

Sustainable Development Management Plan (2018-2023)

Approved by the Board of Directors

28 June 2018

1. Introduction

- 1.1 Climate change is now viewed as one of the most serious threats to the continued health and wellbeing of millions of people worldwide. The worst aspects of climate change will inevitably impact greatest on those within society who are most vulnerable and least able to cope. It is therefore vital that action is taken at all levels to implement effective strategies not only to reduce carbon emissions, but also apply the broader principles of sustainable development.
- 1.2 Caring for our patients in a sustainable manner and being aware of the social impacts of our actions will help achieve the goals of caring for the environment, reducing long term expenditure and building a supportive base in the society in which we operate.
- 1.3 Nottinghamshire Healthcare NHS Foundation Trust (referred to as the Trust) is a major provider of mental health, intellectual disability and community healthcare services for the people of Nottinghamshire, with additional patients in neighbouring counties. We see about 190,000 people every year and our 9000 staff undertake a wide range of roles working to provide integrated and co-ordinated care and support to those using our services. We have an annual budget/income of over £400 million and with this we provide services across the county for people with mental health needs, mental and physical health services for people with intellectual disabilities and community physical healthcare. We also provide secure mental health services.
- 1.4 All provider organisations like us are required to have a Board Approved Sustainable Development Management Plan (SDMP) under the standard contract from Commissioners. SDMP's are considered a measure of a 'well led organisation' and form a key part of sustainable healthcare delivery, ensuring that services provided today are fit for purpose in the future. Sustainable Development in the context of an SDMP is based upon three core interrelated principles or areas and these are environmental, social and economic - also known as the 'triple bottom line'.
- 1.5 This SDMP outlines projects and activities which will evidence continual improvement in sustainability performance throughout the Trust, covering areas such as staff awareness and engagement, through to projects aimed specifically at reducing the carbon emissions associated with our service delivery and operating our estate.
- 1.6 The SDMP will detail how the Trust understands, commits to, and will meet its responsibilities in relation to the sustainability agenda. This SDMP is an update of our previous plan which was approved by the Board in 2015. This plan will be accompanied by an action plan (see appendix 2), the progress of which will be reported to the Board on a 6 monthly basis. The action plan is intended to be constantly changing to reflect the continual improvement that is made. An ever changing action plan will evidence that that Trust is environmentally responsible, contributes to reducing the impact of climate change and increases the protection of natural resources.

1.7 Drivers

The drivers for change can be summarised into five key categories; legislative requirements, mandatory requirements, international guidance, UK guidance and Health specific requirements. (Appendix 1, Page 7). These requirements underpin the delivery of long term environmental and financial sustainability.

2. Our Sustainability Vision

2.1 The Trust has adopted the following Sustainability Vision which is detailed in NHS England's Sustainable Development Strategy for the NHS, Public Health and Social Care system:

'To operate a sustainable health and care system which works within the available environmental and social resources, protecting and improving health now and for future generations'

2.2 We acknowledge that adopting sustainable practices is critical for us to deliver efficient and effective services, both now and in the future. To do this we will ensure that we create and embed sustainability throughout our operations, and ensure that our estate is efficient, sustainable and is as resilient as it can be.

2.3 The implementation and delivery of this plan will ensure that we:

- Reduce our environmental, social and economic impact;
- Increase resilience;
- Consider our local impact both positively and negatively;
- Create social value;
- Drive innovation and new technologies; and
- Lead by example

2.4 In order to demonstrate how the sustainability agenda links into every aspect of our service delivery, the objectives in the action plan have been mapped against the Trust's four Strategic Objectives which are detailed below:

- Provide the Best Possible Care and Support
- Demonstrate Best Value
- Through Innovation ensure we deliver sustainable services
- Make the Trust a Great Place to Work

3. Areas of Focus

3.1 The following ten areas of focus will form the basis of our SDMP action plan:

1. Corporate Approach
2. Asset Management and Utilities
3. Travel and Logistics
4. Climate Adaptation
5. Estates Strategy
6. Green Space and Biodiversity
7. Sustainable Clinical Models

8. Our People and Culture
9. Sustainable use of Resources
10. Carbon Emissions and Green House Gases

These are aligned with the elements of the Sustainable Development Assessment Tool (SDAT) which in the first instance will help monitor our own performance and demonstrate continual improvement but will also provide an approved process against which we can benchmark our performance against other providers.

3.2 Corporate Approach

This section outlines our approach to sustainable development. It will evidence how we will communicate and engage with staff, patients and services users and will confirm how progress will be reported to the Board. It will also detail how we will benchmark ourselves against other healthcare providers and will include the extension of our existing ISO14001 certified Environmental Management System (EMS).

3.3 Asset Management and Utilities

This section addresses the management of organisational assets. This includes large assets such as buildings and critical operational plant and equipment e.g. boilers and chiller plant, through to smaller assets such as laptops and mobile phones. It will also include mobile assets, such as vehicles. The aim of the objectives detailed within this section will be to:

- Reduce operational resource use and cost e.g. water and energy
- Replace existing assets with more energy efficiency alternatives
- Where possible include an energy evaluation at the business case stage

This section also considers behaviour change of our staff through targeted campaigns and modification to our current utility purchasing methodology to buy renewable sourced electricity only.

3.4 Travel and Logistics

This section evaluates the impact of staff travel and the logistics associated with Trust activities and service provision. The Health Outcomes Travel Tool (HOTT) will be used to evaluate and report our impact from these activities and as we improve our understanding in these areas, we can consider that of our supply chain too.

Much of this work will focus on moving away from fossil fuel based vehicles and increasing the number of electric or hybrid vehicles within our service fleet as well as our grey fleet through the lease car scheme. There will also be a drive to reduce non-patient related business travel.

Linking in with our Health and Wellbeing agenda active and sustainable travel activities and initiatives will be promoted including cycling and walking.

3.5 Adaptation

This section outlines the Trusts approach to climate change adaptation which will be linked directly to a Climate Change Adaptation Risk Assessment.

This will provide a means of assessing the risks on our register against the readiness of our estate and infrastructure to respond to a severe weather event e.g. a heatwave, cold weather or localised flooding.

3.6 Estates Strategy

This section addresses new build and refurbishment projects and the environment and sustainability considerations during planning, design and construction. It details our approach to the identification and implementation of resource and energy efficiency (including energy, water and waste), the use of natural materials and the redesign of space and services to support the delivery of sustainable models of care.

Outlined in this section will also be our plans to deliver space utilisation and consolidation to deliver best value.

3.7 Green space and Biodiversity

It is widely known and reported that green space and biodiversity play an important role in patient recovery and the overall patient experience, particularly within mental health. This section looks at the integration of green space into the clinical environment which will include allocating growing space along with education opportunities in this area, both of which can be used within mental health for therapeutic purposes.

This section will also encourage compliance with the Government Buying Standards for food and catering services, identifying other areas for improvement such as associated certifications and accreditations.

3.8 Sustainable Care Models

This section looks at the way clinical services are currently delivered and considers whether they make best use of our internal resources, finance and infrastructure whilst delivering the best care and outcome for our patients. Where it is identified that they do not, services can focus their efforts on creating modifications, or whole service redesign, to ensure they are fit for purpose now and also for the future.

Sustainable models of care cut across organisational boundaries and look at the co-benefits of transformative care delivery e.g. telemedicine, which can provide face-to-face consultation for follow up appointments with no need for the patient to travel. This can reduce time pressures on staff; reduce the need for patients to travel to an appointment (which may not be local to them), reducing congestion and local air pollution in the area.

A key element of our services is to ensure our patients are prepared for the transition back into the community. This section will also look for projects to help support this through the development of essential skills and competencies.

3.9 Our People

Our workforce is essential to ensuring that the Trust delivers sustainable healthcare and everyone has a part to play within this whether it is effecting large scale changes such as designing services differently or championing efficient and effective behaviours within teams.

This section sets out our approach to how we do business, what our expectations of staff are, and the responsibilities placed on them and our appointed contractors in relation to this. Key to this will be the measures we take to improve staff understanding of the Trusts sustainability agenda through recruitment, selection, induction and appraisal.

3.10 Sustainable use of Resources

This section looks at our approach to the use of resources such as water, waste, fuel and materials. Its purpose is to set out how we will reduce our impact by managing waste effectively in line with the waste hierarchy, reduce consumption of single use plastics and use locally sourced goods and services for example.

3.11 Carbon/Green House Gasses (GHG's)

This section addresses how we will measure and report the carbon impact of our activities and services. This will include but will not be limited to emissions from:

- Building energy use
- Building water use
- Waste generation and treatment
- Travel and transport activities
- Procurement
- Commissioning

The Trusts carbon footprint will be calculated on an annual basis and will be published in the Trusts Annual Report.

4. Reporting

4.1 The structure of this SDMP has been aligned to that of the NHS SDU (NHS Sustainable Development Unit) Sustainable Development Assessment Tool (SDAT). This has been done for ease of measurement, monitoring and reporting. The SDMP action plan will make a commitment to benchmark our

own performance year on year but also benchmark ourselves against other providers through completing the NHS SDU SDAT on an annual basis.

- 4.2 Progress against the objectives detailed in the Action Plan will be reported to the Board on a six monthly basis. Any objectives achieved will be replaced by a new objective. This approach will ensure that continual improvement is made in our environment and sustainability performance and will be reflective of the ever changing nature of our service provision.
- 4.3 The Trusts Annual Report will include a sustainability section that provides an overview of activities undertaken during the previous financial year. Current NHS SDU guidelines and templates will be used for this to ensure consistency in approach and adherence to sector best practice for reporting.

5. Governance

- 5.1 The Sustainability Steering Group co-ordinate the implementation of the Sustainable Development Management Plan.
- 5.2 The Sustainability Steering Group is comprised of the following members:
 - Non-Executive Director (Chair)
 - Director of Business Development and Marketing (Co-Chair)
 - Associate Director of Estates and Facilities
 - Energy and Environmental Manager and Sustainability Advisor (Trustwide)

Representation from the following;

- Health and Safety
 - Procurement and Finance
 - HR
 - Clinical Teams
 - Communications
 - Health Informatics
 - Staff Side
- 5.3 The SDMP and associated Action Plan will be monitored and co-ordinated by the Energy and Environmental Department.

Date: June 2018

Author: Lynn Richards, Energy and Environmental Manager and Sustainability Advisor

Strategy Champion: Angela Potter, Director of Business Development and Marketing

Appendix 1: Drivers for Change

1. Legislative

- Civil Contingencies Act 2004
- Climate Change Act 2008
- Public Services (Social Values) Act 2012

2. Mandatory within the NHS

- Standard Form Contract requirements for Sustainable Development 2017-19
- HM Treasury's Sustainability Reporting Framework
- Public Health Outcomes Framework

3. International Guidance

- United Nations (UN) Sustainable Development Goals (SDG's) 2016
- World Health Organisation (WHO) Toward environmentally sustainable health systems in Europe 2016
- World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing

4. UK Guidance

- Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
- The Stern Review 2006
- The National Adaptation Programme 2013; Making the country resilient to the changing climate

5. Health Specific Requirements

- The Marmot Review 2010; Fair Society, Health Lives
- Five Year Forward View 2014
- Sustainable Development Strategy for the Health and Social Care System 2014-2020
- Adaptation Report for the Healthcare System 2015
- The Carter Review 2016
- Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s
- Naylor Report 2017

SDMP Action Plan: June 2018**Author:** Lynn Richards, Energy and Environmental Manager and Sustainability Advisor**Board Champion:** Angela Potter, Director of Business Development and Marketing

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
1 Corporate Approach	1.1 Report progress against the SDMP Action Plan to the Board on a six monthly basis	Original SDMP approved by the Board in 2015. Revision needed to acknowledge changes within the Trust and the wider health and care sector	Executive Director	Board approval in Summer 2018. Dates for reporting to be agreed on a 6 monthly basis	Executive Director time to present to the Board. Steering Group members time to collate information and update at scheduled meetings	Make the Trust a great place to work
	1.2 Develop a Communications Plan specifically for the promotion of sustainable	There has never been a formalised approach to communicating	Communications lead with support from the Energy and Environment	Plan to be developed by July 2018 with 6 monthly review and	Utilisation of existing Communications and Energy and	Through Innovation ensure we deliver sustainable

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	development to staff, patients and service users	Trustwide sustainable development initiatives		update	Environment time and resources	services
	1.3 Complete the NHS SDU's Sustainable Development Assessment Tool (SDAT) annually to benchmark performance	In previous years the Trust completed the Good Corporate Citizen. Data was not submitted for 2016/17 due to review of system for reporting and internal organisational change	Energy and Environment with support from all category leads	Annual submission by October each year	Contribution from all category leads Energy and Environment to co-ordinate responses and approve prior to submission	Demonstrate Best Value
	1.4 Retain and extend ISO14001 environmental management system within	The current system needs to transition to the new 2015 standard and	Energy and Environment	Financial year 2018/19	Estates and Facilities Support from Board lead for	Provide the best possible care and support

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	Estates and Facilities	following this the scope needs to be extended to the whole Directorate			sustainability	
2 Asset Management and Utilities	2.1 Develop a Trustwide strategy to reduce energy demand	A strategy has been developed but this has not been approved or communicated Trustwide. This will help to improve operational and resource efficiency and reduce carbon emissions	Energy and Environment ICT	December 2018	Energy and Environment time. Commitment of financial resources to fund energy efficiency projects and/or implement energy generating or saving technologies	Demonstrate Best Value
	2.2 Develop a Trustwide strategy to reduce water demand	The Trust has never had a Water Strategy. This will help to	Energy and Environment	December 2018	Energy and Environment time. Commitment of financial resources	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
		improve resource efficiency and reduce carbon emissions associated with the supply of water			to fund water efficiency projects or implement water saving technologies	
	2.3 Deliver an annual energy awareness campaign	For the past three years an Energy Campaign has been held with a selection of sites. This provides staff with support to conserve energy and water and promote resource efficient behaviours	Energy and Environment	Annually (October to December)	Energy and Environmental time. Support from the Communications Team to raise awareness	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	2.4 Purchase Renewable Sourced electricity only	The Trust generates some of its own electricity but the energy purchased is not currently renewable	Energy and Environment Procurement	April 2019	Energy and Environment time with support from Procurement	Demonstrate Best Value
	2.5 Develop a Trustwide sub-metering strategy	The Trust has never had a Sub-metering Strategy. This will target major sites to a) Enable better management of energy and water demands; and b) Identify areas of energy waste and water leaks	Energy and Environment	December 2018	Energy Managers time Commitment of financial resources to fund sub-metering proposals	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	2.6 Ensure the best use of Trust owned assets, including recovery and redistribution	This is a new initiative.	ICT	September 2018	Utilisation of existing ICT resources	Demonstrate Best Value
3 Travel and Logistics	3.1 Develop a Trust approved Active/Sustainable Travel Plan	The current approach to travel across the Trust is disjointed with different departments having responsibility for different aspects of travel. A combined approach is needed	Energy and Environment HR Procurement Finance ICT Estates and Facilities	Financial year 2018/19	Utilisation of existing resources from the following: Energy and Environment, Procurement, HR Finance and ICT	Make the Trust a great place to work
	3.2 Expand the provision of	A number of charge points	Energy and	Financial year	Energy and Environment	Make the Trust a great

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	Electric Vehicle charging points across the Trust	are available but a growing demand requires improved facilities	Environment Estates and Facilities ICT	2018/19	resources Estates and Facilities time and support External funding to be applied for	place to work
	3.3 Reduce business travel claims for all non-patient related activities	Currently developing communications to raise awareness of cost, carbon and health impact of business travel. Implementing the Trust IT Strategy to develop infrastructure to allow innovation in technology. Investigating feasibility of HUB	Procurement Finance ICT HR Energy and Environment	September 2018	Time to review existing data and take actions. Utilisation of existing department time and resources (ICT, Communications, Energy and Environment, Procurement, Finance, HR)	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
		working				
	3.4 Investigate the use of NHS SDU Health Outcomes Travel Tool (HOTT) to identify opportunities to quantify and reduce carbon and health impacts	New initiative, plan to engage with NHS Business Authority to look at opportunities to utilise this for NHS Logistics Category Tower	Procurement ICT	March 2019	Procurement Department time	Through Innovation ensure we deliver sustainable services
	3.5 Undertake a Fleet Review	New initiative, starting with Estates and Facilities	Energy and Environment	December 2018	Estates and Facilities time. Support from external agencies e.g. EST	Demonstrate Best Value
4 Climate Adaptation	4.1 Develop a Trustwide Climate Change Risk	Business Continuity Plan in place but these do not	Emergency Preparedness, Resilience and	Financial year 2018/19. Reviewed	Time to review existing arrangements and communication of	Through Innovation ensure we deliver

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	Assessment	specifically mention Climate Change impacts	Response Energy and Environment ICT	annually	output Utilisation of existing time and resources	sustainable services
	4.2 Carry out an assessment of risks to our estate, routes, supporting infrastructure and workforce based on current and future projected climate conditions	Flood risk is mentioned in Business Continuity Plan but it does not identify where/which of our properties are at risk from flooding for example	Emergency Preparedness, Resilience and Response Energy and Environment Estates and Facilities ICT	2019	Time to review exiting arrangements, information and plans and communication of any changes	Demonstrate Best Value
5 Estates Strategy	5.1 Develop a Space Utilisation and Consolidation strategy to maximise the use	Building on existing work to agree a formalised approach.	Estates and Facilities ICT	2019	Time to review exiting arrangements, information and plans and communication of	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	of our Estate				any changes	
	5.2 Develop a framework for all Capital Works (Major or Minor) to ensure sustainable products and services are considered at the design stage	Building on existing work to agree a formalised approach.	Estates and Facilities	2019	Time to review exiting arrangements, information and plans and communication of any changes	Through Innovation ensure we deliver sustainable services
6 Greenspace and Biodiversity	6.1 Develop an approved Green Space and Biodiversity Action Plan	The Trust doesn't currently have a Biodiversity Action Plan	Energy and Environment Clinical Teams	2019	Time to develop the plan Utilisation of existing department time and resources	Through innovation ensure we delivery sustainable services
	6.2 Meet Government Buying Standards for food and	The Trust is yet to meet the Government Buying	Estates and Facilities Energy and	Financial year 2018/19	Utilisation of existing department time	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	catering services	Standards for catering	Environment		and resources	
7 Sustainable Care Models	7.1 Implement E-Community software for staff journey planning	This is a new initiative	Procurement Clinicians ICT	Dependant on successful integration with		Through Innovation ensure we deliver sustainable services
	7.2 Develop a framework to enable local suppliers and existing contractors to employ our patients	Work is currently I the early stages of development. A framework needs building that can be applied in different areas.	Estates and Facilities Energy and Environment Procurement External Contractors and Suppliers	April 2019	Utilisation of existing department time and resources	Provide the best possible care and support
8 Our People	8.1 Complete a	This would be a	HR	July 2019	Utilisation of	Make the

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
and Culture	scoping exercise and develop a framework to support staff to undertake volunteering and other activities as part of the Trusts commitment to CSR (Corporate Social Responsibility)	new initiative	Energy and Environment		existing department time and resources	Trust a great place to work
	8.2 Develop staff communications to improve understanding of the Trusts sustainability agenda through recruitment, selection, induction and	This would be a new initiative looking at a suite of measures. The Energy and Environmental Department do currently attend Induction.	HR	December 2018	Utilisation of existing department time and resources	Make the Trust a great place to work

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	appraisal					
	8.3 Support staff behavioural change to align with the principles within the Trusts Behaviour Charter People and Culture Strategy	Building on existing work, the initial priority areas would be Health and Wellbeing, Recovery and Resilience with a focus on prevention and self-care and Recruitment, Retention and Recognition	HR Clinical Development Unit Energy and Environmental Estates and Facilities Procurement ICT	July 2019	Utilisation of existing department time and resources	Make the Trust a great place to work
9 Resource Use	9.1 Develop a Waste Strategy to improve waste management and	The Trust has never had an approved Waste Strategy	Energy and Environment	Financial year 2018/19	Energy and Environment	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	save costs					
	9.2 Reduce external packaging of items purchased	Procurement to identify high volume products with a high packaging content and identify if sustainable alternatives are available	Procurement ICT	December 2018	Utilisation of existing Procurement resource	Demonstrate Best Value
	9.3 Reduce use of single use plastic items	Procurement to identify high volume products sourced which are or use, single use plastics and identify if sustainable alternatives are available	Procurement	December 2018	Utilisation of existing Procurement resource	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
	9.4 Increase use of SME's (Small and Medium Enterprises) and locally sourced goods and services	Procurement to review spend categories to identify SME / local sourcing opportunities Make tenders more accessible to SME's and local providers by breaking down suitable tenders into smaller lots	Procurement	Ongoing	Utilisation of existing Procurement resource	Demonstrate Best Value
	9.5 Develop an Information and Communications Technology CT Collaboration Plan	This new plan will establish a set of communications tools and technologies to support a range of collaborative	ICT Energy and Environment	On-going	Utilisation of existing resources of following: ICT Estates and Facilities	Demonstrate Best Value

Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Value Objective aligns to
		working models. These tools will include advanced telephony, email, presence, instant messaging, VC and document sharing technologies			Energy and Environment	
10 Carbon Emissions and Greenhouse Gases	10.1 Calculate carbon footprint annually and report in Trusts Annual Report	The Trust has published its Carbon Footprint for at least the last five years. This is a continuing requirement	Energy and Environment	April 2019	Utilisation of existing resources	Demonstrate Best Value