

Board of Directors meeting

24th June 2021

Report of	Stuart Keen – Director of Capital and Estates
Paper Prepared By	Will Blair – Sustainability Manager
Subject/Title	Sustainable Development Management Plan (2021 – 2024)
Background Papers	Sustainable Development Management Plan (2013)
Purpose of Paper	Provide an agreed Sustainable Development Management Plan
Action/Decision Required	<ul style="list-style-type: none"> i) Approval of the Sustainable Development Management Plan ii) Agree to make sustainability a Corporate Objective iii) Agree to publically acknowledge GMHSCP climate emergency
Link to: ➤ NHS Strategies and Policy	The NHS Long Term Plan Delivering a ‘Net Zero’ National Health Service NHS Operational Planning and Contracting Guidance 2020/21 NHS Standard Contract 2021/22 Service Conditions Greater Manchester Health and Social care Partnership - Integrated Care System: Interim Sustainable Development Plan (2019/20)
Link to: ➤ Trust’s Strategic Direction ➤ Corporate Objectives	Strategic Objective required
Resource Impact	Budget Staff resources
Risk Rating	9
You are reminded not to use acronyms or abbreviations wherever possible. However, if they appear in the attached paper, please list them in the adjacent box.	SDMP– Sustainable Development Management Plan CQC- Care Quality Commission United Nations - UN SDG- Sustainable Development Goals Greater Manchester Combined Authority – GMCA Sustainable Development Assessment Tool-SDAT



Introduction and background

Climate change is the greatest threat to global health in the 21st century. The links between climate change and public health are increasingly clear. Left unabated, climate change will define the health profile of current and future generations, will challenge already overwhelmed health systems. More intense storms and floods, more frequent heatwaves threaten to undermine years of health gains. Action on climate change will affect this, and it will also bring direct improvements for public health and health equity.

The world has observed a 1°C temperature rise above pre-industrial levels, with eight of the ten hottest years on record having occurred in the past decade. Progress in mitigating this threat is intermittent at best, with carbon dioxide emissions continuing to rise. The health and care system in England is responsible for an estimated 5% of the United Kingdom's carbon footprint so has a major role to play.

On 7th January 2019, the [NHS published its first ever long-term plan](#) which included commitments towards sustainability. These were:

- A commitment to the carbon targets in the UK government [Climate Change Act \(2008\)](#), reducing carbon emissions (on a 1990 baseline) by 34% by 2020; 51% by 2025 and net Zero by 2050.
- The NHS is committed to improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.
- The NHS will ensure that all trusts adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water and carbon, in addition to reducing single-use plastics.
- The concept of the NHS as an 'anchor institution'; important to promote an understanding of the NHS' contribution to the local economy, society and environment.
- The idea of prevention and more efficient working is threaded throughout the plan, e.g. by promoting earlier detection of illness. Preventing illnesses from happening in the first place is the best possible way for the NHS to become the most sustainable health and care system it can be.



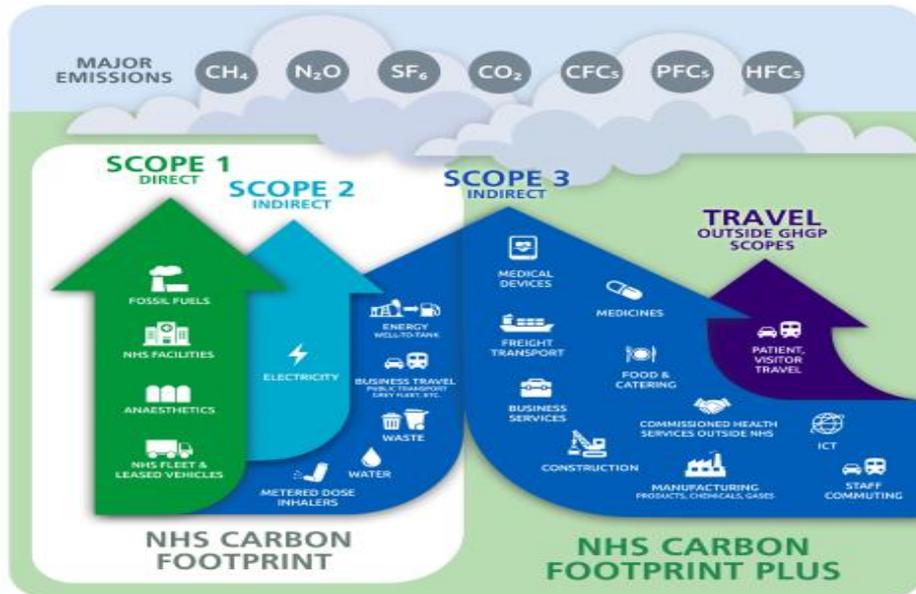
To support the realisation of the commitments, NHS England and NHS Improvement contributed with:

- All NHS organisations being legally required, through the [NHS Standard Contract \(2021-22\)](#), to maintain and deliver a Sustainable Development Management Plan (SDMP), approved by its Governing Body.
- All NHS organisations in accordance with SDMP guidance must provide an annual summary of progress to the co-ordinating commissioner, covering as a minimum greenhouse gas emission in tonnes, emissions reduction projections and an overview of the Trusts strategy to deliver those reductions.
- All NHS organisations must nominate a Net Zero Lead and ensure that the co-ordinating commissioner is kept informed at all times of the person holding this position.
- Regional sustainability leads deployed as part of the NHS Long Term Plan sustainability agenda.
- Sustainable Development Unit replaced with the Greener NHS Team.
- In January 2020, the campaign [‘For a greener NHS’](#) was launched to mobilise more NHS staff and set an ambitious, evidence-based route map and date for the NHS to reach net zero. The outcome of the campaign was published 1st October 2020 as [Delivering a ‘Net Zero’ National Health Service](#).



Delivering a ‘Net Zero’ National Health Service has divided the carbon emissions into NHS carbon footprint and NHS carbon footprint plus.





- Scope 1: Direct emissions from owned or directly controlled sources, on site.
- Scope 2: Indirect emissions from the generation of purchased energy, mostly electricity
- Scope 3: All other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.

There are still some emissions that fall outside these scopes and the NHS is committed to also work towards net zero for a NHS Carbon Footprint Plus that includes all three of the scopes above, as well as the emissions from patient and visitor travel to and from NHS services and medicines used within the home.

The NHS targets have been set as ambitious as possible, while remaining realistic; and supported by immediate action and a commitment to continuous monitoring, evaluation and innovation.

Two net zero targets for the NHS have been proposed:

- by 2040 for the NHS Carbon Footprint, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032
- by 2045 for the NHS Carbon Footprint Plus, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039

These trajectories have been developed based on analysis of current and planned activities for the NHS, and by drawing on national and international best practice that can be scaled across the NHS in England. They also included assumptions about future innovations and the pace at which government, other sectors and the international community will drive change.

The intention for these targets is to construct the most ambitious, credible declaration to reach net zero of any national healthcare system in the world. However, it has been recognised by NHS



England and NHS Improvement that they can only be delivered if they are supported by collective action from all NHS staff and collaborative partnerships within and beyond the NHS, as well as appropriate investment. The report recognised that any analysis that looks forward 30 years will be subject to uncertainty. The pace of change is likely to increase over time and predicting future shifts and innovations that will help accelerate this ambition is particularly challenging. This uncertainty is, in part, reflected in the date ranges above, which NHS England and NHS Improvement will refine through updated analysis every five years.

Delivering the trajectories set out in Delivering a 'Net Zero' National Health Service will require action across every part of the NHS. At The Christie, we are proud of our history at the forefront of cancer care for more than a century, however we are even more proud of our forward thinking nature and our desire to constantly innovate and develop our services for the benefits of patients. The Trust has twice been rated Outstanding by the Care Quality Commission (CQC), becoming the first specialist trust in the country to be given its highest accolade, and warmly described by the CQC as 'a leader in cancer care' and 'pioneers in developing innovative solutions to cancer care.' We continue to lead the way in cancer care, research and education and remain committed to helping all those affected by cancer, both now and in the future. Therefore to continue to be an innovator we must embrace the commitments set out in Delivering a 'Net Zero' National Health Service. As put by Simon Stevens, NHS Chief Executive, when discussing the challenges ahead for the NHS;-

One of the most significant is the climate emergency, which is also a health emergency. Unabated it will disrupt care, and affect patients and the public at every stage of our lives. With poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer, our efforts must be accelerated.

As a forward thinking organisation, the Christie must be committed to sustainable healthcare, by reducing our environmental impact, empowering staff, enhancing social value and collaborating with our stakeholders to generate the best health and quality of life for all who live and work within the communities we serve. This is to include adapting how we deliver services, health promotion, more prevention, corporate social responsibility and developing more sustainable models of care.





Sustainable models of care include working within the available environmental and social resources to protect and improve health, now and for future generations. In practice, this requires us to reduce our carbon footprint, minimise waste and pollution, make the best use of scarce resources and build resilience to a changing climate, while providing uninterrupted healthcare and wellbeing services to the local community. The objective is to achieve a positive impact on the ‘triple bottom line’, the right balance between;-

- **Environment:** The environmental impact of the Trust activities and to work towards reducing or eliminating negative environmental impact.
- **Social:** The social impact on our community and on society. More broadly, how as an NHS anchor organisation we can positively utilise our influence to address health and social inequalities.
- **Economic:** The financial impact of the Trust activities and are they financially viable in the long term. The impact the Trust has on how it controls and spends its money; from the contribution sustainable development activities have on our short, medium and long term financial position, to the impact we have on actively improving the local socio-economics of our communities through the way we direct our expenditure. Effective management of environmental performance can bring significant financial benefits, this is an especially important consideration as energy, carbon and transport costs are rising. Therefore benefit of a more sustainable healthcare modal means that significant financial gains can be made from efficiency savings.

The Trust has developed an updated Sustainable Development Management Plan (SDMP) in line with the aims of the UK Climate Change Act (2008), The NHS Long Term Plan and Delivering a ‘Net Zero’ National Health Service. The SDMP outlines the Trust rationale, aims, objectives, plans and priorities for improving local, national and global sustainability. The SDMP embraces the ten NHS Sustainable Development Assessment Tool (SDAT) modules which in turn cover the seventeen United Nations (UN) sustainability goals.



The SDMP aims 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 net zero carbon lead.
- support staff to improve sustainability at work and empower them to make sustainable choices.
- reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages.
- embed energy and water efficient technologies and practices throughout our Estate and services and deliver year-on-year reductions in consumption.
- measure our carbon emissions, identify hotspots and take targeted action to reduce this year-on-year.
- maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.
- take an innovative approach to driving out waste, delivering year on year reductions in cost and volumes.
- 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.
- 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.
- encourage sustainable and active travel wherever possible and reduce carbon and air quality impacts of our organisation and supply chain.

The Trust SDMP also compliments the [Greater Manchester Five Year Plan for the Environment](#), which has set out the bold ambition for the city region to be one of the healthiest, cleanest and greenest city-regions and to be carbon neutral by 2038. The Greater Manchester Five Year Plan for the Environment The plan focusses on the six key parts of our daily lives where action is required; -

- Our energy supply
- Our transport and travel
- Our homes, workplaces and public buildings
- Our production and consumption of resources
- Our natural environment
- Our resilience and adaptation to climate change

Greater Manchester Health and Social Care Partnership, of which The Christie is a member, [declared a climate emergency in August 2019](#). This is based on the principle that the climate emergency is a health emergency.



One of the ten ambitions in [Greater Manchester's 'Our People, Our Place' strategy](#) is to ensure the region is at the forefront of action on climate change. The Greater Manchester Combined Authority (GMCA) has formed the Green City Region, tasked with bringing together stakeholders from across the city to ensure Greater Manchester is leading the way on this agenda.

As well as the local authority prioritising climate change and the environment, the GMHSCP are also determined to develop the agenda further across the region with key stakeholders from the sector. GMHSCP have identified key work areas including air pollution, carbon reduction targets, and single use plastics, and will be developing a new sustainability plan which will encourage collaboration across the sector.

The CQC now includes a sustainability group with a focus on Trusts to develop innovative solutions, with sustainability featuring as a key line of enquiry in the inspection process within the 'Well Led' section under 'Innovation, Improvement and sustainability'. For instance, CQC reports have stated:

"There was a clear sustainability strategy in place led by the director of facilities. A travel and sustainability plan was in place within the trust."

The Trust has made significant progress in many areas, including a Gold Standard Green Travel Plan, and has undertaken a baseline appraisal using the SDAT. This report provides an overview of the new SDMP and the key areas of focus going forward on the journey to net zero carbon, outlining some of the planned activity for the next three years and how the Trust is incorporating and contributing to local and national initiatives.



1. Key Areas of Focus

The Sustainable Development Goals (SDGs) are the United Nations (UN) (2015-2030) ambitious collection of global aims that recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change and working to preserve our oceans and forests. The UK is a signatory nation as such, the UK is committed to delivering against the 17 SDGs and 169 targets which came into force on 1st January 2016. The SDGs were embedded in the NHS through the Sustainable Development Assessment Tool (SDAT).



The SDAT evolved from the Good Corporate Citizen (GCC) Self-Assessment Tool, which has been widely used by NHS providers and commissioners since 2008. The SDAT replaced the GCC, incorporating feedback from users and non-users and aligning the tool with the SDGs.

The SDAT was designed to:

- Help health and social care organisations assess year-on-year their progress on sustainable development
- Support designing and giving focus for a SDMP.
- Show how you are contributing to the UN SDGs.

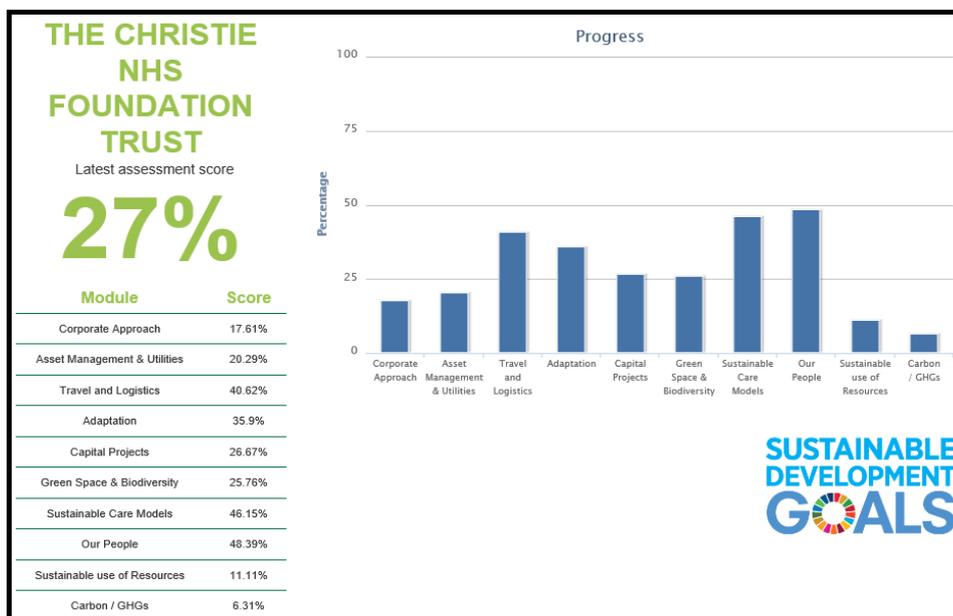
The SDAT covered ten modules with four cross-cutting themes, namely Governance & Policy, Core responsibilities, Procurement and Supply chain, and Working with Staff, Patients & Communities.

- Corporate Approach
- Asset Management & Utilities
- Travel and Logistics
- Adaptation
- Capital Projects
- Green Space & Biodiversity
- Sustainable Care Models
- Our People
- Sustainable use of Resources
- Carbon / GHGs



An organisation’s sustainable journey is usually very unique therefore this new approach to the modules allowed users to demonstrate their progress in a way that mirrors an individual organisations journey.

The Trust utilised the SDAT during 19/20 to create a baseline for the development of a new SDMP. The Trust achieved an overall score of 27% and identified actions to progress the move towards a sustainable healthcare model.



The following sections summarise the actions planned in each module to support the Trust in reducing the carbon footprint in line with the commitments set out in Delivering a ‘Net Zero’ National Health Service. Going forward the Greener NHS Team are developing a new tool which will align with the priorities set out in the ‘Delivering a Net Zero National Health Service’ report. The Trust will monitor progress on the new SDMP through the new tool once it is made available

1.1 Corporate Approach

Introduction

Sustainable healthcare is only achievable if the principles of sustainability are embedded across the organisation. It is essential that all staff, governors and stakeholders are held accountable for delivering the goals set in our SDMP. This means ensuring our policies, strategies, procedures and business cases reflect our ambition for sustainable healthcare, and that operationally all activity across the Trust ensures the delivery of our goals



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 Trust board level net zero carbon lead.

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Trust board approval of sustainable development management plan.
2. Trust board to adopt sustainability as a corporate objective.
3. Trust board publically acknowledges GMHSCP climate emergency as part of the release of the sustainable development management plan
4. Publish sustainable development management plan.
5. Publish sustainability governance structure, including Trust board level net zero carbon lead.
6. Develop key indicator reports for the Trust board against all modules to be submitted on a six monthly basis. Once reports are approved by the Trust board they will be made available to staff on the intranet.
7. Trust board supported with sustainability training
8. Annual report format updated to include updates across all ten modules of the SDMP. Once annual report is approved by the Trust board it will be made available to staff on the intranet.
9. Identify training gaps for sustainable development committee leads
10. Develop and implement Sustainability Impact Assessment (SIA) for use in all business cases.

No later than the 31st March 2023

11. Mandatory requirement for all businesses case that the outcome of the SIA is discussed at the approving committee as a dedicated agenda item.
12. Implemented training requirements for sustainable development committee leads
13. Completed interim review of Sustainable Development Management Plan (2021-2024)
14. Developed a sustainable procurement policy
15. Commence a full review of the Sustainable Development Management Plan (2021-2024)

No later than the 31st March 2024

16. Development and approval of a new Sustainable Development Management Plan based on NHS guidelines.

1.2 Our People

Introduction

Every single staff member has a part to play in delivering our strategy, and making sure we educate and engage them is paramount to success. Staff need to understand the impact they have and how even small changes can make a difference to the organisation both in a positive and negative context.



Aim

To support staff to improve sustainability at work and empower them to make sustainable choices.

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Develop a communications and marketing strategy
2. Develop a section on Trust intranet dedicated to sustainability
3. Sustainability awareness included in staff annual survey
4. Develop sustainability induction package for new starters

No later than the 31st March 2023

5. Developed training and awareness raising programme to increase knowledge and understanding of sustainability amongst our staff.

1.3 Capital Projects

Introduction

The built environment contributes around 40% to the UK's total carbon footprint, so tackling the construction, refurbishment and decommissioning of buildings is a key part of our carbon reduction plans. Our Estate is constantly evolving and expanding to cope with increasing pressures but we need to ensure that net zero carbon is considered in all stages of the projects to ensure the developments are compatible with the future.



Aim

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

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Incorporate sustainability into handover process to communicate and induct staff into the new building or area, on the way it works and designed to support them to make energy efficiency decisions

No later than the 31st March 2022

2. Develop sustainable capital projects plan/process to;
 - Ensure any designed scheme advisers need to provide idea of the energy usage
 - Every scheme needs to justify why it is not sub metered
 - Challenge long term requirement of all developments in the business case and if flexibly design can be incorporated.

No later than the 31st March 2024

3. Full review of NHS Net Zero requirements on capital developments. This is will include;
 - Reviewing and understanding the commitments set out in Delivering a 'Net Zero' National Health Service.
 - Reviewing and understanding the implications of the NHS Operational Planning and Contracting Guidance requirement that all NHS organisations must ensure all new builds and refurbishment projects are delivered to net zero carbon standards.
 - Engagement with Greater Manchester Health and Social Care Partnership and the wider NHS to define what the NHS Net Zero requirements means for healthcare facilities.
 - Baselining with other NHS providers.
 - Exploring funding options available for the Delivering a 'Net Zero' National Health Service commitments
 - Assessment of capital costs required to deliver Net Zero Carbon

1.4 Asset Management and Utilities

Introduction

Our Estate activities are intensive and constant. Utilities represent a substantial cost and environmental impact to the organisation, so it is essential that we accurately measure and reduce consumption through efficiencies, new technologies, and increased staff awareness.

Aim

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

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Commence implementation carbon and energy fund project to bring guaranteed savings and a reduction in carbon footprint

No later than the 31st March 2023

2. Conduct water use survey to identify options to reduce water usage through best practice efficiency standards and new innovations.

2.5 Carbon and Greenhouse Gases

Introduction

Every activity that is undertaken across our organisation generates a carbon footprint. Monitoring and minimising our emissions is vital if we are to reach the ambitious reduction targets set in the amended CCA and the GM Environment Plan.



Aim

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

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Transfer electricity purchase into 100% renewable energy tariffs
2. To set a carbon footprint baseline figure for this SDMP
3. Completed public sector decarbonisation programme
4. Purchase Hydrotreated Vegetable Oils as fuel for stand-by generators
5. To set interim targets for carbon reduction to identify how the Trust can meet net zero commitments.
6. Engagement with GMHSCP and wider NHS to define carbon trajectories for the Estate and explore opportunities for external funding to support further carbon reduction schemes.
7. Develop air condition and ventilation management process
8. Through a new sustainable health care committee explore options to reduce use of desflurane and sevoflurane anaesthetic gases.

2.6 Green Space and Biodiversity

Introduction

Sustaining and improving green space across our Estate helps combat climate change through carbon storage, supports local biodiversity, reduces noise pollution and improves air quality. But the benefits are not just environmental; having access to outdoor space has been proven to improve both mental and physical wellbeing which is hugely important for our patients and also our staff.



Aim

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

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Explore possible collaboration options with Greater Manchester Health and Social Care Partnership
2. Complete a tree register for the Withington site

No later than the 31st March 2023

3. Develop a biodiversity strategy for approval by Trust board

No later than the 31st March 2024

4. Implementation of Trust board approved biodiversity strategy



2.7 Sustainable Use of Resources

Introduction

Procurement constitutes the largest proportion of our carbon footprint and how we purchase and use our resources accounts for significant impacts on the environment. We are working to procure more efficiently and sustainably, reduce unnecessary waste, and move away from a throwaway culture.



Aim

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



Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Implementation of NHS Plastic Pledge catering services commitment;
 - No longer purchase single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics
2. Membership of WARP-IT (a customisable online peer to peer reuse network)
3. Review opportunities for reusable personal protective equipment
4. Address the over-use of non-sterile gloves through education and training.
5. Develop and implementation of a non-clinical plastics plan to remove the use of single use plastics where there is a viable and lower carbon option.
6. Commence waste management projects in departments to identify avoidable waste
7. Staff have access to initiatives and discount schemes that allow them to procure more sustainable products.

No later than the 31st March 2023

8. Develop a clinical plastics plan to remove the use of single use plastics where there is a viable and lower carbon option.

2.8 Sustainable Care Models

Introduction

We need to embed sustainability into the heart of clinical pathways; helping to integrate healthcare services so they are more efficient, support patients in receiving care closer to home, and improve the general health and wellbeing of our population

Delivering a 'Net Zero'
National Health Service



to reduce hospital admissions.

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.

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Formation of a committee that will bring clinical leads together to help develop sustainable care models. This will include looking at areas such as anaesthetic gases and procurement.
2. Awareness training for the Trust board net zero lead on the role of sustainable care models
3. Explore training opportunities for clinicians to develop sustainable healthcare skills in the context of the NHS.
4. Participation in the Centre for Sustainable Healthcare Green Ward competition

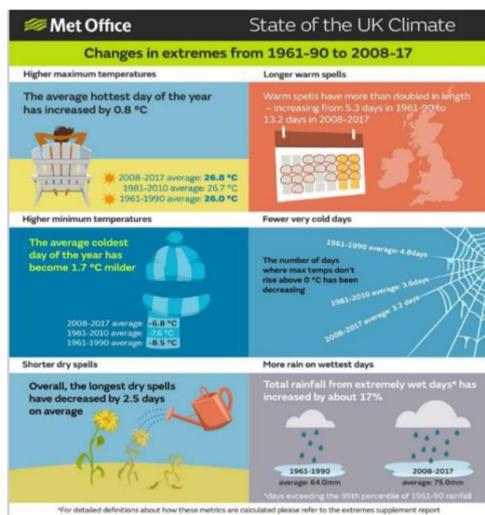
No later than the 31st March 2023

5. Implementation of training for clinicians to develop sustainable healthcare skills in the context of the NHS.

2.9 Climate Change Adaptation

Introduction

We must be resilient against the threats of a changing climate, and adapt now. We need to take appropriate action to prevent or minimise the damage of increasing temperatures and extreme weather events across our estate so that our staff and patients are safe, and that we can continue to deliver our services.



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.

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. A Climate Change Risk Assessment to be added to Trust risk register and reviewed annually.

No later than the 31st March 2023

2. Develop a Trust board approved Adaptation Plan

2.10 Travel and logistics

Introduction

As a Trust with multiple sites and the need to provide some elements of patient transport, the transport of goods and services, as well as staff, patients and visitors has a significant impact on the environment. We need to reduce the impact of these activities by eliminating unnecessary journeys, and promoting sustainable and active travel methods, leading to cost savings and health benefits.



Awarded gold by Transport for Greater Manchester for championing sustainable travel in 2018

Aim

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

Actions

Over the next three years, the Trust proposes to implement the following:

No later than the 31st March 2022

1. Continued implementation of the Green Travel Plan (2014-2030)
2. All new Trust leased or purchased vehicles must be zero emission vehicles.
3. End all domestic flights for business travel, including reimbursement for domestic flights.
4. Assessment to ensure staff have access to facilities for video/teleconferencing to support homeworking, reduce business miles between sites and from attending external meetings.
5. Complete an Energy Saving Trust green fleet baseline review (19/20)
6. Review Expenses Travel and Subsistence Policy in line commitment to reduce emissions from fleet by 20% by 2023/24.

No later than the 31st March 2023

7. A strategy in place to ensure that at least 90% of the Trust fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028.

No later than the 31st March 2024

8. Cut business mileages and Trust fleet air pollutant emissions by 20% by 2023/24 from a 2019/20 baseline.
9. Engagement with GMHSCP to develop target for reducing the environmental impact (GHGs and Air pollution) of the logistics associated with the delivery of goods and services to site.

3 Challenges and Risks

Introduction

There are a number of challenges and risks that the organisation faces in ensuring implementation of the SDMP and the underpinning work programme. We have identified key risks that we must work together with key stakeholders both within and outside of the Trust to overcome in the next year:

Non-compliance with legislation

The Trust must, no later than the 31st March 2022, have an updated SDMP in accordance with current NHS SDMP Guidance and approved by the Trust Governing body to avoid breaching the NHS Standard Contract 21/22. The Trust would also not be able to demonstrate that it is working towards the legal requirements set out in the Climate Change Act (2008).

Reputation

As an organisation that has been rated outstanding twice by the CQC, our reputation for sustainability is paramount due to NHS England's recognition that climate change is the biggest public health threat of the 21st century. This has also been reflected in GMHSCP climate emergency declaration. Furthermore Greater Manchester has made ambitions for the city region to be one of the healthiest, cleanest and greenest city-regions. The Trust therefore must be able to demonstrate a clear sustainability strategy in line with current NHS SDMP guidance.

Organisation Culture

Although significant progress has been made in the last year, sustainability is still not fully embedded into the organisational culture as evidenced by the lack of a corporate objective to develop a sustainable healthcare model. The corporate objective would then need to be reflected in Trust governance and policy.

Finance

Budget constraints and access to financial capital is limited, with growing pressure on services and the re-direction of finances to the Covid-19 pandemic and frontline services. If the Christie is to reach the NHS net zero targets we will require significant access to capital. The cost to achieve net zero is not included here as there is no reliable way of doing this at present.

Challenging Agenda

Action on climate change and sustainability is growing in interest and support, but the fast-moving agenda leads to shifting priorities and 'hot topics' which can be difficult to manage.

Growing and Disperse Estates

The Christie has a dispersed Estates and some of the most technically complicated facilities within the NHS. This makes it more challenging to embed sustainability and ensure consistent excellence across all sites.

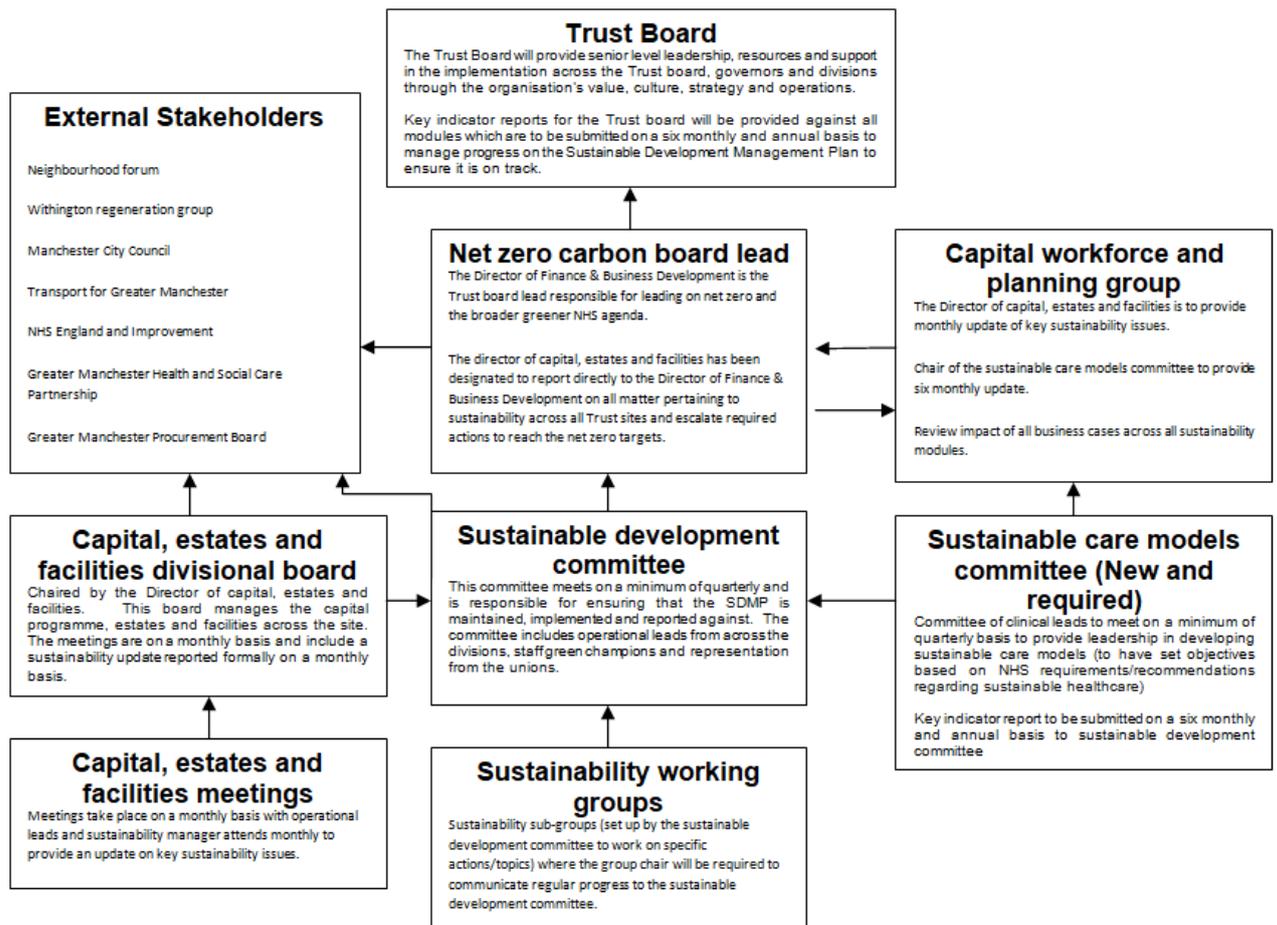
Urgency

With the declaration of climate emergencies, the 2018 IPCC special report found society has only 12 years to limit our activities before catastrophic climate breakdown occurs. Climate change is the greatest threat to global health in the 21st century. As a large and busy specialist trust there are many competing motivations and not everyone prioritises this agenda.

4 Governance

Clear leadership, corporate objectives, and communication are vital if we are to successfully deliver the SDMP and progress towards the NHS net zero carbon commitments. We need to work hard to improve meetings, reporting processes and ensure stakeholder representation is both active and engaged.

The following approach is, in principle, proposed:



Conclusion

The Christie NHS Foundation Trust has had many success stories throughout the previous SDMP, including local, regional and national recognition for the Green Travel Plan (2014-2030). However, there is still significant progress to be made in aligning the Trust with the sustainability aims of the NHS Long Term Plan and Delivering a 'Net Zero' National Health Service. The SDAT has identified key areas the Trust must focus on immediately (i.e. statutory requirement in the NHS Standard Contract 21/22) and for the next three years. These have been incorporated into the new SDMP to support the NHS commitment to achieve net zero carbon.

Throughout the review of the legacy SDMP we have seen a significant increase in levels of interest and engagement, as public awareness around the impact of climate change grows. The frequency of staff enquiries has grown as they see opportunities in their own work areas. Internal organisational changes also support restating the Trusts sustainability intent. This will only intensify, as people will come to expect large public sector organisations like the Christie to be leading from the front on sustainability and climate change. This will undoubtedly present challenges that we must continue to find innovative ways of engaging stakeholders with this agenda.

Despite growing pressure on finances, services and resources, the Christie is positive about the opportunities ahead to deliver a sustainable health care model. Embedding sustainability into the core values and objectives of the Trust is vital to ensure sustainable healthcare and supporting the Trust to continue to deliver exceptional care.