

SUSTAINABLE DEVELOPMENT MANAGEMENT PLAN (2015-2018)

Introduction

Every NHS organisation is required to have a Sustainable Development Management Plan (SDMP) approved by its Board of Directors which sets out:

- its objectives for sustainable development
- a plan of action
- the measures that will be used to monitor and review the progress of the plan
- the governance and accountability arrangements for ensuring the plan is delivered and benefits realised.

Every organisation is also required to report progress on implementing its SDMP in its annual report.

Background

Definition of Sustainable development

There are many definitions of sustainable development, including this landmark one which first appeared in 1987:

"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

(The World Commission on Environment and Development's (the Brundtland Commission) report Our Common Future).

National Policy and strategy

'Sustainable, Resilient, Healthy People and Places – A Sustainable Development Strategy for the NHS, Public Health and Social Care system (2014)' sets out a framework for developing organisational plans. It has 3 overarching goals:

Goal 1: A healthier environment

A healthier environment can contribute to better outcomes for all. This involves valuing and enhancing our natural resources, whilst also reducing harmful pollution and significantly reducing carbon emissions. Contributing to the Climate Change Act target with a 34% reduction in carbon emissions by 2020 is a key measure of our ambition across the country.

Goal 2: Communities and services are ready and resilient for changing times and Climates

When periods of heat, cold, flooding and other extreme events occur it is vulnerable people and communities that suffer the worst. Those communities and their services bear the responsibility of addressing the consequences of these

events. Multi-agency planning and organisational collaboration, underpinned by local plans and assurance mechanisms, provide a better solution to these events than working independently, individually and ineffectively.

**Goal 3:
Every opportunity contributes to healthy lives, healthy communities and healthy environments**

Every contact and every decision taken across the health and care system can help build the immediate and longer term benefits of helping people to be well and reduce their care needs.

There are multiple mechanisms that can support this approach from improved information, more integrated approaches and smarter more aligned incentives that help minimise preventable ill-health, health inequalities and unnecessary treatment. A sustainable system cannot be achieved without taking every opportunity to support communities and people to be independent and self-manage conditions and events.



A sustainable health and care system is achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage. This means working to reduce carbon emissions, minimising waste and pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.

The transition from the current position to a more sustainable future looks like this:

From	health care as an institution led service	To	health and social care as part of the community
From	curative and fixing medical care	To	early intervention and preventative care
From	sickness	To	health and well-being
From	professional	To	personal
From	isolated and segregated	To	integrated and in partnership
From	buildings	To	healing environments
From	decision making based on today's finances	To	an integrated value of the future which accounts for the impacts on society and nature
From	single indicators and out of date measurements	To	multiple score card information and in real time
From	sustainability as an add on	To	integration in culture, practice and training
From	waste and over use of all resources	To	a balanced use of resources where waste becomes a resource
From	nobody's business	To	everyone's business

The national strategy focuses on five areas:

- Leadership, engagement and development
- Healthy, sustainable and resilient communities
- Sustainable clinical and care models
- Commissioning and procurement
- Carbon hotspots

Reducing the carbon footprint of the NHS

An ambitious aspiration for the health and care system is to achieve a 34% reduction in carbon dioxide equivalent emissions from building energy use, travel and procurement of goods and services by 2020 in line with the requirements in the the [Climate Change Act \(2008\)](#).

This Act was introduced to ensure the UK cuts its carbon emissions by 80% by 2050. The 80% target is set against a 1990 baseline. The Act enables the UK to become a low carbon economy. It sets in place a legally binding framework allowing the government to introduce measures which will achieve carbon reduction and mitigate and adapt to climate change.

As the largest public sector emitter of carbon emissions, the health system has a duty to respond to meet these targets which are entrenched in law. Contributing to the Climate Change Act target with a 34% reduction in carbon emissions by 2020 is the key measure of our ambition across the country. In order to achieve these targets the NHS has already committed to reducing its carbon footprint by 10% by 2015. Reduced environmental impact will be measured against the target of 34% reduction in CO2 emissions by 2020 and a 50% target by 2025.

This replaces the target in the NHS Carbon Strategy (2009) of a 10% reduction in carbon emissions by 2015 (from a 2006/07 baseline). DPT has already successfully achieved this and the challenge now is to achieve a further 24% reduction by 2020.

Our approach

Statement of intent

Climate change poses a substantial challenge for human health and wellbeing and for the provision of health and social care services. Sustainable development is key to minimising the harmful effects of human activities on the climate and environment. Devon Partnership NHS Trust, as one of the largest public organisations in the county, is committed to sustainable development and reducing the harmful effects of its activities on the environment

Key principles

Sustainable development aims to ensure the basic needs and quality of life for everyone are met, now and for future generations. Its guiding principles are:

- **Ensuring a strong, healthy and just society**
- **Living within environmental limits**
- **Achieving a sustainable economy**
- **Promoting good governance**
- **Using sound science responsibly**

(From Sustainable Development in Government)

Carbon emissions arise from the Trust's use of buildings, transport and the goods and services it acquires. As an integral part of its commitment to sustainable healthcare, the Trust seeks to reduce its emissions where practical and protect the natural environment and resources, while continuing to deliver high quality healthcare as part of its commitment to be one the region's leading public sector organisations.

We also recognise the importance of working with key partners in the delivery of effective carbon reduction, such as Clinical Commissioning Groups, other NHS Trusts, Local Authorities, the NHS Sustainable Development Unit, Department of Health, S as well as the local community, patients, their families and carers, visitors and contractors.

The benefits of a SDMP

Our key strategic challenge is to continue to improve the quality of our services in a period of financial austerity whilst maintaining the support and confidence of people who use our services, our staff and partner agencies.

There are a range of material and reputational benefits from a focus on sustainable development for the Trust, patients, visitors, community and contractors.

Reduced emissions will lead to a reduction in costs with savings being available from a focus on energy, waste, water and transport emissions. A long term focus on embedding sustainability into the procurement process will also realise financial benefits and help us develop innovative approaches to how we deliver services.

Any savings made will mean that funds intended for healthcare delivery are enhanced or retained.

Sustainable development should therefore be an integral element of every aspect of our work. As an example the SMART Recovery Programme with its focus on developing more efficient and effective care pathways, optimising the use of our estate and better use of technology will contribute significantly to our carbon reduction targets. It is a good example of a 'win-win' approach which will lead to better and more sustainable services by reducing waste and duplication.

The support and contribution of our staff is vital to the success of the SDMP and our carbon reduction strategy. We will enable employees to effectively contribute to and comment on the SDMP, and will seek to realise a range of associated benefits for staff, including enhanced staff satisfaction and improved working environment

Progress to date

We were one of the first trusts to develop a SDMP. Since 2008 we have made progress in a number of areas, including:

- Meeting the target of a 10% reduction in carbon emissions (from a 2006/07 baseline)
- Improving our recycling of waste
- New Leaf in Exminster (our vocational rehabilitation service) was awarded most innovative NHS Forest of the Year in 2009
- Invested in improving the energy efficiency of our buildings and in reducing loss of water
- Provided pool cars and hire vehicles to support more sustainable means of travel
- Introduced the cyclescheme for staff and improved facilities for cyclists at some of our sites
- Developed the use of teleconferencing and video conferencing to reduce business mileage

Governance and Accountability

The Trust has a sustainable development steering group which is responsible for co-ordinating the actions to support the implementation of the SDMP. The membership includes Mary Moore, Non- Executive Director who is the Board champion for sustainable development. This group reports quarterly to the Senior Management Board on progress. It also provides an annual update on its work and the trust's progress with meeting its sustainability aims in the Annual Report.

Developing and prioritising areas for action

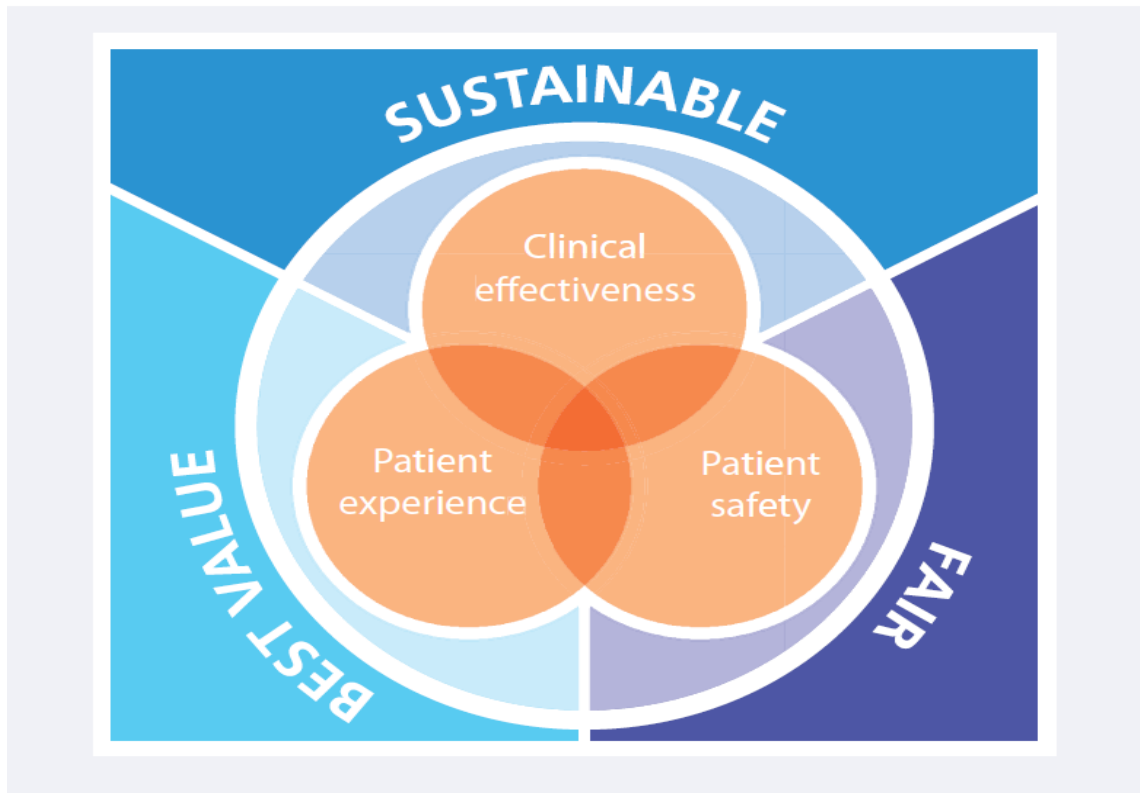
The steering group has completed a self-assessment of progress with its sustainable development aims using the Corporate Citizen check list (reference). This covers the following areas:

- Travel
- Procurement
- Facilities Management
- Workforce
- Community Engagement

- Buildings

This self-assessment has identified the key areas for action in the SDMP.

We know that improving the way we deliver care and treatment will have benefits for patients, for staff and for the way we use our resources. Our future depends on being able to develop sustainable models of care which provide best value and excellent outcomes.



Our objectives

To support our contribution to achieving the national strategy, '**Sustainable, Resilient, Healthy People and Places – A Sustainable Development Strategy for the NHS, Public Health and Social Care system (2014)** we will ensure:

- Our governance arrangements for sustainable development are clear and accountable
- Our vision for sustainable development is clear and well communicated
- We support our staff by promoting awareness, supporting behavioural change, encouraging new ways of working, low carbon travel and use of ICT
- Our approach to environmental and social responsibility is understood and supported by people who use our services and local communities
- We work with other local organisations to develop a whole systems approach to sustainable development
- We understand the risks that climate change presents to our services and have an adaptation plan
- We deliver our services from environments which are low carbon, promote health and wellbeing, and are resilient to changes in climate
- We provide integrated care that is simple to use, convenient and easy to access

- Sustainability is a core principle in all our purchasing decisions
- We will reduce our carbon emissions by saving on energy, travel, water and waste.

Reducing our carbon footprint

We need to save 950 tonnes of CO² emissions over the next 6 years to achieve the target of a 34% reduction by 2020. The 2 main areas where we can do this are energy use and business travel. This requires a:

- 15% reduction in business mileage spread over the next 6 years (2.5% per annum) which equates to a total reduction of 300,000 miles (equivalent to a saving of approx. £200,000 and 200 tonnes of CO²)
- a reduction in energy use of 738 tonnes of CO². This can be achieved through investment in our current estate to make it more efficient and through our estates optimisation programme which will reduce the number of sites we operate from.
- an increase in waste recycling from our current rate of 36% to 60%

ACTION PLAN

AREA OF FOCUS (FROM NATIONAL STRATEGY)	OUR SDMP OBJECTIVE	DESCRIPTION	TARGET DATE	ACTION BY	REMARKS	METRICS	RAG
1. Overall corporate vision and governance of sustainable development.	Our governance arrangements for sustainable development are clear and accountable.	The statement of intent, terms of reference and membership of the steering group is reviewed and agreed by SMB and the Board.	By 31/12/14	RH/MM	Quarterly report to SMB and annual report to Board.		
2a. Leadership engagement and development	Our vision for sustainable development is clear and well communicated	Posters, leaflets and banners are printed and distributed (estimated cost £500) Internal communications	By 31/1/15	SB/RMc SB/RMc	R Mc to arrange printing and distribution Create dedicated area on DAISY, the staff intranet and utilise discussion threads, news items and comments.	Comments on DAISY, number of discussion threads Number of comments, likes, retweets and requests	

		External communications.		SB/RMc	Create area on Trust website and utilise social media to communicate with external audiences		
		Develop an energy awareness raising campaign for staff about use of resources (£500)		SB/RMc	Develop bespoke leaflet and use materials produced by Carbon Trust		
2b. Leadership engagement and development	We support our staff by promoting awareness, supporting behavioural change, encouraging new ways of working, low carbon travel and use of ICT	Sustainable development is included in staff induction events.	31/12/14	CS			
		Include our Statement of Intent in all Job Descriptions and Advertisements	31/12/14	CS (Employment Services)			
		Explore means to develop staff awareness through Learning and development (eg e training modules)	31/12/14	AD/CS			
		Review all HR policies and procedures to ensure	01/04/15	CS (+HR team)			

		<p>consistent with sustainability principles</p> <p>Create a Green Initiatives Budget (from Charitable Funds) to support innovations/developments</p> <p>Provide regular energy use reports to budget managers</p> <p>Commission work to develop more systematic approach to use of video-conferencing/tele-conferencing across the trust</p> <p>Consider having an award for staff who have demonstrated innovative ways of improving sustainability as part of Staff Achievements for 2015</p>	<p>Discuss at CFC on 20/11/2014</p> <p>To be implemented along with paper usage and mileage count in Budget Holders newsletters from Jan 2015</p> <p>This will be part of SMART Recovery programme. Target is to complete scoping exercise by 31/1/15</p> <p>For consideration by planning group for 2015 Staff Achievements Awards. By 28/02/15.</p>	<p>LC/AW</p> <p>LC/AW / EC</p> <p>KG/NH</p> <p>MM</p>	<p>Evaluate options and make recommendations on systems and support needed to implement</p>		
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2c. Leadership engagement and development	Our approach to environmental and social responsibility is understood and supported by people who use our services and local communities	Initiate a discussion with Recovery Devon through the LEAP about sustainable development and how we can best involve people who use services in our work in this area News releases to local media Initiate a discussion with the Shadow Council of Governors and through communications with our members to widen debate and learn how they can contribute to our plans	31/01/15 Communications to Shadow Council of Governors/members about the Plan. By 31/03/15	RH SB RH/SB		Media coverage	
2d. Leadership engagement and development	We work with other local organisations to develop a whole systems approach to sustainable development	Work with local authorities and CCG to influence how sustainable development informs work of Health and Wellbeing Boards	Initial discussions By 31/03/15	MM/RH	Develop relationship with Devon County Council Public Health leads to raise profile of this work across NHS locally	Contacts with members of Health and Wellbeing Board/Public Health	
3a. Healthy, sustainable and resilient	We understand the risks that climate change	Risks are identified in corporate risk register and mitigations included	Review and update on a quarterly basis	RH (+ST)	More alignment of SD plan	Risk ratings	

communities	presents to the trust and its services and have an adaptation plan	in Emergency Preparedness Plan/Business Continuity Plans Develop Trust Adaptation Plan for services up to 2030	June 2015	RH	with risk register		
3b. Healthy, sustainable and resilient communities	We deliver our services from environments which are low carbon, promote health and wellbeing and are resilient to changes in climate	Conduct an independent review of the utility management and implementation processes (c£2k) Conduct an independent review of our retained estate to reduce consumption of water, electricity and gas (c£5k) Adapt capital expenditure approval forms to ensure comply with sustainability principles and to quantify environmental impacts of proposals	By 31.3.15 By 31.3.15 By 31/12/14	MB MB LC/AW	Procure a suitable company to review and provide a report. Procure a suitable company to review and provide a report.		
4.Sustainable clinical and care models	We will provide integrated care that is simple to use, convenient and easy to access	Ensure that sustainable principles are applied to the care pathway work stream in the SMART Recovery Programme. Build awareness of sustainable development	31/01/15	SJB		Metrics to be agreed with SMART Recovery Programme team	

		into communications/OD strategy to support SMART Recovery programme.					
5.Commissioning and Procurement	We will ensure sustainability is a core principle in all our purchasing decisions	Sustainability is a core principle in all our purchasing and procurement decisions and essential criteria for work groups reviewing areas of non-pay spend	Finance Committee to agree Procurement Strategy in January 2015	EC/NH	Provide guidance to working groups examining all areas of non-pay spend. Ensure this is a key criterion for suppliers when we tender services.		
6.Carbon Hotspots	Energy: We will reduce our emissions by 15 % by 2019	Through our estates rationalisation programme we have targeted this reduction in emissions which will also have a financial benefit.	Each year will provide a reduction in the property related carbon emissions.	MB	By raising awareness of use/cost with staff through targeted communication programme (see 2a above) Through the disposal of property		
	Travel: We will	We will set targets	Annual target is	EC/NH	Agree trust		

	reduce our business mileage by 15% by 2020	annually and support implementation through range of initiatives	2.5% reduction (to be monitored and reported on in Annual Report)		travel plan and develop site specific plans. Support car sharing schemes, better use of public transport and incorporate into planning of SMART Recovery programme and forward financial plans.		
	Water: We will reduce our usage by 15 % by 2019	Through our estates rationalisation programme we have estimated this target reduction in water usage which will also have a financial benefit.	Each year will provide a reduction in the property related water usage and reported in Annual Report.	MB	By heightening awareness of Through the disposal of property		
	Waste: We will increase our recycling		By 2017 we will increase from 36% to 60%	AL			
	Food:	Gain The Soil Association's Food for Life Catering mark.	By 1.4.15	AL	Work with Soil Association,		

		This standard is a measure of the organisations commitment to locally/regionally sourced ingredients, boosting the local economy, reducing food mileage, and purchasing natural and ethical foods. (£3k)			reviewing suppliers, ingredients, menus etc. to gain Bronze award. Once Bronze achieved, 9 months to work towards Silver award.		
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Complete	Action completed	A	Not on target and slightly delayed / no action plan is in place
G	On target	R	Delayed or incomplete
Y	Not on target but action plan in place to get back on track	Gy	On Hold