




The Walton Centre
NHS Foundation Trust

Excellence in Neuroscience 

Sustainability Plan 2022-2025



About Us

The Walton Centre is a leader in the treatment and care of neurology and neurosurgery, placing the patient and their family at the heart of everything we do. As the only specialist hospital trust in the UK dedicated to providing comprehensive neurology, neurosurgery, spinal and pain management services we are proud to be rated as an 'Outstanding' Trust by the Care Quality Commission (CQC), and champion change throughout the field of neuroscience.

We have leading specialists and incredibly dedicated staff delivering excellent clinical outcomes for brain, spinal and neurological care both national and internationally. Teams across our site in Fazakerley, Liverpool, offer a world-class service in diagnosing and treating injuries and illnesses affecting the brain, spine and peripheral nerves and muscles, and in supporting people suffering from a wide range of long-term neurological conditions.

We serve a catchment area of 3.5 million people across Merseyside, Cheshire, Lancashire, Greater Manchester, the Isle of Man, north Wales and beyond with service partnerships with 18 NHS hospitals.

Our 'Walton Clinics' model on 44 sites providing care for neurology means that many people are able to access outpatient consultations and many tests closer to home, and takes specialist services as close to service users as possible.

With around 1,500 staff, we treat more than 120,000 outpatients and 18,000 inpatients each year with conditions including:

- Head and spinal trauma injuries
- Tumours of the central nervous system, both cranial and spinal
- Neurovascular diseases
- Epilepsy (including a full surgical programme)
- Movement disorders (including the provision of a deep brain stimulation service)
- Pain, with a particular focus on trigeminal neuralgia
- Multiple sclerosis and motor neurone disease
- Chronic neuropathic pain, facial pain, headache and migraine



Our Neurosurgery Division is one of the biggest and busiest in the UK, performing around 3,800 elective surgical cases, 1,700 emergency surgical cases and 1,000 day case procedures each year.



The Neurology service is delivered by a multi-skilled professional team, and sees over 85,000 new and follow up patients as well as treating over 5,000 inpatients.



We have a dedicated Neuroscience Research Centre which runs a range of research studies, linking with partners in industry, academia and the NHS.



Our Pain Management Programme is regarded as a model of best practice for helping patients with severe and chronic pain.



Our Neuroradiology service is the most comprehensive in the UK, with four MRI scanners; two biplane intervention rooms and the most advanced CT scanner available.



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1. Foreword from The Walton Centre Chief Executive

The Walton Centre acknowledges that there is a global climate emergency and I encourage all staff to support and contribute to the solution.

The Sustainability Plan reminds us that respect for the environment is at the heart of everything we do at The Walton Centre and I consider it essential we draw inspiration from the principles in this plan as part of our everyday activity.

As an organisation, we acknowledge the impact we have on the environment and are therefore committed to continuing the work to actively reduce the Trust's carbon footprint.

One of the aims of The Walton Centre NHS Foundation Trust is to become an Anchor Institution supporting local people, the local economy, the environment and increasing social value. The Walton Centre recognises that as an Anchor Institution we have a duty of care to our patients, families and the population to continually improve health and wellbeing, and deliver the highest quality health care whilst minimising negative impacts on the environment.

We are therefore investing significant funds in plant replacement and the introduction of new technology which will deliver reductions in the organisation's carbon footprint.

As part of the Sustainability Plan all Directorates within the Trust will be required to embed carbon reduction in their day-to-day activities and business planning processes.

In developing a comprehensive Sustainability Plan, The Walton Centre NHS Foundation Trust will strive to exceed the emissions reduction targets set by the Government and the NHS.

Jan Ross
CEO, The Walton Centre

2. Introduction

Climate change threatens the foundations of good health, with direct and immediate consequences for our patients, the public and the NHS.

Over the last 10 years, the NHS has taken notable steps to reduce its impact on climate change. As the biggest employer in this country, there is more that the NHS can do. Action must not only cut NHS emissions, currently equivalent to four percent of England's total carbon footprint, but also build adaptive capacity and resilience into the way care is provided. This action will lead to direct benefit for patients because the drivers of climate change are also the drivers of ill health and health inequalities.

In January 2020, the campaign for a greener NHS was launched to mobilise our more than 1.3 million staff and set an ambitious, evidence-based route map and date for the NHS to reach net zero. This plan sets out the initial results of this work, reaching net zero emissions for the care we provide (the NHS Carbon Footprint) by 2040, and zero emissions across the entire scope of our emissions (the NHS Carbon Footprint Plus) by 2045 at The Walton Centre.

The current global COVID-19 pandemic has further reinforced the connection between global public health and healthcare systems and populations across the world. The NHS' response to the pandemic has demonstrated an impressive capacity to adapt and respond in an emergency. It also highlights the importance of preparedness for future pandemics, and the wider health implications of climate change. The forthcoming third Health and Social Care Sector Climate Change Adaptation Report will cover these topics, and the alignment between adaptation and mitigation in greater detail.

Following the Government's implementation of the 'Delivering a 'Net Zero' National Health Service' report, alongside previous legislation in respect of reducing national carbon emissions, the public sector has been tasked with leading the way in the UK's drive towards achieving the Government's emissions reduction targets.

The Walton Centre NHS Foundation Trust has produced this plan to clearly detail the strategic approach being taken towards full compliance with the UK Government's prescribed obligations and as part of the process to develop this plan the Trust has completed:

- A detailed analysis of its carbon footprint based upon current usage of electricity, gas, water and refrigerant gases as well as transport usage, waste disposal and procurement
- A calculation of the impact to the Trust of its consumption and overall carbon emission and a case for taking action
- An assessment of the identified opportunities to reduce carbon emissions with the implantation of a working group for implementing the identified opportunities as future work streams

The Walton Centre is located in a purpose-built specialist hospital, which was opened in 1998, on a site that also housed the existing Aintree University Hospital now LUFT. Therefore, WCFT's building is relatively new and as such, does not overly suffer the level of engineering inefficiencies that many older hospitals have. However, the Trust have worked with the Carbon Trust to undertake an engineering survey of the site with the aim of identifying as broad a range of possible actions with the ability to reduce carbon emissions.

To succeed in the delivery of goals laid out in this document the Trust has a committed sustainability group, having full support of the Chief Executive Office, the Chair and the Board of Directors. Additional to this, the team also consists of influential individuals throughout the Trust who will act as green champions both, within their own specific areas and collectively on behalf of the Trust.

The role of the champions will be to gain enthusiasm from those who have an interest and who care about improving the Trust and the quality of service it delivers, with modern working conditions that make a positive contribution to their environment.

Reducing carbon emissions also make good business sense. It saves money, enhances the Trust's reputation and enables the Trust to deliver its targets in the fight against climate change

3. A net zero NHS

The NHS aims to provide health and high quality care for all, now and for future generations. This requires a resilient NHS, currently responding to the health emergency that COVID-19 brings, protecting patients, our staff and the public. The NHS also needs to respond to the health emergency that climate change brings, which will need to be embedded into everything we do now and in the future.

More intense storms and floods, more frequent heatwaves and the spread of infectious disease from climate change threaten to undermine years of health gains. Action on climate change will affect this, and it will also bring direct improvements for public health and health equity. Reaching our country's ambitions under the Paris Climate Change Agreement could see over 5,700 lives saved every year from improved air quality, 38,000 lives saved every year from a more physically active population and over 100,000 lives saved every year from healthier diets.

The NHS embarked on a process to identify the most credible, ambitious date that the health service could reach net zero emissions. This work comprised an international call for evidence, with nearly 600 submissions provided in support of further commitments on climate change; a robust analytical process described throughout this report; and the guidance of a newly formed NHS Net Zero Expert Panel.

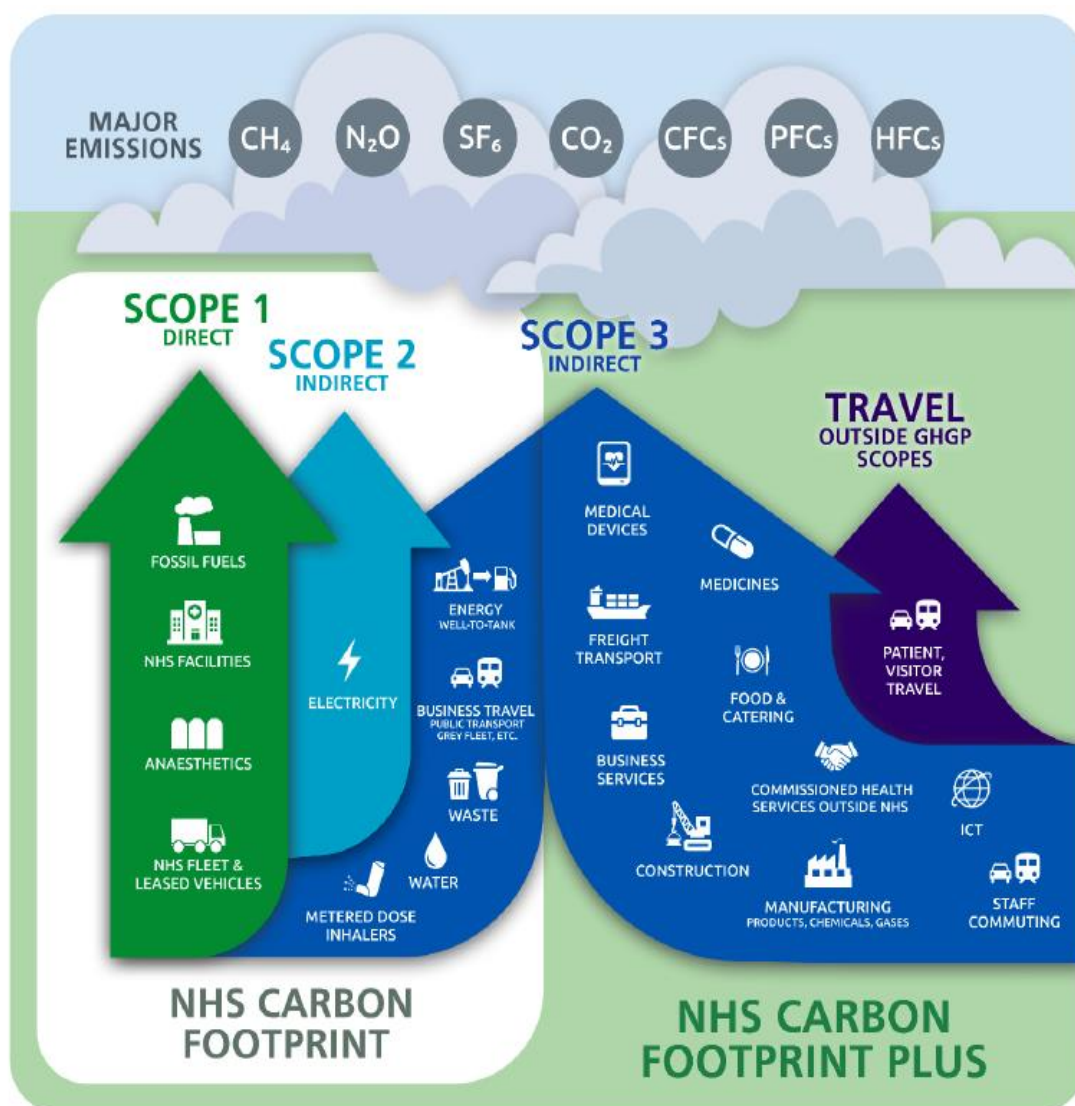
With the UK government hosting the UN climate change negotiations in 2021, we will launch an engagement process with patients, our staff and the public over the coming months, to identify further opportunities and resource to help decarbonise our health service.

Two clear and feasible targets emerge for the NHS net zero commitment, based on the scale of the challenge posed by climate change, current knowledge, and the interventions and assumptions that underpin this analysis:

- for the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- for the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

NHS Carbon Footprint and Footprint Plus

The following graphic defines the different “scopes” of carbon emissions, and what makes up the NHS Carbon Footprint and Footprint Plus.



4. The Walton Centre NHS Foundation Trust

The Walton Centre was originally formed in 1992 and was based on the site of Walton Hospital in Walton, Liverpool. It was named The Walton Centre for Neurology and Neurosurgery NHS Trust. In 1998 the Trust moved to its current, purpose-built facility. The Trust was granted Foundation Trust status in July 2009 which subsequently led to a name change to The Walton Centre NHS Foundation Trust.

The Trust serves a population of 3.5 million people across Merseyside, Cheshire, and Lancashire, the Isle of Man and North Wales as well as providing community services across the northwest. The Trust is spread across one main site and occupies two buildings; The Walton Centre main building and the Sid Watkins Building. The specialist functions of the Trust are as follows:

- Radiology
- Operating theatres
- 20 critical care beds
- High dependency beds
- Clinical wards
- Neurophysiology
- Physiotherapy
- Neuropsychology
- Pain management
- Clinical trials
- Outpatients
- Laboratories
- Neurorehabilitation

The overall aim of The Walton Centre is to contribute to the health and wellbeing of the people within Cheshire and Merseyside and its wider

catchment area. Tackling climate change by reducing carbon dioxide emissions contributes to this aim and supports our corporate commitment to ensure we act responsibly with regard to our use of resources, and the environment in which we operate. Other climate change related strategies that reinforce the Trust's commitment to carbon dioxide reduction are:

- The Trust is an active participant in the Liverpool Carbon Collective, which is a collection of all the Liverpool based acute hospitals aimed at knowledge sharing and a combined collaborative approach to carbon reduction across the patch.
- The Trust is also a participant in the Liverpool City Region Cycling Alliance which was launched when Liverpool NHS Primary Care Trust (PCT) now (Liverpool CCG) and Liverpool City Council signed a formal agreement setting out their commitments to increasing cycling levels in the city. The alliance encourages the Merseyside local authorities and PCTs to work in partnership with the private sector, public sector and cultural and sporting agencies to bring renewed commitment to cycling across the area.



5. Areas of focus for the Trust Sustainability Plan

5.1 Estates and Facilities

Energy schemes

As a critical member of the local health economy, The Walton Centre is looking to lead by example in reducing its carbon emissions. Within the past 12 months the Trust has undertaken the following:

- Commissioning of a new Combined Heat and Power (CHP) district heating network, as part of a Tri-Trust scheme with Aintree University Hospital and Liverpool Women's Hospital, facilitated via the Carbon Energy Fund (CEF). This is now fully operational and serves both Trust buildings.
- The installation of plate heat exchangers for the provision of improved energy efficiency for heat and hot water systems. To date, this has been partially implemented at The Walton Centre.
- The main Walton Centre boilers have been replaced with higher efficiency dual fuel boilers.
- LED internal lighting refurbishments replacing older, T8 fittings to large portions of The Walton Centre.
- Remote monitoring systems have been installed in each of the Trust's oil tanks which can be read via a web-based system.



Carbon Management Plan

The Trust has previously worked with the Carbon Trust to develop an NHS Carbon Management Plan. The plan set the Trust savings targets of £678,683 which is equivalent to 3,426,360kg CO₂ based on 2009/2010 baseline.

In the financial year 2020/2021 the Trust produced 2,272,010kg CO₂ relating to energy alone, which was a reduction of 8.14% on previous year, at a cost of £910,307.

Figure one shows predicted annual financial savings from the above mentioned CEF Tri-Trust energy saving scheme, estimating annual financial savings for gas of £50,113 and for electricity of £17,248. Figure two shows the anticipated annual kg CO₂ savings based on figure one data.

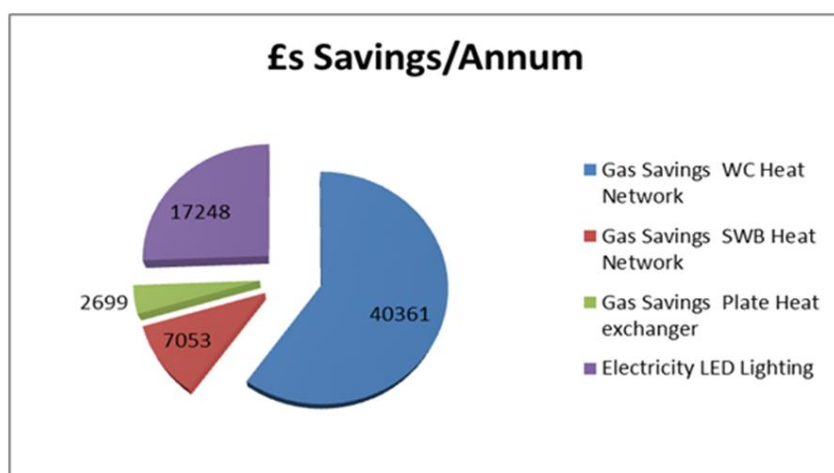


Figure 1

| year | Guaranteed savings per year (kgCO ₂) | Cumulative savings (kgCO ₂) |
|------|--|---|
| 2021 | 150,172 | 381,076 |
| 2022 | 433,831 | 814,907 |
| 2023 | 433,831 | 1,248,738 |
| 2024 | 433,831 | 1,682,569 |
| 2025 | 433,831 | 2,116,400 |
| 2026 | 433,831 | 2,550,231 |
| 2027 | 433,831 | 2,984,062 |
| 2028 | 433,831 | 3,417,893 |
| 2029 | 433,831 | 3,851,724 |
| 2030 | 433,831 | 4,285,555 |

Figure 2

In figure 2, the highlighted figure indicates the point at which the Trust will meet its previous set targets within the Carbon Management Plan.

Further decarbonisation

As part of the further decarbonisation of the site the following is planned:

- A programme is underway to transfer the remainder of The Walton Centre heating and hot water systems onto the new plate heat exchangers
- To work with our neighbouring Trust on site regarding the move to procuring energy from renewable sources
- The Trust is developing a scheme to upgrade and optimise its Building Management System so as to deliver greater efficiencies
- The Trust is planning to undertake feasibility studies into the use of more renewable and sustainable energy sources, such as, photovoltaic, ground and air source heat pumps
- The Trust is also planning to undertake studies aimed at providing greater water efficiencies on site

Biodiversity

The Walton Centre has a number of plans either already in place or in the planning stage, for example:

- Wild flower beds in various locations
- The planting of trees as participants of The Queen's Green Canopy Project
- The planting of a mature cherry blossom tree to promote mental health awareness

- The planting of a new, donated, former Royal Horticultural Society show garden in The Walton Centre staff courtyard aimed at promoting mindfulness and wellbeing
- The setting of a Trustwide horticultural society for enthusiastic staff and volunteers
- Working in partnership with the Liverpool and Merseyside Beekeepers Association for the installation of bee hives on the roof of the Sid Watkins Building

Maintenance and construction

Where possible, the Trust will always utilise suppliers and contractors local to the areas so as to:

- Maintain its social responsibility
- Support local small to medium enterprises (SME)
- Reduce transportation and travel (and CO₂ emissions)

Procurement

Where possible, the Trust will specify construction and general maintenance materials which carry an ecolabel or conform to the International Standards Organisation (ISO) 14024 standard. This will ensure the Trust is sourcing materials with a known “cradle to grave” lifecycle profile.

The procurement aspects of the sustainability plan will form part of Health Procurement Liverpool which is attached in the plan which is part of the procurement collaboration.

Technology

The Trust will always seek to consider and purchase new technologies, especially where they have a proven record to contribute in a more sustainable way. Any technology chosen will be certified to the relevant environmental standard for the particular product group.

Waste

The NHS Net Zero report states that five percent of the national NHS carbon footprint comes from emissions associated with waste as well as water.

The Walton Centre will continue to strive to reduce carbon and environmental impacts from our waste management by working closely with all of our current service providers and with staff members through education.

The waste contracts for the Trust will be renewed within the life of this strategy, which presents a key opportunity to reduce the carbon impact from waste.

Recycling is the issue most raised by staff in relation to sustainability. The Trust will be working to identify cost-effective ways to support our staff and also reduce our carbon emissions.

The Trust will also provide education and advice on waste segregation at source on induction and part of refresher training moving forward. We believe with correct education this will have a big impact on efficiency as well as carbon reduction in the work place. We have introduced a pilot scheme with Biffa to provide all staff kitchens with three different waste containers, housing general, recyclable and glass. This is in the early stages therefore no real-time data is available at this point to feed back. We are optimistic that with education we will be able to roll this out throughout the Trust in not only staff areas but all areas of Trust buildings.

The Walton Centre forms part of the Cheshire and Merseyside Health and Care Partnership alongside other North West NHS Trusts to ensure value for money and sustainability by working together when tendering for services including waste.

Highlighted below are the providers who currently handle the disposal of the various types of clinical and non-clinical waste the Trust produces.

Biffa dispose of various waste streams ensuring the Trust is compliant in the correct disposal methods for these specific types of waste:

- General
- Offensive
- Batteries
- Metal

The metal waste removal generates credits for the Trust. This is something that negates a percentage in the cost of hiring the vehicle needed to remove from site.

Stericycle are the providers for the removal of all of the Trust's hazardous waste from clinical areas. This is currently under review and out to tender via the Cheshire and Merseyside Health and Care Partnership. Annual audits are carried out and reports provided to ensure compliance and to review segregation at source.

Sharpsmart provide The Walton Centre with a safety engineered reusable containment system to ensure the safe, compliant, cost effective as well as sustainable management of waste.

- The Trust benefits from using this system in numerous ways:
- Sustainability: Minimum 32% reduction in sharps waste volumes and 91% reduction in CO₂ (related to sharps disposal lifecycle)
- Reduction in risk associated with staff health and wellbeing: Reduction in staff needle stick injuries by minimum 25%.
- Reduction in costs: Minimum 30% reduction in sharps waste disposal related costs.
- Reduced risk of non-compliance: Perpetual inbuilt auditing and education eliminates non-compliance risk

Sharpsmart no longer disposes of medicinal sharps waste via the traditional high temperature incineration route. Instead, they are able to dispose of the waste collected inside the units through their new patented effluent retention systems. This remediation process allows the waste to be treated by alternative treatment, whereby the flock produced by the process goes to waste to energy, which is a much more sustainable route rather than the traditional high temperature incineration treatment.

ISS Facility Services is the incumbent for the Trust in the provision of all Soft FM services, including the food and catering for both patient and retail services.

This is another service that this year was put out to tender as the contract expired. We have weighted heavily towards service provision, emphasising the importance of sustainability and environmental provision being paramount.

Working together is the key to achieving the reduction in incorrect waste disposal and also working smartly to ensure using local providers and manufacturers in the provision of all food where possible. This will also have an impact on the CO₂ emissions for the local areas.

5.2 Travel & Transport

At The Walton Centre we are looking at how we can look to revitalise our approach to promote better practices with regards to travel support also along with health and wellbeing. As such, the Trust has agreed to look into the following areas to improve and increase our sustainability plans to support this, below are a number of initiatives that have been promoted across all departments in the Trust;

- Canvas offers for staff to gyms and exercise classes
- Promote healthy eating by re-introducing the fruit and veg service
- Mental health first aiders visible in the organisation offering the services they provide
- Vivup promoting the electric car and cycle schemes for staff
- Agile working
- On-site charging points for electric/hybrid cars
- Participation in the autumn NHS games
- Link in with Mersey Travel for schemes or promotions for staff travel
- Voi scooters on-site
- Counselling services through NOS
- Bike doctor service on-site
- Additional bike storage
- Wellness garden

5.3 Medicines

The Walton Centre does not have a pharmacy / medicines supply chain, the trust works closely with Liverpool University Hospitals NHS Foundation Trust (LUFHT) and holds a service level agreement for pharmacy and medicines management. The trust will work in conjunction with LUFHT to support with their Sustainability / Green Plan for medicines.

5.4 Theatres / Anaesthetics

Theatres have already embraced the green culture and we have recycling points in the common areas and staff are encouraged to separate recyclable and non-recyclable waste into the appropriate bins. The recyclable culture will be rolled out into more areas in the operating theatre environment. The use of single use kitchen utensils such as cups, forks, knives and spoons are discouraged. We intend to push forward the green agenda in the theatre set up by encouraging reduction as well as recycling of the plastic and paper waste we accumulate in the carrying out of a surgical case. Any waste created prior to the patient arriving in theatre could be segregated in different coloured bags and then sent for recycling with the clear confirmation that it is not contaminated.

Work is currently being undertaken to look at theatre hats. Single use theatre hats could be changed over to reusable cloth hats with the name and professional details on it (this would also help in emergency situations) and support the work in theatres with recycling.

Volatile anaesthetic agents contribute to atmospheric pollution and we want to encourage the use of TIVA total intravenous anaesthesia for our cases as far as is possible. The department is already recognised as the department with the highest number of TIVA pumps in the region. We are also looking into emerging 'green' technology that would capture and potentially recycle volatile agents.

The sustainability group within the operating department will meet on a regular basis to review these projects and report back directly to the Trust level Sustainability group with our progress and ideas for future

‘green’ projects. The group is led by two anaesthetists and an Operating Department Practitioner.

6. Digital systems

People, process and technology are the three key elements for a successful sustainable technology within The Walton Centre.

Now we are moving to a more digital working/clinical environment this now allows us to monitor how we move towards a more sustainable future. Initially the move from paper to electronic simply moves the carbon footprint, all be it in a different form rather than eliminating it, but at the same time gives the organisation the ability to see its footprint in terms of real rich data. More importantly it allows the organisation to take action or offset where required against this data. The change from not knowing what you don’t know to having rich data at your fingertip leads us to be able to make clear positive tangible changes.

Patients

The pandemic brought with it the need to accelerate virtual consultations and with that reduced the patient’s carbon footprint not just at The Walton Centre but across the country by allowing patients to remain at home rather than traveling to the organisation.

Outpatient Transformation - Impact of avoided appointments

The Walton Centre NHS Foundation Trust

Benefits based on the avoidance of 78,681 appointments:



Methodology & source information

Calculation methodology is based on the Sustainable Development Unit's Health Outcomes of Travel Tool (HOTT).
 (1) Taken from the Journey Time Statistics publication, 2017 <https://www.gov.uk/government/collections/journey-time-statistics>
 (2) Taken from methodology used by US Environmental Protection Agency <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>
 (3) Taken from NASA - Solar System Exploration - Earth by the numbers <https://solarsystem.nasa.gov/planets/earth/by-the-numbers/>

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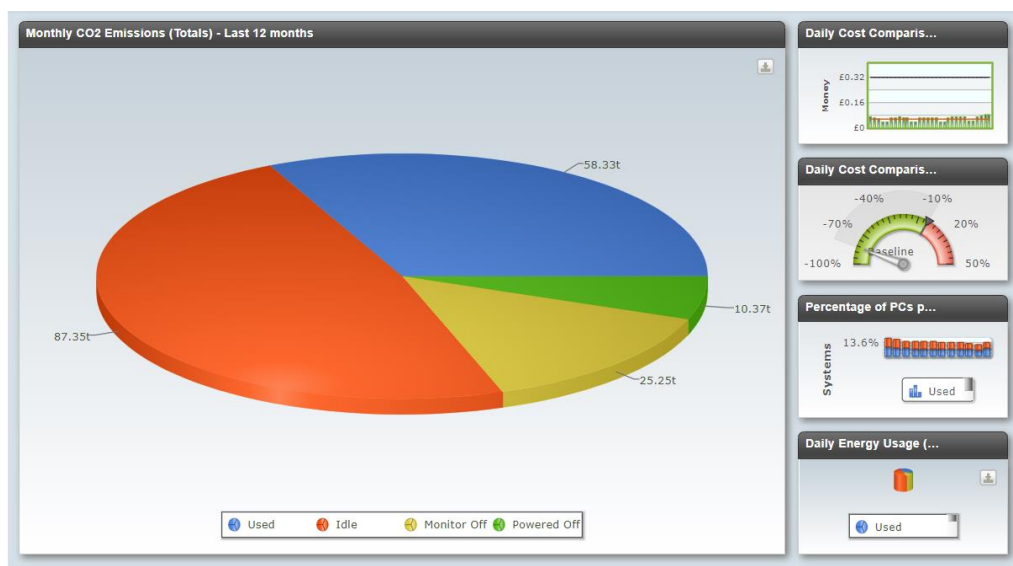
It is envisaged that, through the NHS Outpatient transformation, this virtual consultation will balance out across hospitals at a minimum of 25% (Outpatient appointments). The Walton Centre currently exceeds this percentage and will be reported on in the future as a sustainability KPI.

Printing

The move to digital has reduced the need to physically print, but there is still a large amount of printing that occurs within the organisation and whilst this is envisaged to reduce over the coming years naturally, the Digital Team are ensuring reductions are made during the transition. It can take up to 1.5 litres of oil to produce a new printer toner and this can take over 1,000 years to decompose. We now use recycled printer toners to reduce landfill and oil use. It is estimated a new toner cartridge, through its life, uses 4.8kg of CO₂. We have previously used print saving software to reduce the printing cost by 35%. This is going to be expanded again to cover all printers within the organisation (previous case study <http://www.preton.com/casestudies.php>) now we have moved to a MFD (multi-function printer) estate which has help centralised the usage view for reporting.

User computing

The Walton Centre has moved to a hybrid working environment. A large investment has been made to move users from desktop computers to laptops and this will continue during the next couple of years under the Digital Aspirant Programme. The average desktop computer uses an average of 60 to 200 watts of electricity compared to a laptop average use of 20 to 50 watts of electricity. We can further reduce this by using power management tools to ensure when in idle mode the computers drop into a true hibernation mode without affecting the users' experience. The Trust is looking to expand its power management solution further now we have moved into a hybrid working environment. This will give us the ability to report on both cost savings and carbon footprint reductions.



A desktop computer that is on for eight hours a day can emit 175 kg of CO₂ per year. This is equivalent to driving 1,138 miles in a conventional hatchback car. By using laptops and power management the reduction of each user could be up to 75%, potentially the equivalent of saving 1,365,600 miles worth of CO₂.

Data storage

For both laptops and servers, the organisation is moving to an SSD fleet (Solid State Drives). The standard conventional hard drives contain aluminium and rare metals for internal magnets. SSD are semiconductors which use more environmentally-friendly components and utilise less materials for a longer life ensuring less environmental waste during its lifecycle. SSDs utilise 10% less power than a conventional hard drive. This will apply to both the organisations users' computers and the server architecture once the programme is complete over the next couple of years.

Datacentre

The Digital Team is in the process of decommissioning all stand-alone servers and migrating to a complete Virtual Machine (VM) architecture, meaning several servers can run from one piece of hardware rather than convention of each server being a separate piece of hardware. This will bring further reductions in power consumption not just in the datacentre hardware but also in the air conditioning units continual cooling times. The use of green cloud computing will also help bring the datacentre into a sustainable greener model moving forwards

Hybrid working

Now hybrid working is in place, we need to ensure we are collating the data around sustainability with off-site working. It is easy to double count carbon savings by an organisation that has just been moved to the home environment and tools like power management will benefit the home user and can be declared as a green saving as can a user's reduced mileage.

A wider piece of work to bring that data into a cohesive plan needs to be formulated over the next couple of years as this is a new working practice. Home users that utilise carbon zero energy suppliers will allow the organisation to realise true carbon reductions. The use of cooling (air-conditioning) in an office environment because of reduced workforce creation of heat is also a clear calculation.

Over the next two years the organisation will develop digital tools to effectively monitor the organisation's true carbon footprint with this new way of hybrid working. We will also highlight personal sustainable solutions to the hybrid workforce to further bolster everyone sustainability obligation as we embrace the new way of working.

7. Anchor Institutions and system leadership

The Health Foundation published its report on the NHS as an anchor institution in August 2019. This set out five areas in which the NHS can positively contribute to local areas beyond the provision of healthcare.

- Purchasing more locally and for social benefit
- Using buildings and spaces to support communities
- Working more closely with local partners
- Widening access to quality work
- Reducing its environmental impact

The Walton Centre is striving to be an Anchor Institution. The Trust increases social value by supporting local people and the local economy, and works to reduce the environmental impact. Activities supported by Anchor Institutions are varied, but include activities in the areas of:

- Healthcare provision
- Sustainability
- Procurement
- Innovation
- Working with local partners
- Equality, diversity and inclusion
- Employment opportunities and development
- Employee wellbeing

Beyond our focus on sustainability described throughout this document, our Procurement Team has developed a comprehensive Sustainable Procurement Policy. In addition, our innovation and service improvement activities have allowed us to reduce the need for patients to travel into the Trust through the implementation of virtual appointments, with new digital and other technologies that will further reduce travel in development. We are also exploring the implementation of innovative technologies to reduce the environmental impact of anaesthetics. Our development of partnerships with local companies (where feasible) reduces the environmental impact of collaborations further. The Trust's focus on improving employment opportunities also provides an opportunity to for members of the public to undertake apprenticeships and related other schemes related to sustainability. The Trust aligns anchor institution activities and participates in collaborations with local and national partners, including:

- NHS England and Improvement
- Cheshire and Merseyside Health and Care Partnership
- Centre for Local Economic Strategies (CLES)
- Health Foundation
- Liverpool City Region Growth Platform and Local Enterprise Partnership
- Liverpool City Region Combined Authority
- Liverpool City Council
- Regional Specialist NHS Trust Provider Alliance, other Trusts and the wider NHS
- Universities

Governance

Clear leadership, strategic direction and the support of senior staff, stakeholders and other decision makers will ensure we successfully deliver the actions outlined within the Sustainability Action Plan.

This will require clear assigned responsibility for undertaking actions and a mechanism for reviewing progress against the Action Plan on an annual basis.

The work will be progressed through the Trust Sustainability Project Group which reports quarterly into the Business performance Committee which then reports into Trust Board. This will promote a proactive approach to sustainable development in the Trust.

- Trust Board
- Business Performance Committee
- Sustainability Lead
- Sustainability Steering Group

8. Reporting

The Trust reports figures relating to energy, water, waste and transport through the Estates Returns Information Collection (ERIC) allowing for the Trust's performance to be benchmarked against similar types of organisations.

Estates Returns Information Collection (ERIC)

This is mandatory reporting for all NHS Trusts. It comprises information relating to the costs and figures for operating the NHS estate including buildings, maintenance, equipment, provision of services and utilities

Premises Assurance Model (PAM)

This is a management tool used to provide NHS organisations with a method for assessing the safety and efficiency of their estates and facilities services.

Sustainability Group Reporting

The Sustainability Group will report any issues identified to the Business Performance Committee which reports into Trust Board.

9. How staff can support the Sustainability Plan

In order to achieve the vision and goals set out in this plan, our staff will need to be inspired, empowered and motivated to take action. This will need to be embedded into our culture and our Trust Strategy to empower staff to contribute to the climate emergency challenge at a personal and organisational level.

The Trust will be looking for volunteers to become 'Green Champions' working as part of the Sustainability Group and to support the organisation in delivering the Sustainability Plan.

10. Procurement Sustainability & Social Value Summary Policy



Introduction and context

The NHS is the largest employer in Europe and, as a provider of healthcare, is required to behave as a socially responsible organisation. As a result, the NHS comes increasingly under scrutiny, not just regarding the effective delivery of quality healthcare and financial sustainability, but also in respect of what it is doing to reduce its carbon footprint, work with local communities and ensure that goods and services are ethically and sustainably sourced.

The NHS has the highest rate of carbon emissions in the public sector in England. The challenge has been set for the NHS to lead on all aspects of sustainable development, particularly carbon reduction, and promote the good corporate citizenship model. Recently, a 'Roadmap for NHS

Suppliers to reach net zero by 2045' has been issued which sets out the vision, responsibilities and key actions for all NHS organisations. <https://www.england.nhs.uk/greenernhs/a-net-zero-nhs/>

Sustainability is about meeting society's needs today without compromising the ability of future generations to meet their needs, often referred to as good corporate citizenship or corporate social responsibility and achieving value for money whilst realising environmental, social and economic objectives. With climate change clearly the most serious global environmental threat, sustainability and carbon reduction are becoming key corporate responsibilities for all organisations.

Health Procurement Liverpool (HPL) aims to embed sustainability principles in its procurement processes in order that they eventually become an integral part of all relevant procurements and contracting activity, including but not limited to, at pre-tender, tender and post-contract award stages (encompassing monitoring and evaluation), through to the end of the life of the contract, including any disposal of equipment.

This summary policy establishes HPL's commitment to procurement sustainability and following social value principles and sets out the general aims and principles of what is an extensive agenda for continuous development.

The key areas where HPL can exert an influence are:

- Energy and carbon management
- Food procurement
- Travel and transport
- Water consumption reduction
- Elimination of waste
- Building design
- Awareness raising / Championing
- Collaboration and networks (i.e. other NHS, local authorities, supplier partnerships, etc.)
- Ethical sourcing

- HPL Member collaborative (purchasing power, standardisation, shared best practice)
- Social Value
- Legislation
- Working with external suppliers (e.g. Supply Chain Coordination Limited, etc.)
- Standardising and measuring progress (through HPL Procurement strategy and Procurement board)
- Procurement Sustainability and Social Value Strategy.

HPL will make a commitment to all Member Trusts to assist in reducing carbon emissions from their procurement activities, where appropriate, and to embed sustainable practices into all purchasing decisions and processes.

The aim of the aforementioned Procurement Sustainability and Social Value Strategy will be to communicate and promote sustainable procurement across all of HPL's activities and develop capability by providing induction level, basic and advanced sustainable procurement training to all people involved in procurement, where relevant.

This capability will make HPL a more intelligent customer and in so doing will enable HPL to become well placed to capture opportunities to address sustainability impacts within its procurement and supply chains. HPL will identify key suppliers and encourage them to embed similar sustainable procurement principles and practices into their supply chain.

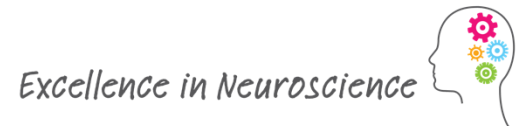
Key performance indicators will be identified to measure successful delivery of the sustainable procurement delivery plan and to demonstrate progress. HPL will raise the standard of sustainable procurement through improved processes such as the monitoring of compliance with the use of the Government Buying Standards, or equivalent, benchmarking suppliers' approach to environmental, social and economic responsibility and monitoring the extent to which sustainable procurement practices are adopted.

The relevant objectives will be achieved by:

- HPL promoting change through leadership and working with suppliers to raise the profile of sustainable procurement practices. This will be supported by the NHS Net Zero Supplier Roadmap <https://www.england.nhs.uk/greenernhs/get-involved/suppliers/>
- Using the apportionment of Lots to break down larger contracts into smaller capacities where possible (to enable increased local supply and Small to Medium Sized Enterprises (SME's) to more easily access NHS markets).
- Training and developing staff in the principles of sustainability and sustainable procurement.
- Undertaking whole-life costing when purchasing equipment to include training, implementation, and disposal of goods.
- Prioritising procurement actions based on major spend areas and sustainability issues to maximise benefits.
- Incorporating sustainability considerations as early as possible in the procurement process.
- Using a procurement hierarchy in assessing and addressing risks and realising opportunities.
- Supporting innovation that provides sustainable solutions and reduces the consumption of resources within the HPL Member Trusts and their respective supply chains.
- Considering the relevant environmental and social impacts throughout the life cycle of the goods or services procured according to the type of procurement.
- Reducing transactional costs by supporting e-Procurement, e-Tendering and e-Catalogues.
- Ensuring procurement activity is compliant with the respective HPL Member Trusts' internal governance arrangements, Public Procurement legislation and other statutory requirements.



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