The Masterplan

Making Sense of Sustainable Healthcare

2018–2023

A bit about us

Manchester University NHS Foundation Trust (MFT) was established on the 1st October 2017 following the merger of the former Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospitals of South Manchester (UHSM).

We are one of the largest Acute Trusts in the UK, employing well over 20,000 staff, some of whom are deployed into our local care organisations, and we treat more than two million patients every year across nine Hospitals.

Our family of Hospitals incorporates Altrincham Hospital, Manchester Royal Eye Hospital, Manchester Royal Infirmary, Royal Manchester Children's Hospital, Saint Mary's Hospital, Trafford General Hospital, University Dental Hospital of Manchester, Wythenshawe Hospital and Withington Community Hospital.

We are the main provider of Hospital care to around 750,000 people in Manchester and Trafford, and the single biggest provider of specialised services in the North West of England. MFT also hosts and is a partner of both Manchester Local Care Organisation (MLCO) and Trafford Local Care Organisation (TLCO) who provide community services across Manchester and Trafford.

Update for 2020

Our original SDMP was updated in January 2020 to take into account new regional and national carbon reduction targets, the expansion of our organisation to include community services, and other changes which affect this plan.

Contents

Chairman's foreword

I very much welcome and support this **Sustainable Development Management Plan (SDMP)***. We have undergone significant organisational changes since our last SDMP was released in 2014 and we've made great progress on the delivery of our previous commitments. Since the last plan, healthcare budgets have devolved, two Trusts have merged to form Manchester University NHS Foundation Trust (MFT) and the production of this plan is very timely.

As a large, multi-site organisation we have a significant environmental impact. We generate substantial waste and carbon as a result of our clinical activities, and the travel and transport needed to deliver goods and services and move staff, patients and visitors impacts on local air quality. Without a firm strategy and plans to manage and reduce our environmental impact and improve efficiency and resilience, the cost of delivering our services will rise and become more challenging in a changing climate.

As an **Anchor Institution** we are committed to embedding sustainability across our own organisation, leading by example in our sector and improving the health and wellbeing of the communities we serve. We will collaborate with our healthcare partners and key stakeholders to ensure that our work is aligned to deliver a shared set of goals.

Everyone has a part to play in delivering this plan, and by working together we can achieve more and deliver sustainable healthcare.

Kathy Cowell OBE DL
Group Chairman

*All terms in bold are explained in the Glossary which can be found in Appendix 1

Greater Manchester is leading the way

This plan will contribute to the great sustainability work being undertaken right across Greater Manchester.

In 2019 both the Greater Manchester Combined Authority (GMCA) and the Greater Manchester Health and Social Care Partnership (GMHSCP) declared **climate emergencies**, publicly recognising the threat that climate change poses to our world. In November 2019, MFT joined them in declaring, and will work together with regional stakeholders to accelerate this agenda and our efforts to be carbon neutral by 2038, in line with the current target set by the GMCA.

A message from the Mayor of Greater Manchester

I have an ambition to make Greater Manchester one of the leading green cities in Europe. To achieve this, we need to accelerate our ambitious plans to reduce waste, protect and enhance our natural resources, decarbonise our energy and tackle air pollution.

I welcome and endorse MFT's commitment to the green agenda. This plan sets out a clear path and firm actions, and aligns with my goal to bring Greater Manchester's date for achieving carbon neutrality forward by at least a decade to 2038.

Andy Burnham
Mayor of Greater Manchester

Introduction

This ambitious SDMP sets out our vision, strategy and objectives for delivering sustainable healthcare across the city of Manchester, Trafford and beyond. Our SDMP is underpinned by annual delivery plans and progress reported in the annual report.

A sustainable health and care system delivers high quality healthcare within the available social, economic and environmental resources. It provides added value for taxpayers and improves public health within the context of diminishing financial and natural resources. We cannot change the past, but we have a moral and ethical responsibility to leave behind a world that is not polluted or depleted of essential resources for future generations.
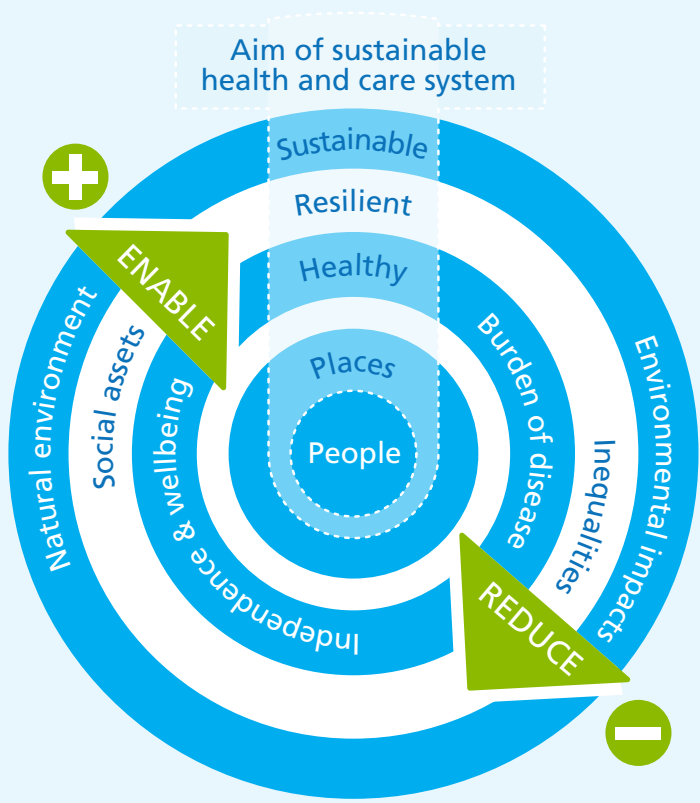
What is Sustainable Healthcare?

Enable the positives

By valuing our physical and social environment, we can restore our natural environment and strengthen our social assets, while enhancing our independence and wellbeing at both a personal and community level. By doing so we improve the quality of care, build strong communities and generate conditions where life is valued in ways that current generations can be proud to pass on.

Reduce the negatives

By radically reducing the harmful impact of how we currently live we can stop wasting finite resources, reduce the burdens of preventable mental and physical ill health, reduce social inequalities and reduce risks from a changing climate. In addition, many interventions that reduce harmful impacts also promote positive co-benefits and reduce the burden of disease.

Why do we need this strategy?

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.

We are legally obliged to address climate change, achieving **net zero** carbon emissions by 2050 as set out in the UK's Climate Change Act (CCA) which was amended in June 2019. This strategy responds to this and other requirements placed on the Trust to manage and reduce our environmental impact.
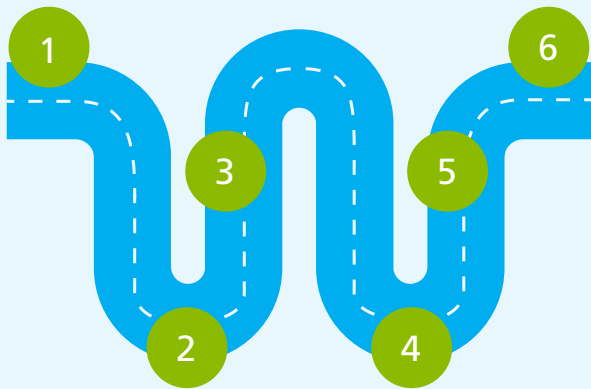
As a leading local Anchor Institution, we play an important role beyond the boundaries of our Estate, in contributing to a greener, healthier and more prosperous Greater Manchester. Manchester ranks fifth out of 326 local authorities in England, where number one is the most deprived. Life expectancy is 8.1 years lower for men and 7.0 years lower for women in the most deprived areas and alcohol-related hospital stays are worse than the average for England. The dominant causes of morbidity and mortality are now chronic and preventable long-term conditions, which are exacerbated by poverty, stress, air quality and dietary and lifestyle factors such as obesity and inactivity. The population is ageing, and by supporting people to live well for longer, and addressing health and social inequalities present in our local communities, we can help to reverse this trend and improve health outcomes.

We've developed our SDMP to be inclusive and representative whilst responding to a rapidly changing world. Sustainable healthcare will help our budgets stretch further; it contributes towards the green ambitions of Greater Manchester and it will reduce pressure on health services.

Business-as-usual is simply not an option any longer. We are facing an increasingly complex series of interconnected challenges. Patient numbers will continue to increase and, without a plan, our **carbon footprint** will not reduce in line with legal obligations, and we would not hit local and national targets. Collective action delivered by multi-stakeholder partnerships is essential if we are to deliver sustainable healthcare.

Navigating this strategy

What happens if we don't implement our SDMP?

— BAU based on Patient Contact

Based on projected future patient activity, our carbon footprint will continue to grow and we would not meet our mandatory obligations. This graph does not include carbon emissions or patient contact data from the Manchester and Trafford Local Care Organisations.

Vision for sustainable healthcare

Fundamental and innovative long-term transformations are needed if we are to respond to an emerging future and protect the environmental, financial and social sustainability of the Trust.

We are committed to being a leader in sustainable healthcare, by reducing environmental impact, protecting our natural environment, empowering staff and operating responsibly, enhancing social value and collaborating with our stakeholders across the system to generate the best health and quality of life for all who live and work within the communities we serve. This will be achieved by embedding sustainability into workplace practices and across our supply chain, applying our Trust's vision of 'Together Care Matters', and recognising that we can achieve more by working in partnership.

Some of the targets set in our SDMP are not a quick fix and may exceed the lifetime of this strategy, but it is our duty to be open and honest about the successes and challenges we face. We are ready to be bold in order to become a leading provider of sustainable healthcare.

What's in the strategy?

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.

To help inform the content of this strategy, and ensure that we covered all aspects of sustainability, we identified **Four Core Themes**.

Environment
Realising environmental gain

Improving environmental efficiency across our estate and using resources more efficiently.

Health
Enhancing health and wellbeing

Supporting the health and wellbeing of patients and staff by providing healthy spaces and empowering healthy choices.

Future
Being future ready

Increasing the resilience of our organisation and assets to future demands and pressures.

Community
Delivering social value

Enhancing our role and impact in the community by thinking and working beyond the boundaries of our hospitals and health centres.

The **Four Core Themes** have been applied across the 10 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.

| Corporate Approach | Asset Management & Utilities | Travel & Logistics | Adaptation | Capital Projects |
| Greenspace & **Biodiversity** | Sustainable Care Models | Our People | Sustainable Use of Resources | Carbon / **GHGs** |

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 MFT 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.

Developing the SDMP

The process of developing this strategy involved staff as well as wider stakeholders. This was important to ensure that it reflected the needs and ambitions of our organisation, and empowered staff to contribute and embed sustainable healthcare within their roles and departments.

1 →
We reviewed legacy plans and performance to date.

2 ↓
Baseline assessment
Our latest SDAT score and action plan identified areas for improvement and best practice.

4 ↓
A **materiality assessment** was undertaken to gather insights on the relative importance of specific sustainability issues and inform our strategy. We considered the scale of impact and influence across all ten modules of the SDAT. Further detail is contained within Appendix 2.

3 ←
Stakeholder engagement
We held workshops with key stakeholders to understand priorities, consider future trends and inform the content of the strategy.

5 →
Wider staff consultation
We shared our initial aims and objectives across the organisation and gathered feedback.

6 ✓
Finalising the strategy
Feedback and staff input was taken on board in the development of the full strategy.

Drivers for change

Drivers provide legal and policy context for improving sustainability and can be categorised into five key groups, as outlined below. These drivers are correct at the time of publication but are subject to regular review and updates across the lifetime of this strategy.

1. Legislative

Civil Contingencies Act
Climate Change Act
Environmental Protection Act
Public Services (Social Value) Act
European Emissions Trading Scheme
The Waste Regulations
The Environment Bill

2. Healthcare specific guidance, strategies and policies

NHS Standard Contract – Current Service Conditions for Sustainable Development
HM Treasury's Sustainability Reporting Framework
Public Health Outcomes Framework
Fair Society, Healthy Lives (The Marmot Review)
NHS Long-Term Plan
Sustainable Development Strategy for the Health and Social Care System 2014-20
Adaptation Report for the Healthcare System
The Carter Review
NICE guidance – physical activity, walking and cycling
Health Technical Memoranda and Health Building Notes
Sustainable Transformation Partnerships Plan
The Naylor Review
NHS Constitution

3. International and European Guidance

EU Waste Directive
Intergovernmental Panel on Climate Change Global Warming of 1.5°C Report
United Nations Sustainable Development Goals
World Health Organisation: Environmentally Sustainable Health Systems in Europe
World Health Organisation: European Policy for Health and Wellbeing
The Global Climate and Health Alliance
Mitigation and Co-benefits of Climate Change

4. UK Strategy and Guidance

National Policy and Planning Framework 2012
DEFRA The Economics of Climate Resilience
The Stern Review 2006: The Economics of Climate Change
HPA Health Effects of Climate Change
National Adaptation Programme
Making The Country Resilient To The Changing Climate
DEFRA 25 Year Plan
Clean Air Strategy
Building Regulations
Government Buying Standards

5. Manchester; local strategies and plans

GMCA 5 Year Plan for the Environment
Greater Manchester Climate Change and Low Emission Implementation Plan
Greater Manchester Transport Strategy 2040
Greater Manchester Air Quality Action Plan
Green and Blue Strategy and Action Plan
Manchester Joint Health and Wellbeing Strategy
Made to Move
Manchester Population Health Plan
Our Manchester – The MCR strategy
Plastic Free GM campaign
Natural Capital Investment Plan
Greater Manchester Local Industrial Strategy
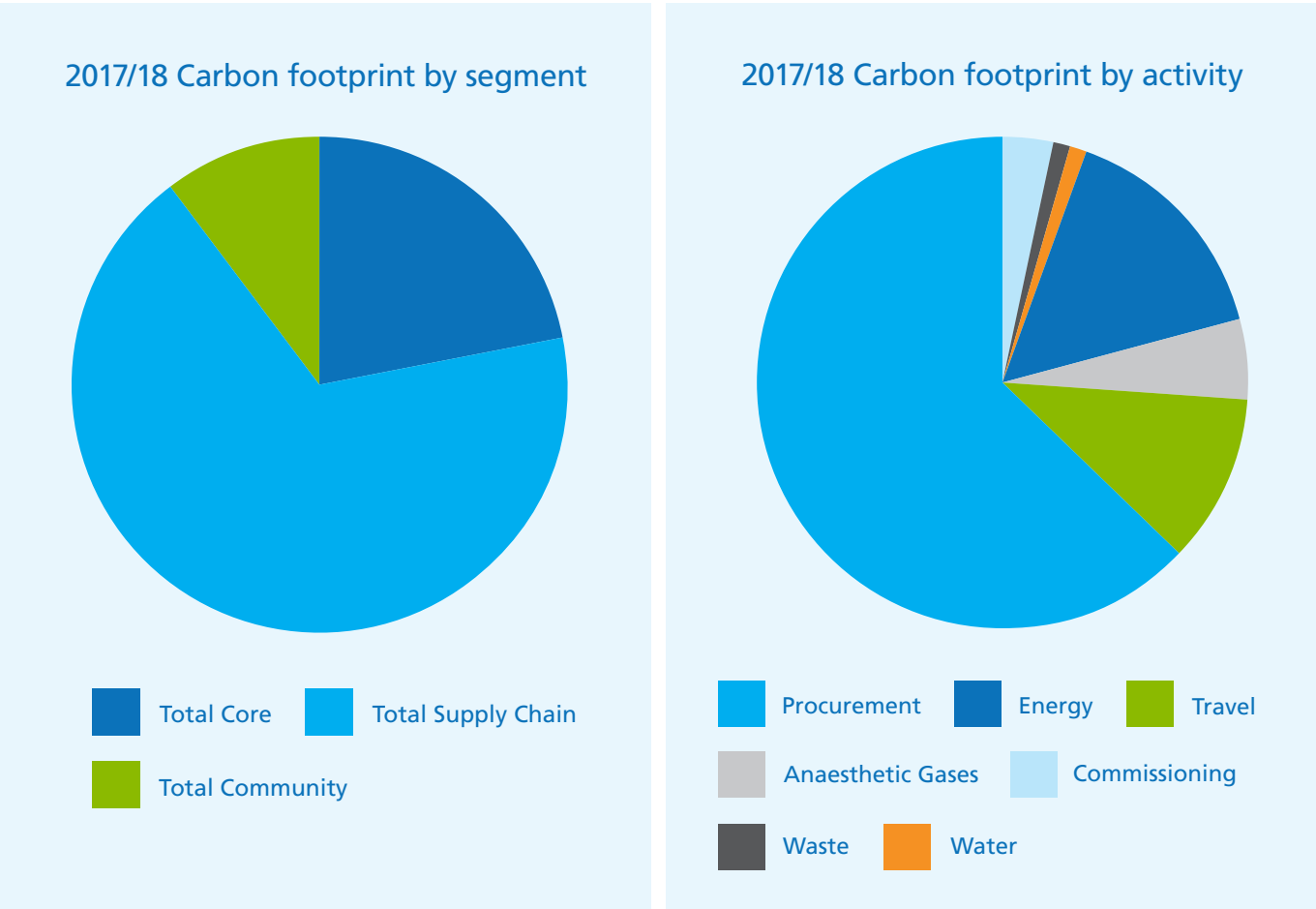Greater Manchester Spatial Framework

Progress to date

All our activities have a carbon footprint and this is categorised into three segments: core, supply chain, and community emissions.

Core: Scope 1, 2, and 3 emissions from energy, waste, water, business travel and transport, and anaesthetic gases.

Supply Chain: All scope 3 emissions from 'non healthcare provider' supply chain – this includes the extraction of raw materials, their transport and processing into items used by the Trust.

Community: All emissions from staff commuting, patient and visitor travel, and inhaler use.

2017/18 Carbon footprint by segment

- Total Core
- Total Supply Chain
- Total Community

2017/18 Carbon footprint by activity

- Procurement
- Energy
- Travel
- Anaesthetic Gases
- Commissioning
- Waste
- Water

We categorise our emissions by segment, following guidance from the **Sustainable Development Unit (SDU)**, to give a better understanding of what emissions we have control over and where reductions can be made.

Scopes are used to identify where the emissions are coming from. Scope 1 covers direct emissions from owned or controlled sources, Scope 2 covers indirect emissions from the generation of purchased energy and Scope 3 covers all other indirect emissions in the value chain.

Our core emissions account for 22% and supply chain and community account for 78% of our total carbon footprint. We have less control over supply chain and community emissions but we will work to influence reductions in these segments over the period of this plan by working with our suppliers, contractors, FM providers and major stakeholders.

The accuracy of measuring supply chain and community emissions is lower due to a reliance on assumptions and external data sources, however despite these challenges we are fully committed to including them within our strategy and reporting processes. When reporting on our carbon footprint, we will report on areas where we have made tangible reductions, as well as any increases and we'll explain the reasons why.

Our carbon footprint is also influenced by various unavoidable and external factors. These include but are not limited to;

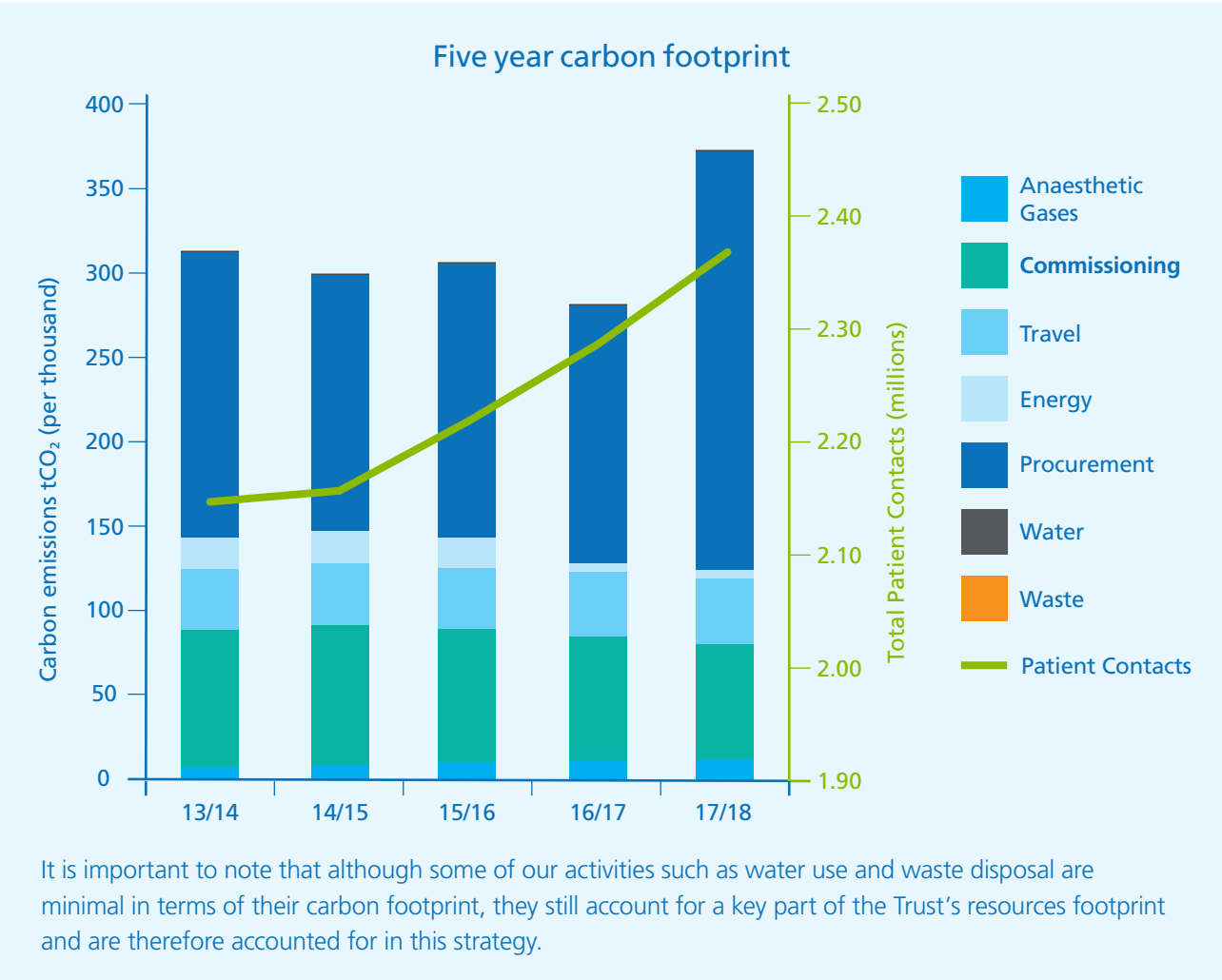| Factors	MFT changes 2013 - 2018
Carbon conversion factors (Set by the UK Government)	Change annually, electricity generation has significantly decarbonised due to the rise of renewables and nuclear
Patient contact	10.1% increase
Opening hours	Increase in evening and weekend clinics
Weather	6% increase in **heating degree days**
Changes to our Estate	21% increase in the size of our Estate

There are methodologies that we use within our reporting to account for these factors, in order to clearly assess our performance.

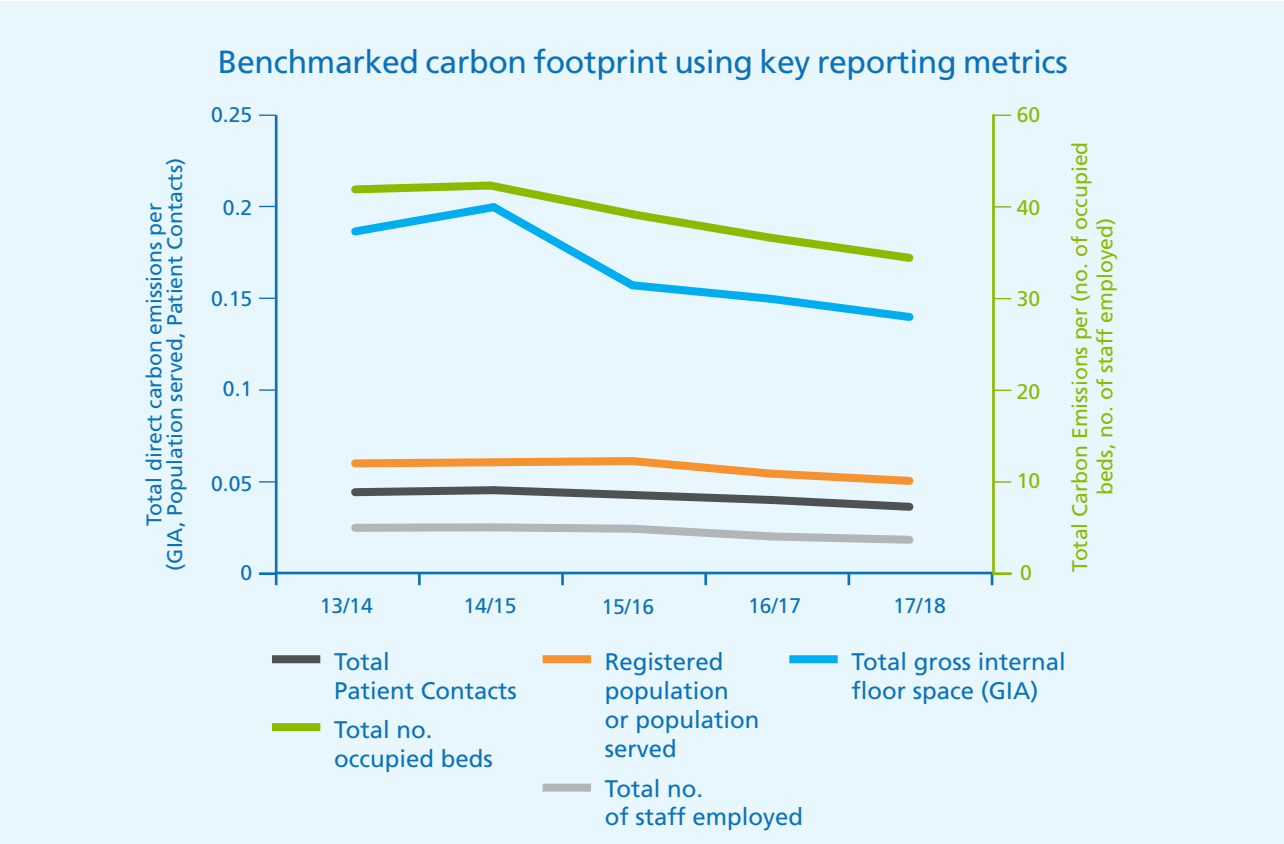## Performance since the last strategy

In 2014, the legacy Trust sustainability strategies both set a target of a 2% reduction in total (or absolute) Scope 1 and Scope 2 carbon emissions per year, against a 2013 baseline.

Despite facing various challenges as indicated in the table above, we have reduced our absolute Scope 1 and Scope 2 emissions by 3% against a 2013 baseline.

Although a separate target was not defined in our previous strategies, Scope 3 emissions have also decreased by 7.3% in this time.

Five year carbon footprint

It is important to note that although some of our activities such as water use and waste disposal are minimal in terms of their carbon footprint, they still account for a key part of the Trust's resources footprint and are therefore accounted for in this strategy.
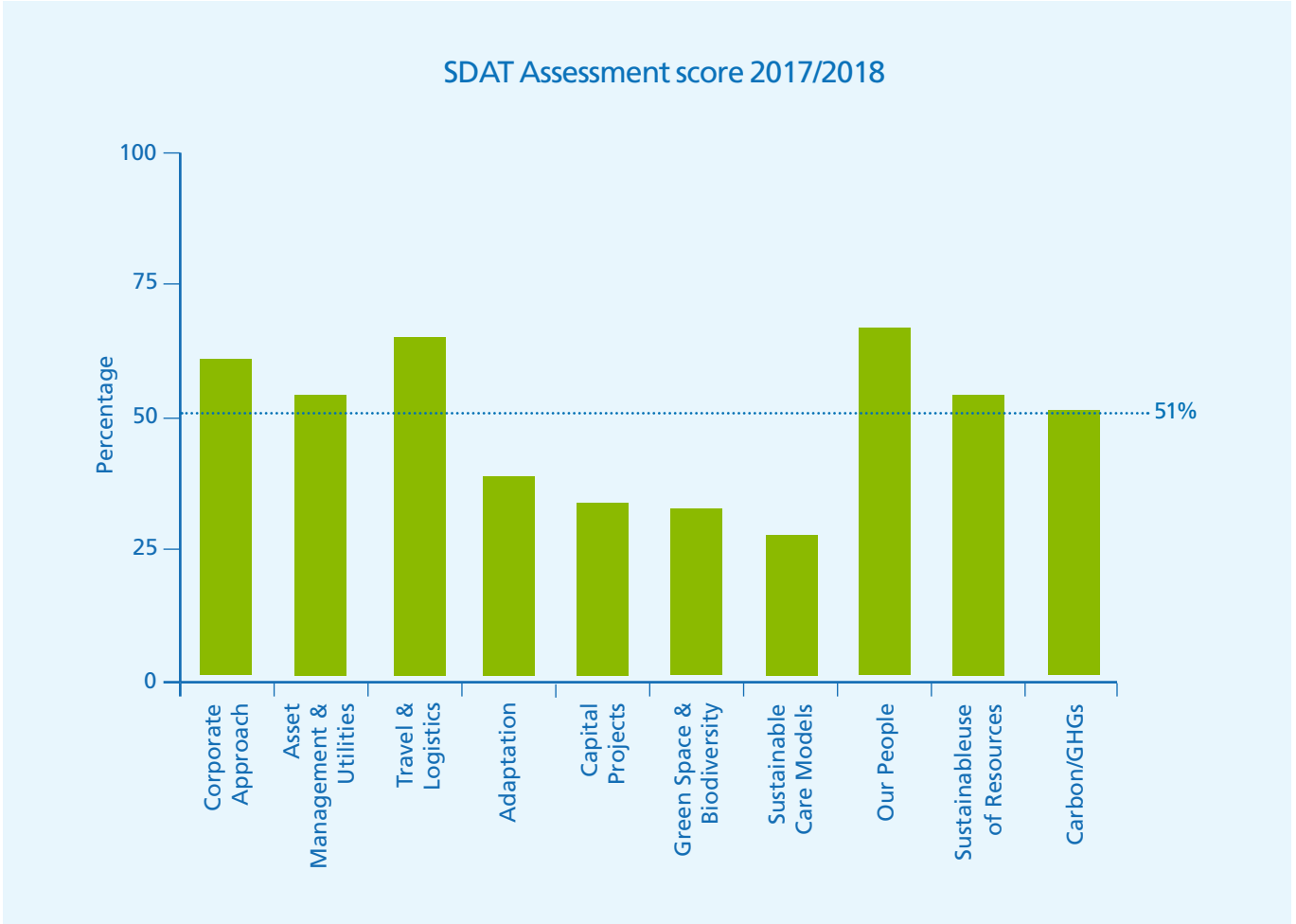
Using recognised sustainability reporting metrics for the healthcare sector, we have measured a 25% reduction in core emissions per gross internal floor space (m²) and a 28% reduction against staff employed (FTE). Performance against other metrics is highlighted below.

Benchmarked carbon footprint using key reporting metrics

You can find more information on our performance against these metrics, major schemes and other deliverables within our Annual Reports.

In addition to reductions in our total carbon footprint, we have also made progress against qualitative reporting metrics, such as the SDAT tool. This tool was released in late 2017 to replace the previous Good Corporate Citizen assessment and the scores are not easily comparable.

The overall score for our 2017/2018 assessment was 51%, slightly above the average for similar Acute Trusts. We have made good progress in areas including our people, travel and logistics and corporate approach. As the SDAT is a self-assessment tool, we maintain a robust audit trail and evidence file to justify our scoring.

SDAT Assessment score 2017/2018

How we currently contribute to the UN SDGs

GOAL	CONTRIBUTION
1 No Poverty End poverty in all its forms everywhere	Stakeholder in Trafford and Manchester **Local Care Organisations** (TLCO and MLCO), which run statutory community health and social care services. MFT provides work experience placements and internships.
2 Zero Hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	**PFI** facilities management provider supports a 'Stop Hunger' campaign and has a payroll giving scheme. Dedicated Patient Dining Group, which looks at ways to improve food quality, choice and overall dining experience.
3 Good Health and Well-being Ensure healthy lives and promote well-being for all at all ages	Sit on Trafford and Manchester Health and Wellbeing Board. We have rolled out Chathelp at our partnership schools. We are a key stakeholder in the Manchester Population Health Plan 2018 – 2027, the city's overarching plan for reducing health inequalities.
4 Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	MFT actively supports Apprenticeships. Two Supported Internship Programmes support young people with learning disabilities to access employment opportunities and gain qualifications, helping to obtain and retain paid employment.
5 Gender Equality Achieve gender equality and empower all women and girls	Our Equality and Diversity Policy was released in 2017. 80% of our workforce is female and 62% of senior staff (directors and above) are female. As part of our policy, there are no gender specific roles.
6 Clean Water and Sanitation Ensure availability and sustainable management of water and sanitation for all	Water use and efficiency is closely managed and we report usage and emissions annually. All procedures and responsibilities are found in our Water Safety Policy.
7 Affordable and Clean Energy Ensure access to affordable, reliable, sustainable and modern energy for all	We deliver an ongoing programme of energy efficiency measures, including installing the planning of **combined heat and power** (**CHP**) networks and upgrades to LED lighting across all sites.
8 Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	We offer a Pre-Employment programme providing opportunity for local unemployed people. Since 2009, the Trust has worked with partners to offer a vocational programme for people interested in working at the Trust, either in a clinical or non-clinical capacity. Since 2016; the Trust has supported an additional 15% more apprenticeships. We measure and set targets for SME spend.
9 Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	Software applications are in place to bring together clinical and administrative date as part of our Electronic Patient Records (EPR) rollout. Energy efficiency and resilience is a key priority within our sustainability programmes. Commitment to the Greater Manchester Combined Authority's (GMCA) goal of net zero carbon buildings by 2028.

GOAL	CONTRIBUTION
10 Reduced Inequalities Reduce inequality within and among countries	We have a number of programmes to recruit overseas health professionals.
11 Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable	Make the most of assets so that the local community can benefit and MFT sponsorship of the Manchester Health Academy. Contributing to the development of a sustainable development plan across the health and social care sector in Greater Manchester (Greater Manchester Health and Social Care Partnership)
12 Responsible Consumption and Production Ensure sustainable consumption and production patterns	We work across our supply chain to realise opportunities for wider benefits and embed sustainability principles into all of our contracts and throughout the lifetime of our goods and services.
13 Climate Action Take urgent action to combat climate change and its impacts	We recently developed our first **Climate Change Adaptation** Plan (CCAP) and will be forming a working group to oversee this delivery area.
14 Life below Water Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Facilities management contractor, Sodexo have a strategy on sustainable seafood and maintain a wide variety of sustainable species in catalogues and menus.
15 Life on Land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss	We have implemented various schemes to improve greenspace provision and in August 2018 commissioned ecological and **natural capital** surveys of all main sites.
16 Peace, Justice and Strong Institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	We have a **modern slavery** statement and transparent reporting on organisational performance. Sit on the MFT Modern Slavery Working Group
17 Partnership for the Goals Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	We've included the SDGs within our strategy to ensure that we can work together with stakeholders towards sustainable development and to help understand where activities can contribute.

Highlights to date

Awards and accolades

Excellence

in sustainability reporting for 2015/16 and 2016/17

2018

Gold Travel Choices Award from Transport for Greater Manchester

2017

Overall winners at the NHS Sustainability Day Awards

Winners in the Environmental Improvement Category at the Health Business Awards

NHS and Public Service silver Green Apple Award

Travel

8%

reduction in **single occupancy car journeys** against our 2015 baseline and a 5% increase in active travel

Energy

£400,000

invested in energy efficiency schemes since 2017

Waste

80 tonnes

of CO_2 and over £166,000 saved through our reuse network Warp it since 2016

Biodiversity

8

is the average number of honeybee hives that have been kept on the roof of the Trust headquarters since spring 2017, supported by trained staff beekeepers. Excess honey is sold and profits donated to sustainability projects

Staff engagement

5,000

sustainability actions have been completed through our staff engagement programme, **Green Impact**. We are the largest and most successful NHS Trust to take part
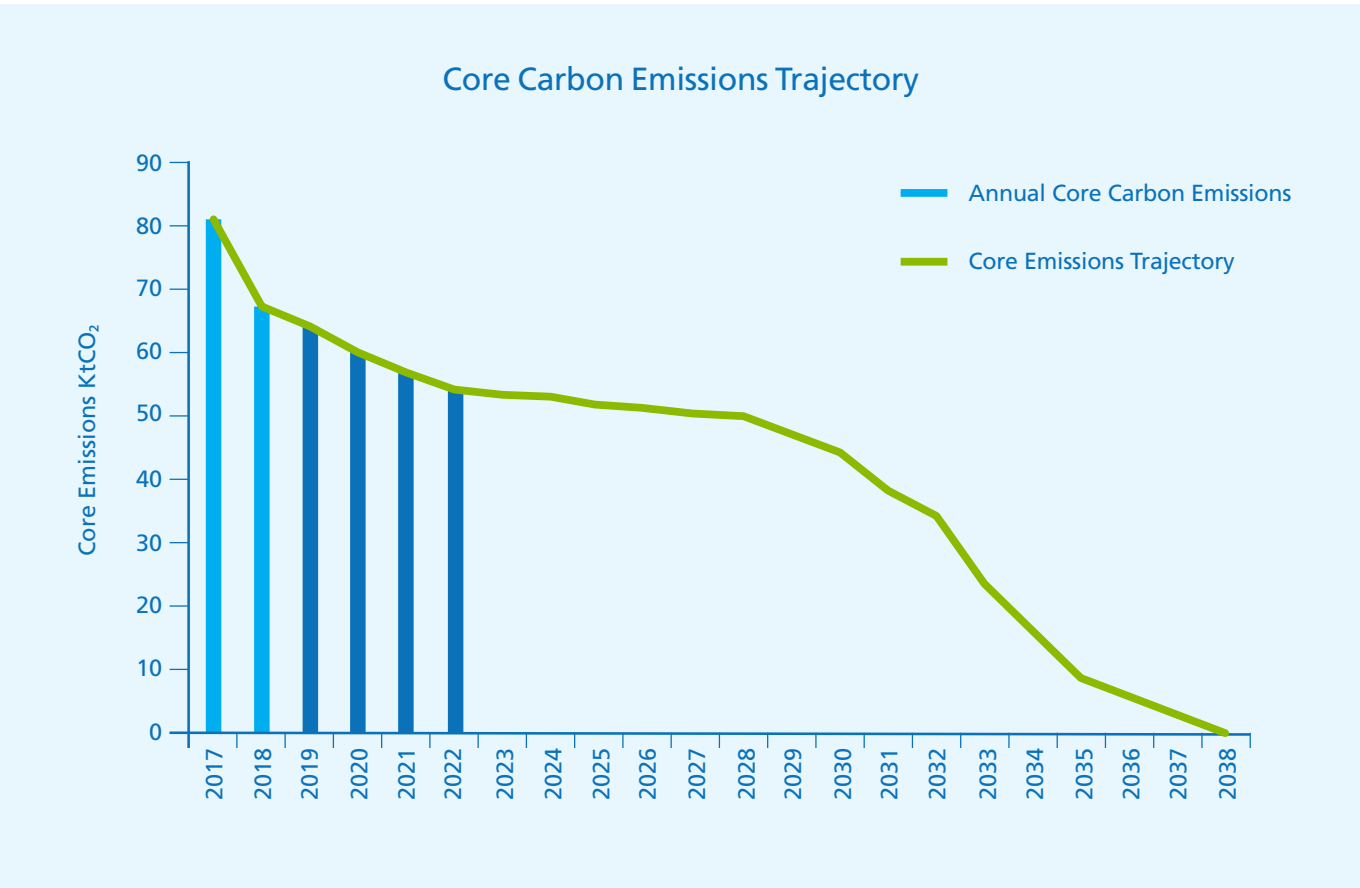
What we want to achieve

To become a leader in sustainable healthcare, we need to set ambitious goals and carbon reduction targets. We are in a unique situation as, whilst we are legally obligated to meet the Climate Change Act target of net zero carbon emissions by 2050, we have twelve years less than the rest of the NHS to do this if we align our targets with the 2038 target set by the Mayor of Greater Manchester. This will require a significant upshift in the pace and scale of our delivery programmes.

We've set three overarching goals for this strategy which are underpinned by the specific objectives in the Areas of Focus section.
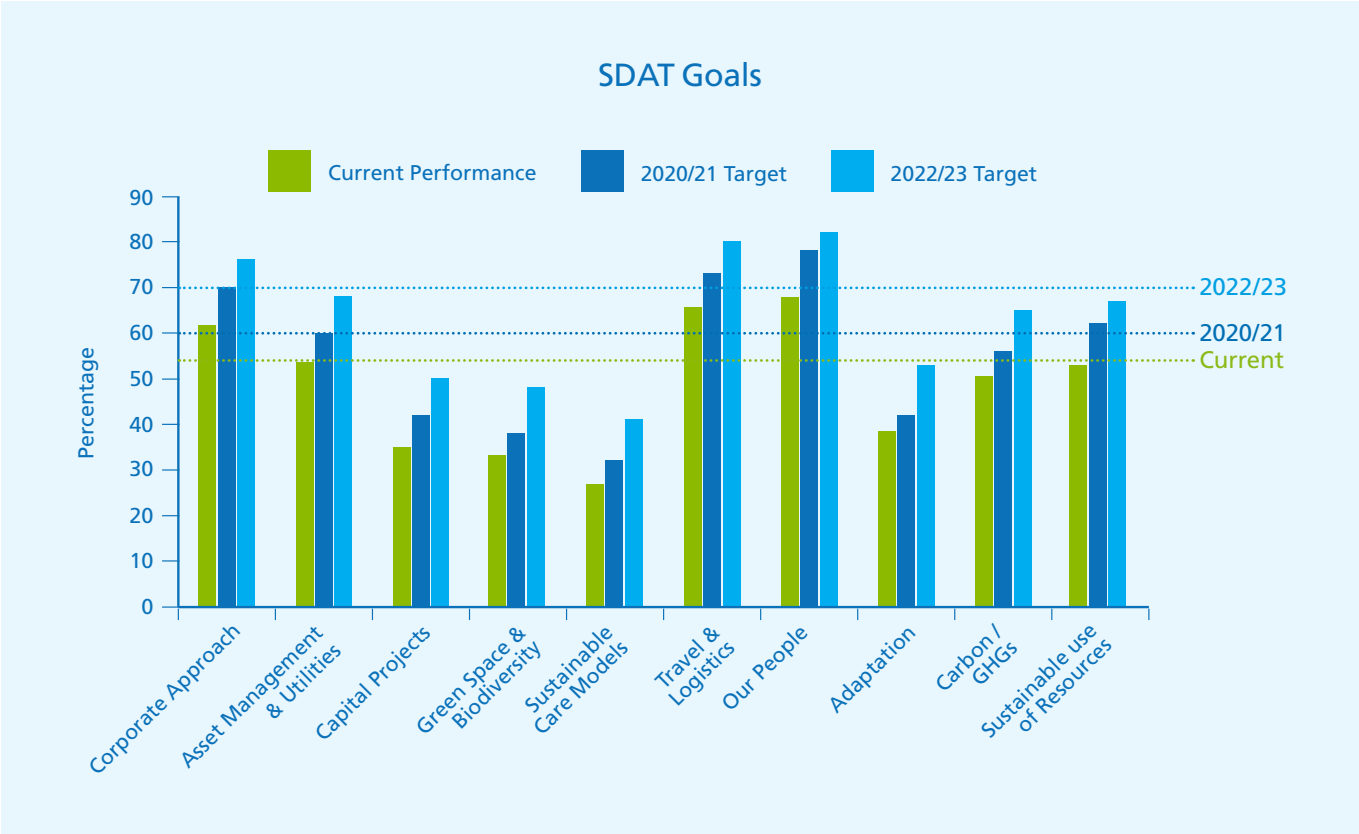
GOAL 1
To reduce our core carbon emissions by 33% by 2023/24 against the 2017/18 baseline, working within our carbon budget for the period of this plan, and influence reductions in carbon emissions from our supply chain and community.

Core Carbon Emissions Trajectory

Legend:
- Annual Core Carbon Emissions
- Core Emissions Trajectory

Y-axis: Core Emissions KtCO$_2$
X-axis: 2017 to 2038

Setting this goal means that we can deliver the Mayor's 2038 target, but as this date is not legally binding, we have a further 12 years to make up any difference if required, particularly in light of further major organisational changes.

In terms of our qualitative performance, we will use the SDAT to measure progress. While we aim to increase our score across all areas, we will be focusing on those identified as high influence and high impact within the materiality assessment, including greenhouse gases, asset management and utilities and climate change adaptation.

GOAL 2
To achieve an overall score of at least 70% in the SDAT within the lifetime of this strategy.

SDAT Goals

Legend:
- Current Performance
- 2020/21 Target
- 2022/23 Target

Y-axis: Percentage (0 to 90)
Categories: Corporate Approach, Asset Management & Utilities, Capital Projects, Green Space & Biodiversity, Sustainable Care Models, Travel & Logistics, Our People, Adaptation, Carbon / GHGs, Sustainable use of Resources

We are relatively early on in the process of addressing the sustainable development goals, and we must embrace these if we are to deliver sustainable healthcare. We can achieve this by embedding the SDGs into the core of the organisation, corporate strategy and across our activities.

GOAL 3
To embed the UN SDGs across all of our sustainability activities, including all related strategies, plans and policies.

▌Areas of focus

We've considered each of the 10 modules of the SDAT and set out our overall aim, specific objectives and considered how we will measure and evidence progress. Our current performance, in conjunction with the materiality assessment and the staff consultation has informed this section. We've also indicated which of the SDGs we will be contributing to within each section.

Corporate Approach

It is essential that senior staff, stakeholders and governors are engaged in, and accountable for, delivering our SDMP, and that policies, procedures, business cases and processes reflect this.

Aim: To ensure that sustainability is embedded within organisational strategy and processes, and that we deliver, monitor and report on progress supported by a nominated board level sustainability lead.

Realising environmental gain

- Maintain an ambitious and up to date strategy and report performance quarterly to senior management and annually to the Board.
- Establish a sustainability leadership and training programme for staff and governors.
- Enable staff, patients and visitors to provide regular feedback and suggestions to improve sustainability performance.

Enhancing health and wellbeing

- Support Manchester and Trafford Local Care Organisations to deliver community services focused on the prevention of ill health, achieving co-benefits and a shared responsibility for health and wellbeing.
- Establish a Healthy Estate with a greater focus on improving the environmental determinants of health such as food, active travel, green space, air quality and biodiversity.

Being future ready

- Develop and deliver a sustainable procurement strategy, led by a nominated Sustainable Procurement Lead.
- Develop a Sustainability Impact Assessment for Business Cases.
- Work together with our community services and the Greater Manchester Health and Social Care Partnership (GMHSCP) to embed sustainability beyond the boundaries of our hospitals.

Delivering social value

- Contribute to and deliver against key local environmental strategies.
- Inform sector sustainability guidance and policy, learn from best practice and share progress within the healthcare sector and beyond.
- Play an active role as an Anchor Institution, creating opportunities for local communities such as work experience and access to employment, thus contributing to the local economy and improving local population health.

Measuring progress

- Assess SDAT score in line with targets.
- Carry out annual sustainability surveys to measure staff awareness levels.
- Include a comprehensive sustainability section in the annual report.

Capital Projects

Refurbishing and developing the Estate allows us to embed sustainability and efficiency using smart design and emerging technologies across our improvement works.

This requires taking a **whole life costing** approach to projects by considering sustainability in design, construction, commissioning, operation and decommissioning, helping to future-proof our organisation.

Aim: To reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages.

Realising environmental gain

- Develop sustainability guidelines for all Capital Projects including major refurbishments, driving resource efficiency through the Estates Strategy.
- Take a design for performance approach to Capital Projects, including application of the **BSRIA Soft Landings Framework**.
- Nominate a sustainability lead for large scale projects to work alongside the capital team applying recognised methodologies such as **BREEAM** to guide selection of appropriate measures and maximise benefits.
- Inform staff how the heating, cooling, lighting and ventilation of their building operates, and how they can report any performance issues.

Enhancing health and wellbeing

- Prioritise access to natural light, ventilation, greenspace, and active travel infrastructure in the development and refurbishment of Trust Estate.

Being future ready

- Work with contractors to take a whole life costing approach to new building design and refurbishment and maximise in-use energy and water efficiency.
- Incorporate sustainability into the refurbishment and decommissioning process.
- Adopt the GMCA zero carbon buildings by 2028 target for all new Trust developments.

Delivering social value

- Weight social value outcomes when procuring new services in the design and building of a new space, for example, use of local suppliers and SMEs.

Measuring progress

- Energy and water consumption, including design and in-use performance.
- BREEAM score or **WELL Building Standard**.
- Annual **PAM** Data.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Asset Management & Utilities

Our activities are intensive and constant, with utilities representing a substantial cost and environmental impact to the organisation. It's essential that we accurately measure and reduce consumption to make sure we're getting the best value for money and minimising environmental impact.

Embedding more efficient practices, new technologies and improving staff awareness will help to improve utility efficiency across everyday activities and as part of longer-term plans.

Aim: To embed energy and water efficient technologies and practices throughout our Estate and services and deliver year-on-year reductions in consumption.

Realising environmental gain

- Monitor utility consumption across our Estate and deliver a programme of targeted energy and water efficiency schemes to manage and drive down use.
- Specify renewable energy when we enter into new purchasing arrangements for electricity.
- Inform and educate staff, patients and visitors about how their actions affect energy and water consumption.

Enhancing health and wellbeing

- Respond quickly to any issues such as overheating or leaks through effective monitoring and leak detection systems.
- Educate staff about how to improve home energy efficiency.

Being future ready

- Increase on-site energy generation capacity from renewable resources.
- Assess lifecycle costs of energy and water when purchasing new equipment and use this as a criteria in decision-making.
- Include energy and water efficiency criteria when leasing buildings and define minimum standards for sustainability.
- Identify any inefficient buildings that we lease and request improvements or identify alternatives if they don't meet minimum standards for sustainability.

Delivering social value

- Work collaboratively with community partners to maximise the use of built assets and grounds.
- Monitor the air quality impacts of on-site combustion activities such as biomass.

Measuring progress

- Annual **ERIC** returns.
- Utilities Dashboard.
- Percentage of energy from renewable sources.
- Annual Sustainability Reports.

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Sustainable Use of Resources

We generate large volumes of waste and have legal responsibilities to make sure that it is properly segregated, handled and disposed of. Procurement constitutes the largest proportion of our carbon footprint and we must reduce unnecessary use of resources across all of our organisational activities.

By applying the waste hierarchy, rethinking traditional waste models and working closely with our staff and supply chain, we can move towards a **circular economy** approach and away from a throwaway culture.

Aim: To take an innovative approach to driving out waste, delivering year-on-year reductions in cost and volumes.

Realising environmental gain

- Replace **single use products** with reusable alternatives where there is a viable and lower carbon option, and be transparent when this is not feasible.
- Deliver initiatives to reduce food waste and ensure that it is treated in the most sustainable way.
- Segregate more waste streams at source to improve recycling rates and upgrade recycling facilities at all sites.
- Reduce materials for final disposal to landfill and increase material and energy recovery.

Enhancing health and wellbeing

- Provide healthy, informed and sustainable catering choices that meet and exceed national guidelines.
- Implement concessions and vending solutions to make it easier for people to make healthy choices.

Being future ready

- Use our purchasing power wisely, by working with suppliers to procure products that minimise packaging use and offer innovative solutions to waste reduction, including take back schemes.
- Move away from a 'purchase – use – dispose' approach to waste and towards a circular economy approach (e.g. buying a service rather than a product, use of leasing arrangements).
- Implement sustainability training for Procurement staff

Delivering social value

- Develop a sustainable catering policy and only work with suppliers that can deliver our requirements.
- Promote a culture of reuse and refurbishment of items if it's cost effective, rather than buying new.
- Adopt a whole life cycle approach to purchasing.
- Apply a higher weighting for social value in the procurement of products and services.
- Work with major suppliers on sustainability.

Measuring progress

- Procurement carbon footprint.
- Waste streams and volumes.
- Number of suppliers engaged with sustainability.
- Annual PAM data.

Carbon/GHGs

CO_2

Everything we do generates a carbon footprint. By measuring and monitoring emissions, we can focus on reducing this.

Setting targets, making use of new technologies and engaging staff, suppliers and contractors with our SDMP will help to reduce our carbon footprint.

Aim: To measure our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year.

Realising environmental gain

- Calculate and report carbon emissions, continually improve methodology calculations for Scope 3 and align targets with the Greater Manchester Combined Authority (GMCA) and Greater Manchester Health and Social Care Partnership (GMHSCP).

- Deliver an ambitious annual programme of carbon reduction projects targeting areas in which we can make material progress including pharmaceuticals.

- Develop a sustainable anaesthesia programme, raising awareness of the impact of anaesthetic gases on the environment and taking actions to reduce this.

Enhancing health and wellbeing

- Work with stakeholders to reduce carbon emissions associated with patient travel and supply chain.

Being future ready

- Contribute to the GMCA 5 Year Plan for the Environment and support the delivery of a GMHSCP sustainable development plan, as well as other city-region sustainability initiatives.

Delivering social value

- Calculate and report carbon emissions from procurement activities.
- Engage with suppliers on sustainability and carbon reduction.

Measuring progress

- Carbon footprint as published in our annual report.
- Carbon footprint from anaesthetic gases per patient.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Climate Change Adaptation

Climate change is one of the biggest public health threats and challenges that we face.

Extreme weather conditions, such as flooding and heat waves, are increasing in severity and frequency and are now a visible reality. 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 MFT and considering how our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts.

Aim: To ensure that our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather events, and continue to invest in adaptation and mitigation measures.

Realising environmental gain

- Nominate an Adaptation Lead and incorporate adaptation into our sustainability governance structure, corporate risk register and reporting processes.
- Invest in mitigation and adaptation technologies.
- Work with our Greater Manchester partners on adaptation planning.

Enhancing health and wellbeing

- Maximise the quality and resilience of our greenspace to help mitigate the effects of climate change.

Being future ready

- Work with key internal and external stakeholders and partners to deliver and update our Board-approved Climate Change Adaptation Plan (CCAP) and align our approach with Manchester's Climate Change Strategy and national healthcare guidance.

Delivering social value

- Ensure that our emergency plans consider that vulnerable communities are supported during any extreme weather events.

Measuring progress

- BREEAM/WELL Building Standard or other sustainable buildings methodology scores.
- Monitor and report the progress of our Climate Change Adaptation Plan (CCAP).

13 CLIMATE ACTION

Green Space and Biodiversity

Nurturing and improving green space has benefits for mental and physical wellbeing. It also leads to improved air quality, noise reduction, supports biodiversity and helps combat climate change.

By collaborating with partners and local communities we will implement a clear strategy that helps us contribute to local biodiversity and make the best use of available green space.

Aim: To maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.

Realising environmental gain

- Develop a biodiversity and green space strategy and policies that encompass the challenges and opportunities across our Estate.

- Incorporate biodiversity and green space into our sustainability governance structure and work closely with our contractors to maximise the benefits.

Enhancing health and wellbeing

- Raise awareness of the benefits of natural capital for physical and mental health and wellbeing by providing opportunities for staff to get involved in Trust-wide initiatives such as beekeeping and gardening schemes.

- Explore food growing schemes and incorporation of products into Trust catering services.

Being future ready

- Repurpose unused areas, such as roofspace and walls with a focus on improving green space and biodiversity and create wildflower areas.

- Implement a like-for-like policy for new developments that will remove areas of green space or threaten biodiversity on Trust sites.

Delivering social value

- Work with staff and local community organisations to provide quality accessible urban green spaces and encourage their use.

Measuring progress

- Production of a green infrastructure and biodiversity strategy and delivery of associated action plan.

- Value of natural capital.

Sustainable Care Models

We need to improve the environmental sustainability of care pathways, and better integrate healthcare services to improve efficiency.

Delivering the best quality of care within the available environmental, social and economic resources is a growing challenge. Ensuring we have a healthcare system that is fit for the future is increasingly important as we are starting to face the effects of climate change. This will directly impact the way we care for patients and how diseases are spread.

Aim: To deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole systems approach to the way it is delivered.

Realising environmental gain

- Identify carbon hotspots such as medical equipment and pharmaceuticals and ensure that action plans identify and mitigate environmental impacts.
- Embrace new and existing digital technologies to reduce the environmental impact of care, prevent ill health and manage long-term health conditions.
- Apply sustainability principles to new build and refurbished Estate to create a healing environment and support improved quality of care.
- Enable patient and clinician led service redesign.

Enhancing health and wellbeing

- Collaborate with stakeholders to create a healthy environment for patients, including temperature, light and food choices.
- Take a proactive approach to identify the leading causes of staff sickness and implement a package of measures to address this.

Being future ready

- Continue work with areas of high carbon impact such as pharmaceuticals and anaesthetic gases by supporting the development of clinical speciality forums.
- Work with partners and stakeholders to identify and deliver solutions that reduce the number of hospital visits, such as the provision of treatment closer to home (e.g. macular treatment centres and home dialysis).
- Pilot the redesign of selected care pathways to drive out any unnecessary stages.

Delivering social value

- Work with partner organisations to identify support schemes that support vulnerable patients upon discharge such as improving home energy efficiency. This will regulate temperatures and reduce likelihood of hospital readmission.
- Support staff, patients and visitors to implement the case for shared responsibility for health as outlined in the NHS Long Term Plan.

Measuring progress

- Patient feedback and scores (e.g. PLACE).
- Feedback relating to the care environment (e.g. temperature, light).
- Financial and social co-benefits from sustainable models of care initiatives delivered.
- Staff sickness rates.
- Emergency hospital admissions.

3 GOOD HEALTH AND WELL-BEING

Travel and Logistics

The transport of goods, services, staff, patients and visitors has a significant impact on local air quality, congestion and health.

Delivering a robust **Travel Plan** and supporting staff, patients and visitors to use more active and sustainable travel methods will reduce the impact of these activities, leading to cost savings and health benefits.

Aim: To encourage sustainable and active travel wherever possible and reduce the carbon and air quality impacts of our organisation and supply chain.

Realising environmental gain

- Develop and deliver a new Healthy Travel Strategy for MFT with ambitious plans to reduce single occupancy car journeys and the travel impact of our supply chain.
- Ensure all new Trust vehicles are low carbon and increase the proportion of Electric Vehicles (EV) to reduce the environmental impact of our fleet to meet or exceed the targets set in the NHS Long Term Plan.
- Ensure staff have access to facilities for video/teleconferencing to reduce business miles between sites and from attending external meetings.
- Monitor indoor and outdoor local air quality around our sites; identify pollution hotspots and deliver mitigation activities.
- Increase the number of rapid electric charging points available to staff and visitors.

Enhancing health and wellbeing

- Review active travel infrastructure across all sites and develop plans to improve it.
- Deliver a programme of sustainable and active travel events across all main sites and clearly communicate any changes to local transport services.

Being future ready

- Optimise logistic operations and travel between sites to reduce emissions.
- Actively monitor and seek opportunities for improving the efficiency of delivery and travel and design these into new developments and Estate improvements.
- Measure and report emissions from business flights, starting with reducing domestic flights taken by staff.

Delivering social value

- Develop high quality travel infrastructure that can also be accessed by the local community.
- Include travel and transport sustainability criteria within key contracts.

Measuring progress

- Annual staff travel survey.
- Carbon emissions from travel.
- Air quality on site.
- Proportion of Trust fleet that is EV and provision of EV infrastructure.
- **Health Outcomes Travel Tool (HOTT)**.

3 GOOD HEALTH AND WELL-BEING

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Our People

Making sure that staff are engaged with the sustainability agenda is essential for the delivery of sustainable healthcare. Every single member of staff has a role to play in delivering this strategy. Engaging staff to adopt sustainable practices will enable them to take ownership within their own areas of influence.

Sustainability principles do not just apply at work; they apply at home, across our supply chain and beyond.

Aim: To support staff to improve sustainability at work and home and empower them to make sustainable choices in their everyday lives.

Realising environmental gain

- Continue to deliver individual and team based programmes to raise sustainability awareness and provide staff with opportunities to contribute.
- Identify an HR lead for sustainability and collaborate to include sustainability in job descriptions and performance reviews.
- Raise the Trust's sustainability profile locally, regionally and nationally.

Enhancing health and wellbeing

- Work with staff groups to enhance and align our approach to sustainability with other Trust initiatives.
- Provide opportunities for staff to boost their own health and wellbeing through work-based activities such as Bicycle User Groups.

Being future ready

- Actively seek opportunities to gamify sustainable behaviours and reward staff for participation.
- Work with our regional partners and community service organisations to deliver engagement programmes across Greater Manchester.
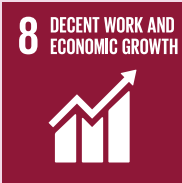
Delivering social value

- Provide staff with a variety of development and training opportunities that support our SDMP.

Measuring progress

- Number of environmentally-focused **staff benefits**.
- Staff participation in sustainability programmes.
- **Social Value Calculator**.
- **CQUIN** performance.
- Engagement Dashboard.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

Communications

To help drive change across the whole organisation, we take a considered, structured and engaging approach to sustainability communications. By communicating what we are doing both within and outside of the organisation, we can engage staff, highlight key priorities and position ourselves as an exemplar organisation for sustainable healthcare.

We produce an annual communications calendar, encompassing regional and national activities such as Clean Air Day and Green Great Britain & Northern Ireland Week. This helps us structure and plan each month's communication activities in line with designated themes. We support our communications strategy with a monthly Trust-wide sustainability newsletter, staff interest groups and an active events programme. Information on the main areas of activity is shared on the Trust intranet, and we also share information via the internet pages.

As well as informing and engaging departments to drive organisational progress on sustainability, we use various channels as an educational resource to drive change in the workplace as well as at home. We have a dedicated email address for staff queries, and an active Twitter account (@mftgreen). We provide staff with a wealth of materials they can use within their own areas, including posters and stickers, which are refreshed periodically.

We periodically produce case studies for external bodies, shared nationally, such as those for the Sustainable Development Unit and NHS Improvement, and globally via the Global Green and Health Hospitals Network. We also present some of our work at conferences and events throughout the year.

All our communications use simple and meaningful language, to make our work authentic, and where appropriate, fun.

There is 'no one size fits all' approach to communicating sustainability, and we have a large, geographically spread and diverse body of staff to engage. Our approach involves maintaining high quality and regular communications across a variety of channels, and to continually review and learn from what we do. We will maintain a communications plan for all of the requirements that fall under this strategy.

Tracking progress

We will be measuring the progress of this strategy using both qualitative and quantitative methods. The main way in which we'll measure the qualitative progress is by carrying out an annual assessment using the SDAT. We have set a goal of achieving an overall score of 70% within the five year lifetime of this plan, which corresponds to a 19% increase from our 2017/2018 position.

We have a number of quantitative reporting processes in place for other areas, examples of which are outlined below. The Governance section outlines where we will be reporting progress to, both within and outside our organisation.

Sustainable travel

An annual travel survey is undertaken to determine changes in how staff travel to work and collate feedback. Data is analysed using the HOTT (Health Outcomes Travel Tool) to see which interventions will have the best effect in making progress.

Energy and utilities

We monitor consumption of energy and water on a monthly basis, across each site as well as for individual buildings, and carry out a more in-depth analysis every quarter. This helps us see where our interventions are having the desired effect and quickly identify any issues. We are working towards a greater level of automation with this process.

Waste

We monitor waste volumes every month for each waste stream and site.

Carbon footprint

Organisational carbon footprint is measured and reported annually using sector guidance. This includes all scopes of emissions, and helps us to focus interventions on carbon hotspots.

Social Value

We'll identify and track social value metrics such as SME spend and weighting within tenders.

Governance

Clear leadership is vital if we are to successfully deliver the commitments outlined in this strategy. As this strategy is broad and encompasses a wide range of work areas, there are other detailed documents that underpin our approach. Some of these have already been developed, such as our Climate Change Adaptation Plan, and some of these will be developed in the future, such as a Green Space and Biodiversity strategy.

Our governance structure is outlined below.

Group Board – Kathy Cowell, Chairman, Board Sustainability Lead

The Group Board offers senior level leadership, supports implementation and ensures alignment with the organisation's value, culture, strategy and operations. Progress is communicated quarterly to the Board Sustainability Lead in the form of a written report and meeting with the Head of Environmental Sustainability.

Sustainability subgroups

Various sub committees at both site and organisational level feed into the SSG. This also includes task and finish groups.

Group Estates and Facilities Management Board – chaired by the Group Director of Estates and Facilities

This committee meets on a monthly basis and has strategic oversight across the entirety of the Estates and Facilities portfolio across all sites. A sustainability update is reported formally on a quarterly basis. The group is responsible for approving all plans, strategies and policies that don't require Group Board approval.

Staff led user groups

These groups represent staff interests in relation to specific work areas and have no formal reporting lines, for example the Bicycle User Group (BUG).

Sustainability Steering Group (SSG)

This group meets on a quarterly basis and is responsible for ensuring that the SDMP is maintained, implemented and reported against and that all projects are on track. It includes representatives from a range of stakeholder areas.

Energy and Sustainability team

This team sits within the Estates and Facilities Department and provides project delivery and expertise across all MFT sites. Annual work programmes and budgets are agreed at the start of each financial year and progress is reported quarterly via the SSG and annually via a report.

Reporting

It is key that we use robust systems when reporting on sustainability activities. We have numerous commitments and reporting obligations and we also maintain an environmental management system called Investors in the Environment. To meet our obligations, we have established a clear process as outlined below.

Annual

Complete SDAT
This will measure our qualitative progress on sustainability for the previous year, inform plans for the coming year, and will enable comparative performance against similar Trusts.

Complete **SDU** Sustainability Reporting Portal
This informs the sustainability section of the Trust's Annual Report and calculates the Trust's carbon emissions (Scope 1, 2 and 3).

Sustainability report
This reports progress against the SDMP and provides highlights of the main activities delivered throughout the year.

ERIC (Estates Return Information Collection)
A mandatory data collection for all NHS Trusts required by the Department of Health.

Quarterly

Progress reports
Internal progress reports are produced for the Sustainability Steering Group, Estates and Facilities Group Management Board and Board Sustainability Lead.

Dashboards
Monitor data from the internal utility and engagement dashboards.

Monthly

Data collation
Collation of utilities, waste data and other data required for **KPIs**.

SDMP tracking tool
Internal system used to identify and track projects for each financial year and monitor performance against investment budgets.

Risk

Identifying potential risks relating to delivery of this strategy and working to reduce their likelihood and severity is an essential requirement to effectively deliver our sustainability agenda. Where we identify significant risks, they are logged and monitored through our internal risk and governance system. We've identified the following risks associated with the delivery of our strategy.

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.

Not meeting carbon reduction targets

Due to the nature of the Trust's services, as the intensity of our activities increases and the Estate grows, our absolute carbon emissions may also increase. Because of this we will always measure and report on normalised (e.g. per patient contact, bed day or per m^2) emissions, as well as absolute consumption.

Non-compliance with legislation

Due to the size, scale and complex nature of our organisation, there is a risk we won't comply with legislation and could be faced with a financial penalty as well as damage to reputation. We mitigate this risk through systems, training and auditing of activities against the relevant requirements.

Climate change

The risks to the organisation from climate change are outlined in our Climate Change Adaptation Plan (CCAP). These include risks to buildings, staff, health and wellbeing. Maintaining and delivering our plan is vital to address these risks.

Reputation

Our reputation for sustainability is paramount to our performance. As one of the largest Acute Trusts in the UK, it's important we take a leading approach and have a robust strategy and reporting structure. We are required to provide assurance when bidding to deliver services.

Finance

Effective management of environmental performance brings significant financial benefits. Energy, carbon and transport costs are rising and there are a number of ways we can manage the impact of this, such as:

Making sure our utility supplies and waste disposal arrangements are competitively priced.

Managing the way we use energy and water on site – educating staff on best practice and quickly responding to issues such as leaks and overheating.

Driving down utilities and wastes costs by procuring more efficiently and investing in schemes to reduce consumption.

We will apply this approach to financing our SDMP:

1

An annual budget will be allocated to deliver plans and ensure compliance against all requirements. This will vary but will encompass a fully resourced Sustainability Team as well as a budget to deliver sustainability programmes and small to medium sized invest-to-save schemes.

2

Where there is a direct financial payback, we will typically consider schemes with a **payback period** of less than five years for a viable investment. However, this will not exclude investing in schemes with a longer payback period (e.g. battery storage and on-site energy generation), particularly where there are wider benefits such as improved resilience.

3

Where schemes are already planned, such as new build, **life-cycling** and refurbishment of our Estate, we will provide top-up funding from our core budget to ensure that longer-term energy or water savings are realised. An example of this would be replacement of lighting with a more energy efficient option than what is costed for within our **PFI** contract terms.

4

We will actively pursue external financing for larger investments in energy and water reduction schemes. This will include Carbon Energy Fund (CEF), Salix and NHS funding. We will seek joint ventures with partners and innovative opportunities, considering these on an invest-to-save basis.

5

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

Be part of the Masterplan
Get involved and have your say!

Make sense
Review the actions within this SDMP and think about how you can contribute within your own role.

Find out more
Sign up to the sustainability newsletter and check the intranet and internet pages for more information on our programmes. If you work at the Trust, contact **ECOteam@mft.nhs.uk** for advice and support. No matter what your role is at the Trust, there will be something for you!

Talk
Say it loud! Talk to your colleagues, line manager and embed sustainability practices within your area of work. Whether it's a small or large project, it all adds up to make a difference.

Appendix 1 – Glossary

Air quality

The quality of the air and how polluted it is, measured using the Air Quality Index. Numbers from 1 to 10 indicate air pollution levels and accompanying health messages.

Anchor Institution

Large, typically non-profit organisations whose long-term sustainability is tied to the wellbeing of the communities they serve.

Biodiversity

The complete variety of animals, plants, environments and ecosystems that exist on Earth.

BSRIA Soft Landings Framework

Six phase approach to help the project team focus on clients needs throughout the project, from construction/refurbishment/alteration into use, allowing for post-occupancy evaluation.

Building Research Establishment Environmental Assessment Method (BREEAM)

A method of assessing, rating and certifying the environmental, social and economic sustainability of buildings.

Carbon Footprint

The total amount of greenhouse gases produced to directly and indirectly support human activities, usually expressed in equivalent tonnes of carbon dioxide (CO_2e).

Circular Economy

A regenerative system in which resource inputs and waste, emissions, and energy leakage are minimised by slowing, closing, and narrowing energy and material loops.

Climate change adaptation and mitigation

Adaptation is adjustments in human and natural infrastructure, to lower the risk of expected or actual consequences of climate change, for example, improving the quality of road surfaces to withstand hotter temperatures. Mitigation consists of activities to reduce, prevent or remove greenhouse gases from the atmosphere. Mitigation includes new technologies, low carbon energy sources, behaviour change and improving energy efficiency.

Climate change

A large-scale, long-term shift in the planets weather patterns and average temperatures due to the production and use of finite fossil fuels. Includes the side effects of warming such as melting ice caps, rising sea levels and extreme weather patterns.

Climate emergency

Acknowledgement by organisations and institutions that it is an emergency situation for the climate. A public commitment to reducing carbon emissions to net zero where possible and accelerating action when tackling climate change.

CO_2e – Carbon Dioxide Equivalent

A standard unit for measuring carbon footprints. For any quantity and type of greenhouse gas, CO_2e signifies the amount of CO_2 which would have the equivalent global warming impact. For example, one tonne of methane is equivalent to 25 tonnes CO_2 and some fluorinated gases have global warming effects up to 23,000 times greater than CO_2.

Co-benefits

In the context of climate change, this means the benefits beyond the direct benefits of a more stable climate. For example, by increasing energy diversity, energy security is improved and by reducing CO_2 other air pollutants are reduced because they are emitted from the same sources.

Combined Heat and Power (CHP)

Generation of electricity whilst also capturing usable heat.

Commissioning

The purchase of services for the Trust; part of our procurement spend profile.

Commissioning for Quality and Innovation (CQUIN)

A scheme intended to deliver clinical quality improvements and better outcomes for patients by making a proportion of healthcare providers' income conditional on demonstrating improvements in specified areas of patient care.

Community Emissions

All emissions (Scope 1, 2, 3 and Well To Tank [WTT - emissions associated with the extraction, refining, distribution, storage of the fuels used in the power station]) from staff commuting, patient and visitor travel, and inhaler use.

Core Emissions

Scope 1, 2 and 3 and WTT emissions from energy, waste, water, business travel and transport and anaesthetic gases.

Electric Vehicle (EV)

A vehicle that is driven by an electric motor which draws its current either from storage batteries or from overhead cables.

Estates Return Information Collection (ERIC)

Requirement of NHS Trusts to report annually on the costs of maintaining and servicing their Estates and Facilities.

Global Warming

The Earths rising surface temperature, one effect of human-induced climate change.

Greenhouse Gases (GHGs)

Gases that can absorb infrared radiation emitted from the earths surface and re-radiate it back. Carbon dioxide, water vapour and methane are the most predominant greenhouse gases. In the healthcare sector, anaesthetic gases are also a significant contributor.

Green Impact

Behaviour change programme developed by the National Union of Students (NUS).

Health Outcomes Travel Tool (HOTT)

SDU's tool to help NHS organisations measure the impact their travel and transport has in environmental, financial and health terms.

Heating Degree Days and Cooling Degree Days

Variables derived from outside air temperature to account for the effect of weather on energy consumption. Below set temperatures buildings need to be heated and above set temperatures buildings will require cooling.

KPI Dashboard

Measurable value that demonstrates how effectively we are achieving our key objectives. A KPI dashboard organises and visualises these metrics.

Lifecycle

In the context of a PFI hospital this is the replacement of assets as required over the duration of the project agreement.

Local Care Organisation (LCO)

Partnership organisations in both Trafford (TLCO) and Manchester (MLCO) which bring together NHS community health and mental health services, primary care and social care services across Trafford and Manchester. MFT is a partner in both organisations.

Materiality Assessment

Allows an organisation to prioritise its environmental efforts and budgets accordingly. Considers organisation impacts in terms of scale of influence and scale of impact.

Modern Slavery

The recruitment, movement, harbouring or receiving of children, women or men through the use of force, coercion, abuse of vulnerability, deception or other means for the purpose of exploitation.

Natural Capital

Stocks of natural assets which include geology, soil, water, air and all living things. It is from natural capital than humans derive a wider range of services, often called ecosystem services, which make life possible. Placing an economic value on natural capital enables the deployment of resources required to maintain and enhance it.

Net Zero

Achieving an overall balance between emissions produced and emissions taken out of the atmosphere. Emissions produced are reduced as close to zero as possible, and anything that is still emitted is offset.

Patient-Led Assessments of the Care Environment (PLACE)

A system for assessing the quality of the hospital environment. It puts patients' views at the centre of the process, focusing entirely on the care environment (privacy and dignity, cleanliness, food and general building maintenance).

Payback Period

The length of time required to recover the cost of an investment. For example, investing £100,000 in energy efficient lighting that saves £25,000 per year in electricity and maintenance costs means that the payback period is 4 years.

Premises Assurance Model (PAM)

A management tool that provides NHS organisations with a way of measuring how well they run their estates and facilities services.

Private Finance Initiative (PFI)

A method of providing funds for major capital investments, where private firms are contracted to complete and manage public projects.

Scopes

Scope 1 covers direct emissions from owned or controlled sources, including on-site fuel combustion, company vehicles and fugitive emissions.
Scope 2 covers indirect emissions from purchased electricity, steam, heating and cooling consumed by the reporting company.
Scope 3 includes all other indirect emissions that occur in a company's value chain, including purchased goods and services, business travel, employee commuting, waste disposal, investments and leased assets.

Supply Chain Emissions

All scope 3 emissions from the supply chain external to the provider (the Trust) – this include the extraction of raw materials, their transport and processing in usable items used by NHS providers, for instance oil transported and processed into plastics such as syringes and packaging.

Sustainable Development Assessment Tool (SDAT)

An online qualitative tool designed to help healthcare organisations understand their sustainable development work, measure progress and create an action plan.

Sustainable Development Unit (SDU)

A national unit working on behalf of the health and care system. It supports the NHS, public health and social care to embed the three elements of sustainable development – environmental, social and financial.

Sustainable Development Management Plan (SDMP)

A Board-approved document that assists organisations to clarify their objectives on sustainable development and sets out a plan of action.

Single Occupancy Car Journeys

Journeys (either business, commuting or social) that are made where the only occupant is the driver.

Single Use Product/Item

Used on a single patient during a single procedure, or used only once before being discarded. Examples include disposal drinking cups, single use sterile instruments and disposable water bottles.

Social Value Calculator

Social value refers to impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment. A social value calculator helps us quantify measures.

Travel Plan

A package of actions put in place by an employer to encourage staff to use alternatives to travelling alone in their cars. This can save time and money as well as reducing environmental impact.

WELL Building Standard

Best practice design and construction of buildings to support human health and wellbeing.

Whole-life Costing

Sometimes called 'life-cycle cost', this approach assesses the absolute cost of a product or service over the course of its lifetime, from its conception through to its end of life, taking into account purchase, maintenance and repair, training, utilities and disposal.

▌Appendix 2 – Materiality assessment

A materiality assessment was carried out to prioritise the areas that form the most material issues. The exercise was completed with input from stakeholders and informs our SDMP as well as annual reporting. The assessment was carried out on the 10 modules of the SDAT, using guidance published by the Sustainable Development Unit, and the results are presented in the matrix below.

Materiality Assessment

Scale of influence (y-axis) vs Impact (x-axis)

Legend:
- ◆ Asset Management & Utilities
- ◆ Travel and Logistics
- ◆ Climate Change Adaptation
- ◆ Capital Projects
- ◆ Green Space and Biodiversity
- ◆ Sustainable Care Models
- ◆ Our People
- ◆ Sustainable Use of Resources
- ◆ Corporate Approach
- ◆ Carbon/GHGs