Dear Colleague

A POLICY ON SUSTAINABLE DEVELOPMENT FOR NHSScotland 2012

Summary

1. This letter provides colleagues with a statement of the Scottish Government Health and Social Care Directorates (SGHSC) Policy on Sustainable Development for NHSScotland 2012 (Annexe A).


3. The 2012 revision of the Sustainable Development Strategy for NHSScotland together with NHSScotland body-specific Sustainable Development Action Plans will form the framework and provide guidance for implementation of the Policy on Sustainable Development for NHSScotland 2012. They will also assist in addressing some of the wider sustainability challenges raised by use of the Good Corporate Citizenship Assessment Model (GCCAM) [NHS CEL 14 (2010) refers].

Action

4. Addressees should ensure that a copy of this CEL with attached policy statement is cascaded to all appropriate staff within their area of responsibility.

5. The Policy on Sustainable Development for NHSScotland 2012 and associated mandatory requirements take immediate effect.

Background

6. The Policy on Sustainable Development for NHSScotland 2012 has been prepared in consultation with Health Facilities Scotland, NHSScotland and relevant Scottish Government and public sector stakeholders.
7. Sustainable development is integral to the Scottish Government’s overall Purpose and is the overarching issue and approach which all public sector bodies are required to adopt. Whilst the remit of the attached Policy is to improve the sustainability of NHSScotland’s activities principally in the context of asset management, NHSScotland bodies are expected to embrace holistically the wider sustainability agenda in order to contribute to the Scottish Government’s Purpose and wider strategic objectives.

8. The wider sustainability framework in the context of both the attached Policy and the 2012 revision of the Sustainable Development Strategy for NHSScotland is that set by GCCAM, which focuses on six key strands of activity, namely: Travel; Procurement; Facilities Management; Community Engagement; Workforce; and, Buildings.

Further Information

9. Whilst a number of existing monitoring, evaluation and reporting toolkits already exist to assist NHSScotland in capturing information relevant to sustainable development performance criteria, the consultation process undertaken for both the attached Policy and supporting revised Sustainable Development Strategy for NHSScotland revealed unanimous support for a comprehensive future review of the current reporting framework in order to streamline current processes and provide an effective methodology which:

- meets the Scottish Government's and NHSScotland bodies purposes;
- meets increasing legislative requirements;
- fits well with existing processes;
- removes genuine duplication;
- allows NHSScotland bodies to focus more on delivering improved outcomes with less time on reporting.

10. Scottish Government Health and Social Care Directorates and Health Facilities Scotland are committed to undertake such a review in liaison with NHSScotland bodies. Reporting requirements that emerge from this review will be incorporated into future revisions of both the Policy on Sustainable Development for NHSScotland and the supporting Sustainable Development Strategy for NHSScotland.

11. The Sustainable Development Strategy for NHSScotland is available on the Health Facilities Scotland website and the Space for Health website. A summary of consultation responses and how these were addressed will be prepared and placed on the HFS website in the near future.

Yours sincerely

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A Policy on Sustainable Development for NHSScotland 2012

Scope

Sustainable development, being integral to the Scottish Government’s overall Purpose, is the overarching issue and approach which all public sector bodies are required to adopt. Although the remit of this Policy is to improve the sustainability of NHSScotland’s activities primarily in the context of asset management, NHSScotland bodies are reminded of the need to embrace holistically the wider sustainability agenda in order to fully contribute towards the achievement of the Scottish Government’s overall Purpose and 5 Strategic Objectives: Wealthier and Fairer; Smarter; Healthier; Safer and Stronger; Greener.

The Sustainable Development Strategy for NHSScotland, together with NHSScotland body-specific Sustainable Development Action Plans, will form the framework for delivery of this Policy. They will also assist in addressing some of the wider sustainability challenges raised by the Good Corporate Citizenship Assessment Model (GCCAM).

By providing the over-arching framework for the Sustainable Development Strategy for NHSScotland, GCCAM will assist NHSScotland bodies in the coordination and measurement of their own efforts in this process and in contributing to the Scottish Government’s Strategic Objectives.

It is therefore important that NHSScotland bodies pursue appropriate sustainability principles and behaviours by addressing the six key strands of activity incorporated into GCCAM and identified by the former Sustainable Development Commission Scotland as necessary to deliver the Government’s objectives:

- Travel;
- Procurement;
- Facilities management;
- Workforce;
- Community engagement;
- Buildings.
Roles and governance diagrams

Continual Improvement

Policy
Planning
Implementation
Monitoring/Reporting

Three levels of actions driving sustainability in NHSScotland

**NATIONAL SG | HFS**
- **SG Policy**: setting out what SGHSC & NHS bodies are required to do
- **HFS Strategy**: guidance on how to achieve policy requirements

**NHS BODIES**
- Setting of a robust corporate-wide approach

**NHS SITE**
- Corporate-wide approach delivered locally
This Policy replaces NHS HDL(2006)21 ‘An Environmental Management Policy for NHSScotland’. Whilst many of the strands of activity identified within HDL(2006)21 are now embedded within the day-to-day operations and management of NHSScotland, there is much within the repealed HDL still of relevance to today’s NHS. Those strands of activity so identified are incorporated into this Policy and the supporting revised Sustainable Development Strategy for NHSScotland.
Policy Aims

- To ensure a holistic approach to the implementation of all Scottish Government policies impacting on the sustainability of Scotland’s NHS.

- To ensure that all NHSScotland bodies, as an integral part of the commitment to the health and well being of the community, ensure that their activities are consistent with Best Value legislation which places a duty on the public sector to contribute to the achievement of sustainable development.

- To ensure that NHSScotland bodies strive to continually improve their performance in sustainable development from an established baseline, such as determined by the self-assessment process through use of the GCCAM toolkit, mandated via Chief Executive Letter CEL 14 (2010) and, by other relevant reporting as necessary.

Policy Statements

Statement 1  All NHSScotland bodies must be able to demonstrate that they have assessed, considered the risks, and have a formal plan to comply with or exceed the requirements of all legislation.

Statement 2  All NHSScotland bodies must have a clear and active approach to sustainable development, including a strategic Sustainable Development Policy Statement which commits to compliance with all sustainable development obligations and is consistent with, and supportive of, the Scottish Government’s Purpose.

Statement 3  The Scottish Government Health and Social Care Directorates (SGHSC) must provide guidance on compliance with those aspects of statutory and mandatory requirements which are particular to the delivery of all 5 of the Scottish Government’s strategic objectives, and must provide guidance on best practice. This will be effected through the support provided by relevant stakeholders and delivered primarily through implementation of the revised Sustainable Development Strategy for NHSScotland and associated NHS body Sustainable Development Action Plans. In turn, these will be guided and monitored through the use of the Good Corporate Citizenship Assessment Model self-assessment test, and the resource materials and case studies the GCCAM toolkit contains.

Statement 4  The Scottish Government Health and Social Care Directorates must establish an appropriate and effective monitoring and reporting framework to assist NHSScotland bodies to continually improve their performance in sustainable development from an established baseline.

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1 NHSScotland bodies in the context of this document means all Health Boards, Special Health Boards and the Common Services Agency performing functions on behalf of Scottish Ministers

2 Since 2002, NHSScotland has had a non-statutory duty to contribute to the achievement of sustainable development. [http://www.scotland.gov.uk/Topics/Government/PublicServiceReform/14838/bv-ps]
Mandatory Requirements

Introduction

The mandatory requirements for the sustainable development policy set out here apply to all NHSScotland bodies. They are intended to promote cultural change such that the principles of sustainable development are fully integrated in all planning, management decisions and operational practice in the context of estates/property and asset management. This will ensure they are successfully mainstreamed by becoming automatic everyday considerations within NHSScotland.

Given the significant differences between NHSScotland bodies (e.g. size, geography, structure) it is undesirable for this Policy to be prescriptive in proposing the appropriate management structure for all NHSScotland bodies. However, there is a clear need to emphasise the advantages and characteristics of strong, effective governance. Therefore, NHSScotland bodies must put in place an appropriate management structure that:

- places emphasis on securing the desired outcomes and deliverables, covering the breadth of sustainable development priorities relevant to national and local circumstances;
- ensures legal compliance as a minimum standard (guidance on environmental legal requirements is available through Corporate GREENCODE);
- ensures coordination and avoids duplication between different parties, both internal and external to the NHSScotland body (similar challenges may be faced by other NHSScotland bodies);
- includes the key roles of Champion for Sustainability and Environmental Management Representative; and,
- ensures the consideration of the health and financial impact of the NHSScotland body’s actions.

Governance

1. Each NHSScotland body must implement a strong management structure as a means of ensuring the effective delivery of its strategic Sustainable Development Policy Statement and supporting Sustainable Development Action Plan (see 5 below).

2. Each NHSScotland body must appoint a member of its board to act as Champion for Sustainability at a strategic level to assist in articulating and promoting its sustainability priorities. Each NHSScotland body Chief Executive will be accountable to the Scottish Government Health and Social Care Directorates for the NHSScotland body’s performance in respect of sustainable development.

3. Each NHSScotland body must appoint an Environmental Management Representative (EMR) with organisation-wide responsibility for the implementation of an effective Environmental Management System (EMS) to measure, and through which it can continually aim to improve, environmental performance, consistent with the European Union’s and the Scottish Government’s commitment to sustainable development. Corporate GREENCODE is the exemplar tool towards achieving these goals and NHSScotland bodies are expected to utilise Corporate GREENCODE unless given SGHSC approval of an equivalent alternative.

4. Each NHSScotland body must appoint a senior staff member as Waste Management Officer (WMO) as a single point of contact, with responsibility for all aspects of waste management within the organisation consistent with the Scottish Government’s commitments towards zero waste. The WMO will report to the Chief Executive through formal channels (see 1 above).

A Policy on Sustainable Development for NHSScotland 2012

Annexe A

**Planning**

5. Each NHSScotland body must have a Sustainable Development Action Plan (SDAP), which sets out the organisation’s contribution to the Scottish Government’s sustainable development aims and objectives in the context of the **key strands of activity** identified by this Policy. The Sustainable Development Action Plan should be consistent with, and supportive of, the organisation-wide strategic Sustainable Development Policy Statement, and should include actions to ensure an integrated approach is taken to core business, guided by the key strands.

6. The SDAP must undergo a review process with actions monitored, evaluated and updated, using past progress as a context for the renewed actions the organisation will take to continually improve its performance. The review process will be assisted through self-assessment using the GCCAM toolkit (see 13 below).

7. The SDAP must include an assessment of the impacts of climate change and a suitable adaptation strategy in compliance with public sector duties.

8. The SDAP must include appropriate actions to contribute to the overall NHSScotland H.E.A.T. (Health; Efficiency; Access; Treatment) Targets.

9. The SDAP will be consistent with each NHSScotland body’s Property and Asset Management Strategy (PAMS). A PAMS is required for business case approval through the SGHSC Capital Investment Group process.

10. The SDAP must be signed off annually by the Chief Executive and the Sustainable Development Champion.

11. Each NHSScotland body must submit a copy of its Sustainable Development Action Plan annually to SGHSC Capital and Facilities Division by 31 October each year, regardless of the frequency of review (see 6 above).

12. All NHSScotland bodies engaged in the procurement of both new-build and refurbishment of healthcare buildings must carry out independent sustainability accreditation for projects. This is a requirement of the Scottish Capital Investment Manual (SCIM) business case approval process.

**Monitoring, Evaluation and Reporting Requirements**

13. Each NHSScotland body must conduct a self-assessment using the GCCAM toolkit to help understand, monitor and evaluate its progress on its own sustainable development priority issues and opportunities. 

[CEL 14 (2010) refers]

14. Each NHSScotland body must submit data to SGHSC Capital and Facilities Division and Health Facilities Scotland as and when required in order to meet SGHSC and wider Scottish Government reporting requirements.
### Useful Links and Information Sources

#### Scottish Government general

- **Scottish Government | Sustainable Development**
  [http://www.scotland.gov.uk/Topics/Environment/SustainableDevelopment](http://www.scotland.gov.uk/Topics/Environment/SustainableDevelopment)

- **Scottish Government | Climate Change**
  [http://www.scotland.gov.uk/Topics/Environment/climatechange](http://www.scotland.gov.uk/Topics/Environment/climatechange)

- **Scottish Government | Pollution and Waste**

- **Scottish Government | Water**

- **Scottish Government | Wildlife and Habitats | Biodiversity**

#### Healthcare-specific

- **Good Corporate Citizenship Assessment Model**

- **Scottish Government | Health and Social Care Directorates | Capital and Facilities**

- **NHS National Services Scotland | Health Facilities Scotland**

- **Space for Health**