

Report to Board, 30 March 2017	
Report title	Sustainable Development Management Plan
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Previously discussed at	
Attachments	SDMP

Brief summary of report			
Compliance with Sustainable Development Management Plan			
Action Required/Recommendation.			
The SDMP is required to be approved by the Board as stated in our Annual report below			
1.1. Policies			
One of the ways in which an organisation can embed sustainability is through the use of a Sustainable Development Management Plan (SDMP). We will be putting together an SDMP in the near future for consideration by the board.			
We have started to measure our impact as an organisation on corporate social responsibility through the use of the Good Corporate Citizenship (GCC) tool. We have developed a bespoke maturity matrix to measure and manage our progress on this.			
The attached plan lays out the minimum MEHFT is required to do and what Estates have achieved so far. The proposal is to follow the Good Corporate Citizenship Assessment model attached to the SDMP. This will require Directorates to identify leads for their relevant areas to progress the plan via sub committees.			
For Assurance		For decision	X
		For discussion	
			To note

Sustainable Development Management Plan

Moorfields Eye Hospital NHS Foundation Trust



Version: DRAFT
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Approved: 00 Month 0000
Ratified: 00 Month 0000

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1 Introduction

Moorfields Eye Hospital NHS Foundation Trust is the leading provider of eye health services in the UK and a world-class centre of excellence for ophthalmic research and education. We have a reputation, developed over two centuries, for providing the highest quality of ophthalmic care.

This Sustainable Development Management Plan sets out how Moorfields intends to maintain and build upon this legacy now and for future generations within available financial, social and environmental resources.

Background

A sustainable health and care system works within the available environmental and social resources protecting and improving health now, and for future generations. This means working to reduce carbon emissions, minimising waste & pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.

As the NHS is directly responsible for the health of the nation it is extremely well placed to provide leadership within the communities it serves. As a major consumer of resources, emitting around 18 million tonnes of carbon dioxide a year, the Government has identified the NHS as key to meeting its climate change objectives.

Against a backdrop of increasing legislation, NHS objectives and public perception this Sustainability Development Management Plan has been developed to set out Moorfields Eye Hospital NHS Foundation Trust's response to mitigating carbon emissions, reducing waste and water consumption and providing leadership as a Good Corporate Citizenship.

2 Context and drivers for change

(a) National

1. **Climate Change Act, 2008** – legally binding target to reduce UK carbon dioxide emissions by 80% by 2050 based on a 1990 baseline. This includes an interim target of 34% by 2020;
2. **Carbon Reduction Commitment** – a tax where qualifying participants must purchase allowances for each tonne of carbon they emit. For example, during 2015/16 Moorfields Eye Hospital had 4,759 tCO₂ covered by the scheme which equates to circa. £75,000 in allowances;
3. **Display Energy Certificates** - since 1st October 2008 public buildings in the UK over 1,000m² must display a Display Energy Certificate (DEC) prominently at all times. Buildings are rated from A-G based on operational energy consumption and an advisory report accompanies each certificate providing advice on potential energy efficiency measures.

(b) NHS

1. **NHS Sustainable Development Unit, Sustainable Development Strategy** – This document pledges the NHS to become one of England's leading sustainable and low-carbon organisations. Its guiding principles are:

Ensuring a strong, healthy and just society;

Living within environmental limits;

Achieving a sustainable economy;

Promoting good governance;

Using sound science responsibly.

2. **NHS Sustainable Development Unit, Good Corporate Citizenship** – This assessment model ranking NHS organisations “Getting Started”, “Getting There” and “Excellent” allows Trusts to self-assess themselves against eight topic areas:

Travel;

Procurement;

Facilities Management;

Workforce;

Community Engagement;

Buildings;

Adaptation;

Models of Care.

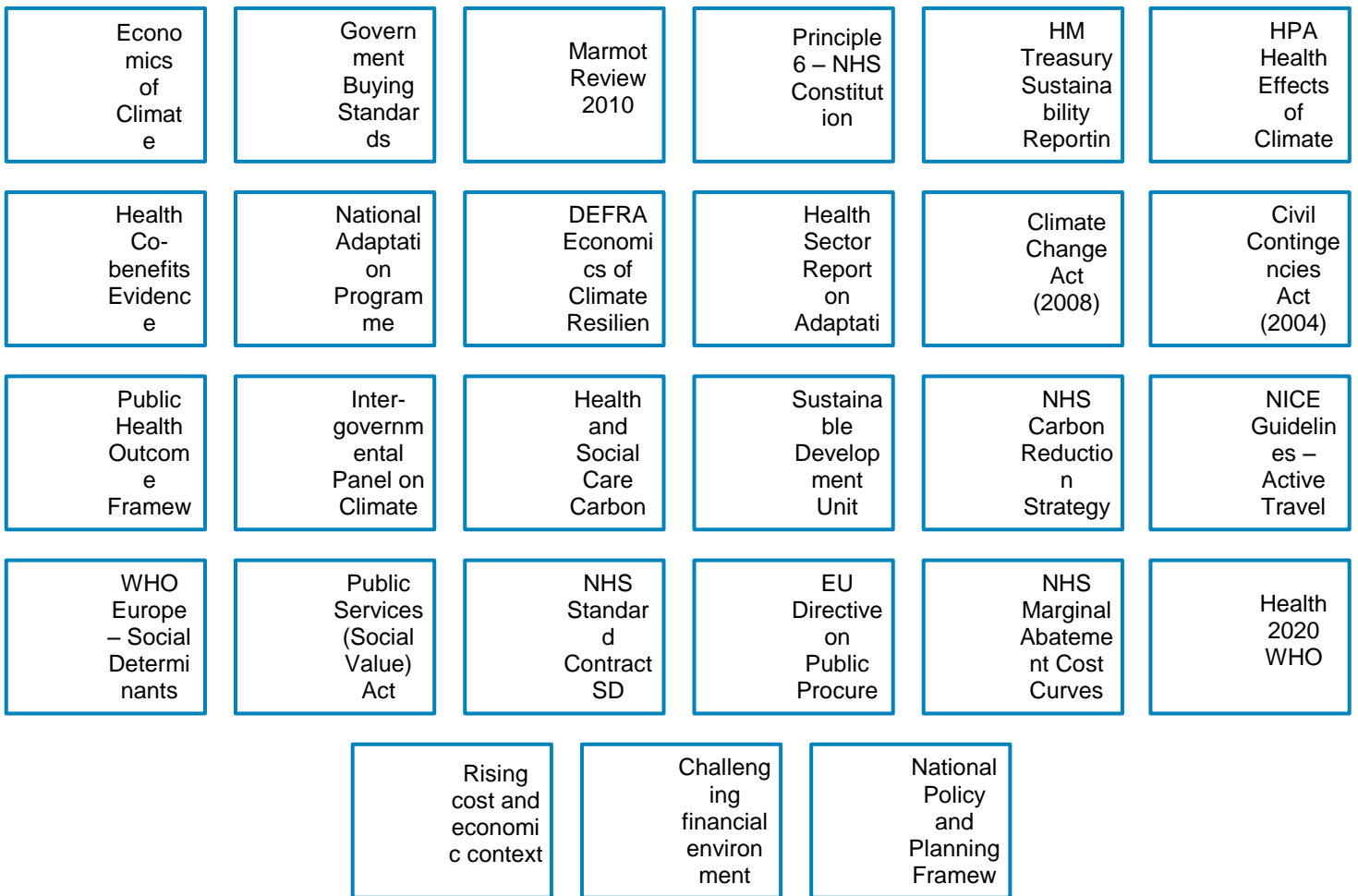
3. **BREEAM Healthcare** – As of 1st July 2008, the Department of Health require, as part of the Outline Business Case approval, that all new builds achieve “Excellent” and all refurbishments achieve “Very Good” rating under BREEAM Healthcare.

(c) Local

1. **Islington Climate Change Partnership** – Moorfields Eye Hospital is a member of the Islington Climate Change Partnership, the country’s first partnership, bringing together businesses and organisations committed to cutting their carbon emissions and improving the local environment.

A comprehensive list of the key drivers including policy, legislative and other drivers for change are illustrated in Figure 1.

Figure 1 - Key drivers for change – Including legislative, policy and other drivers for change. Taken from NHS England Sustainable, Resilient, Healthy People & Places.



3 Vision and Objectives

Our vision

Moorfields Eye Hospital NHS Foundation Trust is committed to delivering world-class healthcare and to ensuring that our organisation remains resilient, both now, and in the future. We recognise the contribution we can make towards a sustainable health and care system and will lead, by example, making lasting measurable changes to the organisation and the communities that it serves.

Objectives

In order to both achieve the vision and address the key drivers for change the following objectives have been set:

- Reduce absolute carbon emissions from buildings by 34% by the end of financial year 2019/20 based on a 2008/09 baseline (in line with the UK Climate Change Act);

- Achieve at least "Getting Started" across all areas of the Good Corporate Citizenship Assessment Model by the end of financial year 2017/18;

- Integrate sustainable procurement practices into Moorfields procurement strategy, policies and procedures for all goods and services;

- Embed sustainable behaviours throughout the organisation through active engagement with governors, board members, staff, patients and members of the public.

4 Emissions Baseline and Projections

In order to evaluate how Moorfields Eye Hospital NHS Foundation Trust is reducing its' carbon footprint it is necessary to quantify current carbon emissions and establish reporting processes to measure, monitor and forecast carbon emissions in the future

Scope

The baseline year for carbon accounting began in financial year 2008/09 and includes emissions from all buildings where the Trust is responsible for the procurement of energy. This has been ascertained using recognised industry standards including the Greenhouse Gas Protocol and Department for Environment, Food and Rural Affairs (DEFRA) Guidance. This includes all scope 1, 2 and 3 emissions as explained below:

Scope 1 emissions: direct GHG emissions occurring from sources owned or controlled by the Trust e.g. gas use in boilers;

Scope 2 emissions: indirect GHG emissions from the off-site generation of grid electricity;

Scope 3 emissions: all other indirect emissions, which are a consequence of the Trust's activities but occur from sources not owned or controlled by the Trust e.g. grid losses from the transportation and distribution of electricity.

Emissions baseline

Figure 2 – Absolute carbon emissions, financial year 2008/09 – 2015/16

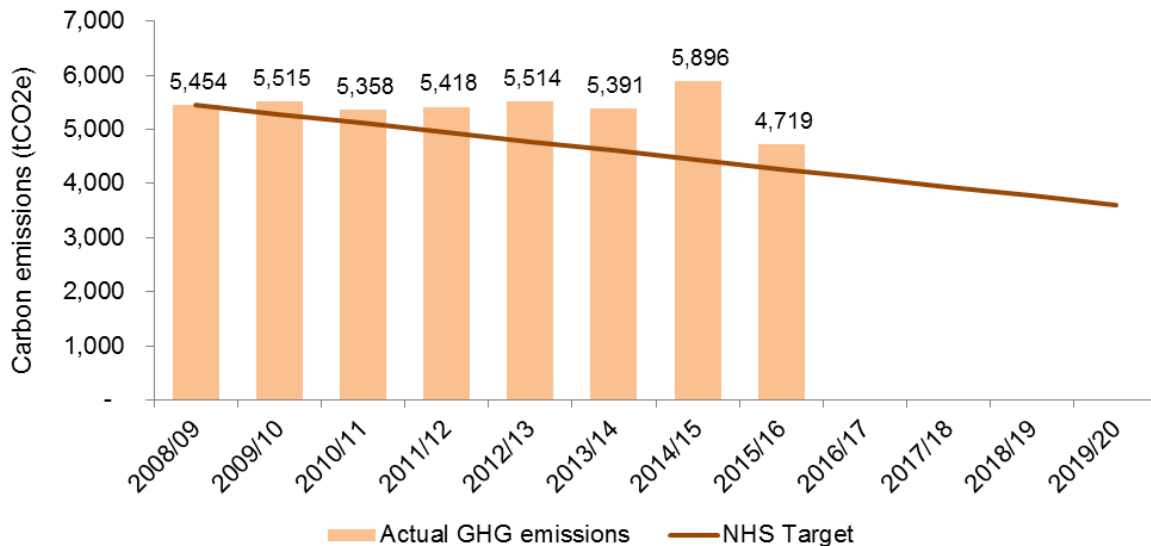


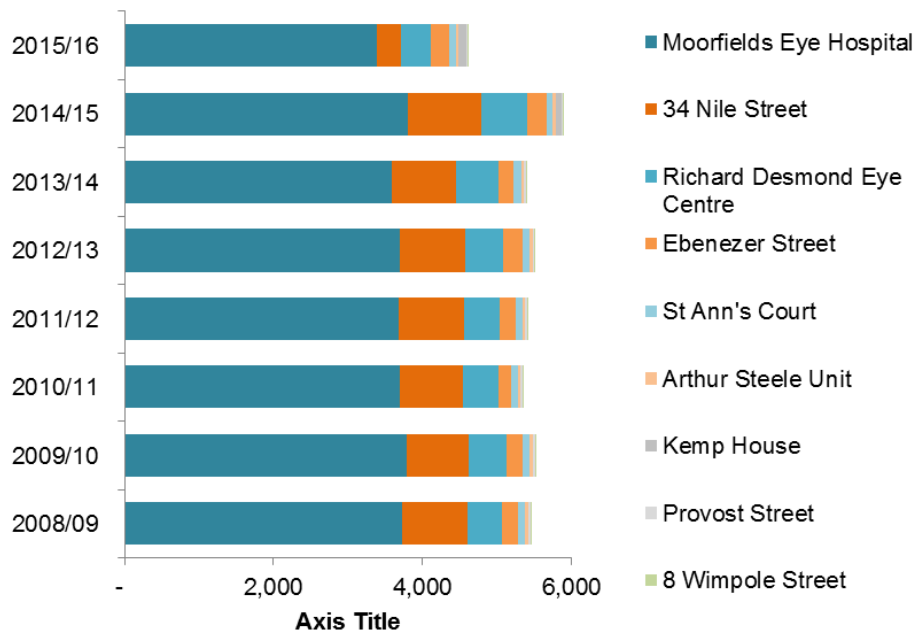
Table 1- Absolute carbon emissions by scope, financial year 2008/09 – 2015/16

		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Scope 1	Gas	2,049	1,865	2,060	2,213	2,294	2,080	2,038	1,748
	Gas Oil	4	4	4	4	9	5	17	-
Scope 2	Electricity	3,145	3,371	3,046	2,959	2,965	3,044	3,536	2,740
Scope 3	Electricity - T&D	257	275	248	241	245	262	305	231
Total		5,454	5,515	5,358	5,418	5,514	5,391	5,896	4,719

Actual GHG emissions NHS Target

Table 1 highlight that total carbon emissions have decreased over the past 7 years with absolute carbon emissions decreasing 13% from 5,455 tCO₂ to 4,719 tCO₂ when comparing financial year 2008/09 and 2015/16. Emission particularly increased between 2013/14 and 2014/15 which was due to the purchase of Kemp House in September 2015. However, subsequent energy efficiency measures have insured the carbon emissions have reduced afterwards.

Figure 3 – Absolute carbon emissions by asset, financial year 2008/09 – 2015/16



At present greenhouse gas emissions' reporting consists of scope 1, 2 and 3 emissions from buildings where Moorfields Eye Hospital NHS Foundation Trust is responsible for the procurement of energy. The Trust recognises that it is responsible for emissions outside of existing reporting boundaries and is in the process of expanding the current reporting scope to include transport emissions with the further aim of reporting on emissions associated with procurement over the coming years.

Relative Carbon Emissions

In order to understand how the Trust emits greenhouse gases relative to its function as a specialist hospital, two intensity factors have been applied to absolute carbon emissions. These are carbon emissions relative to £million revenue and carbon emissions relative to patient activity numbers.

Figure 4 and

Figure 5 demonstrate that carbon emissions relative to both patient activity numbers and £million revenue have decreased by 25% and 41% respectively, when comparing 2008/09 and 2014/15 (the last year with complete data). This is encouraging given that patient numbers have increased by 44% and revenue by 83% over this time period.

Figure 4 – Relative carbon emissions (tCO₂e/patient activity numbers), financial year 2008/09 – 2014/15

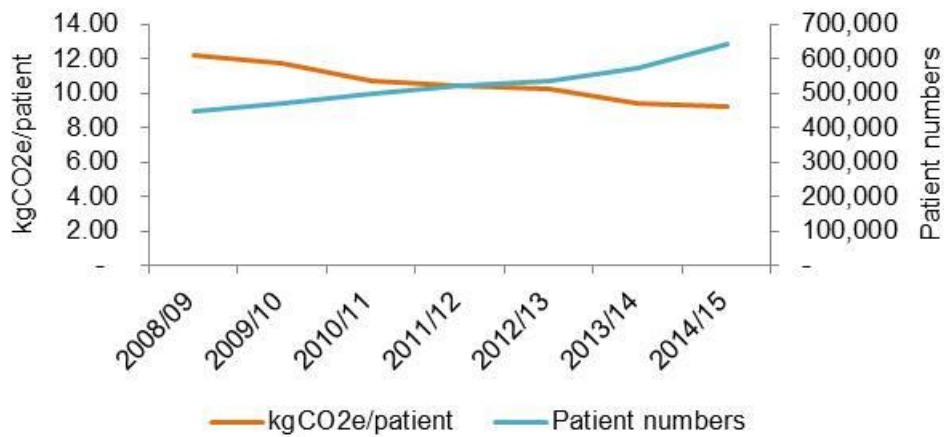
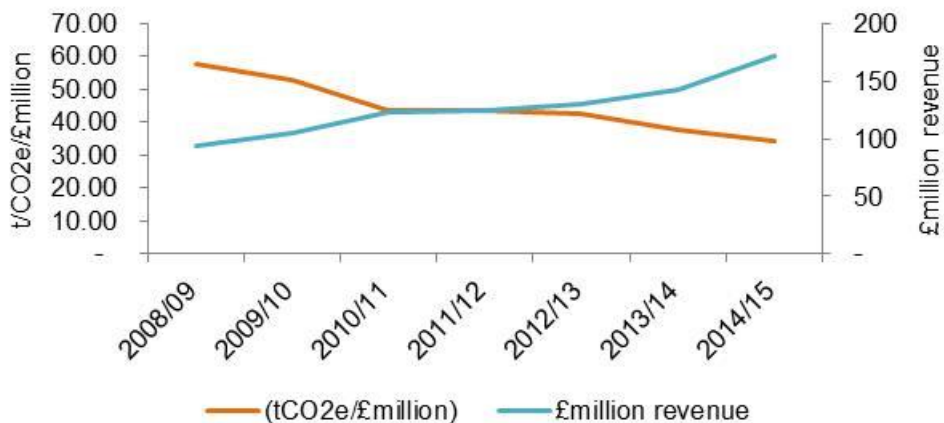


Figure 5 – Relative carbon emissions (tCO₂e/£million revenue), financial year 2008/09 – 2014/15



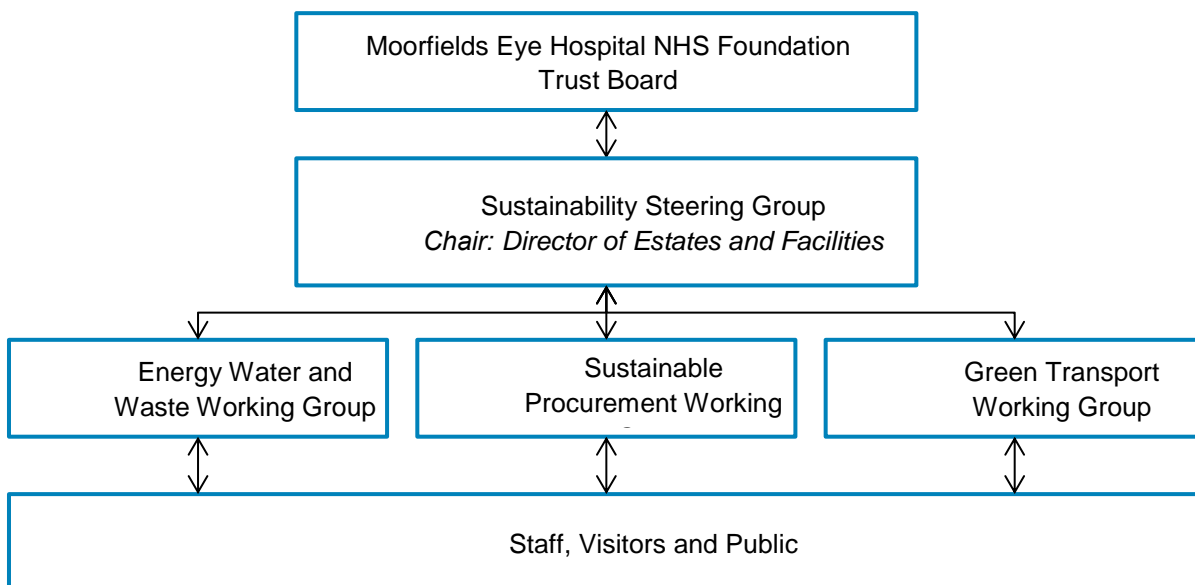
5 Management and Governance

In order for this Sustainability Development Management Plan to be a success, this plan requires support from all Board Members, Governors and staff. However there are particular departments and individuals that are critical to the accomplishment of the Trust's commitments and objectives. These people are identified in the following section.

Sustainability Governance Structure

Strategic ownership and oversight of this Sustainability Strategy is the responsibility of the Trust Sustainability Steering Group. This group will develop the long term plan to achieve the Trust's sustainability and Good Corporate Citizenship visions and objectives. The Sustainability Steering Group will be briefed on progress by the three sub-working groups who are responsible for the day-to-day management of activities, implementation, measurement and monitoring. Reports will be provided by the Sustainability Steering Group to the Trust Board on a six monthly basis. Terms of Reference for this group can be found in Appendix .

Figure 6 – Sustainability Governance Structure



6 Measurement and Monitoring

Moorfields Eye Hospital NHS Foundation will continue to measure, monitor and publically disclose carbon emissions from building energy use with progress reported to the Trust Board on a six monthly basis. The scope of carbon disclosure will also be expanded to include emissions associated with travel and procurement in line with NHS Sustainable Development Unit guidance.

In order to measure and monitor progress with regards to sustainability more broadly, the Trust will utilise the NHS Good Corporate Citizenship Assessment Model which it will assess itself annually.

Good Corporate Citizenship Assessment Model

The Good Corporate Citizenship Assessment Model is an online resource designed for NHS organisations to assess and improve their contribution to sustainable development. The term Good Corporate Citizenship is used to describe how NHS organisations can embrace sustainable development and tackle health inequalities through day-to-day activities which not only provide environmental, social and economic benefits to the organisation but also to the local communities they serve. This model covers all areas as addressed by the NHS Sustainable Development Plan and allows comparison with other organisations to benchmark progress.

The assessment ranks organisations as “Getting Started”, “Getting There” and “Excellent” and is divided into eight topic areas:

- Travel;
- Procurement;
- Facilities Management;
- Workforce;
- Community Engagement;
- Buildings;
- Adaptation;
- Models of Care.

As explained in our Vision and Objectives the Trust aims to achieve at least “Getting Started” across all areas of the Good Corporate Citizenship Assessment Model by the end of financial year 2017/18.

7 Implementation

As the Good Corporate Citizenship Assessment will be utilised to measure and monitor performance, the Trust has developed a Maturity Matrix based on the criteria of this assessment which outlines all actions to improve performance.

This will provide the basis for all implementation actions and will be governed by the Sustainability Steering Group with responsibility for implementation, measurement and monitoring carried out by the three Sustainability Working Groups.

A copy of the Maturity Matrix can be found in Appendix 2.

8 Appendix 1 – Sustainability Steering Group – Terms of Reference

1. Objectives

1.1 The aim of the Sustainability Steering Group is to:

- Establish sustainable development as one of the core values of Moorfields Eye Hospital NHS Foundation Trust;
- Achieve a sustainable, low carbon estate that is managed effectively and efficiently, achieving value for money with a reduced environmental impact;
- Drive continual improvement across the organisation.

2. Remit

2.1 In order to achieve these objectives the Sustainability Steering Group will:

- Develop, implement and monitor the Trust's Sustainable Development Management Plan;
- Fulfil the Trust's Good Corporate Citizenship obligations;
- Engage with key stakeholders to embed the principles of sustainable development in all of Moorfields Eye Hospital NHS Foundation Trust's business operations and activities;
- Provide information to staff, patients, visitors and the public to enable them to make informed decisions against budgetary constraints;
- Provide co-ordination of the sustainability agenda across all stakeholders and workstreams ensuring an organised approach.

3. Roles and responsibilities

3.1 The Director of Estates and Facilities will be the Chair. The Chair will be responsible for ensuring all actions are completed and for providing progress updates to the Moorfields Eye Hospital NHS Foundation Trust Board as necessary.

3.2 Additional members of the Group will be required to attend meetings and contribute towards the objectives as outlined above. This includes completing any actions that arise from Group meetings.

3.3 Additional members of the Sustainability Steering Group are:

- Dean Gornall – Head of Facilities;*
- Mark Phelpstead – Interim Sustainability Manager;*
- Further stakeholders to be identified;*

3.4 Group members are representative of the individuals considered influential in delivering the organisations vision for sustainable development.

3.5 Membership of the Group will, if deemed appropriate, be open to other members as needed.

4. Sustainability Working Groups

4.1 In order to ensure resource time is used effectively, three working groups have been established. These have responsibility for the day-to-day management of activities with regards to Sustainable Development:

Energy, Water and Waste Working Group;

Sustainable Procurement Group;

Green Transport Group.

4.2 Each group has their own Terms of Reference and will be responsible for providing regular updates to the Sustainability Steering Group.

5. Review of terms of reference

5.1 These Terms of Reference will be reviewed annually. The next review date is 1st February 2018.