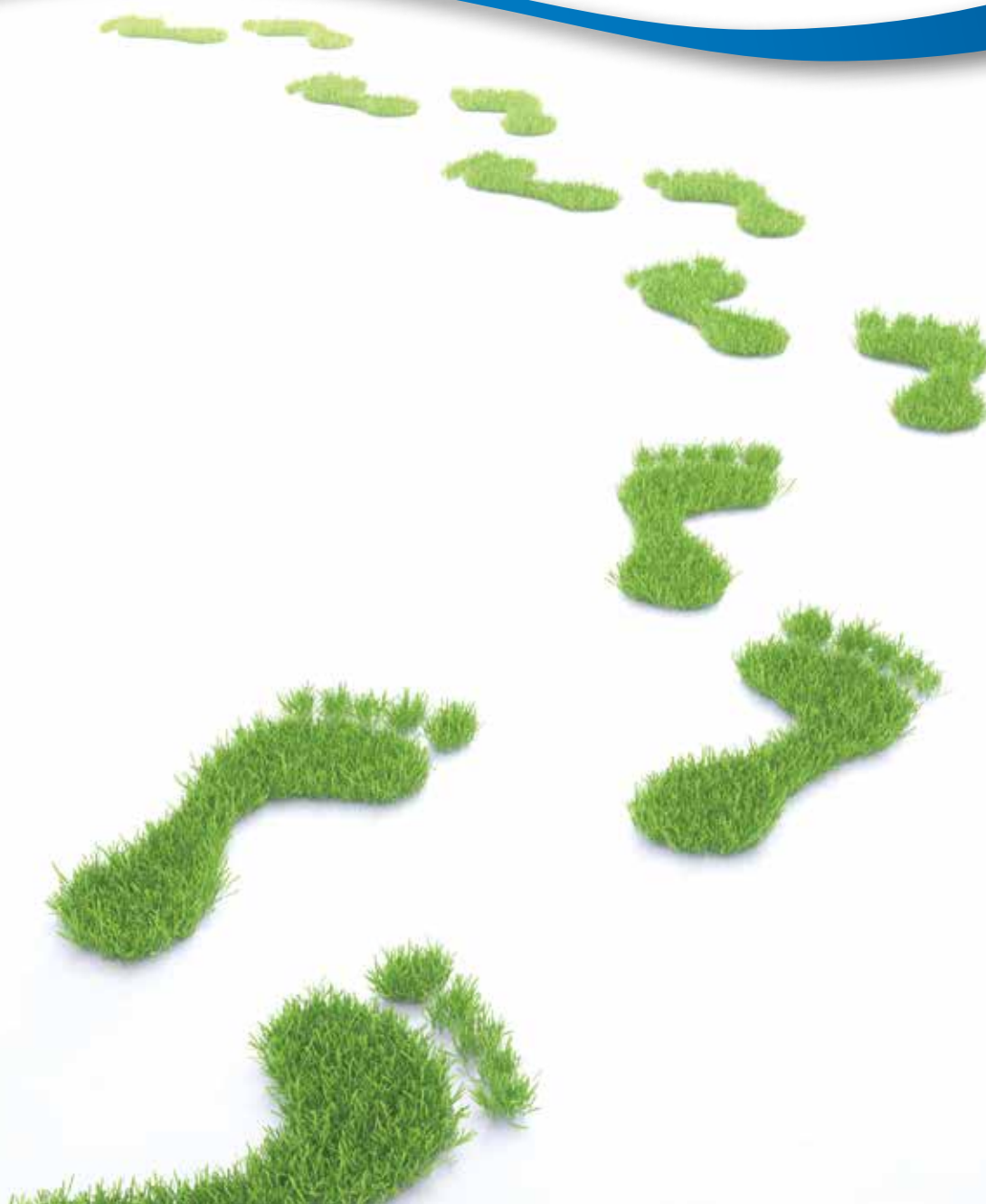


# Sustainability Strategy 2015–2025

Changing to improve sustainability



# Introduction



**Ian Trenholm, Chief Executive**

Sustainability is one of the greatest challenges facing mankind. As one of the largest organisations in the world, the NHS has a large environmental footprint and it is important that every part of the NHS strives to reduce that footprint. And the public expect it, with 92% of NHS patients saying that they want sustainability to be taken seriously.

There is a clear connection between environmental sustainability and health, with the Lancet declaring climate change as 'the biggest global health threat of the 21st Century'. Conversely, many of the solutions to climate change have positive impacts on health, the obvious examples being walking and cycling to work.

At NHSBT we must meet the expectations of our donors, our employees, regulators and the general public. This strategy therefore builds on our strong progress to date and sets out a roadmap into a future that puts sustainability at the heart of what we do.



**Kevin Cartwright, Head of Estate Transformation and Sustainability**

Excellent services to our customers must be delivered in a sustainable manner, to ensure that patients continue to receive the best possible care.

I am proud to be assigned as the Senior Responsible Officer for deploying this strategy. I will work with my team to ensure that plans are in place and delivered to meet the very ambitious targets, that NHS Blood and Transplant has set for itself.



**Rob Bradburn, Finance Director**

Our carbon management strategy that ended in 2014/15 was very successful in delivering a 26% reduction in our carbon emissions through reducing our footprint, cutting our energy use, improving the efficiency of our fleet and reducing the level of clinical waste we send for incineration. I would like to thank everyone in NHSBT for their contribution to this success although I think we would all recognise that it only brings us to the 'end of the beginning'. As such it is now time to take a more visionary approach for the next decade.

Our new strategy is therefore highly ambitious and includes an aspiration to reduce carbon emissions by a further 50% by 2025. Progress against such an ambitious target is unlikely to be smooth. Along with ongoing continuous improvement it will rely on a number of step changes as a result of new technologies, new partnerships and doing things in smarter ways.

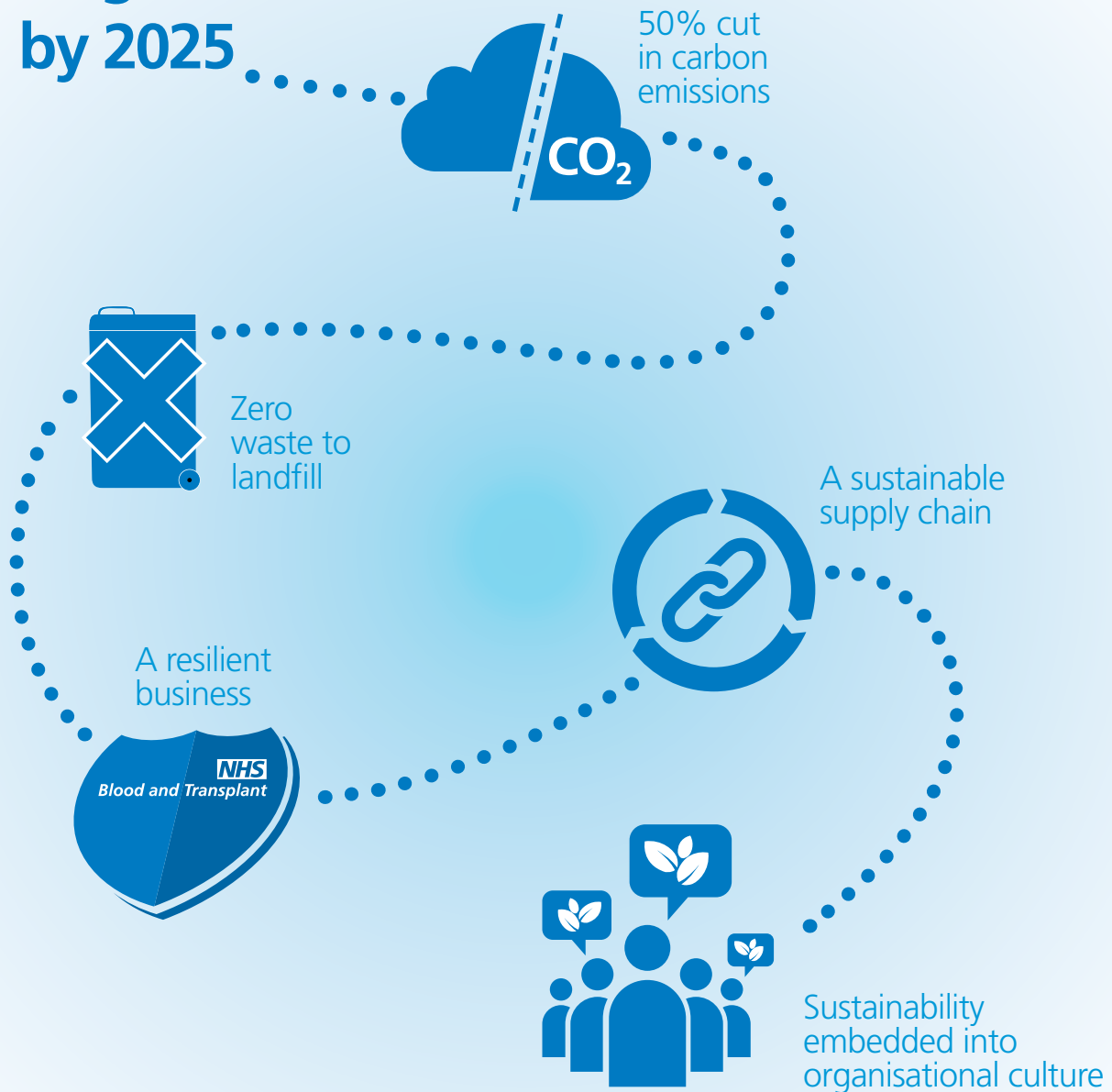
The Executive Team is however fully committed to the targets and we believe it is achievable. It is also clear that we will not be able to achieve our targets without the collective support from all of our colleagues and stakeholders across NHSBT.

I would therefore ask colleagues across NHSBT to think about sustainability in everything that we do and to help us bring our donors, suppliers and customers along with us on our journey.

# What is sustainability?

Sustainability is about living within the natural limits of the planet.

## Targets by 2025



# Why Sustainability?

While there is a clear moral case for tackling sustainability issues, there are a number of other very strong reasons for doing so:

- Attract and retain donors
- Attract, inspire and retain employees
- Meet legislation and Government policy
- Bring down the cost of delivering our products and services
- Reduce the risk of future sustainability impacts, for example increased adverse weather events
- Our desire for NHSBT to be the best organisation of its type in the world requires us to deliver step changes towards sustainability.

The NHS's Sustainable Development Strategy requires all NHS organisations to:

1. Have a Board approved plan
2. Measure, monitor and report annually
3. Evaluation to ascertain areas of strengths and opportunities for development
4. Engage staff, service users and the public.

## Governance and Accountability

This strategy is owned and led by the NHSBT Executive with the Finance Director as lead sustainability champion. The Executive will receive a formal in-depth update on progress twice a year, with briefer updates at meetings in between.

The Senior Responsible Officer is the Head of Estate Transformation and Sustainability who will be responsible for deploying the strategy and monitoring and reporting progress.

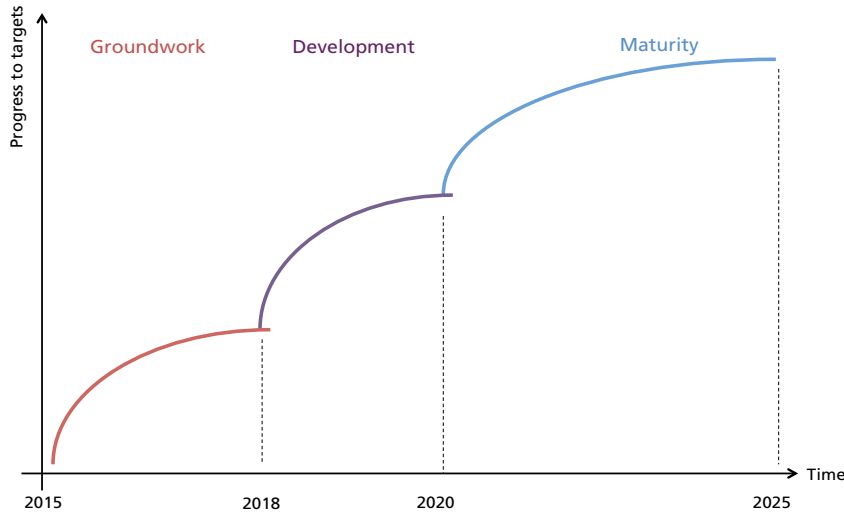
The Sustainable Development Committee, consisting of three NHSBT directors, will oversee the implementation of the strategy and hold responsible staff to account.

The Sustainable Development Group, chaired by the Head of Environment and Risk and consisting of representatives from across NHSBT will collaborate to facilitate the implementation of the strategy.

The responsibilities for delivering against the targets are shown on pages 6 and 7.

# Timeframes

The strategy consists of three stages as set out in the horizon diagram below:



The matrix below sets out the milestones to be met by the end of each of the phases.

Target	Groundwork	Development	Maturity
50% Cut in Carbon Emissions	Targeted reviews will have identified opportunities in the key areas of energy consumption.	We will have in place substantial plans to meet the target. Quick wins will have been delivered.	Energy efficiency and renewable energy projects will have been implemented.
Zero waste to landfill	We will have a consistent recycling system across NHSBT.	Feasibility study into zero clinical waste will have been completed.	Target achieved for non-clinical waste. Target will have been met as far as possible for clinical waste (see over).
A resilient business	We will have reviewed how sustainability-related risks within the Business Continuity Management System.	Action plans arising from the review will be in place.	Any required changes to systems, buildings or hardware will have been implemented.
A sustainable supply chain	Audited to level 5 in all aspects of the DEFRA flexible framework for sustainable procurement*.	Have identified all the major impacts in the supply chain and have projects in place to address those impacts.	New sustainable supply chain in operation (see over).
Sustainability embedded into organisational culture	Tiered engagement process ready for deployment.  KPIs will have been identified and implemented.	The employee engagement process will be up and running.  Key individuals and teams will have been targeted for extra engagement	All employees will have appropriate awareness of sustainability.

\* see 'Sustainable procurement in government: guidance' at <http://bit.ly/2ccBSYG>

# Detailed Strategy

## Plan to Achieve Success

Target	Scope	Assumptions & Caveats
50% Cut in Carbon Emissions	Carbon emissions from gas and electricity use on our sites plus road fuel and incineration emissions	The baseline for this target will be 2014/15 – the last year of the Carbon Management Programme. Against the 2014/15 Baseline of 22,642 tCO <sub>2</sub> .
Zero waste to landfill	All waste from NHSBT sites will be recycled	For non-clinical waste this is a fixed target. For clinical waste this is an aspirational target due to onerous regulatory restrictions.
A resilient business	All NHSBT activities	Existing business resilience management system is the best vehicle to deliver this target
A sustainable supply chain	All significant goods and services purchased by NHSBT	'Sustainable' means substantially better than a standard equivalent. The criteria will vary from case to case, but examples include: <ul style="list-style-type: none"> <li>• Recycled and/or recyclable</li> <li>• 50% less embodied carbon and/or energy in use</li> <li>• Eradicates a persistent organic pollutant (POP)</li> <li>• Reduces another environmental problem (e.g. local air pollution) by 25%</li> </ul> 'Significant' is defined as contract over the OJEU threshold
Sustainability embedded into organisational culture	All employees and contractors	While the scope covers all employees and contractors, the level of engagement will be tiered with the most intensive engagement being targeted at key decision makers

Progress to Date	Priorities	Responsibilities
<p>Successful Carbon Management Programme (2010-2015)</p> <p>Ongoing reviews of energy opportunities</p>	<p>Cold chain management</p> <p>Energy efficiency in buildings</p> <p>Estate masterplans to build in new tech</p> <p>On-site renewables</p> <p>Work with neighbours and partners to deliver synergies</p> <p>Grey fleet</p>	<p>Executive Oversight:</p> <p>Director Manufacturing and Logistics</p> <p>Implementation:</p> <p>AD Manufacturing</p> <p>AD Estates</p> <p>AD Logistics</p>
<p>Substantial progress has been made on managing non-clinical waste</p>	<p>Roll out consistent NHSBT-wide recycling programme</p> <p>Waste minimisation programme</p> <p>Work with partners to identify opportunities in reducing/recycling clinical waste</p> <p>Work with suppliers to procure recyclable materials</p>	<p>Executive Oversight:</p> <p>Director Blood Donation</p> <p>Implementation:</p> <p>Head of Environment and Risk</p> <p>Head of Procurement</p>
<p>Some risks will already be included in the business resilience management system</p>	<p>Review business resilience management system against sustainability related risks</p>	<p>Executive Oversight:</p> <p>IT Director</p> <p>Implementation:</p> <p>AD Governance &amp; Resilience</p>
<p>Progress has been made to implement the DEFRA flexible framework for green procurement</p>	<p>Complete flexible framework</p> <p>Identify and target priority supplies</p> <p>Establish project teams to address those priorities</p>	<p>Executive Oversight:</p> <p>Director DTS</p> <p>Implementation:</p> <p>AD - Hd Procurement</p>
<p>Workshops have been held with the Executive and Sustainable Development Group</p> <p>Sustainability training is already incorporated into the Environmental Awareness Shine Academy Training</p>	<p>Develop tiered engagement programme</p> <p>Develop immersive engagement for key decision makers</p> <p>Produce and monitor engagement KPIs</p>	<p>Executive Oversight:</p> <p>Director Workforce and Development</p> <p>Implementation:</p> <p>AD OWD</p>

# What does this strategy mean to you?

## Donors

Our donors are incredible people who selflessly donate blood, organs tissues and stems cells for the benefit of others. We know that donors are very interested in sustainability and understanding what we do to minimise our impact on the environment. Our first priority will always be the safe collection of sufficient values of blood required by the NHS but we will continue to seek ways to reduce our carbon footprint and the generation of waste in our blood collection processes. This may change the nature of blood donation sessions, and the way they are organised, and we will be seeking your ideas to help the delivery of our strategy.

## Employees

The sustainability challenge laid out in this strategy can only be delivered through changing the way we work and with our employees putting sustainability at the heart of their day-to-day activities. We will be encouraging all employees to contribute ideas to help bring this strategy to life and to challenge their own behaviours, and those of their colleagues with regard to energy and waste management.

## Suppliers

We will be challenging our suppliers to help us meet these ambitious targets. We will be seeking goods and services with an ever reducing environmental footprint and which help us meet our internal targets on carbon, waste, resilience and employee engagement.

## Customers and Stakeholders

NHSBT will not be able to deliver this strategy on its own. We will work with our customers in the NHS, local authorities, public transport providers, neighbours and local communities to identify and exploit opportunities to reduce waste and improve energy efficiency whether that is upgrading access to our sites for cyclists or collaborating in schemes for the generation of low carbon heat and power at our key sites.