Sustainable Management Plan

Low Carbon, Patient Focused Healthcare
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The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust (The Trust) is committed to continual improvement in minimising the impact of its activities on the environment, and in doing so reinforces its commitment to good corporate citizenship.

The Trust will therefore ensure:

1. There is a Board lead for sustainability and carbon reduction, and responsibility for managing and delivering environmental improvements is in place and monitored regularly.

2. It complies with all relevant environmental legislation.

3. It effectively manages the risk of climate change in the delivery of its health services.

4. It has in place an effective plan to deliver carbon reduction, in response to the NHS Carbon Reduction Strategy for England, including through direct energy consumption, procurement, transport, waste and water.

5. It will continue to work in partnership with key stakeholders under Local Strategic Partnerships to ensure that collaboration aids the integration of this agenda.

6. It ensures that staff, patients, visitors and suppliers/contractors are able to effectively engage with, and support, the Trust’s carbon reduction plan.

7. It regularly reviews and reports on progress against the Good Corporate Citizenship Assessment Model and key actions within an accompanying Sustainable Management Action Plan.

The Trust has devoted considerable effort in reducing its energy consumption and introducing a range of transport and waste measures aimed at reducing environmental impacts and associated costs. These, and future measures, are incorporated in this over-arching management plan, the delivery of which will at all times reflect the Trust objective to provide high quality care through its professional, efficient and patient-focused approach.

Jane Stichbury, Chair

Mr Tony Spotswood, Chief Executive
Through providing acute and rehabilitation healthcare services the Trust uses energy and water, purchases materials and supplies, produces waste, and has associated transport requirements relating to staff commuting and business travel, along with patient and visitor transport. These activities all have associated carbon emissions and in 2009/10 the Trust calculated carbon footprint amounted to 32,884 Tonnes of CO2eq.

In recent years the overall footprint has risen slightly. This is due to the impact of a 28% rise in patient activity levels, from 2006/7 to 2009/10, on patient and visitor travel and procurement spend. There has, however, been significant progress in reducing emissions and costs associated with energy usage. The overall footprint, relative to patient activity levels, has fallen significantly.

The Trust has adopted a series of carbon reduction targets in support of the NHS target to reduce emissions by 10% by 2015/16. It will implement practical and cost effective measures to seek to achieve these. Some have already been identified but others require further investigation or development. These will complement past measures which include a number of energy saving initiatives that have contributed to a 22% reduction in energy consumption from 2006/7 to 2009/10.

An ongoing action plan will ensure that sustainability and carbon reduction is embedded throughout the Trust, with the intention of achieving short and longer term carbon reduction targets. The Trust’s Carbon Group which draws representatives from across the Trust, will take this work forward.

Specific measures include:

• Developing a comprehensive Sustainability and Carbon Reduction Communications and Engagement Strategy to fully engage and encourage support for carbon reduction from staff, patients, visitors, suppliers and the wider community.

• Improving collection and analysis of data relating to all sources of the Trust’s emissions to enable prioritisation of actions, monitoring and reporting of costs, carbon impacts and progress.

• Plans to deliver long term sustainability in procurement processes by focusing on key contracts and suppliers.

• A range of practical energy, transport, waste and water reduction measures.
1.1 Context and Purpose

1.1.1 The Trust takes the international requirement for action to prevent future climate change very seriously.

1.1.2 The Trust recognises it has a social responsibility to reduce its environmental impact and associated carbon emissions. There is also an opportunity to capture associated financial savings and demonstrate good practice to other public sector organisations and the wider community.

1.1.3 This Sustainable Management Plan (SMP) enables the Trust to contribute to the NHS aim of becoming a low carbon, sustainable provider of high quality healthcare. The NHS Sustainable Development Unit (SDU) has set measureable milestones to measure, monitor and reduce direct carbon emissions.

1.1.4 The SMP is implemented through an action plan, which also addresses the principles of Good Corporate Citizenship while meeting the requirements of the NHS Carbon Reduction Strategy, along with applicable legislative requirements, such as the Carbon Reduction Commitment (CRC). This interlinked process for creating a more sustainable organisation is outlined in Figure 1.

1.1.5 In practice this Plan has the following objectives:

- To ensure that sustainability and carbon reduction is embedded in the Trust through management, systems, procedures and culture
- To set out the Trust's carbon footprint and subsequent targets for carbon reduction from the sources of carbon emissions
- To achieve measurable reductions in carbon emissions from energy, waste, water, transport and procurement in the short and longer term
- To establish the Trust as an exemplar of low carbon healthcare in the NHS

1.2 Sustainable Development

The goal of sustainable development is to “Meet the needs of the present without compromising the ability of future generations to meet their own needs”, as defined by the 1987 Brundtland Report. This requires consideration of the three pillars of sustainability; economy, society and environment.

1.2.1 In practice this means the Trust will consider the use of resources in its day to day operations so that it optimises the use of renewable resources where practical and preserves finite resources as much as possible. Therefore
the Trust must make sure that its use of utilities, transport requirements, purchasing decisions and production of waste is as effective as possible.

1.2.2 To achieve this there is an increasing focus on carbon emissions that arise from these sources, and the NHS has set an overall carbon reduction target for NHS Trusts to achieve, of a 10% reduction by April 2016 (from 2007/08 baseline year).

1.3 UK Government Strategy

1.3.1 The UK became the first country to set statutory emission cuts in the 2008 Climate Change Act; including a target to reduce emissions by 80% by 2050. As the largest UK public sector organisation the NHS has a role in setting an example as the document ‘Fit for the Future’ emphasised: “The NHS is in a prime position to take a leadership role in showing that low carbon lifestyles can have a positive impact on our health”.

Figure 1. The Context of the Sustainable Management Plan
2 Sustainability and health

2.1 NHS Carbon Reduction Strategy

2.1.1 The national strategy challenges NHS organisations to measure and monitor towards a 10% carbon reduction by 2016 on 2007/08 levels. This builds on the provisions and targets within the UK Climate Change Act 2008.

2.1.2 The Strategy emphasises the need for a whole Trust approach with NHS Trusts considering measures such as:

- Responsibility for management of sustainability issues
- Organisational and workforce development
- Interaction with key partners and networks
- Integration of carbon into finance models
- Compliance with applicable environmental legislation
- Energy management
- Waste management
- Water management
- Travel and Transport management
- Procurement of materials, goods and services
- Design and operation of buildings
- Good Corporate Citizenship

2.1.3 Understanding the role that the Trust has in this agenda means demonstrating commitment and achieving real improvements where practical. The Trust has therefore adopted the Carbon Reduction Principles set out in Figure 2.

2.2 Key Policies and Guidance Documents

2.2.1 Good Corporate Citizenship: The Trust is committed to the NHS Good Corporate Citizenship (GCC) and has assessed itself against the NHS aims and objectives. It has achieved significant progress in a number of areas but recognises that there is still room for improvement.

2.2.2 BREEAM Healthcare: BREEAM Healthcare was commissioned to assess the environmental credentials of healthcare buildings, having replaced NEAT (NHS Environmental Assessment Tool). It ensures best environmental practice is incorporated into the design and construction of new builds and major refurbishments.
2.2.3 HTM 07-01: Safe Management of Healthcare waste: This document is a best practice guide to the management of healthcare waste including its storage, carriage, treatment and disposal.

2.2.4 HTM 07-07: Sustainable Health and Social Buildings: This document is a best practice guide for sustainable development throughout a healthcare building’s life cycle and is aligned with the demands of BREEAM Healthcare.

2.2.5 Sustainable Procurement National Action Plan Flexible Framework: This Framework is the cornerstone of the Sustainable Procurement National Action Plan, providing a consistent approach to managing the risks associated with sustainable procurement and for organisations to integrate sustainably within their supply chains.

2.2.6 UK Environmental Legislation: The UK has a set of laws and regulations to reduce the impact of organisations on the environment. The most notable areas covered by legislation for the Trust are:
- Air Quality
- Waste Management
- Water Quality
- Hazardous Substances
- Land Contamination
- Energy and Carbon emissions
- Noise and Nuisance

2.3 Benefits of Implementing the Plan

2.3.1 Cost Reduction: As reiterated in the NHS guidance ‘Save Money by Saving Carbon’, published in July 2010, reducing carbon emissions will invariably lead to financial savings through for example effective reduction in usage of utilities, diversion of waste from landfill and avoidance of unnecessary travel.

2.3.2 Public Health: The potential for realising long term benefits for the health of the local community through implementation of sustainability measures has been made by the Department of Health.

2.3.3 Reputation: The reputation of the Trust can be enhanced through effective delivery of this Plan. The Trust is aiming to be the best performing Acute Trust in the South-West with regards to provision of sustainable healthcare.

2.3.4 Workforce: Trust personnel and supporting contractors are key to the delivery of the Plan’s aims. This Plan seeks to enhance workforce satisfaction and improve the working environment.

2.3.5 Compliance: A range of environmental legislation affects the Trust and the SDAP outlines actions which seek to avoid financial and other penalties.

2.3.6 Supporting Goals: This Plan will support associated actions and best practice principles which the Trust is also seeking to implement such as the Quality Innovation Protecting Productivity aims and other targets addressing efficiency improvements.
3.1 Leadership and Management

3.1.1 Responsibility for sustainability has been established within the Trust Board, with Stuart Hunter, Finance Director, as the Executive Sustainability Lead.

3.1.2 The Carbon Group, chaired by the Finance Director, provides the necessary focus for delivery of the actions outlined in the SMP. This includes key stakeholders from estates, HR, procurement, portering, facilities management, clinical teams and communications. The Group links with supporting working groups and key stakeholders to deliver specific actions, monitor progress and ultimately report on Trust performance with regards to achieving set targets. This will include achievement of agreed actions, but also progress towards overall carbon reduction targets.

3.1.3 The Trust is committed to making sure this Plan is embraced by the whole Trust and will use appropriate communication channels to enable effective engagement with staff. A network of carbon champions will be explored with the aim of ensuring local accountability and effective two-way engagement.

3.2 The Trust’s Efforts Towards Sustainability and Carbon Reduction

3.2.1 The Trust has a long record of implementing a range of measures designed to reduce carbon emissions and costs. This has resulted in electricity and gas consumption falling by 10% and 28% respectively from 2006/7 to 2009/10, during a period when the size of the Trust’s estate rose by 28%.

3.2.2 It is not possible to detail all of these improvements in this Plan, but significant ones include intelligent hospital street (corridor) lighting which has been installed. This has proven successful, and is expected to reduce energy usage by up to 50% over the previous manually operated system.

3.2.3 Waste heat generated from the on-site incinerator is also used to supplement the heating on the Royal Bournemouth Hospital site, resulting in a reduction in gas consumed for hot water and buildings.

3.2.4 The Trust has also developed a Green Travel Plan encouraging a significant rise in cycle use by staff due to the provision of bike loans, a well supported bicycle user group and other facilities.

3.2.5 The Trust is therefore proud of its past efforts. It does however accept that such measures have not always formed part of an over-arching prioritised carbon reduction strategy and this Plan seeks to address that by reinforcing the management of carbon reduction and integration of opportunities into Trust day to day activities.

3.3 The Trust’s Carbon Footprint

3.3.1 In order to set meaningful targets for carbon reduction and to also prioritise action according to the sources of emissions a full carbon footprint of
the Trust has been established for the period 2006/7 to 2009/10. This considers emissions arising from:
- Energy consumption
- Refrigerants (fugitive emissions)
- Water consumption
- Waste produced
- Travel on Trust business, staff commuting to and from work, patients and visitors travelling to and from the Trust sites
- The procurement of goods and services

3.3.2 The most recent, for Financial Year 2009/10, shows a carbon footprint of:

**32,884 Tonnes CO2eq**

3.3.3 During this period the overall carbon footprint has therefore risen by 5%. Although emissions from energy fell by 17% during the same timeframe this was offset by rises in other sources of emissions, most notably from procurement.

3.3.4 When the change in the overall footprint is considered relative to the change in patient activity levels (outpatient and in-patient) during the above period there has been a fall of 12%, as Figure 4 indicates.

3.3.5 As a result, the Trust has been successful at ensuring that it is able to deliver quality healthcare for an increasing number of patients (patient activity levels rose by 22% in this period) while reducing its ‘carbon intensity’.

![Carbon Footprint annual breakdown](image)

**Figure 3. Carbon Footprint 2006/7 to 2009/10**
As can be seen in figures 3 and 4, relative to the NHS baseline year for target reduction of 2007/8, the Trust is currently on course to achieve the overall carbon reduction target of 10% by April 2016 in normalised terms. However, in absolute terms further improvements are necessary, prioritised according to the reduced carbon emissions, financial savings and ease of implementation.

**Figure 4. Carbon intensity by patient activity 2006/7 to 2009/10**

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<thead>
<tr>
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<th>2006/07</th>
<th>2007/08</th>
<th>2008/09</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon/Patient</td>
<td>56</td>
<td>54</td>
<td>51</td>
<td>49</td>
</tr>
</tbody>
</table>
The Trust has adopted the overall NHS Carbon Reduction target of 10% by 2015/16 relative to 2007/8. A number of actions will be implemented to advance the carbon reduction agenda. These are SMART actions with realistic timescales and accountability.

4.1 Energy and Carbon Management

4.1.1 The Trust will seek to reduce energy CO2 emissions by 10% in absolute terms and normalised against occupied floor area by 2015/16, relative to the 2007/8 baseline year.

4.1.2 As Figure 5 indicates the total carbon footprint from energy in 2009/10 was 13,011 Tonnes CO2eq. Energy consumption has fallen significantly in recent years, due to a range of measures as well as the removal of the on-site laundry.

4.1.3 Measures to be considered and implemented where practical include:
- Improved monitoring and targeting of energy consumption
- Lighting survey to install T5 tubes in place of T8 where suitable
- Improvements in chiller controls and monitoring
- Review the feasibility of renewable energy systems

![Energy Carbon Footprint proportions 2006 - 2010](image)

Figure 5. Energy footprint 2006/7 to 2009/10
• Improvements in BMS controls
• Simple energy saving measures arising from enhanced engagement with staff and other key stakeholders
• The potential for ICT hibernation and power down systems

4.2 Procurement and Food

4.2.1 The carbon footprint resulting from all forms of procurement based on the NHS conversion figures applicable to financial spend in 2009/10 amounted to 13,610 Tonnes CO2eq. This has increased significantly in recent years, broadly in line with the rise in patient activity levels.

4.2.2 The Trust has established a draft Sustainable Procurement Policy. This seeks to embed sustainability into the procurement process. This policy will be reviewed and adopted.

4.2.3 The Trust will also seek to follow a structured approach to embedding sustainability in the procurement process, using NHS guidelines such as ‘P4CR’ and the ‘Flexible Framework’.

4.2.4 A range of effective measures have been implemented recently to reduce the impact of procured supplies. For example, the catering team works closely with local suppliers to ensure sourcing of local produce where practical and therefore reduced delivery distances. In addition, within the last two years, oil based plastic packaging used for food produced on site has been replaced with PLA based compostable packaging. This is all segregated within the waste stream and composted by the waste contractor. Estimated carbon savings per quarter due to this packaging replacement equate to 948kg CO2eq. Additionally, this has resulted in an estimated 2337kg of waste being diverted from landfill each quarter.

Changes in Procurement Footprint
2006-2010 (tonnes CO2eq)

![Chart showing changes in procurement footprint from 2006/7 to 2009/10]

Figure 6. Procurement carbon footprint 2006/7 to 2009/10
4.2.5 The procurement team will work with other clinical and supporting Departments to identify waste reduction opportunities and seek to embed the proactive steps taken by the Catering Department across the Trust.

4.3 Travel and Transport Management

4.3.1 Using transport data, and assumptions where necessary, carbon emissions resulting from all forms of Trust travel, including staff commuting and associated patient and visitor travel, total **5,510 tonnes CO2eq** for the 2009/10 year. This is broken down in Figure 7.

4.3.2 Due to limited available data reasonable assumptions have been made regarding transport modes for staff commuting and also patients and visitors travel. Moving forwards data management will be enhanced where this adds value to the effectiveness of carbon reduction and financial savings.

4.3.3 The Trust will seek to reduce CO2 emissions from business travel by 30% and also reduce single car use for commuting and patient / visitor travel by 5% by 2015/16 relative to 2007/8 baseline.

4.3.4 As Figure 7 indicates business travel is a small proportion of the overall estimated transport footprint. However, it is directly within the control of the Trust and offers opportunities for direct financial savings as well as carbon savings.

4.3.5 The Trust established a **Green Travel Plan** in 2006, which will be reviewed and updated as necessary to incorporate a sustainable travel policy, providing effective guidance to staff.

**Figure 7. Transport carbon footprint breakdown 2009/10**

4.3.6 Enhanced use of video and tele-conferencing will be considered as one way to reduce unnecessary business travel, as well as greater accountability with regards to the requirement for business travel.

4.3.7 The Trust has provided a range of measures for staff to encourage use of bicycles to get to work, including bike loans, showers and bike shelters and there is a thriving Bicycle Users’ Group which rewards cyclists for commuting to work via bike. Further to this the Trust has purchased electric bikes for staff to use around and between the Trust sites.

4.4 Water and Waste Management

4.4.1 The Trust’s carbon emissions from waste disposal to landfill along with water consumption and effluent disposal total **420 tonnes CO2eq** in 2009/10.

4.4.2 The Trust has adopted the Department of Health HTM 07-01 Safe Management of Healthcare Waste and has an established Waste and Recycling Group that considers practical measures to reduce the amount of waste being produced and improve recycling.
4.4.3 The Trust has also installed sensor taps, waterless urinals and automatic flush toilets in some areas. Additional measures that will be considered include:

- Potential recycling in wards
- Training of staff as part of the overall aim to, where practical, to avoid the need for printing of documents
- Enhanced use of electronic systems and procedures to support a paperless environment, including wireless prescribing

**Figure 8. Waste carbon footprint breakdown 2006-10**

**Figure 9. Water carbon footprint 2006-10**
4.4.4 Overall waste and water targets will seek to achieve the following by 2015/16 based on the 2007/08 baseline year:

- Reduce overall waste produced by 20%
- Increase recycling to 60% of domestic waste levels
- Reduce water consumption by 10%

4.5 Buildings and Site design

4.5.1 The Trust takes pride in the importance placed on green spaces within its sites. At Bournemouth Hospital, for example, the extensive landscaped lake is a haven for heron, swans, ducks, fish, rabbits and other wildlife while providing a relaxing environment for patients and visitors.

4.5.2 The Trust will engage with the local Wildlife Trust and NHS Forest to review other measures to enhance available green spaces and encourage biodiversity.

4.5.3 The Trust routinely assesses new development and refurbishments against BREEAM Healthcare and works with key contractors to reduce the environmental impacts of construction.

4.5.4 The Trust will also review the practicality of establishing a pilot existing ‘Green’ building to test and model good environmental practice, including use of appropriate technologies, with lessons learned replicated throughout the Trust in due course.

4.6 Organisation and Workforce Development

4.6.1 The Trust is committed to engaging with all staff on sustainability and carbon reduction so that they are able to effectively support the Trust’s aims and also take lessons learned home to help with carbon and financial savings.

4.6.2 A range of engagement methods with staff, patients and visitors will be enhanced using effective communication channels and the enthusiasm and dedication of staff. These will link in with existing initiatives where practical and will include newsletters, posters, intranet, annual open days and E-Learning where appropriate. As well as benefits to the Trust from staff engagement, benefits to staff from healthy working, including active travel, will be encouraged.

4.6.3 Training of key staff will be undertaken where necessary to ensure the required skills are available to support the implementation of the sustainability principles and outlined actions.

4.6.4 The Trust will review its induction and appraisal process so that suitable reference to the Trust’s sustainability and carbon reduction goals is embedded early and senior management accountability is clear.
4.7 Partnerships and Networks

4.7.1 The Trust’s key partners include Monitor, other NHS Hospital Trusts, PCTs, Strategic Health Authority, Local Councils, the Department of Health, patient representative groups, local community groups, and education establishments, amongst others.

4.7.2 The Trust will engage with key partners to reinforce its commitment to learn from others, to achieve effective joined up thinking, to become an exemplar of low-carbon healthcare in the South West region, and to encourage others to follow its lead.

4.8 Finance

4.8.1 The Trust is obligated to purchase carbon allowances under the Carbon Reduction Commitment from April 2011. The Trust will monitor the impact of CRC requirements along with financial opportunities available from a focus on continuing to reduce energy emissions.

4.8.2 It is inevitable that the Trust will come under pressure to maximise financial savings where practical in the current economic environment. As a result the Trust will:

- Embrace carbon reduction measures as part of its aim to become more efficient, identifying direct and indirect financial and carbon savings available.

- Invest where possible in measures to reduce emissions, taking into account a range of factors such as anticipated energy prices, the marginal abatement of cost, indirect costs such as travel time as well as direct costs, penalties for non-achievement of targets and long term as well as short term implications for retained sites.

4.9 Good Corporate Citizenship

4.9.1 The Trust is committed to the NHS Good Corporate Citizenship model. It has made significant progress in certain areas and is considered to be performing better than the national and regional averages. The Trust will work towards achieving an ‘Excellent’ rating across all areas within the Good Corporate Citizenship Assessment Model, as soon as possible.
5 Monitoring and reporting

5.1 Purpose

5.1.1 The Trust will monitor its progress against its Sustainable Management Action Plan (SMAP) and the Good Corporate Citizenship Model. The Carbon Group will be responsible for monitoring progress regularly using a simple scorecard. It will also report to the Board, staff and other stakeholders regularly.

5.1.2 Progress against the NHS and Trust’s carbon reduction targets will also be monitored which will require effective collation and monitoring of energy, waste, water, transport and procurement data.

6 Conclusion

The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust is committed to delivering real and practical reductions in carbon emissions from its activities, and to become an exemplar for other organisations in the South West. The Trust recognises that key actions include:

- The adoption of practical but ambitious carbon reduction targets.
- Developing a comprehensive Sustainability and Carbon Reduction Communications and Engagement Strategy to fully engage and encourage support for carbon reduction from staff, patients, visitors and suppliers and the local community.
- Improving collection and analysis of data relating to all sources of the Trust’s emissions to enable prioritisation of actions, monitoring and reporting of costs, carbon impacts and progress.
- Plans to deliver long term sustainability in procurement processes by focusing on key contracts and suppliers.
- A range of practical energy, transport, waste and water reduction measures.

This Plan integrates the aims of the NHS Carbon Reduction Strategy and Good Corporate Citizenship principles. It seeks to be innovative, ambitious yet practical and encourage pro-active engagement with key partners so that targets may be achieved.
## Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>BREEAM</td>
<td>Building Research Establishment Environmental Assessment</td>
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<tr>
<td>CO2eq</td>
<td>Carbon Dioxide, equivalent - this describes how much global warming a given type and amount of greenhouse gas may cause, using the functionally equivalent amount or concentration of carbon dioxide (CO2) as the reference.</td>
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<td>CRC</td>
<td>Carbon Reduction Commitment, Energy Efficiency Scheme</td>
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<td>DH</td>
<td>Department of Health</td>
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<td>ERIC</td>
<td>Estates Returns Information Collection</td>
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<td>GCC</td>
<td>Good Corporate Citizenship</td>
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<td>HTM</td>
<td>Health Technical Memorandum</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<tr>
<td>kWh</td>
<td>Kilowatt hours</td>
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<td>NHS</td>
<td>National Health Service</td>
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<td>P4CR</td>
<td>Procurement for Carbon Reduction NHS Guidance and Tool</td>
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<tr>
<td>PET</td>
<td>Polyethylene terephthalate: a polyester polymer used in food and liquid containers</td>
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<tr>
<td>RBCH</td>
<td>The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust</td>
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<td>SMAP</td>
<td>Sustainable Management Action Plan</td>
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<td>SMP</td>
<td>Sustainable Management Plan</td>
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<tr>
<td>SDU</td>
<td>NHS Sustainable Development Unit: Support organisation established in April 2008 by the NHS in England, under the support of the Office of the Strategic Health Authorities.</td>
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Appendix B

Sustainable Management Action Plan

The Trust has a Sustainable Management Action Plan which sets out a range of actions to implement. This is to ensure that sustainability and carbon reduction measures are embedded throughout the Trust.

Where possible, potential carbon savings shown have been quantified. In some cases this has not been possible as further work is needed to clarify this. In others direct carbon savings will not arise from the action but they will provide the structure and systems for longer term savings. This is in the context of the overall NHS target reduction in emissions of 10% by 2015/16 relative to a 2007/8 baseline. If this was to be achieved and the suggested sub-targets adopted this could save in the order of £387,000 per annum (excluding that relating to Procurement spend).

The Sustainable Management Action Plan includes progress and developments in the following areas:

- **Energy** - Regularly reviewing our use of energy and how we can be more efficient.
- **Procurement and Food** - Identifying opportunities relating to the procurement of services and the resources we use, for example reduced food packaging.
- **Travel and Transport** - Regularly reviewing the Trust's Transport Plan and promoting alternative travel to hospital for staff, patients and visitors.
- **Water Management** - agreeing appropriate water reduction targets.
- **Waste Management** - enhancing recycling and reducing landfill waste.
- **Building and site design** - identifying best practice and developing business cases for new technology, for example insulation and lighting.
- **Workforce Development** - staff engagement and promotion of carbon initiatives through the Carbon Engagement and Communications Plan.
- **Governance and Legislation** - Ensuring we regularly review and report on progress against the Good Corporate Citizenship Assessment Model.

The action plan is continually updated and monitored through the Trust’s Carbon Group.