

**REPORT TO:** Health and Wellbeing Board

**DATE:** 22 May 2013

**REPORTING OFFICER:** Director of Public Health

**PORTFOLIO:** Health and Adults

**SUBJECT** National Consultation – Sustainable Development Strategy for the Health, Public Health and Social Care System

**WARD(S)** Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

1.1 Consultation launched in January 2013 to consult on a new strategy for sustainable development in the health, public health, and social care system. The Sustainable Development Unit is working in partnership across NHS England and Public Health England with the desire to engage with all agencies responsible for delivering and commissioning health within the new Health and Social Care structures.

A strategy on sustainability aims to engage closely with Local Authorities and health and Wellbeing Boards to build upon and complement existing work in this area and move towards a more integrated and strategic approach to the wellbeing of local people. To do so, and to respond fully to the consultation, it is suggested within the consultation documentation that all elected members, staff, Health and Wellbeing Board and local community be consulted in order to formulate a considered response.

The purpose of this report is to provide a template response for response to this consultation process.

## 2.0 **RECOMMENDATION: That**

- 1. the Health and Wellbeing Board consider the proposed response to the consultation and agree the mechanism of response on behalf of Halton Borough Council; and**
- 2. Members of the Board share the document with appropriate staff and members to generate any additional comments and suggestions and report back to Public Health team no later than 27<sup>th</sup> May to enable completion of the consultation process.**

## 3.0 SUPPORTING INFORMATION

### 3.1 Background

The whole Health and Social care system has a clear responsibility for tackling climate change and to act as key influencers in developing change amongst the public, our patients and service users. This consultation aims to further develop the commitment that agencies signed up to as part of the Climate Change Act (2008) and ultimately lead to improved integration of sustainability policies across the whole Health, Public Health and Social Care system. The consultation poses a number of questions to help inform the development of a new sustainability strategy for the new Health, Public Health and Social Care system due to be published in January 2014. The previous 5 year strategy focussed primarily on NHS organisations, the new strategy proposes to expand the scope of the strategy to include all organisations with a responsibility for health and care in line with current health and care system reforms.

NHS organisations have made good progress on reducing carbon emissions from the previous NHS Carbon Reduction Strategy (2009), including 1.9% reduction in building energy use while maintaining an 11.4% increase in activity. There is still a lot of action required to meet the NHS Carbon Reduction Strategy and the Climate Change Act targets.

While reducing carbon emissions is a key element of the current strategy, sustainable health and social care systems must do more than focus predominantly on carbon: it must consider how to minimise other negative aspects such as waste, and other harmful environmental or social impacts, and maximise positive impacts across the whole Health and Social Care economy. In light of this, the strategy consultation document would like consideration to be given to two key aspects of the next strategy:

- Should the scope of the strategy be widened beyond the NHS to the wider social care and public health system?
- Should the approach of the strategy be widened beyond carbon reduction to include other areas of sustainable development?

### 3.2 Consultation Response

The full consultation document is available here:



Consultation -  
sustainable developpr

The consultation can be completed by individuals or on behalf of organisations either on line, or by e-mail. Full details of responding can be found at:

<http://www.sdu.nhs.uk/sustainable-health/engagement-resources.aspx>

The timeframe for response is now short (consultation deadline 31st May 2013) and prohibits public consultation. To enable rapid, but considered consultation, a suggested response has been developed to enable initial discussions. Additional comments to be included in the response are welcomed. Additional comments and suggestions can be made to the Public Health team by 22<sup>nd</sup> May to enable collation and completion of the final consultation response by the 31<sup>st</sup> May deadline.

#### **4.0 POLICY IMPLICATIONS**

4.1 A Strategy for Sustainable Development for the Health, Public Health and Social Care System is in development. The strategy will place an emphasis on a system wide approach to sustainability and may place targets upon local authorities to deliver against key sustainability metrics. This consultation process ensures that the views of Halton Borough Council regarding this can be represented.

4.2 Sustainability is at the heart the Council's Corporate plan, and forms a an important part of many policies. A new strategy may require additional considerations to be made in terms of these.

#### **5.0 OTHER/FINANCIAL IMPLICATIONS**

5.1 Response to the consultation has no cost implication. It is not possible to say at this stage if any resulting national strategy may have additional implications.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### **6.1 Children & Young People in Halton**

Sustainability and sustainable development forms an intrinsic aspect of all Halton Borough Council functions, priorities and policies.

##### **6.2 Employment, Learning & Skills in Halton**

Sustainability and sustainable development forms an intrinsic aspect of all Halton Borough Council functions, priorities and policies.

##### **6.3 A Healthy Halton**

Sustainability and sustainable development forms an intrinsic aspect of all Halton Borough Council functions, priorities and policies.

#### 6.4 **A Safer Halton**

Sustainability and sustainable development forms an intrinsic aspect of all Halton Borough Council functions, priorities and policies.

#### 6.5 **Halton's Urban Renewal**

Sustainability and sustainable development forms an intrinsic aspect of all Halton Borough Council functions, priorities and policies.

#### 7.0 **RISK ANALYSIS**

7.1 The views of Halton Borough Council towards the development of the Sustainable Development Strategy for Health, Public Health and Social Care System cannot be reflected if no consultation response is made.

A full risk assessment is not required for this report.

#### 8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There are no Equity and Diversity implications as a consequence of this report. A full Equality Impact Assessment is not required.

#### 9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Sustainable Development Strategy for the Health, Public Health and Social Care System	Public Health	Sarah Johnson Griffiths

# Sustainable Development Strategy for the Health, Public Health and Social Care System

## Proposed Consultation Response

### Introduction

Consultation launched in January 2013 to consult on a new strategy for sustainable development in the health, public health, and social care system. The Sustainable Development unit is working in partnership across NHS England and Public Health England with the desire to engage with all agencies responsible for delivering and commissioning health within the new Health and Social Care structures.

A strategy on sustainability aims to engage closely with Local Authorities and health and Wellbeing Boards to build upon and complement existing work in this area and move towards a more integrated and strategic approach to the wellbeing of local people. To do so, and to respond fully to the consultation, it is suggested within the consultation documentation that all elected members, staff, Health and Wellbeing Board and local community be consulted in order to formulate a considered response.

The closing date for consultation is **31<sup>st</sup> May 2013** – so timeframe for local consultation and collation of responses for submission is limited.

Full consultation document is available here:



Consultation -  
sustainable developpr

### Background

The whole Health and Social care system has a clear responsibility for tackling climate change and to act as key influencers in developing change amongst the public, our patients and service users. This consultation aims further development the commitment that agencies signed up to as part of the Climate Change Act (2008) and ultimately lead to improved integration of sustainability policies across the whole Health, Public Health and Social Care system.

The consultation poses a number of questions to help inform the development of a new sustainability strategy for the new Health, Public Health and Social Care system due to be published in January 2014. The previous 5 year strategy focussed primarily on NHS organisations, the new strategy proposes

to expand the scope of the next strategy to include all organisations with a responsibility for health and care in line with current health and care system reforms.

NHS organisations have made good progress on reducing carbon emissions from the previous NHS Carbon Reduction Strategy (2009), including 1.9% reduction in building energy use while maintaining an 11.4% increase in activity. There is still a lot of action required to meet the NHS Carbon Reduction Strategy and the Climate Change Act targets.

While reducing carbon emissions is a key element of the current strategy, sustainable health and social care systems must do more than focus predominantly on carbon: it must consider how to minimise other negative aspects such as waste, and other harmful environmental or social impacts, and maximise positive impacts across the whole Health and Social Care economy. In light of this, the strategy consultation document would like consideration to be given to two key aspects of the next strategy:

- Should the scope of the strategy be widened beyond the NHS to the wider social care and public health system?
- Should the approach of the strategy be widened beyond carbon reduction to include other areas of sustainable development?

### **Consultation Questions**

More details around each question is available in the full document but the overview questions consist:

#### Question ONE:

Is a new strategy for sustainable development needed to co-ordinate and guide the next phase of action to 2020?

#### Question TWO:

Which elements of the health and care system should be included in the scope of the next strategy?

#### Question THREE:

Should the health and care system set itself challenging ambitions with regard to sustainability?

#### Question FOUR:

Should sustainable development be measured more broadly than through carbon reduction only?

Question FIVE:

What areas of sustainable development need to be prioritised in the next strategy?

Question SIX:

What areas of research need to be prioritised to enable a more sustainable health and care system?

Question SEVEN:

Are there any questions, issues and opportunities missing from this consultation document?

The consultation can be completed by individuals or on behalf of organisations either on line, or by e-mail. Full details of responding can be found at:

<http://www.sdu.nhs.uk/sustainable-health/engagement-resources.aspx>

### **Local Consultation**

The timeframe for response is now short (consultation deadline 31st May 2013) and prohibits public consultation.

A proposed consultation response has been completed and circulated for comment to Public Health SMT and Chief Officers Management Team The Proposed consultation response, minus any additional comments received as a result of the Committee comments is attached in **Appendix 1**.

## Appendix 1

Proposed full consultation response.

Background information for each question is provided. The blue boxes below contain the suggested response rating and comments. Additional questions for consultees to consider are noted in bold blue italics.

### **Question ONE: Is a new strategy for sustainable development needed to co-ordinate and guide the next phase of action to 2020?**

Consultation question area overview

- The NHS Carbon Reduction Strategy is a plan to reduce carbon emissions by the NHS. An interim target of a 10% reduction in NHS CO<sub>2</sub>e emissions by 2015 was set to ensure the NHS can meet the more challenging 34% reduction by 2020.
- Progress is being made in reducing carbon related to energy in buildings, travel, waste and procurement. However, current projections forecast a 5.5% decrease by 2015, 4.6% off the target of 10%.
- The Climate Change Act target of a 34% reduction in CO<sub>2</sub>e emissions by 2020 will not be met by reducing carbon emissions at the current rate.
- The government remains committed to meeting the Climate Change Act targets and the NHS, therefore, has a legal obligation to meet these targets.
- Greater efficiency is necessary to accelerate progress but will not be sufficient – transformational changes will also be required.

Proposal for the next strategy

- The proposed sustainable development strategy will cover the period 2014 - 2020
- It will help the health and care system meet the Climate Change Act target for 2020 through building on, and expanding, the actions begun under the Carbon Reduction Strategy.
- To meet the targets, the pace of change will need to accelerate and both build on existing activity as well as consider new ways of doing things.

### Consultation Question 1

A new strategy for sustainable development is needed to ensure that a joined up, co-ordinate approach is available to drive next phase of action to 2020.

**Strongly Agree = 5** / Agree = 4 / Neutral = 3 / Disagree = 2 / Strongly Disagree = 1

### **Question TWO: Which elements of the health and care system should be included in the scope of the next strategy?**

Consultation question area overview

- The 2009 NHS Carbon Reduction Strategy focussed on the NHS.
- The current health and care reforms provide an opportunity to consider whether the scope of the next strategy should be widened beyond the NHS to include all organisations involved in the health and care system.
- There is an opportunity to ensure sustainability leadership, governance and action are aligned, integrated and embedded in all, or most of, the bodies in the health and care system.

Proposal for the next strategy

- The new strategy would expand its remit beyond the NHS to embrace the wider health and care system.
- The new strategy would seek to align, integrate and embed approaches to sustainability across the various organisations involved in the health and care system.

### Consultation Question 2A

The scope of the next strategy should be widened beyond the NHS to include other elements of the health, public health and social care system.

**Strongly Agree = 5** / Agree = 4 / Neutral = 3 / Disagree = 2 / Strongly Disagree = 1]

### Consultation Question 2B

The elements of the health and care system in the table below should be included in the scope of the next strategy.

**Strongly Agree = 5** / Agree = 4 / Neutral = 3 / Disagree = 2 / Strongly Disagree = 1

Clinical Commissioning Groups	Guidance Bodies (e.g. National Institute for Health and Clinical Excellence, Social Care Institute for Excellence, etc.)	Health Education England (including regional presence)
Commissioning Support Units	Local Government Association)	Health Watch (including regional presence)
Department of Health	Health & Wellbeing Boards	Local Authorities
Foundation Trusts	Private Sector Providers	Social Care Providers
NHS England (including regional presence)	Professional Bodies (e.g. Royal Colleges)	Third Sector/Voluntary Providers
NHS Trust Development Authority	Property Services Ltd.	
Other Non Foundation NHS Trusts	Public Health England (including regional presence)	
Patients, service users and the public	Regulatory bodies (e.g. Care Quality Commission, Monitor)	

*Are there any additional bodies that should be included in the response?*

**Question THREE: Should the health and care system set itself challenging ambitions with regard to sustainability?**

Consultation question area overview

- The NHS Carbon Reduction Strategy consultation asked whether the NHS should be a leading public sector sustainable and low carbon organisation. The support for this ambition was very high with 94% of respondents feeling it was important.

- As a minimum, the health and care system is expected to meet the legal carbon emission reductions and adaptation requirements detailed in the Climate Change Act.

Proposal for the next strategy

- The health and care system should be a leading public sector example for sustainability and should therefore set itself challenging ambitions.
- Proposed ambitions are:
  - The health and care system meets legally, regulatory and policy mandated milestones.
  - Health and care is a leading public sector sustainable and low carbon system.
  - Staff and leaders at all levels are empowered to behave sustainably at work.
  - The health and care system develops the structures, leadership and delivery mechanisms to meet sustainability objectives.
  - All providers of health and care services consistently, publicly and quantifiably report performance on sustainability to allow benchmarking.

Consultation Question 3A

The health and care system needs to set itself challenging ambitions to ensure rapid and coordinated achievements in sustainability.

Strongly Agree = 5 / **Agree = 4** / Neutral = 3 / Disagree = 2 / Strongly Disagree = 1

Consultation Question 3B

The proposed ambitions would represent a challenge to the system but most likely to ensure positive direction of change.

**Strongly Agree = 5** / Agree = 4 / Neutral = 3 / Disagree = 2 / Strongly Disagree = 1

Five proposed ambitions for health and social care system:

1. The health and care system meets legally, regulatory and policy mandated milestones
2. Health and care is a leading public sector sustainable and low carbon system
3. Staff and leaders at all levels are empowered to behave sustainably at work
4. The health and care system develops the structures, leadership and delivery mechanisms to meet sustainability objectives
5. All providers of health and care services consistently, publicly and quantifiably report performance on sustainability to allow benchmarking

***Any additional commentary regarding the proposed ambitions?***

**Question FOUR: Should sustainable development be measured more broadly than through carbon reduction only?**

Consultation question area overview

- Currently the NHS Sustainable Development Unit reports on the sustainability of the health and care system using the following measures:
  - Overall carbon footprint for NHS England.
  - Regional energy, waste and water maps<sup>12</sup>.
  - Percentage of organisations with Board approved Sustainable Development Management Plans (SDMPs).

Proposal for the next strategy

- The proposal to 2020 is to supplement these measures through the development of a balanced scorecard that measures the sustainability performance of the health and care system more widely.
- The proposed principles to guide the development of a scorecard are:
  - The balanced scorecard uses existing, readily available data sets.
  - The data sets and method of collection are robust and likely to remain in place until 2020.
  - The measures move beyond measuring the carbon performance of the NHS.

- The scorecard will be flexible enough to incorporate improved measures through the lifetime of the strategy whilst retaining a necessary level of consistency to monitor progress.
- The measures are relevant to areas that impact on sustainable development.

#### Consultation Question 4A

Carbon reduction represents only one small fraction of measurements for sustainable development and additional metrics are needed to ensure a rounded approach.

Strongly Agree = 5 / **Agree = 4** / Neutral = 3 / Disagree = 2 / Strongly Disagree = 1

The NHS SDU and Royal College of General Practitioners convened a Metrics Steering Group to explore how the sustainability of the health and care system can and should be more clearly and consistently measured. This group has identified a range of measures, 12 of which could form the basis of a balanced scorecard across four key areas (Picture 1)

#### Consultation Question 4B

The score card metrics do not reflect or translate into measurable outcomes within a wider Public Health and Social Care context. The Awareness and Governance metrics should be extended to include all health and social care system establishments and not focussed solely on NHS systems and organisations.

Further definition of 'decreased inequalities' as a health outcome is required as there are many and complex health inequalities, some of which may or may not be addressed within a sustainable development strategy.

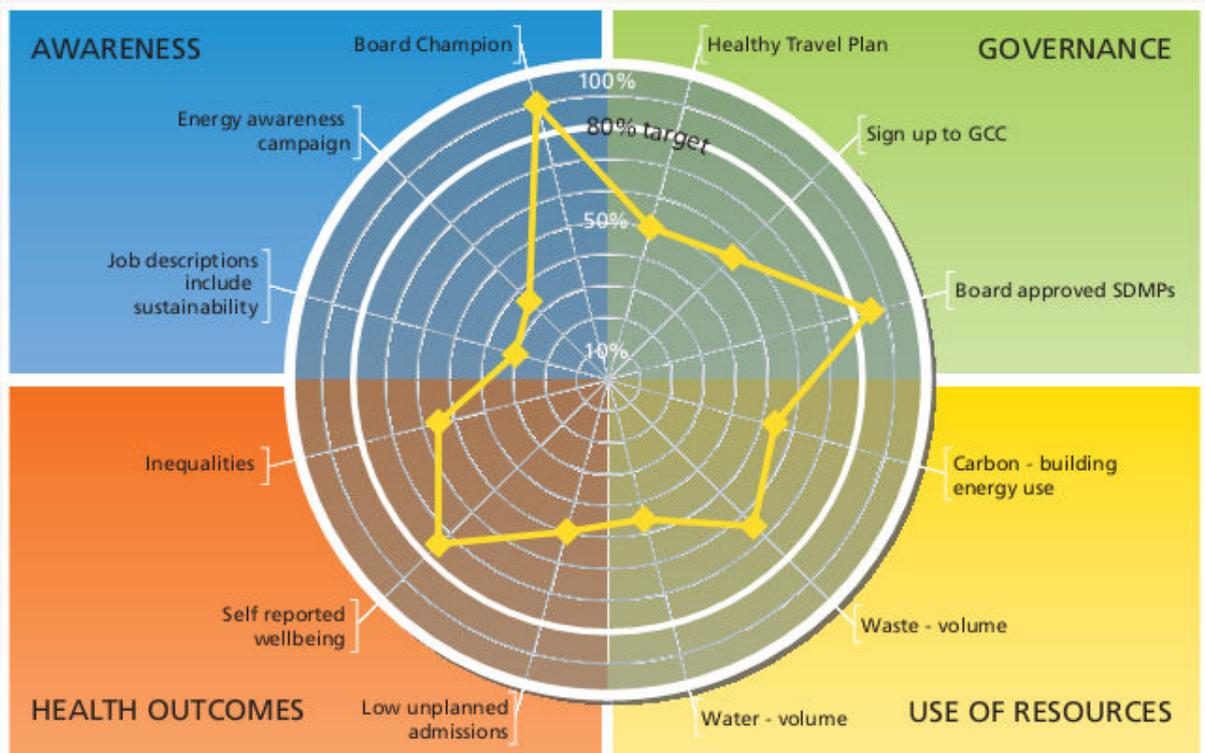
***Do you agree with the scorecard measures proposed? What existing mechanisms could be used to collect data for the proposed measures in the wider health and care system? What other indicators could be used to measure the sustainability of the health and care system?***

**Picture 1**

**12 potential measures for a sustainable health and care system:**

Awareness	Governance	Use of resources (carbon reduction)	Health outcomes
1. % of NHS organisations with a Board level sustainable development champion 2. % of NHS organisations with an ongoing process of energy awareness campaigns 3. % of NHS organisations with sustainability in the job descriptions of all staff	4. % of NHS organisations with an up to date Board approved Sustainable Development Management Plan (SDMP) 5. % of NHS organisations which use the Good Corporate Citizenship tool to assess performance 6. % of NHS organisations with a healthy travel plan	7. Carbon building energy use 8. Waste volume 9. Water volume	10. Low unplanned admissions (provisional) 11. Increased self reported wellbeing (provisional) 12. Decreased inequalities (provisional)

**Current performance against the 12 measures:**



**Question FIVE: What areas of sustainable development need to be prioritised in the next strategy?**

Consultation question area overview

- The Carbon Reduction Strategy focussed primarily on carbon reduction as an important starting point for sustainable development. The level of change required to become a low carbon organisation highlights that increasing efficiency in the way we deliver services is not sufficient. Transformational change in how we deliver services and care is needed.

- Carbon reduction is an important initial indicator, however, it does not take into account other social and environmental considerations that are important as part of a sustainable development approach.

Proposals for the next strategy:

- 1) To build on the Carbon Reduction Strategy by focussing on carbon reduction areas that are likely to have the highest impact.
- 2) To understand what transformational changes are needed in order to move towards sustainable models of care.
- 3) To broaden the focus from carbon reduction to other areas of sustainable development that are key to a sustainable and low carbon system, for instance adaptation to climate change and incorporating social value into plans.

The following areas of focus for the next strategy are suggested:

<b>Adaptation to climate change and adverse weather events</b>	<b>Commissioning for sustainable services</b>	<b>Energy and use of resources (e.g. waste and water)</b>
<b>Medical instruments and equipment</b>	<b>Models of care</b>	<b>Pharmaceuticals</b>
<b>Research and development</b>	<b>Social value</b>	<b>Technology</b>

#### Consultation Question 5A

The sustainable development areas listed are the most important areas for the next strategy.

Strongly Agree = 5 / Agree = 4 / **Neutral = 3** / Disagree = 2 / Strongly Disagree = 1

#### Consultation Question 5B

Social value needs further clarification/definition.

Medical instruments could be expanded to include equipment and devices used within social and community care settings also.

*Should any other areas be considered?*

## **Question SIX: What areas of research need to be prioritised to enable a more sustainable health and care system?**

### Consultation question area overview

- There are increasing demands to do “more with less” i.e. to improve health and care services within environmental and financial constraints. This is often associated with delivering better healthcare rather than more healthcare.
- Efficiency improvements and transforming how we deliver care in the future should be based on the best possible evidence.
- There are currently many research gaps which span the whole health and care spectrum, but equally, there is sufficient existing evidence for us to develop many future proof services now.

Research can support the shift to a more sustainable health and care system in four ways:

1. Improving the sustainability of conducting research – e.g. how can research be carried out in a more sustainable way?
2. Answering specific technical research questions e.g. is it better (for health, for the environment and financially) to use single use items or to sterilise? Is it better to re-use medicines and how can this be achieved safely?
3. Modelling and Evaluating Impacts e.g. is a home-based chemotherapy model cheaper, better for patients (outcomes, experience and safety) and better for the environment than a hospital-based model?
4. System Level research e.g. how do you create the conditions for sustainable healthcare (funding models, culture, incentives)? What does a sustainable whole systems approach look like?

### Consultation Question 6

Further consideration needs to be given to the ability to provide supporting evidence of best practice for delivery of wider health and social care systems, e.g. domiciliary care, transport plans, community equipment services, commissioning models for embedding sustainability into provider contracts

***What areas of research need to be prioritised to enable a more sustainable health and social care system?***

**Question SEVEN: Are there any questions, issues and opportunities missing from this consultation document?**

Consultation Question 7

More consideration should be given to the role of Local Authorities as a sustainability partner within the health and social care system. The strategy consultation documentation pays lip service only to the strengths of local authorities, public health services and social care services commissioned and provided by local governments sectors, and the impact that these could have within the sustainability agenda. There are already existing mechanisms which could be drawn upon to strengthen a whole system strategy.

For Example, EU Covenant of Mayors and Climate Local

*The EU Covenant of Mayors*

This recognises that local authorities play a vital role in achieving the EU's carbon reduction commitments. It contains the following key commitments:

- To go beyond the objectives set by the EU for 2020, reducing CO2 emissions by at least 20%;
- To submit a Sustainable Energy Action Plan (SEAP) within one year of signing, outlining how the objectives will be reached;
- To submit with the SEAP a Baseline Inventory Report;
- To submit an implementation report at least once every two years;
- To organise Community "Energy Days" to encourage energy efficiency; and
- To attend and contribute to the annual EU Conference of Mayors for a Sustainable Energy Europe

*Climate Local*

The Halton Council Executive Board has endorsed that the Council sign up to the Local Government Association's Climate Local initiative which replaced the previous Nottingham Declaration on Climate Change. This is wider in scope than the EU Covenant of Mayors in that it also addresses climate resilience and managing the future impacts of climate change such as extreme weather. In signing the Council commits to:

- Set locally owned and determined commitments and actions to reduce carbon emissions and to manage climate impacts. These will be specific, measurable and challenging;
- Publish our commitments, actions and progress, enabling local communities to hold us to account;
- Share the learning from our experiences and achievements with other councils; and
- Regularly refresh our commitments and actions to ensure they are current and continue to reflect local priorities

***Any further considerations for the NHS Sustainable Development Unit to consider when developing the next strategy for the health and care system?***