


Sustainable Development Action Plan

2009–11



DH INFORMATION READER BOX

Policy HR/Workforce Management Planning Clinical	Estates Commissioning IM & T Finance Social Care/Partnership Working
Document purpose	For information
Gateway reference	11918
Title	Sustainable Development Action Plan 2009–2011
Author	Richard Mundon
Publication date	July 2009
Target audience	SHA CEs, Directors of PH, Directors of Adult SSs, Special HA CEs, NHS Sustainable Development Unit, DH staff
Circulation list	
Description	Following publication of the Department's sustainable development strategy (Taking the long term view: the Department of Health's strategy for delivering sustainable development 2008–2011) this action plan sets out how we will meet the commitments and priorities within the nine opportunities we have to promote sustainable development from within the Department.
Cross reference	Taking the long term view: the Department of Health's strategy for delivering sustainable development 2008–2011.
Superseded documents	N/A
Action required	N/A
Timing	N/A
Contact details	Richard Mundon Director of Operations Room 7E14, Quarry House Quarry Hill Leeds LS2 7UE 0113 2545730
For recipient's use	

Sustainable Development Action Plan

2009–11

Contents

Foreword	1
Introduction	2
Taking forward SD in DH	4
The history of SD in DH	4
Our SD strategy	4
Our SDAP for 2009–11	5
Governance arrangements	6
Business planning	8
Partnerships and engagement	9
Deliverables and timescales for Opportunities 1–9	10
Opportunity 1	10
Opportunity 2	13
Opportunity 3	18
Opportunity 4	21
Opportunity 5	25
Opportunity 6	27
Opportunity 7	33
Opportunity 8	36
Opportunity 9	38
Monitoring, reporting and updating	42
Feedback	44
Annex A: Summary of Opportunities, priorities and owners	45
Annex B: SD HLG membership	47
Annex C: SD Programme Board membership	48
Glossary	49

Foreword



The Department of Health is pleased to present its third sustainable development (SD) action plan.

SD has been firmly established as a corporate priority, and the approach we take as a department must be guided by the SD principles. It is not an additional burden imposed on the way we work, but a way of ensuring that we get the maximum positive impact for our efforts and take into account the interdependence between society, economy, environment and governance. With the pressing public health issues such as climate change, obesity and health inequalities that face us today, we need to take urgent action to protect the population now and in the future.

We are confident that *Taking the long term view: the Department of Health's strategy for delivering sustainable development 2008-2011* has provided us with a strong platform from which to make great progress on this agenda in the coming years and consider exactly where it is that we can achieve the most impact. As a result this action plan is stronger, broader and more ambitious than ever.

The importance of embedding SD in our policy making is one of our priorities and, in recognition of our unique influence in this regard, we must maximise this opportunity.

We continue to set stretching targets in areas where we already have much to be proud of, such as sustainable operations and our role in supporting the NHS to embrace good corporate citizenship and particularly to reduce its carbon footprint. We have also begun to explore new areas, in particular that of social care, where there is exciting potential to apply much of the learning from other areas such as the NHS and local government.

The most important change that we would like to see in the next year is the involvement of all staff in delivering the ambitions within this action plan, providing ideas and inspiration as to how we can achieve more, and continuing to evolve this agenda. We have a shared responsibility to enable sustainable and healthy lives for this and future generations.

Mike O'Brien
Minister of State for Health Services
Department of Health

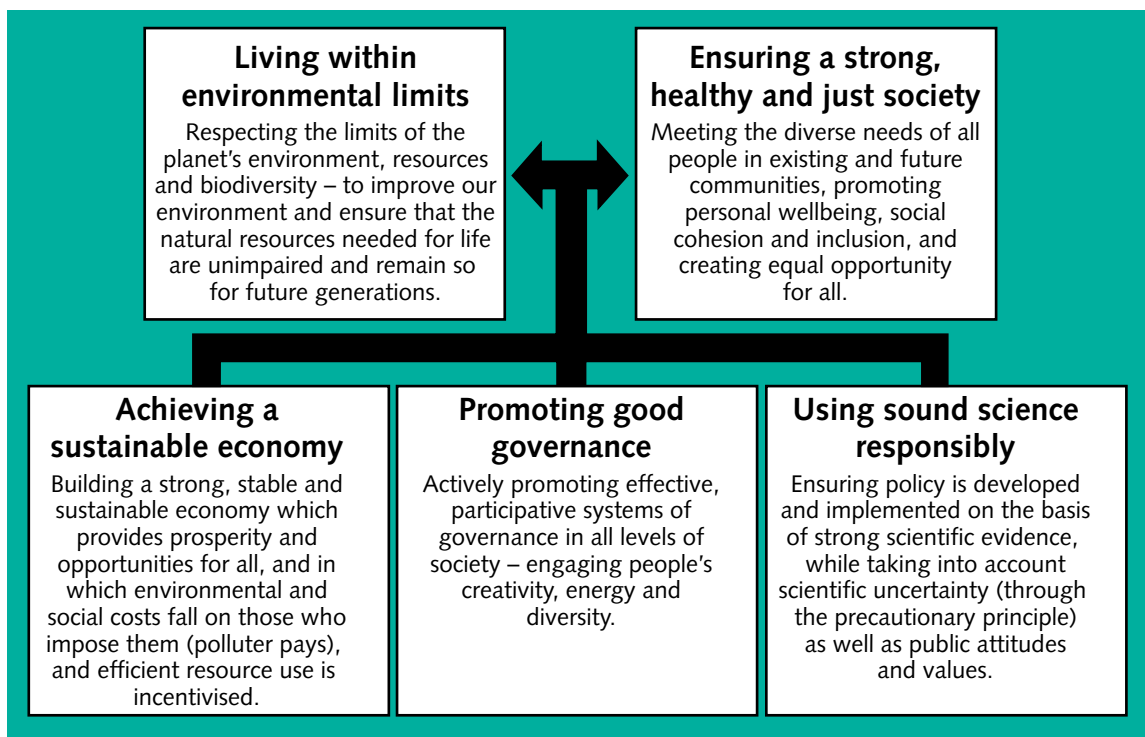
Hugh Taylor
Permanent Secretary
Department of Health

Introduction

Sustainable development (SD) aims to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.

Securing the future: delivering UK sustainable development strategy (HM Government, 2005) is the UK SD strategy and commits all government departments and executive agencies to produce an annual sustainable development action plan (SDAP) and report on progress. It also set out the five guiding principles of SD, as in Figure 1, as ‘the basis for policy in the UK’. These principles should therefore act as a framework for the work of the Department of Health (DH) – in our capacity as leader of the health and social care system, government lead on health and well-being and as a government department, employer and sponsor of arm’s length bodies (ALBs).

Figure 1: The five guiding principles of sustainable development



Securing the future also sets out four shared priorities for the UK, which are:

- sustainable consumption and production;
- climate change and energy;

- natural resource protection and environmental enhancement; and
- sustainable communities.

We can contribute to all of these priorities, although some are more relevant than others. We have some influence on consumption and production, particularly with reference to food and transport, which have strong health connections. All government departments must contribute to meeting the targets set out in the Climate Change Act 2008. Our most significant influence is on the NHS, and also in developing and communicating the health effects of climate change. We have a small degree of influence on natural resource protection, especially in recognising within health policy the importance of the environment to health. Perhaps where we have the most potential to contribute is on the sustainable community agenda, as health is an integral part of this. In developing policy and influencing other government departments, we can take into account the important determinants of health from our everyday surroundings. Sustainable communities will result in improved health and well-being and, as such, this is a key priority for DH.

Taking forward SD in DH

The history of SD in DH

The Department first published an SDAP in March 2006, focusing on the key contributions set out in *Securing the future*.

- the NHS as a corporate citizen;
- food and health in the context of sustainable food and farming;
- transport and health;
- healthy, sustainable communities; and
- health impact in partnership in the regions.

Some good progress was made on these areas and others, including the establishment of a good governance structure and good performance in sustainable operations. These five key contributions continue to shape our response, but within a far more wide-reaching SDAP for 2007/08. Details of progress made was published in the Sustainable Development Action Plan 2007/8 Progress report.¹ We are now taking delivery of SD into a new phase, guided by a new strategy and with an increased emphasis on policy, which is where we feel we can have the most significant impact.

Our SD strategy

*Taking the long term view: the Department of Health's strategy for delivering sustainable development 2008-11*² was published in October 2008. It sets out the rationale for an SD approach and what the five principles mean in practice. It demonstrates how such an approach will enable us to achieve better outcomes, both in our key role in leading for government on health and well-being and in achieving a broader range of positive outcomes in the short and the long term. Underpinned by the five SD principles and four shared priority areas set out above, it sets out our vision in terms of the two lead roles we must take and the nine opportunities we have to promote SD from within the Department.

As leader of the health and social care system, and as government lead for public health and well-being, we have five key opportunities to drive SD forward:

- Opportunity 1: considering SD (particularly environmental issues alongside health, health inequalities and Equalities Impact Assessment) more systematically in our policy making.

1 http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_100079

2 http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_089049

- Opportunity 2: supporting the NHS to improve the sustainability of its operations and procurement practice, including through our support for efforts to reduce carbon emissions.
- Opportunity 3: encouraging local authorities, as commissioners of adult social care services, to promote SD across the sector, particularly to reduce carbon emissions and adapt to climate change.
- Opportunity 4: working effectively with our partners to promote better health and well-being for all, including our work to reduce health inequalities and to reduce the burden of lifestyle diseases.
- Opportunity 5: promoting sustainable approaches to improving global health through our international work, such as the World Health Organization (WHO) resolution on climate change.

As a government department, employer and sponsor of ALBs, we have four further key opportunities to drive this agenda forward:

- Opportunity 6: improving the sustainability of our operations and procurement practice.
- Opportunity 7: improving the sustainability of our employment practices.
- Opportunity 8: supporting and enabling our staff to live and work more sustainably.
- Opportunity 9: supporting our ALBs to improve the sustainability of their operations, procurement and policy making.

Our SDAP for 2009–11

This SDAP covers the period between January 2009 and December 2011, following on directly from the last SDAP for 2007/08, which was live until the end of December 2008. The first draft of this SDAP was developed in November 2008 and, as such, the SDAP became live as of January 2009 and timescales have been allocated accordingly.

The structure of our SDAP for 2009–11 mirrors that of our SD strategy and sets out how we are taking forward the nine opportunities through practical actions which meet the commitments made in our SD strategy. Within the nine opportunities, the SD strategy identified priority areas, in order to allow focus where we feel we can have the most significant impact, and to ensure a mixture of immediate and longer-term benefits. When completed, the actions included in our SDAP will result in SD outcomes. We have appointed lead senior managers as owners of each of the nine opportunities. They have led the process of prioritising (in line with the strategy), developing and setting clear objectives and deliverable actions to include in the SDAP. The list of lead roles, opportunities, priorities and owners is set out at Annex A.

The development of the SD strategy was hugely helpful in identifying a clear framework for applying the principles of SD, but it is also very important to ensure that this does not weaken the continuity between SDAPs. Care was taken from the outset to ensure that the 2007/08 SDAP informed the SD strategy, and that it feeds directly into this SDAP for 2009–11. We made this continuity clear by including both SD strategy and SDAP 2007/08 references within the tables of commitments and deliverables for each opportunity, showing where we have continued to develop actions to build on progress made previously. Some actions are new areas of focus where we are expanding our scope and therefore have no previous SDAP reference.

Many activities within DH support SD but are governed through other existing programmes – for example, the Department’s own Greening Information and Communications Technology (ICT) programme. These are referenced within the relevant opportunity headings. We have carefully considered our approach to these to ensure that we do not duplicate efforts or add unnecessary bureaucracy. We have chosen to include some key indicators of such programmes within the SDAP where doing so clearly adds value to our overall SD contribution.

This SDAP covers DH. We have 21 ALBs (two executive agencies, ten special health authorities, and nine executive non-departmental public bodies). These are not included within the scope of this SDAP, although under Opportunity 9 we set out how we will continue to engage our ALBs to improve the sustainability of their operations, procurement and in-house policy.

We have set out the actions to ensure that the outcome we are working towards is always clear, and that all stakeholders are aware of what this plan is working towards in practice. Because of the variation in the scope of the actions, the outcome will be explicit in either the commitment or the deliverable, but not duplicated.

Governance arrangements

Delivery of the SDAP will be co-ordinated as a programme of work sponsored at board level. The board member responsible (SD Champion) will be Richard Douglas, the Director General for Finance and Chief Operating Officer. The SD Programme Director (Senior Responsible Officer) will be Richard Mundon, Director of Operations.

Progress against the deliverable actions included in the SDAP will be monitored through our newly formed SD Programme Board, chaired by the SD Programme Director, and overseen by a steering group – the SD High Level Group.

Board-level sponsorship – the SD High Level Group

The main purpose of the SD High Level Group (HLG) will be to provide strategic direction to the Programme Board. Members are drawn from the DH Corporate Management Board, along with senior representation from the Sustainable Development

Commission and the NHS. See Annex B for full membership. The SD HLG will meet at least twice yearly. Its role will be to:

- keep the priorities identified in the strategy under review through progress reports from the Programme Director;
- monitor the effectiveness of our SDAP in line with our SD strategy and our greater contribution towards sustainability;
- offer board-level engagement with the Sustainable Development Commission, the NHS SD Unit hosted in the East of England Strategic Health Authority and with other government organisations as required;
- provide strategic direction and support for work to realise the outcomes documented in the strategy. Day-to-day management will be delegated to the SD Programme Board; and
- act as a point of escalation for the resolution of issues raised by the SD Programme Board.

SD Programme Board

The Programme Board has been established under direction from the SD HLG. The main purpose of the SD Programme Board will be to ensure that the strategic outcomes set out in the DH SD strategy are realised. Membership is drawn from the nine opportunity owners and other key contributors. See Annex C for full membership. The SD Programme Board will meet four times per year. Its role is to:

- ensure that the strategic outcomes set out in the SD strategy are realised;
- bring together the owners of the key opportunity areas in the SDAP and stakeholders with an interest in decision making on SD matters;
- provide overall direction and support to contributors and oversee the application of best practice;
- agree programme organisation and delivery strategy;
- approve changes to deliverables and planned timescales;
- review overall progress using data from quarterly progress reports and other feedback mechanisms and provide challenge to individual opportunity owners;
- provide stimulus to contributors and encourage ambitious thinking on ways to exploit the opportunities for SD;
- ensure that internal and external dependencies are effectively managed;
- engage with key programme stakeholders in accordance with the agreed stakeholder management strategy/plan; and
- manage programme-level risks and issues and support contributors in the resolution of project-level risks and issues.

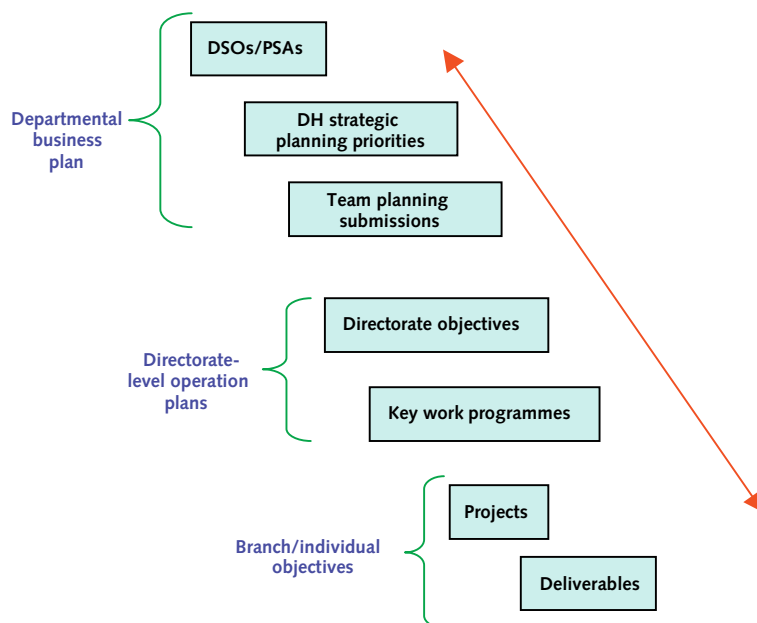
The DH project management approach will be applied to the co-ordination of this programme of work and to monitoring the delivery of the actions identified within this SDAP.

Business planning

The production of this SDAP is aligned with the business planning process for DH in order to ensure that SD is mainstreamed within the Department and resources are allocated accordingly. This alignment has made a significant improvement to the way we approach SD within the Department. We have also appointed a full-time SD Programme Manager, who provides the co-ordinating role across the Department.

Our departmental business plan provides a framework for delivering our Departmental Strategic Objectives (DSOs) and our Public Service Agreement (PSA) targets. DH has three DSOs: better health and well-being for all; better care for all; and better value for all. SD is one of our priorities in relation to our third DSO – better value for all. *Feeling the difference: the planning framework 2009–11*, issued in November 2008, highlights SD as one of the corporate priorities that must be considered when prioritising activity and allocating resources. This message is reinforced in our internal staff business plan booklet, *Our priorities 2009–11*, issued to all staff in March 2009. Our staff have been involved throughout the business planning process so that they can make the connection between branch and individual objectives, directorate-level operation plans and our departmental business plan. See Figure 2.

Figure 2: Translating strategic objectives into work programmes



We highlighted SD as one of our corporate priorities at our 'Feeling the Difference, 2009' events for all DH staff, which took place in London and Leeds during March 2009.

As well as having an SD exhibition stand, we held four SD workshops led by SD Programme Champion Richard Douglas, with a number of our SDAP opportunity owners in attendance. Those opportunity owners heard directly from staff about what would help them to consider SD in their work. We are using the outputs from the workshops to feed directly into the SDAP, for example to shape our SD communications strategy and plan, to inform our sustainable travel policy, to develop our Green Champions network, to shape our policy skills course and to inform the development of our SD metric to be included in our DH scorecard.

Partnerships and engagement

This SDAP identifies many actions that cannot be delivered by DH alone. Partnerships with the NHS SD Unit and the Sustainable Development Commission are particularly important, but so are those with other government departments and relevant organisations such as WHO. The nine opportunity owners have worked closely with contributors to develop the deliverables and will continue to do so when taking forward actions to meet commitments made in the strategy.

We have a well-established relationship working with the Sustainable Development Commission: we have sponsored their Healthy Futures work programme since 2004, and continue to do so. This work directly contributes to delivering on the actions identified in this SDAP and within Opportunities 1, 2 and 3, and to supporting us to strengthen our overall SDAP governance and delivery.

We are developing a communications strategy and plan, in consultation with opportunity owners, to support the delivery of the SDAP. This process has already begun by including SD sessions, run by Richard Douglas, as part of the recent DH staff events described above. Building on the interest generated by staff at those events, we plan to hold a launch event to raise awareness and celebrate the publication of our SD strategy and SDAP. We also plan to hold a large group intervention in autumn 2009 in preparation for refreshing the SDAP for 2010/11. Plans for this event will be developed later in the year and agreed with the SD Programme Board.

A major theme of our communications strategy will be to lead by example and provide staff with the information they need to make sustainable choices both at work and in their personal lives. For example, we will publicise our energy-saving campaigns (e.g. Think before you Print, Switch Off). By providing information and links for staff, we will encourage and enable them to make personal sustainable choices and embed the principles in their work. We will use our Green Champions network to provide ideas for inclusion in our communications strategy.

Deliverables and timescales for Opportunities 1–9

Opportunity 1: considering sustainable development (particularly environmental issues alongside health, health inequalities and Equalities Impact Assessment) more systematically in our policy making

Our response

As the leader of the health and social care system, policy making is arguably where DH can have the most significant impact, so it is vital that SD principles are consistently at the heart of our policy. Taking an SD approach not only ensures that we will not compromise the quality of life of future generations, but can also result in better outcomes in the short term.

Areas for action

Exploring how a focus on SD should influence our approach to policy making is identified as a specific priority within the SD strategy. While Opportunities 2–5 concern specific areas where we feel we can have a particular impact, this section concerns developing a consistent approach across the organisation. Actions have been developed both to examine in depth the effect of applying SD principles to specific policies and to ensure that a comprehensive consideration of these principles is standard procedure when developing policy.

Owner: Director General, Policy and Strategy

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.2	D12	We will consider SD more systematically in our policy making.	<p>Hold SD taster sessions at both DH all staff events in March to demonstrate the benefits of SD to policy – these are attended by all staff so will ensure a good level of communication.</p> <p>Building on target audience interest, provide information and run awareness seminars to assist policy officials to consistently consider SD.</p> <p>Include SD awareness in policy skills course, which is available to staff with a policy remit.</p>	<p>By March 2009</p> <p>By end 2009</p> <p>By September 2009</p>
2.7	D04	We will ensure that our policy development takes account of future environmental trends as well as social, technological and economic trends, to ensure that policy making takes issues such as climate change into account, which have huge health implications.	Explore ways in which the Department's horizon scanning function can reflect SD issues.	By September 2009
2.8	D13/D15	We will involve the Sustainable Development Commission in development work on impact assessment, ensuring that any guidance includes the carbon cost of policies (since this represents a meaningful metric) as well as adequate coverage of broader SD impacts.	<p>We will gather material on SD that could go into any future guidance on impact assessments, and examples of best practice across government to ensure that methods of assessment we develop are based on proven success.</p> <p>Any new guidance on impact assessments under development will include both carbon and broader SD principles. Training will be delivered to staff to ensure that this is well used and results in more sustainable policy making across DH. The exact nature of this will be determined after work to review impact assessments has been completed.</p>	<p>April 2010</p> <p>Per departmental work to review impact assessments</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.9	D14	We will establish a small number of pilot projects, bringing together experts from the Sustainable Development Commission's Healthy Futures programme with policy makers, to explore how a focus on SD should influence our approach to policy making.	Put in place one or two pilot schemes: <ul style="list-style-type: none"> • agree policy area(s); • agree with policy team and Sustainable Development Commission the shape of the pilot; • communicate to DH audience; • run pilot(s); and • evaluate. 	By June 2009 By September 2009 By September 2009 During 2010 By December 2010
2.10	D12	We will then be able to identify the learning from these pilots and develop practical tips and recommendations for staff which will help embed SD in our policy making.	Disseminate learning and outcomes. Revise DH guidance/ information. Include revised material in the DH policy skills course. Evaluate process and consider repetition or further development of this programme.	By September 2010* By December 2010* By December 2010* December 2010* *Timescales dependent on 2.9 above

Opportunity 2: supporting the NHS to improve the sustainability of its operations and procurement practice, including through our support for efforts to reduce carbon emissions

Our response

The sheer scale of the NHS and the nature of its business mean that it has a substantial contribution to make to SD. It is therefore vital that we utilise our influence on the NHS to the maximum positive effect. The policies and frameworks we develop can serve to drive the SD agenda within the NHS if the right approach is taken.

Areas for action

Supporting the work of the NHS SD Unit to drive forward carbon reduction and the broader SD agenda across the NHS is a priority identified within the SD strategy. The actions identified aim to support the aims of the unit in a number of different ways – for example influencing the performance assessment framework, identifying policy levers and supporting the NHS Purchasing and Supply Agency (PASA). The work identified is so broad that a Programme Board is to be developed, with specific resourcing attached, to drive these commitments forward. While many of the immediate actions relate to carbon reduction to reflect the carbon reduction strategy, in the longer term the broader SD agenda will receive an increased level of attention.

Owner: Director, Estates and Facilities

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.15	D41/ D42/D43	Continue to work closely with the NHS SD Unit to support its work to drive forward carbon reduction in the NHS, with an overall outcome of reducing the carbon footprint of the NHS. This work will include identification and introduction of the best blend of policy levers, taking into account the response to the NHS carbon reduction strategy and the sharing of best practice from DH in the regions working with local partnerships.	<p>Design policy pilot(s) to include consideration of carbon reduction policy levers (see also 2.10).</p> <p>Disseminate learning and outcomes from policy pilots in relation to carbon reduction policy levers.</p> <p>Revise DH guidance/information (see also 2.10).</p> <p>Agree partnership-working principles and arrangements between DH and NHS SD Unit to ensure clarity around roles, responsibilities and priorities. Review at six-monthly intervals.</p> <p>Develop carbon metrics, including 'offsetting', for consideration for inclusion within the NHS Operating Framework 2010/11:</p> <ul style="list-style-type: none"> • review DH Estates Return Information Collection (ERIC) database; and • embed in Premises Assurance Code. <p>In order to increase impact on the ground, share best practice through appropriate local partnerships and national professional bodies' conferences, forums and opportunities, including:</p> <ul style="list-style-type: none"> • Institute of Healthcare Engineering and Estate Management (IHEEM) annual conference; and • Health Estates and Facilities Management Association (HefmA). 	<p>By September 2009</p> <p>By September 2010</p> <p>By December 2010</p> <p>By August 2009</p> <p>By September 2009</p> <p>Ongoing</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.17	D42	NHS SD Unit's draft carbon reduction strategy proposed a further extension of the Energy Fund to allow more NHS organisations to participate.	Explore options with the Department of Energy and Climate Change (DECC) and within DH for extending the Energy Fund. Keep under review.	By June 2009 and ongoing
2.18	D43	NHS SD Unit's draft carbon reduction strategy proposed a range of actions to drive down emissions and we are already engaged in work on two policy levers that seem likely to have significant impact: <ul style="list-style-type: none"> • introduction of a carbon pricing scheme; and • development of a metric to support carbon reduction. 	<p>The NHS will join DECC's Carbon Reduction Commitment (CRC) scheme in principle.</p> <p>Review the impact of carbon efficiency savings against the healthcare programme and the NHS carbon reduction strategy after the first phase of the CRC scheme in order to identify improvements.</p> <p>Development of carbon metrics (see also 2.15).</p> <p>NHS PASA³ to undertake scoping study into tracking SD benefits resulting from sustainable procurement activity in order to make the SD business case more strongly and encourage take-up.</p> <p>NHS SD Unit and DH to jointly develop metrics for:</p> <ul style="list-style-type: none"> • capital procurement; and • water and waste. 	<p>By April 2010</p> <p>By March 2012</p> <p>By September 2009</p> <p>Scoping study May 2009</p> <p>Wider metrics September 2009</p>
2.19	D42	Exploration of feasibility of publishing comparative data (regarding carbon emissions) on the NHS Choices website.	<p>Contact NHS Choices to:</p> <ul style="list-style-type: none"> • explore feasibility of publishing comparative data; and • agree arrangements for taking this forward. <p>Consider wider dissemination as part of the communication and raising awareness strategy.</p>	<p>By December 2009</p> <p>By December 2009</p>

3 Note: as part of a new commercial operating model, the NHS PASA policy lead for sustainability in NHS procurement will move into the new Procurement, Investment and Commercial Division in DH in the first half of 2009/10. This will help to ensure continued momentum in this area and impact across the whole NHS and DH procurement community.

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.21	D31/D42	Support NHS PASA and the NHS to improve the sustainability of purchasing in accordance with the Government's Flexible Framework for procurement.	<p>NHS PASA to represent the NHS and DH on the Office of Government Commerce (OGC) Sustainable Procurement Operational Board.</p> <p>NHS PASA continues to lead delivery of the sustainable procurement action plan for the health and social care sector <i>Procuring for health and sustainability 2012</i>.</p> <p>A programme of ongoing work supported by DH exists under the NHS PASA SDAP and progress reports are available at www.pasa.nhs.uk (see also 3.20).</p> <p>DH and NHS PASA will review <i>Procuring for health and sustainability 2012</i> in 2010 to take account of developments on the commercial landscape of the health and social care sector.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>By December 2010</p>
2.22	D31/D41/D42	Provide specialist expertise and guidance (e.g. from DH and NHS PASA) and include SD in policy and regulatory levers where appropriate.	<p>Set up an SD Programme Board for Opportunity 2 to monitor progress and delivery of actions falling within this Opportunity. Report progress through the SD Programme Board on a quarterly basis.</p> <p>To provide specialist advice, expertise and guidance to support other parts of DH policy to be more sustainable:</p> <ul style="list-style-type: none"> • PASA to provide draft guidance on how to address carbon reduction through procurement; and • consider if draft guidance is needed for other metric areas. <p>(See also 2.15 and 2.18.)</p>	<p>By January 2009 and ongoing</p> <p>By November 2009</p> <p>By November 2009</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.23	D42	We are committed to including SD in the Care Quality Commission's (CQC's) performance assessment framework for the NHS. We will work with the Sustainable Development Commission and the NHS SD Unit to develop suitable indicators/metrics so that NHS organisations are given opportunities and incentives to drive this agenda forward.	<p>Consider inclusion of metrics for carbon emissions, excluding transport, within the 2010/11 Operating Framework.</p> <p>Consider inter-relationship between this work and the role of the newly formed CQC (see 2.18).</p> <p>Advocate inclusion of SD within the development of all relevant DH policy.</p>	<p>By September 2009</p> <p>August/September 2009</p> <p>Ongoing as opportunities arise</p>
2.24	D16	We will continue to support further development of the NHS Good Corporate Citizen Model (GCCM), and will work with the NHS SD Unit to see whether metrics could be introduced to allow organisations to benchmark and track improvements in their performance.	Review progress and agree next steps for further development of the NHS GCCM, including social care and workforce considerations, to ensure that the model has the maximum positive impact in the NHS.	By June 2009

Opportunity 3: encouraging local authorities, as commissioners of adult social care services, to promote SD across the sector, particularly to reduce carbon emissions and adapt to climate change

Our response

Adult social care is delivered through a mixed economy of statutory services provided directly by local authorities and the NHS and also by private and voluntary sector providers. While we do not deliver or manage services directly, our principal role is to set the overall strategic direction and national policies for social care, and it is in this capacity that we can apply the principles of SD.

Areas for action

This is a new area of focus for SD in DH, and initial actions will look at the work we can do to support adult social care providers, learning from successful models in the NHS and raising the issue in existing national and regional fora.

Owner: Director, Social Care Leadership and Performance

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.33/ 2.34	n/a	Support adult social care providers to meet the Communities and Local Government (CLG) approach to SD.	<p>Commission the Social Care Institute for Excellence (SCIE) to work with DH to take forward strategy references 2.33, 2.34 and 2.35. SCIE's remit to identify and spread good practice to the social care workforce makes it ideally suited to this role, and it will work in partnership with DH and the Sustainable Development Commission.</p> <p>Identify a lead deputy regional director for social care to lead on SD.</p> <p>Explore the applicability of SD tools already developed by DH (e.g. the GCCM) for use by adult social care providers. There are many recognised benefits of this model in the NHS and we are keen to ensure that similar benefits are experienced in the social care sector.</p> <p>Utilise national and regional fora to raise sustainability issues and provide a focus for discussion and improvement planning. Agenda items at deputy regional director forums and follow up assigned actions.</p>	<p>By March 2010</p> <p>By April 2009</p> <p>By March 2010</p> <p>By July 2009</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.35	n/a	Building on the guidance provided in the national Heatwave Plan and the recent documents on climate change for healthcare providers, we will work specifically with the social care sector to raise awareness of the expected future climate changes affecting the UK. Staff need to be aware of the dangers of dehydration and prolonged use of conservatories during hot weather. We will aim to build the capability of adult social care providers to respond appropriately in the event of heatwaves and guide any necessary adaptation required in response to climate change.	Task the deputy regional directors for social care and regional partnerships to work with social care providers to raise awareness and signpost to appropriate advice. Methodology to be determined at deputy regional director forum meetings.	By March 2010

Opportunity 4: working effectively with our partners to promote better health and well-being for all, including our work to reduce health inequalities and to reduce the burden of lifestyle diseases

Our response

In our role as government lead on better health and well-being, we depend on effective working with partners across government. The pursuit of improved public health and reduced health inequalities shares many synergies with the aims of SD.

Areas for action

This forms part of the core work of the Department and, as such, all relevant work will not be tracked by the SDAP. For example, the Marmot Review of Health Inequalities is currently being carried out and will make recommendations to the Department (and other government departments) about the best ways to reduce health inequalities, and is likely to place a strong emphasis on the importance of SD. One priority that will be pursued via this action plan is to promote approaches to the development of the built and natural environment that contribute to health and well-being and are compatible with SD, at a national, regional and local level.

Owner: Regional Director of Public Health, South West

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.43	D17/ D18/D21	<p>We are developing a new health impact assessment framework which will allow our partners to identify the opportunities that their policies offer to improve health and also take action to reduce any negative impacts.</p> <p>Work with partners on both transport policy and planning policy is seen as of particular relevance for SD, and the right approach will result in sustainable communities and a healthier population.</p>	<p>Comprehensive framework to be shared and utilised across the organisation to ensure a consistent approach to the scrutiny of policies concerning their impacts on health.</p> <p>Updated planning guidance from CLG to include health considerations as a significant driver of planning.</p> <p>Develop a programme to increase the health understanding of planners and other key public sector officials, in order that health is systematically a key consideration in planning decisions.</p> <p>Establish a network of academics dealing with health and the built environment to develop thinking on this subject; develop a more robust evidence base and use this to influence policy.</p> <p>Once established, the network will develop a web-based evidence resource for professional built environment teaching faculties and related professional bodies in the UK. This resource will be actively promoted to highlight the contribution that the built environment has on health and well-being and to ensure that this is used in the preparation of courses and training.</p>	<p>By December 2009</p> <p>By October 2009</p> <p>By October 2009</p> <p>Work plan by June 2009</p> <p>By June 2010</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.43 (contd)	D17/ D18/D21 (contd)	<p>We are developing a new health impact assessment framework which will allow our partners to identify the opportunities that their policies offer to improve health and also take action to reduce any negative impacts.</p> <p>Work with partners on both transport policy and planning policy is seen as of particular relevance for SD, and the right approach will result in sustainable communities and a healthier population. (continued)</p>	<p>In order to evaluate the effectiveness of this resource, feedback from the teaching faculties will be collected and assessed for future developments.</p> <p>Work with the Department for Transport (DfT) to raise the profile of health considerations in transport planning guidance and develop the role of primary care trusts (PCTs) as contributors to local transport policy.</p> <p>From this joint working with DfT, DH will issue guidance to PCTs outlining the methods of engagement within local transport planning processes to ensure a systematised approach across the country.</p> <p>Partner working groups from each local transport planning group will feed back to a regionally appointed lead as to the effectiveness of the guidance. Each region will then be requested to feed back to DH to enable further development of the guidance.</p>	<p>By August 2011</p> <p>Ongoing</p> <p>By December 2010</p> <p>By December 2011</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.44	D17/ D20/D21	A key objective for 2009 – 11 and beyond will be working to ensure that the implementation of the Government's growth agenda results in the development of new communities which have a built and natural environment that contributes to health and well-being and encourages SD.	<p>Firmly establish a group of SD leads from each regional DH team and use this to drive through progress on SD through regional strategies and with the Government Offices and other regional partners.</p> <p>The regions SD group, working with the Sustainable Development Commission, the NHS SD Unit, the UK Public Health Association and other related partners, will develop a programme of work to ensure that there is a joined-up, standardised approach to the Government's growth agenda. This work plan will have its own actions, outcomes and timescales and will be monitored by the group on a quarterly basis.</p>	<p>1 January 2009</p> <p>By March 2010</p>

Opportunity 5: promoting sustainable approaches to improving global health through our international work, such as the WHO resolution on climate change

Our response

Although DH has a particular responsibility to improve the health of people in England, it also has responsibility for improving global health, which requires creative partnerships within UK government and with a host of other partners, ranging from the EU and the UN to non-governmental organisations and business.

Areas for action

This is an area of work that is largely governed through the implementation of the cross-government global health strategy. The SDAP tracks a selection of the global health strategy's commitments on which DH is leading. (Note: DH has overall responsibility for monitoring delivery of all commitments in the global health strategy).

Owner: Director of International Health

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
2.50	D11	We will promote the development of a sustainable international health system through the implementation of the UK Government's 2008–13 global health strategy.	<p>Clear guidance developed by DH for the way that DH and other government departments undertake global health impact assessments so that government can take greater account of the global health impact and equity of our foreign and domestic policies.</p> <p>Successful sponsorship of a resolution at the World Health Assembly tasking WHO and member states to take forward the recommendations of the Commission on Social Determinants of Health (CSDH).</p> <p>UK support enables WHO to set up an international committee to take forward the CSDH's work.</p> <p>'Health in all policies' forms a key part of the 2009 WHO Europe Fifth Ministerial Conference on Environment and Health.</p> <p>Key DH ALBs have clear strategies in place that support international SD.</p>	<p>By December 2010</p> <p>By June 2009</p> <p>By September 2009</p> <p>By December 2009</p> <p>By March 2010</p>
2.53	D11	Promoting an international response to the impact of climate change on health.	<p>WHO work plan on health impacts of climate change agreed at the World Health Assembly.</p> <p>Low- and middle-income countries to receive greater support from WHO (baseline 2007/08) to assess their health vulnerability in relation to climate change.</p>	<p>By June 2009</p> <p>By March 2010</p>

Opportunity 6: improving the sustainability of our operations and procurement practice

Our response

We have a strong record as a department in taking a sustainable approach to the management of our buildings and services and want to build on these achievements. It is important to acknowledge and harness the influence we can exert via our procurement practices – for example to stimulate the local economy and to encourage sustainable practices among suppliers.

Areas for action

This section includes the areas covered by the Sustainable Operations on the Government Estate (SOGE) targets, but is not constrained by this. We have ambitions far beyond these targets and areas of operation and have chosen actions where we can have impact both in the short and long term.

Priority areas identified in the SD strategy are:

- We will implement the recommendations of the carbon management programme that we are developing with the Carbon Trust.
- We will review key policies and contracts, particularly those due for renewal over the next 12 months, to make sure that sustainability is a prominent requirement.
- We will continue our work to ‘green our ICT’.

Owner: Director of Operations

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.10	D29	<p>We have engaged Clouds Environmental Consultancy Ltd and the Carbon Trust to work with us in developing a carbon management programme for the Department, and we will take decisions on their recommendations and make specific improvements over the next three years.</p> <p>A scoping study, informed by a stakeholder workshop, will determine the timescales for the full carbon management programme. This is due to be completed by May 2009. The carbon management programme is a mandated programme for all government departments. It is supported and part-financed by the Carbon Trust, which is an independent non-profit-making company set up by the Government to accelerate the move to a low carbon economy.</p>	<p>To achieve an outcome of a reduced carbon footprint for the Department, the deliverables are:</p> <ul style="list-style-type: none"> • a shared strategy across the organisation to achieve a consistent approach and the maximum possible carbon reductions; • a standard approach to carbon management, footprinting and monitoring and targeting across DH; • implementation plans for DH footprint reduction; • initial financial savings from 'Quick Win' projects identified through the carbon management programme, to ensure that we have early impacts; and • a training package for internal delivery to allow a consistent message to be filtered down through the organisation. 	Scoping study completed by May 2009. This will determine timescale for full carbon management programme
3.11		Our facilities management contract comes up for renewal in 2010 and this will provide us with an opportunity to increase the emphasis we place on sustainability issues in the contract. We will use this to ensure that the way in which our buildings are run contributes to factors such as higher energy efficiency.	Scope of contract to be agreed in spring 2009, with implementation of the contract by April 2010.	By April 2010

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.13	n/a	We plan to review the sustainability of our catering contract with our provider, Quadrant Catering Ltd.	Executive review to be completed by April 2009, following a meeting with Quadrant Catering Ltd to discuss this. We aim for all our catering to be a leader in sustainable practices, particularly considering the roles that it also plays in raising awareness and in raising the reputation of DH.	By April 2009
3.14	n/a	We will develop a new accommodation strategy covering the period 2009–2015 ensuring that our estate is affordable and sustainable and meets future business need.	<p>Working with the OGC, produce a business case for October 2009 outlining plans to reduce the size of our London estate and to form the basis for a wider DH accommodation strategy.</p> <p>Develop a capital investment programme to include refurbishment of the existing core estate in London, which will look to deliver a number of quick wins to contribute towards meeting our SOGE targets, for example the implementation of a building management system and improved heating, lighting and air-conditioning facilities.</p> <p>Subject to available resources and the overall accommodation strategy, introduce a full environmental management system in Wellington House, Skipton House and Richmond House to ISO14001 standard to ensure that we have a solid framework on which to develop better practice.</p>	<p>By October 2009</p> <p>By June 2009</p> <p>By December 2010</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.15	D.44	<p>The DH ICT infrastructure will be carbon neutral by 2012 through a programme that will:</p> <ul style="list-style-type: none"> • reduce carbon emissions from ICT operations by a minimum of 40% against the December 2008 baseline; and • offset any balance of in-use emissions in line with accredited schemes. <p>Delivery of the Department's Greening ICT programme, including a range of quick win recommendations from the Government's Greening ICT initiative where practicable and cost effective, will be provided through the Information Services Infrastructure Management Board.</p>	<p>Targets include:</p> <ul style="list-style-type: none"> • a 30% reduction in baseline carbon emissions; • a 20% reduction in print output; • a minimum of 80% of print output in duplex and less than 20% in colour; • a replacement of 80% of PCs with thin client devices; • an asset ratio per person of below 1.25; • demonstrating and reporting on how ICT is helping the Department to reduce its carbon footprint across the complete supply/value chain; and • implementing green governance in the ICT programme commissioning lifecycle and a progress report towards the 2012–20 CO₂ and carbon neutrality targets. 	<p>By March 2011</p> <p>By April 2010</p> <p>By April 2010</p> <p>By March 2011</p> <p>By March 2011</p> <p>By December 2009</p> <p>By January 2010</p>
3.16	n/a	<p>We will take a systematic look at the way transport is used across the Department and formulate a green travel policy.</p>	<p>Develop and publish a green travel policy in order to reduce the need to travel for staff and visitors, increase levels of active travel for staff and visitors, and incentivise and enable a reduced carbon footprint from DH-related travel. When published, this policy will set clear targets.</p> <p>The policy will include details of how success will be evaluated. It will also incorporate points 3.17 and 3.18, and will reference related policies (e.g. Greening ICT, which should enable increased levels of home working).</p>	<p>During 2009</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.17	n/a	Ministers and senior officials will be encouraged to phase out non-hybrid models as they come up for review in order to reduce the associated carbon footprint.	Achieve an ongoing reduction of non-hybrid models.	Ongoing
3.18	n/a	We will look carefully at our options to see what steps we can take to reduce the environmental impact of our taxi contract.	A contract for green cars is in use for staff in New King's Beam House. We are reviewing our existing taxi contracts to reduce our environmental impact.	By end 2009
3.19	n/a	We will work with our facilities management providers to see what risks climate change presents to our buildings and whether any adaptations need to be made.	We are including this requirement in the new contract for the facilities management provider, which will ensure that a full assessment takes place with appropriate actions to address findings and will allow us to minimise the negative effects of climate change on our staff and buildings.	By April 2010
3.20	D31	NHS PASA ⁴ has prepared an action plan – <i>Procuring for health and sustainability 2012</i> – which responds to the Flexible Framework. The plan sets out how, in the next five years, the health and social care sector in England will use sustainable procurement, not only of equipment and supplies but also of buildings, facilities and services, to achieve improved health and well-being for people, the environment and the economy. The action plan sets the direction for DH as well a wide range of NHS organisations. It also signals our intentions to suppliers, staff and patients.	<p>NHS PASA will achieve Level 3 in two areas and Level 5 in three areas of the Flexible Framework.</p> <p>NHS PASA will achieve Level 5 of the Flexible Framework in all areas.</p> <p>NHS Supply Chain has committed to achieving Level 3 in three areas and Level 5 in two areas of the Flexible Framework.</p> <p>NHS Supply Chain has committed to achieving Level 5 in at least three areas of the Flexible Framework.</p>	<p>By end December 2009</p> <p>By end December 2012</p> <p>By end December 2012</p> <p>By end December 2012</p>

4 Note: as part of a new commercial operating model, the NHS PASA policy lead for sustainability in NHS procurement will move into the new Procurement, Investment and Commercial Division in DH in the first half of 2009/10. This will help to ensure continued momentum in this area and impact across the whole NHS and DH procurement community.

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.22	D30/ D31–D40	In order to achieve the outcome expressed in <i>Procuring for health and sustainability 2012</i> we will make further improvements to the sustainability of our procurement practice through continued efforts to implement the Government's Flexible Framework for procurement and we will introduce systematically the mandatory quick wins.	DH will continue to review its compliance with government mandatory minimum standards (Buy Sustainable – Quick Wins) on an annual basis. Full compliance with the 'Buy Sustainable – Quick Wins' is reliant on the delivery of the new facilities management contract in April 2010 (see also 3.11). The DH objective is to be fully compliant with government mandatory minimum standards (Buy Sustainable – Quick Wins) in all of its procurement.	Annual review By Spring 2010

Opportunity 7: improving the sustainability of our employment practices

Our response

In our capacity as an employer, DH can influence staff well-being, support staff in contributing to the sustainability of the wider community, develop capability for sustainability and make sure that diversity is properly valued.

Areas for action

This is an area where we have worked hard to mainstream an SD approach and, as such, there are multiple relevant programmes of work that are overseen elsewhere, such as policies on workforce diversity, health and well-being (as well as policies concerning corporate social responsibility initiatives such as work experience, cycling to work and volunteering). These are referenced in the SD strategy and will not all be tracked in this SDAP, although a brief update will be included in the progress report to ensure that we provide a broad picture of this area's contribution to SD. Programmes of work such as skills and development and induction do not have such a strong separate governance structure and so will be included and monitored.

Owner: Director of Human Resources

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.29	D23	The Department has put into place a comprehensive health and well-being policy underpinned by an ambitious action plan to ensure that we are taking positive steps towards improving the health and well-being of our staff. We intend to improve on our 2008 staff survey results which suggest that 39% of staff agreed or strongly agreed with the statement: 'DH does a good job promoting health and well-being to its staff'.	Staff survey 2009 shows that at least 50% of staff agree or strongly agree with this statement. Staff survey 2011 shows that at least 70% of staff agree or strongly agree with this statement.	By April 2009 By November 2011
3.28	D22	The skills strategy is to be revised after the 2009 skills survey in April 2009. The Department will build SD into our revised skill strategy to ensure that staff across DH become able to incorporate this across their work.	The skills strategy revision meaningfully incorporates SD. DH will work with Government Skills with a view to building SD into the Professional Skills for Government competencies.	By July 2009 Ongoing
n/a ⁵	D26	SD will be incorporated into DH induction programmes (corporate and e-induction), as well as other DH leadership programmes, so that SD becomes widely recognised as a corporate priority by all staff.	SD built into the programmes: <ul style="list-style-type: none"> • e-induction; and • corporate induction. 	By March 2009 By June 2009
3.38 ⁶		We will explore the scope to include sustainability within the performance framework for Senior Civil Servants.	A range of generic performance measures relating to sustainability are to be developed. We will work to include these in the performance framework with the aim of SD being identified as a key corporate objective.	By June 2009 For 2009/10 Senior Civil Servant guidance

5 This point was not included in the SD strategy, but has been carried forward from the previous SDAP.

6 This point was originally included within Opportunity 8 of the SD strategy.

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
n/a ⁷	D25	Develop the business case for the introduction of i-recruitment.	<p>Produce an outline business case to fund scoping and feasibility for consideration by Information Services Steering Committee (ISSC).</p> <p>Scoping and feasibility of i-recruitment solution to support promotion, internal selection and recruitment in the Department, including consideration of SD impacts to provide equality of opportunity and to reduce the impact on resources.</p>	<p>May 2009</p> <p>July 2009</p>
n/a ⁷	D25	Implement i-recruitment.	<p>Develop i-recruitment and review working practices to maximise SD benefits identified in its scope.</p> <p>Launch the i-recruitment module (as part of Business Management System).</p>	<p>August 2009</p> <p>June 2010</p>

7 This point was not included in the SD strategy, but has been carried forward from the previous SDAP.

Opportunity 8: supporting and enabling our staff to live and work more sustainably

Our response

Living and working sustainably is something that we should all be involved in. We owe it to our staff to make it as easy as possible to take the SD approach that we advocate, and we should also recognise the potential of staff to generate good ideas about how to help us improve our overall performance.

Areas for action

A priority identified in the SD strategy is the introduction of a network of Green Champions and targeted corporate communications, and this forms the basis of the actions identified. Once the Green Champions network is established, it is hoped that this will serve not only as a framework for engagement with staff, but also as a good source of more specific ideas to enable staff to live and work more sustainably.

Owner: Director of Operations

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.37	D27	<p>Resourcing communications work to raise awareness of the relevance of SD to staff and promote more sustainable ways of working.</p> <p>Establishing a network of Green Champions who are informed and concerned about environmental and sustainability issues. This will serve both to nurture this personal commitment and to provide a useful conduit by which we can communicate information and receive feedback, for example about how we can support staff to do more and what skills staff need to help the Department to meet its SD objectives.</p>	<p>Develop a full communications strategy which sets out the communications direction for the next two years and focuses primarily on staff, equipping them with the tools and information they need to make informed choices and contributions both at work and in their home lives, and empowering them to deliver SD outcomes in their work.</p> <p>Develop a communications plan to include:</p> <ul style="list-style-type: none"> • a launch event for the SDAP; • carbon footprint reduction initiatives; and • a large group intervention to refresh the SDAP for 2010/11. <p>Establish a network of volunteers:</p> <ul style="list-style-type: none"> • the first meeting of Green Champions where objectives, activities and support will be agreed; and • we will aim for an initial network of 50 people. <p>In the staff survey, improve on the total of 49% of staff in 2009 (increased from 26% in 2008) who agree with the statement: 'DH actively encourages staff to be environmentally friendly'. The target total is 65%.</p> <p>Develop a departmental carbon footprint scorecard and disaggregate this by directorate to encourage staff to take ownership of their carbon footprint and feel more able to see the results of efforts to reduce it.</p>	<p>By June 2009</p> <p>By September 2009</p> <p>By May 2009</p> <p>By June 2009</p> <p>By March 2010</p> <p>2010 annual staff survey</p> <p>By September 2009</p>

Opportunity 9: supporting our ALBs to improve the sustainability of their operations, procurement and policy making

Our response

DH sponsors 21 ALBs employing 17,000 people working in over 200 buildings. It is vital that our approach towards sponsorship ensures that ALBs are fully engaged with the SD agenda.

Areas for action

This has been identified as a priority area in the SD strategy. Significant progress has already been made – each ALB now has a named contact for SD and has been asked to provide an SDAP alongside their business plans from 2008/09. In order to continue to make progress, specific actions have been identified regarding carbon management, operations and procurement, and policy making. While in the long term it is our ambition that all ALBs mainstream SD in all areas of their work, in the shorter term it will be more effective to determine priorities, due to the scale and complexity of the ALBs. Prioritisations will be made to differentiate between those ALBs that have a strong policy-making function (e.g. the National Institute for Health and Clinical Excellence) and those that may have more impact addressing the sustainability of their operations (e.g. NHS PASA).

The ALB Support Unit working closely with DH Accommodation and Building Services, will oversee the delivery of the plan for the ALB sector. This will be via engagement through events and communications, and through the business planning and review process. The ALB business planning guidance will consolidate the requirements for ALBs, in particular the need to produce their SDAPs as part of their overall business plans. As part of the business plan review process we will assess the SDAPs and effect and discuss a suitable performance measure to be included within either their individual ALB scorecards or through direct reporting to the Department on their achievement against their SDAP.

Owner: Director of Operations

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.42	D10	Annual monitoring of progress on carbon emissions reduction across the ALB sector will commence at the end of 2009/10.	ALBs will be asked to produce carbon emission reduction action plans either as part of their overall annual SD business plans or separately, depending on the size and complexity of the individual ALB. Some of the larger ALBs already have plans in place; however, this initiative will ensure that all ALBs are aware of their carbon footprint and are taking action to reduce it.	By December 2009
3.43	D10	We will expect ALBs to meet the Government's broader targets for sustainable operations and procurement in order that these elements of their business have a positive impact on the environment, community, local economy and, ultimately, population health. We will expect ALBs to engage with implementation of the High Performing Property Programme run by the OGC, which requires government departments and ALBs to develop property asset management plans and report on progress.	<p>ALBs will undertake self-assessment against the Flexible Framework and register their own commitment to achievement against it with their DH sponsor (taking guidelines in <i>Procuring for Health and Sustainability 2012</i> into account).</p> <p>ALBs will track progress against the Flexible Framework and report this annually for 2009/10 onwards and will have action plans to address improvements.</p> <p>ALBs are engaged in the High Performing Property Programme, and will all have an identified Property Champion to help in the delivery of a more efficient estate. In tandem DH is developing a DH/ALB estate strategy.</p> <p>The High Performing Property Programme will be evaluated after six months, a year and after further operation to ensure that it is resulting in positive impacts and to make revisions as necessary.</p>	<p>By April 2009</p> <p>During 2009/10</p> <p>By September 2009</p> <p>By April 2010</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.43 (contd)	D10 (contd)	We will expect ALBs to meet the Government's broader targets for sustainable operations and procurement in order that these elements of their business have a positive impact on the environment, community, local economy and, ultimately, population health. We will expect ALBs to engage with implementation of the High Performing Property Programme run by the OGC, which requires government departments and ALBs to develop property asset management plans and report on progress. (continued)	<p>SOGE, a programme run by the OGC, is currently mandatory for central government departments but we will encourage ALBs to provide baseline information through the property benchmarking exercise (for those with an office estate over 500 square metres) and electronic Property Information Mapping Service.</p> <p>ALBs to be fully compliant with government mandatory minimum standards (Buy Sustainable – Quick Wins) in all of their procurement.</p> <p>All ALBs procurements with a value above the <i>Official Journal of the European Union</i> threshold will provide evidence to show that SD has been considered at the business case stage, with recommendations for how it will be addressed through the process.</p> <p>The ALB business planning guidance for 2009/10 business planning round requires all ALBs to produce SDAPs in order that there is comprehensive embedding of SD within their business.</p> <p>We will assess:</p> <ul style="list-style-type: none"> the degree to which this has been successful in ensuring that all ALBs produce SDAPs and the degree to which support needs to be given to achieve full coverage; and the proportionality and appropriateness of the SDAP in relation to the size and complexity of the individual ALB. 	<p>By July 2009</p> <p>By April 2011</p> <p>By April 2010</p> <p>By September 2009</p> <p>By March 2010</p>

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.44	D10	We will encourage the development of impact assessments for in-house policy, which will include elements such as carbon cost but will also apply the SD principles (see also 2.8) to ensure that ALBs achieve sustainable outcomes from the work that they do.	All ALBs will be required to carry out impact assessments that include SD principles on all significant in-house policy.	Ongoing
n/a	D10	The ALB sector is expected to use DH's achievements in meeting Opportunity 6 (improving the sustainability of our operations and procurement to protect the environment and adapt to expected environmental changes) as a clear benchmark against which to monitor its own performance.	DH will regularly share its plans and performance with its ALBs. ALBs will be required to report annually on their own plans and performance from April 2010 onwards.	Annually from April 2010 onwards
n/a	D10	The ALB sector is expected to use DH's achievements in meeting Opportunity 7 (improving the sustainability of our employment practices) as a clear benchmark against which to monitor its own performance to ensure that it achieves the same positive outcomes as expressed within this Opportunity.	DH will regularly share its plans and performance with its ALBs. ALBs will be required to report annually on their own plans and performance from April 2010 onwards.	Annually from April 2010 onwards
n/a	D10	The ALB sector is expected to use DH's achievements in meeting Opportunity 8 (supporting and enabling staff to live and work more sustainably) as a clear benchmark against which to monitor its own performance to ensure that it achieves the same positive outcomes as expressed within this Opportunity.	DH will regularly share its plans and performance with its ALBs. ALBs will be required to report annually on their own plans and performance from April 2010 onwards.	Annually from April 2010 onwards

Monitoring, reporting and updating

Monitoring

Our SD Programme Board will monitor progress on a quarterly basis. We will maximise the use of the Enterprise Project Management (EPM) toolset to monitor and report progress on our SDAP. Our intention is to put in place a process for monitoring and reporting whereby contributors provide regular updates on their actions directly via the EPM system. We will run regular reports from the system to provide progress updates for the SD Programme Board and for other ad hoc purposes.

Reporting

We will be able to use the EPM system to generate much of the data for inclusion in future progress reports. We plan to publish an annual progress report, which will highlight areas of achievement and priority areas for future SDAPs.

Updating

The SD strategy covers the period to December 2011, in order to be able to take a strategic view and to encourage long-term ambitious actions and targets. Many of the actions identified within this SDAP do extend to 2011. However, since not all areas are suited to long-term actions, and because in some cases progress will need to inform the development of future actions, the SDAP will be formally reviewed and updated on an annual basis, where we will include new actions. Between these points of formal review, the SD Programme Board will encourage opportunity owners to develop further actions as appropriate to ensure that progress is not restricted and that the SDAP continues to evolve. We will ensure that feedback from SD forums and events is passed on as appropriate to the nine SD opportunity leads for their consideration. As well as the SD Programme Board, forums include the SD HLG and the Green Champions network. Broader staff communications channels and events, such as our planned SDAP refresh event in autumn 2009, will also provide channels for fresh ideas.

The specific actions that we are committing to under this and the earlier section on governance are set out in the following table.

Strategy ref	2007/08 SDAP ref	Commitment	Deliverable	Timescale
3.46/ 3.47	D2, D6-9	To set in place an appropriate governance structure to deliver the SD actions identified within this plan and to continue to develop and improve the Department's contribution to SD.	<p>Quarterly SD Programme Board meetings will be held in order to monitor and review progress, provide a chance for stakeholders to discuss issues that arise and steer the continuing development of future SDAPs. As well as exploring progress on specific actions it will also consider the context in which the SDAP sits within the Department to ensure continued alignment with process and policy.</p> <p>Twice-yearly SD HLG meetings will be held so that a strategic overview is taken of the progress being made and to identify high level priorities.</p> <p>One full-time member of staff (Grade 6) will be allocated to support the delivery of the SDAP and to ensure consistency and a defined point of contact.</p> <p>While the SDAP will remain a 'live' document and will be reviewed and updated in the SD Programme Board meetings, there will be a formal review and update in autumn 2009, after which we will publish an addendum with new actions.</p> <p>A progress report detailing the delivery of the actions contained within this plan will be published to communicate both the successes and the areas that need more attention in the future.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>From 1 April 2009</p> <p>By November 2009</p> <p>By March 2010</p>

Feedback

We welcome comments and feedback on this SDAP. Please contact Georgina Clark, SD Programme Manager: Georgina.Clark@dh.gsi.gov.uk or 0113 254 6733.

Annex A: Summary of Opportunities, priorities and owners

DEPARTMENT OF HEALTH SD STRATEGY
<p>LEADING THE HEALTH AND SOCIAL CARE SYSTEM, AND LEADING FOR GOVERNMENT ON PUBLIC HEALTH AND WELL-BEING – OUR CONTRIBUTION TO SD AS A POLICY MAKER</p>
<p>Opportunity 1: considering SD (particularly environmental issues alongside health, health inequalities and equalities impact assessment) more systematically in our policy making</p> <p>Owner: Una O’Brien, Director General of Policy and Strategy</p> <p>Priority: We will explore how a focus on SD should influence our approach to policy making.</p>
<p>Opportunity 2: supporting the NHS to improve the sustainability of its operations and procurement practice, including through our support for efforts to reduce carbon emissions</p> <p>Owner: Professor Rob Smith, Director of Estates and Facilities</p> <p>Priority: We will support the work of the NHS SD Unit to drive forward carbon reduction and the broader SD agenda across the NHS.</p>
<p>Opportunity 3: encouraging local authorities, as commissioners of adult social care services, to promote SD across the sector, particularly to reduce carbon emissions and adapt to climate change</p> <p>Owner: Glen Mason, Director of Social Care Leadership and Performance</p>
<p>Opportunity 4: working effectively with our partners to promote better health and well-being for all, including our work to reduce health inequalities and to reduce the burden of lifestyle diseases</p> <p>Owner: Dr Gabriel Scally, Regional Director of Public Health, South West</p> <p>Priority: We will promote approaches to the development of the built and natural environment that contribute to health and well-being and are compatible with SD, at a national, regional and local level.</p>
<p>Opportunity 5: promoting sustainable approaches to improving global health through our international work, such as the WHO resolution on climate change</p> <p>Owner: Sarah Hendry, Director of International Health</p>

LEADING BY EXAMPLE – OUR CONTRIBUTION TO SD AS A GOVERNMENT DEPARTMENT, EMPLOYER AND SPONSOR OF ALBs

Opportunity 6: improving the sustainability of our operations and procurement practice

Owner: Richard Mundon, Director of Operations

Priority: We will implement the recommendations of the carbon management programme that we are developing with the Carbon Trust.

Priority: We will review key policies and contracts, particularly those due for renewal over the next 12 months, to make sure that sustainability is a prominent requirement.

Priority: We will continue our work to 'green our ICT'.

Opportunity 7: improving the sustainability of our employment practices

Owner: Harbhajan Brar, Director of Human Resources

Opportunity 8: supporting and enabling our staff to live and work more sustainably

Owner: Richard Mundon, Director of Operations

Priority: We will introduce a network of Green Champions and targeted corporate communications.

Opportunity 9: supporting our ALBs to improve the sustainability of their operations, procurement and policy making

Owner: Richard Mundon, Director of Operations

Priority: We will use our sponsorship role to drive improvements in the sustainability of operations, procurement and policy making across our ALBs.

Annex B: SD HLG membership

Name	Title	Role
Richard Douglas	Director General for Finance and Chief Operating Officer	Chair
Richard Mundon	Director of Operations	Programme Director
Anna Coote	Commissioner, Sustainable Development Commission	Member
Neil McKay	Chief Executive, NHS East of England Strategic Health Authority	Member
Mark Britnell	Director General of Commissioning and System Management	Member
Una O'Brien	Director General of Policy and Strategy	Member
Professor David Harper	Director General, Health Improvement and Protection and Chief Scientist	Member
David Behan	Director General, Social Care, Local Government and Care Partnerships	Member

Annex C: SD Programme Board membership

Name	Title	Role
Richard Mundon	Director of Operations	Programme Director (Chair) Owner – Opportunities 6, 8 and 9
Georgina Clark	SD Programme Manager	Programme Manager
William Vineall	Deputy Director of Policy, Governance and Legislation	Contributor – Opportunity 1
Professor Rob Smith	Director of Estates and Facilities	Owner – Opportunity 2
Glen Mason	Director of Social Care Leadership and Performance	Owner – Opportunity 3
Dr Gabriel Scally	Regional Director of Public Health, South West	Owner – Opportunity 4
Sarah Hendry	Director of International Health	Owner – Opportunity 5
John Ryder	Head of Accommodation and Building Services	Contributor – Opportunity 6
Peter Baker	Head of Service Delivery	Contributor – Opportunity 6
Richard Cieniala	Director of Commercial Development	Contributor – Opportunity 6
Harbhajan Brar	Director of Human Resources	Owner – Opportunity 7, Contributor – Opportunity 8
Naresh Chohan	Acting for Head of ALB Business Support Unit	Contributor – Opportunity 9
Jake Reynolds or Maria Arnold	Sustainable Development Commission	
David Pencheon	Head of NHS SD Unit	
Rachael Harrison	Internal Communications Manager	Stakeholder Engagement and Communications

Glossary

ALB	Arm's length body
CLG	Communities and Local Government
CQC	Care Quality Commission
CRC	Carbon Reduction Commitment
CSDH	Commission on Social Determinants of Health
DECC	Department of Energy and Climate Change
DfT	Department for Transport
DH	Department of Health
DSO	Departmental Strategic Objective
EPM	Enterprise Project Management
GCCM	Good Corporate Citizen Model
ICT	Information and communication technology
NHS PASA	NHS Purchasing and Supply Agency
OGC	Office of Government Commerce
PCT	Primary care trust
PSA	Public Service Agreement
SCIE	Social Care Institute for Excellence
SD	Sustainable development
SDAP	Sustainable development action plan
SD HLG	Sustainable Development High Level Group
SOGE	Sustainable Operations on the Government Estate
WHO	World Health Organization



© Crown copyright 2009

295735 1p July 09

Produced by COI for the Department of Health