



Kingston Hospital
NHS Foundation Trust

Sustainable Development Management Plan (SDMP) Annual Board Update Report – Review of 2019-20 and Plan for 2021/22



Kingston Hospital
Sustaining our future

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Executive Summary

This paper is intended to update the Board on progress made since the last report and to outline the tentative plans for the next financial year.

Since the last report, the Trust has seen many changes and challenges not least regarding the ongoing global pandemic. A number of actions from the previous report were put on indefinite hold as a result but others were delivered ahead of schedule. The work of IM&T to enable remote and flexible working as well as virtual clinics was accelerated along with the outstanding work by Workforce to support the mental health of staff. Regrettably, some investment decisions for energy conservation works were deferred. Any attempts to reduce the overall consumption of single-use items became moot. This report highlights some notable achievements while acknowledging the challenges and changes.

Going forward, the Trust has significant opportunities to progress the sustainability agenda in alignment with our including the replacement of the central energy centre and aligning with the upcoming net zero guidance from NHS England. This report includes some tentative actions for the 2021/22 financial year.

Rationale for this Report

The NHS has changed the terms of engagement on issues of sustainability at a national scale, launching their Net Zero strategy and rebranding the old Sustainable Development Unit as The Greener NHS. As a result, this report is not in the previous format and is necessarily brief on some points which are no longer relevant or are yet to be aligned to the national programme. A detailed Green Plan guide is due to be release in March 2021. The Trust may seek to align the existing SDMP to this or take the opportunity to develop a completely new plan once the guidance is released.



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Background – The Trust’s Approach to Sustainable Development

As mandated by NHS England, the Trust Board approved a 5-year Sustainable Development Management Plan (SDMP) in September 2018. The SDMP includes plans to support sustainability across 8 areas including high level objectives and the first annual action plan for the 2018/19 financial year. This was evaluated in the first Annual Board Report in September 2019 which included an action plan for the 2019/20 financial year.

The Eight Areas of Focus for Sustainability at Kingston Hospital

1. Energy Management
2. Waste Management
3. Water Management
4. Procurement
5. Building Design and Refurbishment
6. Travel and Transport
7. Workforce Development and Wellbeing
8. Technology

Initially, governance for the SDMP was provided by the Sustainability Steering Group, first chaired by the Director of Strategic Development, then the Director of Finance. This group ceased as a governing body in December 2019. Since this time the SDMP has been overseen by the Director of Estates & Facilities with support from other relevant departments, but it is proposed that Chief Finance Officer is reinstated as Chair from January 2021.

Due to the pandemic, the annual report due in September was deferred. This update in January 2021 covers the intervening period since the last report up to the present.

Looking Back - 2019 and 2020

This section looks back at the period since the last report and note specific achievements, challenges and changes that occurred.

Achievements

Area		Notable Achievements
	1. Energy Management	<ul style="list-style-type: none"> • Design of a series of energy performance enhancement works which are pending investment approval. • Completed procurement of a battery energy storage solution to reduce electricity wastage.
	2. Waste Management	<ul style="list-style-type: none"> • New Waste Manual delivered to help all staff to dispose of waste in the best possible way. • Implemented mixed recycling in Theatres for sterile packaging.
	3. Water Management	<ul style="list-style-type: none"> • Fixed miss-reading water meter so that we now have a better understanding of the Trust’s usage.

	4. Procurement	<ul style="list-style-type: none"> • Progressed barcode-based inventory management solution. • Included environmental impact evaluation in all tenders.
	5. Building Design and Refurbishment	<ul style="list-style-type: none"> • All new building and refurbishment programmes include high efficiency lighting and meet local planning regulations for energy efficiency.
	6. Travel and Transport	<ul style="list-style-type: none"> • Increased cycle storage facilities. • Electric vehicle charging points planned and designed.
	7. Workforce Development and Wellbeing	<ul style="list-style-type: none"> • Theatre Greens continue to drive innovation in their department. • Staff are encouraged to walk or cycle wherever possible. • Agile working is now encouraged where feasible. • Mental Health and Wellbeing campaigns have helped many staff.
	8. Technology	<ul style="list-style-type: none"> • Virtual outpatient clinics are now a reality, reducing road mileage for patients. • Paediatric e-prescribing pilot completed. • Flexible working / agile solutions for remote users has made significant progress. • Windows 10 deployment at 90% coverage.

In addition to those noted above, the Trust's self-assessed Sustainable Development Assessment Tool (SDAT) score has risen since the initial assessment was completed in April 2018. The initial score was 13% and, in May 2020, the Trust scored 34%. This is a measure of how the Trust's corporate approach, asset and utilities management, adaptation planning and sustainable care models have improved over the past two years. These include having an SDMP document, including environmental considerations in procurement processes, tracking and reporting greenhouse gas emissions, sub-metering energy consumption, encouraging active travel etc. The assessment identified that our organisation is starting to contribute to the following of the United Nations Sustainable Development Goals:

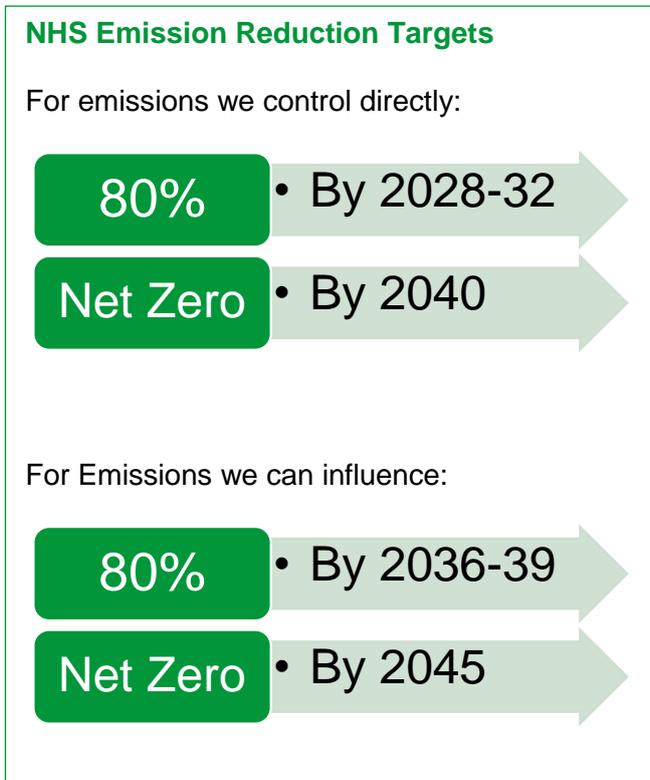


Challenges

Pandemic related disruption to the Trust's usual business has affected all Trust departments. While some initiatives have been given more focus, such as flexible working solutions and

mental health promotion, others have necessarily received less. Investment and decisions have been deferred which resulted in some planned actions being deferred.

Changes



The Net Zero agenda has taken off since the last report, leading to a greater focus on the reduction of carbon emissions across all sectors. Following the Government's 25-year environmental plan, NHS England released a report in October 2020 on what is required to deliver a Net Zero NHS. This has been supplemented with specific items added into the NHS Standard Contract which will drive particular changes across the whole NHS over the coming years. See Appendix A – Extract from NHS Standard Contract for the items included in the 2020/21 service conditions.

The Trust has complied with the above conditions by producing an annual sustainability report that quantifies greenhouse gas emissions, planning to transition the vehicles owned by the Trust

to ultra-low emission models, maintaining a severe weather plan, signing the national Plastics Pledge to reduce the use of avoidable single-use items such as plastic cutlery in the restaurant and by recognising the wider benefits to the local community of these measures.

The Sustainable Development Unit which previously supported Trusts to design and deliver SDMPs will close on 1st March 2021. This has been replaced with the Greener NHS programme, part of NHS England. Updated guidance on developing Green Plans (formerly SDMPs) is due in March 2021.

When the UK's Transition Period for leaving the European Union ended on 1st January 2021, the Trust entered the new UK Emissions Trading Scheme. Both are intended to apply a monetary cost to carbon emissions from stationary combustion within the organisation's operational control. For us this is gas used for boilers and power generation and fuel oil for standby generators. The Trust will continue to be required to monitor emissions in the same way as before however, the cost mechanism for emissions is yet to be provided in detail.

Looking Ahead – 2021/22

As per the Trust’s objective to “Reduce our environmental impact as set out in our sustainability strategy”, the sustainable development leads have produced the following objectives.

This section contains some tentative plans for the coming year, subject to the changing needs of the organisation.

Area	Goals for 2021/22	
	1. Energy Management	<ul style="list-style-type: none"> Argue for funding to implement designed energy conservation measures. Define the Trust’s energy strategy for 2022-25 following the end of the energy centre contract with Veolia. Implement the battery energy storage solution tendered in 2020.
	2. Waste Management	<ul style="list-style-type: none"> Implement waste training for all staff.
	3. Water Management	<ul style="list-style-type: none"> Tender water services including smart metering and sub-metering.
	4. Procurement	<ul style="list-style-type: none"> Implement barcode-based inventory management solution. Include environmental impact evaluation for all procurements. Reviewing the addition of a mandatory sustainability section to business cases.
	5. Building Design and Refurbishment	<ul style="list-style-type: none"> Including consideration of the future heating system in project design and equipment replacement.
	6. Travel and Transport	<ul style="list-style-type: none"> Implement Electric Vehicle charging points for fleet and staff.
	7. Workforce Development and Wellbeing	<ul style="list-style-type: none"> Continue to promote staff health and wellbeing through encouraging physical activity and providing positive advice for physical and mental wellbeing.

	8. Technology	<ul style="list-style-type: none">• Continue to develop flexible and agile working solutions.• Deploy Electronic Document Management across the organisation.
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Further Opportunities

- The 2021/22 NHS Standard Contract is expected to include further service conditions to support sustainable development.

Appendix A – Extract from NHS Standard Contract

The following is adapted from the NHS Standard Contract 2020/21 Service Conditions published in March 2020 and is included for reference.

SC18 Sustainable Development

Item	Details
18.1	In performing its obligations under this Contract the Provider must take all reasonable steps to minimise its adverse impact on the environment.
18.2	The Provider must maintain and deliver a Green Plan, approved by its Governing Body, in accordance with Green Plan Guidance and must provide an annual summary of progress on delivery of that plan to the Co-ordinating Commissioner.
18.3	Within its Green Plan the Provider must quantify its environmental impacts and publish in its annual report quantitative progress data, covering as a minimum greenhouse gas emission in tonnes, emissions reduction projections and the way in which those projections will be achieved.
18.4	As part of its Green Plan the Provider must have in place clear, detailed plans as to how it will contribute towards a 'Green NHS' with regard to NHS Long Term Plan commitments in relation to: <ul style="list-style-type: none">18.4.1 air pollution, and specifically how it will, by no later than 31 March 2021:<ul style="list-style-type: none">18.4.1.1 take action to reduce air pollution from fleet vehicles, transitioning as quickly as reasonably practicable to the exclusive use of low and ultra-low emission vehicles;18.4.1.2 take action to phase out oil and coal for primary heating and replace them with less polluting alternatives;18.4.1.3 develop and operate expenses policies for Staff which promote sustainable travel choices; and18.4.1.4 ensure that any car leasing schemes restrict high-emission vehicles and promote ultra-low emission vehicles;18.4.2 climate change, and specifically how it will, by no later than 31 March 2021, take action:

Item	Details
	<p>18.4.2.1 to reduce greenhouse gas emissions from the Provider's Premises in line with targets under the Climate Change Act 2008;</p> <p>18.4.2.2 in accordance with Good Practice, to reduce the carbon impacts from the use, or atmospheric release, of environmentally damaging fluorinated gases used as anaesthetic agents and as propellants in inhalers, including by appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume, through clinically appropriate prescribing of lower greenhouse gas emitting inhalers, and the appropriate disposal of inhalers; and</p> <p>18.4.2.3 to adapt the Provider's Premises and the manner in which Services are delivered to mitigate risks associated with climate change and severe weather;</p>
18.4.3	<p>single use plastic products and waste, and specifically how it will with effect from 1 April 2020 cease use at the Provider's Premises of single use plastic straws and stirrers unless there is clinical need to do so for medical purposes, as would be permitted by the draft Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020, if enacted, and by no later than 31 March 2021 take action:</p> <p>18.4.3.1 to reduce waste and water useage through best practice efficiency standards and adoption of new innovations;</p> <p>18.4.3.2 to reduce avoidable use of single use plastic products, including by signing up to and observing the Plastics Pledge;</p> <p>18.4.3.3 so far as clinically appropriate, to cease use at the Provider's Premises of single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics;</p> <p>18.4.3.4 to reduce the use at the Provider's Premises of single-use plastic food and beverage containers, cups, covers and lids; and</p> <p>18.4.3.5 to make provision with a view to maximising the rate of return of walking aids for re-use or recycling,</p> <p>and must implement those plans diligently.</p>
18.5	<p>The Provider must, in performing its obligations under this Contract, give due regard to the potential to secure wider social, economic and environmental benefits for the local community and population in its purchase and specification of products and services, and must discuss and seek to agree with the Co-ordinating Commissioner, and review on an annual basis, which impacts it will prioritise for action.</p>