



Environmental and Social Responsibility Plan

Executive Summary

2021-26

Foreword

This Environmental and Social Responsibility Plan represents our Trust Green Plan. It incorporates and reflects the requirements of the *How to produce a Green Plan: A three-year strategy towards net zero guidance* from the Greener NHS National Programme. As set out within the guidance, we have included additional chapters that reflect our commitments to improve the environmental and social responsibility of the Trust and maximise our position as a community anchor in our local community.

It is the Trust's mission to provide unparalleled care for our local population and placing sustainability at the heart of our healthcare services is crucial to successful delivery. We are taking a unique approach to sustainable healthcare; combining net zero carbon ambitions with broader social priorities to reduce health inequalities, enhance wellbeing and provide support across our community.

The last year has been significant for Mid Cheshire Hospitals NHS Foundation Trust as we continue to pursue improvements in the social and environmental benefits we provide for our people and local communities.

We recognise our responsibility to be an accountable organisation by giving to society and having a positive impact on the lives of our staff, patients and community, as well as the natural environment. Our social and environmental responsibility commitments are included within this strategic plan and we have developed an action plan as part of our ongoing response to the Greener NHS programme, the UK climate emergency and feedback from our staff and wider stakeholders.

Over the last year, we have further invested in our people and carbon reduction efforts. Key highlights include our support groups, for example mental health first aiders, job opportunities for young people through the Inspiring Futures team, equality and diversity initiatives, establishing a sustainability programme and governance; and digital and agile working. We are committed to supporting the quality of life of our workforce, patients and the wider society via our five key themes: social, jobs, growth, environment and innovation.

Introduction

This plan sets out the Trust's commitments to delivering environmental and social improvements to the communities we serve across Cheshire and beyond.

Social value is the long-term, sustainable improvement for society that can be gained by promoting positive social, economic and environmental impact. The NHS was established on the principles of social justice and equity, but as we have seen during the pandemic, health inequalities in our most diverse communities are wider than ever. This plan outlines our approach to tackling these inequalities, utilising the principles of sustainability to enhance opportunities for our staff and the local community.

Environmental and social responsibility can be described as the 'broader value' that is created for society by considering a wide range of impacts that our decisions can influence, not just the financial implications.

By considering social value in the decisions we take, including the way we operate, employ people, engage with communities and procure products and services, we can cultivate a more sustainable, resilient and inclusive society.

Trust activities touch lives and change futures. That's true for our patients and their relatives and for our workforce. We also affect our partner organisations and our suppliers. The influence of the Trust is felt across our community. Every day, the Trust aims to provide excellent services for the community and to be an inspiring employer.

This strategic plan is an enabler for the Trust Strategy and aligns and supports associated strategic commitments and plans – the key documents have been highlighted below:



Vision, aims and strategic themes

The Trust's aim is to ensure this plan maximises our position as a community anchor organisation in the local community and economy. This plan and accompanying action plan sets out our approach and contribution to environmental and social value.

The Trust has significant influence over the local community and economy through procurement, employment, operations and activities and consequently improving the sustainability performance of our services can in turn reduce the health implications of climate change on local populations and reduce the future demand pressures on the health sector. There are numerous relevant legislation, policies and standards that are driving and supporting the delivery of environmental and social value – these have been outlined below:

- The Equality Act 2010
- Human Rights Act 1998
- Health and Social Care Act 2012
- The Public Services (Social Value) Act 2012
- Equality Delivery System (EDS) for the NHS
- NHS Workforce Race Equality Standard (WRES)
- NHS Workforce Disability Equality Standard (WDES)

Our Trust vision for delivering environmental and social values is *to lead the way in providing inclusive, accessible and lasting support to our people, the environment and the local community we serve.*

To support our ambitions and deliver our vision, we have set the following aims:

- Reduce inequalities and improving the quality of life for our local community
- Improve the physical environment
- Improve long term financial sustainability
- Make the best use of the public money

The themes of this plan and accompanying actions align with the Sustainable Development Unit Social Value Calculator, which aligns with the overarching strategic themes that the NHS is looking to pursue.

Through a combination of staff consultation, an environmental and social responsibility baselining activity, and national guidance, we have shaped actions and priorities under the key themes.



Priorities and key targets

There are numerous environmental and social value priorities and targets within healthcare policy documents including the NHS Long Term Plan and the Delivering Net Zero National Health Service Report. Key considerations are highlighted across the page and our action plan will set us on a journey to achieve these priorities and targets.

NHS Long Term Plan

The NHS Long Term Plan, published in early 2019, sets out the priorities for healthcare over the next 10 years to ensure that it is a service fit for the future. This includes tackling issues related to funding, staffing, increasing inequalities and pressures from a growing and ageing population. The plan is complemented by additional strategies, for example the *NHS People Plan*¹¹ that sets a vision for how people working in the NHS will be supported to deliver care and identifies the actions we will take to help them. The NHS Long Term Plan and its accompanying *Implementation Framework* also clearly sets out how it will support wider social goals across the following focus areas:

- Health and employment
- Health and the justice system
- Veterans and the Armed Forces
- Care leavers
- Health and the environment
- Anchor institutions

NHS organisations will continue to be supported through the publication and initiation of new guidance and programmes and the Trust will continue to meet the asks and standards set out.

Greener NHS Programme

The Greener NHS Programme was launched in January 2020 to tackle the climate 'health emergency' and in October 2020, the NHS committed to more ambitious net zero carbon targets than the Climate Change Act¹³ targets including:

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

There will be continued support and guidance for NHS organisations to deliver against the commitments, but the following key targets have been highlighted for the incoming year.

Key targets for 2021 / 2022

- Zero waste to landfill
- Social value weighted at 10% in tenders
- Purchase 100% renewable electricity tariff by April 2022
- All fleet vehicles purchased or leased by the organisation support the transition to low and ultra-low emission (ULEV)
- Switch to 100% recycled content paper for all office-based functions
- To ensure that the Trust is working towards delivering a net zero standard and BREEAM 'excellent' rating for all new builds and refurbishments

Current position

Social value baseline

The Trust has utilised the social value calculator provided by the Greener NHS (formerly Sustainable Development Unit) and developed a bespoke social value score matrix to quantify a social value baseline for 2019/20. The tools unpick the following themes taken from the National Framework, to capture and quantify some of the environmental and socio-economic benefits associated with our activities:

- **Social** – creating healthier, more sustainable and more resilient places and communities
- **Jobs** – creating fair employment and good work for all
- **Growth** – supporting inclusive, diverse and responsible business
- **Environment** – protecting and improving our environment
- **Innovation** – promoting social innovation

Our social value scoring matrix measures progress against the above core themes. We have allocated the following scores to each measure set out within the TOMs Framework:

- 0 – no clear initiatives in place
- 1 – some initiatives in place but more could be done
- 2 – some initiatives in place and further efforts planned within the next year
- 3 – significant progress has been made

Our progress scores from 2019/20 totalled 49%, a further breakdown per key theme is outlined in Figure 1. Significant progress has been made within the jobs theme by creating opportunities for local community, particularly among the younger population.

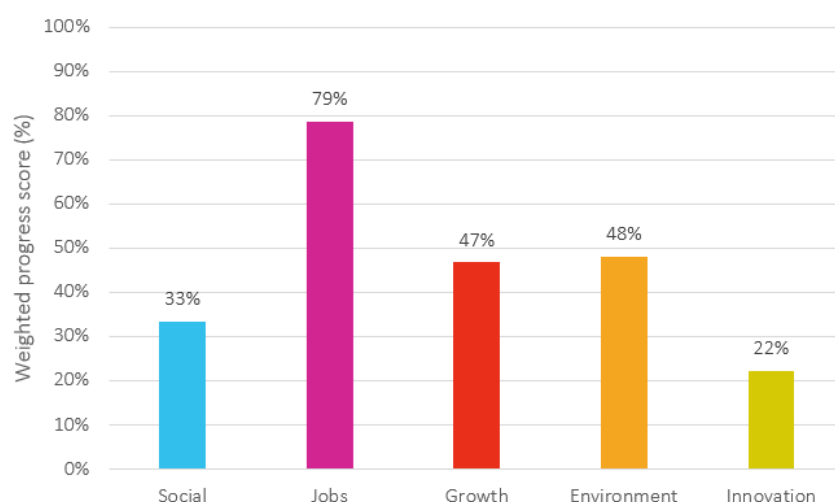


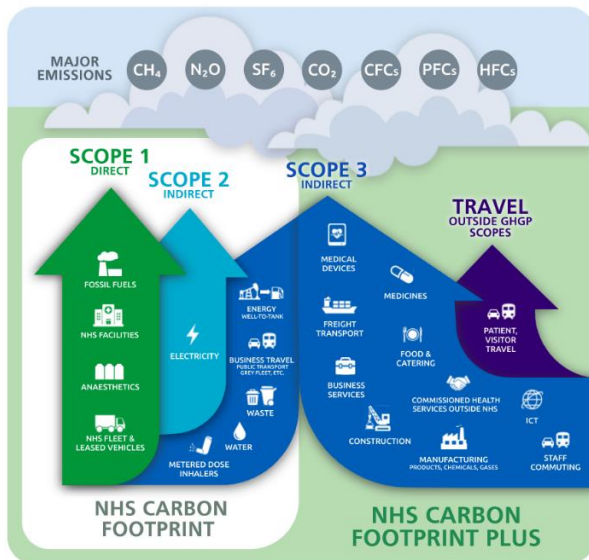
Figure 1: Progress score (%) of social value measures within each key theme.

Despite data limitations, the Trust has calculated an equivalent social value total of £1,114,112 delivered in 2019/20 from a total recorded investment of £395,864. We will continue to improve data collection year on year using the key performance indicators (KPIs) set out within our action plans. This will enable us to identify areas of improvement and enhance the initiatives we already have in place.

Scope 1, 2 and 3 emissions

We have calculated our carbon footprint using the Greenhouse Gas Protocol (GHGP)¹⁶ scopes which cover a wide range of emissions and support international comparison and transparency. All our activities have a carbon footprint, which is categorised into three Scopes.

Scope 1 covers direct emissions from owned or directly controlled sources and Scope 2 and 3 cover all indirect emissions in our upstream and downstream activities. Scope 2 includes indirect emissions from the generation of purchased energy, mostly electricity, while scope 3 defines all other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.



The NHS uses the GHGP scopes to define its own breakdown, known as NHS Carbon Footprint and NHS Carbon Footprint Plus which are defined below and within Figure 2.

- **NHS Carbon Footprint:** the emissions we directly control
- **NHS Carbon Footprint Plus:** the emissions we influence, includes all three of the scopes defined within the GHGP, as well as the emissions from patient and visitor travel to and from NHS services and medicines used within the home.

Scope 1 and 2 emissions account for 12% and Scope 3 emissions account for 88% of our total carbon footprint. Our carbon footprint from scope 1 has increased by 5% since 2018/2019 whilst scope 2 emissions have fallen by 17%. A further breakdown is shown in Figure 3 and further actioned within our upcoming Green Plan.

Trust carbon footprint

Since 2008/09, significant carbon reduction progress has been made across our activities. Our emissions from electricity have reduced by 49%, gas by 18%, water by 16%, and anaesthetic gases by 32%. Some of our emissions have remained relatively consistent over the years, including waste. However, more can be done to eliminate our contributions to harmful greenhouse gases.

Total carbon emissions from NHS Carbon Footprint have reduced by 20% since 2012/13. We have selected a baseline year of 2019/20. Because of the impact of COVID-19, 2019/20 provides more complete, reliable, representative data and consistency with our social value baseline.

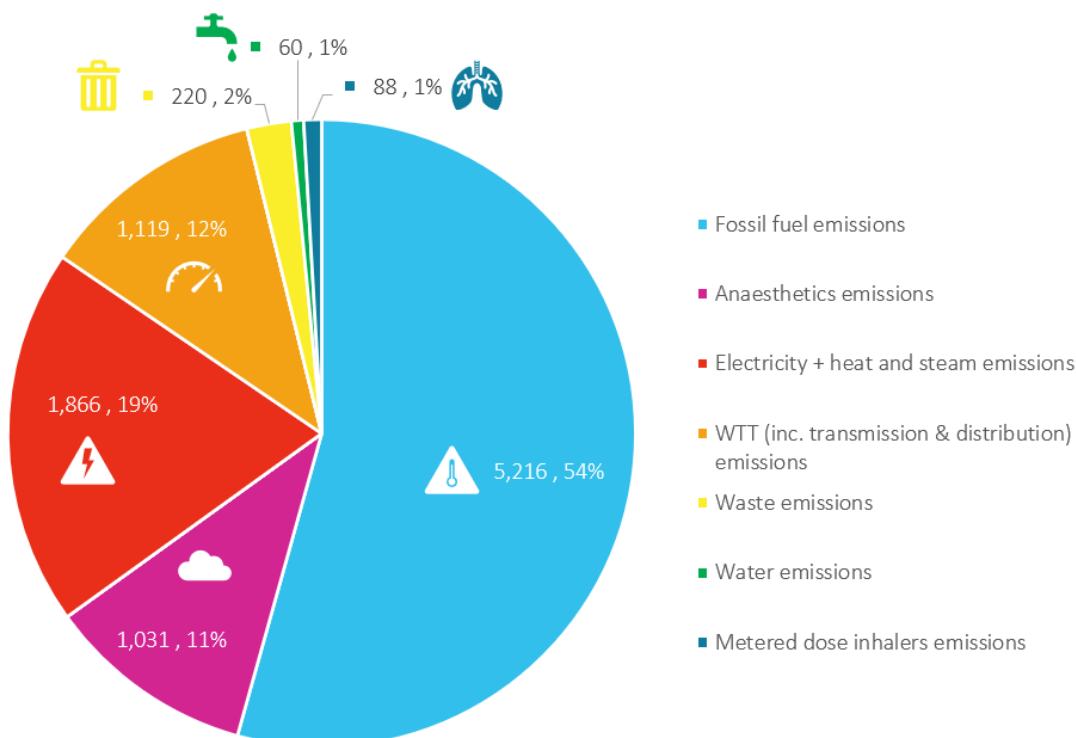


Figure 4: Carbon emissions breakdown for 2019/20.

Carbon Footprint Plus

The Greener NHS Procuring for Carbon Reduction (P4CR) tool has been adopted to estimate the Trust's supply chain contribution to our NHS Carbon Footprint Plus. This tool utilises procurement spend data from 2018/19, 2019/20 and 2020/21 to calculate an estimated carbon footprint against the categories listed below.

As shown in Figure 5 and 6, the Trust's Carbon Footprint Plus is estimated to have increased over time. This may not be a true representation of our supply chain emissions due to the limitations of our methodology. However, the analysis provides a clear overview of high-emitting sectors; including but not limited to business services, medical instruments and pharmaceuticals.

For future calculations, NHSEI will release a centralised dataset of carbon emissions for each NHS Trust. Our action plan sets out our approach to minimise carbon emissions from the goods and services we purchase, for example through our procurement processes and supplier expectations.

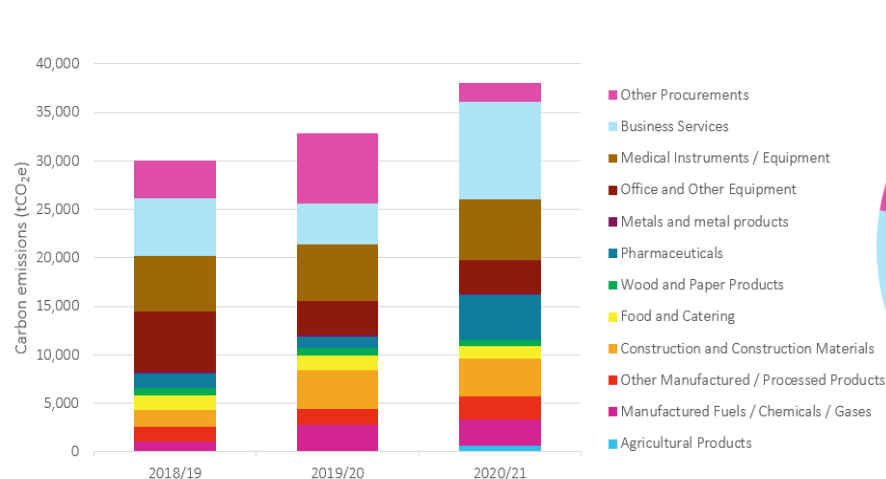


Figure 5: Carbon footprint plus breakdown by emissions source since 2018/19 (tCO₂e).

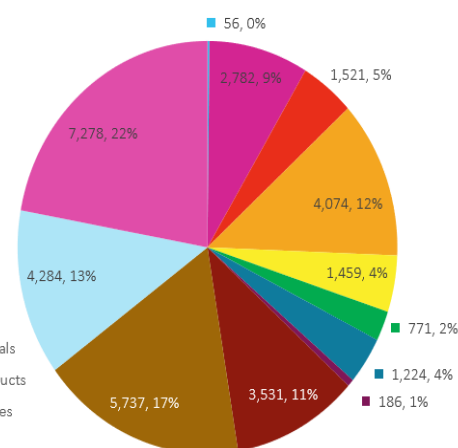


Figure 6: Carbon emissions breakdown from procurement (carbon footprint plus) in 2019/20 (tCO₂e).

Cheshire and Merseyside Health and Care Partnership

Established in 2016, the Cheshire and Merseyside Health and Care Partnership addresses local challenges around population health, quality of care and the increasing financial pressures on these services. Our universal goal is to improve health and wellbeing and reduce health inequalities across Cheshire and Merseyside.

It is our collective aim for everyone in Cheshire and Merseyside to have a great start in life and to help people live longer, healthier, happier lives. We will achieve this by working together, as a system that transforms health and care and by putting people at the heart of everything we do.

We have a responsibility to improve the health and wellbeing of our population. We do this by:

- Coordinating plans to make sure our services continue to meet everyone's needs
- Joining up services to provide better care, closer to home

- Ensuring all our partners across Cheshire and Merseyside focus on addressing the causes of poor health, as well as improving diagnosis and treatment.

Monitoring and reporting

- **Greener NHS Data Collection**

The Greener NHS team will continue to launch new data collections, assessments and tools that the Trust will use and report into to quantify progress and benefits of initiatives.

- **Carbon Reporting**

Annual assessment of carbon footprint (scope 1, 2 and 3) against the emissions baseline. The Trust recognises this is likely to come centrally from NHSEI, but we will continue to monitor reported emissions and adjust actions plans according to progress made.

- **Sustainability Annual Report**

Trust annual account for the management of sustainability

- **Estates Return Information Collection (ERIC) and Premises Assurance Model (PAM)**

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

Governance

Clear leadership is critical to deliver social and environmental objectives set out in this strategic plan. MCHFT has established a robust governance structure to allocate responsibility and drive the successful delivery of our action plan.



Action plan

Social

Action	Owner	Timeframe	KPI
Develop initiatives to promote independent living, particularly for people with long-term conditions i.e. money advice, befriending schemes, practical healthy lifestyles advice, digital inclusion support	Community Engagement	2023	£ invested, including staff time (valued at £18.01 or £14.43)
Provide talks in school or the community on substance misuse, healthy eating, sexual health and physical wellbeing (or support existing campaigns such as Change4life, Start4life, RiseAbove and Frank)	Community Engagement	2024	No. hours volunteered

Jobs

Action	Owner	Timeframe	KPI
Provide job opportunities for local people	HR	Ongoing	No. or % of local people (FTE) employed on contract
Provide opportunities for disadvantaged people, such as long term unemployed or rehabilitating young offenders	HR / Inspiring Futures	2022	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer) No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)
Provide youth ages 16 and older with mentors to assist them in their careers	HR	2023	No. of hours volunteered or number of mentors
Ensure employees across our supply chain are paid at least the real Living Wage	Procurement	2023	% of suppliers paying at least the real Living Wage

Growth

Action	Owner	Timeframe	KPI
Support local suppliers	Procurement	Ongoing	Number of and spend (£) with local suppliers
Continue to create dementia-friendly environments	Capital, Estates and Facilities (CEF)	Ongoing	£ invested including staff time (valued at £18.01 or £14.43)
Expand the number of mental health first aiders across the Trust	HR	Ongoing	Number and % of staff mental health first aiders
Engage service users in the design and development of services	CEF/ Communications	2021	Number of service users engaged per project
All procurements to include a 10% weighting on social value	Procurement	April 2022	Number and % of tenders with social value
Develop/improve partnerships with VCSEs	Procurement	2022	Total amount (£) spent with VCSEs within your supply chain

Environment – Leighton Hospital Estate

Action	Owner	Timeframe	KPI	Action	Owner	Timeframe	KPI	Action	Owner	Timeframe	KPI
Support staff, patients and visitors to take more sustainable modes of travel through a Travel Plan.	Sustainability Lead	Ongoing	Number and % of staff travelling by active or public transport	Review primary and secondary data for procurement process and transport. Reduce the use of single use clinical items and investigate the possibility of integrating re-processed equipment i.e. walking aids	Sustainability Lead and Procurement Lead	2024	Reduction in scope 3 procurement emissions	Further investigate the implementation of the Ecostruxure building advisor system	Sustainability Lead/ Estates Operations Manager	January 2022	Reduction in maintenance response and CO2 reduction
Include air quality commitments within transport contracts	Sustainability Lead/ Procurement	2022	Savings in CO2/NOx/ PM2.5 emissions	Increase the amount of food waste being recycled through the offsite digester	Sustainability Lead and Catering Lead	2023	Increase's to the tonnage of food being reported year on year.	Consider converting all lighting to LED	Sustainability Lead / Estates Operations Manager	January 2022	Reduction in energy cost and saving
Achieve biodiversity net gain on all capital projects	CEF	2022	% increase in biodiversity	Review the Trust menu's to assess the possibility of integrating seasonal menu's inline with health and wellbeing guidance	Sustainability Lead and Catering Lead	2023	Number of seasonal menu's introduced	Review CHP operating parameters	Estates Operations Manager	March 2022	Annual cost saving and CO2 reduction
Establish dedicated voluntary time to the creation or management of green infrastructure	Sustainability Lead/ CEF	2023	No. staff volunteering hours, biodiversity net gain	Review Trust adaptation plans to assess the mitigation of risk for flood and heatwave events. This includes the appropriate reporting mechanism of such events	Sustainability Lead and EPRR Lead	2024	Auditing of reported data and new policy	Undertake BMS Review to confirm control parameters remain optimal	Estates Operations Manager	March 2022	Optimised efficiency of connecting plant
50% of vehicles in contracts are ultra-low emission vehicles (ULEV) or zero emission vehicles (ZEV)	Sustainability Lead/ Procurement	2023	No. and % of vehicles ULEV or ZEV					Energy and carbon awareness promotion	Sustainability Lead	March 2022	Co2 reduction
Provide advice to local residents to reduce energy consumption; targeting fuel poverty groups	Sustainability Lead/ Communications	2024	£ invested including staff time (valued at £18.01 or £14.43)					Consider investing in an aM+T system	Sustainability Lead / Estates Operations Manager	March 2022	Data from sub metering system and reporting
Donate medical devices or pharmaceuticals no longer needed to charities, non-profit organisations	Pharmacy / Waste / Procurement	2026	Tonnes donated								

Innovation

Action	Owner	Timeframe	KPI
Promote non-clinical treatment and reduce face to face Outpatient activity	Clinical lead	Ongoing	£ invested including staff time (valued at £18.01 or £14.43)
Audit the use of anaesthetic gases within the Trust and reduce the use of desflurane to less than 10% of its total volatile anaesthetic gas use by volume.	SDG / Pharmacy Director	2022	Audit figures illustrating reduction below 10%
Invest in social prescribing schemes as a treatment	Pharmacy	2021	£ invested including staff time (valued at £18.01 or £14.43)
Tap into innovation funding such as the Small Business Research Initiative for Healthcare (SBRI) to finance innovation projects	SDG / Quality Improvement (QI)	2021	No. of projects and £ financed through funding schemes
Encourage engagement in test beds or pilots	QI	2022	Total no. of innovative approaches participating in
Establish a Sustainability Quality Improvement Programme to roll out within selected care models	QI	2022	Emissions/waste reduction of model against previous year (%)
Gather views of staff and other stakeholders from across the organisation via an innovation hub or survey	SDG / Communications	2023	No. of participants / responses