



**Sustainable Development Action Plan
2017-18**

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1.0 INTRODUCTION

The following report is the NHS Lanarkshire Sustainable Development Action Plan (SDAP) 2017-18. This SDAP provides an update on NHS Lanarkshire's progress towards the Scottish Government's Sustainable Development aims and objectives, and how these are being integrated into the delivery of core business. In addition, it is consistent with NHS Lanarkshire's Property and Asset Management Strategy (PAMS) 2017 - 2022, approved by the Board in September 2017.

Underpinning the Scottish Government's Purpose are the 5 Strategic Objectives of a Scotland which is: Wealthier and fairer; Smarter; Healthier; Safer and Stronger, and Greener. As both a significant employer and consumer of resources, NHS Lanarkshire is in a strong position to make a contribution to these goals through continuous improvement in sustainability and environmental performance.

1.1 DRIVERS FOR A SUSTAINABLE DEVELOPMENT ACTION PLAN (SDAP)

In 2012, Scottish Government Health and Social Care Directorate published CEL 2 (2012) A Policy on Sustainable Development for NHSScotland. The Policy states that each NHSScotland body must have an SDAP, setting out the organisation's contribution to the Scottish Government's sustainable development aims and objectives. The SDAP should be endorsed by the NHS Lanarkshire Board and submitted to SGHSCD by 31st October annually. The Sustainable Development Strategy for Scotland recommends that the Good Corporate Citizenship Assessment Model (GCCAM) is used as an overarching framework to support the coordination and measurement of NHSScotland bodies' sustainability performance against key criteria (Travel, Procurement, Facilities Management, Workforce, Community Engagement and Buildings).

The Climate Change (Scotland) Act 2009 places a duty on public bodies to contribute to Greenhouse Gas emissions reductions and climate change adaptation and to act sustainably in exercising its functions in the following areas;

- Greenhouse gas emissions
- Waste minimisation and management
- Finite resources
- Action on biodiversity and
- Sustainable procurement

The above Act requires the Scottish Government to publish regular plans for meeting national emission reduction targets and in January 2017, the third Climate Change Plan was issued for consultation. The Plan sets out proposals and policies to drive emissions down by 66% by 2032, with the final Plan expected in early 2018.

NHS Lanarkshire responded to the Consultation and noted that the proposed targets are extremely challenging and not representative of current technological and financial constraints. They also don't take cognisance of the fact that many of the "quick win" projects have already been carried out and that future focus will have to switch to 'spend-to-save' projects requiring a higher level of capital investment. After publication of the Plan, further work will be required by all Boards and Health Facilities Scotland to develop a National approach with sufficient energy efficiency and carbon reduction measures to meet the proposed targets.

1.2 GOVERNANCE AND MANAGEMENT OF SUSTAINABLE DEVELOPMENT

NHS Lanarkshire recognises that to deliver the plan effectively, appropriate governance, management, monitoring, and communication structures must be in place. The NHS Lanarkshire governance structure to oversee and deliver these processes is set out below:

Table 1.0 Sustainability & Environment Group Membership

Colin Sloey	Director of Strategic Planning & Performance
John Paterson	Director of PSSD
Terry Dunthorne	General Manager Procurement
Gordon Smith	Head of Finance
Marie Porteous	Head of Sustainability and Environment Manager

Marysia Waters	Communications Manager
Donald Wilson	General Manager eHealth / ICT
Adrian Hargan	IT Customer Services Manager
Harry Campbell	Head of Technical Services

Utility cost and consumption data is collected using TEAM Software and eSight and in the last few months, Cloud Sustainability has replaced eMART for the recording and reporting of NHS Scotland Waste data. Reports are generated and distributed to Site Operational Managers for monitoring and exception reporting and outwith this NHS Lanarkshire is required to report to Scottish Government via the State of Assets and Facilities Report and the Property and Asset Management Strategy. NHS Lanarkshire along with other Public Bodies is required to report annually to Scottish Government as part of the Public Sector Climate Change Duties Reporting Act.

NHS Lanarkshire also has a Communication Strategy covering a range of activities that support national and local initiatives including Climate Week and Earth Hour.

2.0 GOOD CORPORATE CITIZEN ASSESSMENT MODEL

The Good Corporate Citizen Assessment Model (GCCAM) is a survey-based tool to help NHS bodies evaluate their contribution to sustainable development. The following six key areas for action are covered in the GCCAM:

- 1) **Travel** - including journeys to, from and between sites by staff and NHS Lanarkshire fleet.
- 2) **Procurement** - including equipment, food, and sustainable building materials.
- 3) **Facilities Management** - including building maintenance and land management.
- 4) **Workforce** - including staff recruitment, retention and training.
- 5) **Community Engagement** - including community consultation and partnership decision making.
- 6) **Buildings** - design, refurbishment and construction of NHS Lanarkshire sites.

The GCCAM provides a structure for Boards to determine the level of sustainable development in the organisation. Scores are assigned within the sub-categories for each of the 6 key areas and these scores are then aggregated to provide performance by key area, and overall. Scores are classed as falling into one of 3 tiered categories: 'Getting started', 'Getting there' and 'Excellent'. The SDAP guidance is used as a framework to determine the type of actions that NHS Lanarkshire needs to take to improve across all key areas.

2.1 NHSSCOTLAND GCCAM TARGETS

To ensure this SDAP remains appropriate and viable, NHS Lanarkshire reviews the Plan and monitors, evaluates and updates actions on an annual basis, concurrent with GCCAM requirements. The last survey was completed in August 2017, and NHS Lanarkshire breakdown by key area is shown in the graph below.

Chart 1.0 NHS Lanarkshire GCCAM Performance 2016-17

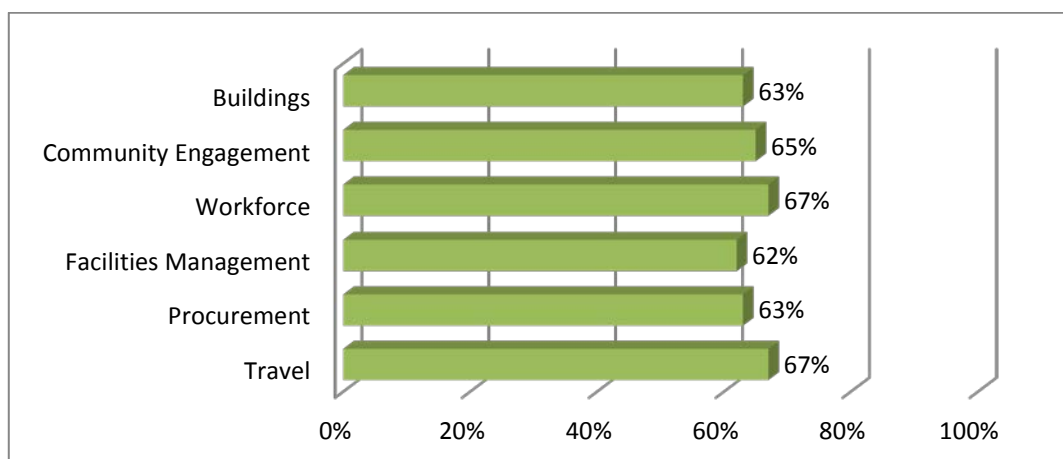


Table 2.0 NHS Lanarkshire GCCAM Comparison scores

Key Area	2014-15	2015-16	2016-17
Buildings	57%	62%	63%
Community Engagement	61%	65%	65%
Facilities Management	65%	65%	65%
Procurement	52%	57%	63%
Travel	61%	63%	67%
Workforce	67%	67%	67%

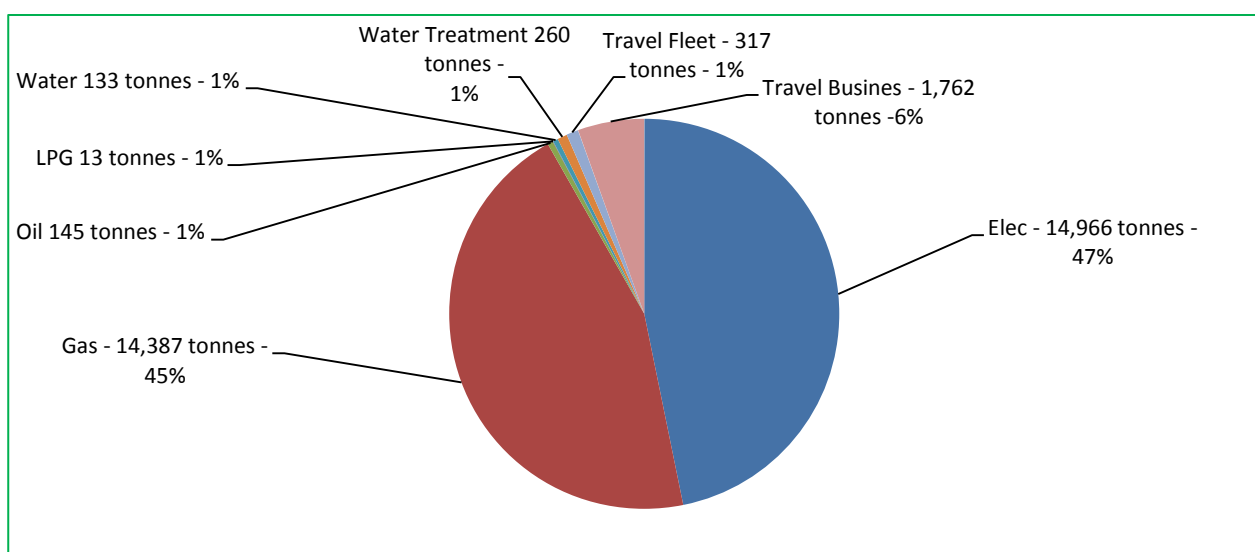
There has been an increase in the Travel score which is reflective of the work that has been carried out in the last year around pool cars and the introduction of electric and plug-in hybrid cars to support the pool and fleet vehicle schemes. In the Procurement category NHS Lanarkshire Capability Assessment score improved, which is reflected in the above increased score. Scores in the other categories, including buildings have remained static as “Excellent” can only be achieved by external validation, which has not been carried out.

In 2016 a User Group was set up by Health Facilities Scotland to determine the effectiveness of the GCCAM toolkit and to identify a potential replacement. The toolkit has been deemed to be outdated and maintenance of the software is no longer supported by the Sustainable Development Commission – Scotland. This is the final year that performance will be reported in this format as the proposed new toolkit will use a less subjective scoring mechanism and include questions based on the UN Sustainable Development Goals.

3.0 NHS SCOTLAND ENERGY & GREENHOUSE GAS TARGETS

The NHS Scotland HEAT targets were replaced in 2014-15 with an alternative reporting methodology. The new energy and GHG (Greenhouse Gas) emissions targets introduced in 2013 are designed to not only achieve NHS Scotland's contribution to the Climate Change Act (CCA) targets but also to ensure that NHS Scotland continues to lead by example within the public sector. The targets ensure that NHS Scotland contributes to the Scottish Government's National Outcome to "reduce the local and global environmental impact of our consumption and production".

Chart 2.0 Carbon footprint for NHS Lanarkshire for 2016-17; broken down by source category



NHS Lanarkshire Carbon Footprint was calculated in 2016-17 and is also reported separately as part of the Public Sector Climate Change reporting requirements as follows. There was a decrease in NHS Lanarkshire carbon footprint of 3,794 in 2016-17 compared to the previous year due to a reduction in gas and electricity consumption and improvements in the way that travel and waste data is collected and reported on. This is reported on in more detail in the NHS Lanarkshire Climate Change Duties Report.

4.0 CLIMATE CHANGE ADAPTATION

4.1 CLIMATE CHANGE AND THE HEALTH / PUBLIC SECTOR IN SCOTLAND

NHS Lanarkshire is in the interior of Southern Scotland and has a varied climate. The West of Scotland has winter temperatures ranging from 0.6°C to 7.8 °C and summer temperatures ranging from 8.1°C to 17.5 °C. The most rainfall occurs from October to January averaging approximately 190mm, with the least amount of precipitation falling from April to June. In the NHS Lanarkshire area, the amount of precipitation has a larger variation. The most rainfall in Drumalbin in South Lanarkshire also occurs from October to January, averaging 90mm. December to February has the most number of days with air frost (11.2 days).

The following Table shows the current estimated number of flooded properties for the 1 in 100-year flood event (1% chance of flood each year) for the relevant Local Authority area.

Table 3.0 Estimated Number of Current Properties Flooded

Estimated Current Properties Flooded			
100-year flood (0.01)			
Local Authority	Fluvial	Coastal	Surface Water
North Lanarkshire	788	N/A	826
South Lanarkshire	1,039	N/A	1,917
TOTAL	1,827	N/A	2,743

A table of current climate Threats and Opportunities has been developed and NHS Lanarkshire has developed Climate Change Risk Assessments for each site. Discussions are underway with Local Authority Partners on the potential for development of a Lanarkshire wide Local Climate Impacts Profile (LCLIP).

5.0 OTHER KEY AREAS

In addition to GCCAM, and Climate Change Adaptation, the following also play a significant role in embedding sustainable development into routine service delivery: Waste Management; Water Management / Finite resources; Sustainable Procurement; Biodiversity, and Environmental Management Systems (EMS). These are discussed in more detail within the following sections.

5.1 WASTE MANAGEMENT

The Waste (Scotland) Regulations were passed in May 2012 to assist in the delivery of key actions within the Scottish Government’s Zero Waste Plan. More recently in May 2017, Health Facilities Scotland published the new NHS Scotland Waste Management Action Plan 2016 – 2020. The Action Plan details targets for all NHS Scotland Boards for Reducing Waste arisings against a 2011 baseline.

NHS Lanarkshire reports quarterly via Cloud Sustainability on tonnage and disposal costs for each waste stream for inclusion in the HFS - Annual Environment Report.

5.2 SUSTAINABLE PROCUREMENT

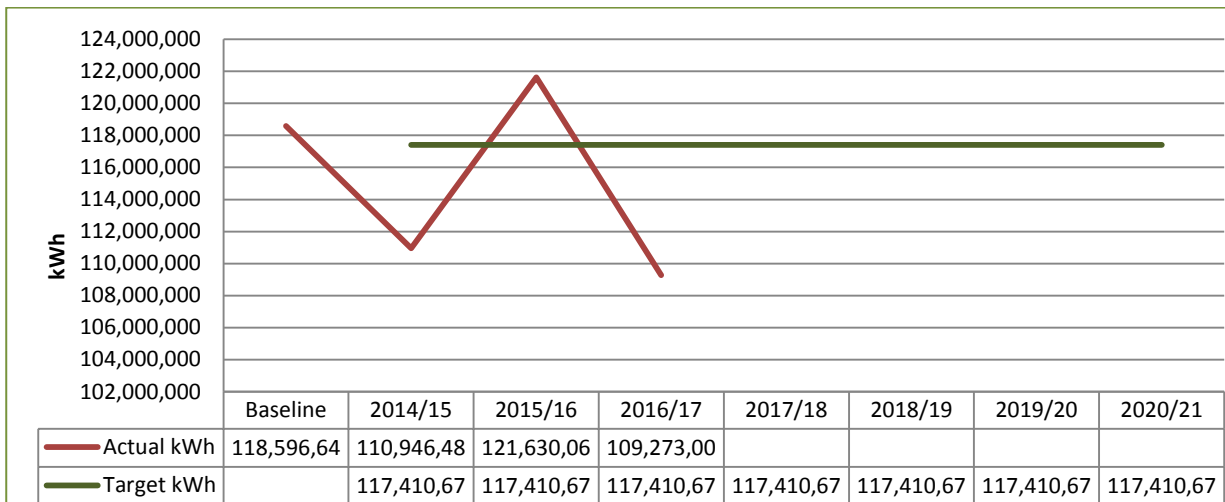
NHS Lanarkshire continues to work with suppliers on waste minimisation and life cycle costing on large spend projects. The organisation completes the Flexible Framework annually and NHS Lanarkshire utilise the Government Buying Standards where appropriate. The Procurement team also work with suppliers on sourcing goods and services, economically, efficiently and effectively and in a way that is fair and sustainable.

All tenders contain minimum environmental standards that suppliers must meet and certain contracts include take back schemes where appropriate especially around packaging. NHS Lanarkshire tenders for equipment include trade-in schemes, specifically for replacement beds and mattresses

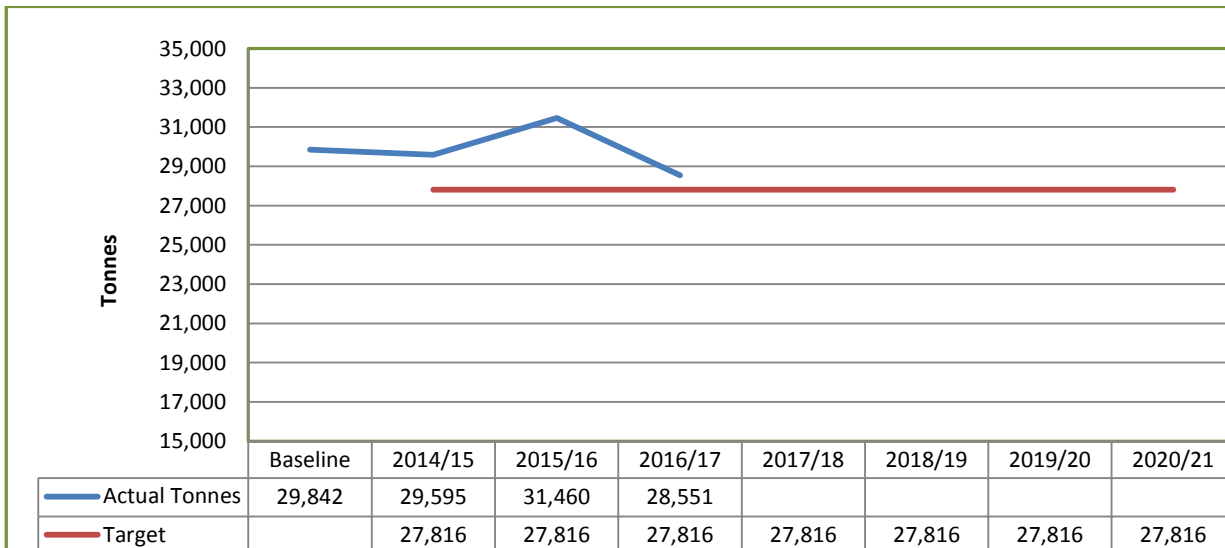
5.3 BUILDINGS

The baseline for the new Energy & Greenhouse Gas Emissions targets is based on an average of 2011-12 to 2013-14 with the reporting period covering 2014-15 to 2020-21. The following Graphs show tracked reductions in CO₂ and kWh. It should be noted that the targets are not year-on-year targets and the 6.79% target is a straightforward reduction through to 2020-21.

Graph 1.0 Progress against Energy Efficiency Target



Graph 2.0 Progress against CO₂ Target



It can be noted from the above graphs that performance in the last three years is approaching the 2020-21 target and that NHS Lanarkshire is broadly on track. As energy consumption is directly related to weather and service provision, performance will continue to be closely monitored. Whilst good progress is being made towards the targets, continued investment in further projects is needed to ensure that the target is achieved. The added benefit of the above reductions will reduce the financial burden of The Carbon Reduction Commitment – Energy Efficiency Scheme for the remaining years of the scheme.

The NHS Lanarkshire Theatres Upgrade / New Build ICT unit obtained the required BREEAM Very Good at the Design Stage.

5.4 BIODIVERSITY

The Lanarkshire Greenspace Health and Wellbeing Partnership was the first of its kind nationally and was established in 2013. The programme recognised the benefits of greater coordination between health and environment sectors to achieve health benefits from green space and included members from the statutory and voluntary sectors locally, as well as national partners such as Scottish Natural Heritage and Paths for All. In 2017 an opportunity arose for NHS Lanarkshire to connect with the national “Our Natural Health Service Action Programme” and become one of five Local Green Health Partnerships across Scotland which will co-ordinate cross-sectoral action between the health, social care and the environmental sectors. Both North & South Lanarkshire has urban and rural geographies and partners will seek to capitalise on environmental assets locally for the improvement of health and well-being

5.5 ENVIRONMENTAL MANAGEMENT SYSTEM

An Environmental Management System (EMS) provides a framework for an organisation to measure and continually improve its environmental performance, with particular regard to legislative compliance. Corporate GREENCODE® has been developed for NHS Scotland Boards as a Corporate Environmental Management System. NHS Lanarkshire continues to work with Corporate Greencode and has developed site aspects and a legal register for all Hospital sites.

5.6 FLEET & STAFF TRAVEL

NHS Lanarkshire has introduced a Pool Car scheme to replace the grey fleet, (which is made up of staff using their own vehicle on business). These vehicles pose an additional risk and have a greater environmental impact compared to using lease, hire or pool cars. In place of mileage claims, staff in high mileage teams are provided with either a car share vehicle, a pool car (Switched On Fleets – Grant Funded vehicle) or a short term hire car. The hire car scheme has been operating successfully since January 2015 and staff requiring a hire car can have the vehicle delivered to their home or place of work. To date over 19,886 miles have been driven over a rental period of 413 days, displacing mileage which would otherwise been claimed as staff business expenses.

The Scottish Government has ambitious climate change targets that include phasing out all new petrol and diesel fuelled vehicles by 2042. The ‘Switched On Fleets’ initiative provides funding for public sector fleets to increase the number of electric / low emission vehicles on the road and has to date assisted in the introduction of over 200 electric vehicles across Scottish Local Authorities and Community partners. In March 2015 NHS Lanarkshire was awarded £49,000 grant funding from a total of £144,561 awarded to North and South Lanarkshire Councils. The Grant was used to pay for the 3 year lease of 3 vehicles to support the NHS Lanarkshire fleet and the pool car schemes. The lease vehicles are petrol / plug in hybrids and are estimated to have running costs of around 2-3 p/mile when on pure electric mode as opposed to running costs of around 16p/mile for an average family car. In 2016-17 further funding of £22,000 was awarded to NHS Lanarkshire for a 3-year lease of a Nissan electric van to support the PSSD Fleet and a BMWi3 Range Extender (petrol hybrid) to be used as a pool car.

6.0 SUSTAINABLE DEVELOPMENT ACTION PLAN

The output from NHS Lanarkshire’s most recent GCCAM and the SDAP action guidance have been used to develop the Acton Plan set out below.

Ref No.	Action	Measure 2014-15	Timescale	Owner	Update 2015-16	Update 2016-17	Comments
1.0	CLIMATE CHANGE & BIODIVERSITY						
1.1	Identify and prioritise climate change impacts posing greatest threat to the organisation.	Template for Plans under development.	April 2018	PSSD	Climate Change Impact Assessments have been carried out for NHS Lanarkshire. - COMPLETE	Identify Climate Change Risks and Opportunities for each site to be signed off by the Sustainability & Environment Group by April 2018.	
1.2	Develop NHSL Biodiversity Action Plan and where practical local BAPs.	Action Plans being developed.	July 2018	PSSD	Work is ongoing with the Greenspace project to deliver practical enhancements to the use of green space on NHSL sites.	<ul style="list-style-type: none"> Review Grounds and Garden work methods. Develop site BDAPs. Ongoing – Revised Date July 2018 	New Action –NHS Lanarkshire has been awarded Green Health Partnership status.
2.0	BUILDINGS						
2.1	Energy / GHG Targets - Reduce energy consumption in all NHSL buildings.	<ul style="list-style-type: none"> A 1% per annum basic electricity and fossil fuel reduction target A 2% per annum stretch electricity and fossil fuel target. 	April 2018	PSSD	2015-16 Targets have been met based on the current baseline.	2016-17 targets met and working on identifying sufficient projects to meet the 2017-18 targets and beyond.	<ul style="list-style-type: none"> Energy Efficiency programme in place based on projects identified and costed in the NHS Lanarkshire Project Register. Staff Engagement programme underway.
2.2	Set up programme of energy audits in all NHSL sites.	Delivery of Energy / GHG Targets.	Ongoing	PSSD	Complete – Energy audits have been completed in Coathill Hospital, Kello Hospital, West of Scotland Laundry and Kilsyth Victoria Hospital.	Ongoing	<ul style="list-style-type: none"> Hospital Site Audits - Complete. Phase 2 sites identified and awaiting funding
2.3	Carbon Reduction Commitment – Energy Efficiency Scheme.	<ul style="list-style-type: none"> Registration within the relevant Phase. Annual Report submitted. Allowances Purchased. 	October 2019	PSSD / FIN	Allowances purchased in advance for 2015-16 with a saving per tonne.	Allowances purchased in advance for 2017-18 at a lower rate. The scheme ends in 2018-19.	<ul style="list-style-type: none"> Complete. Annual Report submitted with reduction in the Board's Carbon Footprint. Allowances ordered in advance at the lower rate.

Ref No.	Action	Measure 2014-15	Timescale	Owner	Update 2015-16	Update 2016-17	Comments
2.4	Ensure BREEAM principles are adopted for new and refurbishment projects.	SCIM and CEL 2 (2012).	Ongoing	PSSD	Working with HFS and others to ensure BREEAM process is embedded.	Ongoing	<ul style="list-style-type: none"> HUB sites – Complete and Rating Awaited. West Scotland Radiotherapy - Complete and Rating awaited Monklands Hospital Theatres Project -Very Good Rating Achieved.
3.0	WASTE						
3.1	Reduce the amount of waste arising in the clinical waste stream.	Report on Cloud Sustainability benchmarking figures.	April 2018	PSSD	Reduction of 4 % achieved, although total reported was an increase due to monitoring of additional sites, including some additional dental practices.	Reported reduction in clinical waste uplifted for 2016-17.	Targets to be re-drafted and reported to Sustainability and Environment Group re: Waste Management Action Plan 2016-2020.
3.2	Reduce the amount of general waste sent to landfill.	Report on Cloud Sustainability benchmarking figures.	April 2017	PSSD	Reduction of 1.7 % achieved with an increase in all categories of recyclates, reported in the sustainability Report.	Reported reduction in general waste uplifted for 2016-17.	Targets to be re-drafted and reported to Sustainability and Environment Group re: Waste Management Action Plan 2016-2020.
4.0	TRANSPORT & TRAVEL						
4.1	Develop Transport strategy for NHS fleet.	Strategy to be approved to deliver CEL 14 (2010).	Revised Date December 2017	PSSD	Further work is required to develop the new car share scheme and develop a strategy the growth in electric / hybrid vehicles.	The Pilot has been completed and work is underway on rollout of the scheme.	
4.2	Develop and implement travel plans for NHS sites.	Delivery of Boards Carbon Management Targets.	Ongoing	CORP	Further work is required – Graham Johnston to lead.	<ul style="list-style-type: none"> New Build HC sites – Complete. Monklands Theatres & Lanarkshire Beatson - Complete 	

Ref No.	Action	Measure 2014-15	Timescale	Owner	Update 2015-16	Update 2016-17	Comments
5.0	PROCUREMENT						
5.1	Develop and promote NHSL Sustainable Procurement Strategy.	CEL 2 (2012) Strategy Published.	October 2016	PROC	Strategy under development	Strategy developed and Published in March 2017 with the new Legal Duties set out in the Procurement Reform Act 2014.	Complete
5.2	Score and develop action plan for Flexible Framework.	Baseline Set and Action Plan published.	Ongoing	PROC	Complete	Underway	NHS Lanarkshire website (Procurement Section) has been updated with information setting out the Board's approach to equality, diversity and sustainability.
6.0	CORPORATE GREENCODE						
6.1	National approach to Corporate Greencode is under review.	Legal Register to be in place for all NHSL sites.	Devised Date December 2017	PSSD	<ul style="list-style-type: none"> On Line Legal Register to be updated. 	Corporate Greencode approach to be refreshed and a report submitted to CMT.	