



# Sustainability Plan

2022-2025



# Contents

Foreword.....	03
Introduction .....	04
Organisational vision.....	06
Workforce & system leadership.....	07
Sustainable models of care .....	08
Digital transformation .....	09
Travel & transport .....	10
Estates & facilities .....	11
Medicines.....	12
Supply chain & procurement .....	13
Food & nutrition.....	14
Adaptation .....	15
Biodiversity .....	16
Moving forward .....	16
Summary of our main priorities.....	17

# Foreword

We have an obligation to work in a way that has a positive effect on the communities we serve. This means delivering high quality healthcare while ensuring we spend public money well, are smart and efficient in the use of natural resources while helping to build healthy and resilient communities.

Our 2022-25 Sustainability Plan represents our commitment to build upon previous work undertaken by the Trust to reduce the environmental impact of our activities while supporting the NHS Long term plan's focus on sustainable healthcare delivery.

This Plan reflects the climate emergency we face which has resulted in the legally enforceable target within the UK Climate Change Act to transition to 'net zero' emissions by 2050, or earlier if possible. It also reflects the NHS Long Term Plan goals and the NHS England and NHS Improvement 'For a Greener NHS' initiative.

Being proud to make a difference in everything we do is our mantra, and this is never more so than in our drive to make an impact on our environmental footprint. To reflect this, we have adopted "creating a sustainable organisation" as a sixth corporate aim in our new corporate strategy.

We have been successful in reducing emissions that contribute to climate change in the past, but we know that there is more we can do to improve the environmental, social, and financial impact of our organisation, our communities and the wider NHS.

To achieve this, we will focus on energy and water use within our buildings, the prevention and management of waste, the procurement of goods

and services, business, patient, visitor, and staff commuting travel and transport as well as models of care. We will further develop our approach to embedding sustainable practices and where possible act as an exemplar to our communities, other NHS Trusts, and partners. Our passion, ambition and plans are reflected in this document which we have shared widely to engage and involve our staff, patients, communities, and partners in this important work.

This is our first Sustainability Plan as an organisation and we know we have much to learn about this agenda, but we are determined to make a difference.



A handwritten signature in black ink, appearing to read 'Kirsten Major'.

**Kirsten Major**  
Chief Executive

# Introduction

Sheffield Teaching Hospitals NHS Foundation Trust provides an extensive range of healthcare services to the population of Sheffield, across South Yorkshire and further afield. We do this through 5 major health care delivery sites across the city that are largely focussed on 2 distinct campuses and community services not only in people's homes but utilising 6 community hubs and 16 local bases.

The Northern General Hospital is the home of the city's Accident and Emergency Department, which is also one of the three Major Trauma Centres for the Yorkshire and Humber region. A number of specialist medical and surgical services are also located at the Northern General Hospital including cardiac, orthopaedics, burns, plastic surgery, spinal injuries and renal. A state-of-the-art laboratories complex provides leading edge diagnostic services, which have been at the forefront of our response to COVID-19.

The Royal Hallamshire Hospital has a dedicated Neurosciences Department including an Intensive Care Unit for patients with head injuries, neurological conditions such as stroke and for patients who have undergone neurosurgery. It also has a large Tropical Medicine and Infectious Disease Unit and a specialist Haematology Centre, other medical and surgical services.

Sheffield Teaching Hospitals is also home to the Charles Clifford Dental hospital, the Jessop Wing that provides maternity, a specialist neonatal intensive care and fertility services, and the Weston Park Cancer Centre.

Our services and care are delivered by over 18,500 staff representing a very wide variety of professions and staff groups. These services on an annual basis equate to over 2 million contacts that include over 1 million outpatient attendances, 686,000 community nurse contacts and 121,000 accident and emergency attendances.

Sheffield has a population of almost 600,000 and is approximately 1/3 of the SYB population. It is one of the 20% most deprived local authorities in England and this poverty brings the well-known health challenges and a life expectancy that is lower than England. There are also significant inequalities within the city where life expectancy varies by over 9 years for men and almost 9 years for women between the most deprived and the most affluent. We aim to reflect the diversity of local communities and have developed strong partnerships with local people, patients, and neighbouring NHS organisations, the local authorities, charitable bodies and GPs. We are one of the region's largest employers and we take our responsibility to be a good corporate citizen very seriously.



We have a proud history of pioneering medical advances that have now become established NHS treatments, undertaking high quality research that provides the NHS with the evidence it needs to introduce new treatments and care. Together with our partners at The University of Sheffield and Sheffield Hallam University we are leading the way on the development of world class clinical research in a wide range of disease areas, including cancer, progressive diseases such as dementia, stroke and multiple sclerosis, as well as heart disease and many other lesser known conditions.

Our corporate strategy is called Making a Difference – the next chapter, which has been developed through

wide engagement with stakeholders and through our vision, mission, strategic aims and values, will shape and drive our strategic ambitions for the next 5 years. Approved in December 2021, this will enable the Trust to continue respond to the challenges of the last 2 years and to be successful in providing high quality clinical care to our patients, being financially sound and remaining at the forefront of research and innovation. Of critical importance, our new strategy includes a new strategic aim to create a sustainable organisation, which is in recognition of the drive within the NHS to meet the challenges of a net zero organisation and the Trust’s commitment to achieving the objectives that have been set.



# Organisational vision

Our overall vision is to be recognised as a brilliant place to work, a provider of inclusive and high-quality health care, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant, healthy and sustainable city region

Our mission is to improve health and wellbeing, to support people to keep mentally and physically well, to get better when they are ill and when they cannot fully recover, to stay as well as they can to the end of their lives. We aim to work at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. We touch lives at times of basic human need when our care and compassion are what matter most to people.

## Our strategic aims are:

- Deliver the best clinical outcomes
- Provide patient centred services
- Employ caring and cared for staff
- Spend public money wisely
- Create a sustainable organisation
- Deliver excellent research, education and innovation



## Our Values are:

- **Patient first** - Ensure that the people we serve are at the heart of all we do
- **Respectful** - Be kind, respectful to everyone and value diversity
- **Ownership** - Celebrate our successes, learn continuously and ensure we improve
- **Unity** - Work in partnership and value the roles of others
- **Deliver** - Be efficient, effective and accountable for our actions

The Trust is fully committed to understanding and improving our sustainability credentials and our priorities include reducing carbon emissions, making improvements to the estate, creating a circular economy with our waste and improving our staff and patient's wellbeing.

## Our specific strategic priorities for Sustainability that are set out in our corporate strategy are:

- Drive our ambition for a greener NHS by developing a Sustainability Plan that contains a wide range of carbon reduction initiatives and broader sustainability goals
- Ensure a deep engagement process across the organisation and with our partners to embed net zero principles to streamline service delivery and supporting functions

- Deliver social value through our patient and stakeholder contacts enhancing our role and impact on the community by thinking and working beyond the boundaries of the services we provide
- Strengthen our relationship with schools to encourage children and young people to work in healthcare and support the best start in life through health promotion and prevention
- Strengthen our work within neighbourhoods, focus on reducing health inequalities within them and with the voluntary sector provide more holistic and patient centred care
- Through collaboration and active leadership, play a more prominent role in the transformation of health and social care services locally and regionally and influence at a national level health policy and transformation

A baseline assessment using the Sustainable Development Units Sustainable Development Assessment Tool was completed in 2020, to identify the Trust's position in relation to the ten areas of sustainability, which resulted in a score of 38% and showed the areas for development that have been included as part of the development of this plan. This baseline assessment indicates that we have considerable scope to improve.

A carbon accounting survey is planned for end of 2021 to understand where our carbon emissions are coming from. Once understood, this will allow us to draw up specific plans to reduce these emissions and apply particular focus on the areas which will have the greatest impact. We will also use this to determine timeframes on the projects within this plan to improve against the carbon emission metric

It is clear that we must address these challenges through strategic partnerships. There are many organisations locally and across the region, such as healthcare providers, universities, councils, businesses and other institutions who also want a sustainable future. Working together with key stakeholders such as local, innovative, industry leaders will be critical to encouraging behavioural change and implementing joined up sustainable solutions, that will benefit the local communities within which our sites operate and all our employees, in particular where we have opportunities to undertake a modal shift for health, wealth and wellbeing.

The following sections outline the areas of focus for the Trust, which are aligned to the main drivers of change and sources of carbon emissions across the NHS.

# Workforce & system leadership

Our 18,500 strong workforce will be key to implementation of our sustainability plan, which recognises the impact we all can have in the choices we make both at work and outside of work. This can be as simple as the use of supplies and resources in daily work tasks, choices of how to travel to work and the impact our colleagues and their families can have outside of work and in the communities where we live.

The development of the Trust's plan has been led by a designated board-level net zero lead, which for our Trust is the Director of Strategy & Planning. The Trust's Head of Sustainability brings specialist knowledge and together the expert input from a broad range of disciplines and functions, including clinicians, estates and facilities, procurement, finance and human resources, this plan has been drawn together.

In the last quarter of 2021, the Sustainability Committee was assembled. It is anticipated that as the focus of the Trust's sustainability targets evolve, the structure of the committee also will. We have an Estates Energy Working Group, a Sustainable Travel Group and a Medical Gases Group who review practices within the Trust. These groups report into the Sustainability Committee.

## To enable our colleagues to support our sustainability strategy, over the next three years, we will:

- Incorporate sustainability messages, behaviours and tools in our training materials, for managers, individuals and teams, as these are reviewed and updated.

- Work collaboratively across our corporate services such as Human Resources, Staff Engagement and Wellbeing, Organisational Development, Transport and Travel, Communications, Procurement along with others to identify opportunities to promote both sustainability and employee wellbeing through environmental initiatives such as active travel.
- Through recognition of, and the aim to harness, the passion for sustainability that we know already exists within our workforce we will engage with those who wish to champion sustainability within their services. We have the aim to create a workforce sustainability network to test out sustainability improvement ideas, and share and promote success and good practice through the Trust's Sustainability Committee.
- Ensure that consideration of the sustainability agenda is given in decision making processes, including investment, so due attention is given to the impact of those decisions on our environment. This includes reviewing processes, documentation and behaviours that are used in the Trust.
- Encourage staff, patients and visitors to feel empowered to make positive sustainable changes for themselves, the trust and their environment, and recognise behaviours and practices which need change.





# Sustainable models of care

The Trust is committed to understanding and improving the sustainability of our care models. It is imperative that our patients and their care are prioritised in any of the actions that we may take to improve sustainability. One example is the Combined Community and Acute (CCA) Care Group.

The CCA Care Group comprises of a diverse set of community based services. It has more than 2000 staff members, a significant proportion of who have responsibility for delivering care in patient's homes and within the acute setting. The CCA Care Group operationally manage multiple sites across the city, which includes both clinical and non-clinical accommodation for the provision of a wide range of services across multiple care groups. The sites are owned / leased and managed from an infrastructure perspective (contracts, maintenance and utilities) by the Trust's Estates Team.

There is a plan in place for the CCA Care Group to develop a strategy for the citywide estate, of which sustainability will be a component part. The exploration of sustainable models of care to reduce unnecessary interventions by the provision of Care Closer to Home will include:

- Moving to domiciliary (home-based) models of care
- Development of smaller community sites (hubs) with facilities to treat patients on an ambulatory basis
- Use of mobile technology to support the above models of care and further reducing the paper footprint of our services
- Further development of hybrid pathways for patients (a combination of face-to-face and non-face-to-face work)
- Further development of group-based work in services, such as Active Programmes, to minimise travel costs and carbon emissions from staff

- Implementation of the 'My Pathway' app across community services to share patient information, further reducing paper costs
- Working with staff to explore more advanced planning to reduce mileage between patients

## Default preferences for lower carbon interventions, to include:

- Exploring the use of Hybrid vehicles for GP Collaborative
- Incentivising staff to opt for hybrid or electric vehicles for lease cars
- Exploring how the capital infrastructure in community sites could minimise emissions, such as insulation or heating systems changes
- Implementation of room booking software to maximise the use of clinical space within community sites and prevent unnecessary travel

We aim to spread this learning and work with each of our clinical directorates with support from our corporate teams, to develop carbon reduction opportunities in the way their services they provided and in particular link with the work to reduce variation through the Trust's Making it Better transformation programme.





# Digital transformation

The modernisation of the core IT infrastructure has been central to the Trust's capital investment in Information Technology for many years. Modernisation of our core network, servers and data centres to provide a robust and secure environment to deliver patient systems and services supporting the delivery of our care has been a priority. Wherever possible we have taken the opportunity and will continue to invest in Cloud First technologies where appropriate. Modernisation of our data centre environments will allow us to consider and implement sustainability initiatives wherever possible. This ongoing investment is set to continue across our core IT infrastructure.

Our drive for a Digital First approach wherever possible has seen us create initiatives to reduce paper-based record keeping and challenge our continued reliance on paper to support the delivery of patient care across a range of initiatives.

- Digitising and removing paper-based forms wherever possible.
- Consolidating the output from our many clinical systems into a digital repository, again reducing paper, print, transport, and storage consumption.
- Introduction of email patient correspondence as an alternative to traditional print and post services.
- Investment in digital patient facing apps to reduce paper-based correspondence and improve timely communication wherever possible.
- Enabling the digital transfer of clinical letters to GPs, reducing paper, energy and transportation.
- Investment in remote access technology to enable the delivery of care closer to home, making use of satellite District General Hospital (DGH) locations, whilst maintaining access to the Trust systems and information.

A major theme of our technology investment is the Trust plan to establish an Electronic Patient Record (EPR). Currently in the procurement stage, a new EPR system will primarily improve access to information and enable us to deliver safe care to our patients, in addition to this a new EPR should open a host of sustainability opportunities, further minimising paper record keeping, improving patient communication through digital channels and wherever possible consolidating smaller IT systems across the organisation into a single EPR system.

The modernisation of our Information Technology environments is not limited to the core infrastructure, more recently our investment in office systems has seen transformational change in our ability to collaborate digitally in ways not previously possible for our staff. With continuous development and innovation in this area, this will no doubt continue to reap rewards of efficiency and sustainability that were previously unavailable. Our workforce continues to adapt to these new ways of working, finding new ways to collaborate and reduce printed materials; all of which enable a more flexible and agile workforce.

Our investment in video conferencing and digital collaboration using the Microsoft Teams platform has seen a transformational change in the way we interact across all teams. Whilst the adoption was largely driven as part of the Trust response to COVID-19, the benefits are here to stay and have no doubt reduced travel significantly across our campus sites and the daily commute of many staff who can undertake their role working from home.

The same Microsoft Teams technology and other platforms are being used to increase our ability to deliver patient care through virtual consultations, reducing travel onto site where possible. Whilst still in the early stages of development and adoption, this technology will no doubt transform some of our outpatient services and increase our ability to offer more remote services and reduce the need to travel to site where safe and appropriate.

With an IT estate of over 14,000 end user devices, small changes can have a big impact. Our continued investment in maintaining our desktop PC and Laptop devices together with proactive power management allows us to manage power consumption and replace older technology with modern, more energy efficient devices; these new devices across a large IT estate can make a significant difference to our ongoing energy consumption.



# Travel & transport

Our Sustainable travel priorities are aimed at providing alternatives to single use car journeys both to and from our main hospital campuses and also within our community based premises. We recognise that we also have a responsibility to our local residents to help minimise levels of local air pollution.

Our Sustainable Travel Committee, which leads the internal work on travel at the Trust, recognise this is a major challenge but a critical area to address for our patients and our staff. We have a large number of actions planned that include reviewing our parking provisions across the whole organisation to enable active travel and public transport options that encourage more sustainable journeys to work; increasing secure cycle parking and actively promote cycling as a viable mode of commuting to the workplace; using digital functionality to encourage the use of public transport with support from South Yorkshire Passenger Transport Executive; work with our university partners to encourage use of active travel options across the city; provide an increase

in the options for commuters and visitors to Trust sites from the surrounding areas of the city in advance of the Clean Air Zone (CAZ) being introduced.

The Trust has a large fleet of vehicles within Facilities which are predominately fuelled by diesel and a programme to move away from these. We will continue to review the Trust's transport practices and route planning to reduce routes and vehicles on the road at any one time. The Trust's fleet is reviewed regularly alongside carrying out vehicle trials to reduce emissions in order to have a more sustainable fleet. Options of looking into a leased fleet to enable us to upgrade vehicles in a more timely and thus a more environmentally beneficial way are also being considered. We are working with Sheffield City Council to trial E-cargo bikes where appropriate within the Trust. The postal services and across site deliveries are immediately apparent at being able to make use of this form of transport.



# Estates & facilities

The Trust estate comprises many buildings of varying complexity to maintain from ageing builds to energy inefficient areas. The Northern General site was first established in the late 1800s with many of the buildings still in use today. The variety of the Trust's estate poses some complex problems in managing it in a sustainable way.

There are clear areas for efficiencies to be made as well as innovative engineering and equipment to be used. There are many aims below, which will assist the Trust to become more sustainable although some of the projects will understandably be longer term.

- The Trust follows BREEAM principles for new build projects and major building extension works. All new build projects will attain BREEAM Very Good certification as a minimum. For smaller scales refurbishment projects, current guidance is considered and implemented where practicable.
- To complement building to BREEAM standards, we will train capital projects staff in how they can develop sustainable outcomes and ensure that sustainable design is incorporated into to aide flexibility of use and space management into buildings to enable evolution through their life cycle. Buildings/refurbishment will be designed with climate change in mind to ensure that buildings are suitable for the long term.
- The Trust operates a Building Management System (BMS) designed to optimise energy consumption from heating, lighting and ventilation. This is monitored and controlled by the Energy Management team working alongside the Estates Operations team. We will improve the energy efficiency of buildings on site. Where buildings are deemed unfit for purpose, they will be demolished. Having carried out an initial survey of the buildings within the Trust estate, these tend to be older, energy inefficient buildings.
- The Trust Estates Operations team and Capital Projects team commission, where possible, local small and medium enterprises (SMEs) to conduct work which develops local skills and employment and reduces the environmental impacts of commuting large distances from national depots. We will continue to do this where feasible.
- We have recently de-steamed the estate, moving to low temperature hot water combination boilers and reducing Scope 1&2 emissions. The Trust has also invested in several small-scale photo-voltaic installations and has a multi-year LED lighting investment programme. Following these programmes of work, the Trust has a regular review process to invest in technology which will make the assessment and reporting of energy usage more accurate.

- The Trust purchases all its electricity through 100% renewable energy sources. We will produce an annual report advising on utility consumption and performance. This will be communicated across the Trust to engage individuals and groups to enact sustainability by conserving resources and utilities through regular campaigns and training. We will also use these communication tools to engage with external contractors working onsite to understand our sustainability ethos and reduce utility consumption.

The Trust currently has very poor rates of recycling, approximately 35% of all waste. We will undergo a tender for a waste provider, which will coincide with publicising the waste hierarchy and what to do with waste across all sites. Waste data will be reviewed and assessed regularly to understand the effectiveness of these communications and the routes that waste is being diverted through. This may also entail purchase or hire of equipment to enable the processing of recyclable waste more easily at our sites.

All Business Case documentation will be amended to include requirement for information on proposed carbon impact, recycling/disposal arrangements and costings where items are being replaced or upgraded. The costs associated with the disposal of items being replaced will sit within each business case and will not be passed to the waste management service. Asset management companies will be recommended and true disposal i.e., not circular economy thinking, will only take place once all other avenues have been explored. The asset management companies will be utilised to re-sell, re-purpose or recycle equipment which is still useful and will recover remuneration for the Trust or negate disposal costs.

A scoping exercise for on-site treatment of healthcare and other wastes will be carried out at the Trust as this is the most sustainable waste treatment option, which would effectively self-manage over 80% of healthcare waste arisings at source, in addition to some, if not all, domestic waste. This would reduce transport operations around our sites and minimise reliance on external contractors, insulating the Trust from national influences. Another benefit is that this service will provide a control of waste across Trust premises.

There is an increase in waste disposal each end of financial year due to any unspent monies being spent on items of replacement equipment. We will investigate how this spend can be justified from a waste and sustainability perspective, working with Finance and Procurement colleagues.

# Medicines

The Trust has already seen significant reductions in the use of desflurane in the last few years, to approximately 1% of the total volatile anaesthetic gas used in the Trust. We have aims to understand current volatile gas usage and options for tackling these emissions over the course of the plan. There are also targets for exploring more sustainable options in providing lower carbon intensity medications where appropriate.

- We will build on work to establish our baseline clinical usage and the carbon footprint associated with nitrous oxide and investigate opportunities to reduce use where clinically appropriate and rationalise our infrastructure to reduce wastage and leakage.
- The use of desflurane in the Trust has significantly decreased in the last 5 years. We will continue to work to decrease this further and review remaining usage with a view to switching all remaining practice.
- We will investigate opportunities to install nitrous oxide destruction technology to mitigate the carbon footprint and ozone-depleting effects of Entonox whilst ensuring reliable access to this form

of analgesia in labouring women and reducing the workplace exposure of our workforce in maternity services at the Jessop Wing.

- We will explore opportunities to capture and reuse volatile anaesthetics.
- We will work with our respiratory, pharmacy and primary care colleagues to change to lower carbon footprint inhalers where clinically appropriate. We will utilise dispensing data to identify options and work with the clinical teams to promote lower Carbon options and update Lorenzo accordingly.
- We will explore opportunities to reduce the carbon intensity of medication through seeking lower carbon footprint alternatives such as oral preparations instead of intravenous where this is clinically appropriate. We will aim to use more efficient and sustainable medicines by working with our procurement and supply chain teams.



# Supply chain & procurement

We understand that our Supply Chain activity accounts for a significant proportion of our carbon emissions and are committed to minimising adverse impacts on the environment by carrying out our purchasing activities in an environmentally responsible manner, ensuring consideration of environmental and sustainability issues in any procurement. The carbon accounting work will lead us to identify where we have the greatest impacts in our supply chain and where we can influence change in our supplier to become more sustainable.

We will also be looking at carrying out trials with equipment and Personal Protective Equipment for example to understand how a change to reusable items or more efficient and innovative technology could help us to become a more sustainable Trust. The timelines for these projects will arise from the carbon accounting exercise and the relationships that we have with our current suppliers, although work on all of the items below will be carried out within the three year plan timeframe.

## Some key considerations include:

- Selecting goods with low environmental impact, e.g. all white goods purchased should be energy rated B or better.

- Using suppliers and contractors who adhere to a strict environmentally friendly practice similar to that of the Trust.
- Insisting, when tender contracts are developed that suppliers provide a range of goods and services that are in keeping with Trust environmental policies.
- Ensuring a minimum 10% of evaluation weighting focused specifically on social values and sustainability is included within competitive procurements.
- Wherever possible, purchasing fair trade goods

## The Trust will strive to preserve natural resources and reduce pollution by pursuing the following objectives:

- Encouraging and persuading suppliers to investigate and introduce processes and products that reduce the impact on the environment. Wherever possible, within the UK Procurement Directives, purchases will be made from suppliers that can demonstrate that they have action plans and results in terms of environmental improvement, rather than those that merely have a general environmental policy.
- Specify wherever possible environmentally friendly products or services, defined according to their environmental performance and the production process used.
- Incorporating environmental considerations into Trust procurement processes.
- Communicating openly with staff in relation to environmental policies and best practice and co-operating with others in the public and private sectors at home and abroad to develop and promote environmentally sound procurement practices.
- Work closely with external national supply partners to ensure sustainability is included within their sourcing and logistics models.
- We will work with ICS partners to ensure consistency of approach and supplier expectations across the region, utilising the collective purchasing power of the ICS NHS partners.





# Food & nutrition

Much of the approach which the Trust is adopting to making our food services more sustainable and particularly those for our patients is led by the "Hospital Food Review", which was published in October 2020. Following this, we are considering our procurement practices and in particular how these can be managed in a more sustainable manner.

The review is looking at a common methodology for recording and monitoring food waste which nationally costs Healthcare around £230m per year and as part of this to look at food waste minimisation plans by addressing the following key points:

- Starting with the process of food production, most of which comes through the Central Production Unit which is based at Northern General Hospital and produces all of our patient meals including diets. We possess Soil Association Food For Life Served Here bronze accreditation: farm assured meat, sustainable sourcing of fish, no nasty additives, free range eggs, over 75% of menu using fresh ingredients, cooking from scratch, healthy eating alternatives and providing inclusive menus.
- Within our retail environment we already encourage the reuse of own keep cups and bowls as well use crockery and reusable plastics and we are seeing some successes with this initiative which we will continue to promote.
- For our patients the medium to long term goal we will be to use alternatives to single use plastics for patient meal delivery, these being aluminium foil containers or heavy-duty compostable board.
- The value of localism and the use of our position as an anchor institution within Sheffield will help us drive the agenda to look at more local and sustainable approaches to food production and our food offers both for patients and through retail. We have carried out some early investigations into potential options and will continue to do so whilst working with procurement colleagues and local food providers to produce a proposal for future sustainable food sourcing options for the Trust.



# Adaptation

This is an area which the Trust has not focussed heavily on in the past. It has been reported that in the last 50 years, average summer temperatures in Yorkshire have risen by 0.5°C. If global emissions of carbon dioxide continue unchecked, the Met Office projects that summer temperatures may rise by 4.4°C by 2080.

This means that average July daytime temperatures in Sheffield would approach 26°C, which would currently be described as a particularly hot day. As well as the increase in temperatures, summer rainfall could drop by a quarter, so the weather conditions we experienced in summer 2018 - when temperatures soared and we faced a prolonged drought - would become normal. A projected increase in winter rainfall means that the city would experience a climate that regularly swung from one extreme to the other.

The primary aim for the Trust is to understand the situation now and how to alleviate some of the issues that we have been seeing as a result of climate change impact. All of the below aims will be assessed over the duration of the three year plan.

We will:

- Recognise the potential impact that climate change could have on the provision of the Trust's services. The Trust will develop an Adaptation Plan linked to the Sustainability Plan.
- Complete a Climate Change Risk Assessment (CCRA), focussing on local impacts. The CCRA will consult with representatives of multiple departments across the Trust.
- Carry out a Flood Risk Assessment across the sites.
- Monitor over- heating events, likely to become more common with climate change.
- Provide training to staff for issues related to Adaptation.
- Use its position to leverage suppliers to improve their sustainability. The Trust will work with our major suppliers to develop contingencies to ensure supply chain is not compromised by extreme weather events.
- Recognise the potential impact that climate change could have on the provision of the Trust's services. The Corporate Risk Register will be updated to include; sudden demand on services, extreme weather events and environmental impacts
- Ensure that its Business Continuity Plans are updated and include; Cold Weather Plan, Excess Death Management Plan, Rapid Relocation Plan and Flood Management Plan.





# Biodiversity

The Trust has an extensive estate with several areas of greener and leafier vegetation. These areas are not always the most accessible for patients, visitors and staff and nor do we understand the biodiversity characteristics of the areas.

- We are intending on creating more areas for staff and patient wellbeing. There are plans to create an outdoor green space at the rear of the clock tower building and for a development adjacent to the Spinal Rehabilitation Centre in 2023.
- We will carry out a biodiversity survey on the site to understand how to encourage and sustain wildlife across our sites.

## Moving forward

This Plan has been developed in line with guidance provided and sets out a wide range of priorities and ambitions to ensure we move forwards on our carbon reduction ambitions.

The Trust will develop a detailed timeline for these initiatives and the review progress against the approved plan on an annual basis. This will be reported to the Board of Directors.



# Summary of our main priorities

Priority	Measure	Year 1 (2022)	Year 2 (2023)	Year 3 and beyond (2024 onwards)
<b>Travel</b>	Lessen the emissions from Trust fleet, staff, patient & visitor vehicles	Review parking provisions across Trust locations	Implement findings from parking review, encourage use of active travel	Offsite parking proposal including active travel for last stage of journey
<b>Waste</b>	Increase recycling rates	Tender for a waste provider	Scoping exercise for on-site treatment of healthcare and other wastes at STH.	Implementation of onsite waste treatment
<b>Responsible Sourcing</b>	Source to have as great a sustainable impact as possible	Carry out carbon accounting exercise to determine where the Trust's greatest impact are	Implement plan to liaise with suppliers and support them to become more sustainable	Link with ICS to ensure this best practice is carried out across the region
<b>Plastic</b>	Single use plastic items	No single use plastic to be served to customer	Work with local partners to encourage procurement of locally grown produce	Alternatives to plastic for patient
<b>Communications</b>	Awareness of the Trusts sustainability priorities	Publicise the Green Plan	Encourage sustainability ambassadors across the Trust	Sustainability embedded into working practices





**Sheffield Teaching Hospitals**  
NHS Foundation Trust

**PROUD TO MAKE A DIFFERENCE**  
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

