Title:	Chief Executive report			
Report to:	Trust Board			
Meeting:	20th July 2022		Agenda item:	5
Purpose of the report:	For Noting: ☒		For Decision: ☒	For Assurance: ☒

Executive Summary:

The report sets out how the Trust continues to respond to living with increasing rates of COVID-19 infections and ever increasing number of people with the Monkeypox virus.

The section on the Board assurance framework sets out an accurate and up to date on the major risks being faced across the organisation and the overall risk profile across our service divisions.

Finally, the Trust Board are asked to adopt the revised Green Plan for the organisation, which has been updated since March and included in Appendix B.

Recommendation:
The Board is asked to:

(i)   **Note** the content of the report.
(ii)   **Adopt** the agreed Trust wide metrics
(iii)   **Accept and agree** to the Board Assurance Framework as an accurate reflection of the strategic risks facing the organisation.
(iv)   **Adopt** the final version of the Green Plan

Appendices:
Appendix A – Trust wide indicators
appendix B -   Board Assurance Framework Dashboard 2022-23
Appendix C – The Trust Green Plan

	Name	Title
Report author:	Matthew Winn Rachel Hawkins Mark Robbins	Chief Executive Director of Governance and Service Redesign Director of Finance and Resources
Executive sponsor:	Matthew Winn	Chief Executive
Assurance level:	**Substantial** ☐	**Reasonable** ☒ **Partial** ☐ **No assurance** ☐

How the report supports achievement of the Trust objectives

Trust Objective	
Provide outstanding care	The ability to respond to the COVID-19 infection rate increases and specifically the Monkeypox virus outbreaks show how the Trusts sexual health services are providing outstanding care.
Collaborate with others	Fundamental to the management of the Monkeypox outbreak and implementation of the green plan
Be an excellent employer	Not covered specifically in this report.
Be a sustainable organisation	The finalised Green Plan us a key plank in delivering sustainable care to local residents.
Equality and Diversity Objective	
To fully implement the actions identified following our review of the No More Tick Boxes review of potential bias in Recruitment practices	Not covered specifically in this report.
The Trust Board will role model behaviours that support the Trust ambition to be an anti-racist organisation including actively implementing the Trust's and their personal anti racism pledges, to instil a sense of belonging for all our staff	Not covered specifically in this report.
To commence collection of demographic data for people who give feedback.	Not covered specifically in this report.
To work with the data team and clinical services to target the collection of demographic data	Will be integral to the work of integrated care systems as they are established and mature

Links to BAF risks / Trust risk register
BAF risks set out as an item in this report

Legal and Regulatory requirements:
Climate Change Act 2008
NHS Standard Contract
Well Led Framework

Previous Papers (last meeting only):

Title:	Date Presented:
Chief Executive report	18th May 2022
Draft Green Plan	March 2022

1 UPDATE ON INCIDENTS

COVID-19

1.1 On 19th May NHSE/I announced the decision to reclassify the COVID-19 incident from a Level 4 (National) to a Level 3 (Regional) Incident. The Trust continues to respond to the COVID-19 pandemic maintaining the incident centre arrangements, 7 days a week oversight of the incident and fulfilling our duties in reporting to Region.

1.2 The Trust has now vaccinated more than 1.46m adults and children and the vaccination programme continues to offer vaccines to all 5-11 years olds as well as anyone requiring a vaccine. The Trust is reviewing the model that will be used for the winter booster programme and it is anticipated that the sites will remain largely the same.

1.3 Trust staff continue to undertake lateral flow tests and Personal Protective Equipment (PPE) continues to be available for all staff that need it and any support to partner organisations and families supporting children with complex needs, are given, as they are needed.

1.4 In response to the rising number of Covid-19 infections and hospitalisations, the Trust took the decision to reintroduce face masks for all clinical staff, visitors and patients/service users (unless exempt) when inside Trust buildings and for contact with patients in non-NHS premises such as visiting patients' homes, care homes and schools.

Monkeypox Virus

1.5 On 25 May 2021, the UK notified the WHO of a laboratory-confirmed case of monkeypox. As a result, the UK Health Security Agency (UKHSA) activated an incident management team and implemented public health measures, including isolation contact tracing of all close contacts in the hospital and community. As at 11 July there were 1,734 confirmed cases in the UK, 1,660 in England.

1.6 The Trust's Sexual Health services rapidly responded and in conjunction with public health and health partners to establish testing and 7 day monitoring and support for Monkeypox cases across Norfolk & Waveney, Cambridgeshire & Peterborough, Bedfordshire, Luton and Milton Keynes. In addition, the services have identified a cohort of clients that could be eligible for vaccination and are working with our Large Scale vaccination team to plan deployment in the coming weeks.

1.7 The iCaSH teams are to be applauded for their flexibility and professionalism in dealing with the new (for the UK) strain of virus on top of their already pressurised work.

2 INTEGRATED CARE SYSTEM

2.1 All of the integrated care systems had their first Integrated Board meeting on 1st July 2022 as part of their formal establishment process.

2.2 The Trust has an attending role on the Cambridgeshire and Peterborough ICB; is represented by the Bedfordshire care alliance chair (David Carter) in the Bedfordshire, Luton and Milton Keynes ICB and children's issues in Norfolk and Waveney ICB are represented through Sara Tough, the director of children services.

3   TRUST WIDE INDICATORS

3.1   The Trust has developed the Trust wide indicators that underpin the successful implementation of our plans and strategies. These have been agreed by Board members in development sessions and are presented for formal adoption in a public Board meeting (see Appendix A) and include the Trust position at the end of quarter 1.

4   BOARD ASSURANCE FRAMEWORK

4.1   The Trust's Board Assurance Framework (BAF) incorporates a live register of the principal risks faced by the Trust in meeting its strategic objectives. It provides the Trust with a clear and comprehensive method of:

❖   describing the main risks to achieving the organisation's strategic objectives,
❖   describing the controls, assurance and oversight of these risks and
❖   identifying any gaps in controls and assurance

4.2   On 4th July 2022 there were 10 strategic risks on the Board Assurance Framework. Two of the BAF risks are scoring 20 (3163 and 3164), both relate to workforce challenges. There are 5 operational risks scoring 15 and above.

4.3   The Board Assurance Framework and strategic risks were last reviewed by the Trust Board as part of the Board Development session on 29th June 2022 to ensure they were aligned to 2022-23 Trust Strategic Objectives.

4.4   Detailed information on strategic risks and operational risks scoring 15 and above is provided in Appendix 3 of the Integrated Governance Report (agenda item 6).

4.5   There are a total of 122 risks on the risk register, 38 of which score above 12.

Risks by Risk Type and Risk level (current)
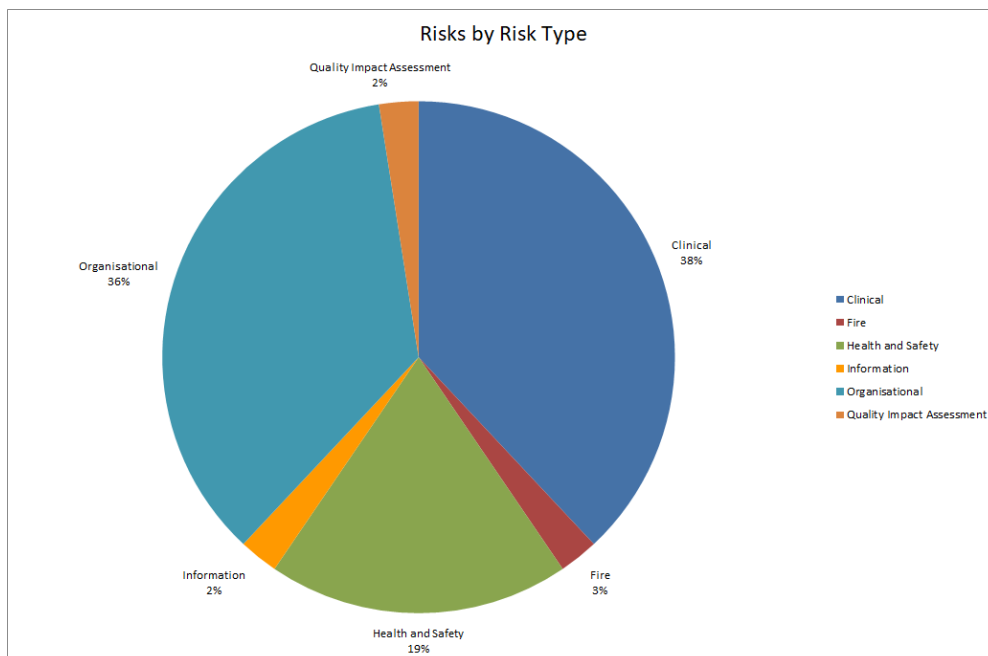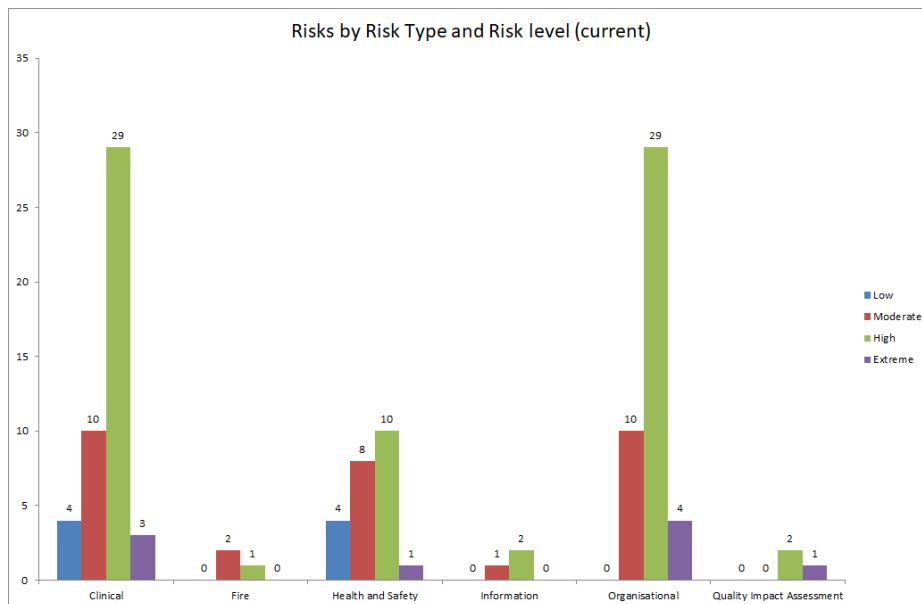
4.6   All operational risks scoring 12 and above are reviewed and discussed at sub- committees of the Trust Board and issues with the mitigation, controls and actions are escalated as appropriate to the Board. Sub-committees also undertake a bi-annual review of all risks assigned to the relevant sub-committee ensuring scrutiny of all risks on a regular basis.

4.7   All new risks are reviewed by senior leaders monthly at the Wider Executive Team together with high scoring and high impact risks. The monthly meetings also take a thematic review of all risks within a particular division. This has led to greater scrutiny of risks and greater consistency in articulation of risks throughout the Trust.

4.8   The assurance on how risks are identified, managed and impact mitigated is integral to the Trust Board's approach to performance through the Integrated Governance Report.

4.9   The risks relating to COVID-19 are reviewed monthly at the Incident Management Team meeting and at the Clinical Operational Boards that took place on 5th, 6th and 7th July 2022.

4.10   The Trust's Board Assurance framework format was reviewed and presented to the Audit Committee for approval on 11th July 2022 and agreed that the detailed revised version is presented to the Trust Private Board on 20th July 2022 to **agree and adopt**.

5   GREEN PLAN

5.1   The finalised Green Plan for the Trust is appended in Appendix C. This sets out the ambitions for the organisation over the next three years to contribute to the NHS aspirations for Net Zero status.

5.2   The Trusts' infrastructure committee will receive the detailed updates and assurance on progression towards the targets and improvements contained within the plan. This work will be led by the Director of Finance and resources.

5.3   The Trust Board **are asked to adopt the final version of the Green Plan.**

Appendix A: Trust wide indicators

#	Descriptor and Objective	Number	Indicator	2022-23 Target	Position at Q1 2022	Source	Frequency
1	**Quality** - Provide outstanding care	1a	Maintain overall Care Quality Commission rating of Outstanding	Improved ratings for individual Key Lines of Enquiry	CQC rating: Outstanding	Formal assessment	Annual
		1b (1)	Patients/carers are satisfied with care delivered by our staff	90%	96.46%	FFT	Monthly
		1b (2)	FFT feedback questions to be available in the six languages most frequently requested for translation and other languages / formats available on request	Pass/Fail	On-going	PPC	Apr 23
		1c	Our staff recommend the Trust as a place to receive treatment	Maintain or improve upon 2021 Annual Staff Survey response score	Recent figures not released	NHS Annual Staff survey & Quarterly Pulse Survey	Quarterly
		1d	Deliver the locally agreed patient related annual Equality Delivery System objectives: **Patient/Service User Objective 1:** To commence collection of demographic data for people who give feedback. **Patient/Service user Objective 2:** To work with the data team and clinical services to target the collection of demographic data.	Pass/Fail	Action plan is in place for Objective 1 and 2 – Q1 actions have been achieved. FFT is now available in 6 languages in the older template, work is now underway to translate that into the new version. Scoping has commenced for Objective 2. Pass – Q1	Equality Delivery System	Quarterly

#	Descriptor and Objective	Number	Indicator	2022-23 Target	Position at Q1 2022	Source	Frequency
		1e	Safety – our staff feel able to speak up about patient safety issues	Maintain or improve 2021/22 score	On-going	Staff survey	Annual
		1f	Achieve overall mandatory training levels at 90% or greater	90%	Mandatory training – 92% for May 2022	ESR	Monthly
		1g	Increase the number of services supported by volunteers	To baseline by end Q2 and set target for Q3 & Q4	On-going	People Participation Committee	6 monthly
		1h	Achieve our target to recruit patients/service users to research studies	Pass/Fail	Pass	Research Team	Quarterly
		1i	Agree a new quality improvement framework and a plan for building improvement capability within the Trust	Pass/Fail	On-going	Quality and Service Re-Design Teams	Review end Q2
2	**Collaboration** - Collaborate with others	2a	The Princess of Wales Hospital site development plan milestones are achieved	Pass/Fail	Refer to IGR	Exec Team	Quarterly
		2b	C&P Children and Maternity Collaborative – demonstrate robust capability and capacity to the Integrated Care Board so that new responsibilities are delegated to the Collaborative consistent with our ambition	Pass/Fail	Ongoing	Exec Team	Annual
		2c	Bedfordshire Care Alliance – demonstrate robust capability and capacity to the Integrated Care Board so that new responsibilities are delegated to the Collaborative consistent with our ambition	Pass/Fail	• BCA Committee and new governance structures commence from 1st July with first BCA Committee meeting in August and first	Exec Team	Annual

#	Descriptor and Objective	Number	Indicator	2022-23 Target	Position at Q1 2022	Source	Frequency
					Clinical and Professional Leadership Group in July • Work Plan 2022/23 signed off in April 2022 with clear priorities to take forward during this year • Reporting structure created to ensure Executive Group sighted on progress, key issues and risks • Finance workshop held in June 2022 to bring together finance leads across the health and care community to explore opportunities to work together on key challenges • Longer term development of the BCA being considered in the light of expected NHSE guidance on provider collaboratives and delegation		
		2d	The Norfolk CYP Services 'Integrated Front Door'[1] programme is completed to schedule	Pass/Fail	• Ongoing decision around IFD next phase delayed by ICB formation • Phase 1 Governance Structure in place. IFD will report internally to the Exec Programme	Exec Team	Annual

[1] The programme will expand the Just One Norfolk route into health services by adding emotional/early mental health support.

#	Descriptor and Objective	Number	Indicator	2022-23 Target	Position at Q1 2022	Source	Frequency
					Board • Two Project Groups established – Operational and Digital/Infrastructure • Risk Register developed		
		2e	Health Inequalities – a better understanding of whether we are reaching certain (ethnic or disabled) groups By Q2 – baseline our data suite to understand the quality of our data, the demography of population we see versus population in our catchment area and the demography of our waiting lists	Developmental	Review end Q2	Data Team	Review end Q2
3	**People** - Be an excellent employer	3a	Our staff recommend the Trust as a good place to work	Maintain or improve upon 2021 Annual Staff Survey response score		NHS Annual Staff Survey & Quarterly Pulse Survey	Quarterly
		3b (1)	Achieve a good staff engagement rating – all staff	Maintain or improve upon 2021 Annual Staff Survey response score		NHS Annual Staff Survey	Annual
		3b (2)	Improve experience for Black, Asian, Minority, Ethnic (BAME) staff	To ensure that all BAME staff leaving the Trust are	Not due yet	HR	Quarterly from Q3

#	Descriptor and Objective	Number	Indicator	2022-23 Target	Position at Q1 2022	Source	Frequency
				offered an exit interview – Pass/Fail from Q3			
		3b (3)	Improve experience for disabled staff	Increase % of staff with long-lasting health conditions or illness saying the Trust has made adequate adjustments to enable them to carry out their work (2021 baseline 79.5%)	Not due yet	NHS Annual Staff Survey	Annual
		3c	Available staff have had an appraisal in the last 12 months	=>94%	89.39%	ESR	Monthly
		3d	Deliver the locally agreed staff related annual Equality Delivery System objectives: **Workforce Objective 1**: To fully implement the actions identified following our review of the 'No More Tick Boxes' review of potential bias in recruitment practices **Workforce Objective 2**: The Trust Board will role-model behaviours that support the Trust's ambition to be an anti-racist	Pass/Fail	Not due yet	Equality Delivery System	Quarterly

#	Descriptor and Objective	Number	Indicator	2022-23 Target	Position at Q1 2022	Source	Frequency
			organisation including actively implement the Trust's and their personal anti-racism pledges to instil a sense of belonging for all of our staff.				
		3e	Monthly sickness absence below 4.5%	4.5%	5.43%	ESR	Monthly
		3f	Reduce Annual Staff Turnover (excluding those leaving for reasons beyond the Trust's control)	Return to pre-pandemic level (March 2020 baseline TBA)	Not due yet	ESR	Annual
		3g	Maintain Mindful Employer Status	Pass/Fail	Pass	HR Team	Annual
4	**Sustainability -** Be a sustainable organisation	4a	Achieve planned budget target	Pass/Fail	Pass	Finance Report	Quarterly
		4b	Green Plan: 1. Establish Staff network and Net Zero Champions 2. Increased awareness of Cycle to Work scheme 3. All renewable energy contracts for estate in Trust direct control	1. Pass/Fail 2. 5 more schemes agreed 3. Pass/Fail	Due Oct 22	Green Plan	1. Oct 22 2. Annual 3. Mar 23

Appendix B: BAF Dashboard 2022-23

BOARD ASSURANCE FRAMEWORK 2022-2023

BAF Dashboard 2022-23

Strategic Priority	Risk No	Risk Description	Executive Lead	Lead Committee	Initial	Aug/ Sept 21	Oct/ Nov 21	Dec/ Jan 21/22	Feb/ Mar 22	Apr/ May 22	Jun/ Jul 22	Target
Collaborate with others	3467	There is a risk that if we fail a gateway evaluation (MCPP process) then the "Collaborative" will be unable to provide adequate assurance in time to enable the Integrated Care Board (ICB) to delegate to the "Collaborative". This could lead to the potential harm of the Trust's reputation and the "Collaborative" may be unable to deliver its vision.	CEO	Board	12					6 NEW	6	2
	3468	There is a risk that if during 2022-23 the Bedfordshire Care Alliance Committee of the Integrated Care Board does not successfully achieve planned changes then they will be unable to deliver improvements leading to sub-optimal care and outcomes for service users.	CEO	Board	12					8 NEW	8	2
	3475	There is a risk that the C&P ICS and Trust fails to secure national funding for the redevelopment of Princess of Wales, Ely which would result in the facilities and infrastructure not being upgraded and as a result impact on the quality to patient care to service users.	Director of Governance & Service Redesign	Board	16						12 NEW	4
Provide outstanding care	3166	There is a risk that patients and service users do not receive outstanding care if services fail to remain compliant with CQC	Chief Nurse	Board	4	12	16	16	16	16	16	8
	3486	There is a risk that the performance, stability and functionality of variability in performance with elements of the ICT Infrastructure service provided by SBS / Sopra Steria during the early adoption and transition phase, impacts our staff's ability to deliver quality services.	Director of Finance & Resources	Board	12					12 NEW	12	8
	3227	Risk that the Trust will not be able to fulfil its statutory Safeguarding responsibilities	Chief Nurse	Board	12	16	16	20	16	16	16	
	3164	There is a risk that the Trust is unable to maintain high quality care due to the number of services/teams facing workforce challenges.	Director of Workforce / Deputy CEO	Board	12	20	20	20	20	20	20	8
Be an excellent employer	3163	There is a risk that the delivery of high quality care will be adversely affected if levels of staff morale reduce.	Director of Workforce / Deputy CEO	Board	8	20	20	20	20	20	20	8
Be a sustainable organisation	3167	As the NHS is performance managed and discharges accountability at system level, there is a risk that the Trust is treated only through the view of the challenged Cambridgeshire/Peterborough system and therefore access to capital; revenue support and discretionary national transformation monies are not available to the organisation	CEO	Board	12	8	8	8	8	8	8	8
	3488	There is a risk the Trust will not deliver its planned breakeven financial plan for 2022/23 due to the unprecedented increases in non-pay costs. The increase in fuel and raw material prices due to a number of world wide demand and supply challenges has impacted UK wide prices with a predicted RPI of circa 10% If unmitigated, the increase in costs could result in the Trust not delivering its balanced financial plan for 2022/23, and restrict the ability in the Trust to invest in service improvements and developments the requirement for further efficiencies.	Director of Finance & Resources	Board	12						12 NEW	8

NHS
Cambridgeshire
Community Services
NHS Trust

CAMBRIDGESHIRE COMMUNITY SERVICES NHS TRUST
Green Plan 2022 - 2025

Cambridgeshire Community Services NHS Trust: providing services across Bedfordshire, Cambridgeshire, Luton, Norfolk, Peterborough and Suffolk
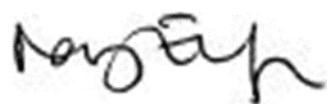
Foreword

At Cambridgeshire Community Services NHS Trust we recognise the impact the NHS has on the environment. As the biggest employer in the country the NHS is responsible for an estimated 4-5% of the country's carbon footprint, and as an 'Anchor organisation' the NHS can play a key role in preventing the negative impacts on health and the environment.

We are a provider of health services across Luton, Norfolk, Suffolk, Cambridgeshire, Bedfordshire and Milton Keynes which means we have a significant environmental footprint. The Trust has an obligation to ensure we make our services as sustainable as possible whilst still providing a high quality of care to local residents. The Trust's vision therefore is a commitment to continue provide community and clinic based healthcare that embeds sustainability and innovation and ensuring our clinical activities and the estate we operate from are as efficient, sustainable and resilient as they can be.

We are extremely proud of the sustainability work carried out to date by our staff, including the removal of the use of single use cups, recycling points at all of bases and introduction of electric charging points at our main sites. To support the need for patients to travel less we have extensively used testing kits sent directly to patients' homes, increased the functionality of our digital platforms and shared premises with Councils to deliver very local clinic delivery. This plan will set the challenges for the next three years to ensure the Trust plays a key role

in contributing to the NHS meeting its net zero targets of an 80% reduction in the emissions under direct control (NHS Carbon Footprint) by 2028-2032, and net zero by 2040, and an 80% reduction in our entire emissions profile (NHS Carbon Footprint Plus) by 2036-2039, and net zero by 2045.

Matthew Winn
Chief Executive

Mary Elford
Chair
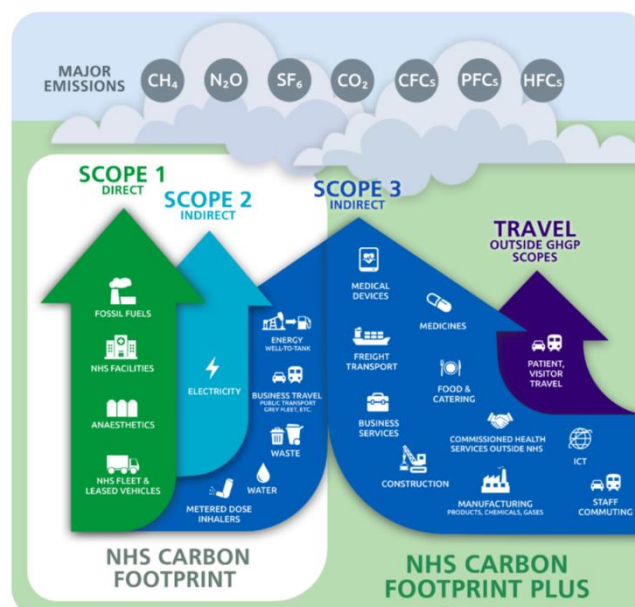
1. Introduction

Quality is at the heart of all we do and we are proud to provide high quality services that enable people to live healthier lives and receive care closer to home. The Trust employs over 4800 staff delivering an extensive portfolio of community and clinic-based services, across a wide geographical area as shown below.

The services we provide include:

- A range of children's services to children, young people and families in Cambridgeshire and Norfolk
- Integrated Contraception and Sexual Health Services in Bedfordshire, Cambridgeshire, Milton Keynes, Norfolk, Peterborough and Suffolk
- Dental services in Cambridgeshire, Peterborough, Norfolk and Suffolk
- Musculoskeletal services and pelvic health physiotherapy services in Cambridgeshire and Peterborough
- Children and Adults' community health services for the residents of Luton
- Bedfordshire Community Health services for the residents of Bedfordshire
- COVID vaccination centres across Cambridgeshire & Peterborough and Norfolk & Waveney

We believe that community based health services are fundamental to the success of an NHS and care system, that gives people more choice and control over how they access and receive support to manage their own health. The challenge for Trust is that it provides its services across more than 150 locations, owned by the NHS, private landlords, Councils and NHS Property management companies and we provide services that cover a population of around 3.3 million.

Therefore, our challenges, as a community health provider in delivering on our sustainability plans centre on:

1. Ensuring our main healthcare facilities in community hospital health campuses are efficient and adaptable to provide a broad range of services and meet the needs of partner NHS providers to deliver care closer to people's own home
2. Ensuring that as our staff travel to provide essential care in peoples own home that mileage is undertaken with minimal impact of the environment
3. As we develop new models of care and support for adults and children in partnership with other NHS organisations, we ensure reducing our carbon footprint is a central objective in how care is delivered differently in the future.

Taking into consideration our specific responsibilities under the classifications of the NHS Carbon Footprint and Carbon Footprint Plus areas, our green plan sets out 7 key initiatives and where these initiatives contribute to the national classification areas:

	Trust wide initiatives	NHS Carbon footprint	NHS Carbon footprint plus
1	Supporting our workforce to innovate	✖	✖
2	Implementing new models of care		✖
3	Digital transformation		✖
4	Staff travel	✖	✖
5	Estates and transport links to our community hubs	✖	✖
6	Medicines		✖
7	Supply chain and procurement		✖

2. Areas of focus

Initiative 1: Supporting our workforce to innovate

We know that without the innovation, energy and ideas generated from our staff we will not be able to implement anything in our Green Plan. It is our staff that are coping with immediate difficulties, challenges or worries about climate change and they need organisational support to take actions now that will have a positive impact on the future.

During 2022/23 the Director of Finance and Resources acting as the Board level net zero lead, will establish a CCS "Net Zero Champions" network to support and encourage all staff to innovate, establish team initiatives and contribute to the Trust wide approach and actions we have agreed.

The champions will also support climate change awareness and the take up of the Delivering a Net Zero NHS "e-Learning for Healthcare" module at a team level. The Champions will be representing their clinical services to support the development initiatives and activities, that will include awareness sessions for staff to develop insight and understanding of how sustainability is considered in the redesign of services and models of care in their locality. The Champions will facilitate the engagement and input from clinical and non clinical staff through local workshops and group working and input into a regular Trust wide newsletter to promote and update on the projects and initiatives to supporting climate awareness and improvement.

We will ensure our teams and staff contribute in the Integrated Care Systems where they work, to support the delivery of the ICS plans, including supporting local groups and stakeholders in promotional and activity based events.

The Trust will work within its various systems with an agreed approach to engaging and developing our workforce and system partners in defining and delivering carbon reduction initiatives and the broader sustainability goals where appropriate. This could cover the operation of sustainability committees and working groups; engagement from our Research team, development of online sustainability training and pledge platforms for staff; and investment in specific staff to support sustainability goals.

Trust deliverables:

Supporting our workforce to innovate		
	• Net Zero network established	August 2022
	• Staff champions in place in each team	October 2022
	• Website / communications area	October 2022
	• Pipeline of staff ideas and projects	Annually

Initiative 2: Implementing new models of care

The Trust has embedded sustainability improvements to support our delivery of care, including easier access to our services in providing care at home. This has included the provision of sexual health testing kits directly to patients homes accessed via a dedicated website, and resulting in a reduction for the need for the service user to travel to our clinics, and:

- digital clinical triage and exercise classes in Musculo Skeletal services;
- digital remote monitoring of people with heart failure, reducing the need for them to go to outpatient departments

As we become integrated more fully with other health and social care provider organisations, there will be increasingly more opportunities to re-design our joint services and have an opportunity to reduce our carbon footprint. This will include:

- Providing more specialist services in local clinics that previously were only provided from acute hospital sites.
- Providing service to users in their own homes, to replace the care they have traditionally had to be admitted to hospital to access. This will include hospital at home services for children and adults; Intra venous therapy as standard home care practice; Chemotherapy and dialysis care at home options.

The Trust will fully participate (and in some areas lead) in these models to contribute to the reduction in patient journey miles undertaken in each area every year.

We will continue to build on existing and emerging new care pathway improvements, streamlining and health promotion will be essential to future sustainable models of care, and key priority areas for review with the development of system Collaboratives emerging work programmes.

Each of our services, develop annual plan, which includes the service delivery they will undertake each year and from 2023/23 this will include analysis of the Net Zero contribution.

Trust deliverables:

Implementing new models of care	Optimise benefits of Rostering system	• Use the information and outputs from the Rostering system to inform and understand further opportunities for optimal and efficient workforce modelling	2022 - 2023
	Climate impact awareness	• Incorporate climate impact awareness processes into service developments and improvement plans	March 2023
	Service plans	• Defining the new models of care each year and quantify the contribution to Net Zero targets	February 2023

Geographical specific deliverable:

Luton remote monitoring for people with heart failure and those living frailty	2022 - 2024

Initiative 3: Digital transformation

In response to the global pandemic the Trust introduced video consultation software at pace and our clinical services very quickly ensured that care and support provided to patients/service users when face to face support was limited to essential need only. This adaptability (for example), in September 2021, saw across the Trust there were 70,542 contacts and 39% of these were over the telephone and 7% over video.

This is one example of many where the implementation of digital solutions that do not adversely impact quality of care but have the benefit of reducing the need to patients to travel to our clinical facilities, and the direct alignments between the digital transformation agenda and a net zero NHS are clear.

Other areas include:

- Online Digital interaction and interactive website content to support parents
- Online web forms for referrals and consent
- Laboratory results fully electronic and linked to the clinical patient record, to avoid printing in clinical settings
- SMS (text messages) for appointment reminders and test results, avoiding letters being sent
- Electronic correspondence to patients and other healthcare professionals to replace sending letters in the post
- Introduction of iPads into Luton care homes enabling MDT support and meetings whilst protecting staff and care home residents.
- Implementation of Patient Video Consultation Platforms

The Trust will continue to invest in digital technology to ensure it can support the What Good Looks Like (WGLL) framework to further accelerate digital and data transformation and more specifically to promote further the use of telephony, video and on-line services for patients with the aim of further reducing the need for patient travel, ensuring quality of care is maintained at all times when implementing these service improvements.

The Trust will ensure it optimises the lifecycle of its device inventory, working with its new ICT provider to minimise the carbon impact of introducing new devices before the optimal device life has expired and increasing the useable period where possible.

During 2022/23 the Trust will embed a telephony platform that will allow an enhanced level of service delivery.

Trust deliverables:

Digital transformation	Digital interactions	• Continue to increase the functionality and use of digital platforms across our service lines	Ongoing
	Website	• Enhance our websites functionality	March 2025

		developments	capability to enable the reduction in the requirement for paper based information leaflets and inclusion of auto translation	
			• Introduction of auto translation across digital platforms	April 2022
		Telephony Platform	• Procurement of a Trust wide digital telephony platform to provide enhanced call management services and reduce face to face interactions	October 2022
		Recycling of technology	• Continue to ensure technology upgrades fully incorporate the existing Trust's recycling agreements	2023/24
		Device lifecycle management	• Ensure the Trust's Device inventory management processes maximise the full lifecycle of devices in use	2023/24

Geographical specific deliverable:

Norfolk Integrated Front Door – consolidation of access to children's services, benefit to reduce travelling miles for citizens	2023 - 2024

Initiative 4: Staff travel

Since March 2020, not surprisingly, there has been a considerable reduction in business miles travelled by CCS employees, and mileage during 2021/22 is 50% of numbers of miles travelled pre COVID. This reduction has had an environmental benefit and the Trust is committed to maintaining and sustainable level of business mileage, recommending to staff only undertake essential travel required to carry out their duties and move the majority of meetings to a digital format.

The Trust does not own or manage a fleet of vehicles, however there are 160 members of staff who use lease cars as part of delivering their roles. The Trust will work with the Lease Car supplier to promote and increase of ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs), with the aim of all lease vehicles to be ZEVs by 2028, ahead of the Government's target of 2030 for all new vehicle sales. Currently there are 11 staff using ULEV's and also 11 staff using ZEV's, and over the next 3 years we will be working collaboratively with our lease car provider to promote the benefits of electric vehicles and increasing the range on offer including adding in a salary sacrifice option for staff wanting to source a new ULEV or ZEV vehicle. We will increase the number of charging points across our estates footprint, where we own or lease the building.

In addition to the benefit from reduced mileage with increased numbers of staff working from home, the Trust will:

- Increasing levels of active travel and public transport by promoting the public transports routes to its main clinic sites and bases
- Promoting the benefits of car sharing where this is practicable
- Use of Scheduling of staffing rotas across all community delivered services to reduce business mileage
- Hybrid ways of working to reduce building footprint and mileage
- Maximising efficiencies in the transport of goods and services by working collaboratively with provider colleagues with common delivery routes. This is expanding on the existing arrangements within Cambridgeshire with PPE deliveries and expanding these arrangements to the majority of supply chain goods.
- Increase awareness of the environmental benefits of anti-idling, especially with delivery vehicles.

Trust deliverables:

Staff travel	Scheduling software for staff in all home visiting services	• introduce rostering and scheduling software to optimise routes and visits taken to reduce mileage for staff	March 2023
	Use of ULEV and ZEV lease cars	• Increase to 40% (currently 7%)	March 2024
		• Incentivising all new lease cars offered are ZEV	March 2024

		• Installation of vehicle electric charging points at main Trust sites	March 2024
	Cycle to Work	• Increase in staff using the Trust Cycle to Work scheme	Sept 2022

Initiative 5: Estates and transport links to our community hubs

The management of estates and facilities services have a critical role in achieving the NHS' overall net zero carbon ambitions. This ensures a clear focus on eliminating emissions from our estates and facilities operations. Success in reducing the emissions of the NHS estate will lay the foundation for carbon reductions across the NHS and lead the way on net zero through decarbonising the estate.

Action has already been taken by the Trust to reduce the levels of carbon use include delivering estate rationalisation and reduce our estate footprint. Our various site redevelopments have included:

- the replacement our lighting to LED
- upgrades to our heating and ventilation systems
- improvements to efficiency and fabric of our buildings and ensuring our estates are fully digitally integrated.

By making every kWh and m3 count and working towards 100% clean renewable energy supply to the buildings, we are reducing carbon use and energy bills whilst releasing funds to reinvest back into direct healthcare delivery.

The Trusts delivers its services from sites directly within its control and leased as tenants. Before the Trust takes on a lease to occupy it requires the owner to demonstrate the building meets the regulatory framework set within the Minimum Energy Efficiency Standards framework which was extended in 2018 to include non-domestic buildings, and the requirement for a minimum rated Energy Performance Certificate to be in place and from April 2023, this requirement takes effect for all existing lease renewals.

The current data on energy usage and CO_2 emissions for our major sites are shown below.

		Annual Totals	
Main Clinical Sites		Energy (kWh)	CO2 emmissions (kg)
Brookfields Hospital, Cambridge	Health Campus	420,316	98,106
Princess of Wales Hospital. Ely	Health Campus	3,052,001	610,692
North Cambs Hospital, Wisbech	Health Campus	1,407,118	282,419
Doddington Hospital, Doddington	Health Campus	1,718,780	332,011
Luton Treatment Centre, Luton	Community Clinics	39,214	9,153
Oaktree Centre, Huntingdon	Primary and Community Clinics	1,135,391	228,839

The Trust's will continue with significant estate refurbishments during the lifetime of the Gren Plan. We have submitted an expression of interest to join the New Hospital Programme to re-develop the Princess of Wales Hospital in Ely (as shown in the image bellow), and at the forefront of this is a focus on a sustainable building that maximises the range of clinics and the way they operate, allowing flexibility to change with the clinics of the future.   Offering a one-stop approach where beneficial and digital delivery, with clinicians using the community hub as a venue from which to provide virtual consultations and, GPs and patients being able to get advice from specialist based elsewhere, providing co-ordinated care closer to the community. Enhanced thermal performance, increased airtightness and good natural daylighting will result in a significant reduction in energy losses and demand. Renewable technologies including photovoltaic panels, solar thermal and heat pumps have been proposed with the aim of achieving Net Zero Carbon. This project will begin during the period of this plan and will play a key role in the Trust delivering its "Green" agenda. As part of this and other site developments we will work closely with Local Authorities to ensure the sites are accessible to public transport routes and accommodate space on our site.

Trust deliverables:

Estates and transport links to our community hubs	Switch to renewable energy	• 100% renewable electricity contracts for estate in Trust direct control	April 2022
	Use of fossil fuels	• Develop a long term fossil fuel reduction strategy for the estate under Trust direct control	March 2023
	Increase recycling on Trust property	• Develop a waste reduction and recycling plan to include: - Review of recycling contracts, targets and staff information - Recycling of furniture	March 2023

	Construction	• Use local traders where possible • Build to BREEAM (Building Research Establishment Environmental Assessment Method) excellent standard where applicable and possible. • Replace boilers in our buildings with more energy efficient types • LED and motion sensor solutions at all CCS owned and long leased buildings	April 2023 onwards
	Lease arrangements	• Work with all landlords to improve Minimum Energy Efficiency Standards in each leased premises	April 2025
	Reduce single use plastics	• Develop a strategy for single use plastics eradication in line with the NHS Plastic Pledge (e.g. plastic cups, bottles and cutlery	Dec 2023

Geographical specific deliverables:

Reduce numbers of premises used in Bedfordshire for children services	2022-2024
Redevelopment of Princess of Wales Hospital, Ely	2023 - 2025
Feasibility of Brookfields Hospital development opportunity to reduce footprint, Cambridge	2022
Development of North Cambs Hospital, Wisbech	2023-2025

Initiative 6: Medicines

The trust is not a high user of medicines and the NHS focus on the carriers of inhalers and anaesthetic gases is not relevant to us. However we will work with stakeholder colleagues and the citizens we care for to ensure as a collective group we support the increased use of sustainable products used in the medicine industry and through patient choice.

Through our supply chain networks we will also monitor the use and waste level relating to other medical products, including but not limited to wound management, and support our staff with understanding and awareness of the benefits of waste reduction.

Trust Deliverables:

Trust wide medication review – use of bandages in wound care products (reducing waste); drug optimisation in prescribing	2022 - 2023

Initiative 7: Supply Chain and procurement

The NHS Supply Chain accounts for approximately 62% of total carbon emissions and is a clear priority area for focus for our Green Plan. We will benefit from the launch of the Sustainable Supplier Framework requiring NHS tenders to include a minimum 10% net zero and social value weighting by April 2022.

In subsequent years all suppliers to the NHS will be required to publicly report emissions and a carbon reduction plan aligned to the NHS net zero target.

Suppliers will be able to self-certify to the Evergreen Framework to create a single centralised source of information recording how suppliers are aligning with the NHS net zero trajectory.

CCS will work with its procurement team to identify and remove from the catalogues products that are believed have a higher detrimental impact and replace with environmentally friendly alternatives, including but not limited to –

- Only purchase 100% recycled paper where appropriate, reducing overall paper usage.

- Although not high in volume, the Trust will work with its suppliers to address single use plastics across all of its service areas, including extending the life of single use plastic products and limiting the purchase of new to compostable/biodegradable alternatives.

We will continually review the Procurement Target Operating Model (PTOM) Sustainability Guidance released from the NHS England central sustainability team and incorporate best practice where applicable. Case studies will be released and shared via the PTMO portal,

and consideration for implementing will be made where they are applicable and / or beneficial for CCS.

The Trust will be reliant on the NHS England commercial team to introduce binding Net Zero targets into the centrally procured/frameworks that the Trust utilises. The Trust will support the appointed ICS/ regional procurement leads to incorporate sustainability into the foundations for delivery as per the ICS Procurement Guidance.

Trust deliverables:

Supply Chain and procurement	• Increase use of recycled Paper to within the Trust	March 2022
	• Ensure local suppliers are included in tender opportunities where possible through advertising • Adopt PPN 06/20 so that all tenders include a minimum 10% net zero and social value weighting	Ongoing
	• Service by service review of stock control processes and waste control improvement opportunities	March 2024

3. Implementation

Adaptation

Service Business Continuity plans are adapted to account for a range of events including those caused by extreme weather conditions as relevant to each service, and identified risks and mitigations are recorded on the Trusts Risk register and are the overall responsibility of the Trust Service Directors.

The Trust has identified geographical areas for increased likelihood on extreme flooding events and has in place a range of mitigating measures to address these with stakeholder support, for example the availability or temporary clinical accommodation in Peterborough, Kings Lynn and the Cambridgeshire Fens.

Throughout the recent pandemic we have adapted to new ways of working and have also enabled essential services to continue to be delivered using where clinically appropriate alternative forms of patient contact including remote virtual access or moving to care at home.

The Trust estates redevelopment plans include upgrading to energy efficient and effective ventilation, heating and cooling systems, and for occurrences of extreme heat, the Trust has access to a number of portable cooling systems for priority distribution as required.

Monitoring, reporting and governance arrangements

- In addition to the "Trust Deliverables" there will be a requirement to collate Trust wide data into a wider Integrated Care System monitoring returns. A set of indicators are currently being developed to measure progress against the ambitions set out in the NHS Net Zero report and these indicators will provide a mechanism to monitor progress from 2022. These will be updated and replaced as delivery accelerates, new interventions are identified, and better data become available.
- These metrics will continue to be tested with national, regional and system partners and wherever possible, making use of pre-existing indicators and data, to minimise the burden of collection and ensure consistency across NHS programmes.
- The Trust Executive team will have responsibility to ensure our Green Plan aspirations and targets are integrated into the relevant specialist areas of the Trust (e.g. Human Resources team and the Joint Consultative Negotiation Partnership). The lead executive will be the Director of Finance and Resources and will ensure appropriate reporting into the executive team and the Trusts Infrastructure committee.
- The Trust's Infrastructure Committee will have oversight on behalf of the Board of performance against the Trust deliverables and the finalised data to be reported into the system.

Trust deliverables:

Trust reporting	• Develop Trust wide baseline dataset across the 7 initiatives and tracking of national metrics to support reporting to Infrastructure Committee and Board	Sept 2022

Document details:
Owner: Director of Finance and Resources
Board sign off: 20th July 2022
Review date: 30th June 2024