



Sustainability

Sheffield Health & Social Care

We care about carbon



1. Executive Summary

I very much welcome this Sustainable Development Management Plan (SDMP) and encourage you to read it and give us feedback as it is a means of making Sheffield Health and Social Care NHS Foundation Trust (SHSC) a more Sustainable Organisation.

Our commitments of Corporate Social Responsibility are included and we have developed this plan as part of our ongoing response to the NHS Sustainability Strategy.

We are aware of the impact SHSC's operations have on the environment as well as the strong link between sustainability and the health of the public.

This SDMP is an all-encompassing strategy intended to apply equally to all services we provide in the Trust. We are also supportive of the Consensus Statement developed by the Centre for Sustainable Health during its Summit on Sustainability in Mental Health. This Statement, shown below, is a useful way for all clinical services to think about delivering care in a sustainable way.



“Sustainability in mental health is the ability to provide high value care now and in the future in the face of environmental, economic and social constraints.

Climate change presents an unprecedented and urgent threat to human health and survival. All health professionals have a duty to advocate for action at all levels to mitigate climate change. Mental health professionals have a particular duty to educate people about the mental health effects of climate change, and the psychology of climate change denial”

Sustainable care in mental health acts to:

1. Prevent mental illness, build social capital and promote individual, social and community resilience and mental wellbeing.
2. Empower patients, staff and carers to manage their mental health.
3. Eliminate wasteful activity.
4. Make use of low carbon alternatives.

Reducing over-medication, adopting a recovery approach, exploiting the therapeutic value of natural settings and nurturing support networks are examples that can improve patient care while reducing economic and environmental costs.

We are committed to demonstrating leadership in Sustainability and this Management Plan represents a route map for us to deliver significant improvements, with the help of all our staff, key partners and other stakeholders.

The Trust Board delivered support for the formation of a Sustainable Development Group (SDG) and through that group this plan will be monitored.

Appendix 3 attached has the Terms of Reference for this group.

I look forward to chairing and reporting on the achievements and future plans of the Sustainable Development Group.

I also welcome the commitment from all staff who would wish to get involved in supporting the SDG as Sustainability Champions a role that has been established to help the Trust reduce its Carbon Footprint.

Helen Payne

Director of Facilities Management



2. NHS Carbon Reduction Strategy

The NHS Sustainable Development Unit has produced an NHS Carbon Reduction Strategy for England. This Strategy delivers a framework for all Trusts to work to and provides support in various forms to ensure success.

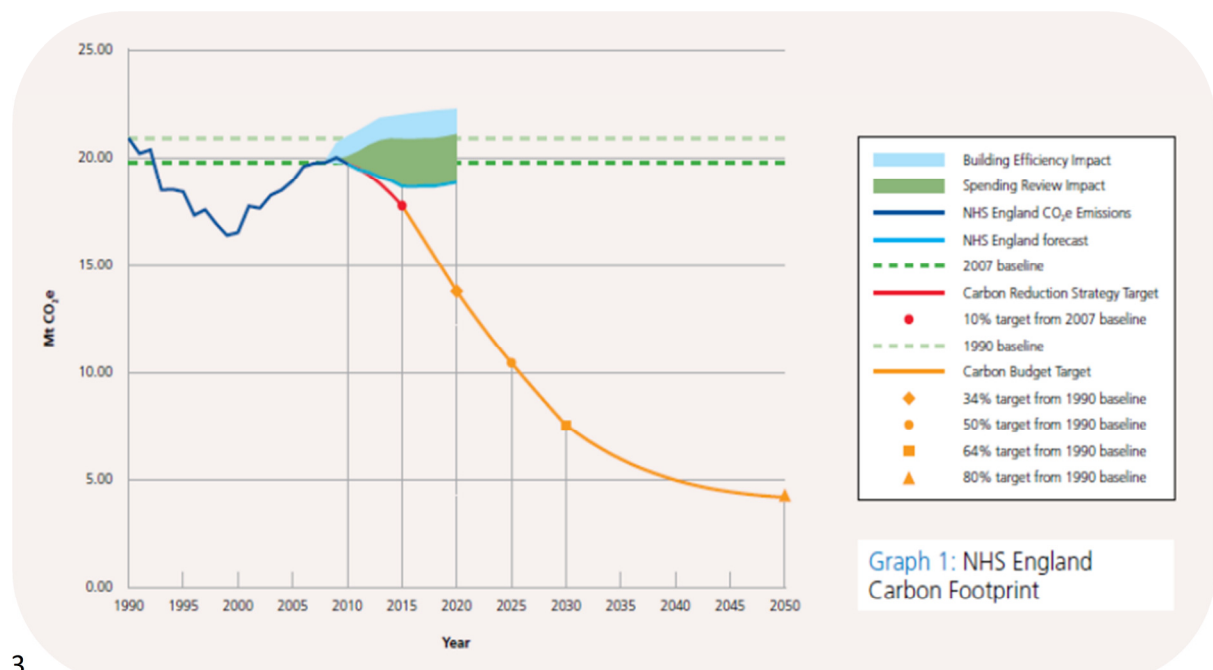
Sheffield Health and Care NHS Foundation Trust welcome this Strategy and will take this opportunity to expand on our previous carbon reduction success as detailed in this plan.

The NHS has a carbon footprint of 18 million tonnes CO₂ per year. This is composed of energy (22%), travel (18%) and procurement (60%). Despite an increase in efficiency, the NHS has increased its carbon footprint by 40% since 1990.

This means that meeting the Climate Change Act targets of 26% reduction by 2020 and 80% reduction by 2050 will be a huge challenge. The Carbon Reduction Strategy for England establishes that we should have a target of reduction equalling 10% by 2015.

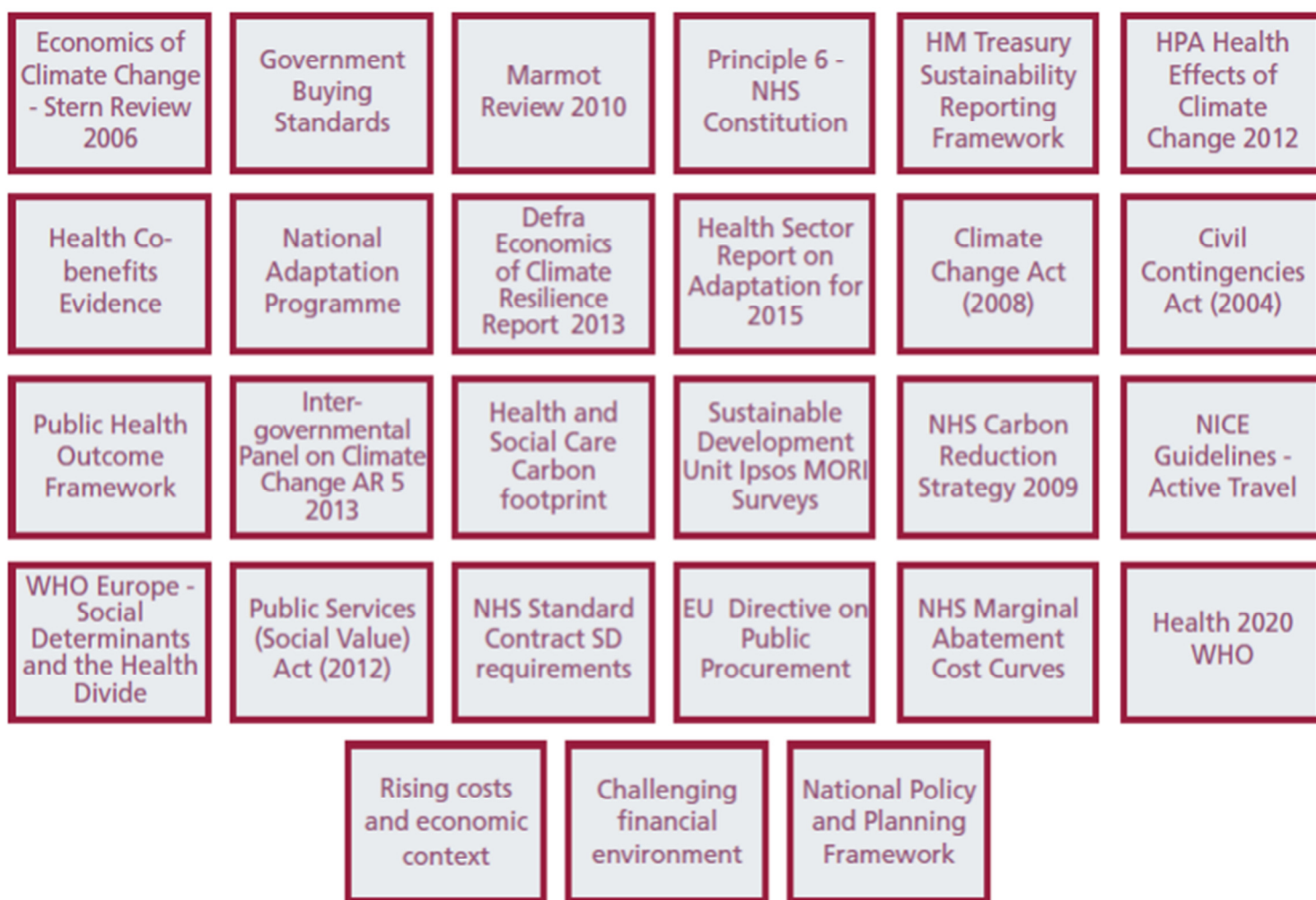
The urgent need for organisations to reduce carbon emissions and incorporate sustainability in their operations is particularly important in the NHS given its significant contribution to England's overall emissions.

As well as reinforcing the link between sustainability and public health, a clear focus on sustainable development will enable Sheffield Health & Social Care NHS Foundation Trust to capture a range of financial and non-financial benefits as well as a reduced carbon footprint.



Why is sustainable development important for the NHS?

The case for sustainability in healthcare is clear. There is sound evidence that taking action to become more sustainable can achieve cost reductions and immediate health gains. More importantly, it ensures the development of a health system that is sustainable in the long term – reducing inappropriate demand, reducing waste and incentivising more effective use of services and products. The key drivers for this strategy are drawn from the Sustainable Development Strategy for the NHS, Public Health and Social Care System 2014-2020:



Our contractors are already implementing measures to reduce carbon and energy consumption, these include:



3. Corporate Social Responsibility

Corporate Social Responsibility (CSR) is about being aware of the impact our work has on people and the environment we work in and taking steps to reduce any negative effects.

That includes our service users, the public, our partners and stakeholders, as well as the environment.

Our responsibility

Sheffield Health and Social Care NHS Foundation Trust has a corporate social responsibility to address social, economic and environmental challenges and encourage other organisations to do the same.

We need to be aware of the impact of our buildings and ensure that we manage them effectively to avoid any detrimental environmental impact:

- Being a large employer and the significant social and economic impact that has on our local community including our own workforce.
- The impact our suppliers have and consider how we can engage and involve them in order to benefit local communities.
- Partnership on many different levels to enable the most effective use of resource but also to share best practice.
- Our stakeholders to work with us to deliver our Sustainable Development Management Plan.

Good Corporate Citizen

The NHS is the largest employer in the UK. The Good Corporate Citizenship approach (GCC) can help NHS organisations to promote health, sustainable development, improve recruitment and retention and reduce inequalities in health. In practical terms, CSR involves:

- Working with social partners such as local communities.
- Nurturing relationships with employees and patients and their families.
- Responsibilities such as protecting the environment, ensuring good labour standards and sound environmental and workplace practices in house and in suppliers.

How we will monitor this?

Through signing up to the GCC Model the Trust will annually assess its practices and set action plans and targets for improvement based on the following objectives:

- By 2014, our organisation should have achieved an average score of 25% in each GCC Domain.
- By 2016, our organisation should achieve a score of 50% in each domain. This means, on average, we should be saying yes to all “getting started” and “getting there” actions.
- By 2020, our organisation should achieve a score of 75% in each domain. This means, on average, we should be saying yes to all “getting started” and “getting there” actions and answering “yes” to at least 9 of the 18 “excellent” questions

We have achieved the first objective.

Our overall average figure is 32% although we do fall short of the target in the Travel and Procurement domains

We will continue to Benchmark against other NHS Organisations and share good practice.

Our Baseline scores from our assessment can be found in Appendix 2.

Our initial action plan to enable SHSC to achieve objective 2 by 2016 includes the following high level objectives:

GCC High Level Objectives 2015/16

- Promote Active Travel
- Carry out a Staff Travel Survey
- Produce, Monitor and report on Sustainability KPIs
- Create a Healthy Workplace Plan
- Clear Engagement Strategy for staff and service users
- Create a Sustainable Procurement Strategy
- Review the Trusts Business Continuity Plan to include Adaptation
- Introduce Sustainability Clauses into all Job Descriptions
- Create a framework for more partnership working on sustainability



4. Baseline and Targets

Our Action Plan for 2015/16 is set out in Appendix 1 this is intended to enable us to monitor our progress against our KPIs set out below.

Having considered the need to set a challenging target that will enable the Trust to deliver a 20% reduction by 2020 of its 2007 baseline we have in this Strategy used our 2013/14 figures as a revised baseline .

We have set a target of a 15% reduction of Carbon by 2017/18 in each of the following areas as our core KPIs.

Additionally we have targeted using further work to ensure that the revision to this plan in 2016 will include baseline figures for all areas and will enable the Trust to set targets for Procurement as well.

Energy

In 2013/14 we used
11,406,420 Kwh of Gas
which equals **2099 tco2e**

In 2013/14 we used
4,065,214 Kwh Electricity
which equals **1811 tco2e**

Waste

In 2013/14 we produced
414 tonnes of Domestic
waste which equals
70 tco2e

**34% of that was
recycled**

Water & Travel

In 2013/14 we consumed
41,491m³ of water which
equals **47 tco2e**

In 2013/14 we travelled
1,534,989 business miles which
equals **1328 tco2e**

* tco2e = Tonnes carbon
dioxide equivalent

5. Celebrating Our Success

Full range of recycling arrangements is in place at our 8 largest properties, plus a further 18 properties. These include the recycling of cardboard, paper, plastics, tins and glass. All of this waste is diverted from landfill and has resulted in cost savings of £4,000 (as at 2013/14). Plans are in place to increase and roll out these arrangements further to additional Trust properties during 2014/15.

In February 2014 we entered into a contract with a new waste disposal provider, Healthcare Environmental Services (HES). HES are a local company based at Normanton near Wakefield.

As part of the new contract, collection of all 'black bag' or domestic type waste is subcontracted to Veolia. Veolia are responsible for managing the Sheffield incinerator plant which generates green heat and power, supplying city homes and businesses with heating and hot water. A number of NHS properties are connected to the green heat and power circuit. A further benefit of this arrangement is that 100% of our domestic waste is diverted from landfill.



Through our energy contract via the Government Procurement Services framework, we purchase electricity which is 100% generated from renewable sources.



Further development of an Intranet page for staff to access information related to sustainability. The next step is to provide staff with direct access to details of energy consumption in their workplaces, via 'league tables', to incentivise local reductions in energy use.

The Trust was successful in obtaining Department of Health Energy Efficiency Fund money for two bids:

1. Implementation of a software system to shut down Personal Computers (PCs) when these are not in use. Generating cost savings of approximately £9,000 per annum and reduced greenhouse gas emissions by 112.876 tonnes



Saving 1,114,529 inactive hours / year

Assuming 90W PC and Monitor

Assuming £0.09 / kWh energy cost

Estimated saving ~ £ 9,027 pa

2. Replacement of out-dated boilers and installation of a Combined Heat and Power (CHP) unit at the Michael Carlisle Centre. This is anticipated to generate cost savings of approximately £23,500 per annum and reduce greenhouse gas emissions by 141.654 tonnes

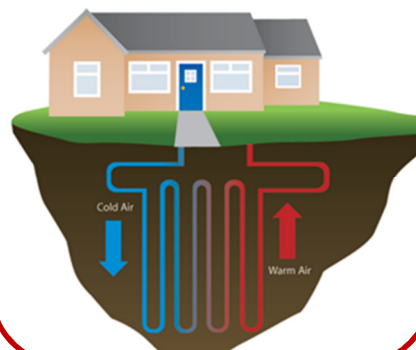
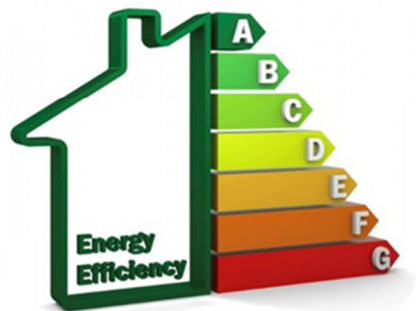
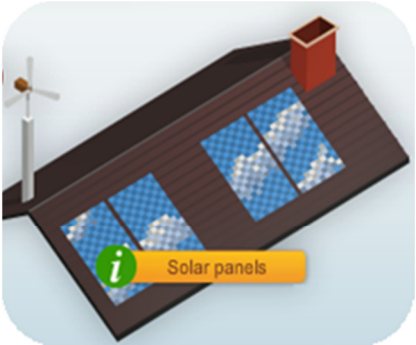
6. Sheffield Health & Social Care Cares About Buildings & Energy

One of the areas we have worked most on is ensuring that our buildings are energy efficient and included in our recently endorsed Estates Strategy are key achievements so far as well as outlines for our future plans.

Working with Ecovate we will deliver Carbon and Cash savings through the Procurement of an Energy Saving Contract offering guaranteed savings for further investment in energy efficient products and works.

What we have done:

- CHP in Michael Carlisle Centre (MCC)
- Carbon Reduction Methods included in each build project
- Some Improvements in lighting across site
- Voltage Optimisation Units
- CHP (Combined heat and power) plant
- Energy efficient boilers
- BMS and 0-10v control of boilers
- PC power shutdown
- LED Lighting
- Waste management
- Increased staff productivity / Reduction in mileage / Use of PDAs
- Smart metering and targeting
- Water management – policy and evaluation
- Insulation – window upgrades, cavity wall, loft
- Ground source heat pumps
- Air source heat pumps
- Live wall and green roofs



What we Plan to Do

Demand-Side Measures

- Building Management System (BMS) - some upgrade plus continuous optimisation.
- Zoning would reduce energy costs and improve patient comfort in some areas.
- Lighting upgrades would give good savings throughout.
- Heating - mostly benefits would be from control and improvements to supply.
- Water – mostly in good order.
- Review Data Centre at Michael Carlisle Centre



Supply-Side Measures

- Building on the successful CHP installation at Michael Carlisle Centre, CHP may be effective in four further buildings. To be reviewed during Phase 2.

Measures to Improve Comfort and Resilience

- Improved zoning in some areas (e.g. Longley Centre) would improve comfort levels
- LED lighting.
- Improve ventilation and bring air-changes per hour in line with NHS standards

Which Buildings?

Measure	Longley*	Grenoside	Forest	MCC	Fulwood	Woodland
CHP (survey)	✓		✓	✓		✓
Zoning	✓					
Lighting	✓	✓	✓		✓	✓
Loft / cavity wall insulation survey	✓	✓	✓	✓		✓
Upgrade pumps		✓	✓			✓
IT and data-centre optimisation				✓		

7. Sheffield Health & Social Care

Cares About Travel & Transport

We have embarked previously on a journey to be more sustainable across the Travel agenda with key successes so far including:

- Monitoring of Fleet carbon emissions
- Staff Cycle Scheme in place with over 120 staff already signed up
- Sheffield wide Logistics service delivering efficient journeys for key distribution targets

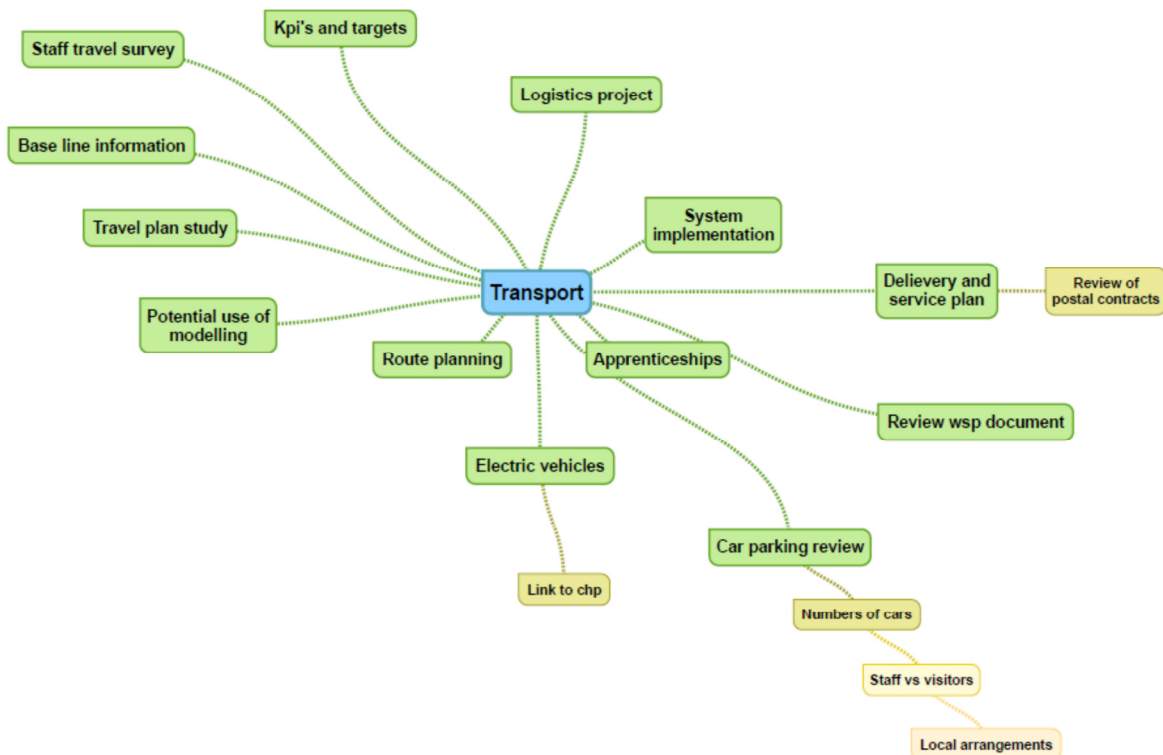
As a key next step in our journey to carbon reduction the Trust is committed to producing a Sustainable Travel Plan during 2015/16 to include targets for Carbon Reductions in the following areas:

- Staff travel
- Patient Travel
- Business Travel
- Logistics and Supply Chain



Outlined below are highlights of the areas that will be looked at in more detail as part of our overall action plan on Sustainable Travel.

We plan to undertake a Staff Travel Survey which will be followed with further actions towards a Full Travel Plan to be produced in 2015/16



8. Sheffield Health & Social Care

Cares about Procurement

The Trust will develop a Sustainable Procurement Strategy in 2015/16 to enable progress on delivering reductions in Carbon through its Supply Chain.

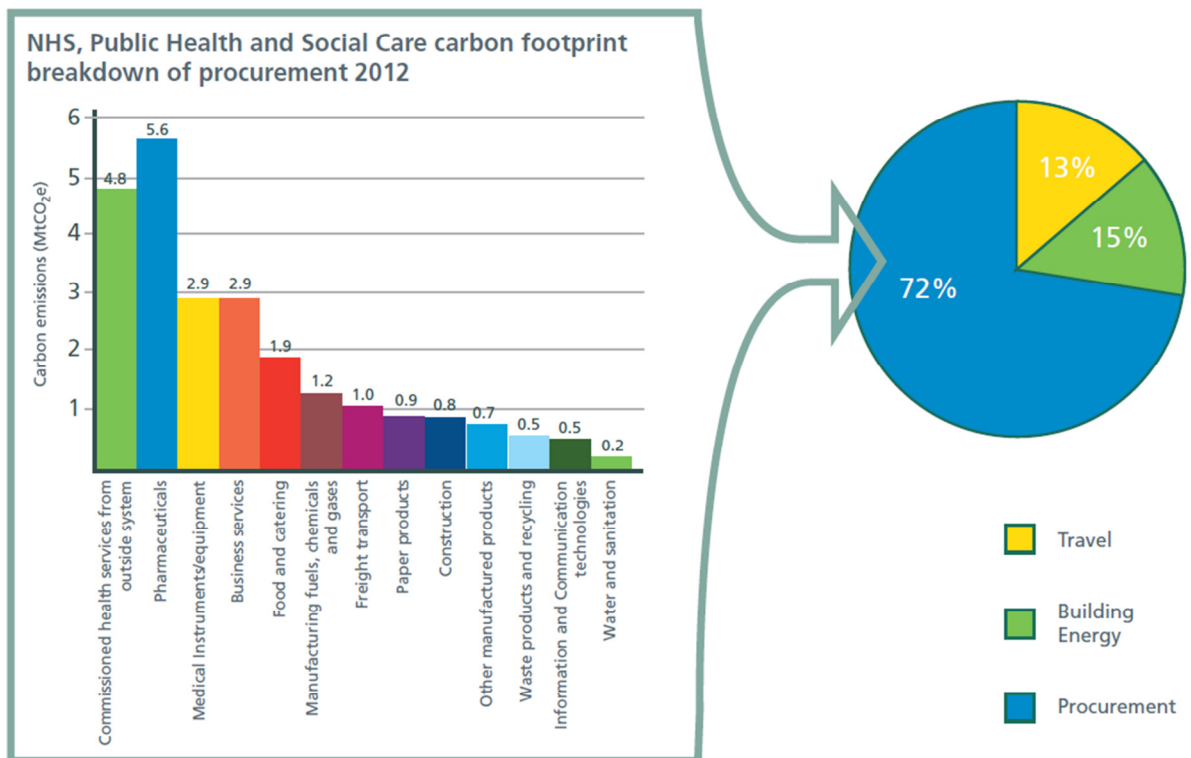
The table below reflects the importance of Procurement in Carbon Reduction.

Emissions within the NHS clearly show a breakdown of areas that the Strategy will cover.

Using tools created by the NHS Sustainable Development Unit (SDU) the Trust will review 4 key areas in line with the Procuring for Carbon Reduction (P4CR) programme.

Working in Partnership with Key Stakeholders this will enable the Trust to progress towards Carbon reduction as well as assist in generating savings.

NHS, Public Health and Social Care carbon footprint breakdown 2012



The Procuring for Carbon Reduction (P4CR) programme created by the NHS Sustainable Development Unit has identified four broad types of intervention (or action) that organisations can take to reduce the carbon emissions associated with the goods and services they procure.

These four types of intervention are central to the P4CR programme and associated guidance and tools. The four interventions are:

- 1) Reduce Demand (demand management) – i.e. buy less.
- 2) Efficiency in Use – i.e. buy products, equipment or services that consume less through their ‘in use’ life and at disposal (and consequently reduce carbon emissions associated with those consumables) – closely linked to whole life cost/total cost of ownership concepts but with the focus on reducing resource consumption and related carbon emissions.
- 3) Substitution and Innovation – i.e. using alternative products, materials or approaches.
- 4) Supply Chain Management – i.e. working with the suppliers to identify reductions in carbon emissions associated with their processes, activities and procurement decisions.

In Establishing a Supply Chain that supports this initiative each procurement activity whether it is buying equipment, produce, or catering goods needs to reflect this approach.

It is vital in terms of the overall carbon reduction programme that the benefits of each approach are reflected and that everyone is clear on when that benefit will arise



PICU Longley site proposed ground floor layout plan

Right First Time Programme – Transforming the way Health and Social Care is delivered

Over the last 18 months, the Right First Time partnership between community health services, local hospitals, GPs and the City Council has resulted in many patients getting more health care provided locally rather than having to go to hospital. It has also improved the social and community healthcare support available to enable people to live independently at home for longer.

The aim is to work together to transform how health and social care is provided so that we can continue to deliver high quality care, a positive experience and value for money despite the challenges of rising climate.

Right First Time will focus on physical and mental health and social care needs of the population of Sheffield. The vision of the Programme is to:

“Ensure all Sheffield’s residents live longer and healthier lives, and are supported in their local community wherever possible by joined up, high quality, responsive, health and social care services which offer continuity of care, shared decision making, and a lifelong, personalised, preventative approach to health and wellbeing.”

9. Sheffield Health & Social Care Cares About Partnerships



SHSC is a leader in developing partnerships which support Sustainability in Healthcare in line with our Trust Vision and reflective of our ongoing commitments to the Health and Wellbeing of our service users and the people in Sheffield.

The range of Projects we have taken a lead role in include the following:

- **Right First Time**
- **Acute Care Reconfiguration**
- **Reconfiguration Strategy**
- **Crisis House**
- **Memory Service**
- **QIPP (Quality, Innovation, Productivity and Performance)**

We are committed to working with Sheffield City Council and our partner NHS organisations on developing joint initiatives to promote Sustainability and to reduce carbon across Sheffield and beyond.

10. Engagement Strategy

Sustainability Champions

As a key part of our engagement strategy we have launched the role of sustainability champions to allow staff who want to get involved to assist in SHSC achieving its targets on carbon reduction.

Engaging in audits, supporting our events calendar and promoting the various initiatives will all be part of the role which will be supported through the Facilities Team.



Calendar of events 2014/15

A number of events will be held to promote this plan and the overall NHS Strategy on carbon reduction. Details about the events we will be engaged in and how to get involved will be circulated locally, but are expected to include:

February 2015 - Come Dine with Me. Taste and See how sustainable the food we serve our service users and Staff is.

March 2015 - Climate Week

Monday 2 to Sunday 8 March 2015 – An annual event spotlighting the positive steps being taken in workplaces and communities across the UK to combat climate change. For more information visit the Climate Week website.



NHS Sustainability Day March 26th 2015

NHS Sustainability Day is one day in a sustained campaign, yet it provides a focus for organisations to participate on that day in initiating or continuing progress on achieving better sustainability practice. It has now attracted senior level endorsement within the NHS and from the Prime Minister.



SHSC will be participating with its own special event.

May 2015 - Walk to Work Week – Monday 11 to Friday 15 May 2015

13 – 21 June – Cycle to Work Week: a ‘Tour de Sheffield NHS’ event on 18 June co-ordinated with Sheffield Teaching Hospitals, visiting Trust premises and if possible raising funds via the SHSC Charity to reinvest in SHSC cycling/walking welfare facilities



Appendix 1 - Our Action Plan 2015/16

1. Energy and Carbon Management			
Key actions	Status/ Action Date	How Measured /Monitored	Lead
1. Regular Board level reviews of performance in energy efficiency and carbon reduction should be reported annually to staff, the public and other stakeholders.		Board minutes	Director of Facilities Management
2. Carbon measurements should replace energy measurements as the target for reduction.	All measurements to be re baselined in Carbon	SDMP	Director of Facilities Management
3. All NHS organisations should create a strategic plan to develop resilient and more renewable energy sources to ensure a guaranteed energy supply, whilst managing their overall carbon footprint.	Business case presented by Ecovate	SDMP	Director of Facilities Management
4. All NHS capital developments should be assessed to ensure options are evaluated on a whole life cost basis. Low carbon options may include renewable energy, passive cooling, ultra-efficient lighting, sustainable transport and natural environment.	Ongoing	BREEAM Assessments	Head of Capital Development
5. Every NHS staff member should be able and encouraged to take responsibility for energy consumption and carbon reduction.	Establish a Joint Environmental Committee	SDMP Group	Director of Facilities Management
2. Procurement and Food			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. The NHS should take every opportunity to manage its operations and procurement efficiently, thereby minimising wastage and carbon from the outset.	Ongoing	Trust Procurement Strategy	Head of Procurement

2. The NHS should work in partnership with suppliers to improve sustainable and low carbon procurement. A roadmap to support organisations in this process will be published by NHS PASA, DH, the SDC and the SDU	Ongoing	Trust Procurement Strategy	Head of Procurement
3. Local procurement, whole lifecycle costs and the environmental impact of financial decisions should be considered by all NHS organisations, in preparation for the use of carbon as a currency.	Ongoing	Trust Procurement Strategy	Head of Procurement
4. Further research will be undertaken into the carbon footprint of pharmaceuticals within the NHS to better understand this and to inform actions to produce significant reductions.	Ongoing	Medicines Management Policy	Chief Pharmacist
5. The promotion of sustainable food and nutrition throughout the NHS should become the norm	Ongoing	Nutritional Strategy Group	Hotel Services Manager
3. Low Carbon Travel, Transport and Access			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. All Trusts should have a Board approved active travel plan as part of their sustainable development management plan	Outline Areas included in SDMP – Travel Plan to be Produced 2015-16	SDMP	Transport Services Manager
2. The NHS should consider introducing a flat rate for business mileage regardless of engine size or even modal option (car, train, bus, cycle and foot).	Complete	SDMP Group	Director of Finance
3. NHS organisations should establish consistent monitoring arrangements so reductions in emissions from road vehicles used for NHS business can be measured	Ongoing	Transport Annual Report	Transport Services Manager
4. Mechanisms to routinely and systemically review the need for staff, patients and visitors to travel need to be established in all NHS organisations.	Ongoing	Transport Annual Report	Transport Services Manager
5. Healthcare delivery must continue to move closer to the home.	Ongoing	SDMP	Trust Board

4. Water			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. Efficient use of water should be integrated into building developments at the design stage	Complete	SDMP	Director of Facilities Management
2. Water costs and consumption should be measured, monitored and reported annually by all NHS organisations as part of their Annual Report to staff, patients and the public	Complete	SDMP	Director of Facilities Management
3. Leaks in NHS infrastructure should be identified and fixed immediately.	Ongoing	Estates Strategy	Director of Facilities Management
4. Water efficiency technology should be adopted as standard across the NHS estate.	Ongoing	Estates Strategy	Director of Facilities Management
5. Routine purchasing of bottled water should be avoided.	Complete	Trust Procurement Strategy	Head of Procurement
5. Waste			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. Management of domestic, clinical and hazardous waste should be reported at Board level by all NHS organisations as a key part of their sustainability reporting	Annual	Annual Waste Report	Estates and Facilities Support Officer
2. Boards should undertake a balanced risk assessment of all waste, and its associated costs and carbon including those related to single issue, use and disposal policies in contrast to sterilisation and re-use policies.	Annual	Annual Waste Report	Estates and Facilities Support Officer

3. All Trusts should ensure they have the necessary skills to manage waste legally, efficiently and cost effectively.	Annual	Annual Waste Report	Estates and Facilities Support Officer
4. All Trusts should monitor the quantity and cost of all waste streams and set trajectories to monitor, manage and reduce them over time.	Annual	Annual Waste Report	Estates and Facilities Support Officer
5. The DH and the NHS SDU will consider appropriate targets to: <ul style="list-style-type: none"> • Reduce waste from clinical areas / hazardous waste • Reduce domestic waste to landfill • Increase recycling. 	N/A	N/A	N/A
6. Designing the built environment			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. All new buildings and major refurbishments should be designed to withstand significant climate change and weather extremes.	Ongoing	Estates Strategy	Director of Facilities Management
2. All new healthcare buildings should aim to achieve a target of being low carbon by 2020	Ongoing	Estates Strategy	Director of Facilities Management
3. A Low Carbon Design Taskforce of public and private sector expertise should be established to develop a blueprint for the optimum low carbon healthcare building, accompanied by best practice guidance.	Ongoing	Estates Strategy	Director of Facilities Management
4. All decisions about design and build of healthcare facilities must be explicit about how they encourage a broader approach to sustainability including transport, delivery of service and community engagement.	Ongoing	Estates Strategy	Director of Facilities Management
5. All NHS buildings need to move quickly to have a significantly lower carbon impact, not only in their construction but also in their lifetime use and in their decommissioning. NHS buildings must be designed to promote sustainable behaviours in staff, patients and visitors, and they must be adaptable to support change towards low carbon patient pathways.	Ongoing	Estates Strategy	Director of Facilities Management

7. Organisational and Workforce Development

Key actions	Status/Action Date	How Measured /Monitored	Lead
1. Future leadership development should take account of the competencies required to deliver carbon reduction.	Dec 2015	Workforce Action Plan	Director of HR
2. NHS organisations and CCGs should work in partnership with Higher Education Institutions to ensure that sustainability and carbon reduction concepts are included in under graduate curricula.	Ongoing	Workforce Action Plan	Director of HR
3. NHS organisations should consider including sustainability and carbon governance as a responsibility on all job descriptions for Chief Executives and Director level posts and on all job descriptions for NHS staff.	Dec 2015	Workforce Action Plan	Director of HR
4. NHS organisations must ensure their staff have information about, and opportunities to use, low carbon travel options (see travel).	Staff Engagement Plan – December 2015	SDMP Group	Director of Facilities Management
5. Audio, video and web conferencing technology must be made available by NHS organisations and staff must be trained in these technologies to support a cultural shift away from routine care and other high carbon travel and to encourage more home working.	Ongoing	ICT Action Plan	Director of ICT

8. Role of partnerships and networks

Key actions	Status/Action Date	How Measured /Monitored	Lead
1. The NHS should use its leverage within local frameworks in relation to carbon reduction	Ongoing	Sheffield Health Economy	Chief Executive
2. Every NHS organisation should actively pursue climate change action in their Local Strategic Partnership (LSP)	Ongoing	SDMP	Director of Facilities Management
3. NHS/DH regional sustainable development networks need further support to ensure wide representation across organisations and functions.	N/A	N/A	N/A

4. Each NHS Board should receive, at least annually, a report about progress in meeting the requirements of this strategy in their region.	N/A	N/A	N/A
5. The NHS should take a lead on sustainable development and carbon reduction and be an exemplar to other sectors and to other health systems.	N/A	N/A	N/A
9. Governance			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. Every NHS organisation should sign up to the NHS Good Corporate Citizenship Assessment Model1 and produce a Board approved Sustainable Development Management Plan which sets out clear measurable milestones to measure, monitor and reduce direct carbon emissions.	Complete	SDMP	Director of Facilities Management
2. The NHS should set itself targets and trajectories to at least meet the provisions of the Climate Change Act. In the first instance this should be 10% of the 2007 levels by 2015, as a minimum.	N/A	N/A	N/A
3. Carbon reduction and sustainable development are corporate responsibilities for all organisations and should be an inherent part of each organisation's performance and governance mechanisms.	Ongoing	SDMP	Director of Facilities Management
4. Healthcare regulators should consider making sustainability and the environmental impact of services an integral part of quality standards.	N/A	N/A	N/A
5. SHAs (through CCGs) and Regional Government Offices should ensure: (See The Sustainable Development Commission, Good Corporate Citizenship Assessment Model. [Online] Available at: N/A www.corporatecitizen.nhs.uk) The NHS delivers carbon reduction through its commissioning frameworks The NHS delivers on its sustainability commitments within Local Area Agreements (LAAs) Sustainable Development Regional Networks in the NHS are developed further and given more prominence to ensure broad corporate representation across organisations and directorates.	N/A	N/A	N/A
10. Finance			

Key actions	Status/Action Date	How Measured /Monitored	Lead
1. NHS organisations should develop carbon literacy and embed carbon reduction in their financial mechanisms.	TBC	Finance Plan	Director of Finance
2. NHS organisations should take advantage of schemes which support investment in energy efficiency initiatives.	Ongoing	SDMP	Director of Facilities Management
3. The DH and NHS SDU will provide practical guidance for Trusts on the Carbon Reduction commitment following the consultation process in 2009.	N/A	N/A	N/A
4. NHS organisations should be involved in local strategic partnership arrangements and regional economic forums in order to play their part in developing a sustainable and resilient health economy.	Ongoing	Sheffield Health Economy	Trust Board
5. The DH and the NHS SDU will work in collaboration to encourage the development of further incentives to support carbon reduction in the NHS.	N/A	N/A	N/A
11. Looking ahead – the next steps			
Key actions	Status/Action Date	How Measured /Monitored	Lead
1. The NHS SDU, SDC and DH will continue to develop the most appropriate metrics to measure and monitor direct and indirect carbon footprints across the NHS and translate them into trajectories and milestones for the NHS to meet legally binding Government targets.	TBC	TBC	TBC
2. Societal and NHS scenarios set in a low carbon world will be developed by the NHS SDU to better understand the ways healthcare delivery should be shaped in the medium to longer term low carbon future. This will involve integrating societal approaches to a low carbon future into the core values and mechanisms of the NHS over the next 40 years.	TBC	TBC	TBC
3. Models of care and how they may be affected in a low carbon society, should be created by the NHS in order to develop low carbon pathways and maximise the co-benefits to health and health systems.	TBC	TBC	TBC

4. The NHS should be exemplar users and investors in low carbon technology to enable to the delivery of sustainable healthcare.	TBC	TBC	TBC
5. Current and future NHS leaders should be developed to understand and manage future risks and opportunities of sustainability and climate change.	TBC	TBC	TBC

Appendix 2 – Baseline Scoring for Good Corporate Citizenship

Domain	Component					
		GS	GT	EX	total	%
Overall Corporate approach		2	2	3	7	38
Travel	Policies and Performance	1	2	0	3	
	Area planning	0	0	0	0	
	Service delivery and estate design	1	2	0	3	
	Active travel	0	2	0	2	
	Business travel	1	2	3	6	
	Traffic management	0	0	0	0	
Section Total	108				14	13
Procurement	Policies and Performance	1	2	0	3	
	Procurement skills	1	0	0	1	
	Procurement process	2	2	0	4	
	Engaging suppliers	0	0	0	0	
	Procuring for resource efficiently	1	6	3	10	
	Ethical procurement	0	0	0	0	
Section Total	108				18	17
Facilities management	Policies and Performance	3	6	3	12	
	Energy use and carbon	3	4	6	13	
	Waste	2	4	6	12	
	Water	2	4	0	6	
	Hazardous substances	3	2	0	5	
	Healthy Lifestyles	1	2	0	3	
Section Total	108				51	47
Workforce	Policies and Performance	2	2	0	4	
	Diversity and Inclusion	2	4	6	12	
	Valuing workforce	3	2	9	5	
	Healthy workplace	3	0	0	3	
	Childcare and carer support	3	4	3	10	
	Learning and development	2	6	0	8	
Section Total	108				42	38
Community Engagement	Policies and Performance	3	2	3	6	
	Local partnership and planning Policies and Performance	3	6	0	9	
	Engaging with people collectively	2	4	0	6	
	Engaging with people individually	3	6	6	15	
	Assets and resources	2	2	0	4	

		Communication and engagement	2	4	0	6	
Section Total	108					46	43
Buildings		Policies and Performance	3	4	3	10	
		Planning	2	2	0	4	
		Design	2	4	6	12	
		Sustainable procurement	0	0	0	0	
		Energy and Carbon	0	4	6	10	
		Green Space	0	0	0	0	
Section Total	108					36	33
Adaption		adaption	0	0	0	0	
		Risk assessment	0	0	0	0	
		infrastructure	3	2	0	5	
		Resource Use and Contingency planning policies	3	4	3	10	
		Workforce and service delivery	3	4	0	7	
		Social and community impacts	3	6	0	9	
Section Total	108					31	29
Models of care		Organisational structure	1	0	0	1	
		Shifting emphasis of care	0	4	0	4	
		More empowering care	2	2	3	7	
		Care closer to home	2	4	0	6	
		Efficient to transformed care	2	0	3	5	
		System approach to care	3	2	0	5	
Section Total	108					29	26
Overall Average Percentage							32

Note

GS = Getting Started

GT = Getting There

EX = Excellent



APPENDIX 3 –

Sustainable Development Group (SDG) - Terms of Reference

Overall Objectives

The overall objectives of the Sustainable Development Group are to ensure the effectiveness of Trust policies on Sustainability and Corporate Social Responsibility, and oversee, monitor and report on the environmental performance of the Trust.

Terms of Reference

Key Responsibilities

- Responsible for the integration & dissemination of the NHS Carbon Reduction Strategy and Sustainability and Carbon Management strategies across the Trust and to lead on the associated work streams.
- Co-ordinate the implementation of the Trust's Sustainable Development Management Plan (SDMP) and report to the Trust Board on progress with this.
- Decide on an overarching sustainable development mission statement, which would be ratified by the Board and used as a guiding principle for the organisation.
- Review and document the effectiveness of Trust policies and initiatives designed to deliver environmentally sustainable and best-practice solutions.
- Promote Sustainability across the Trust and influence how this is included in the business and activity of the Trust as a whole.
- Agree Trust draft strategies and policies relating to Sustainability and Environmental issues prior to submission to Executive Directors Group for ratification.
- Agree the Business Case(s) for any bids to be taken to Business Planning Group in relation to sustainability issues.
- Agree and co-ordinate any action plan for staff engagement relating to Sustainability and the environment, including where relevant appropriate training.
- Regularly monitor the performance of associated work streams e.g. energy/carbon, waste, travel, procurement and the delivery of actions identified in the SDMP

- Allocate responsibility for individual work streams.
- Assist the Trust Board in its oversight of the Trust's compliance with applicable legal and regulatory requirements in relation to environmental matters and socially responsible initiatives

Accountability and Procedures

The SDG will be accountable to the Executive Director of Finance and the Executive Directors Group (EDG).

The Group will report progress to the Trust Board annually, as a minimum.

The work of the Group will inform the content of the Trust's Annual Report section on Sustainability.

From time to time Sub-Groups may be set up charged with developing actions as part of the implementation of the Trust's Sustainable Development Management Plan. The Sub-Groups will be responsible back to the SDG via the Chair.

Papers will be circulated a minimum of 5 working days before meetings.

Decisions will normally be made by consensus but in the event of any dissent the Chair's decision will be binding.

From time to time proposals may be circulated to members outside of the schedule of meetings for agreement by written procedure. Members will normally be given 7 days in which to respond. In such cases, a non-response by the deadline will be taken as approval of the proposal.

Membership

The Group will be made up of a cross section of high level representatives from the Trust, who can ensure the necessary strategic approach is taken to improve performance and achieve agreed actions within the scope of the Group's remit.

The Director of Facilities Management will have Lead Responsibility for the Group and act as Chair.

Who	Function Required
Director of Facilities Management	Chair
Head of Estate Services	Lead on energy & utility efficiency initiatives/other property related initiatives
Head of Procurement	Lead on development of sustainable procurement processes
Deputy Director of Human Resources	Lead on development of workforce aspects of Good Corporate Citizenship

Transport & Stores Manager	Lead on initiatives related to transport and travel
Estates & Facilities Support Officer	Lead on waste management initiatives/act as Secretary for the Group
IM&T Senior Manager	Enablement of IT based changes to improve sustainable working practices
Pharmacy Service Senior Manager	Improve understanding of carbon footprint of pharmaceuticals/actions that can be taken to produce reductions
Service Directorates, senior representative (Assistant Service Director level or above)	Responsible for communication between Directorate and Group, and for ensuring Directorate staff and services engage in and support the work of the group

Quorum shall be 4 members.

Members unable to attend are required to send a deputy.

Frequency of Meetings

The Group will meet every 3 months (and additionally as required to meet commitments).

Aims & Objectives for Sustainable Development Group 2015/16

1. Develop and build on the content of the Sustainable Development Management Plan, encompassing all Trust activities which impact on the environment and to the Good Corporate Citizenship Assessment model, which may help shape this.
2. Ensure implementation of an active travel plan
3. Agree energy saving and carbon reduction targets, in line with or exceeding what is proposed in the NHS Carbon Reduction Strategy.
4. Establish potential for renewable energy production.
5. Establish opportunities for reduction, recycling and reuse of waste
6. Promote staff engagement at all levels and promote the development of leadership competencies to delivery carbon reduction.
7. Report annually internally and externally on individual impacts, achievements and targets.
8. Develop implementation of biodiversity, water and chemical management strategies, including ensuring that systems for efficient use of water are integrated into building developments at the design stage.
9. Produce plans and ideas for increased green space in the hospital grounds, both in new builds and existing buildings.
10. Encourage use of local suppliers in procurement, whilst integrating sustainability procurement terms into all contacts with suppliers.
11. Work with suppliers on encouraging a culture of life cycle costing and environmental awareness in procurement options.
12. Identify and work effectively in partnership with all relevant stakeholders in this agenda- for example with Local Strategic Partnerships.
13. To agree further aims and objectives as drivers for sustainable development and carbon reduction evolve.

EVENTS

SUSTAINABLE LEADERSHIP

DEVELOPMENT LOCAL

CHAMPION DIFFERENCE CHALLENGE

FACTORS CLEAN

REWARD

WATER TRANSPORT

SUPPORT ORGANIC WATER

RENEWABLE

ACTION ENVIRONMENT

CARBON ENERGY

GREEN SHSC

SHSC

REUSE

MONEY TURN OFF

WORK

GOOD

ENERGY

REUSABLE

RECYCLE GREENHEAT

RECYCLE

CHAMPION CLIMATE

FOOD ENCOURAGE

PACKAGING PLANT SAVE GAS

PROTECTION

RESULTS

EARTH TREES

SAVE PROVIDE

SUSTAINABLE

RESPONSE

CHOICE ENERGY WATER

FUTURE TOGETHER

HEALTHY

GREEN

SUSTAINABILITY