East and North Hertfordshire NHS Trust

Sustainable Development Management Plan 2015-2016
INTRODUCTION

Sustainability is a part of every action and interaction undertaken within the NHS. Whereas previously focus has been on the reduction of carbon and utilities, the remit of sustainability is becoming increasingly focussed on how we not only utilise the buildings and services that are required to perform the daily activity of a hospital, but also about how the Trust interacts with the local community and how health improvements can be made with the local population.

The East & North Herts NHS Trust recognises and champions the importance of sustainable development and has recently developed a new Sustainability Strategy for 2015 to 2020, which was approved by the Board in June 2015. The strategy was reviewed as part of the 2015 work plan, alongside the new NHS strategy for sustainability, the Sustainable Development Strategy for the Health and Social Care System 2014 – 2020, which was launched in January 2014.

With its Gross Internal Area (GIA) 130,035 square metre estate (Trust as whole) and treatment of close to 950,000 patients in 2014/15, the Trust has a significant environmental impact. The Trust is committed to continuously minimising this impact by:

- Ensuring compliance with all relevant legislation
- Reflecting climate change on the organisations’ risk register, including financial risk and also in Board Assurance Frameworks
- Developing and implementing reduction plans to address the major components of NHS carbon emissions including direct energy consumption, procurement, transport (including business, commuting and patient travel), food and waste
- Working in partnership with identified stakeholders under local strategic partnerships to ensure that collaboration aids the integration of this agenda both within the organisation and also in a wider setting
- Pursuing an active communications initiative to engage all staff, visitors, patients and Trust members who visit the Trust’s facilities
- Review progress using the Good Corporate Citizenship assessment model and key actions of the NHS Carbon Reduction Strategy.

The Trust's SDMP sets out the key workstreams and plans in place to meet the required reduction in carbon emissions and to make progress in delivering a more sustainable provision of healthcare services.

SDMP PURPOSE

This Sustainable Development Management Plan (SDMP) has been devised in line with the agreed strategy. The plan seeks to ensure the Trust provides high quality healthcare today and into the future in a way that minimises negative effects on the environment.

Implementing the objectives within this plan will not only further reduce our carbon footprint, but will also facilitate working together with stakeholders to initiate health improvement initiatives and reductions in inequalities. It will also move us closer to achieving the overall 2020 carbon reduction target.

Our commitment is to ensure that we encourage and enable our staff to provide healthcare services in the most sustainable way possible and involve patients, visitors and the wider public in helping us to meet the challenge.
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**Appendix 1**  Terms of Reference of the Sustainable Development Committee

**Appendix 1a** Aims & Objectives of the Sustainable Development Committee

**Appendix 1b** Membership of the Sustainable Development Committee

**Appendix 2** Related Trust Policies

**Appendix 3** Strategy
1. NATIONAL CONTEXT

As the largest single organisation in the UK, the NHS is responsible for major consumption of resources emitting around 18 million tonnes of CO\textsubscript{2} every year.

The Trust’s total Carbon Footprint was \textbf{82,922} tonnes of CO\textsubscript{2} for the baseline year of 2007/2008 however this decreased to \textbf{68,491} tonnes of CO\textsubscript{2} in 2014/2015. This is a 17.4% decrease from the baseline year. NHS England’s footprint projected an annual decrease of 1.25% to achieve the 10% reduction required by 2015 (to the baseline year 2007 level). Thus East & North Hertfordshire NHS Trust’s achievement of 17.4% reduction to the baseline year 2007/2008 is much better than the general target set for the national performance of the NHS bodies, in fact the trust met this target early in 2010/11.

The NHS is directly responsible for the health of the nation and, as such, it can provide a clear example for others to follow by working in partnership within the communities it serves and by providing clear leadership. This principle led to the development of the NHS Carbon Strategy: Saving Carbon, Improving Lives, launched in January 2009 then more recently the launch of the Sustainable Development Strategy for the Health and Social Care System 2014 – 2020, both written and published by the Sustainable Development Unit (SDU).

The NHS Carbon Strategy sets out key commitments and timeframes around carbon reduction for NHS organisations. Meeting the Climate Change Act requirement of a 25% reduction of carbon emissions by 2020 and 80% by 2050 will be a huge challenge. One impact of this legislation for the NHS has been the requirement to join an emissions trading scheme, the Carbon Reduction Commitment. The Trust signed up to this in the summer of 2010, ahead of the 30\textsuperscript{th} September 2010 deadline.

The NHS set a carbon reduction target of 10% from energy use by 2015, compared to 2007 levels, for every Trust, with an overall reduction of 34% by 2020. Water reduction targets set for the Trust are 25% in consumption on base year 2005 by 2020.

The principles of sustainable development take the following into account:

1.1 The impact of built environment

Ensuring the focus of planning and designing decisions supports physically active living, reduces reliance on cars, reduces food miles and increases energy efficiency.

1.2 Environmental and health inequalities

The right to live and work in a health promoting environment.
2. OUR RESPONSE: THE PLAN

The Plan, which was initially developed in 2010, is updated annually to reflect progress and objectives for the year ahead and is divided into nine workstreams, each with a project lead. The workstreams encompass all key areas to meet the sustainable agenda requirements and carbon reduction targets. The workstream plans are reviewed and updated 6-monthly and monitored internally on a bi-monthly basis through the Sustainable Development Committee, chaired by the Associate Director – Transformation Programme Office.

We have also used the Good Corporate Citizenship model to inform our plans. The Our Changing Hospitals programme provides the means to realise the majority of our carbon emission reduction targets.

The Trust remains confident that we can continue to achieve further carbon reductions, as targets set for 2015 were exceeded through the installation of the CHP Plant and waste heat boiler which were successfully installed in October 2012, along with the positive impacts of the OCH programme. The business case for this scheme estimated that the Trust would reduce its carbon emissions by 19%.

The table below demonstrates the Trust’s total carbon footprint. The Trust has achieved an actual overall reduction of 17.4% from the baseline in 2007 in 2014/15.

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<td>71,978</td>
<td>70,187</td>
<td>68,675</td>
<td>68,251</td>
<td>(68,537 revised figure)</td>
<td>68,491</td>
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CORPORATE

LEAD: Wendy Walker - Assistant Director, Transformation Programme Office
Kirsty Mainds - Assistant Project Manager, Transformation Programme Office

The Trust recognises the need for sustainable development and the focus for long-term improvements including:

- Reduced environmental impact
- Better health and reduced inequalities
- Improved service provision
- Good community role model and supporter of the local economy
- Excellent value for money

These features are integral to the delivery of our strategic corporate objectives and values (PIVOT).

As a major employer, purchaser of goods and commissioner of services our role is to promote sustainability and actively contribute to the Government’s sustainable development agenda.

We also recognise the need to develop sustainable priorities around what is viewed as important to not just meet national requirements, but also what our public, patients and staff expect us to do as an organisation to utilise our scarce resources more efficiently and reduce our carbon footprint.

Trust Objectives:

- A Healthier Environment
- Community and services are ready and resilient for changing times and climates
- Every opportunity contributes to healthy lives, healthy communities and healthy environments

2014/15 Overview of Achievements

- Measured, monitored, discussed, challenged and reviewed all activity relating Sustainability within the Trust over the year
- Developed Sustainability Strategy for 2015 – 2020 with input from Sustainability leads within the Trust, along with public members at two separate workshops
- Continued monitoring and updating of the Good Corporate Citizen assessment tool, with input from all Sustainability leads within the organisation.
- Completed submission for NHS Sustainability Awards for three categories – Public Health, Community Engagement and Overall Winner
Key Objectives for 2015/16

- Continue to measure, monitor, discuss, challenge and review all activity relating Sustainability within the Trust over the forthcoming year

- Develop relationships and increase awareness of sustainability within the Trust, through promotion via screensavers, information in Trust bulletins, and through direct contact with champions requesting assistance with projects

- Foster and develop relationships external to the Trust with other organisations and learn from good practice where transferable

- Support leads with ambitions to develop sustainable practice, whether directly related to carbon emissions and reduction, or assisting with public health messages and engagement of the wider community where opportunities arise
ENERGY & CARBON MANAGEMENT

LEAD: Bob Jones - Properties Manager

The Trust recognises the impact its energy consumption has on the environment through associated emissions of carbon and understands that significant savings can be made both environmentally and economically in addressing the energy demands on the estate.

Trust Objectives:

- A 34% reduction by 2020 on base year 2000/01 equates to a reduction of 3,248 Tonnes – the Trust is on course to achieve this reduction following the closure of the QEII Hospital in October 2014 and a number of other initiatives designed to reduce the carbon utilisation for the Trust.

2014/15 Overview of Achievements

- Produced CRC Annual Report for 2013/14
- Assisted in purchasing allowances to cover CRC tax for 2014/15
- Raised order for CRC tax for year 2013/14
- Produced DEC certification for all Trust sites
- Continued monitoring of CO₂ savings from the CHP plant following commissioning in conjunction with Veolia
- Continued pursuit for capital funding to install sub metering in high utilities user departments & monitor energy usage and will continue to do so through forthcoming year
- Ensured monitoring of all new building energy (OCH Programme) usage was compatible with BIMS and captured information. A warranty is in place with external contractors to ensure systems interface correctly and any issues are dealt with within agreed timeframes
- Re-registered in EUETS Scheme – reports on carbon / greenhouse gas and emissions for Phase 3 of the scheme during 2014 were submitted
- Verification of consumption of gas and oil used in boilers, CHP and generators took place and will again in 2015/16
- Payment made for Phase 3 CO₂ emissions in April 2015
**Key Objectives for 2015/16**

- Submit annual reports on carbon usage for both CRC and EUETS and update monitoring plan
- Ensure Trust pays CRC tax for 2014/15 in September 2015, thus avoiding penalties for late payments
- Assist in purchasing allowances to cover CRC tax for 2014/15
- Continue monitoring of CO₂ savings from the CHP plant in conjunction with Veolia
- Investigate new options for self-financing energy reduction schemes, including review of pay back periods. Commissioned report was completed by Veolia, including a range of energy saving schemes, which are currently under review. Implementation of the schemes offering minimum investment and maximum savings will be confirmed and implemented in year
- Produce DEC certification for all Trust sites
- Continue to pursue for capital funding to install sub metering in high utilities user departments & monitor energy usage
- Arrange for verification of consumption of gas and oil used in boilers, CHP and generators (part of EUETS Scheme)
- Make payment for Phase 3 CO₂ emissions (part of EUETS Scheme)
PROCUREMENT

LEAD(S):
Finance Lead: John Sloan – Deputy Director of Finance
Procurement Leads: Jim Forsyth – Head of Procurement, Hertfordshire NHS Procurement
Iain Hills – Category Lead, Non Clinical Food Lead: Graham Walker – Head of Catering Pharmacy Lead: Andrew Hood – Pharmacy Manager – Procurement IM&T Lead: Ollie Morley – Head of IT (Interim)

Procurement is the biggest contributor to carbon emissions within the NHS and accounts for 650% of the Trust’s own carbon emissions. The Trust is committed to reducing carbon associated with our own commissioning, sourcing and buying processes. The constitution of this workstream reflects the departments that generate the highest procurement expenditure within the Trust.

Trust Objective:

- Ensure that goods and services are procured more sustainably

HERTFORDSHIRE NHS PROCUREMENT
2014/15 Overview of Achievements

- NHS Hertfordshire Procurement staff are trained and consulted on ethical issues associated with the Trust, which now also forms part of the induction process
- Pursuit of product switching in the NHS Supply Chain continued in order to reduce costs and carbon footprint. CO₂ savings are achieved from less vehicle emissions and reducing the need for extra supplier deliveries
- Sustainability included as part of individual appraisal process for all Hertfordshire NHS Procurement staff
- Procurement Sustainability training made available to relevant staff
- Hertfordshire NHS Procurement Sustainable Procurement Pack issued to all Trust suppliers for acceptance
- Recorded the return or recycling of unused or expired products to identify over ordering
- Encouraged local Small and Medium Enterprises (SME’s) via Chamber of Commerce to register on Hertfordshire NHS Procurement’s electronic tendering portal Due North in order to become potential suppliers, and published new contract opportunities over £25K on Contract Finder
- Identified demand management opportunities with Trust colleagues and suppliers
- Increased focus on environmental management within the supply chain, including waste and recycling opportunities
Key Objectives for Hertfordshire NHS Procurement for 2015/16

- Make available Procurement Sustainability training to relevant staff
- Continue to record the return or recycling of unused or expired products to identify over ordering
- Pursue further product switching in NHS Supply Chain in order to reduce costs and carbon footprint
- Ensure our policies continue to be aligned with national sustainability requirements and ensure that sustainability forms part of tender and procurement evaluations where appropriate
- Work with our partners in the Trust to reduce food miles for all produce used in meal preparation
- Implement different ways of managing procurement locally that improve stock management, reduce waste and release more time to care
- Procurement staff will continue to be encouraged to support sustainability on an individual basis
- Investigate and review the potential for waste reduction in all areas of use of consumables, offering advice and assistance where required
PHARMACY

2014/15 Overview of Achievements

- Continued with inhaler recycling scheme
- Introduced sustainable procurement training within Pharmacy Department for all new starters
- Process for daily temperature recording for drug fridges implemented to ensure storage of drugs at correct temperature in order to reduce drug wastage at ward level
- Identified storage fridges fit for purpose and if not highlighted to Sustainable Development Committee with a view to increased awareness in costs and potential purchasing of new equipment

Key Actions for Pharmacy in 2015/16

- Engage with suppliers to discuss and review where reductions can be made in carbon footprint
- Work with regional procurers to ensure Sustainability forms part of all contracts and is considered in all purchasing decisions made
- Improve the efficiency of our medicines management process to reduce wastage both within the pharmacy and also wards and departments
- Increase the recycling of medicines within the hospitals environment to reduce wastage
- Aim to increase the recycling of medicines to 10% in year 2015 - 16

FOOD

2014/15 Overview of Achievements

- Re-assessment of delivery schedules of current suppliers. Sought to consolidate and rationalise drops and deliveries to reduce frequencies where practicable
- Continued introduction of products that are from sustainable supply routes such as Fair Trade, Red Tractor, MSC source fish etc. where appropriate – currently 28% of food is sustainably sourced
- Continued work in sourcing local suppliers wherever possible whilst considering costs and volume
- Review of menus for staff and visitors to introduce further healthy food and beverage items to allow informed choices to be made
- Continued the work in reducing waste and seek to increase recycling with potential to reduce land fill costs
- Promotion of customer involvement in recycling schemes to reduce costs
Key Objectives in Food Procurement for 2015/16

- Continue to raise awareness of all aspects of sustainability within our team of staff, including at briefing sessions and updates

- Introduce objectives and training relating to sustainability as part of individual appraisal process

- Review impacts of key suppliers on sustainable development objectives

- Ensure all tender / contract opportunities are appropriately advertised and reach as wide an audience as possible, including smaller and local suppliers

- Engage with catering staff to raise awareness of the impact of procurement decisions on energy, water and waste

- Review menus for staff and visitors to introduce further healthy food and beverage items to allow informed choices to be made

- Continue the work in reducing waste and seek to increase recycling and explore the potential to further reduce land fill costs

- Promote customer involvement in recycling schemes to reduce costs

- Continue to increase number of products ethically purchased and highlight achievements through use of the ‘Leek-O-Meter’ – goal of £500k set as target for 2015/16
**Information Management and Technology (IM&T)**

**2014/15 Overview of Achievements**

- New and improved contact directory on the Knowledge Centre, saving time and paper
- Numerous improved departmental home pages on the Knowledge Centre, again allowing team members to locate information in a timely manner
- Creation of access links for staff on the Knowledge Centre to review ESR information, photo ID system and statutory training information
- Relocation of servers from ‘physical’ to ‘virtual’ thereby reducing emissions
- Reorganising internal policies to streamline deliveries thereby reducing emissions
- Ongoing requesting of all hardware delivery (where possible) to be conveyed “unpackaged” reducing paper and resource
- Ensured monitoring of all new building energy (OCH Programme) usage was compatible with BIMS and captured information. A warranty is in place with external contractors to ensure systems interface correctly and any issues are dealt with within agreed timeframes
- Windows 7 partial roll out to allow better power management of Trust PCs

**Key Objectives for 2015/16**

- To support the IM&T paperless programme a number request forms will become electronic by the end of 2016 such as account directory requests, ID requests, project requests plus other documents where appropriate
- Improve the functionality of the front page of the Knowledge Centre to progress, enlighten and educate staff
- Merge the IT helpdesks by introducing a voice options pathway and phase 1 of a one-stop shop for helpdesk enquiries
- New 5 year IM&T strategy which will have sustainable development targets
- Working towards electronic patient records by taking first steps towards becoming paper light by 2018 and paperless by 2020
- Continuing the roll out of the e-Obs project, thereby reducing the use of paper, and instigating an IT induction programme, reducing carbon footprint along with resource time and energy
- Encourage all team members to support the sustainability agenda and reuse, recycle and support clean energy sources both at work and at home where appropriate
- Planned completion of the Windows 7 project following on from the partial roll out year previous
**TRAVEL**

**LEAD:** Nikki Lane – Facilities Office Manager

Significant carbon emissions are generated from transport within the NHS and the Trust is committed to playing its part in driving down carbon emissions associated with transport.

The Trust developed a Green Travel Plan to support the development of the usage of the Multi-storey Car Park (MSCP) and the wider “Our Changing Hospitals” programme. The plan provides the means to support the reduction in carbon emissions. The MSCP provides dedicated shower and changing facilities for cycling to work. The Green Travel Plan has been approved by Hertfordshire County Council and is in place.

**Trust Objectives:**

- Reduce carbon emissions from staff travel by 10% by 2015 compared to 2007 levels – baseline for 2007 levels was 1,785,967 miles. Information available for year 2014/15 showed a usage of 1,160,825, an improvement of 35%, therefore the trust has exceeded the target by more than three times the objective set.

**2014/15 Overview of Achievements**

- Completed staff permit review incorporating new criteria for allocation of permits
- Increased promotion of car sharing scheme (liftshare) at the Lister site
- Worked with County Council Passenger Transport Unit to develop new publicity material to promote bus travel to our hospital sites – this was achieved via ‘Green Points’ providing information on public transport options
- Staff discount agreed for daily, monthly and season tickets for local bus companies agreed
- Refreshed Green Travel intranet pages for current year
- Continued monitoring of staff business travel mileage
- Personal Travel Planning tool for all staff in place with plans to implement in forthcoming year to staff not eligible for permits and all new staff

**Key Objectives in 2015/16**

- Continue to work with County Council Passenger Transport Unit to develop new publicity material to promote bus travel to our hospital sites
- Continue to work with Hertfordshire County Council Passenger Transport Unit to get real time bus information screens installed within the hospital main entrance
• Ongoing implementation of new eligibility criteria for staff parking permits to increase the number of staff cycling, walking and using public transport

• Review introduction of season ticket loans for public transport via salary sacrifice

• Refresh Green Travel intranet pages for current year

• Continued monitoring of staff business travel mileage

• Further improve availability of walking and cycle route maps

• Implement Personal Travel Plan tool for all new staff and staff being relocated to explore travel alternatives to the car

• Promote alternative forms of travel and support initiatives to assist such as BikeBUDI, WalkBUDI etc.

• Investigate ways to reduce remaining inter-site travel now consolidation is completed

• Review use of electric zero emission vehicles for Estates fleet and consider implementation for other trust vehicles

• Distribution of new staff travel leaflet including sustainable options to all staff and within new starter packs

• Investigate option of electric bike pool for staff travel between sites
WATER

LEAD: Bob Jones – Properties Manager

Water is a precious resource and a significant amount of energy and resources are used / consumed to produce potable water, which contributes to our carbon footprint.

Trust Objective:

- Reduce water consumption by 25% by 2020 relative to 2004/05 levels (237,694m³). Water consumption for year 2014/15 registered as 207,927m³, equating to a 12.5% reduction for this period. Following the closure of the QEII Hospital footprint at the in June 2015 it is anticipated this will have a 44% benefit reflected against the Trust's 2004/5 water consumption.

2014/15 Overview of Achievements

- Information from the Saving Energy and the Environment brochures circulated to staff through various communication routes (Trust Bulletin, Screensavers etc)
- Continued monitoring of water usage, reflecting year on year
- Continued request of capital for sub-metering projects, allowing departments greater control over water usage and costs
- Estates policies require that catering, laundry and facilities contracts specify low water use. Policies require this to be done as a standard procurement exercise. All contracts tendered via NHS Hertfordshire Procurement included sustainability within the criteria

Key Objectives for 2015/16

- Continue to monitor water usage trends
- Continue to request capital for sub-metering projects, allowing departments greater control over water usage and costs
- Investigate any deviation from expected usage of utilities when raised via alarms through sub metering when implemented
- Contracts for negotiation during forthcoming year to be reviewed against Estates Procurement Policy (under development)
- Minimise and fix leaks as soon as identified and logged
WASTE MANAGEMENT

LEAD: Debbie Cockcroft – Facilities Services Manager

The Trust recognises that by adopting sound waste management practices, opportunities for environmental and economic savings can be made.

Trust Objectives:

- Ensure compliance with waste legislation
- Reduce the amount of waste produced relative to 2004/05 levels (1981 tonnes) by 25% by 2020 (1486 tonnes).
- Increase recycling figures to 50% of domestic waste arising by 2015 then to 75% by 2020. The Trust achieved a recycling rate of 40.53% in the last year 2014/15 and measures are to be put in place to ensure 2015/16 targets are achieved

2014/15 Overview of Achievements

- Awareness campaign around waste for staff, in order to assist wards and departments in implementing waste minimisation
- New waste information was made available to staff on the intranet
- Trials for food recycling took place within the catering department
- Review of different method of handling cardboard for recycling completed – will be implemented subject to equipment delivery from old QEII site
- Decommissioning of ward and departmental stock and furniture took place until the finalisation of all OCH projects. This activity ensured minimal wastage of stock and furniture throughout the Trust

Key Objectives for 2015/16

- Waste awareness literature for staff to continue to be updated with plans to publicise information around waste awareness at staff information events
- Finalise decommissioning process for ward and department closures at QEII to ensure wastage of stock and furniture does not occur
- Look at potential to introduce reusable sharps bins as a means of waste disposal
- Review staff training around waste management.awareness and roll out programme for the year
- Work with G4S to improve and maximise waste segregation to improve recycling rates, thereby reducing costs
- Visit other Trusts utilising a ‘zero waste to landfill’ initiative and investigate potential for implementation
DESIGN AND BUILDING USE

LEAD: Dean Goodrum – Director of Estates and Facilities

The planning, design and construction of new buildings and the refurbishment of the existing estate portfolio presents an opportunity to contribute to a more sustainable future and will ensure that all new builds and refurbishments comply with Building Research Establishment Environmental Assessment Method (BREEAM) healthcare requirements.

Trust Objectives

- Reduce carbon emissions from the Trust estate by 10% by 2015 - this equates to a reduction of 1,623.6 Tonnes. This objective has already been achieved with the completion of the CHP project with a current reduction by 15%.
- Further reduction by 30% by 2020, relative to 2007 levels equates to a reduction of 3,248 Tonnes – the Trust is on course to achieve this reduction through the review of viable initiatives following consolidation
- Ensure that we achieve a BREEAM rating of at least ‘Very Good’ on all new highly-serviced acute build projects and existing estate refurbishments. This has been achieved for both new Maternity Unit and Cardiac Catheter Lab.

2014/15 Overview of Achievements

- Twelve-month energy and carbon audit undertaken of the CHP installation to ensure guaranteed energy and carbon savings
- Completed service isolations and enabling works associated with the new Local General Hospital (LGH), a major construction project at QEII
- Continuation and completion of the OCH building works and enabling works for the Emergency Department, New Ward Block and Theatres & Endoscopy, ensuring any design changes conform to BREEAM requirements during construction phase

Key Objectives for 2015/16

- Twelve month energy and carbon audit of the CHP installation to ensure guaranteed energy and carbon savings to take place also in forthcoming year
- Assist with completion and input for the building and enabling works for the New QEII
- Lead on disposal of the old QEII site and the related decommissioning works required
- Estates Procurement Strategy finalisation and approval. Plan to implement to all Estates team during the course of 2015/16
- Continue to investigate potential for sub-metering and review funding options
• Review and update of site-wide Estates Strategy, encompassing the Energy Strategy for all sites for both current estate and as part of future site developments
ORGANISATIONAL AND WORKFORCE DEVELOPMENT

Leads: Kerry Eldridge, Deputy Director of Workforce & Organisational Development
       Wendy Parry, Head of Organisational Development

The Trust is committed to supporting its staff by:

- Promoting increased sustainability awareness through behavioural change programmes, encouraging low carbon travel and ensuring that ‘sustainability’ is included in every job description
- Increasing awareness of the equality and diversity agenda
- Improving staff health and wellbeing through actions that will enable staff to achieve physical, mental and social contentment. This in turn will support organisational sustainability as there are proven links between staff health & wellbeing and improved patient satisfaction and patient outcomes, higher staff retention and engagement and lower sickness absence.

Following the completion of the Our Changing Hospitals programme in 2014-15, the Workforce & Organisational Development team is now in a position to refocus on sustainability and make it a priority.

2014/2015 Overview of Achievements

Resourcing

The resourcing team have met the 2014/2015 objective of improving how we recruit from our local community through:

- Redesigning the cohort recruitment days
- Building links with Job Centre Plus to improve local recruitment
- Holding recruitment open days
- Increasing the use of local media to advertise, including press and radio

They also introduced the use of electronic personal files to reduce paper use.

Occupational Health

The Occupational Health team have met the 2014/2015 objectives:

- The Trust signed up to all 9 of the Public Health Responsibility Deal Health at Work pledges during 2014/2015, with the action plans revised and updated in April 2015 for 2015/2016
- The flu vaccine rate increased by a further 7.5% from 52% in 2013/14 to 59.6% in 2014/15
- The Health & Wellbeing strategy has now been embedded within the culture of the organisation
- The Health & Wellbeing steering group has been refreshed
• 16 Health & Wellbeing champions have been trained
• A Health & Wellbeing page set up on Knowledge Centre
• The Occupational Health team have all been trained as Mental Health First Aiders

General

The Trust’s People Strategy 2014-2019 was launched in November 2014 with 4 key themes of:
• Culture and staff engagement
• People performance
• Developing our people
• Making a difference to our communities

Organisational Development

The Staff Friends & Family Test was introduced. Key themes were highlighted from each quarter’s results.

Equality & Diversity

The Trust continued working towards achieving the Equality Delivery System (EDS2) and also built professional relationships with a number of key organisations including the Equality and Human Rights Commission, the Gender Identity Research & Education Society and the RCN.

Key Objectives for 2015/2016

Resourcing

• To increase local recruitment in line with the People Strategy targets
• To increase the use of electronic personal files, further reducing paper use

Occupational Health

• The Occupational Health team will be re-launched in June 2015 as the Health@Work service, emphasising the message of healthy workplaces
• The current action plans for the PHRD Health at Work pledges will be delivered over the year
• The Absence Assist programme will be piloted in June 2015. This is a sickness reporting and triage service that will support both managers and staff in effectively managing sickness absence
• The flu vaccination target has been increased to 70% of front line staff. Work will also continue to develop a robust immunisation plan for all front line clinical staff, protecting them against workplace disease wherever possible
A rapid access referral programme will be introduced, enabling Trust staff who are off long-term sick, or managing a chronic health condition that impacts on work, to access clinic services promptly.

The use of digital technology within the Health@Work service will be developed to comply with NHS England outlines for digitised healthcare, reducing the burden of paper on the NHS.

**Organisational Development**

- A 2-3 year programme of work will commence in year to build on the ARC programme and to increase levels of staff engagement across the Trust.

- The new Leadership & Talent Management Strategy 2015-20 has also been launched which aims to improve management capability and also to identify and support talent within the Trust, ensuring better succession planning and reduced turnover.

- The ARC programme, which engages with managers and leaders, will be refreshed and continue.

- Action plans are being developed with each clinical division to address areas highlighted in the national staff survey results and to involve staff in ways that their working lives can be improved.

**Equality & Diversity**

- To continue developing awareness across the organisation through regular awareness sessions around different cultures and holding a number of celebrations, for example Equality Week.

**General All Workforce**

- Increased awareness of sustainability issues within teams and working with other teams in Wiltron House – recycling etc.

- Involved in the development of the community hub.
PARTNERSHIPS AND INVOLVEMENT

LEAD: David Brewer – Head of Engagement

Effectively managing our stakeholder relationships will be increasingly important for the Trust as we develop our Involvement Programme and mature our local governance arrangements. We aim to use these relationships to develop a robust accountability framework to enable local communities and partners to play an active role in the governance and development of the Trust in line with our aspiration to become amongst the best. Becoming more sustainable will be one practical way we can deliver public benefits as a healthcare provider.

We know sustainable development is very important to citizens and communities. Therefore our evolving Engagement Strategy Action Plan will be underpinned by the principles of sustainable development. We will strive to ensure that everything we do with our patients, staff, partners and communities encompasses good practice and sustainable development.

SDMP Objectives:

- Actively communicate sustainability issues through our partnership working and engagement activity to raise awareness and drive behavioural change
- Effectively engage stakeholders, partners, shadow governors and our public members in supporting achievement of challenging sustainability goals

2014/15 Overview of Achievements

- We have continued to reduce hard copy communications in 2014/15 by continually reminding members of the sustainability and efficiency benefits of using email. We have developed a communications strategy based on increased take up of more sustainable channels such as email and social media and continue to promote these methods of sharing information
- Introduction of smarter office protocols for recycling and switching off lights when office is not in use as well as printers and monitor screens overnight
- Through our strategic partnership working we continue to work to confirm the value around the sustainability agenda - if it's important for us, it has to become important for suppliers, contractors and staff etc
- Through our partnership working and the delivery of our engagement strategy we actively engaged our members and partners in our commitment to being a sustainable NHS Trust. For example, we ran a focus group for members to input into the national consultation on the NHS Sustainable Development Strategy. In addition we ran focus groups for members and specifically young members to contribute to the development of the Trust’s Sustainable Development Strategy
The Trust was recognised at the 2015 NHS Sustainability Awards by winning all three categories entered. We were expert judged to be winners of the Community and Public Health categories. We were also Twitter-voted winner of the best Overall Project category for our youth engagement campaign #theFutureisMembership which promotes sustainability and inclusion and so adds social value.

**Key Objectives for 2015/16**

- We will continue to involve our young members in the development of the Sustainability Champions concept.
- Through our strategic partnership working we will continue to identify value around the sustainability agenda - if it's important for us, it has to become important for suppliers, contractors and staff etc.
- For our AGM in July 2015 we will provide sustainable transport options and broker a car share scheme for our public members, staff and partners.
- We will promote the Trust’s good practice work on sustainability through nominations for national awards and sharing our work through case studies, and promoting ourselves as an exemplar site for sustainable and inclusive engagement that adds social value.
3. GOVERNANCE

LEAD: Jude Archer – Company Secretary
Kirsty Mainds – Assistant Project Manager

The Trust understands that embracing the concept of sustainable development is fundamental to realising the benefits from improved environmental performance, implementing better social initiatives and realising the economic rewards necessary to drive the strategy forward.

SDMP Objective:

- Ensure that sustainable development is consistently managed in line with policy requirements and commitments

2014/15 Overview of Achievements

- The Sustainable Development Committee has continued to meet regularly and reported through to the Finance and Performance Committee (FPC), a formal sub committee of the Board. This has informed the Trust’s Annual Governance Statement 2014/15
- The Good Corporate Citizen assessment has been reviewed in year with the identified leads. The assessment questions fall in to three categories:
  - Getting started
  - Getting there
  - Excellent

The Trust registered for the Good Corporate Citizen scheme in 2010 and this valuable tool is used to identify how the organisation contributes to sustainable development and ensuring that day to day activities support, rather than hinder, progress with sustainable development. We have developed an action plan for each element of the assessment model, which complements the annual Sustainable Development Management Plan and is regularly monitored and reported through the Sustainable Development Committee.

The Good Corporate Citizen Self Assessment model was updated by the Sustainable Development Unit in Autumn 2012. The targets set within each category were mostly achieved in 2014/15, with new targets set for the forthcoming year. The targets for 2015/16 remain as ‘Getting There’ with a view to improving the score from the most recent 62% in March 2015 to a target score of 75% by March 2016.

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<td>Models of Care</td>
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Actions have been agreed to ensure formal monitoring against each of the workstreams and categories for 2015/16 and this will be reported through the Sustainable Development Committee.

**Key Objectives for 2015/16**

- For each workstream to deliver against the agreed targets set under the Good Corporate Citizen assessment model

- To ensure a clear framework for monitoring progress against timetable for delivery of actions and progress with the Good Corporate Citizen model and reporting to the Sustainable Development Committee and FPC as per the annual cycle

- Ensure the delivery of the updated Sustainability Strategy 2015 – 2020 is supported where required
4. **ORGANISATION ROLES & RESPONSIBILITIES**

The Director of Strategic Development is the Board-level executive responsible for sustainable development.

The Assistant Director, Transformation Programme Office is responsible for co-ordinating sustainable development across the Trust.

Successful implementation of the plan requires Trust-wide support. The Sustainable Development Committee, established in February 2010, oversees the operational side of implementing this agenda (see appendices 1 and 1a).

The Assistant Director, Transformation Programme Office chairs the Sustainable Development Committee, reporting to the Board on projects designed to reduce carbon emissions and their progress against target.

Membership of the Sustainable Development Committee comprises leads for each project/work stream (see appendix 1b). Other non-project leads will be seconded to represent patients and staff. Membership will be further supplemented from time to time by experts in the various fields.

In delivering sustainable development it is vital to work closely with partners, especially other NHS organisations and local authorities, to develop a community-wide approach to sustainability and carbon reduction.

Project leads will need to become experts in their own field of sustainable development. To assist in this, attendance at training and awareness courses will be vital. Individuals will need to identify the training courses that best meet their professional needs; the Trust will make use of free training and courses being provided regionally and nationally and individuals will be permitted to take time away from work to attend.
5. MONITORING, MANAGEMENT, REPORTING & REVIEW OF PLAN

The Board-level Sustainable Development Management Plan provides a framework for the Trust to meet its commitment to conducting all aspects of its activities with due consideration to sustainability whilst providing high quality patient care. The plan will be reviewed annually and progress reported to the Finance and Performance Committee on a six-monthly basis. Sustainability progress will also be reported in the Trust’s Annual Report.

Measurement using the Good Corporate Citizenship Assessment Model will be carried out annually to determine progress against plan. The results of this will be reported to the Finance and Performance Committee.

Submission of emissions as part of the annual ERIC return will form a key component of the regular Estates reporting.

The use of other measures from time to time as made available by the Sustainable Development Unit, the Trust Development Authority and central Government.
APPENDIX 1

SUSTAINABLE DEVELOPMENT COMMITTEE
TERMS OF REFERENCE

The role of the Sustainable Development Committee is to:
Co-ordinate the implementation of the Sustainable Development Management Plan and report to the board on progress.

The Committee work to:

- Produce and deliver the plans necessary to meet the sustainability strategy objectives
- Hold to account the respective sustainability leads for delivery of the objectives
- Decide on overarching the sustainable development mission statement which will be ratified by the Trust Board and used as a guiding principle for the organisation. This should be done in consultation with staff and any other interested bodies.
- Review what good practice already exists within the organisation and document this
- Identify a suite of new initiatives that build on and add to what already exists for Board level discussion
- Encourage use of the Green Travel Plan via department managers and monitor/ensure evidence of implementation of GTP throughout the Trust
- A commitment to identifying and promoting awareness of work towards achieving sustainability targets in the Trust, i.e. Implement cycle scheme where both the employer and employees gains a saving
- Gain a sound understanding of sustainability measures and what is involved by actively addressing training needs
- Sign up to the Good Corporate Citizenship Assessment Model and implement this across the Trust

Accountability and Reporting

The Committee will be mindful that individual sections of the organisation will have expertise in certain areas. However, it is essential that every initiative is considered by a full representation of the organisation and also in terms of how it interacts in the wider societal environment and infrastructure of the locality.

The Committee must ensure that progress is reported in the organisation’s annual report.

Operational Arrangements and Membership

The Committee will be made up of a cross section of representatives from the organisation who will be responsible for drafting and putting forward initiatives to the Board that are congruent with the Trust’s overarching Sustainable Development Management Plan.
Chair

The Assistant Director – Transformation Programme Office is responsible for chairing the committee.

Frequency of Meetings

Meetings will take place on a bi-monthly basis, with the presence of the Governance lead at least once a year. Sub-groups may be formed to work on individual projects, but any results must be reported back to the main committee. If the Chair is not present at a particular meeting, the lead Project Manager will be responsible for feeding back progress after each meeting.

Administration

The agenda for each meeting will include review of progress to date on each project. This may be fast tracked by circulating an updated work plan prior to the meeting, but the minutes must record that a review has been conducted and progress noted. Any barriers to progress must also be recorded.

Minutes will be circulated at least one week before each meeting with an agenda for the next meeting.

If members are unable to attend, they must nominate a deputy who is involved in the project, and therefore, competent to give an update on progress.
APPENDIX 1a

SUSTAINABLE DEVELOPMENT COMMITTEE
AIMS AND OBJECTIVES

1. Develop the content of the Sustainable Development Management Plan, encompassing all Trust activities which impact on the environment and sign up to the Good Corporate Citizenship Assessment Model, which may help shape this.

2. Ensure implementation of an active travel plan within a wider sustainable development plan.

3. Implement energy saving and carbon reduction targets in line with what is proposed in the NHS Carbon Reduction Strategy.

4. Develop potential for renewable energy production.

5. Establish opportunities for recycling and reuse of waste, monitoring the quantity and cost of all waste and striving to use this data to set targets to reduce absolute amounts over time.

6. Raise awareness among staff, patients and visitors by making key information about carbon-reduction in the Trust readily accessible/visible to all.

7. Promote staff engagement at all levels and promote the development of leadership competencies to deliver carbon reduction.

8. Report annually to raise awareness of individual impacts, achievements and targets, within the organisation and externally.

9. Develop implementation of biodiversity, water and chemical management strategies.

10. Integrate systems for efficient use of water into building developments at design stage.

11. Produce plans and ideas for increased green and bio-diverse space in the hospital grounds, both in new builds and existing buildings.

12. Encourage use of local suppliers in procurement whilst integrating sustainability procurement terms into all contracts with suppliers.

13. Work with suppliers on encouraging a culture of life cycle costing and environmental awareness in procurement options.

14. Identify and work effectively in partnership with all relevant stakeholders in this agenda.

15. Develop currencies for calculating environmental impact of all projects.
## APPENDIX 1b

### MEMBERSHIP OF THE SUSTAINABILITY DEVELOPMENT COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Project Lead for:</th>
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<tbody>
<tr>
<td>Stephen Posey</td>
<td>Sustainability Lead</td>
<td>Sustainable Development Management Plan (SDMP)</td>
</tr>
<tr>
<td>Wendy Walker</td>
<td>Chair</td>
<td>Co-ordinating SDMP</td>
</tr>
<tr>
<td>Bob Jones</td>
<td>Property Services Manager</td>
<td>Energy &amp; Water</td>
</tr>
<tr>
<td>Graham Walker</td>
<td>Head of Catering</td>
<td>Food Procurement</td>
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<tr>
<td>John Sloan</td>
<td>Deputy Director of Finance</td>
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<td>Jim Forsyth</td>
<td>Head of Procurement</td>
<td>Finance &amp; Procurement</td>
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<tr>
<td>Iain Hills</td>
<td>Category Lead</td>
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<tr>
<td>Andrew Hood</td>
<td>Pharmacy Manager</td>
<td>Pharmacy Procurement</td>
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<tr>
<td>Nikki Lane</td>
<td>Estates Office Manager</td>
<td>Transport</td>
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<tr>
<td>Debbie Cockcroft</td>
<td>Facilities Training Manager</td>
<td>Waste</td>
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<tr>
<td>Dean Goodrum</td>
<td>Head of Estates and Facilities</td>
<td>Design &amp; Building Use</td>
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<tr>
<td>Karen Mead</td>
<td>Organisational Development Officer</td>
<td>Organisational &amp; Workforce</td>
</tr>
<tr>
<td>David Brewer</td>
<td>Membership &amp; Engagement Manager</td>
<td>Partnerships &amp; Involvement</td>
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<tr>
<td>Jude Archer</td>
<td>Company Secretary</td>
<td>Governance</td>
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</table>
APPENDIX 2

RELATED TRUST POLICIES

Trust Travel Plan
Waste Management Policy
People Strategy 2014 – 2019
Health and Safety Strategy
Estates Health and Safety Policy and Procedure
COSHH