



**Sustainable Development Action Plan
2016-17**

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1.0 INTRODUCTION

The following report is the NHS Lanarkshire Sustainable Development Action Plan 2016-17. 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) 2013-2017, approved by the Board in August 2016.

1.1 DRIVERS FOR A SUSTAINABLE DEVELOPMENT ACTION PLAN (SDAP)

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, the NHS is in a strong position to make a contribution through continuous improvement in environmental and sustainability performance.

The Climate Change (Scotland) Act 2009 places a duty on public bodies to contribute to carbon emissions reductions and climate change adaptation and to act sustainably in exercising its functions. The following reporting areas are included; greenhouse gas emissions; waste minimisation and management; finite resources; action on biodiversity, and sustainable procurement.

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 a SDAP, setting out the organisation's contribution to the Scottish Government's sustainable development aims and objectives. 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).

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 Governance structure to oversee and deliver these processes is set out below:

SUSTAINABILITY AND ENVIRONMENT GROUP	
Colin Sloey	Director of Strategic Planning & Performance
John Paterson	Director of PSSD
Terry Dunthorne	General Manager Procurement
Brian McWatt	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 reports are generated and distributed to Site Operational Managers. Outwith this NHS Lanarkshire is required to report to the Scottish Government via the State of Assets and Facilities Report and PAMS. NHS Lanarkshire also has a Communication Strategy that involves a range of activities that support national and local initiatives including Sustainability 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. There are six key areas for action 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.

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 the GCCAM requirements. The last survey was completed in August 2016, and NHS Lanarkshire breakdown by key area is shown in the graph below.

Figure 1: NHS Lanarkshire Performance in GCCAM 2015/16

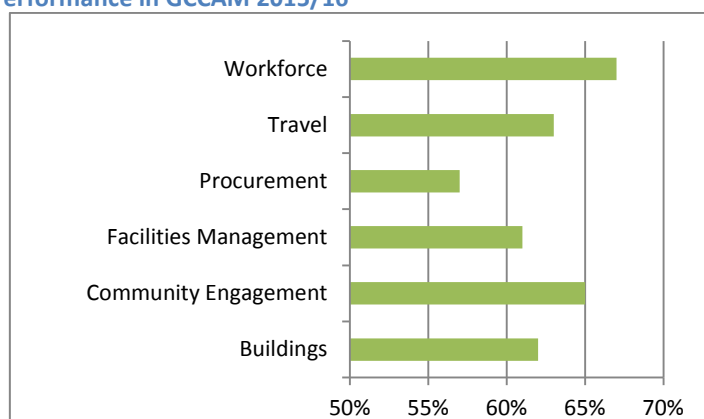


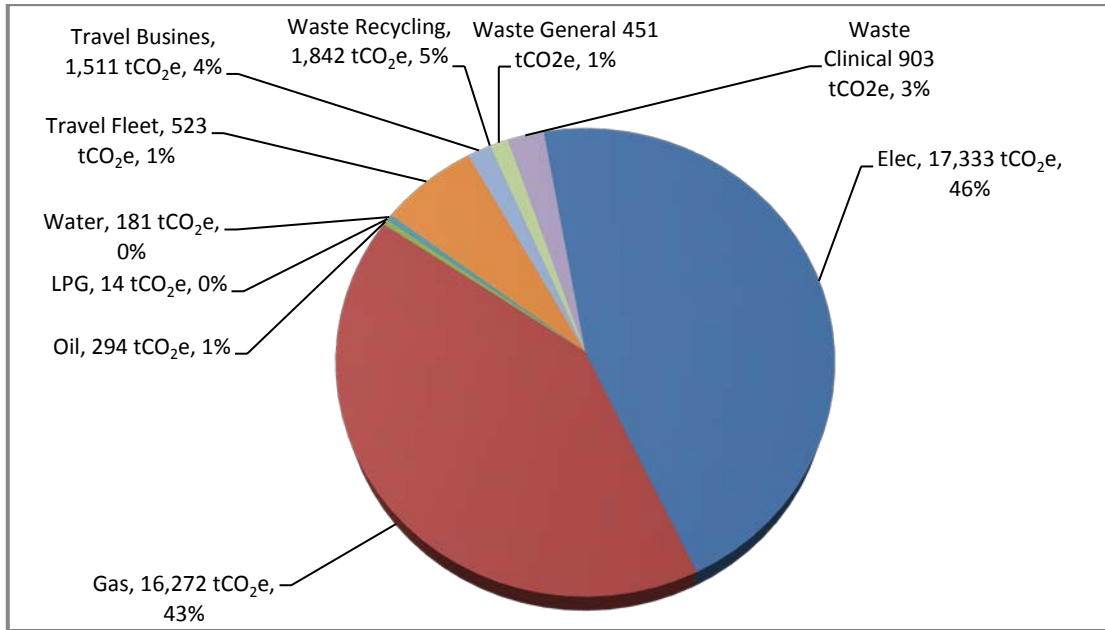
Table 2: NHS Lanarkshire GCCAM Comparison scores 2014/15 VS 2015/16

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

There has been an increase in scores in the Travel and Procurement categories, which is reflective of the works that have been carried out in the last year around staff travel and climate change adaptation.

Figure 3: Carbon footprint for NHS Lanarkshire for 2015/16; broken down by source category

NHS Lanarkshire Carbon Footprint was calculated in 2015/16 and is reported separately as part of the new Public Sector Climate Change reporting requirements as follows.



There was an increase in NHS Lanarkshire carbon footprint of 216 tonnes in 2015/16 compared to the previous year, due to improvements in the way that travel and waste data is collected and reported on. This is reported on in more details in NHS Lanarkshire Climate Change Duties Report.

3.0 CLIMATE CHANGE ADAPTATION

3.1 CLIMATE CHANGE AND THE HEALTH / PUBLIC SECTOR IN SCOTLAND

DEFRA produced a Climate Change Risk Assessment (CCRA) in 2012 to determine and quantify the risks from climate change facing Scotland until 2100. The CCRA for Scotland used UK Climate Projections (UKCP09) that considered a range of climate changes scenarios. The figures shown below are based on a medium emissions scenario showing changes relative to the baseline period (1961-1990).

- According to the UKCP09 climate projections for 2020, western Scotland could have an increase in summer average temperature of 1.4°C and an increase winter average temperature of 1.2°C. Summer average precipitation could decrease by 6% and winter average precipitation could increase by 7%.

The following table shows the estimated increase in flooded properties due to estimated climate change trends between now and 2035. The figures represent the likely percentage increase for the 1 in 100 year; fluvial flood event, coastal flood event and surface water flood event for Lanarkshire.

Table 2: Estimated climate change increase in properties flooded by 2035

Estimated Climate Change Increase in Properties Flooded by 2035			
100 year Flood (0.01)			
Local Authority	Fluvial	Coastal	Surface Water
North Lanarkshire	16%	N/A	15%
South Lanarkshire	30%	N/A	18%
TOTAL	24%	N/A	17%

4.0 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.

4.1 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.

NHS Lanarkshire is committed to reducing and minimising waste production without compromising healthcare delivery and in line with health and safety regulations. NHS Lanarkshire reports annually via eMART on waste arisings and disposal costs for collation in the HFS - Annual Environment Report.

It should be noted that NHS Lanarkshire are fully compliant with The Waste (Scotland) Regulations 2012 "prevent food waste from entering the public drain or sewer system" in all applicable sites well in advance of the required date of 1st January 2016 and also source segregate all hazardous waste, cardboard, metals, plastic and glass.

4.2 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

4.3 BIODIVERSITY

In accordance with the requirements of The Nature Conservation (Scotland) Act 2004 above Act, NHS Lanarkshire published the Board's biodiversity actions and has made the following progress.

- For the last 3 years NHS Lanarkshire has run a social prescribing programme 'Gardening for Health' (GFH) which is part of the NHS Well Connected programme and is based in Lanark. The GFH provides patients with mental health issues a programme of therapeutic horticulture and green activities which can contribute to their recovery programme and improve self management of long-term conditions.
- NHS Lanarkshire have also been working with Green Exercise Partnership on an NHS Greenspace project to maximise the use of green space for the benefit of staff, patients, carers and visitors and to promote green exercise on these sites.
- NHS Lanarkshire has a grounds maintenance programme with staff trained in the identification, treatment and disposal of non-invasive species. As part of these works Local Biodiversity Action Plans are being developed for each site by 2016-17 and for all new build and refurbishment projects ecology reports and species surveys will be undertaken.

4.4 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 have developed site aspects and legal compliance for all NHS Hospital sites.

5.0 SUSTAINABLE DEVELOPMENT ACTION PLAN

The output from NHS Lanarkshire's most recent GCCAM and the SDAP action guidance have been used to develop the SDAP set out below. 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 was used as a framework to determine the type of actions that NHS Lanarkshire needs to take to improve maturity level across all key areas.

5.1 PROGRESS UPDATE

Ref	Action	Measure 2014-15	Timescale	Owner	Status	Update 2015-16	Measure 2016-17
1.0	CLIMATE CHANGE & BIODIVERSITY						
1.1	Identify and prioritise climate change impacts posing greatest threat to organisation.	Template for Plans under development.	October 2014	PSSD	Plans to be submitted to the Sustainability & Environment Group for approval.	Climate Change Impact Assessments have been carried out for NHS Lanarkshire.	Complete
1.2	Develop NHSL Biodiversity Action Plan and where practical local BAPs.	Action Plans being developed.	April 2017	PSSD	Ongoing	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.
2.0	ENERGY & WATER						
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 2017	PSSD	<ul style="list-style-type: none"> • Energy Efficiency programme in place. • Staff Engagement programme underway. 	2015-16 targets have not yet been approved by Scottish Government.	New Targets to be agreed for the period 2020/21, which will be reported annually.
2.2	Set up boiler replacement programme for all NHSL sites.	Delivery of Energy / GHG Targets – elimination of fossil fuels.	April 2015	PSSD	Boiler Inventory complete and replacement programme in place.	Complete – A replacement programme has been identified with boilers identified for replacement based on age / condition and carbon emissions reduction potential.	Complete
2.3	Rollout AMR across all NHSL sites and identify opportunities for sub metering.	Delivery of Energy / GHG Targets.	April 2015	PSSD	<ul style="list-style-type: none"> • Installation of AMR meters - Complete. • Sub metering survey to be complete by December 2014. 	Complete – AMR meters have been installed in all appropriate sites.	Complete – sub metering installed where appropriate.
2.4	Set up programme of energy audits in all NHSL sites.	Delivery of Energy / GHG Targets.	July 2016	PSSD	<ul style="list-style-type: none"> • Hospital Site Audits - Complete. • Phase 2 sites identified and awaiting funding (HFS) 	Complete – Energy audits have been completed in Coathill Hospital, Kello Hospital, West of Scotland Laundry and Kilsyth Victoria Hospital.	Complete - Sites identified for audit based on energy performance. Dependant on funding / support from HFS.
2.5	Survey and identify opportunities for expansion and improvement of BMS.	Delivery of Energy / GHG Targets.	December 2014	PSSD	Ongoing.	Complete - above	Complete - Business case developed for rollout / upgrade of BMS to NHSL sites.

2.6	Identify potential for low / zero carbon technologies in NHSL sites.	<ul style="list-style-type: none"> • Delivery of Energy / GHG Reduction targets. • Reduction in CRC emissions to be purchased. 	July 2014	PSSD	Will be completed as part of the Energy Audit programme.	Further sites identified for audit based on energy performance. Dependant on funding / support from HFS.	Complete - above
2.7	Reduce the consumption of water consumption.		April 2017	PSSD	<ul style="list-style-type: none"> • Meter Rightsizing project – Complete. • Review of AMR data for leak identification – ongoing. 	Complete – a range of rightsizing opportunities have been identified and reported to the PSSD Savings Group for funding.	Complete
2.8	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	<ul style="list-style-type: none"> • Complete. • Annual Report submitted with reduction in the Board’s Carbon Footprint. • Allowances ordered. 	Allowances purchased in advance for 2015/16 with a saving per tonne.	Allowances purchased in advance for 2016/17 with a saving per tonne. The scheme ends in 208/19.
2.9	Set up PC Savings Software settings for NHSL IM&T equipment.	<ul style="list-style-type: none"> • Delivery of Energy / GHG Target. • Reduction in CRC emissions to be purchased. 	April 2017	IM&T	Software in place and settings to be agreed and reported to Sustainability & Environment Group.	IM&T confirmed that works would be carried out centrally via Microsoft Desktop Management Systems.	Further review of savings possible to be carried out.
3.0	WASTE MANAGEMENT						
3.1	Reduce the amount of waste arising in the clinical waste stream.	Report on eMART benchmarking figures.	April 2017	PSSD	Reported reduction in clinical waste uplifted for 2015/16.	Reduction of 4 % achieved, although total reported was an increase due to monitoring of additional sites, including some additional dental practices.	
3.2	Reduce the amount of general waste sent to landfill.	Report on eMART benchmarking figures.	April 2017	PSSD	Reported reduction in general waste uplifted for 2015/16.	Reduction of 1.7 % achieved with an increase in all categories of recyclates, reported in the sustainability Report.	
3.3	A requirement for businesses to separate glass, metal, plastic, paper and card.	Waste Scotland Regulations (2012).	January 2014	PSSD	Waste Management Plan in place and progress reported via Sustainability & Environment Group.	Increase in waste segregated for recycling of 9.3%	Complete – source segregation in place.
4.0	ASSET PROFILE / BUILDINGS						
4.1	Ensure BREEAM principles are adopted for new and refurbishment projects.	SCIM and CEL 2 (2012).	Ongoing	PSSD	<ul style="list-style-type: none"> • HUB sites - Complete. • West Scotland Radiotherapy Lanarkshire and Monklands Theatres – 	Working with HFS and others to ensure BREEAM process is embedded.	Ongoing

					Pre Assessment Complete.		
5.0	TRAVEL						
5.1	Develop Transport strategy for NHSL fleet.	Strategy to be approved to deliver CEL 14 (2010).	December 2016	PSSD	Ongoing.- revised date December 2016	Further work is required to develop the new car share scheme and develop a strategy the growth in electric / hybrid vehicles.	
5.2	Develop and implement travel plans for NHSL sites.	Delivery of Boards Carbon Management Targets.	Ongoing	CORP	<ul style="list-style-type: none"> New Build HC sites – Complete. Other sites – Ongoing. 	Further work is required – Graham Johnston to lead.	Complete
5.3	Utilise COMMS Plan to raise staff awareness of and encourage travel and commuting using alternative transport. i.e. Bicycle loan scheme.	Reduction in Board's Carbon Footprint reported via the Public Sector Climate Change Report.	Ongoing	CORP	STAG Action Plan to be updated –	Further work is required – Graham Johnston to lead	Ongoing with support and funding from NLC.
6.0	TRAINING AND AWARENESS						
6.1	Introduction of Awareness Training for NHSL staff.	<ul style="list-style-type: none"> Delivery of Energy / GHG Targets. Reduction in CRC emissions to be purchased. 	Ongoing	PSSD / COMMS	Pilot at Kirklands HQ and Coatbridge HC – Complete.	Ongoing	Ongoing via the COMMS Strategy.
7.0	PROCUREMENT						
7.1	Develop and promote NHSL Sustainable Procurement Strategy.	CEL 2 (2012) Strategy Published.	October 2016	PROC	Ongoing	Strategy being updated by Procurement Team.	
7.2	Score and develop action plan for Flexible Framework.	Baseline Set and Action Plan published.	Ongoing	PROC	2013/14 - Complete 2014/15 – Ongoing		
8.0	CORPORATE GREENCODE						
8.1	Identify and set up site EMS teams.	Teams in place for all Acute sites and Laundry.	October 2017	PSSD	<ul style="list-style-type: none"> Corporate team identified. 	<ul style="list-style-type: none"> Site Reps to be identified and training arranged. 	Corporate Greencode approach to be refreshed and a report submitted to CMT.