

# **SUSTAINABLE DEVELOPMENT MANAGEMENT PLAN**

**2016/17**

The following action plan gives details of 12 areas requiring development. There are 9 main areas which have been prioritised for 2016/17. These are:

- **Section 1 – Energy and Carbon Management**
- **Section 3 – Low Carbon Travel, Transport & Access**
- **Section 4 – Water**
- **Section 5 – Waste**
- **Section 6 – The Built Environment**
- **Section 7 – Organisational & Workforce Development**
- **Section 9 - Governance**
- **Section 11 – Adaptation to Climate Change**
- **Section 12 – Leadership & Management**

**Sustainable Development Management Plan – 2016/17**

	Objective	Plan	Action required and progress	Timeframe / Delivered by	Metrics to measure Performance and Progress	On Target
<b>1</b>	<b>Energy &amp; Carbon Management</b>					
1.1	Accurately measure energy use.	Accurate measurement enables confident measurement of carbon footprint and meaningful reduction targets.	To replace existing Dynamat aM&T System, which is no longer fit for purpose.	December 2016 / Environmental Services Manager and Assoc. Dir. of Est. & Cap. Planning	Route Map for implementation % complete  Tonnes of CO2e kWh Cost of energy	
			Review Energy & Carbon Footprint for 2007 and compare against current year. Use previous footprint figures to produce reduction trend so far.	January 2017 / Environmental Services Manager	To be actioned following completion of ERIC returns for 2016/17, using the SDU Sustainability Reporting Tool Tonnes of CO2e kWh Cost of energy	
1.2	Reduce energy consumption and carbon emissions	Reduce CO <sub>2</sub> emissions by 10% by 2015 (NHS Target). Reduce CO <sub>2</sub> emissions by 28% by 2020 (NHS Target)	Introduce low carbon technologies in the Trust (eg T5 & LED Lighting, upgrading of BMS systems, Improving Insulation to the building fabric)	On-going / Environmental Services Manager and	ULHT Target dependent upon completion of Grantham Energy Refurbishment & Trust EPC Tonnes of CO2e	Complete
			Promote reduction in energy usage. Run energy and carbon reduction campaign Trust wide.			

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<b>1</b>	<b>Energy &amp; Carbon Management</b>					
		Develop energy saving projects for approval by the Trust	Investigate modern technologies including renewables	Assoc. Dir. of Est. & Cap. Planning	kWh Cost of energy Project.  Trust to commit to additional invest-to-save projects.	
1.3	Ensure effective reporting	Reporting for ERIC, Trust Annual report and Sustainability Committee	Produce required reports in a timely and concise manner. (Dependent upon replacement of Dynamat)	31 <sup>st</sup> May(ERIC) 30 <sup>th</sup> April (Annual Report) / Environmental Services Manager	% of returns delivered compliant and within correct timeframe	

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<b>2.</b>	<b>Procurement &amp; Food</b>					
2.1	Sustainable procurement strategy	Produce a strategy to ensure goods are procured from environmentally responsible producers, and where whole life costs are considered	Discuss with Head of Procurement Agree Draft by end March 2017	Ongoing with Head of Procurement	% of completed implementation plan  % of contracts requiring Sustainability elements issued  % of suppliers with ISO 16001 / 14001 or other acceptable environmental/sustainability policies in place	
2.2	Tenders	Ensure all tenders consider environmental and sustainability concerns as part of the evaluation matrix.	Develop appropriate Trust Sustainable Development criteria and evaluation matrix with clear guidelines for when to apply	March 2017 / Head of Procurement and Assoc. Dir. of Est. & Cap. Planning	% of contracts requiring Sustainability elements in evaluation issued  % of contracts where sustainability issues considered and relevant in final decision	
2.3	Promotion locally procured foods	Ensure that food bought for staff/patients and visitors is sourced locally as far as possible.	Review contract annually to ensure contract criteria are met.	Annually	% of food sourced within Lincolnshire or within [x] miles radius	

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<b>2.</b>	<b>Procurement &amp; Food</b>					
			Ensure further food contracts have firm sustainability commitments.	On-going / Facilities & Hotel Services Manager	% of contracts with commitments % of contracts reporting compliance and food miles saved / local economic impacts for suppliers, producers and farmers	
2.4	Ensure effective reporting	Reporting for Trust Annual report and Sustainability Committee	Discuss with Head of Procurement Produce required reports in a timely and concise manner. Design simple template(s) with agreed metrics	Yearly (Annual Report) Quarterly (Sustainability Committee) / Head of Procurement	Delivered by agreed timescales y/n	

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<b>3.</b>	<b>Low Carbon Travel, Transport &amp; Access</b>					
3.1	Active travel plan	Produce active travel plan for Trust staff, patients and visitors		December 2016 / Facilities Lead	Is travel plan active? Y/N What % of travel plan implemented	
3.2	Car usage	Provide options for low carbon lease vehicle/pool cars.	Add to New lease car contract to start in [...] / Ensure all cars are fuel efficient and consider hybrid technology. Disincentives for high carbon emissions vehicles	Fleet & Logistics Manager	Options in place y/n? % take up Survey results of those who did/did not take up Impact of CO2e by journeys saved	
		Ensure lift share scheme is well promoted and communicated	At Induction and Staff development Review meeting / Promote lift share scheme, and refer to national lift share website.	Communications Manager	Quarterly communications report into SC	
		Explore use of Car Club	Research into Car Club benefits and experience of other NHS Trusts and other large public sector bodies	Fleet & Logistics Manager??	Short report delivered with recommendations by December 2016	
3.3	Encourage active and sustainable travel options	Promote sustainable travel options including cycles, public transport etc.	Introduce cycling incentives – discuss weighting allowance for those who live within walking distance of Trust sites where they work	On-going / Facilities Lead	% of employees taking up cycling initiatives Impact of CO2e by journeys saved	
			Educate and promote sustainable travel at induction.	Monthly / Facilities Lead	Is this training module incorporated in Trust online and face to face induction training	

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<b>3.</b>	<b>Low Carbon Travel, Transport &amp; Access</b>					
3.4	Service users, Carers & Visitors	Provide patients and carers with public transport options and location of timetable information in all appointment letters	This should be provided with appointment letters. Audit required to verify compliance	December 2016	% of patient letters compliant Baseline survey of patient journeys Further monitoring and evaluation Reduction of CO2e impact from changed behaviours	
3.5	Ensure effective reporting	Reporting for Trust Annual report Sustainability Committee	Produce required reports in a timely and concise manner. Investigate if reports can be produced from mileage reporting system.	Yearly (Annual Report) Quarterly (Sustainability Committee) / Facilities Lead	Yearly reports can be obtained for cumulative mileage. Cannot separate into separate car sizes and payment brackets. Agree some assumptions and carry out annual surveys of staff re travel	

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<b>4.</b>	<b>Water</b>					
4.1	Reduce water costs and consumption	Measure annual consumption	Establish minimum flow rate for each site and monitor. All sites to have AMR's fitted to main water meters. (Outcome dependent upon replacement of Dynamat)	January 2017 / Environmental Services Manager	Monitor Consumption for ERIC, & NHS Reporting on Sustainability. Publish usage metrics as both litres and cash as part of quarterly report to SC	
		New Build & refurbishments to be fitted with water efficient equipment.	Ensure refits and new builds use efficient installations. Provide information to assist in water efficient choices.	On-going / Assoc. Dir. of Est. & Cap. Planning		
4.2	Ensure effective reporting	Reporting for Trust Annual report and Sustainability Committee	Produce required reports in a timely and concise manner. Create simple to use template	Yearly (Annual Report) Quarterly (Sustainability Committee) / Environmental Services Manager	% of reports compliant and received within agreed deadlines	



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5.	Waste					
5.1	Manage waste effectively	Promote recycling throughout the Trust through segregation training and improved knowledge	<ul style="list-style-type: none"> <li>• Build in to Team Sustainability Practice Guide</li> <li>• Provide training to all staff to ensure maximum recycling across the Trust.</li> <li>• Provide regular Tool Box Talks to Staff</li> <li>• Put FAQ onto Facilities Intranet</li> <li>• Conduct Audits for appropriate segregation of clinical &amp; domestic waste.</li> <li>• Remove excess general waste bins</li> <li>• Provide Recycling Facilities in public &amp; office areas</li> <li>• Work with Suppliers to reduce packaging</li> </ul>	April 2016 to March 2017 / Facilities Lead on Waste Management	% of staff trained in recycling Number of Toolbox Talks delivered Are FAQs on the intranet y/n Number of hits by staff re material % of Trust waste recycled with trends % of suppliers with whom discussions have been held % of suppliers who have responded positively Impact of reduced packaging in terms of CO2e, cost of purchase Cost of disposal	
		Ensure clinical waste is segregated correctly Leading to increased use of tiger-stripe bag.	<ul style="list-style-type: none"> <li>• Provide training to clinical staff promoting increased use of tiger stripe bags where appropriate.</li> <li>• Include at Induction and Mandatory Training.</li> </ul>	Ongoing / Review April 2016 to March 2017 / Facilities Lead, & Infection Prevention & Control Link Nurses		
		Ensure legal and regulatory compliance through waste training for waste lead.	Source and provide training to waste lead	On-going / Facilities Lead	Has appropriate training been carried out by agreed date y/n?	

	<b>Objective</b>	<b>Plan</b>	<b>Action required and progress</b>	<b>Timeframe / Delivered by</b>	<b>Metrics to measure Performance and Progress</b>	<b>On Target</b>
5.2	Ensure batteries are recycled	Review battery recycling Trust wide.		November 2016 / Facilities Lead	Report on progress to SC by Jan. 2017 % or tonnage of batteries recycled	
5.3	Ensure effective reporting	Reporting for Trust Annual report.	Produce required reports in a timely and concise manner. Create simple to use templates	Yearly (Annual Report) Quarterly (Sustainability Committee) / Facilities Lead	% of reports compliant and delivered within agreed timescales	

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<b>6.</b>	<b>The Build Environment</b>					
6.1	Work towards making Trust estate and buildings more sustainable and resilient	All new buildings to be low-carbon and BREEAM Excellent standard.		Assoc. Dir. of Est. & Cap. Planning	% of buildings compliant with BREEAM excellent	
		Refurbishments to Trust properties to be sustainable including CN1 forms assessed		Assoc. Dir. of Est. & Cap. Planning	Annual report to SC and Trust to evidence this	
		Buildings should be designed to be resilient and to promote sustainability to staff and patients	Adaptation plan	Assoc. Dir. of Est. & Cap. Planning	Create Trust criteria for resilience y/n by when Risk assessment of current building stock for resilience y/n by when Annual report to SC and Trust to evidence this	
6.2	Invest to Save in the existing estate	Develop Energy Performance Contract to implement invest to save opportunities.	Project Team to produce reports detailing payback and sustainability advantages.	2016/17 / Project Lead Environmental Services Manager	Cost vs benefits % CO2e saved % ROI over 15 year period	

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<b>6.</b>	<b>The Build Environment</b>					
6.3	Ensure Estate Strategy is sustainable	Estate Strategy should promote high utilisation, environmental sustainability and retained/acquired estate should be Climate Change resistant.	Strategy to be Reviewed, to include Adaptation Plan	Annual review / Assoc. Dir. of Est. & Cap. Planning	Is Trust Adaptation plan in place by June 2017 y/n	
6.4	Ensure effective reporting	Reporting for Trust Annual report	Produce reports on invest to save projects in a timely and concise manner.	Yearly (Annual Report) Quarterly (Sustainability Committee) / Assoc. Dir. of Est. & Cap. Planning	Number of projects investigated Number of projects approved Cost vs benefits % CO2e saved % ROI over 10 year period	

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7.	<b>Organisational &amp; Workforce Development</b>					
7.1	Encourage staff to reduce energy use	Create simple building user guides for each Site as part of Team Sustainability practice Guide	Double sided A5 general guide required.	October 2016	In place y/n? Reported in quarterly SC meetings	
			Develop a Switch it Off and Awareness campaign.	On-Going	Reported in quarterly SC meetings	
			Produce articles, slogans, to inform and promote sustainability.	Monthly		
		Build and maintain a network of enthusiastic volunteers	Promotion of Sustainability Champions "Team Sustainability"	On-going / Environmental Services Manager, Sustainability Partner & Communications Lead	Number of Champions recruited  Report on training and impact on Trust including estimated CO2e and cash savings	
		Encourage participation in green issues and identification of energy saving ideas	Sustainability email address to be used to coordinate ideas and responses.	October 2016 / Communications Lead	In place y/n? Number of emails received Number of emails responded to % of ideas acted on Impact on CO2e of actions	
	Energy Saving and Sustainability to be	Information provided to staff at induction.	Monthly	In place y/n? Monitored at		

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		promoted at Induction, Mandatory Training and team meetings Team Sustainability Guide			quarterly SC meeting	
			Create Team Sustainability Guide	October 2016	Publish materials	
			Meetings with key managers and attendance at team meetings to promote & Build support for sustainability.	March 2017	Did these happen y/n?  When rescheduled for?	
			Good Ideas to be included in News Link. Schedule to be produced.	November 2016	Number of Good ideas included per quarter reported at quarterly meeting	
7.2	Create an HR sustainability strategy	Meetings with HR representatives to embed sustainability within core Trust HR documentation & philosophy	Meetings with HR to develop strategy		Strategy & Recommendations to Sustainability Committee by March 2017 y/n	

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<b>8.</b>	<b>Communication, Partnerships &amp; Networks</b>					
8.1	Network and partnerships	Support East Midlands NHS Sustainable Development Network.	Attend and contribute to meetings	On-going / Environmental Services Manager	Report to SC quarterly meeting on outcomes	
		Continue to liaise with NHSL, LPfT, PropCo. and Lincolnshire County Council. Greater Lincolnshire Local Enterprise Partnership Health and Wellbeing Board	Encourage interaction by multiple groups to enhance Trust green agenda.		Report to SC quarterly meeting on outcomes	Impact of CO2E and costs on any shared initiatives
8.2	Promote Staff awareness	Create and deliver energy and carbon saving campaigns for staff and service users	Provide short presentations at the beginning of existing Trust meetings to build managers training.	Jan. 2017 AMR installation is prerequisite – / Environmental Services Manager and Communications Lead	Is presentation in place y/n? Number of meetings where presentation used Number or % of managers receiving training	
			Use dashboard from AMR meters to alert staff of how their building is performing		Metrics from dashboard SC quarterly meeting to monitor implementation, development and trends	

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<b>9.</b>	<b>Governance</b>					
9.1	Assurance	Annual sustainability report to the Board to highlight successes and areas to prioritise in future		Mar 2017 / Director of Estates & Facilities	Delivered and challenged by appropriate managers and Board?	
9.2	Assessment	Carry out self-assessments using the NHS Good Corporate Citizen model	Assess during 2016/17	April 2017/ Environmental Services Manager	% or numbers implemented and delivered	
9.3	Board approved SDMP	To include short and long term actions	Update on annual basis	October 2017 / Environmental Services Manager	Reporting to SC quarterly meetings for monitoring	
		Evidence column kept up to date.	Update for Sustainability Committee	Quarterly / Environmental Services Manager		



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<b>10.</b>	<b>Finance</b>					
10.1	Improve Carbon literacy	Include CO <sub>2</sub> emissions in the Trust's Annual Report	Provide CO <sub>2</sub> footprint from ERIC data to report in 9.1	Annually April /May	Was this implemented y/n?  CO <sub>2</sub> e , waste, waters and cash used	
10.2	Embed carbon reduction in finance	Allow financial system to take into account payback periods and ring fence savings	Allow payback period of 5 years for projects and support ring fencing of savings to further improve efficiencies Explore social value and' triple bottom line 'metrics (financial, social and environmental) in Trust financial / sustainability reporting.		Value of investment and impact on both cash and CO <sub>2</sub> e savings	

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<b>11.</b>	<b>Adaptation to Climate Change</b>					
11.1	Embed adaptation into SDMP	Ensure adaptation is part of SDMP.		June 2017 / Assoc. Dir. of Est. & Cap. Planning	Is this in place y/n?	
11.2	Develop Climate Change Adaptation Plan	Create plan and link with resilience policies. Identify parts of system which need to adapt	Create Trust Adaptation Plan to include buildings, systems and operational procedures	June 2017 / Assoc. Dir. of Est. & Cap. Planning Other key managers including senior clinician	Plan in place by June 2017 ? y/n	
11.3	Monitor on yearly basis	Review in Jan. 2018	Ensure that plan is reviewed.	April 2018 / Assoc. Dir. of Est. & Cap. Planning		

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<b>12</b>	<b>Leadership and Management</b>					
12.1	Board & Executive Team Sustainability Briefing / Training	Briefing/Training Session for Board/ Execs		October/November 2016	Board approved SDMP in place  Evaluation feedback from Board/execs	
12.2	Managing and driving Sustainable Development within Trust	Creation of Sustainability Committee	Identify key members and invite or target existing committee which can become or absorb this role	October / November 2016 Director of Facilities	Sustainability Committee in place and regular monitoring meeting dates set in diary	

**Key**

	On target		Of concern		Off target		Complete
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