

<b>Report to:</b>	<b>Public Board of Directors</b>	<b>Agenda item:</b>	<b>16</b>
<b>Date of Meeting:</b>	<b>29 January 2020</b>		

<b>Title of Report:</b>	<b>Estates &amp; Facilities Sustainability Report – Quarter 3</b>
<b>Status:</b>	<b>For information</b>
<b>Board Sponsor:</b>	<b>Brian Johnson, Director of Estates &amp; Facilities</b>
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<b>Appendices</b>	<b>None</b>

<b>1. Executive Summary of the Report</b>
Update on energy/sustainability items for the Board of Directors

<b>2. Recommendations (Note, Approve, Discuss)</b>
For noting

<b>3. Legal / Regulatory Implications</b>
Linked to the sustainability chapter in the Trust's Annual Report.

<b>4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)</b>
Links to the Trust Risk Register.

<b>5. Resources Implications (Financial / staffing)</b>
Staffing secured within the budget for this financial year. Any particular projects / feasibility studies will require business cases for funding approval.

<b>6. Equality and Diversity</b>
All activities within the E&F Directorate are subject to the requirements of the Equality Act 2010.

<b>7. References to previous reports</b>
This updates on the report provided to Management Board in September 2019.

<b>8. Freedom of Information</b>
Public

## Sustainability Report – Quarter 3

### 1. Sustainability

The development of the Sustainable Development Management Plan (SDMP) is continuing to progress. Key areas of focus have been established and objectives have been recognised as follows:

- **Capital Projects:** Ensure that sustainability underpins the design and construction of our capital projects.
- **Climate Change Adaptation:** Develop sites and services that are resilient to the adverse effects of climate change.
- **Green Space & Biodiversity:** Protect and enhance the natural systems that we rely on, realising the benefits this brings to the health and wellbeing of our diverse population.
- **Corporate Approach:** Become a thriving organisation that delivers benefits that extend beyond the traditional organisational boundaries whilst maintaining the highest quality of care.
- **Sustainable Use of Resources:** Ensure that we do not extract or pollute at a greater rate than nature regenerates.
- **Travel & Logistics:** To be a Trust that approaches travel in a way that is innovative and prioritises sustainable modes of transport that is accessible to all.
- **Sustainable Care Models:** To improve care whilst maintaining environmental, social and financial sustainability.
- **Carbon & Greenhouse Gases:** Manage our carbon emissions to remain within safe limits in order to avoid irreversible climate change.
- **Asset Management & Utilities:** Manage the trust’s operational assets in a way that continually improves their efficiency and longevity.
- **Our People:** To create a supportive environment where all our people feel motivated and empowered to consider sustainability in everything they do.

The plan is supplemented with over 50 actions, to be carried out across the Trust over the next five years. These are based on areas of focus that will drive the sustainability performance and increase our Sustainable Development Assessment Tool (SDAT) score.

To ensure smooth and timely delivery of the plan a governance structure is being established (during this quarter). It is anticipated that the Head of Sustainability will chair the Sustainability Working Group, which will meet quarterly and consist of stakeholders from across the organisation. The group will be responsible for the identification and implementation of projects to support the Trust in delivering objectives from the Sustainable Development Management Plan (SDMP) and for;

- Prioritising areas to focus on from the SDMP.
- Discussing ongoing sustainability suggestions highlighted by staff, patients and visitors.
- Establish the resources required to deliver projects.
- Monitor and evaluate the progress of sub-groups and provide support as required.
- Endorse sustainable development behaviour change programmes and campaigns.

The team hopes to embed sustainable development in everything staff do, ensuring they always consider the environmental, social and economic impacts.

**1.1 Carbon Reduction**

The team has carried out an initial measurement of the Trust’s Carbon Footprint to establish the reduction required to meet the Government target of carbon neutral by 2050.

The full scope of what will be included – such as whether the Trust should begin measuring procurement and travel – as part of the Trust’s Carbon Footprint will be established by the Sustainability Steering Group. The team will look externally to ensure alignment with other Trusts monitoring and management methods across the region and this will be through discussions with the BSW and South West Health Estates & Facilities Managers Association (SW HefmA). The SW HefmA group is planning discussion at the next meeting to align (regional) Trust approaches to reporting carbon.

Alongside involvement in Improving Together, the team continues to support establishing measures and KPI’s for the (sustainability carbon) Executive Scorecard. As energy is one of the biggest contributors to our carbon footprint, this is likely to be the key metric. Further investment in utility sub-metering will be needed to assist both Estates and our teams to monitor energy consumption in their specific areas and drive improvement and change. We are working to investigate options for utility sub-metering, including interface with our Building Management System and display information in departments for quick reference.

**1.2 Energy**

A number of energy efficiency opportunities have been discussed. Feasibility studies are planned for a number of larger opportunities, including Absorption Chillers, an upgraded Building Management System and replacing inefficient pumps.

Some smaller projects have been started which include:

- Lobby Areas - Feasibility study for lobby areas (to improve efficiency and comfort by reducing drafts) has been reviewed. A number of quick wins were identified where simple maintenance activities and repairs were required and are in the process of being carried out to deliver improvements. The Sustainability Team and Head of Estates are exploring funding options for wider recommendations requiring investment.
- LED Project –Sustainability Officer supporting Estates to establish how much of the site still requires conversion to LED luminaires, plus areas that would benefit from lighting sensors. A review is scheduled for mid January and will assess potential for Salix funding.
- Thermal Insulation - Checking the insulation of pipework to reduce wasted heat.
- Air Conditioning sensors - Climatec sensors were installed for a month to measure performance. The Team are working with both Climatec and Estates to secure AC PIR controls for energy efficiency.

### 1.3 Water

We have received and reviewed a report from Water2Business. The team are working with Estates to implement a number of recommendations including a review of the sub-meters to monitor usage, adjust the pressure in non-clinical areas where possible to reduce consumption, set up a process to monitor the water consumption, plus fix a number of leaks (including taps and toilets) to reduce wastage during the next quarter.

### 1.4 Travel

The Team has completed the Non-Patient Travel Plan and it is undergoing final amendments. We are working on a number of initiatives that will support the delivery of this plan and feed in to the long term parking strategy and vision. These initiatives are to support staff in taking more sustainable choices when travelling to work and include:

- A project to improve the Staff locker facilities is underway and scheduled for completion mid-February.
- Bike pumps and maintenance stations were installed across the estate last month using B&NES local match funding,
- A large map of bus routes for the local area has been placed in the Atrium
- Funding for a secure web-based car sharing platform has been secured via the Innovation Panel. Procurement is now underway and this will be launched and communicated in the next couple of months.

A larger feasibility is in progress for an Active Travel Hub on site, to improve current facilities and encourage staff to travel more actively. The team are working with Capital Projects to design a concept and establish costs. Local CIL funding could be sought to support financing in due course.

In December, the Sustainable Travel Coordinator and Director of Estates & Facilities met with Cllr Joanna Wright & Cllr Neil Butters to discuss improved collaboration and planning for the future of transport to the RUH. On the same day we attended the Bath Transport Alliance meeting, where the council presented their plans for Transport to major stakeholders in the City of Bath.

### 1.5 Waste

The Trust has signed the Single-use Plastics Reduction Pledge launched by NHS England and NHS Improvement (requiring NHS member Trusts to commit to phase out avoidable single-use plastic items used in catering services and office spaces).

We are aiming to deliver ahead of the NHSE/I timescales set and the pledge requires:

- By April 2020, no longer purchase single-use plastic stirrers and straws, except where a person has a specific need, in line with the government consultation

- By April 2021, no longer purchase single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics
- By April 2021, go beyond these commitments in reducing single-use plastic food containers and other plastic cups for beverages – including covers and lids

The team is working closely with Facilities on ways to reduce single-use plastic on site.

Over time, where clinically appropriate, NHS England will look further at reducing plastics waste from our most common clinical products such as gloves, gowns and hygiene products and from our supply chain on plastic packaging.

A one month “Anytakers” Trial will take place February to show the feasibility of bringing back a resource reuse scheme. The aim of the trial is to determine if the scheme works and achieves both cost and environmental savings as targeted, but also determine engagement from staff for implementing a more permanent scheme. Estates have kindly offered an hour a week of their time to help move items across departments as they arise.

The above support our target to become zero waste to landfill by 2024.

### **1.6 Behaviour Change**

As part of the Sustainability Communications Strategy, the team will be working with selected wards to trial a behaviour change programme called “TLC”.

- T**urn off equipment when not in use;
- L**ights out when not needed; and
- C**lose doors when practicable.

The campaign aligns these energy saving measures to the clinical team’s core interest: patient care and comfort. When run at other NHS trusts, this campaign has demonstrated that decarbonising the NHS does not come at the expense of service delivery, but that patients benefit from an energy efficient environment.

It has been realised that a more robust measuring and validation process needs to be in place before this is launched to illustrate the savings and motivate staff. This will require the utility sub metering noted earlier.

A business case is being considered for a Trust wide environmental behaviour change programme which would guide staff through a set of pro-sustainability actions, each attaining points towards an overall award; bronze, silver or gold. Actions have a rationale or evidence base and advice on the easiest ways to achieve them and the scheme includes a light touch external validation of the evidence. Similar programs are currently run in organisations including Universities and other Hospitals.

The new ‘Sustainability Champions’ network has recently been launched. This is available for staff with a key interest in helping us become a sustainable organisation, fit for the future. The network aims to maintain links and facilitate communications between staff and the Sustainability Team and next steps are to compile Sustainability champions handbook (including toolkits); working with the Communications Team to increase interest; and organise quarterly meetings. A joining form is on the intranet sustainability page - the target is to achieve 5,500 members!

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Document Approved by: Brian Johnson, Director of Estates & Facilities	Version: 1
Agenda Item: 16	Page 5 of 5