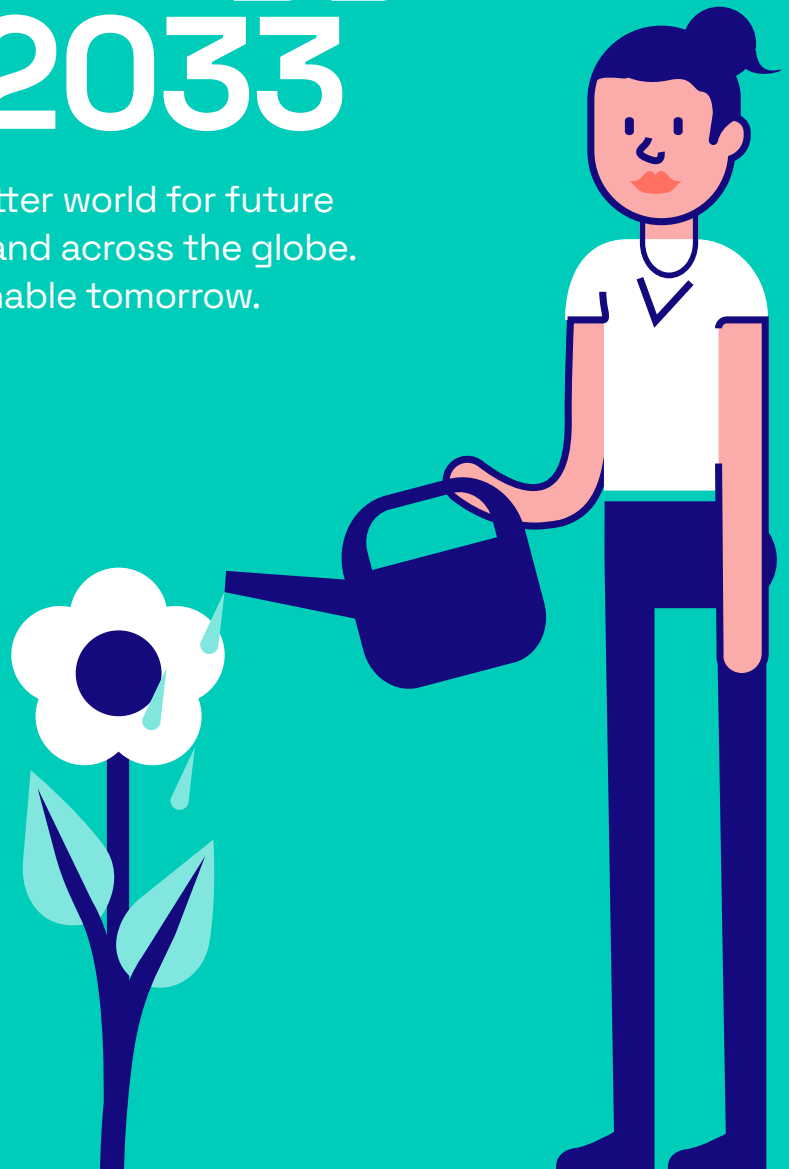GIG
CYMRU
NHS
WALES

Ymddiriedolaeth GIG
Prifysgol Felindre

Velindre University
NHS Trust

Velindre University NHS Trust

Sustainability Excellence: Our Strategy 2023 - 2033

Ensuring we contribute to a better world for future generations in our community and across the globe. Acting today for a more sustainable tomorrow.

Contents

Foreword

A very warm welcome to 'Sustainability Excellence', the sustainability vision and strategy for Velindre University NHS Trust. We are very proud of the excellent care and services we provide to patients, donors, a wide range of partners and our track record of success.

We care deeply about the communities we serve and see clearly the difference that a sustainable approach across the organisation will make in supporting us to continually improve the quality, safety, experience and outcomes of the services we provide.

We are keen to build upon our past as we look to the future and our Trust strategy 'Destination 2033' sets out a clear direction for the organisation over the coming years as we seek to achieve our purpose and vision.

Our Purpose:
To Improve Lives

Our Vision:
**Excellent Care,
Inspirational Learning,
Healthier People**

We have identified five strategic goals which we will focus upon over the coming years. We believe that the delivery of these goals will see the Trust provide services to patients, donors and our partners that are comparable with the best in the UK and Europe.

These are exciting times for the Trust, with a wide range of opportunities ahead of us. The importance of digital technology, digital services, good information and insight in delivering safe, high quality services and our long-term goals cannot be overstated.

'Sustainability Excellence' sets out our sustainability vision and strategy for the next ten years, and will help us to transform both health services, and health, across Wales.

Strategic Goal 1:
Outstanding for quality, safety and experience

Strategic Goal 2:
An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed, expectations
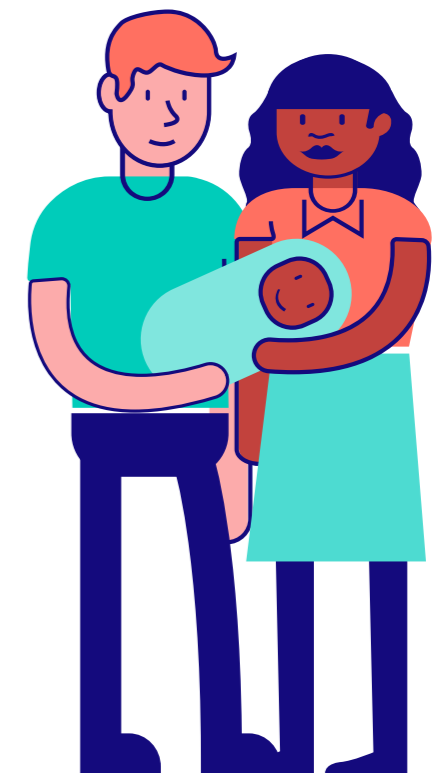
Strategic Goal 3:
A beacon for research, development and innovation in our stated areas of priority

Strategic Goal 4:
An established University Trust which provides highly valued knowledge and learning for all

Strategic Goal 5:
A sustainable organisation that plays its part in creating a better future for people across the globe

Introduction

As a public service organisation in Wales we recognise the responsibility vested in us, by the people we serve, to make the country a better place to live, work and enjoy. We fully recognise the impact we have on the environment, the communities we operate in, the people we provide services for and the staff who work for us.

Our Trust Strategy 'Destination 2033' outlines a clear ambition for the organisation over the coming years; the delivery of high-quality, sustainable healthcare services which reduce our impact on the environment and provide wider value to our communities. The delivery of the strategy provides us with exciting challenges which will require us to continue to pursue excellence in our clinical services, whilst also making a contribution to the wealth, health and prosperity across Wales.

We are really excited to set out our journey to sustainability in the Sustainability Strategy, and the benefits it will realise over the coming years. As an anchor organisation, we are committed to embedding sustainability within our own organisation and becoming an exemplar in Wales.

This Sustainability Strategy provides a roadmap to achieving a sustainable future which will enable us to deliver high-quality clinical services whilst reducing our impact on the planet, and provide a wider range of benefits for the communities we work and live in.

Why Do We Need a New Strategy?

Across all of our services and the wider health and care system, it is clear that things are changing:

We serve a growing and ageing population, with a range of local challenges relating to health, ill-health and inequalities, requiring us to better coordinate and join up care.

People's expectations are changing with the reasonable expectation that our services will be personalised to their needs. Our buildings, facilities and green spaces are a vital part of patient, donor and staff experience, are pivotal in improving mental health and well-being and will play an important role in developing thriving and resilient communities.

A Healthier Wales sets out a clear path to move from ill-health to well-being. Reducing the environmental and health impact of our estate is a priority for NHS Wales.

Technology, the Fourth Industrial Revolution, provides healthcare with the opportunity to transform the way we deliver services, increasing the value for patients, donors and our partners in a more sustainable way.

We need to reduce carbon emissions, drive energy efficiency, reduce plastics and waste, improve air quality and use resources more efficiently to move from ill-health to well-being.

The climate emergency and need to develop a sustainable approach to living on the planet; a global challenge we need to respond to.

Where Are We Now?

We recognise that, inevitably, our day-to-day operations have an impact on the environment. The NHS is responsible for 2.6% of the total carbon footprint in Wales. The consumption of resources is necessary for the provision of healthcare services, and to provide a comfortable environment for patients, donors, staff and visitors.

We also have a responsibility to transition to a new, sustainable world which minimises the use of resources and creates wider value.
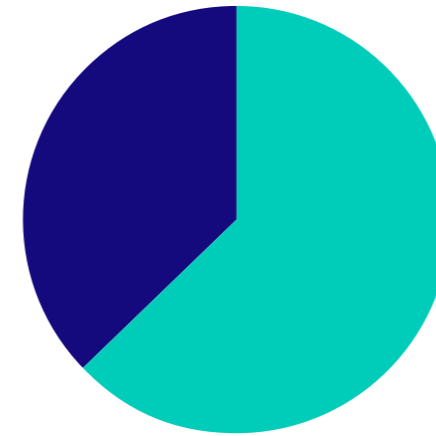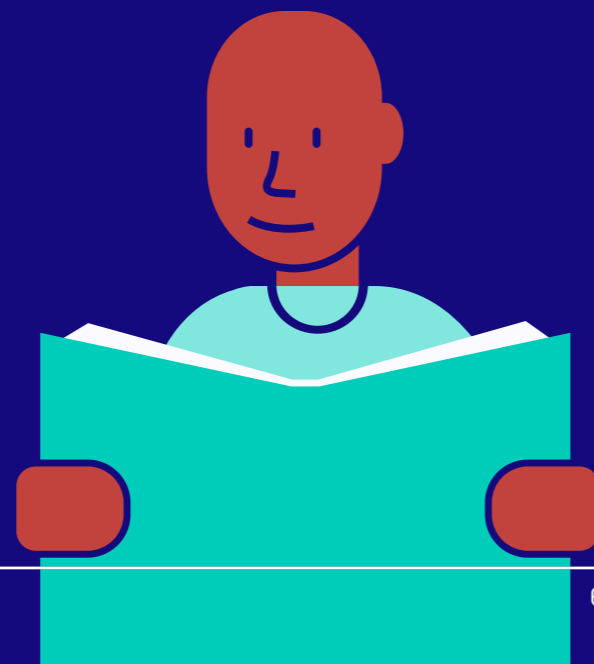
84%

of our staff currently drive in a Single Occupancy Vehicle to work

24232 m³

Trust total water consumption in 2018/19

1,001,378 tCO²e

Total NHS Wales carbon emissions 2018/19

Trust Scope 1 & 2 Emissions 2018/19

The NHS Wales Decarbonisation Strategy uses the data from 2018/19 as the baseline to calculate emissions targets going forward

- Gas 37% 888.58 tCO2e
- Electricity 63% 1533.9 tCO2e
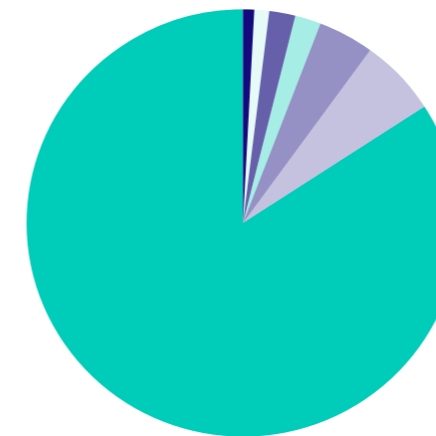
VUNHST Staff Commuting Patterns

- Train 1%
- Bus 2%
- Motorbike 1%
- Cycle 4%
- Car share 2%
- Walking 6%
- Single-Occupancy Vehicles 84%
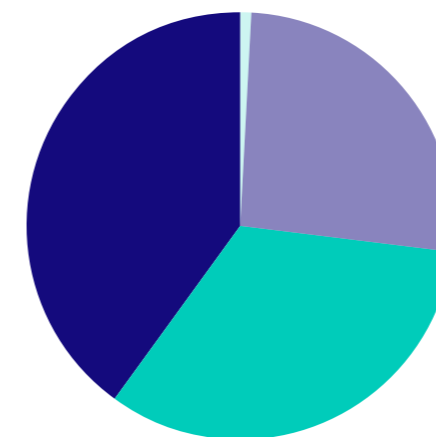
Tonnage Waste Stream Breakdown for 2018/19

Total waste: 239.29t

- Composted 1% 3.1t
- Incenerated with energy recovery 26% 77.13t
- Landfill 33% 97.68t
- Re-used/Recycled 40% 118.122t

Moving Forward, Moving Faster

We are passionate about sustainability and we know that our workforce and the communities we serve are too. We have an uncomplicated goal; to become a sustainable organisation that plays a part in creating a better future for people across the globe.

The pioneering 2015 Well-being of Future Generations Act (the "Act"), and the 2016 Environment (Wales) Act 2016 provides Wales with an exciting opportunity to lead the way internationally, and this strategy outlines our sustainability aims and enables real action to create positive and significant change.

The World Bank predicts by 2050, there will be 143 million climate refugees. Environmental migrants are people who are forced to leave their home region due to sudden or long-term changes to their local environment.

This strategy is the start of a new phase of close engagement and collaborative working with others to share our resources, and to work together to do more with what we collectively have. Delivering our ambitions will require a collective effort from us all.

The Earth is on course to lose up to one in six of all its species, if carbo emissions continue as the currently are.

To achieve this vision, we set out what we want to achieve together with ten themes which we will focus on to deliver our ambitions. These are driven by the United Nations Sustainable Development Goals and the Well-Being of Future Generations Act, which together ensure we achieve the Trust's Well-being objectives.

The Intergovernmental Panel on Climate Changes 6th Assessment Report states the evidence is clear: the time for action is now. The world needs to halve emissions by 2030 and the next few years are critical.

What We Want to Achieve

Our vision: a sustainable organisation which contributes to a better world for future generations locally and across the globe.

- Deliver sustainable services which add wider social value for the communities we serve

- Be recognised as an exemplar organisation of delivering the Well-Being of Future Generations Act

- A biodiversity net gain and enjoyment of our green spaces to improve health and well-being

- Be carbon 'Net Zero'

- Use minimum resources efficiently: zero waste to landfill by 2025 and reduced consumption of energy and water

Our Key Themes

We have identified a number of key themes which we will focus on to deliver our ambitions to become a sustainable organisation. In each theme we set out what we want to achieve, our objectives and the actions we will take.

1. **Creating Wider Value: Our Organisational Approach**

2. **Sustainable Care Models**

3. **Carbon Zero**

4. **Sustainable Infrastructure**

5. **Transiton to a Future of Renewables**

6. **Sustainable Use of Resources**

7. **Connecting with Nature**

8. **Greening Our Travel and Transport**

9. **Adapting to Climate Change**

10. **Our People as Agents of Change**

Theme 1:
Creating Wider Value:
Our Organisational Approach

What do we want to achieve?

Embed sustainability within our organisation and create more value for the people we work for and the communities we work within.

Our objectives are to:

- Ensure sustainability is embedded into our organisational conscience and decision-making

- Improve life for people who live in the communities we serve

We will achieve this by:

- Maintain an ambitious and current sustainability strategy

- Routinely report performance against our sustainability goals to senior management, the Board, the public and wider stakeholders

- Collaborate with regional health boards and local artists to create an arts programme to improve wellbeing of patients, donors, staff and visitors. Evidence-based research has shown similar programmes improve the treatment experience while supporting the local economy, culture and further community integration

- Work with NHS Wales Shared Services Partnership (NWSSP) to drive the greatest benefits from our procurement activities whilst driving down emissions

- Work with the Future Generations Commissioner's Office to embed the Well-Being of Future Generations Act, and to share our knowledge and learning widely with others

- Adopt the principles of the Place Making Charter, and work with our local communities and partners to maximise the benefits of our resources to drive prosperity, health and wealth

- Play an active role as an Anchor Institution, creating broader social value for local communities through employment opportunities and contributing to the economic and social prosperity of the local community

- Support our local health boards, local authorities and other partners to improve the populations health and well-being

- Work with stakeholders to identify how people can use our buildings as a community asset

Theme 2:
Sustainable Care
Models

What do we want to achieve?

We want to deliver the highest quality of care which minimises our impact and supports our journey to a sustainable planet.

Our objectives are to:

- Improve the environmental sustainability of our care pathways

- Maximise the use of technology and digital services to reduce the environmental impact of healthcare

- Collaborate with patients, donors and our partners to deliver models of care that reduce the number of visits to our sites through the provision of care at home, or closer to home

We will achieve these by:

- Identifying carbon hotspots in our clinical services and pharmaceuticals, and put in place action plans to mitigate impact and source alternatives

- Educating staff about high carbon impact services, equipment and pharmaceuticals, and encouraging and supporting them in exploring alternatives

- Evolving our clinical service models which are based on a 'hub and spoke' model; seeking to deliver more services at home and locally where appropriate

- Delivering our digital strategy which will increase access to services, information and care for people through mobile devices and wearables

Theme 3:
Carbon Zero

What do we want to achieve?

We want to be a carbon zero organisation.

Our objectives are to:

- Contribute to NHS Wales' plans to be carbon net zero by 2030

- Be a net zero carbon organisation

We will achieve these by:

- Implementing our carbon reduction plan which includes actions to:

  1. reduce the emissions from our estate and facilities

  2. reduce our consumption of energy

  3. retrofit our existing buildings to improve efficient use of energy

  4. reduce the waste we produce

  5. green our procurement activities and decarbonise our supply chain

- Reducing unnecessary travel related to our services

- Reducing the footprint of the estate to an optimal size that meets operational requirements

- Hardwiring carbon reduction and sustainability requirements into our core business processes and decision-making, e.g. business cases, procurement, infrastructure developments

- Accelerating our approach to agile working, enabling a minimum of 30% of our staff to work remotely

Theme 4:
Sustainable Infrastructure

What do we want to achieve?

Provide buildings which improve the well-being of our patients, donors and staff to reduce our environmental impact.

Our objective is to:

- Reduce the environmental impact of building works during design, refurbishment, construction, operation and decommissioning stages

We will achieve this by:

- Developing sustainability guidelines for all capital projects including major refurbishments, and driving resource efficiency through the implementation of our Estates Strategy

- Designing to BREEAM Excellent as a minimum standard in all of our new buildings in the major capital programme, together with the requirement for them to be developed using the circular economy principles

- Prioritising access to nature, natural light, ventilation, green space and easily accessible and active travel infrastructure in the development and refurbishment of the Trust estate

- Investing in a range of new buildings and facilities which includes:

  1. major refurbishment and infrastructure upgrade at Welsh Blood Service (Llantrisant) by 2026

  2. construction of a Radiotherapy Satellite Centre at Nevill Hall by 2024

  3. construction of a new Velindre Cancer Centre in 2025/2026

- Working with contractors to take a whole life cycle costing approach to all major capital projects, building refurbishments and new buildings

- Developing our ability to weigh and use social value outcomes within our decision-making when procuring new services in the design and building of a new space, e.g. the use of a local supply chain and SMEs

Theme 5:
Transition to a Future of Renewables

What do we want to achieve?

We want to reduce our overall energy requirements and transition to renewable sources.

Our objectives are to:

- Reduce our consumption of energy by 70% and improve water efficiency year-on-year

- Purchase 100% of our energy from renewable sources by 2027

We will achieve these by:

- Improving our metering and monitoring of energy across our estate

- Delivering a programme of targeted energy and water efficiency schemes to drive down use

- Embedding more efficient practices and new technologies, helping to further staff awareness and drive utility efficiency in our everyday lives

- Responding quickly to any preventable energy inefficiency such as overheating or leaks through effective monitoring and leak detection systems

- Understanding the whole value chain effects of the products we utilise and the sustainability implications of our models of care and service. This will also require a focus on supporting the sustainable local supply of appropriate services and products

- Introducing new technologies to support the management and control of resources

Theme 6:
Sustainable Use of Resources

What do we want to achieve?

We want to reduce, reuse and recycle resources and adopt a circular economy approach as 'the way we do things around here'.

Our objectives are to:

- Reduce our waste by 33% by 2030 in accordance with the Welsh Government's 'Beyond Recycling' targets

- Achieve 'zero waste to landfill' by 2025

- Have 70% of our waste recycled by 2025

We will achieve these by:

- Focusing our action on plastic by:

  1. applying the waste hierarchy system, rethinking traditional waste models and working closely with our staff and supply chain to move towards a circular economy

  2. delivering initiatives to reduce waste including:

     - food initiatives: reduction, re-use and sustainable treatment

     - plastic initiatives: targeting the 15 plastic product groups which contribute to the vast majority of waste, and replacing single use products and plastic with reusable alternatives when and where there is a viable and lower carbon option

     - promoting a culture of re-use, re-purpose, refurbish and pass-it-on for items when and where possible e.g. furniture and equipment

- Developing a plan which sets out our transition to renewables which includes:

  - specifying renewable energy when we enter into new energy purchasing arrangements

  - determining the viable potential of renewable energy in our buildings (on-site or sourced)

- Working with NHS Wales Shared Partnership Procurement and other partners to procure goods and services with the highest standards of producer responsibility that minimise packaging, and offer alternative solutions to waste reduction and take back options

Theme 7:
Connecting With Nature

What do we want to achieve?

We want to maximise the quality and benefits of our green space, buildings, facilities and resources to enhance nature, biodiversity and well-being.

Our objectives are to:

- Improve the well-being of our patients, donors and staff through their connection with the natural environment

- Increase biodiversity by protecting and enhancing natural assets

- Maximise the quality and benefits from our green spaces

We will achieve these by:

- Raising awareness of the benefits of nature for physical and mental well-being

- Working with local communities, the voluntary sector and business' to identify how we can make our land, buildings and facilities available to the public for wider social activities which support health and well-being

- Developing a Biodiversity Enhancement Plan (BEP) which sets out how we will deliver a biodiversity net gain, e.g. through reduction of mowing, sowing wildflowers, removing invasive species on all sites, site refurbishments and new building developments

- Designing services, buildings and facilities which provide people with the opportunity to connect with green spaces and nature at our locations

- Create a wide range of activities and cultural programmes which enhance the place we live, work and play. This will include arts programmes, allotments, nature trails on our estate, community benefits and accessible activities

- Providing patients, donors and staff with opportunities to participate in well-being initiatives on our sites which add wider social value, such as art exhibitions, walking, yoga, beekeeping, gardening schemes, singing etc.

- Developing our approach to providing locally produced food to reduce the environmental impact and develop local resilience, e.g. local food growing schemes and incorporation of local products into Trust catering services

- Maximising the use of our green spaces to help mitigate the effects of climate change e.g. planting additional trees and carbon sequestration

- Employing green social prescribing as a holistic method of treatment to enhance patient experience by connecting them with the surrounding natural environments

Theme 8:
Greening Our Travel and Transport

What do we want to achieve?

We want to reduce the health impacts associated with our business and support a transformation in the way we travel.

Our objectives are to:

- Decarbonise our transport and travel operations

- Encourage sustainable and active travel wherever possible and seek to reduce business mileage by 70%

- Provide more care and services at home or closer to home

We will achieve these by:

- Strengthening our Green Transport Plan to increase the use of sustainable and active travel

- Working with our strategic partners to better connect our estate to local integrated transport to reduce the impact of traffic, and increase the use of alternative methods (e.g. walking, cycling, bus/metro)

- Improving green travel and access options to our services, buildings and facilities for patients, donors and staff

- The electrification of our fleet and use of other modes of travel for operational purposes

- Improving our facilities for staff actively travelling to work e.g. shower and changing facilities

- Actively marketing the Trust's cycle to work scheme, car sharing and use of the bus/metro at discounted prices for public service employees

Theme 9:
Adapting to Climate Change

What do we want to achieve?

We want to ensure our organisation is well prepared to manage the impacts of climate change.

Our objectives are to:

- Assess and understand the impacts of climate change on our services and communities·

- Ensure our infrastructure, services, procurement activities and local communities are well prepared to mitigate and manage them

We will achieve these by:

- Working with Public Health Wales, the Welsh Government and partners to analyse the available data, understand its risks and impact, and develop solutions

- Investing in mitigation and adoption technologies to build resilience in our services

- Constantly reviewing and adapting our business continuity and resilience plans to reduce the risk of service disruption, and impact on our patients, donors and communities

- Designing and implementing climate change adaption measures into all future building refurbishment and new buildings

Theme 10:
Our People as Agents for Change

What do we want to achieve?

We want to develop a workforce which places sustainability at the heart of everything we do.

Our objectives are to:

- Support staff to develop the knowledge and skills needed so they can actively contribute to improving sustainability processes, both at work and at home

- Empower staff to make sustainable choices in the services we provide and that improves their well-being

We will achieve these by:

- Delivering education and awareness programmes to highlight the importance of sustainability, and provide staff with opportunities to participate and make a difference

- Providing a knowledge hub of resources for every member of our workforce to access, enabling and supporting them in delivering sustainable practice

- Including sustainability in all job descriptions and performance reviews

- Developing communities of practice and a range of 'Sustainability Heroes' who can provide leadership, enthusiasm and fun to encourage participation

- Encourage staff to take up opportunities for formal programmes to increase our expertise, e.g. a degree and/or a MSc

- Strengthening our succession planning by increasing apprenticeship opportunities, supporting work placements with local universities and by working in closely with NHS Wales Shared Services Partnership

- Integrating sustainability into our research, development and innovation portfolio to develop a compelling evidence base showing the benefits

- Supporting research and examining issues relating to sustainable healthcare and environmental issues

Measuring Our Success

The Trust is committed to demonstrating leadership in sustainability and this comprehensive plan represents a route map for it to deliver significant improvements, with the help of its staff, key partners and other stakeholders.

Creating Value With Our Communities: Our Approach

- Creation of social value assessment tool (TOMs)
- % of apprenticeships/student places on offer to local communities
- % of building assets available for use by local community stakeholders and (i) % of availability to local community utilised
- Social value: community benefits audits
- % of goods and services procured locally

Sustainable Models of Care

- % of patients/donors rating the care they receive as excellent
- % of patients/donors rating the environment as excellent
- % of patients receiving care at home or in local community
- % of consultations carried out digitally

Eliminating Carbon

- Management and reporting of detailed carbon footprint breakdown
- % of CO2 emissions reduced
- % of carbon footprint from procurement activities

Capital Projects and Infrastructure

- % of new buildings and refurbishments achieving BREEAM Excellent
- Life cycle costs (sustainability) of major refurbishments and new builds
- % of our fleet hybrid or electric

Sustainable Use of Resources

- Annual net zero reporting to Welsh Government
- Water consumption
- Energy consumption
- Gas consumption
- Annual EFPMS return
- % of energy from renewable sources
- % of waste reduced overall:
  1. % of waste to landfill
  2. % recycled

Connecting with Nature

- Value of natural capital
- Net biodiversity gain from the baseline audit in 2019
- % of trees that are new trees planted (of overall estate)

Adapting to Climate Change

- BREEAM Excellent buildings
- Air quality on Trust sites
- Risk rating in Trust assurance framework

Travel and Logistics

- % of staff walking to work
- % of staff cycling to work
- % of staff using public transport to travel to work
- % of staff car sharing
- % of single occupancy car travel to work
- % of staff working from home
- Reduced business mileage per annum

Our People as Agents for Change

- % of staff receiving sustainability induction
- Social Value Calculator (TOMs)
- Staff awareness of sustainability (annual staff survey)
- % sickness absence
- % staff recommending us as an employer