NHS
University Hospitals Bristol
NHS Foundation Trust

Sustainable Development Strategy 2020–2025
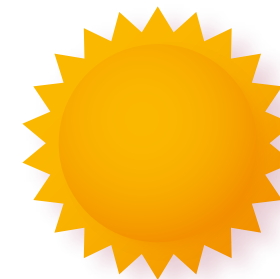
Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

Contents

" The goal of sustainable development is to meet the needs of today, without comprimising the needs of tomorrow."

Foreword

As an Outstanding hospital Trust we are meeting the needs of our communities today but we also have a duty to ensure we continue to deliver exceptional healthcare in a responsible way that embraces our role as an anchor organisation in Bristol.

We are committed to delivering the ambitious plans set out in this Sustainable Development Strategy providing high standards of quality healthcare whilst addressing the environmental impact this creates. This strategy shows how, through developing sustainably, we can make a significant contribution to the local economy, society and environment.

Climate change has been declared as 'the greatest threat to global health' (Lancet, 2017) which will have serious implications for our health, wellbeing, livelihoods, and the structure of organised society. Failure to act quickly will heighten existing national health challenges, place further financial strain on the NHS, and worsen health inequalities within the UK and internationally.

In recognition of the urgency of the threat that climate breakdown poses to public health, we are publically declaring a climate emergency. We wish to be leaders in fast tracking plans to achieve carbon neutrality – improving the health of our population in the process. This strategy commits us to a carbon neutrality target of 2030, improving air quality and reducing our use of single use plastics. These targets are challenging but show our commitment to working with partners to deliver Bristol's One City Plan and the vision for a "Fair, healthy and sustainable city".

Robert Woolley
Chief executive

Introduction

As one of the largest organisations in Bristol we have a significant environmental impact. We generate substantial waste and carbon as a result of our clinical activities, and the travel and transport needed to deliver goods and services and move staff, patients and visitors impacts on local air quality. Putting in place a clear strategy will enable us to manage and reduce our environmental impact, improve efficiency and resilience and control the cost of delivering our services.

As an anchor Institution we are committed to embedding sustainability across our own organisation, leading by example in our sector and improving the health and wellbeing of the communities we serve. We will collaborate with our healthcare partners and key stakeholders to ensure that our work is aligned to deliver a shared set of goals. Everyone has a part to play in delivering this plan and by working together, we will achieve more and deliver sustainable healthcare.

Setting a carbon neutrality target of 2030

Calling for the necessary policy and funding

Establishing a sustainable procurement framework to ensure suppliers support us in reducing our carbon footprint

Strategy renewal

Our previous strategy focused on the savings that could be achieved through making estates efficiencies around energy, water, waste and travel. The scope of our new strategy has been expanded to encompass wider issues of health, wellbeing and social value, whilst contributing to our long term carbon reduction targets.

To inform the content of this strategy, we have engaged extensively with our staff. From that engagement we have developed objectives across the 10 modules of the healthcare sector tool for measuring and improving sustainability performance. This tool is known as the Sustainable Development Assessment Tool, or SDAT. Using the ten SDAT modules ensures that we covered all aspects of sustainability.

Corporate Approach	Asset Management and Utilities
Travel and Logistics	Adaption
Capital Projects	Greenspace and Biodiversity
Sustainable Care Models	Our People
Sustainable Use of Resources	Carbon / GHGs

The UN Sustainable Development Goals (SDGs)

Our strategy is aligned with the United Nation's 17 Sustainable Development Goals (2015-2030), an ambitious collection of global aims intended to encourage countries to end all forms of poverty, fight inequalities and climate change, whilst ensuring that no one is left behind. We have considered how UH Bristol can contribute to the SDGs as a whole, as well as how sustainability objectives contribute towards the delivery of this strategy.

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Drivers for change

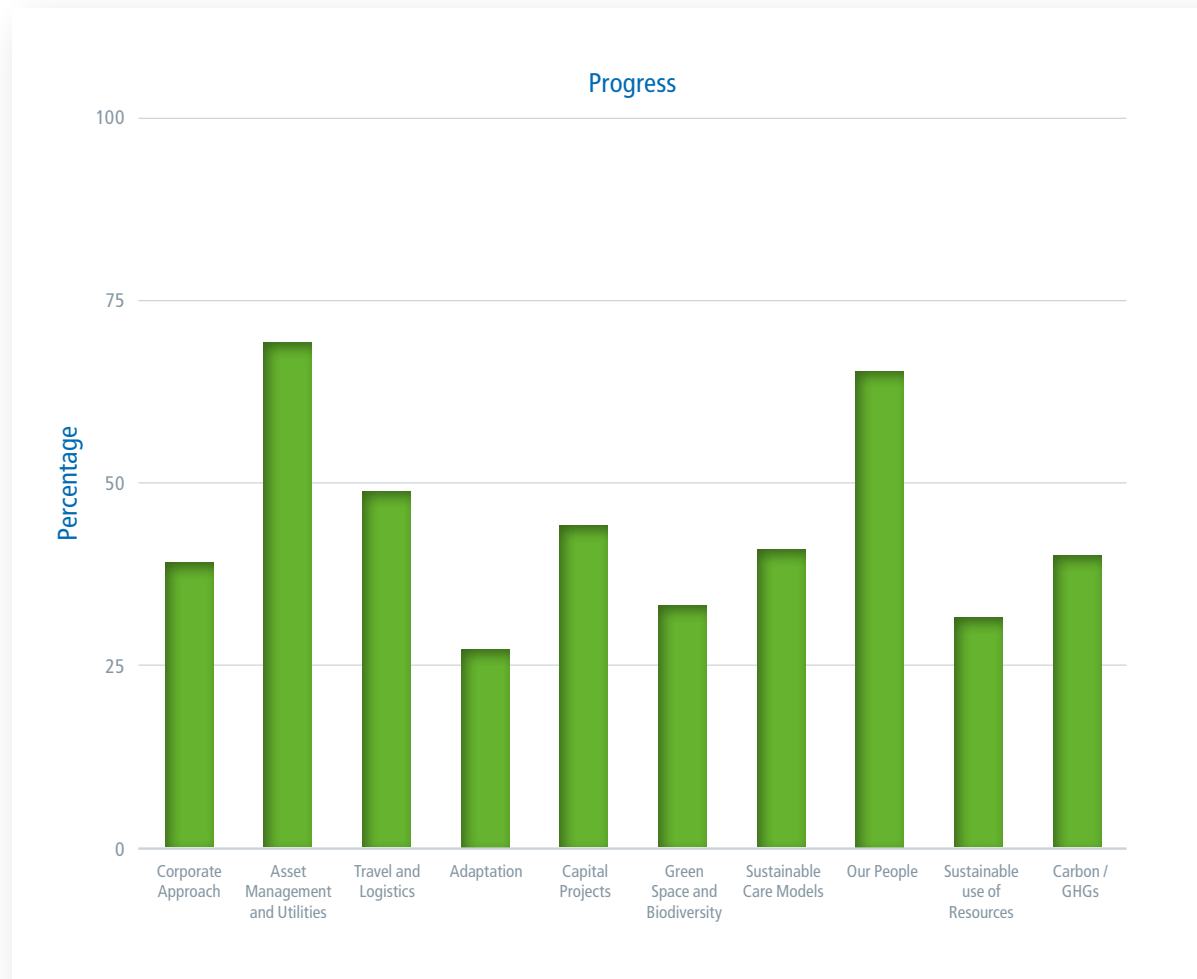| **Legislative:** Climate Change Act, New Clean Air Act	**Economic:** 10 year recession, NHS to save £22bn	**Technological:** 4th Industrial Revolution, digitisation in health	**Political:** Brexit	**Environmental:** Plastics, CO2 reduction, fossil fuels running out	**Social:** 20% of UK in Poverty, increased Health and Social Inequalities, Extinction Rebellion
NHS Long Term Plan gives clear direction on Sustainable Development:	Reducing Carbon emissions	Driving Energy Efficiency	Improving Air Pollution	Reducing Plastics and Anaesthetic Gases	Using Resources Efficiently and Effectively: Energy, Water and Waste

Progress on Sustainable Development

We measure our progress on sustainable development through the use of the Sustainable Development Assessment Tool (SDAT). Our most recent application of the Sustainable Development Assessment Tool was in October 2018, scoring 44 percent improving on our March 2018, score of 30 percent. Plans to further improve this are included in this Sustainable Development Strategy.

The UN SDGs give an international context against which to align the Trust's sustainable development plans. The SDAT assessment shows the Trust is starting to contribute to these Sustainable Development Goals at a local level, as shown with the icons on the right.

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Progress

Percentage — bar chart with categories: Corporate Approach, Asset Management and Utilities, Travel and Logistics, Adaptation, Capital Projects, Green Space and Biodiversity, Sustainable Care Models, Our People, Sustainable use of Resources, Carbon / GHGs. Y-axis: 0, 25, 50, 75, 100.
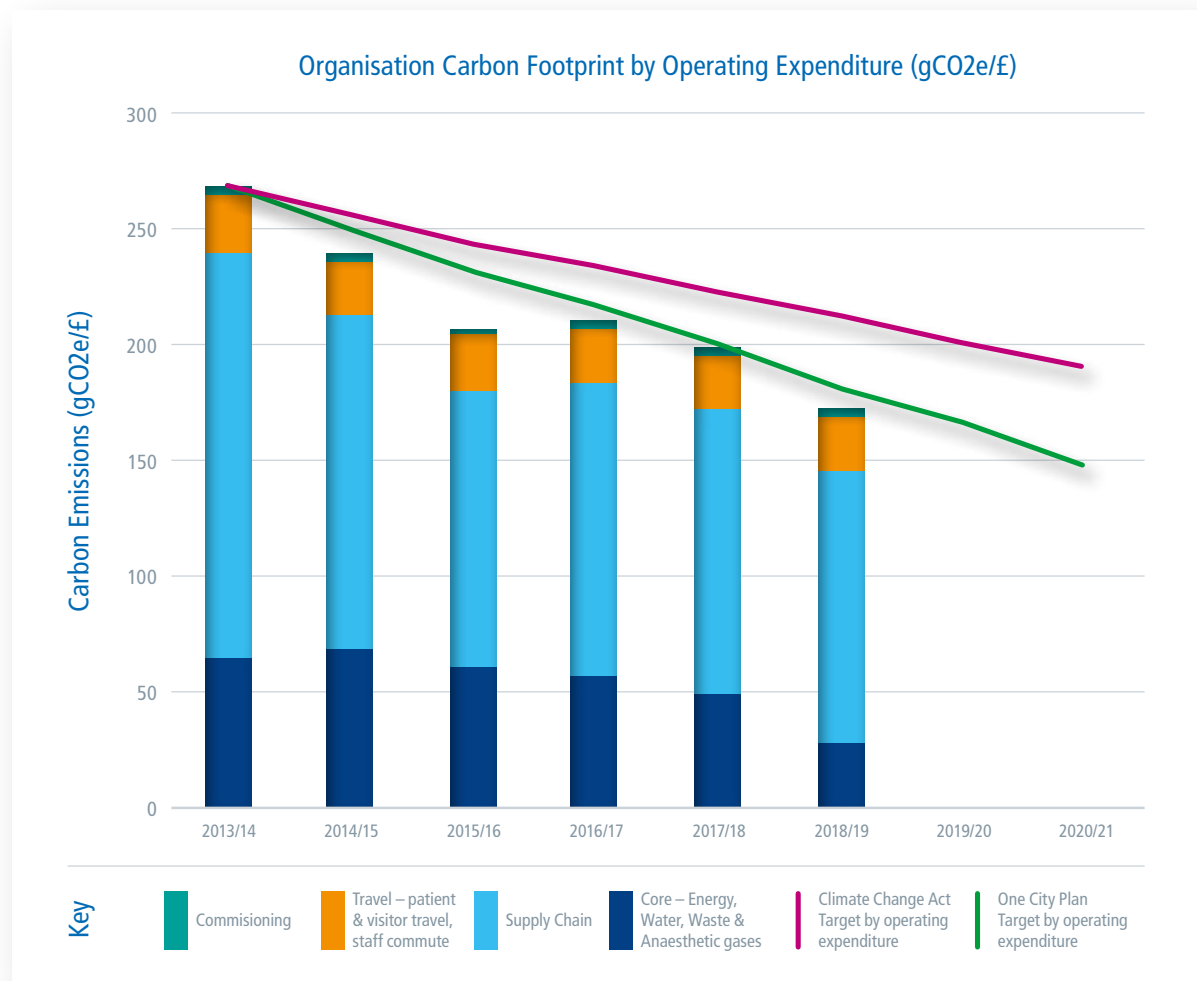
Progress on carbon emissions

All our activities have a carbon footprint and we have categorised these into the following areas:

Carbon Footprint Category	% CO2e
Core – Energy, Water, Waste & Anaesthetic gases	12%
Supply Chain	72%
Commissioning	2%
Travel – Patient, Visitor and Staff commute	14%

Our carbon intensity has reduced year on year, but we have more to do.

Organisation Carbon Footprint by Operating Expenditure (gCO2e/£)

Key
- Commisioning
- Travel – patient & visitor travel, staff commute
- Supply Chain
- Core – Energy, Water, Waste & Anaesthetic gases
- Climate Change Act Target by operating expenditure
- One City Plan Target by operating expenditure

Current contribution to the UN SDGs

Goals	Contributions
No Poverty End Poverty in all its forms everywhere	We are an accredited Investors in People organisation. The Homelessness Support Team was introduced in early 2017 to help provide a specialist service to homeless patients, focussing on their post-discharge arrangements. Since then, the Team has received over five hundred referrals. We have started a fuel poverty project to embed support within the hospital discharge team to refer suitable patients for home energy efficiency measures. This in turn helps with patient recovery, reduces re-admissions, and provides environmental benefits.
Zero Hunger End hunger, achieve food security and improve nutrition and promote sustainable agriculture	We have a Nutrition Steering Group who ensure the nutritional needs of our patients are met, as well as promoting the Sugar Smart campaign across the Trust. The Trust has also been awarded the Bristol Eating Better Award. We achieved the Food and Drink CQUIN for food and drink from 2014-18 and provide Step into Health courses for staff which cover Physical Activity & Health, Nutrition & Weight Management and Stress Management. The Trust's Nutrition and Dietetics team provide a wealth of healthy eating guidance to aid general understanding; to support colleagues in their professional and personal lives We provide meals to breast-feeding mothers when their child is an in-patient.
Good Health and Well-being Ensure healthy lives and promote well-being for all ages	Maintaining and improving the health and wellbeing of colleagues is of paramount importance and central to UH Bristol Trust values. Our Workplace Wellbeing Team coordinate numerous initiatives, including psychological support, which are further promoted by 178 Workplace Wellbeing Advocates. Advocates also act as a point of contact for staff to talk about health and wellbeing at work. We encourage staff to actively travel to work, promote healthy diets through initiatives such as Sugar Smart and offer flexible-working
Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Our vision for 2025, as a University Hospitals Trust, is to be a beacon for outstanding education and research with a culture of innovation. This ambition is detailed in the Trust's Education, Learning and Development Strategy. We provide outstanding education to apprentices and medical students as well as clinical skills, leadership and management skills, mentorships and preceptorships, quality improvement projects and essential staff training. We have a strong focus on staff-development. Our Children's Hospital has a dedicated and inclusive inpatient school delivering high-quality education to children spending long periods in hospital.

Goals	Contributions
Gender Equality Achieve gender equality and empower all women and girls	The Trust publishes an Equality and Diversity Report each year to provide information about our performance on gender equality of staff and in recruitment. The Trust reports on the gender pay gap. We have an Equality and Diversity Group who have produced a new Diversity and Inclusion strategy.
Clean Water and sanitation Ensure availability and sustainable management of water and sanitation for all	The Trust has a Water Safety Policy and Plan, managed by a Water Hygiene and Compliance Estates Officer and Risk Management Group. Collectively they manage and control the risk of water-borne pathogens within the Trust. Clean drinking water is provided throughout the Trust for staff, patients and visitors via water stations. We are conducting water leak surveys to reduce our losses.
Affordable and Clean Energy Ensure access to affordable, reliable sustainable energy for all	The Trust currently uses 100% renewable electricity and have made a wide range of investment in energy efficiency measures including tripling the size of the current Combined Heat and Power engine and installing £750,000 of LED lighting. We have solar panels installed on the roof of one of our hospitals contributing to our renewable energy supply.
Decent Work & Economic Growth Promote sustained, inclusive economic growth, full productive employment and decent work for all	The Trust contributes to routes to employment and improved work opportunities by providing student placements, traineeships and work placements, in particular for those with learning disabilities. We attend school and college fairs promoting work opportunities. We support small and medium enterprises in accessing contracts.
Industry, innovation and infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	Our mission is to deliver exceptional care, teaching and research every day. Our vision for the next 5 years is to grow our specialist services and our position as a leading provider in south west England and beyond; work more closely with our health and care partners to provide more joined up local healthcare services and support the improvement of the health and wellbeing of our communities; become a beacon for outstanding education and research and our culture of innovation.

Research and innovation forms part of UH Bristol's tripartite mission to provide patient care, education and research of the highest quality. Innovation is supported at the Trust by our Transformation Team and their Quality Improvement programmes. We are an NHS England flagship Global Digital Exemplar site leading on the transition to a digital healthcare system, such as the Electronic Prescribing and Medicines Administration project, part of the Clinical System Implementation Programme which is integral to Trust Strategy As a founding member of Bristol Health Partners we have worked with NHS organisations, Bristol City Council, University of Bristol and the University of West of England to bring research findings into clinical care and everyday practise. We have successfully bid to establish a Genomics Medicines Centre and a Biomedical Research Centre and to host local and regional Clinical Research Centres. |

Goals

Contributions

Goals	Contributions
Reduced Inequalities Reduce inequality within and among countries	The Trust has an Equality, Diversity and Human Rights Policy and is committed to developing and enhancing a diverse and inclusive culture. Equality, Diversity and Human Rights training is included in corporate induction and essential staff training, updated every 3 years. We have an Equality and Diversity Group, who now produce an annual Diversity and Inclusion strategy.
Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable	The Trust has a Board-approved Sustainable Development Strategy and are working with Bristol and Weston NHS Purchasing Consortium to embed sustainability within the procurement process.
Responsible Consumption and Production Ensure sustainable consumption and production patterns	We are embedding sustainability within our supply chain by considering whole life cycle costs of products and services we procure.
Climate Action Take urgent action to combat climate change and its impacts	We have reduced our carbon footprint via sourcing renewable energy, engaging staff in sustainable behaviour change and focusing on hotspots such as anaesthetic gases. We have worked in partnership across the STP region to produce a Climate Change Adaptation strategy for our organisations and climate change risk assessment for our Trust
Life Below Water Conserve and sustainably use the oceans, seas and marine resources for sustainable development	The Trust has implemented significant changes to our consumption of single-use plastics; a material found to be polluting our global waters on an extraordinary scale. We no longer purchase plastic straws, or polystyrene food containers and our cutlery and coffee stirrers are now wooden.
Life on Land Protect, restore and promote sustainable use of terrestrial ecosystems, reverse degradation and halt biodiversity loss	We have protected and restored areas of greenspace across our site, promoting the biodiversity, air quality and health benefits that they provide.
Peace, Justice and Strong institutions Promote peaceful and inclusive societies, access to justice and build effective, accountable and inclusive institutions	As an outstanding Foundation Trust we have demonstrated strong governance with transparent reporting on organisational performance
Partnership for the goals Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development	We are actively engaged in the partnerships across our region; Bristol, North Somerset and South Gloucestershire. We are signed up to Bristol City Council's One City Plan and are a member of the Bristol Green Capital Partnership. We are core members of the Healthier Together Estates group and the Sustainability and Health Group which feeds into this.

What we want to achieve

Our Sustainable Development Strategy aims to reduce our environmental impact, protect our natural environment, empower staff to operate responsibly, enhance social value and work with partners across the system to improve the health and wellbeing for all who live and work within the communities we serve.

We have set the following specific goals which will be supported by the objectives in our key areas of focus.

1 **Carbon neutral by 2030** - Benchmarked against our operating expenditure.

2 **Contributing to all the UN Sustainable Development Goals** – Benchmarked by achieving 70% rating in our Sustainable Development Assessment tool by 2025.

3 **Cutting air pollution** - Benchmarked by achieving excellent rating on the Clean Air Hospital framework by 2025.

4 **Resource efficiency** – zero waste to landfill by 2025 and reducing our consumption of energy and water.

Key Areas

Informed by our assessment of current progress and following consultation with staff, we have set our objectives for each of these key areas of focus, how we will achieve them and how we will measure progress. We also indicate the SDGs they will contribute to in each area.

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Corporate Approach

🎯 What do we want to achieve?

Ensure sustainability is embedded within organisational decision making:

- Deliver, monitor and report on sustainability progress,
- Senior staff, stakeholders and governors are engaged in, and accountable for, delivering our SDS, and policies, procedures, business cases and processes reflect this.

🚩 How can we achieve it?

- Maintain an ambitious and up to date Strategy.
- Report performance quarterly to senior management and annually to the Board.
- Support Bristol and Weston Purchasing Consortium to develop and deliver a sustainable procurement strategy.
- Play an active role as an Anchor Institution, creating opportunities for local communities such as work experience and access to employment, thus contributing to the local economy and improving local population health.

🔍 How will we measure it?

- Assess SDAT score in line with target of 70%.
- Percentage of reports and business cases including a sustainability impact assessment.
- Clear, measurable targets in annual Divisional Operating Plans.
- Carry out annual sustainability surveys to measure staff awareness levels.
- Include a comprehensive sustainability section in the annual report.

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Capital Projects

What do we want to achieve?

Reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages:

- Embed sustainability and efficiency using smart design and emerging technologies across our improvement works, including refurbishment and new build.
- Take a whole life cycle approach to projects by scrutinising sustainability in design, construction, commissioning, operation and decommissioning, helping to future-proof our organisation.

How can we achieve it?

- Include Sustainability Impact Assessment in all Capital business cases.
- Develop sustainability guidelines for all Capital Projects including major refurbishments, driving resource efficiency through the Estates Strategy and standard specification.
- Establish a process for reuse of furniture and equipment.
- Work with contractors to take a whole life costing approach to new building design and refurbishment and maximise in-use energy and water efficiency.
- Weight social value outcomes when procuring, for example, use of local suppliers and SMEs.

How will we measure it?

- Energy and water consumption, including design and in-use performance.
- Achieve an excellent BREEAM score for all new capital projects and very good for refurbishment projects.

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Asset Management & Utilities

🎯 What do we want to achieve?

Derive 100% of our energy from renewable sources, embed energy and water efficient technologies and practices throughout our Estate and services and deliver year-on-year reductions in consumption:

- Accurately measure utilities and reduce consumption to make sure we're getting the best value for money and minimising environmental impact.

- Embed more efficient practices, new technologies and improve staff awareness to improve utility efficiency across everyday activities and as part of longer-term plans.

⚑ How can we achieve it?

- Deliver a programme of targeted energy and water efficiency schemes to manage and drive down use.

- Inform and educate staff, patients and visitors about how theiractions affect energy and water consumption.

- Work collaboratively with community partners to maximise the use of built assets and grounds.

- Assess lifecycle costs of energy and water when purchasing new equipment and use this as a criteria in decision-making.

🔍 How will we measure it?

- Annual ERIC returns.

- Monitor utility consumption and cost, broken down by individual buildings.

- Percentage of energy from renewable sources.

Sustainable Use of Resources

🎯 What do we want to achieve?

Work to minimise our use of resources, improve our waste management, and reduce waste production year-on-year:

- Meet legal responsibilities to make sure that waste is properly segregated, handled and disposed of.

- Reduce unnecessary use of resources across all of our organisational activities. Procurement constitutes the largest proportion of our carbon footprint.

- Apply the waste hierarchy, rethinking traditional waste models and working closely with our staff and supply chain, we can move towards a circular economy approach and away from a throwaway culture.

- Zero waste to landfill.

🚩 How can we achieve it?

- Target action on the 15 plastic product groups responsible for 69% estimated overall plastic content goods; almost all are also high carbon impact product groups.

- Work with organisations innovating new sustainable waste disposal alternatives.

- Replace single use products with reusable alternatives where there is a viable and lower carbon option.

- Deliver initiatives to reduce food waste and ensure that it is treated in the most sustainable way.

- Promote a culture of reuse and refurbishment of items if it is cost effective, rather than buying new.

- Use our purchasing power wisely, by working with suppliers to procure products that minimise packaging use and offer innovative solutions to waste reduction, including take back schemes.

🔍 How will we measure it?

- Procurement carbon footprint.

- Volume collected for each waste stream.

- Number of suppliers engaged with sustainability.

- Number of procurement schemes undertaking whole lifecycle costing.

- Progress with Waste Management Plan.

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Carbon/GHGs

🎯 What do we want to achieve?

Carbon neutral by 2030

- Engage staff, suppliers and contractors with our SDS to reduce our carbon footprint.
- Measure our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year in line with our 2030 carbon neutrality target.

🚩 How can we achieve it?

- Calculate and report carbon emissions, targeting hotspots.
- Contribute to the One City Plan and other city-wide sustainability initiatives.
- Calculate and report carbon emissions from procurement activities. Improve methodology for calculations of procurement footprint
- Engage with suppliers on sustainability and carbon reduction.

🔍 How will we measure it?

- Carbon footprint as published in our annual report.
- Carbon footprint from procurement broken down by key areas.
- Carbon footprint from anaesthetic gases.

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Climate Change Adaptation

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🎯 What do we want to achieve?

Ensure our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events, and continues to invest in adaptation and mitigation measures:

- Assess the impacts of climate change and adapt to mitigate the negative effects of past and future climate-altering actions.
- Reduce the impact on public health from climate change.
- Ensure our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts of climate change.

🚩 How can we achieve it?

- Nominate an Adaptation Lead and incorporate adaptation into our sustainability governance structure, corporate risk register and reporting processes.
- Work with key internal and external stakeholders and partners to deliver and update our Healthier Together Climate Change Adaptation Plan (CCAP).
- Update our Trust Climate Change risk assessment following national healthcare guidance.
- Ensure that our emergency plans consider that vulnerable communities are supported during any extreme weather events.

🔍 How will we measure it?

- BREEAM Building Standard or other sustainable buildings methodology scores.
- Monitor and report the progress of our Climate Change Adaptation Plan (CCAP).
- Reduce risk rating in our climate change risk assessment.

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Greenspace and Biodiversity

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🎯 What do we want to achieve?

Maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets:

- Improve green spaces to maximise benefits for mental and physical wellbeing. Improved air quality, noise reduction, support biodiversity and help combat climate change.

- By collaborating with partners and local communities we will implement a clear strategy that helps us contribute to local biodiversity and make the best use of available green space.

⚑ How can we achieve it?

- Develop a biodiversity and greenspace strategy that encompass the challenges and opportunities across our Estate.

- Produce a biodiversity and greenspace action plan that details actions and those responsible for maintaining our greenspaces.

- Repurpose unused areas, such as roof space and walls with a focus on improving green space for biodiversity including wildflower areas and installing beehives.

- Work with staff and local community organisations to provide quality accessible urban green spaces and encourage their use.

🔍 How will we measure it?

- Progress against delivery of biodiversity and greenspace action plan.

- Value of natural capital.

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Sustainable Care Models

🎯 What do we want to achieve?

Deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole systems approach to the way it is delivered:

- Improve the environmental sustainability of care pathways, and better integrate healthcare services to improve efficiency.
- Embrace new and existing digital technologies to reduce the environmental impact of care, prevent ill health and manage long-term health conditions.
- Work with partners and stakeholders to identify and deliver solutions that reduce the number of hospital visits, such as the provision of treatment closer to home.

🏳 How can we achieve it?

- Identify carbon hotspots such as medical equipment and pharmaceuticals and ensure that action plans identify and mitigate environmental impacts.
- Reduce carbon emissions associated with areas of high impact such as pharmaceuticals and anaesthetic gases by educating staff and encouraging lower impact alternatives.
- Work with partner organisations to support vulnerable patients upon discharge such as improving home energy efficiency.
- Pilot the redesign of selected care pathways to drive out anyunnecessary stages.
- Increase digital and other options for outpatient care.

🔍 How will we measure it?

- Patient feedback and scores (e.g. PLACE).
- Feedback relating to the care environment (e.g. temperature, light).
- Financial and social co-benefits from sustainable models of care initiatives delivered.
- Reduction in hospital admissions.
- Increase in non-face to face outpatient contacts.

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Travel and Logistics

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What do we want to achieve?

Minimise the environmental and health impacts associated with the movement of goods and people on Trust business:

- Increase in use of sustainable and active travel options that deliver environmental and health benefits.
- Decarbonising our travel and transport operations.
- Care closer to or at home.

How can we achieve it?

- Deploy leading digital technologies through our IM&T Strategy in order to transform the delivery of services and patient care.
- Continue to develop our electric vehicle fleet and an electric bicycle fleet. Increase charging points.
- Improving green travel and access options for staff, patients and visitors.
- Work with our strategic partners to reduce traffic impacts and promote the use of public transport and active travel.
- Improve our facilities for staff actively traveling to work.
- Increase access to the Trust's cycle-scheme, car sharing, park & ride and discounted bus fares.
- Become a Clean Air Hospital.

How will we measure it?

- Consideration of travel options and impacts when planning changes to our services (using Health Outcomes of Travel Tool).
- Clean air hospital framework score.
- Improve data and reporting of CO2 from business travel.
- Annual staff travel survey to improve engagement with staff and capture data on staff commuting.
- Monitor air quality within and external to our buildings.

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Our People

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What do we want to achieve?

Support staff to improve sustainability at work and home and empower them to make sustainable choices and improve their health and wellbeing:

- Staff engaged and enabled to adopt sustainable practices and to take ownership within their own areas of influence.
- All staff clear in their roles in delivering this strategy.
- Sustainability leadership in our communities; staff empowered to make sustainable choices at work, home, across our supply chain and beyond.

How can we achieve it?

- Deliver programmes to raise sustainability awareness and provide staff with opportunities to contribute.
- Include sustainability in job descriptions and performance reviews.
- Expand participation in the Green Impact Awards and develop ways to encourage sustainable behaviours and reward staff.
- Provide staff with a variety of development and training opportunities that support our SDS.
- Working with partners to make a difference in our communities and improve people's lives.

How will we measure it?

- Number of environmentally-focused staff benefits.
- Staff participation in sustainability programmes.
- Social Value Calculator. CQUIN performance.
- Staff sickness.

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Communicating and embedding the Strategy

To help drive change across the whole organisation, we will take a considered, structured and engaging approach to disseminating the strategy and embedding our approach to sustainability.

A communication plan for the strategy will be developed that shows what we are doing both within and outside of the organisation, highlight key priorities and show excellence in sustainable development leading others to join us in making improvements.

Embedding sustainability in decision making from individual actions to major projects requires engaging individuals and developing our organisational processes. This includes making the tools (eg sustainability impact assessment) and support available for all staff to be able to integrate sustainability into their activities.

Tracking progress

We will be measuring the progress of this strategy using both qualitative and quantitative methods. The main way in which we'll measure the qualitative progress is by carrying out an annual assessment using the SDAT. We have set a goal of achieving an overall score of 70% within the five year lifetime of this plan, which corresponds to a 26% increase on our current position.

We have a number of quantitative reporting processes in place for other areas, examples of which are outlined below. The Governance section outlines where we will be reporting progress to, both within and outside our organisation

Energy and utilities

We monitor consumption of energy and water on a monthly basis, across each site as well as for individual buildings. This helps us target and see where our interventions are having the desired effect and quickly identify any issues. We are working towards a greater level of automation with this process.

Carbon footprint

Organisational carbon footprint is measured and reported annually using sector guidance. This includes all scopes of emissions, and helps us to focus interventions on carbon hotspots. We will develop the monitoring of our procurement carbon footprint to improve the accuracy.

Waste

We monitor waste volumes every month for each waste stream. We will develop our recording of waste avoidance such as where we increase re-use.

Sustainable travel

An annual travel survey is undertaken to determine changes in how staff travel to work and collate feedback. Data is analysed using the HOTT (Health Outcomes Travel Tool) to see which interventions will have the best effect in making progress.

Governance and reporting

Clear leadership is vital to ensure we successfully deliver the commitments in this strategy. Our sustainable development policy sets out governance arrangements.

As this strategy is broad and encompasses a wide range of work areas, there are other detailed documents that underpin our approach. Some of these have already been developed, such as our Climate Change Adaptation Plan, and some will be developed or revised in the future, such as a Green Space and Biodiversity strategy, Waste Management plan, Green travel plan, Estates Strategy, Estates standard specification, Divisional operating plans.

Clear reporting is required to monitor progress and ensure delivery is on track:
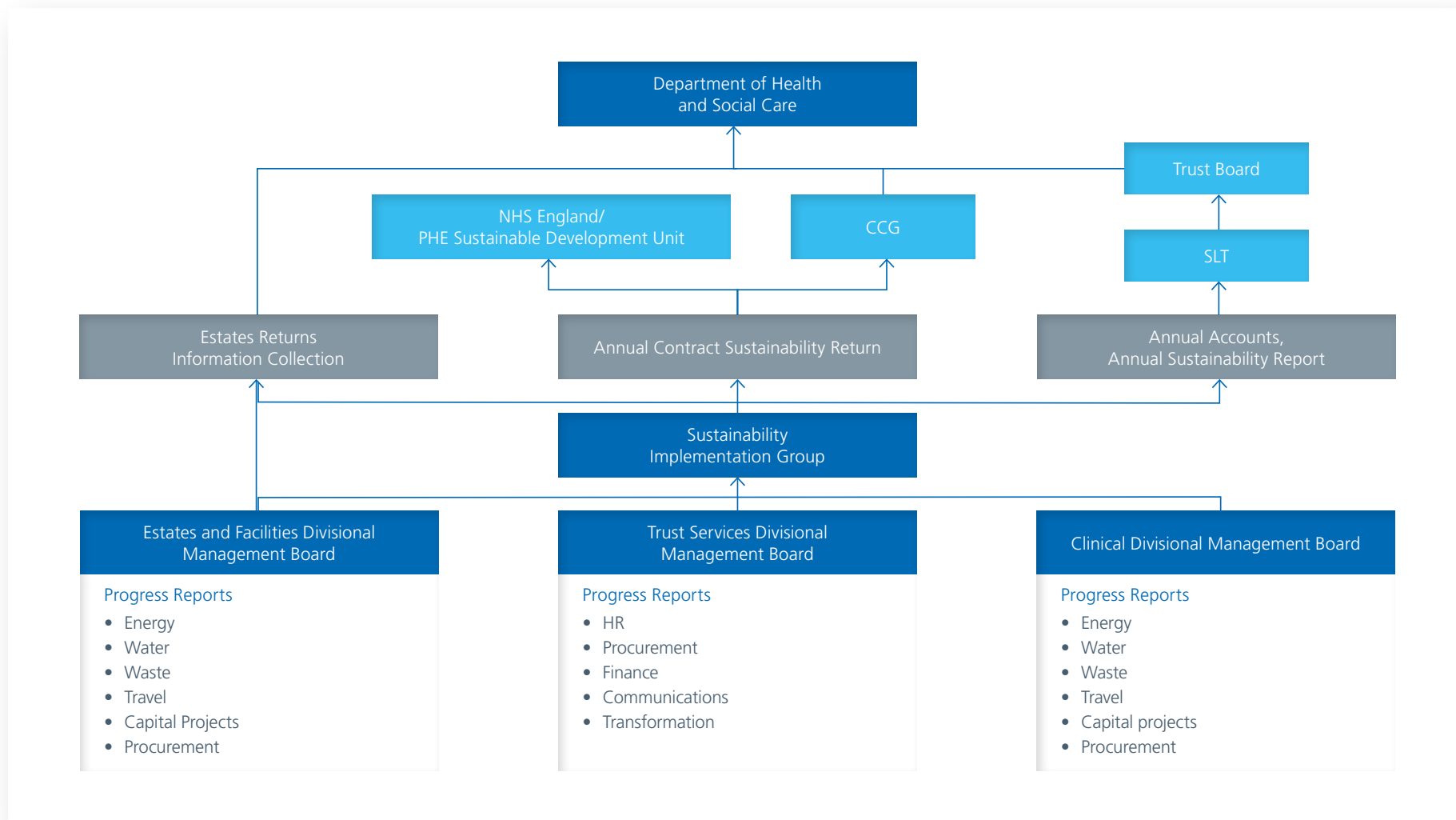
Annual reports

- **Sustainable Development Assessment Tool (SDAT)**
  This will measure our qualitative progress on sustainability for the previous year, inform plans for the coming year, and will enable comparative performance against similar Trusts.

- **NHSI/SDU Sustainability Reporting Portal**
  This informs the sustainability section of the Trust's Annual Report and calculates the Trust's carbon emissions.

- **Trust Sustainability report**
  This reports progress against the SDS and provides highlights of the main activities delivered throughout the year.

- **ERIC (Estates Return Information Collection)**
  A mandatory data collection for all NHS Trusts required by the Department of Health.

Progress reports

Internal progress reports are produced for the bimonthly Sustainability Implementation Group, monthly Estates and Facilities Management BoardMonitoring KPIs for utilities, waste data and other data.

Reporting framework

Department of Health and Social Care

Trust Board

NHS England/ PHE Sustainable Development Unit

CCG

SLT

Estates Returns Information Collection

Annual Contract Sustainability Return

Annual Accounts, Annual Sustainability Report

Sustainability Implementation Group

Estates and Facilities Divisional Management Board

Progress Reports
- Energy
- Water
- Waste
- Travel
- Capital Projects
- Procurement

Trust Services Divisional Management Board

Progress Reports
- HR
- Procurement
- Finance
- Communications
- Transformation

Clinical Divisional Management Board

Progress Reports
- Energy
- Water
- Waste
- Travel
- Capital projects
- Procurement

Your Contribution

Review the Sustainable Development Strategy and see how you can contribute within your own role. No matter what your role is at the Trust, there will be something for you!
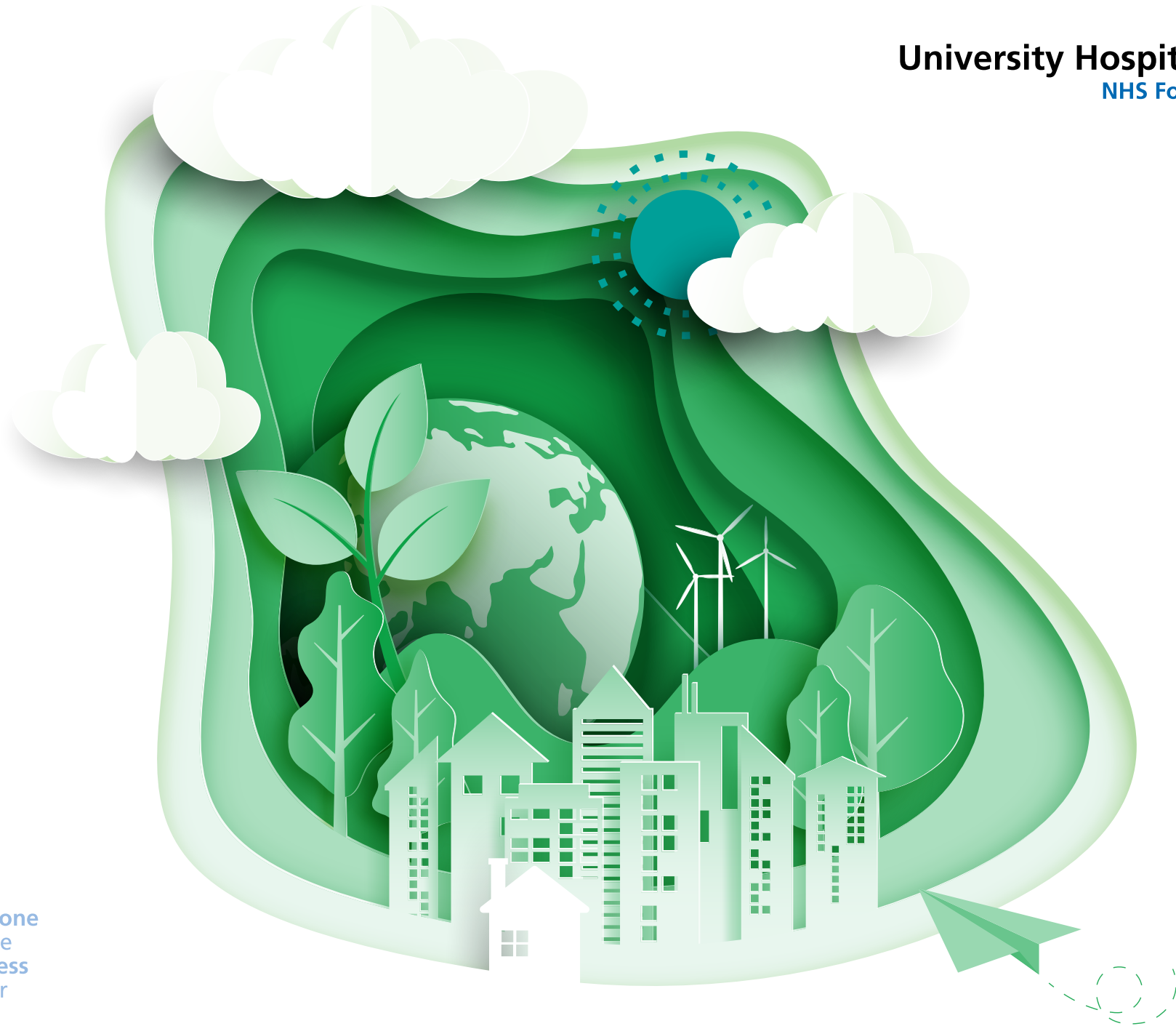
Find out more:

- Visit the Big Green Scheme Connect pages.

- Share your ideas

- Get advice and support

- Email the Big Green Scheme

- Sign up to the sustainability newsletter

- Subscribe to the Big Green Scheme mailing list

- Be recognised for embedding sustainability in your work and engage your colleagues - sign up your area for to the Green Impact Awards.