



**Bradford Teaching Hospitals**  
NHS Foundation Trust

# Sustainable Development Management Plan

2019/2024

Draft



*St Luke's Hospital Wild Garden*

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## ABBREVIATIONS

BRI	Bradford Royal Infirmary
BCP	Business Continuity Plan.
BMS	Building Management System
BREEAM	Building Research Establishment Environmental Assessment Method
BRUG	Bicycle & Runners User Group
BTHFT	Bradford Teaching Hospitals NHS Foundation Trust
CBMDC	City of Bradford Metropolitan District Council
CCRA	Climate Change Risk Assessment
CRAG	Compliance, Risk and Assurance Group
CRC	Carbon Reduction Commitment
CHP	Combined Heat & Power unit
CO <sub>2</sub> e	Carbon Dioxide equivalent
DDA	Disability Discrimination Act
ERIC	Estates Return Information Collection
EV	Electric Vehicle
FSC	Forest Stewardship Council
GHGs	Greenhouse Gases
HTM	Health Technical Memoranda
KPI	Key Performance Indicator
NO <sub>x</sub>	Nitrous Oxides
Ofgem	The Office of Gas and Electricity Markets
PAM	Premises Assurance Model
PM	Particulate Matter
SDAT	Sustainable Development Action Tool
SDGs	Sustainable Development Goals
SDMP	Sustainable Development Management Plan
SDU	Sustainable Development Unit
SLH	St Luke's Hospital
SMEs	Small and Medium Enterprises
SSG	Sustainability Strategy Group
UN	United Nations

## FOREWORD

It is the Trust's vision to be an outstanding provider of healthcare, research and education, and a great place to work. We can only achieve this through balancing the three pillars of sustainability (financial, social and environmental). Consequently, the Trust has produced this Sustainable Development Management Plan (SDMP) to create a clear and unambiguous plan to deliver a range of core sustainability-related objectives.

In doing so, BTHFT recognises the importance of the NHS Sustainable Development Unit's work and their Sustainable Development Assessment Tool (SDAT) has been used as a framework to assist in the development of this SDMP.

By encouraging sustainable development in all its forms, the Trust will continue to take positive steps to mitigate the effects of its activities on the environment.

The Trust already incorporates sustainability in some aspects of its activities. However, the Trust also recognises that more can be done and needs to be done. Identifying the opportunities that still remain for sustainable development will help the Trust meet the objectives of its Clinical Strategy, and relevant supporting strategies. In particular, financial benefits accruing from increasingly sustainable activities will allow the Trust to invest further in its clinical services.

I fully endorse the findings and proposals set out in this document.

## EXECUTIVE SUMMARY

As global demand for goods and fossil fuels outstrips supply, and governments around the world attempt to reduce the effects of climate change, the moral and financial imperatives for NHS organisations to take a leading role in sustainable development become greater than ever. This document sets out the position of Bradford Teaching Hospitals NHS Foundation Trust (BTHFT) and identifies a number of sustainable development opportunities for the Trust to take forward.

This Sustainable Management Development Plan (SDMP) sets out our action plan over the next five years. It also identifies the benefits of embedding sustainable practices within the Trust's operations and describes the governance arrangements to keep the plan on track. In doing so, it must be noted that the Trust has previously implemented many successful sustainability initiatives and it is the Trust's intention to not rest on its laurels in this very important area of social and environmental responsibility but, rather, continue to build on this considerable historic success.

Improving our green credentials not only reduces carbon emissions but also provides an opportunity to secure financial savings, the majority of which are able to be reinvested back into front-line clinical operations. This successful delivery of this SDMP therefore contributes directly to our goals of using our resources efficiently *and* reducing our direct operating costs.

To implement this plan we have established a team and governance structure. The Project Sponsor is the Director of Finance who has overall accountability for the implementation of this plan and the achievement of our targets through the Sustainability Strategy Group.

Progress against this SDMP will be reviewed annually and will be reported to the Board of Directors and Clinical Commissioning Group (CCG).

## 1.0 INTRODUCTION

### 1.1 Context

The National Health Service is committed to reducing its environmental impact and promoting sustainable development in all its forms. Under the Climate Change Act (2008) the UK is committed to reducing carbon dioxide equivalent emissions (CO<sub>2</sub>e) by 80% of baseline levels by the year 2050.

BTHFT is contractually obliged to produce a Sustainable Development Management Plan (SDMP) as per the NHS Standard Contract. The publication of our SDMP is one of the ways in which we can clearly demonstrate our commitment to improving our own sustainability credentials.

This SDMP defines the Trust's programme of sustainable activity for the next 5 years. It sets the strategic context, the 'case for action', and a programme of proposed projects.

BTHFT is responsible for providing hospital and community services for the people of Bradford and beyond.

The Trust operates over several sites, including Bradford Royal Infirmary, which provides the majority of inpatient services, and St Luke's Hospital, which predominantly provides outpatient and rehabilitation services.

As a teaching hospital, the Trust is at the forefront of research, education and development in healthcare.

Bradford Royal Infirmary has one of the busiest single site A&E departments in the country with up to 400 daily attendances and one of the busiest maternity units, delivering more than 6,000 babies each year.

Our vision is to be an outstanding provider of healthcare, research and education, and a great place to work. We support the wider Bradford goal of helping citizens to stay happy, healthy and at home.

We are therefore extremely conscious of the impact our activities can have on the local community, economy and environment, and of the role we play as a responsible healthcare provider. This SDMP focuses on the environmental aspects of our impact and acknowledges that by improving them, e.g. by reducing carbon emissions and minimising waste, we will also be contributing to wider population health.

## 1.2 Sustainability in the Healthcare Sector

Sustainability has been defined by the United Nations Brundtland Commission (1987) as:

*“development that meets the needs of the present without compromising the ability of future generations to meet their own needs...”*

Sustainable development is founded upon three separate, yet interdependent, issues; the environment, the economy, and social considerations. Known as the ‘three pillars’ of sustainability, each of these pillars must be addressed if sustainable development is to be achieved. The three pillars must also be given equal weighting during planning decisions in order to facilitate true sustainable development.

The delivery of high quality care and improved public health, without exhausting the supply of natural resources and spending excessive funds, results in a more Sustainable Health and Care System; this is diagrammatically illustrated in Figure 1., below:.

**Figure 1- Model of sustainability for the health and care sector**



The issue of air pollution is a good example of how all three ‘pillars’ of sustainable development can be addressed through tackling a solitary issue. In particular, excessive use of fossil fuels is a key driver of air pollution, and, specifically, the combustion of diesel fuel leads to higher emissions of Nitrous Oxides (NO<sub>x</sub>) and Particulate Matter (PM). This clearly helps generate a number of detrimental environmental consequences.

NO<sub>x</sub> and PM in the atmosphere are also damaging to human health, with an estimated 40,000 premature deaths annually in the UK attributed to poor air quality which, in turn, promotes a number of negative social consequences via the reduced health of a population.

Finally, and as a direct consequence of all of the aforementioned, there are clear negative economic consequences associated with a damaged environment and poorer health such as reduced mobility and growing inability to respond to changing technological and social needs.

In recent research published in the Environment International Journal (27 March 2018), it is confirmed that 38 per cent of all annual cases of childhood asthma in Bradford may be attributable to air pollution, with 24 per cent caused directly by road traffic. It is also noted that overall rates of childhood asthma cases in Bradford are higher than the national average as are emergency hospital admissions for asthmatic children under 16 years of age.

Nationally, Asthma UK states that Britain has one of the highest rates of childhood asthma in the world, with an estimated one in eleven children suffering from the lung condition. In 2016 1,410 people died from asthma with the NHS spending around £1 billion a year treating and caring for people with asthma.

Lying at the heart of Figure 1, therefore, is a Sustainable Health and Care System in which decisions are made with equal consideration given to the economic, environmental and social outcomes of that decision. By taking account of all three 'pillars', true sustainable development can be achieved for both today's and future generations.

### 1.3 About this document

The Sustainable Development Assessment Tool (SDAT - [www.sduhealth.org.uk/sdat/](http://www.sduhealth.org.uk/sdat/)) was published by the NHS Sustainable Development Unit (SDU) in October 2017. This replaces the former Good Corporate Citizen tool. SDAT has been designed to help NHS Trusts to assess how well they are performing in terms of sustainability, and provides a sector-specific measure of sustainability performance.

This SDMP is informed by the use of the SDAT tool, sets out the Trust's approach to improving sustainability and, importantly, is central to supporting the sustainable delivery of the Trust's Clinical Services Strategy. Utilisation of the SDAT tool also enables the Trust to benchmark its current sustainability performance and identify further opportunities for improvement.

This document has been produced with the help of a recognised sustainability consultancy. In addition, the following stakeholders were consulted to identify current and potential sustainability initiatives available to the Trust:

- Director of Strategy & Integration
- Medical Director
- Director of Human Resources
- Director of Estates and Facilities
- Deputy Director of Estates
- Deputy Head of Information Technology
- Assistant General Manager – Facilities
- Head of Finance
- Head of Capital Projects



- Environmental & Sustainability Manager
- Assistant Director of Estates – Operations
- Senior Procurement Manager
- Digital Communications Officer
- Non Clinical Risk Manager
- Facilities Manager (Local Security Management Specialist)
- Public Health England Representative.

Interviews were conducted to establish the Trust's position in relation to the SDAT and to identify a range of improvement actions. The Trust has also been benchmarked against peer organisations to identify other potential sustainability initiatives which may be considered.

The Trust recognises that this SDMP is a live document, which requires regular monitoring in order to ensure that the initiatives proposed are delivered and, in this regard, the Trust Board of Directors commits to review progress on an annual basis and will challenge accordingly.

### **1.3.1 Internal BTHFT documents**

BTHFT operations are subject to a number of internal policy documents, including the Trust's Energy Policy, Environment Policy and Clinical Service Strategy. These documents form central guidance and best practice for the Trust and have been fully considered in the production of this SDMP. The Energy Policy and Environment Policy are of particular importance as they govern the Trust's approach in these two areas which are key to environmental sustainability. The Clinical Service Strategy is also instrumental in guiding clinical care at the Trust and promoting social sustainability at the Trust.

## **2.0 DRIVERS AND OPPORTUNITIES**

The SDMP has been developed with reference to numerous drivers. As an NHS Foundation Trust, BTHFT is influenced by a wide range of guidance documents, reports, reviews and standards. The most relevant of these drivers are explained in Appendix 1.

## **3.0 BASELINE**

The engagement with the stakeholders identified in section 1.3 confirmed that a number of sustainability initiatives have already been successfully implemented at the Trust which, in effect, confirm our sustainability baseline position.

Table 1, below, identifies our current sustainable practices and contains cross reference to the applicable part of the SDAT that they support:

Table 1- Current Sustainability Performance against SDAT Criteria

1. Corporate Approach	
Current Initiative to gain SDAT Credits	Action Detail
The Trust's strategic objectives and values demonstrate a commitment to sustainability.	Table 2, in Section 5 of this document, highlights the Trust's commitment to sustainability against the corporate strategic objectives and values.
The Trust communicates and promotes sustainable development to staff.	The Trust publishes news articles and online posts, on sustainability issues. For example NHS Sustainability Day 2018 celebrated the great work taking place within the Trust by tweeting current opportunities and projects and an article was published in the Trust's weekly 'Let's Talk' newsletter.
The Trust benchmarks performance and approach to sustainable development against peer organisations.	Achieved through: <ul style="list-style-type: none"> <li>• Annual Estates Return Information Collection Benchmarking Tool.</li> <li>• Carbon Reduction Commitment.</li> </ul>
The Trust leverages sustainability through procurement.	Whole life costing, energy consumption, social value and other sustainability criteria are already considered in tenders and will be embedded through this SDMP through the Sustainable Procurement Group.
2. Asset Management & Utilities	
Current Initiative	Action Detail
The Trust has developed plans to reduce utility and water demand.	The Trust has published both an Environment and an Energy Policy, in line with NHS and best practice guidance. The Trust also has a well-established Utilities Consumption Group to understand the current monthly utility performance and to implement projects to reduce utility consumption throughout the estate. To date, this focus work has assisted in a 24% reduction in the Trust's Carbon Reduction Commitment Carbon Emissions over the lifetime of the scheme.
The Trust monitors and reports energy and water usage.	Achieved through: <ul style="list-style-type: none"> <li>• Monthly Utilities Consumption Group.</li> <li>• Estates &amp; Facilities Monthly KPI Dashboard.</li> <li>• Annual Estates Return Information Collection.</li> <li>• Trust Annual Report.</li> <li>• CCG Annual Report.</li> <li>• Building Display Energy Performance Certificates</li> </ul>
The Trust generates its own renewable/low carbon energy on site.	The Trust has installed 50kW capacity of solar photovoltaics at both BRI and SLH. This is zero carbon technology reducing demand on imported electricity and generates a small income stream via the renewables tariff (this is weather dependent but revenue is in the region of £10K per annum).
	The Trust has installed five Combined Heat and Power (CHP) units at BRI & SLH. This is low carbon technology, producing electricity and heat.
The Trust incorporates energy efficiency into building design, construction and refurbishments.	The New Hospital Wing was built using Building Research Establishment Environmental Assessment Method (BREEAM) principles, which is an established method of assessing the "green" rating and sustainability of buildings.

	<p>.</p> <p>A good example of this is the replacement of the cladding on the Women's and New-born Unit at BRI to improve the patient environment and also the thermal efficiency of the building.</p>
<b>3. Travel &amp; Logistics</b>	
Current Initiative	Action Detail
The Trust takes an active role in travel and logistics.	The Trust has installed electric vehicle charging points at the BRI site.
	The Trust has invested in facilities designed to encourage active travel, e.g. cycle lock-ups and showers.
	As a member of the West Yorkshire Travel Plan Network the Trust conducts an annual staff travel survey to understand the current methods of commuting. It also informs the car parking strategy and will assist in the development of the healthy travel plan.
	The Trust encourages active travel through the Bicycle to Work Scheme, Bike and Runners User Group (BRUG), incentivised cycle purchase scheme, and the 'M' travel card scheme (discounted bus & rail travel card).
The Trust has actively been trying to reduce travel to and from sites.	The Trust has teleconference software in place, which reduces travel to and from meetings.
	The Trust has pioneered telemedicine through the 'Virtual Ward' and 'Baby View' initiatives, reducing staff and patient travel.
<b>4. Adaptation</b>	
Current Initiative	Action Detail
The Trust has considered future challenges it may face.	The Trust has developed adverse weather plans which are available on the Trust's intranet.
	The Trust Estates and Facilities Directorate have developed a Business Continuity Plan, including response to flooding, and this is available on the Trust's intranet.
<b>5. Capital Projects</b>	
Current Initiative	Action Detail

The Trust incorporates sustainability into its capital projects.	The Trust has followed BREEAM principles during the remodelling of the A&E department, New Hospital Wing development and the extension to the Bradford Institute for Health Research.
	The Trust factors in whole-life costings into all new builds as part of complying with BREEAM principles to ensure the building is future proofed from a sustainability perspective. For example the New Hospital Wing has flood alleviation tanks to provide a sustainable urban drainage solution against future adverse weather events.
	The Trust stores and reuses furniture and materials when buildings are refurbished. For example, if a piece of equipment is removed from a ward due to a fault, all remaining working parts will be removed and used to repair a similar such equipment if possible.
	The Trust has adopted a standard equipment list to be used across its premises. This ensures energy efficient and sustainably sourced products are installed either through refurbishment projects and / or construction. .
	The Trust operates a Building Management System (BMS) designed to minimise resource consumption from heating, lighting and ventilation. This is monitored and controlled by a dedicated BMS Technician working alongside the Trust Energy Manager and the Estates Operations Team.
	The Trust Capital Projects team commission, where possible, local small and medium enterprises (SMEs) to conduct work to ensure we support all three sustainable pillars, by developing local skills and employment which reduces the environmental impacts of commuting large distances from national depots.
<b>6. Green Space &amp; Biodiversity</b>	
Current Initiative	Action Detail
The Trust maintains green spaces.	The Trust has wild gardens at both hospital sites. These have been designed to encourage flora and wildlife - adjacent to B Block, Horton Wing at SLH, and the rear of Estates Offices at BRI.
<b>7. Sustainable Care Models</b>	
Current Initiative	Action Detail
We have quantified the wider social co-benefits of some of our emerging and more sustainable care models.	Bradford Elderly Care Virtual Ward wins award for cutting 'bed-blocking' and improving care. Bradford Teaching Hospitals Foundation Trust (BTHFT) is now in the top five per cent of trusts across the country for shortest length of stay. In 2011/2012 before the virtual ward began in Bradford, the average length of hospital stay for an elderly patient was as 5.6 days, and after in 2015/16 it was 4.6 days. The average UK stay is 11 days.
<b>8. Our People</b>	
Current Initiative	Action Detail
The Trust frequently engages with its staff to canvass their opinions on the Trust and provide appropriate feedback	The Trust conducts regular staff surveys and provides appropriate feedback on the outcomes. For example the annual travel to work survey and the friends and family survey obtain the opinions and views of Trust employees, patients and visitors which influence policies and strategies.

on Trust activities.	The Trust incorporates sustainability and environmental responsibilities within all job description templates.
The Trust promotes health and well-being amongst its staff.	<p>The Trust actively promotes the following initiatives:</p> <ul style="list-style-type: none"> <li>• Health and Well Being day.</li> <li>• Bicycle and Running Users Group.</li> <li>• Stop Smoking Services.</li> </ul>
The Trust engages with national sustainability programs.	<p>Achieved through:</p> <ul style="list-style-type: none"> <li>• NHS Sustainability Day.</li> <li>• Northern Sustainable Development Group.</li> <li>• Sustainable Health &amp; Care Campaign</li> <li>• Clean Air Day</li> <li>• World Environment Day</li> </ul>
<b>9. Sustainable Use of Resources</b>	
Current Initiative	Action Detail
The Trust captures, monitors and reports on the sustainable use of resources.	The Trust analyses current data and trends associated with electricity, gas, oil, water consumption, in addition to waste production. Current data and trends are analysed to identify opportunities for improvement.
The Trust seeks to minimise resource use.	The Trust has de-steamed part of the BRI site, reducing gas consumption through improved plant efficiency.
<b>10. Carbon/Greenhouse Gases</b>	
Current Initiative	Action Detail
The Trust captures monitors and reports resource use.	The Trust analyses current data and trends associated with electricity, gas, oil, water consumption, in addition to waste production. The Trust monitors and analyses consumption to identify trends and opportunities for improvement which is then reported to the Utilities Consumption Group.
The Trust reports the findings of resource consumption.	The Trust reports resource consumption associated with ERIC, CRC and the Estates Dashboard via the Utility Consumption Group.

## 4.0 ANALYSIS

Table 1, above, demonstrates that the Trust has achieved a whole range of sustainable goals. Over the next five years the Trust will face challenges and through implementing this SDMP it is hoped that sustainable principles will become more embedded to better sustain healthcare services for Bradford and the wider community.

The Trust has a moral obligation as a large employer. Not only does it need to meet its legal requirements, but to be an exemplar organisation by changing the culture and to embed sustainable practice to future proof the legacy of the Trust.

As the Trust has recently expanded its estate with recent developments on site the next two to five years require further investment and continued optimisation of resources to try and achieve the drivers and targets set out in this SDMP.

## 5.0 OBJECTIVES AND TARGETS

To advance our goals of continually improving our sustainability performance, the Trust will follow the sustainable development objectives which reflect the ten components of the SDAT. These sustainability development objectives are shown in Table 2, below.

Each objective provides a framework and direction for activity, the delivery of which is then supported through a detailed set of implementation actions and interventions, contained in our Sustainable Development Action Plan (Section 6.0 of this report).

**Table 2- SDAT Components and related Trust Sustainability Objectives**

<b>SDAT Components</b>	<b>Trust Sustainability Development Objective</b>
<b>(1) Corporate Approach</b>	The Trust will make sustainability an issue of significant importance, with the full backing of the Board of Directors and the Executive Management Team (EMT). The Trust's corporate approach will promote issues of sustainability and consider such issues in any future development.
<b>(2) Asset Management &amp; Utilities</b>	The Trust will continually monitor CO <sub>2</sub> e emissions associated with utility consumption and report this data to the Board of Directors. The Trust will continue to implement strategies to reduce CO <sub>2</sub> e emissions associated with utility consumption.
<b>(3) Travel &amp; Logistics</b>	The Trust will recognise within its policies and procedures that single occupancy combustion vehicle travel has a detrimental effect on the health of individuals and on the local environment, and will endeavour to reduce car travel associated with Trust activity.
<b>(4) Adaptation</b>	The Trust will work to protect its sites from current and future anticipated impacts of climate change.
<b>(5) Capital Projects</b>	The Trust will incorporate sustainable design into the construction of new buildings and the delivery of major refurbishments across its sites. The Trust will promote the use of local businesses where this is possible.
<b>(6) Green Space &amp; Biodiversity</b>	The Trust will aim to maintain the current level of green space in and around its sites and protect and promote biodiversity where practicable.
<b>(7) Sustainable Care Models</b>	The Trust will, where practicable, incorporate sustainability decisions into the design of the clinical care models it provides.
<b>(8) Our People</b>	The Trust will promote and provide a healthy and active work environment and will communicate the need to instil sustainability across the Trust to all colleagues and impress upon them their own personal contribution in achieving sustainability in practice.

<b>(9) Sustainable Use of Resources</b>	The Trust will establish procedures designed to mitigate the excessive use of resources and production of waste across all services delivered. .
<b>(10) Carbon/GHGs</b>	The Trust will monitor its emissions of CO <sub>2</sub> e and report these findings to the Board of Directors on a regular basis. The Trust will instigate strategies to reduce CO <sub>2</sub> e emissions in line with the Government's 80% of baseline levels by 2050.

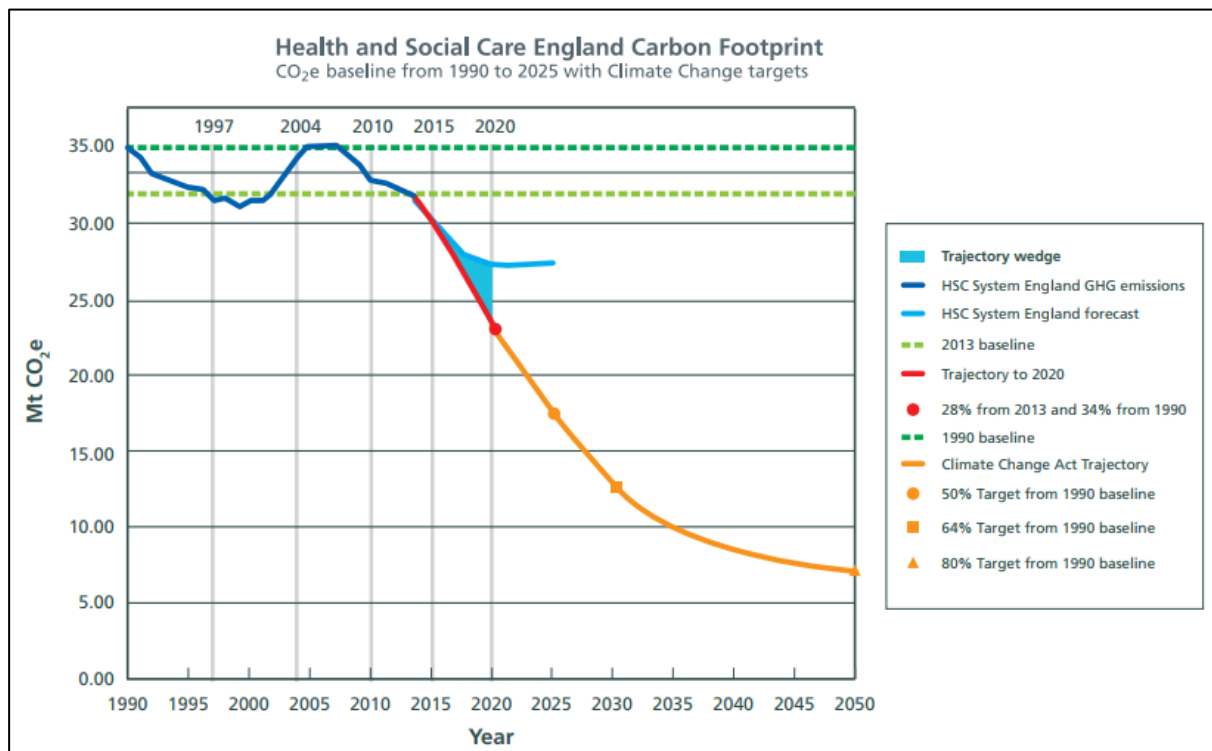
This demonstrates that the strategic objectives and values of the Trust not only reflect but should also promote sustainability. This provides a strong basis for further sustainable development initiatives at the Trust. This SDMP document provides the framework for delivering these further improvements.

The Climate Change Act (2008) establishes a binding commitment for the UK to achieve an 80% reduction in carbon emissions from a 1990 baseline by 2050. This target has been built upon by the NHS SDU in their "Sustainable, Resilient, Healthy People & Places" document which establishes a 28% carbon reduction target for the NHS from a 2013 baseline, this to be achieved by 2020. In 2017/18, the Trust achieved a 13.5% reduction in Gas and Electricity related emissions, and the Trust Utilities Consumption Group will continue to drive the implementation of further energy efficient solutions over the next two years.

BTHFT recognises the importance of becoming a sustainable organisation through implementing the three pillars of sustainability. Therefore we are not judging the success of this strategy through Carbon emissions alone and we are utilising the NHS Sustainable Development Unit's Sustainable Development Assessment Tool to address the Ten Objectives in Table 2. Through engaging with the key stakeholders identified in section 1.3 of this report, the Trust created a baseline position against the SDAT criteria. Through this action plan we have set a target of a 6% improvement annually over the five year plan.

According to the SDU, *"A Sustainable Health and Care System works within the available environmental and social resources protecting and improving health now and for future generations. This means working to reduce carbon emissions, minimising waste & pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets."* This SDMP will help the Trust deliver its own contribution towards this core sustainability objective.

The Sustainable, Resilient, Healthy People & Places document also establishes interim targets for NHS carbon reduction as shown in Figure 2.

**Figure 2 - NHS Carbon reduction targets from 1990 to 2050**



## 6.0 SUSTAINABLE DEVELOPMENT ACTION PLAN

Detailed below is the Trust's proposed Sustainable Development Action Plan, which is designed to help the Trust achieve a target of a 6% improvement annually over the five year plan. The plan adopts the same ten overarching sustainable development objectives as per the SDAT approach.

Once board approved the responsible group needs to develop an additional column of how they will implement and evidence that the SDAT requirement has been embedded within the organisation and prioritise through timescales which actions will be completed to ensure the 6% annual improvement in SDAT scores.

### 1. Corporate Approach

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust Board will provide strong leadership with regard to sustainability initiatives.	The Trust will identify, appoint and support a Trust Board member to be the Social Value Act lead within the organisation.	Sustainability Strategy Group
	The Trust will consider future policy and legislative developments so that it is better prepared to promote sustainability.	Sustainability Strategy Group
	The Trust will develop a clear communication policy designed to support the promotion of sustainable development to staff, patients and local stakeholders.	Sustainability Strategy Group
	The Trust will incorporate sustainability and social value considerations into all business cases.	Sustainability Strategy Group
	The Board will receive an annual update on the progress of the SDMP action plan.	Sustainability Strategy Group
	The Trust will establish a Board approved Sustainability Strategy Group.	Sustainability Strategy Group
The Trust will adapt procurement decisions to give more weight to sustainability criteria and social value. Also provides an opportunity to engage with	The Trust will record the value/volume of goods which are sourced in line with sustainability criteria.	Sustainable Procurement Group

SDMP Intervention	SDAT Requirement	Responsible Group
procurement to assess the positive social and local value of Trust commissioning/procurement activities.		
The Trust will engage with local stakeholders and the community to identify opportunities to improve the social sustainability of service users	The Trust will integrate environmental and social criteria into community engagement activities.	Sustainability Strategy Group
	The Trust will engage with local stakeholders and the community to promote the Trust's sustainable development objectives.	Sustainability Strategy Group
The Board will provide strong leadership with regard to sustainability initiatives at the Trust.	The Trust will have developed an ambitious SDMP upon completion and publication of this document.	Sustainability Strategy Group
	Issues of sustainability will be escalated to the Board as appropriate in order to demonstrate that there is high-level oversight at the Trust.	Sustainability Strategy Group
	Sustainability will be included on all board-level papers.	Sustainability Strategy Group
The Trust will integrate whole-life costing into decisions concerning capital planning and estate development/refurbishment and procurement.	The Trust will revise its business case templates and assessment tools to ensure that whole life costs are included. This will place an increasing emphasis on operational and end of life costs as well as up front capital costs.	Sustainability Strategy Group
The Trust will recognise and showcase sustainable colleague behaviours and actions through staff awards.	The Trust will implement a sustainability category at the staff awards to encourage and recognise sustainable staff behaviours.	Sustainability Strategy Group
The Trust will use its position to leverage suppliers to improve their sustainability.	The Trust procures large quantities of goods and services from multiple suppliers/contractors. The Trust will include sustainability requirements in its tenders/contracts in order to influence sustainability across its supply chain.	Sustainable Procurement Group

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will adapt procurement decisions to give more weight to sustainability criteria.	The Trust will incorporate sustainability criteria into procurement decisions, e.g. Green/Eco labels, energy performance criteria etc.	Sustainable Procurement Group

## 2. Asset Management & Utilities

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will invest in technology which will make the assessment and reporting of energy usage more accurate.	The Trust will develop a sustainable building action plan and communicate this plan upon completion.	Utilities Consumption Group
The Trust will support individuals and groups to enact sustainability.	The Trust will appoint an individual responsible for built assets and utility management and train this individual.	Utilities Consumption Group
	The Trust will support staff to help conserve resources and utilities through regular campaigns and/or training.	Utilities Consumption Group
	The Trust will work with onsite contractors to reduce utility consumption.	Utilities Consumption Group
The Trust will incorporate sustainability criteria and social value into procurement.	The Trust will purchase green energy where practicable and affordable.	Utilities Consumption Group
The Board will be advised on the Trust's energy usage in order to meet the mandatory requirements of the Climate Change Act 2008.	The Trust will produce an annual report advising on utility consumption and performance.	Utilities Consumption Group
The Trust will invest in technology which will make the assessment and reporting of energy usage more accurate.	The Trust will continue to utilise, and improve the effectiveness of the Building Management System.	Utilities Consumption Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will continue to sub-meter individual buildings across the sites to provide a higher resolution of energy consumption.	Utilities Consumption Group
	The Trust will develop guidance which will specify temperature set points for different types of facilities across the Trust's premises.	Utilities Consumption Group

### 3. Travel & Logistics

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will record and monitor staff and business travel.	The Trust will determine and benchmark the carbon footprint created by all business travel.	Transport & Travel Management Group
	The Trust will assess the air quality impact of travel associated with business travel.	Transport & Travel Management Group
The Trust will promote sustainable travel.	The Trust will develop a travel plan detailing a 'travel hierarchy', promoting active travel, public transport, car sharing and then single-occupancy journeys.	Transport & Travel Management Group
	The Trust will work with local stakeholders to improve air quality via promoting active travel and public transport.	Transport & Travel Management Group
The Trust will support individuals and groups to enact sustainability.	The Trust will formally identify and support a sustainable transport lead.	Transport & Travel Management Group
	The Trust will inform staff about low carbon transport options.	Transport & Travel Management Group

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will use its position to leverage suppliers to improve their sustainability.	The Trust will set targets for reducing GHGs and air pollution caused by the delivery of goods to site.	Sustainable Procurement Group
	The Trust will include KPIs relating to CO <sub>2</sub> e, NO <sub>x</sub> and PM associated with the delivery of goods to site.	Sustainable Procurement Group
The Trust will aim to decarbonise its vehicle fleet.	At the next vehicle procurement opportunity the Trust will consider the lease of 5 EVs (26% of total fleet).	Sustainable Procurement Group
	The Trust will add more EV charging points on site.	Utilities Consumption Group
The Trust will encourage active transport.	The Trust will address employee concerns and install more secure bike locking facilities (such as a secure compound).	Transport & Travel Management Group
	The Trust will collect data on staff travel including mileages and/or cost data for different modes of transport.	Transport & Travel Management Group
The Trust will aim to reduce single occupancy car journeys to and from site	The Trust will incentivise car sharing via reductions in parking permit costs and expediting waiting times for permits.	Transport & Travel Management Group
	The Trust will install more teleconferencing software and encourage its use amongst staff.	Sustainability Strategy Group
The Trust will recognise within its policy that car travel has a detrimental effect on the health of individuals and of the local environment, as well as contributing to climate change and will endeavour to reduce car travel associated with Trust activity.	The Trust will support the West Yorkshire Low Emission Strategy (WYLES), promoting park and ride schemes, shuttle services between sites and from sites to train stations and by converting all fleet vehicles to low emissions vehicles.	Transport & Travel Management Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will monitor microparticulates and NOx levels.	Transport & Travel Management Group
	The Trust will educate staff and patients about the detrimental effect of car travel on health of the local area and to encourage active travel.	Transport & Travel Management Group
	The Trust will work with CBMDC, Cityconnect and Sustrans to provide/loan/acquire electric bikes for staff, with the aim of making Bradford the premier English city for e-bikes.	Transport & Travel Management Group

#### 4. Adaptation

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will recognise the potential impact that climate change could have on the provision of the Trust's services.	The Board will approve an Adaptation Plan linked to the SDMP.	Sustainability Strategy Group
	The Trust will complete a Climate Change Risk Assessment (CCRA), focussing on local impacts. The CCRA will consult with representatives of multiple departments across the Trust.	Sustainability Strategy Group
	The Trust will carry out a Flood Risk Assessment across the sites.	Sustainability Strategy Group
	The Trust will monitor over- heating events, likely to become more common with climate change.	Sustainability Strategy Group
The Trust will support individuals and groups to enact sustainability.	The Board will formally identify and support an Adaptation lead.	Sustainability Strategy Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will provide training to staff for issues related to Adaptation.	Sustainability Strategy Group
The Trust will use its position to leverage suppliers to improve their sustainability.	The Trust will work with our major suppliers to develop contingencies to ensure supply chain is not compromised by extreme weather events.	Sustainable Procurement Group
The Trust will recognise the potential impact that climate change could have on the provision of the Trust's services.	The Corporate Risk Register will be updated to include; sudden demand on services, extreme weather events and environmental impacts	Sustainability Strategy Group
	The Trust will ensure that its Business Continuity Plans are updated and include; Cold Weather Plan, Excess Death Management Plan, Rapid Relocation Plan and Flood Management Plan.	Sustainability Strategy Group

## 5. Capital Projects

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will support individuals and groups to enact sustainability.	The Trust will formally identify and support a lead for sustainable capital and refurbishment projects.	Sustainability Strategy Group
	The Trust will train capital projects staff in how they can develop sustainable outcomes.	Sustainability Strategy Group
The Trust will monitor and report upon the performance of buildings.	In-use performance of new buildings and refurbishments will be assessed during handover.	Sustainability Strategy Group
The Trust will incorporate sustainability into design of buildings/ refurbishments.	The Trust will design flexibility into buildings to enable evolution through their life cycle.	Sustainability Strategy Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will design buildings/refurbishment with climate change in mind to ensure that buildings are suitable for the long term.	Sustainability Strategy Group
	The Trust will consider redeveloping brownfield sites ahead of using greenfield sites.	Sustainability Strategy Group
	The Trust will design green spaces into future builds.	Sustainability Strategy Group
	The Trust will utilise environmental standards in future builds/refurbishment, eg. BREEAM.	Sustainability Strategy Group
The Trust will engage with Local Stakeholders/Local Community.	The Trust will consult local stakeholders in the design process for new builds and refurbishments.	Sustainability Strategy Group
	The Trust will consult local healthcare organisation in the design process for new builds and refurbishments.	Sustainability Strategy Group
	The Trust will share successful sustainable capital projects with other healthcare organisations.	Sustainability Strategy Group
The Trust will improve the energy efficiency of buildings on site.	The Trust will spend £82,000 on replacing current lighting with LED lighting.	Sustainability Strategy Group
	The Trust will identify and demolish buildings which are no longer fit for purpose. These tend to be older, energy inefficient buildings.	Sustainability Strategy Group



SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will support the local economy.	Where possible the Trust will utilise local contractors to perform refurbishments/new builds, thus limiting carbon emissions from travel and providing investment in the local economy.	Sustainability Strategy Group

## 6. Green Space & Biodiversity

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will safeguard green spaces across its sites.	The Trust will identify green areas and avoid building over green spaces.	Sustainability Strategy Group
	The Trust will maintain the Wild Gardens at both BRI & SLH and encourage usage by staff and patients and engaging with them to help with management and promotion.	Sustainability Strategy Group
The Trust will consider the impact of the Trust's activities on biodiversity.	The Trust will assess the impact of its services on biodiversity and develop mitigation strategies.	Sustainability Strategy Group

## 7. Sustainable Care Models

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will incorporate sustainability into its clinical services.	The Trust will adopt the principle of Getting It Right First Time (GIRFT).	Sustainability Strategy Group
	The Trust will conduct a population needs assessment to help improve local systems of care.	Sustainability Strategy Group
	The Trust will incorporate sustainability into the procurement of care models with a view to reducing waste, toxic and hazardous substances.	Sustainable Procurement Group

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will engage with local stakeholders/local community to reduce the impacts on today's and future generations.	The Trust will engage with staff and patients to design our care models to ensure that they are realistic, appropriate and aligned to expectations of patients and their families.	Sustainability Strategy Group
The Trust will begin to implement sustainability into medical service design, where appropriate.	The Trust will promote the 'self-care' agenda, leading to fewer follow-up consultations between patients and doctors, where appropriate.	Sustainability Strategy Group
The Trust will develop and implement telehealth strategies.	The Trust will continue to develop the 'Virtual Ward', reducing the need for patients to travel to site, instead receiving care closer to home.	Sustainability Strategy Group
	The Trust will consider developing further capabilities to allow greater remote working. Currently there is capacity for 60 staff to remotely access the Trust's virtual desktop. This has potential to be expanded to reduce staff journeys to and from site.	Sustainability Strategy Group
	The Trust will consider expanding the remote viewing services currently used in the Neonatal Unit, to other hospital services	Sustainability Strategy Group
The Trust will engage in 'preventative' healthcare by participating in initiatives outside the Trust.	The Trust will continue to participate in the 'Well Bradford' scheme, aiming to improve the health and well-being of the community and subsequently reducing patient numbers.	Sustainability Strategy Group
The Trust will consider the impact of the Trust's activities on biodiversity.	The Trust will assess the impact of its services on biodiversity and develop mitigation strategies.	Sustainability Strategy Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will assess its green spaces in line with the DDA.	Sustainability Strategy Group
	The Trust will develop a green space/biodiversity plan and support its implementation across the Trust. This plan will be made publicly available.	Sustainability Strategy Group
	The Trust will consider biodiversity when procuring catering/food contracts, eg. Red Tractor, Dolphin Friendly labels, etc.	Sustainability Strategy Group
	The Trust will only procure timber and paper products with environmental accreditations, eg. FSC.	Sustainability Strategy Group
The Trust will engage with local stakeholders and the community.	The Trust will work with local partners and communities to improve biodiversity on our estate.	Sustainability Strategy Group

## 8. Our People

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will encourage more staff to engage with sustainability.	The Trust will increase communications relating to sustainability issues.	Sustainability Strategy Group
	The Trust will implement a sustainability category at staff awards to encourage and recognise sustainable staff behaviours.	Sustainability Strategy Group
	The Trust will seek to increase the number of Green Champions and provide them with senior level support and training.	Sustainability Strategy Group

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will promote health and wellbeing amongst its workforce.	The Trust will encourage staff to be active by encouraging active transport and fitness groups.	Sustainability Strategy Group
	The Trust will promote Mindfulness sessions amongst staff and increase attendance year on year.	Sustainability Strategy Group
	The Trust will promote the use of the gyms at both sites, including Yoga and Pilates classes and increase attendance year on year.	Sustainability Strategy Group
The Trust will encourage more staff to engage with sustainability.	The Trust will develop an action plan to promote and support healthy choices in all parts of the workplace, including off site.	Sustainability Strategy Group
	The Trust will take a responsible approach to selecting suppliers and request access their procedures on equality and diversity.	Sustainable Procurement Group
The Trust will promote health and wellbeing amongst its workforce.	The Trust will develop an independently verified strategy that will have a positive impact on health, wellbeing and sustainable development to all staff and third-party personnel working on our sites or on our behalf.	Sustainability Strategy Group
	We will enhance and evidence staff wellbeing and accommodate their specific needs, through offering support schemes. In turn, this will also have a positive impact on staff turnover.	Sustainability Strategy Group
	The Trust will reduce the risk of staff food and fuel poverty, by offering the living wage to all employees.	Sustainability Strategy Group
	The Trust will work with key partners to improve employment opportunities in our organisation.	Sustainability Strategy Group

SDMP Intervention	SDAT Requirement	Responsible Group
	We will develop a clear process to manage our duty of care to all contractors and third-party personnel working on our sites or on our behalf.	Sustainable Procurement Group
	We will engage with local employers and develop schemes that will advance skills and help unemployed people into work.	Sustainability Strategy Group
	The Trust will offer opportunities to build skills and experience.	Sustainability Strategy Group
	The Trust will share our ideas and learning and work in partnership with local organisations, trade unions and staff to develop our working practices.	Sustainability Strategy Group

## 9. Sustainable Use of Resources

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will adapt procurement decisions to give more weight to sustainability criteria.	The Trust will work with onsite contractors to ensure they use best practice and reduce the use of harmful chemicals.	Sustainability Strategy Group
	The Trust will actively promote sustainable products within the organisation and local area, offering staff discounts on sustainable products. The Trust will encourage staff to take these practices home with them.	Sustainable Procurement Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will ensure that all legal requirements are met through recording the use of hazardous chemicals in a COSHH register with an annual assurance report. Providing an annual assurance report to Health and Safety Committee.	Sustainability Strategy Group
The Trust will endeavour to improve the segregation of waste streams.	The Trust will train all relevant staff in minimising the use of chemicals.	Sustainability Strategy Group
	The Trust will develop a stock management system and reorganise product lines to reduce waste in all areas of the organisation. For example ensuring pharmaceuticals are disposed of appropriately and over-prescribing is avoided through e.g. social prescribing.	Sustainability Strategy Group
The Trust will adopt and implement the GS1 Standard.	The Trust will follow Department of Health Guidance to begin implementing the GS1 Standard before the 2019/20 deadline.	Sustainability Strategy Group
The Trust will adapt procurement decisions to give more weight to sustainability criteria.	The Trust will incorporate sustainability criteria into procurement decisions, e.g. Green/Eco labels, energy performance criteria, etc.	Sustainable Procurement Group
The Trust will endeavour to reduce unnecessary/excessive resource consumption and waste.	The Trust will investigate the advantages/disadvantages of reusable surgical equipment (as opposed to single-use items).	Sustainability Strategy Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will encourage suppliers to reduce waste production. Many products are supplied to the Trust with excessive packaging.	Waste Sustainable Procurement Group
The Trust will endeavour to improve the segregation of waste streams.	The Trust will provide the necessary training and encouragement to attend in order to increase the correct use of different waste streams.	Waste Producers Group

## 10. Carbon / Greenhouse Gases

SDMP Intervention	SDAT Requirement	Responsible Group
The Trust will measure and report its CO <sub>2</sub> e emissions.	The Trust will measure its carbon impact, incorporating energy, water, waste and anaesthetic gases and business travel emissions on an annual basis and regularly monitor performance. These findings will be reported annually to the Board.	Sustainability Strategy Group
The Trust will seek to reduce CO <sub>2</sub> e emissions resulting from its activities.	The Trust will assess how all transport and travel contributes towards CO <sub>2</sub> e emissions.	Transport & Travel Management Group
	The Trust will set a local carbon reduction target aligned to the Climate Change Act 2008 - 28% by 2020 and 80% by 2050.	Utilities Consumption Group
	The Trust will require senior level approval in order to sanction high carbon business travel.	Transport & Travel Management Group

SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will include KPIs relating to CO <sub>2</sub> e and NO <sub>x</sub> into key contracts in Estates and Facilities Dashboard.	Utilities Consumption Group
The Trust will engage with local stakeholders and the community.	The Trust will communicate to staff, patients, visitors, suppliers and the local population the value we place on being a low carbon organisation.	Sustainability Strategy Group
	The Trust will encourage staff and patients to consider and reduce the CO <sub>2</sub> e impact of high emitting activities, eg. car travel, energy use, etc.	Transport & Travel Management Group
	The Trust will engage with other similar local organisations to share best practice.	Sustainability Strategy Group
The Trust will aim to reduce CO <sub>2</sub> e emissions resulting from site activities in line with Climate Change Act 2008.	The Trust will continue to improve and optimise CHP units.	Utilities Consumption Group
	The Trust will continue to utilise, and increase the use, of the Building Management System.	Utilities Consumption Group
	The Trust will continue to 'de-steam' the site at BRI by replacing plant with CHPs and more efficient boiler systems where possible and utilise the reduction in steam pressure.	Utilities Consumption Group
The Trust shall capitalise upon available technologies to reduce CO <sub>2</sub> e emissions.	The Trust will promote the use of virtual meeting technologies to reduce the requirement for staff travel.	Sustainability Strategy Group

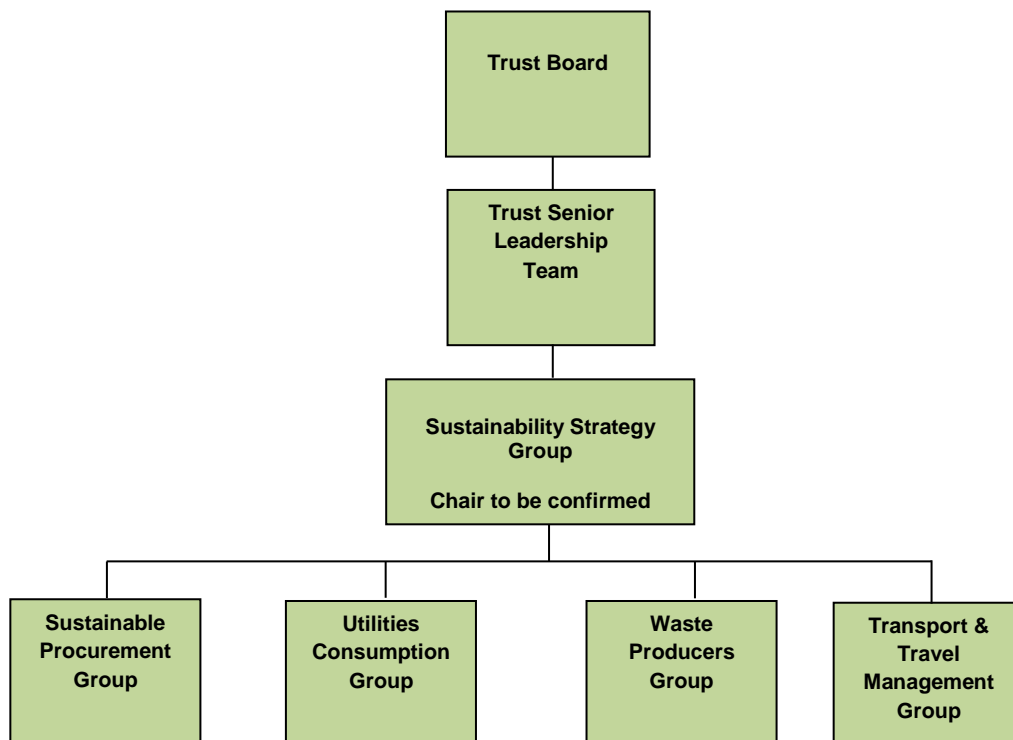


SDMP Intervention	SDAT Requirement	Responsible Group
	The Trust will implement a Working from Home policy to reduce unnecessary travel.	Sustainability Strategy Group
	The Trust will continue to install renewable energy technology, where possible, such as solar panels, solar thermal and CHP units.	Utilities Consumption Group

## 7.0 GOVERNANCE

The Sustainability Strategy Group (SSG) will have oversight of the delivery of the SDMP. The SSG will report on progress against the action plan and escalate any issues or risk items as appropriate. The SSG will be supported by a number of working groups, all with a particular interest as detailed in Figure 3. The SSG has sight of the Trust Board through the Director of Finance.

**Figure 3 – SDMP Governance Arrangements**



## 8.0 CONCLUSION

The Trust is committed to sustainable development and recognises the significance of tackling a range of environmental, economic and social issues. The Trust has already made significant progress in the core areas of sustainability (such as energy reduction) but recognises that a broader approach to sustainability is now required. Consequently, a wider range of improvement measures are necessary, as detailed in this SDMP document.

This Board approved SDMP provides a comprehensive and structured 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. At corporate and operational levels this requires the cooperation, insight and practical delivery to ensure that sustainability is embedded in all Trust activities. Additionally, it is important to note that the delivery of this SDMP is not wholly driven by the Trust but may require collaboration with a number of external organisations.

It is of financial, social and environmental importance that the Trust reduces its direct and indirect carbon footprint. This SDMP helps provide the necessary balance across a range of sustainability development objectives to achieve this incredibly important objective.

The SDMP will be reviewed by board annually and progress reported through the governance structure to the sustainability strategy group to ensure the aims and targets are achieved.

## APPENDIX 1 – KEY DRIVERS

### UN Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals (SDGs) (Figure 4) are 17 overarching goals which, if achieved, will help bring about sustainable development at a global scale. The SDGs are integral to the SDAT, which has essentially adapted the 17 SDGs to a UK Health and Social Care context.

By completing the SDAT the Trust can help to address the 17 SDGs and become a more sustainable organisation.

**Figure 4 - Sustainable Development Goals**



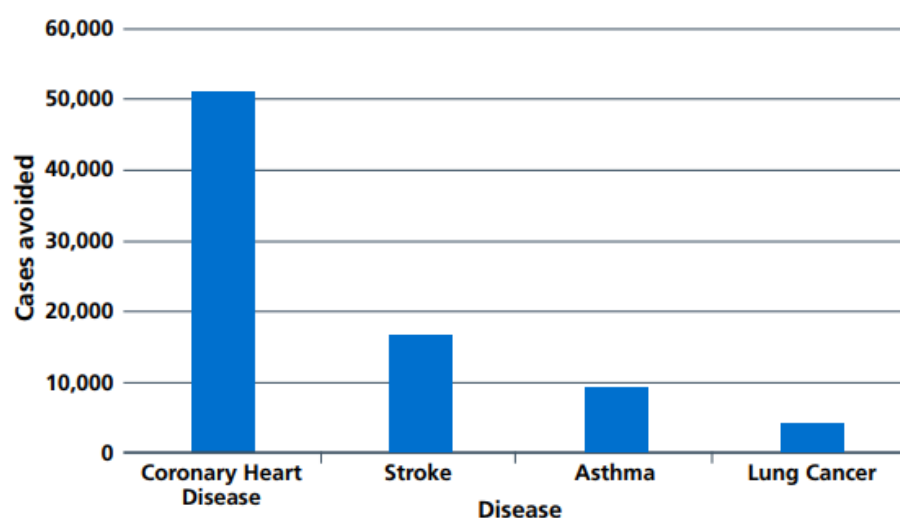
## **NHS Long Term Plan 2019**

'NHS Long Term Plan 2019'<sup>1</sup> is a 10 year plan which sets out how to make the NHS fit for the future and to get the most value for patients out of every pound of taxpayers' investment. Below are the relevant sections of the NHS Long Term Plan 2019 which the Trust will assist with its implementation through this Sustainable Development Management Plan.

### **Air pollution**

**2.21. While wider action on air pollution is for government to lead, the NHS will work to reduce air pollution from all sources. Specifically, we will cut business mileages and fleet air pollutant emissions by 20% by 2023/24.** Almost 30% of preventable deaths in England are due to non-communicable diseases specifically attributed to air pollution. More than 2,000 GP practices and 200 hospitals are in areas affected by toxic air<sup>42</sup>. In 2017, 3.5% (9.5 billion miles) of all road travel in England was related to patients, visitors, staff and suppliers to the NHS<sup>43</sup>. At least 90% of the NHS fleet will use low-emissions engines (including 25% Ultra Low Emissions) by 2028, and primary heating from coal and oil fuel in NHS sites will be fully phased out. Redesigned care and greater use of 'virtual' appointments as set out in Chapter One will also reduce the need for patient and staff travel.

**Figure 12: Opportunity cost of air pollution: Cumulative new cases of disease avoided by 2035 for 1  $\mu\text{g}/\text{m}^3$  reduction in  $\text{PM}_{2.5}$ , England.**



**Source:** Public Health England. Estimation of costs to the NHS and social care due to the health impacts of air pollution. May 2018.

**17. The NHS is leading by example in sustainable development and reducing use of natural resource in line with government commitments.** In 2016/17 NHS providers generated nearly 590,000 tonnes of waste. Of this only 15% goes directly to landfill, with 23% of waste recycled<sup>190</sup>. Between 2010 and 2017 the health and care sector reduced water consumption by 21%, equivalent to around 243,000 Olympic swimming pools. The carbon footprint of health and social care has reduced by 19% since 2007, despite a 27% increase in activity. This leaves a significant challenge to deliver the Climate Change Act target of 34% by 2020 and 51% by 2025. A shift to lower carbon inhalers will deliver a reduction of 4%, with a further 2% delivered through transforming anaesthetic practices. Additional progress in reducing waste, water and carbon will be delivered by ensuring all trusts adhere to best practice efficiency standards and adoption of new innovations. Key to this will be delivering improvements, including reductions in single use plastics, throughout the NHS supply chain.

1. 'NHS Long Term Plan 2019' - <https://www.longtermplan.nhs.uk/wp-content/uploads/2019/01/nhs-long-term-plan-june-2019.pdf>

### **Clean Air Hospital Framework**

The 'Clean Air Hospital Framework'<sup>2</sup> provides a self-assessment structured approach to improving air quality by covering seven key areas: travel, procurement & supply chain, construction, energy, local air quality, communication & training and hospital outreach & leadership

There are three key themes (Role Model, Educate and Champion).

**Role model:** show leadership by minimising air pollution from activities within the health sector's control

**Educate:** inform patients and the public about the health risks and how to protect their health

**Champion:** support policy measures and work with others to improve air quality.

- 2 Clean Air Hospital Framework - <https://www.globalactionplan.org.uk/clean-air-hospital-framework/Download-the-clean-air-hospital-framework>

### **Estates Returns Information Collection**

The Estates Return Information Collection (ERIC) is a mandatory collection of data for all NHS Trusts relating to Estates and Facilities information. ERIC returns consider a large number of variables, with many of those variables being relevant to sustainability. Currently, BTHFT ranks below the 'lower mean' in 2016/17 for:

- Fossil energy consumed per occupied floor area; and
- Carbon emissions per occupied floor area.

This indicates that the Trust is currently performing well in comparison to other NHS Acute Teaching Trusts in England and Wales, which is especially notable considering the age profile of the BTHFT estate. It is the ambition of this organisation to remain in the lower mean of the peer group.

Whilst not a direct sustainability driver, the data collected through ERIC is a useful indicator of sustainability performance and BTHFT is therefore aiming to maintain and or improve this position in relation to its ERIC peer group. ERIC returns are also vital in helping the Trust to assess its position against the NHS Improvement - Model Hospital. The Model Hospital is a tool used to explore overall efficiency, compare productivity, quality and responsiveness data to identify opportunities for improvement.

### **Northern Energy Taskforce**

The Northern Energy Taskforce was convened in summer 2016 to oversee an ambitious programme of work in order to develop an energy strategy for the Northern Powerhouse. 'A Northern Energy Strategy'<sup>3</sup> was published in October 2017 which recommends a series of measures designed to make the north of England the leading low carbon energy region in the UK by 2050. These measures include:

Energy for the North, working in conjunction with central government, Ofgem and the Climate Change Committee, should develop a Northern Energy Compact involving:

- a) A pan-northern carbon budget, binding the region to reduce carbon emissions by an agreed amount over five year periods across all areas of emissions from energy generation and use to transport to agriculture; and
- b) Greater regulatory freedoms and flexibilities in order to promote and support low carbon energy generation in the north and other key technologies.

Such a Compact would be a long-term arrangement to provide the transparency and continuity necessary to facilitate public and private investment in Northern energy assets and opportunities.

3. Northern Powerhouse. 'A Northern Energy Strategy' - [www.ippr.org/publications/northern-energy-strategy](http://www.ippr.org/publications/northern-energy-strategy)

### **GS1 Healthcare Standard**

The Department of Health has mandated that every service and product procured by an NHS Acute Trust in England must be compliant with the GS1 Healthcare Standards. The current deadline for compliance is 2019/20 to improve patient safety, enhance clinical effectiveness and drive operational efficiencies. The GS1 Healthcare Standard involves labelling all products to be used by the Trust with barcodes. These barcodes are scanned and information about the product is maintained in a centralised computer system.

Whilst the GS1 standard is not a direct sustainability driver, its objective provides useful support to sustainability themes such as reducing waste and improving resource efficiency.

## **Premises Assurance Model**

The Premises Assurance Model (PAM) is a tool designed to:

- Allow NHS funded providers of healthcare to demonstrate to their patients, commissioners and regulators that robust systems are in place to assure that their premises and associated services are safe;
- Provide a consistent basis to measure compliance against legislation and guidance, across the whole NHS; and
- Prioritise investment decisions to raise standards in the most advantageous way.

The PAM specifically references the SDMP. One stipulation of the PAM is that the Trust will *'have a well-managed, annually updated and board approved sustainable development management plan'*.

The Trust is currently in the process of implementing PAM.

## **Naylor Report**

Published in March 2017, the Naylor Report is intended to facilitate the rebuilding of NHS infrastructure to meet modern standards of service delivery for the future. Essentially, the Naylor review is concerned with maximising value for money and addressing backlog maintenance across all NHS Estates. In doing so, sustainable practices must clearly be promoted.

## **Carter Review**

The Carter Review has concluded that hospitals must standardise procedures, be more transparent, and work more closely with neighbouring NHS Trusts in order to reduce costs and improve service quality. The Carter Review has a focus on standardisation across Trusts, especially in terms of procurement which has significant sustainability implications.

## **Health Technical Memoranda**

Health Technical Memoranda (HTM) provide comprehensive advice and guidance on the design, installation and operation of specialist building and engineering technology used in the delivery of healthcare. A number of HTMs therefore overlap with the principles of sustainable development including:

- HTM 07-01 Management and disposal of healthcare waste;
- HTM 07-02 Making energy work in healthcare;
- HTM 07-03 NHS car-parking management;
- HTM 07-04 Water management and water efficiency;
- HTM 07-05 The treatment, recovery, recycling and safe disposal of waste electrical and electronic equipment; and
- HTM 07-07 Building planning and construction in the health sector.