



# Green strategy

# Introduction

The Trust’s strategic ambition is to maximise value and sustainability in all that we do, to be sustainable financially, socially and environmentally. Reducing our negative environmental impact is a Trust priority to achieve this ambition, underlined by the NHS Long Term Plan<sup>3</sup>. Public demand and staff support for the sustainable use of resources are high<sup>4</sup> and are amplified by declarations of a climate emergency by both Dorset Council and Bournemouth Christchurch and Poole Council. To achieve our own aspirations and those placed on us by our community will mean delivering some activities differently, changing behaviours, and redefining the projects we undertake. Risk, investment, and initial additional costs will need to be accepted to achieve the long-term benefits, and avoid the reputational risk of poor performance. We will identify and prioritise projects and initiatives that achieve savings, reduced environmental impact and improved health outcomes.

<sup>3</sup> NHS Long Term Plan, January 2019. “The NHS is leading by example in sustainable development and reducing use of natural resource in line with government commitments. In 2016/17 NHS providers generated nearly 590,000 tonnes of waste. Of this only 15% goes directly to landfill, with 23% of waste recycled. Between 2010 and 2017 the health and care sector reduced water consumption by 21%, equivalent to around 243,000 Olympic swimming pools. The carbon footprint of health and social care has reduced by 19% since 2007, despite a 27% increase in activity. This leaves a significant challenge to deliver the Climate Change Act target of 34% by 2020 and 51% by 2025. A shift to lower carbon inhalers will deliver a reduction of 4%, with a further 2% delivered through transforming anaesthetic practices. Additional progress in reducing waste, water and carbon will be delivered by ensuring all Trusts adhere to best practice efficiency standards and adoption of new innovations. Key to this will be delivering improvements, including reductions in single use plastics, throughout the NHS supply chain.”

<sup>4</sup> NHS Sustainable Development Unit: 92% of the public and 93% of staff expect the health and social care system to operate in a sustainable manner by, for example, improving resource efficiency, reducing carbon emissions and reducing waste.

To reduce our negative environmental impact, the overarching ambition within this strategy is to reduce carbon emissions and conserve natural resources:

Trust Ambition	Trust Priority	Green Strategy Ambitions
Maximising Value and Sustainability	Reduced negative environmental impact	Reduce carbon emissions and conserve natural resources

## Reducing our negative environmental impact will deliver the following benefits:

- Improved public health
- Delivery of social value and fulfilment of our role as a good corporate citizen
- Reduced pressure on limited supplies of natural resources (including electricity)
- Compliance with statutory and contractual requirements
- Reduced financial cost

## We have identified eight priorities to reduce carbon emissions and conserve natural resources, which are outlined below:

### 1. Reducing carbon emissions year on year

We aim to continue reducing carbon emissions year on year. To achieve this we will do the following:

- Prepare a roadmap to carbon reductions and appropriate targets and key performance indicators across all carbon emission scopes
- Implement energy efficiency and carbon reduction projects within existing buildings through installing solar photovoltaic cells and LED lighting in all appropriate locations
- Use green/electricity incentivisation schemes to provide a financial incentive for services to reduce their carbon footprint
- Measure the Trust's scope 3<sup>5</sup> carbon footprint and develop appropriate metrics to monitor these emissions

The NHS has committed to achieve net zero emissions as soon as possible, acknowledging the UK government's commitment to achieving net zero by 2050. We will work to propose a trajectory for achieving this aim for agreement by the Trust Board.

### 2. Conserving water

We aim to conserve water through management of its efficient use. To achieve this we will do the following:

- Ongoing monitoring of water consumption data to assist in identifying areas of potential savings
- Implement a programme of water efficiency projects
- Seek opportunities for installing water management measures, such as rainwater harvesting

### 3. Limiting negative impact on biodiversity and natural ecosystems

We aim to lead within the sector in limiting negative and, where possible, having positive direct and indirect impacts on biodiversity and natural ecosystems. To achieve this we will do the following:

- Obtain professional advice to review and advise on current and planned work on the Trust's estate that has the potential to have harmful impacts on designated sites or species of conservation concern
- Develop a Biodiversity Plan informed by an assessment of existing biodiversity and ecosystems on the Trust's estate and recommend quick-wins for improving biodiversity (e.g. incorporating nest boxes, reducing frequency of mowing in some areas)
- Develop a Sustainable Food Policy that aims to minimise the indirect biodiversity impacts of the food that we purchase
- Preferentially source all timber and paper from Forest Stewardship Council-certified suppliers and require our preferred contractors to do likewise
- Highlight the benefits of purchasing carbon offsets for flights and consider purchasing offsets for flights used for business travel

### 4. Minimising and actively managing waste elimination, reduction, reuse and recycling

Our aim is to minimise and actively manage waste elimination, reduction, reuse and recycling. To achieve this we will do the following:

- Provide appropriate recycling infrastructure
- Reduce dependency on single-use plastics
- Maximise the use of WARPit, the online system to support reuse of materials and equipment across the ICS
- Ensure Site Waste Management Plans exist for all capital projects

<sup>5</sup> The GHG Protocol Corporate Standard classifies a company's GHG emissions into three 'scopes'. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting organisation, including both upstream and downstream emissions.

## 5. Developing sustainable procurement practices

Our aim is to positively influence the sustainability performance of suppliers and the sustainability credentials of the goods, food, consumables and services that we purchase. We will achieve this by doing the following:

- Provide appropriate training and guidance to staff who are involved in purchasing decisions
- Develop policies and procedures that promote sustainable procurement
- Undertake a Commodity Impact Analysis to identify priority commodity areas and develop plans for our top 10 commodity areas
- Develop and implement a targeted supplier engagement programme to promote continual improvements by both suppliers and purchasers
- Strive to achieve food-relevant accreditation e.g. a Silver Award from the Food for Life programme offered by the Soil Association
- Use the Flexible Framework<sup>6</sup> to monitor our progress on sustainable procurement

## 6. Reducing the negative environmental impact of construction and refurbishment projects

Our aim is to reduce the negative environmental sustainability impacts of our construction and refurbishment projects. To achieve this we will do the following:

- Adopt a strategic approach to the use of the existing estate through more efficient use of space and increasing the use of shared facilities.
- Review the Trust's approach to sustainable construction with a revised approach covering new build, refurbishment, fit-out and master-planning
- Ensure that all new developments within the trust receive at least a 'Very Good' rating from BREEAM<sup>7</sup>
- Monitor the energy consumption of new buildings and compare to the design estimates for at least three years after occupation. Investigate any significant differences and consider appropriate mitigation measures.

<sup>6</sup> The Flexible Framework is a widely used self-assessment mechanism developed by the government sponsored business-led Sustainable Procurement Task Force

<sup>7</sup> BREEAM is the world's leading sustainability assessment method developed by the Building Research Establishment for master-planning projects, infrastructure and buildings



## 7. Reducing staff travel

We aim to provide viable and accessible sustainable travel options for staff which result in a reduction of carbon emissions for travel to work, travel at work and travel for work, and for the users of our services for travel to access our services. To achieve this we will do the following:

- Commission a trust-wide Travel Plan covering staff and users of our services
- Promote smarter working approaches that reduce travel, and allow home working
- Establish sustainable travel incentives and projects to encourage walking, cycling, use of public transport and car sharing (e.g. contracted bus services, public transport ticket subsidies, car sharing, car clubs, cycle schemes, cycle parking, electric charging points, parking).
- Continue to provide video calling facilities as outlined in the Digital Strategy.
- Evaluate the replacement of our fleet with electric (or biofuel) vehicles
- Adopt a travel expenses policy that encourages travel by sustainable means (e.g. train in preference to flights, electric in preference to carbon).



## 8. Creating a culture where our staff and partners are engaged, empowered and supported to improve their personal and collective environmental sustainability practices

We aim to facilitate opportunities where staff, our service users and partner organisations can engage with and contribute effectively to achieving our shared environmental sustainability aspirations. To achieve this, we will:

- Sign up to Green Impact, the environmental engagement and accreditation scheme.
  - Facilitate active networks of staff and create, for example, an Environment and Energy Coordinator Network
  - Provide improved information at Trust level to support staff and users of our services in understanding the environmental performance of the Trust and their local facilities to help inform appropriate action
  - Provide training, both general and role-specific, to support staff and students to effectively contribute to achieving the Trust's environmental sustainability aspirations.
  - Deliver regular engagement events, for example Switch-Off Fortnight
  - Provide regular communication via formal and informal channels to facilitate action at individual and organisational level
  - Actively consult with staff and other relevant stakeholders on the development and implementation of operational policies, plans and practices
  - Actively seek formal and informal partnerships and opportunities for collaboration among local, Dorset-wide and national stakeholders
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