



Wirral Community
Health and Care
NHS Foundation Trust



Sustainable Development Management Plan



Introduction

The purpose of this strategy is to support dialogue among our stakeholders via regular meetings on what we are doing now, what we plan to do in the future and how we must adapt to become a more economically, environmentally and socially sustainable business. Empowering patients, diversifying delivery models and creating new incentives.

Our strategy aims to develop a culture in which actions that promote sustainability become instinctive, one in which staff are not only aware of the links between healthcare and sustainability, but act as advocates of this message outside of the Trust and in the wider communities we serve.

Our strategy embraces advances in technology and communication, creates the space and opportunity for innovation and fosters pioneering partnerships. Its core principles are motivational and collaborative. They speak to wider calls for patient and staff wellbeing, positive behavioural change and the integration of sustainability into the design, delivery and quality of care we provide.

Our strategy is ambitious and delivering it will require cooperation, a long-term perspective and changes to the way we operate. However, as a framework for understanding and responding to future developments that will affect the health of our local communities and the healthcare services we provide, it is vital.

While we have made considerable progress since our first Sustainable Development Management Plan in 2009, our journey must continue, both in 2019 and beyond. It is a journey we must all take together, united behind the principles outlined here to ensure a healthy future for our patients, our Trust and for the NHS itself. Our strategy provides a route map for how we will progress.

Sustainable development (or sustainability) is about meeting the needs of today without compromising the needs of tomorrow. In the health and care system, this means working within the available environmental and social resources to protect and improve health now and for future generations. A copy of the Trust's environmental policy can be found in appendix 1.

In practice this requires us to reduce our carbon footprint, minimise waste and pollution, make the best use of scarce resources and build resilience to a changing climate whilst nurturing community strengths and assets.

There is sound evidence that taking action to become more sustainable can achieve cost reductions and immediate health gains. More importantly, it ensures the development of a health system that is sustainable in the long term – reducing inappropriate demand, reducing waste and incentivising more effective use of services and products.



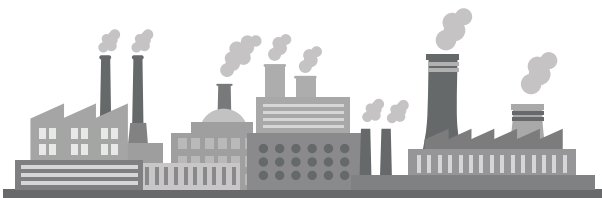


Reducing carbon dioxide emissions is the law in the UK

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 enables the UK to become a low carbon economy. It 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. Contributing to the Climate Change Act target with a 34% reduction in carbon emissions by 2020 is a key measure of our ambition across the country. Consequently it has the potential to make a significant contribution to tackling climate change in the UK.



There is a strong business case for taking action to become more sustainable

The business of caring for patient's results in a host of environmental impacts that are becoming increasingly expensive to manage: fossil fuels are finite and are becoming more costly to produce, landfill is subject to a tax escalator and now CO₂ itself is subject to taxation in the UK. By reducing energy and water consumption, reducing waste and recycling more and finding alternatives to motorised travel NHS organisations can realise significant financial savings, which can be reinvested into frontline care.

The publication of the NHS Carbon Reduction Strategy (CRS) for England in January 2009 set a mandatory framework for NHS organisations to embed sustainability into their culture and operations, contributing to national carbon emission reduction targets.

Described as the biggest global threat to health facing the twenty first century by the World Health Organisation and more recently in The Lancet, (2015), climate change is predicted to have far-reaching consequences for weather systems, global temperatures, food scarcity, water scarcity and cause changes to communicable disease patterns and biodiversity and finally public health.



It is predicted climate change will increase the number of heat and cold related illness and deaths, increase the amount of food, water and vector borne diseases, increase skin cancers and sunburn, increase the health impacts of respiratory disease from poor air quality and aeroallergens and likely bring about an increase in mental health issues as a result of local social impacts caused by climate change.

As a Trust we will face pressures to keep our services running during extreme weather events and associated fuel, water and food shortages and face increased demand on our services from the associated health impacts of climate change. As the NHS is one of the world's largest health organisations, we have a national and international duty to act and to set an important example to the business community, the public, our patients and our staff.

We will achieve this by ensuring our Business Continuity plans consider and plan for the vulnerabilities of our healthcare service and our staff and our patients to climate impact risks. Consideration must also be given to the secondary impacts of climate change, such as the effects of storms on our infrastructure and access to our supply chain and vital

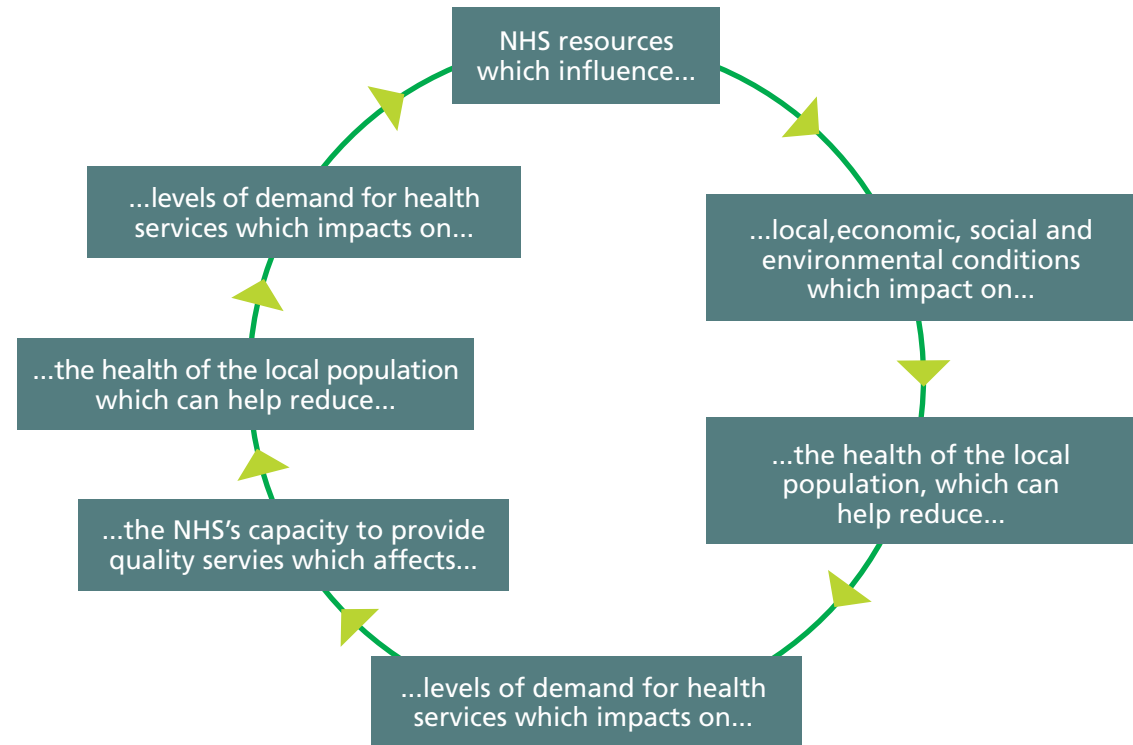


resources such as medical equipment, water, energy, fuel and food to ensure continuity of service in times of scarcity. Climate change mitigation measures are actions which limit the effects of climate change by reducing the amount of carbon and greenhouse gases we release into the atmosphere. Our carbon mitigation measures are detailed within this SDMP.

By adopting climate change adaptation and mitigation measures we will become a healthy, resilient, sustainable healthcare service ready for changing times and climates.

How the NHS behaves can make a big difference to people's health and to the wellbeing of society, the economy and the environment. The CRS calls on NHS organisations to use their corporate powers and resources in ways that benefit rather than damage the social, economic, and physical environment in which we all live. Becoming more sustainable can save money, benefit population health and can help reduce health inequalities. Many measures that improve health also contribute to sustainable development and vice versa.

This is best illustrated as a virtuous circle, see the diagram opposite:





Where have we been?

Wirral Community NHS Foundation Trust* was established on 1st April 2011, following our separation from NHS Wirral. We achieved Foundation Trust status on 1 May 2016. The Trust provides a comprehensive range of high quality; community based health care services to the population of Wirral, Cheshire and Liverpool, increasingly delivered in partnership alongside acute, primary and social care colleagues.

The plan, supported by the Estates Strategy follows on from a previous plan from 2013 - 17 and is intended to outline aspirations that will be implemented through a carbon reduction management plan over the course of 2018 - 2020. In order to build on the existing good work and initiatives already undertaken, it is considered essential for Wirral Community Health and Care NHS Foundation Trust to take a leading role and work in close partnership with the Local Authority and other local NHS organisations to meet the challenges posed by climate change.

We operate in a challenging economic environment. We have invested in our properties over recent years and must now ensure we obtain maximum value from that investment. We aim to deliver a productive estate that supports the delivery of high quality clinical services and integrated service provision (eg of health and social care).

A significant development that will affect the development of the Trust's Estates Strategy in future,

is the eventual implementation of the Cheshire & Merseyside Sustainability and Transformation Plan (STP).

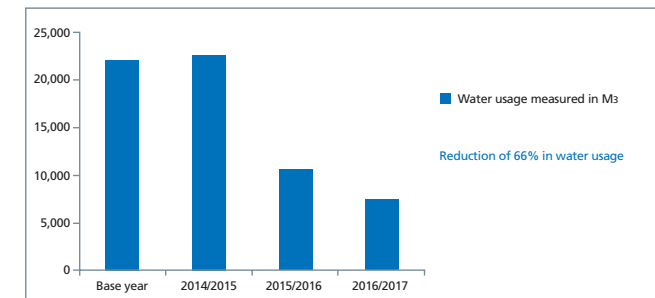
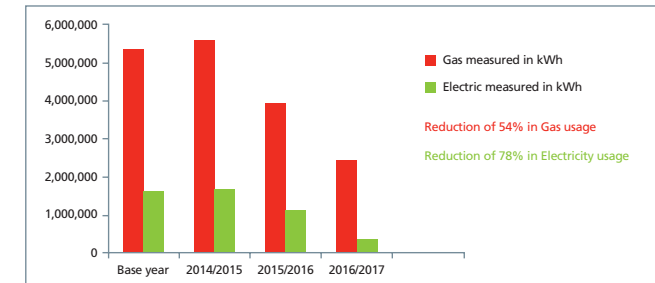
What are our Trust's environmental impacts?

Following completion of the annual Estates Return Information Collection (ERIC) we have been able to calculate the total carbon emissions from energy (gas, electricity and fuel oil) allowing us to benchmark our current position, both in terms of total emissions and emissions per occupied floor area. The individual site data on energy was used to assess which buildings were the most and least energy efficient sites within the Trust estates.

We use energy to heat and power our buildings, we travel great distances to deliver our services and we produce waste, which needs to be disposed of. All of these issues result in various environmental and social impacts, not to mention a growing financial cost to the Trust at a time when resources are limited.

The primary measure we use to quantify and manage our environmental impact as a Trust is what we call our carbon footprint. A carbon footprint is the total amount of greenhouse gases produced as a direct and indirect result of our activities and is expressed as

tonnes of carbon dioxide equivalent (CO₂e)¹. Our current carbon footprint baseline, from which we have measured progress towards meeting our targets, is from the year 2013/2014 (our base year) and is broken down as illustrated below.



* On 1 April 2019 the Trust changed its name to Wirral Community Health and Care NHS Foundation Trust. This is to reflect our provision of Adult Social Care Services since June 2017.



How has the Trust managed to achieve the reductions?

The first stage of our sustainability journey has delivered fantastic results. We set out to demonstrate how investing in and taking action to become a more sustainable organisation can bring about tangible and measurable improvements in environmental performance (particularly a reduction in CO₂), as well as create financial and reputational co-benefits. As a result of our achievements we have exceeded the 2020 targets laid down by the NHS, public health and social care system to reduce carbon dioxide equivalent emissions across building energy use, travel and procurement of goods and services by 34% (from a 1990 baseline) equivalent to a 28% reduction from a 2013 baseline by 2020 and 80% by 2050. This is in line with The Climate Change Act (2008) requirement which places responsibility on all public sector organisations in the UK to put plans in place to meet this target. We have exceeded the 28% target achieving a 44.7% reduction in carbon emissions and are well on track to meet the 80% reduction by 2050. The way in which we have achieved these results are highlighted below.

Consolidation of the Trust's Estate

During 2015/16 and 2016/17 we have taken great strides in rationalising our estate. Many leased sites have been relinquished and staff relocated to freehold

premises. As part of this consolidation we have also worked to optimise our freehold accommodation, particularly within St Catherine's Health Centre. The Trust recently commissioned a comprehensive follow up space utilisation exercise, undertaken by Occupeye - early results indicate that further consolidation of some properties may be achievable. The outcomes from the Occupeye Survey, together with the findings of a Six-Facet Survey will enable the Trust to make better informed decisions based on the following criteria: Existing space that is (or will shortly be) no longer fit for the delivery of modern health care services and/or has significant maintenance/condition challenge, bookable space that is not well used and void space in long-term core buildings and modern high quality space that is under-occupied and often badly utilised.

Carbon Reduction Strategy

Carbon emissions have reduced overall over the last three years as a result of the implementation of the NHS Wirral Carbon Reduction Strategy (produced in 2009), an investment in energy efficiency of the community Trust estate properties (eg replacement of old building stock, improved thermal insulation in existing properties, building controls and installation of Solar PV) and also the implementation of the Estates Efficiency plan (this SDMP and the travel plan which is awaiting survey results) which optimises space occupancy and use across the Trust estate. A 4kW_{hp} Solar PV system was installed at Fender Way Health

Centre in January 2011 that continues to generate renewable energy and reduce carbon emissions associated with our premises.

St Catherine's Health Centre is having a 100KWP solar array which will provide an estimated 86,940kwh of electricity per annum, replacing 40% of the electricity supplied by the National Grid. This will be installed by August 2019.

Environmental Awareness Initiatives

The Trust has developed an Environmental Management System (EMS) which has resulted in achieving the ISO 14001-2015 Environmental Award in December 2017. The award is an internationally accepted standard that outlines how to put an effective environmental management system in place. It is designed to help businesses remain commercially successful without overlooking environmental responsibilities. A copy of the certificate can be seen in Appendix 2. Staff have been encouraged via the use of screen savers and staff bulletins to recycle the following items in work:

- used batteries
- cardboard
- used toner and printer cartridges
- plastics from goods delivered (shrink wrap packaging)



Procurement without carbon

Procurement is the biggest contributor to carbon emissions within the NHS, The national healthcare system spends in excess of £40billion each year on the procurement of goods and services which presents a significant opportunity to influence the suppliers of these goods and services to develop more environmentally, financially and socially responsible practices. We will eliminate waste from our supply chain through the implementation of new procurement policies and tendering processes and through proactive collaboration with our major supply chain partners.

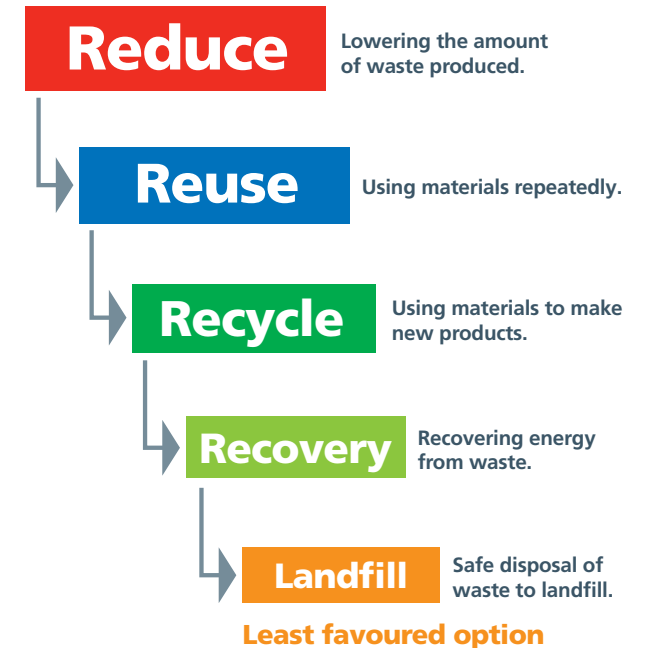
Implement a new Sustainable Procurement Policy, ensuring that sustainability and social responsibility considerations are introduced at the earliest possible opportunity as a business-as-usual feature of our procurement activity. Engage in collaborative initiatives with suppliers to identify and address known carbon “hotspots” to deliver measurable environmental performance improvements. We will promote our Sustainable Procurement Policy to all potential suppliers and train staff to ensure that anyone procuring for our Trust understands what is required to procure in a sustainable way. We will ensure that we develop a Procurement Stock Review programme to help reduce waste generated by our clinical services. The procurement department will set up effective communications with other NHS

organisations to share best practice and benchmark our performance and publicly report on our progress each year.

Waste

We will liaise with waste contractors, suppliers and relevant support agencies to implement the Waste Hierarchy illustrated below with the ambition of achieving zero waste to landfill across all of our operations and turning residual waste into a resource opportunity wherever possible. Waste recycling initiatives have been implemented across the estate, with all locations encouraged to recycle paper, cardboard, bottles, printer and toner cartridges, portable batteries, both Zinc and Lithium types and mixed recyclable waste. We recover or recycle 119 tonnes of waste, which is approximately 64% of the total waste we produce.

Most favoured option





Waste Hierarchy

The UK-wide policies on waste are built on an EU concept known as the waste hierarchy. The waste hierarchy requires anyone managing waste to consider first prevention, preparing for reuse and recycling followed by other methods of recovery, for example energy recovery and, lastly, disposal. Prevention, preparing for reuse and recycling should be given priority order in any waste legislation and policy.

Diversion of waste from the landfill

Based on the waste hierarchy, a key objective of government policy is to reduce the level of waste going to landfill and to get people to recycle more. The Environmental Permitting (England and Wales) Regulations 2010 and Landfill Allowance Scheme (Wales) impose restriction on the type and amount of waste that can be disposed of in landfills in England and Wales. Scotland and Northern Ireland also have similar landfill regulations.

Increase recycling

The government's objective is to make it easier for people and organisations to recycle more. Several measures have been put in place to encourage the general public to consider waste as a resource and

adopt a recycle and reuse culture eg, the carry bag charge introduced in October 2015. These policies aim to encourage people to reuse their shopping bags, and to reduce waste and littering. We will increase our recycling across all our sites and increase the scope of our environmental 14001-2015 award to include all our owned properties.

Water

Water has been termed the 'new carbon': it is a scarce resource and costs are rising rapidly making it an increasingly precious but undervalued commodity. A significant amount of energy and resources are consumed to produce potable water, which contributes to the Trust's carbon footprint.

We will introduce best-in-class water saving technologies and techniques and develop an action plan to safeguard the Trust from future water shortages. Buildings that are equipped with water conservation devices may use less than half the amount of water compared to ones that don't. At St Catherine's Health Centre we introduced, in June 2017, a waterless urinal system and to date it have saved over half a million litres of water. Other ideas include installations such as cistern dams, urinal controllers, flow restrictors and self-closing taps save water and money. They are all proven, simple to install and economic. A dripping tap wastes approximately

5,500 litres of water a year. We will encourage staff to report leaking taps in our buildings and our engineers will repair them quickly.





Travel and transport

Travel and transport by the Trust is one of its most significant environmental impacts and will therefore be a priority for future management and carbon reduction opportunities. Our impact includes carbon emissions arising from:

- Trust business travel by road
- staff commuting
- patient and visitor travel

The Trust will seek to improve travel data collection and management in the future to enable greater analysis of travel behaviour by staff and patients and to identify opportunities to reduce carbon emissions through sustainable transport options. This includes a short survey of staff travel modes, distances and behaviour. In other Trusts business travel is 52% of the overall estimated transport footprint. However, it is directly within the control of the Trust and offers significant opportunities for direct financial savings as well as carbon savings. The Trust's Travel Plan sets out our ambitions to reduce the environmental impact of staff commuting to and from work in single occupancy vehicles and what the Trust will be doing to encourage staff out of their cars and into other sustainable travel options. Examples of actions include-;

- the Trust will work with suppliers to increase the efficiency of deliveries and to minimise the associated carbon emissions

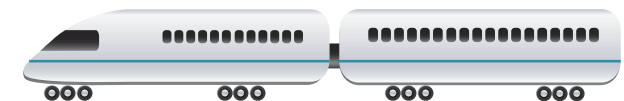
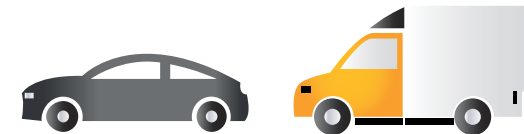
- we are now encouraging teleconferencing and video conferencing facilities to minimise business travel, especially for our sites in Cheshire East
- promotion of cycling - provide additional secure lockers, changing and shower facilities where feasible
- develop the Trust walking plan/Trust cycling map showing safe walking and cycling routes, indicating distances and times to popular destinations.
- education and communication with staff to reduce unnecessary travel
- improve the dissemination of public transport information to staff and patients/visitors

Communication

The Trust's environmental policy commits to engaging staff, patients, visitors, stakeholders and the wider local community on the economic, social and health benefits of sustainability.

To maximise the effectiveness of the Trust's communications on sustainability and to identify the key stakeholders such as staff, patients, visitors, contractors and the local community, the Trust has developed a communications procedure. The communications procedure sits within the Trust's Environmental Management System and defines how the Trust communicates with stakeholders and interested parties.

The Trust recognises the value in how we communicate our sustainable development messages to ensure information on our progress towards the Sustainable Development Management Plan (SDMP) goals are communicated in a simple, effective and relevant way in order to ensure maximum engagement.





Objectives for 2019/20

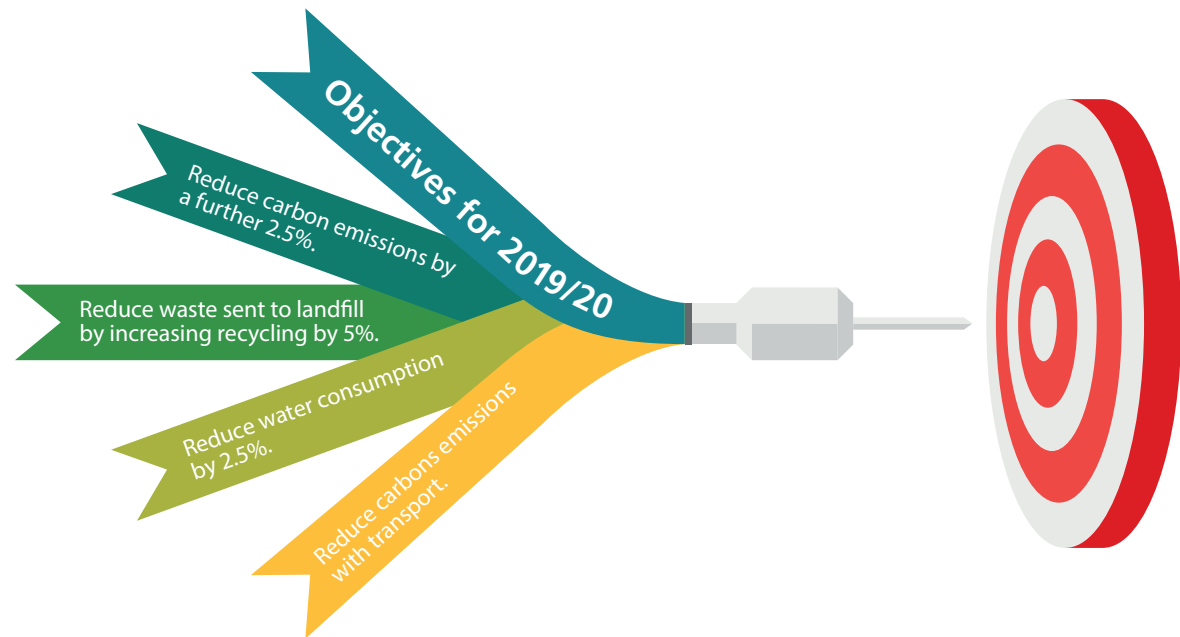
The Trust has already exceeded the target the Climate Change Act set in 2008 that requires a 34% reduction in carbon emissions by 2020 however to ensure that we reach the end goal set to ensure the NHS cuts its carbon emissions by 80% by 2050 we must keep improving. It is fundamental to being a sustainable organisation that we operate with integrity and responsibility, we will achieve this by measuring and monitoring our progress which we believe is the key to ensuring that we are developing in the right direction.

We recognise the vital role our staff can play in helping us deliver this management as well as the power of partnership to accelerate progress and achieve success. The Trust has set ambitious but achievable targets for 2019/20.




- reduce carbon emissions associated with energy use by a further 2.5%
- reduce waste being sent to landfill by increasing recycling by 5%
- reduce water consumption by 2.5%
- reduce carbon emissions with transport

The key areas for consideration as part of the Sustainability Development Management Plan for Wirral Community Health and Care NHS Foundation Trust are set out together with the clear aspirations of




what could be achieved, the actions which need to be undertaken and how the success of those actions can be measured have been set out in the next steps chart on page 11. All aspects of the plan will go through the Trust's Quality Impact Assessment process.






Symbol	Category	Project	Lead team	Next steps	Costs	Time scales
 <p>Carbon</p>	Staff Engagement.	Training.	Learning and Development	Create energy champions. Awareness and poster campaigns.	£0.00	Underway as part of fire awareness training. Completion due by 2020.
 <p>Water</p>	Reduce water consumption by 2.5%.	Have all toilets fitted with Cistern Displacement Devices or CDD's where possible (Free of charge or a minimal cost) these can save up to 5,000 litres of water per annum each toilet.	Estates team	Use monthly water usage as key indicators for all buildings.	£0.5k	Completed
		Campaign to ask staff to report leaking taps and cisterns in all our buildings. A leaking tap can use up to a 1,000 litres of water a year. Screen saver, poster campaign.	Estates team	Use monthly water usage as key indicators for all buildings.	£0.00	Completed
		Change all mens urinals in St. Cath's to waterless saving one million litres of water per year.	Estates team	Contact Ecoprod.	£4k	Completed
 <p>Energy</p>	Reduce carbon emissions associated with energy use by a further 2.5%.	LED lighting will be fitted to lights inside and outside of our owned buildings. Funding requested via capital business case in 17/18. Funding for 18/19 brought forward into 17/18. Programme will be resumed in 19/20. Savings in the region of 59% can be achieved.	Estates team	Use monthly Electrical usage as key indicators for all own buildings. Promote the Turn off, Lights out, Close doors campaign.	£178k + vat for 17/18 and 18/19. £200k for 19/20.	October 2019



Symbol	Category	Project	Lead team	Next steps	Costs	Time scales
 Energy	Reduce carbon emissions associated with energy use by a further 2.5%.	<p>Fit all new boilers with building management technology, this gives a team the ability to lower temperatures when buildings are empty.</p> <p>Lower the average temperature of our buildings by 1°C this will save hundreds of pounds a year.</p>	Estates team	Use monthly gas usage as key indicators for all own buildings.	£4k	July 2019
 Recycling	Reduce waste being sent to landfill by increasing recycling by 5%.	<p>Offer different waste recycling options like aluminium cans and plastic bottles.</p> <p>To work in partnership with other Trusts to enable the most effective use of resources and share best practices.</p>	Estates team/ Procurement	<p>Some Trusts have been trialling reusable sharp's bins which should be investigated.</p> <p>Incorporate sustainability requirements in procurement documents.</p>	£1k	June 2019
 Renewables	Reduce carbon emissions associated with energy use by a further 2.5%.	Solar panels will be fitted at St Catherine's Health Centre that will replace 40% of the electricity supplied by the National Grid.	Estates team/ Procurement	Use monthly electricity readings as key indicators.	£80k	August 2019



Symbol	Category	Project	Lead team	Next steps	Costs	Time scales
 Travel and Transport	Travel and transport.	Use modern technology for Community Nurses (smart phones) to access patient lists negating the need for daily travel to bases.	Community Nursing and IT team to purchase and install kit.	Distributed Feb/ Mach 2019.	£0.00	Underway and ongoing,
		Improve the dissemination of public transport information to staff/visitors, patients and further promote the cycle to work scheme.	HR.	Promote car sharing. Promote cycling to work.	£0.00	Underway and ongoing,



Wirral Community
NHS Foundation Trust

Environmental Policy

Wirral Community NHS Foundation Trust is committed to continual environmental improvement, preventing pollution and reducing the environmental impact of its activities and, where reasonably practicable, will comply with all relevant environmental legislation and industry codes of practice.

The trust recognises that in delivering healthcare services its sites may have adverse impacts on the environment and it is essential that these are minimised and maintained through continuous monitoring and improvement. The trust has implemented an Environmental Management System (E.M.S), based upon the requirements of the ISO14001-2015. As part of the E.M.S the trust has carried out assessments of its activities and developed a set of objectives and targets to manage the aspects associated with those activities.

As part of the implementation of the Environmental Management System the trust will:

- take account of concerns of interested parties such as regulators, employees and the public
- ensure that all environmental information is documented, implemented and maintained in accordance with this policy, and regularly reviewed for its accuracy and relevance

- help to preserve natural resources by developing and implementing strategies to:
 - ensure that energy and water are used efficiently to reduce waste
 - ensure that raw materials are used efficiently to reduce waste
 - implement and promote schemes to increase re-use and recycling waste
 - encourage staff to promote their health and wellbeing, whilst reducing their carbon footprint, through the implementation of sustainable transport through a travel plan.
- ensure that all employees are aware of this policy and trained in their environmental responsibilities
- make this policy available to our service users and the public on demand

Signed: 
Karen Howell, Chief Executive

Date: 4 January 2017

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