

Public Board, 29 September 2011

## Sustainable Development Management Plan

Presented by: Sarah Wiles, Director of Strategy & Infrastructure

### 1. PURPOSE

It is increasingly well recognised that climate change poses a formidable challenge to healthcare services – more extreme weather patterns, the spread of infectious disease, and threats to infrastructure from flooding and other natural disasters are likely to grow as global warming continues to affect the climate.

This management plan outlines the Trust's commitment to sustainability, and will shape future planning and service delivery. It was guided by the NHS Sustainable Development Unit's Carbon Reduction Strategy for England, Saving Carbon, Improving Health, and is intended to work in collaboration with the aims set out in that document in 2009 and updated in 2010. It was approved by the Trust Board in September 2011.

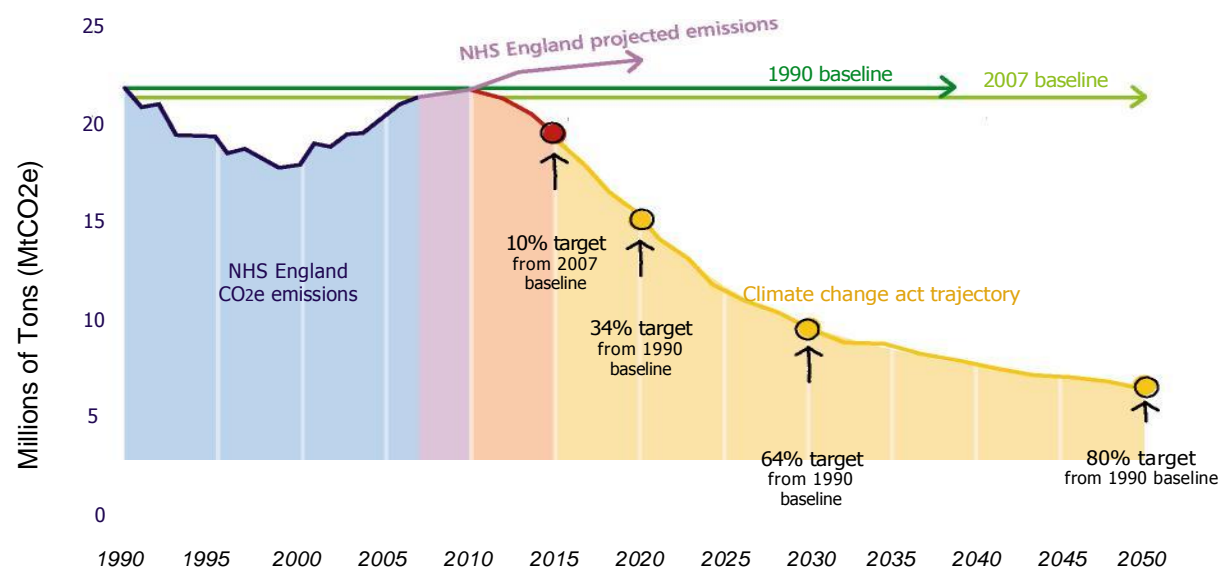
### 2. THE NATIONAL CONTEXT

The UK Government has committed to take action now. The Climate Change Act sets binding targets to cut carbon emissions. As the largest public sector contributor to carbon emissions, the NHS has committed to achieve the following carbon reduction targets:

10% by 2015    34% by 2020    At least 80% by 2050

The table below illustrates the carbon footprint of the NHS in England since 1990 and the significant trend change that will be necessary to meet the UK government and NHS carbon reduction targets.

*NHS England CO<sub>2</sub>e emissions from 1990 to 2020 with Climate Change Act targets*



Source: Update: NHS Carbon Reduction Strategy, January 2010

### **3. WHAT IS SUSTAINABILITY?**

The UK Government defined sustainability in "Securing the Future" 2005. The Department of Health and the NHS Sustainable Development Unit have adopted this definition, which states that the five guiding principles of sustainability are:

- Living within sustainable limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

West Hertfordshire Hospitals NHS Trust is committed to this vision of sustainability for the NHS.

#### ***Living Within Sustainable Limits.***

Respecting the limits of the planet's environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations.

#### ***Ensuring A Strong And Just Society.***

Meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity for all.

#### ***Achieving A Sustainable Economy***

Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which sustainable and social costs fall on those who impose them (polluter pays), and efficient resource use is incentivised.

#### ***Promoting Good Governance***

Actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy and diversity.

#### ***Using Sound Science Responsibly***

Ensuring policy is developed and implemented on the basis of strong scientific evidence, while taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

### **4. RESPONSIBILITIES**

The Trust Board is corporately responsible for the management and implementation of the sustainable development management plan.

#### Chief Executive

The Chief Executive has overall responsibility for sustainable management. The Chief Executive will ensure that sustainable performance is monitored against targets, intended to achieve continuous improvement over a range of Trust activities.

The Chief Executive will delegate a named Executive Director to have responsibility for sustainable management issues. The named Executive Director will ensure a senior manager is designated as Trust Sustainability Officer, who will be responsible for managing a range of actions to coordinate and promote good sustainable practice across the Trust.

#### Director of Strategy and Infrastructure

The director has responsibility for coordinating the Trust's approach to sustainable management.

#### Executive Directors

These senior managers will be responsible for ensuring that sustainable management is communicated, implemented, monitored and reviewed within their areas of responsibility. They will see that systems are set up to ensure the management and communication of the environment strategy is in place. They will provide adequate resources and time to those who have been delegated to assist in the implementation of this strategy.

#### Associate Director of Infrastructure

The Associate Director of Infrastructure has been delegated responsibility for leading, facilitating and ensuring that this strategy is being implemented. He is also responsible for ensuring that the relevant legislation is being addressed within the Trust and for co-ordinating Trust wide sustainable management policies and activities.

### Service Managers

Will be responsible for: Ensuring that the implementation, monitoring and reviewing of the sustainable development management system takes place. Ensuring that all staff are aware of their importance in the process of sustainable management. Ensuring that staff are adequately trained, skilled and supervised for their role. Ensuring that they report to their Executive Director as problems/major concerns relating to sustainable management arise and ensuring that the investigation of sustainable accidents/incidents takes place.

### Employees

Employees are responsible for ensuring that any identified sustainable hazards, risks, accidents and incidents are reported to their line manager immediately on discovery. They will:

Co-operate with their manager in the implementation, monitoring and reviewing of this strategy  
Communicate and co-operate with others on Trust premises regarding sustainable management issues.  
Assist in meeting sustainable targets.

Attend training sessions when requested by their managers

All job descriptions will make reference to this responsibility in the same way health and safety compliance is referred to.

### Education and Training

Methods to raise the awareness of sustainable management and develop systems to address these issues will include:

- An awareness programme
- Encourage staff participation
- Promote the benefits and cost savings resulting from improved sustainable conditions
- Group sessions and 1:1 meetings
- Disseminated guidance and other literature
- Advice from the clinical governance & risk committees and personnel
- In house training

## **5. WEST HERTFORDSHIRE HOSPITALS NHS TRUST COMMITMENT**

As a leading healthcare provider working to ensure the well-being of patients and the community, West Hertfordshire Hospitals NHS Trust recognises it has a vital responsibility to minimise impact on the environment, prepare for changes in climate, ensure efficient resource use and maximise funds for patient care.

As part of this commitment, West Hertfordshire Hospitals NHS Trust will:

- Assess the environmental impact of all capital investments
- Establish a board-approved sustainable strategy that monitors, manages and reduces carbon
- Designate carbon reduction leads at board and officer level

Corporate social responsibility and the environment

This strategy addresses the Trust's commitment to the environment, and builds on its strengths as an established leader in the field of carbon savings by driving innovation and embedding sustainability.

This strategy will support the Trust's commitment to corporate social responsibility (CSR) and Good Corporate Citizenship.

## **6. SUSTAINABILITY AIMS**

West Hertfordshire Hospitals NHS Trust will:

- Recognise our responsibility to mitigate and prepare for impacts of climate change
- Promote the health and well-being of staff, patients and visitors through behaviour change

- Promote sustainable stewardship and the responsible use of resources to minimise costs and maximise funds available for patient care
- Work collaboratively within the NHS and the wider community to promote sustainability
- Embed sustainable practices and understanding of sustainability within the Trust
- Develop a process to measure and report progress on performance
- Encourage staff to consider carbon reduction and sustainability issues both inside and outside their working lives

## 7. WHAT DO WE NEED TO DO?

### Manage Our Resource Use

- make energy and carbon savings
- minimise waste
- conserve water
- use information technology and telephony/communication technology efficiently

### Design Our Buildings Sustainably

### Promote Low Carbon Transportation and Active Travel

### Buy Sustainable Products and Services

## MANAGE OUR RESOURCE USE: **ENERGY AND CARBON SAVINGS**

Reducing carbon dioxide and other green house gas emissions.

### Our Commitment:

- Minimise resource use through efficient and innovative technology and upgrading of the Trust's estate
- Monitor, measure and report on energy use to improve understanding of consumption and promote efficiency
- Ensure compliance with sustainable legislation, such as the Carbon Reduction Commitment Energy Efficiency Scheme

### How We'll Achieve It:

- Install energy monitors on high consumption equipment
- Install motion sensors for lighting across Trust
- Invest in energy saving refurbishment projects
- Consider sustainability issues as part of equipment and product selection
- Explore the use of more sustainable technologies related to energy provision

### How We'll Measure It:

- Overall carbon emissions for the Trust (based on direct emissions)
- Sub-metering in key areas
- Energy consumed per member of staff per year
- Measurement of transportation and supply chain emissions

## MANAGE OUR RESOURCE USE: **MINIMISE WASTE**

Promoting appropriate use of materials and sorting of waste.

### Our Commitment:

- Reduce the materials we use
- Promote re-use of materials
- Promote proper waste disposal
- Empower staff to take action

### How We'll Achieve It:

- Improve awareness about responsible use of resources
- Recycle food waste
- Increase recycling facilities in public areas and toilets
- Find innovative ways to re-use waste materials

- Consider excess packaging during product and consumable selection

How We'll Measure It:

- Per cent of overall waste recycled
- Regular auditing of all waste streams
- Measure electronic waste sent for recycling

#### MANAGE OUR RESOURCE USE: **WATER CONSERVATION**

Promoting efficient use and innovative solutions for conservation.

Our Commitment:

- Minimise resource use through efficient technology and upgrade of Trust estate
- Monitor, measure and report on water use to improve understanding of consumption and promote efficiency

How We'll Achieve It:

- Water saving devices installed as standard in refurbishments and new builds
- Collection of rainwater to be used on grounds

How We'll Measure It:

- Water used per member of staff per year
- Water used per square meter per year

#### MANAGE OUR RESOURCE USE: **INFORMATION TECHNOLOGY AND TELEPHONY/ COMMUNICATION STRATEGY**

Improving the efficiency and reliability of information technology

Our Commitment:

- Provide technical solutions and support to reduce energy and material use
- Prioritise IT&T solutions that save resources and promote efficiency of use
- Recognise the role of IT&T in enabling sustainability

How We'll Achieve It:

- Centralised "shut down" of idle PCs after specified time of inactivity
- Development of energy efficient data centres
- Increased use of IT&T solutions to reduce materials such as paper and printer toner
- Explore greater application of video conferencing technology

How We'll Measure It:

- Sub metering of data centres, communications rooms and other high energy use areas
- Monitor energy consumed per year per staff member

#### **DESIGN OUR BUILDINGS SUSTAINABLY**

Ensure our buildings, new and old, reflect our sustainability aims.

Our Commitment:

- Integrate processes to ensure sustainability is prioritised when planning estate work
- Include for the effect of climate change on the design and operation of our buildings (Adapting for Climate Change)
- Develop innovative sustainable design standards for refurbishments and new buildings

How We'll Achieve It:

- Project managers to complete sustainability evaluation for all major projects including life cycle costing
- Investment in resource saving refurbishments through building efficiency programme

How We'll Measure It:

- Sustainability Impact Assessments
- BREEAM (Building Research Establishment Sustainable Assessment Method) rating for new buildings and large refurbishments

## **PROMOTE LOW CARBON TRANSPORTATION AND ACTIVE TRAVEL**

Encourage active and sustainable travel for patients and staff.

Our Commitment:

- Develop processes to promote sustainable transportation
- Promote health and well-being through improved information about and opportunities to participate in active and sustainable travel

How We'll Achieve It:

- Develop a sustainable transport plan for each hospital site
- Improve the efficiency of Trust vehicles
- Offer green alternatives to travel i.e. the cycle salary sacrifice scheme

How We'll Measure It:

- Track the number of staff using active travel options, such as cycling
- Staff and patient questionnaires
- Measure Trust vehicle miles fuelled by alternative sources
- Reduce total miles driven by Trust vehicles and patient transportation

## **BUY SUSTAINABLE PRODUCTS AND SERVICES**

Address sustainability in what we buy and the supply chain.

Our Commitment:

- Consider whole life cycle costs of goods purchased, including origin, materials, efficiency, and end of life
- Encourage suppliers to reduce transportation, packaging and improve the sustainability of their products (focus on pharmacy, medical and surgical spend)

How We'll Achieve It:

- Increase awareness of sustainability issues for Trust staff and key suppliers
- Further consolidate freight delivery to reduce transport emissions in the supply chain
- Increase services and food sourced from local suppliers
- Co-operate with supply chain to encourage low carbon production of materials and reduce packaging

How We'll Measure It:

- Sustainability Impact Assessments
- Tracking the transportation supply chain
- Per cent of procurement spend from the local community
- Good Corporate Citizenship Model
- Measure the number of purchases delivered by consolidated freight transportation

## **8. MONITORING AND MEASURING SUSTAINABILITY**

Successful delivery of the sustainability strategy depends on effective measurement of its progress, as well as ongoing monitoring, feedback and reporting.

Key actions and progress on key performance indicators are presented to the Board through the corporate social responsibility social accounting model, and include energy and water used per member of staff, number of staff signed on to the cycle to work scheme, and value of goods and services procured from the local area.

Other key areas of measurement include:

- Good Corporate Citizenship Model
- The CRC Energy Efficiency Scheme (CRC)
- European Union Energy Trading Scheme (EU ETS)
- Estates Return Information Collection (ERIC) data
- BREEAM for Healthcare Assessment Model

## APPENDIX A

### Legislation which is relevant to the environment includes:

Sustainable Impact	Legislation	Trust and Other Documents
Air Pollution from Atmospheric Emissions	<b>Health &amp; Safety at Work Act 1974</b> (e.g. asbestos)	<ul style="list-style-type: none"> <li>Trust Health &amp; Safety Policy Statement</li> <li>Risk Management</li> </ul>
	<b>Sustainable Protection Act Part III.</b> (statutory nuisance)	
	<b>Finance Act 2000.</b> (Climate Change Levy)	
	<b>Regulation on Substances that Deplete the Ozone Layer (EC/2037/2000).</b> Regulation 1994, as amended. (protected habitats and species)	
	<b>EU Habitats Directive 92/43/EEC, implemented by the Conservation (Natural Habitats etc) Regulation 1994, as amended.</b> (protected habitats and species)	
	<b>Air Quality Regulations 2000, under the Environment Act 1995.</b> (health based targets for air pollutants – vehicle emissions)	
Development of Trust Sites	<b>Town &amp; Country Planning Act 1990, as amended by the Planning and Compensation Act 1991.</b> (planning permission)	<ul style="list-style-type: none"> <li>Estates Strategy</li> </ul>
	<b>EU Habitats Directive 92/43/EEC, implemented by the Conservation (Natural Habitats etc) Regulation 1994, as amended.</b> (protected habitats and species)	
	<b>Wildlife and Countryside Act 1981, as amended by the Countryside and Rights of Way Act 2000.</b> (protected habitats and species)	
Effluent Discharge and Water	<b>Sustainable Protection Act 1990.</b> (prescribed substances, including mercury and its compounds)	<ul style="list-style-type: none"> <li>Health &amp; Safety Policy</li> </ul>
Consumption	<b>Water Resources Act 1991.</b> (spillage to controlled waters e.g. fuel oil)	<ul style="list-style-type: none"> <li>Control to Substances Hazardous to Health (COSHH)</li> <li>Documentation of Equipment</li> </ul>
	<b>Water Supply (Water Fitting) Regulations 1999,</b> (requirements on new water fitting)	
	<b>Water Industry Act 1991, as amended by the Water Industry Act 1999.</b> (sewerage discharges, including mercury and its compounds, some pesticides)	
	<b>European Union Emissions Trading Scheme 1 January 2005</b>	<ul style="list-style-type: none"> <li></li> </ul>
	<b>Carbon Reduction Commitment (CRC) Energy Efficiency Scheme</b>	<ul style="list-style-type: none"> <li></li> </ul>
Sustainable Management	<b>Public Interest Disclosure Act 1990</b> (whistleblowing)	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Estates Strategy</li> </ul>
	<b>EU Directive 90/313/EC on access to sustainable information.</b>	

Hazardous Substances	<b>Control of Pollution (Oil Storage)(England) Regulations Act 2001.</b>	<ul style="list-style-type: none"> <li>▪ Pest Control</li> <li>▪ Cytotoxic Drugs</li> </ul>
	<b>Sustainable Protection Act 1990</b> (use of mercury)	
	<b>Food and Sustainable Protection Act 1985</b> (use of pesticides)	
	<b>Health and Safety at Work Act 1974(including COSHH Regulations 1999).</b>	
Statutory Nuisance	<b>Sustainable Protection Act 1990, as amended by the Noise and Statutory Nuisance Act 1993 and the Sustainable Act 1995.</b> (noise, smoke, dust, odour, premises prejudicial to health).	<ul style="list-style-type: none"> <li>▪ Risk Management</li> <li>▪ Noise at Work</li> </ul>
	<b>Noise and Statutory Nuisance Act 1993.</b> (noise from vehicles)	
Waste Management and Disposal	<b>Control of Pollution Act 1974</b> (noise from construction sites)	<ul style="list-style-type: none"> <li>▪ Safe Disposal of Clinical Waste</li> <li>▪ Decontamination of Equipment</li> <li>▪ Cytotoxic Drugs</li> <li>▪ COSHH Manual</li> </ul>
	<b>Control of Pollution (Amendment) Act 1989.</b> (registration of waste carriers)	
	<b>Sustainable Protection Act 1990</b> , including secondary legislation: <ul style="list-style-type: none"> <li>▪ <b>Waste Management Licensing Regulations</b></li> <li>▪ <b>Sustainable Protection (Duty of Care) Regulations 1991</b></li> <li>▪ <b>Controlled Waste Regulations 1992</b></li> <li>▪ <b>Special Waste Regulations 1996</b></li> </ul>	
	<b>Finance Act 1996.</b> (landfill tax)	
	<b>Landfill (England and Wales) Regulations 2002.</b> (conditions on waste disposal)	



## APPENDIX B

### Sustainability Development Management Plan

This plan will be populated by a sub group of the Sustainability Development Committee

<u>Subject Title/Priority Level</u>	<u>Objectives</u>	<u>Original action date and current action date</u>	<u>By Whom</u>	<u>Achieved</u>
1.Sustainability Development Management Plan	<ul style="list-style-type: none"> <li>• To gain approval from the Board</li> <li>• Set up new sustainable awareness group</li> <li>• Implement the strategy</li> <li>• Identify training requirements and implement necessary training programme</li> <li>• Review and monitor the effectiveness of the strategy</li> </ul>	Sept 2011	Board	
2. NHS Sustainable Assessment Tool (NEAT)	<ul style="list-style-type: none"> <li>• Implement individual site sustainable impact assessment.</li> <li>• Identify problem areas and to devise an action plan</li> <li>• Agree &amp; implement action plan</li> </ul>			
3. Sustainable Management System (EMS)	<ul style="list-style-type: none"> <li>• Identify &amp; agree suitable EMS.</li> <li>• Draw up implementation process</li> </ul>			

**Sustainability Development Management Plan – Energy**

<b><u>Subject Title/Priority Level</u></b>		<b><u>Objectives</u></b>	<b><u>Original action date and current action date</u></b>	<b><u>By Whom</u></b>	<b><u>Achieved</u></b>
<b>1. Produce energy policy and strategy</b>	1	Review energy strategy			
	2	Agree & implement strategy			
	3	Identify training requirements- seminars/workshops			
	4	Agree & implement training programme			
	5	Agree a monitoring system to assess its effectiveness			
<b>2. Energy Audit</b>	1	Identify and agree funding			
	2	Identify the areas that the audit will focus on and implement			
	3	Report upon the audit's findings			
	4	Formulate and agree an action plan			
	5	Benchmark energy usage and benefit from appropriate case study examples			
<b>3. Identify and monitor emissions and discharges</b>	1	Identify emissions and discharges (Refer to NEAT)			
	2	Measure level of emissions and discharges			
	3	Agree action to be taken on equipment with unacceptable			

		emissions or discharges			
	4	Set targets and monitor emissions and discharges			
<b>4. Consider CHP</b>	1	Investigate the potential for using CHP			
<b>5. Proper control and maintenance to improve efficiency</b>	2	Review and improve maintenance procedures where required			
	3	Identify improvements to controls (Include in energy audit.) Review the effectiveness of the Building Energy management System (BEMS.)			
<b>6. Energy Efficiency Programme</b>	4	Consider appointing an Energy Efficiency Officer			
	5	Identify & agree performance targets and put in place			
	6	Monitoring mechanisms against those targets			
<b>7. Low energy lighting</b>	1	Identify inefficient light fittings (Energy audit)			
	2	Agree programme of replacement of light fittings with high efficiency fluorescent tubes that have a low energy usage (Energy audit)			
	3	Review lighting controls e.g. light switch signage, timed lighting controls, occupancy sensors. (Energy audit)			

<b>8. Identify and phase out ozone depleting substances</b>	1	Identify what ozone depleting substances are being used for			
	2	Investigate and agree suitable replacements			
	3	Train staff in using new replacements where required			
<b>9. Consider renewable energy</b>	1	Investigate options of renewable energy			
<b>10. Set targets</b>	1	Set and agree targets for all of the above areas			
<b>11. Review overall performance</b>	1	Review performance in achieving targets in the above areas			

**Sustainability Development Management Plan - Waste**

<b>Subject Title/Priority Level</b>		<b>Objectives</b>	<b>Original action date and current action date</b>	<b>By Whom</b>	<b>Progress / Achieved</b>
<b>1. Produce waste policy and strategy</b>	1	Review existing policy to include sustainable requirements			
	2	Agree and implement policy			
	3	Identify training requirements			
	4	Agree and implement training programme			
	5	Agree a monitoring process to ensure its effectiveness			
<b>2. Waste audit</b>	1	Identify and agree funding (If required)			
	2	Identify the areas that the audit will focus on and implement			
	3	Report upon the audits findings			
	4	Formulate and agree an action plan			
	5	Benchmark waste usage and benefit from appropriate case study examples			
<b>3. Identify and monitor all waste arising</b>	1	Carry out a thorough review of the type and sources of waste			
	2	Gather information on the quantities involved and the costs			
	3	Set realistic waste reduction targets			
	4	Regular monitoring of performance and progress to meeting targets			

<b>4. Implement effective waste segregation</b>	1	Raise staff awareness as to the importance of waste segregation with the use of training			
	2	Consider recycling waste			
	3	Monitor the effectiveness of the waste segregation system			
<b>5. Identify and implement waste reduction/recycling opportunities</b>	1	From the results of the waste audit, implement waste reduction procedures for priority areas			
	2	Raise staff awareness of the importance of waste reduction and identify any relevant training required for new systems			
	3	Investigate the possibility of recycling waste for both patients/clients and staff.			
	4	Review and monitor effectiveness			
<b>6. Discuss with suppliers how to reduce packaging waste</b>	1	Discuss with suppliers the possibility of using minimum packaging			
	2	Discuss the possibility of packaging being made from recycled or sustainable materials			
	3	Add clause to contract when using new suppliers			
<b>7. Set targets</b>	1	Set and agree targets for all of the above areas			
<b>8. Review overall performance</b>	1	Review performance in achieving targets in the above areas			

## APPENDIX E

### Sustainability Development Management Plan – Water

Subject Title/Priority Level		Objectives	Original action date and current action date	By Whom	Progress / Achieved
<b>1. Produce water policy and strategy</b>	1	Develop an overall framework for a water policy			
	2	Draft a water policy			
	3	Agree and implement water policy			
	4	Identify training requirements			
	5	Agree & Implement training programme			
	6	Agree a monitoring process to ensure its effectiveness			
<b>2. Water Audit</b>	1	Identify and agree funding			
	2	Identify the areas that the audit will focus on and implement			
	3	Report upon the audits findings			
	4	Formulate and agree an action plan			
	5	Benchmark water usage and benefit from appropriate case study examples			
<b>3. Install water meters as appropriate</b>	1	From the results of the water audit, agree the installation of meters in appropriate areas			

	2	Monitor water consumption			
<b>4. Identify and rectify leaks</b>	1	Review and improve maintenance procedures where required			
	2	Encourage staff to report leaks immediately			
	3	Implement a regular programme for the inspection of leaks			
<b>5. Ensure correct water tariff</b>	1	Discuss with water authority that the correct water tariff is being used			
	2	Discuss cheaper alternatives			
<b>6. Set targets</b>	1	Set and agree targets set for all of the above areas			
<b>7. Review overall performance</b>	1	Review performance in achieving targets in the above areas			



**Sustainability Development Management Plan - Transport**

<b>Subject Title/Priority Level</b>		<b>Objectives</b>	<b>Original action date and current action date</b>	<b>By Whom</b>	<b>Process / Achieved</b>
<b>1. Produce transport policy and strategy plan</b>	1	Develop an overall framework for a transport policy			
	2	Draft transport policy			
	3	Agree and implement transport policy			
	4	Identify training requirements			
	5	Agree and implement training programme			
	6	Agree a monitoring process to ensure its effectiveness			
<b>2. Undertake transport survey</b>	1	Identify the areas that the survey will focus on and implement			
	2	Report upon the surveys findings			
	3	Formulate and agree an action plan			
	4	Benchmark transport usage and benefit from appropriate case			
	5	Study examples			

<b>3. Involve all parties, unions etc.</b>	1	Involve all parties by making them aware of the situation			
	2	Ask for staff participation as to how transport can be less of an impact on the environment			
	3	Identify to all involved parties any changes that will occur			
<b>4. Liaise with public transport co-ordinators</b>	1	Discuss the possibility of introducing subsidised bus fares			
	2	Ask for suggestions from staff who use public transport			
	3	Have regular meetings with representatives to review system			
<b>5. Local Authorities</b>	1	Discuss the possibilities to work with the LA in conjunction with the Local Agenda 21 scheme			
	2	Investigate the possibility of setting up a Green Transport Plan			
<b>6. Consider partnership arrangements</b>	1	Arrange discussions with local companies to see whether a minibus scheme could be set up for staff			
<b>7. Set targets</b>	1	Set and agree targets set for all of the above areas			
<b>8. Review overall procedure</b>	1	Review performance in achieving targets in the above areas			

**Sustainability Development Management Plan - Procurement**

<b>Subject Title/Priority Level</b>		<b>Objectives</b>	<b>Action Date</b>	<b>By Whom</b>	<b>Progress / Achieved</b>
<b>1. Produce procurement policy and strategy</b>	1	Review existing strategy and policy to include sustainable issues			
	2	Agree and implement procurement strategy			
	3	Identify training requirements			
	4	Implement training programme			
	5	Agree a review and monitoring process to ensure its effectiveness			
<b>2. Rethink products and processes required</b>	1	Investigate all products used and identify any unnecessary products			
	2	Assess procedures as to whether they are necessary			
	3	Put into affect an action plan of any revised procedures			
	4	Identify and carry out any necessary training			
	5	Monitor the effectiveness of any revised procedures			
<b>3. Encompass all stages from capital build to equipment of all suppliers</b>	1	Consider the affect that suppliers deliveries could have on the environment			

	2	Discuss with suppliers how they could reduce their impact on the environment and implement precautions.			
<b>4. Liaise with suppliers to plan change and reduce packaging waste</b>	1	Discuss with suppliers the possibility of using minimum packaging			
	2	Discuss the possibility of packaging being made from recycled or sustainable materials			
	3	Add clause to contract when using new suppliers			
<b>5. Ensure value for money</b>	1	Review system of purchasing products/services and ensure that only necessary products/ services are purchased			
	2	Take into account price, delivery time and quality before purchase			
<b>6. Procurement decision on whole life cost</b>	1	Consider all costs of the product before purchase i.e. maintenance, running costs and decommissioning costs etc.			
<b>7. Set targets</b>	1	Set and agree targets for all of the above areas			
<b>8. Review overall performance</b>	1	Review performance in achieving targets in the above areas			

**Sustainability Development Management Plan – Information Technology & Telephony**

<b>Subject Title/Priority Level</b>		<b>Objectives</b>	<b>Action Date</b>	<b>By Whom</b>	<b>Progress / Achieved</b>
<b>1. Produce energy policy and strategy</b>	1	Review existing strategy and policy to include sustainable issues			
	2	Agree & implement strategy			
	3	Identify training requirements- seminars/workshops			
	4	Agree & implement training programme			
	5	Agree a monitoring system to assess its effectiveness			
<b>2. IT Energy Audit</b>	1	Identify and agree funding			
	2	Identify the areas that the audit will focus on and implement			
	3	Report upon the audit's findings			
	4	Formulate and agree an action plan			
	5	Benchmark energy usage and benefit from appropriate case study examples			

**Sustainability Development Management Plan – Building Design**

<b>Subject Title/Priority Level</b>		<b>Objectives</b>	<b>Action Date</b>	<b>By Whom</b>	<b>Progress / Achieved</b>
<b>Ensure our buildings, new and old, reflect our sustainability aims</b>	1	Integrate processes to ensure sustainability is prioritised when planning estate work			
	2	Develop innovative sustainable design standards for refurbishments and new buildings			
	3	Project managers to complete sustainability evaluation for all major projects including whole lifecycle costing			
	4	Conduct Sustainability Impact Assessments			
	5	Achieve BREEAM (Building Research Establishment Sustainable Assessment Method) Excellent rating for new buildings and large refurbishments			