategy published in 2023 by focusing on the population cohorts expected to experience the poorest health in 2040.

As we look to 2040, national and local evidence is showing that people are likely to live increasingly in poor health, with multiple health needs and that over the next 15 years this is not going to improve without focused action. The working age population is growing at a significantly slower rate than the number of people expected to require support, many buildings are not fit for purpose and there are increasingly fewer resources. In addition there are inequalities built into our how our system works which we need to tackle to improve health and reduce how long people live with poor health.

By focusing on groups of people and all the health, wellbeing and social needs surrounding them, we can bring people together to organise and deliver health and care differently. This will fundamentally move to new sustainable care models wrapped around people in their communities and shifting resource to tackle the key drivers influencing current and future health needs.

We know we can't solve the complex systemic challenges we face on our own and that it is essential we work with others to overcome them. In 2023-24, we have strengthened our existing partnerships with local organisations through our membership of the West of



England Nature Partnership, North Bristol Sus Com, the SDG Alliance, Bristol Green Capital Partnership, SHINE HIT, No Cold Homes Steering Group, the One City Environment Board, One City Transport Board and Bristol Advisory Committee on Climate Change. We have continued our involvement with our Local Authorities including public health, WECA's Climate action panel and Future Transport Zone programme.

We have also continued to work with local organisations such as Leigh Court Farm, the Sustainable Development Trust, Forestry England and Natural England to improve staff and patient access to green space on our estates.

3.3 Using buildings and Spaces to Support Communities

The large footprint of the health estate grants us responsibility to support local biodiversity and pioneer nature recovery programmes within our local areas. Through our estate we can also increase access to nature for our staff, patients and local residents.

Supporting biodiversity is essential to achieving sustainable healthcare. We have recognised this by adding biodiversity to our sustainability impact assessment to embed the value of biodiversity in our decision making. This is currently in use in NBT business cases and the ICB gateway process but needs to be adopted across the system.

Mental Health sites

AWP as a mental health Trust, have recognised the importance of using green spaces to improve physical and mental health for their patients and service users. They have established green spaces at several sites including Fromeside and Callington Road.

Fromeside's Malago Centre (occupational therapy) have an occupational therapy led therapeutic garden running sessions which range from sensory to fitness and strength promotion. The garden contains beds of various heights to accommodate physical health challenges and is used to grow food for the Rivers café (onsite vocational training café); flowers for cutting; and an ornamental garden for beauty and sensory work. The herb garden, as well as other food grown in the garden, is used for cooking sessions with service users which help promote healthy eating, nature connection and build additional movement into the day.

At the Callington Road inpatient site, the occupational therapists based at the Coppice and Woodside buildings run groups which utilise the garden areas of wards as well as running an allotment.

Many teams also run walking groups and help service users connect with nature and horticulture activities as part of their recovery plans across the AWP map including Green Gym, volunteering with wildlife trusts, attending walking groups

Acute sites

In 2023-24 NBT patients continued to use green spaces to support their recovery through social prescribing sessions held in our HITU eco therapy garden, Elgar House and our Southmead Allotment. Last summer we hosted Natural England's Nature Conference and invited local organisations and regional NHS Trusts to view our green estate and discuss the NHS' role in nature recovery.



The acute hospital Trusts have recently been successful in securing a £193k joint bid to fund a Green Spaces Co-Ordinator which will identify and address barriers to accessing green space and social prescribing. The funding will also embed green social prescribing into the existing Arts on Referral programme and support a pilot of a new green social prescribing programme for patients with chronic pain, cancer or respiratory conditions. The funding will also cover improvements to the HITU eco therapy garden.

System wide sites - Healthier with Nature

BNSSG hosts one of just seven national test and learn sites across England for Green Social prescribing. Our local programme branded as Healthier with Nature was originally funded in 2021 and has just received £328,000 from Treasury and NHSE to extend work during 2024/25. Sirona host the programme which is considered a national leader in this field with BNSSG hosting ministerial visits and national board meetings in recognition of our work.

To date over 4,000 patients, mainly from primary care have accessed nature-based interventions to improve their health outcomes. However, during 2024 a number of different patient cohorts have been included in pilot work including support around hospital discharge, frequent callers to the ambulance service and work with our mental health trust AWP. Work is also developing with our ambulance service SWASFT to better support frequent callers. The aim is to both provide better personalised care for patients but also show a measurable reduction in service usage with the related financial and environmental benefits

In addition to work to improve patient outcomes the programme looks to support nature recovery on NHS Estates by boosting biodiversity both in hospital settings and primary care estates. This improves spaces for nature but also patient care and staff wellbeing.

Healthier with Nature has been a real success story for BNSSG but still has no long-term recurrent funding and as such is likely to have significantly reduced capacity after April 2025 unless some revenue funding can be found to support in the longer term. There is a risk that a work stream for which BNSSG is considered a regional and national leader will be diluted.

3.4 Staff Engagement

Our staff are our greatest asset in delivering sustainable healthcare. From keeping the population healthy to making procurement decisions of what products to buy our staff are fundamental to achieving our Green Plan objectives. As shown in the green operating day case study staff led change is crucial to us moving to sustainable models of care and realising the environmental, social and financial benefits. Staff awareness and engagement in sustainability is essential to meet our responsibility to show leadership in all our interactions with our communities. Staff are also crucial in modelling the behaviours and providing the health perspective on climate change to support the culture change required in our society.

In 2023-24, the ICS Communications and Engagement workstream launched several Net Zero for Health campaigns to acknowledge the importance of achieving net zero to create a safe and healthy future for our patients.



Target	Progress
10% of staff by 2025 actively engaged Increase number of Green Champions by 5% per year	 This year NBT and UHBW celebrate the two-year anniversary of their joint sustainability staff engagement scheme, Greener Together, which has so far seen 568 staff members sign up and 18,575 actions being taken NBT also introduced its first ever Sustainability Staff Award which was awarded to Dr Emma Carver for her unwavering dedication to embedding sustainability within the Emergency Department. 11246 engagements with staff Current engagement scheme reviewed Completed system Communications programme of engagement activities
Increase in number of staff reporting increased awareness of Climate & Ecological emergency and report having made practical changes (in workplace and outside)	 13 lunch and learn sustainability webinars Visited 12 teams 35 face to face events AWP the CEAG Group is the main forum for raising awareness of sustainability and taking forward ideas from staff members, which will help to reduce carbon emissions and reduce costs
10 GP surgeries active on green impact for health toolkit by October 2024	 The Bristol & Bath Greener Practice group meets monthly to share learning and develop projects with the aim of making our local primary care systems as environmentally friendly as possible. improve uptake of the Green Impact for Health toolkit, which is hosted by the RCGP and is open to all GPs to reduce their carbon footprint. The toolkit is a series of actions which can be ticked off to achieve points. These accumulate towards bronze, silver, gold and carbon awards. Actions are in the clinical, managerial and admin arenas. The group provides peer support by discussing different areas of the toolkit in meetings and sharing ideas and solutions between practices. £20k CATCH programme launched
Training - Sustainability e- learning promoted and completed by 20% of staff by 2025	 E-learning mandatory at ICB other organisations to consider The development of a sustainability impact assessment with carbon calculator at NBT is a key tool being provided to enable better decision making by staff. The tool has been integrated by the ICB into its gateway process. Further embedding use across the system will support staff integrating sustainability into their ways of working



Engagement is important for recruitment and retention of staff. With demand for staff exceeding supply, one of the ways in which healthcare can stand out is through its sustainability efforts. The simple act of prioritising environmental issues can be an effective way to increase employee engagement and attract staff.

This is particularly the case in providing what the new generation of employees are looking for in employers. By 2025, it is projected that Generation Z will make up 27% of the workforce, with Millennials making up the vast majority of the remainder. When it comes to recruitment, aligning with Gen Z and Millennial values is going to be key.

- A study by global analytics firm Gallup_found that 71% of workers consider a company's environmental record when deciding on an employer.
- A Deloitte report found nearly two in five (37% of Gen Zs and 36% of Millennials) say they have rejected a job based on their personal ethics. Nearly 40% of Millennials have accepted one job offer over another because that company was sustainable.
- According to the Deloitte report, those who are satisfied with their employers' societal
 and environmental impact are more likely to want to stay with their employer for more
 than five years.

3.4 Resilience to climate impacts

We are already seeing impacts of climate breakdown including increased extreme weather events such as heat waves and flooding. These impacts adversely affect most those least able to cope exacerbating health inequalities. Whilst our focus has been on mitigating climate change it is essential that we build resilience in our organisations and our communities to ensure we are able to continue to deliver our services and minimise the impacts on our communities.

We have a system-wide climate adaptation strategy and have engaged with some groups such as emergency planning but will need to work with partners across the ICP to develop the actions to deliver our target that risk assessments show our organisations are resilient to effects of climate change by March 2027

4. Recommendations

- Note that achievement of the carbon trajectory is dependent on revenue and capital investment being provided to support actions. The cost is principally related to actions to reduce carbon from our energy and buildings
- Lobby for a compliant 3rd party off balance sheet funding solution to deliver £196m of energy decarbonisation projects
- Increase use of Sustainability Impact Assessment in business cases and decision making
- Sustainable healthcare Focus investment on primary and community services to support people to take care of their health, intervening early and keeping people healthy at home and out of high carbon healthcare for as long as possible
- Integrate sustainability benefits into Healthier Together 2040 service redesign
- Develop partnerships to optimise transport across our system and improve travel options in our region



- Expand existing medicines optimisation and identify a pipeline of future net zero opportunities
- Develop a non-spend based measure of supply chain carbon footprint.
- Embed national requirements for carbon reduction plans and social value in procurement, commissioning and contracting processes

To approve:

This report meets the requirement for the ICB to report annually on progress with the Green Plan

5. Financial resource implications

The high-level financial implication is shown in Figure 1 as the carbon abatement cost of carbon emissions £150m per annum. Decarbonisation costs identified for NBT, UHBW and NBT in the ICS capital prioritisation process total £196m. Detail of costs for delivering against targets where these have been identified are shown in the delivery plan Appendix 1.

A key target is to enable sufficient finance is to lobby for a compliant off balance sheet funding model for energy decarbonisation that enables 3rd party funding that is approved by CFOs, Auditors, Treasury and ONS.

6. Legal implications

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the <u>Health and Care Act 2022</u>. This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions and environmental targets.

The Act requires commissioners and providers of NHS services specifically to address the net zero emissions targets. It also covers measures to adapt to any current or predicted impacts of climate change identified within the 2008 Climate Change Act.

Trusts and integrated care boards (ICBs) will meet this new duty through the delivery of their localised Green Plans, and every Trust and ICB in the country now having a board-level lead.

7. Risk implications

Risk	Mitigations
Engagement – risk that the Green plan will fail to become fully embedded across the breadth of our activities.	 Delivery of communications & engagement strategy Approval by ICS organisation Boards Role of ICS Steering Group to oversee alignment
Financial – Risk that we are unable to meet the outcomes of the plan due to financial constraints in terms of capital investment and revenue implications and being able to access off balance sheet 3 rd party funding	 Access to national funding such as Public Sector Decarbonisation Funds Early strategic planning at a system level to understand total financial need & prioritisation of resources to highest impact areas Lobbying for off balance sheet 3rd party funding solution



	 Recognise the financial savings that are possible through operating more sustainably Accounting for the contribution to non-financial outcomes (e.g. population health) that can be achieved by operating sustainably
Reputational – Risk that our reputation is impacted if we are unable to meet the outcomes set out in this plan	 Green Plan Steering Group to maintain close focus on key deliverables Maintain an honest dialogue with staff & citizens about what is achievable and any barriers to delivery that are outside of our control (e.g. supply chain, decarbonisation of national grid)
Elements of delivery beyond our control – Risk that we are unable to deliver against significant elements of the plan due to elements of the plan that are outside of our direct control (e.g. supply chain, national grid decarbonisation)	 Early and robust engagement with supply chains Use collective pressure through regional and national bodies
Competing priorities – risk that the pressures such as elective recovery, and establishment of new models of care impact on delivery and relative priority of this plan	 Ensure that the sustainability outcomes are central to our ICS strategic aims Continue to recognise that operating sustainably is a key part of the solutions to our biggest challenges, not an afterthought Role of executive leaders to maintain the priority of this programme.
Adapting to climate change – Risk to health of our population and delivery of services if we fail to adapt to climate change	 Ensure adaptation plans and risk assessments are completed Ensuring adaptation is considered alongside mitigation of climate change

8. How does this reduce health inequalities

Health inequalities and climate change are both systemic issues the determinants and impacts of health and climate change are interconnected. Climate change impacts exacerbate health inequalities. But there are health co-benefits of mitigating climate change including through cleaner air, healthier diets and physical activity.

The main contributing factors to	Alignment to green plan ambitions							
disability/poor health								
Musculoskeletal disease	Active travel & green social prescribing							
Cardiovascular disease and stroke	Active travel, nutrition, preventative models							
	of care							
Respiratory diseases including COPD	Targeting air pollution							
Depression and mental health	Green social prescribing							
problems								
Cancers and particularly lung cancer	Targeting air pollution, healthy lifestyle							
	choices							
Alcohol and drug misuse	Green social prescribing							

Making a significant improvement in the health and wellbeing of our population will mean:



- Addressing the major health threats of cardiovascular/cerebrovascular, respiratory, mental health, musculoskeletal diseases and cancer.
- Addressing the gross inequalities in our system by deprivation and between groups, such as those with learning disabilities and serious mental health issues.

As one of our key system objectives, a sustainable approach to health and care delivery, will be part of addressing the wider determinants of health outcomes

9. How does this impact on Equality and Diversity?

The EIA produced for the Green Plan has identified there are potential positive and negative impacts on protected characteristics Age, Disability and Race groups Age and Disability

Positive - upskilling workforce

Negative –some key actions, particularly related to active travel, may not be suitable for elderly people or those with certain disabilities. Risk of staff feeling excluded from action plans.

Race

Positive – the themes outlined in the ICS Green Plan are inclusive of all races and the Plan will harness the cultural diversity of our staff and patients to deliver innovative solutions to reduce our impact.

Negative – Sustainability is practiced in unique ways across various cultures and therefore the ICS Green Plan could risk alienating staff and patients.



10. Consultation and Communication including Public Involvement

An ICS Green Plan communications and engagement group has been established that is developing a comprehensive communications strategy and plan.

There has been no public involvement in the writing of this paper. However existing evidence from the public and feedback on the Green Plan has been used.

Appendices

Appendix 1 Green Plan Delivery Plan

Glossary of terms and abbreviations

Net zero	Achieving a zero level of carbon emissions based on reduction and offsetting. This follows the Science based targets initiative definition of reducing carbon emissions from our baseline of 2019/20 by at least 90% and offsetting the remaining emissions.
Adaptation	Adaptation is actions to adjust to climate change, and the extreme weather that it makes increasingly likely. This includes making homes more resilient to extreme heat and cold weather, and adapting our landscapes to better cope with flooding or drought events, for example.
Anchor institution	Refers to large, typically non-profit, public-sector organisations whose long-term sustainability is tied to the wellbeing of the populations they serve. Anchors get their name because they are unlikely to relocate, given their connection to the local population, and have a significant influence on the health and wellbeing of communities.
Carbon footprint	Carbon footprint refers to emissions that are associated with the consumption spending of UK or England's residents on goods and services, wherever in the world these emissions arise along the supply chain, and those that are directly generated by UK or England's households through private motoring and burning fuel to heat homes.
Circular economy	Circular economy is an economic system aimed at eliminating waste and the continual use of resources while identifying opportunities for enhancing social value (e.g. skills and training, employment opportunities for disadvantaged groups and others).



Climate Emergency	A situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it
Ecological Emergency	A recognition that nature is declining globally at rates unprecedented in human history - and the rate of species extinctions is accelerating, with grave impacts on people around the world now likely.
Healthier Together Integrated Care System:	A statutory partnership of health & care organisations formed to realise our shared ambitions to improve the health and wellbeing of the people of Bristol, North Somerset, and South Gloucestershire.
Net-zero carbon	A person, company or country is net-zero carbon if they balance the carbon dioxide they release into the atmosphere through their everyday activities with the amount they absorb or remove from the atmosphere. Overall no carbon dioxide is added to the atmosphere. There are two main ways to achieve net zero: reducing emissions and removing carbon dioxide from the atmosphere, through technologies that actively take in carbon dioxide or by enhancing natural removal methods - by planting trees, for example. These methods can be used in combination. Net zero is the UK government's target for at least a 100% reduction of net greenhouse gas emissions (compared with 1990 levels) in the UK by 2050.
Sustainable Development:	Sustainable development aims to ensure the basic needs and quality of life for everyone are met, now and for future generations. Sustainable Development promotes the reduction of carbon emissions, the efficient use of finite resources, recognises the importance of protecting our natural environment, and preparing our communities for climate change (extreme weather events and increased risk of disease) by promoting health and wellbeing through healthy lifestyle choices to ensure a strong, healthy and resilient community now and for future generations

					Partners				Revenue			Cabon										
No	Theme	Target	Measure	Deliverables	included	Lead & Org	Capital cost	Revenue cost		Carbon cost	RAG Update	Baseline	2023/24	2024		2025/26	2026		2027/28			9/30
					Delevent					@£378/t CO2	@ Jun 24		Q1-2 Q	3-4 Q1-2	Q3-4 Q	I-2 Q3-4	Q1-2	Q3-4	Q1-2 Q	3-4 Q1-2 C	3-4 Q1-2	Q3-4
Travel,	transport & air quality	Target	Measure	Deliverables	Relevant Partners	Organisation				£ 19,493,460	RAG Update	51570										
	Net zero carbon travel and	Net zero carbon travel and			Relevant	Stewart Cundy																
Core	transport	transport			Partners	UHBW					A suite Touriste Is asse		51570 51	570 51570	48369 48	369 48369	48369	47845	47845 4	7845 47845 4	7845 4784	5 35
											Acute Trusts have monitoring in place.											
											Use of public											
		Air quality measured at all key	% of sites with air quality		Relevant	AWP NBT Primary					monitoring progressing for rest of											
TT01.1	Air quality	sites by March 2025	monitoring	Air quality monitoring of all key sites	Partners	Care Sirona UHBW	£ -	£ 37,298	£ -	£0	system											
											Link to air quality monitoring pages to											
											be put on to Trust											
		Air quality measured at all key					_	_			sustainability pages for staff to access -											
TT04.4	A: 15	sites Use existing open public	% of sites with air quality	Air quality monitoring at all key sites	AVAID	Luke Champion					plan to achieve this in											
1101.1	Air quality	monitoring by June 2024	monitoring	Using existing open public monitoring	AWP	AWP					July/August 2024 Contractor appointed.											+
TT01 1	A in accelite	Air quality measured at all key sites by June 2024	% of sites with air quality	Air quality manitoring of all leavesites	NDT	Lauria Linniatt NDT	_	£ 18.649			Monitoring being											
1101.1	Air quality	Air quality measured at all key	monitoring	Air quality monitoring of all key sites	NBT	Lewis Lippiatt NBT		£ 18,649			installed June 24								-			+
TT01 1	A in according	sites Use existing open public	% of sites with air quality	Air quality monitoring at all key sites	Drimon, core	TDC	_	_			resource not identified for gathering data											
1101.1	Air quality	monitoring by March 2025 Air quality measured at all key	monitoring	Using existing open public monitoring	Primary care	TBC					resource not identified											
TT01.1	Air quality	sites Use existing open public monitoring by June 2024	% of sites with air quality monitoring	Air quality monitoring at all key sites Using existing open public monitoring	Sirona	Kelly Scott Sirona	_	_			for gathering data											
		Air quality measured at all key	% of sites with air quality			Stewart Cundy	_				Installed 23 and added	<u>t</u>					 					+
TT01.1	Air quality	sites by March 2024	monitoring	Air quality monitoring of all key sites	UHBW	UHBW	<u> </u>	£ 18,649			further in 24 Hospital Trusts will						1					
		Site specific air quality action									develop in house as											
		plans produced by March 2025 for each site to achieve at least	% of sites with air quality		Relevant	AWP NBT Primary	£ -	£ -	£ -	£ -	part of travel plans, others require funding											
TT01.2	Air quality	ambient levels	action plan	Site specific action plans	Partners	Care Sirona UHBW					to resource											
		Site specific air quality action plans produced by March 2025									Air quality action plans subject to available	8										
		for each site to achieve at least	% of sites with air quality			Luke Champion	_				funding for											
TT01.2	Air quality	ambient levels	action plan	Site specific action plans	AWP	AWP					consultancy resource Revaluate Trust											+
		0.11									against Clean Air											
		Site specific air quality action plans produced by March 2025					_				Hospital Framework and use air quality											
		for each site to achieve at least	% of sites with air quality								monitoring data to											
1101.2	Air quality	ambient levels Site specific air quality action	action plan	Site specific action plans	NBT	Lewis Lippiatt NBT					inform action plan								_			+
		plans produced by March 2025	0/				_				lead to be identified											
TT01.2	Air quality	for each site to achieve at least ambient levels	% of sites with air quality action plan	Site specific action plans	Primary care	TBC																
		Site specific air quality action plans produced by March 2025	·		-						Air quality action plans	8										
		for each site to achieve at least	% of sites with air quality				_				subject to available funding for											
TT01.2	Air quality	ambient levels Site specific action plans by	action plan	Site specific action plans	Sirona	Kelly Scott Sirona					consultancy resource											
		March 2024 for each site to									to be added into travel											
		achieve at least ambient levels add into travel and transport	% of sites with air quality	Site specific action plans - add into		Stewart Cundy	_				strategy											
TT01.2	Air quality	strategy	action plan	travel and transport strategy	UHBW	UHBW																
		Air quality is improved at each					0	£ -		0	Subject to air quality											
TT01 3	Air quality	site to at least ambient levels by March 2027	Ambient NoX level, PM 10 2.5	Implemented action plans	elevant Partne	AWP NBT Primary Care Sirona UHBW	£ -	£ -	£ -	£ -	action plans being created for sites											
1101.0	7 iii quanty	Air quality is improved at each	7 thiblotic Hox Clovel, 1 W To 2.0	Importanted determination	olovani i arino						Subject to air quality											
TT01.3	Air quality	site to at least ambient levels by March 2027	Ambient NoX level, PM 10 2.5	Implemented action plans	AWP	Luke Champion AWP					action plans being created for sites											
	, ,	Air quality is improved at each	, 210								Subject to air quality											
TT01.3	Air quality	site to at least ambient levels by March 2027	Ambient NoX level, PM 10 2.5	Implemented action plans	NBT	Lewis Lippiatt NBT					action plans being created for sites											
		Air quality is improved at each site to at least ambient levels by	,								Subject to air quality											
TT01.3	Air quality	March 2027	Ambient NoX level, PM 10 2.5	Implemented action plans	Primary care	TBC		<u> </u>	<u> </u>		action plans being created for sites											<u> </u>
		Air quality is improved at each site to at least ambient levels by									Subject to air quality action plans being											
TT01.3	Air quality	March 2027	Ambient NoX level, PM 10 2.5	Implemented action plans	Sirona	Kelly Scott Sirona					created for sites											<u> </u>
		Air quality is improved at each site to at least ambient levels by				Stewart Cundy					Subject to air quality action plans being											
TT01.3	Air quality	March 2027	Ambient NoX level, PM 10 2.5	Implemented action plans	UHBW	UHBW					created for sites											$oxed{oxed}$
		Carbon emissions of all fleet		Monitoring of carbon emissions for	Relevant	AWP NBT Primary					On track]]]
TT02.1	Carbon net zero for fleet	vehicles monitored by April 2024	carbon emissions	fleet	Partners	Care Sirona UHBW	£ 50,000	£ 10,000	£ -	£ -												
											23-24 carbon emissions to be											
		Carbon emissions of all fleet		Monitoring of carbon emissions for		Luke Champion					calculated in July-											
TT02.1	Carbon net zero for fleet	vehicles monitored by June 2023 Carbon emissions of all fleet	carbon emissions	fleet Monitoring of carbon emissions for	AWP	AWP					August 2024	ar	nnual from exp	enses and fu	el consumpti	on						4
TT02.1	Carbon net zero for fleet	vehicles monitored by April 2024	carbon emissions	fleet	NBT	Lewis Lippiatt NBT		£ 10,000			On track											<u> </u>
TTO2 1	Carbon net zero for fleet	Carbon emissions of all fleet vehicles monitored by April 2025	carbon emissions	Monitoring of carbon emissions for fleet	Primary care	TBC					Resource to be identified											
		Carbon emissions of all fleet		Monitoring of carbon emissions for							On track						<u> </u>					+
TT02.1	Carbon net zero for fleet	vehicles monitored by April 2024	carbon emissions	fleet	Sirona	Kelly Scott Sirona					- 1 000A	-						\vdash				+
TT02 1	Carbon net zero for fleet	Carbon emissions of all fleet vehicles monitored by April 2024	carbon emissions	Monitoring of carbon emissions for fleet	UHBW	Stewart Cundy UHBW	£ 50,000				On track											
	James Lord for Hook	,				, 5	00,000	1	<u> </u>	ı		1			I	1	1		I.			

		T	1		I I	ı	1			1 1		 	
TT02.2	Carbon net zero for fleet	Fleet optimised - reduced number Number of vehicles in fleet by of vehicles by March 2025	Fleet Optimised reduced numbers and emissions	televant Partner	NBT UHBW £ 56.00		C	On track					
1102.2	Carbon het zero for neet		and emissions	televalit Faltilei	1	0 £ - £ -	£	Scope produced but					
TT02.2	Carbon net zero for fleet	Scope of fleet optimsation project defined and agreed by May 2024 Project scope	Scope of project report	UHBW	Stewart Cundy UHBW -			still to be agreed by all parties					
TT00.0	O and a sure and a sure for all and	Optimisation plan developed by	Report setting out all fleet vehicles by type including lease/purchase	LILIDIA	Stewart Cundy			On track					
	Carbon net zero for fleet Carbon net zero for fleet	August 2024 Optimisation plan Number of vehicles in fleet by		UHBW	UHBW Stewart Cundy UHBW			On track					
TT02.2	Carbon net zero for fleet	Fleet optimised by March 2025 type	Implement optimisation plan	UHBW				Scope produced but					
TT02.2	Carbon net zero for fleet	Scope of fleet optimsation project defined and agreed by May 2024 Project scope	Scope of project report	NBT	Stewart Cundy UHBW -			still to be agreed by all parties					
		Optimisation plan developed by	Report setting out all fleet vehicles by type including lease/purchase		Stewart Cundy			On track					
TT02.2	Carbon net zero for fleet	August 2024 Optimisation plan	arrangements. Optimisation plan.	NBT	UHBW £ 56,00	0		Fleet manager					
TT02.2	Carbon not were for floor	Number of vehicles in fleet by Fleet optimised by March 2025 type	Implement optimisation plan	NBT	Stewart Cundy UHBW			business case on hold review alternative					
1102.2	Carbon net zero for fleet	100% of fleet vehicles are ULEV % of fleet vehicles that are	Implement optimisation plan	Relevant	AWP NBT Primary			approaches Completed for all					
TT02.3	Carbon net zero for fleet	(or Euro 6) by March 2024 ULEV	Fleet vehicles are ULEV (or Euro 6)	Partners	Care Sirona UHBW £ 125,00	£ 44,000 -£ 75,000	£ -	organisations All Trust lease vehcles					
								are at least Euro 6. Aim to change to EV					
								pool cars once existing leases expire					
								from 2025 onwards.This will					
		100% of fleet vehicles are ULEV % of fleet vehicles that are			Luke Champion			require EV charging network to be built -					
TT02.3	Carbon net zero for fleet	(or Euro 6) by March 2024 ULEV	Fleet vehicles are ULEV (or Euro 6)	AWP	AWP	£ 19,000		subject to funding. 4 out of 5 departments					
								confirmed they will only buy or lease					
								ULEV in the future. Significant barriers for					
TT00.0	O and a sure and a sure for a figure	100% of fleet vehicles are ULEV % of fleet vehicles that are (or Euro 6) by March 2024 ULEV		NBT	Lauria Liania HAIDT	£ 25.000		Bristol Centre for Enablement					
	Carbon net zero for fleet Carbon net zero for fleet	(or Euro 6) by March 2024 100% of fleet vehicles are ULEV (or Euro 6) by March 2024 ULEV ULEV	Fleet vehicles are ULEV (or Euro 6) Fleet vehicles are ULEV (or Euro 6)	Primary care	Lewis Lippiatt NBT TBC	25,000		Unknown lead					
	Carbon net zero for fleet	100% of fleet vehicles are ULEV 6 fleet vehicles that are 100 fleet vehicles that are	Fleet vehicles are ULEV (or Euro 6)	Sirona	Kelly Scott Sirona			Completed	Completed				
1102.0	Carbon not 2010 for noot	100% of fleet vehicles are CAZ compliant - ULEV (or Euro 6) by % of fleet vehicles that are	Fleet vehicles are CAZ compliant -	Girona	Stewart Cundy			Completed	Completed				
TT02.3	Carbon net zero for fleet	March 2024 ULEV	ULEV (or Euro 6)	UHBW	UHBW £ 125,00	0 -£ 75,000							
								Barriers to implementing ZEV are					
		All new vehicles owned and						range anxiety, vehicle charging on site and					
TT02.4	Carbon net zero for fleet	leased by NHS will be ZEV from 2027 (excluding ambulances) % of fleet vehicles that are ZEV	All new vehicles owned and leased are ZEV	televant Partner	ICS-wide £	- £ - £ -	£	at home and capital funding required		131	524		655
								Barriers to implementing ZEV are					
		All new vehicles owned and						range anxiety, vehicle charging on site and					
TT02.4	Carbon net zero for fleet	leased by NHS will be ZEV from % of fleet vehicles that are 2027 (excluding ambulances) ZEV	All new vehicles owned and leased are ZEV	ICS-wide	TBC			at home and capital funding required					
								currently not recorded or only estimated from					
	Reduced emissions from travel to		Emissions measured for staff and		AWP NBT Primary			surveys. There is potential to widen					
TT03.1	zero	March 2024 Emissions from travel	patients	televant Partner	Care Sirona UHBW £ -	£ 24,000 £ -	£ -	Not currently able to				+	8,360
								capture this data easily given the large					
								geographical area and the large number of					
	Reduced emissions from travel to	Travel emissions measure for	Emissions measured for staff and		Luke Champion			Trust sites. May be possible for BI Team					
TT03.1		March 2024 Emissions from travel	patients	AWP	AWP			to create a rough estimate of emissions Estimated - Currently				_	
		Travel emissions measure for						use staff travel survey and HOTT to calculate					
TT03.1	Reduced emissions from travel to zero	staff and patients in place by March 2024 Emissions from travel	Emissions measured for staff and patients	NBT	Lewis Lippiatt NBT	£ 10,000		staff and patient travel.					
	Reduced emissions from travel to	Travel emissions measure for staff and patients in place by	Emissions measured for staff and			1,7.1.1		Not recorded					
TT03.1		March 2024 Emissions from travel Travel emissions measure for	patients	Primary care	TBC								
TT03.1	Reduced emissions from travel to zero	March 2024 Emissions from travel	Emissions measured for staff and patients	Sirona	Kelly Scott Sirona			Not recorded					
TT02.4	Reduced emissions from travel to		Emissions measured for staff and	LILIDAY	Stewart Cundy	6 14 000		Calculated using ACEL mobilityways					
TT03.1	zero	March 2024 Emissions from travel	patients	UHBW	UHBW	£ 14,000		score Hospital Trusts will develop in house as					
	Reduced emissions from travel to	Organisation specific sustainable	Organisation specific sustainable		AWP NBT Primary			part of travel plans, others require funding					
TT03.2	zero	travel plan by June 2024 Sustainable travel plan	travel plans	televant Partner	Care Sirona UHBW £ -	£ - £ -	£ -	to resource					

			1	1	1	1	1					1	1 1 1	1 1			
									Travel plan produced								
									for Callington Road redevelopment								'
									project, though no								'
									additional travel plans								'
									produced per site or for whole Trust.								'
									Trustwide travel plan								
									would require								
									sufficient capital or revenue funding to								'
									produce a good quality								'
									plan. At present, no								'
Reduced emissions from travel to TT03.2 zero	Organisation specific sustainable travel plan by June 2024	Sustainable travel plan	Sustainable travel plan	AWP	Luke Champion AWP				available funding has been identified.								'
1100.2 2610	liaver plan by June 2024	Sustamable traver plan	Sustamable traver plan	AWE	AWE				Advised on new car								
									parking policy will								'
TT03.2 zero	Organisation specific sustainable travel plan by June 2024	Sustainable travel plan	Sustainable travel plan	NBT	Lewis Lippiatt NBT				update Trust travel								'
Reduced emissions from travel to	Organisation specific sustainable		·						A few practices have								
TT03.2 zero Reduced emissions from travel to	travel plan by June 2024 Organisation specific sustainable	Sustainable travel plan	Sustainable travel plan	Primary care	TBC				taken travel initiatives					<u> </u>			 '
TT03.2 zero	travel plan by June 2024	Sustainable travel plan	Sustainable travel plan	Sirona	Kelly Scott Sirona												'
	Organisation specific sustainable	0	Overtein able travel along	LILIDIA	Stewart Cundy				Develop in house as								
TT03.2 zero	travel plan by June 2024	Sustainable travel plan	Sustainable travel plan	UHBW	UHBW				part of travel plan NBT Published new				+ + +	+ +			
									Flexible Working								
									Policy and Agile Working Vision.								
	Agile working strategy in place by		Develop and implement Agile						Ensure ICS wide								
TT03.3 zero	March 2025	Emissions from travel	Working Strategy	televant Partne	ICS-wide	£ -	£ - £	- £	- approach NBT Published new				+ + +	+ +			
									Flexible Working Polic								
Deduced emission 5	A wile weather = -tt-		Develop and involunce (A. "						and Agile Working								
TT03.3 zero Reduced emissions from travel to	Agile working strategy in place by March 2025	Emissions from travel	Develop and implement Agile Working Strategy	ICS-wide	People team TBC				Vision wider sysem								'
			ggj	.50	222.0 (00111 100				Hospitals capturing				 				
		No. of journeys to hospital for							data and making								
Reduced emissions from travel to	30% of all non-procedure Out	outpatient care and primary		Relevant	NBT Primary Care				progress. Primary care data source to be								
TT03.4 zero		care appointments	Monitoring of patient journeys	Partners	UHBW	£ -	£ - £	- £	- identified			3,071					3,071
		No. of journeys to hospital for							Training provided to								'
Reduced emissions from travel to TT03.4 zero	o 30% of all non-procedure Out Patients attendances are non F2F	outpatient care and primary	Monitoring of patient journeys	NBT	TBC				IM&T on calculating								'
1100.4 2010	r ations attendances are non 1 21	No. of journeys to hospital for		NDT	100				Carbon saved through								
Reduced emissions from travel to		outpatient care and primary							Data source to be indentified								'
TT03.4 zero	Patients attendances are non F2F		Monitoring of patient journeys	Primary care	TBC									 			 '
Reduced emissions from travel to	30% of all non-procedure Out	No. of journeys to hospital for outpatient care and primary							Data being captured.								'
TT03.4 zero	Patients attendances are non F2F	care appointments	Monitoring of patient journeys	UHBW	TBC												'
									Successful partnerships								'
	ICS partnerships with WECA and								established with								'
Active contribution to one city	local authorities established by		ICS partnerships with WECA and						WECA and some local								'
TT04.1 plan for transport	June 2024	Number of active partnerships	local authorities established	lelevant Partne	ICS-wide	£ -	£ - £	- £	- authorties Successful					 			 '
									partnerships								'
Active contribution to one city	ICS partnerships with WECA and		ICS northerebine with MECA and		Stawart Cundu				establised with WECA								'
Active contribution to one city TT04.1 plan for transport	local authorities established by June 2024	Number of active partnerships	ICS partnerships with WECA and local authorities established	ICS-wide	Stewart Cundy UHBW				and some local								'
, , , , , , , , , , , , , , , , , , ,		<u> </u>		Relevant		<u>. </u>	<u> </u>		DAC Undete		<u> </u>						
Waste	Target	Measure	Deliverables	Partners	Organisation	T.	Update RAG	£	1,141,560 RAG Update	3020			1 1				
Net zero carbon from waste A	II Net zero carbon from waste All			Relevant													
Core waste is reused or recycled	waste is reused or recycled			Partners	Joe Duarte UHBW					3020	3020 3020	2808.6 280	8.6 1902.6 1902.6 1600.	1600.6	1600.6 1	600.6 1600.6 16	600.6 1601
	Wasta contract in where her Ac. 1		Mosto contract in place that are 11	Dolovt					Waste contract tender					[
WW01.1 Zero waste to landfill	Waste contract in place by April 2024	Waste contract signed	Waste contract in place that enables delivery of zero waste to landfill	Relevant Partners	NBT UHBW	f -	£ _ £	- t	delays				30	,			
777701.1 25.5 Hadio to tandin	Waste contract in place by April		Waste contract in place that enables		Megan Murphy		L		waste contract tender				30	+			
WW01.1 Zero waste to landfill	2024	Waste contract signed	delivery of zero waste to landfill	NBT	NBT				delays					+			
WW01.1 Zero waste to landfill	Waste contract in place by April 2024	Waste contract signed	Waste contract in place that enables delivery of zero waste to landfill	UHBW	Joe Duarte UHBW				waste contract tender delays								
indicate infinition	·-·		,	3211	aanto OliDW				Standard reporting				 				
	Agreed standard reporting								established for								
	Agreed standard reporting template across ICS partners by	standard waste reporting		Relevant	AWP NBT Primary				hospitals. Working on								
WW01.2 Zero waste to landfill	June 2024	template	Standard waste reporting	Partners	Care Sirona UHBW	£ -	£ - £	- £	processes for others								
									Monthly or quarterly waste reports for non								
									PFI clinical and non								'
									clinical waste to be								
									shared with system partners from								
	<u></u>								June/July 2024. PFI is								
	Agreed standard reporting template across ICS partners by	standard waste reporting			Luke Champion				not able to send								
WW01.2 Zero waste to landfill	June 2024	template	Standard waste reporting	AWP	AWP				monthly reports at present.					<u> </u>			
	Agreed standard reporting																
WW01.2 Zero waste to landfill	template across ICS partners by June 2024	standard waste reporting template	Standard waste reporting	Primary care	TBC				approach being explored								
	Agreed standard reporting	·		, 500	.=3												
	template across ICS partners by	standard waste reporting template	Standard waste reporting	Sirona	Kelly Scott Sirona				approach being explored								
WW01.2 Zero waste to landfill	June 2024					i .	i 1			1							

	Agreed standard reporting				Managa Managan											
WW01.2 Zero waste to landfill	template across ICS partners by June 2024	template	Standard waste reporting	NBT	Megan Murphy NBT				completed							
WWW01.2 Zero waste to landilli	Agreed standard reporting	template	Standard waste reporting	NDI	INDI					 				+ +		_
		standard waste reporting							completed							
WW01.2 Zero waste to landfill	June 2024	template	Standard waste reporting	UHBW	Joe Duarte UHBW	'										
									Dependent on waste							
	Zero waste to landfill by March			Relevant	AWP Primary Care	•			contracts being in							
WW01.3 Zero waste to landfill	2025	% of waste to landfill	zero waste landfill by 2025	Partners	Sirona	£ -	£ - £	· £ -	place		211.4					
									At the time of writing, all PFI and non PFI							
									black bag waste is							
									zero landfill. Offensive							
									waste may still be							
									landfilled depending							
	zero waste to landfill by March				Luke Champion				on availability of							
WW01.3 Zero waste to landfill	2025	% of waste to landfill	zero waste landfill by 2025	AWP	AWP				incineration plants							
WW01.3 Zero waste to landfill	zero waste to landfill by March 2025	% of waste to landfill	zero waste landfill by 2025	Primary care	TBC				lead to be identified							
WWW01.3 Zero waste to landilli	2023	70 Of Waste to landilli	Zero waste landilii by 2025	Filliary Care	TBC						+ +			+ +		_
	zero waste to landfill by March								NHS proporty services							
WW01.3 Zero waste to landfill	2025	% of waste to landfill	zero waste landfill by 2025	Sirona	Kelly Scott Sirona				to be engaged							
			Plan for achieving waste ratios						Dependent on waste							
	Plan for achieving national waste		through collaboration with waste						contracts being in							
NAMANOO A Climical weath ratios	ratio targets created by March 2025	Dian for achieving wests ratios	contractors (included in tender for	Relevant Partners	NBT UHBW				place				205			
WW02.1 Clinical waste ratios	2025	Plan for achieving waste ratios	Plan for achieving waste ratios	Partners	INDT UNDVV	£ -	£ - £	£ -					906			
	Plan for achieving national waste		through collaboration with waste						Dependent on waste							
	ratio targets created by March		contractors (included in tender for		Megan Murphy				contracts being in							
WW02.1 Clinical waste ratios	2025	Plan for achieving waste ratios	waste contracts)	NBT	NBT				place	<u> </u>					 	
			Plan for achieving waste ratios						Dependent on waste							
	Plan for achieving national waste		through collaboration with waste						contracts being in							
MMM02.1 Clinical weets astir-	ratio targets created by March 2025	Plan for achieving	contractors (included in tender for	UHBW	loo Duarta III Dia				place							
WW02.1 Clinical waste ratios	2020	Plan for achieving waste ratios	waste contracts)	OHBW	Joe Duarte UHBW					 		-		+	 	
	Deliver plan to achieve clinical								Dependent on waste							
	waste ratios - reduce to maximum	1							contracts being in							
	20% high temp incineration and 20% alternative treatment by								place							
	weight with residual to offensive			Relevant	NBT Primary Care				piaco							
WW02.2 Clinical waste ratios	waste achieved by March 2025	Ratio of waste streams	Deliver plan	Partners	UHBW	£ 105.000	£ - £ 600,	000 £ -								
						,										
	Deliver plan to achieve clinical															
	waste ratios - reduce to maximum	1							Dependent on waste							
	20% high temp incineration and 20% alternative treatment by								contracts being in							
	weight with residual to offensive				Megan Murphy				place							
WW02.2 Clinical waste ratios	· ·	Ratio of waste streams	Deliver plan	NBT	NBT	£ 35,00	0 -£ 300	000								
Wilder Waste Faties		radio oi vaoto oi oamo	Solver plan	1,121		2 00,00	2 000	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,								
	Deliver plan to achieve clinical															
	waste ratios - reduce to maximum	1							Dependent on waste							
	20% high temp incineration and								contracts being in							
	20% alternative treatment by weight with residual to offensive								place							
WW02.2 Clinical waste ratios		Ratio of waste streams	Deliver plan by 2026	Primary care	TBC											
TTTOLIZ OMNOCI WASTO TALISO	made demoted by march 2020	rade of radio on ourie	201101 pian 2, 2020	i imary sare	.20											
	Deliver plan to achieve clinical															
	waste ratios - reduce to maximum	1							Dependent on waste							
	20% high temp incineration and								contracts being in							
	20% alternative treatment by weight with residual to offensive								place							
WW02.2 Clinical waste ratios	waste achieved by March 2025	Ratio of waste streams	Deliver plan	UHBW	Joe Duarte UHBW	£ 70,00	0 -£ 300	000								
VVVVOZ.Z Olimbal Wable Fallet	Plan for achieving waste recycling	Trans of waste streams	Benver plan	CHEW	occ Buarto Cribve	2 70,00	2 000	,000								
	target (Recycling weight: 60% of		Plan for achieving waste recycling		NBT UHBW AWP				Dependent on waste							
	all waste reused or recycled by	Plan for achieving waste	target in collaboration with waste	Relevant	Primary Care				contracts being in place							
WW03.1 Recycling and reuse increased	March 2026, 80% by 2028, 100%	recycling target	contractors	Partners	Sirona	£ -	£ - £	£ -	pidoo			\vdash		1	-	
	Plan for achieving waste recycling	,														
	target (Recycling weight: 60% of	1							Dependent on waste							
	all waste reused or recycled by		Plan for achieving waste recycling						contracts being in							
	March 2026, 80% by 2028, 100%	Plan for achieving waste	target in collaboration with waste						place							
WW03.1 Recycling and reuse increased	by 2030) created by June 2024	recycling target	contractors	NBT	TBC											
	Dian for achieving wests recycling															
	Plan for achieving waste recycling target (Recycling weight: 60% of)							Dependent on waste							
	all waste reused or recycled by		Plan for achieving waste recycling						contracts being in							
	March 2026, 80% by 2028, 100%	Plan for achieving waste	target in collaboration with waste						place							
WW03.1 Recycling and reuse increased	by 2030) created by June 2024	recycling target	contractors	UHBW	Joe Duarte UHBW	,										
									No set plan with							
									targets in place to							
									improve recycling, This is due to time							
									resource constraints							
									and lack of WTE							
									waste manager post.							
									Community sites have							
									now started to receive							
									new internal shared							
	Bu f li i								bins in June 2024							
	Plan for achieving waste recycling	3							coupled with removal							
	target (Recycling weight: 60% of all waste reused or recycled by								of under desk bins.							
	March 2026, 80% by 2028, 100%	Plan for achieving recycling			Luke Champion				This is expected to be							
WW03.1 Recycling and reuse increased			Plan for achieving recycling levels	AWP	AWP				fully complete by August 2024							
, , ,	, , , , , , , , , , , , , , , , , , , ,	•	g /g310	•	•				PARIL 1 / 11/4		•				 	

	Plan for achieving waste recyclin																
	target (Recycling weight: 60% of																
	all waste reused or recycled by								lead to be identified								
	March 2026, 80% by 2028, 100%																
WW03.1 Recycling and reuse increased	by 2030) created by June 2024	levels	Plan for achieving recycling levels	Primary Care	TBC												+
	Plan for achieving waste recyclin	ng															
	target (Recycling weight: 60% of								lead to be identified								
	all waste reused or recycled by March 2026, 80% by 2028, 100%	6 Plan for achieving recycling															
WW03.1 Recycling and reuse increased	by 2030) created by June 2024	levels	Plan for achieving recycling levels	Sirona	TBC												
, ,	Waste tender specification																
MANA/02 0 P	includes recycling requirement by		Waste tender specification includes	Relevant	NIDT LILIDIA	6			Completed Oct 23								
WW03.2 Recycling and reuse increased	Oct 2023 Waste tender specification	with recycling requirement	recycling requirement	Partners	NBT UHBW	£ -	£ - £	- £	-								
	includes recycling requirement b	y Waste tender specification	Waste tender specification includes						completed Oct 23								
WW03.2 Recycling and reuse increased	Oct 2023	with recycling requirement	recycling requirement	NBT	Joe Duarte UHBW												
	Waste tender specification includes recycling requirement by	v Waste tender specification	Waste tender specification includes						completed Oct 23								
WW03.2 Recycling and reuse increased	Oct 2023	with recycling requirement	recycling requirement	UHBW	Joe Duarte UHBW				55p.151.54								
	Recycling weight: 60% of all								Dependent on waste								
	waste reused or recycled by	,		Delevent	NBT UHBW AWP				contracts being in								
WW03.3 Recycling and reuse increased	March 2026, 80% by 2028, 100% by 2030	% of waste recycled or reused	Deliver plan	Relevant Partners	Primary Care Sirona	£ -	£ - f	- £	place								
The state of the s	Recycling weight: 60% of all				23000		-	_	dependent on waste					† †			
	waste reused or recycled by	,							contracts being in								
WW03.3 Recycling and reuse increased	March 2026, 80% by 2028, 100% by 2030	% of waste recycled or reused	Deliver plan	NBT	Joe Duarte UHBW				place								
The state of the s	Recycling weight: 60% of all								dependent on waste					† †			
	waste reused or recycled by	,							contracts being in								
WW03.3 Recycling and reuse increased	March 2026, 80% by 2028, 100% by 2030	% of waste recycled or reused	Deliver plan	UHBW	Joe Duarte UHBW	1			place								
1222 Saning and Todoo morodood				3211	J. L. Luanto Of IDW				Target unlikely to be					1			
	Recycling weight: 60% of all								met without Trust								
	waste reused or recycled by								having a waste manager in post to								
	March 2026, 80% by 2028, 100%								drive the initiative								
WW03.3 Recycling and reuse increased	by 2030 Recycling weight: 60% of all	% of waste recycled or reused	Deliver plan	AWP	TBC				forward.								
	waste reused or recycled by								Resource required - CATCH project								
	March 2026, 80% by 2028, 100%	6							potential to provide								
WW03.3 Recycling and reuse increased	by 2030	% of waste recycled or reused	Deliver plan	Primary Care	TBC				coordination								
	Recycling weight: 60% of all waste reused or recycled by																
	March 2026, 80% by 2028, 100%								Resource required								
WW03.3 Recycling and reuse increased	by 2030	% of waste recycled or reused	1	Sirona	TBC												+
	Audits to identify target single us plastic items in place by June	e Number of single use plastics identified with a reusable	Identify target items with quarterly plastics audits in key areas for	Relevant					On track with audits								
WW03.4 Reduce single use plastics	2024	alternative	implementation under SCP03	Partners	NBT UHBW	£ -	£ - £	- £	-								
									Auditing clinical stores								
									and compiling list of products and								
									packaging for NHS								
			l.,						Supply Chain to								
	Audits to identify target single us plastic items in place by June	e Number of single use plastics identified with a reusable	Identify target items with quarterly plastics audits in key areas for						explore. Plastic audit planned before Zero								
WW03.4 Reduce single use plastics	2024	alternative	implementation under SCP03	NBT	TBC				Waste September.								
				Relevant					PAC Undata								
Supply chain & procurement	Target	Measure	Deliverables	Partners	Organisation			£ 49,967	7,820 RAG Update	157220			<u></u>				
Carbon footprint of supply chain reduce 50% by March	Carbon footprint of supply chain reduce 50% by March			Relevant	Rachael	_											
Core 2028, net zero by 2030	2028, net zero by 2030			Partners	Pemberton BWPC					157220 157	175 157175 14450	144501 13	38117 138117 114045	114045	89973	89973 65900 6590	00 41828
			Dien females 1						Carbon measurement								
			Plan for robust carbon measurement carbon measurement in new			1			to be included in								
	Total carbon footprint of supply		procurement system Sept 2024,						hospitals' new system. CO2 analysis								
	chain reduce 50% by March	carbon footprint of supply	targetted approach to non spend	Relevant]			engaged by AWP and								
SCP01.1 Carbon footprint of supply chain	2028, net zero by 2030	chain	based measurement of suppliers	Partners	BWPC NBT UHBW	£ 130,000	£ 60,000 £	- £	- Sirona		4,717	<u>'</u>	4,717 4,717	7	4,717	4,717	4,717
			Plan for robust carbon measurement carbon measurement in new						Carbon measurement								
	Total carbon footprint of supply		procurement system Sept 2024,						to be included in								
	chain reduce 50% by March	carbon footprint of supply	targetted approach to non spend	B	Rachael				hospitals' new system.								
SCP01.1 Carbon footprint of supply chain	2028, net zero by 2030	chain	based measurement of suppliers Plan for robust carbon measurement	BWPC	Pemberton BWPC	£ 130,00	0 £ 60,000					 		+ +			
			carbon measurement in new						Carbon measurement								
	Total carbon footprint of supply	carbon factorist of	procurement system Sept 2024,		Backs -1				included in hospitals'								
SCP01.1 Carbon footprint of supply chain	chain reduce 50% by March 2028, net zero by 2030	carbon footprint of supply chain	targetted approach to non spend based measurement of suppliers	NBT	Rachael Pemberton BWPC				new system.								
The state of the s	-, -,		carbon measurement in new						0.1					† †			
	Total carbon footprint of supply		procurement system Sept 2024,						Carbon measurement included in hospitals'								
	chain reduce 50% by March	carbon footprint of supply	targetted approach to non spend		Rachael				new system.								
SCP01.1 Carbon footprint of supply chain		chain	based measurement of suppliers	UHBW	Pemberton BWPC				7			 					
	All new procurement over £5m to																
	ensure suppliers have carbon reductions plans in place from		Process implemented ensuring						Completed by all April								
	April 2023. Required for all	% of required supplier carbon	suppliers have carbon reductions		AWP BWPC NBT				24								
SCP01.2 Carbon footprint of supply chain	tenders from April 2024	reduction plans in place	plans for all tenders	lelevant Partne		£ -	£ - £	- £	-				17,687	7	17,687	17,687	17,687
		1	I .		1		1			1			,,,,			,	, , , , , , ,

i											All tenders via									
											frameworks this year									
											so all suppliers are									
		All new procurement over £5m to									compliant. Any future									
		ensure carbon reductions plans in		Process implemented ensuring							full tenders issued will include the need for									
		place from April 2023. Required		Carbon reductions plans for all		Pippa Mainwaring					and evidence of a									
SCP01.2	Carbon footprint of supply chain	for all tenders from April 2024	reduction plans in place	tenders	AWP	AWP					carbon reduction plan.									
		All new procurement over £5m to																		
		ensure carbon reductions plans in	l.,	Process implemented ensuring							completed April 24									
CCD04 2	Carban fastarint of supply shain	place from April 2023. Required	% of required supplier carbon		DWDC	Rachael														
SCP01.2	Carbon footprint of supply chain	for all tenders from April 2024 All new procurement over £5m to	reduction plans in place	tenders	BWPC	Pemberton BWPC									-		 			
		ensure carbon reductions plans in		Process implemented ensuring																
		place from April 2023. Required	% of required supplier carbon	Carbon reductions plans for all		Rachael					completed April 24									
SCP01.2	Carbon footprint of supply chain		reduction plans in place	tenders	NBT	Pemberton BWPC														
		All new procurement over £5m to																		
		ensure carbon reductions plans in	1	Process implemented ensuring							completed April 24									
CCD04 2	Carbon footprint of supply chain	place from April 2023. Required for all tenders from April 2024	% of required supplier carbon	Carbon reductions plans for all tenders	UHBW	Rachael Pemberton BWPC														
3CP01.2	Carbon lootprint of supply chain		reduction plans in place	tenders	UNDVV	Perilberton BWPC												+ +		+
		All high risk category spend by									Risk assessments not									
		March 2024 has completed risk		Robust plan to be in place to target							completed proposed									
		assessments as part of category management plan. Carbon		all appropriate category spend by March 2024 completed risk							to get updates from									
		requirement toolkit created and		assessments for all high risk							high risk category									
		embedded in process September		categories. Carbon requirement	Relevant						leads quarterly									
SCP01.3	Carbon footprint of supply chain	2024	Risk assessments completed	toolkit	Partners	BWPC UHBW NBT	£ -	£ -	£ - £	_										
		All high risk category spend by	'						1									1 1		
		March 2024 has completed risk		Robust plan to be in place to target							risk assessments not									
		assessments as part of category		all appropriate category spend by							completed proposed									
		management plan. Carbon requirement toolkit created and		March 2024 completed risk assessments for all high risk							to get updates from									
		embedded in process September		categories. Carbon requirement		Rachael					high risk category									
SCP01.3	Carbon footprint of supply chain	2024	Risk assessments completed		BWPC	Pemberton BWPC					leads quarterly									
_ 0. 01.0		All high risk category spend by			J 0				1									1 1		
		March 2024 has completed risk		Robust plan to be in place to target							risk assessments not									
		assessments as part of category		all appropriate category spend by							completed proposed									
		management plan. Carbon		March 2024 completed risk							to get updates from									
		requirement toolkit created and		assessments for all high risk		Rachael					high risk category									
SCP01 3	Carbon footprint of supply chain	embedded in process September	Risk assessments completed	categories. Carbon requirement toolkit	NBT	Pemberton BWPC					leads quarterly									
3CF 01.3	Carbon lootprint of supply chain	All high risk category spend by	Nisk assessments completed	tookit	INDI	r emberton bwr c						-								
		March 2024 has completed risk		Robust plan to be in place to target							risk assessments not									
		assessments as part of category		all appropriate category spend by							completed proposed									
		management plan. Carbon		March 2024 completed risk							to get updates from									
		requirement toolkit created and		assessments for all high risk							high risk category									
CCD04 2	Carbon footprint of supply chain	embedded in process September	Risk assessments completed	categories. Carbon requirement toolkit	UHBW	Rachael Pemberton BWPC					leads quarterly									
3CP01.3	Carbon lootprint of supply chain	2024	Risk assessments completed	lookil	UDDVV	Perilberton BWPC														
		One case study tender with																		
		carbon footprinting and reduction		Influenced high risk category tender							Case study on waste									
		carbon footprinting and reduction plan by March 2024.	Tender demonstrating	Influenced high risk category tender to demonstrate emissions reduction.	Relevant						Case study on waste as tender delayed									
	Carbon footbrint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in	Tender demonstrating emissions reduction	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk	Relevant Partners	BWPC	£ -	£ -	£ - £	_										
	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024.	Tender demonstrating emissions reduction	Influenced high risk category tender to demonstrate emissions reduction.	Relevant Partners	BWPC	£ -	£ -	£ - £	-										
	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction		Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender		BWPC	£ -	£ -	£ - £	-	as tender delayed									
	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024.	emissions reduction	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction.			£ -	£ -	£ - £	-	as tender delayed Case study on waste									
SCP01.4	, , , , , , , , , , , , , , , , , , , ,	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in	emissions reduction Tender demonstrating	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk	Partners	Rachael	- £	£ -	£ - £	-	as tender delayed									
SCP01.4	Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025	emissions reduction	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction.			£ -	£ -	£ - £	-	as tender delayed Case study on waste									
SCP01.4	, , , , , , , , , , , , , , , , , , , ,	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March	emissions reduction Tender demonstrating	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk	Partners	Rachael	£ -	£ -	£ - £		as tender delayed Case study on waste as tender delayed		rainin							
SCP01.4	, , , , , , , , , , , , , , , , , , , ,	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained	emissions reduction Tender demonstrating emissions reduction	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders.	Partners BWPC	Rachael	£ -	£ -	£ - £	-	Case study on waste as tender delayed Training package	g	plan							
SCP01.4 SCP01.4	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff	BWPC Relevant	Rachael Pemberton BWPC	£ -	£ -	£ - £		as tender delayed Case study on waste as tender delayed	g d	plan evelo	ng 7.861						
SCP01.4 SCP01.4	, , , , , , , , , , , , , , , , , , , ,	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders.	Partners BWPC	Rachael	£ -	£ -	£ - £	-	Case study on waste as tender delayed Training package	g d	plan	ng 7,861	1					
SCP01.4 SCP01.4	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2025	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff	BWPC Relevant	Rachael Pemberton BWPC	£ -	£ -	£ - £	-	Case study on waste as tender delayed Training package developed	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff	BWPC Relevant	Rachael Pemberton BWPC	£ -	£ -	£ - £	-	Case study on waste as tender delayed Training package	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement	BWPC Relevant	Rachael Pemberton BWPC BWPC		£ - 10,000	£ - £	-	Case study on waste as tender delayed Training package developed training package	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff	BWPC Relevant Partners	Rachael Pemberton BWPC BWPC			£ - £	-	Case study on waste as tender delayed Training package developed training package developed	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff	BWPC Relevant Partners	Rachael Pemberton BWPC BWPC			£ - £	-	Case study on waste as tender delayed Training package developed training package developed Social value weighting	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement	BWPC Relevant Partners	Rachael Pemberton BWPC BWPC			£ - £	-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10%	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10%	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement	BWPC Relevant Partners	Rachael Pemberton BWPC BWPC			£ - £	-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not embedded in contract	g d	plan evelo	ng 7,861						
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10% social value weighting by March 2022 and embedded in contract	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10% social value weighting.	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement All tenders include minimum 10% social value weighting. Social value	BWPC Relevant Partners BWPC	Rachael Pemberton BWPC BWPC			£ - £ £ - £	-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not	g d	plan evelo	ng 7,861		1,572	1,572	1,572	1,572	1,572
SCP01.4 SCP01.4 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10% social value weighting by March 2022 and embedded in contract	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10% social value weighting. Contract management of	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement All tenders include minimum 10% social value weighting. Social value commitments monitored in contract	BWPC Relevant Partners BWPC Relevant Relevant	Rachael Pemberton BWPC BWPC Rachael Pemberton BWPC				-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not embedded in contract management	g d	plan evelo	ng 7,861		1,572	1,572	1,572	1,572	1,572
SCP01.4 SCP01.5 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain Carbon footprint of supply chain Positive impact on local econom	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10% social value weighting by March 2022 and embedded in contract management March 2024 social value weighting by March 2022 and embedded in contract	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10% social value weighting. Contract management of social value weighting. Contract management of	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement All tenders include minimum 10% social value weighting. Social value commitments monitored in contract management social value weighting. Social value commitments monitored in contract	Relevant Partners BWPC Relevant Partners	Rachael Pemberton BWPC BWPC Rachael Pemberton BWPC BWPC Rachael				-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not embedded in contract management Social value weighning included but not	g d	plan evelo	ng 7,861		1,572	1,572	1,572	1,572	1,572
SCP01.4 SCP01.5 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain Carbon footprint of supply chain	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10% social value weighting by March 2022 and embedded in contract management March 2024 social value weighting by March 2022 and embedded in contract	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10% social value weighting. Contract management of social value commitments social value weighting.	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement All tenders include minimum 10% social value weighting. Social value commitments monitored in contract management social value weighting. Social value social value weighting. Social value	BWPC Relevant Partners BWPC Relevant Relevant	Rachael Pemberton BWPC BWPC Rachael Pemberton BWPC				-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not embedded in contract management	g d	plan evelo	ng 7,861		1,572	1,572	1,572	1,572	1,572
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SCP01.4 SCP01.5 SCP01.5	Carbon footprint of supply chain Carbon footprint of supply chain Carbon footprint of supply chain Positive impact on local econom	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10% social value weighting by March 2022 and embedded in contract management March 2024 social value weighting by March 2022 and embedded in contract	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10% social value weighting. Contract management of social value commitments social value weighting. Contract management of social value commitments	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement All tenders include minimum 10% social value weighting. Social value commitments monitored in contract management social value weighting. Social value commitments monitored in contract	Relevant Partners BWPC Relevant Partners	Rachael Pemberton BWPC BWPC Rachael Pemberton BWPC BWPC Rachael				-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not embedded in contract management Social value weighting included but not embedded in contract management Social value weighting included but not embedded in contract management	g d	plan evelo	ng 7,861		1,572	1,572	1,572	1,572	1,572
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SCP01.4 SCP01.4 SCP01.5 SCP01.5 SCP02.1 SCP02.1 SCP02.2 SCP02.2	Carbon footprint of supply chain Carbon footprint of supply chain Carbon footprint of supply chain Positive impact on local economy Positive impact on local economy Positive impact on local economy	carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 One case study tender with carbon footprinting and reduction plan by March 2024. Demonstrated reduction in emissions by March 2025 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 Training plan developed by March 2024 all procurement staff trained in sustainable procurement by Sept 2024 All tenders include minimum 10% social value weighting by March 2022 and embedded in contract management March 2024 social value weighting by March 2022 and embedded in contract management March 2024 Procurement processes include weighting for local suppliers Sept 2024 Procurement processes include weighting for local suppliers Sept 2024 Increase local suppliers' access to tenders by March 2025	emissions reduction Tender demonstrating emissions reduction % of procurement staff trained in sustainable procurement % of procurement staff trained in sustainable procurement % of tenders achieving 10% social value weighting. Contract management of social value commitments social value weighting. Contract management of social value commitments % Of spend with micro, small and medium size businesses, social enterprises and voluntary / community organisations % Of spend with micro, small and medium size businesses, social enterprises and voluntary / community organisations % Of spend with micro, small and medium size businesses, social enterprises and voluntary / community organisations and medium size businesses, social enterprises and voluntary / community organisations and medium size businesses, social enterprises and voluntary / community organisations	Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Influenced high risk category tender to demonstrate emissions reduction. Agreed programme for all high risk category tenders. Training plan, all procurement staff trained in sustainable procurement Training plan, all procurement staff trained in sustainable procurement All tenders include minimum 10% social value weighting. Social value commitments monitored in contract management social value weighting. Social value commitments monitored in contract management Local supplier procurement process documented Local supplier procurement process documented Plan to support local suppliers with access to tenders collaboratively with other public sector partners through PiP (Partners in Procurement) access to tenders collaboratively with	BWPC Relevant Partners BWPC Relevant Partners BWPC Relevant Partners BWPC Relevant Partners	Rachael Pemberton BWPC BWPC Rachael Pemberton BWPC	£ - £ 50,000			-	Case study on waste as tender delayed Training package developed training package developed Social value weighting included but not embedded in contract management Social value weighting included but not embedded in contract management Local supplier requirement included in SAP implementation completion by May 25 Local supplier requirement included Not started	g d	plan evelo	ng 7,861		1,572	1,572	1,572	1,572	1,572

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		and medium size businesses,	access to tenders collaboratively with														
	Increase local suppliers' access	social enterprises and	other public sector partners through		Rachael				Not started								
SCP02.3 Positive impact on local economy	to tenders by March 2025	voluntary / community	PiP (Partners in Procurement)	NBT	Pemberton BWPC												
		% Of spend with micro, small															
	Increase local suppliers' access	and medium size businesses,	access to tenders collaboratively with		Rachael				Not started								
SCP02.3 Positive impact on local economy	to tenders by March 2025	social enterprises and	other public sector partners through	UHBW	Pemberton BWPC												
		% Of spend with micro, small	0 () 1377 () 1 777						Sustainability Impact								
	Engagement with all category	and medium size businesses,	Sustainability team engaged with all						Assessment								
	leads for procurements identiified	social enterprises and	categories leads - and Trust decision	Delevent					identifying								
SCP02.4 Positive impact on local economy	as high risk by Sept 2024 (was March 2024)	voluntary / community	makers for particular procurements identiified as high risk	Relevant Partners	BWPC UHBW NBT	c	6	c	opportunities. Initial engagement with								
3CF 02.4 Fositive impact of focal economy	IVIAICIT 2024)	organisations	j	raitieis	DVVF C/INITIA	_			engagement with								+
	Engagement with all category	and medium size businesses,	Sustainability team engaged with all		Davenport				Initial engagement								
	leads for procurements identiified	•	categories leads - and Trust decision		UHBW/Megan				with some category								
	as high risk by Sept 2024 (was	voluntary / community	makers for particular procurements		Murphy NBT/Ned				leads								
SCP02.4 Positive impact on local economy	Engagement with all category	organisations % Of spend with micro, small	identiified as high risk Sustainability team engaged with all	BWPC	Maynard UHBW BWPC/Nina		 		CIA identifying								
	leads for procurements identiified		categories leads - and Trust decision		Davenport				SIA identifying								
	as high risk by Sept 2024 (was	social enterprises and	makers for particular procurements		UHBW/Megan				opportunities Initial engagement with								
SCP02.4 Positive impact on local economy		voluntary / community	identiified as high risk	NBT	Murphy NBT/Ned				some category leads								
Co. Cz. T. Comro impact on recar contemy	Engagement with all category	% Of spend with micro, small	Sustainability team engaged with all		BWPC/Nina				Initial engagement								
	leads for procurements identiified		categories leads - and Trust decision		Davenport				with some category								
SCP02.4 Positive impact on local economy	as high risk by Sept 2024 (was	social enterprises and	makers for particular procurements	UHBW	UHBW/Megan				leads								
	Implementation of 3 single use	Number of projects to replace	Projects identified. Process for						Developing unmet								
	plastics replacement projects by	single use plastic items with	supporting implementation of single						needs list from visiting								
	March 2025. 3 projects	reusable alternatives	use plastics replacement projects.	Relevant					areas and work with								
SCP03.1 Reduce single use plastics	implemented annually	implemented	Projects implemented.	Partners	BWPC UHBW NBT	£ -	£ - £ -	£ -	NHSSC		96		96 96		96	96	96
	Implementation of 3 single use	Number of projects to replace															
	plastics replacement projects by	single use plastic items with	supporting implementation of single		Rachael				Unmet needs list								
0.0000 4 5 4 4 4 4 4 4	March 2025. 3 projects	reusable alternatives	use plastics replacement projects.	D	Pemberton BWPC				shared with NHSSC								
SCP03.1 Reduce single use plastics	implemented annually	implemented	Projects implemented.	BWPC	Sam Willitts ICS	1		1	Developing upmet		-						4
									Developing unmet needs list from visiting								
									areas and work with								
	Implementation of 3 single use	Number of projects to replace	Projects identified. Process for						NHSSC. Identified								
	plastics replacement projects by	' '	supporting implementation of single		Rachael				opportunity to replace								
	March 2025. 3 projects	reusable alternatives	use plastics replacement projects.		Pemberton BWPC				single use holloware								
SCP03.1 Reduce single use plastics	implemented annually	implemented	Projects implemented.	NBT	Sam Willitts ICS				used in surgery								
	Implementation of 3 single use	Number of projects to replace	Projects identified. Process for						Developing unmet								
	plastics replacement projects by	single use plastic items with reusable alternatives	supporting implementation of single		Rachael Pemberton BWPC				needs list from visiting								
SCP03.1 Reduce single use plastics	March 2025. 3 projects implemented annually	implemented	use plastics replacement projects. Projects implemented.	UHBW	Sam Willitts ICS				areas and work with								
SCF 03.1 Treduce single use plastics	+ ' - '	implemented	,	OHDVV	Gaill Willits 100				INHSSC			_		+			+
	Catering single use plastics ban	ct Quantity of catering single use	Catering single use plastics ban implemented. Catering single use	Relevant					Completed Oct 22								
SCP03.2 Reduce single use plastics	1)	nlactic	plastic reduced	Partners	BWPC UHBW NBT	c	6	c	Completed Oct 23	45							
3CF03.2 Reduce single use plastics	Catering single use plastics ban	piastic	Catering single use plastics ban	1 artificis	DWI C ONDW ND1	L -	L - L -	L -		43	_						_
		ct Quantity of catering single use	implemented. Catering single use		Category lead				completed Oct 23								
SCP03.2 Reduce single use plastics	1)	plastic	plastic reduced	BWPC	BWPC				completed Cot 20								
	Catering single use plastics ban		Catering single use plastics ban														
	implemented by Oct 2023 (Project	ct Quantity of catering single use	implemented. Catering single use		Category lead				completed Oct 23								
SCP03.2 Reduce single use plastics	1)	plastic	plastic reduced	NBT	BWPC												
	Catering single use plastics ban	ot Oughtity of actoring single use	Catering single use plastics ban implemented. Catering single use		Category lead												
SCP03.2 Reduce single use plastics	11)	plastic	plastic reduced	UHBW	BWPC				completed Oct 23								
3CF03.2 Reduce single use plastics		piastic	Adopt reusable alternatives for	OTIDAY	DWI O				Single use								+
			catering provision						replacement report								
	Single use plastic free staff and	Quantity of catering single use	Incentivise staff to use reusable food	Relevant	Catering, UHBW,				created for NBT but								
SCP03.3 Reduce single use plastics	patient catering	plastic	and drink packaging	Partners	NBT				not implemented								
				Relevant					DAGU III								
Medicines	Target	Measure	Deliverables	Partners	Organisation			£ 40,302,360	RAG Update	106620							
Carbon footprint of medicines	Carbon footprint of medicines		Improvement on carbon footprint	Relevant													
Core net zero by 2030	net zero by 2030		from soley spend based approach	Partners	Emily Knight ICB					106620 106501 106	106501	106501 104	262 104262 92140	92140	79122 7	9122 66999 6699	99 52757
	Reduce anti-depressant	The number of people who	Core staff in place to increase the		AWP ICB NBT				Green social								
	prescriptions where appropriate by increasing Green Social	access a nature and health intervention, and measure the	number of people who access a nature and health intervention	Relevant	Primary Care Sirona UHBW				prescribing funded								
M01.1 Reduce anti-depressants	Prescribing offer	percentage of those people	Nature & Health intervention	Partners	VCSE	f -	£ 140,000 £ -	£ .	24/25								
WOT.1 Reduce anti-depressants	rescribing oner	percentage of those people	Core starr in place to increase the	1 artifors	VOOL		2 140,000 2 -										
			number of people who access a														
			nature and health intervention						completed website 23,								
			Nature & Health interventions						green social								
	Dadasa anti danna ant	The number of people who	delivered						prescribing funded								
	Reduce anti-depressant	access a nature and health	Training and networks established						24/25								
	prescriptions where appropriate by increasing Green Social	intervention, and measure the percentage of those people	Development of resources website Baseline data and reduction target														
M01.1 Reduce anti-depressants	Prescribing offer	reporting reduced anxiety	established 2025	AWP	TBC												
We i.i Reduce and depreceding	1 Teseribing ener	reporting reduced unixiety	Core starr in place to increase the	7.000	150												
			number of people who access a														
			nature and health intervention						completed website 23,								
		The mount of the	Nature & Health interventions						green social								
	Poduce onti dennes	The number of people who	delivered						prescribing funded								
	Reduce anti-depressant prescriptions where appropriate	access a nature and health	Training and networks established Development of resources website						24/25								
	by increasing Green Social	percentage of those people	Baseline data and reduction target														
M01.1 Reduce anti-depressants	Prescribing offer	reporting reduced anxiety	established 2025	ICB	TBC												
		porting roudood difficity	Core staff in place to increase the	100	150	1		1			+ +		1 1		+	+ +	+
			number of people who access a														
			nature and health intervention						completed website 23,								
		The much as of	Nature & Health interventions						green social								
	Poduce onti dennest	The number of people who	delivered						prescribing funded								
	Reduce anti-depressant	access a nature and health	Training and networks established						24/25								
	prescriptions where appropriate	intervention and measure the															
	prescriptions where appropriate	intervention, and measure the															
M01.1 Reduce anti-depressants	prescriptions where appropriate by increasing Green Social Prescribing offer	intervention, and measure the percentage of those people reporting reduced anxiety	Baseline data and reduction target established 2025	NBT	TBC		£ 140,000										

				Core staff in place to increase the number of people who access a																
				nature and health intervention																
				Nature & Health interventions							mpleted website 23, een social									
		Reduce anti-depressant	The number of people who access a nature and health	delivered Training and networks established						_	escribing funded									
		prescriptions where appropriate	intervention, and measure the							24/	/25									
		by increasing Green Social	percentage of those people	Baseline data and reduction target																
M01.1	Reduce anti-depressants	Prescribing offer	reporting reduced anxiety	established 2025 Core staff in place to increase the	Primary care	TBC				cor	mpleted website 23.									
				number of people who access a						gre	een social									
				nature and health intervention Nature & Health interventions							escribing funded									
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		Reduce anti-depressant	access a nature and health	Training and networks established							art and will be									
		prescriptions where appropriate by increasing Green Social	intervention, and measure the percentage of those people	Development of resources website Baseline data and reduction target							oking to make									
M01.1	Reduce anti-depressants	Prescribing offer	reporting reduced anxiety	established 2025	Sirona	TBC				cor	ntact in Q2 of this									
	·		, ,	Core starr in place to increase the						, ,										
				number of people who access a nature and health intervention																
				Nature & Health interventions							mpleted website 23,									
		Dadusa anti danvassant	The number of people who	delivered						_	een social escribing funded									
		Reduce anti-depressant prescriptions where appropriate	access a nature and health intervention, and measure the	Training and networks established Development of resources website							/25									
		by increasing Green Social	percentage of those people	Baseline data and reduction target																
M01.1	Reduce anti-depressants	Prescribing offer	reporting reduced anxiety	established 2025 Core staff in place to increase the	UHBW	TBC														
				number of people who access a		1														
				nature and health intervention						cor	mpleted website 23,									
			The number of people who	Nature & Health interventions delivered						gre	een social									
		Reduce anti-depressant	access a nature and health	Training and networks established							escribing funded									
		prescriptions where appropriate	intervention, and measure the							[24]	/25									
M01.1	Reduce anti-depressants	by increasing Green Social Prescribing offer	percentage of those people reporting reduced anxiety	Baseline data and reduction target established 2025	VCSE	TBC														
	,	Reduce carbon footprint from	, , ,																	
		anaesthetic gases as far as									empleted Desflurane									
	Reduce carbon footprint from	possible in order to reduce abatement cost to get to net zero		Plans for removals of manifolds in							andate 23, anifolds									
	anaesthetic gases	by 2030. Decommission		each area in acute hospitals, Switch to low carbon alternatives, Reducing							commissioned									
		Desflurane by 2024 in line with	Carbon footprint associated	Waste. Desflurane no longer used	Relevant					wh	nere possible									
M02.1		NHSE mandate	with anaesthetic gases	Reduction target established 2025	Partners	UHBW NBT	£ -	£ - £	- £	-			119							
		Reduce carbon footprint from																		
		anaesthetic gases as far as																		
										m	nanifolds will still be									
	Reduce carbon footprint from	possible in order to reduce abatement cost to get to net zero		Plans for removals of manifolds in							nanifolds will still be sed until alternatives									
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M00.4		possible in order to reduce abatement cost to get to net zero by 2030. Decommission Desflurane by 2024 in line with	Carbon footprint associated	each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used	NDT	UHBW, Megan				us	sed until alternatives									
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M02.1		possible in order to reduce abatement cost to get to net zero by 2030. Decommission Desflurane by 2024 in line with NHSE mandate Reduce carbon footprint from anaesthetic gases as far as	Carbon footprint associated	each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Frans for removals or manifolds in each area in acute hospitals, Switch	NBT	UHBW, Megan Murphy NBT				us to	ed until alternatives o entonox are used anifolds for Nox									
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M02.1 M02.2 M02.2 M02.2	Reduce carbon footprint from anaesthetic gases Lower carbon emissions from inhaler use	possible in order to reduce abatement cost to get to net zero by 2030. Decommission Desflurane by 2024 in line with NHSE mandate Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Decommission Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Decommission Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Achieve SABA MDI use to be 75% low carbon, Preventer use to be 70% lower carbon and 30% v high carbon as per NHSBSA respiratory carbon dashboard by 2025. 75% low carbon SABA MDI use, 70% lower carbon preventer use as per NHSBA respiratory carbon dashboard by 2025.	Carbon footprint associated with anaesthetic gases Carbon footprint associated with inhalers	each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Frains for removats or manifolds in each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Lower carbon inhaler switching project to achieve takeup of lower carbon inhalers Lower carbon inhaler switching project to achieve takeup of lower carbon inhalers	UHBW Relevant Partners NBT UHBW Relevant Partners	Ned Maynard UHBW, Megan Murphy NBT Ned Maynard UHBW, Megan Murphy NBT NBT UHBW Megan Murphy NBT Ned Maynard UHBW General Practice, Medicines Optimisation	£ 931,20	0 0 £ 80,000	- £	mader pos Higher sut 1,386,001 During 730,814 rev cap pro 6555,187 Soo but res coo Aw gui Soo but res coo Aw gui soo Aw gui res	anifolds for Nox comissioned where ssible sides of the spirit sound of the spirit soun			223	38.3	2238.3		223	38.3	4,358
M02.1 M02.2 M02.2 M02.2	Reduce carbon footprint from anaesthetic gases Lower carbon emissions from inhaler use	possible in order to reduce abatement cost to get to net zero by 2030. Decommission Desflurane by 2024 in line with NHSE mandate Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Decommission Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Achieve SABA MDI use to be 75% low carbon, Preventer use to be 70% lower carbon and 30% v high carbon as per NHSBSA respiratory carbon dashboard by 2025. 75% low carbon SABA MDI use, 70% lower carbon preventer use as per NHSBA respiratory carbon dashboard by 2025.	Carbon footprint associated with anaesthetic gases Carbon footprint associated with inhalers	each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Frains for removars or manifolds in each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Lower carbon inhaler switching project to achieve takeup of lower carbon inhalers Lower carbon inhaler switching project to achieve takeup of lower	UHBW Relevant Partners NBT UHBW Relevant Partners	Ned Maynard UHBW, Megan Murphy NBT Ned Maynard UHBW, Megan Murphy NBT NBT UHBW Megan Murphy NBT Ned Maynard UHBW General Practice, Medicines Optimisation	£ 931,20	0 0 £ 80,000	- £	ma dec pos dec pos de la literativa de l	anifolds for Nox comissioned where ssible speed until alternatives to entonox are used anifolds for Nox comissioned where ssible speed until all the speed until a speed u			223	38.3	2238.3		223	38.3	4,358
M02.2 M02.2 M02.2	Reduce carbon footprint from anaesthetic gases Lower carbon emissions from inhaler use	possible in order to reduce abatement cost to get to net zero by 2030. Decommission Desflurane by 2024 in line with NHSE mandate Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Decommission Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Reduce carbon footprint from anaesthetic gases as far as possible in order to reduce abatement cost to get to net zero by 2030. Achieve SABA MDI use to be 75% low carbon , Preventer use to be 70% lower carbon adshboard by 2025. 75% low carbon SABA MDI use, 70% lower carbon preventer use and 30% v high carbon preventer use and 30% v high carbon preventer use and 30% v high carbon preventer use, 70% lower carbon SABA MDI use, 70% lower carbon SABA MDI use, 70% lower carbon preventer use and 30% v high carbon preventer use and 30% v high carbon preventer use, 70% lower carbon prevente	Carbon footprint associated with anaesthetic gases Carbon footprint associated with inhalers	each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Frains for remidvais or manifolius in each area in acute hospitals, Switch to low carbon alternatives, Reducing Waste. Desflurane no longer used Reduction target established 2025 Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Nitrous oxide destruction unit requirements identified and costed, Volatiles capture equipment installed Lower carbon inhaler switching project to achieve takeup of lower carbon inhalers Lower carbon inhaler switching project to achieve takeup of lower carbon inhalers	UHBW Relevant Partners NBT UHBW Relevant Partners General Practice Medicines	Ned Maynard UHBW, Megan Murphy NBT Ned Maynard UHBW, Megan Murphy NBT NBT UHBW Megan Murphy NBT Ned Maynard UHBW General Practice, Medicines Optimisation	£ 931,20 £ 803,00	0 0 £ 80,000	- £	ma dec pos dec pos de la literativa de l	anifolds for Nox comissioned where ssible sides of the spirit sound of the spirit soun			223	38.3	2238.3		223	38.3	4,358

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M04.1	Carbon reduction plans for new medicines contracts	100% of new medicines contracts have supplier carbon reduction plan as tendered and awarded from April 2024	% of New or renewed contracts with suppliers who have a plan to take their operations to net zero by 2030	suppliers received and assessed and	Relevant Partners	Pharmacy - all partners	£ -	£ -	£ - £	-	Pharmaceuticals excluded from carbon reduction plan requirements by NHSE. However wholesalers are providing sustainability commitments Pharmaceuticals					9884.3	9884.3	9884.3	9884.25
M04.1	Carbon reduction plans for new medicines contracts	100% of new medicines contracts have supplier carbon reduction plan as tendered and awarded from April 2024		Carbon reduction plans from suppliers received and assessed and approved	Pharmacy - all partners Relevant	Emily Knight ICB					excluded from carbon reduction plan requirements by NHSE. However wholesalers are providing sustainability commitments								
Estates	& Facilities	Target	Measure	Deliverables	Partners	Organisation			£	28,996,380	Update RAG 7671	0							
Core	Carbon footprint of estates 80 by 2028 net zero by 2030	Carbon footprint of estates 80% by 2028 net zero by 2030	0		Relevant Partners	Ned Maynard UHBW						76710 7	6710 76710	76238 7623	8 71152 7	1152 66066	66066 11020 11	020 5934	5934 775
	Estate decarbonisation	Site specific costed decarbonisation plans to achieve 80% by 2028, Net zero by 2030 for all sites by March 2025	% of sites with costed decarbonisation plan	Site specific costed decarbonisation plans	Relevant Partners	AWP NBT Primary Care Sirona UHBW	£ -	£ 760,000	£ - £	-	Progress for some sites. Funding required for developing fully costed plans. LCSF bids ongoing but only	Bids	9.10	Consu				929 000.	
5501.1	Fatata da antaniation	Costed decarbonisation plans (to achieve 80% by 2028, Net zero by 2030) for all sites by March 2025	% of sites with costed	Site specific costed decarbonisation plans	UHBW	Ned Maynard UHBW		£ 500,000			We can't cost this properly until we understand the operating temperatures we can achieve which will require testing over next couple of years.								
	Estate decarbonisation Estate decarbonisation	Costed decarbonisation plans (to achieve 80% by 2028, Net zero by 2030) for all sites by March 2024	% of sites with costed decarbonisation plan	Site specific costed decarbonisation plans	NBT	Xavier Hammersly,		£ 500,000			Completed for PFI and some of retained estate waiting for LCSF funding for further sites								
EF01.1	Estate decarbonisation	Costed decarbonisation plans (to achieve 80% by 2028, Net zero by 2030) for all sites by March 2025 Costed decarbonisation plans (to achieve 80% by 2028, Net zero	% of sites with costed decarbonisation plan	Site specific costed decarbonisation plans	AWP	Luke Champion AWP	_	£ 160,000			Notified on 05/07/2024 that LCSF application for this was unsuccessful Surveys completed for								
EF01.1	Estate decarbonisation	by 2030) for all sites by March 2025 Costed decarbonisation plans (to achieve 80% by 2028, Net zero by 2030) for all sites by March	% of sites with costed decarbonisation plan % of sites with costed	Site specific costed decarbonisation plans Site specific costed decarbonisation	Primary Care	Primary care		£ 100,000			25 GP practices 114 sites Pushing NHSPS are making								
EF01.1	Estate decarbonisation	2025	decarbonisation plan	plans	Sirona	TBC Sirona					progress Unachieveable without								
FF01 2	Estate decarbonisation	Gas and oil carbon footprint cut to UKETS allowance level by 2026		carbon emissions reduced to level that does not incur UKETS penalties	Relevant Partners	NBT UHBW	f -	f -	-£ 266,297 £	_	CHP removal at								
	Estate decarbonisation	Gas and oil carbon footprint cut to UKETS allowance level by 2026	Carbon cost charges UK	carbon emissions reduced to level that does not incur UKETS penalties	NBT	Xavier Hammersley NBT			-£ 65,490		Implementing Salix and system funded projects								
EF01.2	Estate decarbonisation	Gas and oil carbon footprint cut to UKETS allowance level by 2026		carbon emissions reduced to level that does not incur UKETS penalties	UHBW	Tatiana Iona UHBW			-£ 200,807		Implementing Salix and system funded projects, yet this won't be enough to reduce emissions to UK ETS allowance level								
	Estate decarbonisation	Off balance sheet energy decarbonisation funding model approved by 2026	Funding model approved by CFOs, Auditors, Treasury, ONS	Compliant funding model for decarbonisation that enables 3rd party funding	televant Partne		£ -	£ -	£ - £	-	Engaging stakeholders Discussions of potential models to test are ongoing	Discussions wi	h finance/CFO						
EF01.3	Estate decarbonisation	Off balance sheet energy decarbonisation funding model approved by 2026	Funding model approved by CFOs, Auditors, Treasury, ONS	Funding model for decarbonisation	ICS-wide	Tricia Down NBT					Engaging stakeholders Discussions of potential models to test are ongoing Dependent on								
EF01.4	Estate decarbonisation	Decarbonised heat solutions installed by 2028	Carbon cost charges UK emissions trading scheme	decarbonised heat solutions installed	Relevant Partners	AWP NBT Primary Care Sirona UHBW	£ 165,653,626	£ -	-£ 294,471 -£	10,263,834	decarbonisation plans						24,490		
EF01.4	Estate decarbonisation	Decarbonised heat solutions installed by 2028	Carbon cost charges UK emissions trading scheme	decarbonised heat solutions installed	AWP	Luke Champion AWP	£ 57,391,000		-£	1,573,236	decarbonisation plans and funding Dependent on								
EF01.4	Estate decarbonisation	Decarbonised heat solutions installed by 2028	Carbon cost charges UK emissions trading scheme	decarbonised heat solutions installed	NBT	Xavier Hammersley NBT	£ 52,392,626		-£ 294,471 -£	1,934,982									
EF01.4	Estate decarbonisation	Decarbonised heat solutions installed by 2028	Carbon cost charges UK emissions trading scheme	decarbonised heat solutions installed	Primary care	Phil Dark OneCare					Dependent on decarbonisation plans and funding								

					1			D d b				1		1 1	
EF01.4	Estate decarbonisation	Decarbonised heat solutions installed by 2028 Carbon cost charges UK emissions trading scheme	decarbonised heat solutions installed	Sirona	NHSPS			Dependent on decarbonisation plans and funding Dependent on							
EF01.4	Estate decarbonisation	Decarbonised heat solutions installed by 2028 Carbon cost charges UK emissions trading scheme	decarbonised heat solutions installed	UHBW	Tatiana lona UHBW £ 55,870,000		-£ 6,755,616	decarbonisation plans and funding							
EF01.5	Estate decarbonisation	Electrical capacity assessment and upgrade cost completed by March 2025 Electrical capacity required and costs	Electrical capacity assessment and known upgrade cost eg. Heat pumps, EV charging	televant Partne	AWP NBT Sirona UHBW £ 5,768,000	£ - £ -	£ -	Dependent on decarbonisation plans and funding							
EF01.5	Estate decarbonisation	Electrical capacity assessment and upgrade cost completed by March 2025 Electrical capacity required and costs	Electrical capacity assessment and upgrade cost eg. Heat pumps, EV	AWP	Luke Champion AWP £ 768,000			Dependent on decarbonisation plans							
		and upgrade cost completed by Electrical capacity required	charging Electrical capacity assessment and upgrade cost eg. Heat pumps, EV		Xavier Hammersley			and funding Dependent on decarbonisation plans							
EF01.5	Estate decarbonisation	March 2025 and costs Electrical capacity assessment and upgrade cost completed by Electrical capacity required	charging Electrical capacity assessment and upgrade cost eg. Heat pumps, EV	NBT	NBT £ 2,000,000			and funding Dependent on decarbonisation plans	Consultant to assess						
EF01.5	Estate decarbonisation	March 2025 and costs	charging	Sirona	TBC			and funding We won't know the required electrical							
EF01.5	Estate decarbonisation	Electrical capacity assessment and upgrade cost completed by March 2025 Electrical capacity required and costs	Electrical capacity assessment and upgrade cost eg. Heat pumps, EV charging	UHBW	Tatiana Iona UHBW £ 3,000,000			fequined electrical capacity until we have firm mechanical plans for heat decarb solutions							
		switched from diesel to HVO for	switched from diesel to HVO for	Relevant				converted (AWP for non PFI sites only at this stage). UHBW will hopefully convet this							
EF01.6	Estate decarbonisation	backup heat and power by 2025 % of back up switched to HV0 Switched from diesel to HVO for backup heat and power by March	Report on the case for switching. Achieved switch from diesel to HVO	Partners	UHBW AWP £ -	£ - £ -	£ -	Assessing how best to		472			NBT sl	hare board	paper
EF01.6	Estate decarbonisation	2025 % of back up switched to HVC	for backup heat and power renewable electricity supply for all	UHBW	UHBW AWP ICB NBT			achieve Realiant on							
EF01.7	Estate decarbonisation	Renewable electricity supply to all % of electrical supply is from sites by March 2028 renewable sources	sites, grid, onsite renewables, PPA - sleaving arrangements CCS	Relevant Partners	Primary Care Sirona UHBW £ -	£ - £ -	£ -	decarbonisation of national grid Realiant on				5	5094 Low pr	riority	
EF01.7	Estate decarbonisation	Renewable electricity supply to all % of electrical supply is from sites by March 2028 renewable sources	renewable electricity supply for all sites, grid, onsite renewables, PPA - sleaving arrangements CCS renewable electricity supply for all	AWP	Luke Champion AWP			decarbonisation of national grid Realiant on							
EF01.7	Estate decarbonisation	Renewable electricity supply to all % of electrical supply is from sites by March 2028 renewable sources	sites, grid, onsite renewables, PPA - sleaving arrangements CCS	ICB				decarbonisation of national grid							
EF01.7	Estate decarbonisation	Renewable electricity supply to all % of electrical supply is from sites by March 2028 renewable sources	renewable electricity supply for all sites, grid, onsite renewables, PPA - sleaving arrangements CCS	NBT	Xavier Hammersley NBT			Realiant on decarbonisation of national grid							
EF01.7	Estate decarbonisation	Renewable electricity supply to all sites by March 2028 renewable sources	renewable electricity supply for all sites, grid, onsite renewables, PPA - sleaving arrangements CCS	Primary care				Realiant on decarbonisation of national grid							
EF01.7	Estate decarbonisation	Renewable electricity supply to all sites by March 2028 "6 of electrical supply is from renewable sources"	renewable electricity supply for all sites, grid, onsite renewables, PPA - sleaving arrangements CCS	Sirona				Realiant on decarbonisation of national grid							
EF01.7	Estate decarbonisation	Renewable electricity supply to all sites by March 2028 renewable sources	renewable electricity supply for all sites, grid, onsite renewables, PPA - sleaving arrangements CCS	UHBW	Tatiana lona UHBW			Realiant on decarbonisation of national grid							
EF01.8	Estate decarbonisation	Adopted Standard specification for ICS including net zero buildings standard principles by March 2025 Standard specification in use	Developed Standard specification for ICS including net zero buildings standard principles	Relevant Partners	AWP ICB NBT Primary Care Sirona UHBW £ -	£ - £ -	£ -	Standard drafted and consulted. To organisations approval and implementation	Embed into	CS approval proce	ss 5086 508t	5 5	5086	5086	5086
	Estate decarbonisation	Adopted Standard specification for ICS including net zero buildings standard principles by March 2025 Standard specification in use	Developed Standard specification for ICS including net zero buildings	AWP	Tricia Down NBT		_	Standard drafted and consulted. To organisations approval and implementation							
LI UI.0	Estate decarbonisation	Adopted Standard specification for ICS including net zero	Developed Standard specification for	AWF	THE BOWNING!			Standard drafted and consulted. To organisations approval							
EF01.8	Estate decarbonisation	buildings standard principles by March 2025 Standard specification in use	ICS including net zero buildings standard principles	ICB	Tricia Down NBT			and implementation Standard drafted and							
EF01.8	Estate decarbonisation	Adopted Standard specification for ICS including net zero buildings standard principles by March 2025 Standard specification in use	Developed Standard specification for ICS including net zero buildings standard principles	NBT	Tricia Down NBT			consulted. To organisations approval and implementation. Drafted NBT specific Sustainable Design Guide.							
		Adopted Standard specification for ICS including net zero buildings standard principles by	Developed Standard specification for ICS including net zero buildings					Standard drafted and consulted. To organisations approval							
EF01.8	Estate decarbonisation	March 2025 Standard specification in use Adopted Standard specification for ICS including net zero	standard principles Developed Standard specification for	Primary care	Tricia Down NBT			and implementation Standard drafted and consulted. To organisations approval							
EF01.8	Estate decarbonisation	buildings standard principles by March 2025 Standard specification in use Adopted Standard specification	ICS including net zero buildings standard principles	Sirona	Tricia Down NBT			and implementation Standard drafted and							
EF01.8	Estate decarbonisation	for ICS including net zero buildings standard principles by March 2025 Standard specification in use	Developed Standard specification for ICS including net zero buildings standard principles	UHBW	Tricia Down NBT			consulted. To organisations approval and implementation							
EF01.9	Estate decarbonisation	F gas decarbonisation strategy by March 2025 F gas decarbonisation strateg	ICS wide strategy for decarbonising F	Relevant Partners	AWP ICB NBT Primary Care Sirona UHBW £ -	£ - f -	£ -	Unable to start due to lack of data and resource		Retrieve data f	rom Estates II eak d	etection policy	,		
LI 01.9	Estate decal DOHISALION	approved	ყოანა	railleis	CITOTIA OTTIDAY L -	L -	-			rverneve data 1	Leak 0	oreonou bouc	y		

EF01.9 Estate decarbonisation	F gas decarbonisation strategy by F gas decarboning March 2025	strategy Strategy for decarbonising F gases	AWP					Not started							
El 01.5 Estate decarbonisation		3, 3						Unable to start due to							-
FF04.0	F gas decarbonisation strategy by F gas decarboni							lack of data and							
EF01.9 Estate decarbonisation	March 2025 approved F gas decarbonisation strategy by F gas decarboni	gases tion strategy	ICB					resource		_					
EF01.9 Estate decarbonisation	March 2025 approved	Strategy for decarbonising F gases	NBT	Dan Perham NBT				Not started							
	F gas decarbonisation strategy by F gas decarboni	tion strategy						Unable to start due to							
EF01.9 Estate decarbonisation	March 2025 approved	Strategy for decarbonising F gases	Primary care					lack of data and resource							
								Unable to start due to							
EF01.9 Estate decarbonisation	F gas decarbonisation strategy by F gas decarboning March 2025	strategy Strategy for decarbonising F gases	Sirona					lack of data and							
El 01.3 Estate decarbonisation	iviai on 2020 approved	Ottategy for decarbornising in gases	Oliona					resource Unable to start due to							
	F gas decarbonisation strategy by F gas decarboni			Ned Maynard				lack of data and							
EF01.9 Estate decarbonisation	March 2025 approved	Strategy for decarbonising F gases	UHBW	UHBW				resource							
								£3M System							
								decarbonisation capital allocated							
								enabling grant							
	Implement energy efficiency measures Carbon footprint 80% Carbon cost cha	Implement energy efficiency: double glazing, insulation, LED lighting	9-	AWP NBT Primary				funding. Further							
EF02.0 Estate decarbonisation	by 2028, Net zero by 2030 emissions tradin		televant Partner	Care Sirona UHBW	£ 32,741,500	£ - £ 7,448,536	£ 1.948.968	capital will be required				20,376			
					, ,			£3M System							-
								decarbonisation capital allocated							
								enabling grant							
								funding. Further							
								capital will be required. Currently							
								running tenders for							
								solar PV for 2 x sites -							
								estimated value							
			1					approx £110k) and RIBA4 final design for							
	Implement an army - 55 - 1	Implementation of the second	_					heat pumps at							
	Implement energy efficiency measures Carbon footprint 80% Carbon cost cha	Implement energy efficiency: double glazing, insulation, LED lighting	9-	Luke Champion				Fountain Way -							
EF02.0 Estate decarbonisation	by 2028, Net zero by 2030 emissions tradin		AWP	AWP	£ 1,939,000	-£ 306,000		estimated value							
								£3M System							
								decarbonisation							
				Xavier Hammersley NBT				capital allocated enabling grant							
	Implement energy efficiency	Implement energy efficiency:		NDT				funding. Further							
EF02.0 Estate decarbonisation	measures Carbon footprint 80% Carbon cost cha by 2028, Net zero by 2030 emissions tradin				£ 15,401,250	£ 3,571,268	£ 974.484	and the foreign to a manufactural							
	Implement energy efficiency	Implement energy efficiency: double						Surveys completed for							-
EF02.0 Estate decarbonisation	measures Carbon footprint 80% by 2028, Net zero by 2030 Carbon costs	glazing, insulation, LED lighting upgrades	Primary care	Phil Dark OneCare				25 GP practices							
El 02.0 Estate decarbonisation	Implement energy efficiency	Implement energy efficiency: double		T IIII Dark Oncoarc				Dependent on NHS							
	measures Carbon footprint 80%	glazing, insulation, LED lighting	0:	TBC				property services							
EF02.0 Estate decarbonisation	by 2028, Net zero by 2030 Carbon costs	upgrades	Sirona											+ +	
								£3M System decarbonisation							
		Implement energy efficiency:						capital allocated							
	Implement energy efficiency	lowering temperatures, pump						enabling grant							
	measures Carbon footprint 80% Carbon cost cha	es UK upgrades, double-glazing, insulation		Tatiana Iona				funding. Further capital will be required							
EF02.0 Estate decarbonisation	by 2028, Net zero by 2030 emissions tradin	scheme LED lighting upgrades	UHBW	UHBW	£ 15,401,250	-£ 3,571,268	<u>-£ 974,484</u>	To be removed as a						+	
								target after							
EF02.1 Water consumption reduction	Water consumption reduced year Volume of water on year against baseline	onsumed Water reduction strategy with reduction target set	Antonia de Donto de	AWP NBT Primary Care Sirona UHBW		0	6	consultation with							72
EF02.1 Water consumption reduction	Water consumption reduced year Volume of water	· · · · · · · · · · · · · · · · · · ·	televant Partner	Luke Champion	£ -	£ - £ -	£ -	workstream							73
EF02.1 Water consumption reduction	on year against baseline	reduction target set	AWP	AWP											
			1	Xavier Hammersley											
	Water consumption reduced year Volume of water		1	NBT											
EF02.1 Water consumption reduction	on year against baseline	reduction target set	NBT							\perp	+			Lowest p	riority
EF02.1 Water consumption reduction	Water consumption reduced year on Volume of water year against baseline	onsumed Water reduction strategy with reduction target set	Primary care	Phil Dark OneCare											
·	Water consumption reduced year Volume of water	onsumed Water reduction strategy with	Í									+			
EF02.1 Water consumption reduction	on year against baseline Water consumption reduced year Volume of water	reduction target set onsumed Water reduction strategy with	Sirona	TBC Tatiana Iona						_	 	_			
EF02.1 Water consumption reduction	on year against baseline	reduction target set	UHBW	UHBW											
Digital	·														
Net zero digital provision by	Carbon footprir	of digital	Relevant	Transformation											
Core 2030	services		Partners	TBC											
Outpatient care and appointments delivered digitally	Baseline of current non F2F OP appts confirmed by June 2024 Primary care and			NDT D:				Completed May 24							
D01.1	Primary care appropriate to face	intments Baseline of current non F2F OP appts	televant Partner	NBT Primary Care UHBW	f -	£ - £ -	f -	Completed May 24							
Outpatient care and appointments		re and	Ciovant i attie	JIIDIV			~	Completed May 24			+ + + -	+		+ +	
delivered digitally	appts confirmed by June 2024 Primary care app			NBT outpatients				Need to identify							
D01.1 Outpatient care and appointments	non-face to face Baseline of current non F2F OP % of outpatient of	appts re and	NBT	lead				clinicians		-	+	+-	\vdash	\rightarrow	
delivered digitally	appts confirmed by June 2024 Primary care app							Lead to be identified							
D01.1	non-face to face	appts	Primary Care	TBC							 			\rightarrow	
Outpatient care and appointments delivered digitally	Baseline of current non F2F OP % of outpatient of appts confirmed by June 2024 Primary care app			Job Wooster				Completed May 24							
D01.1	non-face to face	appts	UHBW	UHBW				Completed May 24							
Outpatient care and appointments	Minimum of 30% outpatient care														
delivered digitally	non-face-to-face and increasing our proportion of primary care							Transformation leads							
D01 2	appointments delivered digitally	intments Barriers to conversion to Non F2F identified	tolovent Dest	NBT Primary Care UHBW	c		c	identified							
D01.2	non-face to face	juenilileu	televant Partner	UNDVV	-	L - L -	_		1 1	<u> </u>	1 1	 	<u> </u>	1	

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	Outpatient care and appointments		% of outpatient care and														
D01.0	delivered digitally	non-face-to-face	Primary care appointments	Barriers to conversion to Non F2F identified	NBT	твс				Lead to be identified							
D01.2	Outpatient care and appointments	Increasing our proportion of	non-face to face % of outpatient care and	Identified	NBI	IBC						_					
	Outpatient care and appointments delivered digitally	primary care appointments	Primary care appointments	Barriers to conversion to Non F2F						Lead to be identified							
D01.2	delivered digitally	delivered digitally	non-face to face	identified	Primary Care	TBC				Load to be identified							
	Outpatient care and appointments		% of outpatient care and			-											
	delivered digitally	non-face-to-face	Primary care appointments	Barriers to conversion to Non F2F						Lead to be identified							
D01.2			non-face to face	identified	UHBW	TBC											
		Paper reduced against baseline								Baseline data							
		each year Fully paperless by	Paper tonnage against	Calculate baseline paper						received From BWPC							
D02.1	Fully paperless	March 2026	baseline	consumption	televant Partner	BWPC NBT UHBW	/ £ -	£ - £ -	£ -	rocerrou rioin Brir o							
		Paper reduced against baseline								Baseline data							
D00.4		each year Fully paperless by march 2026	Paper tonnage against baseline	Calculate baseline paper	BWPC	TBC				received From BWPC							
D02.1	Fully paperless	Paper reduced against baseline	baseline	consumption	BWPC	IBC						_					
		each year Fully paperless by	Paper tonnage against	Calculate baseline paper						Baseline data							
D02.1	Fully paperless	march 2026	baseline	consumption	NBT	TBC				received From BWPC							
		Paper reduced against baseline								Baseline data							
		each year Fully paperless by	Paper tonnage against	Calculate baseline paper						received From BWPC							
D02.1	Fully paperless	march 2026	baseline	consumption	UHBW	TBC											
		each year Fully paperless by	Paper tonnage against						_	Lead to be identified							
D02.2	Fully paperless	March 2026	baseline	Digitalisation strategy	televant Partner	TBC	£ -	£ - £ -	£ -								
		Paper reduced against baseline each year Fully paperless by	Paper tonnage against							Lead to be identified		1					
D02.2	Fully paperless	march 2026	baseline	Digitalisation strategy	TBC	TBC				Loud to be identified							
		Paper reduced against baseline										1					
		each year Fully paperless by	Paper tonnage against							Lead to be identified							
D02.2	Fully paperless	march 2026	baseline	Implement digitalisation strategy	TBC	TBC										 \bot	
		Decarbonisation strategy by	Measure server / data centre	Develop strategy to decarbonise						Lead to be identified							
D03.1	Decarbonise digital storage	March 2025	usage	inhouse and outsourced	televant Partner	TBC	£ -	£ - £ -	£ -	Tag to be identified							
D00.1	December in a district	Decarbonisation strategy by	Measure server / data centre	Develop strategy to decarbonise	TDO	DE III MATERIA DE LA CONTRA				Lead to be identified							
D03.1	Decarbonise digital storage	March 2025	usage	inhouse and outsourced	TBC	Phill Wade? NBT						-		-		 	
DCC C	December 19 19 19 19	Decarbonisation strategy by	Measure server / data centre	to run off renewables and use heat	alan de d	TDC				Lead to be identified		1					
D03.2	Decarbonise digital storage	March 2025	usage	recovery technology Outsourced servers and data centre	televant Partner	TBC	£ -	£ - £ -	£ -			-		+		 	
		Decarbonisation strategy by	Measure server / data centre	to run off renewables and use heat	1					Lead to be identified		1					
D03.2		March 2025	usage	recovery technology	TBC	Phill Wade? NBT				Lead to be identified							
	le Healthcare			, , ,			<u> </u>										
Core	Net zero provision of care by		Number of planning and	Sustainablity embedded in ICB	Relevant												
SMC01			operational processes	gateway review process	Partners	Sam Willitts ICS	_										
			SIA produced	gy p						Completed and							
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SMC01.1	with carbon costing	by March 2024															
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1		-, ·····	SIA produced	SIA developed for whole system	televant Partner	ICS-wide	£ -	£ - £ -	£ -	Completed and							
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	Sustainability Impact Assessment with carbon costing	SIA developed for whole system	SIA produced			Megan Murphy	£ -	£ - £ -	£ -	Completed and updated with biodiversity and social							
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		Carbon reduction from carbon								Decarbonisation							
		inset schemes implemented								capital prioritisation has identified inset							
										schemes. Insetting for							
SMC02.2 Carbon insetting	Schedule of carbon inset schemes by July 2024		carbon inset schemes schedule. Inset schemes implemented	Relevant Partners	NBT	C	C	C	C	other business cases							
SMC02.2 Carbon insetting	schemes by July 2024	Carbon reduction from carbon		Parmers	INDI	L -	L -	Σ -		not agreed. Decarbonisation			+	 	+-	 	
		inset schemes implemented								capital prioritisation							
SMC02.2 Carbon insetting	Schedule of carbon inset schemes by July 2024		carbon inset schemes schedule. Inset schemes implemented	NBT	Megan Murphy NBT					has identified inset schemes							
eweez.z darbert meetang	Continue by early 2024	Number of	most donomica implementa	IID.	No					Divisions carbon			+ + + + + + + + + + + + + + + + + + + +				
	All division and disasterates have	divisons/directorates with	divisons/directorates with carbon	Delevent						footprints almost							
SMC03.1 Carbon budgets	All division and directorates have carbon budget	carbon budgets	budgets	Relevant Partners	NBT	£ -	£ -	£ -	£ -	finished, waiting on utility data							
		Number of								Divisions carbon			 				
	All division and directorates have	divisons/directorates with	divisons/directorates with carbon		Megan Murphy					footprints almost							
SMC03.1 Carbon budgets	carbon budget	carbon budgets	budgets	NBT	NBT					finished, waiting on utility data							
		Number of Divisional								Waiting on carbon			1 1 1				
		Performance Reviews that	Objectives set for each division and directorate to achieve carbon budget							budgets, no plan for							
	All divisions and directorates	include carbon budget	and carbon budgets embedded into							embedding into DPR							
	report action taken to achieve		Divisional Performance Reviews with		Megan Murphy					and governance, need to identify contact							
SMC03.1 Carbon budgets Adaptation	carbon budget		clear governance in place.	NBT	NBT					to identify contact							
Adaptation						1	T									1 1	
All our organisations are		number of organisations	Identified lead for adaptation			_											
Core prepared to deal with the A01 effects of climate change		with leads and action plans in place	Climate change adaptation action plan in place in each organisation	Relevant Partners	Sam Willitts ICS												
note of chinate change	Adoptotion action when in the	iii piace	i tott oop dott to or gar noatto. Froport on	Relevant	Gain Winitis ICS										_		
A01.1 Adaptation to climate change	Adaptation action plan in place March 2025	Adaptation action plan	organisation response x impact develop adaptation action plan	Partners	NBT UHBW	£ -	£ -	£ -	£ -	Not started			'				
										Risk assessment			1 1 1				
										started with risks identified, need to			'				
										liaise with clinicians							
										and EPRR to identify							
										current controls and future action required.							
										Adverse Weather Plan							
										is not proactive and							
										does not consider							
										estates long term strategic planning to							
										adapt site to							
	Adaptation action plan in place March 2025	Adaptation action plan	Adaptation action plan	NBT	Megan Murphy NBT					increasing extreme weather events							
7 to 1.1 7 tagitation to diffrate change		/ duplation dotton plan	radplation doton plan	ND1						Not started, need to			+ + + + + + + + + + + + + + + + + + + +				
A01.1 Adaptation to climate change	Adaptation action plan in place March 2025	Adaptation action plan	Adaptation action plan	UHBW	Megan Murphy NBT					identify lead within							
Au 1.1 Adaptation to climate change	Risk assessment shows	Level of excess deaths at	Adaptation action plan	UHBVV	INDI					UUDAA			+ + -		_		
	organisations are resilient to	peak incident of extreme	Deliver Adaptation Action Plan	Relevant	AWP ICB NBT					Not started							
A01.2 Adaptation to climate change	effects of climate change by	weather event, Climate risk	Climate impacts risk reduced	Partners	Sirona UHBW	£ -	£ -	£ -	£ -	To date, only a high				+-+	-	-	
										level basic risk							
	Risk assessment shows	Level of excess deaths at								assessment has been							
	organisations are resilient to	peak incident of extreme								completed by the Trust. This will need							
	effects of climate change by	weather event, Climate risk	Deliver Adaptation Action Plan							reviewing and should							
A01.2 Adaptation to climate change	March 2027 Risk assessment shows	assessment Level of excess deaths at	Climate impacts risk reduced	AWP	Sam Willitts ICS					be ICB driven				 			
	organisations are resilient to	peak incident of extreme															
	effects of climate change by	weather event, Climate risk	Deliver Adaptation Action Plan							Not started							
A01.2 Adaptation to climate change	March 2027 Risk assessment shows	assessment Level of excess deaths at	Climate impacts risk reduced	ICB	Sam Willitts ICS									+-+	-		
	organisations are resilient to	peak incident of extreme								Notation			'				
	effects of climate change by	weather event, Climate risk	Deliver Adaptation Action Plan							Not started			'				
A01.2 Adaptation to climate change	March 2027 Risk assessment shows	assessment Level of excess deaths at	Climate impacts risk reduced	NBT	Sam Willitts ICS	+		1					 '	+	-	+ + -	+
	organisations are resilient to	peak incident of extreme								Not started			'				
	effects of climate change by	weather event, Climate risk	Deliver Adaptation Action Plan	0:	0					Not started			'				
A01.2 Adaptation to climate change	March 2027 Risk assessment shows	assessment Level of excess deaths at	Climate impacts risk reduced	Sirona	Sam Willitts ICS	+		1					+	+	+-	+ +	+
	organisations are resilient to	peak incident of extreme								Not started			'				
	effects of climate change by March 2027	weather event, Climate risk assessment	Deliver Adaptation Action Plan Climate impacts risk reduced	UHBW	Sam Willitts ICS					ivot starteu			'				
Biodiversity	Maion Edel	accooning	Similate impacts flott reduced	CHEV	Cam wints 103												
Core 30% of sites greenspace		improved/managed for	staff resource	Relevant	Megan Murphy												
B01 protected for wildlife by 2025		biodiversity and staff	Business case for mapping land	Partners	NBT		£ 95,000			LIGO DIODINO SPICE							
	10,000 new trees planted across		NHS sites and integrated with WENP	Relevant	AWP ICB NBT					ree planting priority mapping for NHS			'				
B01.1 Tree cover	our footprint by 2025	number of trees planted	landscape scale plans link to tree	Partners	Sirona UHBW	£ -	£ 8,000	£ -	£ -	Tree planting priority				+-+	+	+ + -	++
			Tree planting locations identified for							mapping for NHS			'				
	40 000 mays to		NHS sites and integrated with WENP							sites. Coordinated			'				
B01.1 Tree cover	10,000 new trees planted across our footprint by 2025	number of trees planted	landscape scale plans link to tree strategy. Volunteer plan	AWP	Sam Willitts ICS		£ 8.000			delivery requires			'				
1.55 50701	- Sopring by LOLO			, 1771			~ 0,000	1		Tree planting priority			+ + -		+	1 1	\vdash
	Ť.		Tree planting locations identified for							mapping for NHS			'				
1			NILC cites and interreted with MEND							sites. Coordinated		1				i 1	1
	10,000 new trees planted across		NHS sites and integrated with WENP landscape scale plans link to tree										i				1
B01.1 Tree cover	10,000 new trees planted across our footprint by 2025	number of trees planted	NHS sites and integrated with WENP landscape scale plans link to tree strategy. Volunteer plan	ICB	Sam Willitts ICS					delivery requires resource							
B01.1 Tree cover		number of trees planted	landscape scale plans link to tree strategy. Volunteer plan	ICB	Sam Willitts ICS					delivery requires resource Tree planting priority					+		
B01.1 Tree cover		number of trees planted	landscape scale plans link to tree	ICB	Sam Willitts ICS					delivery requires resource Tree planting priority mapping for NHS					+		
		number of trees planted	landscape scale plans link to tree strategy. Volunteer plan Tree planting locations identified for	ICB NBT	Sam Willitts ICS					delivery requires resource Tree planting priority							

			Tree planting locations identified for						Tree planting priority mapping for NHS						
			NHS sites and integrated with WENP						sites. Coordinated						
D04.4	10,000 new trees planted across		landscape scale plans link to tree	0:	0 14555 100				delivery requires						
B01.1 Tree cover	our footprint by 2025 nur	mber of trees planted	strategy. Volunteer plan	Sirona	Sam Willitts ICS				resource Tree planting priority					+ +	
			Tree planting locations identified for						mapping for NHS						
	10,000 new trees planted across		NHS sites and integrated with WENP landscape scale plans link to tree						sites. Coordinated						
B01.1 Tree cover		mber of trees planted	strategy. Volunteer plan	UHBW	Sam Willitts ICS				delivery requires resource						
	sustainability impact assessment	'	business cases. All new	Relevant	AWP ICB NBT				included in NB I business case SIA.						
B01.2 Biodiversity Net Gain		odiversity value of our sites	development and relevant	Partners	Sirona UHBW	£ -	£ - £	- £ -	Dependent on roll out						
	Biodiversity value included in		Biodiversity value included in business cases. All new						SIA with biodiversity value shared with						
	sustainability impact assessment		development and relevant						organisation, needs						
	by May 2024 and in business		refurbishments achieve 10% net gain						organisation Exec						
B01.2 Biodiversity Net Gain	cases July 2024 Bio	diversity value of our sites	in biodiversity by 2026 Biodiversity value included in	AWP	Sam Willitts ICS				sponsor to support.						
	Biodiversity value included in		business cases. All new												
	sustainability impact assessment		development and relevant						Included in ICB gateway SIA.						
B01.2 Biodiversity Net Gain	by May 2024 and in business cases July 2024 Bio	odiversity value of our sites	refurbishments achieve 10% net gain	ICB	Sam Willitts ICS				gateway OIA.						
B01.2 Blodiversity Net Gain	Cases July 2024 Bio	diversity value of our sites	III blodiversity by 2020	ICB	Saili Willitis ICS				Included in NBT					+ +	
			B. II. II. II. I						business case SIA but						
	Biodiversity value included in		Biodiversity value included in business cases. All new						not yet reported. Need						
	sustainability impact assessment		development and relevant			1			to provide training on						
	by May 2024 and in business		refurbishments achieve 10% net gain			1			BNG to estates and capital projects.						
B01.2 Biodiversity Net Gain	cases July 2024 Bio	odiversity value of our sites	in biodiversity by 2026 Biodiversity value included in	NBT	Sam Willitts ICS				SIA with biodiversity			-	-	+-+	
	Biodiversity value included in		business cases. All new			1			value shared with						
	sustainability impact assessment		development and relevant						organisation, needs						
B01.2 Biodiversity Net Gain	by May 2024 and in business cases July 2024 Bio	odiversity value of our sites	refurbishments achieve 10% net gain in biodiversity by 2026	Sirona	Sam Willitts ICS	1			organisation Exec						
Do 1.2 Diodiversity Net Galff		raiversity value of our sites	Biodiversity value included in	Silulia	Sam Willits ICS				sponsor to support. SIA with biodiversity					+ +	
	Biodiversity value included in		business cases. All new			1			value shared with						
	sustainability impact assessment by May 2024 and in business		development and relevant refurbishments achieve 10% net gain						organisation, needs organisation Exec						
B01.2 Biodiversity Net Gain		diversity value of our sites		UHBW	Sam Willitts ICS				sponsor to support.						
		lume of pesticides used on		Relevant	Authorities NBT				Alternatives not						
B01.3 Pesticide free estates		IS estate	Agreed alternative approaches to pes	Partners	Sirona UHBW	£ -	£ - £	- £ -	agreed						
									Direct AWP sites - Grounds Contract						
									includes trialling a						
									chemical-free						
									approach to weed						
	All ICS estate to be pesticide free Vol	lume of pesticides used on							control. PFI sites contract will require a						
B01.3 Pesticide free estates	by March 2026 NH	IS estate	Agreed alternative approaches to pes	AWP	Sam Willitts ICS				variation						
B01.3 Pesticide free estates		lume of pesticides used on IS estate	Agreed alternative approaches to pes	ICB	Sam Willitts ICS				Alternatives not						
DOT.5 Pesticide free estates	All ICS estate to be pesticide free Vol		Agreed alternative approaches to pes	Local	Saili Willitis ICS				Alternatives not						
B01.3 Pesticide free estates	by March 2026 NH	IS estate	Agreed alternative approaches to pes	Authorities	Sam Willitts ICS				agreed						
									Alternatives not agreed, resistance to						
									labour-intensive						
	All ICS estate to be pesticide free Vol								methods. Drafted						
B01.3 Pesticide free estates	by March 2026 NH	IS estate	Agreed alternative approaches to pes	NBT	Sam Willitts ICS				pesticide policy.						
B01.3 Pesticide free estates B01.3 Pesticide free estates	by March 2026 NH All ICS estate to be pesticide free Vol by March 2026 NH	IS estate lume of pesticides used on IS estate	Agreed alternative approaches to pes	NBT Sirona	Sam Willitts ICS Sam Willitts ICS				methods. Drafted pesticide policy. Alternatives not agreed						
B01.3 Pesticide free estates	by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free Vol	IS estate lume of pesticides used on IS estate lume of pesticides used on	Agreed alternative approaches to pes Agreed alternative approaches to pes	Sirona	Sam Willitts ICS				pesticide policy.						
B01.3 Pesticide free estates B01.3 Pesticide free estates	by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free Vol	IS estate lume of pesticides used on IS estate	Agreed alternative approaches to pes					F 946134	pesticide policy. Alternatives not agreed Alternatives not agreed						
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition	by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 NH NH NH NH NH	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate	Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes	Sirona UHBW	Sam Willitts ICS Sam Willitts ICS			£ 9,461,34	pesticide policy. Alternatives not agreed Alternatives not agreed						
B01.3 Pesticide free estates B01.3 Pesticide free estates	by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 by March 2026 Bri	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate	Agreed alternative approaches to pes Agreed alternative approaches to pes	Sirona	Sam Willitts ICS			£ 9,461,34	pesticide policy. Alternatives not agreed Alternatives not agreed	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 Bricar	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate stol Good Food Measures	Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes Digital patient meal ordering	Sirona UHBW Relevant	Sam Willitts ICS Sam Willitts ICS Megan Murphy			£ 9,461,34	pesticide policy. Alternatives not agreed Alternatives not agreed)	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030	by March 2026 NH All ICS estate to be pesticide free Vol by March 2026 NH All ICS estate to be pesticide free by March 2026 NH Brit Car includes sustainability targets and local supplier procurement by	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate setate stol Good Food Measures rbon footprint	Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes Digital patient meal ordering systems in place	Sirona UHBW Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy	£	£ - £	£ 9,461,34	pesticide policy. Alternatives not agreed Alternatives not agreed	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and	by March 2026 All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 Brit car includes sustainability targets and local supplier procurement by Food and drink strategy which	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate stol Good Food Measures rbon footprint stol Good Food Measures	Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented	Sirona UHBW Relevant Partners Relevant	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT	£ -	£ - £	£ 9,461,34	pesticide policy. Alternatives not agreed Alternatives not agreed)	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 Bricar Includes sustainability targets and local supplier procurement by Food and drink strategy which includes sustainability targets and	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures rbon footprint stol Good Food Measures al supplier spend	Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes Digital patient meal ordering systems in place	Sirona UHBW Relevant Partners Relevant	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT	£ -	£ - £	£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Not started	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 Brital Brital Brital Brital beautiful by Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 NH Brital B	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures rbon footprint stol Good Food Measures al supplier spend	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy	Sirona UHBW Relevant Partners Relevant	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW	£ -	£ - £	£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not yet started,	Award catering contract					
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B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free Vol by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 Britans	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures rbon footprint stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend	Agreed alternative approaches to pes Agreed alternative approaches to pes Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy local supplier procurement strategy local supplier procurement strategy	Sirona UHBW Relevant Partners Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy	£ -	£ - £	£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not yet started,	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 Bricar includes sustainability targets and local supplier procurement by Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food and drink strategy which includes sustainability targets and local supplier procurement by Bris local supplier by Bris local supplier procurement by Bris local supplier procurement by Bris	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures rbon footprint stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy Develop food and drink strategy	Sirona UHBW Relevant Partners Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT	£ -	£ - £	£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Not started Not yet started, unaware of catering plan	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and FN01.1 catering by 2030 Net zero healthy food and	by March 2026 All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 NH All ICS estate to be pesticide free by March 2026 Brical supplier procurement by Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food waste monitoring in place by	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate stol Good Food Measures rbon footprint stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Guardians of the Grub approach.	Sirona UHBW Relevant Partners Relevant Partners NBT UHBW Relevant	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT Megan Murphy NBT	£	£ - £	£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Not started Not yet started, unaware of catering plan	Award catering contract					
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B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 Britan	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures al supplier spend stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend antity of food waste	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach.	Sirona UHBW Relevant Partners Relevant Partners NBT UHBW Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT Megan Murphy NBT NBT UHBW			£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not started Not started, unaware of catering plan Not started Catering monitoring food waste using Guardians of the Grub approach using cost not weight. Need to calculate baseline or	Award catering contract					
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B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 Britan	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures al supplier spend stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend antity of food waste	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set	Sirona UHBW Relevant Partners Relevant Partners NBT UHBW Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT Megan Murphy NBT NBT UHBW			£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not started Not started, unaware of catering plan Not started Catering monitoring food waste using Guardians of the Grub approach using cost not weight. Need to calculate baseline or	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 Britan	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate listol Good Food Measures rbon footprint stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend antity of food waste	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set	Sirona UHBW Relevant Partners Relevant Partners NBT UHBW Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT Megan Murphy NBT NBT UHBW Megan Murphy NBT NBT UHBW			£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not yet started, unaware of catering plan Not started Catering monitoring food waste using Guardians of the Grub approach using cost not weight. Need to calculate baseline or set a target to reduce. Patient food waste monitored using Guardians of the Grub guardians of the Grub	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 Bricar includes sustainability targets and local supplier procurement by Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food waste monitoring in place by March 2025	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate sistol Good Food Measures al supplier spend stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend antity of food waste	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set	Sirona UHBW Relevant Partners NBT UHBW Relevant Partners NBT UHBW UHBW	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT Megan Murphy NBT NBT UHBW			£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not started Not started, unaware of catering plan Not started Catering monitoring food waste using Guardians of the Grub approach using cost not weight. Need to calculate baseline or set a target to reduce. Patient food waste monitored using	Award catering contract					
B01.3 Pesticide free estates B01.3 Pesticide free estates Food & nutrition Net zero healthy food and catering by 2030 Net zero healthy food and catering by 2030	by March 2026 All ICS estate to be pesticide free by March 2026 All ICS estate to be pesticide free by March 2026 British March 2025 Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food and drink strategy which includes sustainability targets and local supplier procurement by March 2025 Food waste monitoring in place by March 2025	IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate lume of pesticides used on IS estate listol Good Food Measures rbon footprint stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend stol Good Food Measures al supplier spend antity of food waste	Agreed alternative approaches to pes Digital patient meal ordering systems in place local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Develop food and drink strategy local supplier procurement strategy implemented Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set Monitor food waste following Guardians of the Grub approach. Baseline produced and target set	Sirona UHBW Relevant Partners Relevant Partners NBT UHBW Relevant Partners	Sam Willitts ICS Sam Willitts ICS Megan Murphy NBT NBT UHBW Megan Murphy NBT Megan Murphy NBT NBT UHBW Megan Murphy NBT NBT UHBW			£ 9,461,34	Pesticide policy. Alternatives not agreed Alternatives not agreed Alternatives not agreed Not started Not yet started, unaware of catering plan Not started Catering monitoring food waste using Guardians of the Grub approach using cost not weight. Need to calculate baseline or set a target to reduce. Patient food waste monitored using Guardians of the Grub guardians of the Grub		od waste contra				

					1	Food Waste report				
						written by UWE				
						placement student,				
						not sent to catering/PFI yet for				
						consideration.				
						Suggested a food waste de-waterer unit				
Net zero healthy food and	Implement a circular food waste	Reduced waste through circular food	Megan Murphy			on site and then on				
FN01.3 catering by 2030	solution by March 2026 quantity of food wast	waste solution NBT	Γ NBT	£ 20,000		site composter. Food waste sent off				
Net zero healthy food and	Implement a circular food waste	Reduced waste through circular food	Megan Murphy			site and turned into				
FN01.3 catering by 2030	solution by March 2026 quantity of food wast	waste solution UHB				biofuel				
Net zero healthy food and catering by 2030	Signed up to cool food pledge by June 2025 Carbon footprint of p	pilot Zedible Relevanduce Substitute high carbon foods Partner		f -	£ 14.000 £ -	£ -	Sian up to the Cool Food	Pledge		
. The transfer of the transfer	34.35.1.133.5.1.14 6. p.	ease ingli carson leede i alla	1151 511511	~	2 11,000 2	NHS trial of Zedible	5.ig.1 up to 1.is 5551.1 554	1 louge		
		Sign up to the Cool Food Pledge or				complete. Catering reluctant to sign up,				
		pilot Zedible				presentation from				
Net zero healthy food and FN01.4 catering by 2030	Signed up to cool food pledge by June 2025 Carbon footprint of p	Substitute high carbon foods duce Carbon label foods (Foodsteps) NBT	Megan Murphy Γ NBT		£ 7.000	Zedible but no				
FN01.4 Catering by 2030	June 2025 Carbon lootprint or p	Sign up to the Cool Food Pledge or	I IND I		£ 7,000	willingness to invest				
Net was beautiful for all and	Circulation to confident of the state of the	pilot Zedible	Manage Manager			Not started				
Net zero healthy food and FN01.4 catering by 2030	Signed up to cool food pledge by June 2025 Carbon footprint of p.	Substitute high carbon foods duce Carbon label foods (Foodsteps) UHB'	Megan Murphy W NBT		£ 7.000					
Net zero healthy food and	Government Food Buying Standards and Eat W		ant		,					
FN01.5 catering by 2030	Standards and Eat Well Guidance Guidance	provided Partne	ers NBT UHBW	£ -	£ - £ -	£ -				
	100% compliance with the					Need to set up Sustainable Food				
Net zero healthy food and	Government Food Buying	Lower carbon, healthier food	Megan Murphy			Workstream to assess				
FN01.5 catering by 2030	Standards and Eat Well Guidance Government Food Bu	ring Stan provided NBT	Γ NBT			compliance Need to set up				
	100% compliance with the					Sustainable Food				
Net zero healthy food and FN01.5 catering by 2030	Government Food Buying Standards and Eat Well Guidance Government Food Bu	Lower carbon, healthier food ring Stan provided UHB	Megan Murphy W NBT			Workstream to assess				
Net zero healthy food and	Number of staff and					compliance Campaign completed in Jan 24, lack of				
FN01.6 catering by 2030	2 campaigns per year engaged by campaig		ers Sirona UHBW	£ -	£ - £ -	£ - catering support				
Net zero healthy food and FN01.6 catering by 2030	2 campaigns per year Number of staff and	ıblic eng Launch ICS-wide campaigns: Veganu AWI	Georgia Corum NBT			Campaign completed in Jan 24				
Net zero healthy food and			Georgia Corum			Campaign completed				
FN01.6 catering by 2030	2 campaigns per year Number of staff and	ıblic eng. Launch ICS-wide campaigns: Veganu ICB	B NBT			in Jan 24 Campaign completed				
Net zero healthy food and			Georgia Corum			in Jan 24, lack of				
FN01.6 catering by 2030 Net zero healthy food and	2 campaigns per year Number of staff and	ublic eng Launch ICS-wide campaigns: Veganu NBT	Γ NBT Georgia Corum			catering support				
FN01.6 catering by 2030	2 campaigns per year Number of staff and	ublic eng Launch ICS-wide campaigns: Veganu Siror	na NBT			Campaign completed in Jan 24				
Net zero healthy food and FN01.6 catering by 2030	2 campaigns per year Number of staff and	ıblic eng Launch ICS-wide campaigns: Veganu UHB'	Georgia Corum W NBT			Campaign completed in Jan 24				
FN01.6 Catering by 2000	signing up to the ICS Healthy	First ICS to co-develop and sign up Releva		_						
FNO2.1 Healthy Weight	Weight Declaration by June 2025 Signed declaration	to a Healthy Weight Declaration Partner		£ -	£ - £ -	£ Presented to ICB				
	All ICP member organisations signing up to the ICS Healthy	First ICS to co-develop and sign up	Emily Moseley			Dresented to ICD				
FNO2.1 Healthy Weight	Weight Declaration by June 2025 Signed declaration	to a Healthy Weight Declaration PH (BC				Presented to ICB				
		Commitment to adopting preventative polices protecting the								
		health and wellbeing of our staff,								
		service users and visitors, enabling a positive impact on the health and				Presented to ICB				
	Signed ICS Healthy Weight	wellbeing of local populations, and	Luke Champion							
FNO2.1 Healthy Weight	Declaration by June 2025 Signed declaration	contributing to the regional economy. AWI	P AWP							
		Commitment to adopting preventative polices protecting the								
		health and wellbeing of our staff,								
		service users and visitors, enabling a positive impact on the health and				Presented to ICB				
	Signed ICS Healthy Weight	wellbeing of local populations, and								
FNO2.1 Healthy Weight	Declaration by June 2025 Signed declaration	contributing to the regional economy. ICE Commitment to adopting	B TBC							
		preventative polices protecting the								
		health and wellbeing of our staff, service users and visitors, enabling a				Presented to ICB				
		positive impact on the health and				riesented to ICB				
ENO2 1 Healthy Waight	Signed ICS Healthy Weight Declaration by June 2025 Signed declaration	wellbeing of local populations, and contributing to the regional economy.	Megan Murphy Γ NBT							
FNO2.1 Healthy Weight	Declaration by June 2025 Signed declaration	Commitment to adopting	IND I							
		preventative polices protecting the health and wellbeing of our staff,								
		service users and visitors, enabling a				Presented to ICB				
	Signed ICC Healthy Weight	positive impact on the health and								
FNO2.1 Healthy Weight	Signed ICS Healthy Weight Declaration by June 2025 Signed declaration	wellbeing of local populations, and contributing to the regional economy. Siror	na Kelly Scott Sirona	a						
, j		Commitment to adopting	,							
		preventative polices protecting the health and wellbeing of our staff,								
		service users and visitors, enabling a				Presented to ICB				
	Signed ICS Healthy Weight	positive impact on the health and wellbeing of local populations, and	Ned Maynard							
FNO2.1 Healthy Weight	Declaration by June 2025 Signed declaration	contributing to the regional economy. UHB								
Communications & Engagement										
Staff engaged and leading Core change in citizens		Deliver communications and engagement strategy Partner		_						
Staff awareness of climate and	reporting increased awareness of survey, number of sta	mily moter ductum april moterplace carry				Strategy being			1 1	
CE01.1 ecological emergency	Climate & Ecological emergency undertaking sustaina			£ -	£ 17,500 £ -	£ _ developed				
					· · · · · · · · · · · · · · · · · · ·					

										Figures needed to							
		Increase in number of staff								show number of staff who have completed							
		reporting increased awareness of								NHS Net Zero							
		Climate & Ecological emergency		Most sustainable workplace survey						training. Figures							
		and report having made practical		to inform strategy and target, Create						expected back from							
		changes (in workplace and	survey, number of staff	and implement annual sustainability						AWP Learning and							
	Staff awareness of climate and	outside) -Increase from baseline	undertaking sustainability	survey, baseline established in year	A)A/D	TDO		0 0 500		Development in							
CE01.1	ecological emergency	established in year 1	training	1	AWP	TBC		£ 3,500		Julv/August 2024			+		+ + + + + + + + + + + + + + + + + + + +		
		Increase in number of staff															
		reporting increased awareness of	•														
		Climate & Ecological emergency		Most sustainable workplace survey						Strategy being							
		and report having made practical		to inform strategy and target, Create						developed							
	Staff awareness of climate and	changes (in workplace and outside) -Increase from baseline	survey, number of staff undertaking sustainability	and implement annual sustainability survey, baseline established in year													
	ecological emergency	established in year 1	training	1	ICB	TBC		£ 3,500									
020	occiogical emergency	•	a an mig	İ		.50		2 0,000							+ + + + + + + + + + + + + + + + + + + +		
		Increase in number of staff								MSWI piloted, waiting							
		reporting increased awareness of Climate & Ecological emergency		Most sustainable workplace survey						to schedule							
		and report having made practical	Annual staff sustainability	to inform strategy and target, Create						workshops to assess							
		changes (in workplace and	survey, number of staff	and implement annual sustainability						results and plan action							
	Staff awareness of climate and	outside) -Increase from baseline	undertaking sustainability	survey, baseline established in year		Georgia Corum				with stakeholders							
CE01.1	ecological emergency	established in year 1	training	1	NBT	NBT		£ 3,500									
		Increase in number of staff															
		reporting increased awareness of															
		Climate & Ecological emergency		Most sustainable workplace survey						Strategy being							
		and report having made practical		to inform strategy and target, Create						developed							
	Ctoff awarerf -"	changes (in workplace and	survey, number of staff	and implement annual sustainability													
	Staff awareness of climate and ecological emergency	outside) -Increase from baseline established in year 1	undertaking sustainability training	survey, baseline established in year	Sirona	TBC		£ 3,500									
OE01.1	сооюуная ептегуепсу	cotabiloticu III year 1	uanny	<u> </u>	Siluila	IBC		2,500					+	_	+ + + - +	 	
		Increase in number of staff															
		reporting increased awareness of		March contain 11													
		Climate & Ecological emergency	Annual staff quotoinshills	Most sustainable workplace survey						Strategy being							
		and report having made practical changes (in workplace and	survey, number of staff	to inform strategy and target, Create and implement annual sustainability						developed							
	Staff awareness of climate and	outside) -Increase from baseline	undertaking sustainability	survey, baseline established in year		Georgia Corum											
	ecological emergency	established in year 1	training	1	UHBW	NBT		£ 3,500									
		10% of staff by 2025 actively	Number of active	action plan to increase engagement	Relevant					Plan to review current							
CE02.1	Staff Engagement	engaged	engagements with staff	with app, Induction sessions	Partners	NBT UHBW	£ -	£ 50,000	££ 43,300	engagement scheme for 2025							
										Plan to review current							
0500.4	0. "-	10% of staff by 2025 actively	Number of active	action plan to increase engagement	NET	Georgia Corum	_		40,000,00	engagement scheme	536 1	964 2500					
CE02.1	Staff Engagement	engaged	engagements with staff	with app	NBT	NBT		£ 50,000	-£ 43,299.90	for 2025 Plan to review current	536	964 2500	-		+ + + + + + + + + + + + + + + + + + + +		
		10% of staff by 2025 actively	Number of active	action plan to increase engagement		Georgia Corum				engagement scheme							
CE02.1	Staff Engagement	engaged	engagements with staff	with app	UHBW	NBT				for 2025							
		and completed by 20% of staff by	received training in	Elearning developed and promoted.	Relevant	AWP ICB NBT				at ICB other							
CE03.1	Sustainability e-learning	2025	sustainability / carbon literacy		Partners	Sirona UHBW	£ 500,000	£ -	£ - £ -	organisations to							
		Sustainability e-learning promoted and completed by 20% of staff by				ICS Comms &	C 100,000			Strategy being							
CE03.1	Sustainability e-learning	2025	sustainability / carbon literacy	Elearning developed and promoted. Carbon literacy business case	AWP	Engagement Workstream	£ 100,000			developed							
OL00.1	Custamusinty C loanning	Sustainability e-learning promoted		Curson increasy submices dece	7,000	ICS Comms &									+ + + + + + + + + + + + + + + + + + + +		
		and completed by 20% of staff by		Elearning developed and promoted.		Engagement	£ 100,000			E-learning mandatory							
CE03.1	Sustainability e-learning	2025	sustainability / carbon literacy	Carbon literacy business case	ICB	Workstream				C learning developed					+		
										E-learning developed, to be approved by							
										staff development.							
		Sustainability e-learning promoted				ICS Comms &	£ 100,000			Carbon Literacy							
		and completed by 20% of staff by		Elearning developed and promoted.		Engagement				Action Day in							
CE03.1	Sustainability e-learning	2025 Sustainability e-learning promoted		Carbon literacy business case	NBT	Workstream ICS Comms &	1			November			+-+		+	 	
		and completed by 20% of staff by		Elearning developed and promoted.		Engagement	£ 100,000			Strategy being							
CE03.1	Sustainability e-learning	2025	sustainability / carbon literacy		Sirona	Workstream				developed							
		Sustainability e-learning promoted				ICS Comms &				Strategy being							
CE03 1	Sustainability e-learning	and completed by 20% of staff by 2025		Elearning developed and promoted. Carbon literacy business case	UHBW	Engagement Workstream	£ 100,000			developed							
OL03.1	Cactaniabinty C-IGAITIIIIY	2020	Trainbor or Oroon	Carbon meracy publicess case	OLIDAA	**OINSUEdIII							+	_	+ + + - +	 	
1		Increase number of Green	Champions/Sustainability advocates/EARs – staff who							Completed system							
1		Champions by 5% per year unitl	advocates/EARs – start who are dedicated to reducing our		Relevant					Comms programme of							
CE04.1	Green Champions	2030	environmental impact and	Programme of engagement activities	Partners	NBT UHBW	£ -	£ -	£ - £ -	engagement activities							
			Number of Green														
1			Champions/Sustainability							Commission of surety							
1			advocates/EARs – staff who are dedicated to reducing our							Completed system Comms programme of							
1		Increase number of Green	environmental impact and							engagement activities							
1		Champions by 5% per year unitl	given the time and resources			Megan Murphy											
CE04.1	Green Champions	2030	to do so.	Programme of engagement activities	NBT	NBT											
			Number of Green Champions/Sustainability														
			advocates/EARs – staff who							Completed system							
			are dedicated to reducing our							Comms programme of							
		Increase number of Green	environmental impact and			I				engagement activities							
CE04.4	Croon Champions	Champions by 5% per year unitl	given the time and resources		LILIDAY	Megan Murphy											
CE04.1	Green Champions	2030	to do so.	Programme of engagement activities	UHBW	NBT	+			£20k CATCH							
CE05.1	Primary care climate reciliones	impact for health toolkit by October 2024	Green Impact actions completed	Funded, running and supporting GP	Relevant Partners	Greener practice,	ç	£ 194,000	e _ e	programme launched							
CE05.1	Primary care climate resilience	10 GP surgeries active on green		surgeries Primary Care Resilience Programme	raimers	one care, Voscur Jessica Wynter-	_	194,000	L - L -								
1		impact for health toolkit by	Green Impact actions	Funded, running and supporting GP	General	Bee Greener				£20k CATCH							
CE05.1	Primary care climate resilience	October 2024	completed	surgeries	Practice	Practice	£ -	£ 194,000		programme launched	10 GP Surg	eries					
		10 GP surgeries active on green		Primary Care Resilience Programme	C	Jessica Wynter-				£20k CATCH							
CE05 1	Primary care climate resilience	impact for health toolkit by October 2024	Green Impact actions completed	Funded, running and supporting GP surgeries	Greener Practice	Bee Greener Practice				programme launched	10 GP Surg	eries					
2200.1	, J cimilato rocinorio							t	· · · · · · · · · · · · · · · · · · ·		J. Garg						

	10 GP surgeries active on green	Primary Care GP surgeries	Primary Care Resilience Programme		Jessica Wynter-		COOL OATOU					
	impact for health toolkit by	Green Impact actions	Funded, running and supporting GP		Bee Greener		£20K CATCH					
	October 2024	completed	surgeries	One Care	Practice		programme launched	10 GP Surgeries				
	10 GP surgeries active on green	Primary Care GP surgeries	Primary Care Resilience Programme		Jessica Wynter-							
	impact for health toolkit by	Green Impact actions	Funded, running and supporting GP		Bee Greener		£20k CATCH					
CE05.1 Primary care climate resilience	October 2024	completed	surgeries	Voscur	Practice		programme launched	10 GP Surgeries				