Purpose

This strategy describes the national and international drivers for sustainable development and sets out how the Trust will seek to deliver its obligations.

It describes the initial proposals to allow the Trust to establish an appropriate structure to manage the sustainability agenda through a Sustainability Development Committee (SDC). Specific roles are identified with clear responsibilities.

It then sets out how a Sustainable Development Plan (SDP) will be produced to ensure the delivery of the Strategy. The SDP will identify a range of concise and clear objectives which will form the framework for specific deliverable initiatives. The SDP will include an agreed timetable against which progress can be monitored.

Introduction

Mid Yorkshire Hospital NHS Trust recognises the need for a Sustainable Development Strategy which focuses on the long-term improvements including:

- Reduced environmental impact
- Better health and reduced inequalities
- Improved service provision
- Good community role model and supporter of the local economy
- Excellent value for money

These features need to be integral to the delivery of our strategic corporate objectives.

As a major employer, purchaser of goods and commissioner of services our role is to promote sustainability and actively contribute to the government’s sustainable development agenda. To ensure that the Trust can actively contribute to this, our own sustainability agenda will be guided by the Government’s five guiding principles as outlined in the UK Strategy for Sustainable Development, which include:

- Working within the environmental limits
- Ensuring a strong health and fair community
- Contributing to a sustainable local economy
- Promoting good governance
- Using sound science responsibly

The purpose of this document is to implement improvements to the sustainability of our operations by establishing clear objectives and targets.

What is Sustainable Development?

Sustainable development is a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but in the indefinite future.

The goal of sustainable development is to meet the needs of today without compromising the ability of future generations to meet their needs.

Stabilising and then reducing our carbon emissions is key to “living within environmental limits” and addressing climate change is central to a healthy just and fair society.

Sustainable development is the framework within which carbon emission will be reduced.

Sustainable development ties together concern for the resource capacity of our planets natural systems with the social and economic challenges facing humanity.
Drivers

The sustainability agenda is set out in an extensive range of national and international legislation, policies, and guidance.

The Climate Change Act 2008 seeks to implement in Britain the worldwide commitment to take action on climate change.

Securing the future, delivering UK Sustainable Development Strategy: 2005 is the UK sustainable development strategy and recognises that although climate change is the most serious global environment threat, promoting new, modern and sustainable ways of living, working and producing and travelling also stand to achieve wider benefits to human health and well-being.

Saving Carbon – Improving Health - the NHS sustainable Development Unit Carbon Reduction Strategy challenges NHS organisations to measure and monitor progress towards a 10% carbon reduction by 2015 against 2007/08 levels.

Good corporate Citizen Model enables NHS Trusts to identify their contribution to sustainable development. The resource model provides Trusts with ways in which to integrate social, economic, and environmental considerations into the core activities of NHS Trusts. The Model was revised in 2009 with input from the NHS sustainable Development Unit, ensuring synergy with the commitments made in “Saving Carbon-Improving Health”.

BREEAM Healthcare was commissioned to assess the environmental credentials of healthcare buildings. It provides the NHS with a tool to ensure that the best environmental practice is incorporated into the design and construction of new builds and major refurbishments. The Department of Health now require, as part of an Outline Business Case approval, that all new builds achieve an “excellent” rating and all refurbishments achieve a “very good” rating.

Safe Management of Health Care Waste HTM 07-01 has been produced as a best practice guide to the management of healthcare waste.

Sustainable Health and Social Buildings HTM 07-07 is a best practice guide to address sustainable development throughout a healthcare building’s life cycle stages.

Sustainable Procurement National Action Plan Flexible Framework effectively forms the cornerstone of the Sustainable Procurement National Action Plan and is designed primarily for the public sector.

UK Environmental Legislation

The UK has a robust set of environmental laws and regulations, all of which are designed to reduce the environmental impacts associated with the operations undertaken by organisations throughout the UK.

Organisational Structure

Roles and Responsibilities

The Chief Executive is ultimately responsible for achieving the sustainability objectives of the Trust, ensuring that the necessary resources are made available to achieve this.

To ensure that sustainable development is fully integrated, a Sustainable Development Committee (SDC) is to be established. The SDC provides the medium for discussing and decision making regarding the Trust’s community social economic and environmental sustainability.

The SDC will consist of a range of staff from across the Trust. Members have been chosen to ensure that the three pillars of sustainability
(Environmental, Economic, and Social) are reflected.
The remit of the SDC will be:

- To drive the sustainability agenda forward within the Trust
- To consider guidance, policy and best practice examples concerning sustainable development, and make formal recommendations arising from the Committee to the Trust for adoption
- Raise awareness across the Trust regarding sustainable development and climate change. This includes promoting a culture of measurement and management.
- Work in partnership with other NHS organisations, government, industry and other sectors to achieve the above.
- To measure the Trust’s performance on sustainable development.

It is the intention that the SDC will report periodically to the Business Planning and Advisory Committee and Trust Board with annual sustainability reports being issued to highlight the performance of the Trust.

The chart below details the Trusts sustainability agenda and structural arrangements:

[Diagram showing the structure of the Trust's sustainability agenda and structural arrangements]
Sustainability Plan

A management plan will be prepared and regular reviews will be undertaken by the SDC, ensuring that our commitments to sustainable development are being fully integrated into all services and activities that we deliver.

The NHS Carbon Reduction Strategy for England (Jan 2009) identifies six reasons why organisations need to act now to understand, manage and reduce their carbon footprint:

- The new legally binding Government framework and national targets
- The strength of scientific evidence to act on climate change
- The health co-benefits now for patients and population and for the health system itself
- The importance of cost reductions and energy resilience
- The willingness and commitment of NHS organisations and staff to act now
- The need for the NHS to be a leading public sector exemplar now.

The Trust adopts these reasons as a basis for this strategy and proposes to implement a Sustainable Development Plan. The SDP will be based on the following principles:

- Complying with all relevant legislation
- Including climate change in the organisation’s risk register, including financial risk and in Board Assurance Frameworks
- Confirming the designated Board lead for sustainability allocating lead responsibilities
- Developing and implementing reduction plans to address the major components of NHS carbon emissions
- Working in partnership with identified stakeholders
- Pursuing an active communications initiative to engage all staff, visitors and patients who visit/use the Trust.
- Review progress using Good Corporate Citizenship Assessment model and key actions of the NHS Carbon reduction Strategy

The SDP will be designed to put this strategy into operation by focusing on the following key objectives as set out in the NHS Carbon Reduction Strategy for England 2009:
1. Energy and Carbon Management

“Every Organisation should review its energy and carbon management at Trust Board level; develop more useful renewable energy where appropriate; measure and monitor on a whole life cycle cost basis and ensure appropriate behaviours are encouraged in individuals as well as across the organisation”.

The Trust estate consumes approx 31,441,000 kWh of energy per year, which equates to generating 17,000 Tonnes of CO² per annum. Also, it consumes approx 34,052,181 kWh of gas energy per year, which equates to generating a further 6,200 Tonnes of CO² per annum.

The Trust recognises the impact its energy consumption has on the environment through associated emissions of carbon and understands that significant savings can be made both environmentally and economically in addressing the energy demands of the estate.

In order to achieve a reduction in energy consumption and carbon emissions the Trust has prepared a Carbon Management Plan and its delivery will be a key task of the SDC.

As a start the Trust will report annually to the BPAC, Trust Board and staff on its energy and carbon performance.

KEY OBJECTIVE:

Reduce carbon emissions by 10% by 2015, compared to 2007/08 levels.

2. Procurement and Food

“Every organisation should consider minimising wastage at the buying stage; work in partnership with suppliers to lower the carbon impact of all aspects of procurement, make decisions based on whole life cycle costs and promote sustainable food throughout its business. In addition the pharmaceuticals within the NHS will need further research and action to produce significant reductions”

Procurement is the largest contributor to carbon emissions within the NHS. The Trust is committed to reducing carbon associated with our own commissioning and sourcing and buying processes.

To further reduce carbon the Trust will engage with the NHS Buying Frameworks and other service providers to encourage a collaborative approach to carbon management.

KEY OBJECTIVE:
Ensure that goods and services are procured more sustainably.

3. Low carbon travel, transport and access

“Every organisation should routinely and systematically review the need for staff, patients and visitors to travel; consistently monitor business mileage, provide incentives for low carbon transport and promote care closer to home, telemedicine and home working opportunities”.

The Trust understands that significant carbon emissions are generated from transport within the NHS. The Trust is committed to playing its part in driving down carbon emissions associated with transport. A combination of eliminating unnecessary travel and promoting more sustainable forms of transport will ensure the Trust achieves this objective.

There are a number of benefits for the Trust and the wider community associated with reducing the need to travel and promoting sustainable form of transport; these include:

- Reduced environmental impact
- Tackling healthcare issues such as obesity and heart disease while also reducing risks to health by reducing air pollution and the risk of the road accidents.

The Trust’s Green Transport Plan is key to the delivery of this objective. The SDC will review the GTP and monitor progress against the delivery of objectives.

KEY OBJECTIVE:
Reduce carbon emission from staff travel by 10% by 2015 compared to 2007/08 levels.

Review the Green Travel Plan, approve and implement.

4. Water

“Because water usage and its heating have a direct impact on carbon, every organisation should ensure efficient use of water by measuring and monitoring its usage; by designing it into building developments, by quick operational responses to leakages by using water efficient technology and by avoiding the routine purchasing of bottled water”.

The Trust regards water as a precious resource and is aware of the amount of energy and resources used/consumed to produce potable water. The Trust is also aware that this contributes to our carbon footprint.

To ensure a reduction in water consumption the Trust is committed to establishing robust monitoring systems. The Trust is also committed to implementing water efficiency schemes.

KEY OBJECTIVE:
Reduce water consumption by 10% by 2020 relative to 2007/08 levels.
5. Waste

“Every organisation should monitor report and set targets on its management of domestic and clinical waste, including minimising the creation of waste in medicines, food and ICT and review its approach to single use items versus decontamination options”.

As waste generation continues to rise both by weight and by cost the Trust realises that robust waste management practices need to be adopted covering the production, collection, transportation, processing, recycling and disposal of waste material. By adopting sound waste management practices opportunities for environmental and economic savings can be realised. The Trust’s procedures are set out in the Trust Waste Management Policy.

In order to reduce the volume of waste produced the Trust will ensure that stringent waste monitoring is undertaken. The waste hierarchy will also be used to fully engage all building users on the importance of diverting waste from landfill and recycling wherever practicable.

The Trust will produce waste trajectories for all waste streams and where applicable the Trust will align these with the commitments outlined in the Sustainable Operation on the Government Estate SOGE targets.

KEY OBJECTIVES:
Ensure compliance with waste legislation.

Reduce the amount of waste produced by 5% by 2015 and 15% by 2020, relative to 2007/08 levels Increase recycling figures by 50% of domestic waste by 2018.

6. Designing the built environment

“Built environments should be designed to encourage sustainable development and low carbon usage in every aspect of their operation. This includes resilience to the effects of climate change, energy management strategies, and broader approach to sustainability including transport service delivery and community engagement. A Trust / Consort project team will be created to develop a blue print for optimum low carbon healthcare buildings”.

The Trust views the planning, design and construction of new buildings and the refurbishment of the existing estate portfolio as an opportunity to contribute to a more sustainable future.

The Trust recognises that buildings must have significantly lower carbon footprints during their entire life cycle.

The Energy and Carbon Strategy specifies the adoption of appropriate BREEAM standards for all building works.

The Trust also understands that NHS buildings can act as hub for the community. As such buildings designed and constructed for the Trusts activities should cater for a wider sustainability issues such as transport community engagement and service delivery.

KEY OBJECTIVE:
Reduce carbon emission from the Trust estate by 10% by 2015 relative to 2007/08 levels.

Ensure that all new builds and major refurbishments comply with BREEAM healthcare requirements.
7. Organisational and Workforce Development

“Every member of the NHS workforce should be encouraged and enabled to take action in their workplace. NHS organisation should support their staff by promoting increased awareness, conducting behavioural change programmes, encouraging home working, low carbon travel, the use of ICT and by ensuring that “sustainability” is included in every job description”.

The Trust understand that in order to implement this Strategy a culture of sustainable development needs to become an integral part of the activities and services of the Trust.

To ensure that this takes place the Trust will ensure that strong leadership pertaining to sustainable development is delivered throughout all levels of the Trust.

8. Role of Partnerships and Networks

“Every NHs organisation should consolidate partnership working and make use of its leverage within local framework including Local Area Agreements, Local Strategic Partnerships and through comprehensive area assessments. Every NHS region should promote and develop a regional network for sustainable development to ensure a consistent approach and an action plan across each region to tackle this agenda”.

The Trust will work closely with key stakeholders and other commissioned service providers to share the adoption of similar sustainable developments principles.

**KEY OBJECTIVE:**

To communicate sustainability issues throughout the Trust to raise awareness and drive behavioural change.
To communicate sustainability issues throughout the Trust to raise awareness and drive behavioural change.

9. Governance

“Every NHS Organisation should sign up to the Good Corporate Citizenship Assessment Model and produce a Trust Board approved sustainable development plan. The NHS should set itself interim targets and trajectories to meet the provisions of the Climate change act in the first instance, this should be set at 10% as a minimum of the 2007/08 levels by 2015. Carbon reduction and sustainable development are corporate responsibilities and should be an inherent part of each organisation’s performance and governance mechanisms.

Healthcare regulators should ensure that sustainability and the environmental impact of services are an integral part of standards. The DoH and Regional Government Offices should ensure that:

- The NHS delivers carbon reduction through its commissioning frameworks
- The NHS delivers on its sustainability commitments within Local Area Agreements
- Sustainable development regional networks in the NHS are developed further to deliver on this agenda.

The Trust regards sustainable development as a corporate responsibility. Sustainable development needs to be fully embedded into the Trust decision making process. The Trust understands that embracing the concept of sustainable development is fundamental to realising the benefits from improved environmental performance, implementing better social initiatives and realise the economic rewards necessary to drive strategy forward.

The Trust will set actions against the key areas of our work in order to make the most effective use of the services, estates and facilities under our management, improve the sustainability of our operations and reduce our impact on the environment.

To demonstrate our commitment to sustainable development the Trust will sign up to the NHS Good Corporate Citizen Assessment Model.

KEY OBJECTIVE:
Ensure that sustainable development is consistently managed in line with policy requirements and commitments.

10. Finance

“Every NHS organisation should become carbon literate, carbon numerate and ensure appropriate investments to meet the commitments required to become part of a low carbon NHS to reduce the impact of the carbon tax regime. Partnership working will be required to deliver appropriate incentives, economies and training to support this shift in culture and for the local economy”.

The Trust clearly understands the pivotal role of finance in trying to create a more sustainable future. The Trust recognises the important role of the finance directorate plays in enabling the Trust to take advantage of long term gains of innovative sustainable projects.

KEY OBJECTIVES:
Ensure that sustainable development is consistently managed in line with policy requirements, commitments and long term strategic planning.

Timetable

The SDC will review and reaffirm the details of this strategy as representing its terms of reference within 3 months of being established.

The SDC will then identify an appropriate timetable for the delivery of the objectives identified in the SDP.

The SDC will report to the BPAC six monthly and the Trust Board at least annually.