

## **RE-LAUNCHING SUSTAINABILITY**

### **1.0 Purpose**

- To update the Board on the work of the Sustainability Group.
- To agree a set of actions which relaunch sustainability within the organisation to ensure it is a core part of the Primary Care Trust's role and functions.

### **2.0 Introduction**

In January 2008 the Primary Care Trust Board approved a policy and implementation plan on sustainability which was a ten point plan as shown below:

- Secure long term contracts for 'Green' electricity supplies. This is now in place.
- Reduce energy consumption in new and refurbished buildings. This is an ongoing programme to revise the specification for new builds, undertaken through LIFT, and retro fit of energy/carbon reducing features in existing buildings.
- Implement renewable energy systems, examples of this would be the incorporation of Ground Source heat pumps, and solar hot water heating in the new Saltley building.
- Run campaign to encourage staff to turn off lights and non essential equipment at weekend. Staff notices were produced on that particular theme, as well as recycling.
- Raise staff awareness to the issues of sustainability – part of the proposed re-launch.
- Reduce space heating by 1 degree, to save energy and therefore Carbon. This commenced, but due to the extremely cold winter in 2008/09 this was offset to some extent.
- Revise staff lease car and travel expenses policy. New policy drafted and now in consultation.
- Increase recycling of all waste streams, with appropriate bins in place – work still to be undertaken in this area.

- Install more thermostatic radiator valves. This has been actioned as one of the retro fitting measures incorporated when refurbishing buildings.
- Employ an Energy Performance Manager. This post was to be jointly funded by all three PCTs, however the PCTs were unsuccessful in recruiting at Band 7, therefore there is a contract in place with a consultancy AEAT, who provide a range of sustainability advice, guidance and training as required.

At the same time the PCT also signed up to the Good Corporate Citizen Network and undertook a baseline assessment using the toolkit. This process potentially offered a broader set of sustainability indicators to demonstrate progression towards a greener organisation with a social conscience.

Since then the PCT has participated in and chaired the Birmingham-wide Sustainability Group. There is a local Sustainability Group which has continued to meet although because of changes in personnel has failed to make as great an impact as was envisioned in January 2008. However under new chairmanship the group has been working to redesign 'sustainability' in the context of what it means to people in the organisation and by doing this develop an action plan for sustainability which is owned not only by the Trust Board but all employees within the organisation.

It is worth noting that there has been a significant acceleration of activity in the area of sustainable development and in January 2009 the Sustainable Development Unit produced "Saving Carbon, Improving Health" an NHS carbon reduction strategy for England. This document set out succinctly four goals:

<b>Goal</b>	<b>✓ or X</b>	<b>PCT Response</b>
Board approved sustainable development plan	✓	Needs review and update
Sign up to good corporate citizen assessment model	✓	Needs review and update
Monitor, review and report on carbon	X	Only carbon associated with Energy consumption is available Need to confirm process and reporting
Raise awareness at every level of the organisation	X	Action plan to be developed

And ten areas for action:

Goal	✓ or X	PCT Response
Energy and Carbon Management	✓	Routine monitoring and reporting in place
Procurement and Food	X	An area where significant carbon reduction can be achieved
Travel and Transport	X	Significant work required to develop our approach
Water	✓½	Consumption monitored only
Waste	✓½	Waste produced monitored only
Designing the built environment	✓	Specification updated to reflect new targets
Organisation and Workforce	X	Need to develop as part of core business investment knowledge and action
Partnerships and networks	✓	Commitment made to BCC, CO <sub>2</sub> reduction target
Governance	X	Arrangements require further review
Finance	X	Need to understand the costs in real terms of not doing this

Although progress has been achieved in certain technical areas there is a fundamental requirement to ensure all staff understand they have a responsibility for taking action and more importantly they can do something about carbon reduction.

In August 2009 the UK Faculty of Public Health produced "Sustaining a Healthy Future" tackling action on climate change, with a special focus on the NHS. They helpfully defined sustainable development as:

**"The integration of environmental, social, political and economic considerations and impacts within decision making".**

This goes to the heart of sustainable development and helpfully asks the questions that the organisation and employees should be asking when carrying out their work.

The following describes the proposed approach that the Sustainability Group is going to take to deliver this agenda.

### **3.0 Action Plan**

The PCT Sustainability Group has been working over the last six months to design a plan for sustainable development which delivers the following:

- An organisation which understands the impacts of its decisions with regard to sustainability.
- An organisation which understands the benefits for employees, providers and communities of sustainability.
- An organisation which understands the costs and disbenefits of not delivering this agenda.
- A set of employees which talk about their role in delivering sustainability as part of what they do.

To achieve the above is not going to be easy because it requires PCT Directors to become champions for sustainability and will require Directors to understand what this means in practice and be able to explain this to staff in a simple way.

As with all developments, sustainable development is no different, it's the simple things which will have the greatest impact. It's also about ensuring that sustainability is about what we already do and not about creating new tasks.

Using the "Saving Carbon, Improving Health" document as the framework the PCT Sustainability Group has developed the action plan for approval by the PCT Board.

<b>Objective</b>		<b>Action</b>	<b>Timescale</b>	<b>Action Directorate Lead</b>
1	Ensure that sustainability is part of all job descriptions in the PCT	<ul style="list-style-type: none"> <li>▪ Discussion with HR/JNC</li> <li>▪ Develop statement</li> <li>▪ Implement statement in JDs</li> </ul>	December 2009	Human Resources
2	Communication Plan for	<ul style="list-style-type: none"> <li>▪ Communication plan developed</li> </ul>	November 2009	Communications

	Objective	Action	Timescale	Action Directorate Lead
	sustainability i.e. What are the top ten tips to become a sustainability "champion"	<ul style="list-style-type: none"> <li>▪ Use of Cascade, Lunchbox, etc</li> <li>▪ Sustainability badge for positive action</li> <li>▪ Top Ten Tips communicated</li> </ul>		
3	Develop the links between BENEFIT and sustainability	<ul style="list-style-type: none"> <li>▪ Set up link between footfall and carbon footprint</li> <li>▪ Link into development of car sharing arrangements.</li> <li>▪ Link into "Freecycle" schemes</li> <li>▪ Scope the links between BENEFIT and the Bike to Work scheme.</li> </ul>	November 2009	Public Health
4	Develop a statement on sustainability to go in all contracts. Ask organisations to provide a statement on sustainability in delivering new services	<ul style="list-style-type: none"> <li>▪ Statement to be developed and added into contracts in 2012/11</li> <li>▪ Through contract management explore providers' approaches to sustainability (Kitemark organisations who demonstrate sustainability as preferred partners)</li> </ul>	March 2010	Strategy & Redesign
5	Build in sustainability impact assessment into all commissioning proposals (this would be tested through the Gateway system)	<ul style="list-style-type: none"> <li>▪ Develop key questions commissioning should be considering.</li> <li>▪ Ensure part of the Gateway process</li> </ul>	December 2009	Strategy & Redesign
6	Develop a set of proposals for	<ul style="list-style-type: none"> <li>▪ Meet Procurement Team and set out</li> </ul>	March 2010	Resources

	<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Action Directorate Lead</b>
	procurement staff to ensure sustainability Dos/Don'ts that the PCT is able to monitor.	key actions that PCT wants Procurement Team to take		
7	Develop a system of measuring the financial impacts of not being sustainable, from an organisation, employee and patient perspective	<ul style="list-style-type: none"> <li>▪ Continue work already commenced vis a vis the costs associated with poor sustainability i.e. what are the financial consequences/ impacts of not taking action.</li> </ul>	Ongoing	Resources
8	Increase the use of new technology to cut down on unnecessary travel	<ul style="list-style-type: none"> <li>▪ Produce paper setting out technology options, costs and benefits</li> </ul>	November 2009	Performance and OD
9	Work alongside the City Council to develop the approach to green travel	<ul style="list-style-type: none"> <li>▪ Support the development of the proposal for electric cars - offer to pilot</li> </ul>	March 2011	Estates
10	Buildings and the Estate	<ul style="list-style-type: none"> <li>▪ Produce report on Building / Estate effectiveness in relation to sustainability: access, heating, lighting etc.</li> </ul>	Ongoing	Estates
11	Consider sign up to the 10:10 Campaign to reduce carbon emissions by 2010	<ul style="list-style-type: none"> <li>▪ Develop plan to see whether this is realistic and reliable.</li> <li>▪ Bring back to Board for sign off in November 2009</li> </ul>	November 2009	COO / Estates

#### **4.0 Conclusion**

The sustainability agenda is becoming an increasingly important part of organisational life. The PCT has a responsibility to demonstrate leadership to its staff, partners and population in this area which will, based on past

evidence, have real benefits to the organisation in the future but will require a tangible contribution to this issue alongside the rest of the NHS.

#### 5.0 **Recommendations**

- To note the report.
- To agree the proposals and Action Plan.