## Consideration of Risk against Key Priorities

**Impact of report on key priorities and risks to give assurance to the Board that its decisions are effectively delivering the Trust's strategy in a risk aware manner**

The Trust is required by Monitor to hold a Board-approved Sustainable Development Management Plan and report annually on sustainability and energy performance. Failure by the Trust to manage energy demand will create an unsustainable cost pressure.

## Recommendations

The Board of Directors are recommended to approve the attached Sustainable Development Management Strategy and Plan.
1. **Background**


1.2. As a Trust we consume significant quantities of energy, with a carbon footprint of 56,000 tonnes of carbon dioxide in 2012/13 (direct emissions only). The Trust recognises the importance of taking action to reduce this carbon footprint, and the resulting benefits from both a financial and environmental perspective. Ultimately, a more sustainable Trust will benefit our patients, by freeing up funds that can be redirected back into preventative and frontline health care services.

1.3. The Trust is required to report annually to Monitor and as part of the HM Treasury Sustainability Reporting Framework on sustainability and energy performance.

2. **Sustainable Development Management Plan**

2.1. The proposed Sustainable Development Management Strategy and Plan for the Trust for 2014-2020 is attached to this paper for approval by the Board of Directors.

2.2. The proposed Sustainable Development Management Strategy and Plan sets out our vision for becoming a leading green and sustainable organisation, and our key drivers for implementing this vision. Outlined in the plan are the tools and indicators we will use to measure sustainability, our current position and our key improvement targets. A detailed action plan is provided, which will be supported by a carbon management capital investment plan. We are committed to investing substantial resources into carbon saving initiatives and have targeted a 2% reduction per annum in our direct carbon footprint.

2.3. The Sustainable Development Management Strategy and Plan will be reviewed and updated on an annual basis, and progress on each of the key measures of sustainability will be reported to the Board of Directors on an annual basis.

3. **Recommendation**

3.1. The Board of Directors is recommended to approve the attached Sustainable Development Management Strategy and Plan.
Sustainable Development Management Strategy and Plan 2014 – 2020

“Setting out our vision and plan for a sustainable CMFT”

Foreword

I very much welcome and encourage this Sustainable Development Management Strategy and Plan (SDMP). As a major employer, consumer and provider of services, CMFT recognises that it has a significant impact on the local economy, environment and community and is committed to being a good corporate citizen.

Through efficient use of resources, transport and procurement, the Trust is in a key position to address Sustainable Development. We recognise the scale and challenge of climate change and our importance in tackling the issues and moving towards a more sustainable future and recognise the strong links this has to health.

In response to the priority actions set out in the NHS Carbon Reduction Strategy (2009), we have developed this Sustainable Development Management Strategy and Plan, which outlines our commitment and identifies the key actions we will take to improve our sustainability performance and reduce our carbon footprint. We are aware of our growing statutory obligations with regards to sustainability and aim to meet and exceed these, becoming a leading sustainable and low carbon organisation. This strategy supersedes and builds on previous Carbon Reduction Implementation Plans.

We aim to deliver the best possible patient care in a manner that contributes to improving the sustainability of the community. We are committed to working in the most sustainable way possible, and in involving our staff, contractors, patients, visitors and other stakeholders in helping us to meet this challenge. I welcome the commitment of all staff and contractors in making the Trust a more sustainable place.

Peter W Mount CBE
Chairman & Board Sustainability Lead
Executive Summary

This Sustainable Development Management Strategy and Plan has been developed following the NHS Carbon Reduction Strategy (2009) and the new Sustainable Development Strategy for the Health, Public Health and Social Care System launching in January 2014. The strategies call on all NHS organisations to take actions to reduce carbon emissions, and embed sustainability within their own strategy.

In 2012 the carbon footprint of the NHS in England was 24 Mt CO_2_e. National data shows that the NHS is on target to achieve a forecast reduction in emissions of 10% by 2015, as outlined in the Climate Change Act (2008). Building energy emissions have not decreased however, and the reductions are primarily due to a reduction in carbon intensity of goods and services, a reduced spend and outsourcing of services.

As a Trust we consume significant quantities of energy, with a carbon footprint of 56,000 tonnes of carbon dioxide in 2012/13 (direct emissions only). The Trust recognises the importance of taking action to reduce this carbon footprint, and the resulting benefits from both a financial and environmental perspective. Ultimately, a more sustainable Trust will benefit our patients, by freeing up funds that can be redirected back into preventative and frontline health care services.

This SDMP sets out our vision for becoming a leading green and sustainable organisation, and our key drivers for implementing this vision. Outlined in the plan are the tools and indicators we will use to measure sustainability, our current position and our key improvement targets. A detailed action plan is provided, which will be supported by a carbon management capital investment plan. Each carbon management capital investment plan will cover a two year timeframe and will be refreshed on an annual basis. We are committed to investing substantial resources into carbon saving initiatives and have targeted a 2% reduction per annum in our direct carbon footprint.

Key to the success of the plan is to working in close partnership with our PFI providers to deliver a shared vision. We also need to engage with and gain the support of our staff, patients, visitors, suppliers and contractors, and the wider partners and communities in which we work.

The Trust is committed to demonstrating leadership in sustainability and this comprehensive strategy and action plan represents our route map to deliver significant improvements in the sustainability of our organisation over the coming years, through a combination of quick wins, investment in low carbon technologies and a staff awareness and behavioural change programme to embed a sustainable culture across the organisation.

1. Introduction

1.1 Climate Change is now recognised as the biggest public health threat this century, and there is a substantial body of evidence around how climate change is affecting our world. As a health and social care organisation, we recognise that climate change has significant implications for our current and future health and wellbeing.
1.2 Underpinning our strategic vision and aims are ten key priority areas which support the delivery of that vision, including ‘engaging stakeholders, demonstrating leadership for corporate and social responsibility and strategically positioning CMFT services’. Central Manchester University Hospitals NHS Foundation Trust (CMFT) have a genuine responsibility and opportunity to tackle climate change and influence the health and sustainability of our local community.

1.3 The 1987 Brundtland Commission Report defined sustainable development as “development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs”. Sustainability can be described as the destination, or the goal and sustainable development as the journey or strategy to get to achieve that goal.

1.4 As one of the largest local employers, consumers and provider of goods and services, CMFT recognises the need and responsibility to undertake our activities in a way which minimises our environmental impact and ensures we have a wider impact as a Good Corporate Citizen on the local environment, economy and community.

1.5 This strategy and plan sets out our key commitments, objectives and actions to improve the environmental sustainability of our organisation, and deliver real bottom line savings through a combination of quick wins, and spend to save carbon reduction initiatives. Underpinning this will be a Trust wide staff awareness and behavioural change campaign.

1.6 We are committed to working in partnership and maintaining a positive and on-going dialogue with our PFI providers, Facilities Management (FM) Service Providers and other key stakeholders to deliver this strategy and the associated actions.

1.7 The NHS Carbon Reduction Strategy outlined four key priority actions for NHS Trusts, and this SDMP has been structured to fulfil these requirements:

- Establish a Board approved SDMP;
- Sign up to the NHS Good Corporate Citizenship Assessment model;
- Monitor, review and report on carbon emissions; and
- Actively raise carbon awareness at every level of the organisation.

1.8 This SDMP sets out the Trust’s vision and priorities, the drivers for sustainability, methods of measurement and monitoring, proposals for implementation and communication and organisational roles and responsibilities.

2. CMFT’s Vision and Priorities

2.1 Our vision is to be a leading green and sustainable hospital, delivering high quality care in a resource efficient and sustainable manner. We will achieve this through a combination of investment in energy efficient technologies and infrastructure underpinned by a Trust wide staff awareness and behavioural change programme.
2.2 All staff within the Trust will have sustainability considerations at the heart of their roles.

Our overarching priorities are:

- To reduce our direct carbon footprint by a minimum of 2% year on year, through a combination of technical and behavioural measures. This will be reported as an absolute figure as well as a benchmark.
- To embed sustainability considerations into our core business strategy;
- To work collaboratively with our key contractors and stakeholders to deliver a shared vision of sustainability; and
- To ensure that the Trust complies with all statutory sustainability requirements and national strategy requirements.

3. Drivers for Sustainability

3.1 The publication of the NHS Carbon Reduction Strategy for England in January 2009 set out a mandatory framework for NHS organisations to embed sustainability into their operations.

3.2 The Climate Change Act of 2008 introduced a legally binding UK Government target to reduce carbon emissions by 80% by 2050 with interim targets of 10% by 2015 and 34% by 2020 compared to 1990 levels. As the largest public sector emitter, the NHS has a duty to respond to these targets. This SDMP represents our strategy for responding to these targets.

3.3 In 2012/13 the Trust reported 36,903 tonnes of CO$_2$ emissions under the CRC Energy Efficiency Scheme, costing £442,836. This financial obligation is set to increase as the price of carbon increases to £16/tCO$_2$ in 2014/15. This is a significant driver to reduce our energy consumption.

3.4 The Civil Contingencies Act 2004 requires all NHS organisations to prepare for adverse events and incidents and includes mandatory disclosures on climate change adaptation and mitigation.

3.5 The Public Services (Social Value) Act 2012 requires all commissioners of public services to consider taking into account economic, social and environmental value, not just price when purchasing goods and services.

3.6 As a Foundation Trust, CMFT must report annually to Monitor on sustainability and energy performance.

3.7 The NHS Carbon Reduction Strategy 2009 asks all NHS organisations to sign up to the Good Corporate Citizenship Assessment model and to produce a Board approved Sustainable Development Management Plan (SDMP).

3.8 There is a mandatory requirement for NHS Trusts to report annually on sustainability performance as part of the HM Treasury Sustainability Reporting Framework.
3.9 Energy costs are rising, the cost of waste disposal is increasing and resources are becoming scarcer. Improving sustainability will realise significant financial savings which can be reinvested into patient care.

4. Measurement and Monitoring

4.1 The three key measures that the Trust will use to assess its progress in implementing sustainability are the Good Corporate Citizenship Assessment Model, the size of the Trust’s Carbon Footprint and the SDMP Action Plan.

**Good Corporate Citizenship Assessment Model**

4.2 To support NHS organisations with the implementation of sustainability, the NHS Sustainable Development Unit have developed a model called the Good Corporate Citizenship (GCC) Assessment tool.

4.3 The GCC Assessment tool is a qualitative self-assessment tool for NHS organisations to evaluate and monitor progress against sustainability, and identify areas for improvement. The tool contains eight sections: Travel, Procurement, Facilities Management, Workforce, Community Engagement, Buildings, Models of Care and Adaptation. The Trust is committed to using the GCC tool to measure its progress in implementing sustainability.

![Figure 2 – Trust GCC Performance, 2013 (score of 54%)](image-url)
Carbon Footprint

4.4 In 2009/10 the Trust’s carbon footprint was 56,000 tCO₂ (based on direct emissions only). Other organisations have used 2007 as their baseline year, but 2009/10 has been used by CMFT as the baseline year, as the Trust’s Estate changed significantly after 2007 and accurate data was not available. The Trust will expand its reporting of carbon footprint data to encompass indirect emissions (procurement, travel, waste). Collection of good quality data is essential to support this process.

Baseline Carbon Footprint 2009_10

SDMP Action Plan

4.5 Appendix A contains the SDMP Action Plan with detailed actions setting out how our targets will be achieved. The action plan is structured under the following headings:

- Energy & Carbon Management;
- Procurement & Food;
- Low carbon travel, transport & access;
- Water;
- Waste;
- Designing for the Built Environment;
- Organisational & workforce development;
- Governance;
- Finance; and
- Climate Change Adaptation.

4.6 The SDMP Action Plan is supported by a Capital Investment Plan which will be updated on a regular basis. A copy of the latest Capital Investment Plan is included in Appendix B.
Monitoring

4.7 A simple KPI dashboard will be developed to enable clear reporting against targets.

4.8 Progress on the Good Corporate Citizenship Assessment, the Carbon Footprint reduction and the SDMP Action Plan will be reported to the Carbon Reduction Group on a quarterly basis and to the Trust Board on an annual basis.

5. Implementation and Communication

5.1 A range of activities were carried out to engage staff and other stakeholders in development of the SDMP. These included:

- Trust wide staff sustainability survey;
- Attendance at a series of staff and other stakeholder engagement events with provision for gathering suggestions;
- Various staff workshops;
- Green Champions forum;
- Carbon Reduction Group; and
- Staff travel survey.

5.2 When the plan is formally launched it will be notified to staff via core team brief and Wednesday Weekly News. These media are regularly used for communication of sustainability-related information.

5.3 A summary of performance will be produced on an annual basis for dissemination to staff, following an annual survey to measure awareness and engagement. Data on staff engagement and behaviours will be measured through the Green Impact scheme.

5.4 The SDMP Action Plan has been designed to be delivered over a 7 year timeframe. The Strategy and Action Plan will be reviewed on an annual basis, and updated in line with any strategy, policy or other material changes.

6. Organisational Roles and Responsibilities

6.1 The Trust operates as a diverse organisation, with a Central site, the Dental Hospital (leased from the University of Manchester), Trafford Hospitals and a substantial number of community locations. Different FM arrangements are in place across these locations, with the majority of the Central site under a PFI arrangement. It is imperative that the Trust works with its partners to ensure the adoption of the best technical approaches to reduce carbon and improve sustainability, as well as engaging with all Trust staff and key contractors to encourage and facilitate sustainable behaviours.

6.2 The Chief Executive has overall responsibility for the Sustainable Development Management Plan. At Board level a designated Sustainability Lead is responsible for coordinating sustainable development across the Trust and reporting annually on progress. The Trust’s Sustainability-related groups and their reporting lines are shown in Appendix C.
6.3 Within Estates and Facilities there is a dedicated energy and sustainability team (comprising of an Energy & Sustainability Manager, a Trust Sustainability Lead and a Senior Energy & Sustainability Officer), reporting directly to the head of department. Other roles have sustainability as part of their remit and staff capacity to deliver the commitments outlined in the plan will be regularly reviewed.

6.4 Within the SDMP Action Plan, leads are designated for each key programme who are responsible for ensuring projects are implemented. For the SDMP to be a success, all staff must have a duty to support the implementation.
Appendix A - SDMP Action Plan

The action plan is structured under the following headings;

- Energy & Carbon Management
- Procurement & Food
- Low carbon travel, transport & access
- Water
- Waste
- Designing for the Built Environment
- Organisational & workforce development
- Governance
- Finance
- Climate Change Adaptation

A.1 Energy and Carbon Management

The Trust recognises the impact its consumption of energy has on the environment and understands that significant financial and carbon savings are achievable through reducing energy demand and improving efficiency across the estate.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Head of PFI Contract &amp; Commercial Planning, Energy &amp; Sustainability Manager, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To reduce energy demand across the Estate through a combination of quick wins, spend to save initiatives and staff awareness and behavioural change programmes.</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To reduce annual energy consumption by at least 2% year on year</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Energy bills, meter readings, Energy Remote Monitoring (ERM) and ESight, measurement of engagement and awareness</td>
</tr>
</tbody>
</table>

Action Plan

- To meet its carbon reduction target, the Trust will need to invest capital and revenue resources in delivering a range of carbon reduction programmes. On an annual basis the Energy & Sustainability Manager will update the capital plan with all planned carbon reduction schemes for the following year. The capital plan for 2014/15 & 2015/16 is included in Appendix B.
- The Trust will proactively pursue any future capital funding opportunities for carbon saving technologies.
- A staff sustainability awareness raising campaign will be developed and launched by March 2014 to encourage positive action such as 'switching off' lights and equipment when not needed. This campaign will be refreshed and reinforced on a regular basis and expanded to cover other sustainability related behaviours. Staff will also be encouraged to make energy suggestions and improvements in their own areas.
- The Trust will deliver a range of initiatives alongside the awareness campaign to promote the required behavioural changes by staff. These will include the roll out of Green Impact, an organisation specific sustainability behavioural change initiative for the academic year 2013 to 2014 on a pilot basis, and potentially on a rolling basis going forward.
• Best practice will be shared through the Corridor Manchester Low Carbon Group, the National Sustainability Best Practice Group and other appropriate forums.
• We will ensure compliance with all requirements of the CRC Energy Efficiency scheme.
• We will compare and benchmark our performance against other Trusts/Acute sector.
• We will aim to improve our current GCC Facilities score from 53% to 75% by March 2020.

A.2 Procurement and Food

The Trust recognises that procurement is the largest single contributor to carbon emissions within the NHS, accounting for around 60% of the carbon footprint. The Trust is committed to reducing the carbon impact of its procurement activities.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Head of Procurement, Purchasing Manager, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To reduce the carbon impact of the Trust’s supply chain and purchasing decisions</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To develop sustainability criteria and considerations for inclusion within tendering processes</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Using toolkits</td>
</tr>
<tr>
<td>Action Plan</td>
<td></td>
</tr>
<tr>
<td>• To identify our most carbon intensive goods and services and identify contracts where we can develop and trial improved sustainability considerations, developing these into a Sustainable Procurement Policy</td>
<td></td>
</tr>
<tr>
<td>• To reduce the number of desktop printing devices within the Trust through roll out of the Equitrac system</td>
<td></td>
</tr>
<tr>
<td>• To work closely with our facilities and catering provider, Sodexo, to encourage reductions in the use of disposable products and packaging, increased use of products from local and sustainable supply routes and more sustainable menu choices</td>
<td></td>
</tr>
<tr>
<td>• To assess and improve accessibility of SME’s and local suppliers to bid for Trust contracts</td>
<td></td>
</tr>
<tr>
<td>• To share and learn best practice through national procurement forums and the National Sustainability Best Practice Group</td>
<td></td>
</tr>
<tr>
<td>• Assess options for reducing food waste at source as well as increasing segregation</td>
<td></td>
</tr>
<tr>
<td>• We will aim to improve our current GCC Procurement score from 21% to 50% by March 2015</td>
<td></td>
</tr>
</tbody>
</table>
### A.3 Low Carbon Travel, Transport & Access

Around a fifth of the NHS carbon footprint is attributable to travel and transport. In 2014 we will launch a new Sustainable Travel Plan which details our commitments and outlines the ways in which we will encourage the uptake of sustainable travel measures by staff and reduce the reliance on single occupancy car travel. With the implementation of the forthcoming Oxford Road Corridor bus proposals this agenda will increase in profile. We are committed to driving down our carbon emissions associated with travel and transport.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To reduce the number of single occupancy car journeys and increase the uptake of low carbon options.</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To deliver an annual step change in modal shift to more sustainable travel options</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Through an annual snapshot staff survey. Measure uptake of sustainable travel incentives available to staff, e.g. cycle to work scheme and interest free season ticket loans.</td>
</tr>
</tbody>
</table>

**Action Plan**

- We will implement a new Sustainable Travel Plan covering the years 2014 to 2018. An accessible version of this plan will be produced for full dissemination and progress against the action plan will be reported annually.
- We will provide improved cycling infrastructure, including provision of a new cycle hub including drying, changing and showering facilities.
- Review the current car sharing database and look to promote more widely or adopt a new system if appropriate.
- Work closely with our Corridor Partners and Transport for Greater Manchester to deliver joint sustainable travel initiatives and attend joint travel forums.
- To encourage and support cyclists and uptake of cycling through hosting the Corridor Monthly Cycle to Work events in conjunction with University of Manchester, Manchester Metropolitan University and the Royal Northern College of Music.
- We will aim to improve our current GCC Travel score from 42% to 50% by March 2015, and to achieve a score of 75% by March 2020.

### A.4 Water

Water is a precious but sometimes undervalued resource and the Trust is a large consumer. Work within this area will focus on reviewing water usage and developing projects within those areas of the Trust that are the largest consumers of water (e.g. Renal and DSD).

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Head of PFI Contract &amp; Commercial Planning, Energy &amp; Sustainability Manager, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To ensure the efficient use of water through a review of current water usage and identification of water efficiency projects.</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To reduce year on year water consumption</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Annual water consumption data</td>
</tr>
</tbody>
</table>

**Action Plan**

- To work with the Property & Estates team to ensure that water efficient technologies are deployed within all new build, refurbishment and lifecycling programmes.
- To work with high water consuming departments to identify projects that will improve water efficiency.
- To raise staff awareness about water consumption and the importance of promptly reporting leaks and issues through incorporating corresponding criteria into the Green Impact programme.
- To carry out a steam survey to identify any system leaks, faulty traps etc.
- To work with Sodexo to reduce the routine purchase of bottled water (unless clinically required)
- We will aim to improve our current GCC Facilities Management score from 53% to 75% by March 2020.

**A.5 Waste**

The Trust has undertaken a significant amount of work to improve waste segregation and ensure correct treatment. Programmes will focus on reducing waste at source and adopting more sustainable options for disposal.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Senior Environmental Monitoring Officer, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To reduce at source total volumes of waste produced by the Trust and ensure that waste is correctly segregated to maximise recycling rates.</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To reduce year on year waste production</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Annual waste production data, recycling data</td>
</tr>
</tbody>
</table>

**Action Plan**

- To increase numbers of staff undertaking the waste training programme 'train the trainer', learning about correct segregation and disposal procedures and ensure that this training is refreshed on a regular basis
- To work towards creating a paperless environment wherever possible. This will be facilitated through raising awareness and promoting the use of alternatives.
- To raise staff awareness of waste issues and change behaviour through delivery of the Green Impact initiative and other awareness raising initiatives
- Further roll out of the Equitrac printing system
- To explore opportunities and feasibility for improving waste segregation at source and thus reducing the environmental impacts of disposal as well as reducing sorting costs
- Work with the procurement team to reduce the amount of packaging entering the Trust
- We will aim to improve our current GCC Facilities Management score from 53% to 75% by March 2020
A.6 Designing the Built Environment and Green Infrastructure

The Trust Estate is diverse, ranging from Victorian buildings to new build. The refurbishment of the existing estate and the planning and design of new buildings represents a significant opportunity to build in the most sustainable and energy efficient measures. The Trust’s Property & Estates Development team have planned and implemented a number of sustainability measures in new build and refurbishment work over recent years, for example, the Dental Hospital Energy project and the new Altrincham Hospital. Although we are located in an Urban Area there are significant pockets of green space throughout the site and we are committed to identifying and delivering a range of initiatives to make the best use of this space.

Trust Leads | Head of Property & Estates Development, Trust Sustainability Lead
---|---
Overall Objective | To ensure that buildings and environments are designed to encourage sustainability, including resilience to climate change
SDMP Target | To achieve a BREEAM rating of ‘excellent’ on all new build projects and ‘very good’ for major refurbishment projects.
How will we measure? | BREEAM rating data
Action Plan
- To invest in energy saving technologies during building refurbishment and life cycling processes to minimise the in use energy consumption
- To build broader sustainability considerations into decisions about Trust facilities, for example, sustainable travel and delivery of services in the future.
- To build climate change resilience and adaptation considerations into the planning and design of Trust Estate.
- To improve the utilisation of existing green space on site and to engage with staff, patients and local community groups in this process.
- To develop a range of measures to promote biodiversity across the Trust Estate. This may include the hosting of honeybee hives either on or near the Estate.

A.7 Organisational & Workforce Development

The Trust is committed to promoting sustainable behaviours and raising awareness of sustainability issues throughout its staff team, including the promotion of improved health and wellbeing and low carbon and active travel choices.

Trust Leads | Head of HR, Trust Sustainability Lead
---|---
Overall Objective | To promote increased awareness of sustainability and associated behavioural changes.
SDMP Target | To effectively and consistently communicate sustainability issues throughout the Trust to raise awareness and promote behavioural changes amongst all staff groups.
How will we measure? | Annual sustainability surveys, staff engagement data, energy monitoring data
Action Plan

- To develop a sustainability statement for inclusion within all new and revised job descriptions
- To develop and launch a new identity and strapline for all sustainability related communications and use this as the basis of a series of campaigns aimed at staff, focusing on different issues and promoting sustainable behaviours for the purposes of raising awareness
- To launch a pilot of Green Impact, a pro environmental behaviour change programme for 2014-15. To deliver this programme on a rolling basis, increasing engagement each year if the model can be evidenced as a successful and cost effective way of changing behaviours.
- To develop dashboard tools for communicating energy and sustainability information in an accessible manner to staff.
- To facilitate the Green Champions network to encourage more proactive participation and tangible actions from members.
- To publish articles in Wednesday Weekly News (WWN) at least twice a month covering a range of sustainability topics.
- To develop and roll out a pilot sustainability, carbon literacy training or awareness programme to staff by March 2014. To consider developing a sustainability mandatory training module for staff.
- To promote the health benefits of active travel and taking the stairs to staff.

A.8 Role of Partnerships & Networks

The Trust recognises its impact within the local community and is committed to working in partnership with its PFI providers and other key contractors and suppliers to deliver its services in a sustainable manner. The Trust has developed robust partnerships with Corridor Manchester organisations and will continue to further develop this and other partnerships for the purpose of delivering and developing joint sustainability programmes.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Board Sustainability Lead, Head of Regeneration &amp; Charities, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To work in partnership with local, regional and national stakeholders and other organisations to deliver shared sustainability goals.</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To increase sustainability engagement through networks and raise the profile of the Trust as a green organisation.</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Engagement of PFI Providers in Trust Sustainability Initiatives, number of best practice groups attended, press coverage, number of hits on the sustainability web pages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Plan</th>
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</thead>
<tbody>
<tr>
<td>- Develop and improve sustainability related information on the main Trust website</td>
</tr>
<tr>
<td>- To work with our PFI partners and Corridor Manchester partners on joint sustainability initiatives</td>
</tr>
<tr>
<td>- To actively engage with and support the ‘Manchester: A Certain Future’ strategy</td>
</tr>
<tr>
<td>- To engage at a national level with other NHS Trusts through the NPAG (National Performance Advisory Groups) to learn and share best practice</td>
</tr>
</tbody>
</table>
• To raise the profile of the Trust's sustainability initiatives through sharing and publication of best practice case studies, e.g. through the NHS Sustainable Development Unit

A.9 Governance

The Trust has a designated Board Sustainability Lead and recognises that embracing the concept of sustainable development is essential towards ensuring this is embedded across all Trust functions. The Trust has invested in a dedicated Energy & Sustainability team to support this process.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Board Sustainability Lead, Head of Regeneration &amp; Charities, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To implement the required Governance processes to ensure that sustainability is embedded across the Trust</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>Ensure that governance processes are in place to embed sustainability within organisational processes</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Annual survey, implementation of Action Plan</td>
</tr>
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Action Plan

• Report on sustainability within the annual report, including GCC score and carbon emissions
• Develop and include a mandatory sustainability impact assessment in Board papers and all capital programmes
• To complete annual NHS Sustainability Reports
• To report annually to the board on progress against the SDMP Action Plan

A.10 Finance

Adopting more sustainable working practices makes good business sense. The cost of energy is increasing and taking action to reduce emissions makes good business sense, alongside the environmental benefits of reduced carbon emissions. The true cost of carbon needs to be properly understood and accounted for within the Trusts financial systems. Sustainability will deliver true bottom line savings that can be reinvested into frontline patient care. There is also an opportunity for the Trust to generate a potential income, from Feed in Tariffs (FITS) and the Renewable Heat Incentive (RHI).

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Head of PFI Contract &amp; Commercial Planning, Energy &amp; Sustainability Manager, Director of Operational Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To invest in Sustainability and Energy Efficiency capital programmes</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To develop and implement a carbon reduction capital investment plan</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Level of investment in Sustainability and Energy Efficiency capital programmes. Spend on Utilities.</td>
</tr>
</tbody>
</table>
**Action Plan**

- To consider implementing a formal mechanism to incentivise Departments to be accountable for their energy spend
- To embed sustainability principles, criteria and metrics into mandatory board reports, risk assessments, business cases etc.
- To take advantage of local, regional and national funding opportunities which support the implementation or sustainable or low carbon initiatives

**A.11 Climate Change Adaptation**

The SDMP sets out various actions and responsibilities to mitigate climate change by reducing the Trust’s carbon footprint. Some degree of climate change is inevitable and predicted effects include flooding, extreme weather and droughts. As a Trust we will need to adapt to climate change and ensure that we continue to deliver and maintain high quality services in the light of predicted climate events.

<table>
<thead>
<tr>
<th>Trust Leads</th>
<th>Head of Emergency Planning and Business Continuity, Trust Sustainability Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>To ensure that climate change considerations are effectively incorporated into the Trust’s business continuity, emergency planning and risk assessment procedures</td>
</tr>
<tr>
<td>SDMP Target</td>
<td>To include climate change risks on the organisations risk register and to develop a climate change adaptation plan.</td>
</tr>
<tr>
<td>How will we measure?</td>
<td>Trust’s risk register, existence of adaptation plan</td>
</tr>
</tbody>
</table>

**Action Plan**

- Assess (using climate impact risk assessment tools) and include climate change impacts on the organisational risk register
- To develop a board approved climate change adaptation plan (using UKCIP and SDU guidance).
### Appendix B – Draft Capital Investment Plan

**Central Manchester University Hospitals NHS Foundation Trust**

**Phase A1 Carbon Reduction - Committed Schemes**

<table>
<thead>
<tr>
<th>Title</th>
<th>Estimated Annual Carbon Savings (tCO₂/yr)</th>
<th>Estimated Annual Cost Savings (£/yr)</th>
<th>Estimated Capital Costs (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replacement of Altrincham Hospital</td>
<td>180.0</td>
<td>£33,000</td>
<td>Funds Allocated in capital programme</td>
</tr>
<tr>
<td>Dental Hospital Heating System Replacement</td>
<td>9.6</td>
<td>£2,000</td>
<td>Funds Allocated in capital programme</td>
</tr>
<tr>
<td>Cobbett House/Doctors Residence Heating System Replacement</td>
<td>6.3</td>
<td>£1,175</td>
<td>Funds Allocated in capital programme</td>
</tr>
<tr>
<td>Installation of Flue Gas Economisers</td>
<td>405.7</td>
<td>£76,013</td>
<td>Funds Allocated from DOH fund</td>
</tr>
<tr>
<td>Installation of Boiler Feedwater Pumps</td>
<td>78.2</td>
<td>£14,344</td>
<td>Funds Allocated in E&amp;F budget</td>
</tr>
<tr>
<td>Stretford Space Rationalisation</td>
<td>156.0</td>
<td>£26,000</td>
<td>Funds Allocated in capital programme</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>836</strong></td>
<td><strong>£152,532</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Central Manchester University Hospitals NHS Foundation Trust**

**Phase A2 Carbon Reduction - Planned Schemes 2014/15 & 2015/16**

<table>
<thead>
<tr>
<th>Title</th>
<th>Estimated Annual Carbon Savings (tCO₂/yr)</th>
<th>Estimated Annual Cost Savings (£/yr)</th>
<th>Estimated Capital Costs (£)</th>
<th>Simple Payback (yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting Assessment</td>
<td>163.6</td>
<td>£30,000</td>
<td>£30,000</td>
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<tr>
<td>Optimisation of Building Management System</td>
<td>211.1</td>
<td>£39,560</td>
<td>£59,340</td>
<td>1.5</td>
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<tr>
<td>PC Hibernation</td>
<td>270.5</td>
<td>£49,600</td>
<td>£30,000</td>
<td>0.6</td>
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<tr>
<td>Reduction in Steam Losses</td>
<td>71.8</td>
<td>£53,800</td>
<td>£50,000</td>
<td>1.1</td>
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<tr>
<td>Loft Insulation</td>
<td>66.7</td>
<td>£6,250</td>
<td>£12,500</td>
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</tr>
<tr>
<td>Cavity Wall Insulation</td>
<td>133.4</td>
<td>£25,000</td>
<td>£50,000</td>
<td>2</td>
</tr>
<tr>
<td>Plant Room Insulation</td>
<td>133.4</td>
<td>£25,000</td>
<td>£50,000</td>
<td>2</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,050</strong></td>
<td><strong>£229,211</strong></td>
<td><strong>£281,840</strong></td>
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</tr>
<tr>
<td>Consultancy – PFI Fees</td>
<td></td>
<td></td>
<td>£25,000</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>£306,840</strong></td>
</tr>
<tr>
<td>Title</td>
<td>Estimated Simple Payback</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specification Change from T8 to LED - Grafton Street Car Park</td>
<td>2.3</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Lighting Controls to Main Hospital Building</td>
<td>5.0</td>
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<tr>
<td>Geothermal Energy Installation</td>
<td>5.9</td>
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<tr>
<td>CHP Installation</td>
<td>7.2</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Replacement of T12 Lighting with LED</td>
<td>7.0</td>
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<td></td>
<td></td>
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</tbody>
</table>