**GENERIC SUSTAINABLE DEVELOPMENT ACTION PLAN (SDAP)**

This is a generic document based upon other Sustainable Development Action Plans. Organisations should tailor this to their own requirements, according to the nature of their business and the operations undertaken. For further information and support, please contact michelle@futurecologic.co.uk.

Current – activity already underway

Immediate – to be implemented within the next six months

Mid-term – to be implemented within six months to two years

Long-term – to be implemented within two to five years

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| **Governance** |
| Objective | Action | Responsibility | Timescale |
| Formally adopt Sustainable Development Management Plan (SDMP) and/or SDAP to continuing improvements in sustainability across the organisation | Board to approve SDMP/SDAP and associated documents  | Board or named person | Immediate |
| Sustainable action embedded at board level | Board-level sustainability lead identified |  | Current |
| Integrate SDMP actions and ambitions across the organisation and operational functions | Work towards establishing a Sustainable Development Strategy Group * Identify senior level representatives across the organisation to lead on action
* Establish baseline data collection, monitoring and reporting
* Ensure sustainability considerations are included in decision-making across organisation
* Review policies and strategies as current documents expire to establish sustainability and climate change risk issues for future
* Report on progress of SDMP/SDAP to Board
* Review SDAP annually on progress and agree future actions
* Review SDMP every five years
 |  |  |
| Integrate climate change risk into risk register | Identify risks posed by climate change over mid and long terms for finance, business development and operations | Board/Finance Director | Immediate |
| **Energy and carbon management** |
| Objective | Action | Responsibility | Timescale |
| Ensure the organisation complies with statutory obligations  | Specifically Energy Performance Building Directive (EPBD) |  | Current |
| Embed carbon reduction and energy management across operational functions  | Ensure all policies and strategies are coherent with SDMP/SDAP* Develop and approve Sustainable Procurement Policy
* Develop and approve Healthy or Sustainable Travel Plan
* Review existing policies and strategies as review scheduling with view to updating to include sustainability targets as necessary
 |  | Immediate to Mid-term |
| Establish comparable metrics for measurement of year-on-year CO2e reduction | Use energy consumption data to measure against previous performance wherever possible– create linear trajectory reduction targets for simplification. |  | Current/on-going |
| Reduce CO2e across all sites by X% by 2030 compared to 2018 baseline | Undertake energy performance audit to identify worst-performing buildings and provide recommendations for improvements |  | Mid-term |
|  | Improve data collection, monitoring and reporting* Ensure energy, gas and water consumption monitored consistently across all sites
* Consider installation of automatic metering system across key sites
 |  | Short-term |
| Reduce CO2e incrementally to achieve national legally-binding climate change targets | Set trajectory annual CO2e reduction targets to achieve X% by 2025, X% by 2030 and X% by 2050 against 2018 baseline |  | Mid-term to long-term |
| Engage stakeholders  | Ensure regular reporting of carbon reductions and energy saving at Board meetings, to all staff and in annual reportExplore opportunities for working with external partnerships and strategic networks |  | ImmediateMid-term |
| Engage staff and stakeholders | Establish a network of sustainability champions across organisation* Develop a resource pack for champions including sustainability definitions, energy, waste, water and transport consumption and cost facts as well as advice
* Encourage champions to raise awareness and action across teams
* Develop bespoke staff awareness campaigns to roll out
 |  | Immediate Mid-term |
| Ensure long-term resilience and energy dependency  | Consider long-term energy requirements, resilience, risk and business case for renewables and site-specific energy production |  | Mid-term |
| Ensure appropriate funding models  | Consider future investments using whole life costings and explore options via external partnership and joint funding |  | Long-term |
| **Procurement**  |
| Objective | Action | Lead | Timescale |
| Ensure that goods and services are procured more sustainably  | Develop future procurement policies to incorporate sustainability objectives to include:* + Engagement programme with major suppliers to audit current sustainability practices and encourage greater responsibility
	+ Workforce training and development to ensure all staff responsible for buying and procurement are carbon literate and confident in making sustainable choices
	+ Develop partnerships to seek best value opportunities, encourage greater use of local suppliers and innovative solutions
 |  | Immediate |
| **Low carbon travel, transport and access** |
| Objective | Action | Lead | Timescale |
| Reduce carbon emissions for travel across the organisation | Develop a Healthy or Sustainable Travel Plan, to include;* + Audit existing parking, traffic and local transport options
	+ Staff travel survey to provide baseline data
	+ Promote sustainable travel options and local transport provision
	+ Review mileage allowance for sustainable options, eg. consider mileage for cycling
	+ Review facilities at sites, eg. staff showers
	+ Audit business travel and assess working practices or alternative technologies to reduce emissions
	+ Engage with strategic travel and transport partnerships
	+ Use influence through external partnerships to improve wider built environment and further encourage sustainable and active travel choices
 |  | Mid-term |
| Engage with staff  | Integrate training and awareness of sustainable and active travel options with staff training programmes |  | Mid-term |
| **Water** |
| Objective | Action | Lead | Timescale |
| Reduce water consumption across the organisation | Ensure water use is monitored across sites* + Baseline data reported for XXX
 |  | Immediate |
| Develop water reduction programme | Ongoing maintenance programme includes installation, replacement and renewal of water saving fixtures or technologies |  | Current |
| Ensure quick resolution of leaks | Ensure priority to repair of leaks - educating staff to report leaks quickly |  | Current |
| Reduce reliance on bottled water | Minimise use of bottled water* + Request bottled tap water for meetings
	+ Review vending facilities with consideration for installation of drinking taps
 |  | Mid-term |
| Engage staff in a water reduction programme  | Engage staff with water reduction campaign * + Staff motivated and informed through the wider sustainability engagement programme/Champions network
	+ Encourage ideas and innovations from staff and contractors
	+ Review recycling water opportunities including clean water, grey water and rainwater reuse
 |  | Mid-term |
| **Waste** |
| Objective | Action | Lead | Timescale |
| Reduce waste across the organisation | Ensure recycling facilities available on site |  | Immediate |
| Carry out an audit of waste streams | Audit waste streams and implement monitoring schemes with staff and contractors* + Ensure baseline figures complete for separate waste streams by XXX
	+ Set targets for reduction once figures obtained
 |  | Immediate |
| Investigate options for reducing the use of single-issue items | Review single-issue items where possible against reuse options |  | Mid-term |
| Ensure waste reduction is embedded into procurement policy | Reduce waste at early stages of procurement cycles and capital investments  |  | Mid-term |
| Engage with staff and patients  | Engage staff and patients with waste reduction campaign across organisation * + Provide information on consumption and advice on reducing waste
	+ Staff motivated and informed through the wider sustainability engagement programme/Champions network
	+ Contractors aware and informed about waste reduction programme
	+ Encourage ideas and innovations from staff and contractors
	+ Review recycling opportunities
 |  | Mid-term |
| **Designing the built environment** |
| Objective | Action | Lead | Timescale |
| Ensure all new and redevelopment opportunities are undertaken to the highest standards of sustainability  | Aim for achievement of BREEAM ‘Excellent’ in all new building developments and refurbishmentsUndertake Environmental Impact Assessment as part of development feasibility and scoping exercises |  |  |
| Ensure sustainability is embedded into tendering processes | Ensure sustainability considerations are embedded throughout tender process:* + Whole-life costings
	+ Early consideration of building materials and waste minimisation
	+ Sustainable technological solutions for building and equipment operations
	+ Climate change risk
	+ Transport implications
	+ Delivery of service and supply chain benefits
	+ Partnership delivery and wider community benefits
	+ Monitoring, evaluation and promotion of excellence
 |  | Mid-term |
| Promote health benefits of high-quality sustainable built environments and landscapes  | Review external environments and seek opportunities to improve and enhance |  | Long-term |
| Seek wider community engagement  | Influence local partnerships and programmes to deliver external environmental improvements |  | Long-term |
| Consider adaptation opportunities to minimise risk relating to climate change | Ensure external environmental risks are included in local risk registers;* + Flooding
	+ Heat waves
 |  | Mid-term |
| Research climate change adaptation measures | Review climate change adaptation needs in conjunction with local partnerships |  | Long-term |
| Develop improvements with external partners | Monitor opportunities for funding and partnership projects to enable built environment and landscape improvements |  | Mid-term |
| **Organisational and workforce development** |
| Objective | Action | Lead | Timescale |
| Organisation leadership responsible for ensuring sustainability and carbon governance delivered | Include responsibility for sustainability and carbon governance in job descriptions for Chief Executive, Directors and other senior staff |  | Mid-term |
| Monitor SDAP implementation  | Continued progress against SDAP * + Regular reporting mechanisms to Board via assigned department leads
	+ Comprehensive data collection
	+ Progression and improvement
	+ Review & Implement good practice
 |  | Immediate |
| All staff aware of SDMP/SDAP and engaged with sustainability agenda  | Implement training programme to promote organisation ambitions and benefits of sustainable actions |  | Mid-term |
| New staff engagement | Ensure all new staff have responsibility for sustainability included in job descriptions |  | Mid-term |
| New staff training | Include sustainability as part of induction training |  | Mid-term |
| Improve existing job descriptions | Work with staff to include responsibility for sustainability on all job descriptions |  | Long-term |
| Share progress findings | Annually report progress on SDAP actions to workforce |  | Mid-term |
| Encourage staff to share innovative ideas | Encourage innovations and ideas from staff for sustainable working practices and service delivery  |  | Mid-term |
| Promote ambitions and achievements of SDMP/SDAP to stakeholders | Provide information about sustainable measures and practices. Examples include:* + Local travel information organisations
	+ Water saving device instructions and information
	+ Recycling facilities
	+ Food and drinks provision
 |  | Mid-term |
| Ensure wider community engagement | Review local community organisations and explore opportunities for partnership work |  | Mid-term to long-term |
| Develop feedback mechanisms | Encourage staff and stakeholder input and feedback  |  | Long-term |
| **Role of partnerships and networks** |
| Objective | Action | Lead | Timescale |
| Organisation influences sustainability objectives in the wider community through strategic partnerships  | Ensure sustainability and climate change action is pursued through strategic partnerships* + Engage with Local Strategic Partnerships, Council, community organisations etc.
	+ Engage new strategic partnerships to widen sustainable outcomes
 |  | Immediate to mid-term |
| Maximise opportunities to broaden sustainability programmes and projects to local communities | Develop community engagement practice* + Review local community engagement groups
	+ Review engagement programmes and seek opportunities for new and innovative sustainability projects
 |  | Mid-term |
| Widely promote the benefits of sustainable actions | Externally promote organisational sustainable development achievements and ambitions |  | Mid-term |
| **Finance** |
| Objective | Action | Lead | Timescale |
| Ensure organisation understands carbon and finance | Develop carbon literacy across Finance teams and/or staff |  | Mid-term |
| Develop sustainable business cases | Ensure sustainable considerations incorporated in business cases* + Emissions financial impacts
	+ Investment and payback from renewable and energy-saving measures
	+ Whole-life costings
 |  | Long-term |
| Embed environmental and social considerations into economics  | Develop wider knowledge across Finance Directorate to include social and environmental value* + Review economic literature around Ecosystem Services and Social Return on Investment
	+ Consider long-term inclusion of broader valuation techniques to further develop business cases
 |  | Mid-term |
| **Adaptation** |
| Objective | Action | Lead | Timescale |
| Organisation ensures service provision is deliverable and responsive in a changing climate  | Identify risks posed by climate change over mid and long terms for finance, business development and operations; consider the following implications:* + Service delivery, business continuity and emergency preparedness
	+ Buildings, travel, supplies and supply chains
	+ Staff health and wellbeing
	+ External environment and local infrastructure
	+ Resource use and scarcity
 |  | Mid-term |
| Embed adaptation methods | Ensure adaptation needs are considered by relevant departments |  | Mid-term |
| Enhance emergency planning | Review Emergency Preparedness Plans and Business Continuity Plans and cross reference adaptive risk assessments |  | Immediate |
| Develop partnerships for resilience planning  | Identify key partners and strategic partnerships to involve in adaptation and resilience planning |  | Mid-term |