South West London and St George's **NHS**
Mental Health NHS Trust

South West London & St George's Mental Health NHS Trust Sustainability Strategy

Sustainable Trust Sustainable Future

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1. Foreword

South West London and St George's Mental Health NHS Trust recognises that if we do not address sustainability as an issue we are contributing to climate change which has a detrimental effect on health and well being. We are committed to embedding sustainability across our organisation as part of our ongoing efforts to offer excellent clinical care and improved NHS environments.

Since the creation of the Trust Carbon Management Plan in 2009 and through ongoing work with partner organisations we have continued to reach our energy and carbon reduction targets. Our five year Carbon Management Plan is now well underway and links into the Government's Carbon Reduction Commitment Energy Efficiency Scheme (CRC-EES). New UK legislation will contribute to further reductions in carbon and by tackling sustainability head-on we will minimise our reliance on fuel, resources and materials. Patient care remains our primary focus but we realise that we must play our part and tackle the challenges of sustainability within our organisation because of the longer term impact on the health and well-being of our service users, employees, visitors and the wider community.

The Trust Board is unanimous in its commitment to work towards a low carbon NHS which is good for health. It is an opportunity not only to save our organisation money but also to help the NHS to become a sustainable, high-quality healthcare service.

Judy Wilson
Chief Executive

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2. Background

For some time there has been a strong scientific consensus that the effects of climate change on climate and financial stability, as well as public health, are already being seen. These effects will increase significantly if concerted action is not taken soon. At the same time there are finite natural resources available to an increasing global population. The NHS as a whole has an important role to play in tackling Climate Change as it is responsible for 25% of the total public sector carbon emissions and 3.2% of the total carbon emissions in England.

The UK Government recently introduced a range of legislation and other drivers to encourage public sector organisations to take action to reduce their carbon impact. The Climate Change Act 2008 introduced for the first time statutory targets to reduce **the UK's** carbon emissions by 34% by 2020, 64% by 2030 and 80% by 2050, while the NHS Carbon Reduction Strategy for England requires the Trust to develop a Sustainable Development Management Plan to identify a clear strategy for tackling these significant challenges.

The Mayor of London has a vision that the city will be recognised as a world leader in improving the environment. He is focusing on realising this vision through new programmes for improvement and ongoing efforts to encourage everyone to get involved and work together. The Mayor has committed to reduce **London's carbon emissions by 60%** from 1990 levels by 2025. London NHS Trusts will play a major role in helping to achieve the M**ayor's** target. Emissions generated from work places are roughly 45% of the London total emissions output. NHS organisations have the greatest scope to influence surrounding communities, improve or generate healthy green spaces and contribute to a reduction in waste and increased recycling.

Since 2007**, NHS England's C**arbon Footprint has risen from 18 to 21 million tonnes of CO2e (MtCO2e). New figures published by the NHS Sustainable Development Unit (SDU) indicate that 59% of the emissions generated from the NHS arise from procurement, 24% from

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building energy and 17% from travel. The 2020 target has been adjusted following the rise in carbon use increasing the required reduction over the 1990 baseline from 26% to 34% as represented in the NHS England carbon footprint graph below.
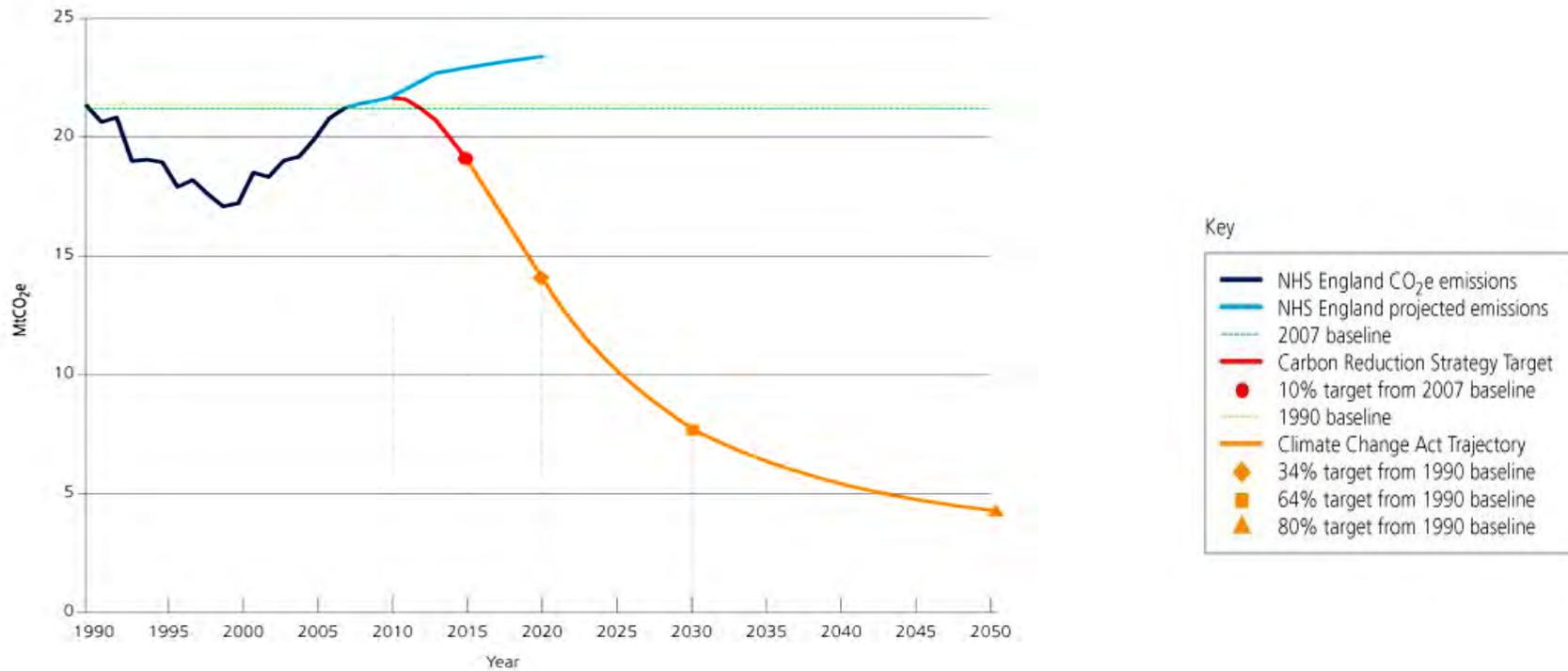
NHS England Carbon Footprint

Figure 1: NHS England CO$_2$e emissions from 1990 to 2020 with Climate Change Act targets
(Ref: *SDU, NHS Carbon reduction update, 2010*)

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3. What is sustainability?

The term sustainability refers to delivering economic viability, environmental performance and social well-being. Only when all three elements are balanced together is an organisation truly sustainable.

Sustainable development refers to our commitment to meet the needs of the present without compromising the needs of future generations. Sustainable development considers energy efficiency, carbon reduction, recycling and also ensuring social justice and equity, by integrating environmental, health, social, political and economic issues into decision making for all to benefit. Sustainable development is the framework within which carbon emissions will be reduced.
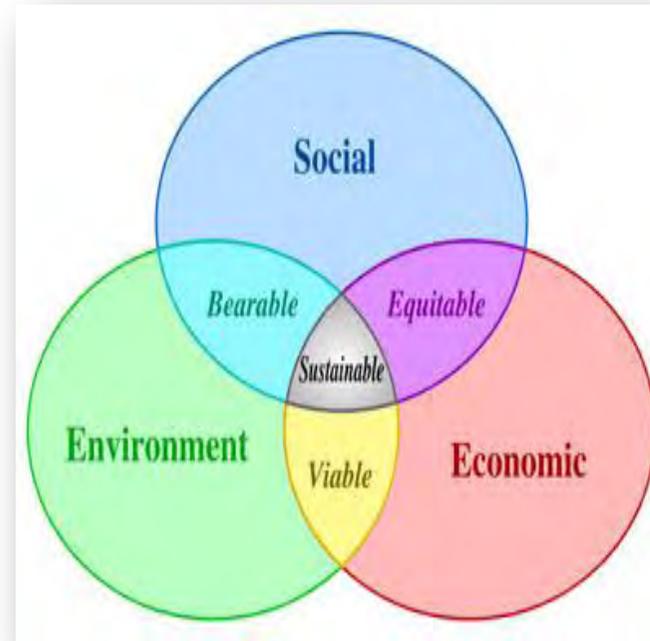

Figure 2: Sustainable development comprises of 3 key dimensions Social, Environment and Economic elements (REF: The Future of Sustainability, IUCN Renowned thinking meeting, January 2006)

"Achieving sustainability will enable the earth to continue supporting human life as we know it"

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4. Sustainability in the NHS

As the largest single organisation in the UK the NHS has huge purchasing power and is responsible for major consumption of resources. Working towards becoming a sustainable organisation will impact on health outcomes, Public health, reducing health inequalities and sustainable development, all of which are linked to each other. Increases in human conditions such as obesity, diabetes, asthma and heart disease are in part caused by adverse environmental factors such as poor air quality, poor quality food, over-reliance on cars, and badly-designed environments which limit opportunities for physical activity. Mental health and health inequalities are also linked to these factors.

The link with sustainable development and health can be described on three levels:

The impact of the built environment on health – ensuring the focus of planning and design decisions helps us lead physically active lives, reduces reliance on cars, reduces food miles, reduces social isolation and fear of crime, improves housing quality, increases the energy efficiency of buildings and reduces fuel poverty, reduces cardiovascular disease and other health risks from cold or damp conditions

Environmental and health inequalities – everyone has a right to live and work in a health promoting environment. Disadvantaged communities are more likely to experience poor quality environments through air pollution or lack of access to green space

The positive effects of nature on health – Walking in gardens and green spaces can have a positive effect on mental health, mood and well being. Physical activity such as green exercise activities increase social contact by using green space further contributing to children's development and assisting with recovery from surgery or illness.

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At a national level the UK **government's strategy for sustainable development 'Securing the Future' and the Department of Health's strategy 'Taking the Long Term View' are both major public health policies which provide a mandate for the NHS to engage in s**ustainable development. The strategies focus on four areas:

Sustainable development and production – using fewer material goods, using locally produced goods and services, minimising waste and maximising energy efficiency.

Climate change and energy – encouraging low carbon lifestyles and travel habits, investing in energy from sustainable sources, using the most energy efficient goods and services.

Protecting natural resources and environment – air, water, soil and biological resources.

Creating sustainable communities – green spaces and access to nature, land use planning and public spaces, transport, cycle lanes, recreational facilities, social support networks, accessible low cost food - and a fairer world – reducing health and other inequalities.

The UK Government strategy for sustainable development identified the five principles of sustainable development.
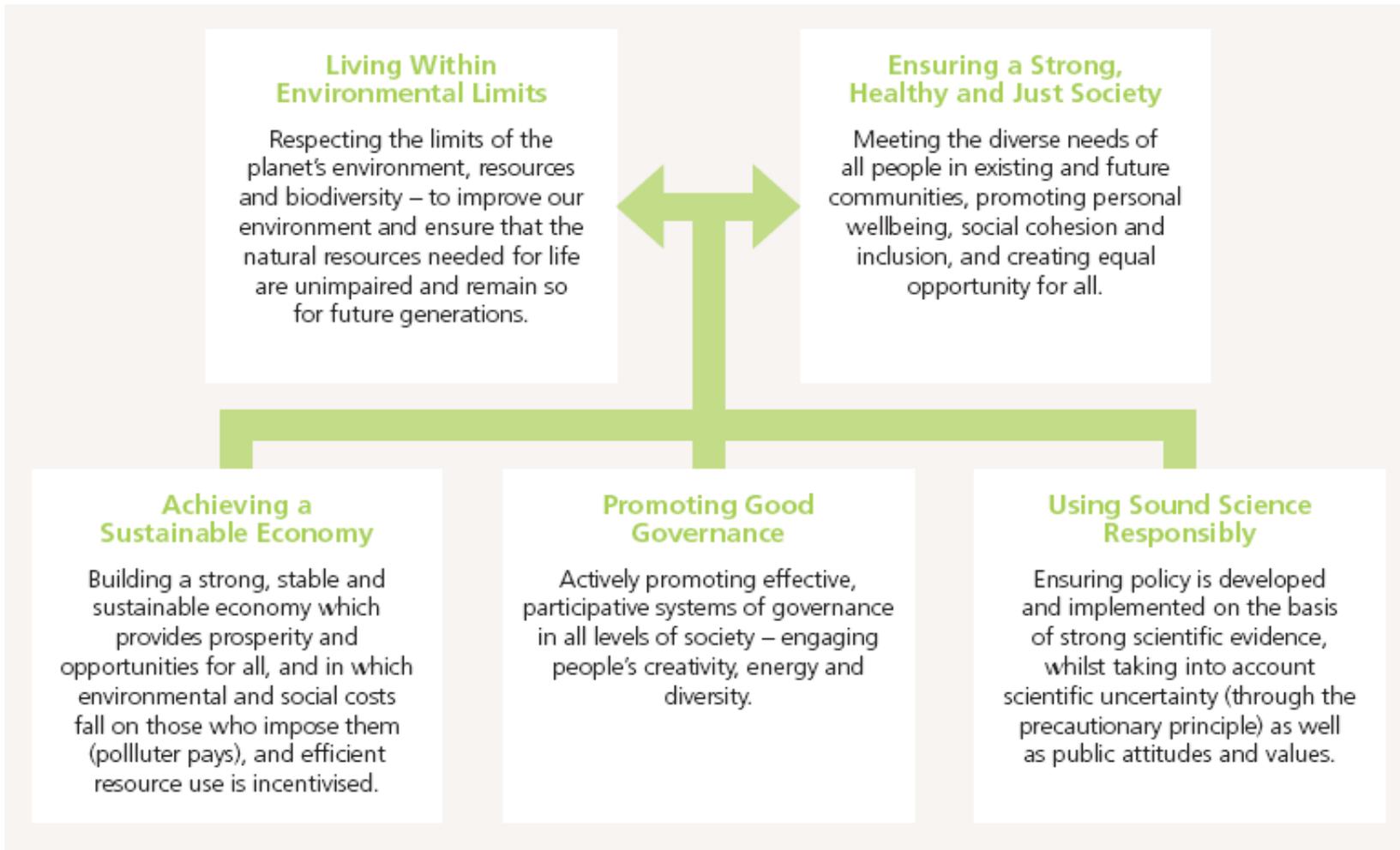
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Living Within Environmental Limits

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 (pollluter 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 attitudes and values.

Figure 3: Five principles of sustainable development
(Ref: *Securing the Future, UK Government strategy for sustainable development, 2005*)

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These five principles of sustainable development are the foundation upon which the Trust will move forward by considering them in strategic, commercial and operational decisions.

Sustainable development is often referred to as good corporate citizenship. This refers to **using the Trust's corporate powers and** resources in ways that benefit rather than damage the social, economic, and physical environment in which we all live. The Trust acknowledges how positive behaviour **can make a big difference to people's health and to the wellbeing of society, the economy and the** environment.

Behaving as a good corporate citizen can save money, benefit the population health and can help reduce health inequalities. Many measures that improve health also contribute to sustainable development and vice versa.

An important part of being a good corporate citizen is to understand what it means to become a low carbon NHS organisation. In such an organisation carbon literacy, carbon numeracy and carbon governance are regarded almost as highly as quality of care, patient safety and financial balance.

5. South West London & St George's Mental Health NHS Trust sustainable commitments

Realistic, measurable targets have been set for each theme and an action plan has been developed to facilitate delivery. The high level policy commitments made by the Trust for each of the themes are as follows:

5.1 Energy and Carbon Management
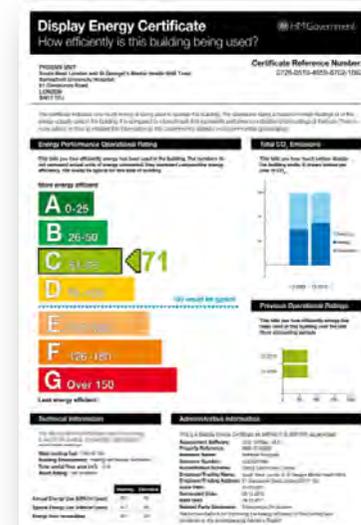
Our commitment:

- Reduce our energy consumption and green house gas emissions.
- Regularly monitoring our energy consumption in conjunction with our existing carbon management and carbon reduction project plan.
- Successfully identify and deliver opportunities for energy efficiency and where feasible introduce low carbon technologies and renewable energy sources.
- Help staff to take responsibility for energy reduction measures within their departments

How will we achieve it?

- Regularly record and monitor our consumption to better understand our energy use
- Install gas and electricity metering, and building management systems across the Trust
- Ensure robust assessment methods and detailed feasibility studies are conducted with all energy efficiency projects
- Help staff to understand energy efficiency by providing the tools and know how necessary to empower employees

How will we measure it?

- Annual Kilo Watt Hours consumption
- Tonnes CO2 generated annually
- Direct and indirect emissions within the locations where the Trust operates.

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5.2 Procurement and Food

The Trust is committed to minimising waste and will consider whole life costs in its procurement of goods, works and services. We will work to embed sustainability into our processes and those of our suppliers.

Our commitment:

- Ensure sustainable goods, services and products are sourced on behalf of the Trust
- Work with suppliers to improve sustainability and ensure low carbon procurement
- Promote ethical food and sustainable nutrition

How will we achieve it?

- Establish our procurement baseline using scoping tools to identify procurement opportunities
- Evaluate environmental and sustainability in all goods and service tenders
- Work with suppliers who are environmentally aware and hold the relevant accreditations
- Raise awareness and develop internal skills within procurement to enable positive change

How will we measure it?

- Volumes of pharmaceuticals prescribed
- Volumes of waste e.g. clinical and recycling
- Food waste monitoring

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5.3 Transport and Access

The Trust is committed to developing and regularly reviewing a comprehensive sustainable travel plan to minimise, where possible, carbon emissions arising from travel by staff, patients and visitors.

Our commitment:

- Reducing carbon emissions from staff, patient and visitor travel
- Reduce carbon emissions from fleet, grey fleet and business travel
- Promote public transport, green travel initiatives and schemes

How will we achieve it?

- Develop our transport plan to incorporate sustainable travel
- Phase out inefficient forms of transport and replace with low carbon alternatives
- Ensure public transport is full utilised, improved travel facilities and **commit to London's** wider travel strategy

How will we measure it?

- Monitor forms of transport, fuel types and distance travelled
- Produce annual travel information and data
- Questionnaires and data collection from Trust staff, patients and visitors
- Monitor green travel take up

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5.4 Water

The Trust is committed to monitoring and reviewing the consumption of water and is committed to ensuring more efficient use of water across the organisation.

Our commitment:

- Implement water metering, monitoring and leak detection where feasible
- Reduce our water consumption using water efficient technologies
- Consider water efficiency with all maintenance, refurbishment and new build projects
- Report on water consumption annually

How will we achieve it?

- Install water saving devices as standard into building projects
- Influence users, patients and visitor towards water efficiency
- Provide knowledge and support to drive water efficient behaviour change

How will we measure it?

- Water consumed in cubic metre's and CO2 annually
- Water used per person per year

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5.5 Waste

The Trust is committed to minimising waste where possible and increasing the proportion of its waste which is recycled.

Our commitment:

- Monitor waste streams and ensure compliance with waste legislation
- Ensure waste is managed legally, effectively and cost efficiently
- Meet waste reduction targets as a minimum and where viable reduce waste further

How will we achieve it?

- Assess and divert existing waste streams to increase recycling where feasible
- Encourage paperless offices and other waste reduction indicatives
- Work with waste collection teams and improve staff's understanding of the Trust's waste issues

How will we measure it?

- Regularly audit sites and buildings
- Review data provided by contractors
- Measure waste
- Monitor waste streams and waste to land fill

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5.6 Designing the Built Environment

The Trust will consider all relevant sustainability issues in the design and operation of both new and refurbished buildings while ensuring all buildings are managed in a manner that is fully compliant with the requirements of the sustainability agenda.

Our commitment:

- Ensure all new builds costing over £2 million achieve BREEAM "Excellent" **ratings** and all refurbishments achieve a "Very Good" rating under BREEAM Healthcare.
- Design to encourage sustainable developments and low carbon use in every fabric and function of our built environments
- Design all building to be energy resilient by prioritising energy reduction to meet 10% reduction by 2015, and 34% by 2020, 64% from 1990 levels
- Integrate low carbon technology and where feasible implement renewable technologies
- Integrate sustainable and low carbon tools into departments involved with the Trusts buildings and estates

How will we achieve it?

- Project teams will appoint a qualified BREEAM assessor to ensure sustainable compliance when necessary
- Design sustainability in early project specifications, briefs, contract and tender documents
- Aim to achieve at least average emissions ratings for our newer buildings buildings using Building Management Systems

How will we measure it?

- BREEAM (Building Research Establishment Environmental Assessment Method) ratings for new builds and refurbishments
- Use internal and external building energy and low carbon assessments

5.7 Organisational and workforce development

The Trust is committed to demonstrating sustainable leadership involving all levels of management and staff, while reinforcing this in job descriptions and training to ensure that all staff have both the understanding and motivation to embrace this commitment.

Our commitment:

- Integrate sustainability roles and responsibilities into all levels of management and staff
- Become sustainable through a range of organisational development initiatives and schemes

How will we achieve it?

- Supporting staff to adopt more sustainable ways of working which will deliver benefits to patients and the community
- Ensure sustainability is a standard agenda item within the Trust
- Included sustainability in work force training and development
- Support staff to use Information and Communication technologies to achieve further carbon reduction

How will we measure it?

- Encourage staff to generate ideas for improving sustainability within the Trust and reporting regularly upon them.

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5.8 Partnerships and Networks

The Trust is committed to working with key partners and other local, regional or national stakeholders to develop the effective implementation in the journey to becoming a sustainable organisation.

Our commitment:

- Work in partnerships, share knowledge and learning with neighbouring organisations
- Lead on sustainable development and be an exemplar to other sectors and organisations

How will we achieve it?

- Remain an integral part of our regional and local partnership networks
- Utilise specialist advice from the NHS Sustainable development unit (SDU), department of health and other specialist organisations
- Maintain networks with local councils, Transition Tooting, NHS carbon reduction leads and others concerned with sustainability

How we will measure it?

- Participation in carbon reduction and sustainability groups meetings
- When feasible commit to trials on new technology, schemes and report our findings to partners

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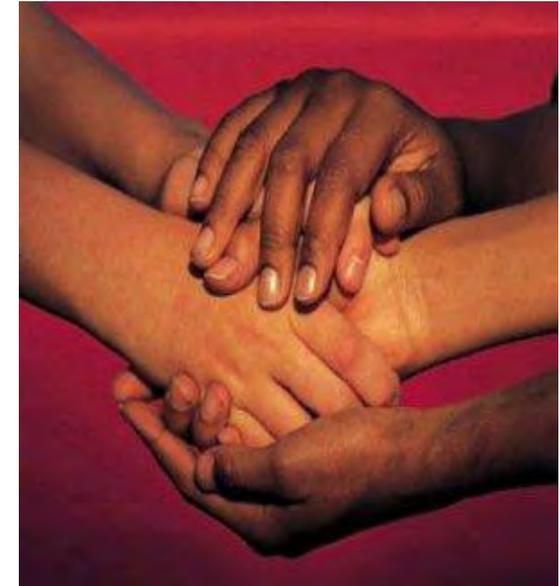
5.9 Governance

The Trust is committed to complying with all relevant legislation and policies including the prevention of pollution and protection of the natural environment. The Trust is committed to embedding sustainability within its operations and to monitoring performance as part of quality standards.

Our commitment:

- Continue to be part of the NHS Good Corporate Citizen Assessment Model
- Produce a board approved sustainable development management plan which set out milestone targets to monitor and measure carbon emissions
- Set our targets and trajectories to meet the government Climate Change Acts targets

How will we achieve it?

- Continue with our Good Corporate Citizen Assessment annually and improve year on year
- Review and update the organisations sustainable work streams document so the Trust can continue to improve
- Manage the operational aspects of delivering the sustainability plan

How will we measure it?

- Report on the Trust's sustainability transition against the sustainability plan
- Include sustainability reporting into regular reports

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5.10 Finance

The Trust is committed to embedding carbon reduction in financial mechanisms and to identify and develop opportunities for financial efficiencies arising from carbon management via implementation of improved electronic system

Our commitment:

- Embed carbon reduction and sustainability in our financial mechanisms
- Take advantage of schemes which support investment in energy efficient initiatives
- Develop carbon literacy with finance using guidance from the department of health and the NHS sustainable development unit

How will we achieve it?

- Monitor the organisations financial exposure to changes in the governments Carbon Reduction Commitment Energy Efficiency Scheme (CRC-EES), improve monitoring via implementation of improved electronic systems and reporting tools
- Ensure sustainable development is managed in line with financial commitments and policy
- Regularly review the financial aspects of the Trusts carbon management projects and provide financial input to maximise carbon and energy performance
- Apply methodologies such as MAC curve (marginal abatement cost curve) to monitor advantages and disadvantages

How will we measure it?

- Include annual carbon reduction/sustainability reporting into regular reports
- Include the financial aspects linked to the carbon reduction commitment energy efficiency scheme in annual reports

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6. Monitoring and Measuring Sustainability

Without accurate measuring and monitoring organisations will find sustainability and carbon reduction difficult to monitor. Regular feedback and reporting will become standard practice within the Trust, automated metering and monitoring will play a critical role in allowing the Trust to monitor real time energy consumption and eradicate estimated billing, and further allow the Trust to react early to any potential utility wastage thus contributing to maintaining our organisation carbon and energy reduction commitments.

We will also utilise a number of schemes and UK accredited organisations to aid the Trust in monitoring our sustainable aspects and impacts consisting of:

- Carbon Trust
- Sustainable Development Unit
- CRC
- BREEAM (Healthcare)
- 10:10
- ERIC Returns
- Good corporate citizen model (sustainable development commission)

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7. Conclusion

Climate change is one of the greatest threats to our health and well-being. Regular occurrences of flooding, droughts, adverse weather conditions and a series of natural disasters affect how we live our lives and are clearly a sign that our existing eco system and global infrastructure is under significant strain. South West London and St George's Mental Heath NHS Trust embraces the challenges that sustainability presents.

The benefits of well designed sustainability projects will more than offset the upfront costs, but we will calculate and plan our next steps to realise these benefits and ensure we remain on route to achieving our targets.

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