

**Sustainable
Development
Management Plan**

2015-2020



What is a sustainability plan?

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.

What is sustainability?

"Meeting the needs of today, without compromising the ability of future generations to meet their needs."

NHS Carbon Reduction Strategy for England (2009)



1

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.

The SDMP is supported by a Sustainability Action Plan. This outlines projects and activities which will address sustainability throughout the Trust, covering areas such as staff awareness and engagement, through to technical schemes aimed at reducing the carbon emissions produced from the Trust's activities.

- 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 Estates, Procurement and Health and Wellbeing 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

Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) 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 maximising 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 is an update of our previous plan that we developed in 2012. This updated plan will ensure that we understand, commit to, and will 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 be updated quarterly and 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.



A photograph of a forest with tall, thin trees and sunlight filtering through the canopy. A large yellow circle is overlaid on the left side of the image.

2

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. Emissions are those from building energy use, travel and procurement of goods and services. For the NHS in 2010 the split of emissions was:

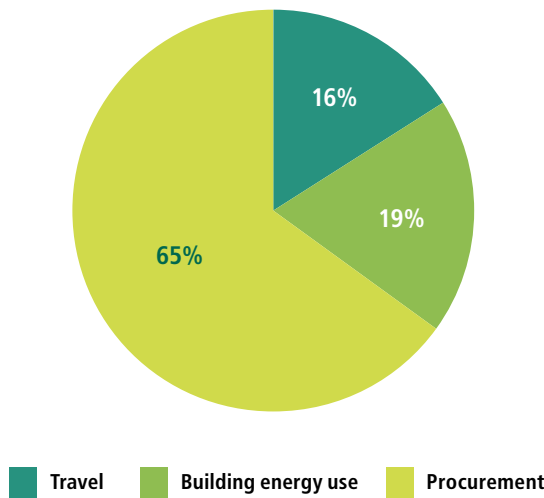
NHS Carbon Emissions 2010

Travel	3.18 MtCO ₂ e
Building Energy Use	3.80 MtCO ₂ e
Procurement	12.72 MtCO ₂ e

%NHS Emissions

	2004	2010
Travel	17%	16%
Building Energy Use	22%	19%
Procurement	60%	65%

Fig. 1: NHS Emissions 2010, %



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

Legislation cont'd

In 2010 the GHNHSFT split of emissions was 71% Procurement, 28% Building energy use and 1% associated with other items.

The breakdown of Procurement-related emissions shows the high volume of carbon from Pharmaceuticals, Business services and Medical Instruments and equipment (Figure 3, opposite page). The government continues to issue legislation which encourages the development of a low-carbon economy and the use of low-carbon technologies and business practices.

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.

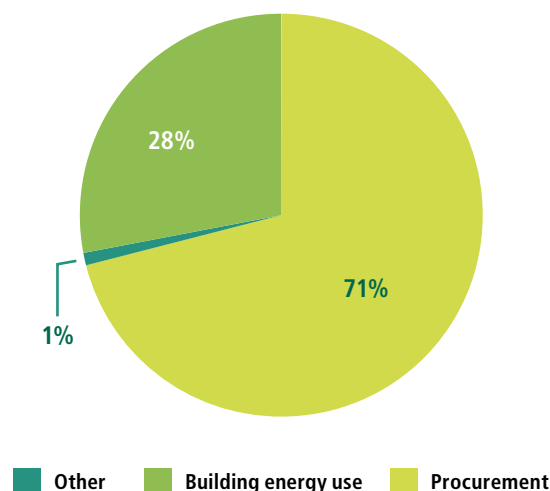
Figure 4 shows how much of a challenge reducing carbon emissions will be. Since Procurement is the source of over half the NHS emissions, reducing the carbon from this area is key, as reductions in building energy and travel carbon emissions will not fulfil targets on their own.

The Public Services (Social Value) Act 2012' 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 supports the bidding process for future work.

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

Fig. 2: GHNHSFT split of emissions, %

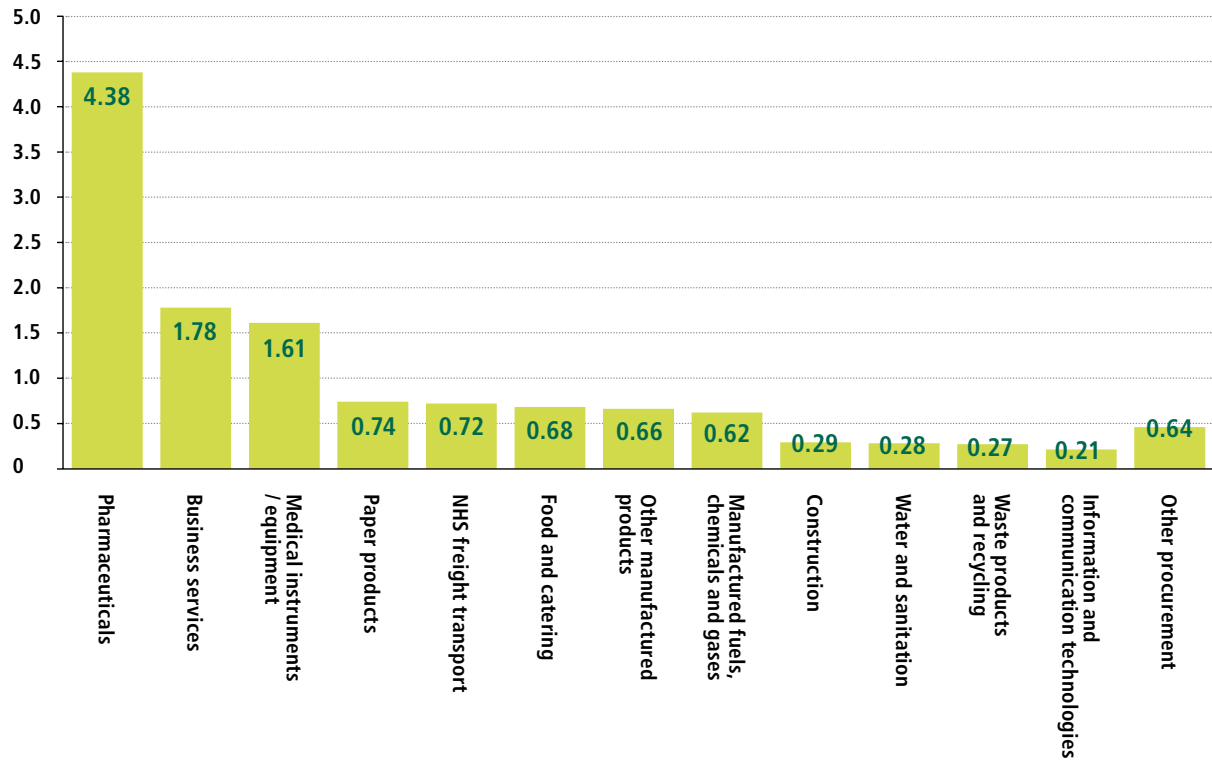


adaptation, mitigation and sustainable development, including performance against carbon reduction management plans, and must provide a summary of that progress in their annual report.'

(SC18 Sustainable Development).

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.

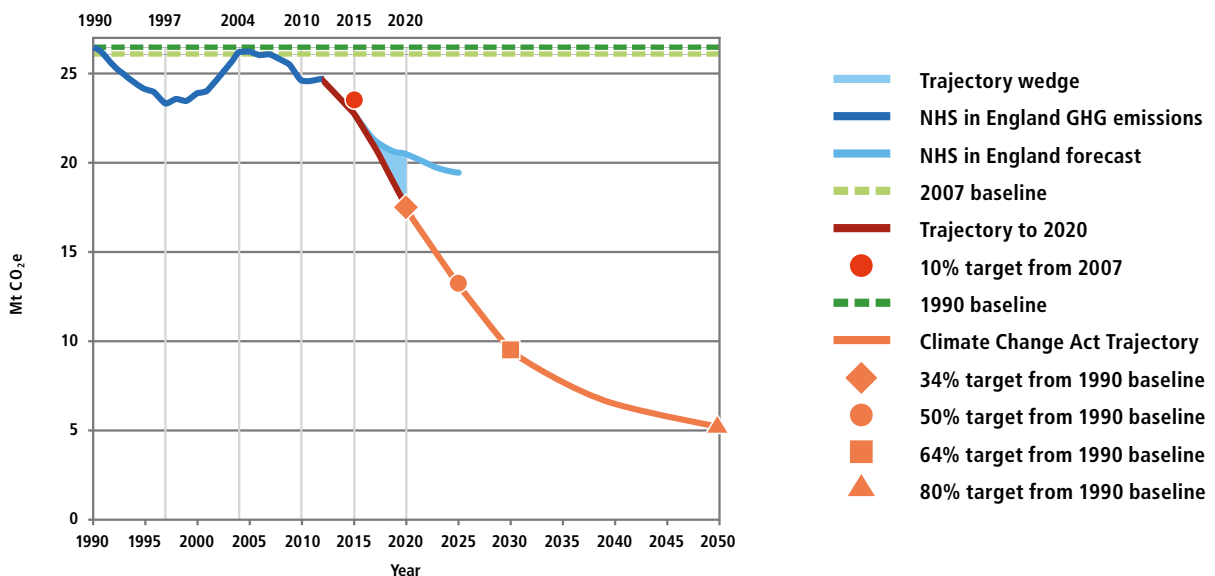
This document builds on the requirements of the Civil Contingencies Act (2004) which requires all NHS organisations to prepare for adverse events and incidents.

Fig. 3: Carbon emissions from the Procurement of goods and services 2010Million tonnes of CO₂ equivalents

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

Fig. 4: NHS England's projected emissions to 2020

Including comparison with the NHS and governmental targets



Source: Sustainable Development Unit

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 likely cause 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 GHNHSFT
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"> → Adoption of Procuring for Carbon Reduction framework → Increase recycling and review waste segregation
Climate change and energy	<ul style="list-style-type: none"> → The effects of climate 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 at Cheltenham General → Installation of carbon reducing technologies in plant rooms across 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"> → Purchase of FSC timber → Maintenance of green space around sites
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.

The government has set out five principles of sustainable development (see Fig. 6)

Sustaining a modern healthcare service therefore requires a strong link between the three tiers of sustainable development – Economy, Environment and Society (see Fig. 5)

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”.

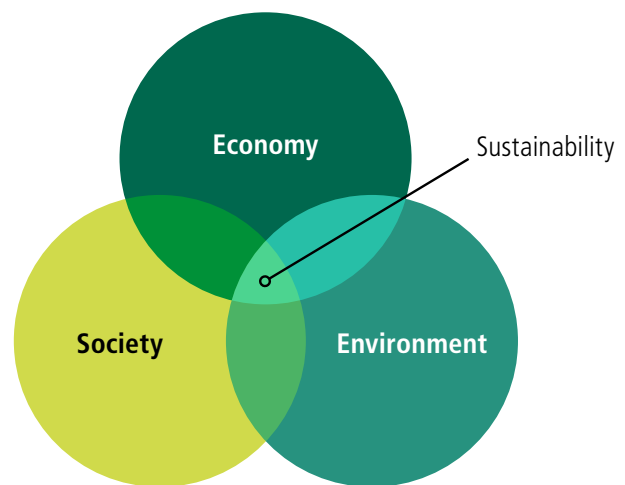
Financial

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. For GHNHSFT, the cost of utilities is forecast to rise by 22% by 2020 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 £724,080 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.

Fig. 5: Three tiers of sustainable development



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.

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 completes the annual self-assessment tool as this provides

Fig. 6: 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

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.

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."

Our Health and Wellbeing Strategy has a vision to "be recognised as a health promoting Trust – one which makes an active contribution to promoting and improving the wider health and wellbeing of those with whom we come into contact." The Strategy sets out a range of health and wellbeing-related objectives for three key groups with which the Trust interacts: staff, patients and the wider community. Although the Health and Wellbeing Group is now a separate sub-committee of the Board there still remains a close link between it and the SDMP.

A red recycling bin is shown overflowing with flattened cardboard boxes. The bin is red plastic with a handle and a latch. The cardboard boxes are brown and some have yellow and blue labels. A large yellow circle is overlaid on the left side of the image, containing the number 3 and the text 'Governance and reporting'.

3

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 and will be reviewed annually. Members of the Sustainability Committee 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 Finance and Deputy Chief Executive is the Trust lead for sustainability.

Committees/ Groups

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

The group meets quarterly and is a sub-committee of the Board, to which it reports directly. It is chaired by a non-executive Director and has Governor representation.

For many years the membership has been drawn from the key departments which contribute to this area of work e.g. Estates and Facilities Division, Procurement, Finance and Learning & Organisational Development. However there is now a need to incorporate representatives from all the divisions especially the clinical and specialist / diagnostic areas which have much to contribute to the wider sustainability agenda.

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.

Areas of the wider Sustainability agenda relating to Health Improvement and Health and Wellbeing are included within the remit of the Trust's Health and Wellbeing group.

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 our Board.
- Quarterly reports from members of the Sustainability Committee are presented at each meeting.
- The Sustainability Action Plan is updated quarterly and forms part of the regular agenda of the Sustainability Committee meetings.





4

**Sustainability
at our Trust**

Our Trust's Strategic objectives

The Trust has four strategic objectives:

Sustainability is incorporated into the Trust's strategic objectives and in particular within the business orientated objective. There are six aims within "Our Business" and sustainability fits into three:

Our Business: Aims	Sustainability will:
To deliver the financial plan to generate a surplus of £4m	Contribute with the more efficient use of resources, reduction in consumption etc.
To make progress towards our carbon utilisation target	Enable the Trust to meet the national target of reducing carbon emissions by 34% by 2020 (from a 2007 baseline).
To improve the reputation of our organisation	Assist the Trust to be seen as a Good Corporate Citizen and demonstrate our commitment to sustainability, thus satisfying commissioners that we fulfil the sustainability requirements in the NHS Standard Contract 2015/16.

Sustainability can help with financial performance and to improve the reputation of the organisation. 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 behaviours
- 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
- Participate in education agendas and promotion around sustainability, health and wellbeing etc.
- 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.

GHNHSFT 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 within Leadership Behaviours and will be assessed as part of Senior Managers appraisals. The Education and Development Service have developed some iBooks and Apps which have replaced printed resources.

We also provide a wide range of volunteering opportunities, with 400 hospital volunteers and over 80 spiritual chaplaincy volunteers.

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: care closer to home
- Integrated care

The radiotherapy unit at Hereford County Hospital opened in August 2014. The majority of Herefordshire patients will be able to use the facility for their regular treatment therefore saving them from travelling to Cheltenham. The mobile chemotherapy unit, run in partnership with Hope for Tomorrow, was a world first and started in 2007. It travels to four towns in Gloucestershire, thus saving patients from long distance travel and reducing waiting times.

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.

- Developing local frameworks – working in partnerships

- Adaptation – building resilience to climate change and adverse events
- Health and Wellbeing

Our Health and Wellbeing Strategy is an important contributor to building healthy and sustainable communities. Working in partnership with other NHS organisations, Local Authorities and the voluntary sector can help reduce health inequalities and make best use of available resources. Promoting health and taking the opportunities which the Trust has to encourage patients and the wider community to be more responsible for their own health and to adopt healthier lifestyles will be part of this.

Our Trust will add Adaptation actions to the SDMP Action Plan. A risk assessment and mitigation plan outlining the management of risks posed by climate change will be written and will sit alongside this SDMP.

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

The energy performance contract may be extended in 2017 to cover Gloucestershire Royal Hospital. Carbon saving technologies such as combined heat and power and biomass boilers can then be introduced.

The contract for the provision of the Route 99 bus services between Cheltenham General and Gloucestershire Royal is due for renewal autumn 2015. This provides an ideal circumstance in which to review all staff travel issues, including staff parking and is an opportunity to encourage staff to use more sustainable methods of travel such as walking, cycling, public transport and car sharing.

A new contract for the collection and disposal of general (domestic) waste and recycling started in February 2015. The contractor will work closely with us to increase the volume of waste that is sent for recycling and decrease the amount sent to landfill. Whilst there are no specific waste reduction targets for the NHS, the Government has agreed to a target for household recycling and our Trust will aim to meet this target in relation to general (domestic) waste.

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.

A new Procurement strategy was approved in September 2014. This includes a key objective around sustainability and corporate social responsibility and will be developed into a Sustainable Procurement strategy. The Procurement Department will work to the Procurement for Carbon Reduction framework, with the aim of reaching Level 2 by September 2016.

6.3.6 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.

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.

Energy Performance Contract

In 2014 the Trust signed an energy performance contract with Vital Energi Limited.

This will deliver significant investment in low carbon technologies and infrastructure improvements and should:

- Ensure that the Trust meets the 2020 carbon reduction targets
- Ensure investment in infrastructure to support clinical services
- Reduce a proportion of the backlog maintenance
- Increase the resilience of the built estate.

A combined heat and power plant (CHP) was installed at Cheltenham General Hospital in autumn 2014 and was partly funded by a grant of £960,000 from the Department of Health. A further CHP is intended to be installed at Gloucestershire Royal Hospital in 2017. The package of measures is provided through a fully funded and performance guaranteed mechanism for the Trust.

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.

The CMP formed a substantial element of the Trust's wider Sustainability Action Plan.

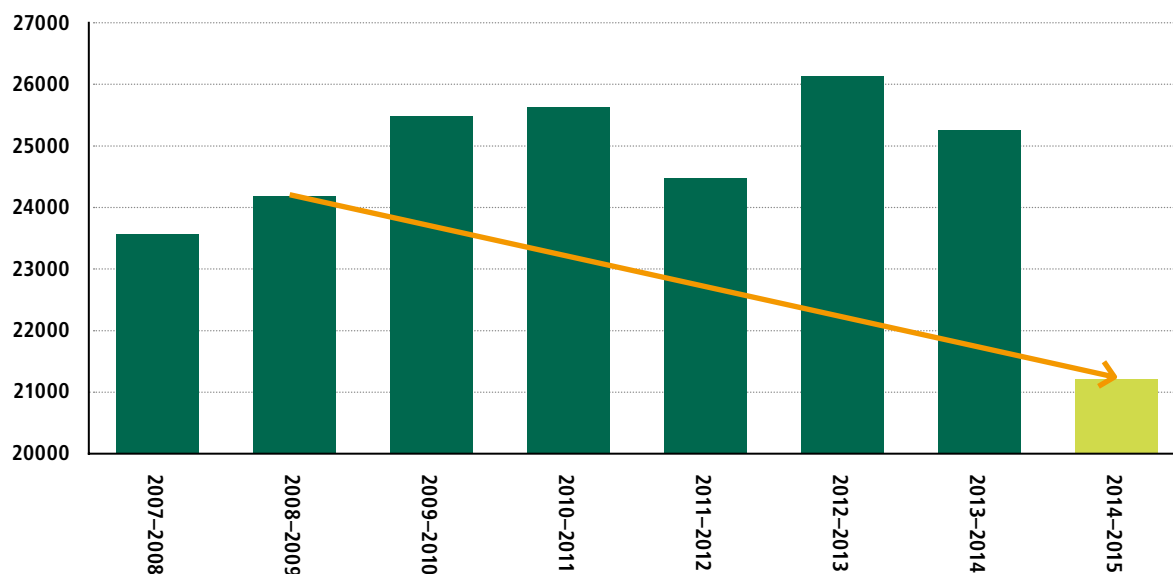
Subject to securing external funding to finance carbon management activities, and with a proactive approach to carbon management, our Trust set a challenging target to reduce emissions, in line with Government direction, by 10% by 2015 from the 2007/08 baseline.

During this period our Trust was able to replace a significant number of out-dated facilities on the two hospital sites. Whilst

these modern replacement healthcare facilities incorporate many energy and resource efficient elements, the increase in floor areas to meet modern building requirements and the high level of technology resulted (in some cases) in higher carbon emissions.

Unfortunately the Trust was not able to make much progress on the 10% target. However the new energy performance contract (which began in 2014) should enable us to meet the national target of 34% reduction by 2020.

Fig. 7: Carbon emissions tCO₂ (from energy consumption)
Million tonnes of CO₂ equivalents



Adaption

Climate change is considered to be a major threat to public health and therefore adaptation plans are a requirement of a SDMP (Sustainable Development Unit, Adaptation to Climate Change 2014).

Adaptation plans must reflect both the negative impacts of climate change on the health and wellbeing of the population and the effects on operational delivery e.g. supply chains, infrastructure etc.

It is a key aspect in ensuring that the health system is resilient and prepared for the future. Adaptation should be addressed at the same time as mitigation measures which reduce carbon emissions, and can encourage better use of resources, save money and deliver wider health benefits.

Our Trust's adaptation plan will link with the existing business continuity and local emergency preparedness plans.

It will involve an assessment of the current and potential climate risks to the operation of the organisation, the development of an action plan to address these risks and then benchmarking progress through the adaptation section of the Good Corporate Citizenship self-assessment tool. This plan will involve staff from across the whole organisation.

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 Divisional 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 have devised a communications strategy which informs staff on the Trust's sustainable development agenda. It highlights the achievements, reports on progress and encourages 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, flexibility of design, use of utilities and so forth, so that they factor in the impact their scheme will have on the wider environment. This will link with the new systems of work by Procurement and their use of the Procuring for Carbon Reduction framework.

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 Health and Wellbeing Strategy 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 lead healthier lifestyles.



5

Risk and key documents

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.

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