



East London NHS Foundation Trust  
Sustainable Development  
Management Plan 2019-2020

**Approved by:** John Hill – Director of Estates and Facilities

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## 1. Introduction

What is sustainable development? The phrase was originally defined by the Brundtland Commission in 1987 as:

***“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.***

Although this is a simplistic look at the vast topic of sustainability it still rings true today and really encompasses what the East London NHS Foundation Trust is trying to achieve through this Sustainable Development Management Plan (SDMP).

The NHS is the largest single employer in the UK and one of the five largest employers in the world. It produces 21 million tonnes of CO<sub>2</sub> per annum and accounts for 30% of public sector emissions. Along with the rest of the UK, all NHS organisations have a duty to take responsibility for their adverse impacts, something the public agrees with. According to surveys undertaken by the Sustainable Development Unit<sup>1</sup> in 2011 and 2013, almost 90% of respondents felt it was fairly or very important that the health and care system should make sustainability a part of the way it does its work in the future.

Organisations within the health and care system itself are supportive of the sustainability agenda, which was revealed during a four month consultation<sup>2</sup>, where: 94% agreeing that a strategy for sustainable development is needed to coordinate and guide the next phase of action to 2020. 91% of respondents felt the health and care system should set itself challenging ambitions with regard to sustainability.

As you may expect, embedding the principles of sustainable development has many benefits for the Trust, including; reducing carbon emissions, financial savings and meeting government regulations. But there are longer term benefits to sustainable development, and in implementing good practice we can directly and indirectly improve the level of care provided to our patients and the public.

We understand the integral role we play locally and the importance of helping to support community groups, local agencies and local people to further build a sense of place and identity within the communities we work in in East London and beyond.

This SDMP will help us support our local community to prosper and become more resilient and future proofed in changing times and climates. It will support us to work in a more sustainable and connected way will help us to improve physical health, mental health and general wellbeing.

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<sup>1</sup> undertaken by Ipsos MORI for the Sustainable Development Unit

<sup>2</sup> A four month consultation and engagement process with organisations in the health and care system from 29 January to 31 May 2013 received close to 1000 responses

## 2. National Context

**2.1 ‘Sustainable, Resilient, Healthy People and Places – A Sustainable Development Strategy for the NHS, Public Health and Social Care system 2014 - 2020’** proposes the vision that a sustainable system protects and improves health within environmental and social resources. This means reducing carbon emissions, protecting natural resources and promoting healthy lifestyles and environments.

Three goals have been identified to support this vision:

- A healthier environment
- Communities and services are resilient to changing times and climates
- Every opportunity contributes to healthy lives, communities and environments.

Key steps are to plan, measure, evaluate and engage, as detailed in Figure 1.

Organisation:	
1. Board approved plan	• Sustainable Development Management Plan (or equivalent) including carbon reduction, adaptation plans and actions across the sustainability agenda
2. Measure, monitor and report	• Statement of progress and action on sustainable development and adaption performance with recognisable core standard figures in annual report
3. Evaluation	• Evaluation, for instance with the Good Corporate Citizenship self assessment tool, to ascertain areas of strengths and opportunities for development
4. Engage staff, service users and the public	• Engagement with public, patients, clients and staff to help understand and support the development of a more sustainable and resilient health and care system

**Figure 1. Organisational Contributions to the Sustainable Development Strategy for the NHS**

**2.2 The NHS Carbon Reduction Strategy** was launched in 2009 and an update was produced in 2010 providing new information and additional tools. These documents identify the vital role the NHS has to play in the reduction of CO<sub>2</sub> and that these reductions can also have a positive effect on the health of staff, service users and the public who live and work every day in the areas the Trust operates in. Also as a result of carbon reduction, the Trust and NHS as a whole will benefit from short and long term savings which can be reinvested in health services.

Many measures that improve health also contribute to sustainable development and vice versa. For example, by supporting local businesses and providing training opportunities such as apprenticeships, the local economy benefits and this can help raise the standard of living and therefore the health of the local community. This results in reduced demand on the health service, enabling the Trust to reinvest resources elsewhere, which further improves the health of patients and the public. This cyclical effect of one aspect benefiting another within the sustainability process is highlighted below in Figure 2.

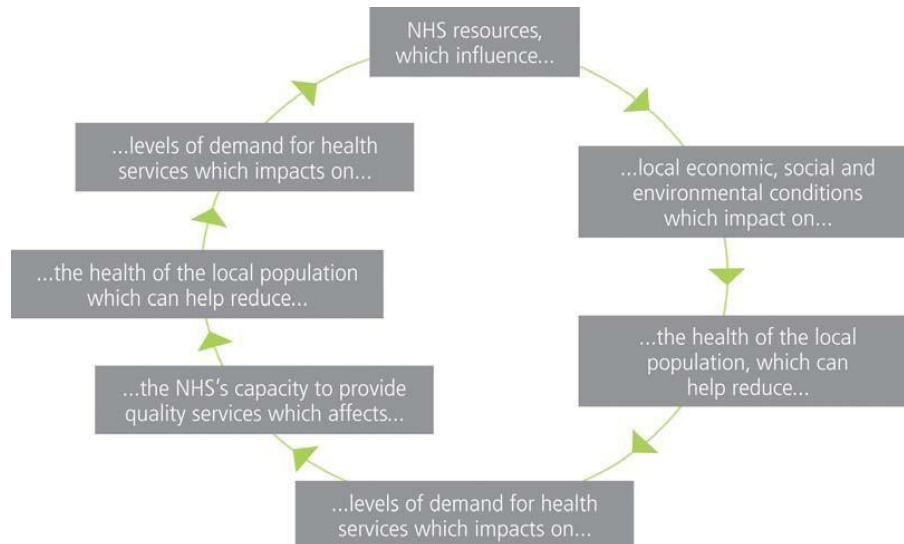


Figure 2. Virtuous Circle

**2.3 The Climate Change Act (2008)** was introduced to ensure the UK cuts its carbon emissions by 80% by 2050. The 80% target is set against a 1990 baseline. The act sets in place a legally binding framework allowing the government to introduce measures which will achieve carbon reduction and mitigate and adapt to climate change.

As the largest public sector emitter of carbon emissions, the health system has a duty to respond to meet these targets which are entrenched in law. In order to achieve these targets the NHS committed to reducing its carbon footprint by 10% by March 2015. The next targets are to reduce emissions by 34% by 2020 and 50% by 2025.

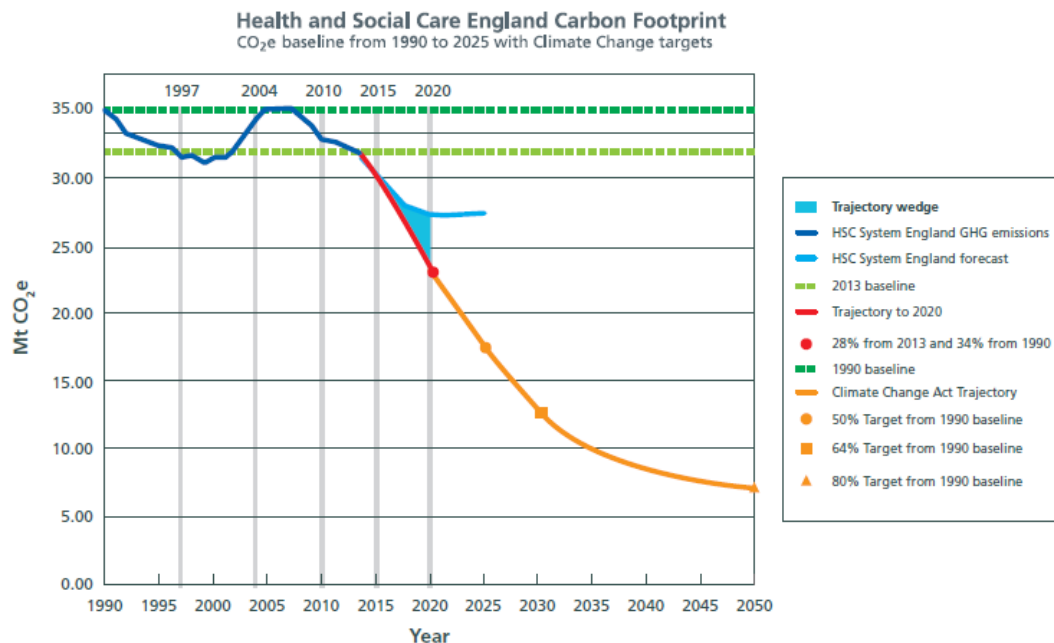


Figure 3. Carbon Footprint of the NHS, Public Health and Social Care System

One way the government is incentivising organisations to take up more energy efficient technologies and practices is through the CRC Energy Efficiency Scheme. Participants have to measure and report on

their energy consumption and buy Allowances for the amount of CO<sub>2</sub> emissions associated with their energy consumption. The Trust has several large sites which are required to comply with the scheme.

The scheme's aim is to improve energy efficiency, reduce carbon emissions and save organisations money by cutting fuel bills. It will also help drive changes in behaviour and infrastructure and generate corporate awareness of emissions.

**2.4 Public Services (Social Value) Act (2012)** places a requirement on commissioners and procurers to consider how the goods and services they buy could improve the economic, social and environmental well-being of their local area. Taking a value for money approach, not 'least cost' is key to unlocking social value.

A review of the Social Value Act undertaken by Lord Young in early 2015 evidenced the wide range of benefits that social value can realise. This included positive effects on local communities, local businesses, employment of young and disadvantaged people and the environment<sup>3</sup>.

### 3. Our Sustainability Commitment

East London NHS Foundation Trust is very aware of its place within the community of East London and its obligation to our local society, economy and environment. We are committed to providing the best service possible coupled with a real awareness of any impact carrying out this service might cause. To fulfil this commitment we will encourage all sustainable measures within our financial and resource constraints. To achieve this vision we believe it must be collectively shared and embedded within our trust, our staff and our service users. We therefore agree to adopt and act on the following goals;

- We will individually commit to the principles and practice of sustainable development.
- We will encourage our staff, contractors, service users and anyone contributing to ELFT activities to adopt practices which improve our environmental and social impact.
- We will comply the Social Value Act (2012) when buying goods and services and consider the potential impacts on the environment and local area in which we operate.
- We will strive to meet and where possible exceed the requirements of relevant national legislation.
- We will regularly report our performance against challenging and stretching targets focusing on the key areas of estates, infrastructure, operations and facilities.
- We will raise awareness of our environmental and social performance and the issues we face, in our community and among those we serve.

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<sup>3</sup> Cabinet Office Survey. Over 60% of respondents believed that the Act had a positive effect on the local community, 72% felt it had a positive impact on local business, 66% felt it had generated environmental improvements, 70% agreed it had a positive benefits on local businesses and 75% felt it had a positive effect on employment for young and disadvantaged people.



- We will explore ways of achieving this vision and demonstrating our commitment to all aspects of sustainable development.



#### **4. Where Are We Now - Highlights**

There are many examples of good sustainable practice already being undertaken throughout the Trust. Within Procurement, whole life costing and value for money analysis is already being undertaken and the Trust is beginning to raise the importance of environmental impact as we award contracts, for example; we have recently awarded a taxi contract with Green Tomatoes who run low-emission vehicles.

Activity is underway within HR to improve opportunities with our workforce and staff wellbeing. The Trust has launched an apprenticeship scheme to recruit and support new members of staff from the local community. Our new e-learning system was launched the same year which aims to reduce the need for staff to travel for training, reducing cost and CO<sub>2</sub> emissions and saving valuable staff time. Both of these initiatives need further development to realise their full potential which will be a key objective within this SDMP.

Exciting developments are underway with Estates and Facilities. We have recently committed to 100% renewable energy generation for all our sites electricity supply. This is a big leap forward and shows the Trusts commitment to sustainability and the environment which we operate out of. LED lighting is going in to Trust sites at the rate of 3 sites per year, significantly reducing not only energy usage but also need for maintenance and therefore cost and mileage is reduced.

The Trust has recently signed up to an energy bureau service which will assist us in making large reductions in cost and usage by highlighting issues with billing and overuse in all our sites electricity and gas usage.

Ongoing energy surveys across all our sites are highlighting quick win solutions for the reduction of energy usage. Whether this is through improved insulation, building controls or simply staff behavioral changes. This combined with our recent drive to ensure all sites have a robust recycling system in place will help to dramatically reduce our carbon footprint.

In January 2019 we installed our first electric car charging points at the John Howard Centre and we plan to move ahead with installation of charging points at any site which will benefit and it is feasible to install.

## **5. Action Plan**

This section of our SDMP contains our sustainability action plan for 2019/2020. The plan sets out our key objectives, the actions required to achieve them, a deadline and responsible person to undertake this. We have focused the plan around Procurement, Estates and Facilities, and Human Resources as we feel these are our key impact areas going forward.

Procurement			
Objective	Action	Deadline	Lead
Have clear and accountable governance arrangements for sustainable procurement.	Procurement leads within ELFT- Steve Newton, Stevie-Jay Cavanagh and Steve Quinn to receive management support and sign-off from Steven Course and David Adam.	December 2019	
	A 6 monthly review with Steven Course and David Adams to be held to assess progress and current activity.	February 2019	
Meet the mandatory requirements of the Government Buying Standards (GBS) and examine the Green Public Procurement (GPP) instrument.	The Trust will ensure that the GBS mandatory standards are met when buying goods and services for the product groups covered. Mandatory standards will be specified in tenders where relevant.	January 2019	
	Work through the first of three modules within the GPP Training Toolkit. Using this module, start to develop an action plan for gradually introducing GPP within the Trust.	January 2019	
Develop the sustainable procurement skills of our workforce.	Attend NHS sustainability conferences and events such as the NHS Sustainability Day Roadshow on February 25 <sup>th</sup> . Keep up to date with the latest sustainable procurement news via the Sustainable Development Unit (SDU) website.	February 2019	
Engage with suppliers in the pre-procurement period and during the tendering process to ensure that key sustainability issues are addressed.	Engage with the market to obtain feedback on how the Trust's requirements can be best met in line with relevant sustainability criteria. Encourage innovative ideas and feedback.	March 2019	
	Ensure that relevant sustainability criteria are included in tenders e.g. evidence of ISO 14001, how they add social value etc. Requirements will vary according to the size of the supplier and the type of service or product which they provide.	March 2019	
	Undertake whole life costing and value for money analysis in the evaluation of bids. Quality must be a key consideration in line with the Trust's Quality Initiative Project.	February 2019	
	Consider Social Value when procuring products and services in accordance with the Public Services (Social Value) Act 2012.	March 2019	



Ensure all tender/contract opportunities are appropriately advertised to reach the widest and most diverse possible audience.	All opportunities over £10,000 to be advertised using Contracts Finder and Multi-Quote. Opportunities over £50,000 to be advertised using Contracts Finder and eu-supply.com.	December 2019	
	Assess opportunities for engaging with local suppliers and small organisations, particularly for opportunities under £10,000 which are not advertised on recognised frameworks.	February 2019	
Ensure sustainable procurement activity is monitored and measured effectively.	Research and engage with existing suppliers to understand their current sustainability objectives and the potential for further improvements.	March 2019	
	Design a system for capturing sustainable ideas based on key financial, environmental and social criteria.		
	Complete the procurement section of Good Corporate Citizenship Tool and benchmark against other Trusts.	December 2019	
Ensure the Trust's policy on sustainable procurement is clear and accessible to all.	Develop a procurement policy which outlines the Trust's strategy through a 'sustainability lens'.	March 2019	
Identify and understand carbon reduction opportunities when buying goods and services by utilising the SDU's Procuring for Carbon Reduction (P4CR) toolkit.	Review the P4CR Flexible Framework and work towards the foundation level.	March 2019	
	Start to use the SCO2PE tool to identify the Trust's carbon hotspots.	February 2019	
Consider labour standards throughout the procurement process and build awareness and understanding of labour standards in supply chains among Procurers.	Work through the Ethical Trading Initiative's Ethical Procurement for Health Workbook and work towards Foundation Level 1.	March 2019	

Human Resources			
Objective	Action	Deadline	Lead
Engage staff at all levels in our sustainability journey.	Recruit a team of 'Sustainability Champions' to help us to develop and achieve our sustainability goals. The role of our Champions will include: <ul style="list-style-type: none"> <li>Representing the views and interests of different service areas</li> <li>Raising awareness of new initiatives and good practice</li> <li>Being an advocate for positive environmental behaviours</li> <li>Supporting communications out to the wider organisation</li> </ul>	December 2019	
	Establish our Sustainable Development Working Group (SDWG) who will consist of key senior members of staff who will be able to positively influence our sustainability strategy.	December 2019	
	Run a workshop for the Sustainability Champions and SDWG to attend. This workshop will be an opportunity to upskill colleagues on sustainability, obtain feedback on our strategy and agree next steps.	TBC	
	Ensure that staff are kept updated on the progress of our sustainable activity by utilising existing communication channels such as the Trust Bulletin, Intranet and Exec Walk About.	January 2019	
Improve the diversity of the Trust's workforce to ensure representation reflects the communities we serve.	Use alternative sources to attract applicants from diverse backgrounds. Begin to advertise jobs in local newspapers, organise local roadshows and build relationships with the local Jobcentre Plus and the East London Business Alliance.	March 2019	

Use the results from our Annual Staff Survey and Friends and Family Test to continually improve our workforce management and service provision.	<p>Develop a Corporate Action Plan and Local Action Plan from staff feedback which assess the following four areas:</p> <ul style="list-style-type: none"> <li>• Recognition</li> <li>• Fair Treatment</li> <li>• Individual and Team Development</li> <li>• Communication</li> </ul> <p>Feedback from quarterly Friends and Family Test used to improve patient services.</p>	March 2019	
Continue to provide training, volunteering and back to work opportunities for members of our local community not currently in employment.	Further develop our Apprentice Scheme which was launched in 2014. Strengthen our partnerships with local colleges and increase the number of apprenticeships provided from 15 to 20.	March 2019	
	Continue to actively engage with Local Education and Training Boards (LETBs) and the Community Education Providers Network (CEPN) to influence the education strategies put in place in North Central and East London.	March 2019	
	Expand opportunities for volunteering. For example, by helping to develop 'Florid', a service user designed and run website which offers information and a forum to service users; more volunteering opportunities can be made available.	February 2019	
Continue to provide our staff with relevant training, learning and development opportunities to ensure that they feel competent to provide the best possible care to our service users.	Develop a Leadership Strategy to engage staff at all levels in the leadership process.	March 2019	
	Promote and expand the use of e-learning to ensure that all learning and development activities are available to staff through various platforms including web based webinars and podcasts. Increase access to e-learning from 69% to 80%.	March 2019	
Increase our Health and Wellbeing initiatives which promote active and healthy lifestyles.	Promote the benefits of our Cycle to Work Scheme further to increase the number of staff participating.	January 2019	

Estates & Facilities			
Objective	Action	Deadline	Lead
Use Electricity from 100% renewable sources	Expand the use of electricity from 100% renewable sources across our estate including smaller properties.	Complete	Energy Manager
Continue to implement water saving measures and support the work of WaterAid through our partnership with water saving companies and initiatives	Working closely with crown commercial services to achieve reduction in cost for water since deregulation in April 2017. Continuing to strive for water reductions in partnership with Trust approved water saving companies.	Complete	Energy Manager
Reduce energy consumption through energy efficiency measures.	Install boiler insulation in all of the Trust's large buildings and examine opportunities to install within the Luton and Bedford sites.	Complete	Energy Manager
	Involve staff in updating the Trust's online energy audit tool for every site each quarter	Ongoing	Energy manager
	Continue to install Smart Meters which allow energy use to be managed more efficiently. Already within 50% of the estate- expand to include further sites where feasible (installation requires a power-down which is not possible in our 24hr sites).	Ongoing. 65% of staff sites now on smart meters	Energy Manager
	Installation of LED lighting at a rate of three sites per year	Ongoing. 2 sites per annum switching to LED lighting	Energy Manager
	Using local data and Display Energy Certification identify the least efficient sites and focus on energy saving measures at those sites. Use those sites as examples of poor to good energy efficiency and publicise in Trust communications	01/04/2018	Energy Manager
Implement the Waste Hierarchy by firstly reducing the amount of waste we generate, re-using where	Aim to reduce the total volume of waste generated by the Trust (relative to patient visits) by 10% by 2020 based on 2007 levels.	01/04/20. On track currently	Energy Manager
	Investigate the potential use of platforms such as Warp It which allow office furniture and	Not feasible	Energy

possible, recycling if necessary and finally by recovering energy to prevent waste being disposed of in landfill.	equipment to be re-used.	currently	Manager
	Aim to increase recycling rates as a proportion of general waste generated by 10% by 2020 based on 2007 levels.	01/04/20	Energy manager
	Continue to implement the new waste management streams introduced by our waste management contractor Tradebe to reduce contamination of waste	Ongoing. B&L due for completion 01/04/19	Waste manager
Ensure energy, waste and water impacts are measured and monitored effectively.	Complete the facilities management and buildings sections of Good Corporate Citizenship Tool and benchmark against other Trusts.	Complete	Sustainability lead
	Ensure energy, waste, water, travel and carbon emission data is accurately calculated and recorded. This information will be made publically available in the Trust's 2015-16 Annual Report. Data should be normalised to reflect weather conditions and the current activity of the Trust (calculations per m2 or number of patient visits for example).	01/04/19	Sustainability lead
Implement a robust Travel Plan to assist with the Trusts commitment to carbon reduction and staff health and well-being	This plan will underpin the Trusts stance on green modes of transport, reducing localised pollution at our sites and improving the health and well-being of staff through greater exercise and walking/cycling options.	June 2019	Sustainability lead

## 6. Governance and Accountability

Measuring and reporting on our sustainability performance will be vital to the success of our strategy. As part of this process we will undertake the following:

- Ensure that our SDMP is Board Approved.
- Explore the opportunity to move the responsibility of sustainability from Estates and Facilities to a corporate function to optimise transparency and senior management buy in.
- Complete the Good Corporate Citizenship Tool on an annual basis and report our scores online.
- Complete the Sustainable Development Units standard reporting template and submit to the SDU their required annual date. This template will also help us to develop a sustainability section in our 2015-16 annual report.

## 7. Conclusion

This sustainability plan represents an important step forward for sustainable development planning and reporting across the Trust. It strengthens how the Trust promotes environmental sustainability and improves the transparency and accountability of environmental decision-making.

The Trust is committed to implementing this sustainability plan and continually monitoring our progress.

As the process matures and evolves, the Trust will make adjustments: we will improve the integration of environmental, social, and economic criteria; and will be more capable of addressing gaps that become evident as the plan is implemented and progress is measured.

This adjustment over time is one of the strengths of this new approach. It is not rigid or static. It will respond to advances and to setbacks, and to changes in sustainability priorities in the UK and beyond. In this way, each new plan will be an improvement over the last and will place the Trust ever closer to truly sustainable development.

A key element to the success of this sustainability plan will be a higher level of involvement and engagement at Board level. By reviewing the organisations sustainability objectives, challenges, targets and progress with the Board we will be better placed to meet not only government targets but also the expectations of our stakeholders.

### Appendix A. Trust Energy Data

Energy costs (all energy supplies)	£	1,137,802
Electricity consumed	kWh	4,725,401



Gas consumed	kWh	7,509,214
Oil consumed	kWh	0
Coal consumed	kWh	0
Steam consumed	kWh	0
Hot water consumed	kWh	0
Electricity consumed - green energy tariff	kWh	2,558,580
Electricity consumed - third party owned renewable	kWh	0
Non-fossil fuel consumed - renewable	kWh	0
Electrical energy output of owned onsite renewables	kWh	0