

# **Sustainable Development Management Plan 2020-2025**

This plan outlines projects and activities which will address sustainability throughout our Trust, covering areas such as staff awareness and engagement, through to technical schemes aimed at reducing carbon emissions produced from the Trust's activity

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## About Wye Valley NHS Trust.

Wye Valley NHS Trust is the provider of healthcare services at Hereford County Hospital, based in the city of Hereford, along with community services for Herefordshire. We also provide healthcare services at community hospitals in the market towns of Ross-on-Wye, Leominster and Bromyard.

The Trust exists to improve the wellbeing, independence and health of the people we serve.

Our workforce of around 3,000 provides a range of specialist and generalist functions. We have strong clinical network connections with trusts in Birmingham, Worcester, Gloucester and Cardiff.

With an annual turnover of around £180 million, the Trust serves the population of Herefordshire, and also provides urgent and elective care to a population of more than 40,000 people in mid-Powys, Wales. Our catchment area is characterised by its rural nature and remoteness, with more than 80 per cent of our service users living five miles or more from Hereford city or a market town.

Herefordshire is one of the most rural and sparsely populated counties in England, with a population of 192,000, the third smallest of any ceremonial county in England with an area of 2180km<sup>2</sup> giving a population density of 88 people per km<sup>2</sup> the third lowest density in the country.

Powys has a total population of 132,000 and the biggest area of 5180km<sup>2</sup> giving it the lowest population density in Wales with 26 people per km<sup>2</sup>

The Trust has one of the smallest rural hospitals in England. We work hard to deliver across traditional boundaries to provide integrated care in order to deliver a standard of care we would want for ourselves, our families and friends.

Although the Trust is relatively small compared with other NHS organizations, it is still a large consumer of natural resources, annually spending in excess of £1.5 million on gas, electricity and oil, with an additional £200,000 spent on water and £300,000 on waste. The Trust also uses substantial quantities of petrol, food, paper, clinical products and pharmaceuticals. As a result, the Trust has a sizeable carbon footprint, contributing to the effects of climate change and its associated impacts.

In 2017 a 'Foundation Group' was created in partnership with South Warwickshire NHS Foundation Trust (SWFT) and Wye Valley NHS Trust (WVT). In 2018 George Eliot Hospitals NHS Trust (GEH) joined the group.

All three organizations face similar challenges and have a common strategic vision for how these can be solved. The Foundation Group model retains the identity of each individual trust, whilst strengthening the opportunities available to secure a sustainable future for local health services.



## Chief Executive Foreword:

With the launch of this vital plan the Trust Board will be asked to respond to our emerging Climate Emergency. Whilst sustainability has a very broad meaning, the prominence of looking after our environment and resources more carefully has undoubtedly grown recently, and for good reason. In our daily lives we are considering how to manage with less single use plastic and reliance on fossil fuels. As a significant local employer and public service we are therefore in an influential position to lead the way on sustainability through our collective and individual actions.

Our vision for sustainable healthcare needs to balance environmental, economic and social factors to deliver optimal outcomes for our patients and communities, both now and in the future. As an Anchor Institution, we are committed to embedding sustainability across our own organization, leading by example and improving the health and wellbeing of the people and communities, we serve.

We will work with key stakeholders in Herefordshire, within our Sustainable Transformation Plan area and across our Foundation group to ensure our work is aligned to deliver a shared set of sustainable objectives. We will do this by putting the delivery of sustainable healthcare at the forefront of everything we do.



A handwritten signature in black ink, appearing to read 'Glen Burley'.

**Glen Burley**  
Chief Executive

## Chairman's message of support:



A handwritten signature in black ink, appearing to read 'Russell Hardy'.

**Russell Hardy**  
Chairman

This timely plan outlines key projects and activities which we will progress throughout the Trust and by using our influence across the system as responsible public servants. The plan is necessarily broad and this provides opportunities for our staff and communities to contribute to helping us all look after ourselves, our environment and each other. I would therefore encourage you to think about how you can help as an individual and make sure you let us know what we can improve on corporately. There is only one Herefordshire so let's look after it!

## Introduction

As a healthcare provider, Wye Valley NHS Trust is committed to protecting the natural environment for the benefit of human health and to deliver sustainable healthcare.

The importance of sustainable development is reflected within national legislative drivers and mandated sustainability reporting within the public sector. This is the case for the NHS and is measured by the NHS Standard Contract, HM Treasury Sustainability Reporting Framework and the NHS Estates Return Information Collection.

The Intergovernmental Panel on Climate Change (IPCC) and the World Health Organisation (WHO) set out clear guidelines to ensure sustainable development is adopted into law, policy and practice. These guidelines state the need to mitigate and adapt to the impacts of climate change in order to realise the wider co-benefits for health.

The Carter Report (2016) reinforced the need for local action, highlighting the inefficient use of energy and natural resources as a major concern which require attention. These areas of work were identified within the previous NHS Sustainability Strategy (2014-2020) and are updated in this new plan.

## Why do we need this strategy?

As a leading anchor institution, we play an important role beyond the boundaries of our estate and need to lead the way in delivering the national and international targets. As a result, this plan represents our refocus on the next steps needed to drive change.

All NHS organisations are required to have a Board-approved SDMP that is monitored, evaluated and informed by engagement with staff, service users and the public. Furthermore we are legally obliged to address climate change; the government has set a net zero carbon target by 2040. Since the last plan we have made improvements in many areas but they have not yet had the scale of impact that will be required in the future.

Continuing with business as usual is no longer an option and with the constraints on the Trust we need to change throughout the organisation. Some of the specific constraints for the Trust are:

- a recurrent underlying deficit (around £35m in 2018/2019)
- a very limited amount of internally generated capital resource and reliance on external agencies to support any future investment
- relatively small scale and covers a rural area
- net zero carbon as a target means any emissions would be balanced by schemes to offset an equivalent amount of greenhouse gases from the atmosphere, such as planting trees or using carbon capture and storage technologies. These schemes are likely to have a large cost impact therefore our focus needs to be on reducing as much as possible.



## What is Sustainable Health?

A sustainable health and care system is achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage.

It may also be useful to think about the relationship between sustainability and health in three distinct ways moving from a narrow focus to a broad focus; this is split into two key themes.

Fundamental and innovative long-term solutions are needed to respond to future challenges and protect the environmental, financial and social sustainability of the Trust.

**A sustainable health and care system:**

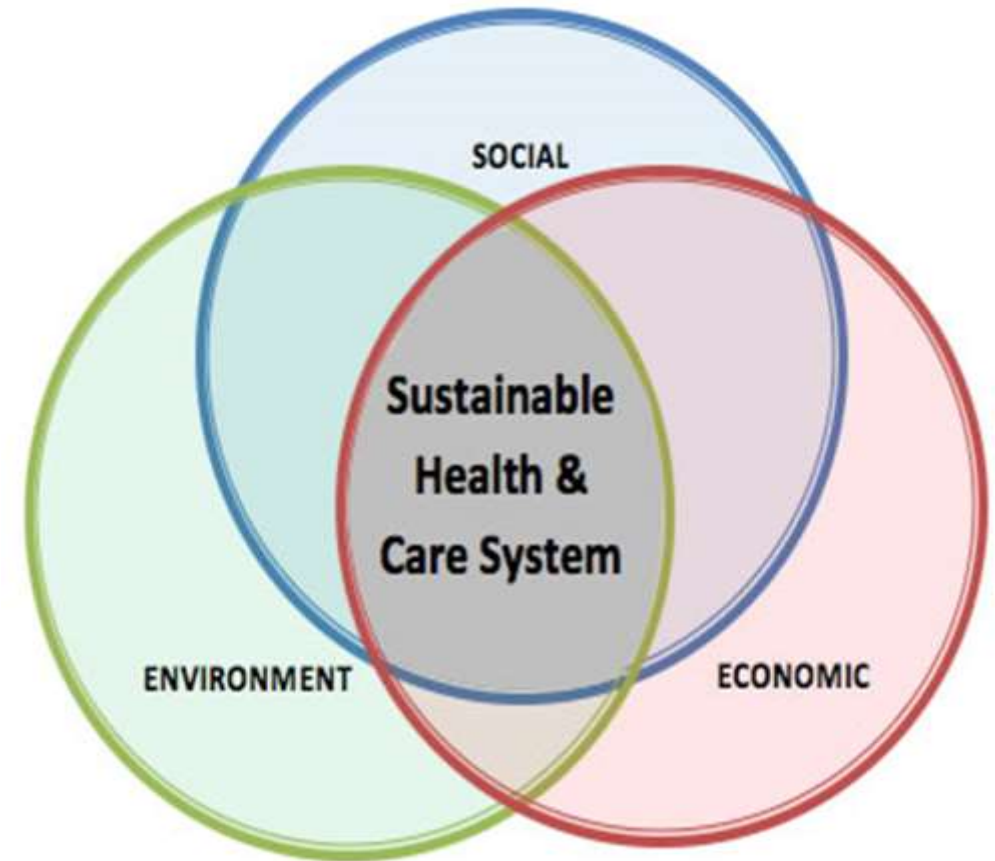
### 1 - Sustainable Health and Care Sector

This involves 'greening' the sector with particular attention to energy, travel, waste, procurement, water, infrastructure adaptation and buildings. This ensures resources (physical, financial and human) used in the sector are:

- Used efficiently (e.g. buildings and homes are well insulated and use less fuel to heat)
- Used responsibly (e.g. clinical waste is disposed of safely to protect local people).

### 2 - Sustainable Health Care

This is slightly broader (but more health care specific) than point 1 and involves working across the health system and partners to deliver health care that deliver on the triple bottom line i.e. simultaneous financial, social and environmental return on investment. It includes adapting how we deliver services, health promotion, more prevention, corporate social responsibility and developing more sustainable models of care.



# Drivers for Change

## 1. Legislative

Sustainable healthcare in the NHS is driven through national and international policy, legislative and mandated requirements and healthcare specific requirements from the Department of Health and NHS England.

## 2. Healthcare Specific guidance, Strategy Policy

The Carter Report (2016) reinforced the need for action, highlighting the inefficient use of energy and natural resources as a major concern which requires attention. These areas of work are identified within the NHS Sustainability Strategy (2014-2020) and it is a requirement that all NHS trusts have a Trust Board approved Sustainable Development Management Plan (SDMP).

As a healthcare provider, we are committed to protecting the natural environment for the benefit of human health and to deliver sustainable healthcare.

The importance of sustainable development is reflected within national legislative drivers and mandated sustainability reporting within the public sector. This is the case for the NHS through the NHS Standard Contract, and in line with the HM Treasury Sustainability Reporting Framework and the NHS Estates Return Information Collection.

## 3. International Guidance

The Intergovernmental Panel on Climate Change (IPCC) and the World Health Organisation (WHO) set out clear guidelines to ensure sustainable development is adopted into law, policy and practice. These guidelines state the need to mitigate and adapt to the impacts of climate change in order to realise the wider co-benefits for health.

## 4. UK Strategy and Guidance

The importance of sustainable development is reflected within national legislative drivers and mandated sustainability reporting within the public sector. This is the case for the NHS through the NHS Standard Contract, and in line with the HM Treasury Sustainability Reporting Framework and the NHS Estates Return Information Collection.

## 5. Herefordshire Local Plans – Council

Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. The Council also declared a Climate Emergency in 2019. Together with partner organisations in the private, public and voluntary sectors we share a common commitment to working more sustainability and to protecting and enhancing Herefordshire's outstanding natural environment.

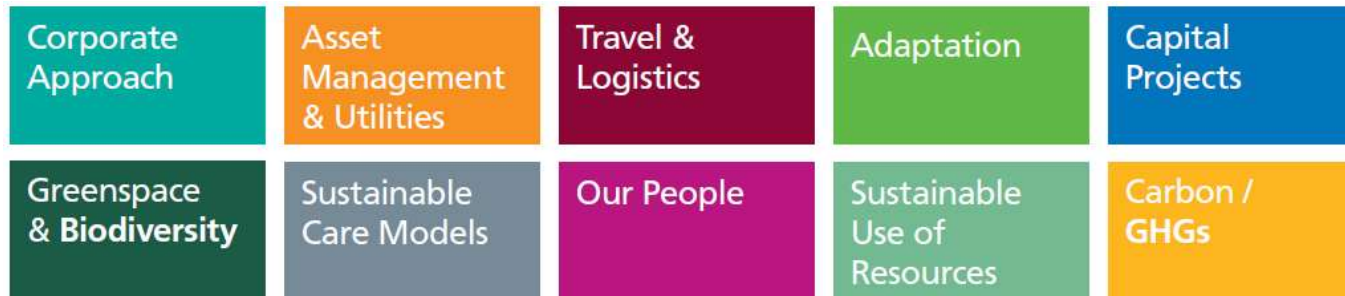
## 6. Foundation Group Plans

We recognise our environmental obligations and we are committed to minimising our impact on the local environment and helping to improve it, we are taking significant action to achieve our aims, investing in spend-to-save schemes and collaborating with local partners to ensure our services and teams are fit for the future.

## What's in this strategy?

Our previous strategy focused on Estates efficiencies around energy, water, waste and travel. The scope of our new strategy has been expanded to encompass wider issues of health, wellbeing and social value, whilst moving us closer to achieving long term carbon reduction targets.

There are ten modules of the healthcare sector tool for measuring and improving qualitative sustainability performance. This tool is known as the Sustainable Development Assessment Tool, or SDAT. The ten modules have been used as a basis for defining this strategy.



## Sustainable Development Goals (SDGs)

Our strategy is aligned with the UN's 17 Sustainable Development Goals (2015-2030), an ambitious collection of global aims intended to encourage countries to end all forms of poverty, fight inequalities and climate change, whilst ensuring that no one is left behind. We have considered how WVT can contribute to the SDGs as a whole, as well as how planned activity across the ten SDAT modules contributes towards the delivery of this strategy.





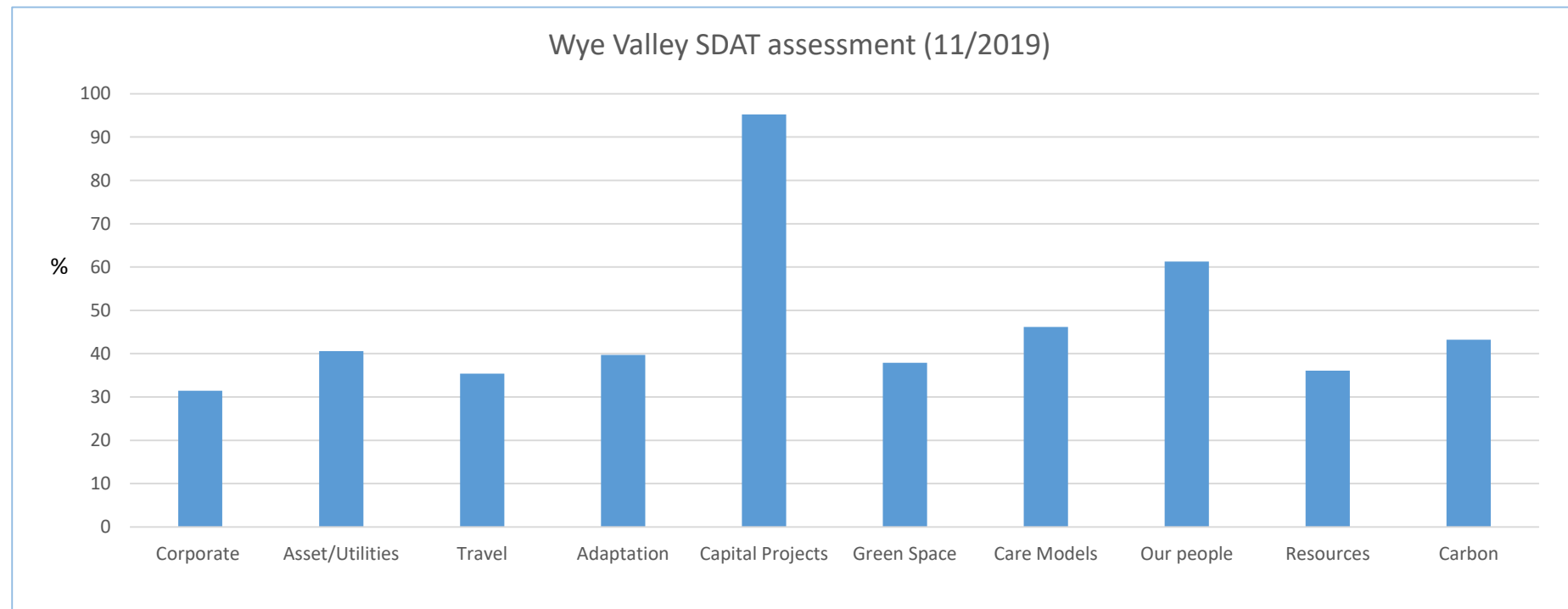
## Sustainable Development Assessment Tool (SDAT)

The Sustainable Development Assessment Tool (SDAT) is the national bench marking system designed by Public Health England and NHS England.

The tool is designed to help the NHS and other health and care organisations understand their work, measure progress and help create the focus of and action plans for their sustainable development management plans.

The Trust will benchmark against its peers in the Foundation Group and the local Sustainability Transformation Programme Group (STP) and where possible use best practice to improve performance.

SDAT is made up of ten modules which are all assessed against four themes; governance and policy, core responsibilities, procurement and supply chain, and working with staff. Currently (November 2019), Wye Valley NHS Trust is achieving an overall score of 50.3%. (*Wye Valley Trust SDAT Assessment*)



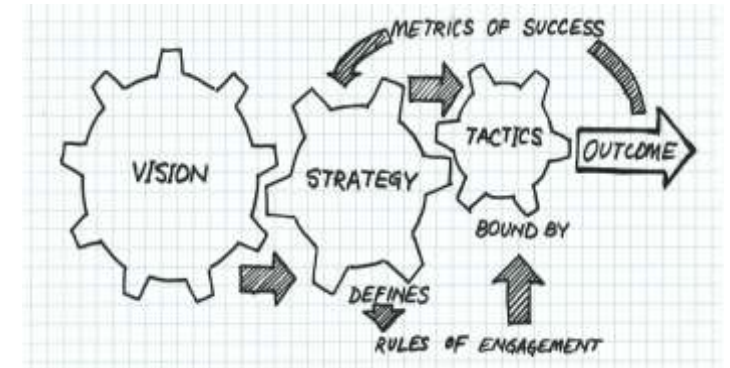
This graph shows that particular attention will need to be paid to the Corporate, Travel, Adaptation and Resources sections.

# Corporate approach.

The Trust values the importance of protecting our natural environment for the benefit of the physical and mental health and well-being of our community, including our patients and staff, now and in the future.

This Sustainable Development Management Plan (SDMP) will be approved by the Trust Board on an annual basis with a progress report submitted every six months. Sustainable development is championed by the Trust's Board of Directors and specifically led by the Director of Strategy and Planning.

The Director of Strategy and Planning will chair the steering group which meets quarterly; we will seek to include and engage with senior management, our PFI partners, sustainability champions and staff side. The group will promote our sustainable development agenda by setting objectives, reviewing progress and providing assurance on a regular basis.



## We have

Ensured responsibility and accountability for sustainable development is clear.

Reviewed our sustainability impacts and developed an ambitious Sustainable Development Management Plan (SDMP) to reduce negative impacts and maximise benefits (as required by the NHS Standard Contract).

We have included a specific corporate objective about sustainability within our Trust Objectives for 2020/21

## We Will

Report key performance indicators to the Trust Board six monthly encompassing the measurement of areas such as social value, procurement, use of resources, carbon and air pollution.

Communicate our SDMP and regular updates to staff, patients, visitors and the local community.

Ensure sustainable development and social value are a material consideration in all business cases through the requirement of Sustainability Impact Assessments.

Work with volunteers and other members of our local community in the delivery of our sustainable development management plan; and investigate working with students from N-MITE on our sustainability projects

### Trust Vision

*"To improve the health and wellbeing of the people we serve in Herefordshire and the surrounding areas".*

### Trust Specific Issues

*To consider sustainability impact of all key decisions including all policies and developments.*

### TOP 3 THINGS WE NEED TO DO.

1. Support robust plans to reduce carbon.
2. Further embed our Sustainability Group and engagement across the organisation.
3. Deliver training for Champions/Environmental Awareness Leads.

# Asset Management & Utilities.



The Trust's activities are constant and evolving, with utilities representing a substantial cost to the organisation and the environment. It is imperative that we get the best value for money and minimise the environmental impact.

Embedding more efficient practises and new technologies into the organisation is one-step and improving staff awareness will improve the efficient use of our utilities across our estate.

Ensuring assets are operating at the limit of effectiveness is key to gaining value for money.

Ensuring that planned preventive maintenance schedules are up to date and have the clear objective of maintaining safety, efficiency and reducing loss of service through breakdowns are crucial elements of asset management.

## We have

- Monitored our energy and water use across all sites over time, to enable the identification of outliers to inform the process for structuring our energy reduction plan.
- Sought proposals from suppliers to enable the Trust to reach zero net carbon by 2040 via the implementation of a Biomass CHP and other renewable heat technologies and self generation of renewable electricity via solar panels.
- Engaged with the solar PV market on purchase, siting options and power purchase models.
- Investigated additional sub-metering for electricity and water use.

## We Will

- Develop our Integrated Energy Solution to reduce our energy demand, improve energy efficiency and reduce carbon by 60% in two years.
- Continue to explore emerging technology and continue developing plans to reach Zero Net Carbon by 2040 by working with our Council partners on the creation of a heat network for Herefordshire.
- Require all business cases going forward to undertake a Sustainability Impact Assessment.
- Following LED replacements review our electrical consumption within the community to assess solar panels demand requirements.

## Trust Vision

*The Trust is committed to reducing its impact on sustainability from our operational assets, buildings, critical infrastructure and equipment essential for the smooth running of the Hospital.*

## Trust Specific Issues

*Lack of capital investment over a long-term period means that much of the Trust's critical infrastructure is dated and does not meet the specifications that would be required in modern developments, this puts the Trust in a challenging position.*

## TOP 3 THINGS WE NEED TO DO.

1. Have a clear policy and process for our Estates Strategy that clearly demonstrates our commitment to sustainability.
2. Reduce our energy demand and to improve energy efficiency.
3. Increase on-site energy generation from renewable sources.

# Travel & Logistics

Our Grey Fleet (employees using their own cars for business) traveled over a million miles last year (to the moon and back twice).

Active travel can play a significant part in reducing traffic on the roads whilst also promoting health and wellbeing through exercise, and improving local air quality.

We are working with the Council to identify staff commuting hot spots and opportunities for cycling, walking and car-sharing. The data collected will be used to inform the Trust's Green Travel Plan, due to be updated during 2020.

## We have

- Put measures in place to encourage walking and cycling. Distributed a local map to promote cycling and walking from the surrounding areas.
- Worked with partners to help staff get to work more sustainably.
- Obtained additional funds for cycle cages and racks. A staff questionnaire to help decide the best positioning has been created and issued so that we can install the facilities in the best location.
- Used specialist software to analyze the routes used by our couriers to ensure the most efficient use of vehicles and fuel; replacement electric vehicles are to be trialed.
- Introduced the criteria for On-site parking for staff members at the County, that staff have to live at least three miles from base, additional points are awarded for those car sharing.
- Made cycles available under salary sacrifice schemes, introducing a Car sharing app and promoting the current availability to pay per cycle mile instead of using other methods of travel.

## We Will

- Install electric vehicle charging points at our hospital sites and review our lease vehicle policy.
- Promote active travel as a means of travel to and between our sites for work, including putting Beryl Bike stands on Trust sites and engaging specialist advisors to update our active travel plan.
- Investigate options for salary sacrifice schemes for staff purchasing electric vehicles.
- Encourage lift sharing between staff as part of national lift share week.
- Work with the Council on improving our transport links (such as safe cycle paths) and their "Choose how you move" campaign.

## Trust Vision

*The Trust is committed to reducing the impact of our travel and transport by encouraging sustainable and active travel, reducing the carbon and air quality impact of our organization.*

## Trust Specific Issues

*We are situated in a rural location and are geographically isolated from big urban centres. Whilst the train station in Hereford is close to the County Hospital other transport links and cycling facilities are poor.*

## TOP 3 THINGS WE NEED TO DO.

1. Review and update our Travel Plan to include electric vehicle infrastructure and charging, monitoring of public transport usage, and electrification of our fleet.
2. Improve active travel facilities across our sites
3. Reduce our Grey Fleet mileage by incentivising alternative, more sustainable, travel methods.

# Adaptation

Climate change is potentially one of the biggest public health threats.

Extremes of weather conditions, such as flooding and heatwaves, are increasing in severity and frequency.

We must act now to adapt to a changing climate and mitigate the negative effects of past and future climate-altering actions.

We're embedding climate change awareness and action across our resilience plans with consideration of how our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts.



## We have

- Developed local protocols aligned to national heat wave plans and cold weather plans in relation to the Civil Contingencies Act, Climate Change Risk Assessment and National Adaptation Plan.
- Issued instruction so that our staff know how to deal with different extreme weather scenarios such as how to keep clinical and ward areas cool in the event of hot weather and how to report high indoor temperatures.
- Written a severe weather plan outlining actions required in the event of forecasted/actual severe weather.

## We Will

- Complete our Climate Change Adaptation Plan (informed by our Climate Change Risk Assessment) which is linked to the SDMP and resilience planning.
- Ensure that our whole organization is prepared to deal with the effects of climate change, particularly extreme weather events, and continue to invest in adaptation and mitigation measures.

## Trust Vision

*The Trust is committed to adapting to the impacts of climate change and is forming business continuity and contingency plans to ensure our healthcare system is ready for changing times and climates.*

## Trust Specific Issues

*Due to our rural location the Trust is in a relatively good position regarding air pollution and urban heat. Conversely the fragility of travel links due to flooding need to be considered and mitigated.*

## TOP 3 THINGS WE NEED TO DO.

1. Complete our Climate Change Adaptation Plan.
2. Embed the effects of climate change into our organization's risk register.
3. Monitor air pollution and urban heat gain.



# Capital Projects

The Trust's Capital Programme ensures the delivery of services and enables resources are managed effectively through critical infrastructure and material improvement works across our estate.

The Trust uses a Capital Planning Team to arrange the replacement of buildings and critical infrastructure. Once installed, these assets are maintained through the planned preventative maintenance schedules. Major refurbishment and repair are dealt with through a backlog process.

Currently, all major business cases require a Sustainability Impact Assessment (SIA) as part of the case. These assessments identify the sustainability impacts of the planned infrastructure works or equipment purchase and will enforce mitigation or new opportunities as part of the decision-making process. Our Capital Projects team is already using this approach for its business cases and it will soon be a requirement of all Trust business cases.

## We have

- Designed new buildings and access routes to buildings with embedded green space and using green space constructively.
- Undertaken Sustainability Impact Assessments for major projects.
- Specified that the new Ward build should achieve the BREEAM excellent standard; this ensures that sustainability is considered in all aspects of the design, build and use of the wards.

## We Will

- Expand the Sustainability Impact Assessments to include all capital projects.
- Ensure contractors are assessed against sustainability as part of the tender process for capital projects.



## Trust Vision

*The Trust is committed to reducing the sustainability impacts from our buildings, critical infrastructure and equipment essential for the smooth running of the hospital.*

## Trust Specific Issues

*The Trust has a recurrent underlying deficit and a very limited amount of internally generated capital resource and is reliant on external agencies to support any future investment.*

## TOP 3 THINGS WE NEED TO DO.

1. Specify that all new build and major refurbishments will achieve the BREEAM excellent standard.
2. Ensure contractors are assessed against sustainability as part of the tender process for capital projects.
3. Maintain the impressive performance for this metric.

# Green Space and Biodiversity

The Trust recognizes the value of the natural environment and how this plays a significant role in our health, improving patient recovery rates and patient experience.

The inclusion of gardens and green spaces across the Trust's estate is an essential part of the infrastructure.

The correct management of green spaces can improve biodiversity and air quality, the areas can be used for noise reduction and to provide shading, and also reduce local surface water flooding.



## We have

- Ensured that our sites have dedicated green areas that are available for our staff, patients and visitors.
- Worked with local volunteers to improve the "Patient Garden" at Ross Community Hospital.
- Planted fruit trees at Bromyard Community Hospital.
- Commissioned an environmental specialist to look at the opportunities to increase biodiversity around the "New Ward" area at the County Hospital.

## We Will

- Provide staff with opportunities in the maintenance of green spaces around the estate.
- Work with partners to expand or develop existing green areas.
- Consider the planting of trees and other plants within all community site gardens.
- Work with staff and the local community to encourage the use of our green spaces, for staff as well as patients and visitors.
- Investigate the use of roof space and walls with a focus on improving our biodiversity.

## Trust Vision

*The Trust is committed to protecting and, where possible, enhancing the natural environment, including the prevention of pollution.*

## Trust Specific Issues

*Typically the Trust's sites are in urban areas and have relatively small areas of external space available for green development.*

## TOP 3 THINGS WE NEED TO DO.

1. Increase the biodiversity in the area around the New Ward block.
2. Assess and consider the planting in all "patient" gardens and green areas.
3. Review our current green spaces and make steps to improve their usage by all staff.

# Sustainable Care Model

The Sustainability and Transformation Partnership (STP) brings together local health and care organizations across Herefordshire and Worcestershire, supported by patient/carer representatives, voluntary and community groups. The STP partners have developed a long-term plan to address some of the local health and care inequalities we have, to improve health outcomes for people across the area, and to ensure we can continue to provide safe and sustainable care into the future. The aim of our STP is for:

'Local people will live well in a supportive community with joined up care underpinned by specialist expertise and delivered in the best place by the most appropriate people.'

We want to provide safe, effective and sustainable health and care services across all our communities.

## We have

- Worked with partners and stakeholders to identify and deliver solutions that reduce the number of hospital stays, such as the provision of treatment closer to home.
- Delivered community scheduling systems and electronic patient records which means that community staff no longer have to travel to their base so often and can reduce duplicated effort by sharing records with primary care.
- Focused on valuing our patients' time, reducing unnecessary delays during assessment and treatment.

## We Will

- Ensure that 30% of outpatient appointments are via a virtual consultation.
- Explore opportunities to provide group clinics with multiple patients, improving outcomes and efficiency.
- Deliver our Digital Strategy and reduce our reliance on paper-based records.
- Pilot the redesign of selected care pathways to drive out any unnecessary stages.
- Reduce carbon emissions associated with areas of high impact such as pharmaceuticals and anaesthetic gases by educating staff and encouraging lower impact alternatives.



## Trust Vision

*The Trust is committed to improve staff and patient experience by moving towards more sustainable models of care and workplace practices.*

## Trust Specific Issues

*Herefordshire is one of the most rural and sparsely populated counties in England. Network coverage is poor in places and this limits the opportunities for IT related solutions.*

## TOP 3 THINGS WE NEED TO DO.

1. Continue the focus on valuing our patients' time as a way of increasing productivity and reducing waste.
2. Deliver our Digital Strategy.
3. Provide more outpatient activity closer to home.



# Suitable Use of Resources

The NHS spends in excess of £40 billion each year on critical natural resources to deliver services.

Using our influence through the procurement process we can embed social value (environmental improvements, local social capital and economic value) in our contracts to encourage our suppliers to adopt sustainable practices for the products and services they provide.

It will soon be a requirement of all business cases, regardless of cost, to carry out a Sustainability Impact Assessment (SIA); the Trust needs to work through the Procurement Department and our Clinical Effectiveness Group to address the use of single-use items and encourage more suppliers to reduce or provide recyclable packaging.

## We have

- Worked with Sodexo to reduce the use of single use plastics, such as cutlery in the Spires Restaurant.
- Required food suppliers to be compliant with Dolphin Friendly, Red Tractor and other ethical food production practices.
- Introduced the Admincontrol system to enable paperless meetings.
- Worked with a local community recycling group to increase our recycling and to enable them to generate monies for local charities including our own "Born Sleeping Appeal".
- Successfully bid to NHSI for capital to replace lighting with LEDs and have already replaced all lighting at Leominster Community Hospital.

## We Will

- Ensure facilities management contracts include sustainability within the specification and as part of the tender process to reduce consumption and promote efficiency of use.
- Launch a recycling campaign for clinical areas to raise awareness and promote good waste segregation to improve recycling rates.
- Reuse unwanted items of furniture and equipment through the Trust's Intranet and encourage staff to do the same.
- Adopt a whole life cycle approach to purchasing, embedding sustainability into our procurement processes.
- Replace old lights with energy efficient LEDs at Bromyard and Ross Community Hospitals and communal parts of the County Hospital.

## Trust Vision

*The Trust will work with key suppliers and contractors to reduce the environmental impact of the goods and services it uses.*

## Trust Specific Issues

*For infection prevention and control reasons, many consumables are both single use plastic and high waste generators.*

## TOP 3 THINGS WE NEED TO DO.

1. Embed sustainability within our procurement practices.
2. Reduce single use products with re-usable alternatives where this is viable.
3. Embed the principles of the 5 R's of zero waste and increase waste streams within the hospital sites to reduce landfill disposal and increase material and energy recovery.





# Carbon / GHG's

The Government's proposed aim of being carbon neutral by 2040 gives the Trust a huge challenge; milestones need to be set for carbon reduction from current levels.

The NHS has produced figures for average carbon equivalent emissions for Acute Hospital Trusts between 2013 and 2017 which are shown in the table on the right.

This shows that reductions in the use of energy and anaesthetic gases will give the biggest reductions in carbon production.

## We have

- Measured our carbon impact core emissions such as energy, water and waste and monitored these over time to track them against our targets.
- Investigated options to further reduce our carbon footprint and have an Integrated energy supply in the pipeline.
- Identified areas using excessive quantities of water and reduced leakages.
- Recognized waste issues and started measures to use the most favored options on the waste hierarchy (refusing excessive packaging and unnecessary products).
- Reduced the use of the anaesthetic agents that cause the biggest environmental issues.
- Agreed a contract for 100% renewable electricity for the Community sites.

## We Will

- Develop and implement an Integrated Energy Supply solution.
- Sign up to 100% renewable electric for the County Hospital.
- Reduce energy and water use.
- Reduce anaesthetic gases, fleet and grey mileage.
- Reduce waste.

| Emissions         | Average Percentage of carbon emissions |
|-------------------|--|
| Electricity       | 39.6%                                  |
| Fuels             | 38.9%                                  |
| Water Volume      | 0.3%                                   |
| Sewage volume     | 0.4%                                   |
| Waste             | 0.8%                                   |
| Travel            | 4.0%                                   |
| Anaesthetic gases | 12.9%                                  |



## Trust Vision

*The Trust is committed to reduce carbon emissions and have net zero carbon emission by the year 2040.*

## Trust Specific Issues

*The Trust has a recurrent underlying financial deficit, has a limited amount of internally generated capital resource and is reliant on external agencies to support any future investment.*

*The majority of clinical activity takes place on the County Hospital site which is leased to a PFI company until 2029.*

## TOP 3 THINGS WE NEED TO DO.

1. Develop plans to reduce our carbon emissions in line with the NHS Sustainable Development Strategy, the Climate Change Act (2008) and the new target of zero emissions by 2040.
2. Develop an Integrated Energy Supply solution.
3. Reduce consumption of energy, water, anaesthetic gases, vehicle mileage and waste.

# Communications

To achieve effective results from our sustainability initiatives will require system-wide engagement and development through simple and effective communication. This will be achieved through a Communications Strategy that adopts various channels to communicate with staff and patients, including internal and external websites, an annual report, engagement events and opportunities throughout the year such as:-

- Staff surveys,
- Trust Talk, Team Brief and Let's Talk sessions
- Furniture and equipment reuse page,
- Campaign to save energy (switch off lights, report overheating, windows being opened with the heating on etc., switch off when you drop).
- Sodexo and Apetito's commitment to remove/reduce plastic use.



## Governance

This Sustainable Development Management Plan (SDMP) will be approved by the Trust Board on an annual basis with a progress report submitted every six months.

Sustainable development is championed by the Trust's Board of Directors and led by the Director of Strategy and Planning.

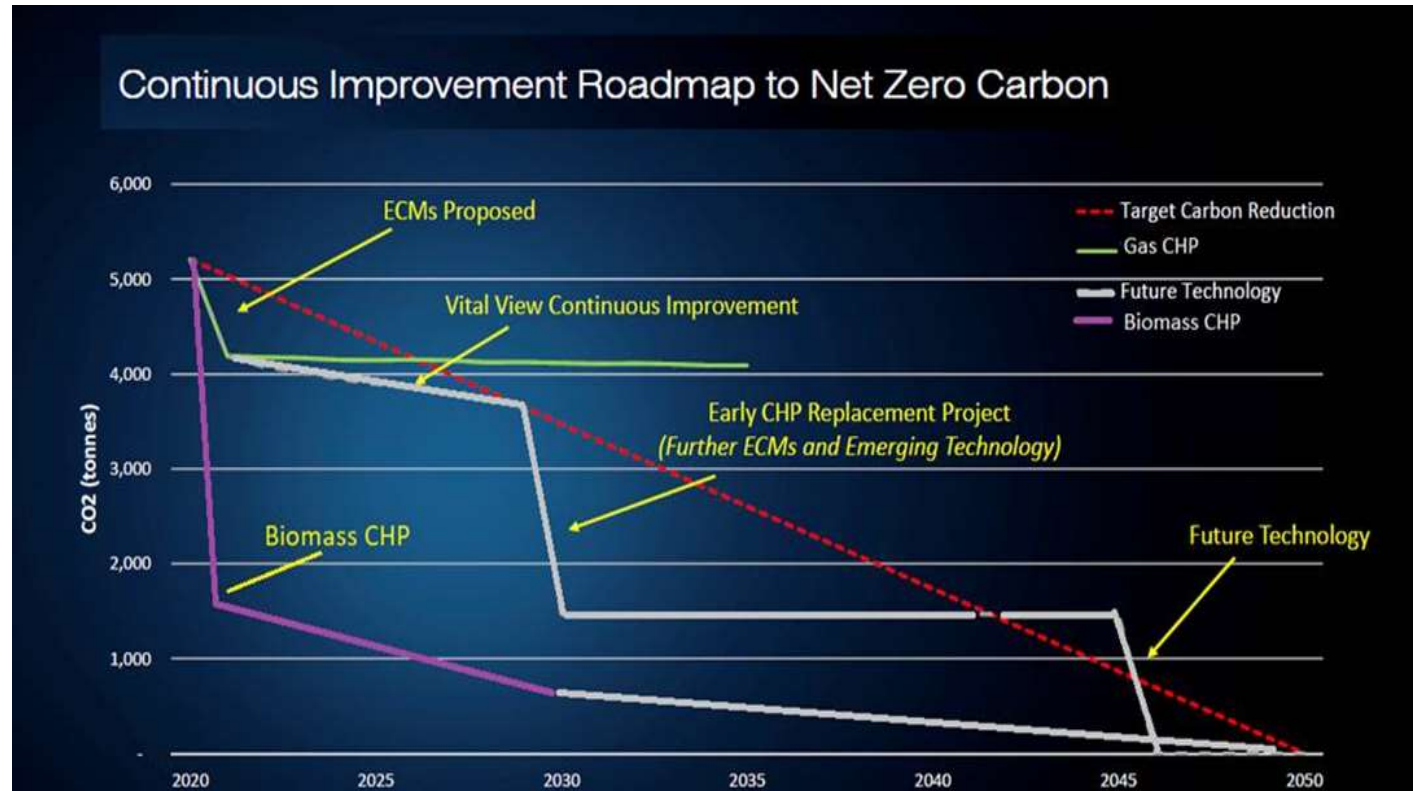
The Director of Strategy and Planning chairs the Steering Group which meets quarterly; this will involve Public Health, senior management, our PFI partners, sustainability champions and staff side.

The group will promote the sustainable development agenda at the Trust by setting objectives, reviewing progress, providing assurance and communicating on a regular basis.

# Tracking Progress to zero carbon

To ensure that the necessary progress is made towards the carbon neutral target in 2040, milestones need to be set; the Sustainability Development Unit produces a range of indicators about sustainability in NHS organizations. The metrics for Wye Valley 2018/19 are shown in the table at the bottom of the page. A reduction of 5% every year from now will be required to reach carbon zero by 2040.

In 2018/19 the Trust created 5500 tonnes of carbon from energy usage, the table to the right demonstrates the required target reduction with a dotted red line and how our proposed Biomass CHP system would dramatically reduce our carbon output almost immediately. Other technologies that are currently available will be put in place and will produce carbon reductions until about 2030, after this time new technology would be required to enable a true carbon zero or carbon offsetting will be required.



## Carbon Emissions

| Core carbon emissions KtCO2e (absolute) | Core carbon emissions per FTE | Energy carbon emissions per m2 of occupied floor area | Energy usage per m2 of occupied floor area | Water carbon emissions per m2 of occupied floor area | Waste carbon emissions per m2 of occupied floor area | Volatile anaesthetic gases carbon footprint |
|---|-------------------------------|---|--|--|--|---|
| 9.1                                     | 3.5                           | 153.3   | 534.1                                      | 1.44   | 0.79   | 36  |

# Reporting

Wye Valley NHS Trust has an obligation to report progress on sustainable development in line with national reporting requirements.

The Department of Health requires Trusts to report ERIC (Estates Return Information Collection) data. ERIC data comprises essential statistics including that on sites, waste, energy and water from Estates and Facilities.

The national Sustainability Strategy requires Trusts to report on progress against sustainable development in a Trust Board approved SDMP. Progress against the SDMP is reported to the Steering Group quarterly and Trust Board 6 monthly, before final approval and publication in September each year.

| Indicator         | KPI           | Metric | 2015/16    | 2016/17    | 2017/18    | 2018/19    | Trend |
|-------------------|---------------|--------|------------|------------|------------|------------|-------|
| Carbon            | From Energy   | Tonnes | 6,813      | 6,787      | 6,770      | 6,518      | Down  |
| Energy            | Electric      | kWhr   | 9,118,818  | 9,175,825  | 9,230,557  | 9,039,493  | Down  |
| Energy            | Gas           | kWhr   | 19,879,847 | 19,336,289 | 19,924,089 | 17,401,618 | Down  |
| Energy            | Oil           | kWhr   | 173,256    | 373,578    | 792,937    | 102,729    | Down  |
| Water             | Volume        | M3     | 79,734     | 85,087     | 88,713     | 87,493     | Down  |
| Waste             | Landfill      | Tonnes |            | 196        | 88         | 69*        | Down  |
| Waste             | Recycled      | Tonnes |            | 124        | 109        | 79*        | Down  |
| Waste             | Incinerated   | Tonnes |            | 392        | 270        | 228        | Down  |
| Waste             | Heat recovery | Tonnes |            | 289        | 253        | 341*       | Up    |
| Travel            | Business      | Miles  |            |            | 331,157    | 310,226    | Down  |
| Travel            | Grey Fleet    | Miles  |            |            | 1,202,312  | 1,149,429  | Down  |
| Travel            | Other         | Miles  |            |            | 51,950     | 124,967    | Up    |
| Anaesthetic gases | N2O / bed day |        |            |            |            |            |       |

*\*These values are not the same as those on the corresponding ERIC report but are representative of the actual waste weights for the 2018/19 year*

# Risk

Risks and opportunities related to sustainable development are managed by the Sustainability Strategy Group.

Significant sustainability risks are recorded on the Trust's Risk Register and managed accordingly including those identified from the Climate Change Adaptation Plan; to ensure they are mitigated as part of the Trust Estate Strategy.

Significant risks and opportunities associated with compliance obligations, objectives and targets and project delivery are reported directly to the Director of Strategy and Planning through the management review process. These risks and opportunities are also communicated to the Sustainability Strategy Group and to Trust Board twice a year.

## Key themes are:

- Energy, carbon and transport costs are rising. Finance and availability of capital has never been more challenging.
- Non-compliance with legislation
- Not meeting carbon reduction targets
- Emissions - due to the nature of the Trust's services, as the intensity of our activities increases and the estate grows, absolute carbon emissions may also increase. Because of this we will always measure and report on normalized (e.g. patient contact, bed day or per m2) emissions, as well as absolute consumption.
- Reputation - it's important we are visible in taking a leading approach and have a robust strategy and reporting structure. We are required to provide assurance when bidding to deliver services.
- Climate change - the risks to the organization from climate change will be outlined in a Climate Change Adaptation Plan (CCAP). This includes risks to buildings, staff, health and wellbeing. Maintaining and delivering our plan is vital to address these risks.

## Finance

To deliver the commitments in this strategy we will need finance in place. Increasing energy prices and waste disposal costs may mask some of the efficiency savings we make from delivering the strategy, so we will mitigate this risk by maintaining senior support and transparent reporting.

The Trust strives to adopt innovative ways to embed sustainable development within our services to deliver environmental, social and financial benefit. The current financial impact of each key area (energy, waste and water) will be properly calculated as part of the plan. We will also strive to estimate as much indirect cost and carbon such as the embodied carbon in procurement processes.

We will explore any local or national grant sources that may become available, for example investment in sustainable or active travel infrastructure.





## Get Involved

We want **YOU** to be part of the plan and team that helps us delivery our SDMP plan.

We would value your input and support.



Contact [Sustainability](#) for advice and support. :- [sustainability@wvt.nhs.uk](mailto:sustainability@wvt.nhs.uk)

No matter what role you have within the Trust, there will be something you can help with.

Talk, Shout about it, if you have an idea tell people. Talk to your colleague, line manager and help us embed sustainability practices within your area of work.

It doesn't matter it's a small or large project it all makes a difference.