

Environmental and Sustainability “Green” Plan

2020-2025



Foreword

From the energy that powers our hospital and homes to the air we breathe and water we drink we need to protect and sustain the health of the natural environment. Our health and prosperity depend on the health of the planet on which we live. Climate change is vastly changing year on year and this plan will help UHDB understand the areas of where change needs to happen and show us what we have already accomplished and need to maintain to enable us to become net zero carbon by 2050.

As one of the largest employers in the region, our staff are in the vanguard of this and with their help we will be able to tackle climate change together with projects design to have maximum impact to reduce our carbon emissions and overall carbon footprint. We have a commitment to reduce our single use plastics, to promote greener forms of transport, to encourage our staff to lead healthy, balanced lifestyles and to have processes to ensure all potential opportunities in new builds and major refurbishments are leverage for sustainable benefit.

We can't do it all by ourselves, so we are committed to working with our local government partners and stakeholders to help to reduce our impact on the environment. Derbyshire and Staffordshire are beautiful parts of the world and we are committed to become a sustainable Trust to make our local communities a better place to live and play our small part in preventing climate change.



Mr Gavin Boyle Chief Executive



Dr Kathy McLean, OBE – Chair

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1. Introduction

In July 2018 Derby Teaching Hospitals NHS Foundation Trust and Burton Hospitals NHS Foundation Trust was re-designated as University Hospitals of Derby and Burton NHS Foundation Trust (UHDB), forming one of the UK's largest hospital Trusts, which serves a population of over 750,000 people and comprises 5 sites across a wide geographical area:

- Royal Derby Hospital (RDH), Derby
- London Road Community Hospital (LRCH), Derby
- Queen's Hospital (QHB), Burton
- Samuel Johnson Community Hospital (SJCH), Lichfield
- Sir Robert Peel Community Hospital (SRP), Tamworth

Whilst the size and mixed site age profile of UHDB presents unique challenges in regards to environmental and sustainability performance, it also presents an opportunity for UHDB to become a leader in 'green' practice- an exemplar for other organisations.

With its direct and immediate consequences for our patients, the public and the NHS, UHDB is fully supporting the 'For a Greener NHS' programme (launched in January 2020) which aims to reduce the contribution of the NHS to climate change, reduce the impacts of climate change on public health and the environment and achieve net zero. As one of the largest employers in the region, our staff are pivotal in helping to tackle climate change and the associated negative impacts; together with projects designed to have maximum impact to reduce our carbon emissions and overall carbon footprint. Alongside our overarching commitment to becoming 'net zero' we have a commitment to reduce our single use plastics consumption, to promote greener forms of transport, to encourage our staff to lead healthy, balanced lifestyles and to implement processes to ensure all potential opportunities in new builds and major refurbishments are leveraged for sustainable benefit.

We can't do it all by ourselves, so we are committed to working with our local government partners and stakeholders to help to reduce our impact on the environment. Derbyshire and Staffordshire are beautiful parts of the world and we are committed to becoming an environmentally sustainable Trust to make our local communities a better place to live, and play our part in preventing climate change.

2. Vision for Sustainable Healthcare

Our vision is to become the flagship Trust in innovative, practical and financially viable environmental solutions, embedding in its culture, the dynamic and enthusiastic desire to change the way we care for our patients, to ensure a fully sustainable organization is created to support the health and wellbeing of our patients, our staff and our communities. In doing so, the Trust will ensure that sufficient focus is placed on our Green Plan and Environmental and Sustainability Strategy, as there is a clear link between sustainability and high quality public health care.



3. National / Global Context

United Nations Framework Convention on Climate Change (UNFCCC) seeks to address the threat of climate change with the long-term objective to stabilise atmospheric greenhouse gas concentrations at such a level that would prevent dangerous anthropogenic climate change. The Intergovernmental Panel on Climate Change (IPCC) outline that, in order to limit global warming to less than 2 °C, global greenhouse gases (GHGs) must be halved by 2050. Climate change and its impacts, described as a climate emergency, is widely recognised as a health emergency due to its direct and immediate consequences on global public health. The NHS has taken steps to reduce its impact on climate change, but further reduction, mitigation and adaptation action is required; particularly as the drivers of climate change also drive ill health and health inequality. The UK Government committed to net-zero by 2050; but the Campaign for a Greener NHS (launched in January 2020) commits for the NHS to exceed this by reaching net zero for all emissions scopes by 2045.

4. Maintaining Health for Future Generations

UHDB is an essential anchor organisation within the communities we serve; our operations provide local employment and vital responsive healthcare services to local populations. However, we understand climate change has the potential to affect our services and communities through physical, regulatory and public health changes and recognise our need to contribute to addressing climate change - restricting global temperature increases to less than 2°C in line with the Paris Agreement. As outlined in this report, we are committed to reducing emissions attributed to the operation of our services – including those not directly influenced by ourselves. In addition, we are committed to adapting and improving our resilience to the projected impacts of climate change now and in the future. We have a dedicated emergency preparedness team within the organisation who assess and mitigate potential risks to the delivery of our services; including the impacts of climate change (such as local weather impacts including extreme heat and localised flooding). In line with our climate reliance and adaptation commitments a Trust-wide Climate Change Adaptation Plan has been developed; outlining potential risks to our local populations and mitigation/adaptation measures that are required. The Climate Change Adaptation Plan enables the Trust to prioritise and better respond to risks associated with climate change.

Furthermore, we understand the importance of ensuring our sites, buildings and services are designed and maintained to withstand and safeguard against future climatic conditions. In line with this the Trust Infrastructure and Environmental and Sustainability Strategies, which outline the Trust’s vision and targets up to 2025, include requirements for the development of Trustwide standards for product and service procurement and a need for all new builds and refurbishment projects are delivered to net zero carbon standards.

5. Leadership and Governance

Across our hospitals sustainable development and carbon management are corporate responsibilities, with a clear governance and reporting hierarchy in place for sustainability (fig 1). This provides an assurance process that considers requirements, both in terms of the law and to

achieve high quality health and care which delivers long term financial, environmental and social sustainability across the healthcare system. In addition to the public health drivers for environmental protection and sustainability, there are a number of local, national and global legislative and policy drivers for improved sustainability and climate action within the Trust including those outlined in fig 2.

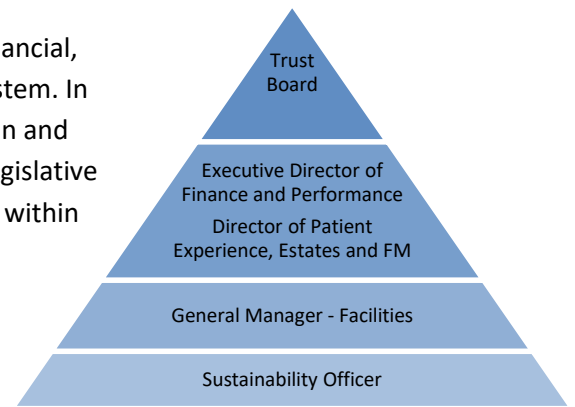
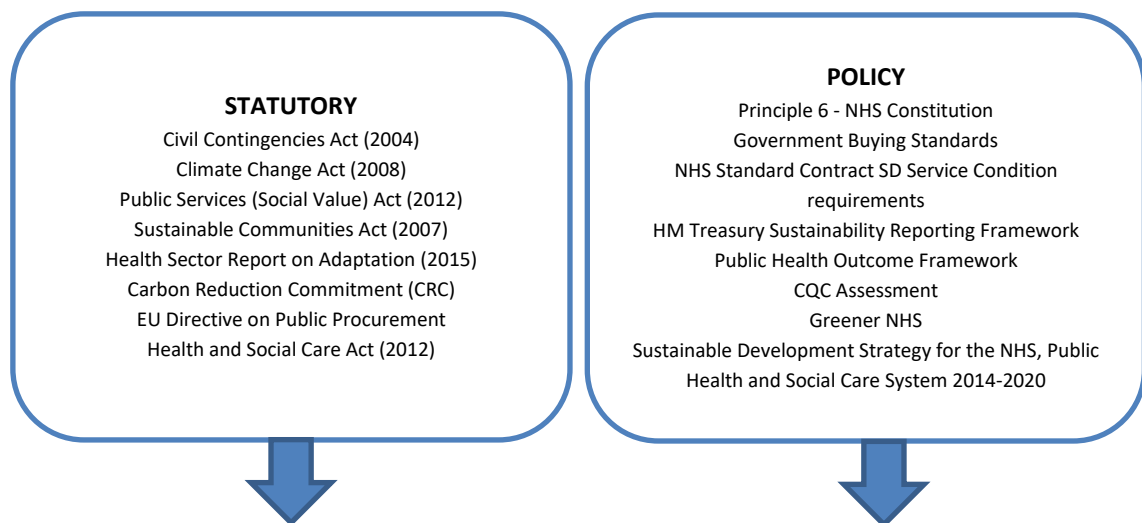


Fig 1, Sustainability Reporting Hierarchy

It is vital we have clear leadership to achieve the commitments outlined in all environmental and sustainability documentation. Reporting and accountability mechanisms (fig 2) for environmental and sustainability documentation include Carbon and Transport Working Group meetings which report into our Board via the Finance, Investment and Performance Committee.



UHDB ENVIRONMENTAL AND SUSTAINABILITY GOVERNANCE FRAMEWORK					
Document & Related Information	Review Schedule	Primary Reporting Group		Accountable to:	Overall accountable to:
Environmental and Sustainability Strategy	Quarterly report presented to Carbon & Energy Group	Carbon & Energy Group		Finance, Investment & Performance Committee	TRUST BOARD
Green Plan	Annual review of progress published in 'Environmental and Sustainability Annual Report'				
Climate Change Adaptation Plan	Full review and update every 5 years				
Tree Management Plan (under development)	Annual review				
Green Space and Biodiversity Plan (under development)	Annual review				
Travel Plan	Annual review	Transport Working Group	Carbon & Energy Group		
ERIC Return	Submitted Annually				
SDAT Submission	Submitted Annually				
PAM Return	Submitted Annually				

Fig 2, Sustainability Governance and Reporting Mechanism

6. Action Plan

Topics covered in this Green Plan and our Environmental and Sustainability Strategy span widely across the Trust. As a consequence a number of accompanying documentation has been developed to support the delivery of carbon reduction at UHDB; as outlined in fig 2. These documents, each contain an action plan specific to the individual topic (table 1), are reviewed annually to provide regular progress checks and accountability through the governance structures in section 5. An action plan specifically related to SDAT statements (section 14) is included as an accompaniment to this document and will be updated annually.

Table 1, Action Plans

Document	Action Plan Type
Environmental and Sustainability Strategy	Milestones and delivery plans. Progress reported within 'Environmental and Sustainability Annual Report'
Green Plan	Action plan containing Strategy targets and actions related to the SDAT. Action plan updated annually in 'Environmental and Sustainability Annual Report'
Climate Change Adaptation Plan	Action plan containing actions specifically related to adaptation.
Tree Management Plan (under development)	Action plan containing actions specifically related to tree management
Green Space and Biodiversity Plan (under development)	Action plan containing actions specifically related to green space and biodiversity
Travel Plan	Action plan containing actions specifically related to travel and transport.

7. Environmental and Sustainability Strategy

Environmental protection and sustainability at UHDB is guided by principles and objectives outlined in our Environmental and Sustainability Strategy (approved by the Board in 2020); in addition to other UHDB strategic operational goals which demonstrate our commitment to environmental protection and sustainability including:

- **Exceptional Care Together Strategy** - aims to reduce waste and make better use of NHS combined buying power, prevent avoidable harm (including the prevention of poor health), ensure our hospitals are fit for the future, minimise physical waste and promote partnership working to reduce our environmental impact and support the sustainability of natural resources.
- **People Strategy** - seeks to ensure that we put our people at the heart of all we do, whilst developing people focused practices and campaigns that promote wellbeing.
- **Clinical Strategy** - outlines aims for UHDB to embrace technology and digital solutions and provide care closer to home
- **Infrastructure Strategy** – aims to ensure our services are delivered from an estate and environment which utilises advancements in technology to create spaces which are adaptable and fit for the future
- **Environmental and Sustainability Strategy** - our overarching strategy for delivering care that works within the available environmental, financial and social resources now, and for future











generations. The strategy outlines our objectives and opportunities for making tangible progress towards achieving our ambitious target of becoming ‘net zero’ by 2045 – including a number of ambitious targets that must be achieved each year in order for progress to be observed. The strategy is supported by the Board and was developed with oversight from the Council of Governors, Clinical Divisions, Carbon and Energy Group and Trust Board. Simon Crowther (Executive Director of Finance and Performance) is Board Executive lead for the Strategy. Progress towards our Environmental and Sustainability Strategy is reported quarterly to our Carbon and Energy Group; with progress reported to Board at least annually.

- Objective 1 - Reduce our Carbon Footprint to Net Zero by 2045
- Objective 2 - Increase Green Travel
- Objective 3 - Increase Engagement in Environmental Protection and Sustainability Issues
- Objective 4 - Promote a Sustainable Approach to Provide a Healthy, Safe & Clean Environment
- Objective 5 - Reduce Waste and Cut the Amount of Single Use Plastic Across our Hospitals

8. Targets

UHDB are on a pathway to achieve carbon neutrality by 2045, in line with the Greener NHS programme. Our pathway to net zero considers will require various decarbonisation methods ranging from energy efficiency, purchase of renewables, decarbonisation of fleet, staff/community engagement and carbon offsets. Targets outlined within the Environmental and Sustainability Strategy are aligned with the net zero pathway, and sit within 5 broad themes (though links are also present within the Infrastructure Strategy). As outlined in table 2 UHDB has a number of targets to meet by 2025. Progress towards our targets is presented to the Carbon and Energy Group quarterly, and the Trust Board at least annually, to ensure sufficient progress is being made. However, a full breakdown of progress towards our targets will be outlined in our ‘Environmental and Sustainability Annual Report’ each year. Whilst historic progress has been made across UHDB sites, the new ‘True North Goal’ of achieving net zero requires more ambitious and system-wide action.

Table 2, Environmental and Sustainability Targets

Target	Deadline	19/20 Baseline
Reduce carbon footprint by 34%	04/2021	 Fig 3/4
Achieve widespread implementation of LED lighting and smart energy management across all Trust sites	04/2021	 Baseline TBD
No longer purchase single-use plastic stirrers and straws, except where a person has a specific need	04/2021	 Fig 5
Fleet vehicles leased or purchased are Low Emissions or Ultra Low Emissions vehicles	04/2021	 Fig 6
Purchase 100% renewable electricity from energy suppliers	04/2021	
The proportion of desflurane to sevoflurane used in surgery is no more than 20% by volume	04/2021	 Baseline TBD
Implement the Estates and Facilities Management Stretch Programme	04/2021	
Expenses policy promotes and incentivises sustainable business travel	04/2021	
Increase provision of Electric Vehicle infrastructure across the Trust; providing charging facilities for staff and visitors at <u>all</u> sites	04/2022	 Fig 7
No longer purchase single-use plastic cutlery, plates or single-use cups made	04/2022	 Fig 7

of expanded polystyrene or oxo-degradable plastics			
Significantly reduce consumption of single-use plastic food containers and other plastic cups for beverages – including covers and lids	04/2022	○	
All new builds and refurbishment projects are delivered to net zero carbon standards	04/2022	○	
Dedicated website for environment and sustainability goes live for internal (staff) and external (public) access	04/2022	○	
Step Change Achieved Toward Net Zero Carbon Emissions (see section 9)	04/2023	○	Fig 3/4
Trustwide standards enforced for product and service procurement	04/2023	○	
Implement trust wide re-use programme for furniture and equipment	04/2023	○	
Fully Digital Ways of Working Embedded	04/2024	○	
Cut business mileages and fleet air pollutant emissions by 20%	04/2024	○	Fig 8
Single occupancy vehicles entering our sites make up no more than 48% of all vehicle traffic	04/2024	◐	Fig 9
Reduce carbon footprint by 51%	04/2025	○	Fig 3/4
Significant progress towards the target for at least 90% of UHDB fleet vehicles to use low-emissions engines (including 25% Ultra Low Emissions) by 2028	04/2025	○	Fig 6
Ethical procurement framework fully implemented	04/2025	○	
Significant progress towards target to double number of trees on site by 2045	04/2025	○	

Achieved
 Significant Progress
 Some Progress
 Not Achieved

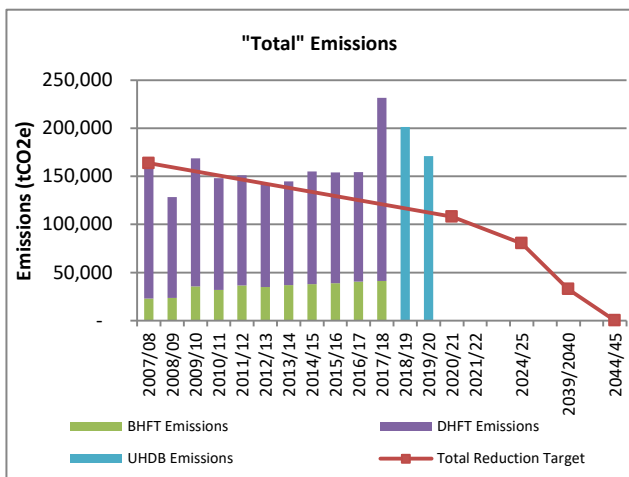


Fig 3, Emissions targets

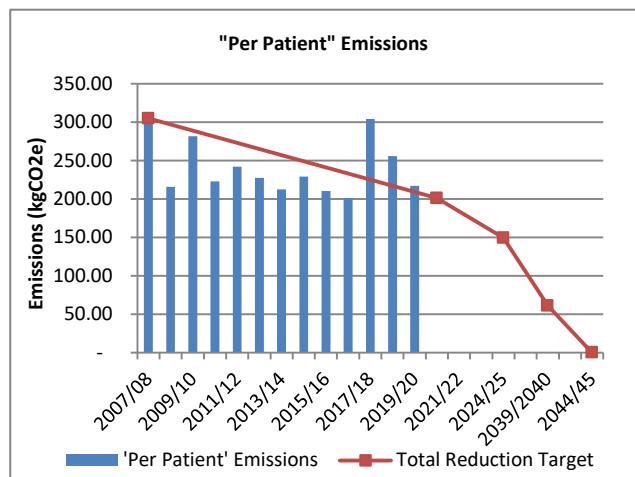


Fig 4, Per patient emissions targets

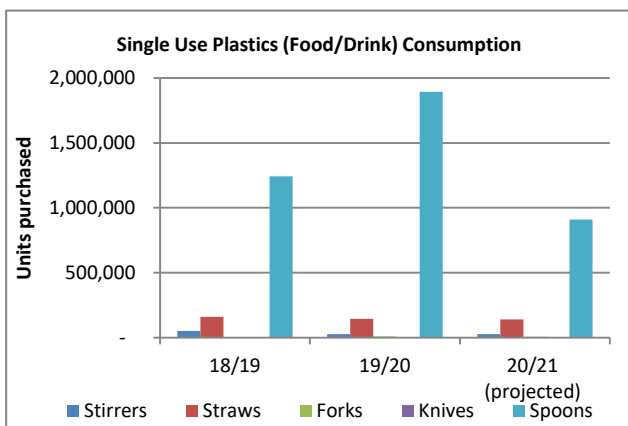


Fig 5, Single use plastics consumption

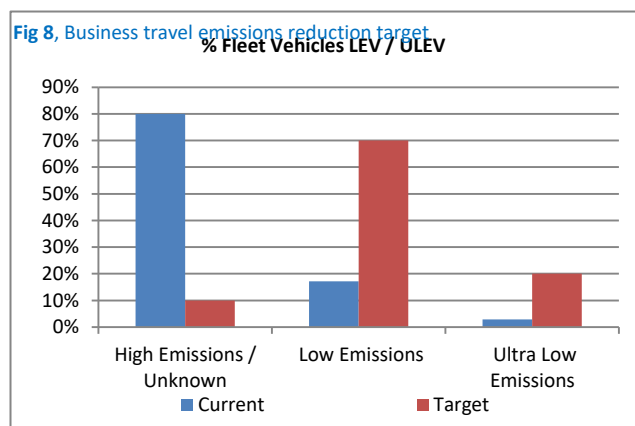


Fig 8, Business travel emissions reduction target

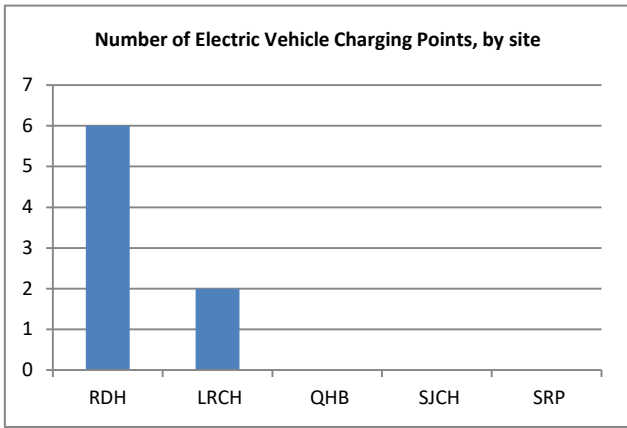


Fig 7, Electric vehicle charging infrastructure

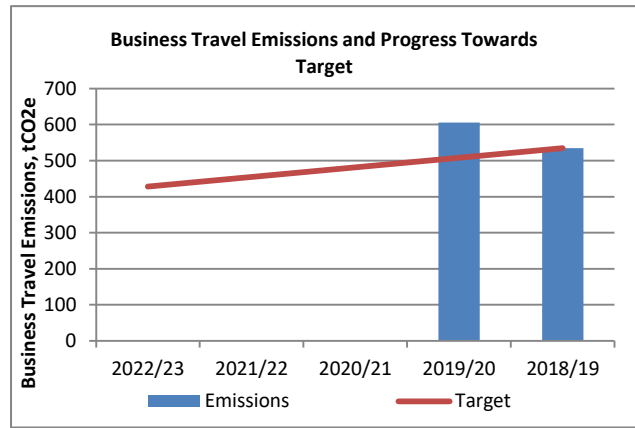


Fig 8, Business travel emissions target

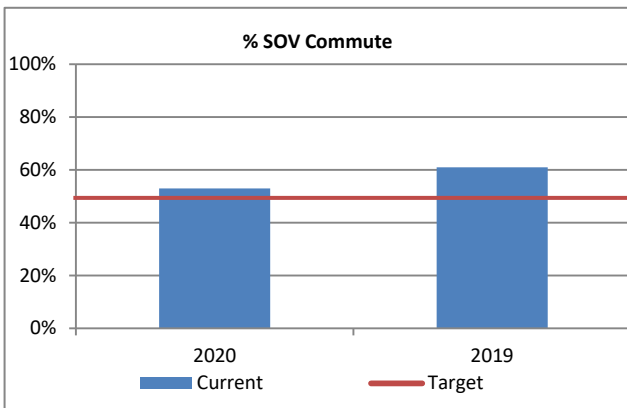


Fig 9, Single occupancy vehicle commute target

9. Reducing our Carbon Footprint

To tackle climate change and its impacts, the UK government has committed to reaching net zero carbon by 2050; requiring a significantly reduction in emissions and the implementation of carbon off-setting using carbon capture. Responsible for 4-5% of England’s carbon footprint, the health and social care system has a significant part to play in the government’s goal to achieve net-zero. The NHS has therefore committed to reaching net zero as soon as possible; by 2045 at the latest.

To track progress towards emissions reductions the carbon footprint for UHDB is calculated annually to identify areas in which progress has been observed, and areas in which more progress is needed. From 2020/21 onwards the carbon footprint will be included in the annual update for this Green Plan, our ‘Environmental and Sustainability Annual Report’; previous carbon footprints have been published as standalone documents.

Data within the carbon footprint outlined below are calculated using Department of Environmental, Food and Rural Affairs (DEFRA) latest dataset for emissions factors using carbon dioxide equivalent emissions (CO2e) (a standard unit for measuring carbon footprints to express the impact of each greenhouse gas in terms of the amount of CO2 that would create the same amount of warming).

In 2008 the Climate Change Act set national targets for the reduction of carbon emissions in England, against a 1990 baseline. However, these targets do not incorporate the full scope of emissions attributed to the NHS. The Greenhouse Gas Protocol (GHGP) scopes cover a wider set of emissions across 3 scopes (fig 10):

- Scope 1: Direct emissions from owned or directly controlled sources (e.g. on-site energy generation and transport emissions from organisation controlled equipment and vehicles)
- Scope 2: Indirect emissions from the generation of purchased energy
- Scope 3: All other indirect emissions that attributed to UHDB business; (e.g. producing and transporting goods and services, food, manufacturing, staff commuting).

Patient and visitor travel is not included within the GHGP scopes, however this presents a large proportion of emissions attributed to the NHS. Consequently, in line with the “Delivering a ‘Net Zero’ National Health Service” report, carbon footprints for the NHS are divided into two facets with individual carbon reduction targets for each:

- ‘NHS Carbon Footprint’ **target - net zero by 2040, with an ambition to reach an 80% reduction by 2028-2032**
- ‘NHS Carbon Footprint Plus’ **target- net zero by 2045, with an ambition to reach an 80% reduction by 2036-2039**

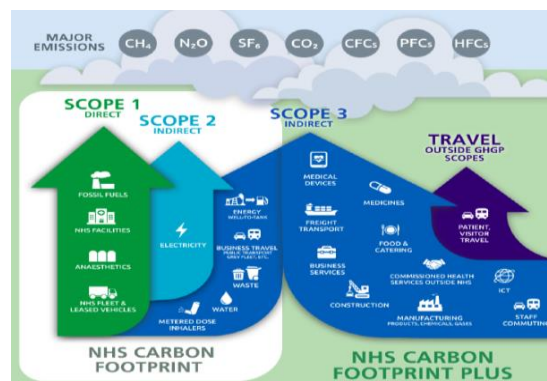


Fig 10, NHS Carbon Footprint scopes

Whilst the first UHDB carbon footprint was established in 2018/19, to enable comprehensive tracking of progress overtime, previous carbon footprints for Derby Teaching Hospitals and Burton Hospitals NHS Foundation Trust are combined for years prior to merger. Taking historic combined carbon footprints into account, the Trust has observed an increase in carbon footprint compared to the 2007 baseline; however it must be noted that an increase in patients has also been observed during this time. Consequently, a “per patient” contact carbon footprint has been calculated to enable monitoring progress against activity increases. Reduction targets for milestone years have been set for UHDB; to track and ensure progress towards our net-zero goal. Milestone years, required % reductions in emissions compared to the baseline year, and limits for total and ‘per patient’ emissions for each milestone year is outlined in the table 3.

Table 3, Carbon Footprint target emissions

Target and Deadline	Total Emissions tCO2e	‘Per Patient Emissions’ kgCO2e	Reasoning
2007/08 (Baseline)	163,618	304.79	Baseline set at 2007/08 as per NHS Carbon Reduction Strategy
2020/21 (34% Reduction)	107,988	201.16	NHS Carbon Reduction Strategy
2022/23 (44% Reduction)	91,626	170.68	Halfway point between 2020/21 and 2024/25 target
2024/25 (51% reduction)	80,173	149.35	4 th UK Carbon Budget

2038/39 (80% reduction)	32,724	60.96	Greener NHS target
2044/45 (Net-Zero)	0	0	Greener NHS target

An overall increase in total emissions has been observed since the 2007/08 baseline, despite the Trust undertaking numerous actions to reduce our environmental impact. However, it must be noted that patients being treated at our hospitals has also increased during this time- and hospitals have expanded in size to accommodate this. Consequently, taking increases in activity into account an overall decrease in our ‘per patient’ carbon footprint has been observed since the baseline. A spike in emissions was seen in 2017/18; stated in previous carbon footprint reporting to be attributed to an increase in Scope 3 emissions. Overall, scope 1 and 2 emissions have decreased since 2009; whilst an increase in scope 3 emissions have been observed over this time period.

10. Increasing Green Travel

With over 13,000 staff working across 5 UHDB sites, and more than a million patients and visitors accessing our hospitals from a large geographical footprint, travel associated with Trust business and operations have an impact on our local and wider environment – with transport related emissions contributing to 10% of our overall carbon footprint in 2019/20. Consequently, a travel plan for UHDB has been developed as part of our commitment to improving public health within our communities. Our travel plan covers a wide range of transport related topics; including air quality (clean air), noise pollution, existing transport provisions at UHDB, site accessibility, fleet vehicles and our staff travel survey. Measures outlined within our travel planning documentation will encourage our staff, patients and visitors to choose more sustainable travel modes of transport that will have lesser environmental and health impacts. Positive progress in relation to promoting active and sustainable travel has been made over recent years, but the merge of our 5 hospital sites together presents additional challenges. Our travel plan and accompanying action plan will build upon our successes to date, following implementation of previous travel plans and subsequent annual travel summaries, whilst outlining the new challenges that we face.

11. Engagement in Environmental Protection and Sustainability Issues

Due to the wide-reaching impact of climate change on local, national and global public health, a partnership approach to sustainability and environmental protection is integral to maximise effectiveness of actions taken. The Trust affirms its commitment to environmental protection by working with our staff and local communities for our sustainability work. Consequently increased engagement is a key objective within our Environmental and Sustainability Strategy (section 7). During the development of the Environmental and Sustainability Strategy; which outlines how we will achieve increased engagement, engagement with various stakeholders across the Trust was conducted, including Trust Board, Governors, Estates, Facilities, PFI Providers and Public Board.

A robust communications and engagement plan is essential to enable the Trust to drive change across the whole organisation; In line with this the Trust has an active communications plan for sustainability both within the organisation and in a wider context. Communications are issued

through a range of channels, but principally through our website, social media, annual reporting and a number of engagement events encompassing regional and national activities throughout the year. The Trust also has Environmental Champions programmes through which updates are also disseminated. Some of the initiatives and events held and engaged with at UHDB are outlined in table 4:

Table 4, Environmental and Sustainability engagement/awareness events

UHDB	National	Global
<ul style="list-style-type: none"> • Staff Travel Survey • Sustainability Week • Cycle to Work Week • Walk to Work Week • Public Transport Week • Free Bicycle Maintenance • Free Bicycle Security Marking • Environmental Champions Training 	<ul style="list-style-type: none"> • National Marine Week • National Clean Air Day • Climate Coalition Show the Love • Recycle Week • The Big Pedal • National Gardening Week • National Walking Month • National Vegetarian Week • National Refill Day • Organic September 	<ul style="list-style-type: none"> • World Wetlands Day • World Pulses Day • Fairtrade Fortnight • World Wildlife Day • Global Recycling Day • International Day of Forests • World Water Day • World Meteorological Day • Earth Hour • World Health Day • International Mother Earth Day • Stop Food Waste Day • World Tuna Day • Composting Awareness Week • World Migratory Bird Day • World Bee Day • International Day for Biological Diversity • World Bicycle Day • World Environment Day • World Oceans Day • Global Wind Day • World Meat Free Week • Plastic Free July • Veganuary • World Soil Day • World Habitat Day

12. Promoting a Sustainable Approach to Provide a Healthy, Safe and Clean Environment

The health and environmental benefits of access to green space is well known. The Trust seek to make the most of green spaces across its sites, for staff and community wellbeing in addition to improving biodiversity. In doing so we will improve staff wellbeing by creating additional clean air zones around our hospital sites, increase provision of natural areas to increase biodiversity and enable staff to take rest breaks outside. In line with this Tree Management Plans and Green Space and Biodiversity Plans are under development for UHDB; with the understanding that measures implemented to correctly manage our natural assets will have wide-reaching health and environmental impacts (including mitigation actions for extreme weather events). Our Tree Management Plan will outline targets for the increase of tree cover at UHDB whilst our Green Space and Biodiversity Plan will take into account the natural resources and location of each site and surroundings to outline actions needed to properly evaluate and seek to improve green spaces on our sites.

In addition to environmentally sound management of physical green spaces around our sites, an ethical and sustainable approach to procurement is integral in providing a healthy, safe and clean environment. The National Health Service spends in excess of £30 billion per annum on the procurement of goods and services. The supply chains that provide these commodities are global, and employ millions of people worldwide – products procured by University Hospitals of Derby and Burton originate from countries which include Mexico, China, Thailand and India. Whilst the NHS can be considered a respected and ethical employer, the British Medical Association (BMA), Ethical Trading Initiative (ETI) and Department on Health (DoH) outline a growing body of evidence that basic employment rights of people in supply chains used by the NHS are being infringed. In such instances the health of supply chain employees is directly affected. The BMA, ETI and DoH consider inaction to reduce unethical procurement presents legal, supply and reputational risks for NHS organisations, stating also that: *“There is an uncomfortable paradox in providing healthcare in the NHS at the expense of workers’ health in its supply chains”*. As such, the Trust will work to develop standards for product and service procurement – including the implementation of the Ethical Procurement Framework.

13. Reducing Waste and Cutting the Amount of Single Use Plastic across our Hospitals

As a waste producer, it is legally our responsibility to segregate and dispose of waste correctly. However, outside of this UHDB has a moral responsibility to ensure that resources (both natural and financial) are not wasted. Working with our Procurement colleagues, partners and suppliers is key in achieving this objective including in meeting our obligations under the Plastics Pledge; which we signed up to in 2020. Currently, the Trust consumes a significant number of single use catering plastics – with plastic spoons presenting the largest proportion of these (85% in 2018/19; 91% in 2019/20). In reducing the consumption of these items the Trust has significant opportunity for waste reduction and associated financial and environmental benefits.

14. Sustainable Development Assessment

The Sustainable Development Assessment Tool (SDAT), comprising 10 modules with four cross cutting themes- governance and policy; core responsibilities; procurement and supply chain; working with staff - presents opportunities for organisations to benchmark sustainable development progress with similar organisations in the future. 2020 marked the first merged assessment for UHDB; for which a score of 44% was achieved (table 5).

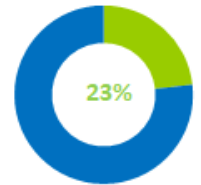
Table 5, SDAT Module Scores

	Metric	20/21
Sustainable Development Assessment Score		44%
Number of completed actions		116/296
“Corporate Approach” module score		23.27%
“Asset Management & Utilities” module score		60.87%
“Travel & Logistics” module score		66.67%
“Adaptation” module score		76.92%

“Capital Projects” module score	41.27%
“Green Space & Biodiversity” module score	11.59%
“Sustainable Care Models” module score	47.44%
“Our People” module score	68.82%
“Sustainable Use of Resources” module score	18.06%
“Carbon and Greenhouse Gases” module score	37.84%

14.1 Corporate Approach

The Trust affirms its commitment to environmental protection through its accountability and governance structure outlined in section 5. Furthermore, access to training opportunities are available for the Trust Sustainability Officer who disseminates training to staff Environmental Champions and Junior Environmental Champions within local schools.



SDAT Statements Accomplished

- Ambitious targets set for reducing our environmental impacts – outlined in our Environmental and Sustainability Strategy
- Sustainability performance is reported in our Trust Annual Report and also in full detail in our ‘Environmental and Sustainability Annual Report’
- All environmental and sustainability plans (and strategy) are available to all staff, patients, visitors and the local community via the UHDB website
- We complete the SDAT annually, and report progress within our annual reports.
- We have created a team of Environmental Champions, who have access to training
- We maintains an ongoing, targeted, engagement with partners (including Derby City Council and Staffordshire) on sustainable development
- We support the running of food banks

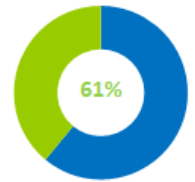
Incomplete SDAT Statement- Next Steps

- Nominate a Board Sustainability lead
- Implement sustainable Board leadership programmes
- Board papers to feature a standing section on sustainability
- Ensure sustainable development and social value are a material consideration in all business cases
- Develop an organisation wide engagement plan with clear social, economic and environmental objectives.
- To develop a process to seek ideas from the wider public on how to improve our sustainability performance
- £1 in every £3 we spend is with SMEs and social enterprises
- Implement a supplier engagement programme to help implement our sustainable vision



14.2 Asset Management and Utilities

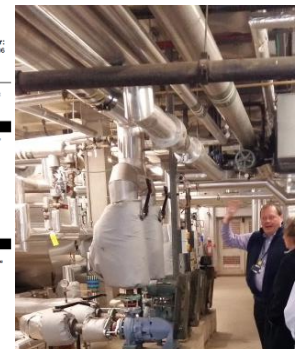
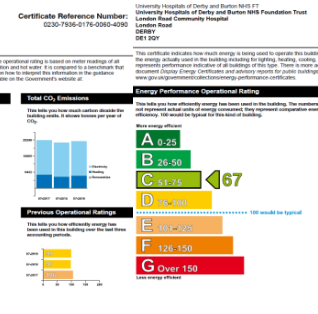
Energy and water usage is reported to key colleagues monthly via email, and formally reported quarterly at Carbon and Energy group meetings to enable monitoring of utility consumption and assist in highlighting anomalies/trends.



Overall energy efficiency is good at both the RDH (D DEC) and LRCH (C DEC) sites with a number of energy efficiency measures already in place – including the installation of ground source heating and photo voltaic (PV's) at the LRCH in 2014 which enabled the decommissioning of inefficient 30 year old steam. Furthermore, UHDB was the 4th best performing Trust in the large acute teaching hospital category for energy use in 2018/19.

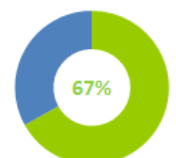
- **SDAT Statements Accomplished**
- Our sustainability and energy leads are supported with training
- Our energy and water use is monitored closely across all 5 sites and reported quarterly
- We have an ongoing engagement campaign that encourages staff to be more sustainable at home and work (e.g. energy, waste, active travel, green space advice and support)
- When replacing assets through failure or life cycle we always consider the energy impact as part of the procurement process

- **Incomplete SDAT Statement- Next Steps**
- To develop a clear policy and process for our estates strategy and/site master plan that clearly demonstrates our commitment to sustainability
- To review our building stock and develop a sustainable buildings action plan
- An Estates and environmental strategy to be published autumn 2020
- Explore ways of generating renewable or ultra-low carbon energy on the RDH site e.g. CHP, PV's, Wind turbines etc.
- Regularly assess space utilisation across our estate



14.3 Travel and Logistics

A travel plan is in place for the Trust with the primary aim to encourage 'active travel' (walking and cycling), using public transport and to reduce SOV use by our staff. Targets specifically related to travel/transport are outlined within our travel plan – for which an annual update is issued. Our travel planning documentation, which is published on our website, includes information regarding the various travel options and discounts available to those who travel to our hospitals. Annual Staff travel surveys are also conducted and the results published each year to track progress towards our travel related targets.



SDAT Statements Accomplished

- We assess our travel and calculate the carbon footprint annually – to monitor progress towards our travel targets
- Our travel plan and summary - which promotes active travel- is published on our website and updated annually
- Travel awareness / incentive events are held throughout the year (including bike maintenance, bike marking, bus information stands)
- We have facilities to encourage active travel (secure cycle parking, showers and changing facilities)
- We work with our partners on transport issues, including local air quality
- Lease cars available to staff are low emissions

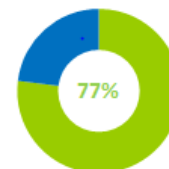
Incomplete SDAT Statement- Next Steps

- Increase electric vehicle infrastructure at all sites
- Ensure staff have access to facilities for video/conferencing
- Reduce air pollution from fleet vehicles in line with our transport targets
- Analyse business travel/mileage claims to assess trends on high users
- Embed and monitor delivery/logistics CO2e and NOx reduction KPIs into key contracts
- Increase proportion of low and ultralow emissions vehicles in our fleet
- Monitor the environmental impacts associated with our suppliers' transport and logistics and work with suppliers to minimise this



14.4 Adaptation

As a healthcare provider an ability to adapt to the impacts of climate changes and its effects on public health is imperative – to ensure we are able to meet the needs of current and future populations. Our Emergency Planning and Preparedness team ensure that contingency plans are in place for extreme weather events and service failures. In addition, a number of UHDB staff have completed Emergo Train System (ETS) training; a simulation system used for education and training in emergency and disaster management which enables departments to take part in emergency simulation scenarios (including heatwaves and cold weather). The Trust also undertakes a ‘black building’ exercise once a year, where all power is cut and back-up generators used for an extended period of time and mini black building tests are conducted throughout the year.



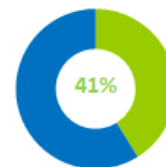
SDAT Statements Accomplished

- Board approved Emergency Planning Policy
- Heatwave and cold weather risk assessment / plan and monitoring process for overheating events
- Business Continuity plan for various extreme weather scenarios covering all sites
- CBRN Chemical Tent designed by the Trust and used by organisations across the country
- 5 Staff trained to deliver Emergo training

Incomplete SDAT Statement- Next Steps

- Develop a Climate Change Risk Assessment
- Embed the risks of climate change in risk register
- Assess local climate change impacts and develop a plan for action
- Assess the financial impacts of climate change and the cost of doing nothing
- Ensure our community hospitals have the correct skill sets to manage adaptation

14.5 Capital Projects



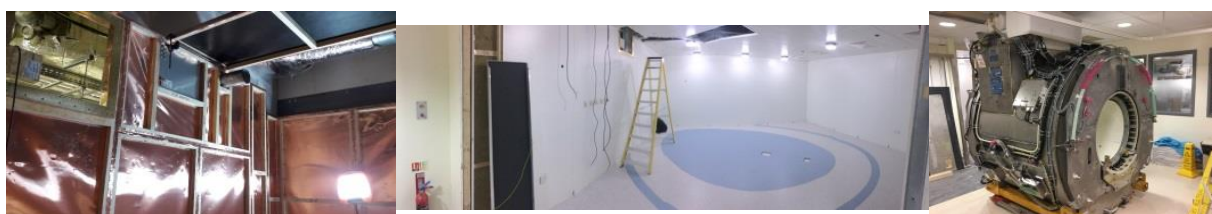
The Capital Projects team are responsible for schemes of varying sizes; from installing a new bathroom suite, installing new MRI scanners to overseeing the construction of new multi-purpose Treatment Centres containing ward areas, theatres and clinical outpatient departments. As such, the Capital Projects team play a vital role in sustainable development and adaptation at UHDB. New and refurbished buildings are designed to enable flexibility and deviations from expected energy consumption of buildings / equipment is monitored and addressed with the contractor to improve performance. Moving forward the Capital team will be undertaking specific training in regard to developing sustainable outcomes and embedding energy efficient technologies within projects. Where possible local businesses and labour are considered for schemes, using ConstructionLine as a tool to assess for Environmental Management policies or ISO 14001 certification.

SDAT Statements Accomplished

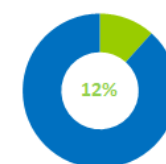
- Sustainable Capital Projects Plan review underway across all sites
- We design new buildings and access routes to buildings with embedded green space and use green space constructively
- Our design process and estates strategy is informed by the views of our staff, patients, visitors and local community
- Flexibly designed new buildings to allow for evolution
- Inducting staff in to new buildings and providing Education Packs
- BREEAM assessor is consulted to achieve recognised accreditation at 'Very Good' rating or above
- BMS monitoring by named individuals for consistent energy performance

Incomplete SDAT Statement- Next Steps

- Working with wider Estates team to review sustainability aims
- Embed resource efficacy into design specifications
- And invite/ask for low carbon, low environmental impact proposals/solutions from suppliers and partners
- Ensure all capital projects and major refurbishments are designed to be usable during future projected weather profiles
- Formal staff training in sustainable outcomes for capital colleagues
- To improve the sharing of best practice with other healthcare organisations
- Achieve an excellent BREEAM rating for new buildings.



14.6 Green Space and Biodiversity



The health and environmental benefits of access to green space is well known, and the Trust seek to make the most of green spaces across its sites for staff and community wellbeing in addition to achieving biodiversity. A Tree Management Plan for Queen's Hospital, which is the location of a section of National Forest, is under development to ensure considerate management of all trees throughout their

lifecycle. Once implemented at Queen’s Hospital it is the Trusts view to implement Tree Management Plans for all UHDB sites. A target to increase tree cover at our sites is also in place; as outlined in our Environmental and Sustainability Strategy and a Green Space and Biodiversity plan is also under development; to focus the provision of green spaces in line with local site profiles and taking into account the unique requirements of each site.

SDAT Statements Accomplished

- Planted over 50 trees across the UHDB sites
- Allotments provide support to those suffering with social isolation growing a variety of vegetables (case study on our website)
- 1.1. 1.2. A number of green natural areas have been developed across our estate including a healing garden
- 1.3. Our catering and food suppliers meet government guidelines
- 1.4. We work closely with local accredited food suppliers to ensure compliance at all stages of the market process
- 1.5. We promote the health benefits of green space to our staff, patients and the wider community
- 1.6. We ensure all timber and paper products meet government guidelines

Incomplete SDAT Statement- Next Steps

- Assess the impacts of the provision of our services on local biodiversity and develop an action plan to implement mitigating actions
- Develop a board approved green space and biodiversity plan.
- Maintain our grounds and green spaces are in a way that minimises negative impacts (e.g. low use of pesticides and sustainably manage organic waste
- To plant more trees on the UHDB sites in line with our targets
- Engage with suppliers of high biotoxicity risk products to identify and manage these risks
- To improve staff wellbeing using a Health Needs Analysis in line with NICE guidance
- Develop Walking maps being developed to be launched in conjunction with the Trusts Walk to work week
- Continue to maintain and enhance biodiversity on our estates, through monitoring protected species



14.7 Sustainable Care Models

Getting it Right First Time (GIRFT) is a clinically-led national programme that tackles unwarranted variations in clinical services, and identifies changes that will help improve care and patient outcomes. There has been strong commitment from clinicians and managerial teams; from a high level of attendance at the initial deep dive meetings through to continuous efforts to deliver the agreed recommendations. In addition, our Patient Experience team use a patient engagement platform to test the Trusts sustainable care models, this is also done through the friends and family testing that are cards given out to all patients to complete to give their comments on their stay at the hospital. Moreover, we have a team of Dietitians that help people make informed and practical decisions about food

and lifestyle, offering advice in both health and disease. Our Dietitians are trained to at least degree level and have an expert knowledge of science, food and nutrition, which they then translate into every day terms.

SDAT Statements Accomplished

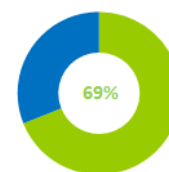
- We are part of the Getting it Right First Time (GIRFT) programme to tackle unwarranted variations in clinical services, and identify changes that will help improve care and patient outcomes
- We use patient engagement and friends and family mechanisms to evaluate our care
- We educate patients about the importance of a balanced nutritional diet and the benefits to their own health
- We actively engage our patients in service design
- We capture and share our learning internally and externally, including our mistakes
- Prevention is embedded in the development of all our models of care

Incomplete SDAT Statement- Next Steps

- Use a population needs assessment to help improve the local systems of care for which we are responsible, to be more clinically, social, environmentally and financially sustainable
- Calculate the environmental / carbon impact of specific care models to help identify the most impactful areas or hotspots
- The identified board lead will have an understanding of the role of sustainable care modes
- Quantify the direct financial and wider social co-benefits of some of our emerging and more sustainable care models
- Signpost vulnerable patients to food banks and other initiatives

14.8 Our People

We have a dedicated Health and Wellbeing team who support our staff with numerous initiatives and support mechanisms. Our occupational health team run roadshows for staff throughout the year to promote and support health choices in all parts of the workplace and at home - including winter wellness, hydration, nutrition, smoking, alcohol, cholesterol, BMI, blood pressure, exercise and sleep. The Trust also has CQUIN in place so our food outlets offer healthy choices. In regards to sustainability, staff have access to information at Trust Induction regarding sustainable transport and a handbook is presented to all new staff which features information on sustainability. UHDB also offers fitness classes to all staff and access to the Cyclescheme.



SDAT Statements Accomplished

- A staff survey is carried out annually.
- An inclusion policy is in place which meets the requirements of the Equality Act
- We have an action plan to promote and support health choices in all parts of the workplace, including off site
- Our modern slavery statement is available on the Trust's website and included in the UHDB annual report

Incomplete SDAT Statement- Next Steps

- Independently verify our workforce strategy for positive impacts on health, wellbeing and sustainable development
- Embed sustainability as part of our staff annual appraisals
- A Wellbeing Framework is in development that will set out a wellbeing action plan for the next 5 years
- Recruit an Assistant Director for Equality, Diversity and Inclusion

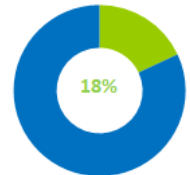
- A staff handbook featuring sustainability is available to all new starters
- We encourage our staff to be part of the organisation's sustainability journey through our Environmental Champions programme and participation in global, national and internal campaigns (including Clean Air day, Earth Day, UHDB Sustainability Week, UHDB Cycle to Work Week, UHDB Walk to Work Week, UHDB Public Transport Week)

- UHDB are working with our health and social care partners as part of the STP work streams, to work closer together to increase workforce pipelines. For example, Derbyshire and Staffordshire STP have both introduced health and social care apprenticeship pathways

14.9 Sustainable Use of Resources

Due to its size and nature of work, UHDB consumes a large number of resources and hazardous substances in the delivery of its operations.

To manage risks related to hazardous substances UHDB has a Control of Substances Hazardous to Health (COSHH) policy and management system in place and training is mandatory for all staff. In regards to resource consumption, UHDB has signed up to the single use plastic pledge and aims to reduce waste over the coming 5 years. Furthermore, the Trust set up a 'top up' project at the RDH to help reduce waste, minimise disruption to safe patient care, optimise stock levels and reduce costs.



SDAT Statements Accomplished

- COSHH policy and management system ensures we have a process to risk assess hazardous substances.
- Carry out annual waste audits to measure compliance
- Reduction in food delivery from 5 times a week to 3 times a week
- Catering is 100% CQUIN compliant
- We engage with our Environmental Champions to minimise waste and expense at home).

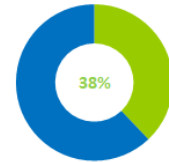
Incomplete SDAT Statement- Next Steps

- Implement the 'top up' project at the QHB and community sites
- Work with our supply chain to maximise repair and reuse onsite of durable goods within our organisation
- Reduce waste production and single use plastic consumption
- Implement initiatives to reduce overall material use in the products we buy and the services we deliver
- Demonstrate that our approach is leading to continual reduction in levels of hazardous substances and chemicals in our estate
- Track the food miles, consumption patterns and disposal of food and drink products for staff and patients



14.10 Carbon/GHGs

A carbon footprint for the Trust is calculated each year to track progress towards carbon reduction targets. Our carbon footprint report is published annually for staff and patients to read on the Trust websites.

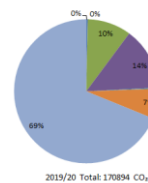


SDAT Statements Accomplished

- We measure our carbon footprint annually
- We have a robust staff expenses policy in place
- Through the ERIC return we measure our performance to similar organisations
- We constantly monitor our energy and water use closely, across all our sites
- We encourage our staff to reduce their carbon emissions
- We work closely with our local authority in contributing to the delivery of area wide carbon reduction strategies and plans

Incomplete SDAT Statement- Next Steps

- To produce a carbon reduction programme that is board approved
- To continue to work towards achieving our carbon reduction target as per the Climate Change Act 2008
- Continue to demonstrate a continual reduction in our absolute levels of energy and water use and therefore reducing carbon emissions.
- To continue to assess our business travel (all road, rail and air) carbon footprint
- To implement ambitious targets for reducing our environmental impacts, including carbon emissions aligned to the Climate Change Act









14.11 Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) seek to address the most significant challenges our world is facing today. The SDAT tracks progress towards making a direct contribution to the SDGs. The 2020/21 SDAT result shows that UHDB are not presently making a direct contribution to the SDGs; but some progress is being made towards a contribution to the following SDGs in some SDAT modules.

SUSTAINABLE DEVELOPMENT GOALS



Progress Made Towards Contribution to SDGs:

3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	13 CLIMATE ACTION 
Adaptation Green space & biodiversity Our people	Sustainable Care Models Our people	Our people	Our people	Sustainable Care Models	Asset Management & Utilities Adaptation Capital Projects

15. Our Achievements

In line with the Trust’s ambition for sustainability and environmental protection, the Trust has been recognised both nationally & internationally through its successes in winning the Green Apple Award for environmental best practice, and Green World Ambassador for helping others to help the environment. The Trust has also won the NHS Sustainability ‘Travel and Transport’ award, Fleet Hero ‘Smarter Travel Hero’, the Health Business ‘Transport & Logistics’ and Healthcare Estates ‘Sustainable Achievement’ award.



16. Risk

For our sustainable agenda to be delivered effectively it is an essential requirement that risks are identified and managed. Where the Trust identifies significant risks, these will be logged and

monitored through the Trusts risk register and reported to the carbon and sustainability group. UHDBs heat wave plan, severe weather plan and cold weather plan are currently recorded on our risk register. Other perceived risks which may arise through our transition towards increased sustainable development will also be included on the risk register.

17. Finance

In addition to the clear environmental benefits, actions taken to reduce our emissions presents the opportunity to see long term cost savings; through avenues such as reduced energy and water consumption, reduced waste production and increased resilience to the effects of climate change (both on the UHDB estate itself and within the wider community).

18. Contact us

Email us on...

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Instagram: [Uhdb_sustainability](#)

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