

Sustainable Development Management Plan

2018 - 2023



Executive summary

Climate change is now recognised as one of the most serious threats to the continued health and wellbeing of the global population. The impacts of global warming are being felt worldwide and the scientific community is in agreement that unless immediate action is taken, the negative effects of rising global temperatures will worsen. Inevitably the most vulnerable groups within society, who are least able to cope, will be most affected. It is therefore vital that action is taken at all levels to develop and implement effective strategies, not only to reduce carbon emissions, but to also apply the broader principles of sustainable development.

The aim of this plan is to ensure that we are best placed to adapt to the future challenges of healthcare delivery brought about by the effects of climate change. In planning for the future, we will consider and balance the environmental, economic and social impacts of our actions. An awareness of the three core principles of sustainable development will influence key actions within this plan and help the Trust to deliver positive benefits to the environment, reduce long term expenditure and build a supportive base in our communities, and wider society. Our ultimate goal is to deliver efficient care services that meet the needs of the present but don't compromise the ability of future generations to meet their own needs.

All NHS provider organisations must have a Board approved Sustainable Development Management Plan (SDMP), to meet the Standard Form Contract requirements for Sustainable Development 2017-19 and HM Treasury's Sustainability Reporting Framework. These plans are widely considered to be a measure of a 'well led organisation' and form a key part of sustainable healthcare delivery, by making sure that services provided today are fit for purpose in the future.



Dr Sara Munro

Chief Executive

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1. Introduction

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health and learning disability services in Leeds. We also provide specialist services across York, the Yorkshire and Humber region, and some highly specialised national services. We have an annual turnover of £153 million and currently employ 2,500 people operating out of 20 main sites and delivering care across 50 locations. Service users are at the heart of our activities and each year we care for and support approximately 25,500 people.

Our Clinical services are delivered across two service directorates:

- the Leeds Care Group, which provides adult services that are commissioned by the Leeds Clinical Commissioning Groups
- Specialist and Learning Disabilities Care Group, which provide NHS England specialist services, some Clinical Commissioning Groups and Local Authority commissioned services.

This Sustainable Development Management Plan (SDMP) is a Board-approved, strategic organisational plan which sets out the Trust's ambitions for its sustainable development over the next five years.

A live sustainable development action plan is included as part of the SDMP. The action plan details projects and related activities which show our continual improvement in sustainability performance and demonstrate our understanding, and commitment to meeting our responsibilities in relation to the sustainability agenda.

2. What is sustainable development?

The term sustainable development was coined in the paper *Our Common Future, World Commission on Environment and Development*, presented in 1987 by the Brundtland Commission. This most frequently cited definition of the concept states that sustainable development is:

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

There are two key concepts at play in this definition. The concept of "needs", in particular the essential needs of the world's poorest people, to which they should be given overriding priority and the concept of limitations, limitations on the environment's ability in terms of yielding resources to meet both present and future needs. These limitations are imposed by the state of technology and social organisation. Sustainable development promotes the idea that the progress of the three core tiers – environmental, social and economic needs are all attainable within the limits of the earth's natural resources. The three tiers in relation to our Trust are explained further below.

Tier 1 Environmental: The impacts of our activities on the local, national and global environment with a focus on reducing or eliminating negative environmental impacts and promoting positive opportunities.

Tier 2 Social: The impacts of our activities on local, national and global communities. More broadly, how we can use our influence positively to address growing health and social inequalities.

Tier 3 Economic: The impacts of our financial activities. This includes the effect sustainable development activity has on our short, medium and long-

term financial position and how the way we spend our money can have a positive effect on the local socio-economics of communities.

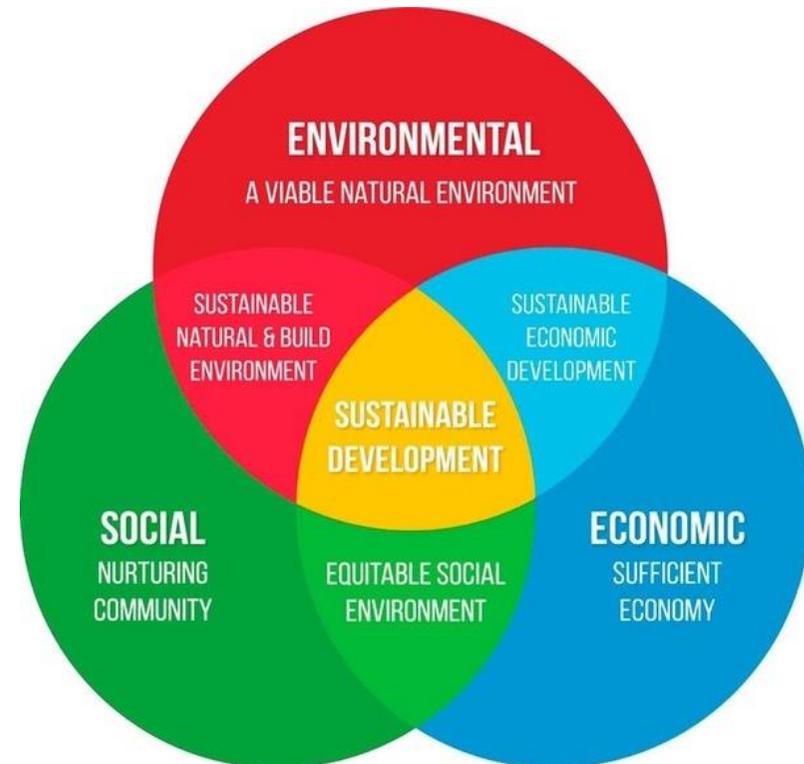


Figure 1. The three tiers of Sustainable Development

3. Drivers for change

The table opposite sets out the drivers for change from the Sustainable Development agenda which are relevant to Trust activities. These drivers for change are broadly arranged into five key categories: Legislative Requirements, Mandatory Requirements, International Guidance, UK Guidance and Health Specific Requirements.

The detail and requirements / obligations of each driver support activity which will underpin the delivery of our own long term financial, environmental and social sustainability and help contribute to national change across the wider NHS.



Key Category	Drivers for change
Legislative Requirements	<ul style="list-style-type: none"> • Civil Contingencies Act 2004 • Climate Change Act 2008 • Public Services (Social Values) Act 2012
Mandatory Requirements	<ul style="list-style-type: none"> • Standard Form Contract requirements for Sustainable Development 2017-19 • HM Treasury's Sustainability Reporting Framework • Public Health Outcomes Framework
International Guidance	<ul style="list-style-type: none"> • Intergovernmental Panel on Climate Change (IPCC) AR5 2013 • United Nations (UN) Sustainable Development Goals (SDG's) 2016 • World Health Organisation toward environmentally sustainable health systems in Europe 2016 • World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing • The Global Climate and Health Alliance; Mitigation and Co-benefits of Climate Change
UK Guidance	<ul style="list-style-type: none"> • National Policy and Planning Framework 2012 • Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013 • Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016 • The Stern Review 2006; the Economics of Climate Change • Health Protection Agency (HPA) Health Effects of Climate Change 2012 • The National Adaptation Programme 2013; Making the country resilient to the changing climate • Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan
Health Specific Requirements	<ul style="list-style-type: none"> • The Marmot Review 2010; Fair Society, Healthy? Lives • Five Year Forward View 2014 • Sustainable Development Strategy for the Health and Social Care System 2014-2020 • Adaptation Report for the Healthcare System 2015 • The Carter Review 2016 • National Institute for Clinical Excellence (NICE) Physical Activity; walking and cycling 2012 • Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s • Sustainable Transformation Partnerships (STP) Plans

Figure 2. Our key drivers for change

4. Trust vision

We have adopted the following vision for our Sustainable Development:

“We recognise that Sustainable Development is a critical factor in realising our ambition to become an outstanding healthcare provider. We are therefore dedicated to ensuring we create and embed sustainable models of care throughout our operations and to ensuring our activities, and our estate, are as efficient, sustainable and resilient as they possibly can be”.

The delivery of this SDMP will aid the Trust’s progress in:

- Reducing its environmental, social and financial impacts
- Supporting a healthy and resilient workforce
- Delivering financial savings and resource efficiencies through long-term investment
- Increasing its resilience
- Considering its local impact both positively and negatively
- Creating social value
- Driving innovation and best use of technology
- Leading by example

To demonstrate how the sustainability agenda links into every aspect of our service delivery, the primary actions contained in the sustainable development action plan have been mapped against the Trust’s strategic objectives in its five year strategy: “Living our Values to Improve Health and Lives 2018 – 2023”

- Strategic Objective One:
“We deliver great care that is high quality and improves lives.”
- Strategic Objective Two:
“We provide a rewarding and supportive place to work.”
- Strategic Objective Three:
“We use our resources to deliver effective and sustainable services.”



Dawn Hanwell
Chief Financial Officer & Deputy Chief Executive



Sue White
Non-Exec Director & Board
Lead for Sustainability

5. Areas of focus

The following ten areas of focus form the basis of our action plan:

1. Corporate Approach
2. Asset Management and Utilities
3. Travel and Logistics
4. Climate Adaptation
5. Estates Strategy / Capital Projects
6. Green Space and Biodiversity
7. Sustainable Care Models
8. Our People and Culture
9. Sustainable use of Resources
10. Carbon Emissions and Green House Gases (GHG)

These areas are aligned with the 10 modules of the Sustainable Development Assessment Tool (SDAT). In the first instance, the SDAT will be used to measure, monitor and report our performance. It will also be used as demonstration of our continual improvement and provide an approved process against which we can benchmark our performance against similar NHS providers.

This alignment also ensures that the Primary Actions contained in our action plan are linked to, and measured against, the United Nations (UN) Sustainable Development Goals (SDG's) many of which have a direct link to health, as can be seen in figure 3 below.



Figure 3. The United Nations Sustainable Development Goals

5.1 Corporate approach

Our approach to Sustainable Development actions will evidence clear links between our vision and values and supporting the delivery of our corporate strategy. For example: Communication and engagement with our workforce, forming a Sustainability Strategy Group to oversee progress, benchmarking against other healthcare providers and to ensure LYPFT operates to ISO14001 accredited Environmental Management System (EMS).

5.2 Asset management and utilities

This area addresses the management of our organisational assets. This includes our large assets – mainly buildings - and smaller assets such as laptops and mobile phones. It will also include our vehicles. The aim of these actions is to reduce operational resource use and cost. For example: including a sustainability evaluation as we develop business cases; replacing our existing assets with more energy efficient alternatives and trying to buy renewable (green) electricity.

5.3 Travel and logistics

The focus of this area is looking at the impacts of staff travel and the logistics associated with our activities and service provision. We will use the Health Outcomes Travel Tool (HOTT) to evaluate and report impacts from these activities and, as our understanding develops, to extend improvements into the wider supply chain. For example: we will move away from vehicles that run on fossil fuel and increase the number of electric or hybrid vehicles in our fleet. We will install electric charge points to encourage electric vehicle use and better use technology to reduce non-patient related business travel.

5.4 Climate adaptation

Changes we make to reduce the risks of climate change will be linked directly to a Climate Change Adaptation Risk Assessment. This will provide a way of assessing the risks on our register against the readiness of our estate and infrastructure to respond to severe weather events and associated impacts e.g. extreme heat/cold, flooding, migration of pests / disease.

5.5 Estates strategy / capital projects

This area focuses on new build and refurbishment projects and the need to consider environment and sustainability during planning, design and construction. Actions will focus on our approach to energy efficiency (including energy, water and waste), the use of natural materials and the redesign of space and services to support the delivery of sustainable models of care. An example of this is our work to make better use of the space in our buildings to reduce the number of buildings we need to run.

5.6 Green space and biodiversity

Green space and biodiversity play an important role in supporting staff wellbeing and service user recovery, particularly within mental health. This area of action focusses on getting green space into clinical and working environments either directly on sites or on adjacent sites. This can include tree planting, integrated allotment space for non-standard therapy and placing bee boxes on site roofs. Designers can also look to integrate the principles of sustainability into new build and/or refurbishment projects.

5.7 Sustainable care models

This area looks at the way clinical services are delivered and considers whether this makes best use of our resources, finance and infrastructure to deliver the best care and outcome for our patients. If we feel this isn't happening, services can focus their efforts on change or whole service redesign, to make sure they are fit for purpose now and for the future.

Sustainable models of care cut across organisational boundaries and look at the co-benefits of new ways of delivering care e.g. telemedicine, which can provide face-to-face consultation for follow up appointments with no need for the patient to travel. This can reduce time pressures on staff; reduce the need for patients to travel to an appointment (which may not be local to them) which can help to reduce congestion and local air pollution.

A key element of our services is to prepare our service users for transition back into the community. Projects to help support this through the development of essential skills and competencies will be a key focus.

5.8 Our people and culture

This area focuses on education, behaviour change and development of our workforce through targeted initiatives. Embedding the right culture is essential to our ambition to deliver sustainable healthcare. Actions will aim to ensure people understand what the Trust expects from them. For example: Improving staff understanding of our sustainability agenda during recruitment and induction, training programmes and objectives in annual appraisal reviews in relation to sustainability related to their specific job roles. We will also make sure we have enough people to manage sustainability activities and champion efficient and effective behaviours within teams.

5.9 Sustainable use of resources

We know we must maximise sustainable use of resources such as water, waste, fuel and high carbon materials. We will focus on: lowering building energy use, reducing water use, reducing single use plastic items, purchasing more products with recycled content, managing waste effectively, in line with the waste hierarchy and using locally sourced goods and services wherever possible.

5.10 Carbon emissions and greenhouse gases (GHG)

This section addresses how we measure and report our organisational carbon footprint (the carbon impact of our activities and services). The emission sources we report on are provided in figure 4 'Sustainability Report Emissions Inventory' overleaf. Our actions will aim to reduce emissions from targeted sources or carbon "hot-spots" and our total carbon footprint by introducing carbon reduction targets.

6. Reporting our progress

Annual reporting on sustainability is mandatory and to be expected if we are to effectively demonstrate and track our progress. The Sustainable Development Unit's (SDU) Sustainability Reporting Portal (SRP) will be employed to input, generate and publish our sustainability report. This will ensure a consistency in methodology, adherence to sector best practice and a consistent reporting format.

Our sustainability report will provide our total organisational carbon footprint for the current financial year, broken down into additional specific reporting provided for each of the emission sources, as defined in the table opposite.

The sustainability report will also include a summary of our progress against each of the primary actions contained in the sustainable development action plan. In line with our commitment to benchmark our performance annually using the SDAT, our SDAT score will be used as a proxy for overall sustainability performance and will also be published in our sustainability report as well as being referenced in this plan.

Progress against the primary actions detailed in the action plan will be reported to the Board on a six monthly basis. Once a primary action is achieved, a new one will be added, so that the action plan remains a "live" document of our progress. This approach will demonstrate continuous improvement and reflect the ever changing nature of our service provision and shifting improvement priorities.

We will use the sustainability section of our annual report to present our sustainability report and support the assurance process for meeting legal, reputational and policy requirements.

Reporting Category	Emission Sources / Metrics
Organisational carbon footprint	<ul style="list-style-type: none"> Total tCO₂e reported in relation to progress towards achieving the Climate Change Act reduction targets
Scope 1: Direct emissions	<ul style="list-style-type: none"> Natural gas use (kWh/tCO₂e) Oil and coal use (kWh/tCO₂e) Business travel: owned and leased (mi/tCO₂e) Fugitive emissions: AC/ anaesthetic gases (l/tCO₂e)
Scope 2: Indirect emissions	<ul style="list-style-type: none"> Electricity consumption (kWh/tCO₂e) Imported heat/steam (kWh/tCO₂e) Business travel: Electric Vehicles, owned and leased vehicles (mi/tCO₂e)
Scope 3: Indirect emissions	<ul style="list-style-type: none"> Water consumption (m³/ tCO₂e) Treatment of waste water (m³/tCO₂e) Waste generation (t/ tCO₂e) Procurement activity (£/tCO₂e) Business travel: grey fleet (mi/tCO₂e) Business travel: taxis, rail, air (mi/tCO₂e)
Emission sources outside scope	<ul style="list-style-type: none"> Electricity generation of on-site renewables (kWh/tCO₂e)

Figure 4. Sustainability report emissions inventory

7. Governance

Our [Sustainability Policy](#) provides us with the framework to manage our environmental performance. In addition we will set up a Sustainability Strategy Group to co-ordinate the ongoing implementation and progress of the Sustainable Development Management Plan, with the following contributors:

- Board Lead for Sustainability Non-Executive Director (Chair)
- Environment and Sustainability Manager (Co-Chair)
- Chief Financial Officer & Deputy Chief Executive
- Head of Estates and Facilities

Representation from the following Services:

- Procurement
- Logistics
- Finance
- HR
- Clinical teams
- Communications

The SDMP and associated Action Plan will be monitored, updated and co-ordinated by the Environment and Sustainability Manager.

We will establish a network of Sustainability Champions from across the Trust to support and assist in the delivery of primary actions and to raise awareness amongst stakeholders.

8. Communication

We will share our SDMP internally and externally.

Internal Communication:

- Digitally available via our intranet
- Hard copies for distribution (new starters via the Market Place session at corporate induction).
- Promote primary actions and updates in our Trust-wide and Staffnet bulletins.

External Communication:

- Available as an online web-based version from the Trust's website
- Annual updates and progress via the Trusts Annual Report and Accounts



9. Annual summary & SDAT scores

Over the last 12 months the Trust has achieved significant progress in shaping a future proofed, flexible and higher performing estate as a result of its [Estates Strategic Plan 2018-21](#) (ESP). The ESP continues to drive improvements in the flexibility, utilisation, performance, cost and long-term sustainability of our current estate and is a key contributor to reducing the Trusts organisational carbon footprint by focusing on the one public sector estate, and divestment of properties not deemed fit for purpose. Future ESP projects are incorporated into our sustainable development action plan, under the Estates strategy / capital projects area.

Successful projects delivered this year include:

- Disposal of four owned sites (The Cottage St Mary’s House, Malham House, Springfield House and Southfield House) where design, flexibility, performance and long-term sustainability had been assessed as poor.
- Re-Provision and extensive upgrading of two sites including St Mary’s House South Wing site with upgrades to LED lighting, installation of energy efficient heating ventilation and air conditioning systems (HVAC), and utilisation of technology to deliver improved performance such as automated room booking systems and kettle taps.

The table opposite is updated annually following completion of our benchmarking exercise using the Sustainable Development Assessment Tool (SDAT). The results of the benchmarking assessments are then used to further identify areas for inclusion in our Sustainable Development Action Plan.

Prior to 2018, the last time we performed a sustainability benchmarking exercise was in 2014 – 2015 using the old version of the SDAT, the Good Corporate Citizen Assessment (GCC). We have chosen to include our last GCC score for completeness, although it should be noted that due to changes in the structure of the new tool, backwards scoring does not really allow for comparison.

Scoring Period	SDAT Score	% Change
FY 2014 – 2015	23% (GCC)	N/A
FY 2018 - 2019	%	N/A
FY 2019 - 2020		
FY 2020 -2021		
FY 2021 - 2022		
FY 2022 - 2023		

Figure 5. Our sustainable development assessment scores

10. Sustainable development action plan

As we successfully complete an action, a new action/project will be adopted into the plan, in its place.

Sustainable Development Action Plan										Last Updated: 25-Jan-19
N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
1.1	1. Corporate Approach	01/11/2018	<p>Sustainability Strategy Group Set up a Sustainability Strategy Group to co-ordinate the ongoing implementation and progress of the EMS & SDMP Conduct initial meeting and agree schedule of regular meetings</p>	13%	CH	28/02/2019	Meeting Minutes Agenda progress Annual Report & Bi-Annual Update	Time of group members (attendance of scheduled meetings & additional workload)	"We use our resources to deliver effective and sustainable services."	
1.2	1. Corporate Approach	01/11/2018	<p>Initial SDAT Benchmark Complete the first assessment using the SDU's SDAT. Include score in SDMP and use results to influence current and future action plan items.</p>	83%	CH	28/12/2018	Auto-Generated Report (SDAT Score)	Time of participants to complete assessment questions	"We use our resources to deliver effective and sustainable services."	
1.3	1. Corporate Approach	29/11/2018	<p>Annual SDAT Benchmark Complete annual benchmark assessment using the SDU's SDAT. Use results to benchmark performance against previous year and influence future action plan items. Achieve a year on year increase of (% increase to be confirmed) on previous score.</p>	0%	CH	28/02/2020	Auto-Generated Report (SDAT Score)	Time of participants to complete assessment questions	"We use our resources to deliver effective and sustainable services."	

N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
1.4	1. Corporate Approach	01/11/2018	Environmental Management System <i>Implement an Environmental Management System (EMS). Gain accreditation to ISO 14001 to support continual improvement of environmental performance.</i>	8%	CH	30/09/2019	Certification Assessment outcome	Time of staff engaged Cost of certification, training & legal subscription service	"We use our resources to deliver effective and sustainable services."	
2.1	2. Asset management & Utilities	01/11/2018	Green Energy <i>Source a cheaper or comparable supplier to switch all energy over to renewably sourced at least for Trust owned premises (ideally Inc. PFI & NHSPS properties). Produce and progress business case.</i>	10%	CH DW	31/10/2019	Business case advancement Monitoring of contract performance	Managers time	"We use our resources to deliver effective and sustainable services."	
3.1	3. Travel & Logistics	01/11/2018	Promotion & Use of Electric Vehicles <i>Develop a long term plan to transition fleet vehicles to electric/hybrid and develop an electric charge point network across Trust sites to encourage staff use of EV's, particularly owned and leased through CPC. Produce and progress business case.</i>	0%	CH PF DW	31/03/2020	Business case advancement Monitoring of uptake/performance	TBC	"We use our resources to deliver effective and sustainable services."	
5.1	5. Estates Strategy / Capital Projects	25/01/2019	Demise & Redevelopment of St Mary's Hospital site <i>Partial demolition and conversion of site to a brownfield site with the construction of new CAMS unit rated as BREAM excellent. This will aid the delivery of sustainability targets and resource efficiencies. In tendering these work packages the Trust will ensure that the environmental impact is limited, and that this is monitored through the programme.</i>	0%	DF MC CH	TBC	TBC	TBC	"We use our resources to deliver effective and sustainable services."	

N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
5.2	5. Estates Strategy / Capital Projects	25/01/2019	Energy Performance of Estate Properties <i>We will ensure that all Trust services operate out of modern, flexible, well maintained and energy efficient buildings (technically referred to as Category B in estate definition). This will ensure that the energy performance is rated through Display Energy Certificates (DEC's) as a minimum 'C' (technically defined as low level co2 emission for property not new). Properties not meeting this standard will be divested.</i>	0%	DF MC CH	TBC	TBC	TBC	"We use our resources to deliver effective and sustainable services."	
5.3	5. Estates Strategy / Capital Projects	25/01/2019	Implementation of BMS (Estate-Wide) <i>This forms part of the Trusts ESP and will allow for the automated management of the estate including access control, CCTV and PA. The use of this system will allow the Trust to directly control and monitor up to 70% of its energy and integrated systems.</i>	0%	DF MC CH	TBC	TBC	TBC	"We use our resources to deliver effective and sustainable services."	
8.1	8. Our People and Culture	01/11/2018	Sustainability Champions <i>Recruit x20 Sustainability Champions: receive training, promote the agenda, increase awareness, assist EMS Implementation and progress primary actions.</i>	0%	CH	30/04/2019	Uptake and feedback	Managers time Time of staff engaged Cost of training	"We provide a rewarding and supportive place to work."	
8.2	8. Our People and Culture	01/11/2018	Induction Engagement <i>Develop a Market Place presence during staff induction to promote the SDMP and raise awareness/understanding of the Sustainability Agenda (Waste Management)</i>	20%	CH	28/02/2019	Uptake and feedback	Managers time	"We provide a rewarding and supportive place to work."	

N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
9.1	9. Sustainable use of Resources	01/11/2018	<p>Warp-It Reuse Scheme Launch Warp it Reuse service to help reduce unnecessary procurement and waste. Save purchasing and disposal costs, help with building clearances, reduce supply chain waste and carbon emissions and improve collaboration between staff and third party organisations. achieve 12 month targets in the first year:</p> <ol style="list-style-type: none"> 1. 120 registered members 2. £6,000 in savings from avoided procurement spend and waste disposal costs 	80%	CH	31/01/2019	Uptake and feedback Monthly reports (£ /tCO2e)	Managers time Administrative work/resource required	"We use our resources to deliver effective and sustainable services."	
N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
10.1	10. Carbon Emissions and Green House Gases (GHG)	01/11/2018	<p>Data Quality & Recording Processes Improve quality and completeness of data and recording processes for accurately reporting weaker emission sources:</p> <ul style="list-style-type: none"> • Business travel: owned and leased (mi/tCO2e) • Fugitive emissions: AC/ anaesthetic gases (l/ tCO2e) • Water consumption & Treatment of waste water (m3/tCO2e) • Waste generation (t/ tCO2e) • Procurement activity (£/tCO2e) • Business travel: grey fleet (mi/tCO2e) • Business travel: taxis, rail, air (mi/tCO2e) 	20%	CH DW PF	31/03/2019	Annual Sustainability Report	Managers time	10. Carbon Emissions and Green House Gases (GHG)	
N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
10.2	10. Carbon Emissions and Green House Gases (GHG)	01/11/2018	<p>Sustainability Reporting Adopt the SDU's Sustainability Reporting Portal (SRP) to generate this and future years annual sustainability report to ensure a consistency in approach and reporting format as well as adherence to sector best practice.</p>	0%	CH	31/03/2019	Annual Sustainability Report	Managers time	10. Carbon Emissions and Green House Gases (GHG)	

N°	SDAT Module	Date Added	Action Title & Description	% Completion	Owner/s	Target Date	Measurement	Resources	Aligns to Trust SO	Aligns to SDG
10.3	10. Carbon Emissions and Green House Gases (GHG)	01/11/2018	<p><u>Carbon Reduction Targets</u> <i>Following a more complete sustainability report for 2018 - 2019, agree and set carbon reduction targets in this plan, via the sustainability Strategy Group based on reported organisational carbon footprint and hotspots.</i></p>	0%	CH	31/03/2020	Annual Sustainability Report	Managers time SSG Time	10. Carbon Emissions and Green House Gases (GHG)	

Sustainable Development Management Plan 2018 - 2023

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integrity



simplicity



caring