

Public Sector Sustainability Awards 2012

Sustainable Development Framework

On achieving independent NHS Trust status, Norfolk Community Health & Care NHS Trust (NCH&C) launched its publically endorsed Sustainable Development Framework, in response to growing climate change concerns in 2010. The framework includes the Trust's;

- Sustainable Development and Carbon Management Strategy
- Sustainable Development Management Plan
- Sustainable Development Committee
- Good Corporate Citizenship Assessments
- Carbon Footprint Assessment
- Sustainability Reporting

The Trust's aim, was to become an leading exemplar in providing environmentally sustainable world class community care through the successful implementation of its sustainable development management plan, the adoption of the NHS good corporate citizenship model and the monitoring and reduction of carbon emissions against an established baseline.

The Trust established a Sustainable Development Committee consisting of key stakeholders from a multitude of disciplines across the organisation. The committee is responsible for facilitating and monitoring the ongoing delivery and achievement of the Trust's Sustainable Development Framework.

Communication

NCH&C, held an open sustainability event at the local EcoTech Center in Swaffham for staff and the community, to launch the framework and promote carbon reduction, together with associated organisations such as Active Norfolk, Liftshare, BlendaVenda (Smoothie Bikes), Love Food Hate Waste, Norfolk County Council and the Energy Savings Trust.

Today, NCH&C, through its Sustainable Development Committee members and executive and non executive governing champions, continue to actively engage with staff and the community. The Trust promotes the importance of achieving Climate Change Act Targets, introduces the Sustainable Development Framework and encourages staff to get involved and influence decisions at the Trust induction. NCH&C also continue to report on sustainability and carbon foot print performance to the community, through a public board on a 6 monthly basis in accordance with HM Treasury Guidance on Sustainability Reporting in the Public Sector. This report provides transparent information on the financial and non financial performance, of The Trust's energy, travel, water, waste and supply chain activity against NHS and Climate Change Act targets.

Cost effectiveness

NCH&C's annual cost improvement programme is committed to reducing cost and carbon, through the innovative transformation of its workforce and business support models. Examples include the introduction of a defined work style environment based around a 'hub and spoke' accommodation model, the increase in remote working workforce solutions and the implementation of supporting policy and technology. Both examples will improve building, workforce and contracted service efficiency, reducing cost and carbon.

In 2011, NCH&C has achieved some impressive cost and carbon reductions in travel, reducing mileage by 33% since 2010. Following the completion of the Energy Saving Trust's Green Fleet Review in 2009, NCH&C began to review and improve travel facilities. The Trust's aim was to reduce the use of unmanaged grey fleet where carbon is uncontrolled, and increase the use of alternative low cost and carbon options such as the lease and pool car schemes. In addition, lease car choice became restricted to cars below 160g/km of CO₂ and pool cars below 110g/km of CO₂. This has since reduced further to 140 for lease and 100 for pool cars. The Trust also launched a series of travel options which lead to greater carbon efficiencies, such as the rental scheme and one stop travel shop for rail tickets, and became the first NHS organisation to trial the use of WeCar, now referred to as the Enterprise Car Share Scheme, at one of its city locations.

Enterprise Car Share Scheme uses advanced telematic technology to manage user access and identify and improve utilisation. The scheme is proven to reduce cost and carbon through greater efficiency. Staff are encouraged to book and use these cars instead of their own cars for business journeys under 75 miles and book and use a daily rental for journeys over 75 miles as recommended by the Energy Savings Trust. NCH&C have even experimented with policy, allowing staff to take them home the night before a journey to improve route efficiency and job flexibility.

In May 2011, NCH&C, in partnership with GMP Drivercare, Enterprise Car Rental, NYS and Bikes for the NHS, launched a series of 'Travelling in the right Direction' Road shows at a number of key sites across Norfolk. Road shows were to inform staff of existing travel practices and promote new facilities and innovative technologies which reduce and manage risk, cost, carbon and the incorrect application of the expenses policy. Staff were given the opportunity to 'Have their Say' and the majority of staff accepted and supported the need to change. This subsequently informed the development and implementation of the 2011 cost improvement programme for travel.

2011 Cost Improvement Programme

The Trust identified staff who use their own car for work, receive a monthly user allowance and claim mileage reimbursement. A travel decision tree was developed, staff travel requirements were assessed, and staff were offered alternative travel options such as the lease car and pool car schemes. This process formed the basis of the agreed travel policy, ratified by the Trust's staff management council. The Trust also saved £822,000 and 865 tonnes of CO₂e.

2012 Cost Improvement Programme

NCH&C are continuing to improve travel policy and alternative facilities and have begun to identify and assess all other staff who use their own car for work and claim mileage reimbursement. The Trust procured additional Business Use Only vehicles and launched an alternative travel pilot at 4 of its inner city locations, to see if the use of low carbon pool and rental cars, can reduce grey fleet travel. NCH&C updated the travel decision tree and tested the revised assessment approach with the staff at trial locations.

The pilot and tested assessment approach formed the basis of the revised travel policy, to be ratified by the Trust's staff management council in January 2013. The Trust aims to save up to £900,000 and reduce carbon by a further 20% over the next 2 years.

Partnerships

As you can see, the Trust are passionate about developing and maintaining effective partnerships with travel suppliers such as GMP Drivercare (salary sacrifice lease scheme providers), Enterprise Car Rental, NYS (One Stop Travel Shop Providers) and Bikes for the NHS to promote environmentally friendly travel. In addition, the Trust liaise regularly with our carbon management consultants, who originally assisted in the development of the Trust's carbon footprint baseline, as well as the Energy Savings Trust, on carbon footprinting performance and progress with the recommendations made under the green fleet review.

Since the Trust set a leading example through its introduction of a low cost and carbon travel policy and its innovative use of advanced travel options such the salary sacrifice lease car option and the Enterprise Car Share Scheme, the Trust have inspired other interested public sector organisations (most recently Kent County Council), to get in touch and visit us in Norfolk, to discuss our success, challenges and experiences in changing the way we travel and to see our car share scheme in action! We are dedicated to sharing knowledge, in the hope that together, we can build a better future.

Innovation and product selection / diversity

So, NCH&C have already adapted their staff travel model and continue to do so through its successful implementation of travel policy. In addition to the travel agenda, the Trust have trialed the use of Dyson hand dryers at one of their locations in place of existing hand dryer and tissue paper facilities. This in turn has reduced waste disposal, the use of consumables, and as an added benefit, improved infection control assurance.

The Trust have recently tendered for new waste management, clinical waste and courier transport contracts, integrating environmental standards into the tender and evaluation process. Environmental performance such as the implementation of a management plan, the assessment of carbon and the achievement of recycling and route efficiency targets, are now monitored throughout the contract term. The Trust work in partnership with their suppliers, to actively engage with staff and promote activity under this agenda.

Carbon Reduction Commitment

NCH&C have over achieved by 4% on it's GHG emission target for 2011/12. The Trust has achieved an astonishing 9% carbon footprint reduction against it's 2007/08 baseline ensuring they are on track to achieve the interim NHS target of 10% by 2015.

Supply chain expenditure is the largest contributor to the NCH&C footprint for 2011/12. NCH&C have over achieved by 3% on it's supply chain expenditure target for 2011/12, reduced by 9% since 2007/8 and continue to reduce through ongoing expenditure reduction and rationalisation and greater spending control. The Procurement Department actively discuss spending activity and stock control with service users to identify product requirements and encourage better spending behaviour. Embedding Sustainability within our procurement processes is an area of future focus.

NCH&C recognise that reducing environmental impacts, improves quality for patients and the public, improves the Trust's reputation and inspires staff. The use of innovative technologies which transform services, not only reduces carbon and cost, but also helps build the Trust's ability to adapt to climate change and help the Trust become an environmental leader.