



Sustainable Healthcare Strategy 2016-2020

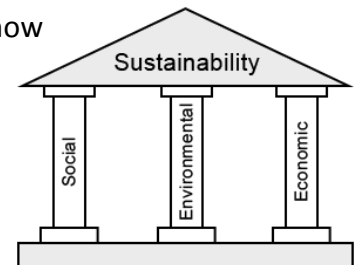
(Incorporating our Sustainable Development Management Plan 2018-2020)

INTRODUCTION

What is Sustainability?

Sustainability, and sustainable development, is most commonly described as “*development that meets the needs and aspirations of the present without compromising the ability of future generations to meet their own needs*” (from the World Commission on Environment and Development in 1987).

For the Trust to deliver our excellent patient-focused healthcare services, both now and long into the future, we need to be sustainable in our use of resources. This includes natural resources (our environment), social resources (our people, patients & communities) and financial resources (our budget). True sustainability recognises that the three ‘pillars’ – the environment; society; and the economy – are reliant on each other and interconnected. Neglecting or exploiting one at the expense of the others will lead to non-sustainable services. True sustainability satisfies all three pillars and should not be confused with financial affordability.



The Sustainable Development Strategy for the NHS, Public Health and Social Care System (2014) provides a more healthcare specific definition:

“A sustainable health and care system works within the available environmental and social resources, protecting and improving health now and for future generations. This means working to reduce carbon emissions, minimising waste & environmental pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.”

To deliver sustainability in healthcare we must enable the positives (improve our natural environment, create social assets and enhance independence & wellbeing) whilst reducing the negatives (alleviate the burden of disease, reduce inequalities and limit environmental impacts).

DRIVERS FOR CHANGE

Financial

To operate sustainable healthcare services, both now and long into the future, we must learn to do more with less. If the NHS is to achieve the required £22bn efficiency savings target¹, whilst not affecting front line services and simultaneously meeting the demands of our ever growing and ageing population, then we need to implement a significant transformation of our services. Utility costs, in the form of energy and water bills, have almost trebled in the space of a decade and this upward trend is not likely to stop. The NHS’s forecasted energy bill, for 2020, stands at £1.2bn. Market forces alone dictate the need for more efficient use of our natural resources.

Statutory requirements, outlined in the following section, bring additional financial pressures. The cost of emitting carbon increases each year, with the Carbon Reduction Commitment and the European Union’s Emissions Trading Scheme leading the way. The cost of energy and carbon will continue to be a priority when planning how we deliver our healthcare activities in a changing climate. The benefit of operating a more sustainable organisation means that significant financial gains can be made from efficiency savings through environmental and socially focused projects.

“A recently published Sustainable Development Unit report, Securing Healthy Returns, highlighted that the NHS could save up to £414m, and cut carbon emissions by 1 million tonnes, every year by 2020.”

Environmental Legislation

With the **Climate Change Act 2008**, the UK government set out the world's first carbon budget, demonstrating a clear commitment for organisations to drive iterative and continual carbon emission reductions. All organisations must reduce their carbon emissions by 34% by 2020, 50% by 2025 and 80% by 2050 (based on 1990 baseline emissions). As accurate 1990 baseline data is not available for NHS organisations, a commitment was made to use 2007 baseline data for the NHS (or a revised 2020 target of a 28% reduction from a 2013 baseline). In addition to the Climate Change Act, the UK government has implemented other statutory instruments with a focus on sustainable development:

The **Civil Contingencies Act 2004** requires certain public bodies, including the NHS, to prepare for adverse events/incidents. Our changing climate, resulting in heat-waves, flooding and extreme cold weather can disrupt the operation of the health and care system and have direct impacts on public health. These situations are recognised as relevant to the Act, alongside major incident situations.

The **Public Services (Social Value) Act 2012** places a requirement on commissioners to consider economic, social and environmental benefits, taking a value for money approach – not lowest cost – to assessing contracts, when buying goods and services.

The **Carbon Reduction Commitment (CRC) Energy Efficiency Scheme** is a mandatory energy efficiency scheme. There are penalties if the participation requirements are not met. For every tonne of carbon emitted from building energy use we are taxed by central government. This doubly incentivises energy efficiency measures, given the financial savings from reduced energy bills and the CRC tax savings this also brings.

Legislation, and national guidance in response to this, is continuously changing to ensure UK organisations are improving performance to both mitigate, and adapt to, the effects of climate change.

Societal Expectations

Delivering our healthcare services in a more sustainable manner is now expected by our patients, staff, visitors and members of our wider community. Awareness of climate change, its impact on human health and development, and what mankind needs to do to mitigate these changes has never been higher. In 2015 the Sustainable Development Unit (SDU) commissioned Ipsos MORI to conduct a detailed public opinion survey of over 1000 people to shape understanding around the public's view of the NHS's role in leading on sustainability. The results showed that 92% of the public think it is important for the NHS to work in a more sustainable way, with 43% saying they should do this even if it costs money and 25% who thought it should be a top priority. These figures have either stayed at this level or have increased since the first Ipsos MORI poll was conducted in 2011, and repeated in 2013.

Our own staff have been consulted on their views with regards to sustainability, in annual Staff Sustainability Surveys for the last four years. Matching the SDU's Ipsos MORI questions, we know that:

- 8% of our staff think that it is very important for our Trust to work in a more sustainable way
- 86% of our staff answered with a rating of 7 or higher, when asked to what extent should the Trust make sustainability a part of the way we work (on a scale of 1-10, where 10 means top priority and 1 means no priority at all).
- When asked about the cost of sustainability, the majority of our staff aligned themselves with the statement: *'The Trust should act in a more sustainable way even where this would cost a small amount'*.

OUR VISION FOR SUSTAINABLE HEALTHCARE

Building on our Trust commitment to deliver *Healthcare at its very best – with a personal touch*, our vision for sustainability is for us to deliver these services within the available environmental and social resources, protecting and improving health now and for future generations. This means working to reduce carbon emissions, minimising waste and pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.

OUR SUSTAINABLE HEALTHCARE GOALS

Echoing the goals of the Sustainable Development Unit's Sustainable Development Strategy for the health and care system, we are committed to achieve this vision with three goals:

Goal 1: A healthier environment

A healthier environment can contribute to better outcomes for all. This involves valuing and enhancing our natural resources, whilst also reducing harmful pollution and significantly reducing carbon emissions; delivering on our commitment to exceeding the NHS carbon emissions reduction targets.

Goal 2: Communities and services are ready and resilient for changing times and climates

When periods of heat, cold, flooding and other extreme events occur it is our vulnerable people and communities that suffer the worst. These communities and their services bear the responsibility of addressing the consequences of these events. Multi-agency planning and organisation collaboration, underpinned by local plans and assurance mechanisms, provide a better solution to these events than working independently, individually and ineffectively.

Goal 3: Every opportunity contributes to healthy lives, healthy communities and healthy environments

Every contact and every decision taken across our healthcare service portfolio can help build the immediate and longer term benefits of helping people to be well and reduce their care needs. There are multiple mechanisms that can support this approach from improved information, more integrated approaches and smarter more aligned incentives that help minimise preventable ill-health, health inequalities and unnecessary treatment. A sustainable system cannot be achieved without taking every opportunity to support communities and people to be independent and self-manage conditions and events.

OUR PLAN FOR ACTION

We aim to achieve our vision for sustainability by means of our Sustainable Development Management Plan (SDMP). A Board approved SDMP is recognised as the best practice for health and care organisations to deliver the national Sustainable Development Strategy. Our SDMP sets out our key objectives, the actions required to achieve these, by what date, and who is leading on each action to ensure it is delivered.

KEY SUCCESS MEASURES BY 2020

- 1) Exceeding our target of achieving a **28% reduction in carbon emissions** (from a 2013 baseline)
- 2) Achieve a score of **90% in the Carbon Trust's Energy Management Assessment Tool**
- 3) **Reduce water use** per m² of occupied floor area (from a 2013 baseline)
- 4) **Achieve our 2020 Vision for Waste** (35% Reused/Recycled, 45% Energy Recovery, 20% Hazardous)
- 5) All new builds and major refurbishments include **sustainable design features as standard**, with BREEAM Excellent a minimum requirement, and our external space is healthy, green and biodiverse
- 6) All NUTH-controlled **procurement activity includes a sustainability assessment**
- 7) We will be widely recognised as a **leading NHS acute teaching hospital Trust for sustainability**
- 8) **Sustainability is an explicit aim in our Trust's core objectives** and is embedded into service planning
- 9) All staff, and members of our wider community, **recognise our commitment to sustainable healthcare**

PERFORMANCE MONITORING AND REPORTING

Our Sustainable Development Management Plan (SDMP)

In order to monitor how well we are doing we have agreed a number of key sustainability performance indicators within our SDMP, allowing us to track progress. Whilst some of our performance metrics relate to readily available quantitative data i.e. energy & water use and carbon emissions, other performance metrics rely on qualitative data i.e. scores from our annual Sustainable Development Assessment Tool (see next section). Performance towards SDMP actions will be monitored at the Trust Sustainable Healthcare Committee, with regular progress reports to Trust Board.

Sustainable Development Assessment Tool (SDAT)

To support NHS Trusts with the implementation of sustainable development, the SDU have developed a model called the Sustainable Development Assessment Tool (SDAT). The SDAT is a qualitative self-assessment tool for NHS Trusts to evaluate and monitor progress against sustainability, and identify areas for improvement and actions for a Trust's SDMP (<https://www.sduhealth.org.uk/sdat>). The tool consists of nearly 300 questions in nine sections: **Corporate Approach, Asset Management & Utilities, Travel & Logistics, Adaptation, Capital Projects, Green Space & Biodiversity, Sustainable Care Models, Our People, Sustainable Use of Resources, and Carbon/GHGs**. We are committed to using the SDAT tool to measure our progress in implementing sustainability across the Trust.

Carbon Footprint

Under the Carbon Reduction Commitment and European Union Emissions Trading schemes, explained earlier in the 'Drivers' section, we are required to report our building energy use carbon emissions. In addition to this, we are committed to reporting our carbon emissions associated with waste, water, travel and procurement to give a more holistic indicator of our environmental impact in the form of our carbon footprint.

Sustainability Reporting

In order to be open and honest about our performance we will continue to report our key sustainability performance indicators, each year, in our Sustainability Report which forms part of our Trust-wide Annual Report to Parliament. We have included a sustainability update in each of our Annual Reports since 2010. This has evolved to improve each year since. We now have a commitment to follow the best practice SDU guidance for Sustainability Reporting in Annual Reports for all future publications.

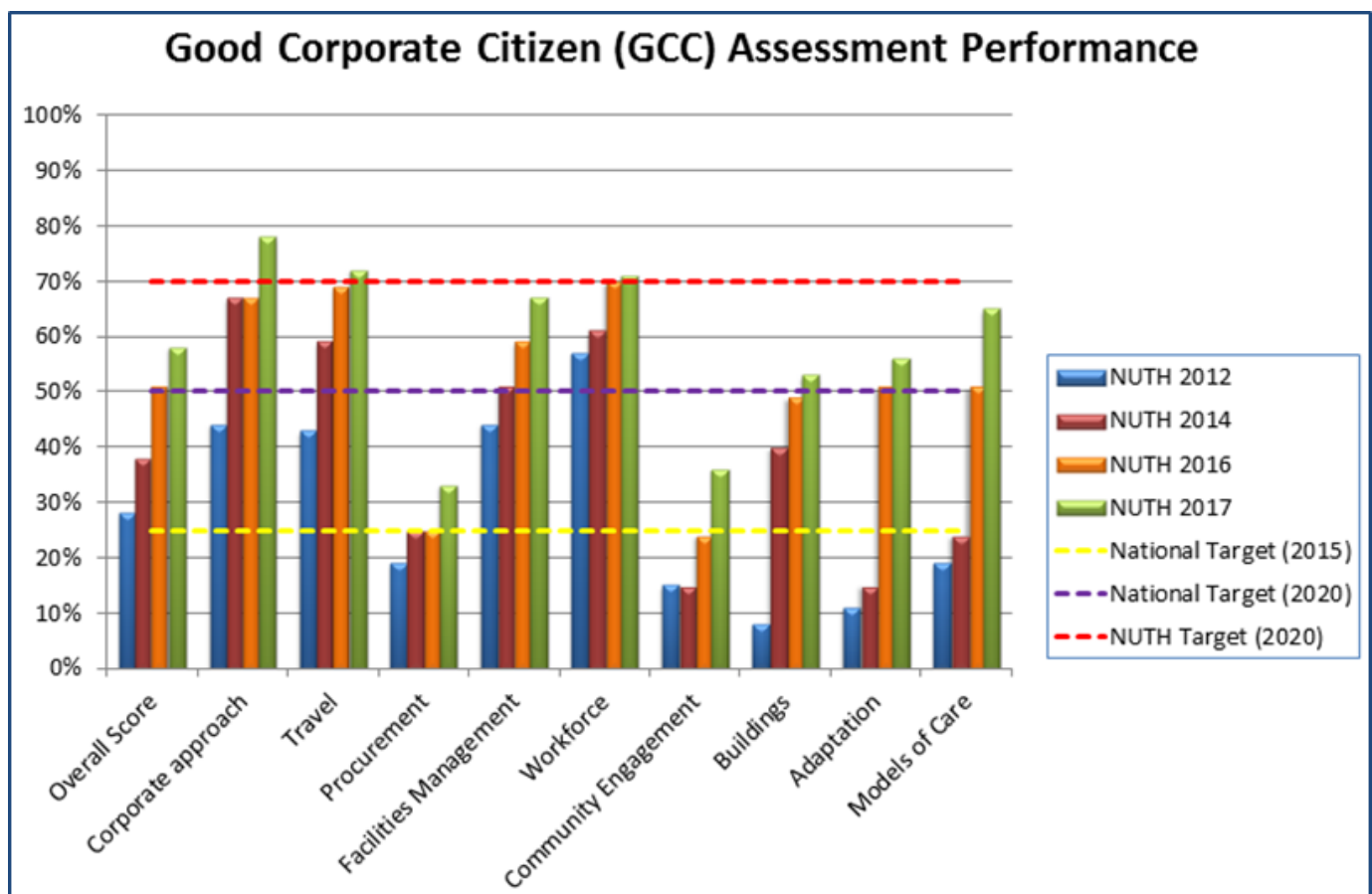
HOW HAVE WE DONE SO FAR?

Sustainable Development Management Plan (SDMP)

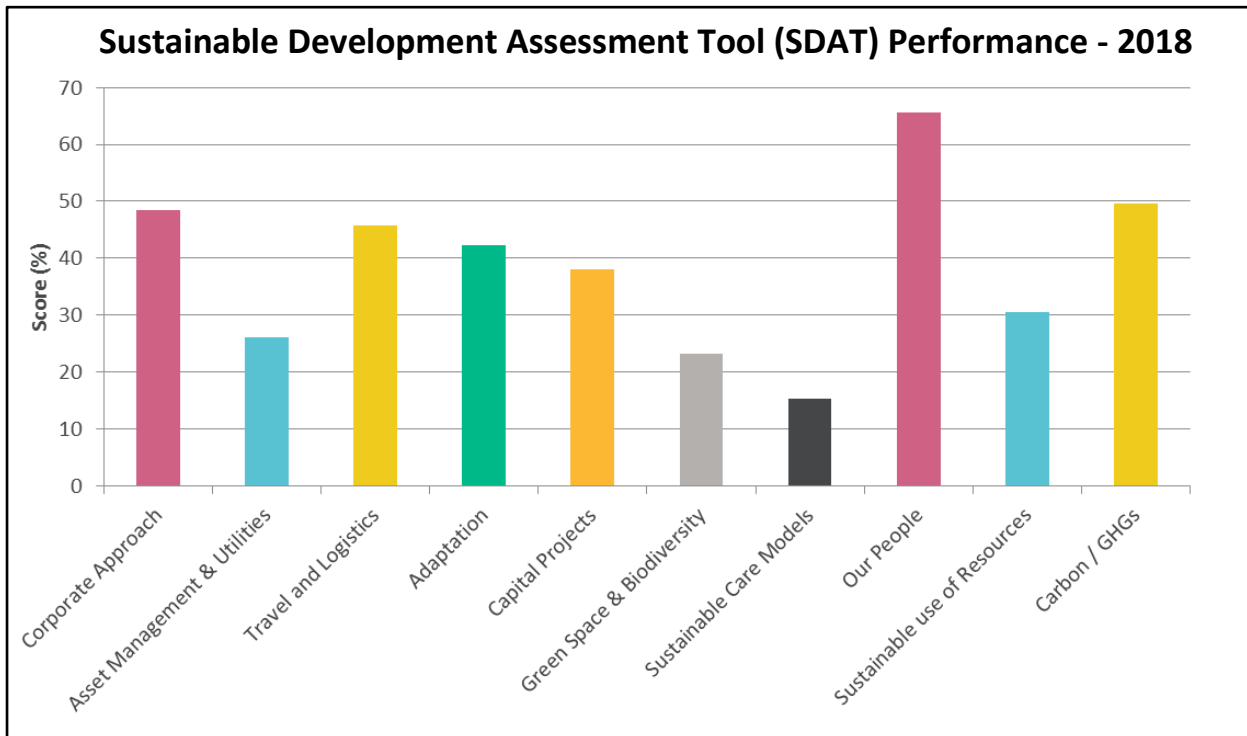
Our second Board approved SDMP covered the period 2016-2018 and can be found in Appendix 1. This shows each action and our levels of achievement, colour-coded with a traffic light diagnostic (green for achieved, amber for part achieved and red for unachieved) for ease of reference. You will see that of the 35 individual actions we set ourselves, we achieved 24 of them (68%), part achieved a further six (17%) and only failed to achieve five (14%). The majority of those not achieved have been carried into the new SDMP for 2018-20, unless proven to be unfeasible. We’ve also produced a summary performance scorecard showing how we have performed against our quantitative (carbon reduction) and qualitative (GCC/SDAT) targets. This performance data is profiled in more detail in our Annual Sustainability Report, see ‘Sustainability Reporting’ section below for further details.

Sustainable Development Management Tool (SDAT), previously known as Good Corporate Citizen (GCC)

SDAT was launched in 2017/18 to replace the previous quantitative self-assessment tool, known as the Good Corporate Citizen (GCC) assessment tool. We have used GCC since 2012, with re-assessments every two years, to assess our sustainability performance progress. The graph below shows our GCC performance, up to the final year in 2017 when it was superseded by SDAT.

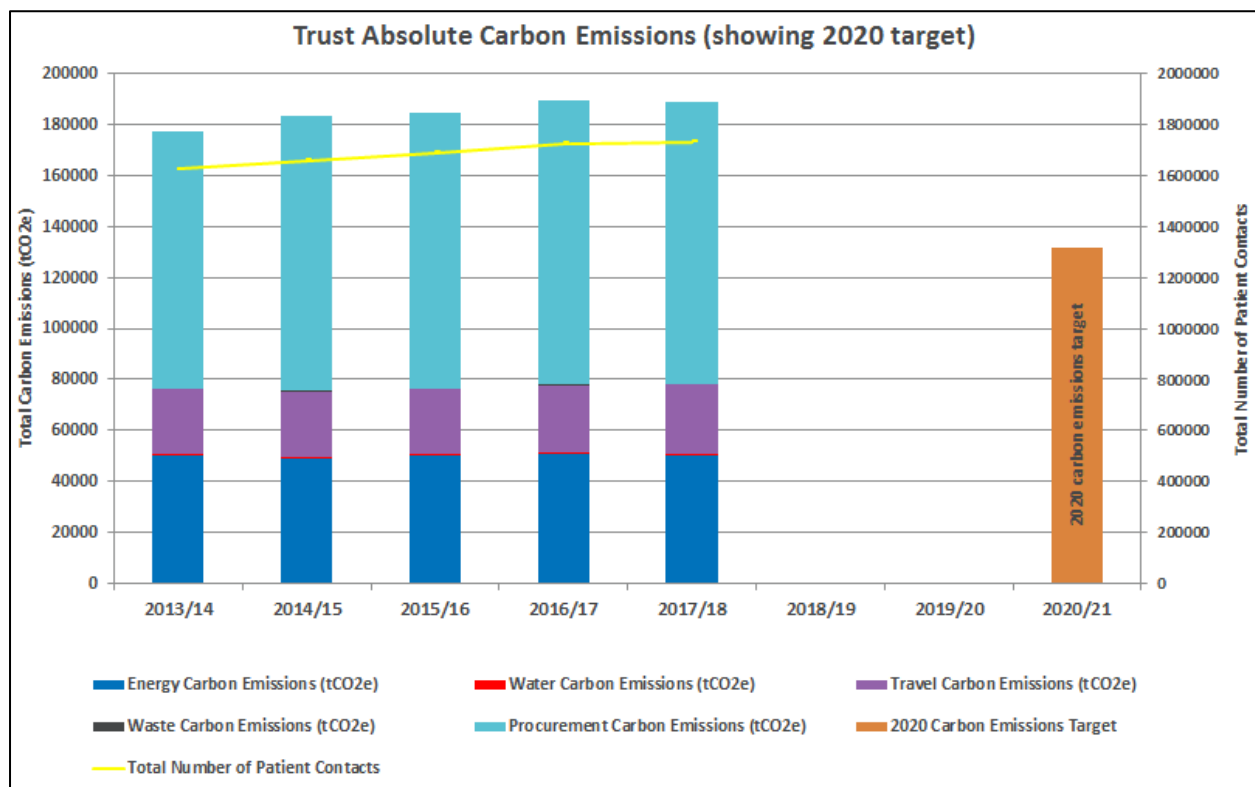


In early 2018 we completed SDAT for the first time, to generate a new baseline qualitative sustainability performance assessment. Unfortunately, the new tool has no backward compatibility so we have used GCC to show our progress between 2012 and 2017 and will be using SDAT annually from 2018 onwards. Our current baseline SDAT scores are shown in the graph below.



Carbon Footprint

The carbon footprint graph below shows our carbon emissions from the UK health and care system baseline year of 2013. As you can see, we have a significant challenge ahead of us to reduce our carbon emissions to achieve the 28% reduction target by 2020 and our emissions have remained fairly constant over the reporting period. Whilst this doesn't demonstrate the progress we need to make towards Climate Change Act absolute emissions reduction targets, when this is considered against an increase in our building estate coupled with increases in patient activity we have been able to demonstrate relative carbon emission reductions.



Sustainability Reporting

As stated in the previous section we have reported our Sustainability performance in the Trust Annual Report since 2010, improving the format and level of detail each year. Copies can be found here: <http://www.newcastle-hospitals.org.uk/about-us/freedom-of-information-annual-report.aspx>. As well as updating interested parties on progress towards the key aims of our Sustainable Healthcare Strategy and our key performance data, we try to include good news stories of sustainability improvement projects that the Trust has implemented.

Our first stand-alone Sustainability Report, for reporting year 2016/17, was rated number one by the Sustainable Development Unit in their annual scorecard assessment of all 472 provider and Clinical Commissioning Group annual sustainability reports with a score of 85%.

KEY ACHIEVEMENTS TO DATE

We have a long history of delivering excellent patient-focused healthcare whilst leading on environmental sustainability innovations. This is recognised both nationally and internationally:

- At the turn of the century we were **one of the first Trusts in the country to install Combined Heat and Power technology at our hospital Energy Centres**, allowing us to generate our own energy, efficiently, on site.
- In 2004 we were **the first healthcare organisation in Europe to switch to reusable sharps boxes**, bringing the Sharpsmart system over from Australia and the USA, saving thousands of tonnes of carbon in the process.
- **Since January 2011 we have diverted all of our waste from landfill**. Instead, all waste is either used for energy generation, reused or recycled.
- Our **Catering Department at Freeman Hospital was awarded Silver in the Soil Association Food for Life Scheme** in 2015, for achievements in sourcing local, fresh, organic and seasonal food for patients and staff – the first major teaching hospital Trust to do so.
- In 2017 we **launched our SHINE (Sustainable Healthcare in Newcastle) brand** to help engage staff, patients and members of our community in making our healthcare services more sustainable.
- Our Annual Sustainability Reports have been rated Excellent in the SDU annual scorecard assessment since scoring began, and **our 2016/17 Sustainability Report was rated number one in the country**.



GOVERNANCE






The Trust is fortunate to have a keen Sustainability Lead at Board level: **Keith Godfrey** (Non-Executive Director), who ensures top-level commitment to sustainability is demonstrated. **James Dixon**, Head of Sustainability and Compliance, is our operational lead for delivering the Trust's Sustainable Healthcare Strategy. James heads up the Sustainability Team and was instrumental in forming the Trust Sustainable Healthcare Committee (SHC) and original Sustainability Strategy.

Originally formed in 2011 as a Sustainability Working Group, the SHC provides the governance arrangements for monitoring progress towards the aims in the Trust's Sustainable Healthcare Strategy. Originally carbon-reduction focused it evolved to cover a wider sustainability remit. The SHC monitors progress towards the actions within the Sustainable Development Management Plan (SDMP) and reports sustainability performance to Trust Board, via the Risk Management and Assurance Committee. The SHC is a well-attended, multi-disciplinary, committee with senior representatives from: Nursing; Medical; Estates and Facilities; Procurement; Travel; Finance; Business Continuity; Human Resources; Business Strategy & Development and patient representation.




FURTHER INFORMATION

For further information on the Trust's sustainability work please feel free to visit our website www.newcastle-hospitals.org.uk/sustainability, drop us an email environment@nuth.nhs.uk or tweet us [@SustainableNUTH](https://twitter.com/SustainableNUTH).

APPENDIX 1: Sustainable Healthcare in Newcastle (SHINE) – Sustainable Development Management Plan Record of Achievement 2018 (below) and Performance Scorecard 2018 (overleaf)


Theme	Objective	Actions within 2016-18 SDMP	Record of Achievement at end of SDMP period (March 2018)
	ENERGY: Exceed NHS & UK Climate Change Act targets to reduce building energy use carbon emissions	Consult on, identify and prioritise energy saving schemes for NUTH	Not achieved. Energy contract management and procurement savings prioritised in 2016-18. Demand reduction to be prioritised in 2018-20 SDMP
		Implement an Energy Use behaviour change campaign for staff	Green Impact implemented in 2017, incorporating energy behaviour change.
		Investigate the feasibility of generating renewable energy on applicable Trust sites	Surveys from two providers, PV a good fit for RVI Energy Strategy. Installation to be considered as part of plans for 2018-20 SDMP.
		Adopt a proactive & robust monitoring and targeting process for energy management	Not achieved. Procurement of utilities software and metering services planned for 2018.
	WASTE: 100% of our waste is either reused, recycled or reprocessed	Reduce: Work with suppliers to reduce the amount of packaging/consumable item waste	Waste elimination projects achieved in-house (i.e. Stryker suction unit instead of disposable suction canisters in theatres) but lack of engagement from NHSSC for wider supply chain work.
		Reduce (Hazardous): Expand the segregation of non-infectious healthcare waste	Over 50 wards and departments have implemented non-infectious waste segregation. Hazardous was reduced by over 170 tonnes following implementation. Further rollout during 2018-2020.
		Reuse: Increase the reuse of surplus furniture and equipment	WarplT reuse subscription has resulted in 50 tonnes of waste avoided and over £200k saved
		Recycle: Trial the recycling of food waste, healthcare PVC and single use metal instruments	Over 130 tonnes of food waste recycled at RVI to date. PVC recycling established in FH theatres and moving to RVI. Single use metal instrument recycling achieved via SharpSmart contract.
	WATER: Actively seek ways to reduce our use of water	Trial and implement water efficient technologies and improve metering/leak detection	Not achieved. Water use reduction projects to be carried into 2018-2020 SDMP
		Liaise with Water Safety Group to trial a reduction in amount of routine flushing	Routine flushing reduced from all outlets daily for 3min to all outlets twice weekly for 1min
BUILDINGS AND LAND: Exemplar sustainable healthcare building design and healthy, green, bio-diverse external spaces	Approve a Sustainable Estates Building Strategy	Not achieved. Draft strategy superseded by development of new Estates Strategy. Sustainability to be an explicit requirement in Estates Strategy	
	Commission a Five-Year Conservation Management Plan for the Freeman Hospital	Not achieved. CMP commissioned, but Northumbria Uni students failed to provide report	
	Enhance the biodiversity & accessibility of our external spaces wherever feasible	Two oak trees planted at FH as part of #plant2at2 for 2017 NHS Sustainability Day. New grounds maintenance contract includes stringent sustainability requirements	
	JOURNEYS: Lead on influencing a modal shift in travel and transport methods to more active and sustainable methods	Establish systems to accurately calculate the carbon footprint of staff and patient travel	Staff and patient travel carbon footprint calculated and reported in 2016-17 Annual Report using SDU guidance, data accuracy could be improved with staff and patient travel surveys in future
		Increase the fleet of Trust electric vehicles and Trust electric vehicle charging points	FH Catering van replaced with Nissan e-van and charging point installed, plus 1x Leaf pool car
		Pilot mobile working with Community staff to demonstrate efficiencies and benefits	Community nursing teams pilot successful – increased work efficiency & reduced staff travel/CO ₂
		Promote staff health and wellbeing through participation in active journeys	Promoted via Better Health at Work campaign & ‘Benefits Everyone’. Achieved gold in BHAWA
	PURCHASING: Fully integrate sustainable & ethical procurement practices into our Purchasing strategy, policy and processes for all goods & services	Train all Supplies & Procurement staff on sustainable and ethical procurement practices	19 procurement staff trained to date. Further training to be considered for 2018-2020 SDMP
		All contracts for goods & services are procured in consultation with Sustainability Team	Procurement procedures now ensure that Sustainability Team are consulted pre-procurement
		Increase the amount of food we serve that is local, seasonal and organic	Evidenced by achieved Silver in Food for Life (Soil Association) & Green Kitchen Standard
		Establish improved calculations of the carbon footprint of our procurement activities	Procurement CO ₂ footprint calculated using SDU guidance & reported in 2016-17 Annual Report
	CLINICAL CARE: Develop low-carbon care pathways for our patients; improving health outcomes whilst delivering social & environmental benefits	Invest in health promotion, and ill-health prevention; working in partnership with PHE	Diabetes education, FoodNation Newcastle Good Food Plan, Making Every Contact Count etc.
		Move more care closer to home, with the expansion of outreach services and tele-health	Renal care at home, community leg dressing clinics, OPD clinics nearer to home, GDE work
		Seek to establish the carbon footprint of key care pathways to identify ‘hotspots’ and reduce harmful emissions	Dr Kanagasundaram - MSc student calculated renal patient pathway carbon emissions at FH. Dr Baxter - anaesthetic gas use audits, raised awareness of GHG impact: resulted in GHG reduction.
	BUSINESS PLANNING: Ensure sustainability is embedded into Trust business strategies, policy development and investment proposals	Ensure sustainability is included in Trust business strategies and investment proposals	Included in Trust investment proposal template and explicit aim in Trust Operational Plan
		Ensure sustainability is considered in all Estates & Facilities and IT business cases	Included in Estates business case template and in IT Project/Service Request form
	PEOPLE: All staff, patients and the wider community are aware of our commitment to sustainability, the benefits of acting sustainably and the actions they can take to help support us in this goal	Engage with commissioners to ensure sustainability is included in service planning	Contact made though CCG very slow to engage. Aim to collaborate further in 2018-2020.
		Develop, then seek Board approval for, a Trust Climate Change Adaptation Plan	First NUTH Climate Change Adaptation Plan approved by Board in 2017.
		Develop a NUTH Sustainability brand to increase staff, & wider community, engagement	SHINE brand developed and launched in 2017
		Continue annual staff sustainability surveys to gauge staff awareness of sustainability	Annual since 2014, staff awareness increased from 45% in 2016 to 55% in 2017
		Achieve Silver in the Health & Wellbeing at Work Awards	Achieved silver in 2017 and went on to achieve gold in 2018
		Engage with Green Champions & other networks to embed sustainable working practices	NUTH GC network well established
		Produce a quarterly ‘Green News’ newsletter celebrating/sharing good practice	Green News produced quarterly
Deliver sustainability awareness events, at least annually	Annual stalls at Staff Festival, Fairtrade fortnight stall, GC network events, NHS Sustainability Day		
Embed sustainability training into the Trust induction for all staff	Sustainability induction pack given to all new starters and presentation slides on arrival		

Sustainable Healthcare in Newcastle (SHINE) Performance Scorecard 2018

Theme	Objective	Key Success Measure by 2020	Performance Metric	Baseline (2013)	Current (2017)	Target (2020)	Performance Commentary
	ENERGY: Exceed NHS & UK Climate Change Act targets to reduce building energy use carbon emissions	To reduce our BUILDING ENERGY carbon footprint by at least 28% (based on a 2013 baseline)	Energy Carbon Emissions (tCO ₂ e)	51,823	53,038	37,313	Absolute carbon emissions from building energy use has increased as we have increased patient activity and extended operating hours.
			GCC* Score for 'Energy use and carbon'	39%	72%	70%	The 2020 target was achieved 3 years early.
	WASTE: 100% of our waste is either reused, recycled or reprocessed	To reduce our WASTE carbon footprint by at least 28% (based on a 2013 baseline)	Waste Carbon Emissions (tCO ₂ e)	138	204	99	UK carbon conversion factors do not recognise the movement of waste up the waste hierarchy beyond landfill (we have been zero waste to landfill since 2011).
			GCC* Score for 'Waste'	89%	100%	70%	The 2020 target was achieved from the first year, and improved to 100% in 2016.
	WATER: Actively seek ways to reduce our use of water	To reduce our WATER carbon footprint by at least 28% (based on a 2013 baseline)	Water Use Carbon Emissions (tCO ₂ e)	454	482	327	CO ₂ is poor as a performance indicator for water. A better indicator to use would be m ³ figure (absolute) or m ³ /patient contact figure (intensity).
			GCC* Score for 'Water'	50%	50%	70%	The GCC score remained unchanged for the duration of the SDMP.
	BUILDINGS AND LAND: Exemplar sustainable healthcare building design and healthy, green, bio-diverse external spaces	Every new building has achieved at least a BREEAM rating of 'Excellent', with aim of 'Outstanding' at design	BREEAM Rating of all New Buildings	N/A	N/A	BREEAM Excellent	No new buildings since SDMP approved in 2016.
			GCC* Score for 'Buildings'	8%	53%	70%	The GCC score increased significantly from 2013 to 2017 and was on track to achieve the 2020 target.
	JOURNEYS: Lead on influencing a modal shift in travel and transport methods to more active and sustainable methods	To reduce our TRAVEL carbon footprint by at least 28% (based on a 2013 baseline)	Travel Carbon Emissions (tCO ₂ e)	23,536	26,247	16,946	Whilst achieving efficiencies in patient mileage, via NEAS, we have seen an increase in visitor and staff commuter miles in line with patient number increases – thus increasing our overall travel CO ₂ emissions.
			GCC* Score for 'Travel'	43%	72%	70%	The GCC score increased significantly from 2013 to 2017 and we achieved the 2020 target 3 years early.
	PURCHASING: Fully integrate sustainable & ethical procurement practices into our Supplies & Procurement strategy, policy and processes for all goods & services	To reduce our SUPPLY CHAIN (scope 3) carbon footprint by at least 28% (based on a 2013 baseline)	Supply Chain Carbon Emissions (tCO ₂ e)	92,588	111,852	66,663	Supply chain CO ₂ has increased year on year as a result of increased Trust spending. Our carbon footprint is calculated using SDU average carbon factors per spend category (if spend increases so too does CO ₂)
			GCC* Score for 'Procurement'	19%	33%	70%	Although the GCC score increased from 2013 to 2017 progress is not on track to achieve the 2020 target.
	CLINICAL CARE: Develop low-carbon care pathways for our patients; improving health outcomes whilst delivering social & environmental benefits	To be recognised as the leading NHS acute teaching hospital Trust for sustainable healthcare policy and practice	GCC* Score for 'Models of Care'	19%	65%	70%	The GCC score increased year on year, to 65% in 2017, and was on track to achieve the 2020 target early.
	BUSINESS PLANNING: Ensure sustainability is embedded into Trust business strategies, policy development and investment/business case proposals	Sustainability is an explicit aim within the Trust's core Visions & Values and is embedded into our business planning arrangements	GCC* Score for 'Adaptation'	11%	56%	70%	The GCC score increased year-on-year, to 56% in 2017, and was on track to achieve the 2020 target early. This follows excellent work undertaken by Theresa Glennie, Head of Business Continuity, culminating in Board approval of our first Climate Change Adaptation Plan.
	PEOPLE: All staff, patients and the wider community are aware of our commitment to sustainability, the benefits of acting sustainably and the actions they can take to help support us in this goal	All staff recognise our commitment to sustainable healthcare service delivery and know how they can support the Trust in our aim to be the leading NHS Trust in this field	GCC* Score for 'Workforce'	57%	71%	70%	The 2020 target was achieved ahead of schedule in 2017.
			GCC* Score for 'Corporate Approach'	44%	78%	70%	The 2020 target was achieved ahead of schedule in 2017.

* The Sustainable Development Unit replaced their Good Corporate Citizen (GCC) self-assessment tool with SDAT (Sustainable Development Assessment Tool) in 2017. We will be using SDAT scores from 2018 onwards.

APPENDIX 2: New Sustainable Development Management Plan (2018-2020)

Theme	Objective	Key Success Measure by 2020	Actions	Lead Officer	Date	Metric
	ENERGY: Embed energy management best practice throughout the Trust and reduce carbon emissions from building energy use, exceeding NHS & UK Climate Change Act targets	Achieve a score of 90% in the Energy Management Assessment and reduce carbon emissions from building energy use by at least 28% (compared to 2013)	Implement an energy management system, guided by the Energy Management Assessment tool.	Energy Manager	Mar '20	Energy Carbon Emissions (tCO ₂ e)
			Identify opportunities to reduce carbon emissions from buildings (demand reduction and renewables) and seek resources to deliver viable projects.			Energy Management Assessment Score
	WATER: Actively seek ways to reduce our use of water to improve water efficiency	To reduce water use per m ² of occupied floor area	Improve water metering and leak detection systems, and implement viable water saving projects.	Energy Manager	Mar '20	Water Use by occupied building area (m ³ /m ²)
						SDAT Score for 'Water'
	WASTE: 100% of our waste is either reused, recycled or energy recovered	Achieve the NUTH 2020 Vision for Waste (35% Reused/Recycled, 45% Energy Recovery, 20% Hazardous)	Deliver initiatives and projects to increase recycling, reduce hazardous waste, and reduce the overall amount of waste disposed of.	Waste Manager	Mar '20	Waste Hierarchy Segregation Split
						Total waste disposed of (t)
	BUILDINGS AND LAND: Exemplar sustainable healthcare building design and healthy, green, bio-diverse external spaces	All new builds and major refurbishments include sustainable design features as standard and our external space is healthy, green and biodiverse	Ensure all opportunities for sustainable benefit are included in new builds and refurbishments as standard	Head of Capital Projects	Mar '20	SDAT Score for 'Capital Projects' and 'Green Space & Biodiversity'
			Improve the access to, awareness of, and biodiversity of our green spaces	Head of Sustainability	Mar '20	
	JOURNEYS: Lead on influencing a modal shift in travel and transport methods to more active and sustainable methods	To reduce our TRAVEL carbon footprint by at least 28% (based on a 2013 baseline)	Conduct annual staff travel survey and use data to implement projects to improve a modal shift to more sustainable options	Transport & Travel Advisor	Mar '19	Travel Carbon Emissions (tCO ₂ e)
			Conduct patient & visitor travel survey and use data to implement projects to improve modal shift to more sustainable options	Sustainability Officer	Mar '20	Travel Survey Modal Split Data
			Reduce air pollution from NUTH commissioned transport (i.e. fleet, PTS, taxis, buses, couriers)	Transport & Travel Advisor	Mar '20	SDAT Score for 'Travel & Logistics'
	PURCHASING: Fully integrate sustainable and ethical procurement practices into our procurement policy and procedures for goods and services	All NUTH-controlled procurement activity includes a sustainability assessment for specification and evaluation criteria inclusion	Develop standard sustainability criteria for NUTH purchased goods and services	Head of Sustainability	Mar '19	SDAT Score for 'Procurement & Supply Chain'
			Work with Sustainability Team to plan for upcoming contract retenders, to ensure all opportunities for maximising sustainability/carbon reduction are included/prioritised	Head of Procurement	Mar '20	
	CLINICAL CARE: Develop low-carbon care pathways for our patients; improving health outcomes whilst delivering social and environmental benefits	To be recognised as the leading NHS acute teaching hospital Trust for sustainable healthcare policy and practice	Liase with NUTH Public Health Group and MECC to deliver ill-health prevention projects	Deputy Director of Nursing	Mar '20	SDAT Score for 'Sustainable Care Models'
			Identify opportunities to reduce the carbon footprint of our care pathways and implement successful reduction projects	SHC Consultant Members & Deputy Dir. of Nursing	Mar '20	
			Ensure delivery of staff education on sustainable, lower carbon, healthcare opportunities	Director of Medical Education	Mar '20	
	ADAPTATION: Ensure sustainability is embedded into Trust business strategies, policy development and investment/business case proposals	Sustainability is an explicit aim within the Trust's core Visions and Values and is embedded into our service planning arrangements	Monitor and report on delivery of Climate Change Adaptation Plan (CCAP) & Risk Assessment	Head of BC&EP	Mar '20	SDAT Score for 'Adaptation'
Ensure CCAP commitments are embedded into Estates Strategy and Capital Planning			Head of Capital Projects	Mar '20		
	PEOPLE: All staff, patients and the wider community are aware of our commitment to sustainability, the benefits of acting sustainably and the actions they can take to help support us in this goal	All staff recognise our commitment to sustainable healthcare service delivery and know how they can support the Trust in our aim to be the leading NHS Trust in this field	Seek to embed sustainability into staff contracts, appraisals and PDPs	HR Manager	Mar '20	SDAT Scores for 'Our People' and 'Corporate Approach'
			Work with Better Health at Work campaign to improve staff sustainability, promoting uptake of activities to enhance personal health and wellbeing	Health Improvement Practitioner (Adv)	Mar '20	
			Raise awareness of SHINE, both internally and externally, through events and social media	Sustainability Officer	Mar '20	
			Deliver 'Green Impact' staff behaviour change programme	Sustainability Officer	Mar '20	
			Collaborate with others to deliver sustainability benefits, both regionally & nationally	Head of Sustainability	Mar '20	