

PUBLIC BOARD PAPER HA10/046 MEETING – 27 May 2010

Details of the Paper

Title	NHS South Central Carbon Reduction Management Plan
Director Lead	John Newton, Regional Director of Public Health
Purpose of the paper	To provide evidence that the SHA is compliant with obligations under the Climate Change Act, has systems in place to meet adaptation reporting requirements and is committed to achieving the NHS Carbon Reduction Strategy through leadership of the system and by monitoring progress towards reducing carbon emissions
Action / decision required (e.g. note, approve, endorse)	The Board is asked to: <ul style="list-style-type: none"> a. approve the carbon reduction management plan thereby providing a mandate for further work across NHS South Central b. note the aims of and terms of reference for the NHS South Central carbon reduction network, outlined at appendix 1 c. note that an overview of NHS engagement in and progress towards the target to reduce carbon emissions by 10% by 2015 will be included twice yearly in performance reports to the SHA Board

Links to SHA Business and Risks

Area of SHA operations to which the paper relates (please mark in bold)					
Staying Healthy	Children & Young People	Long Term Conditions	Mental Health	Acute Care	Planned Care
Maternity & Newborn	End of Life Care	SC NPfIT	System Reform	Business As Usual	Other
Links to SCSHA 2010/11 Annual Plan (please complete)					
Annual Plan 2010/11 Objective	7.3 All NHS organisations publish sustainability / carbon reduction management plans to reduce their costs and carbon footprint				

Links to SCSHA Risk Register / Board Assurance Framework (please provide details of the risks associated with the subject of this paper):	
Risk Register References	7.3.1 and 7.3.2
Risk Descriptions	<ul style="list-style-type: none"> NHS organisations do not take sufficient action to reduce carbon emissions and fail to achieve the national 10% target by 2015 Carbon reduction is not seen as a priority by the SHA and insufficient resource is allocated to drive this agenda
Links to the NHS Constitution (please detail relevant patient or staff right/pledge as appropriate)	
This paper contributes to the long term sustainability of the NHS in the provision of services and maintenance and improvement of health and well-being	

Implications

Financial and resource implications / impact
No additional resources are involved above existing commitment/exposure. Carbon reduction will contribute to cost improvement programmes and improved management of natural resources. The SHA will need to identify appropriate resource from within the existing workforce to manage the programme of work.
Legal implications / impact
The NHS Carbon Reduction Strategy will contribute to compliance with Climate Change Act 2008
Equality and Diversity implications / impact
Specific outputs from the NHS South Central carbon reduction management plan will be subject to an equality impact assessment and sustainability appraisal to ensure they support the equality and diversity agenda
Partnership working and public engagement implications / impact
The NHS South Central carbon reduction management plan, when approved, will be shared and discussed with regional and local partners. Progress reviews, sharing of best practice and regular communications will be managed through NHS South Central carbon reduction network

Other

Author of Paper
Liz Steel, Head of Public Health
Presenter of Paper
John Newton, Regional Director of Public Health
Other committees / groups where this paper / item has been considered
NHS South Central carbon reduction network South Central SHA Senior Leadership Team
Date of Paper
14 May 2010

CARBON REDUCTION MANAGEMENT PLAN

1. PURPOSE

- 1.1. NHS organisations across South Central recognise the need to make best use of natural resources, are committed to delivering the NHS Carbon Reduction Strategy and aim to achieve or exceed a 10% reduction in carbon emissions by 2015. The health, societal and financial benefits of adopting a sustainable approach to energy management and carbon usage are sufficiently well recognised that every NHS organisation has identified a carbon reduction lead to work on this agenda. This management plan provides a framework for securing the commitment of NHS South Central organisations to achieving the 10% target and a coherent approach to reducing greenhouse gas emissions.

2. BACKGROUND

- 2.1 This management plan reflects the requirements of the Climate Change Act 2008, builds on the national NHS Carbon Reduction Strategy, 'Saving Carbon, Improving Health'¹ launched in January 2009; good practice being adopted by the public sector; the climate change projections² and the Government's call for a £60 million reduction in energy used by the NHS.
- 2.2 The NHS Carbon Reduction Strategy establishes that the NHS should reduce its 2007 carbon footprint by 10% by 2015. It sets out key carbon reduction commitments and timeframes for NHS organisations. The strategy also supports the Climate Change Act requirement of a 34% reduction of carbon emissions by 2020 and 80% reduction by 2050, against a 1990 baseline. The major impact of this legislation is that eligible NHS organisations are required, from April 2010, to join the Carbon Reduction Commitment Energy Efficiency Scheme³; a new, mandatory, energy saving and carbon emissions reduction scheme for the UK. It requires the current level of growth of emissions to be curbed, the trend reversed and absolute emissions reduced. Interim NHS targets may need to be met and, if necessary, exceed the national targets.
- 2.3 The Audit Commission assesses all NHS organisations on their use of resources and requires evidence that systems are in place to:
- understand and quantify the use of natural resources
 - manage performance to reduce impact on the environment
 - manage environmental risks, working effectively with partners
- 2.4 NHS organisations' Statements of Internal Control require compliance with climate change adaptation reporting to meet the requirements of the Climate Change Act 2008. It is expected that every NHS organisation has undertaken a risk assessment and has a Board approved carbon reduction management plan that accords with emergency preparedness and civil contingency requirements based on the climate projections. NHS South Central must be fully compliant by 2011/12,

¹ Saving Carbon, Improving Health: NHS Carbon Reduction Strategy For England available on www.sdu.nhs.uk

² DEFRA Climate Change projections available on <http://ukclimateprojections.defra.gov.uk>

³ Energy Efficiency Scheme: <http://www.environment-agency.gov.uk/business/topics/pollution/>

with plans and projections in place, if it is to meet legally binding climate change targets and demonstrate resilience.

- 2.5 Evidence is available that carbon saving measures relating to building energy usage, travel plans, procurement and waste management will save the NHS £180 million per year⁴. Organisations in NHS South Central could release approximately 10% of this sum, i.e. £18 million per year. More efficient energy usage would contribute over £6 million of savings annually, improved pharmaceutical supply chain management and reduced drug wastage could save a further £8 million annually NHS Sustainable Development Unit (SDU) has launched the Procuring for Carbon Reduction programme (P4CR)⁵. The P4CR programme is designed to help procurement staff reduce carbon emissions from their sector by understanding the carbon impact of what they buy, use and waste and helps them procure more sustainably. This and other SDU initiated tools are helping NHS leaders, managers and staff to plan and commission models of care and non-clinical support services more cost effectively.
- 2.6 Environmental considerations play a significant role in causing health inequalities. The Sustainable Development Commission (SDC) report⁶, entitled *The key to tackling health inequalities*, states that food, transport, green space and the built environment are all factors that can narrow or widen the health gap between rich and poor communities. The work was carried out as a contribution to the Marmot Review.
- 2.7 The legislation, Audit Commission requirements, SDC and SDU guidance have informed the NHS South Central carbon reduction management plan.

3. MANAGEMENT PLAN 2010 to 2013

- 3.1 Every NHS organisation in South Central should commit to the following action:
- a. Develop a sustainable development management plan, or, as a minimum a carbon reduction management plan, which reflects the NHS Carbon Reduction Strategy. All plans should be in place by November 2010 and organisations prepared to report progress to their Boards and in their Annual Reports.
 - b. Establish 2007 baselines, set a trajectory to achieve or exceed the 10% carbon reduction target by 2015, submit regular estates and facilities services data via the 'Estates Return Information Collection' (ERIC) data system. The SHA will chart reductions over time for each NHS organisation in NHS South Central and report to the SDU. Assistance with carbon calculation is available from various providers.
 - c. Appoint a Board champion to lead the carbon reduction effort and ensure Board level commitment to sustainable development and the carbon agenda.
 - d. Establish an internal carbon reduction, sustainable development or other suitable management group of carbon champions to establish and maintain the

⁴ Saving Carbon, Improving Health Update, February 2010: http://www.sdu.nhs.uk/page.php?page_id=163

⁵ Procuring for Carbon Reduction Programme : http://www.sdu.nhs.uk/page.php?page_id=159

⁶ Sustainable Development Commission report, "The key to tackling health inequalities: <http://www.sd-commission.org.uk/publications.php?id=1053>

energy and profile of the corporate commitment to carbon reduction over the long term.

- e. Focus initially on direct energy use, reducing drug wastage, waste management, travel planning and procurement as areas liable to generate quick returns on effort and investment.
- f. Undertake a risk assessment of existing services and premises in respect of climate change projections produced by Department for Environment, Food and Rural Affairs (DEFRA) (UKCP09) and test emergency procedures and preparedness in respect of the identified risks.
- g. Contribute to the NHS South Central carbon reduction network and its associated work programme to reduce carbon emissions and share good practice.
- h. Use the SDU carbon reduction guidance and support materials which are accessible via its website www.sdu.nhs.uk
- i. Consider completing the online Good Corporate Citizenship Assessment Model Version 2 (www.corporatecitizen.nhs.uk), which contains information on sustainability divided into six areas: transport, procurement, facilities management, employment and skills, community engagement and new buildings. This resource helps NHS organisations identify how they can embrace sustainable development and tackle health inequalities through their day to day activities. By operating as good corporate citizens NHS organisations can benefit from a healthier local population, improved staff morale, better productivity, faster patient recovery rates and financial savings.

3.2. South Central Strategic Health Authority has committed to the following actions:

- a. Provide leadership, advice, information and support to NHS South Central organisations, through the NHS South Central carbon reduction network whilst monitoring progress and ensuring sustained commitment to the 10% carbon reduction target and delivery of this management plan.
- b. Commit to the actions outlined in section 3.1 above, including identifying new ways of working, such as greater use of information technology to reduce business mile, improved energy and waste management.
- c. Develop knowledge of and support leadership in sustainable development through low-carbon healthcare by enabling the use of the 'Fit for the Future' training materials provided by the NHS SDU.
- d. Work with education providers and Human Resource Directors across NHS South Central to embed the subject in education curricula, relevant job profiles, staff objectives and appraisals.
- e. Liaise with regulatory bodies, regional partners and local authorities to ensure a coherent approach is taken to the use of natural resources. All opportunities for partnership working on sustainability and sharing resources will be explored through the 'Total Place' approach. Advice and challenge on sustainability will

be offered by the Health Sounding Board to the new South East England Partnership Board as it develops a single regional strategy, which will bring together the South East Plan and Regional Economic Strategy.

- f. Ensure PCT commissioners and Trusts, as part of the assurance and accountability process, report regularly on progress to the SHA in accordance with monitoring requirements set out in section 3.5 of this plan.
- g. Actively develop the prominence of carbon reduction management and factor opportunities into the 'Shaping the Future' programme of work.
- h. Review PCTs' Statements of Internal Control to monitor compliance with adaptation and emergency preparedness as required by the Climate Change Act 2008 and advise action as necessary.
- i. Represent the NHS South Central community on multiagency, inter-governmental climate change partnerships in the South East region and be a pivotal point for dissemination of good practice and key information. This may involve contributing to a 'Carbon Accord' with regional partners, including Government Office for the South East (GOSE), DEFRA and the South East England Development Agency, which commits the NHS to a partnership, process and integrated work programme that will develop a low carbon economy.

3.3 NHS commissioners will commit to the following actions:

- a. Review their local position in relation to section 3.1 above and commit to the actions outlined.
- b. Establish climate change initiatives with its service providers and local authorities, using local area agreements and local strategic partnerships as the main vehicles for change. There are opportunities to build on proven good practice such as more efficient fleet management and sustainable local procurement initiatives.
- c. Establish a working group that takes forward a consistent and collaborative approach to 'Commissioning for Sustainable Development', using the SDU framework.
- d. Reflect their commitment to carbon reduction in their commissioning plans and access the NHS South Central innovation fund to support specific projects.
- e. Include a carbon reduction requirement in service agreements with health care providers and relevant provider supply chain contracts that set out expectations or standards relating to sustainability or carbon reduction. The requirement should include the expectation that providers will:
 - undertake a risk assessment of facilities and services, as recommended by DEFRA, liaising appropriately with NHS Estates and their PCT emergency planning lead.
 - make such adaptations and preparations as are necessary to ensure business continuity during extreme weather conditions.

- factor national policy that supports carbon reduction and climate change adaptation into models of care and any service and supply chain redesign processes.

- a. Given the potential savings in cost and carbon emissions:
 - Register, if eligible, for the European Union Emissions Trading System⁷ and Carbon Reduction Commitment Energy Efficiency Scheme⁸
 - collate information for input to the Estates Return Information Collection (ERIC) data system and monitor sub-metered energy usage/emissions, if sub-metering has been installed (building energy usage contributes 24% of NHS carbon footprint)
 - develop a green travel plan for staff (travel and transport contributes 17% of NHS carbon footprint) by promoting active travel (walking, cycling), public transport and lift sharing schemes with an aim to minimise single occupant car journeys
 - review, record and reduce staff business miles used through new ways of working.

3.4 NHS Providers: NHS Trusts, including NHS Foundation Trusts and other providers, will commit to the following actions:

- a. Review their local position in relation to section 3.1, commit to the actions outlined and consider, where reasonably appropriate, additional measures to reduce carbon emissions.
- b. Undertake requirements agreed with commissioners at a local level, including those listed in section 3.3e above and any flagship projects adopted within the healthy system
- c. include a carbon reduction requirement across all supply chain contracts from 2011/12 that are consistent with or exceeding the national NHS carbon reduction targets.
- d. Work with commissioners, businesses and local public sector organisations to ensure that clinical pathways and joint schemes reflect low carbon good practice.
- e. Take part in a benchmarking exercise to compare carbon indicator scores, which are based on carbon emissions due to water use and disposal of waste (sewage production, high temperature disposal, landfill disposal, non-burn treatment and waste recovery/recycling).
- f. Given the potential savings in cost and carbon emissions:
 - Register, if eligible, for the European Union Emissions Trading System⁹ and Carbon Reduction Commitment Energy Efficiency Scheme¹⁰
 - participate in the 'Procuring for Carbon Reduction Programme' outlined in Section 2.5 (procurement contributes 59% of NHS carbon footprint)

⁷ Emissions Trading System: <http://www.decc.gov.uk/en/content/cms/consultations/smallemit/>

⁸ Energy Efficiency Scheme: <http://www.environment-agency.gov.uk/business/topics/pollution/>

⁹ Emissions Trading System: <http://www.decc.gov.uk/en/content/cms/consultations/smallemit/>

¹⁰ Energy Efficiency Scheme: <http://www.environment-agency.gov.uk/business/topics/pollution/>

- collate information for input to the ERIC data system and monitor sub-metered energy usage/emissions, if sub-metering has been installed (building energy usage contributes 24% of NHS carbon footprint)
- consider what waste products are being sent for landfill and examine ways in which the production of this waste can be reduced
- continue to examine ways of improving levels of waste recovery and recycling
- develop a green travel plan for staff, patients and visitors (travel and transport contributes 17% of NHS carbon footprint) by promoting active travel (walking, cycling), public transport and lift sharing schemes with an aim to minimise single occupant car journeys
- review, record and reduce staff business miles used and fleet mileage through new ways of working and more efficient fleet management respectively
- ensure that all services provided or commissioned by the organisation have been reviewed in a travel plan

3.5 Raising Awareness and Developing Understanding

- a. The NHS in South Central has progressively raised the profile of NHS carbon reduction with staff and public sector partners. Each NHS organisation has identified a senior member of staff to lead on sustainable development and/or carbon reduction. These leads need support and an NHS South Central carbon reduction network has been established to encourage, inform and support these leads. The network's terms of reference are attached at Appendix 1.
- b. South Central SHA, in collaboration with South East Coast SHA and GOSE, organised a successful South East regional workshop held in May 2009. Links have since been established and now need strengthening with regional and local partners, such as the South East Pathway to Zero Waste, procurement agencies and local strategic partnerships. Local area agreements offer a vehicle for local engagement, more efficient resource management and delivery.
- c. The need to raise and maintain the profile of carbon reduction is a central part of this management plan. All NHS organisations should consider undertaking the good corporate citizen assessment model from which to develop their marketing and engagement strategy. The aim should be to inform staff, patients, visitors and the general public about how, by reducing carbon emissions and becoming more sustainable, they can become healthier and save the NHS money.
- d. The awareness and understanding of the health and financial benefits of sustainable healthcare services, effective energy and waste management, travel planning and efficient procurement will need to be persistent and should form a major task for communications leads in NHS organisations. The NHS South Central carbon reduction network will assist with this process.

4. GOVERNANCE ARRANGEMENTS

4.1 Accountability

The Regional Director of Public Health (RDPH) is the senior responsible owner for the NHS South Central carbon reduction project. As sustainable development is a

main theme within the South East England Health Strategy, the RDPH will ensure that the Health Strategy programme board is appraised of progress against delivering the NHS South Central Carbon Reduction Strategy. However, formal accountability is to the SHA Board

A NHS South Central carbon reduction network has been established. The network will be chaired by a PCT Director and supported by the SHA. The network comprises nominated 'carbon leads' from all NHS South Central organisations including the procurement hubs. Formal partnership links will be established with other public sector organisations and major commercial contributors to the NHS supply chain. Membership of the network will be extended in due course to reflect partnership working.

4.2 **Project Planning**

The carbon reduction project will be led and co-ordinated by the SHA's Head of Public Health. Workshops will be held with members of the NHS South Central carbon reduction network to identify the priorities for action, to develop a collaborative work programme, to review progress against agreed outputs and milestones and to plan future workstreams.

4.3 **Monitoring and Reporting**

- a. South Central SHA will collate qualitative and quantitative information, against a set of key performance indicators, from every PCT and NHS Trust. It will monitor and report to the SDU on organisational and regional trajectories towards the 10% carbon reduction by 2015, from a 2007 baseline, in line with national reporting requirements. This data and analysis will be critical if the NHS is to meet the mandatory governmental targets for climate change of 34% by 2020 and 80% by 2050.
- b. The SHA will submit the collated information twice yearly to the SDU to inform a national summary for the NHS Operational Board.
- c. The six monthly submissions for 2010/11 will initially cover process measures and ERIC data for energy, waste and water. There is an aspiration to develop further measures that will be representative of all elements of the NHS carbon footprint. The monitoring of business mileage and patient transport miles will be monitored in future years. Over the next two to five years procurement emissions will also be monitored as the data becomes available and sufficiently reliable.
- d. Reports providing an overview of NHS engagement in and progress towards the target to reduce carbon emissions by 10% by 2015 will be reported annually to the SHA Board.

4. **CONCLUSION**

- 4.1. Carbon reduction needs a whole organisation and whole system commitment and approach. Over time the changes required to make deeper cuts to carbon emissions will need to involve staff from all parts of the NHS especially front line clinical staff. Carbon reduction therefore will need to be an integral part of the

service and business planning process. It should be congruent with national policy such as care closer to home, better use of IT, empowerment through self-care, prevention and improved procurement, energy and supply chain management. It should be entirely consistent with the radical changes being driven through the 'Shaping the Future' programme to improve quality, innovation, productivity and prevention. It should also fit with relevant legal, regulatory and performance frameworks.

- 4.2. This management plan represents a system wide commitment to carbon reduction. It has been discussed with the NHS South Central carbon reduction network and shared with the SHA's Senior Leadership Team. It will be shared with Chief Executives, Chairs, PCT Directors of Public Health and Commissioning and discussed in various forums with regional and local partners. It will become the platform for further sustainable development initiatives across NHS South Central. In the medium and long term, it will delivery health benefits and enhance the reputation of the NHS

May 2010

NHS South Central Carbon Reduction Network Terms of Reference

1. Aims

Through collective effort, strategic planning and business processes, the network will :

- achieve the NHS target reduction in carbon emissions of 10% by 2015, based on a 2007 baseline
- work towards the national carbon reduction target of 34% by 2020 and 80% by 2050, based on a 1990 baseline
- encourage sustainable development initiatives within the NHS and with partner organisations.

The network is the main vehicle through which the NHS South Central carbon reduction management plan will be delivered.

2. Membership

Membership of the network comprises a designated lead from the:

- 9 PCTs
- 15 Trusts, including Foundation Trusts
- South Central SHA
- DH South East
- NHS procurement hubs

Representatives from other organisations are invited to attend for specific agenda topics to provide specialist advice and information.

Members are the communication link between the network and their NHS organisation, although it is understood that carbon reduction is handled by a range of individuals in any given NHS organisation.

3. Governance Arrangements

The Regional Director of Public Health (RDPH) is the Senior Responsible Owner for delivery of the NHS South Central carbon reduction management plan and has designated project management to the South Central SHA Head of Public Health.

The South Central carbon reduction network is accountable for delivery of a NHS South Central carbon reduction management plan through the RDPH to the SHA Board.

The network is chaired by a senior PCT representative and supported by the SHA Head of Public Health.

The network, through the SHA, will report six monthly to the NHS Sustainable Development Unit against an agreed performance framework and annually to the SHA Board on progress towards the 10% carbon reduction trajectory to 2015.

Programme assurance will be provided by the Audit Commission and through the independent SHA assurance process. This will ensure the programme of work fits with organisational strategy, NHS and partner expectations and realises expected benefits.

The network meets quarterly.