

Workbook A: Writing your SDMP

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Overview

This workbook has been created for health and social care organisations in order to provide practical support in creating, or updating, your organisation's Sustainable Development Management Plan (SDMP).

Sustainable Development Management Plans are strategic organisational plans which set out your organisation's ambitions for your sustainable development activities.

Sustainable Development, in the context of these plans, is based upon three core factors;

1. Environmental impact; the impact your organisation's activities have on the environment and focusing on activities which reduce or eliminate any negative impact.
2. Social impact; the impact your organisation's activities have on your local communities, and society. More broadly, how your organisation can positively utilise its influence to address health and social inequalities.
3. Financial impact; the impact your organisation has on how it controls and spends its money; from the contribution sustainable development activities have on your short, medium and long term financial position, to the impact you have on actively improving the local socio-economics of your communities through the way you direct your expenditure.



Diagram 1 – links between economic, environmental and social factors

Projects and/or programmes which balance the three aspects can have a positive benefit on; the environment, your local communities and the finances of your organisation. Each of these three aspects should be considered within each of the key focus areas, set out below in the main template document.

A great example of how these aspects can link in reality can be found [here](#).

This workbook is structured by way of a template which is intended to set out the key areas organisations should give consideration to, and focus their action on. Each section contains a series of examples of the types of action(s) which may be taken by organisations under each of the headings. These are provided to give an outline direction to organisations. However, when setting objectives in each area, consideration should be given to your own organisational aims and ambitions, and your aspirations and actions tailored accordingly.

The format of this workbook has been aligned to that of the Sustainable Development Assessment Tool (SDAT) with the key headings as follows:

1. Introduction
2. Drivers for Change
3. Organisational Vision
4. Areas of Focus
5. Tracking Progress
6. Governance
7. Reporting
8. Communication
9. Risk
10. Finance

This has been done for ease of measurement, monitoring and reporting, where, following completion, the SDAT tool can be used as your action plan. It also ensures your action(s) are linked to, and measured against, the United Nations (UN) Sustainable Development Goals (SDG's) many of which have a direct link to health (see below).

The supporting matrix in document 'Annexe A' has been created to help you identify specific actions required in each of these sections. Workbooks A and B and their supporting Annexe documents, are designed to help you identify which areas of SDAT are most relevant to your organisation type and activity.

SUSTAINABLE DEVELOPMENT GOALS



Diagram 2 - United Nations (UN) Sustainable Development Goals

Developing your SDMP

1.1 Introduction

Introduce your organisation e.g. organisation name, number of employees, key services provided, size and geography etc. Include key information specific to your organisations operation e.g. specific site information, how many sites you have, what each of your sites does, types of services, patient numbers, footprint of the site (m²).

Set out the current status of your organisation in terms of its key resource use (energy, water, waste), procurement activities and travel, transport and logistics. Provide the baseline year against which your plan will be measured and reported. State your progress to date from this baseline year. Note: the baseline year for the Climate Change Act is 1990. However, as many Trusts did not have accurate and/or granular data for this period, 2007 or 2009 are both commonly used and acceptable as baseline years.

For help in calculating your carbon footprint please use the [Sustainability Reporting Portal](#) (SRP). These resources are aligned to and updated annually to the government [greenhouse gas](#) conversion factors for reporting.

1.2 Drivers for Change

Set out the drivers for change relevant to your organisation and how each one relates to / is affected by your organisation's activity.

Drivers for change can be broadly categorised into five key categories; legislative requirements; mandatory requirements; International guidance; UK Guidance; and Health specific requirements.

To help you get started we have set out below a list of some of the most common/relevant drivers for change for healthcare organisations, within each of these categories.

Legislative; a list of the key legislative drivers [as of March 2018] is detailed below:

Civil Contingencies Act 2004
Climate Change Act 2008
Public Services (Social Values) Act 2012

Mandatory; those mandated within the NHS

Standard Form Contract requirements for Sustainable Development 2017-19
HM Treasury's Sustainability Reporting Framework
Public Health Outcomes Framework

International; those driven by International Guidance

Intergovernmental Panel on Climate Change (IPCC) AR5 2013
United Nations (UN) Sustainable Development Goals (SDG's) 2016
World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016
World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing
The Global Climate and Health Alliance; Mitigation and Co-benefits of Climate Change

UK guidance; those driven by UK Guidance

National Policy and Planning Framework 2012
Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013
Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
The Stern Review 2006; the Economics of Climate Change
Health Protection Agency (HPA) Health Effects of Climate Change 2012
The National Adaptation Programme 2013; Making the country resilient to the changing climate
Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan

Health Specific Requirements

The Marmot Review 2010; Fair Society, Healthy? Lives
Five Year Forward View 2014
Sustainable Development Strategy for the Health and Social Care System 2014-2020
Adaptation Report for the Healthcare System 2015
The Carter Review 2016
National Institute for Clinical Excellence (NICE) Physical Activity; walking and cycling 2012
Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s
Sustainable Transformation Partnerships (STP) Plans

The detail and requirements set out in each of the above support activity which will underpin the delivery of long term financial, environmental and social sustainability within your organisation as well as across the healthcare system, and support the NHS wide approach for achieving this.

1.3 Organisational Vision

Set out your organisation's vision for sustainable development e.g. *"We recognise that Sustainable Development is a critical factor in our organisation being able to deliver world class healthcare, both now and in the future. We are therefore dedicated to ensuring we create and embed sustainable models of care throughout our operations and to ensuring our operations, and our estate(s), are as efficient, sustainable and resilient as they possibly can be"*.

When considering your organisational vision it is worth reflecting on the following questions:

- What environmental, financial and social issues are **most pertinent** to your organisation's operations?
- What environmental, financial and social issues are **most impactful** on the communities and people your organisation serves?
- What advancements would you like to see for your communities, people and operations over the next 10, 15 and 20 years?
- How can the above support and respond to your organisations short, medium and long term financial goals?

Information found in Workbook B might help you shape questions 1 and 2 above.

When drawing together your organisation's vision for Sustainable Development, some key factors to consider are:

- Improving your environmental, social and financial impacts (reducing carbon, water, waste and energy; engaging with procurement and IT, connecting with your communities; understanding the values] of supporting a healthy and resilient workforce, and delivering financial savings and efficiencies through long term investment
- Increasing resilience: e.g. onsite power generation and waste processing; reducing your reliance on off-site services.
- Considering your local impact, does your operation increase local air pollution? Can you improve sustainable travel and transport? Do you employ local people?
- Creating value: do you plan to employ apprentices and/or invest in training? How could your programmes create value to your workforce and/or community?
- Driving innovation: How will your plan drive innovation within your organisation? What projects could capture the imagination of your teams, your staff, your patients and the community?
- Leadership: How will, what you do demonstrate your organisation's leadership in this sphere?
- The above can be supported by the insertion of a quote or statement from your organisational board lead responsible for sustainability and/or the Chief Executive Officer (CEO) or other Executive Lead.

1.4 Areas of Focus

The following ten areas of focus will form the basis of your SDMP action plan and are aligned with the elements of the SDAT tool. Within each of these areas you should set out your key aims and objectives. Across these factors it is helpful to consider four cross cutting themes;

- Governance and policy;
- Core responsibilities;
- Procurement and supply chain; and
- Working with patients, staff and local communities

The table in Annex A sets out some of the key considerations within each of these areas and gives some practical examples (based on the SDAT) of how these themes may be shaped within your organisation. Depending on your organisations type, some of these SDAT areas may be more relevant than others. Workbook B and Annex B can also help you determine which areas may need greatest focus.

1. **Corporate Approach**; this section sets out your organisation's approach to sustainable development, detailing its aims, ambitions and aspirations and creates clear links with your organisation's vision, values and mission statement and your sustainable development activities support the delivery of your corporate strategy and objectives.
2. **Asset Management and Utilities**; this section addresses the management of organisational assets. This includes large assets; such as buildings and critical operational plant and equipment e.g. boilers or chiller plants, through to smaller assets such as mobile clinical equipment or computers, and mobile assets, such as vehicles or equipment used in the community. The focus of this section is related to;
 - a. proactive energy focused and condition based maintenance activities
 - b. reducing the operational resource use, and running cost, of essential assets e.g. water and energy
 - c. the replacement of existing assets with more energy efficiency alternatives e.g. at lifecycle
 - d. inclusion of energy evaluation at business case stage, especially for ICT and items of medical and other equipment
 - e. the potential for utilising assets for the staff and the local community outside of work hours e.g. by working with your local community and third sectors
3. **Travel and Logistics**; this section evaluates the impact of your staff travel and the logistics associated with your organisation's activity e.g. Non-Emergency Patient Transport, taxi and courier services etc. The Health Outcomes of Travel Tool ([HOTT](#)) can be used to evaluate and report on the staff element of your activity. Consideration should be given to your organisations approach to reducing travel, moving away from conventional fossil fuel based vehicles and the introduction, and scaling of, electric or hybrid versions, as well as the promotion of active travel activities across your organisation.

4. **Adaptation**; this section considers your organisations approach to climate change adaptation and is linked to your Climate Change Adaptation Risk Assessment (mandated). The sections specifically looks at the risks on your register related to clinical needs, types of clinical interventions and the equality and readiness of your estate and infrastructure in responding to severe weather events e.g. heatwaves, cold weather or flooding, and the migration of diseases. Guidance on formulating your climate change adaptation risk assessment can be found [here](#).
5. **Capital Projects**; this section focuses on new build and refurbishment projects and the considerations set out in HTM 07-07 Environment and Sustainability; planning, design, construction and refurbishment. It sets out your organisation's approach to the identification and implementation of; resource and carbon efficiency (including energy, water and waste), the use of natural materials and the redesign of space and services to support the delivery of sustainable models of care.
6. **Green Space and Biodiversity**; green space and biodiversity plays a key role in improving patient recovery rates and patient experience, as well as supporting staff wellbeing. This section looks at the integration of green space into the clinical and working environments. It includes consideration of elements such as green space either directly on sites or on adjacent sites. This can include, tree planting, integrated allotment space which can be used in mental health facilities for non-standard therapy and placing bee boxes on site roofs. Designers can also look to integrate the principles of biophilic design into new build and/or refurbishment projects.
7. **Sustainable Care Models**; this section looks at the way clinical services are currently delivered and considers whether they make best use of our resources, finance and infrastructure whilst delivering the best care and outcome for our patients. Where it is identified that they do not, services can focus their efforts on creating modifications, or whole service redesigns, to ensure they are fit for both now and for the future. Sustainable models of care cut across organisational boundaries and look more deeply at the co-benefits of transformative care delivery e.g. telemedicine, which can provide face-to-face consultation for follow up appointments with no need for the patient to travel to the hospital. This can reduce waiting time pressures on doctors, reduce the need for patients to travel to a hospital (which may not be local to them) reducing site congestion and local air pollution, and allow doctors more time for patients with more complex issues.

8. **Our People**; our workforce is key to ensuring our organisations are sustainable, and every person within your organisation has a part to play. This section sets out your organisation's approach to items such as; your business code of conduct and the elements of responsibility placed on each employee and contractor in regard to sustainability; workforce training programmes for all employees; objectives in annual appraisal reviews for all staff in relation to sustainability related to their specific job roles; and the adequate provision of staff to manage your sustainability activities, e.g. energy manager, sustainability manager, waste manager, sustainable travel coordinator , social value lead (where appropriate) etc.
9. **Sustainable use of Resources**; this section looks at your organisation's approach to the sustainable use of resources, especially natural resources, such as water, waste, fuel and natural materials. Its purpose is to set out your ambitions and targets for reducing your impact, for example, lowering your building energy use, reducing single use plastic items, purchasing more products with recycled content to create demand and improve a circular economy etc.
10. **Carbon/Greenhouse gases (GHG's)**; this section addresses how you will measure the carbon impact of each of your activities and set targets to reduce your emissions. This section should include emissions from;
 - a. Building energy use
 - b. Building water use
 - c. Waste generation and treatment
 - d. Travel, transport and logistics activities
 - e. Procurement and logistic activities
 - f. Information Technology (ICT)
 - g. Clinical service lines (where available)
 - h. Other gases e.g. anaesthetic gases, inhalers and air conditioning gases (F-gas)

1.5 Tracking Progress

The structure of this document has been formulated to align with the elements of the Sustainable Development Assessment Tool (SDAT) in order to simplify the tracking and reporting process. The SDAT score should be used as a proxy for overall organisational performance, with additional (specific) reporting provided for the following areas:

1. Organisational Carbon Footprint against Climate Change Act reduction requirements
2. Building Energy, Water and Waste use, and associated carbon emissions
3. Hot spot Procurement Emissions; using the [Sustainability Reporting Portal](#)
4. Staff Travel; monitoring and reporting should be completed via the [Health Outcomes of Travel Tool](#) (HOTT)
5. Climate Change Risk Assessment
6. Progress against each of the high level aims and objectives of the SDMP

1.6 Governance

Insert your organisation's governance structure, identifying clear lines of reporting and accountability. This includes identification of the Sustainable Development Board Lead, Local leads, Committees and Steering Groups, Task and Finish Groups, and how progress from each group will be tracked and reported upon. Terms of reference for the key governance groups should be attached in the Appendices.

1.7 Reporting

Detail all forms of reporting for your organisation's Sustainable Development Activities. This includes annual returns, such as the Estates Return Information Collection (ERIC), the Premises Assurance Model (PAM), HM Treasury's report and the overall Annual Reporting requirements for Sustainable Development. Consider information flows, both internally and externally, and how these will be linked with your communication strategy (see below).

1.8 Communication

Consider the communication strategies you will employ within your organisation and how these will align with your corporate communications strategy for;

1. Internal communications e.g. newsletters, internal magazines, champions networks etc. and;
2. External communications e.g. trade bodies, awards, industry journals, case studies etc.

1.9 Risk

Detail how risks related to Sustainable Development will be identified, measured, monitored and reported on within your organisation, and a clear route for escalation for those risks requiring it. It is recommended that risks are logged on your corporate risk register and reviewed and updated regularly.

1.10 Finance

Identify the current financial implications for each area where data is available e.g. the energy, water and waste costs, the cost of staff travel and procurement activities.

Identify any investment requirements for the next three years and set out clearly where capital may be required and develop robust business cases to provide justification of spend.

Developing your action plan

This workbook has been designed to align with each of the elements set out in the SDAT tool in order that the online SDAT can act as an ongoing tool to capture progress. However, some of the elements of work may require coordination between a numbers of stakeholders which may necessitate a separate action plan.

When creating your action plan it is worth considering whether your actions are SMART i.e. Specific, Measurable, Achievable, Relevant and Time bound, and to identify the responsible person/action owner for each action to ensure progress is easily tracked. This is especially useful when you have a number of work programmes running concurrently. .

A suggested format for such a plan would be as follows:

Item number	Related Aim	Item Description (and measurement)	Action required	Action Owner	Item Owner	Date item opened	Target close date	Date closed (actual)

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