The Tavistock and Portman NHS
NHS Foundation Trust

Policy and Procedure for Environmental Management

Version:	2.1 (v1 approved May 2007 by BD)
Bodies consulted:	Chair of SHED
Approved by:	PASC
Date Approved:	7.7.12
Name of originator/ author:	Pat Key
Lead Director:	Director of Corporate Governance and Facilities
Date issued:	Jul 12
Review date:	May 2016

Contents

1 Introduction 3
2 Purpose 3
3 Scope 4
4 Definitions 4
5 Policy Statements 4
6 Duties and responsibilities 5
7 Procedures 5
8 Training Requirements 13
9 Process for monitoring compliance with this policy 14
10 References 14
11 Associated documents 14
12 Equality Impact Assessment 15
13 Annex : Sustainable Development Management Plan 2012-2013 16

Policy and Procedure for Environmental Management

1 Introduction

1.1 The Tavistock & Portman NHS Foundation Trust believes that the effect of its activities on the environment is of significant importance. As an integral part of the Trust's commitment to ensure the health and wellbeing of the community, it will undertake to contain the environmental effect of its activities to a practicable minimum consistent with maintaining its responsibilities in providing high quality services.

1.2 The Trust recognises that the minimum acceptable level of environmental performance is laid down by statutory legislation, but it is committed to improve upon those minimum standards to make a contribution to reduce pollution, global climate change and biodiversity loss.

1.3 The Trust is committed to implementing, monitoring and reviewing its overall environmental performance.

1.4 The Trust will at all times ensure a proper balance between the need to improve services and a responsible approach to the environment.

1.5 Environmental issues affect the health and safety of patients, students, visitors and staff. The Trust will seek to integrate all aspects of risk management to ensure the well-being of people and the environment.

2 Purpose

The purpose of this policy is to minimise the Trust's impact on the environment and thereby minimise the effects to the population. These impacts include: consuming energy, purchasing goods, producing waste, effluent, emissions to the atmosphere and traffic to and from Trust premises.

3 Scope

This policy applies to all staff, whether directly employed or employed by bank or agency.

4 Definitions

-

5 Policy Statements

5.1 The Trust recognises and readily accepts that environmental protection is the responsibility of us all. Therefore, the Trust will seek to integrate all aspects of risk management to ensure the wellbeing of people and the environment.

5.2 In particular, Tavistock & Portman NHS Foundation Trust will seek to:

5.2.1 Reduce, where practicable, pollution to air, land and water;

5.2.2 Have regard for both environmental issues and value for money in all centrally purchased goods and services and promote the use of products and services of suppliers whose environmental policies are in accord with our own;

5.2.3 Ensure all staff are aware of the environmental policy and how they can contribute to the Trust's overall environmental performance;

5.2.4 Ensure that all relevant staff have access to up-to-date information on environmental legislation and guidance;

5.2.5 Continue to promote the efficient use of energy in an economical and environmentally sound manner by energy conservation measures and where economically viable, investing in energy saving technology in both existing and new buildings and equipment;

5.2.6 Promote waste minimisation and reduce the environmental impact of waste through beneficial use, where practicable, or safe disposal where not;

5.2.7 Enhance the aesthetics of the Trust premises by maintaining the grounds in an environmentally sound manner through the design, location and finishes of buildings and structures;

5.2.8 Communicate openly the organisation's environmental performance to staff, patients, government authorities and other interested parties on request.

6 Duties and responsibilities

4.1 The Board of Directors is responsible for environmental policy, and the Trust Chief Executive will ensure that environmental performance is monitored with targets set annually to achieve sustained improvement over the range of the Trust's activities.

4.2 The Director of Corporate Governance and Facilities will have lead responsibility for the implementation of the procedures.

4.3 Information on environmental performance will be reported to the Sustainability Health Environment and Development Unit (SHED) group meetings, and to regulators as required.

7 Procedures

7 Environmental Objectives

7.1 Establish and integrate environmental management awareness throughout the Trust.

7.2 Comply with all legislative and regulatory requirements.

7.3 Involve staff in setting and meeting environmental targets and ensure that they are aware of environmentally safe working practices.

7.4 Take positive steps to conserve energy, water and other resources.

7.5 Take steps to minimise waste production and ensure that waste is disposed of responsibly and where possible ecologically used.

7.6 Select as far as possible environmentally acceptable products and promote re-use or recycling of goods and materials.

7.7 Promote the use of public transport so as to reduce pollution, accidents, noise and fuel.

7.8 Encourage suppliers and contractors to adopt good environmental standards.

7.9 To ensure compliance with legislation.

7.10 To promote environmental care through various groups in the Trust.

7.11 Use various forms of media to cascade the Trust's involvement and commitment to environmental issues.

7.12 To establish methods of checking usage and make active steps to reduce consumption.

7.13 Introduce better waste segregation at local level and recycle more paper and cardboard.

7.14 Work with local and national suppliers' to give the widest use to environmentally aware producers and suppliers.

7.15 To ensure all objectives are met and no pollution is caused.

8 Land Management

8.1 Site Management

8.1.1 All activities carried out on site and their effects on the environment will be reviewed.

8.1.2 Future development should take account of the effect on the natural habitat on and around the site.

8.1.3 Sites will be kept predominantly free of litter at all times.

8.1.4 Redundant equipment and waste will not be allowed to accumulate on Trust property.

8.2 Maintenance of Grounds and Gardens

8.2.1 The Trust will develop a natural green management process for its grounds.

8.2.2 Grounds and gardens services **will not** wherever possible use:

a) Environmentally harmful fertilisers
b) Environmentally harmful pesticides
c) Peat and peat-based products

8.2.3 They **will** wherever possible:

a) Recycle materials for compost
b) Remove weeds without the use of chemicals

8.2.4 Open spaces and wildlife habitats will be preserved and increased where possible.

8.2.4 Trees on Trust property will be protected in accordance with Local Authority requirements and principles of good tree management.

8.3 Maintenance of Buildings and Services

8.3.1 Environmentally acceptable alternatives will be used in the choice of supplies, materials, components and furnishing wherever practicable.

8.3.2 Engineering services will be maintained so that optimum performance is achieved in terms of design and operational criteria.

8.3.3 Maintenance schedules will be reviewed to ensure that plant, equipment, heating, transport and lighting systems are all operating effectively and efficiently.

8.3.4 Environmental aspects will be included in the assessment of the condition of the buildings and services, and as a factor in priorities for upgrading and remedial work.

8.3.5 Adequate records will be maintained identifying performance standards and routine tests and inspections.

8.3.6 Contractors working on Trust property will be required to adhere to acceptable levels of environmental performance.

8.4 Property Development

8.4.1 When the need for additional accommodation has been identified, options for reuse of existing facilities will be assessed.

8.4.2 Any environmental effect will be considered if requirements for new accommodation are identified.

8.4.3 When new buildings are required the approach will be to employ sustainable design.

8.4.4 Alterations and adaptations to existing facilities will take into consideration environmental and visual impact.

9 Waste Management

9.1 Overview

9.1.1 This applies to waste disposed of other than drainage. This procedure sets out the environmental principles to be adhered to in the management of waste.

9.1.2 Effective and safe waste management is a priority for the Trust. All aspects of waste management will be of concern to the Trust even where these are contracted out.

9.2 Handling and Storage

The Manager responsible for the collection of waste for disposal shall also be responsible for:

9.2.1 Its safe handling in transit and storage.

9.2.2 Ensuring that it remains properly contained and secure.

9.2.3 Using only authorised equipment and facilities.

9.2.4 Reporting any defects in collection facilities, equipment or procedure.

9.3 Disposal

The Manager responsible for waste will:

9.3.1 Facilitate waste minimisation.

9.3.2 Ensure safe and proper disposal of all waste according to legislation and regulations.

9.3.3 Arrange for appropriate publicity and training for staff in waste reduction.

9.4 Environmental Good Practice

9.4.1 All areas responsible for the production of waste shall also be responsible for ensuring that waste is not produced unnecessarily and that action is taken when appropriate to reduce the volume of their waste.

9.4.2 Waste other than special waste, shall as far as possible be processed for re-use or recycling in preference to landfill.

9.4.3 The disposal of waste by landfill shall be avoided as far as possible and the use of alternative technologies for the disposal of waste shall be kept under regular review.

9.5 Waste procedure

9.5.1 Waste will be segregated into appropriate categories.

9.5.2 The environmental impact of all waste produced will be addressed.

9.5.3 Waste will be transported by licensed carriers.

9.5.4 Waste disposal contractors will be reviewed to optimize collection arrangements to ensure that hazardous wastes are stored on site for the minimum practicable time period.

9.5.5 Waste minimisation ideas will be developed. An approach to reduce, recycle and reuse in reducing consumption of resources will be adopted and a strategy of sustainable development will be considered where possible.

9.5.6 When procuring goods those, which are energy and water efficient, non-polluting (or less polluting), durable, reusable, recyclable, made from recycled materials and not over packaged will be considered.

10 Energy Management

10.1 The Director of Corporate Governance and Facilities in liaison with the contractors will be responsible for progress towards:

10.1.1 Quantifying electricity, gas, oil and other natural resources in terms of usage by each area, costs and seasonal variations.

10.1.2 Proposing targets for energy consumption.

10.1.3 Identifying and monitoring energy consumption.

10.1.4 Identify and counteract undue increases in energy consumption.

10.1.5 Keeping appropriate records of consumption and costs.

10.1.6 Identifying areas where energy savings could be made.

10.1.7 Assessing the performance of equipment and comparing the actual performance against standards.

10.1.8 Proposing programmes of investment in energy efficiency measures.

10.2 Monitoring and Efficiency

10.2.1 The aim of the Trust is to minimise consumption of fuel consistent with operational needs in order to lessen costs and to help conserve energy.

10.2.2 Energy implications of new services, facilities and equipment will be assessed as part of the feasibility appraisal.

10.2.3 Alternative sources and types of fuel will be regularly reviewed and environmental concerns will be one of the criteria used in purchasing decisions.

11 Water Conservation

This covers the consumption of water for clinical, industrial and domestic uses in all Trust properties.

11.1 The aim is to minimise consumption of water consistent with operational needs in order to lessen costs and help conserve water supplies.

11.2 Regular auditing of buildings will be undertaken to measure the water used and the costs incurred, including those for sewerage and effluent.

11.3 Water systems will be regularly cleaned and maintained.

11.4 Contracts for the installation and maintenance of water supply systems will specify the use of approved materials and adherence to the statutory requirements for the prevention

of waste, undue-consumption, misuse, or contamination of water. There will also be checks on compliance with defined standards for servicing, maintenance, leakage, inspection routines, and secure disposal of pollutant material and prevention of contamination.

11.5 Consumption will be monitored and wastage assessed.

11.6 Appropriate records of consumption and costs will be kept as well as up to date information on the location, type and age of installations of water and sewerage systems and optimum timings for replacements and renovation.

12 Nuisance Control

12.1 This covers all statutory nuisances arising from the operational activity on Trust premises.

12.2 The Trust will ensure that minimum legal requirements are met in relation to all statutory nuisances and will endeavour to achieve standards in excess of these where possible.

12.3 Possible nuisance areas will be identified and monitored to ensure adequate control over nuisances.

12.4 Complaints from local residents will be recorded and such steps as are reasonably practicable will be taken to investigate the complaint.

12.5 The Trust will obtain appropriate authorisations from regulatory bodies in respect of all processes and substances, which come within scope of regulations. Such authorisations will be updated as necessary in relation to new facilities, upgraded facilities and changes in activities or processes.

12.6 The Trust will ensure that regulatory controls in relation to statutory nuisances are adhered to in its daily operational activities.

13 Control of Hazardous Substances

13.1 This covers all hazardous materials and substances used and produced on all Trust properties.

13.2 Hazardous substances used and produced will be identified and listed. The range of hazardous materials, which constitute inputs and potential outputs, can in the main be

identified from the COSHH assessment. Records of COSHH assessments must be available. The scope of the environmental risk assessment will be extended to look for specific environmental hazards.

13.3 When appropriate the volume and harmfulness of hazardous substances will be reduced.

13.4 If possible, hazardous substances will be degraded to be safe. If not made safe the environmental effects of disposal will be minimised.

13.5 Safe procedures must be adhered to.

13.6 Managers will be responsible for:

13.6.1 Ensuring that hazardous substances are identified and listed;

13.6.2 Keeping appropriate records of hazardous substances;

13.6.3 Arranging for appropriate publicity for staff and providing them with instruction and training in use of controls for hazardous substances;

13.6.4 Reviewing practices and procedures to minimize the use of harmful elements and change to other products, which are more environmentally friendly.

14 Transport Management

14.1 This covers the use of motor vehicles for commuting, business travel and delivery/commercial traffic.

14.2 The aim of the Trust is to minimise the adverse effects on the surrounding community and wider environment of staff, visitors and patients travelling to and between the Trust's sites by motor vehicles and to minimise the environmental effects of transport activity during work.

14.3 The Trust will reduce the level of unnecessary travel by responding appropriately and applying flexible working policies, where appropriate. All staff, patients and visitors will be encouraged to use alternative means of travel whenever this is a practical option.

14.4 The Trust will ensure that by encouraging green transport real benefits will be produced for:

14.4.1 The individual through improved health, reduced stress and potential cost savings.

14.4.2 The Trust through a healthier, more motivated workforce and reduced congestion.

14.4.3 The community by the Trust demonstrating their commitment to environmental priorities and setting an example to others.

14.4.4 The environment through improved local air quality with less noise, dirt and fumes, as well as reducing the impact of other national and global environmental problems.

14.5 Bicycles

14.5.1 Cycle storage space is provided on the site for the use of cyclists.

14.5.2 Shower and changing facilities are available for cyclists.

14.5.4 The Trust also operates a Cycle Loan Scheme for staff members.

14.6 Business Travel

14.6.1 Facilities such as e-mail, video conferencing and Internet will be considered to reduce the need of business travel.

14.6.2 Journeys should be co-ordinated to avoid duplication and arrangements could be made so that a group of people can travel together.

14.6.3 Staff should make visitors aware of public transport routes to the site.

14.7 Distribution Vehicles

14.7.1 Suppliers and contractors arriving on site will be encouraged to review their travel patterns and implement an environmental policy as a reduced an amount of traffic will improve air quality, reduce noise and disturbance to staff and residents living nearby.

8 Training Requirements

Training needs assessments will be made and training delivered through Personal Development Plans as required.

9 Process for monitoring compliance with this policy

The SHED group will be invited to make review areas performance from time to time and to make recommendations.

10 References

10.1 Health and Safety at Work Act 1974

10.2 Environmental Protection Act 1990

10.3 Controlled Waste Regulations 1992

10.4 Hazardous Waste Regulations 2005

11 Associated documents[1]

Annual Plan

[1] For the current version of Trust procedures, please refer to the intranet.

12 Equality Impact Assessment

4. Does this policy, function or service development affect patients, staff and/or the public?

YES

5. Is there reason to believe that the policy, function or service development could have an adverse impact on a particular group or groups?

NO

*6. If you answered **YES in section 5,** how have you reached that conclusion? (Please refer to the information you collected e.g., relevant research and reports, local monitoring data, results of consultations exercises, demographic data, professional knowledge and experience)*

7. Based on the initial screening process, now rate the level of impact on equality groups of the policy, function or service development:

Negative / Adverse impact:

Low…….

Positive impact:

Low……

Date completed 22.6.11

Name Jonathan McKee

Job Title Governance Manager

13 Annex : Sustainable Development Management Plan 2012-2013

Foreword

The Trust recognises the impact that our operations have on the environment as well as the strong link between sustainability and the health of the public. We are committed to demonstrating leadership in sustainability and this Sustainable Development Management Plan represents actions for us to deliver significant improvements, with the help of all our staff, key partners and other stakeholders.

1. Rationale

This Sustainable Development Management Plan has been developed in response to the NHS Carbon Reduction Strategy for England (January 2009). This Strategy reinforced the urgent need for all sections of the NHS to take action to reduce carbon emissions arising from their operations and to embed sustainability throughout the organisation. This Management Plan will help us fulfil our commitment to conducting our activities with due consideration to sustainability, whilst providing high quality patient care.

For the Tavistock & Portman NHS Foundation Trust the key priorities are environmental legislation, governance, organisational and workforce development, partnerships, finance, energy and carbon management, water and waste management, travel and transport and design and operation of buildings. This supports Key Lines of Enquiry (KLoE), especially section 3.1, and the CRC Energy Efficiency Scheme (previously known as the Carbon Reduction Commitment).

2. Purpose of this document

This plan gives a framework on Sustainable Development for the Trust. Sustainable development considers how we can live today without causing irreversible change that will threaten the lives and health of future generations.

3. Sustainable Development and Health Inequalities

Sustainable development is a wide ranging agenda. It is about energy efficiency, carbon reduction and recycling and also ensuring social justice and equity, as well as integrating environmental, health, social, political and economic issues into decision making. As the largest single organisation in the UK, the NHS has huge purchasing power and is responsible for major consumption of resources. The NHS emits around 18 million tonnes of CO2 every year. Five percent of all the UK's emissions from road transport are attributable to NHS related journeys. The NHS is the national guardian of healthcare and wellbeing and as such it can provide a clear example for others to follow by working in partnership within the communities it serves and by providing clear leadership.

The urgent need for organisations to reduce carbon emissions and embed sustainability in their operations is particularly important in the NHS as it has a significant contribution to England's overall emissions. As well as reinforcing the link between sustainability and public health, a clear focus on sustainable development enables us to capture a range of financial and non-financial benefits as well as a reduced carbon footprint.

"As Europe's biggest employer, the NHS has a big opportunity to have 'exemplar employees' who are likely to have far reaching positive impacts, not only on the NHS supply chain, but also on communities throughout the UK."

Reference: Regional Development Agencies– see NHS Carbon Reduction Strategy for England

Working towards sustainable development will affect health outcomes as public health, reducing health inequalities and sustainable development are linked. Increases in chronic conditions such as obesity, diabetes, asthma, hypertension and heart disease are in part caused by adverse environmental factors such as poor air quality, poor quality food, over-reliance on cars, and badly-designed built environments limiting opportunities for physical activity. Mental health and health inequalities are also linked to these factors. Disadvantaged communities are more likely to experience poor quality environments (e.g. through air pollution, lack of access to green space or poor quality housing). A good quality environment (e.g. Green Space) has a positive effect on health, especially mental health, mood and wellbeing.

4. National Policy Context

a) UK Sustainable Development Strategy, Securing the Future

http://www.defra.gov.uk/sustainable/government/publications/uk-strategy/

The UK's current sustainable development strategy 'Securing the future' was launched by the Prime Minister in March 2005. The strategy has five guiding principles underpinning the UK Government's commitment to sustainable development that will form the basis for government policy in the UK. These are; living within environmental limits, ensuring a strong, healthy and just society, achieving a sustainable economy, promoting good governance and using sound science responsibly.

b) 'Taking the Long Term View' the Department of Health's strategy for delivering sustainable development

This is a major public health policy published in October 2008 which provides a mandate for the NHS to engage in sustainable development. Focus is on four areas; sustainable development and production, climate change and energy, protecting natural resources and environment, and creating sustainable communities.

c) Saving Carbon, improving health; Carbon Reduction Strategy for England (January 2009) NHS Sustainable Development Unit (SDU)

This strategy sets out key commitments and time frames around carbon reduction for NHS organisations. This strategy requires NHS organisations to develop a Sustainable Development Management Plan identifying a clear strategy for tackling these significant challenges. The strategy provides a framework for the organisation to follow and has informed the production of this management plan.

d) Climate Change Act (2008)

Department of Energy and Climate Change

The Climate Change Act (2008) has introduced for the first time statutory targets to reduce the UK's carbon emissions by 80% by 2050.

There has for some time been significant scientific consensus that the effects of climate change on climate and financial stability, as well as public health, are already being seen. This will increase significantly if concerted action is not taken soon. At the same time there are finite natural resources available to a burgeoning global population. The NHS has an important role to play as it is responsible

for 25% of total public sector carbon emissions and 3.2% of the total carbon emissions in England, and this has risen by 40% since 1990.

5. Benefits of Sustainable Development

Work on the Sustainable Development agenda will have benefits for The Trust such as;

- **Financial resource savings**
  Research by the Institute for Environmental Management & Assessment (IEMA) shows that a 1% (of total energy spend) investment in energy awareness programmes and training can produce a 5.20% decrease in energy costs. In addition, improved regular monitoring and profiling of data (at little cost) can highlight opportunities for improvement in performance and generate significant financial savings.

  In addition to potential savings that may arise from a focus on energy, other areas such as waste, water, opportunities arising from transport management, (such as logistics, video conferencing, car sharing schemes) and procurement will be considered.

- **Avoided costs**
  Compliance with environmental legislation will ensure the avoidance of financial and other penalties for environmental non-compliance. There is an extensive range of environmental legislation already in place and this is increasing together with a new focus on carbon management and reduction through additional legislation.

- **Satisfaction of outside pressures**

  The Trust already is, and will be, under increasing pressure to contribute to NHS and wider targets such as the UK Government's push for Sustainable Procurement. A fully integrated and embedded Management Plan will enable the Trust to demonstrate compliance while encouraging others and capturing further opportunities.

- **'League tables'**

  Failure to deliver on the NHS targets and other requirements may lead to increased scrutiny by key stakeholders and potential 'naming and shaming'

- **Reputational added value**

  Increasingly, reputation is being linked to the sustainability of an organisation. The Trust's reputation is directly linked to its

sustainability credentials given the link between this and public health.

- **Improved staff satisfaction**

  A number of studies have identified a correlation between a focus on sustainability and staff satisfaction (particularly where staff are fully involved) and this can lead to improved 'productivity'.

- **Improved engagement with key stakeholders**

  Key stakeholders including the local community of the Trust are increasingly focusing on sustainability. The Trust's engagement and enhanced commitment and leadership with this agenda will therefore improve its relationship with them. It will seek to become an exemplar of good practice and so engage others in making a positive contribution to sustainable development.

6. Good Corporate Citizen (GCC) Assessment

The Good Corporate Citizenship Assessment Model is an online resource designed to help NHS organisations assess and improve their contribution to sustainable development. The model supports the Department of Health's contribution to the UK Sustainable Development Strategy, *Securing the Future*, signed by all government departments in 2005.

Good Corporate Citizenship is the term used by the NHS to describe how NHS organisations can embrace sustainable development and tackle health inequalities through their day to day activities. www.corporatecitizen.nhs.uk.

7. Carbon Management

Carbon and its reduction is a good measure of sustainable development activity. Our approach to embedding sustainability in our operations is therefore to focus on carbon emissions arising from buildings, materials procured and the effective interaction with staff, visitors, patients, suppliers and the wider community.

The Tavistock & Portman NHS Foundation Trust will work towards the targets identified by the NHS Sustainable Development Unit (SDU) and aims to reduce the emissions arising from its operations by at least 10% by 2015. Arising from the Climate Change Act 2008 progressive targets have been set for UK emissions; 34% reduction by 2020 and 80% by 2050. This sustainable Development

Management Plan is an important part of ensuring that the Trust contributes to meeting these targets.

Although some measures may not result in direct financial savings there is likely to be the opportunity to identify carbon or other savings, which will therefore be able to contribute to the NHS targets.

The most important partners are the employees of the Trust. Their enthusiasm and commitment for Carbon Management is essential if we are to deliver the objectives and make use of the opportunities available. As a result, engagement and communication with and involvement of employees is a key element of the Sustainable Development Management Plan.

The Trust operates as a diverse organisation with offices and staff bases among its Estates Portfolio. As such, some of its carbon impacts relate directly to its operations, and may be controllable, while others are indirect and it may or may not be easily influenced. Liaison with partners, for example landlords (health service or otherwise) or tenants, is therefore essential.

8. Our commitments

We recognise the impact that the Trust operations have on the environment as well as the strong link between sustainability and the health of the public. We are committed to demonstrating leadership in sustainability and this Sustainable Development Management Plan represents actions for us to deliver significant improvements, with the help of all our staff, key partners and other stakeholders.

The Trust has undertaken a number of measures already to progress the sustainable development agenda, directly or indirectly. These include:

- The establishment of the Sustainability, Health, Environment and Development Unit.
- Enhanced data management relating to energy, waste and water as part of the Estates Return Information Collection (ERIC) returns
- Cycle rack and shower facilities to encourage more cycle use
- Improvements in waste management and contracts
- Recycling of IT equipment
- Regular trust-wide events focused on raising staff awareness about the trust's commitment to sustainable living and working

- The incorporation of sustainability-awareness sessions into mandatory staff training days and staff and student Induction days

The targets detailed below will be reviewed after a baseline has been set. In the following areas over the next three years the Trust will:

Transport

Targets

- Increase the amount of people cycling to work

Actions

- Develop and regularly review a comprehensive Sustainable Development Policy on Active Travel to minimise where possible carbon emissions arising from travel by staff, patients and visitors

- Consolidate Trust cycle culture, e.g. Bicycle Storage, Cycle to Work scheme or policies on business mileage for cycles and walking

Procurement

Targets

- Ensure at least 10% of our major suppliers have their own environmental systems in place

Actions

- Ensure sustainable procurement is gradually embedded into tender and contract management especially for key areas such as energy, waste, water, and transport

Facilities Management

Targets

- Reduce carbons emissions by at least 10% by 2015, aiming for a rate of 5% per year
- Register with the Carbon Reduction Commitment Energy Efficiency Scheme from April 2010

Actions

- Register with the Carbon Reduction Commitment Energy Efficiency Scheme (previously known as the Carbon Reduction Commitment)
- Clarify the potential impacts of the Energy Efficiency Scheme to ensure that we are ready for the financial implications
- Routinely record and monitor energy consumption at central and site level, and report in both consumption units and carbon to identify trends, anomalies and carbon reduction opportunities

- Enhance data management relating to energy, waste and water and the robust measurement of our carbon footprint
- Use annual Estates Return Information Collection (ERIC) returns to the Department of Health to record progress on sustainability

- Monitor and review the consumption of water to ensure opportunities for water efficiency are identified and to integrate efficient use of water

- Review the extent and management of waste and to minimise where possible, while increasing recycling

Employment and Skills

Targets

- 100% of new staff will receive training and awareness as part of the corporate induction programme
- Introduce Sustainable Development as part of the corporate induction programme for all staff to raise awareness, develop existing work in this area and to embed sustainability as a core requirement from day one
- Reinforce the link to all staff between sustainable development and health to reinforce the role **individuals** have in sustainable development

New Buildings

- Consider all relevant sustainability issues in the design and operation of new or refurbished buildings

Corporate and leadership Targets

- Include sustainability in Annual Reports
- Keep up to date with environmental legislation that applies to our activities, and confirm compliance with current legislation ensuring the Trust avoids potential financial penalties and protects the environment
- Keep up to date and monitor the sustainable development agenda nationally researching any new sustainability opportunities

9. Monitoring and Evaluation

This Sustainable Development Management Plan is available to all stakeholders through the Trust website (www.tavistockandportman.nhs.uk).

A detailed action plan will be developed to accompany the Sustainable Development Management Plan.