

Sustainable Development Management Plan Objectives

There are 10 focus areas in our Action Plan, each viewed from four important perspectives that make up a holistic programme of activity and objectives within our SDMP. The 10 focus areas are:

-  1. Corporate approach
-  2. Asset management and utilities
-  3. Travel and logistics
-  4. Climate change adaptation
-  5. Capital projects
-  6. Green space and biodiversity
-  7. Sustainable care models
-  8. Our people
-  9. Sustainable use of resources
-  10. Carbon and greenhouse gas emissions

The four perspectives are:

-  Reaching Out
Engaging with both the local and global community
-  Self-Mastery
Embedding culture, policies and governance in-house
-  Health
Holistic links back to health and well-being
-  Treading Lightly
Measuring and reducing tangible environmental impact

Note: GOSH's Clean Air Hospital Framework (CAHF) specifies actions split across seven key areas. Therefore, we will not refer to air quality activity specifically within the 10 SDMP focus areas below as it is covered in greater depth within our CAHF document



Objective 1

Corporate Approach

a) Reaching Out

- Host a hyper-local Community Sustainability Working Group to meet biannually on local issues.
- Establish a Sustainability Innovation Forum to facilitate collaboration projects between GOSH and national and global partners. For example, design and disseminate a range of health and climate change outreach materials and info-graphics with specialist science and industry partners.
- Play an active role in Global Green and Healthy Hospitals, and other such national and international health networks.

c) Health and Well-Being

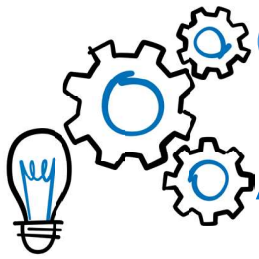
- Link healthcare and patient experience outcomes explicitly to sustainability.
- Collaborate with GOSH Arts and the Culture Declares Emergency movement (aligning ourselves with other leading arts organisations such as TATE) on a further climate declaration.

b) Self-Mastery

- Coordinate monitoring and delivery of SDMP objectives through a cross-Trust delivery group reporting to the Executive Management team biannually.
- Create a Sustainability Leaders and Ambassadors learning programme through the GOSH Learning Academy for staff, leadership teams, Trust Board, patients and Young People's Forum members.
- Design a dedicated SDMP Communications Strategy involving patient, staff and existing forum input.
- Devise a 'green dreams' piloting process allowing road testing and refinement of patient and staff ideas before wider roll-out.

d) Treading Lightly

- Review all emissions targets on an ongoing basis.
- Devise a sustainable procurement policy with particular emphasis on reducing Trust scope 3 emissions that occur indirectly through our value chain.
- Publicly declare a climate emergency, develop a carbon neutrality plan and target and establish active links into the Camden Citizen's Assembly.



Objective 2

Asset Management and Utilities

a) Reaching Out

- Collaborate on creating a staff home energy efficiency and indoor air quality education programme.

c) Health and Well-Being

- Install an air quality (indoor and outdoor) monitoring network – linked to the building management system (BMS) where appropriate – and an associated research programme.

b) Self-Mastery

- Delivery of a thorough and consistent programme of utility consumption monitoring – both infrastructural and behavioural – to bring down use across the Trust.
- Achieve appropriate process management certification including ISO9001 and PAS 99.
- Deliver a green information and communication technology (ICT) programme including sustainable search engine, auto switch off, reusable batteries, charity partnerships and material reclamation.
- Conduct a full soft services sustainability inventory.

d) Treading Lightly

- Assess energy and water life-cycle costs as key criteria in decision-making when purchasing new equipment.
- Identify future carbon and revenue reduction opportunities through a capital investment in infrastructure strategy (for example, future transitioning from combined heat and power systems).
- Procure 100% renewable energy with all new energy contracts.



Objective 3

Travel and Logistics

a) Reaching Out

- Recognition by the London Borough of Camden of Great Ormond Street as an official play street delivered regularly by GOSH and local partners.
- Deliver a full study of road adaptation options surrounding GOSH.

b) Self-Mastery

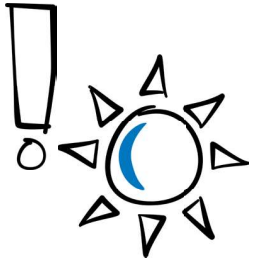
- Conduct a Trust-wide vehicle assessment involving measurement, engagement and implementation elements.
- Facilitate staff access to video conferencing, reducing business miles to external meetings.
- Review of accessibility to GOSH for patients and staff, especially those outside London.

c) Health and Well-Being

- Devise a healthy and active travel strategy – including a staff cycling programme covering safe routes and full cycling infrastructure review – with associated events and investment focused around both exercise and clean air.
- Deliver existing Green Travel Plan targets.

d) Treading Lightly

- Collaborate with main contracts to ensure 25% of GOSH-associated fleet are zero tail pipe emissions and 75% are on the Go Ultra Low approved list.
- Increase the number of electric charging points available to staff and visitors and increase the proportion of electric vehicles servicing our patients and the building.



Objective 4

Climate Change Adaptation

a) Reaching Out

- Established hyper-local Community Sustainability Working Group has specific adaptation focus based around Board-approved Climate Change Adaptation Plan and local needs.

b) Self-Mastery

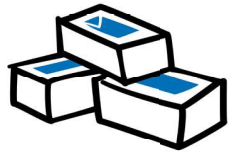
- Nominate a Climate Change Adaptation Lead to ensure adaptation is integrated into Trust governance, risk, reporting and training processes through a Board-approved Climate Change Adaptation Strategy.

c) Health and Well-Being

- Embed a climate impacts system for monitoring and mitigating the impacts on staff and patient well-being of overheating and extreme weather events into the Trust risk register and processes.
- Maximise the quality and ability of our estate and local green space to mitigate the effects of climate change in relation to shading, water attenuation, indoor plants and sensory experience.

d) Treading Lightly

- Invest in both mitigation and adaptation technologies.



Objective 5

Capital Projects

a) Reaching Out

- Embed social value outcomes into the design and the construction specification for new build and major refurbishment projects.
- Create an inventory of fixtures, fittings and construction materials for reuse by the Trust or local community using a Buildings as Materials Banks methodology.
- Submit abstracts and deliver presentations at prestigious industry events including the Healthy City Design International Congress.

b) Self-Mastery

- Apply a whole life cycle costing approach in the design and construction of new builds and refurbishment projects to ensure that both occupant health and sustainable development objectives are prioritised throughout the design process.
- Collaborate between a Sustainability Lead and the Built Environment project team to ensure the application of recognised methodologies such as BREEAM, resulting in an 'Excellent' to 'Outstanding' rating.
- Develop a set of capital and refurbishment project sustainability guidelines that drive resource efficiency within the building through the Estates Strategy.

c) Health and Well-Being

- Design and deliver health and healing related research projects – linked to indoor air quality, natural light and pain/anxiety reduction – to integrate into the design and construction process.
- Educate staff on how the heating, cooling, lighting and ventilation of their building operate, and how they can accurately report any performance issues.
- Embed world-leading biophilia and healing environment principles in all new construction projects.

d) Treading Lightly

- Embed resource efficacy (e.g. recycled/reused/re-purposed materials, low embodied carbon products, design for deconstruction principles) into the design specification for new builds and major refurbishments.
- Set clear sustainability aims and objectives that are scaled and applied to all capital and major refurbishment projects (such as criteria for energy performance, embodied carbon, minimum access to green space and use of natural capital).



Objective 6

Green Space and Biodiversity

a) Reaching Out

- Establish a local community greening, biodiversity and food growing partnership to re-wild GOSH and Bloomsbury and provide fresh vegetables in coordination with local strategic plans.
- Partner with experts (e.g. Royal Horticultural Society).

c) Health and Well-Being

- Develop a field trip safety management system allowing staff, local community and patients the opportunity for involvement in open-air educational initiatives including gardening and food growing.
- Take the love of nature (biophilia) and human affinity with the natural world as a starting point for the work GOSH Arts commissions and develops.
- Create a food growing patch for Young People's Forum and The Children's Hospital School use.

b) Self-Mastery

- Include a green space and biodiversity strand – including a greenery survey – within the Estate Strategy to maximise benefits from existing on-site green space.
- Ensure all catering and food contracts demonstrate their sustainability credentials by exceeding government guidelines (e.g. Government Buying Standards through external accreditation such as Food for Life, Red Tractor, dolphin-friendly, Sustainable Fish Cities etc.).
- Produce and use GOSH honey.

d) Treading Lightly

- Research and implement the air quality impacts of barrier planting and pollution absorbing plants both indoors and out.
- Supply fresh vegetables grown on or near site for local consumption and place emphasis on vegetarian and vegan options.
- Set up a process–via composting or digestion–for maximising the return of nutrients to the soil from biodegradable food waste.



Objective 7

Sustainable Care Models

a) Reaching Out

- Deliver solutions with partners and stakeholders that reduce the number of hospital visits, such as the provision of treatment closer to home.
- Identify schemes that support vulnerable patients upon discharge – such as improving home energy efficiency and indoor air quality – that may influence the likelihood of hospital readmission.
- Deliver healthcare that doesn't require us to be based solely in the hospital site and gives GOSH both a national and international reach.

b) Self-Mastery

- Ensure sustainable health service provision through developing nursing professionals who improve health, save money and resources as well as reduce carbon through involvement in the Royal College of Nursing and NHS Sustainable Development Unit's (SDU) '5 to Survive' initiative.
- Train our Trust Board to understand the concept of sustainable healthcare (e.g. the Board leadership pack developed by the SDU).
- Involve digital native children and young people under GOSH's care in increasing the efficiency and accessibility of services through the Internet of Things.

c) Health and Well-Being

- Deliver the SDU's Sustainable Clinical and Care Models module to key clinical staff.
- Create through collaboration with stakeholders an increasingly healthy environment for patients that includes temperature, light and food choices.
- Explore a care model that allows the flexibility to 'step into the world of the child and their family' at home or school, ensuring they don't miss out on normal/everyday activities including education, social media, playing and gaming. Taking the whole child – not just their body and illness – into consideration.

d) Treading Lightly

- Calculate the environmental/carbon impact of a specific care model/s which helps identify the most impactful areas or hotspots – be it medical equipment/pharmaceuticals/ anaesthetic gases – allowing us to minimise the environmental impact.
- Embed sustainable use of resources as a decision criterion in the development and commissioning of our care models. For example, reducing volume of carbon intensive products, reducing waste and reducing toxic and hazardous substance use where possible.
- Apply sustainability principles to new build and refurbished estate to create a healing environment and support improved quality of care.



Objective 8

Our People

a) Reaching Out

- Establish a local volunteering and partnership network with an emphasis on sustainability.
- Provide staff training and development opportunities based around supporting and delivering the SDMP objectives.
- Invite inspirational sustainability organisations to join the Young People's Forum, GOSH Teens Careers Festival and the GOSH Big Youth Forum Meet Up.
- Work with pioneering organisation Julie's Bicycle to set specific and relevant sustainability objectives for the arts.

c) Health and Well-Being

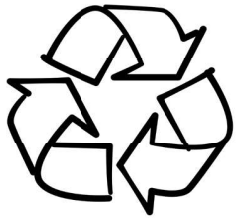
- Align well-being and sustainability with existing staff groups and Trust initiatives wherever appropriate.
- Design research projects covering topics like active travel, wearable pollution monitoring and indoor air quality mitigation at home.
- Trial 'leave your desk active lunch', 'water refill station' and 'on-site smoking' campaigns.

b) Self-Mastery

- Deliver staff and visitor education campaigns with opportunities for active involvement and possible certification through induction, online training, patient bedside displays and volunteering.
- Implement mandatory 'GOLD' learning modules around both waste and energy and with initially voluntary modules covering climate change, air quality and green space and biodiversity.
- Host an annual Young People's Forum and Patient Creative Sustainability Awards event (e.g. My Health and the Environment) involving awards for design and film-making.

d) Treading Lightly

- Design and run a staff and department carbon footprint campaign/competition.
- Trial innovative methods for visioning and gamifying sustainable behaviours for staff and possibly visitors.
- Design and deliver a staff energy and waste reduction behavioural science programme.



Objective 9

Sustainable Use of Resources

a) Reaching Out

- Expand and embed a bulk item/furniture community swap and refurbishment programme.
- Explore innovative partnerships with supply chain partners around delivery consolidation sites, last mile cycle delivery and funding for electric vehicles.

c) Health and Well-Being

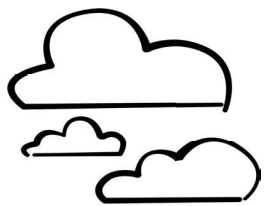
- Provide healthy, informed and sustainable catering choices that meet and exceed national guidelines and soil association standard for catering facilities.
- Redesign waste and recycling guidance in collaboration with staff, patients and our waste contractor.

b) Self-Mastery

- Ensure a sustainable procurement policy and lead officers are in place.
- Agree a repair and refurbishment option as an obligatory part of a cross-Trust sustainable purchasing policy.
- Adopt further waste material processing streams and further develop successful programmes including 'Gloves are off'.
- Align the GOSH Arts and Love of Nature programme with Trust objectives over the use of sustainable materials, suppliers, waste and processes.

d) Treading Lightly

- Reduce waste packaging reaching the site to near zero through innovative agreements and purchasing choices with partners and suppliers.
- Develop rainwater harvesting trials.
- Introduce a catering sustainability programme including food miles, carbon impact assessment and food waste reduction initiatives.
- Adopt a no single-use plastic policy with reuse options explored Trust wide.



Objective 10

Carbon and Greenhouse Gas Emissions

a) Reaching Out

- Identify our strategic suppliers and evidence that we are working with them to reduce the overall carbon impacts of the goods and services that they provide to GOSH and others.
- Encourage our staff and patients to reduce their carbon emissions and high-impact activity such as air travel, vehicle use, energy use and food supply. Ensure a positive reward system and partnerships - including fully electric hire cars - are in place.
- Collaboration with other local agencies including our local authority, universities and third sector organisations in order to contribute to the delivery of area wide carbon reduction strategies and plans.

b) Self-Mastery

- Measure our carbon impact annually - through the Sustainability Reporting Portal - including core emissions such as energy, water, waste, anaesthetic gases and business travel.
- Make visible the emissions for key high-carbon GOSH activities where patient and staff choice is available to encourage behaviour change (e.g. choice of lease car, options for travel mode, use of dry power rather than metered dose inhalers, data heavy IT use, turning off lights/equipment).
- Establish a more granular greenhouse gas emissions quantification and reporting methodology and associated data visualisation.

c) Health and Well-Being

- Conduct post-occupancy assessment of energy/carbon performance of a building while in-use to ensure the parameters set in the design process have been achieved and work with the contractor to rectify any areas of poor performance.
- Encourage innovation and support new technologies that help improve our carbon performance related to energy and water usage (such as using the SDU Securing Health Returns carbon curve planning tool).

d) Treading Lightly

- Approve a further detailed carbon reduction programme - aligned to the Climate Change Act 2008 - through the Trust Board and gain financial support.
- Identify which of the products and services that we source have a big contribution to our overall carbon footprint (in use and/or embedded terms) and evidence interventions to reduce their impacts (e.g. by specifying lower carbon alternatives).