



ESTATES DIRECTORATE

ISO14001

ENVIRONMENTAL MANAGEMENT SYSTEM



MANUAL

DOCUMENT CONTROL

Reference Number:	EMS ISO14001	Status:	Final	Version:	1		
Author:	Tracey Findlay, Records & Audit Compliance Lead						
Document Objectives:	Application of ISO14001:2015 to the Estates Directorate business processes for Environmental Management						
Sponsor(s):	Mark Jackson, Head of Information & Governance Chris Norman, Estates Director						
Intended Recipients:	Issued electronically via email to all Estates Directorate staff, Chief Nurse, Facilities Director, Waste Manager, Quality Improvement Consultant and NQA assessor for ISO14001:2015						
Training/Resource Implications:	To be included as part of staff training, awareness and induction at Directorate level. Issued by the Estates Senior Management Team.						
Monitoring Arrangements & Indicators:	Estates Directorate will be internally audited on various topics and surveillance visits / certification will be undertaken by the NQA Assessor. Any non-conformities identified will be addressed and opportunities for improvement will be considered and taken forward if viable.						
Ratifying Body:	Estates Directorate Management Meeting						
Date Ratified:	28 September 2023	Date of Issue:		16 October 2023			
Contact for Review:	Records & Audit Compliance Lead			Review Date:	May 2025		
Mark Jackson, Head of Information & Governance							
Chris Norman, Estates Director							

Associated Documentation:

Environmental Management System ISO14001:2015

Appendices created to compliment this Policy

Estates created Policies to compliment this Policy

STH Sustainability Reports

VERSION CONTROL HISTORY & AMENDMENTS

Version	Completed By:	Changes:	Date:
1	Tracey Findlay	Created	October 2023

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Appendices Included & Associated with this Policy

Environmental Management System Environmental Statement

- Appendix A: Roles, Responsibilities & Authorities
- Appendix B1: Business Targets & Objectives
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- Appendix C: Legislation Register EMS
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- Appendix E: Risks & Opportunities EMS
- Appendix F1: Procedure to Determine Environmental Aspects & Significance of Impacts
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- Appendix K: Procedure of Determining Compliance Obligations

INTRODUCTION

The Sheffield Teaching Hospitals NHS Foundation Trust (STH) consists of the Central Campus & Northern Campus, as well as five Community properties off site.

1. The Central Campus consists of:
 - The Royal Hallamshire Hospital
 - Jessop Wing
 - Weston Park Hospital
 - Charles Clifford Dental Hospital
 - Satellite Buildings (2, 4, 6, 8, & 10 Claremont Pl & 12 Claremont Cres/Palmerston Rd, 14, 16, 21 & 23 Claremont Cres, 19-21 & 23 Northumberland Road, 5, 8 & 10 Beech Hill Road & leased property 275 Glossop Rd).
2. The Northern Campus consists of the Northern General Hospital on one site.
3. The Community properties owned by the Trust are:
 - Firth Park Clinic
 - Manor Clinic
 - Central Health Clinic
 - Woodhouse Clinic
 - Wheata Place Dental Clinic
 - Beech Hill Rehabilitation Residential Unit (leased building).

STH provides approximately 2000 in-patient beds and undertakes approximately one million patient medical consultations / procedures each year. Three hospitals are specialist units Charles Clifford Dental Hospital, Jessop Wing & Weston Park Hospital and the remaining two are general acute hospitals providing a wide range of services. The acute units at the Northern General Hospital and the Royal Hallamshire Hospital operate centres of excellence for the local region, e.g., renal transplantation & specialised neurosurgery services.

ESTATES DIRECTORATE

The Estates Directorate is responsible for the management and control the STH buildings, land, plant, equipment, energy and utilities and the environmental protection aspects of the Trust's activities. The Estates Directorate provides a comprehensive project design, construction and an operational maintenance service covering the buildings, plant, and equipment that comprise the physical assets. These duties range from the maintenance of the existing fabric, the services and the surrounding areas, the design of new buildings and procurement of energy.

Staff employed by the Estates Directorate are based at the Central Campus in the Royal Hallamshire Hospital and at the Northern Campus in the Northern General Hospital. The other hospital sites indicated are internal and external customers as no Estates staff are based in the other buildings. Estates employs approximately 140 staff, 60 at the Royal Hallamshire Hospital and 80 at the Northern General Hospital. There is also some cross site working by the Management Staff as necessary.

Estate Maintenance work for Community properties general reactive day to day maintenance and Plant Preventative Maintenance (PPM) services are undertaken by a third party in an agreed service contract. Gardening, Pest Control, and Waste collection are undertaken by Estates staff engaging other specialist service providers.

ISO14001 SCOPE OF CERTIFICATION

The Estates Directorate scope to achieve ISO14001 - 2015 Environmental Management System includes –

Project Design & Management of Building Assets, Building Services, Installation, Maintenance, Repair & Refurbishment of Plant & Equipment.

Estates ensure that operational controls and procedures are in place to enable the Trust to function and the Environmental impacts, through the Environmental Management System, are managed. The Estates compliance obligations, regulatory requirements and Trust targets enable the Environmental Performance to be achieved with short, medium and long-term plans.

Estates strives to reduce its environmental impacts caused through the operational functions and considers the life cycle of products and materials it purchases. The environmental accreditations of contractors is considered and the effective disposal of waste streams, to maximise the recycling of products. Environmental awareness training enables Estates staff to recognise how work activities may have a negative environmental impact and promotes a positive attitude to improve environmental considerations.

The Estates Teams to accomplish and maintain the requirements of the Environmental Management System include –

- i) Major and Minor Project design
- ii) Operational Management of Building & Engineering maintenance, repair and refurbishment of plant and equipment Assets
- iii) Compliance of the requirements relating to Design and general maintenance in accordance with regulations and standards set by various authorities.

LEADERSHIP

The Estates Director, Deputy Director and Senior Management Team are committed to and accountable for the effectiveness of Environmental Management System as well as endorse the Environmental Policy and its supported documentation.

The Senior Management Team must ensure that the Environmental Management System is integrated into the Estates business processes and its importance is communicated to all Estates staff, ensuring resources are adequate to integrate into the Estates business processes.

The Senior Management Team ensure intended outcomes are achieved by directing and supporting staff to contribute to the effectiveness of the Environmental Management System, and to ensure that continual improvement is encouraged.

The Senior Management Team support other relevant management to demonstrate their leadership as it applies to their responsibility. The Directorate's structure diagram (*see Appendix I*) is available to demonstrate the hierarchy of staff responsibility ensuring managers, senior managers and overall, those at Director level are personally responsible for any breaches to the Environmental Management System.

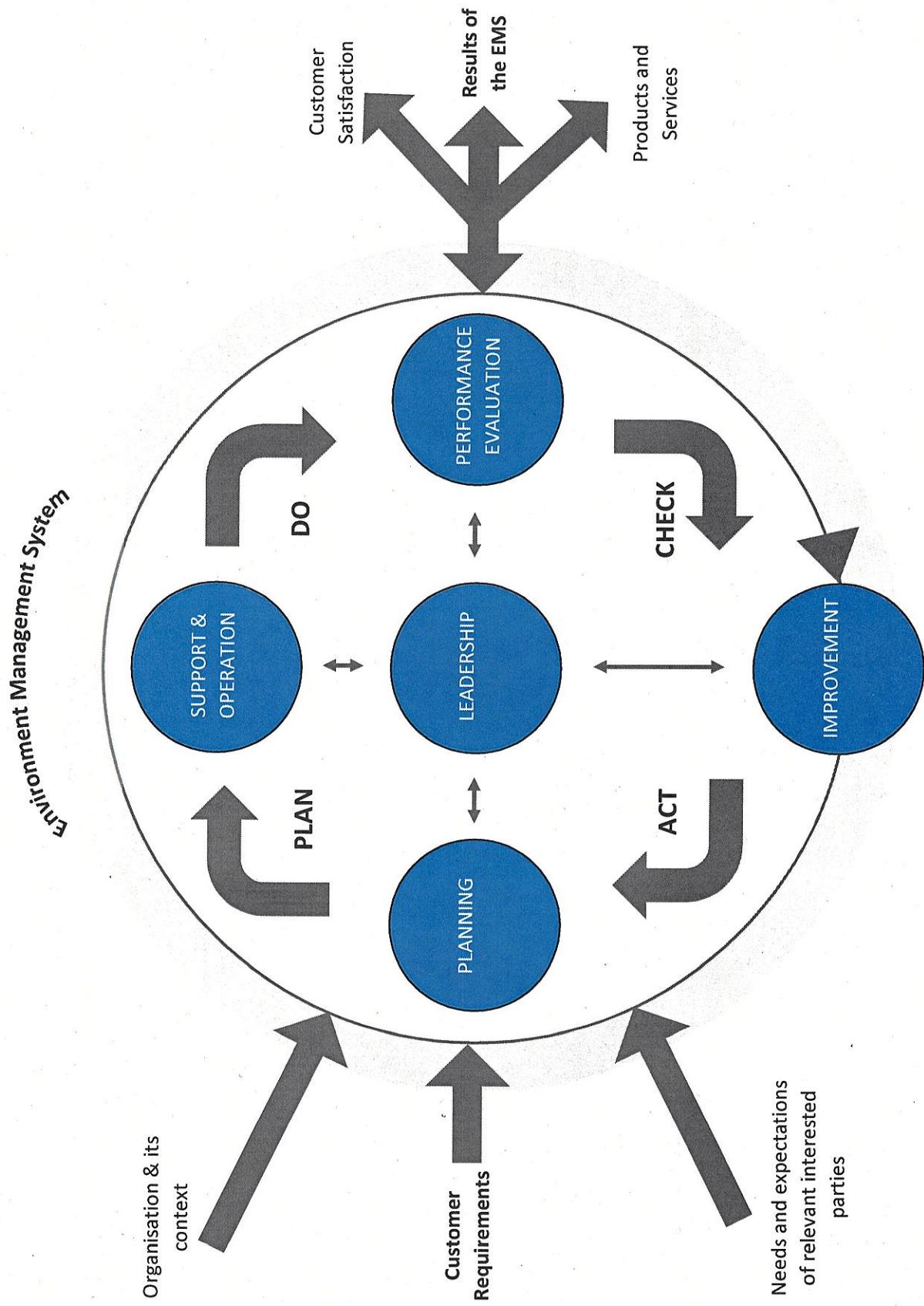
ENVIRONMENTAL POLICY STATEMENT

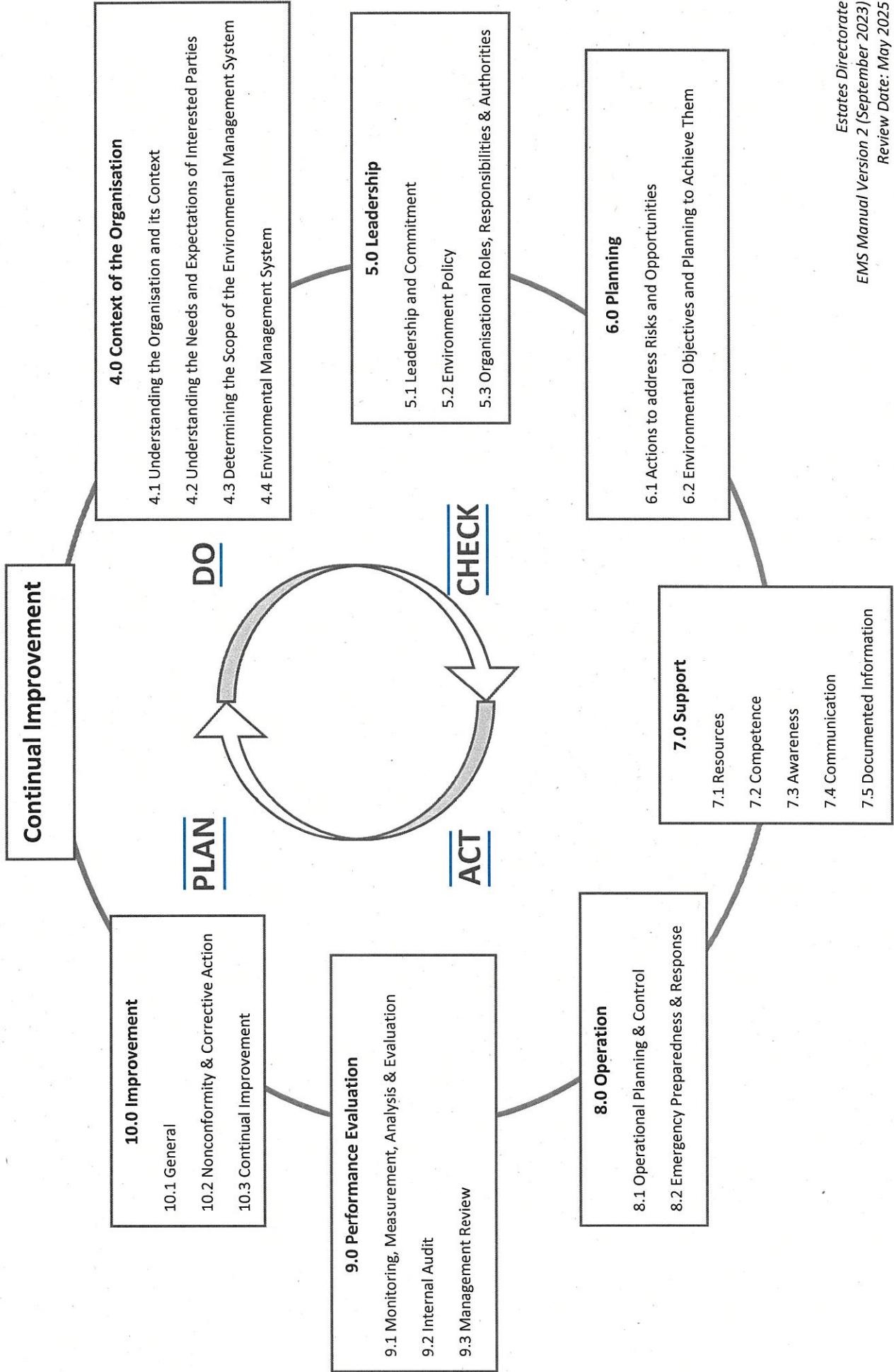
The Estates Director, Deputy Director and Senior Management Team implement and maintain this Environmental Policy within the defined scope of its Environmental Management System. This policy is appropriate to the purpose and context of the Trust and include the nature, scale and environmental impacts of its activities and services. This policy provides a framework for the environmental objectives and includes a commitment to the protection of the environment, including prevention of pollution and other specific commitments relevant to the Trust and its estate. The following aims are displayed with the Environmental Management System Certification.

The Estates Directorate's Environmental Management System aims are to:

- provide an appropriate Environmental Management System that will conserve energy, water & other natural resources, reduce waste to landfill including toxic materials, put in place preventative measures, promote a sustainable, healthy and a safe environment.
- employ suitably trained and experienced staff to be aware of, implement and maintain the Environmental Management System.
- Use and implement the ISO 14001 Environmental Management System as a tool to achieve best practices across the organisation and to help Estates meet changing Environmental requirements for the Trust and its interested parties.
- ensure Estates focus on the needs of our business and comply to all the statutory and regulatory requirements relating to the Environmental Management System.
- utilise the Environmental Management System mechanisms for detecting shortfalls and to stimulate improvements through the implementation of a procedure to affect change.
- ensure that the Environmental Management System is effectively implemented by undertaking appropriate awareness training and implement checks to ensure that the Environmental Management System is an integral part of all Estates work.
- ensure responsibilities for the Environmental Management System are established by clearly communicating these to all of the Estates Directorate employees.
- ensure that the Environmental Management System policy manual, its appendices, associated policies relevant procedures are regularly reviewed to check effectiveness and on-going relevance.
- ensure that the Environmental Management System process is implemented and maintained to regularly review the needs and expectations of our interested parties, which include patients, staff visitors, neighbours and NHS partners, to initiate continuous improvement.
- ensure annual organisational objectives reflect Environmental Management System Policy Manual.

The Estates Director, Deputy Director and Senior Management Team are committed to fulfil its compliance obligations and includes continual improvement of the Environmental Management System, to enhance Estates environmental performance. This Environmental Policy is maintained as documented information, communicated to all Estates staff and its interested parties. An appendix to this policy has been developed to capture all interested parties ([See Appendix D](#)). To ensure we cover all environmental aspects and their impacts an appendix to this policy has been produced and will be reviewed and updated on a regular basis ([see Appendix F](#)). Environmental damage cover is in place ([see Appendix H](#)) for any environmental risks and impacts to Estate and the likelihood of any incidents occurring.





ESTATES ROLES, RESPONSIBILITIES & AUTHORITIES

The Estates Director, Deputy Director and the Senior Management Team assign responsibility and authority for ensuring that the Environmental Management System conforms to the requirements of ISO14001.

It is a requirement to report on the performance of the Environmental Management System, including environmental performance to the Estates Director, Deputy Director and Senior Management Team (see *Appendix A* for detailed information).

The delivery of the Estates Directorates products & services to our clients, compliancy with relevant legislation and standards is the responsibility of all staff employed by Estates.

However, it is the Estates Director who is primarily responsible for legal matters. Non-compliance with legislation may result in legal proceedings.

Environmental requirements are transposed into specific objectives and Estates have full responsibility for:-

- Providing adequate resources, suitable work environment and infrastructure
- Establishing and communicating the Environmental Policies & Objectives
- Undertaking Environmental Management Reviews
- Resolving all Environmental critical issues relating to the overall business processes
- Ensuring adherence to all relevant regulations & legislation, standards and client's requirements
- Ensure that all employees are appropriately trained, and their records are updated and held as proof.

The Head of Information & Governance acknowledges the importance of the Environmental Management System and its contribution to the successful services provided by Estates. they are the Environmental Management Lead and have responsibility for all matters appertaining to all elements of the Environmental management system which include:

- Making sure the processes required for the Environmental Management System is established, implemented and maintained in accordance with the requirements of ISO14001:2015
- Details the Environmental Management System, its performance, its processes and any needs for improvement.
- Promoting awareness of client's needs and stakeholder requirements throughout the business.

The Records & Audit Compliance Lead has full responsibility to ensure Internal Audits are scheduled and undertaken, all non-conformity and opportunities for Improvement are registered and actioned. All relevant documentation is produced and any confirmation of authorisation / permits as evidence for Assessor surveillance visits, as well as carry out the management review meetings and staff training needs.

Individual process owners are responsible for ensuring their processes are documented as necessary to deliver the Environmental targets and objectives. They must ensure all staff within their Team are trained, competent, aware of the Directorates Environmental policies and associated documentation and adhere to them accordingly.

The Estates Director delegates responsibility to the Quality & Environmental Management, Records & IT Group. The Group meet on a quarterly basis and maintains the Environmental Management system requirements. The Group membership includes the Records & Audit Compliance Lead, Head of Information & Governance, Capital Design & Contracts Manager, Senior Site Operational Managers or their representative, IT Specialist, Health & Safety Manager, Fire Managers, and Land & Property Manager.

Building and Engineering Managers, Project Managers and Supervisors are responsible for implementing the Estates Environmental Management System on a day-to-day basis. All Estates staff are individually responsible for ensuring they understand their role to achieve the required Estates Environmental outputs, as well as achieve best practices and relevant principles into practice.

See Appendix A – Roles Responsibilities & Authorities

See Appendix I – Estates Structure

ESTATES AIMS & OBJECTIVES

To enable the Estates Directorate to successfully achieve ISO14001 Environmental Management system our aims and objectives our goals can be defined by using the **SMART** acronym ([see Appendix B2](#)).

<u>SPECIFIC</u>	<u>MEASUREABLE</u>	<u>ATTAINABLE</u>	<u>RELEVANT</u>	<u>TIME BOUND</u>
We must ensure our goals are clear & concise	We must ensure our goals can be measured & are quantifiable	We must ensure our goals can be achieved	We must ensure our goals align with the Trusts overall business	We must ensure our goals can meet the set deadlines

The Estates Strategy seeks to address these strategic objectives by:

- Ensuring the estate meets the needs of patients, visitors, and staff by being fit for purpose, compliant, efficient, effective, accessible, safe, and functional.
- Supporting the short to medium-term development of service improvements driven by the output of the annual business planning rounds.
- Supporting the long-term development plans of the emerging clinical blueprint.
- Reducing the Critical Infrastructure Risk (CIR) and managing the impending backlog maintenance risk.
- Driving innovation in the use of the estate through standardisation of products, materials, plant, and equipment.
- Reducing the occupancy costs through estate rationalisation and effective space utilisation.
- Reducing the estate carbon footprint to meet our net zero emissions targets.
- Developing a diverse and inclusive workforce by growing and nurturing our people.
- Developing sustainable collaborative relationships with peers within the South Yorkshire Integrated Care Board and the Shelford Group.

The aspirations of the Estate Strategy are:

- to provide the best possible acute hospital estate that focuses on specialist secondary and tertiary care in fit for purpose, flexible, modern, and sustainable buildings.
- to provide community services including outpatient and diagnostic services in high quality public estate in places that best serve our people.
- to provide fit for purpose, flexible, modern, and sustainable spaces for non-clinical functions in the places that best serve our staff.

{Source: Estates Strategy 2023-2028}

The Estates Directorate is committed to the implementation, use and maintaining an Estates Environmental Management System that conforms to the requirements described in ISO 14001:2015. This commitment is enshrined within this Directorate's Environmental Policy and its associated appendices. The Estates Directorate Management Meeting expects all Estates staff to have a positive commitment to the Environmental Management requirements as described in this Estates Environmental Management System Manual document.

The Estates Directorate Management Meeting is responsible for producing the Directorate Business Plan, which contains objectives for the financial year. Objectives will be developed, taking account the Environmental aims and objectives. The Organisational objectives are translated into individual objectives and action is monitored via the Environmental Management System. The Business Targets and Objectives will ensure Environmental Management is being met by the Estates Senior Management Group, Estates Design Teams, Estates Operational Maintenance Teams and Compliance Team. The Estates Business Targets & Objectives for Environmental Management will continually change due to internal and external factors, therefore please [**see Appendix B1 & B2**](#) for the latest information.

Estates will implement the systems and procedures set out in the remainder of this document to fulfil the policy aims.

BUSINESS TARGETS

The Estates Directorate must ensure legislative, regulatory and specific requirements are included within the business targets, objectives and policies. Data gathering and information analysing is essential to development, agree and communicate business plans, set targets, objectives and policies. The Estates Directorate Management Meeting are responsible for achieving business targets and the Estates Director takes overall responsibility.

The key parameters to ensure success includes:-

- Staff responsible for the delivery of business targets, objectives and policies are identified.
- Suitable external and internal communication channels are established for all levels and all functions.
- Human and physical factors are identified and effectively managed in order to provide a safe, healthy and suitable work environment and infrastructure.
- All staff are competent based on education, skills, experience and training.
- The Environmental Management System and all associated documentation are developed, maintained, reviewed and improved in order to facilitate the delivery of business targets and objectives.
- Any changes to the Environmental Management System and associated documentation are verified, validated and documented as required and appropriate levels of approval sought prior to implementation.
- Measurable targets and objectives that are consistent with business, Customers, regulatory and industry requirements are established and communicated.
- Targets, objectives and policies are reviewed, amended and communicated as necessary.
- Suitable systems are in place for obtaining and responding to feedback from customers:

The Trust has also developed a 2022-25 Sustainability Plan which represents our commitment to building upon previous work already undertaken to reduce the environmental impact of our activities while supporting the NHS Long term plan's focus on sustainable healthcare delivery.

The Plan reflects the climate emergency we face which has resulted in the legally enforceable target within the UK Climate Change Act to transition to 'net zero' emissions by 2050. It also reflects the NHS Long Term Plan goals and the NHS England and NHS Improvement 'For a Greener NHS' initiative.

POLICY & DOCUMENTATION REVIEW

The Estates Environmental Management System Policy Manual together with other supporting documentation will be complied with.

The scope of this Environmental Management Systems Policy Manual '***Project Design & Management of Building Assets, Building Services, Installation, Maintenance, Repair & Refurbishment of Plant & Equipment***', covers all of Estates Directorate business management processes and incorporates all elements of ISO14001:2015.

The Estates Director, Deputy Director and Senior Management Team are responsible for ensuring that ISO14001 compliance is achieved, and all relevant documentation will be presented at the annual Management Review Meeting. The Senior Management Team must ensure that all relevant internal audits of services Estates provided are captured, all non-conformities are rectified and closed out, as well as any opportunities for improvement to be considered and possibly be attained through the Estates aims and objectives. The performance measures relating to the Policy will be analysed.

Estates Environmental System Policy Manual will be securely retained electronically, by the Estates Records & Audit Compliance Lead, and available for reference only. The Manual will be distributed electronically to all Estates staff. The Directorates local induction documentation distributed to new staff together with awareness training would be undertaken. This Environmental Management System Policy Manual will be re-issued to all Estates staff will undertake an annual awareness training via e-learning and will include questions to ensure a pass rate.

The Environmental Management System is incorporated into the Estates Quality Management, Environmental Management Records & IT Group. Non-Conformities are addressed as well as Opportunities for Improvement. Control of Estates Environmental Management documentation is reviewed and updated as necessary and agreed by this Group. The Estates Policy Register and is also updated and reviewed by this Group.

