

Developing the South West London Green Plan 2023-25

ICB Board

17 May 2023



In October 2020, the Greener NHS National Programme published its new strategy, 'Delivering a net zero National Health Service'. This report highlighted that if left unabated climate change will disrupt care, resulting in poor environmental health which contributes to major diseases, including cardiac problems, asthma, and cancer.

The Greener NHS strategy set ambitious targets for the entire NHS to reach Net zero carbon emissions:

- by 2040 for the emissions it controls directly (e.g. use of fossil fuels) with an ambition of 80% reduction by 2028-32
- by 2045 for those it can influence (e.g. within supply chains) with an ambition of 80% reduction by 2036-39.

It mandated each Trust to have a Board approved Green Plan, and for each ICS to have a Board approved plan by April 2022. Our 2022/23 Green plan was created in response to this directive and was our first collective plan towards the National 'Net Zero' target. We acknowledged that we contribute to the problem as a health system and committed to:

1. Deliver on the targets set centrally
2. Create measurable sustainable action plans that will materially improve the sustainability of our services
3. Seek actively a number of innovations that make use of our existing assets, resources and circumstances that go beyond centrally-defined targets
4. Co-ordinate activities and communications that will help change the behaviours of our people – both when they work and when they are not working

Since this time the ICP strategy has identified sustainability as a key cross cutting theme and the ICB 5 year Joint Forward Plan is being developed, which will include how the ICB intends to discharge their duty in relation to Climate Change Act 2008 and how it will deliver against the NHS Net Zero target with its partners.

The Board is asked to note the successes in 2022/23 and to approve 2023-25 plan, noting the approach of co-designing the plan and focus on strengthen work with wider partners to increase the impact for our population

What we have we achieved in 2022/23

Whilst sustainability activities have been ongoing across our SWL NHS organisations, the first year of our Net Zero Green Plan has required us to set a new governance structure, agree plan principles, develop workstreams, and to group individual organisation actions.

As a health system, our trusts have made strong progress, the list below summarises the breadth of our key achievements to date which we are looking to build upon (see appendix for more detail).



All trusts have **Green Plans in place** that support the NET Zero strategy



PN0620 compliant across SWL trusts (10% social value weighting in tenders above PCR threshold)



Digital appointments increased, with some trusts exceeding national targets



All trusts well **below National Desflurane reduction target**



Switch to **renewable energy** across trust sites



Nitrous Oxide waste reduction plans initiated with leak tests complete on all sites



Numerous **sustainability days and awareness campaigns successfully completed**



Carbon neutral food suppliers introduced



All trust now have **Carbon Footprint calculations**



Surgical instrument recycling processes introduced



Electric fleet introduced across trusts



Solar panel installations underway trust sites



Electric vehicle charger infrastructure projects implemented and underway



Safe re-usable theatre equipment practices introduced



MDI recycling points setup, awareness schemes initiated to switch use



UK's First Reduced Carbon patient menu introduced by a SWL trust



Created **green spaces** and increased plant biodiversity at trust sites



All trusts have **switched to recycled paper**



Heat Decarbonisation projects initiated across trusts



Cycle to work and active travel incentive schemes in place



LED lighting transition projects underway

Our learning

The first year of our SWL Green Plan has been a huge learning experience and we have taken time to review our achievements to inform how we proceed together as a system and how to build on what has been achieved to go further together as part of a 2023-25 SWL Green Plan.

In January we undertook a feedback exercise with the sustainability leads across the patch to review our activities over 2022/23 and agree on how we can learn from our experiences. Key themes from our sessions were:

- More staff engagement so that we can drive the behaviours changes through our organisations
- More patient engagement so that they can also influence better prescribing and pathway approaches
- Need for carbon literacy so that we can understand our footprint data better and target specific reductions
- To collaborate better as partners to share information, resource and reduce duplication.

A further workshop was held in February where partners reviewed these themes and co-created the emerging approach, objectives and areas of focus for the 2023-25 SWL Green Plan.



Where are we going next?



South West London

Our partners have made great progress across our ICS, with significant achievements in medicines, estates, procurement and transport. We want to offer a framework for us to progress with greater momentum, maintain consistency across our ICS, and embed sustainability into our culture. Sustainability can no longer be treated as an activity on its own, if we are to be successful in changing our behaviours and operations, it needs to be a part of everything that we do.

We want to make it easier for our partners to collaborate and to share information and best practice in order to learn from and support one another in moving towards and championing our common net zero goals. A renewed governance structure that has been designed to strengthen our networks and streamline our efforts to deliver change and we have launched a “Greener SWL” teams portal to support our partners to make contact with one another and coordinate Green Plan activities.

We also have reflected that we will increase the scope of our activities this year and reach out across to primary care, local authority and additional partners that were not with us at the start of our journey, aligned to our commitments under the upcoming 5 year Joint Forward Plan and ICP strategy. Given the later timing of the Joint Forward Plan for 2023/24 and ICP strategy than the finalisation of this plan, we will take action to ensure that the commitments made by SWL in the finalised 2023-25 Green Plan will be reflected in the Joint Forward Plan.

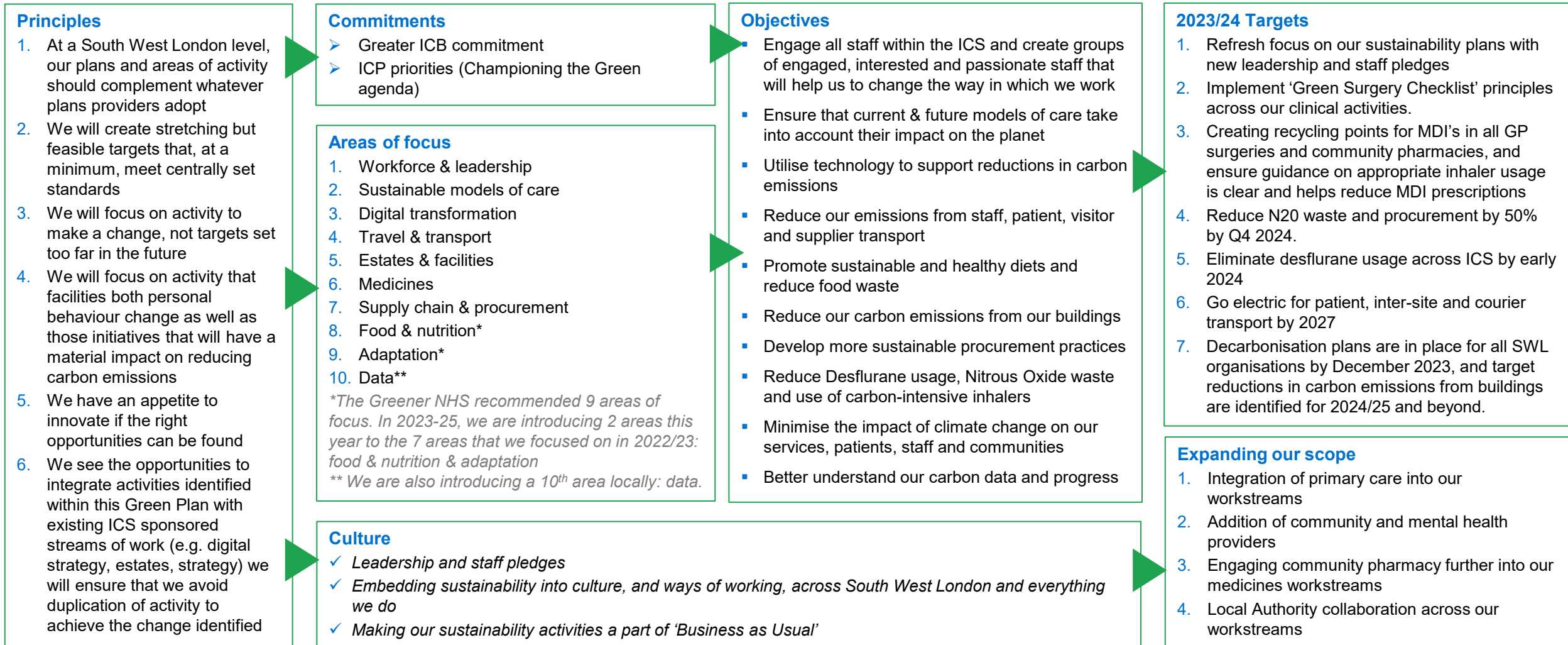
A overview of the 2023-25 SWL Green Plan can be found on the next slide, and the full draft is attached separately.

Highlights from the draft 2023-25 Green Plan: Vision



South West London

The 2023-25 plan has been co-created with our partners to build on the experiences gained over the last year and aims to create better collaboration across our ICS, and supports our ambitions in our Five Year Joint Forward Plan. A summary of this plan is detailed below.



Highlights from the 2023-25 Green Plan: what would success look like in 2025?



If we achieve our vision and our aims, we will have managed to “embed sustainability into business as usual” and everything that we do. In doing that we will have:

- Fundamentally changed the mindsets of our partners, staff, and patients
- Changed the way in which we manage our operations and functions for the better
- We will have a good understanding of our carbon emissions and how to reduce these in line with our national target

Most importantly, we will be united across South West London in reducing health inequalities and the impact of climate change on our local communities

A decorative graphic in the bottom-left corner consisting of several overlapping rounded shapes in shades of blue, green, and teal, along with a small white circle with a blue outline.

Case Studies

ICB Board

17 May 2023

Reduced Carbon Menus
apetito, Mitie &
St. George's University Hospitals
NHS Foundation Trust (Tooting Site)



St George's, Epsom
and St Helier
University Hospitals and Health Group



Making a real difference

- Jenni Doman, Site Director
- Estates and Facilities, SGH

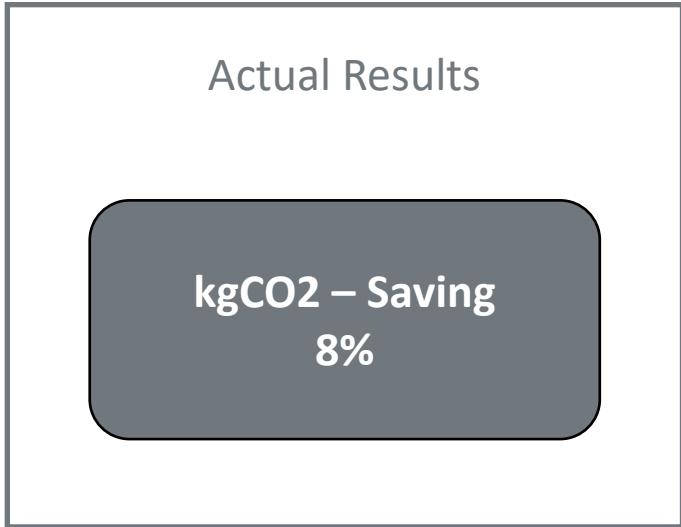
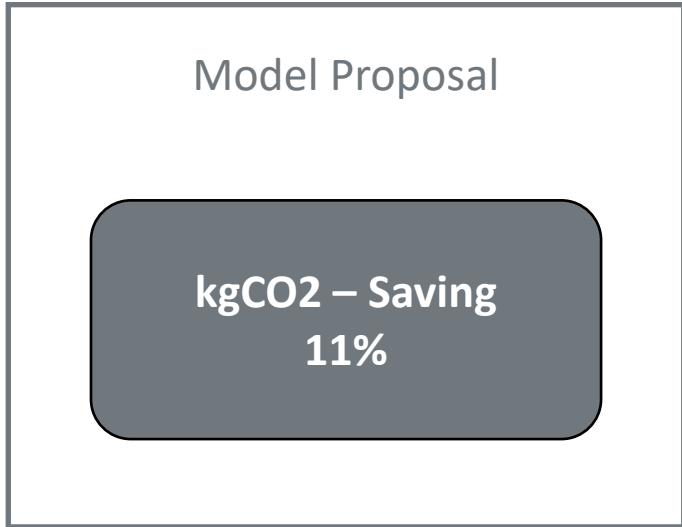
Project



- Joint Collaboration with SGUH Facilities, Nursing and Therapies teams, Apetito, and Mitie
- Review of main two week menu cycle and special plated meals menus to review dishes with high carbon footprint
- Agreed new menu with reduced carbon levels with apetito and SGH Dietitians, piloted and then rolled out across Trust and measured results
- Menu now in place and delivering carbon reductions
- Further reviews now in place for phase 2 to continue reducing carbon and maintain quality, standards and patient satisfaction



Results



MONDAY LUNCH

MAIN COURSES

- Lamb Grill Steak in Minted Gravy
- Baked Chicken & Vegetable Pie
- Penne Pasta in Tomato & Basil Sauce



HOT DESSERTS

- Somerset Apple Cake
- Clotted Cream Rice Pudding
- Custard



SIDES & VEGETABLES

- Mashed Potato
- Sauté Potatoes
- Cut Green Beans
- Mixed Vegetables
- Gravy



COLD DESSERTS

- Thick & Creamy Yoghurt
- Cheese & Crackers
- Fresh Fruit Cocktail
- Selection of Fresh Fruit
- Toffee Sponge Dessert
- Blackcurrant Cheesecake
- Chocolate Mousse



MONDAY SUPPER

MAIN COURSES

- Beef Lasagne
- Chicken & Sweetcorn Bake
- Vegetable Quiche



HOT DESSERTS

- Bread & Butter Pudding
- Tapioca Pudding
- Custard



SIDES & VEGETABLES

- Mashed Potato
- Potato Wedges
- Peas
- Sliced Carrots
- Gravy



COLD DESSERTS

- Thick & Creamy Yoghurt
- Cheese & Crackers
- Fresh Fruit Cocktail
- Selection of Fresh Fruit
- Toffee Sponge Dessert
- Blackcurrant Cheesecake
- Chocolate Mousse



AVAILABLE AT EACH MEAL

JACKET POTATOES

- Plain
- With Cheese Portion
- With Tuna Mayonnaise
- With Beans



PREFER A SANDWICH OR SALAD?

See the selection at the front of this menu booklet.
Please ask your ward host if you would like to change your portion size.



Results

St. George's	Current Total	Cost Neutral			Higher Saving		
		Total	Var.	Var. (%)	Total	Var.	Var. (%)
Embodied Carbon (tonnes p.a.)	250	230	20	8%	184	66	26%
Multi & Twin Entrée (spend p.a.)	£273k	£270k	£3k	1%	£280k	(£7k)	(2%)

20 tonnes saved is equivalent to charging **2,550,644** smartphones or planting **26 acres** of forestry to offset

66 tonnes saved is equivalent to charging **8,417,126** smartphones or planting **86 acres** of forestry to offset

Increase in **patient satisfaction** on catering survey 5-10%



Next steps?

- “Bulk Meal system” fully footprinted
 - 223 dishes
 - Entrees, potato, vegetables, accompaniments, hot desserts
- “Plated Meal system” (Carte Choix) fully footprinted
 - 44 dishes
- St Georges - Version 2
 - Menu design
 - Refine menus
 - Footprints on menu
 - Order of menus – eye-tracking
 - Host training
 - Patient Satisfaction data and survey questions
- Site of Excellence NHSE – review in progress following visit



MONDAY LUNCH

MAIN COURSES

Lamb Grill Steak in Minted Gravy
 Baked Chicken & Vegetable Pie
 Penne Pasta in Tomato & Basil Sauce

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HOT DESSERTS

Somerset Apple Cake
 Clotted Cream Rice Pudding
 Custard

V ★ E
 GF ★ E
 GF V ★

SIDES & VEGETABLES

Mashed Potato
 Sauté Potatoes
 Cut Green Beans
 Mixed Vegetables
 Gravy

GF V ★
 GF V V
 GF V V
 GF V V
 V ★

COLD DESSERTS

Thick & Creamy Yoghurt
 Cheese & Crackers
 Fresh Fruit Cocktail
 Selection of Fresh Fruit
 Toffee Sponge Dessert
 Blackcurrant Cheesecake
 Chocolate Mousse

GF V ★ E
 V E
 GF V V
 GF V V
 V ★ E
 V ★
 GF V ★

MONDAY SUPPER

MAIN COURSES

Beef Lasagne
 Chicken & Sweetcorn Bake
 Vegetable Quiche

★
 V
 V E

HOT DESSERTS

Bread & Butter Pudding
 Tapioca Pudding
 Custard

V ★ E
 GF V V
 GF V ★

SIDES & VEGETABLES

Mashed Potato
 Potato Wedges
 Peas
 Sliced Carrots
 Gravy

GF V ★
 GF V V
 GF V V
 GF V V
 V ★

COLD DESSERTS

Thick & Creamy Yoghurt
 Cheese & Crackers
 Fresh Fruit Cocktail
 Selection of Fresh Fruit
 Toffee Sponge Dessert
 Blackcurrant Cheesecake
 Chocolate Mousse

GF V ★ E
 V E
 GF V V
 GF V V
 V ★ E
 V ★
 GF V ★

AVAILABLE AT EACH MEAL

JACKET POTATOES

Plain
 With Cheese Portion
 With Tuna Mayonnaise
 With Beans

GF V V ★
 GF V ★ E
 GF ★ E
 GF V V ★

PREFER A SANDWICH OR SALAD?

See the selection at the front of this menu booklet.
 Please ask your ward host if you would like to change your portion size.



OUR CARBON REDUCTION PLEDGE

The NHS has pledged to become the world's first carbon net-zero national health system by 2040. Mitie are proud to support St George's Hospital with our Plan Zero initiative.

Our new carbon reduction menu is designed not only to provide tasty, nutritious dishes but also to do our bit to help tackle the worldwide problem of climate change. This menu has been curated to reflect a growing demand to be more environmentally sympathetic. Reducing impact on the world around us and to protect the planet for future generations.

Our dedicated team of Dietitians have worked closely with Mitie and our supplier Apetito, to create a delicious menu filled with popular choices that are most importantly nutritionally balanced for you, our patients to aid in the best recovery possible. Whilst also considerate to the environmental impact.

Our new hot main meal options across lunch and supper have an

11%

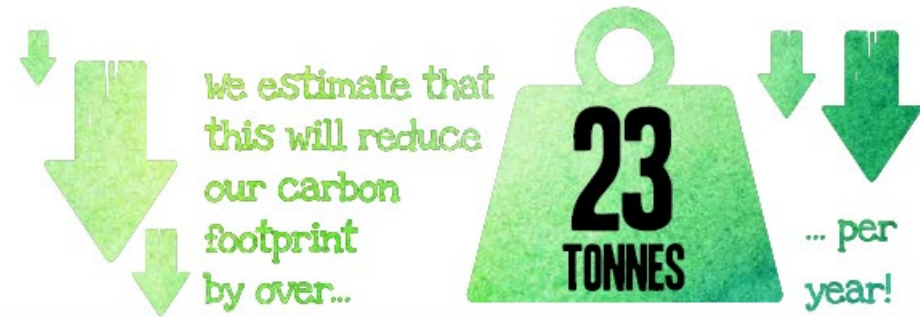
lower carbon footprint than our previous menu...



The dietetic team have kept patient favourites on the menu! There is a variety of food on offer catering for meat-based meals and also vegetarian or plant based. The menu has been compiled whilst carefully maintaining compliance with core energy and protein targets for both nutritionally well and nutritionally vulnerable patients.



OUR CARBON REDUCTION PLEDGE



This saves an amount of carbon equivalent to planting over **140 TREES** every year or sending over **3 BILLION** text messages!

WHAT YOU CAN EXPECT FROM THE NEW MENU

Beef and lamb dishes have the largest carbon footprint on the menu, so whilst we haven't removed these options from the menu, we have reduced their frequency a little. However, they will still feature on 13 days out of a 14 day cycle for at least one meal per day. Our dietitians have sought other nutritious protein sources such as chicken, pork, lentils and soya.

LOOK OUT FOR

New to the menu is Tomato & Mozzarella Cous Cous, a vegetarian dish that is packed with flavour and texture. Meat Free Mushroom & Chicken Style Pie, a classic, hearty dish made meat free but remains full of flavour. BBQ Mexican Bean & Jackfruit, a vegan treat consisting of borlotti beans in a tomato sauce with grilled peppers, and jackfruit in barbecue sauce.

Our new menu – supporting both your recovery and that of our planet.

Green investing



Ian Garlington
Integrated Programme Director

Investing in our future

Integrated Programme

SERVICES • PEOPLE • ENVIRONMENT • ENGAGEMENT

Transforming mental health services

Shaftesbury Building
Springfield Hospital

SUMMER
2023



Richmond Royal refurbishment
Richmond

AUTUMN
2023



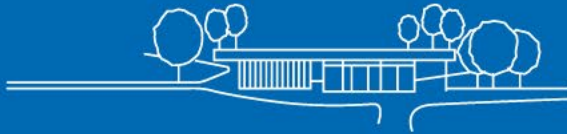
Final areas of the new
Springfield Park

AUTUMN
2024



The first area of the new 32-acre
Springfield Park

SUMMER
2023



The new Barnes Hospital
Richmond

SUMMER
2024



New facilities at Tolworth Hospital
Kingston

SUMMER
2026



Investing in our future

Integrated Programme

SERVICES • PEOPLE • ENVIRONMENT • ENGAGEMENT

Green elements of our Trust

Our presentation will touch on the following aspects of our developments:

1. BREEAM excellent as standard
2. Nordic style district heating for the entire village (sitewide)
3. Electric only building (Tolworth)
4. Zero to landfill (Construction)
5. Influence over non-vehicle routes (permeable)
6. Reduction in hydrocarbon v. increase in EV (sitewide inc non- health)
7. Flood defence (with bio-diversity)
8. Staff facilities (supporting choice)
9. Retail units (reducing travel)
10. TfL additional routes and s106 provision

Springfield Village Milestones



Key:
 Hospitals, Park, Infrastructure - Sir Robert McAlpine
 Red - Residential Developer(s)
 Grey - Barratt Homes
 Blue - School by LA
 Pink - Care Home
 Yellow - City & Country

December 2019 Hospitals and Infrastructure commence	August 2020 C&C (plot S) start on site with listed buildings	January 2021 Barratt (plots B-E and L&M) start	Spring 2021 C&C and Barratt new homes sales launch	Winter 2021/2 C&C first completions	Spring/Summer 2022 Barratt first completions	Autumn/Winter 2022 Trinity and Shaftesbury Complete	Winter 2022 New care home completion	Summer 2023 Park Area B open to public	Autumn 2024 Park Area A and C open to public	2024/2025... X,Y,Z,Vb works continue
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Facts about Springfield Village

1. If you take the stairs from the bottom of the building to the top floor you will climb 200 steps – cultural shift of staff / choices that impact on energy use
2. The paint used on all the walls within the hospitals absorbs carbon from the atmosphere and its part of our carbon reduction
3. The Atrium in Trinity is also a complex cooling system
4. The ponds in the new park will take all our rainwater and prevent flooding
5. Our new facilities are very 'green' - we took no soil off site and moved 35,000m³ of it into the new park – that's the same volume as 70 average family homes
6. We have planted more than 700 new trees
7. The park already has its first users - 125 Geese, mostly Canadian but including some Egyptian Geese
8. When complete in 2027, the new Springfield Village will be home to more than 5000 people (4000 residents and 1000 staff and patients) – maintaining communities and reducing social traffic movements affordable homes
9. Springfield village is the largest urban regeneration in London since the 2012 Olympic park – Green credentials only maximised due to Health being the driver for the urban regeneration.

Tolworth

Next phase in our green journey

1. 100% electric building to the very latest BREEAM excellent
2. Workforce migration (600 head-count) mitigated with reduced non-vehicle travel times
3. Social benefit (anchor) through local commerce supporting economic viability & reducing journeys – ‘mini - 10 minute neighbourhood’

- 1 Access to Site
- 2 Pedestrian Access
- 3 Central Plaza
- 4 Parking
- 5 Visual Amenity Garden
- 6 Cycle parking
- 7 Café Terrace
- 8 Invertebrate habitat piles
- 9 Ambulance Parking and Loading Bay
- 10 Refuse Store / FM Area
- 11 Ellis Building (Iris Ward) Garden Realignment
- 12 Main Building Entrance
- 13 Seating Area



By 2026...

We will have:

- Two 'green' centres of excellence for mental healthcare in Wandsworth and Kingston and a new outpatient hub in Richmond. Supporting equity of access to service and geographic location – reducing journey times, increasing quality
- Opened up our inpatient estate, increasing access routes and permeability, breaking stigma and changing how people use our sites
- Supported the development of nearly 1,300 hyper energy efficient new homes and green space across South West London
- Provision of nearly 1000 EV charging points
- Facilitated more than £1bn of commerce in transforming our estate, supporting our local economy in the process

