

| | |
|---|--|
| DATE OF MEETING: | Tuesday 22 nd December 2015 |
| REPORT FOR | Trust Board of Directors – Public |
| REPORT FROM: | Estates and Facilities |
| CONTACT OFFICER: | Sharon Benson - Estates Officer – Sustainability |
| SUBJECT: | Sustainability Development Management Plan |
| BACKGROUND DOCUMENT (IF ANY) | Carbon Management Plan |
| REPORT PREVIOUSLY CONSIDERED BY & DATE(S): | Resources Committee Meeting on 11/12/2015 |
| EXECUTIVE COMMENT (INCLUDING KEY ISSUES OF NOTE OR, WHERE RELEVANT, CONCERN AND / OR NEED CHALLENGE THAT THE BOARD NEED TO BE MADE AWARE OF) | Forms part of the Estates Strategy 2015-2020 |
| HAVE THE STAFF SIDE BEEN CONSULTED ON THE PROPOSALS? | N/A |
| HAVE THE RELEVANT SERVICE USERS/CARERS BEEN CONSULTED ON THE PROPOSALS? | Yes (sustainability development management group) |
| ARE THERE ANY FINANCIAL CONSEQUENCES ARISING FROM THE RECOMMENDATIONS? | Yes |
| IF YES, HAVE THESE BEEN AGREED WITH THE RELEVANT BUDGET HOLDER AND DIRECTOR OF FINANCE, AND HAVE ANY FUNDING ISSUES BEEN RESOLVED? | Individual business cases approved through the strategy and planning group, resources committee and the trust board e.g energy performance contract (EPC). |
| ARE THERE ANY LEGAL IMPLICATIONS ARISING FROM THIS PAPER THAT THE BOARD NEED TO BE MADE AWARE OF? | Yes – Climate Change 2008 |
| WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO THE NHS CONSTITUTION IN ANY DECISIONS OR ACTIONS PROPOSED? | N/A |
| WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO SUSTAINABILITY IMPLICATIONS (QUALITY & FINANCIAL) & CLIMATE CHANGE? | Yes |
| THE PROPOSAL OR ARRANGEMENTS OUTLINED IN THIS PAPER SUPPORT THE ACHIEVEMENT OF THE TRUST OBJECTIVE(S) AND COMPLIANCE WITH THE REGULATORY STANDARDS LISTED | This aligns with the sustainability requirements with the strategic objectives of the Trust N/A |
| ACTION REQUIRED BY THE BOARD | For approval by the Board |

Sustainable Development Management Plan 2015-2020

“Meeting the needs of today, without compromising the ability of future generations to meet their needs”

NHS Carbon Reduction Strategy for England (2009)

Introduction and Background

1. Foreword

The Sustainable Development Management Plan (SDMP) demonstrates how our Trust understands, commits to, and will fulfil its responsibilities in regard to the sustainability agenda.

This plan outlines projects and activities which will address sustainability throughout our Trust, covering areas such as staff awareness and engagement, through to technical schemes aimed at reducing the carbon emissions produced from the Trust's activity.

The SDMP is supported by a Sustainability Action Plan (Appendix A). This action plan is based on the ten areas identified in the Carbon Reduction Strategy for England.

This outlines projects and activities which will address sustainability throughout the Trust:

- A number of sustainability objectives have been developed and will help steer the Trust towards further sustainable development. National and local targets provide benchmarks for measuring and monitoring success.
- The SDMP links to other key strategies including the Trust's Strategic Direction, the Trust's Estates Strategy and the Trust Travel Plan and recognises that sustainability is the responsibility of the whole organisation.
- Embedding sustainability within the organisation is a key business tool to ensure we are as effective as possible and deliver the best value in everything we do.

2. Introduction

Northern Lincolnshire and Goole NHS Foundation Trust (NLAG) recognises that, as a healthcare provider that promotes wellbeing, we have a responsibility to maximise our contribution to creating social value and ensure that our use of resources is efficient thus maximizing the funds available for patient care.

- As a large organisation, we acknowledge the impact we have on the local economy, society and environment and are therefore committed to continually work to actively integrate sustainable development into our core business.
- This Sustainable Development Management Plan replaces the Trust's Carbon Management Plan and Carbon Reduction Strategy that we developed in 2011. This updated plan will ensure that we understand, commit to, and realise our responsibilities as a public organisation and help to guarantee that we fulfil the needs of today without compromising those of future generations.
- The Sustainability Action Plan will report to the Estates and Facilities Group is intended to be organic, changing and developing, reflecting the achievements and progress that is made. Success in the action plan will mean the Trust is moving towards being an environmentally responsible organisation, contributing to the minimisation of climate change and increased protection of natural resources. However, the Trust cannot do this alone and so working with partner organisations will be key to achieving some of the goals.

3. What is sustainable development?

For the NHS, the challenge is to deliver high quality care and continually improve health and wellbeing for now and for future generations and all within the available social, financial and environmental resources.

More than one hundred definitions of sustainable development exist, but the most widely used one is from the World Commission on Environment and Development, presented in 1987. It states that sustainable development is 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Sustainable development promotes the idea that social, environmental, and economic progress are all attainable within the limits of our earth's natural resources.

The NHS has a very large carbon footprint as a major buyer of goods and services from local, national and international economies and as such, has a major opportunity to improve economic, environmental and social sustainability.

Being sustainable will enable us to make the most of our existing resources. Conducting our business on a sustainable basis is the way forward.

Drivers for Change

4. Drivers for Change

A decade ago sustainability reporting was still in its infancy. Now, 95% of the largest 250 companies in the world produce a sustainability report.

As interest in corporate sustainability continues to grow, however, so do the number of standards, guidelines and frameworks.

One of the key drivers behind the increase in sustainability reporting has been the acknowledgment that to be meaningful, a sustainability strategy must be based on reliable, concrete data.

Legislation

The Climate Change Act (2008) sets legally binding targets for the UK to cut greenhouse gas emissions by 80% by 2050 (based on 1990 baseline). This is split into interim reductions of 34% by 2020 and 50% by 2025.

As the largest single organisation in the UK, the NHS is responsible for major consumption of resources emitting around 32 million tonnes of CO₂ (tCO₂) every year. This equates to 3% of England's total emissions and 40% of all public sector emissions. It should be noted that 5% of all the UK's emissions from roads are attributed to NHS related journeys. The major components of the NHS footprint are emissions from building energy use, travel and Procurement.

For the larger health community (NHS, Public Health and Social Care system), the carbon footprint is estimated at 32 million tonnes of carbon dioxide equivalents in 2012, representing 40% of public sector emissions in England.

For the NHS in 2012 the split of emissions was:

NHS Carbon Emissions 2012

| Category | 2012 (MtCO ₂ e) |
|---------------------|----------------------------|
| Travel | 3.15 |
| Building Energy use | 4.07 |
| Procurement | 15.16 |
| Commissioned | 2.29 |

% NHS Emissions

| | 2004 | 2010 | 2012 |
|---------------------|------|------|------|
| Travel | 18% | 16% | 13% |
| Building Energy use | 22% | 19% | 17% |
| Procurement | 60% | 65% | 61% |
| Commissioned | | | 9% |

Figure 1 - Emissions by trust type.

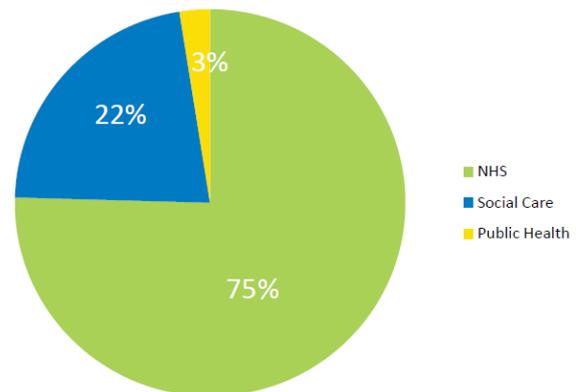
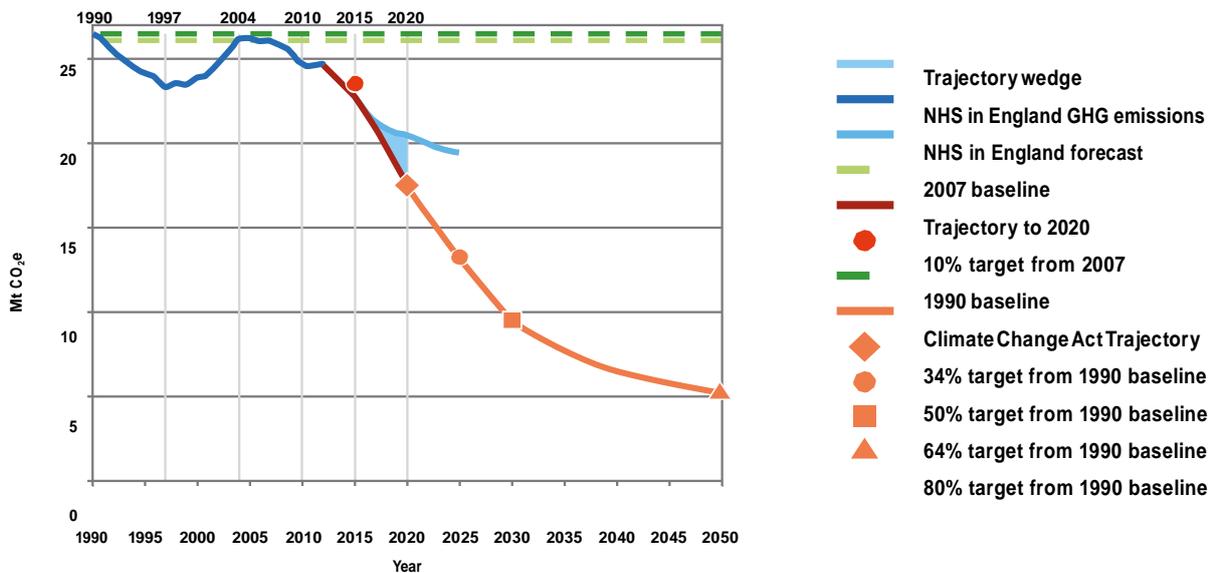


Figure 2 shows how much of a challenge reducing carbon emissions will be. Since Procurement is the source of over half the NHS emissions, reducing the carbon from this area is key, as reductions in building energy and travel carbon emissions will not fulfil targets on their own.

Fig. 2: NHS England's projected emissions to 2020
Including comparison with the NHS and governmental targets



Source: The NHS Carbon Footprint 2010, Sustainable Development Unit published 2012)

The Public Services (Social Value) Act 2013 requires commissioners to demonstrate a triple bottom line i.e. to show social, environmental and economic assessments of commissioning decisions. The SDMP and associated Action Plan is a good way for the Trust to evidence its sustainability commitments and therefore support the bidding process for future works.

In addition there is a requirement in the NHS Standard Contract 2015/16 for providers to:

- 'take all reasonable steps to minimise their adverse impact on the environment'
- 'demonstrate its progress on climate change adaptation, mitigation and sustainable development, including performance against carbon reduction management plans, and must provide a summary of that progress in their annual report.'

The UK's National Adaptation Programme (Adapting to Climate Change, 2013, Department of Environment, Food and Rural Affairs) addresses the health impacts of climate change. It regards adaptation planning as an integral component of a SDMP and one which should work with business continuity and local emergency preparedness plans. This document builds on the requirements of the Civil Contingencies Act (2004) which requires all NHS organisations to prepare for adverse events and incidents.

Climate Change

Climate change is recognised as something that threatens to widen health inequalities between rich and poor populations, both globally and across the UK. Problems such as infectious diseases, cardio respiratory disease and extreme weather events will all increase.

People already facing health, income and housing inequalities will be vulnerable to the physical and mental health impacts of climate change.

Within the UK higher summer temperatures will increase the number of heat related deaths and skin cancers will increase, whilst more severe winter storms and flooding is a likely cause of major disasters (HM Government, 2005). Therefore there will be social and financial impacts as well.

The NHS Sustainable Development Strategy

The UK Government set out its commitment to sustainable development in the document "Securing the Future" (2005). This highlighted four main areas for action:

| Areas for action | What this means | What we are doing at NLAG |
|--|--|--|
| Sustainable consumption and production | <ul style="list-style-type: none"> • Achieve more with less • Look at how goods and services are produced and the impacts of products and materials across their lifecycle • Reduce inefficient use of resources | <ul style="list-style-type: none"> • The Trust is reviewing all tender documentation including Pre-Qualification Questionnaires (PQQs) and Invitations to Tenders (ITTs) to ensure that sustainable issues are considered within future procurement decisions • Consideration of life cycle costing • Increase recycling and review waste segregation |
| Climate change and energy | <ul style="list-style-type: none"> • The effects of climate change can already be seen and scientific evidence points to the release of greenhouse gases into the atmosphere by human activity as a primary cause of this • Change how we generate and use energy, and in other activities that release these gases • Prepare for the climate change that cannot now be avoided | <ul style="list-style-type: none"> • Energy performance contract to guarantee meeting of carbon targets and production of savings • Installation of combined heat & power unit (CHP) at Diana, Princess of Wales Hospital • Installation of carbon reducing technologies across the sites |
| Protecting natural resources and the environment | <ul style="list-style-type: none"> • Natural resources are vital to the existence of all • Develop a better understanding of environmental limits, environmental enhancement and recovery | <ul style="list-style-type: none"> • Maintenance of Green Spaces around the site |
| Creating sustainable communities | <ul style="list-style-type: none"> • Create sustainable communities that embody the principles of sustainable development at local level • Working in partnership to get things done | <ul style="list-style-type: none"> • Working in partnership with Local Authorities, other NHS organisations and the voluntary sector. |

Sustaining a modern healthcare service therefore requires a strong link between the three tiers of sustainable development – Economy, Environment and Society (see Fig. 3)

In 2014 this document was superseded by the “Sustainable, Resilient, Healthy People & Places – A Sustainable Development Strategy for the Health, Public Health and Social Care system” (NHS Sustainable Development Unit). This vision of this strategy is for:

“A sustainable health and care system works within the available environmental and social resources protecting and improving health now and for generations.” It will be achieved by “working to reduce carbon emissions, minimising waste & pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strength and assets”.

Financial

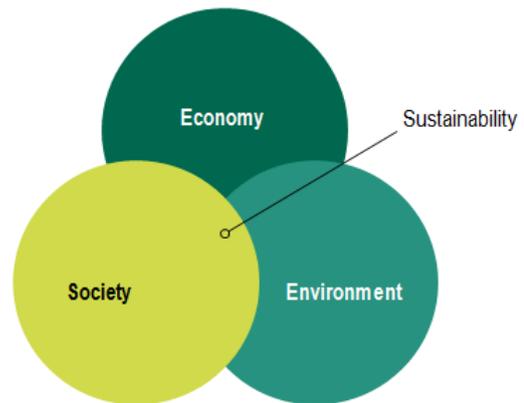
The NHS is constantly asked to do more for less and must meet annual savings targets. The rise in energy and water prices is likely to continue for many years. and therefore energy efficiency and reduction measures are key.

The introduction of the Carbon Reduction Commitment Energy Efficiency Scheme (CRC) means that the Trust now pays for carbon emissions from building energy use. In the first three years of the scheme this has cost £951,265 as the Trust must buy allowances to cover each tonne of carbon.

Financial gains can be made from achieving efficiency savings through environmental and social projects and from embedding carbon reduction in financial mechanisms.

Reducing demand and increasing the efficiency of the resources used will keep costs down. Resources saved by such actions can be reinvested in direct patient care

Fig. 5: Three tiers of sustainable development



Corporate social responsibility and reputation

Surveys by Ipsos MORI in 2011 and 2013 showed that the public believe that the health sector should include sustainability as part of their working practices (NHS Sustainable Development Unit, 2014).

We recognise that beyond our core role of providing hospital services our activities can have a significant wider impact on local people and the local environment. Corporate social responsibility is about recognising that we have a responsibility to use our corporate powers and resources in a way which enhances and contributes to the social, economic and environmental conditions of the local area, and minimises any potential negative impacts. This is often referred to as being a Good Corporate Citizen. The Trust will complete an annual self-assessment which provides benchmarking data for recording progress in many sustainable development areas.

The SDMP and associated sustainable practices will help enhance the Trust's reputation. This may assist in the recruitment of staff and also provide patients with another reason to choose our Trust for their elective care.

The government has set out five principles of sustainable development (see Fig. 4)

Fig. 4: The Government's Five principles of sustainable development

Living within Environmental Limits

Respecting the limits of the planet's environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations

Ensuring a Strong, Healthy and Just Society

Meeting the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion and creating equal opportunity for all

Achieving a sustainable economy

Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays) and efficient resource use is incentivised

Promoting Good Governance

Actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy, and diversity

Using sound science responsibly

Ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitude and values

Improving Health

Sustainable actions can have immediate health benefits as well as reducing the risk of climate change in the long-term. Active travel e.g. cycling or walking, can reduce air pollution and by increasing fitness and activity levels, help patients and staff reduce their risks of health problems such as diabetes and obesity.

The Five Year Forward View gives a very clear message about the need for promoting and improving health: "If the nation fails to get serious about prevention, then recent progress in healthy life expectancies will stall, health inequalities will widen and our ability to fund beneficial treatments will be crowded-out by the need to spend billions of pounds on wholly avoidable illness."

The Trust's Organisational Development and Workforce Department shows our continuing commitment to improving the health and wellbeing of patients, staff and the wider community – helping to build a sustainable and healthy community. Health promoting initiatives, educating staff, using websites and social media and contributing to national and

local awareness campaigns can all help people to stop smoking, tackle obesity and The Trust is committed to supporting its staff by promoting increased awareness, conducting behavioral change programmes, low carbon travel, and the use of Information and Communication Technologies.

Governance and reporting

Sustainable Development Management Plan

This Sustainable Development Management Plan is the key sustainability document for the Trust. The plan is a Board approved document.. Members of the Sustainability Development Management Group are responsible for the content of the plan and for ensuring that the action plan is completed. However sustainability is the responsibility of everyone within the organisation and so all staff will be encouraged to contribute to the plan and to engage in sustainable activities.

Responsibilities

The Director of Estates and Facilities is the Trust lead for sustainability.

Committees/Groups

The Sustainability Development Management Group is the group charged with responsibility for developing, promoting and overseeing the Trust's activities in regard to sustainable development.

The group meets monthly and is a sub-committee of the Estates and Facilities Group, to which it reports directly. It is chaired by the Director of Estates and Facilities. The membership has been drawn from the key departments which contribute to this area of work e.g. Estates and Facilities, Procurement, Finance and Human Resources. However representatives from other Directorates especially the clinical and specialist / diagnostic areas which have much to contribute to the wider sustainability agenda may, from time to time, be co-opted on to the Group in order to fulfil its function.

The committee is responsible for the review and implementation of the Sustainability Action Plan and for reporting on the Trust's annual self-assessment against the Good Corporate Citizenship model.

Reporting

The Trust is required to report our emissions annually in order to satisfy a number of legislative, NHS and Department of Health requirements.

Sustainability is reported through a number of annual and quarterly reports, both at national and trust levels:

- "Sustainability Report" as part of the Trust's annual report to Monitor. This includes scope 1 (gas, fuel oil and fleet), scope 2 (supplied electricity) and scope 3 (business travel) emissions, water consumption, waste volumes and the carbon emissions declared under the Carbon Reduction Commitment Energy Efficiency Scheme. The data provided in this report meets the criteria of the HM Treasury sustainability annual report.
- Annual "Estates Return and Information Collection" to the Department of Health.
- Annual self-assessment report on Good Corporate Citizenship is submitted to the Sustainable Development Commission. The report is used for benchmarking progress both internally and against comparative trusts.
- The minutes of the Sustainability Committee are presented to the Estates and Facilities Group.
- The Sustainability Action Plan will be updated quarterly and will form part of the regular agenda of the Sustainability Development management meetings.

Sustainability at our Trust

Our Trust's Strategic objectives

The Trust submitted its Strategic Direction in June 2014. The three key themes contained within the strategy include:

- Maintain and/or improve the quality of care provided
- Ensure the Trust is as efficient as it can be
- Integrate where it is beneficial to do so

Sustainability can help with financial performance and to improve the reputation of the organisation. Contribute with the more efficient use of resources, reduction in consumption etc. The inclusion of the carbon target demonstrates the Trust's commitment to carbon reduction and sustainable development.

Our overarching sustainability objectives

A number of broad sustainability objectives have been identified and provide a backcloth for the more specific objectives relating to the different areas of activity.

Our Trust will:

- Understand its contribution to climate change and the sustainable development agenda
- Demonstrate clear commitment and leadership on carbon reduction and sustainability
- Establish practical but ambitious carbon reduction targets and measures working to reduce carbon emissions
- Meet the national target to reduce carbon emissions by 34% by 2020 (from a 2007 baseline)
- Identify and take action to reduce carbon emissions along care pathways
- Explore opportunities which will reduce the impacts of medical devices, gases and pharmaceuticals on carbon emissions
- Share and learn from best practice
- Actively raise sustainability awareness across the organisation, engaging with staff, visitors, patients and suppliers and embedding sustainable behaviors
- Effectively monitor, evaluate and report on progress at national and local levels
- Ensure that it is recognised as a low carbon and sustainable organisation
- Have a Board approved Sustainable Development Management Plan 2015-2020 with an associated Action Plan
- Work with other organisations to improve sustainability outcomes

Our Sustainability Goals

Our Trust will adopt the same goals as those outlined in the sustainable development strategy for the NHS (Sustainable Development Unit 2014).

- Goal 1:** A healthier environment
- Goal 2:** Communities and services are ready and resilient for changing times and climates
- Goal 3:** Every opportunity contributes to healthy lives, healthy communities and healthy environments.

Whilst these are primarily aimed at locality and health and wellbeing boards they are applicable to the Trust in that Trust activities can contribute and make a positive impact to each of them.

Where we are now

NLAG achieved the National Carbon Reduction target of 10% by 2016. This involved a reduction of carbon emissions from energy of 19% as well as a reduction in waste emissions by changing from an incineration contract to an autoclave contract and various Transport Initiatives. The Trust did not quite achieve the 25% target presented in the Carbon Management Plan as some of the measures identified in the Plan remain to be completed. Whilst there is lots of work progressing in this area NLAG will need to take the following in to consideration;

- A continuing increase in community premises owned by the Trust.
- A new accommodation block being built at DPOWH,
- Site Rationalisation at DPOWH
- A new energy centre at SGH
- The awaited outcome of the HLHF project will need to be considered.
- Replacement of coal fired boilers at Goole

NLAG Sustainability Actions

Leadership, engagement and development

Sustainable and resilient services will only emerge from a culture that understands and values environmental and social resources alongside financial ones. Engagement at all levels with all stakeholders can provide the basis for positive

action at every level:

- Leadership
- Engagement
- Staff development

Within our Trust sustainability has been included promoting increased awareness, conducting behavioral change programmes, low carbon travel and the use of Information and Communication Technology

There are approximately 550 Trust regular volunteers who give their time to our hospitals for varying periods of time each week. Voluntary Organisations such as the league of Friends, Hospital Radio and WRVS contribute to the welfare of hospital patients.

Sustainable clinical and care models

Sustainable models of care can deliver better health and wellbeing by enhancing enabling and integrated approaches to care, building resilience with individuals and their communities and reducing environmental impacts:

- Service redesign and transforming care closer to home
- Integrated care

NLAG is working very closely with local health community commissioners on shaping sustainable services for the future through the 'Healthy Lives Healthy Futures' (HLHF) project. Therefore all the acute hospitals, GP and community centres are being reviewed in order to establish an integrated healthcare system. This is a review of all health care services across the region and is being led by Clinical Commissioning Groups (CCG) for these areas in partnership with all local health and care organisations. The aim over the next five to ten years is to look at how an improved health and care system that delivers safe, high quality and affordable services for years to come can be developed. The focus is on emergency care, urgent care and planned care services which will include those delivered from hospitals, health centres and out in the community. Decisions are to be made about what services should look like in

Healthy, sustainable and resilient communities

Strong and healthy communities support people to minimise their impact on the environment and be resilient to changes in the world around us. Local level partnerships can be strengthened so they continue to help neighbourhoods flourish. Connected communities will be better prepared for environmental and climatic changes including the effects of severe weather events such as heat waves, cold snaps and flooding.

The following resilience plans have been produced with partners to deal with projected changes in climate and extreme weather events:

- Major Incident Plan
- Significant Incident Plan
- Incident Coordination Centre Manual
- Adverse Weather Manual
- Heatwave Plan
- NLAG Plan to Support Rest Centres
- PHE Cold Weather Plan for England 2014
- EPRR Communications Protocol
- Humber LRF Multi-agency Protocol for Communicating with the Public

NLAG is a category 1 responder under the Civil Contingencies Act 2004 and as such is a member of the Local Resilience Forum (LRF) structure. The LRF structure includes membership of all category 1 and 2 responders (e.g. emergency services, local authorities, environment agency etc) which engage in collaborative planning and networking

NLAG emergency plans are shared with our partner agencies during the plan development (consultation) and after implementation (distribution list).

Relevant aspects of our plans are tailored to integrate with other organisations to improve interoperability and provide a coordinated response.

NLAG participates in multi-agency adverse weather exercises each year.

Carbon hotspots

Carbon emissions are an important indicator of environmental impacts and carbon hotspots can be targeted to achieve significant reductions. Not all solutions will be Estates and Facilities based and other divisions will be able to contribute to the reduction in these areas e.g. use of IT systems to change ways of working such as video conferencing.

- Energy and water

- Transport and travel
- Waste
- Pharmaceuticals

An Energy Performance Contract between the Trust and British Gas has seen the installation of some energy efficient projects during 2014/15. For example roof mounted solar photovoltaic panels have been installed at the Grimsby and Goole sites to generate renewable electricity for use on site and for export to the grid. Additionally an air handling unit has been installed in the kitchens at the Grimsby site and improvements have been made to thermal insulation and in the efficiency of boilers and pump replacements. The installation of a combined heat and power system at Grimsby Hospital that will meet the majority of the hospital's demand for electricity and at the same time generate heat in the form of steam and hot water is nearing completion. An internal lighting replacement programme from a T12 to a higher efficiency T5 fitting has been completed at the three main sites and includes daylight and presence detection control where appropriate. External LED fittings have been installed Trust wide. Optimisation of the Trust's building management system is also in progress. A staff engagement programme continues across the Trust to encourage energy saving behavior. However this will continue as a Sustainability Awareness Program which will also include water, waste and transport.

Water

The Trust has a stringent flushing regime in place for Legionella. However water consumption remains reasonably stable at around 202540 cubic meters of water a year.

The Trust will continue to monitor consumption ensuring maximum demands are not exceeded and baselines are as low as practicable.

The Automatic Meter Reading (AMR) system will be utilised to continually monitor consumption as well as detect leaks which the Trust will aim to repair in a timely manner.

To communicate to the Trust the need to report leaks such as dripping taps

Travel and Transport

The NLAG Travel Plan has been developed to demonstrate the commitment to sustainability. The Trust has had a Travel Plan in place for over 7 years and there have been various key achievements including;

- Runner up in Organising Leadership at the Energy Savings Trust- Fleet Hero Awards 2008;
- Regional Winner of the Low Carbon Awards 2009;
- Winners of the best small public sector fleet: Energy Saving Trust Fleet Hero Awards 2010;
- Highly commended as Grey Fleet Management in the Energy Savings Trust Fleet Hero Awards 2010;
- Recipient of a Gold Award in the Motorvate 2010-2011 assessment by reducing its carbon footprint by a minimum of 15%; and Fleet Hero Awards 2011 Motorvate Member of the Year.

Since the previous Carbon Management Plan NLAG have implemented a Civil Parking Notice (CPN) system, the system is working much more effectively. The system is transparent, with clearer marked bays and signage located a reasonable distance from spaces. The scheme resulted in greater compliance, with staff permits being purchased by those who did not previously have one and indiscriminate parking has been reduced. This illustrates that the implemented system appears to be fit for purpose and working well. It is recommended consideration of the following ways in which the system could be improved:

- Introduce car-share spaces in staff parking areas and undertake car-share promotions, possibly reinvigorate the matching system and/or run coffee mornings to promote car sharing as stated in the Travel Plan;
- Make the car parking charges for staff more closely aligned with the cost of public transport.
- To provide a financial incentive to consider public transport. Public transport costs are approximately £10 per week (for a weekly rider type ticket) whereas non-barrier parking at the hospital costs only £5.50 per week. Any additional funds generated from an increase in parking fees could then be fed into better buses / cycle routes etc to the site;
- Consideration should be given to the location of a Park and Ride site for the Diana, Princess of Wales Hospital (DPoW) and those given a permit for the Scunthorpe Park and Ride can still park in non-barrier parking at DPoW if working across sites. If a site was found for DPoW, the policy could restrict to Park and Ride parking at both

Scunthorpe General Hospital (SGH) and DPoW;

- Consider a 'needs based' permit system, where the allocation of permits is dependent on Staff personal circumstances. Criteria can be set to prioritise the allocation of permits according to need, e.g. working hours (irregular or office hours), carer responsibilities, availability of public transport, willingness to car-share, need for inter-site.

NLAG have heavily invested in various staff transport schemes in order to reduce their carbon footprint and improve efficiency which include;

- Cycle to work scheme
- Staff cycle parking
- Cross site bus shuttle service
- Park and Ride at SGH
- Courtesy car service
- Replacing some of the Pool car fleet with new electric vehicles
- Salary Sacrifice scheme

The third NLAG Travel Plan is currently being produced. This revised travel plan will aim to build on previous work, compare the existing travel patterns with historic data and provide a robust travel plan for the future.

The aim of the NLAG Travel Plan is to:

- Reduce the number of outpatients visiting each site by car and increase the use of sustainable travel,
- Encourage more sustainable and healthier forms of travel among staff
- Streamline and improve travel arrangements
- Improve transport accessibility to NLAG sites in order to reduce Did Not Attend (DNA) instances
- Contribute towards reducing carbon footprint

NLAG currently has 50 Video Conferencing Units around the three main Trust sites. The locations cater for a range of meeting sizes from 1 to 94 seats. There are 5 types of Video conferencing units around the sites. These facilities are becoming an essential means of facilitating meetings as they save time and money on travel within the Trust, and also to locations outside of the organisation.

Waste

Since the baseline of 2007/08 the Trust has

moved from an incineration contract to an autoclave contract. This has enabled waste to be disposed of by using more efficient, environmentally sound processes. For example clinical waste is now shredded and sterilised on site and then sent to a landfill or to a contractor for making into Refuse Derived Fuel. Only landfills that extract the methane gas from the decomposing waste are used and the methane gas is used for powering gas turbines that produce electricity fed back to the National Grid.

Incineration only wastes are segregated and bulked on site and then sent to waste to energy recovery incinerators that produce electricity which is fed back to the National Grid or they produce heat used in city heating schemes.

Offensive wastes is bulked and compacted and then sent to landfill or incinerators with waste to energy recovery are used. Again only landfills that extract the methane gas from the decomposing waste are used.

Additionally the Trust has increased the recycling of paper and cardboard as well as implementing the recycling of plastics and cans. These waste streams as well as the domestic waste streams are zero landfill due to the use of Mixed Recycling Facilities, Solid Recovered Fuel (SRF) and Refuse Derived Fuel (RDF) facilities.

Further work to reduce landfill is taking place particularly in terms of the offensive waste stream whereby technology is being installed at the clinical waste disposal premises. This gasification process will have waste to energy processes attached which will allow the production of steam for the sterilization treatment process and also produce electricity. This Gasification process will ultimately see no wastes going to landfill.

Whilst it is currently difficult to assess the CO₂ arisings from waste. A carbon footprint modelling exercise will be carried out in April 2016 on the non-clinical waste streams. This will continue on a yearly basis thereafter to provide a baseline for the Trust to build on, on a yearly basis thereafter.

Commissioning and procurement

Commissioners can develop and use criteria to stimulate more ambitious and innovative approaches to delivering care that costs less, creates less environmental harm and reduces inequalities. The procurement budget for goods and services provides multiple opportunities to maximise social, economic and environmental value. For example, whole life costing, by considering the energy and water used by the equipment together with disposal costs, and then procuring the most environmentally friendly product can reduce overall carbon emissions.

Suppliers can also be encouraged to become more sustainable in their production e.g. reducing the carbon emissions associated with the production and supply of their goods to the Trust.

Commissioning of services

Whole life cycle and responsible sourcing of goods procurement have identified a number of high carbon impact categories which contribute to the Trust's carbon footprint. These areas include Medical Instruments, Food & Drink, Chemicals, Waste, Construction and Pharmaceuticals which will all be prioritised for carbon reduction actions.

Procurement

NLAG is committed to seeking sustainable procurement options. The NHS Supply Chain are a major supplier of products to the Trust and it benefits from the sustainability programme which they are following. This involves the following activities:

- Reduce waste, saving money and minimising environmental impacts
- Procure sustainable and ethical food
- Build supply chain resilience
- Improve delivery efficiencies, ensuring continuity of supply

The Procurement department at NLAG is committed to reducing waste in the supply chain and encourages smarter procurement through the consolidation of orders where appropriate to reduce the number of deliveries to the Trust. In addition to this all major purchase decisions will be made by considering the whole life costs of the solutions on offer, a consideration of energy costs will now be factored into these decisions where necessary.

The Trust also considers the carbon footprint by ordering catering from local suppliers. All these suppliers have robust sustainable policies which include, ethical purchasing route optimisation, recycling and nutrition. A Task and Finish Food Wastage Group has also been established whose aim is to reduce food waste through the Trust

Governance and reporting

The Trust must ensure compliance with sustainability legislation, regulations and best practice guidelines and must contribute to national sustainability targets. Therefore the Trust will ensure that its governance and reporting arrangements for sustainability are clear and adhered to. The Trust uses the Premises Assurance Model (PAM) to provide overall

assurance of Estates and Facilities compliance. The NHS PAM is a tool which allows NHS organisations to better understand the efficiency, effectiveness and level of safety with which they manage their estate and how that links to patient experience. The NHS PAM has two distinct but complimentary parts:

If the organisation/site has any inadequate or requires (moderate or minor) improvement ratings in this SAQ, are there risk assessed action plans in place to achieve compliance?

Evidence to support compliance with the above is stored centrally and is monitored by the Estates and Facilities Compliance Team. Key Performance Indicators relating to individuals areas are reported into the Sustainable Development Management Plan.

Carbon Reduction Commitment Energy Efficiency Scheme (CRC)

Management and reduction of the carbon footprint is vital for minimising the impact of the CRC upon our Trust. CRC is a mandatory scheme for large organisations using over 6,000MWh of electricity per annum and the Trust is a participant in the scheme.

The CRC comprises three primary elements:

Emissions reporting requirement

Participants in the CRC need to measure and report their electricity and gas supplies annually, via the online CRC registry following a specific set of rules. The CRC registry then calculates CRC emissions in tonnes of carbon dioxide (CO₂) from the data submitted for each participant.

A carbon price

The scheme requires participants to buy allowances for every tonne of carbon they emit as reported under the scheme. Participants are required to buy allowances from the Government or, if available, from the secondary market each year to cover their reported emissions. This means that organisations that decrease their emissions can lower their costs under the CRC.

Publishing of information on participants' energy use and emissions

The energy use and emissions of all participants are published for each compliance year as part of the Annual Report Publication (ARP), which will also report emissions from previous years for all participants.

Phase two of the CRC also introduced changes concerning the responsibility for carbon emissions

Our Carbon Footprint

In 2009/10 the Trust took part in the Carbon Trust's NHS Carbon Management Programme.

This provided technical and change management support to assist the Trust in producing a 3-year Carbon Management Plan (CMP) as a basis for achieving reductions in energy and carbon emissions.

Subject to securing external funding to finance carbon management activities, and with a proactive approach to carbon management, our Trust set a challenging target to reduce emissions, in line with Government direction, by 10% by 2015 from the 2007/08 baseline.

The 2014/15 Carbon Reduction commitment Reported that carbon from energy has reduced from the 2007/08 baseline to 18,050 tCO₂. This has been achieved by implementing energy conservation measures and should increase further with the CHP installation by 2016.

Promoting Sustainability

There is a need to embed the SDMP within the organisation. This will involve promoting the widespread ownership of the sustainability agenda amongst departments and individual staff.

This will include setting Directorate objectives and developing associated measures, local energy and water metering and capturing and feeding back the impact of sustainability changes / initiatives to staff and stakeholders.

The Communications Team along with the Estates Officer (Sustainability) and the Logistics Manager will inform staff on the Trust's sustainable development agenda. This will involve highlighting the achievements, reporting on progress and encouraging staff to become involved in sustainable activities, thereby helping the Trust to reduce its carbon footprint.

Future projects and business cases will include an analysis of their sustainability impact. This will ask project managers to consider areas such as transport, green spaces and flexibility of design, use of utilities and so forth, so that they factor in the impact their scheme will have on the wider environment. All architects and contractors are Building Research Establishment Environmental Assessment Methodology (BREEAM) aware and where cost effective these practices are followed. This will link in with Procurement Department

We will work with suppliers to encourage them to be more sustainable, helping to raise their awareness and consider their practices to improve efficiency and reduce carbon emissions.

Our Trust will also work with local partners e.g. Public Health, other NHS organisations, local and county councils, to support sustainable approaches as part of the county and local health and social care system.

The Trust's Directorate of Organisational Development and Workforce shows our continuing commitment to improving the health and wellbeing of patients, staff and the wider community – helping to build a sustainable and healthy community. Health promoting initiatives, educating staff, using websites and social media and contributing to national and local awareness campaigns can all help people to stop smoking, tackle obesity and The Trust is committed to supporting its staff by promoting increased awareness, conducting behavioral change programmes, low carbon travel, and the use of Information and Communication Technologies. This is demonstrated by the reduction of travel time and costs for the majority of mandatory training which can now be completed on line. Trust policies and procedures are accessible to staff on the Trust intranet. Workforce policies, organisational development and workforce strategies are in place which focuses on developing staff, advancing the Trust and improving the patient experience. Additionally recruitment and retention is collated and monitored at Board level.

The Trust has a set of vision and values which aim to strengthen commitment to putting patients first. The vision "Together we care we respect we deliver" was created collectively with input from staff to reflect shared values ideals and principles. For patients it states what they can expect at every step of their journey and that the organisation cares about more than just the treatment they receive.

The Trust is committed to continuous quality improvements throughout bespoke networks and endeavoring to driving quality, innovation and safety into all it does.

Risk

A potential risk is that the Trust may be perceived to be not improving the sustainability of its services due to the nature of the services it supplies.

This is due to the potentially conflicting demands of reducing carbon emissions whilst providing high quality healthcare, as modern facilities and medical equipment require energy intensive, specialist equipment. The Trust will seek ways to balance this potential miscommunication by also reporting on normalised figures (such as carbon emissions per m² of building area) which highlight the efficiency in which energy is consumed.

There are also risks associated with the Carbon Reduction Commitment Energy Efficiency Scheme, with financial penalties for non-compliance with the scheme and also in the financial cost of the carbon allowances.

Not becoming a sustainable organisation would increase the risk of harm to the Trust's reputation. It is likely to be a financial risk in that commissioners may take their business to providers who are seen to be more sustainable. The organisation would also miss out on the financial savings that can be achieved from reduced consumption and more efficient use of resources.

The Government publication "Climate Change Risk Assessment" (2012) outlines the risks associated with climate change. It describes risks associated with public health and wellbeing, resilience of emergency services and the provision and continuity of NHS care. Risks to buildings, businesses and livelihoods etc. would all contribute to a general decrease in the physical and mental health and wellbeing of the population, producing further negative impacts for the NHS to deal with. Therefore sustainable development and careful planning for the future are vital in dealing with the risks of climate change.

References

- Civil Contingencies Act, 2004. London: HMSO.
- Climate Change Act 2008. London: HMSO.
- Department of Environment, Food, and Rural Affairs, 2013. Policy - Adapting to climate change. www.gov.uk/government/policies/adapting-to-climate-change/
- Department of Health, 2008. Taking the Long Term View: the Department of Health's strategy for delivering sustainable development 2008-2011. Norwich: The Stationery Office.
- HM Government, 2005. Securing the Future – delivering UK sustainable development strategy. Norwich: The Stationery Office.
- HM Government, 2012. UK Climate Change Risk Assessment: Government Report. www.gov.uk/
- NHS Confederation, 2006. Healthy and Sustainable: The NHS as a Good Corporate Citizen. NHS Confederation Briefing 146. London: NHS Confederation.
- NHS England, 2013. NHS Standard Contract 2014/15, Service Conditions www.england.nhs.uk/
- NHS England, 2014. Five Year Forward View. www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf
- NHS Good Corporate Citizenship Assessment Model www.corporatecitizen.nhs.uk/
- NLAG Estates Strategy 2015 - 2020
- NLAG Strategic Direction 2014 - 2019
- NLAG Travel Plan 2015 - 2018
- The Public Services (Social Value) Act 2013 [/www.gov.uk/.../publications/social-value-act.../social-value-act](http://www.gov.uk/.../publications/social-value-act.../social-value-act)
- Sustainable Development Commission, 2010. Sustainable Development: The key to tackling health inequalities. Sustainable Development Commission England.
- Sustainable Development Unit, 2009. Saving Carbon, Improving Health – NHS carbon reduction strategy for England. Cambridge: NHS SDU. www.sdu.nhs.uk/
- Sustainable Development Unit, 2012. Goods and services carbon hotspots. Cambridge: NHS SDU. www.sdu.nhs.uk/
- Sustainable Development Unit, 2012. Procuring for Carbon Reduction. Cambridge: NHS SDU. www.sdu.nhs.uk/
- Sustainable Development Unit, 2012. NHS England Carbon Footprint. Cambridge: NHS SDU. www.sdu.nhs.uk/
- Sustainable Development Unit, 2014. Adaptation to Climate Change. Planning Guidance for Health and Social Care organisations. Cambridge: NHS SDU. www.sdu.nhs.uk/
- Sustainable Development Unit, 2014. Sustainable, Resilient, Healthy People & Places. A Sustainable Development Strategy for the NHS, Public Health and Social Care system. Cambridge: NHS SDU. www.sdu.nhs.uk/
- Sustainable Development Unit, 2014. Sustainable Development Management Plan (SDMP) Guidance. Cambridge: NHS SDU. www.sdu.nhs.uk/

SDMP Key Objectives

| No | Objective | Lead | Timescale | R/A/G | Comments |
|----|---|------|-----------|-------|----------|
| | Energy and Carbon | | | | |
| E1 | To consider the outstanding projects from the Carbon Management Plan | | | | |
| E2 | To consider additional Energy Conservation Projects | | | | |
| E3 | Ensure compliance with all relevant legislation | | | | |
| | Procurement | | | | |
| P1 | Review all tender documentation including PQQs and ITT to ensure sustainable issues are considered within future procurement decisions | | | | |
| | Food | | | | |
| F1 | Redesign menus from a two weekly to a three weekly cycle | | | | |
| F1 | Evaluation of disposable cutlery rather than using landfill | | | | |
| | Low Carbon Travel, Transport and Access | | | | |
| T1 | Review the Trust Green Travel Plan | | | | |
| T2 | Purchase of additional electric vehicles to replace existing pool cars | | | | |
| T3 | Reduce car usage and in particular single car occupancy journeys | | | | |
| T4 | To increase the use of public transport, walking, cycling and car sharing by staff (including outpatients, visitors and DPOW residential development) commuting to and from work and on business travel | | | | |
| T5 | Contribute towards reduce carbon emissions | | | | |
| T6 | Encourage more sustainable and healthier forms of travel among staff, outpatients and visitors; | | | | |
| T7 | Improving staff morale and productivity | | | | |

| | | | | | |
|-------|---|--|--|--|--|
| T8 | Encourage good urban design principles that open up the permeability of the site to the more sustainable means of walking, cycling and public transport | | | | |
| T9 | Reducing pressure on the highway network at peak times | | | | |
| T10 | To raise awareness of sustainable travel options and benefits to employees, outpatients and visitors | | | | |
| T11 | To reduce the number of single occupancy private car users while carrying out work duties | | | | |
| T12 | To set an example of good practice to other organisations in the Borough. | | | | |
| | Water | | | | |
| Wtr1 | Continue to monitor consumption ensuring maximum demands are not exceeded and baselines are as low as practicable | | | | |
| Wtr 2 | The AMR system to be used continually to monitor consumption and detect leaks which the Trust will aim to repair in a timely manner | | | | |
| Wtr 2 | To communicate to the Trust the need to report leaks/dripping taps etc. | | | | |
| | Waste | | | | |
| Wst 1 | Conduct an Annual Carbon Footprint Assessment on the Domestic Waste Contract | | | | |
| Wst 2 | Ensure compliance with all relevant waste legislation | | | | |
| Wst 3 | Work with Procurement and Catering to reduce amount of waste produced | | | | |
| Wst 3 | Continue to increase paper recycling and provide awareness on what constitutes confidential waste | | | | |
| Wst 4 | Introduce glass recycling | | | | |
| Wst 5 | Work towards zero landfill for food waste disposal and offensive waste streams | | | | |
| | Designing the Built Environment | | | | |
| B1 | Aim to embed sustainable and efficient design in new buildings and projects | | | | |

| | | | | | |
|------|--|--|--|--|--|
| B2 | Ensure more use of BREEAM in new builds ensuring they are designed to encourage Sustainable Development and low carbon usage | | | | |
| B3 | Work with designers, architects and engineers to deliver the most efficient buildings possible taking in to account economic and environmental considerations on a whole life basis. | | | | |
| B4 | Continue to effectively utilise space on the hospital sites | | | | |
| B5 | Trust to be more proactive in shutting down radiators if they are on unnecessarily and faults are repaired in a timely manner | | | | |
| | Organisational Workforce and Development | | | | |
| W&D1 | To communicate sustainability issues throughout the Trust to raise awareness and drive behavioural change. | | | | |
| W&D2 | Increase the uptake of flu vaccines. | | | | |
| W&D3 | Ensuring that “sustainability” is included in every job description. | | | | |
| W&D4 | A staff engagement programme will continue across the Trust to encourage sustainable behaviour relating to energy, waste and travel. | | | | |
| | Role of Partnerships/Networks | | | | |
| P/N1 | Ensure existing plans are reviewed and updated in line with future developments | | | | |
| | Governance | | | | |
| G1 | The development of measures to embed Good Corporate Citizen into the Trust organisation and activities | | | | |
| G2 | Each work stream to deliver against the agreed targets set under the Good Corporate Citizen assessment model. | | | | |
| G3 | To ensure a clear framework for monitoring progress against timetable for delivery of actions and progress with the Good Corporate Citizen model and reporting to SDMP and Estates and Facilities SMT. | | | | |
| G4 | Annual PAM assessment for Sustainable Development | | | | |
| | Finance | | | | |
| F1 | Understand and communicate impact of carbon tax on Trust Finances | | | | |
| F2 | Consider whole life cycle costs and the environmental impact of financial decisions | | | | |
| F3 | Minimise impact of carbon tax to the Trust | | | | |

| | | | | | |
|----|---|--|--|--|--|
| F4 | Awareness of the cost of carbon raised with Finance Manager and the Trust Board | | | | |
|----|---|--|--|--|--|