



NHS
Chelsea and Westminster Hospital
NHS Foundation Trust

‘Green Plan’

Our Sustainable Development Strategy

Delivering a Net Zero Health Service





Executive Summary

In October 2020, the NHS committed itself to becoming the world's first carbon net-zero National Health Service by 2045 with the '*Delivering a Net-Zero NHS*' report. Two core objectives were set out:

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

As a Trust we are committed to driving sustainable development to deliver our strategic objectives, to enable us to deliver high quality care, to be the employer of choice and to make the best use of our resources.

This paper is our Trust's 2021-2026 sustainable development strategy, it acts to:

- Set out our green ambitions and the enablers to achieve these
- Publically set our commitment to sustainable development
- Show how we will met our legislative requirements
- Demonstrate how we will evaluate our impact
- Set out how we will monitor and assure against delivery of this strategy



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1. Who are we?

Chelsea and Westminster Hospital NHS Foundation Trust is one of the top ranked and performing hospital trusts in the UK employing 6,000 staff over our two main hospital sites, Chelsea and Westminster Hospital and West Middlesex University Hospital, and across 12 community-based clinics within North West London; we serve a community of over 1.5 million people.

Both hospitals have major A&E departments, treating more than 300,000 patients each year. The Trust has the second largest maternity service in England, delivering over 11,000 babies every year. Our specialist care includes a world-renowned burns service, which is the leading centre in London and the South East. We also run The Chelsea Children's Hospital with paediatric inpatient and outpatient services, as well as our specialist HIV and award winning sexual health care services.

In partnership with CW+, our hospital charity, we build and enhance clinical facilities to create an outstanding care environment for our patients and for our staff. We are growing our existing portfolio of research, innovation and quality improvement projects, along with our reputation in this field, to become a national leader for innovation within the NHS.

We aspire to provide locally-based and accessible services enhanced by world-class clinical expertise. Our excellent financial and operational performance is a source of great pride to us. It is nationally recognised and sees us simultaneously achieving our financial plan while continuing to be one of the best performing trusts against the national access standards for accident and emergency (A&E), referral to treatment (RTT) and cancer care.

2. Introduction to our Green Plan

The NHS is one of the largest contributors to global heating and air pollution in the UK. The climate crisis and air pollution status is a public health emergency as both have serious consequences for individuals and communities, with disadvantaged and vulnerable populations being disproportionately affected, worsening health inequalities.

The Government, NHS England and Improvement, local authorities and other legislative bodies are now increasingly focusing on this issue and The Climate Change Act of 2008 legally compels us to take action as a Trust.

Our carbon reduction strategy has been developed in response to the need for NHS Healthcare services to take action on climate change and sets out our ambitions to deliver a net zero NHS service in our Trust.



3. 'Greening the NHS' - The National Context

Climate change is recognised as a key health crisis facing the world in the 21st century and the UK is committed to becoming carbon neutral by the year 2050, as per the Climate Change Act of 2008.

The NHS has a carbon footprint of 18 million tonnes CO₂ per year; this is composed of energy (22%), travel (18%) and procurement (60%). Despite an increase in efficiency, the NHS has increased its carbon footprint by 40% since 1990. This means that meeting the Climate Change Act target of a 26% reduction in carbon footprint by 2020 and 80% reduction by 2050 will be a huge challenge.

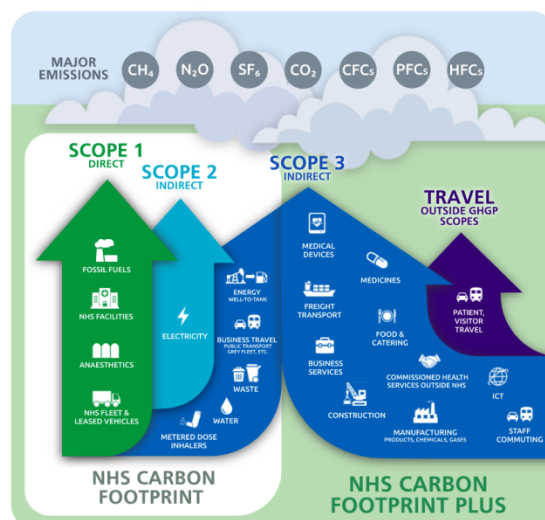
The NHS is the largest employer in Britain and is responsible for around 4% of the nation's carbon emissions, if this country is to succeed in its overarching climate goals, the NHS has to be a major part to play in leading a reduction in carbon output whilst maintaining and improving health outcomes both nationally and locally.

In January 2020, Sir Simon Stevens, The CEO of NHS England, announced the "[For a Greener NHS](#)" campaign. This campaign seeks to provide high-level backing for the NHS to adopt sustainability measures in an effort to combat the issue of climate change.

In 2020, as part of the 'For a Greener NHS Campaign', an expert panel has been commissioned to review how the NHS can achieve Net Zero as soon as possible. The outputs were published in October in a report called [Delivering a Net-Zero NHS](#).

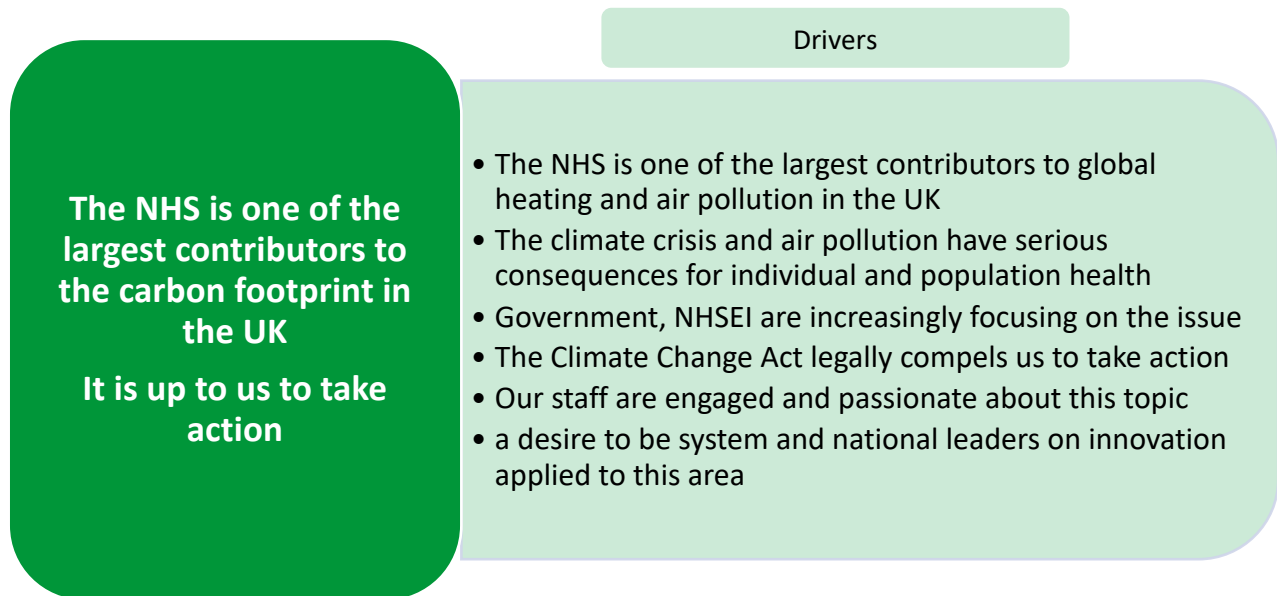
The NHS aims to be the world's first net zero national health service and has set two targets:

- For the emissions we control directly (the NHS Carbon Footprint), we will reach 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), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.





4. Drivers for change



The NHS Constitution has been updated to include ‘a response to climate change’. To enable this, a new national programme ‘For a Greener NHS’ has been launched, ensuring that every NHS organisation has a board-level net zero lead. This provides clear guidance that creating a greener NHS is a key responsibility for all our staff as part of our aims to provide high quality health care, whilst protecting human health and minimising negative impacts on the environment.

Sustainable healthcare in the NHS is predominantly driven through local and national policy, legislative and mandated requirements and healthcare specific specifications from the Department of Health and NHS England and Improvement, for example:

- [The UK Government’s commitment](#) to reduce its greenhouse gas emissions to net Zero by 2050 under the terms of a new government plan to tackle climate change, stating that cutting emissions would benefit public health and cut NHS costs
- [The National Adaptation Programme \(2018\)](#) outlines key requirements and associated actions for the NHS to ensure climate change adaptation and mitigation measures are addressed
- [The NHS Long Term Plan](#) requirements introduced in 2019 have been incorporated into the contractual obligations of the NHS Standard Contract, substantially increasing the obligations on the NHS for the decade
- [Delivering a ‘Net Zero’ National Health Service](#) sets out the NHS pathway to Net Zero
- [For A greener NHS](#) - It utilises resources to form a cohesive board approved plan matched to local requirements whilst supporting national ambition

In addition, one of our Trust’s major drivers is the passion and commitment our staff have shown to creating a greener NHS.



5. Our Trust's 'Green Pledge' – Board Commitment Statement

Chelsea & Westminster Hospital NHS Trust with its partners will continue to pursue its ambition to reduce the impact of our activities on the environment whilst providing leading sustainable healthcare. This means that the way we operate today, must meet the needs of the present, whilst collaboratively building on a cleaner healthier environment for future generations.

We understand the challenging and ambitious goal of being carbon neutral by 2030 and will continue to work in a co-ordinated way to instil a culture which supports our environmental responsibility. We recognise the increasing and urgent need to take action to halt the negative impacts on our environment and improve efficiencies which will support, protect and enhance biodiversity throughout the organisation.

We know taking a sustainable approach will save money and deliver higher quality health services. We will continue to embed this commitment to sustainable development, with a clear strategic focus, ensuring that its national and local sustainability responsibilities are firmly embedded in the overall Trust strategy. We recognise that delivering sustainable healthcare involves working at all levels of healthcare with staff, patients and partner organisations. This will enable us to deliver our ambition to create a health system that supports our social and environmental ambitions which provide value for financial investment.

The PROUD values are at the heart of this commitment and will continue to embed inclusion of sustainability with our staff, service partners, and wider communities and organisations that play important roles in our push towards greater sustainability in the wider NHS.

As we continue to effectively respond in 2021-22 to the extraordinary challenges and demands that the Covid-19 pandemic has created, the additional waste generated has conversely had a beneficial effect on general air quality in London. We will continue to monitor these impacts as they arise and develop efficient approach and resources to manage them sustainably.

Chelsea & Westminster NHS Foundation Trusts' Green plan:

- Sets out our green ambitions and the enablers to achieve these
- Publicly sets our commitment to sustainable development
- Shows how we will meet our legislative requirements
- Demonstrates how we will evaluate our impact and monitor progress

Chelsea and Westminster NHS Foundation Trust will support the two NHS Green targets:

- For the emissions we control directly (the NHS Carbon Footprint), we will reach 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), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

A handwritten signature in black ink, appearing to read 'Lesley Watts'.

Lesley Watts, CEO

A handwritten signature in black ink, appearing to read 'Steve Gill'.

Steve Gill, Chairman



6. Where are we now?

Chelsea and Westminster NHS Foundation Trust have been working on our sustainability performance for a number of years already as part of our Sustainable Development Management Plan.

The below figures illustrate the Trust's year on year reduction against carbon reduction targets and provide a baseline for our Green plan endeavours for the next five years.

Carbon emission location	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Chelsea and Westminster Hospital CO ₂ (source: EUETS / ETS UK/ CHPQA submissions)	15,212	15,510	10,930	8,904	9,382	9,286
West Middlesex University Hospital CO ₂ (source: CRC/CHP QA submissions)	7,284	6,815	6,525	5,608	3,934	3,501
Trustwide CO₂	22,496	22,325	17,455	14,512	13,316	12,787
Trustwide emissions reduction	-	-170	-5,040	-7,983	-9,180	-9,709
Compared to base year (2015/16)	-	-1%	-22%	-35%	-41%	-43%

7. Green Plan Development

This 2021-2026 green plan strategy updates the existing Trust Sustainable Development Management Plan (expired 2020).

The Green Plan acts to:

- Set out our green ambitions and the enablers to achieve these
- Publically set our commitment to sustainable development
- Show how we will meet our legislative requirements
- Demonstrate how we will evaluate our impact
- Set out how we will monitor and assure against delivery of this strategy

Staff and community engagement

To inform our Green plan, we listened and engaged with our staff, patients/ members of the public and our stakeholders. We have:

- Hosted two 'Green committee' co-production sessions where all staff are invited to attend and share their ideas and thoughts on sustainability and how we can improve (see Appendix 3)
- Used our 'RIQI' portal, our single point of access for ideas and projects, to triage enthusiasm and ideas from colleagues on improving sustainability at the Trust
- Engaged our 'emerging leaders' to undertake projects on sustainability as part of their leadership courses and received feedback from this group
- Planned to host a 'green' funding call in partnership with CW+ to generate ideas
- Taken this plan to our patient public engagement group and to our governors to develop ideas with our community



- We have undertaken extensive engagement with our partners at Imperial College Healthcare and our local authority partners
- Used our 'RIQI' bulletin and communications channels, such as the CW staff app, to start a forum for staff to discuss their thoughts on sustainability and feed this into the plan

Mapping against UN 17 Sustainable Development Goals

As part of our 'Green plan' strategy development, we mapped our Trust against the 17 United Nations Sustainable Development goals. We found that our Trust is doing a significant amount against each goal, specifically in the areas of 'health and wellbeing' (goal 3), 'education' (goal 4), 'innovation and infrastructure' (goal 9) and 'affordable and clean energy' (goal 7). But there is more to do across all of these categories. For the full gap analysis, see Appendix 4.



Our values

Our PROUD values underpin everything we do, and will guide development and delivery of our Green plan. Our values are firmly embedded in our organisational culture and continue to demonstrate the standard of care and experience our patients and members of the public should expect from any of our staff and services.

- Putting patients first
- Responsive to patients and staff
- Open and honest
- Unfailingly kind
- Determined to develop



8. Our core targets

We are working towards two key targets set out by NHS England:

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

We will also supplement these objectives by measuring more specific and detailed metrics associated with each of our four green work streams below.

9. Our Green Ambitions - what we will do?

9.1. Reduce the carbon impact of NHS- related travel and transport

What will we do?

- Engage with our staff and promote and support sustainable travel for our workforce, this includes an increase on flexible working options.
- Take action to reduce air pollution from our NHS fleet & lease vehicles, with a shift to initially ultra-low emission vehicles to zero emission Vehicles by 2032.
- Work with our services to design new models of care which reduce unnecessary patient journeys to our sites.

How will we measure success?

- Reduction in number of business mileages per year
- Increase in % of NHS fleet which have low emission engines
- Increase the % of virtual outpatient appointments
- Increase the % of staff who cycle or walk to work

9.2. Improve our Estates and Facilities to meet net-zero

What will we do?

- Redevelop buildings and estates - we will support sustainable construction and development of our hospitals and community sites in line with the government's Health Infrastructure Plan 'Net Zero Carbon Hospital Standards. This will feed into our Capital development programme. We will adapt our premises to mitigate risks associated with climate change and severe weather.
- Sustainable energy - we will improve the environmental impact of our heating and lighting by completing the LED lighting replacement programme and moving to 100% renewable energy supplies.
- Reducing waste - working with our colleagues and partners to reduce hospital waste through best practice and innovation.



- Reduce water waste - procure, measure and reduce water usage over the whole CWHFT Estate.
- Food, catering and nutrition - we will reduce our carbon impact related to food, this includes reduce food travel miles, reducing food waste, offering more environmentally friendly vegan options.

How will we measure success?

- Reduce our monthly tonnage of waste, and evaluate this based on % of waste which has gone to landfill, been recycled, or incinerated
- Reduce our volume of water waste
- Reduce our carbon emissions from energy consumption and ensure 100% of energy is renewable
- Reduce our volume of food waste

9.3.Move to a model of sustainable procurement

What will we do?

Clinical Divisional Activity – Medicines

- Our medicines and supply chain: By working with our suppliers to ensure that all of them meet or exceed the wider NHS zero emissions targets before the end of the decade.
- Work with Clinical divisions to reduce the use of fluorinated gases used in anaesthetic gases and inhaler propellants by 40%.

Procurement Supply chain

- We will change our procurement processes to secure wider social, economic and environmental benefits for the local community and population through purchase and specification of products and services.
- We will reduce the procurement of single use plastics working with NHS supply chain.

How will we measure success?

- Reduce the % non-salbutamol inhalers prescribed
- Reducing the carbon impact of anaesthetics
- Reduce use of single use plastics
- Increase the number of products bought locally

9.4.Co-design new models of care and health delivery innovation

What will we do?



- Co-design new digital and low carbon models of care with our staff, patients and communities which reduce the carbon impact of healthcare.
- Work with our partners to innovate within healthcare.
- Reduce health inequalities within healthcare.

How will we measure success?

- Reduction in patient travel converted to carbon tonnes
- Reduction in paper

10. How will we do it? Enablers of change

10.1. Leadership and governance

- We will raise the priority of sustainability in the Trust with strong-board level leadership.
- We will create capacity and governance structures within our organisation to deliver the plan.
- We will have 'green champions' who are members of staff who lead the green plan locally, role model behaviours, signpost people who wish to become engaged and lead projects.
- We will send a clear signal to our staff, patients and partners of our commitment to reduce impact on the environment with Trust board endorsement and publishing our work transparently on our website.

10.2. Data and measurement

- We will use our Trust 'Improvement Approach' to develop a data and measurement plan that allows us to understand our impact, and undertake data-driven improvements.
- We will embed greener improvement from ward to board and provide measurement to enable tracking of impact.
- We will share our data with the NHS Greener team and with other stakeholders to inform benchmarking and national/ regional data sets.
- We will seek to measure the impact of our work on health outcomes and financial and efficiency indicators.

10.3. Communication and engagement

- We will create a 'Green committee' so that all staff have an opportunity to drive greener changes across the organisation.



- We will work with our staff, patients and partners to co-produce changes and to get them involved with our sustainability agenda.
- We will role model environmentally friendly behaviours and actions.

10.4. Research and innovation

- We will accelerate the delivery of our green plan by using our expertise in research and innovation, applying these skills to the net zero challenge.
- We will take advantage of external bids and funding opportunities which support investment in environmental schemes.

10.5. Partnerships

- We will build partnerships with local universities, local authorities, local specialists, charities and other partners to tackle sustainability together across organisational boundaries.
- We will leverage local partnerships to promote carbon reduction in our local community, acting as an anchor institution to role model behaviours.
- We will lead the North West London ICS on their sustainability development plan and aim to be an exemplar to other sectors and health systems.

10.6. Learning and development

- We will collaborate to deliver formal and informal education and training on sustainability to support local improvements and achieve behaviour change.
- We will use our leadership development programmes to grow future healthcare leaders who care and champion sustainability.
- We will live our value of 'determined to develop' to continue to grow skills in this area.

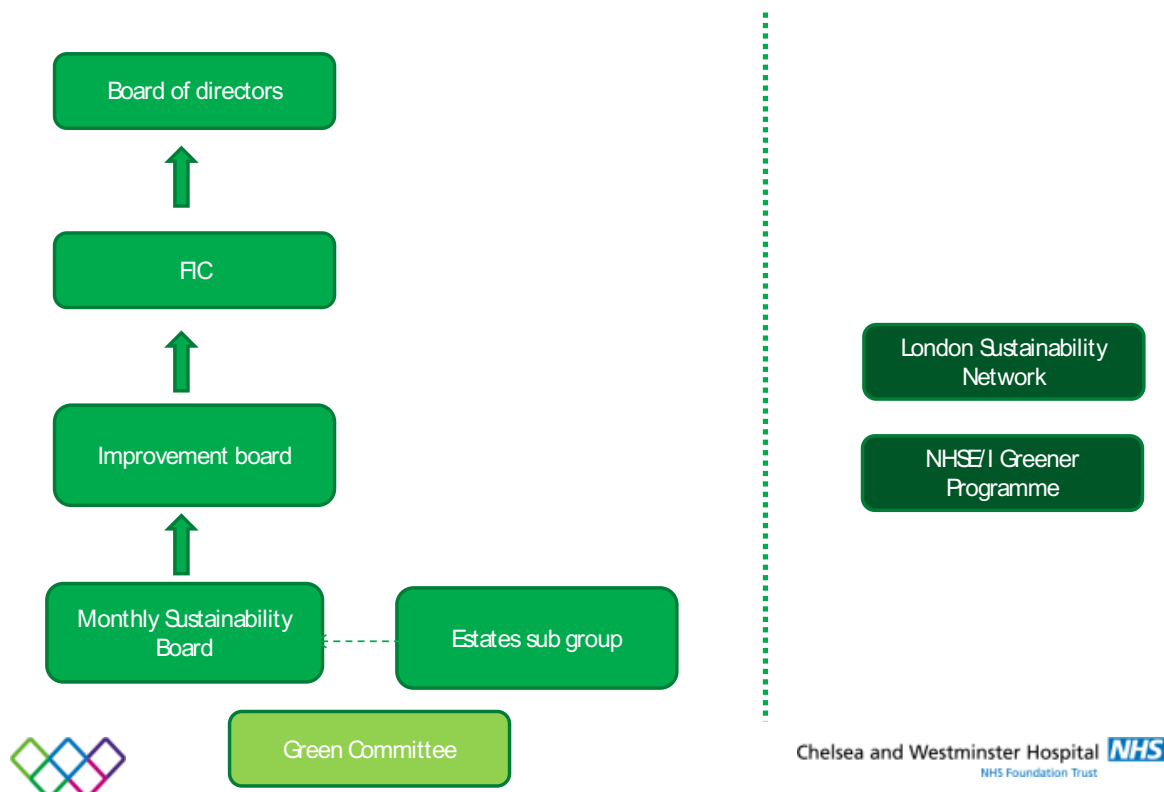
11. Governance

The CWHFT Green Plan governance structure will allow for assurance to the CWHFT Board.

Sustainability is championed by the **Trust's Chief Financial Officer, Virginia Massaro**. Virginia Massaro is also the North West London Integrated Care lead for Sustainability.



Sustainability 'Green' Governance



Sustainability Board

The sustainability board has been established to monitor progress of the sustainability programme. The programmes look to drive forward sustainability improvements across the Trust. Sustainability Board reports through Improvement Board to Finance and Investment Committee and on to Trust Board.

Green Committee

The green committee is staff-led 'network' of colleagues who are passionate about greener improvement and making environmental changes in the NHS. The Green champions lead this forum.

Appendix 1	Green plan on a page
Appendix 2	Our enabling workstreams
Appendix 3	Green committee co-production themes
Appendix 4	Mapping existing programmes against United Nations Sustainable Development Goals

Appendix 1.
Plan on a page

Enablers	Workstreams	Scope	Leads	Aims	Measures
	1. Travel and transport	<ul style="list-style-type: none"> Patient transport and reducing journeys Staff travel and shifting modes of transport Flexible working 	HR and E&F	<ul style="list-style-type: none"> Reduce air pollution 	<ul style="list-style-type: none"> No of business mileages p.a % of NHS fleet low emission engines % virtual outpatient appointments % of staff who cycle or walk to work
	2. Estates and facilities	<ul style="list-style-type: none"> Re developing buildings and estates Sustainable Energy & water Reducing Waste Food catering and nutrition 	E&F	<ul style="list-style-type: none"> Reduce waste Reduce carbon emissions from energy consumption Reduce water waste 	<ul style="list-style-type: none"> Tonnage of waste, % landfill, recycle, incinerate % water waste volume Carbon emissions from energy consumption
	3. Sustainable procurement	<ul style="list-style-type: none"> Medicines procurement and use; including anaesthetics and inhalers NHS purchasing Supply chain 	Procurement Pharmacy Procurement	<ul style="list-style-type: none"> Reduce the carbon impact of anaesthetics Reduce single use plastics 	<ul style="list-style-type: none"> % non-salbutamol inhalers prescribed % single use plastics Reduce the carbon impact of anaesthetics by at least 40%
	4. New models of care and health delivery innovation	<ul style="list-style-type: none"> Digital and low carbon healthcare delivery Reducing health inequalities 	Clinical/ RIQI	<ul style="list-style-type: none"> Reduce use of paper Reduce carbon 	<ul style="list-style-type: none"> Reduction in patient travel Reduction in paper



Appendix 2- Enablers to support the delivery of the Green Plan

Enablers	Goal	Actions; 2021/22
Leadership and governance	<i>Raise priority of sustainability in Trust with strong board-level leadership, create capacity to deliver plan</i>	<ul style="list-style-type: none"> • Executive-level Sustainability lead • Develop sustainability board and reporting structures; incl. articulate links to Anchor work, Health and Wellbeing, Staff Networks • Develop a sustainability team • Embed sustainability as part of 22/23 business planning
Data and measurement	<i>Develop a data measurement plan that allows us to understand our impact and undertake data-driven improvements</i>	<ul style="list-style-type: none"> • Identify metrics which allow us to best understand our environmental impact, financial impact • Collect standardised NHS progress metrics • Embed as part of the IPR to board level • Develop a Qlik or digital sustainability dashboard • Use data to inform future sustainability improvement plan
Communication and engagement	<i>All staff, patients and partners are aware and opportunity to be involved with sustainability plan</i>	<ul style="list-style-type: none"> • Develop communications campaign to support key messages of the programme • Set up 'sustainability' staff network, staff champions and associated work plan • Measurement of attitudes/ whether Trust is recognised as taking sustainability seriously and reducing impact on the environment • Raise awareness and role model across NHS, linked to our work in research and innovation • Engage with public and communities to coproduce sustainability ideas and change
Research and innovation	<i>Accelerate delivery of sustainability plan with research and innovation</i>	<ul style="list-style-type: none"> • Align and embed sustainability as a theme of research and innovation strategy, encourage innovation in this space • Utilise expertise in research and innovation to accelerate improvements in sustainability plan
Partnerships	<i>Build partnerships to tackle sustainability across organisational boundaries</i>	<ul style="list-style-type: none"> • Work with CW+ to forge partnerships with key players in sustainability • We will build partnerships with local authorities, local 'green' organisations • Work with the business support unit/ (new 5th division) to horizon scan for funding opportunities & grants
Learning and development	<i>Collaborate to deliver education on sustainability to support local improvements, innovation and research in this field</i>	<ul style="list-style-type: none"> • Work with OD team to embed as part of Trust L&D curriculum • Increase offer of development opportunities for staff who wish to understand role of sustainability in NHS and anchor institution, e.g. Lunch and Learns, events • Showcase and celebrate best practice



Appendix 3. Example feedback from Green Committee (June 2021)

Green Committee Launch

Travel & Transport:

Identifying staff that live within walking/cycling distance and supporting them to travel sustainably.

Estates & Facilities:

More water bottle filling points around the hospital sites to encourage use of reusable bottles.

Procurement:

Adding correct waste management to back office functions – currently do not have bins in office space.

New Models of Care:

Ward level campaigns – education and awareness on what the 'green' behaviours are.



Appendix 4. Mapping Trust against United Nations 17 Sustainable Development Goals

Themes	Delivered	Activities / Improvement Programmes	What else could we do?
Goal 1: No Poverty	<ul style="list-style-type: none"> September 2020; Living Wage Employer accreditation Employment of local works as part of Vaccine roll-out 	<ul style="list-style-type: none"> Volunteer programme, and focus on retention and employment programme Partnership with Hounslow Borough, focus on employment and anchor work in relation to Heathrow and unemployment 	<ul style="list-style-type: none"> Supporting role to LA Specific; linked to social determinants of health on living wage No member of staff living below living standard Known risk of fragile employment.
Goal 2: Zero Hunger	<ul style="list-style-type: none"> Linking with local food banks, especially during Covid19 Staff meals during Covid19 	<ul style="list-style-type: none"> Trialling vegan and plant-based foods 	<ul style="list-style-type: none"> Larger numbers of patients are being admitted with poor nutrition - recognise as signs of risk
Goal 3: Good health and wellbeing	<ul style="list-style-type: none"> Goal 3: Good health and wellbeing admitted with poor Extensive mental wellbeing support to staff Extensive work in reducing mortality; SHMI is below 0.8 Extensive work in fight against AIDS/ HIV 	Health and wellbeing programme; <ul style="list-style-type: none"> Planned re development of staff wellbeing facilities Focus on safe and sustainable travel Investment in rest and recovery post Covid19 Public health programmes focused on smoking cessation, reducing harmful use of alcohol, substance abuse, MSK service 	
Goal 4: Quality Education	<ul style="list-style-type: none"> Apprenticeships, L&D programmes Grants and bursaries for further education Work experience & wider participation programme, e.g. Project SEARCH Volunteering Links with schools 	<ul style="list-style-type: none"> Increase apprenticeships Developing and retaining talent ; focused on local population 	<ul style="list-style-type: none"> Links with schools
Goal 5: Gender Equality	<ul style="list-style-type: none"> Back-up care to recognise burden on women for unpaid carer responsibilities (2.6 times more than men) Domestic violence support Female leadership at Board level Women's network Contraceptive care 	Flexible working policy and time wise accreditation Support to staff who return from maternity leave	Significant gender pay gap (men paid >16% more than women in organisation) Education and training, talent management
Goal 6: Clean Water and Sanitation	<ul style="list-style-type: none"> Increased hand washing facilities during Covid19 response Reducing water waste by 16.4% since 2014 		Respond in new and invest in modernising in sustainable sanitation
Goal 7: Affordable and Clean Energy	<ul style="list-style-type: none"> Reductions to carbon footprint Improvements to infrastructure, including LED lighting, solar reflective films Waste heat recovery system Generation of electricity on site 	<ul style="list-style-type: none"> Improvements to infrastructure; e.g. LED lights project Upgrades as part of capital programme to supply modern and sustainable energy services 	<ul style="list-style-type: none"> Converting patient transport vehicles to electric Re development of estates in sustainable way Reduce energy waste

CWHFT – Green Plan



Goal 8: Decent Work and Economic Growth	<ul style="list-style-type: none"> Existing apprenticeship programme, >150 in place NWL Vaccination Programme; recruitment of local people to support roll-out 	Increase apprenticeships Talent management and retention programme Anchor programme work; includes recruiting locally	
Goal 9: Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> Capital programme Investment in digital infrastructure Extensive R&D portfolio 	<ul style="list-style-type: none"> Ideas hub & CW Innovation programme Development of a single point of access for research, innovation and QI Ongoing digital infrastructure programme Partnerships Fifth division; increasing resource and expertise in IP/ legal / due diligence 	
Goal 10: Reduced Inequalities	<ul style="list-style-type: none"> CWHFT Equality and Diversity Policy Active staff networks; BAME, Women, LGBTQ+, Disability and expertise in IP/ QEHIA framework Mapping our catchment population Changing Places facilities 	<ul style="list-style-type: none"> Patient engagement and experience workstream focused on digital inclusion Formal launch of Disability network Clinical programmes, such as continuity of carer in maternity for reducing health inequalities and maternal mortality Improving Race Equality Plan Public health programme; reducing health inequalities 	<ul style="list-style-type: none"> Better outcomes split by protected characteristics Improving access to care More structured programmes for staff networks How we structure access to care
Goal 11: Sustainable Cities and Communities	<ul style="list-style-type: none"> Waste management, incl Sterilwave plant NHS Forest plans Staff cycling scheme ; work with boroughs on transport strategy 	<ul style="list-style-type: none"> Capital programme; focused on building infrastructure e.g. water supply, sewage, energy consumption Biodiversity considerations with new builds, conversation 	<ul style="list-style-type: none"> Air pollution Upgrades to on site accommodation Partnerships with local council Anchor institution principles Transport strategy
Goal 12: Responsible Consumption and Production	<ul style="list-style-type: none"> NHS Supply Chain Switch to energy efficient light bulbs 	<ul style="list-style-type: none"> Waste reduction programme Procurement practices that are sustainable 	<ul style="list-style-type: none"> Reducing food waste Culture of sustainability Review of travel miles and carbon footprint of products, people and services Logistics and the way we move resources around the system
Goal 13: Climate Action	Reducing carbon footprint examples Reduced greenhouse gas emissions by 41% against target.	<ul style="list-style-type: none"> Digital services programme, reducing patient journeys through virtual outpatient programme and remote monitoring Work to achieve 80% reduction in greenhouse gas target by 2050 	Integrate climate change measures into strategies and planning Improve education and awareness on climate change
Goal 14: Life Below Water	Reducing single use plastics in canteen		Reducing single use plastics
Goal 15: Life on Land	<ul style="list-style-type: none"> Implementation of electronic patient record, paper light organisation 	Delivering transformational change for people EPR programme	<ul style="list-style-type: none"> Managing Covid19 waste Biodiversity on site Procuring and working with sustainable partners
Goal 16: Peace, Justice and Strong Institutions	Safeguarding, protecting human rights Theft and bribery, annual account Medical ethics via CRGs	Safety at work Inclusive decision making Ethics of being an anchor institution	Policies for sustainable development Due diligence when working with partners private/ public
Goal 17: Partnerships	NWL ICS	Commercial and partnerships programme	NHS data monitoring and accountability Use of big data

