"Care without Carbon"
A Sustainability Strategy 2026-2030

Directorate of Finance, Procurement and Estates

Southern Health and Social Care Trust

TOGETHER, IMPROVING CARE, TRANSFORMING LIVES

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Care without Carbon - Director's foreword

This document provides an update on the progress made with our Sustainability Strategy since it was first introduced in 2017,and sets out our plans for the future up to 2030 to establish our roadmap for improving our ongoing environmental performance.

Spending on health and social care in UK accounts for £1 in every £10 of the gross domestic product, (GDP) – more than £190 billion a year. Any activity on this scale inevitably has consequences for the natural environment.

Increasingly, health and social care will need to be delivered in ways that are not only financially sustainable, but environmentally sustainable too. This means minimising avoidable environmental damage while also ensuring that services are capable of responding to the health impacts and operational consequences of anticipated environmental changes.

We have a responsibility to set a positive example for our staff, patients and the community. One of the Trust's objectives is to support people to live, long, healthy, active lives, this means building a healthcare system that cares for people and the planet.

The Trust will lead on driving forward this strategy, but we cannot do this alone. We will encourage and support each and every staff member, service user, patient and our visitors to play their part. We will have Environmental Sustainability Champions in every Directorate and we will reward teams for increased efficiency. We will work collaboratively with community groups, voluntary sector, patients and clients representatives, other environmental agencies and our suppliers to assist us with delivering this strategy.

Catherine Marks

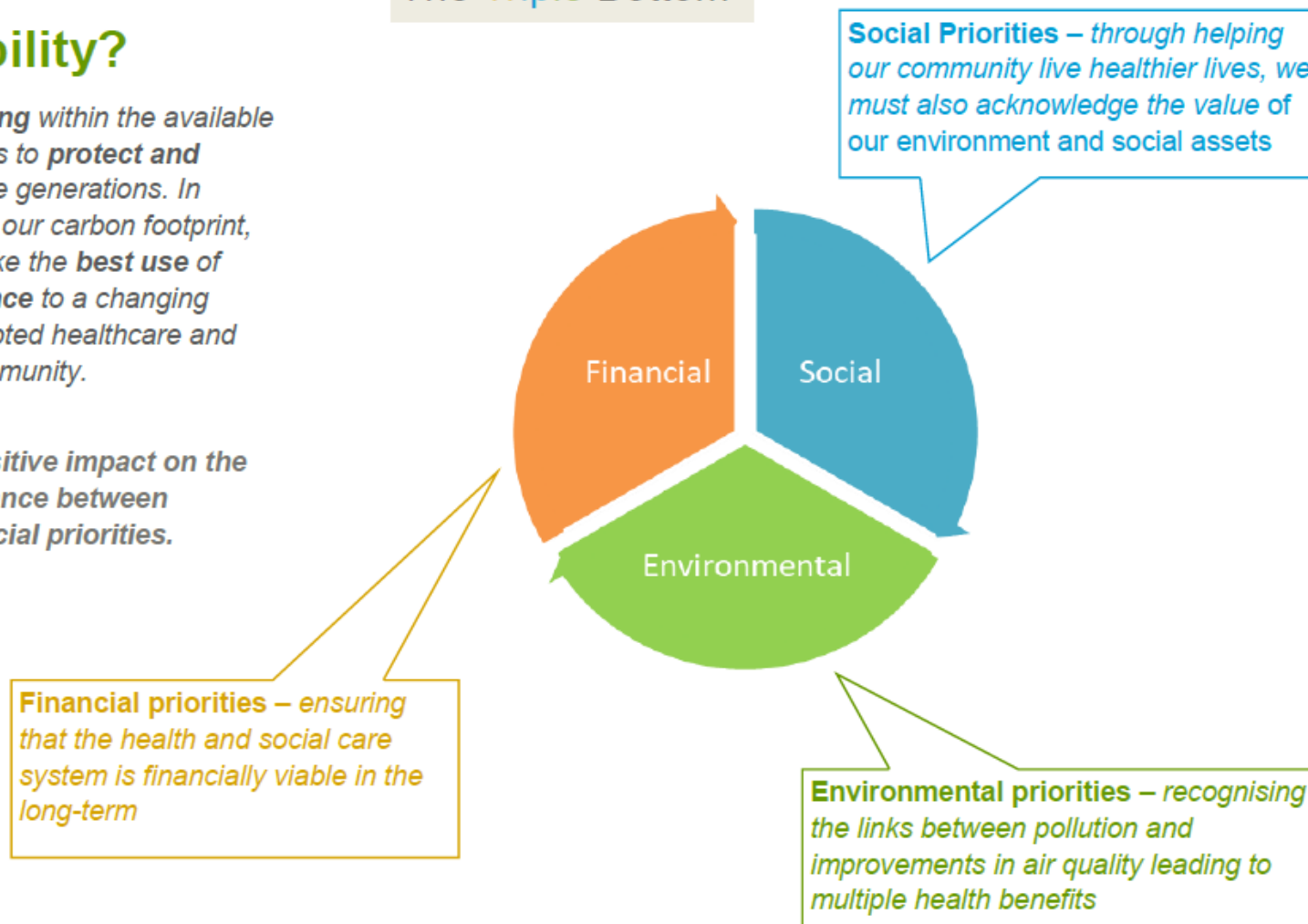**Director of Finance, Procurement and Estates**

1.0 Introduction

What is Sustainability?

Within the Trust, this means **working** within the available environmental and social resources to **protect and improve health**, now and for future generations. In practice this requires us to **reduce** our carbon footprint, **minimise** waste and pollution, make the **best use** of scare resources and **build resilience** to a changing climate, while **providing** uninterrupted healthcare and wellbeing services to the local community.

The objective is to achieve a positive impact on the 'triple bottom line', the right balance between environmental, financial and social priorities.

The Triple Bottom

Social Priorities – *through helping our community live healthier lives, we must also acknowledge the value of our environment and social assets*

Financial

Social

Environmental

Financial priorities – *ensuring that the health and social care system is financially viable in the long-term*

Environmental priorities – *recognising the links between pollution and improvements in air quality leading to multiple health benefits*

An evolving strategy for an evolving Trust

This strategy builds upon the previous Sustainability Strategy 2017 and incorporates the key environmental priorities for the Trust.

Through this strategy, the Trust aims to promote a proactive approach to environmental management to maximise benefits and minimise risks to service users, staff, visitors, contractors and others through responsible management.

It is structured to give an update on what we have already achieved and what we are aiming to achieve by 2030.

Whilst our overall aim is to reduce carbon footprint 48% reduction by 2030 (Climate Act 2022) , we will establish a baseline of we are now and develop this strategy to help us achieving a 48% reduction in carbon usage.

Our strategy is organised around 6 priority areas:

Estates, assets and Utilities

Travel and transport

Waste

Carbon Emissions

Sustainable purchase of goods and services

Greenspaces and biodiversity

2.0 About the Trust

We are a large organisation providing a diverse range of health related services for a population of 380,000.

The Trust in Numbers

226 Buildings on 58 Sites

141,000 Emergency Department Attendances

13,600 Staff

400,000 Outpatient Attendances and Day Cases

885 Beds

58,000 Inpatient Admissions
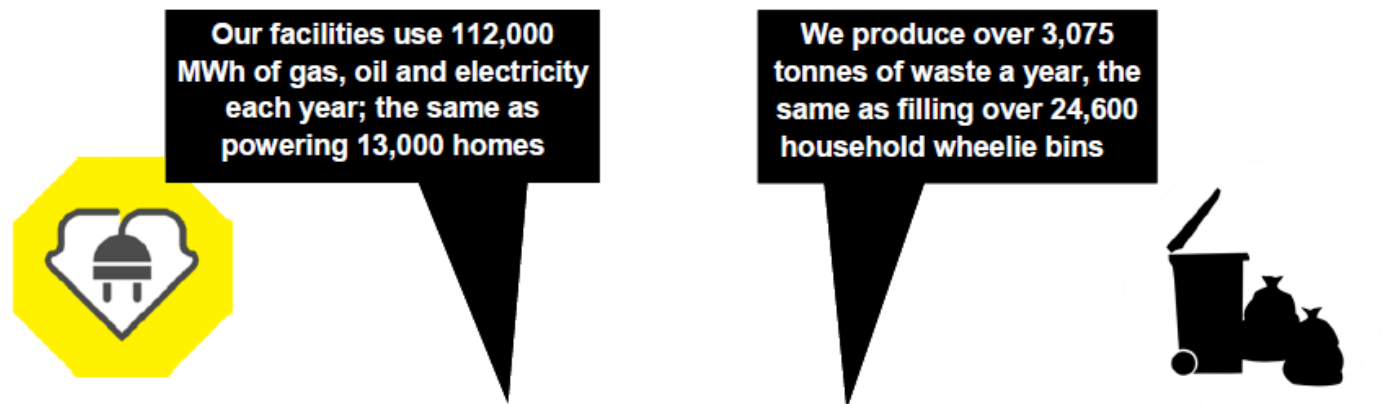
Annual Budget £810 million
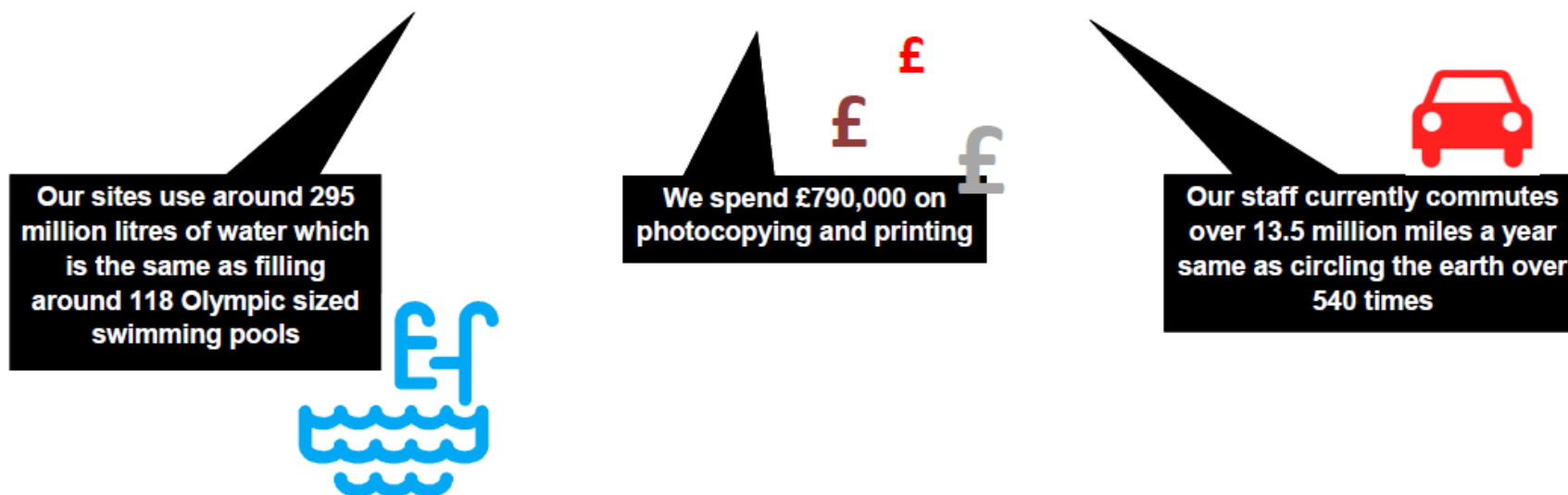
5500 New Arrivals each year

Southern Health and Social Care Trust
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Our facilities use 112,000 MWh of gas, oil and electricity each year; the same as powering 13,000 homes

We produce over 3,075 tonnes of waste a year, the same as filling over 24,600 household wheelie bins

3.0 Our Environmental impact

Our sites use around 295 million litres of water which is the same as filling around 118 Olympic sized swimming pools

We spend £790,000 on photocopying and printing

Our staff currently commutes over 13.5 million miles a year same as circling the earth over 540 times

We have reduced our carbon footprint by over 5,000 tonnes and electricity consumption has remained static despite increased facilities between 2015 and 2020

We have promoted cycling facilities through provision of shelters for bicycles and cycle purchasing schemes

4.0 Our achievements so far

In recent years we have significantly invested in the improvement of facilities that includes installation of combined heat and power plants, replacement of oil fired heating boiler to natural gas (approximately 25% of our estate) and installation of low energy lighting (approximately 30% of our estates) to reduce energy consumption

Each year the Trust generates 310 tonnes of reusable and recyclable materials

5.0 What we aim to achieve by 2030

We aim to deliver sustainable healthcare, by reducing our environmental impact, protecting the natural environment and enhancing social value

Our sustainability objectives are to:

Empower our staff to put sustainable and environmental issues at the heart of their work, giving them the necessary tools, resources and training to make responsible decisions

Measure and report on the Trust's progress against statutory targets

Manage our buildings and resources in the most effective way to minimise our environmental impact

Work to meet 48% target reduction of Green House Gas emissions by 2030

Our strategy is organised around the six priority areas of

Estates, Assets and Utilities

Travel and Transport

Waste

Carbon Emissions

Sustainable Purchase of Goods and Services

Green Spaces and Biodiversity

They set out our aims, proposed actions and how the success of those actions can be measured

Estates, Assets & Utilities

The Trust consumes high levels of oil, gas, electricity and water to enable us to carry out our services. This equates to 112 MWh total energy consumption and 293 million litres of water on average per annum.

The reduction in our carbon footprint by over 5,000 tonnes has been very successful over the last 5 years (2020-2025)

This has been attributable to 'green electricity', the installation of combined heat and power plants and upgrading the thermal efficiency of our buildings.

Current Projects such as our large scale solar PV installation will reduce this tonnage further.

Whilst a significant amount of data analysis has been undertaken to understand the use of utilities; further work though the installation of metering systems and building management systems is needed.

This provides the Trust with 'real time' consumption monitoring of utilities and enable systems to be controlled automatically and remotely.

The Trust has an ageing infrastructure and is undertaking 6 Facet Surveys across our Estate, which ascertains current status and assists in the identification of poorly performing facilities for improvement.

Vision Statement

What do we aim to achieve

- Continue to reduce our carbon footprint, in line with Government climate change targets
- Understand the condition of our facilities infrastructure to assist in the identification and prioritisation of improvements
- Improve monitoring and the measurement of the consumption of utilities to identify opportunities for improvement
- Support staff to understand their environmental impact and how to reduce their impact in the workplace
- Put sustainability at the centre of our Estates strategy, adopting energy and water conservation in significant refurbishments and new build facilities
- Ensure compliance with environmental legislation and best practice

How we will measure it

- Analysis of facilities survey information and identification of infrastructure priorities for improvement
- Utility consumption, carbon production and cost reports
- Digitisation of systems

How will we achieve it

- Baseline and benchmark current performance, identify opportunities for improvement and seek to align with best practice within the sector
- Carry out a survey of our facilities
- Continue to invest in building and services infrastructure to reduce energy consumption, subject to available funding.
- Develop ambitious targets to reduce energy and water consumption. This will be underpinned by a focused action plan of targeted schemes which seek to improve efficiency
- Collaborate, engage and share knowledge internally and with external organisations
- Inform and educate staff, patients and visitors about how their actions affect energy and water consumption
- Respond quickly to maintenance events which lead to energy or water waste
- Review new building and service technologies and where feasible pilot test application suitability for wider implementation
- Rationalisation of our Estate

Estates, Assets & Utilities

Tangible Deliverables

Area	Estates Rationalisation/Property 2020-2025 **Achievements**	Estates Rationalisation/Property 2025-2030 **Objectives**
Resourcing	Increase resourcing in Property Team including Property & Accommodation officers	Increase Property Team resourcing by employing a Property Officer to drive further space and property rationalisation/disposals
Digitisation	Implementation of MICAD electronic Internet Property Register (IPR) Trustwide and associated Room Booking Module (RUM) and pilot in 3 areas	Implementation of MICAD Room Booking Module (RUM) across all bookable spaces including sleeping, OPD, clinical office and meeting room spaces
Survey	Carry out 75 space utilization surveys across the Trust to facilitate Accommodation requests (23/25)	Carry out a continual space utilization surveys per annum across the Trust to facilitate ongoing Accommodation requests (1 per week)
Survey	Complete year 1 of Trustwide 6 Facet Survey of Estate (20%) as part of 5 year rolling survey	Complete year 2/5 of Trustwide 6 Facet Survey of Estate (80%) as part of 5 year rolling survey
Rationalisation	Allocate existing Trust space to Trust accommodation Priorities via Strategic Accommodation Group (20 per annum)	Continue to allocate existing Trust space to Trust accommodation Priorities via Strategic Accommodation Group (20 per annum)
Rationalisation	Utilised available funding and successfully secured the purchase of 2 Properties (Monaghan Row DHH and Arc Bessbrook) to facilitate service expansion and end taken leases	Take forward space utilization and planning projects to key areas such as Monaghan Row, Towerhill, Moylynn, St Lukes (HR), withdrawal of leases, repurposing of former medical health records post encompass, backfilling space.
Compliance	Implemented a programme of lease renewals and process with corporate planning and finance to renew leases	Maintain the programme of lease renewals
Lease Reduction	Reduction of 16 leased properties and incorporate services within existing Trust accommodation (2,600 sq m). Potential revenue saving of £225,000 per annum	Reduction in 6 leased properties and incorporate services within existing Trust accommodation (2,000 sq m).

Estates, Assets & Utilities

Tangible Deliverables

Area	Energy/Utilities 2020-2025 **Achievements**	Energy/Utilities 2025-2030 **Objectives**
Resourcing	Increase resourcing by the creation of Energy Team	Identify and justify the requirement for resource to be provided to assist with carbon reporting across the Trust (Carbon Manager) within available resources
Digitisation	Develop a holistic data collection system of all energy and utilities spend and usage to provide reporting and projections	Develop the MICAD system to provide integrated dashboard reporting for energy/utilities usage across Estate and automatic reporting and information gathering (planned completion 2025/26)
Digitisation	Completion of thermal comfort strategy and metering utilities, 135 facilities with upgrades in BMS software/infrastructure and graphics to provide an effective monitoring system	Provision of Analytics software system integrated into Trustwide BMS system providing automated adjustments and further energy savings.
Reporting	Completion of benchmark setting for utility consumption, 135 facilities	Improve the current position of 50 facilities within the Trust enegry benchmarking system to move from unacceptable to acceptable standards
Audit	Develop reporting system and carry out 63 energy audits. Energy Surveys assess buildings using the fabric first approach to identify energy saving improvements. The Trust currently has 35% of the Estate audited, which is ahead of schedule.	Completion of all Trustwide Energy audits by 2027/28 (118 number)
Audit	Implement a monitoring system and incident investigation process for high usage/fault finding and progress swift remedial actions	Further develop incident process to integrate into backlog maintenance and analytics systems to provide an automated system reporting on exception
Carbon	Develop and implement a carbon reporting system for Estates Scope 1 and 2.	Work to meeting 2030 net zero targets of 10,912 tC02e from a 2016 baseline of 20,984 tC02e in energy and utilities
Staff Engagement	Established a Trustwide Sustainability, Waste and Carbon Committee who meets quarterly to promote and engage regurally in driving forward the Trusts goals	Continue to engage via the Trustwide Sustainability, Waste and Carbon Committee. Further develop membership and reporting within this group and further identify improvements and achievements
Staff Engagement	Develop a regular programme of global communications for Energy & Water saving initiatives raising awareness. Display energy certificates available at publicly accessible buildings displaying energy ratings for these buildings.	Continue and develop campaign of global emails in relation to Enegry and water conservation. Develop relationship with building facility mangers and committee members to improve engagement at local level

Estates, Assets & Utilities

Tangible Deliverables

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Area	Energy/Utilities (continued) 2020-2025 **Achievements**	Energy/Utilities (continued) 2025-2030 **Objectives**
Funding	The successful bidding and award of £10.6m of DFI invest to save funding and implementation of all projects	Continue to Seek annual DFI invest to save funding to progress energy saving schemes
Income Generation	Initial discussion with Power network providers to allow |Trust major generating assets to be available to the regional electrical network	Complete engagement process with local Power network providers to conclude feasibility of rust assets being utilised by national grid and implement measures if agreeable
Lighting	Installation of 15,000 LED lighting fittings which will reduce CO2 emissions by over 500 tonnes; SHSCT currently 90% converted to LED	Complete LED lighting conversion 100% conversion (by 2025/26)
BMS	Completion of controls, automatic monitoring and alert systems for utility consumption, ahead of schedule (2026)	Continue to upgrade localized building thermal building controls to better respond to thermal demands
Renewables	Install renewable heating/ power equipment/ plant in 2 facilities annually – over delivery, with 3 heat pumps installed per annum . The installation of 41 PV Systems installed across the Trust with includes a 1.4MW system at CAH.	Continue provision of renewal power in progressing large scale solar PV installations in SLH, STH and DHH sites (subject to funding)
Fossil Fuels	Conversion of 15 oil fueled boilers Trustwide to gas fueled boilers ready to accept biomethane gas (carbon zero)	Complete all oil to gas replacement schemes in Trust where feasible removing kerosene healing oil usage in its entirety. Replace with biomethane (net zero)
Fossil Fuels	Review feasibility and obtain procurement routes for purchasing biomethane fuel	Conversion of mains gas supplies to biomethane (net zero) across all available Trust properties
Fabric	Under fabric first approach upgrade 10 buildings with insulation and window upgrades	Upgrade 76 identified local building thermal controls to better respond to thermal demands
Large Mechanical Equipment	Successfully implemented scheme of managing run times on large theatre HVAC equipment saving Trust £400k per annum in energy costs and greatly prolonging asset life of equipment	Continue to roll out this initiative across other area sf smaller plant and aircon units, pumps, domestic hot water systems

Travel and Transport

Air pollution impacts upon human health from before birth to old age.

It has been linked to a wide range of poor health outcomes including asthma, coronary heart disease, stroke, and lung cancer, with emerging evidence showing impacts on low birth weight, diabetes and neurodegenerative diseases such Alzheimer's and Parkinson's Disease.

In the UK, air pollution is responsible for an estimated 6 million sick days every year, with estimated total economic costs of £20 billion.

Trust vehicles transport patients and service users on a daily basis across the Trusts widely dispersed facilities in many locations. Limited public transport has resulted in a high dependence on use of cars. The promotion of information on public transport and encouraging staff on alternative modes of transport are needed to reduce this dependence.

With Government policy on electric vehicles; appropriate electric charging points will be needed for staff and visitors.

The COVID pandemic has accelerated the use of video conferencing technologies and reduces the need for personal staff meetings and some in-person patient appointments. The pandemic has also changed the way the Trust conducts its business with some staff remote working; which has led to reduced travel.

Travel and Transport

Vision Statement

What do we want to achieve

- Keep a significant proportion of our outpatient appointments as telephone or video consultations
- Reduce the amount of business travel across and between our sites
- Reduce demand for car parking and single occupancy travel
- Work with suppliers to increase the efficiency of deliveries and to minimise the associated carbon emissions
- Increase active travel and use of public transport by staff, service users and public

How to measure what we are doing

- Travel survey
- Carbon emissions from travel
- Proportion of Trust fleet that is electric or hybrid
- Provision of electric vehicle infrastructure
- Proportion of video and telephone outpatient consultations

How will we achieve it

- Work in collaboration with staff to remove unnecessary journeys for patients to clinical appointments
- Continue to invest in Trust wide facilities for teleconferencing, video conferencing and homeworking to reduce business travel
- Support staff to consider different options for travel to and from work
- Promote forms of active travel, including walking, running and cycling across our sites provide sufficient secure lockers, changing and shower facilities
- Move towards 'green fleets' across our organisation, ensuring that when electric or hybrid options are available that diesel engines are phased out, subject to available funding.
- Set progressively lower emissions standards for any external suppliers from whom we procure services
- Roll-out of electric charging points available to staff and visitors across our sites
- Carry out travel surveys to improve our understanding of how staff and patients travel to our sites
- Raise awareness of the harmful impacts of air pollution through campaigns

Travel and Transport

Southern Health and Social Care Trust

HSC | TOGETHER, IMPROVING CARE, TRANSFORMING LIVES

Area	Transport 2020-2025 Achievements	Transport 2025-2030 Objectives
Policy	Develop a transport committee with agenda points to look to Green fleet and reduce milage through fleet and daily business/taxis.	Committee to continue to work to look at ways of Greening Trust fleet and reduction in transport miles Update policy to reflect Net Zero targets for 2030. Trust Transport committee to play important role in this.
Strategy	Develop a draft fleet transport strategy and seek funding to meet net zero targets in 2023 and 2050	Further develop strategies to include changing technologies and equipment to reflect Trusts Net Zero targets for 2030 in relation to fleet and service delivery
Digitisation	Consider fleet management systems to assist in reporting and management of assets	Implement Trustwide reporting system for fleet asset management/ milage and carbon reporting (25-26)
Electrical Vehicles	Installation of 40 electric vehicle charging points to facilitate Trust staff and public charging	Further development and implementation of the electric vehicle charging strategy across the Trust to provide an additional 40 points (subject to demand, 8 per annum)
Infrastructure	Review opportunities for infrastructure for charging to support Greening the Trust Transport Fleet	Seek funding and approvals to provide infrastructure charging for new electric Trust fleet vehicle so meet the needs of Transport, particularly in Craigavon Area Hospital, Banbridge and St Lukes Hospital Transport Depots
Travel reduction	Trust Business Milage has been reduced over the last 5 years equating to considerable cost and carbon saving. (Due to working from home and use of MS Teams). Other pressures now with care in community driving milage up	Work with transport providers to encourage increased use of public transport Oversight in milage claimed within Trust, challenge area of high usage. Set targets of reduction via Transport committee

Travel and Transport

Area	Transport (continued) 2020-2025 Achievements	Transport (continued) 2025-2030 Objectives
Travel reduction	Rationalised the Estates and centralising services on our sites, (reduction in leasing) efficiencies have been gained by Trust Transport, 15 services consolidated into Trust owned properties	Continue initiatives with Services and particularly the Trust Transport team to reduce journeys. Links with Estates Property Strategy and Strategic Accommodation Group
Travel reduction	Video and telephone outpatient consultations implemented during and over COVID19	Continue to develop use of telemed appointments and establish formal reporting system where possible and set targets to increase via sustainability, waste and carbon committee
Green Transport	Move 5 current fossil fuel vehicles to electric Installation of 15 bicycle shelters, showers and lockers	Increase number of Transport vehicles by 20% from fossil fuels to HVO/EV or hydrogen (technologies and funding permitting) Installation of a further 10 bicycle shelters Develop a green travel plan for the Trust
Staff Engagement	Engage with relative services to seek out details of current travel arrangements (fact finding)	Develop staff awareness campaign and global emails to raise awareness of impact of travel on the environment and car parking pressures

Waste Management

Prevention
- Waste of raw materials, ingredients and product arising is reduced – measured in overall reduction in waste.
- Redistribution to people.
- Sent to animal feed

Recycling
- Waste sent to anaerobic digestion; or
- Waste composted

Recovery
- Incineration of waste with energy recovery.

Disposal
- Waste incinerated without energy recovery.
- Waste sent to landfill.
- Waste ingredient/product going to sewer.

The Waste Hierarchy

In 2024-25, the Trust produced 3,0 5 tonnes of waste a year costing circa £1.6m
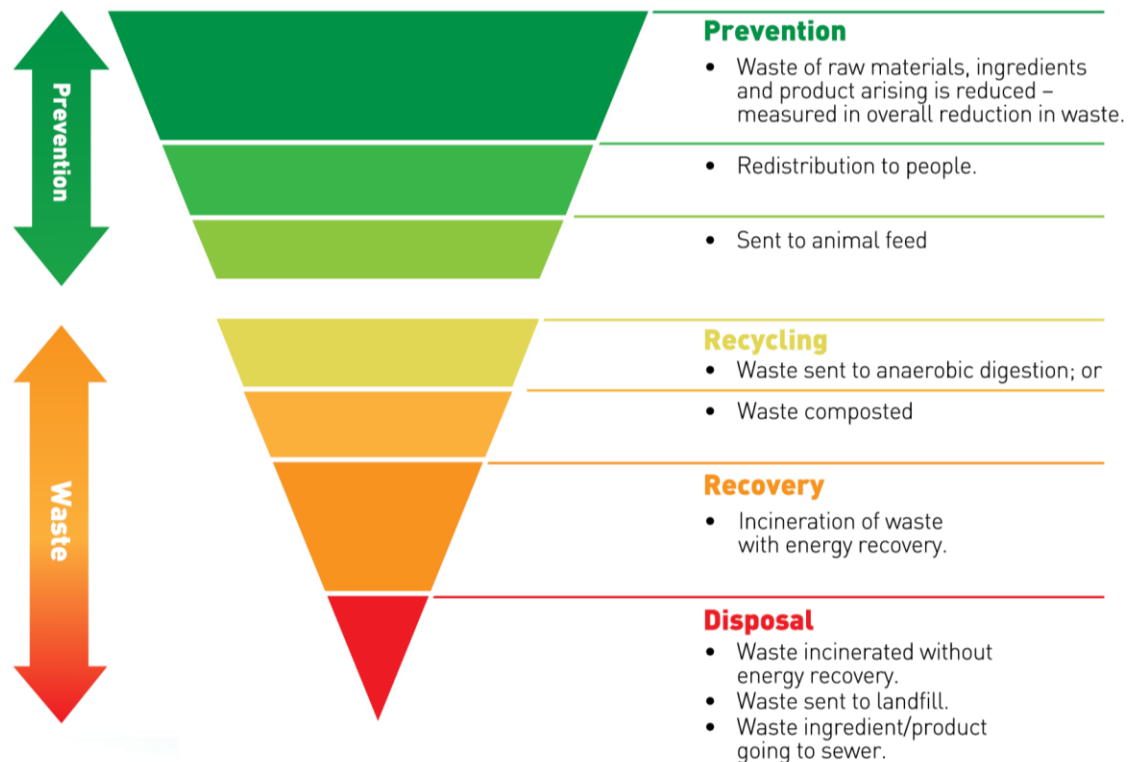
The waste disposal systems are established with segregated waste streams and compliance with environmental legislation.

General waste that cannot be recycled is reducing. This waste is diverted from landfill and used as Refuse Derived Fuel.

Auditing waste streams is needed to assess the effectiveness of systems in place.

A fundamental for waste reduction is the:

(i) A reduction in the Trusts need to purchase and dispose of items
(ii) minimisation of packaging on the products that we consume; working closely with suppliers will be needed to achieve this.

Waste Management

What do we want to achieve

- Reduce the amount of waste that cannot be recycled
- Minimise the amount of waste created and promote recycling alternatives
- Reduce the amount of food waste produced across our outlets
- Influence suppliers and on-site retailers to reduce packaging
- Improve our measurement and monitoring of waste streams
- Ensure compliance with environmental legislation and best practice

How to measure what we are doing

- Auditing of waste streams
- Measure the amount of overall waste recycled
- Proportion of products reused

Vision Statement

How will we achieve it

- Inform and educate staff, patients, visitors and suppliers about what can be recycled, and disposed to ensure better segregation of waste at source
- Dedicated recycling initiatives in key clinical areas about what can be safely recycled or reused
- Replace single use products with reusable alternatives across our clinical and non-clinical areas where feasible, including through purchasing systems
- Use our purchasing power with suppliers to minimise packaging
- Promote a culture of reuse and refurbishment of items where it is cost effective, rather than buying new
- Undertake Carbon Gap Analysis

RECYCLABLE WASTE

Clear bag   3/4 fill only

ITEMS FOR RECYCLING :
Crisp packets
Sandwich packaging
Can / Tins
Plastic packaging / film
Plastic cups / bottles
Paper
Newspapers, magazines and non-confidential paper
Cardboard boxes (please flat-pack)

HSC Southern Health and Social Care Trust

NO SHARPS, LIQUIDS OR GLASS PLEASE

SHSCT Waste poster

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Waste Management

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Area	Waste 2020-2025 Achievements	Waste 2025-2030 Objectives
Resourcing	The Waste management team resource has been increased with waste operative staff and a waste officer	Continue to review Resource within the team and where required identify opportunities for better use of current and future resource
Digitisation	Further develop a holistic data collection system of all energy and utilities spend and usage to provide reporting and projections	Develop the MICAD system to provide integrated dashboard reporting for waste across Estate and automatic reporting and information gathering (planned completion 2025/26)
Staff Engagement	Updated and published all staff information on SharePoint Engage staff via the Sustainability, Waste and Carbon Committee	Engage staff via the Sustainability, Waste and Carbon Committee.
Governance	The provision of recycling infrastructure in all facilities and setting of benchmarks and KPIs for waste production Completion of spillage procedures	Continue to review and update processes. Develop and agree in 2025 a waste strategy for the organization setting out targets and kpi's
Audit	Completion of 40 waste audits annually	Continuation of the completion of 40 waste audits annually
Awareness	Complete staff waste reduction campaigns	Continue staff awareness campaigns and further development of global emails and guidance and posters
Infrastructure	Upgrade waste infrastructure – replacement and addition to Trust compactor fleet (4 compactors) in 23-25. Creation of waste transfer station in South Tyrone Hospital and rationalization of localized Bins stores in Craigavon Area Hospital	Further development f waste infrastructure at key areas including Lurgan Hospital, Craigavon Area Hospital and St Lukes Sites
Waste	Achieved a 1% overall annual waste reduction	Setting a 1% per annum overall annual waste reduction target for 2025-30
Recycling	Roll out a full segregated waste system across all facilities	Increasing recycling rates 2% per annum

CARBON EMISSIONS

The vast majority of all Trust activities, business and service delivery generates Carbon emissions, which unfortunately are harmful to our environment and atmosphere, contributing to global warming and climate change

The NHS as a whole has been tracking its carbon footprint since 2008 which has produced the following emissions profile for the NHS as a whole
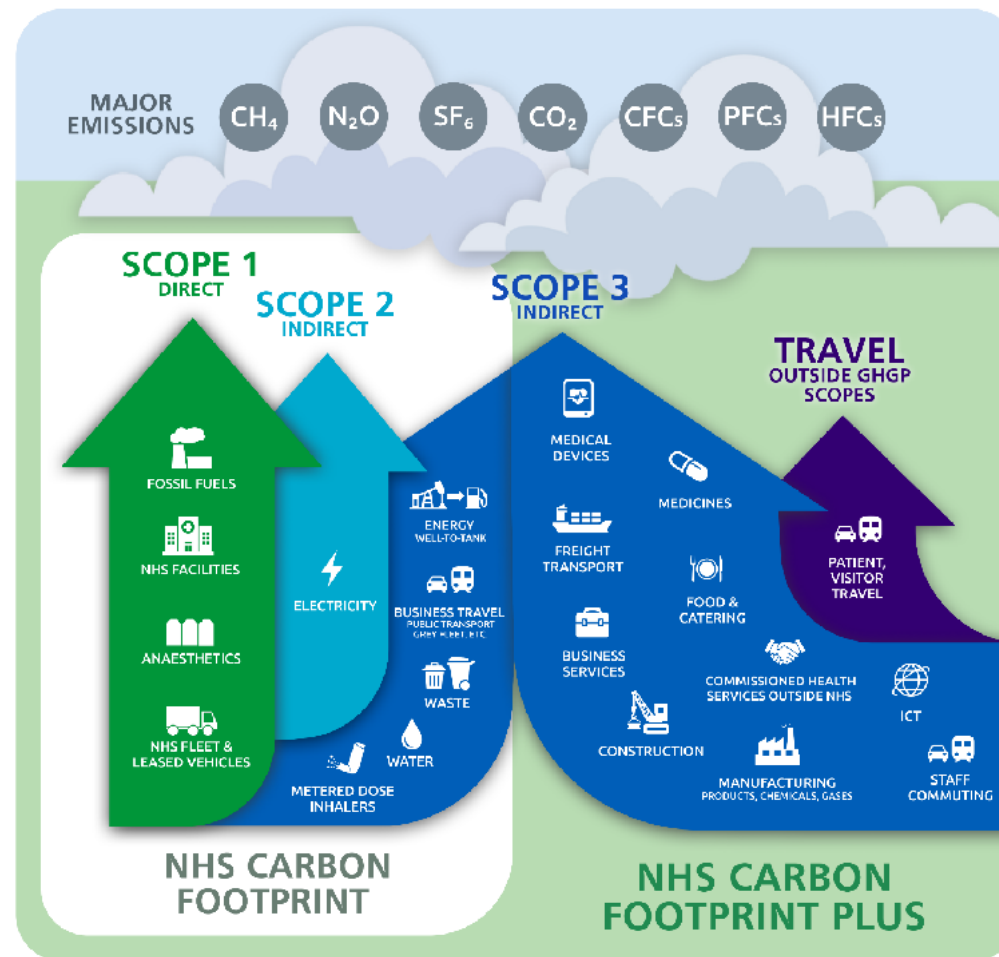
CARBON EMISSIONS

The typical emissions profile for the entirety of the NHS, is summarised in the model adjacent, which segregates carbon emissions as direct (scope 1), or indirect (scope 2 and 3)

The legally binding targets set out by the NI Executive are contained within The Climate Change Act NI (2022)

"For the emissions we control directly (the NHS Carbon Footprint), net zero by 2050, with an ambition to reach a 48% reduction by 2030"

The likelihood of Carbon footprint taxation in future years is another factor to consider in the Trust's overall proactive approach to reducing our Carbon footprint

Vision Statement

What we have achieved so far

- A 21% reduction in carbon emissions since the baseline year of 2016/2017 to 2020/21 on scope 1 & 2 emissions *excluding Med gases and Transport*
- Successful completion of Estates | Assets | Utilities targets annually – completed annually with ongoing monitoring
- Implementation of the RICS Carbon Measurement Standard for our new Health Hub at Bannvale, as a Case Study for RICS – the first in the UK
- Successful completion of Waste targets annually
- Successful completion of our Green Spaces targets annually

What do we want to achieve

- Establish and benchmark against a firm Carbon baseline for Estates (in line with NI Climate Bill 2022)
- Carbon reduction across SHSCT Estates scope 1, 2 and 3 – which expands to the entirety of the Trust in due course
- 48% Carbon reduction Trustwide by 2030
- 100% Carbon reduction Trustwide by 2050

How will we achieve it

- Grow the SHSCT Energy | Sustainability | Waste team to adequately resource the challenge ahead
- Training and awareness campaigns to help improve staff and organisational culture with regards Carbon reduction
- Fabric first approach with a continued investment in low Carbon technologies across our Estate
- Decarbonisation of our supply chain
- Increase our usage of Green Energy sources
- The measurement of carbon in our Construction Activities

How to measure what we are doing

- Reporting in line with Department for Energy, Security and Net Zero guidelines
- Measurement of Carbon production in new build / refurbishment construction schemes using appropriate technologies
- Establishing a firm Carbon Baseline for Estates, and subsequently all sectors of SHSCT
- Regular meetings (quarterly) of the SHSCT Sustainability Committee – which reports to SLT

CARBON EMISSIONS

Tangible Deliverables

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Area	Carbon 2020-2025 Achievements	Carbon 2025-2030 Objectives
Resourcing	Review and understand Trust longer term requirements of the Carbon Act 2022 and resourcing needed.	Prepare business case and seek approval to adequately resource the carbon reporting and reduction activities of the Trust, subject to funding.
Policy	Review and understand Trust obligations in relation to Carbon and Net Zero.	Update the current Trust Sustainability Policy to include Carbon responsibilities.
Governance	Include Net Zero standing items to help advance in Sustainability, Waste and Carbon Committee, Transport Committee and Estates governance Groups	Incorporate net Zero Goals in the daily business wider area outside Estates
Digitisation	Develop a holistic data collection system of all Estates related emissions to provide reporting and projections (Scope 1).	Develop the MICAD system to provide integrated dashboard reporting for energy/utilities usage across Estate and automatic reporting and information gathering (planned completion 2025/26).
Strategy	Develop a draft Carbon Strategy for wider circulation.	Further develop carbon strategy to include other scope 1 and 2 areas outside Estates. Seek Senior leadership Approval and publish carbon strategy
Awareness	Develop global awareness campaign for staff linked to sustainability and energy management	Further develop global awareness campaign including HSC NI eLearning literature in relation to carbon management for managers and staff.
Staff Engagement	Include Net Zero standing items to help advance in Sustainability, Waste and Carbon Committee, Transport Committee and Estates governance Groups	Drive Net Zero standing items to help advance in Sustainability, Waste and Carbon Committee, Transport Committee and Estates governance Groups
Audit/ Reporting	Scope to be developed	Develop Trustwide system of reporting which includes areas outside Estates such transport, procurement, medicines. This will enable a systems of audit and KPIs to be developed. Requires Trustwide engagement

Sustainable Purchase of Goods and Services

SCOPE 1
Direct emissions from operations

SCOPE 2
Indirect emissions from purchased energy

SCOPE 3
All other emissions associated with a company's activities

We will review how sustainability influences and impacts on current procurement practice

Sustainable Purchase of Goods and Services

Vision Statement

What do we want to achieve

- Develop an in-depth understanding of the sustainability issues relevant to specific consumables

- Engage with suppliers to promote awareness of ethical and sustainable approaches in their supply chains

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- Consider 'whole life' costs and impacts when assessing equipment for purchase or lease

- Purchase goods from sustainable sources with a focus on those from local, ethical and fair trade suppliers, where appropriate

- Promote social value through our contracts and suppliers

- Purchase and/or prioritise those

How to measure what we are doing

- Carry out an impact assessment

- Expansion of our remit into Finance procurement data and PALS and Trust supply chains

Key milestones by 2030

- Key milestones and timescales to be determined from impact assessment

- Expansion of our remit into PALS and Trust supply chains

- Carbon monitoring and reporting in place for procurement

How will we achieve it

- Establish baselines for impact of procurement on the Trust carbon footprint

- Include in our tender processes eligibility and evaluation criteria that take into account environmental issues, sustainability, local economic and social value factors as appropriate

- Work in partnership with our supplies to support our sustainability priorities including reducing packaging

- Raise internal awareness of sustainability issues as part of the purchasing of goods and supplies through the promotion and communication of information

- Work in collaboration with centres of procurement expertise

Sustainable Purchase of Goods and Services   Tangible Deliverables

Area	Procurement 2020-2025 Achievements	Procurement 2025-2030 Objectives
Governance	Raise awareness at Trust Procurement Board and have Sustainability as a standing item on the meeting agenda	Continue to drive sustainability in procurement via Trust Procurement Board. Fully embed sustainability in Trust Procurement activities
Audit/ Reporting	Liaise with BSO PALS in relation to inclusion of sustainability criteria and reporting requirements to all new contracts	In conjunction with BSO PALS, develop Trustwide system of reporting on Carbon within the Procurement system.
Audit/ Reporting	Create staff resource within Sustainability team to assist with sustainability within procurement	Monitor procurement of items, identify savings or poor practices of sustainability in conjunction with the waste management system. Help seek more sustainable alternative products
Awareness	Develop a global email campaign in relation to sustainable procurement	Further develop a global email campaign in relation to sustainable procurement. Seek other training in relation to sustainable procurement for staff
Recycling	Implement a reuse platform within organisation - furniture reusable system (WARP-IT) to allow assets to be reused mitigating waste	Continue to promote and drive WARP-IT platform to drive down waste
Reduce	Liaise with Finance team and work together to review procurement cost data and interrogate to seek out efficiencies and cost reductions. Focus on reducing single use items	Develop into a formal process where sustainability team has regular access to procurement data to review and interrogate
Repair	Consider further items which are currently disposed of which can be repairs.	Set up procurement routes to repair more equipment and furniture rather than dispose of (e.g. upholstery services)

Greenspaces & Biodiversity

Buildings and the way they are used can have a strong influence on health and well-being of all users. We should ensure design and use of our estate maximises opportunities for all who use our sites to adopt healthy behaviours.

We will introduce the use of green space on or near our facilities for staff, patients and visitors to use for exercise, rest, relaxation and recovery.

Greenspaces and Biodiversity

What do we want to achieve

- Improve awareness of green space to the community, patients and staff by identifying and communicating what we have

- Promote and enhance natural environment

- Improve provision of greenspaces across our sites

- Promote physical activity in our greenspaces

How to measure what we are doing

- Frequency of planting events

- Number of areas developed into greenspaces

How will we achieve it

- Assess greenspaces across the Trust, with the aim of understanding which sites and areas might be under provided for or not properly utilised

- Work with external organisations to enhance green spaces and biodiversity

- Raise awareness of our greenspaces to provide a staff and patient haven for recovery and rest

- Promote and encourage use of green spaces via easily accessible information and introduction of external gym equipment

- Implement tree planting

Greenspaces and Biodiversity

Tangible Deliverables

Area	Green Spaces & Biodiversity 2020-2025 Achievements	Green Spaces & Biodiversity 2025-2030 Objectives
Resourcing	Sustainability team resource has been increased to include Sustainability officer and Sustainability Assistants	Monitor resource within team and identify further opportunities for growth within available resources
Strategy	The strategy for 2020-25 has been broadly met and potential opportunities identified for new strategy	New five year strategy developed and to be issued in 2025 which includes wider planned goals and achievements due to increased resourcing in Team
Plan/Policy	The Trust submitted an application in 2024 to become chartered under the BTCNI scheme which will require a 3 year process of certification. Policy has undergone significant review reflecting statutory changes	Continue the assessment state for Biodiversity chartership over 2026-2028. Current policy to be updated 2025 and 2029
Awareness	Established Sustainability committee and a system of global emails to provide awareness to staff	Further engage through sustainability committee, increasing membership. Increase global email awareness campaign
Surveys	5 biodiversity site surveys have been completed which has provided recommendations for the Trust to consider and take forward	Biodiversity surveys across all our sites will be carried out to complete the survey for the whole Trust
Wildlife	Bat & bird nesting boxes have been provided to 4 sites in 24/25 as part of our biodiversity surveys recommendations to increase habitat for wild animals	Bat & bird nesting boxes to be provided to 20 further sites in 26/30 as part of our biodiversity surveys recommendations to increase habitat for wild animals
Tree Planting	Over 15,000 Trees have been planted ay our St Lukes & CAH sites and structured planting provided to DHH, STH and LH sites	Tree Planting opportunities to be further scoped out and a target of 10,000 tress to be planted during 2025-30 including individual specimen varieties in key locations

Greenspaces and Biodiversity

Tangible Deliverables

Area	Green Spaces & Biodiversity 2020-2025 Achievements	Green Spaces & Biodiversity 2025-2030 Objectives
Bulb Planting	Several thousand daffodil and crocus bulbs were planted in Craigavon Area Hospital and Lurgan Hospital as a pilot which has been well received	20 further sites to be identified where bulb planting will be provided in partnership with Daytime opportunities under MHLD
Biodiversity Zoning	Identify biodiversity/rewilding areas on 5 sites as initial pilots	Develop and implement biodiversity/rewilding areas on all Trust sites which can support this initiative
Green Spaces	Developed 5 Green spaces within Estate	Develop a further 5 green spaces within the Estate (one per annum)
Invasive Species	Invasive species managed and treated as required	All invasive species to be resurveyed and recorded on electronic bar code system (provided at location) to provide live time reporting and increased governance
Walking routes	Identified areas of potential opportunities for staff walking souths to some of our major sites	Implement staff walking routes at Craigavon Hospital and St Lukes sites
Flora	Identify potential areas for flower and shrub planting and seek necessary resources to take forward	Utilise new resource in team to provide specific native colour planting of shrub and flowers to key areas of our Estates to enhance experience of staff, patients and public.
Capital Development	Though numerous smaller capital development projects ensured these provide a positive enhancement to our Estate. Ringfence small percentage of budgets to developing Biodiversity	Continue to enhance our environment utilizing capital projects as an enabler and advocate, provide support and expertise to Project teams for larger major projects

6.0 Reporting and Governance

The Trusts Sustainability Policy has recently been updated to take into account new Legislation and Responsibility under the Climate Act 2022.

From October 2025, the Trust will be required to report on Scope 1 and 2 emissions via a DARD reporting scheme

A Trustwide Sustainability Committee has been established and meets quarterly, setting the direction and implementation of sustainability proposals and programs.

We will continue to report annually through the sustainability section of the SHSCT Annual Report and Accounts.

This Sustainability Strategy continues to be underpinned by the five year Sustainability Action Plan, which is monitored by quarterly Sustainability Committee meeting.

Directorate Annual scorecard KPIs will be regularly monitored via the established Estates Governance Group which reports to the Trust's Governance Committee.

7.0 Risks

Failing to meet the Sustainability Strategy risks poorer patient health outcomes, higher operational costs, legal exposure and loss of credibility, all of which can undermine the Trusts ability to deliver safe, high quality and equitable care in the long term

Environmental risks
- Biodiversity loss
- Increased carbon emissions
- Resource depletion

Operational & Service Delivery
- Climate-related disruption – floods etc
- Increased patient demand
- Higher energy/disposal costs
- Infrastructure strain – older less efficient buildings

Financial risks
- Escalating utility costs – volatility energy/water
- Increase healthcare costs
- Loss of funding opportunities – DFI, DoH
- Lack of funding for new sustainability initiatives

Legal & Compliance
- Failure to meet government net zero target – breach statutory obligation
- Regulatory penalties – sanctions non-compliance with environmental legislation

Reputational & Stakeholder risks
- Loss of public trust
- Negative media coverage
- Reduced staff moral/retentions – employees expectation for employer to take sustainability serious
- Weaker community partnerships – not perceived to contributing to wider environmental goals