



Kingston Hospital
NHS Foundation Trust

Sustainable Development
Management Plan (SDMP)
Annual Board Update Report –
Performance 2018-19 and
Plan for 2019-20



Kingston Hospital
Sustaining our future

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Executive Summary

This report is intended to update the Board on the outcomes of the first year of the Trust Sustainable Development Management Plan (SDMP) and to seek approval of the second year action plans.

Section 1 outlines the outcomes of the 2018/19 action plans. Section 2 sets out the proposed plan of action to progress the goals set out within the SDMP during 2019/20. An appendix is provided to update the Board on some minor changes to the governance arrangements for Sustainability at the Trust (as per part 5 of the SDMP).



Kingston Hospital
Sustaining our future

Section 1: SDMP Outcomes from 2018/19



Energy Management Outcomes

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Target	Date	RAG	Outcome
EM1	Implement the Energy Management System (EMS).	Estates Utilities, Waste and Sustainability Manager	100% site coverage [Evidenced through output report from EMS]	January 2019	Complete	eSight implemented in April 2019. Monitoring 100% electricity, >95% gas supplies.
EM2	Develop proposed site Energy Strategy for 2022 onwards including a new Energy Centre.	Estates Utilities, Waste and Sustainability Manager	Complete Energy Centre specification ready to tender. [Evidenced through specification document]	March 2019	Complete	Outline specification held in Estates including reduced boiler capacity and 1.2MW CHP engine.
EM3	Install smart LED lighting across Esher Wing.	Associate Director of Capital Development	80% of all lighting in Esher Wing replaced with smart LED lighting. [Evidenced through completed work programme document and asset survey report]	March 2019	Complete	80% completed. Maternity works ongoing.
EM4	Carry out energy awareness campaign for all staff.	Estates Utilities, Waste and Sustainability Manager	Include energy consumption awareness promotion in Sustainable Health & Care Week. [Evidenced through communications materials sent]	July 2018	Complete	Message was included in Sustainable Health & Care Week Campaign in June 2018.





Waste Management Outcomes

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Target	Date	RAG	Outcome
WM1	Implement furniture re-use scheme.	Estates Utilities, Waste and Sustainability Manager	Zero furniture to landfill. [Evidenced through report on final destination of furniture items]	March 2019	Complete	Warp-it implemented September 2018. Saved £5.5k by March 2019. No re-usable furniture left site via the bulk skips in year.
WM2	Install additional recycling bins around the Trust grounds.	Estates Utilities, Waste and Sustainability Manager	20 additional bins deployed. [Evidenced through report of external bin locations]	March 2019	Red	The original funding request was rejected as a larger project would yield better value for money. This action to be carried forward into 5 year plan.
WM3	Encourage additional administration areas to switch to recycling.	Estates Utilities, Waste and Sustainability Manager	2 new administration areas start recycling. [Evidenced through report on new areas]	March 2019	Complete	New Orthopaedics corridor offices equipped with recycling. Orthopaedics admin now recycling. Vera Brown House and Regent Wing offices moved to centralised recycling bins by the end of the year.
WM4	Carry out waste awareness campaign for all staff.	Estates Utilities, Waste and Sustainability Manager	Increased clinical waste segregation compliance. [Evidenced through wastes mix detail in annual Waste Management Report]	March 2019	Complete	New waste poster launched on Facilities page of new intranet. Offensive Tiger waste rising – see January Annual Review from Healthcare Waste Improvement Group.

No	Action	Lead	Target	Date	RAG	Outcome
WM5	Develop new Trust Waste Policy & separate Waste Manual.	Estates Utilities, Waste and Sustainability Manager	Ratified Policy, Approved Manual [Evidenced through both documents being available to all staff via PIMs]	Feb 2019	Red	To be developed jointly with ISS under new Total Waste Management solution commencing 2019-20.



Water Management Outcomes

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Target	Date	RAG	Outcome
WAM1	Complete water supply procurement.	Estates Utilities, Waste and Sustainability Manager	Appoint new water supply and billing supplier. [Evidenced through service contract]	March 2019	Amber	Applied to use LEP framework to appoint Wave as new supplier. Take-on period will exceed deadline.
WAM2	Achieve monthly recording of all water supply meters.	Estates Utilities, Waste and Sustainability Manager	Monthly meter readings for all supplies. [Evidence through monthly meter readings record]	January 2018	Complete	Access to all meters now in place and routine monthly reads collected.
WAM3	Carry out water safety and conservation awareness campaign.	Head of Estates	Completed communications exercise [Evidenced through global emails]	March 2019	Complete	Ongoing legionella safety communications in place.



Procurement and Supply Chain Outcomes

Accountable Officer: Director of Finance

No	Action	Lead	Target	Date	RAG	Outcome
PSC1	Develop the Trust's carbon footprint model to include the impact of supplies and supply chain.	Estates Utilities, Waste and Sustainability Manager	Reduce the percentage of emissions modelled from total non-pay expenditure so that 100% is based on actuals. [Evidenced through updated carbon footprint model]	March 2019	Complete	New items will be included in 2019-20 model.
PSC2	Run cost awareness programme for ward environments aimed at reducing wastage	Head of Procurement	Staff awareness improved by 20% on baseline. [Evidenced through sustainability staff survey]	September 2019	Amber	New inventory management system due to be rolled out in 2020 will provide this capability. In the interim, we will highlight high-cost items in selected clinical areas. All product labels now include unit pricing as standard.
PSC3	Ensure environmental and sustainability considerations are included in standard procurement documentation when appropriate	Head of Procurement	100% compliance for all procurement documentation. [Evidenced through annual audit of documentation]	October 2018	Complete	These are now included where appropriate. E.g. The SSD procurement will have evaluation criteria on environmental and social value.
PSC4	Procurement policy, addressing sustainability opportunities and risks, approved by Trust Board	Head of Procurement	Publish new guidance. [Evidenced through ratified policy available on PIMs]	August 2019	Red	First draft in progress. To be circulated for comment and subject to EMC approval.
PSC5	Achieve level one of NHS Standards of Procurement (covers sustainability)	Head of Procurement	Standard achieved	September 2019	Red	Assessment scheduled for September 2019.





Building Design and Refurbishment Outcomes

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Target	Date	RAG	Outcome
BDR1	Review Capital Projects standard specification with Sustainability Leads.	Associate Director of Capital Development	Approved specification sent to 100% of contractors appointed to work on Trust projects. [Evidenced through signed final document and review of project files]	March 2019	Complete	Template specification includes local and national requirements for sustainability. This is sent to all contractors.
BDR2	Improve the energy efficiency of the Trusts current buildings.	Associate Director of Capital Development	To make measurable energy savings as part of 2018-19 capital works. Examples include: pipework replacements, plate heat exchangers replacing calorifiers, enhanced building management system connectivity, lighting and sensors. [Evidence through commissioning papers for appropriate projects]	March 2019	Complete	Fire works programme has delivered energy efficient lighting and OPD pipework project improved heat infrastructure. Commissioning papers held in Estates.
BDR3	Include energy efficiency as a key requirement in future building project tenders.	Associate Director of Capital Development	Amended standard tender specification agreed by all parties. [Evidenced through completed and approved standard tender specification]	March 2019	Complete	Template specification includes local and national requirements for sustainability.





Travel and Transport Outcomes

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Target	Date	RAG	Outcome
T1	Promote public transport information to staff, patients & visitors	Facilities Operations Manager	Continued supply of leaflets to main reception area, information updated on website/patient letter [Evidenced through updated information availability on website and sample patient letter]	March 2019	Complete	Leaflets available to all patients and Trust website provides links.
T2	Promote Cyclescheme, provide cycle information and hold an annual Bike Week	Facilities Operations Manager	Continued delivery of "Cycleweek", including liaison with police, RBK, providing of maintenance courses etc [Evidenced through log of staff attending courses]	July 2018	Complete	Bike week delivered as planned. Cycle scheme available to all staff. Log of attendees held in Facilities.
T3	Develop and promote a car sharing scheme	Facilities Operations Manager	Identify a suitable system (e.g. liftshare) and promote this to staff [Evidenced through live demonstration of system and report of users taking part]	March 2019	Red	First meeting with Liftshare completed Feb 2019. Benchmarking report and implementation pending funding – to be included in 2019-20 plan.

No	Action	Lead	Target	Date	RAG	Outcome
T4	Audit and increase cycle storage capacity on site	Facilities Operations Manager	Delivery of additional cycle storage following demolition [Evidenced through brief report to Sustainability Steering Group on completion of works]	October 2018	Complete	New secure bike storage added near new car park. Sustainability Steering Group informed in April 2019.
T5	Working with TfL/London Buses to improve facilities and routes serving the hospital	Facilities Operations Manager	Continued annual meetings with TfL/RBK to discuss the Trust's needs and support any installation/alterations [Evidenced through minutes of meetings]	March 2019	Complete	Meetings ongoing with TfL/RBK. Traffic lights changed at front of site. Meeting notes held in Facilities.



Engaging the Workforce Outcomes

Accountable Officer: Director of Workforce

No	Action	Lead	Target	Date	RAG	Outcome
WF1	Re-launch Green Champions Network across the organisation and engage staff and managers in leading sustainable behaviour.	Director of Strategic Development & Director of Estates & Facilities	Recruit a cohort of 10 members of staff and establish monthly meetings [Evidenced through meeting notes and attendance records]	March 2019	Complete	Incorporated in the Communications and Engagement Plan Attendance at Millennials Group. Theatre Greens are a grass roots movement which has grown dynamically within the Anaesthetics and Theatre Team. All have been given Green Champion lanyards. Adjusted approach to 'Theatre Greens' model which encourages grass roots groups to grow dynamically within teams.
WF2	Encourage staff to cycle or walk to work where appropriate by making healthy travel easier	Health & Wellbeing Lead	Increase in the number of staff cycling/walking to work, thereby reducing reliance on public/private transport and reduction in the number of parked vehicles on trust premises. [Evidenced through staff travel survey]	March 2019	Complete	Ongoing –Staff Benefits Booklet promotes Cycle to Work Scheme and Season Ticket Loan.



No	Action	Lead	Target	Date	RAG	Outcome
WF3	Consider alternative working arrangements to help reduce carbon footprint on trust premises. (Agile Working pilot)	Director of Workforce	To increase awareness around different types of working arrangements and to consider more widely whether certain roles require full presence on Trust premises. [Evidenced through increase in number of staff working off site]	March 2019	Complete	On going
WF4	To promote and encourage staff to be physically active.	Health & Wellbeing Lead	Reduction in sickness absence rates, Increase in individual fitness levels and engagement; Staff feeling fit and well to carry out their job. [Evidenced through annual occupational health report and staff surveys]	March 2019	Complete	Ongoing though continuous HAWB initiatives. The Trust's sickness absence rate, following a period of lower recorded absence, has increased above target for the last 6 months which is not unexpected due to seasonal variations. However, overall recent evidence from the 2018 staff survey is positive in terms of what the trust is doing compared to other organisations to take positive action on health and wellbeing
WF5	Develop a Staff Engagement Communications Plan	Director of Strategic Development & Director of Estates & Facilities	Increase awareness of sustainability initiatives and how staff can support these	March 2019	Green	Developed to support launch of SDMP in March 2019
WF6	Create a dedicated intranet page	Estates Utilities, Waste and Sustainability Manager	Increase awareness of sustainability initiatives and how staff can support these	Dec 2018	Complete	Complete – intranet page live



Technology Outcomes

Accountable Officer: Director of Information Management & Technology

No	Action	Lead	Target	Date	RAG	Outcome
IT1	Finalise business case for Electronic Document Management and Board approval to proceed	Director of Information Management & Technology	Secure Trust Board approval to proceed [Evidenced through Trust board minutes]	October 2018	Complete	IC approval (Oct '18) FIC review (Oct'18) Trust Board (Jan '19) Approved by Trust Board and FIC February 2019
IT2	Implement e-referrals for first consultant outpatient appointment	Director of Information Management & Technology	Full paper switch off including 2 week referrals [Evidenced through report from the new e-referral system and changed procedure for receiving referrals]	November 2018	Complete	Complete (routine referrals switch-off June. Cancer – 2 week wait switch-off Oct)
IT3	Deliver advanced cooling for main computer room	Deputy Director of IM&T (infrastructure)	Equipment replaced and optimised. [Evidenced through energy management system and equipment commissioning documentation]	November 2018	Complete	Commissioned June 2019

No	Action	Lead	Target	Date	RAG	Outcome
IT4	Implement out-patient e-Prescribing	Deputy Director of IM&T (Programme)	Staff have access to information 'at the point of care' Staff competencies increased [Evidenced through staff training records]	March 2019	Amber	Business case approved. Deployment plan in development. Drug Database upgrade in progress (enabler) To rollover to 2019/20
IT5	Pilot virtual out-patient clinics	Deputy Director of IM&T (Programme)	Patients feel they have choice and an alternative. [Evidenced through patient satisfaction survey]	March 2019	Amber	This is at an early stage of planning. Limited progress To rollover to 2019/20
IT6	Implement Wi-Fi for staff and patients	Deputy Director of IM&T (Infrastructure)	Staff and patients satisfaction with Wi-Fi availability and speed [Evidenced through staff and patient satisfaction survey]	December 2018	Complete	'Soft' launch in December '18 with full go-live in Jan '19 Wi-Fi live (February 2019)

Section 2: SDMP Annual Plan 2019/20 for Approval



Energy Management Action Plan

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Support	Target	Date
EM1	Commence an Energy Performance Contract under the Mayor of London's RE:FIT framework to deliver energy efficiency improvements to the Trust estate.	Director of Estates, Facilities & Capital Development	Utilities Manager Estates Management Team Capital Projects Team	Reduced energy consumption within Tranche 1 scope buildings by at least 10%. [Evidenced through monitoring and verification report]	March 2020
EM2	Procure green electricity contracts for all minor supplies.	Deputy Director of Estates & Facilities	Utilities Manager Procurement	All ancillary electricity supplies are sourced from 100% renewable sources. [Evidenced through supplier certification]	March 2020
EM3	Complete scoping phase for medium term site energy strategy.	Director of Estates, Facilities & Capital Development	Utilities Manager External consultants	Completed options appraisal. [Evidenced through presentation of Options Appraisal to Sustainability Steering Group]	March 2020



Waste Management Action Plan

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Support	Target	Date
WM1	Implement Total Waste Management Services through PFI Service Provider.	Deputy Director of Estates & Facilities	PFI Services Provider Facilities Manager Utilities Manager	Agree year 1 KPIs with new provider to reduce the environmental impact of Trust waste disposal. [Evidenced through agreed KPIs document]	March 2020
WM2	Ratify the new Waste Management Policy.	Utilities Manager	DGSA Healthcare Waste Improvement Group Facilities Manager	New policy includes a commitment to the Waste Hierarchy and continuous improvement. [Evidenced through ratified policy]	September 2019
WM3	Increase use of the Warp-It furniture re-use platform.	Deputy Director of Estates & Facilities	PFI Services Provider Warp-It Facilities Manager	Avoid £5k of costs in year from re-use. [Evidenced through annual Waste Management Performance Review]	March 2020
WM4	Seek approval to purchase more external recycling bins around the Trust grounds.	Deputy Director of Estates & Facilities	Head of Facilities Wybone	Business case decision achieved. [Evidenced through PA1 form with decision]	March 2020





Water Management Action Plan

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Support	Target	Date
WAM1	On-board with new Water Services Provider.	Utilities Manager	Deputy Director of Estates & Facilities Procurement	Complete on-boarding process. [Evidenced through new water services supply contract]	December 2019
WAM2	Work with new provider to design a water services improvement plan.	Utilities Manager	Service Supplier	Agree water improvement plan. [Evidenced through improvement plan document]	March 2020



Procurement and Supply Chain Action Plan

Accountable Officer: Director of Finance

No	Action	Lead	Support	Target	Date
PSC1	Run cost awareness programme for ward environments aimed at reducing wastage.	Head of Procurement	Head of Supply Chain and Ward Matrons	70% of items on shelves with price next to them. [Evidenced through label deployment records]	December 2020
PSC2	Implement Inventory Management Solution (IMS) across Theatres, Day Surgery, Cath lab and Interventional Radiology.	Head of Procurement	Head of Supply Chain, Service leads and IMS supplier	System implemented and fully functioning in high-cost clinical areas. [Evidenced through automatic replenishment of stock through system]	December 2020
PSC3	Evaluate three large service contracts (e.g. MRI, MES and Soft FM) to understand the supplier's plans to reduce energy consumption and wastage.	Head of Procurement	Head of Strategic Contracts, Departmental service leads and suppliers	Suppliers engaged with the process of becoming more sustainable. [Evidence through plans and strategy received from all suppliers and assessed as part of agenda on regular contract review meetings.]	March 2020
PSC4	Embedding environmental impact evaluation as part of procurement policy and process.	Associate Director of Finance	EBME and Estates & Facilities Sustainability Lead	Impact Assessment included in Trust Business Case template and PA1 forms. [Evidenced through updated template.]	March 2020



No	Action	Lead	Support	Target	Date
PSC5	Reduce the Trust's use of single-use plastic consumables by engaging with service contractors.	Head of Procurement	Clinical & Non-Clinical Procurement Leads Deputy Director of Estates & Facilities	Identify product swaps which will reduce the use of single use plastics. [Evidenced through highlight report of product lines changed]	July 2020
PSC6	Achieve level one of NHS Standards of Procurement (covers sustainability)	Head of Procurement	Clinical & Non-Clinical Procurement Leads	Standard achieved. [Evidenced through assessment outcome document]	September 2019



Building Design and Refurbishment Action Plan

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Support	Target	Date
BDR1	Implement the short-term elements of the Development Control Plan.	Director of Estates, Facilities & Capital Development	Capital Projects Team	Demonstrate improvements to hospital building stock. [Evidenced by report to Sustainability Steering Group]	March 2020
BDR2	Include sustainable development principles and actions within the Estates Strategy	Director of Estates, Facilities & Capital Development	Capital Projects Team	Include environmental and social value improvements in Estates Strategy. [Evidenced by Estates Strategy Document]	March 2020
BDR3	Dispose of materials from demolition projects sustainably.	Director of Estates, Facilities & Capital Development	Capital Projects Team	Ensure landfill is minimised. [Evidenced through assurance documents from disposal company]	March 2020





Travel and Transport Action Plan

Accountable Officer: Director of Estates, Facilities & Capital Development

No	Action	Lead	Support	Target	Date
T1	Improve facilities for cyclists.	Director of Estates, Facilities & Capital Projects	Head of Facilities Capital Projects	Improvements implemented. [Evidenced through photos of new pump and tool station setup, Esher stairs access improvement etc.]	March 2020
T2	Implement Electric Vehicle Charging on site.	Director of Estates, Facilities & Capital Projects	Deputy Director of Estates & Facilities Capital Projects Utilities Manager	Charging points in place. [Evidenced through commissioning paperwork]	March 2020
T3	Investigate the Viability of Car Sharing Scheme.	Director of Estates, Facilities & Capital Projects	Head of Facilities	Car Sharing Scheme considered and implemented if viable. [Evidenced through decision paper]	March 2020





Engaging the Workforce Action Plan

Accountable Officer: Director of Workforce

No	Action	Lead	Support	Target	Date
WF1	Embed 'Theatre Greens' model across the Trust.	Director of Finance & Director of Estates & Facilities	Communications team Workforce	At least one more local greens network formed. [Evidenced through Communications]	March 2020
WF2	Encourage staff to cycle or walk to work where appropriate by making healthy travel easier.	Health & Wellbeing Lead	Head of Facilities	Increase in the number of staff cycling/walking to work, thereby reducing reliance on public/private transport and reduction in the number of parked vehicles on trust premises. [Evidenced through staff travel survey]	March 2020
WF3	Consider alternative working arrangements to help reduce carbon footprint on trust premises. (Agile Working pilot).	Director of Workforce	Health & Wellbeing Lead, Director of IM&T	To increase awareness around different types of working arrangements and to consider more widely whether certain roles require full presence on Trust premises. [Evidenced through increase in number of staff working off site]	March 2020
WF4	To promote and encourage staff to be physically active.	Health & Wellbeing Lead	Communications team	Reduction in sickness absence rates, Increase in individual fitness levels and engagement; Staff feeling fit and well to carry out their job. [Evidenced through annual occupational health report and staff surveys]	March 2020



No	Action	Lead	Support	Target	Date
WF5	Develop a Sustainability Impact Assessment Template to apply to all policies.	Board Secretary	HR Operations Manager/HR Business Partners Corporate Governance Administrator	An agreed template to be included in all new policies/ review of current policies [Evidenced through inclusion within Policy on Policy Writing document]	March 2020
WF6	Future Leadership development will take account of the competencies required to deliver carbon reduction.	Director of Workforce	Training and Development Team	To be included in all internal leadership training programmes [Evidenced through training programme agenda]	March 2020
WF7	Include sustainability and carbon governance as a responsibility within all job descriptions.	Director of Workforce	Workforce – HR Operations	To be included in all job description templates as standard across the trust [Evidenced through template]	September 2019



Technology Action Plan

Accountable Officer: Director of Information Management & Technology

No	Action	Lead	Support	Target	Date
IT1	Complete implementation of out-patient e-Prescribing.	Deputy Director of IM&T (Programme)	Pharmacy	Staff have access to information 'at the point of care' Staff competencies increased [Evidenced through project closure report detailing deliverables and tracking of benefits plan]	March 2020
IT2	Pilot virtual out-patient clinics	Deputy Director of IM&T (Programme)	Out-Patients	Patients feel they have choice and an alternative. [Evidenced through completion of pilot]	March 2020
IT3	Deploy EDM across the organisation	Director of IM&T	External Consultancy	Single Specialty go-live. [Evidenced through project progress reports and tracking of benefits]	March 2020
IT4	Implement pilot of paediatric e-Prescribing	Deputy Director of IM&T (Programme)	External Consultancy	Deployment Plan and secure capital funding [Evidenced through completion of pilot implementation]	March 2020
IT5	Support flexible/agile solution for remote users (and across care settings)	Deputy Director of IM&T (Infrastructure)	Estates/Workforce	Linked to IT12 Plan [Evidenced through support of first round of agile users (Coding Team)]	March 2020

No	Action	Lead	Support	Target	Date
IT6	Deploy Windows 10 Implement fully mobile solution for staff.	Deputy Director of IM&T (Infrastructure)	External Consultancy, Procurement	Develop Business Case for Win10/VDI [Evidenced through approval from Trust Board for full business case]	September 2019

Appendix 1 - Governance Update

Committee Structure & Purpose

The Sustainability Steering Group (SSG) continues to act as the delivery oversight body, feeding annual update reports through EMC to the Board. Their focus is on delivering the objectives of the board approved Sustainable Development Management Plan (SDMP) by monitoring annual action plans.

The SSG receives updates from the Accountable Officers who manage subject matter experts and together are responsible to deliver their annual SDMP action plans.

Following the formation of the Theatre Greens by the Theatre and Anaesthetic staff, the previous focus on isolated Green Champions has shifted towards supporting this group and promoting their model to other staff teams. There are still a few individual Green Champions who we continue to encourage as they contribute their own efforts to the sustainability agenda at the Trust.

