

# Sustainable Development Management Plan (SDMP) Guidance for Health and Social Care Organisations

The formal guidance for writing an SDMP for NHS, public health  
and social care organisations

*Supersedes NHS Sustainable Development Unit SDMP Guidance 2012*

March 2014



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**Please note that this guidance is intended to support organisations to understand the key elements that make up a Sustainable Development Management Plan (SDMP). It also provides some advice on how you can develop your organisation’s SDMP.**

**The way you choose to structure your plan, what you include and how you embed it in your corporate governance processes should be tailored to your organisational context and priorities.**

**Please do get in touch with the Sustainable Development Unit if you feel key information or tools are missing from the guidance or you have suggestions on how it can be improved.**

***An SDMP, that includes an adaptation planning component, is the simplest and most practical way to demonstrate your organisation’s commitment and progress on sustainable development.***



## Introduction

A Sustainable Development Management Plan (SDMP) is a current board approved document that assists organisations to clarify their objectives on sustainable development and set out a plan of action.

A "current Board-approved" plan means it is a) Approved by the board or governing body; b) Within the time period covered by the plan e.g. for a 5 year plan it was approved within the last five years; and c) A progress update to the board or governing body has taken place within the last 12 months (or the plan was approved within the last 12 months).

This guidance document will help you write an SDMP that identifies, prioritises and monitors the actions needed to improve sustainability performance whilst reducing the carbon footprint.

An SDMP sets out four things:

1. The organisation's vision for sustainability
2. An Action Plan for delivering the organisation's sustainability objectives
3. The metrics that will be used to monitor and review the progress of the plan
4. The governance and accountability arrangements for ensuring the plan is delivered and the benefits realised.

### Why is it important?

Having a board approved sustainable development management plan or equivalent is important as it is the most efficient way to meet a number of requirements:

1. The number of public sector organisations with a sustainable development management plan is an indicator in the Health Protection domain of the Public Health Outcomes Framework (PHOF). [www.phoutcomes.info/](http://www.phoutcomes.info/)
2. There is a requirement in the NHS Standard Contract - Service Conditions – SC15 Services Environment and Equipment – that requires all providers to:
  - Take all reasonable steps to minimise their adverse impact on the environment
  - Demonstrate their progress on climate change adaptation, mitigation and sustainable development, including performance against carbon reduction management plans, and must provide a summary of that progress in their annual report. [www.england.nhs.uk/nhs-standard-contract/](http://www.england.nhs.uk/nhs-standard-contract/)
3. Having an SDMP supports the achievement of the measures of success outlined in *'Sustainable, Resilient, Healthy People and Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system'*. [www.sduhealth.org.uk/sds](http://www.sduhealth.org.uk/sds)



## Summary of the benefits

Developing an SDMP will help your organisation to:

- Meet the minimum requirements of sustainable development
- Save money through increased efficiency and resilience
- Ensure the health and wellbeing of people in the UK and beyond is protected and enhanced
- Improve the environment in which care or the functions of the organisation are delivered for service users and staff
- Have robust governance arrangements in place to monitor progress
- Demonstrate a good reputation for sustainability
- Align sustainable development requirements with the strategic objectives of the organisation.

## What should it include?

A Sustainable Development Management Plan (or equivalent) should:

- Clarify the organisation's sustainability objectives
- Include a strong carbon reduction component setting carbon reduction goals and specific projects to achieve them
- Include (or cross refer) to an adaptation plan. Formal Adaptation Planning Guidance is available on the SDU website<sup>1</sup> - [www.sduhealth.org.uk/plan](http://www.sduhealth.org.uk/plan)
- Tailor the focus to appropriate areas of sustainability for your organisation
- Provide material for your annual report section on sustainability.

## Expectations

*At Organisational Level* - NHS, public health and social care organisations and services are expected to consider three key actions:

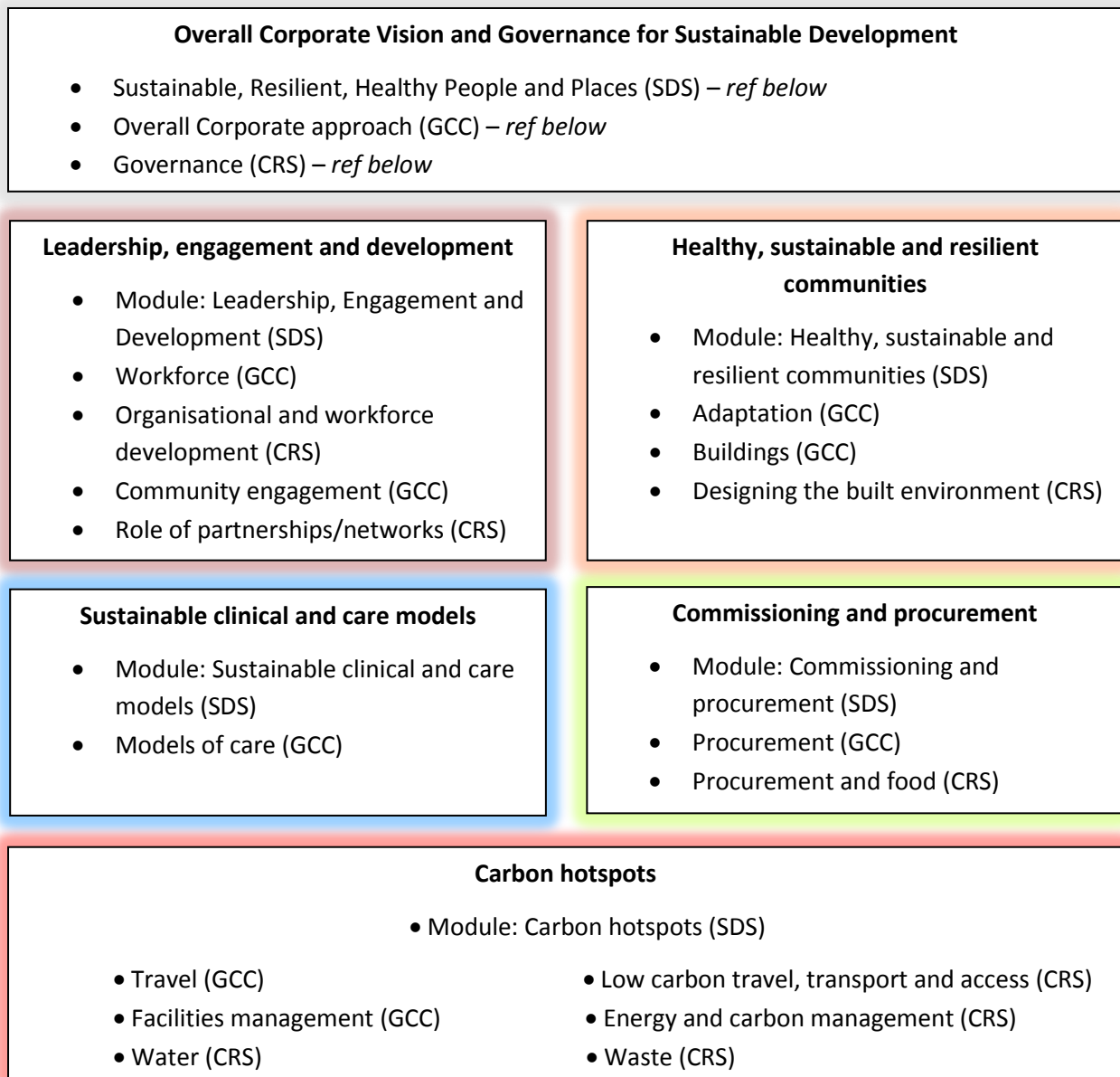
- 1. Outline the organisation's vision and objectives for sustainable development**
- 2. Develop appropriate action plans**
- 3. Report progress on sustainable development in the organisation's annual report.**

***A number of real-life examples of Sustainable Development Management Plans developed by different types of organisation are available on the SDU website - [www.sduhealth.org.uk/sdmpexamples](http://www.sduhealth.org.uk/sdmpexamples)***



## Developing an SDMP - See Appendix 1 for an example

The headings or areas of focus for your SDMP will depend on your locally determined priorities. The following focus areas identified in ‘Sustainable, Resilient, Healthy People and Places – A Sustainable Development Strategy for the NHS, Public Health and Social Care system’<sup>2</sup> may be a useful for deciding on areas for action and structuring your SMDP:



**Figure 1 - The documents and tool referenced in this table can help you outline objectives and actions to include in your SDMP**

**SDS (2014):** Each Sustainable Development Strategy area of focus has an accompanying module and implementation notes - [www.sduhealth.org.uk/focus](http://www.sduhealth.org.uk/focus)

**GCC (2012):** The Good Corporate Citizen (GCC) tool is a corporate social responsibility tool designed specifically for health and care organisations - [www.sduhealth.org.uk/gcc](http://www.sduhealth.org.uk/gcc)

**CRS (2009):** The NHS Carbon Reduction strategy 2009 outlines key actions for carbon reduction across ten key areas - [www.sduhealth.org.uk/crs](http://www.sduhealth.org.uk/crs).



## Checklist of a good sustainable development management plan (SDMP)

### Sections

#### Our SDMP contains:

	a strong carbon reduction component setting carbon reduction goals
	a risk assessment and mitigation plan outlining management of risks posed by climate change*
	a section on adaptation actions*
	a plan of action for compliance with the Carbon Reduction Commitment <sup>3</sup> (CRC)* - <i>where applicable to your organisation</i>

### Action Plan

#### Each action in the plan includes:

	time frames and milestones
	a named person responsible for delivery
	reporting arrangements (including exception reporting parameters)
	quantitative measures
	baseline figures and performance targets
	responsibilities/accountabilities for development, implementation and monitoring

### Monitoring and reporting

#### Our SDMP demonstrates progress by:

	monitoring and reporting on building energy, waste and water carbon emissions*
	complying with the HM Treasury sustainability annual report guidance <sup>4*</sup>
	Benchmarking sustainability performance against other organisations e.g. by using the Good Corporate Citizen (GCC) tool <sup>5</sup>
	setting an absolute carbon reduction target of 28% by 2020 on a 2013 baseline*
	setting annual targets for absolute reductions on a trajectory that ensures the above
	outlining the specific metrics used to monitor progress and provide assurance
	outlining public reporting arrangements, e.g. what's included in annual reports
	monitoring carbon emissions related to procurement and travel, including service users, public and staff

### Governance

#### Our SDMP:

	is approved annually by the Board or governing body*
	outlines governance arrangements for reporting progress and assurance*
	defines the overarching sustainability mission statement in line with core business
	lists the organisation's sustainability objectives and cross-functional input
	specifies the board (or governing body) level executive/non-executive lead for sustainability
	encourages sustainability in other organisations, e.g. through contractual requirements
	contains action for a sustainability statement to be included in all staff job descriptions

\* Criteria marked with an asterisk are the most effective indicators of compliance.



## Tips for producing an SDMP

The following tips can help you cover all the bases needed for a high quality SDMP.

- Appoint an Executive and non-Executive board (or governing body) level lead for sustainable development who can work together
- Establish a cross-functional sustainable development committee
- Involve all staff in developing and implementing the SDMP
- Include climate change in the organisation's risk register
- Engage emergency planning and business continuity leads in creating adaptation and resilience plans
- Use the Good Corporate Citizen assessment model (GCC) to measure progress
- Consider developing a Marginal Abatement Cost (MAC) curve<sup>6</sup>
- Look at real examples of SDMPs produced by other organisations – Examples of SDMPs for different types of organisation can be found at: [www.sduhealth.org.uk/sdmpexamples](http://www.sduhealth.org.uk/sdmpexamples)
- Quantify the carbon reductions from the action plan – even if only estimates
- Assess performance annually against your corporate sustainable development objectives
- Regularly update the SDMP and Action Plan as necessary
- Report progress on targets regularly to the board including risks and responsibilities.

## Overview of tools to help measure, monitor and evaluate progress

**Adaptation to Climate Change - Planning Guidance for Health and Social Care organisations** - *This guidance forms part of the formal Emergency Preparedness, Resilience and Response (EPRR) guidance for NHS, public health and social care organisations. It is produced by the Sustainable Development Unit to support health and care organisations to develop adaptation plans.* [www.sduhealth.org.uk/plan](http://www.sduhealth.org.uk/plan)

**Good Corporate Citizenship Assessment Tool** - *A corporate social responsibility tool developed specifically for the health and care system. It allows organisations to evaluate performance and benchmark themselves against other organisations.* [www.sduhealth.org.uk/gcc/](http://www.sduhealth.org.uk/gcc/)

**Estates Return Information Collection (ERIC)** – *Useful benchmarking data on carbon emissions from NHS organisations has been made available.* <http://www.erpho.org.uk/viewResource.aspx?id=21509>

**Marginal Abatement Cost Curves** - *A Marginal Abatement Cost (MAC) Curve shows you which carbon reduction measures save the most money. It will enable you to choose from a selection of possible measures and see which make best financial sense to invest in and which save the most carbon. It condenses complicated data into a graph showing cost effectiveness and magnitude of carbon saved.* [www.sduhealth.org.uk/delivery/measure/finance.aspx](http://www.sduhealth.org.uk/delivery/measure/finance.aspx)



**Procuring for Carbon Reduction (P4CR) Toolkit** - A range of guidance, training and tools for measuring procurement carbon emissions have been developed under the NHS Procuring for Carbon Reduction (P4CR) project. [www.sduhealth.org.uk/commproc](http://www.sduhealth.org.uk/commproc)

**Sustainability Reporting Template** - A template (based on Government Financial Reporting Manual [FReM] which includes mandatory sustainability and environmental reporting from 2011/12) has been created by the Department of Health to simplify the reporting for organisations and is available on the Sustainable Development Unit website. [www.sduhealth.org.uk/delivery/measure/reporting.aspx](http://www.sduhealth.org.uk/delivery/measure/reporting.aspx)

**Sustainable development reporting - best practice examples** - Compiled by the Sustainable Development Unit to highlight excellent sustainability reports in 2012/13. [www.sduhealth.org.uk/delivery/measure/reporting.aspx](http://www.sduhealth.org.uk/delivery/measure/reporting.aspx)

**Advice on measuring the carbon footprint** can be found on the SDU website at: [www.sduhealth.org.uk/measure](http://www.sduhealth.org.uk/measure)

**Advice on reporting sustainability performance** can be found on the SDU website at: [www.sduhealth.org.uk/measure](http://www.sduhealth.org.uk/measure)

## Assessing the Quality of Measurement

This checklist can be used to understand whether the objectives you set contain targets that can be regularly reviewed and reported.

### Progress

**Is the SDMP agreed by partners and are processes in place?**

<input type="checkbox"/>	Review has not taken place; no baseline or targets; implementation not started
<input type="checkbox"/>	Areas reviewed; some baselines and targets set; implementation of SDMP started
<input type="checkbox"/>	Targets agreed with all partners and SDMP implemented
<input type="checkbox"/>	Progress against agreed targets reported to board annually against SDMP

### Scope

**Does the SDMP meet its targets?**

<input type="checkbox"/>	Below agreed targets in most areas – inadequate performance
<input type="checkbox"/>	Above agreed targets in some areas – adequate performance
<input type="checkbox"/>	Consistently above agreed targets – good performance
<input type="checkbox"/>	Well above agreed targets – strong performance

### Coverage

**Does the SDMP target all core areas listed in the sample Action Plan\*?**

<input type="checkbox"/>	Up to three
<input type="checkbox"/>	Four to five
<input type="checkbox"/>	All areas
<input type="checkbox"/>	The SDMP is promoted nationally as good practice

\* Attached in the Appendix



## Appendices

### Appendix 1 - Example of an SDMP Action Plan aligning with the Sustainable Development Strategy 2014

Area of Focus	SDMP Objective	Plan	Time frame	Delivered by	Metrics to measure performance	Baseline Figure
<b>1. Overall Corporate Vision and Governance for Sustainable Development</b>	<b>The governance arrangements for sustainable development are clear and accountable</b>  E.g. Responsibility and accountability for sustainable development is clear in our organisation	<b>Examples:</b> > Report SDMP key performance indicators to the board or governing body on a regular basis (at least 6 monthly) > Report sustainability performance via the annual report.			<b>Potential Sources:</b>  > Use Sustainability Reporting Template from SDU website <sup>4</sup>  (Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )	
<b>2. Leadership, engagement and development</b>  (Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/led">www.sduhealth.org.uk/led</a> )	<b>Leadership: The organisation's vision for sustainable development is clear</b>  E.g. Leaders at all levels have engaged widely and developed a narrative for sustainable development that aligns visions, priorities and delivery	<b>Examples:</b> > Share success stories and develop a clear organisational vision statement for sustainability with staff > Nominate a board (governing body) level executive and/or non-executive lead for sustainability > Run leadership programmes to promote sustainable leadership competencies > Form a task force consisting of representatives and champions of various departments and professions within the organisation to help guide and implement efforts.			<b>Potential Sources:</b>  > Use Sustainability Reporting Template from SDU website <sup>4</sup>  (Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )	



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<p><b>2. Leadership, engagement and development</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/led">www.sduhealth.org.uk/led</a>)</p>	<p><b>Staff development: Organisations can support their staff by promoting increased awareness, supporting behavioural change, encouraging new ways of working, low carbon travel and the use of ICT</b></p> <p>E.g. All staff are aware of the benefits of acting sustainably and have the competencies and skills to implement sustainability initiatives</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Include a section on sustainability in staff induction</li> <li>&gt; Include sustainability as a duty in all job descriptions</li> <li>&gt; Promote the development of leadership competencies to deliver carbon reduction and improved corporate social responsibility performance</li> <li>&gt; Review workforce policies to ensure they promote sustainable behaviour</li> <li>&gt; Hold annual sustainability awards to recognise the most environmentally and socially sustainable team/department.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; % of staff who have received training on sustainability</li> <li>&gt; Workforce section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> <li>&gt; Use Sustainability Reporting Template from SDU website<sup>4</sup></li> </ul> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	
<p><b>2. Leadership, engagement and development</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/led">www.sduhealth.org.uk/led</a>)</p>	<p><b>Engagement: Organisations can engage local people, service users and local communities in improving the sustainability of local places</b></p> <p>E.g. Our approach to environmental and social responsibility is supported and owned by local people</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Include sustainability questions in engagement processes regarding the redesign of local care services</li> <li>&gt; Understand and harness the assets that exist in local communities to enable a more sustainable delivery of health and care in the future</li> <li>&gt; Outline a communications plan for reporting on sustainability to the public.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Community engagement section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> </ul> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	



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<p><b>2. Leadership, engagement and development</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/led">www.sduhealth.org.uk/led</a>)</p>	<p><b>Role of partnerships / Networks: Organisations can consolidate partnership and make use of its leverage within local frameworks</b></p> <p>E.g. The organisation is an active member of the local sustainability and/or climate change network</p>	<p><b>Examples:</b></p> <p>&gt; Develop a whole systems approach by specifying how the organisation will engage with partners to deliver SD.</p>			<p><b>Potential Sources:</b></p> <p>&gt; Partnership and Planning section in Community engagement section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></p> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	
<p><b>3. Healthy, sustainable and resilient communities</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/resilience">www.sduhealth.org.uk/resilience</a>)</p>	<p><b>Risk Assessment: Assessing climate change risks to the organisation is an important first step in developing an adaptation plan</b></p> <p>E.g. Current and future risks to the organisation from changing times and climates are understood and minimised</p>	<p><b>Examples:</b></p> <p>&gt; Create a section in the organisational risk register that addresses the challenges of building resilience to climate change and covers the legal, financial, infrastructure and service risks</p> <p>&gt; Identify risks and opportunities to health and wellbeing in the local area, assess levels of preparedness and develop plans to improve resilience e.g. by using UKCIP climate projections tools</p> <p>&gt; Use the Climate Ready BACLIAT tool to complement the process of assessing risks and opportunities associated with climate change locally.</p>			<p><b>Potential Sources:</b></p> <p>&gt; SDU Guidance on Adaptation<sup>1</sup></p> <p>&gt; Risk Assessment in Adaptation section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></p> <p>&gt; Environment Agency/UK Climate impact Project (UKCIP) Tools<sup>7</sup></p> <p>&gt; Organisational Risk register</p> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	



Area of Focus	SDMP Objective	Plan	Time frame	Delivered by	Metrics to measure performance	Baseline Figure
<p><b>3. Healthy, sustainable and resilient communities</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/resilience">www.sduhealth.org.uk/resilience</a>)</p>	<p><b>Adaptation planning: Communities, services and infrastructures should be prepared and resilient to weather events and other crises</b></p> <p>E.g. Develop an organisational adaptation plan that links to business continuity and emergency planning processes</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Draw on existing risk assessments, adaptation tools such as the UKCP09 projections and other local information to assess the risks to continuity and assets (buildings, emergency services, vehicles and the supply chain for fuel, food and key products)</li> <li>&gt; Involve business continuity and emergency planning colleagues in developing an Adaptation Plan as a core component of the SDMP. The adaptation plan should link to heat wave and cold weather plans, flooding, emergency preparedness and business continuity plans.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Adaptation section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> </ul> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	
<p><b>3. Healthy, sustainable and resilient communities</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/resilience">www.sduhealth.org.uk/resilience</a>)</p>	<p><b>Designing the built environment: Built environments can be designed to encourage sustainable development and resilience to a changing climate in every aspect of their operation.</b></p> <p>E.g. The entire environment in which our organisation delivers care will be low carbon, promote wellness and be resilient to changes in climate</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Produce options for improved access and increased green space in health and care organisation grounds</li> <li>&gt; Carry out a risk assessment on buildings to ensure they are resilient to projected changes in climate and weather extremes</li> <li>&gt; Refurbish buildings to reduce their carbon impact (e.g. wall insulation).</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Data e.g. monitored for Estates Return Information Collection (ERIC)<sup>8</sup></li> <li>&gt; The Department of Health Premises Assurance Model (PAM)<sup>9</sup></li> <li>&gt; Environment Agency/UK Climate impact Project (UKCIP) Tools<sup>7</sup></li> <li>&gt; Buildings section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> </ul>	



Area of Focus	SDMP Objective	Plan	Time frame	Delivered by	Metrics to measure performance	Baseline Figure
<p><b>4. Sustainable clinical and care models</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/moc">www.sduhealth.org.uk/moc</a>)</p>	<p><b>Service Redesign: The design of more integrated care services provides a great opportunity for developing services in a way that also delivers wider societal and environmental benefits</b></p> <p>E.g. Transformation of our Service delivers improved health outcomes coupled with social and environmental benefits</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Include environmental and social sustainability assessments on business case and service redesign templates</li> <li>&gt; Review models of care and patient pathways in every specialty taking into account the overhead use of resources and carbon footprint to identify where resources are used and can be reduced</li> <li>&gt; Consider most appropriate service location to minimise travel and facilitate access, including use of mobile technology or telephone clinics.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Models of care section of Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> </ul> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	
<p><b>5. Commissioning and procurement</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/commproc">www.sduhealth.org.uk/commproc</a>)</p>	<p><b>Commissioning Organisations Commissioning: Sustainability and social value can be optimised in the commissioning cycle when it is a core aim, it is built into the process from the outset and then embedded into all subsequent stages</b></p> <p>E.g. We are key partners in enhancing the environmental, social and economic wellbeing of local areas</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Ask provider organisations to demonstrate their progress on sustainability, carbon reduction and adaptation</li> <li>&gt; Develop clear procedures on how the organisation complies with the Public Services (Social Value) Act 2012</li> <li>&gt; Set objectives for enhancing social benefits identifying how the organisation can support the wellbeing of the local area(s)</li> <li>&gt; Outline how the commissioning approach will enable small and medium-sized enterprises (SMEs), social enterprises and other enterprise models to participate in public service commissioning requirements.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Use Sustainability Reporting Template from SDU website<sup>4</sup></li> </ul> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	



Area of Focus	SDMP Objective	Plan	Time frame	Delivered by	Metrics to measure performance	Baseline Figure
<p><b>5. Commissioning and procurement</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/commproc">www.sduhealth.org.uk/commproc</a>)</p>	<p><b>Finance: Quantify and consider sustainability options as part of cost improvement programmes</b></p> <p>E.g. Triple bottom line for Sustainability: environmental, social and cost impact assessment performed for all projects</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Whole lifecycle costing for procurement contracts</li> <li>&gt; Net present value and return on investment for projects</li> <li>&gt; Marginal Abatement Cost (MAC) Curves for all large investments and projects.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Use Sustainability Reporting Template from SDU website<sup>4</sup></li> <li>&gt; Save Money by Saving Carbon for information about MAC Curves on SDU website<sup>6</sup></li> </ul>	
<p><b>5. Commissioning and procurement</b></p> <p>(Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/commproc">www.sduhealth.org.uk/commproc</a>)</p>	<p><b>Procurement carbon emissions: Taking a whole lifecycle approach to procuring goods and services can reduce in-use and disposal costs and carbon emissions.</b></p> <p>E.g. Reduce carbon emissions from goods and services by 2% this year</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>&gt; Use a process methodology (for example Lean systems, Six Sigma, Total Quality Management) to identify and eliminate unnecessary use of resources</li> <li>&gt; Review existing high expenditure goods and services to identify action</li> <li>&gt; Use local food suppliers and businesses where possible</li> <li>&gt; Encourage/require suppliers to develop their own SDMPs</li> <li>&gt; Include the energy cost of operating equipment in the business case when purchasing</li> <li>&gt; Procure the more environmentally friendly product when choosing between comparable products.</li> </ul>			<p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>&gt; Procurement For Carbon Reduction (P4CR) framework<sup>10</sup></li> <li>&gt; Procurement section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> <li>&gt; Government Buying Standards<sup>11</sup> and Greening Public Procurement<sup>12</sup></li> </ul> <p>(Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )</p>	



Area of Focus	SDMP Objective	Plan	Time frame	Delivered by	Metrics to measure performance	Baseline Figure
<b>6. Carbon hotspots</b> (Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/carbon">www.sduhealth.org.uk/carbon</a> )	<b>Energy: Agree energy saving and carbon reduction targets.</b> E.g. Reduce absolute carbon emissions by 3% this year	<b>Examples:</b> <ul style="list-style-type: none"> <li>&gt; Run a staff energy awareness campaign</li> <li>&gt; Installation/upgrading of insulation for instance walls, roofs, pipework, window glazing, draught proofing.</li> <li>&gt; Use of energy saving lighting technology for example high frequency lighting, LED lighting.</li> <li>&gt; The efficient provision of heat, for example using high efficiency boilers or district heat networks</li> <li>&gt; Implement software to turn office computers off overnight</li> </ul>			<b>Potential Sources:</b> <ul style="list-style-type: none"> <li>&gt; Energy data as gathered for the Estates Return Information Collection (ERIC) or from the energy bill<sup>8</sup></li> <li>&gt; Display Energy Certificate (DEC) Advisory report</li> <li>&gt; Metered energy use</li> <li>&gt; Use Sustainability Reporting Template from SDU website<sup>4</sup></li> <li>&gt; Facilities management section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> </ul>	
<b>6. Carbon hotspots</b> (Module and Implementation notes available at: <a href="http://www.sduhealth.org.uk/carbon">www.sduhealth.org.uk/carbon</a> )	<b>Low carbon travel, transport and access: The emphasis could be on providing low carbon models of care by focussing on care closer to home, telemedicine, videoconferencing for meetings etc.</b>  E.g. Teleconferencing to replace 5% of business miles	<b>Examples:</b> <ul style="list-style-type: none"> <li>&gt; Assess environmental impacts in business cases for proposed new models of care</li> <li>&gt; Review recurring business mileage expenditure to identify meetings that could be conducted by teleconferencing</li> <li>&gt; Develop an active travel plan that promotes the use of public transport, cycling and walking</li> <li>&gt; Review car lease scheme arrangements to encourage the use of low emitting vehicles.</li> </ul>			<b>Potential Sources:</b> <ul style="list-style-type: none"> <li>&gt; Use Sustainability Reporting Template from SDU website<sup>4</sup></li> <li>&gt; Business mileage expense data from finance department</li> <li>&gt; Staff travel surveys</li> <li>&gt; Travel section of the Good Corporate Citizen (GCC) assessment model<sup>5</sup></li> <li>&gt; Energy Saving Trust fleet review<sup>13</sup></li> </ul>	



Area of Focus	SDMP Objective	Plan	Time frame	Delivered by	Metrics to measure performance	Baseline Figure
<b>6. Carbon hotspots</b> (Carbon Reduction Strategy includes a water section: <a href="http://www.sduhealth.org.uk/crs">www.sduhealth.org.uk/crs</a> )	<b>Water: Ensure the efficient use of water by measuring and monitoring its usage</b> E.g. Reduce metered water use by 2% this year	<b>Examples:</b> > set stretching targets around operational response time for repairing leaks > Avoid the routine purchasing of bottled water unless clinically required > Install water efficient technology.			<b>Potential Sources:</b> > Local water company may be able to provide carbon data and identify leaks > Water consumption data e.g. monitored for Estates Return Information Collection (ERIC) <sup>8</sup> > Use Sustainability Reporting Template from SDU website <sup>4</sup>	
<b>6. Carbon hotspots</b> (Carbon Reduction Strategy includes a waste section: <a href="http://www.sduhealth.org.uk/crs">www.sduhealth.org.uk/crs</a> )	<b>Waste: Monitor, report and set targets on management of domestic (and where applicable clinical waste), including reduction and appropriate disposal of waste in medicines, food and ICT.</b>  E.g. Increase % of organisational waste recycled by 15%	<b>Examples:</b> > conduct an audit on appropriate segregation of clinical and domestic waste > Provide recycling facilities in public areas and offices > Work with suppliers to reduce the amount of packaging products come in.			<b>Potential Sources:</b> > Waste contracts and collection receipts > Waste data e.g. monitored for Estates Return Information Collection (ERIC) <sup>8</sup> > Facilities Management section of the Good Corporate Citizen (GCC) assessment model <sup>5</sup> > Use Sustainability Reporting Template from SDU website <sup>4</sup> (Advice on measuring sustainability available at: <a href="http://www.sduhealth.org.uk/measure">www.sduhealth.org.uk/measure</a> )	



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