



Public Health
England

Protecting and improving the nation's health

Sustainable Development Management Plan 2020/25

Version 3.0. August 2020

About Public Health England

Public Health England exists to protect and improve the nation's health and wellbeing, and reduce health inequalities. We do this through world-leading science, research, knowledge and intelligence, advocacy, partnerships and the delivery of specialist public health services. We are an executive agency of the Department of Health and Social Care, and a distinct delivery organisation with operational autonomy. We provide government, local government, the NHS, Parliament, industry and the public with evidence-based professional, scientific and delivery expertise and support.

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PHE supports the UN
Sustainable Development Goals



Foreword

I fully support Public Health England's Sustainable Development Management Plan to meet our ongoing commitments to the government's climate change agenda, and the Sustainable Development Strategy for the health, public health and social care system. This document details practical information that PHE will adopt to embed sustainable development into its business plans; thus, having direct and indirect implications for our management teams and our staff's everyday lives, creating positive opportunities for us all. It also gives detailed information on how we will reduce our carbon emissions whilst still providing a high level of high quality, science-based support to our stakeholders, thus ensuring our ambition to be an exemplar organisation in the health sector.

It is vital that we are all aware of how our everyday actions can have serious impacts upon our environment; these may not be impacts that we can see straight away but impacts that will affect our children in their lifetimes and future generations. As the guardians of our environment, we can all make subtle changes to our activities, thus ensuring our commitment to our sustainable development agenda and a sustainable low carbon economy. Understanding these challenges and developing plans to achieve improved health and wellbeing for our stakeholders is the essence of our commitment.

My colleagues in the Management Committee wholeheartedly support and promote all of the actions that we are undertaking to reduce the impact that our work has in the sphere of sustainable development and therefore making our environment more sustainable for the future.

While reading this management plan, please consider what actions you personally could take to help meet the ambitious target of a net zero carbon society.

Alex Sienkiewicz

PHE Director of Porton Down and Director for Corporate Affairs

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Glossary

BAP	Biodiversity Action Plan
BREEAM	British Research Establishment Environmental Assessment Methodology
CCEE	Climate Change and Extreme Events
CCRA	Climate Change Risk Assessment
CMP	Carbon Management Plan
DECC	Department for Energy and Climate Change
DEFRA	Department for Environment Food and Rural Affairs
DHSC	Department of Health and Social Care
EMS	Environmental Management System
EPRR	Emergency Preparedness Resilience Response
GGC	Greening Government Commitment
HP	Health Protection
HWB	Health and Wellbeing
PHE	Public Health England
PHOF	Public Health Outcomes Framework
NAP	National Adaptation Programme
SD	Sustainable Development
SDEMG	Sustainable Development Environmental Management Group
SDG's	Sustainable Development Goals
SDMP	Sustainable Development Management Plan
SDPB	Sustainable Development Programme Board
SP	Sustainable Procurement
UN	United Nations

1. Executive summary

PHE is committed to sustainable development in all its activities it undertakes. Our Sustainable Development Management Plan (SDMP) sets out the organisation's aims to help it to operate in more sustainable ways that meet its objectives and targets.

This document details practical information that PHE must adopt to embed sustainable development into its business plans; thus, having direct and indirect implications for our management teams and our members of staff's everyday lives, thus creating positive opportunities for us all. It also gives detailed information on how we will reduce our carbon emissions whilst still providing a high level of quality, science-based support to our stakeholders, thus ensuring our ambition to be an exemplar organisation in the health sector.

Sustainable development is recognised as an important issue by many PHE staff and therefore achieving our goals in a sustainable and low carbon way is critical to turning possibly the biggest strategic health threat we face, in climate change, into the greatest opportunity for collective action and health improvement.

PHE's ambition on sustainability and climate change also extends to the work the organisation undertakes externally, in the public and private sectors; though not covered in detail in this document. PHE have developed a narrative that it believes enhances and encompasses our understanding of sustainable development in the health sector and our impact upon it, which is available on PHE's intranet, and detailed below.

The SDMP is aligned with, and contributes to, meeting the goals of the Sustainable Development Strategy for the NHS, Public Health and Social Care system.

We acknowledge and support the government's commitment to sustainable development and its endorsement of environmental management as one of the tools we can use to ensure a better quality of life for our staff as well as the communities that we both serve and impact upon. This is clearly signalled by recognising the importance of social impacts alongside economic and environmental impacts in decision making.

The organisation is also responsible for fulfilling its legal obligations. Members of staff have a duty of care when interacting with aspects of the environment which could have a significant impact. This document describes PHE's sustainable development management plans and provides a strategic management overview of the objectives and targets that are in place to reduce our impact – environmentally, socially and financially. This will ensure that the principles of sustainable development become embedded into every facet of the organisation.

We will implement this SDMP in a transparent and robust manner that will ensure we deliver environmental, economic and social benefits by:

- meeting and where possible exceeding the 'Greening Government Commitment' targets, by minimising our environmental impact (carbon footprint, travel, water, waste) and ensuring our purchasing activities meet the government's standards for sustainable procurement
- adopting the principles of the UN Sustainable Development Goals
- preparing for, and responding to, the health-related impacts of climate change
- engaging with staff across the whole organisation on sustainable development
- providing opportunities for our staff, in the workplace, to lead a sustainable healthy lifestyle
- provide leadership and advice, when called upon, for local public health systems
- meeting our legislative requirements, relative to the aspects associated with sustainable development
- monitoring and measuring our progress on all these activities clearly and openly

Accountability for this document ultimately lies with the Chair of PHE's Management Committee, though responsibility for the SDMP's implementation has been devolved, by the Management Committee, to the membership of the Sustainable Development Programme Board (SDPB).

On a practical basis, the SDMP will be implemented across PHE by its network of management teams across all of its directorates. Sustainability leads and champions will communicate any issues with implementing this plan to the Chair of the SDPB.

2. Introduction

2.1 Background

PHE's Sustainable Development Management Plan (SDMP) continues to provide a clear roadmap for our management teams and staff to follow, identifying the approach we will take to improve the organisation's social, environmental and financial performance. The SDMP also aligns with the National Cross System Sustainable Development Strategy for the NHS, Public Health and Social Care System, available at www.sduhealth.org.uk/sds.

This document also gives assurance that PHE, which has responsibility for producing the Public Health Outcomes Framework (PHOF) indicator data set, is meeting its requirements to produce a Board approved SDMP, thus providing an appropriate level of focus on sustainable development within the organisation.

2.2 Definition of Sustainable Development

One of the most used definitions of Sustainable Development was given at the Rio 'Earth Summit' in 1992 by the chairperson Gro Harlem Brundtland. She stated that sustainable development is: **“Development that meets the need of the present generation without compromising the needs of future generations to meet their own needs.”** What this statement is articulating is that we should think about how we currently use our natural resources at the expense of our children's future needs.

A better quality of life is what all organisations aspire to for their staff and the communities that they serve and impact. This can be clearly signalled by recognising the importance of considering social impacts alongside economic and environmental impacts in decision making. At the heart of this concept are the five guiding principles for sustainable development, as laid out in the Government's 2005 guidance document, '[Securing the Future](#)'.

The Five Guiding Principles

'Securing the Future' explains that these principles will form the basis for future government policy setting in the UK. For a policy to be sustainable, it must respect all five of these principles, which are **Living within Environmental Limits, Ensuring a Strong, Healthy and Just Society, Achieving a Sustainable Economy, Promoting Good Governance and Using Sound Science Responsibly.**

The Four Shared Priorities

The four shared priorities, detailed below, were also identified in the 'Securing the Future' strategy document as requiring immediate attention. Although this document was written some time ago the principles still remain strong, therefore we will endeavour to consider and address these shared priorities when we deliver our SDMP.

Sustainable consumption and production – Sustainable consumption and production is about achieving more with less. This means not only looking at how goods and services are produced, but also the impacts of products and materials across their whole lifecycle and building on people's awareness of social and environmental concerns.

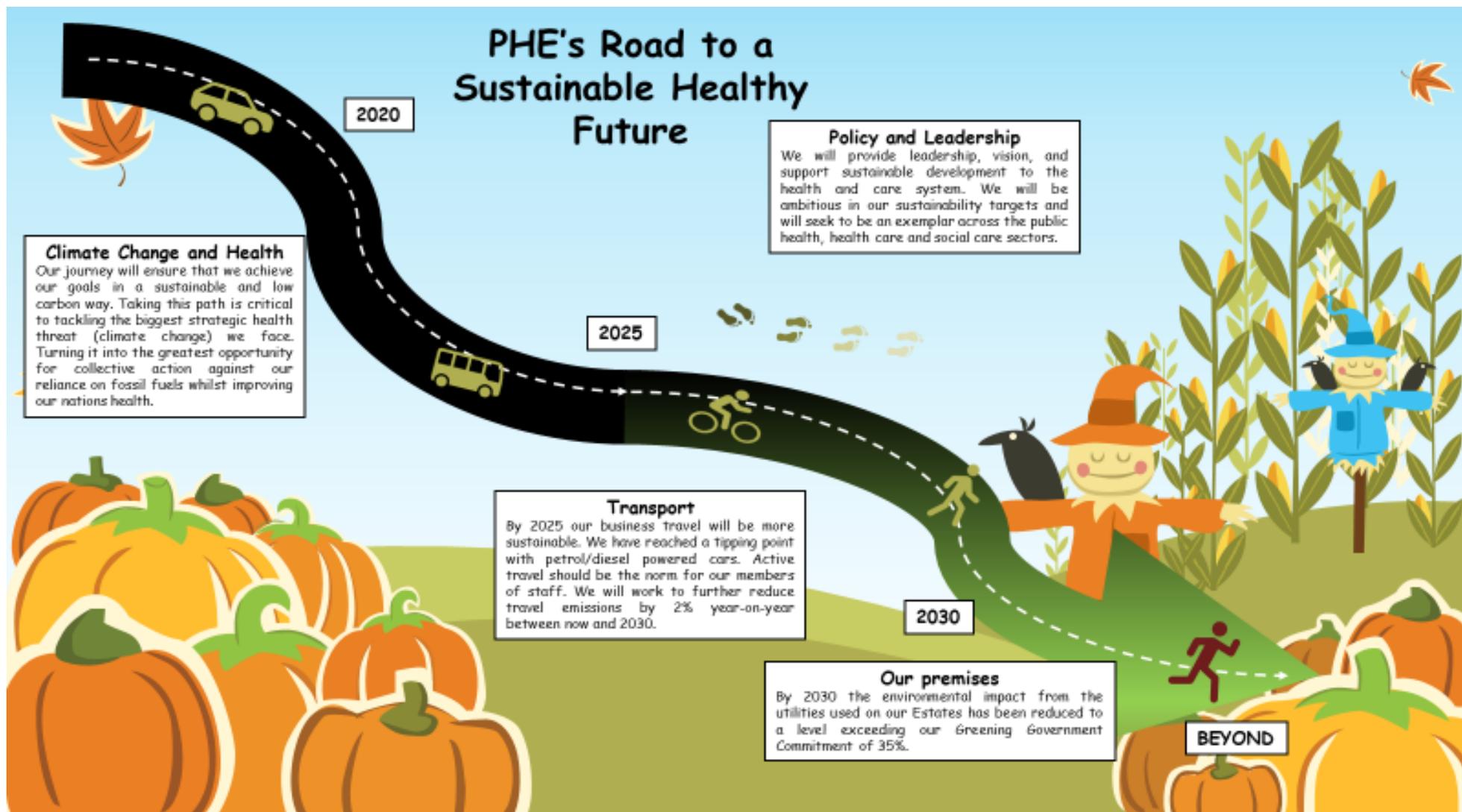
Climate change and energy – The effects of a changing climate can already be seen. We will seek to secure a profound change in the way we use energy across our estate, and in other activities relevant to the health impacts of climate change and extreme events.

Natural resource protection and environmental enhancement – Natural resources are vital to our existence and that of communities throughout the world. We need a better understanding of environmental limits, environmental enhancement and recovery where the environment is most degraded to ensure a decent environment for everyone, and a more integrated policy framework.

Sustainable communities – Our aim is to create sustainable communities that embody the principles of sustainable development at the local level. This will involve working to give communities more power and say in the decisions that affect them; and working in partnership at the right level to get things done.

Source: Adapted from Securing the Future, March 2005

2.3 PHE Commitments¹



¹ PHE Environmental Policy (See <http://phenet.phe.gov.uk/Policies-and-Procedures/Policy%20Documents/Environmental%20policy%20statement.pdf>)

The graphic above highlights our corporate ambitions for a sustainable healthy future for the next 10 years to 2030.

Corporate sustainable development is defined as **'a process an organisation undergoes to support and embed behavioural change, through improvement in its environmental, social and financial performance, leaving a legacy for future generations'**². Specifically, we will implement this SDMP in a transparent and robust manner that will ensure we deliver environmental, economic and social benefits by:

- meeting and where possible exceeding the 'Greening Government Commitment targets, by minimising our environmental impact (carbon footprint, travel, water, waste) and ensuring our purchasing activities meet the Government's standards for sustainable procurement
- preparing for, and responding to, the health-related impacts of climate change
- adopting the principles of the UN Sustainable Development Goals
- engaging with staff across the whole organisation on sustainable development
- providing opportunities for our staff, in the workplace, to lead a sustainable healthy lifestyle
- provide leadership and advice, when called upon, for local public health systems
- meeting our environmental legislative requirements
- monitoring and measuring our progress on all these activities clearly and openly

We will also be in a position to use these strategic outcomes to drive our business plans and to start to develop measures of performance, based on robust evidence and analytical work.

2.4 PHE's strategy on sustainable development

In support of the SDMP, PHE have developed the following strategy on sustainable development.

A sustainable healthy future, depends on us all living within our limits and developing all our assets – environmentally, economically and socially, these being the three main pillars of sustainable development. This includes all the various aspects of the natural and built environment, all of which are fundamental to our health, equity, and wellbeing. Addressing these issues offers a wide range of benefits: from operating within safe financial and environmental limits, to developing life-saving resilience and life-enhancing assets. Achieving our goals in a sustainable and low carbon way is critical to turning possibly the biggest strategic health threat we face today, climate change, into the greatest opportunity for collective action and health improvement.

² Defined by PHE's Head of Sustainable Development and Environmental Management

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PHE established its Sustainable Development Programme Board to address these issues but there are some areas where PHE can play a very distinctive role, for example providing scientific expertise, leadership for local public health systems and as an exemplar employer.

Our future health, physically and mentally, as individuals and as communities, depends on embedding the principles of sustainable development into all that PHE does. There is clear and widely accepted evidence that inaction is not an option. We can make a difference by fully implementing our Sustainable Development Management Plan (SDMP), provide scientific expertise on climate change, leadership for local public health systems and be an exemplar employer.

No one part of PHE has the capacity, or the expertise, to deliver this alone. However, coordination across PHE will make it a leading organisation on the local, national, and global stage in advocating, aligning, and implementing the social, economic, environmental, legal, and cultural conditions for sustainable development and environmental management. There are many such opportunities for PHE to fulfil this role; from the way we do business, to our role in coordinating science, policy, actions, and advocacy.

Principally by:

- reducing environmental impacts and vulnerability (eg extreme events and disaster reduction, improved air quality; sustainable buildings; reduced carbon emissions, and smarter ways of working)
- improving resilience and developing sustainable assets (eg education, good housing; life-enhancing public spaces, empowered communities and people, vibrant culture...)
- ensuring safe, sustainable, and resilient public health and care services (transformative models of prevention and care, where every opportunity, plan, policy, and contact contributes to healthy lives, healthy communities and healthy environments now and in the future...)

PHE also has an important advocacy role to play in meeting our sustainable development goals, researching and publishing the evidence base, and monitoring progress through its scientific and information functions. However, ensuring all such opportunities are exploited, and all progress monitored, depends on well-led and clear coordination.

Our SDPB is well placed to deliver these roles efficiently through well-governed and well-communicated processes. This SDMP also sets out the organisation's aims for future work to help it to operate in more sustainable ways and is aligned with, and contributes to, meeting the goals of the Sustainable Development Strategy for the Health and Care system.

We will also support the government's commitment to the UN's Sustainable Development Goals (SDG's) and its endorsement of environmental management as one of the tools we can use to ensure a better quality of life for our staff as well as the communities that we both serve and

impact upon. This is clearly signalled by recognising the importance of social, alongside economic and environmental impacts, in decision making.

2.5 Delivery, assurance and accountability of the SDMP

Responsibility for delivering the SDMP and realising the opportunities that it offers lies with all of PHE's members of staff, from the most junior to the most senior. Ensuring that everyone has a role to play in its delivery.

Agreement and commitment to the SDMP's aspirations, obligations and legal requirements, from PHE's Management Committee, will also demonstrate true leadership and our ambition to be an exemplar organisation with regards to sustainability in the health sector.

Operational delivery of the SDMP has been devolved by PHE's Management Committee, to the SDPB. They will monitor progress on the implementation of the SDMP's objectives and targets. Where there are issues of strategic relevance, the Chair will report to PHE's Strategy Board.

The SDPB, and colleagues from the Environmental Public Health Programme Board, will enable existing activities on sustainability to gain value by providing a strategic platform through which work is shared, gaps identified, and new work programmes agreed. All members of the SDPB will act as advocates of sustainable development and support PHE's role in communicating the health implications of climate change.

The SDMP has implications for all aspects of PHE's business. Therefore, management teams have a responsibility to include various aspects of the SDMP in their local, directorate and corporate business plans, where appropriate. Outcomes from the plan will enable us to measure our performance, achieve a better understanding of the actions that will make the biggest impact and help prioritise our medium and longer-term commitments to this agenda.

The SDMP will be communicated via a number of sources, though in the first instance via the sustainability pages of PHEnet. Details can be found in the supporting SDMP Implementation Plan document. Feedback from staff and others on the SDMP can be via local sustainability leads; details of which are on PHEnet.

On a practical basis implementation of the SDMP will be a management responsibility, with support from PHE's network of local sustainability leads and champions.

2.6 Good Corporate Citizen

The Good Corporate Citizen (GCC) assessment tool has been in place for a number of years, and is hosted by the Sustainable Development Unit (SDU), the latest version of which can be found at <http://www.sduhealth.org.uk/gcc/>. By using this assessment tool, you can benchmark progress on sustainable development, not just by measuring fuel bills or waste but by evaluating

sustainability across the board in financial, social and environmental terms. This tool can help organisations reduce their negative impact on the environment, take an active role in local sustainable development, improve health and reduce inequalities in health through their day-to-day activities.

This means using the resources of PHE in ways that benefit, rather than damage, the social, economic and environmental conditions in which we live. By operating as a "good corporate citizen", PHE can contribute to a healthier local population, improved staff morale and reducing our environmental impact. The DHSC has identified good corporate citizenship as a priority for every healthcare organisation in its public health strategy. The SDU also endorse the Greener NHS strategy: <https://www.england.nhs.uk/greenernhs/>

The SDU have other resources available on their website to help engage with members of staff to be more sustainable in the workplace and at home. <http://www.sduhealth.org.uk/>

2.7 The Greening Government Commitments

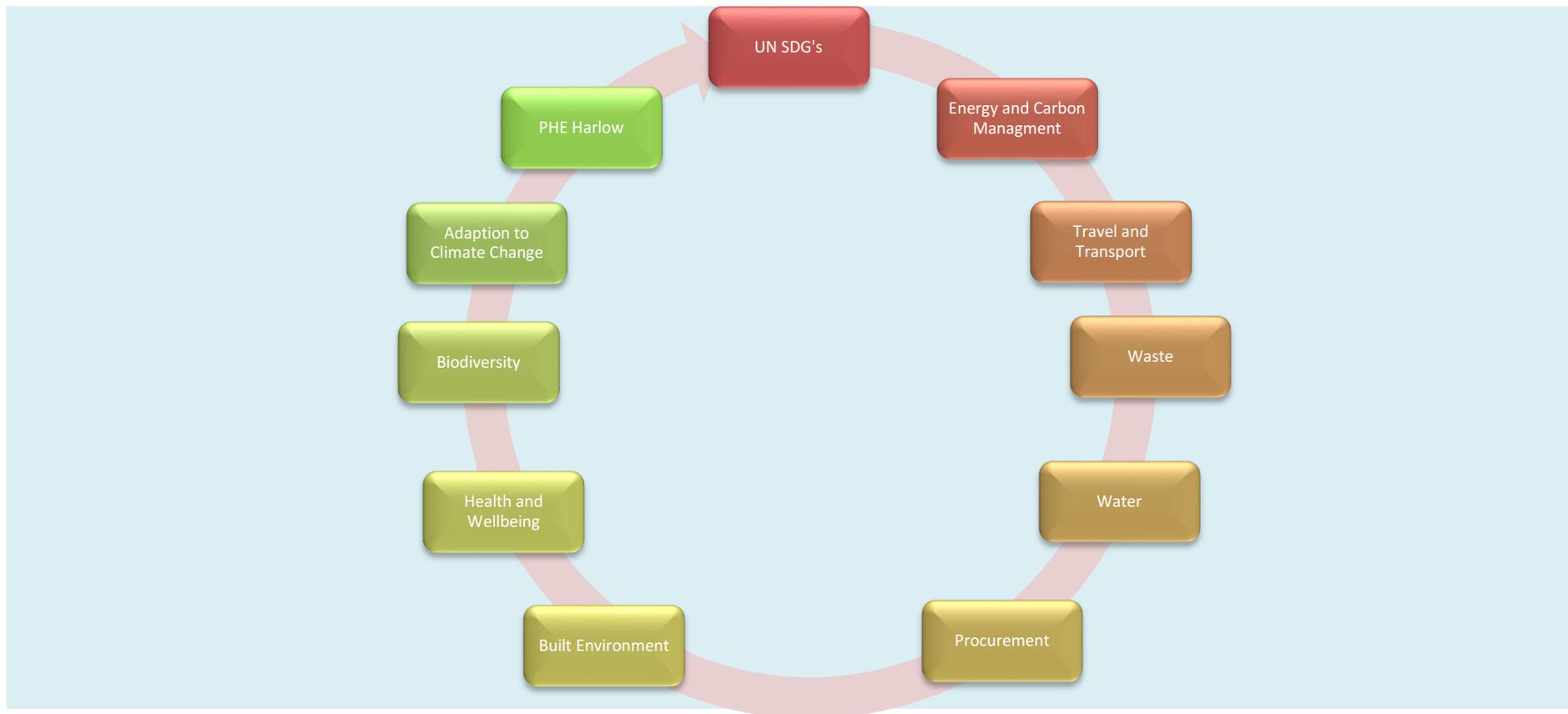
The latest version of the Greening Government Commitments (GGC), (2020), sets out the actions that UK government departments and their agencies will undertake to reduce their impacts on the environment in the period 2020 to 2025, re-baselined from 2013/14 to 2017/18. These commitments align with the scope of sustainability reporting in the Annual Report and Accounts.

Below is a precis of what is in the latest GGC. They set out targets and commitments for UK government departments and their agencies to:

- reduce their greenhouse gas emissions
- send less waste to landfill and reduce the overall amount of waste they produce
- reduce water consumption
- reducing overall travel carbon emissions target (including domestic and international)
- improve sustainable procurement
- report transparently on key sustainability issues
- align energy targets with the Clean Growth Strategy, to fit with the roadmap for near zero GHG emissions by 2050
- offset an amount of carbon emissions from domestic and international air travel

3. Key areas of action

The key areas where we will be concentrating our efforts, regarding our SDMP, are detailed in the following chapters. Each of the specific chapters highlights what the organisation aims to achieve in each particular area of concern, how it will be achieved and how it will be measured or monitored.



4. UN Sustainable Development Goals



4.1 Introduction

The UN's Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. The 17 Goals are all interconnected, and in order to leave no one behind, it is important that we achieve them all by 2030. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

4.2 What do we want to achieve?

As a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The work that PHE undertakes can be linked to virtually every UN Sustainable Development Goal (SDG) and therefore we will put plans into action to help contribute to meeting these goals. Each of the sections in our SDMP details the relevant SDG applicable to that corporate target.

4.3 How will this be achieved?

As in all aspects of sustainable development, communication is paramount to ensure all members of staff are aware of the policy and strategy being developed and implemented to meet our various objectives and targets. We have set up an SDG working group to help accommodate in this work. Mapping work undertaken by PHE, on the SDG's, has demonstrated the links and the interdependences between the SDG's and the determinants of health and how much we lose by working in silos.

A place-based approach thinks more in systems that can identify these links, therefore we should use the SDG mandate to advocate for public health approaches and to demonstrate how our work contributes to the achievement of the SDG's. We advocate using the SDG framework to shape our work - developing plans, strategies and supporting overall progress on sustainable development.

4.4 How will we measure and monitor it?

As mentioned above, we have a dedicated working group who monitor and measure our work towards meeting the requirements of the UN SDG's. We will also be working with the SDU, as the collator of data from across the health family for the DHSC, to report on our progress. Below is a mapping assessment of the work to meet the UN SDG's since the earlier Voluntary National Review (VNR).

Rank	Top 10 SDG Targets		# of PHE Deliverables
1.	3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	52
2.	9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.	47
3.	3.3	By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	38
4.	16.6	Develop effective, accountable and transparent institutions at all levels.	31
5.	3.d	Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.	26

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6.	5.6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.	23
7.	4.2	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	22
8.	3.2	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.	18
9.	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	18
10.	2.2	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.	17

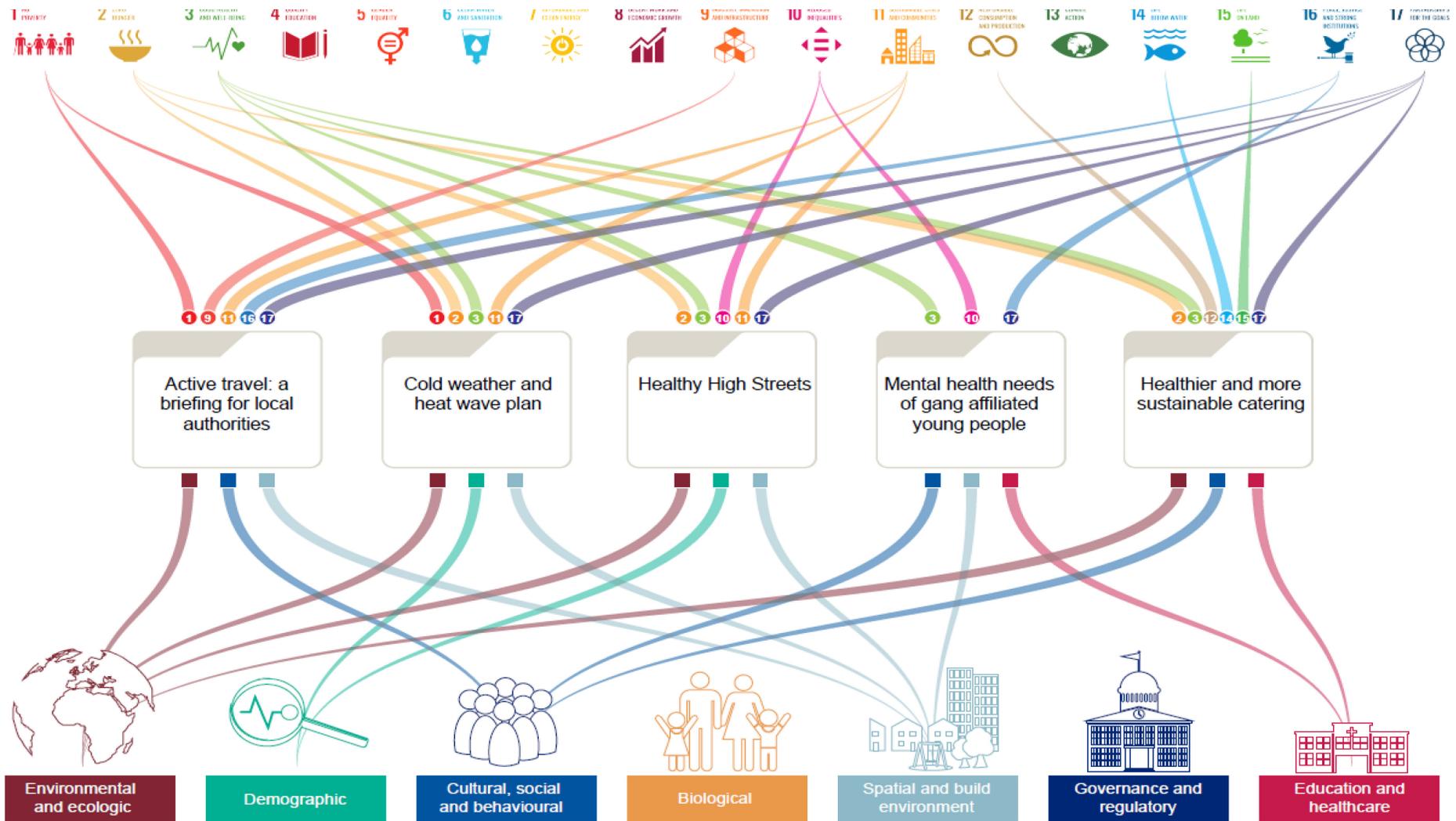
As part of the VNR, in 2019, we reported to DHSC specifically on Goal 3, “*Health and well-being for all at all ages*” as this is at the core of the determinants of health and sustainable development; although it is appreciated that most of the goals have some health-related targets.

PHE’s teams carry out a range of work that links directly and indirectly to the targets for Goal 3, including promotion of healthy lifestyles and place-based working with a range of partners to improve the health of local communities.

A fundamental role for PHE is to gather and signpost emerging research evidence to improve our understanding of the impacts of the lived environment (built/natural, social, and economic) on health and wellbeing. Our Healthy Places team has taken this one step further by ‘translating’ the research evidence and the implications of emerging evidence into policy and practice.

The illustration below details some of the research that our Global Health Team have undertaken to map the UN SDG’s to the wider determinants of health and are promoting this as a framework for international, national and local action to support delivery of them through addressing the wider determinants of health.

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5. Energy and carbon management

Reducing our Carbon emissions from utility usage by at least 3% annually from 16,614 tCO₂e relative to a baseline year of 2017/18 until 2023/24



5.1 Introduction

The UK was the first major economy in the world to pass laws to end its contribution to global warming by 2050. To this end the target will require the UK to bring all greenhouse gas emissions to net zero by 2050. The government is keen to take the lead in delivering this ambitious target and therefore all public-sector bodies will have to contribute with reducing their emissions. PHE have set a number of reduction targets to help meet the governments net zero agenda.

5.2 What do we want to achieve?

Whilst utility and transport usage, and the production of waste are inevitable, careful management of our estate's utility and resources will help to minimise our carbon impact and their associated costs. To achieve this, PHE have put in place reduction targets across a combination of Scope 1, 2 and 3 greenhouse gas emissions, which include:

- electricity, gas and fuel oil consumption
- water and total waste
- fugitive emissions
- business travel

5.3 How will this be achieved?

Our objective is to minimise the risks and maximise the opportunities arising from a sustainable low carbon economy and to help reduce our environmental impacts, in the short, medium and long term, against a background of increasing regulation and stakeholder concerns. Installation of 'Green' alternative technologies should be a prime objective of any

long-term plans and new project builds, where practicable, to help in our objective of meeting the government's carbon zero target.

To manage this effectively requires a strategic, organisation-wide approach, integrating with existing SD policy objectives³. Within the constraints of a low carbon economy, we will therefore embed Sustainable Development as a core objective by implementing a sustainable, transparent and robust carbon reduction strategy throughout the organisation.

As an Executive Agency of the DHSC, we are legally bound to report on our carbon emissions, in a set format, every quarter, and which meets the requirements as set out in the GGC initiative. We are also legally bound to report annually via our annual report and accounts.

5.4 How will we measure and monitor it?

A specific methodology for collating carbon emissions data from across the estate has been approved by the Department of Health and Social Care (DHSC) and Department for Environment Food and Rural Affairs (Defra). We will collect carbon emissions data from various sources across the organisation⁴. Where practicable, across our owned estate, we will install a Building Management System (BMS) that will help collate all the sub-metering and main utility metering information, detailed above. We will also have a sustainability input into any sites Building Information System (BIS).

³ See PHEnet for all our SD policies and management arrangements

⁴ These data are normalised annually to take into account growth in the organisation and will be calculated against the metric of tCO₂e/WTE or tCO₂e/m².

6. Travel and transport

Reducing our Carbon emissions from business travel by at least 2% annually, from 1,486 tCO₂e, relative to the baseline year of 2017/18, until 2023/24



6.1 Introduction

Due to the Public Health work undertaken by PHE some of our staff will have to travel for business purposes. Members of staff may utilise various modes of transport according to the nature of their journey. This can range from, for example, the use of private, lease or hire cars, buses, to taxis, trains, and planes. All these modes of transport contribute to greenhouse gas emissions, and therefore climate change.

6.2 What do we want to achieve?

We have set an ambitious target that aims to achieve a continued reduction in our emissions from business travel. This reduction, in our business travel emissions, would not only improve local air quality, but support PHE's plan to reduce its carbon impact and benefit the organisation financially.

6.3 How can this be achieved?

When considering travelling on business, as a priority, members of staff must consider whether there are any practical alternatives to travelling available.

Line managers must set an example and encourage their members of staff to follow their lead and use these alternatives, whenever practicable:

- work from home
- video, audio or web-based conferencing eg Microsoft Skype/Teams
- encouraging members of staff to utilise PHE's 'Cycle to Work' scheme
- utilise electric vehicles, where practicable/available, for local transport needs
- consider practical alternatives to taking UK domestic flights

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- review the amount of non-commercial travel being undertaken by their staff

Where practicable, meeting locations should be selected within close (walking) distance of public transport links (trains and/or buses), and that meeting-times should be chosen to enable staff travelling to the meeting to make full use of public-transport. When undertaking international air travel, staff should utilise the travel providers carbon offsetting facility.

For further detail, members of staff, who are required to travel on essential PHE business, should read the guidance document that supports our Sustainable Travel Policy and management arrangements; this document is available on PHEnet.

6.4 How will we measure and monitor it?

PHE business travel, undertaken at a Directorate and Divisional level, is collated corporately on a quarterly basis. Business mileage data is presented in a graphical form, so an analytical review can be undertaken and is sent to the DHSC as part of our quarterly GGC report.

Business travel data is collated from the Oracle financial system and our online Travel Booking Agent's Management Information System, for air and rail travel data. A travel monitoring spreadsheet is also available for line managers to monitor and measure their department's business travel. This data will be normalised considering any fluctuation in the organisations growth.

7. Waste

Reduce our total waste arisings by 2% annually, from 675 tonnes, relative to the baseline year of 2017/18, until 2023/24.



7.1 Introduction

A wide variety of waste is generated across the organisation. Our policy document 'Waste Management Arrangements and Guidance 2020' outlines the framework for good waste management practice, and reinforces the guidance given in the DHSC document HTM 07-01 'Safe Management of Healthcare Waste'. These documents will give assurance that PHE continues to meet all relevant legislative requirements, best practices and its sustainable development objectives.

7.2 What do we want to achieve?

Unless properly managed, waste can present significant risks to the health and safety of staff, the public, and the environment. Poor management of waste could therefore lead to the risk of prosecution and loss of reputation. We will therefore ensure the safe segregation, handling, transport and disposal of our waste. Our long-term objective is to have zero waste sent to landfill and to maximise the amount of waste recycled or reused, especially single-use plastics.

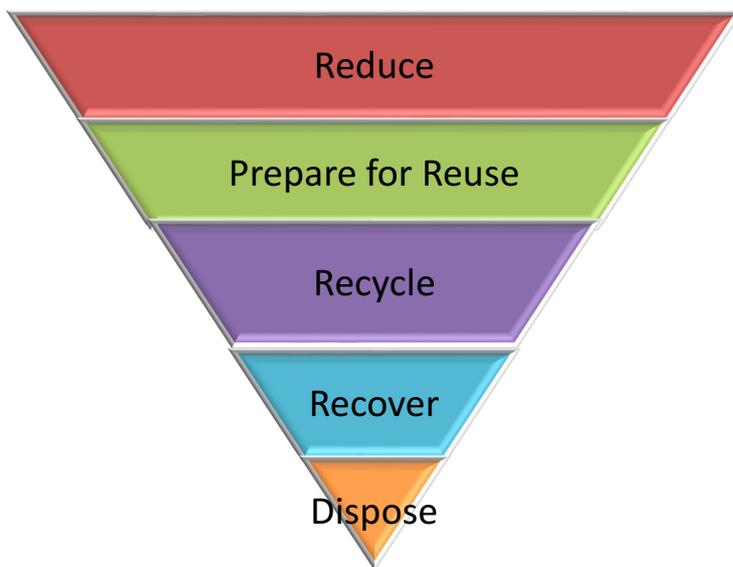
Where the production of waste cannot be avoided, the most sustainable route in line with the waste hierarchy, detailed below, must be used.

7.3 How can this be achieved?

The arrangements for waste management outlined above will be applied across our estate, in accordance with our Waste Policy, although it is recognised that in some circumstances local plans and procedures may also be required. All members of staff have a responsibility to comply with all relevant waste procedures, legislation and apply the waste hierarchy, where practicable. (see below) Where the generation of waste cannot be avoided, with the support of our facilities management providers, we will continue to explore new and innovative ways to reduce the environmental impact of our waste.

7.4 How will we measure and monitor it?

Waste figures are monitored locally across our owned sites and reported corporately as part of the site's quarterly sustainable development return. Where collating waste data is not practical, especially in sites where we have embedded members of staff, local sustainability champions can use a variety of methods to monitor their waste. Details are given in the 'Sustainability Champions' handbook, available on PHEnet.



The waste hierarchy

8. Water

Reduce water consumption by 2% annually from 188,509 m³, relative to the baseline year of 2017/18, until 2023/24.



8.1 Introduction

Water is a precious natural resource that is often taken for granted. Many areas of the country are already water stressed and it is likely that this issue will increase as the impacts of climate change become more pronounced. The energy required for the treatment, supply and heating of water also has an impact on the UK's carbon emissions.

8.2 What do we want to achieve?

PHE not only uses water for sanitary and domestic purposes but has a number of operational processes that require significant quantities of water. In recognition of the impact that our water use has on the environment, we have set a target to reduce our usage wherever possible.

8.3 How can this be achieved?

To deliver on our objective to reduce water we will:

- raise awareness to staff of the environmental and financial impacts of water use
- encourage staff not to waste water and turn taps off when not in use
- ensure a continuous maintenance programme is in place to prevent and repair leaks
- work with our facilities and engineering services to explore and develop new and innovative ways to reduce our use of water
- explore opportunities to capture and use rainwater and greywater, in all new builds or major refurbishments

There are various practical actions that can be taken to ensure water is not wasted, these are:

- making everyone aware of the costs and environmental impact of water usage
- getting dripping taps repaired

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- checking regularly for leaks in the water system
- making someone responsible for switching off hot water heaters before holiday periods
- checking that your hot water control system is set properly to switch off if it's not needed at certain times

8.4 How will we measure and monitor it?

Water use is monitored and metered predominately at our owned sites and reported as part of the site's quarterly sustainable development return. Where this is not practical, especially where we have embedded members of staff, local sustainability champions can use a variety of methods to monitor their water usage. Details are given in the '*Sustainability Champions*' handbook on PHEnet.

Metering of a site's water usage and reviewing it against utility bills are but one measure we will use to monitor our water usage.

9. Procurement

We will buy more sustainable and efficient products and engage with our suppliers to understand and reduce the impacts of our supply chain



9.1 Introduction

As an Executive Agency of Central Government, we have a responsibility to procure products and services in a manner which is sustainable. Everything that is purchased by the organisation has an environmental or social impact. Embedding sustainability into the procurement process will enable us to save money, deliver whole-life value for money, reduce risks, enable innovative solutions to be developed and act as an example of good practice.

9.2 What do we want to achieve?

Sustainable procurement covers areas such as the purchase of energy-efficient computers and buildings, office equipment made of environmentally sustainable timber, recyclable paper, electric cars, environment-friendly public transport, healthy food with a lower environmental impact, electricity stemming from renewable energy sources, and air conditioning systems complying with state of the art environmental solutions.

The Public Services (Social Value) Act 2012 and Modern Slavery Act requires all commissioners of public services to consider the economic, social and environmental value, not just price, when buying goods and services. Social value may be thought of as the collective gain to the community from commissioning/procurement over and above the direct purchase of goods and services.

The organisation has developed a number of objectives and targets to help meet the 'Greening Government Commitments' for sustainable procurement; these are to:

- embed the Government Buying Standards in departmental and centralised procurement contracts, within the context of Government's overarching priorities of value for money and streamlining procurement processes

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- improve and publish data on our supply chain impacts, initially focussing on carbon, but also water and waste - setting detailed baselines for reducing these impacts

Besides the objectives highlighted above we will also embed a positive procurement strategy that entails the drivers for social value in the health sector.

These include:

- creating fair employment and good work for all
- ensure a healthy standard of living for all staff
- create stable and healthy places and communities
- strengthen the role and impact of ill health prevention

The way in which we conduct our commercial activities can proactively support these objectives.

9.3 How can this be achieved?

The aim is to achieve continuous improvement in sustainable practice and performance, make best use of available expertise and resource and encourage sustainable procurement activity consistent with the principles of value and efficiency in public procurement.

Whilst maintaining compliance with the relevant regulations on governing public procurement we will:

- ensure that our procurement activity contributes positively to our overarching Environmental Policy and current Government target
- ensure that environmental and social concerns are considered when purchasing products or services
- choosing meeting spaces/events that promote good sustainable practice
- consider whole-life costs in the evaluation of tenders ie encourage the consideration of environmental impact of operating costs such as resource consumption (eg energy, water) and disposal
- encourage staff volunteering/community engagement
- consideration of social impacts on procurement & investment decisions
- social and ethical plan demonstrating support to PHE's objectives of reducing health inequalities
- proactive employment of NEETS, unemployed and those who have suffered with mental illness
- encourage our suppliers and contractors to demonstrate a reasonable standard of environmental and social performance

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- engage with our suppliers in order to promote and monitor environmental awareness, legislative compliance, pollution prevention and environmental performance of their activities and products
- ensuring positive procurement is included in all tenders
- developing our supplier charter to engage suppliers on sustainable procurement
- support innovation which provides more sustainable solutions and encourage preference for environmentally friendly products and utilisation of sustainable resources at the specification stage of the procurement process
- provide support for the development of awareness, understanding and competency in relation to sustainable procurement across all procurement staff across the organisation by providing training and access to appropriate guidance

9.4 How will we measure and monitor it?

Following PHE's sustainable procurement framework, as we progress with embedding sustainable procurement into the organisation, the following measures will be established to help us to monitor our performance:

- key sustainability impacts of procurement activity have been identified
- detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high-risk impact areas
- sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives
- measures are integrated into a balanced scorecard approach reflecting both inputs and outputs. Comparisons are made with peer organisations where possible and benefit statements produced

10. Built environment



10.1 Introduction

The built and natural environment are major determinants of health and wellbeing. The design of the built environment, and access to the natural spaces, impacts on health and wellbeing. This has been recognised in a number of reports, including the Marmot Review and Fair Society Healthy Lives, which dedicates one of its six policy domains to the theme of 'Healthy and Sustainable Places and Communities'. PHE have also undertaken an evidence review on 'Spatial Planning' and 'Putting Health into Place', these reports link to PHE's actions on sustainability and climate change and also supports improving population health.

10.2 What do we want to achieve?

We are keen to make an early contribution to support a place-based approach to improving health and reduce health inequalities and have identified place-based approaches as one of our priorities, PHE want to be leading by example in this work. We have a large and varied owned estate from which we operate. We also operate from rented or leased properties as well as being embedded within other organisations. Through our Estates & Facilities Strategy we aim to rationalise and improve the quality of our built estate, wherever practicable, and aim to reduce the environmental impact of our construction and refurbishment projects.

When making improvements to our facilities we aim to ensure that we are designing the best possible environments to support good physical and mental health for our staff to work in, whilst ensuring that they are sympathetic to the natural environment.

10.3 How can this be achieved?

Sustainability has been incorporated into our estates strategy by utilising a bespoke Building Information Management (BIM) system that facilitates improved efficiency of design, construction and operation of its assets. This system will enable longer term performance and, ensure cost benefits will be considered, designed in and measured across the asset's whole life cycle. Improvements to sustainability can be delivered through embedding a circular economy of the asset and its constituent components.

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The reorganisation of the public health system and the responsibilities which local government has for the public's health, provide a context and a strong base for developing good practice in the integration of health, planning and design into the built environment.

With regards to our owned built environment we will ensure that the relevant BREEAM standard is undertaken and that the award of 'Excellent' is achieved in all new builds, where practicable, and 'Very Good' for major refurbishments [in excess of £500k], unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money.

10.4 How will we measure and monitor it?

Monitoring of new builds and major refurbishments of PHE's estate will be achieved through the Facilities Management project management teams. Monitoring of the buildings environmental impact, whilst in operation, will continue through the resource reporting regimes already in place for energy, water and waste etc.

11. Health and wellbeing



11.1 Introduction

PHE also has a role to play in providing evidence-based advice to Local Authorities and other health bodies across the sector. The health and wellbeing of our staff is an important corporate priority, supporting our staff to be healthy and productive is fundamental to PHE's ability to deliver our corporate priorities and objectives.

11.2 What do we want to achieve?

PHE is committed to treating all its members of staff fairly and responsibly. Therefore, all of our operational Directorates have a responsibility for their staff's health and wellbeing. We aim to create a healthy diverse workplace, promoting equality and fairness for all our members of staff enhancing the working environment and improving their wellbeing. We recognise that this relationship is key to the organisation delivering its health and wellbeing objectives in an effective, open, transparent and sustainable way.

11.3 How can this be achieved?

The public-sector equality duty ensures that public bodies consider the needs of all individuals in their day-to-day work in shaping policy, in delivering services, and in relation to their own employees. To ensure this, we will continue to develop initiatives to promote staff health and wellbeing by:

- providing practical HR and mental health and wellbeing advice for all members of staff
- embed equality and human rights into PHE work, making sure that PHE has in place the systems needed to deliver on equality, diversity and human rights, to monitor PHE progress and report on PHE's achievements

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- providing and contributing to specialist training, guidance and expert advice in a wide range of health-related subjects
- providing sound, evidence based scientific research and publications on key topics related to public health issues
- promoting healthy eating
- provide leadership and advice, when called upon, for local public health systems
- ensuring that facilities are in place for staff to exercise
- providing advice and guidance on living a healthy lifestyle

Staff support networks

As part of PHE's commitment to support staff of all backgrounds and to make sure that this is a good place to work for everyone we formally recognise and support the following staff support networks:

- BAME (black, Asian and minority ethnic)
- disability
- gender
- LGBT (lesbian, gay, bisexual and transgender)
- Muslim network

11.4 How will we measure and monitor it?

The implementation of the health and wellbeing strategy is overseen through the Health and Work Leadership Board, under the oversight of the Director of Human Resources, and day to day implementation of the action plan will be led through the Staff Health and Wellbeing Group. We will undertake staff surveys and run local workshops to glean what members of staff think of the organisation and provide feedback to ensure that where there may be any weaknesses that these are identified, and a plan put in place to address them.

External benchmarking

PHE is a member of the **Stonewall Diversity Champions** programme, and of **Race for Opportunity**. These organisations are supporting us to identify ways to make PHE an exemplar equality and diversity employer.

12. Biodiversity



12.1 Introduction

Biological diversity encompasses the entire variety of life on the planet from basic micro-organisms to human beings; it does not refer simply to species which are threatened, rare or endangered.

12.2 What do we want to achieve?

The integrity of our biodiversity is one measure of whether we are living in a sustainable way. Biodiversity is essential to survival but is also important for our sense of wellbeing; we will therefore manage our grounds and estates in a sustainable manner to reduce and enhance the impacts on biodiversity associated with our work as much as possible.

12.3 How can this be achieved?

To achieve this, we are committed to:

- ensuring adverse effects on biodiversity, from our operations, are avoided, minimised, mitigated and/or compensated for
- undertake biodiversity impact assessments where necessary for all new builds and major refurbishments
- ensuring that all members of staff are aware of their responsibilities towards protecting and enhancing biodiversity
- introducing systems that ensure that biodiversity considerations are taken into account in all site developments, relocations and refurbishments

12.4 How will we measure and monitor it?

When new construction projects or major refurbishments are undertaken in PHE properties, a biodiversity impact assessment using the BREEAM assessment process must be undertaken. This process assesses the potential impact on the local area and its biodiversity.

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Achieving the following criteria will help to meet the BREEAM standard of Excellent:

- at least 75% of the proposed development's footprint is on an area of land which has previously been developed for use by industrial, commercial or domestic purposes in the last 50 years
- the site's construction zone is defined as 'land of low ecological value' and all existing features of ecological value will be fully protected from damage during site preparation and construction works
- there is no negative change in the site's existing ecological value as a result of any future development
- a positive increase in the ecological value of the site of 6 species or greater
- a landscape and habitat management plan, appropriate to the site, is produced covering at least the first five years after project completion

In the day to day management of our owned estate, we will ensure, where practicable, that our grounds maintenance regimes are sympathetic to the natural environment and where appropriate promote a home for nature.

Biodiversity will also be measured and monitored as part of the healthcare system's sustainability metrics module.

13. Adaptation to climate change

Ensure that the National Adaptation Programme (NAP 2018-23) outcomes continue to be embedded into all our operational plans, where applicable, and contribute to the development of any adaptation programmes.



13.1 Introduction

The Climate Change Act (2008) requires regular assessment of how the UK sectors (including health) are being affected, positively and negatively, by climate change. PHE continues to collaborate with colleagues from the Department of Health and Social Care (DHSC), NHS England and the Sustainable Development Unit under the auspices of the second National Adaptation Programmes (2018-2023).

13.2 What do we want to achieve?

In its mission to protect and improve public health and reduce inequalities, PHE has a role to play in adaptation to climate change. The basic pathways through which climate change affects health are:

- a. Direct impacts relating primarily to changes of the frequency of extreme weather – heat, drought, and flooding.
- b. Effects through the natural systems – disease vectors, water-borne diseases, and allergens.
- c. Effects by human systems – built environment, occupational impacts, poor nutrition and mental stress.

As a Category one responder, we aim to ensure that our operations are suitably prepared and resilient to the predicted changes to the climate, enabling us to continue to operate. This will require our Emergency Preparedness and Business Continuity Plans to assess the impacts of climate change.

All ODA (overseas development aid) programmes are aligned with the Paris Climate Agreement, and those programmes that were agreed before this agreement was adopted have been asked to make efforts to align themselves. Therefore, all PHE Global Public Health, ODA funded programmes will have to assess their impact on climate change and put measures in place to reduce their impact eg undertake carbon offsetting for their long-haul flights.

13.3 How can this be achieved?

The Climate Change and Adaptation (CCA) sub-group report directly to the Environmental Public Health Programme Board (EPHPB). The CCA has been given delegated authority by the EPHPB to co-ordinate all activities on the public health impacts of climate change and extreme weather events within PHE and identify key outputs from significant partner organisations, to identify gaps and synergies with other priorities within PHE.

To achieve this, we are committed to:

- ensuring that the National Adaptation Programme (NAP 2018-23) outcomes are embedded into all our operational plans;
- considering and implementing where possible recommendations made by the CCA and the Adaptation Reporting Power health system report
- encouraging wider engagement and cross-sector working to achieve adaptation objectives and resilience
- providing public health guidance to health in a changing climate at national, local and regional levels

13.4 How will we measure and monitor it?

We will continue to embed climate change mitigation and adaptation techniques in all operations and will regularly:

- assess the risks posed by current and future climate change for our estates/facilities/staff
- develop actions to mitigate any significant risks to identified operations within the organisation
- consider mechanisms for monitoring the impact/effectiveness of adaptation actions
- outline progress/stage of development on adaptation planning and actions in the sustainability section of the organisation's annual report

14. PHE Harlow

Ensure that the new build and major refurbishment at PHE Harlow meets and operates to the highest standards for sustainable development and environmental management.

14.1 Introduction

PHE is to create an integrated national Science Hub to deliver world-leading epidemiology, health protection and microbiology science as well as communicable and non-communicable science to protect and improve the public's health. The estimate for completion is 2030, following commissioning and validation. There will be a phased occupancy, with the earliest possible moves in 2022.

14.2 What do we want to achieve?

PHE will ensure that the Harlow site meets and where possible exceeds the highest standards for sustainable development and environmental management and that the objectives and targets set for the site are aligned with PHE's corporate standards for Sustainable Development and the government's objectives and targets for sustainable new project builds and refurbishments are also met.

14.3 How can this be achieved?

As part of the delivery of a world-leading facility, we will adopt a Building Information Management system (BIM), which is mandated from government to ensure all new built assets have structured, relevant and accessible information. It is a framework, and set of processes, for managing built asset data throughout its life from the initial strategy – right through to its demolition. This information is designed to be structured, consistent and work as an enabler to help organisations to make property related decisions effectively, efficiently and economically and reduce its running costs through better management supported by currency and accuracy.

To also ensure that the PHE Harlow programme meets and where possible exceeds the highest standards for sustainable development and environmental management, the BREEAM methodology will be used for this programme of works, which will achieve an "excellent" rating for the new builds, and the refurbishment projects are to achieve at least a "very good" rating, unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money.

Compliance with these standards is considered to represent cost effectiveness. However, their practical application should be considered on a project-specific basis, within the context of

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practicality, achievability and value for money (defined as the optimum combination of whole-life cost and quality to meet user requirements).

We will ensure the programme meets the programme's 10 sustainability principles:

- project and programme procurement strategies will take full account of the Greening Government Commitments, and PHE environmental policy
- ensure that the construction project is designed, within the context of value for money and functionality, to maximise the efficiency of energy, water and waste management current best practice. To minimise and where possible avoid negative but enhance positive impacts on biodiversity, and take account of the likely impact on staff, transport systems and local communities by utilising specific plans
- the specification and design of the construction project shall comply with environmental law
- low and zero carbon technologies shall be used, where practicable, to help offset the carbon impact of utility usage on site;
- to observe the mitigation measures set out in the site/project Environmental Impact Assessment
- new build or refurbishment projects must fall into the upper quartile of energy performance for the building type, except where specific operational requirements prevent this
- design, Procurement and Construction of capital works should ensure that buildings, infrastructure and assets will remain fit for purpose in the event of climate change
- project investment decisions will also take account of potential adaptation by planning for these risks so that it is possible to minimise the negative aspects of climate change and maximise the opportunities that may arise
- to take an ethical and socially responsible position with regards to the build specification. Utilise BREEAM HE06 'Security Section' – To use and 'Achieve' Secured by Design Commercial 2016 v2, or its equivalent
- contractors will follow the principles of ISO 14001, or its equivalent, for the project ensuring 'best practice' environmental performance

14.4 How will we measure and monitor it?

PHE has set itself ambitious objectives, which will be incorporated into the new site complex. Whilst energy and transport usage, and the production of waste is inevitable, careful management of the estate's utility and resources will help to minimise the organisation's carbon footprint and utility costs. These targets are reviewed annually to ensure they align with government and PHE policy.

Regular update meetings will be undertaken to ensure the programme is meeting its legal requirements and that it is compliant with PHE's strategy for sustainability.

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To assess that the programme meets the public-sector requirements for new build and major refurbishments, BREEAM UK Technical Manual for New Construction (NC) will be used for the new builds, and the BREEAM UK Technical Manual for Refurbishment and Fit-Out (RFO) will be used for major refurbishments.

To achieve the 'Excellent' standard for new builds and 'Very Good' standard for refurbishments, the programme will use the BREEAM assessment process to ensure the programme meets the user requirements outcomes. A BREEAM rating of >70% is required for 'Excellent' and >55% for 'Very Good'. The BREEAM methodology will be utilised to test the programmes ability to meet the required standard.

15. Further reading

There have been resources created to help members of staff further understand what they can do to help implement this document, links to these documents are given below. PHE have also created a repository of documents that highlight the links between sustainability and public health issues.

- PHE Sustainability and Climate Change Call to Action:
<https://www.gov.uk/government/publications/sustainability-and-climate-change-opportunities-for-phe>
- Sustainable Development Programme Board Repository:
<http://tinyurl.com/sustainabilitylibrary>
or http://phe.baileysolutions.co.uk/search_results.aspx?sid=17261&source=browseby
- Health in a Changing Climate – Blog Series:
<https://publichealthmatters.blog.gov.uk/2015/09/04/health-in-a-changing-climate/>
- PHE Annual Sustainability report 2019
<https://www.gov.uk/government/publications/sustainability-in-public-health-england>
- PHE Sustainability Pages
<http://phenet.phe.gov.uk/Services/sustainability/Pages/Sustainability.aspx>
- PHE Sustainability e-learning training
<http://phenet.phe.gov.uk/Career-and-development/Learning-and-development/Pages/Sustainability-e-learning.aspx>
- Diversity and inclusion in PHE
<http://phenet.phe.gov.uk/our-organisation/equality-and-diversity/Pages/Equality-and-Diversity.aspx>
- Greener NHS strategy
<https://www.england.nhs.uk/greenernhs/>
- Putting Health into Place
<https://www.england.nhs.uk/publication/putting-health-into-place-executive-summary/>
- Spatial Planning
<https://www.gov.uk/government/publications/spatial-planning-for-health-evidence-review>