

Paper 4

Recommendation	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Trust Board</div> <p>is asked to NOTE the Good Corporate Citizen Annual Report 2017/18</p> <p><input checked="" type="checkbox"/> DECISION</p> <p><input checked="" type="checkbox"/> NOTE</p>
Reporting to:	Trust Board
Date	30 August 2018
Paper Title	Good Corporate Citizen Annual Report
Brief Description	<p>The Trust has a strong reputation and has received national recognition for our sustainability initiatives over the last five years. In addition to the responsibility we take for the safety and health of our patients, visitors and staff, we are committed to the protection of the environment and improving the quality of life of the population we serve, so they may become the Healthiest Half Million on the planet.</p> <p>The Good Corporate Citizen Annual Report (available in supplementary Information Pack) describes how we aim to create sustainable value with everything we do, and highlights our achievements over 2017/18; alongside the presentation being provided by the Director of Corporate Governance.</p>
Sponsoring Director	Julia Clarke, Director of Corporate Governance
Author(s)	Tony Holt, Governance and Sustainability Manager
Recommended / escalated by	Workforce Committee
Previously considered by	Workforce Committee
Link to strategic objectives	All
Link to Board Assurance Framework	If we do not develop real engagement with our staff and our community we will fail to support an improvement in health outcomes and deliver our service vision (RR 1186).
Outline of public/patient involvement	<ul style="list-style-type: none"> Public representation at GCC Group. Public engagement programme Volunteering programme
Equality Impact Assessment	<p><input checked="" type="radio"/> Stage 1 only (no negative impacts identified)</p> <p><input type="radio"/> Stage 2 recommended (negative impacts identified)</p> <p style="margin-left: 20px;">* EIA must be attached for Board Approval</p> <p style="margin-left: 40px;"><input type="radio"/> negative impacts have been mitigated</p> <p style="margin-left: 40px;"><input type="radio"/> negative impacts balanced against overall positive impacts</p>

**Freedom of
Information Act
(2000) status**

- ☒ This document is for full publication
- ☐ This document includes FOIA exempt information
- ☐ This whole document is exempt under the FOIA



Good Corporate Citizen

Annual Report

2017/18



Think Globally, Act Locally
Healthcare with a kind touch and a small footprint

NHS

**The Shrewsbury and
Telford Hospital**
NHS Trust



Our Sustainable Future

Julia Clarke
Director of Corporate Governance and
Good Corporate Citizen Lead

The responsibility that we as a health care service have towards our patients, visitors, our people and society as a whole, has shaped the Trust. In conducting our business, we want to create sustainable value through innovative solutions. This conviction is the foundation on which the strong engagement of our people and the long-term successful development of SaTH is built. Our ambition to operate sustainably not only throughout the Trust but along our entire value chain. This can help to improve our efficiency, and reduce risks.

With its global sustainability and climate protection goals, the international community has made enormous progress toward a common understanding of the priorities. We want to actively contribute to the implementation of these goals. To achieve this, however, sustainability must also be firmly embedded throughout business and society. In playing our part, we are engaging with our people, utilising their knowledge and expertise, developing partnerships in all areas of our activities, and finally relying on the strength of our reputation as a sector leader in sustainability matters.

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About SaTH Sustainability

We are immensely proud of our sustainability programme; we aim to create sustainable value with everything we do together with our staff, partners and stakeholders. The Trust has a strong reputation and has received **national recognition** for our sustainability initiatives over the last five years. In addition to the responsibility we take for the safety and health of our patients, visitors and staff, we are committed to the protection of the environment and improving the quality of life of the population we serve, so they may become the **Healthiest Half Million** on the planet. In 2017, SaTH was again a finalist across five categories at the NHS Sustainability Awards, **winning the Travel and Transport award outright**, and confirming our excellent performance among the leading healthcare organisations and our commitment to leadership in sustainability. We have achieved success through focusing our efforts through a five-year Sustainable Development Management Plan (SDMP) which commenced back in 2014.

We are always delighted to receive comments and suggestions regarding sustainability matters which can be directed via our dedicated email: sath.sustainability@nhs.net

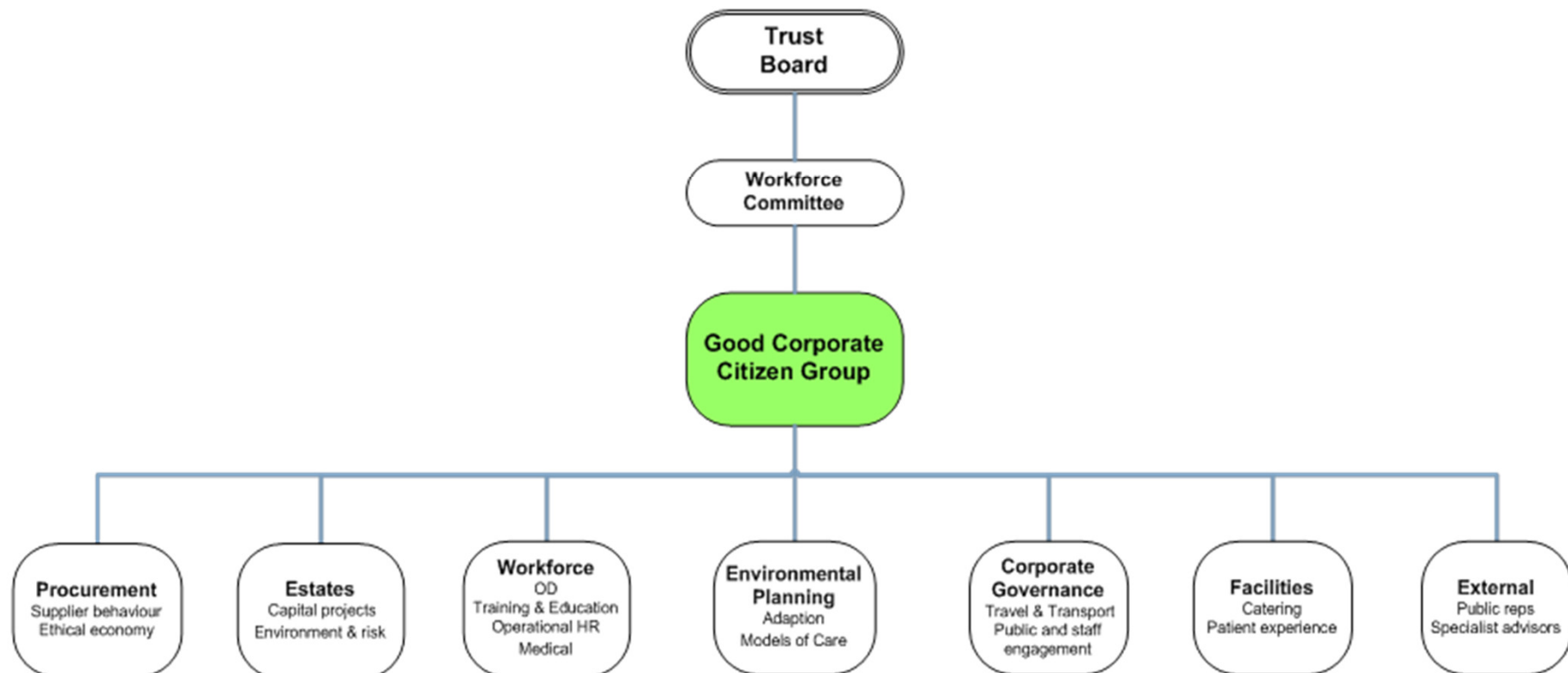
Aims of our programme



Reporting and Governance

The Good Corporate Citizen Group has multi disciplinary representation in its membership. The Group reports directly to Workforce Committee and a summary of Group activity goes to the Trust Board six-monthly.

Sustainable Development Governance Framework



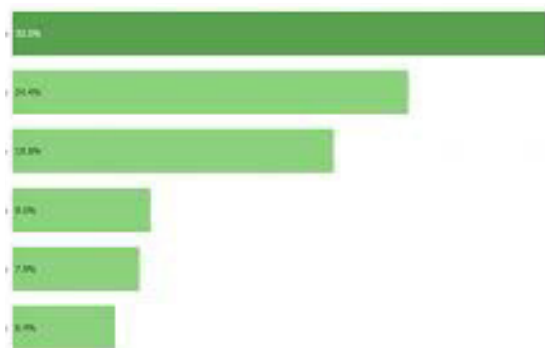
How do we drive Sustainability at SaTH?

We are facing immense challenges: The global environmental footprint of humankind is already greater today than the planet's resources can sustain. For this reason, we need our ensure our services enhance the quality of life while consuming less input materials.

We aim to use our experience in sustainability to develop and implement solutions that are fit for the future together with our partners.

We aim to strengthen our foundation, boost employee engagement, and maximise our impact. To reflect the growing importance of sustainability for our stakeholders and our long-term sustainability, we are focusing on **three key drivers**:

1. Consolidate and improve



2. Meaningful engagement



3. Focus on key areas



Overview of our Sustainability Strategy

What are our sustainability aspirations?

We are committed to leadership in sustainability – this is one of our corporate objectives. As sustainability leaders, we aim to pioneer new solutions while developing our services responsibly.

What strategy are we pursuing?

Our ambition is to achieve more with less. This means we create more value for our service users, for the communities we serve, and for our organisation – with a reduced environmental footprint.

What targets have we set ourselves?

Our 20-year goal for 2030 is to double the value we create for the footprint made by our operations and services. To achieve this, our ambition is to become twice as efficient.

What are our priorities for the coming years?

1. Consolidate and improve

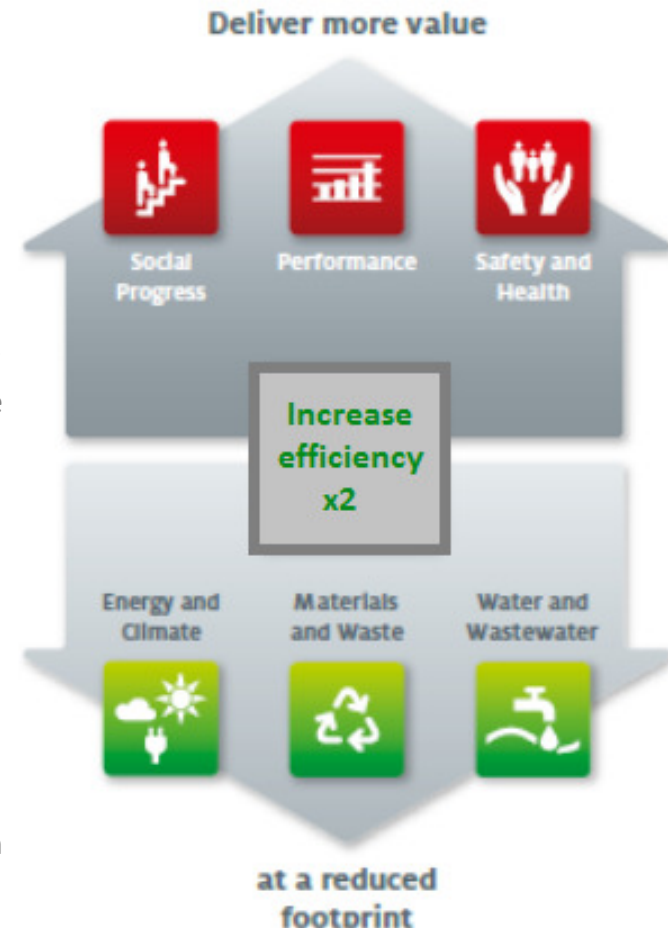
We already have a strong foundation with a successful track record. On the road to our long - term goal, we intend to further improve our performance over the coming years.

2. Meaningful engagement

We want to further develop and foster the commitment of our staff to sustainability. Our staff make the difference – with their dedication, skills and knowledge.

3. Focus on key areas

We want to strengthen our contributions to addressing major global challenges and minimise the impact of our services on the environment.



Our
performance

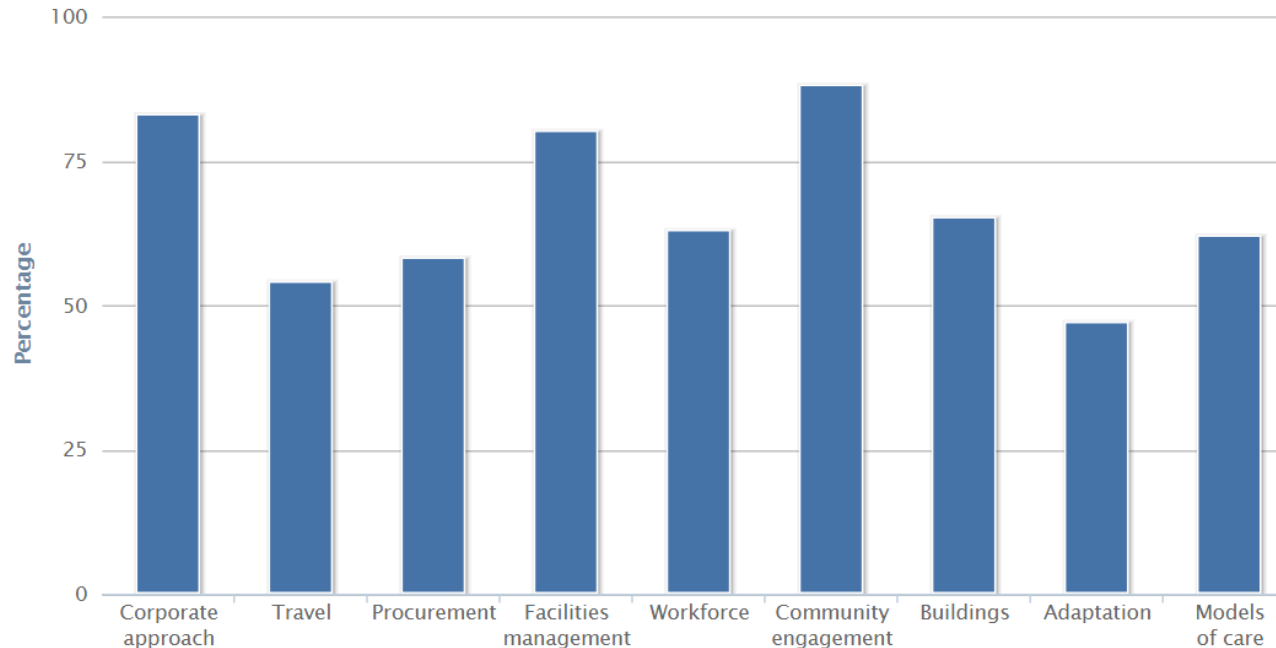


Sustainable Development Assessment

SDU 'Good Corporate Citizen' assessment framework (Feb-17)

- Introduced in 2008, the GCC framework was designed to help NHS organisations assess their sustainable development
- Identifies how local action is contributing to the UN Millennium Goals (to 2015, since replaced with UN Sustainable Development Goals)
- Supports design of Sustainable Development Management Plan
- Contains 448 statements within nine core areas – we self assess our progress against each statement

SaTH's GCC self assessment 2017 – we scored 65% overall



How we have performed

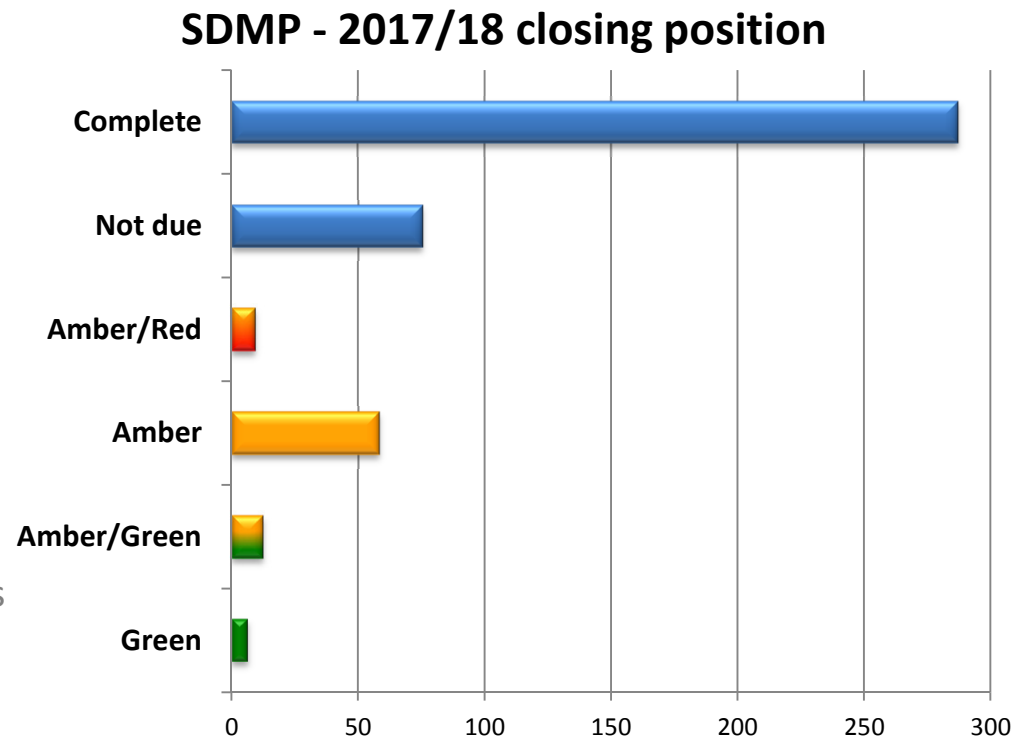
Since our SDMP was launched in 2014, we have achieved a great deal

We assess our performance over nine core areas:

- Corporate Approach
- Travel
- Procurement
- Facilities Management
- Workforce
- Community Engagement
- Buildings
- Adaption
- Models of care

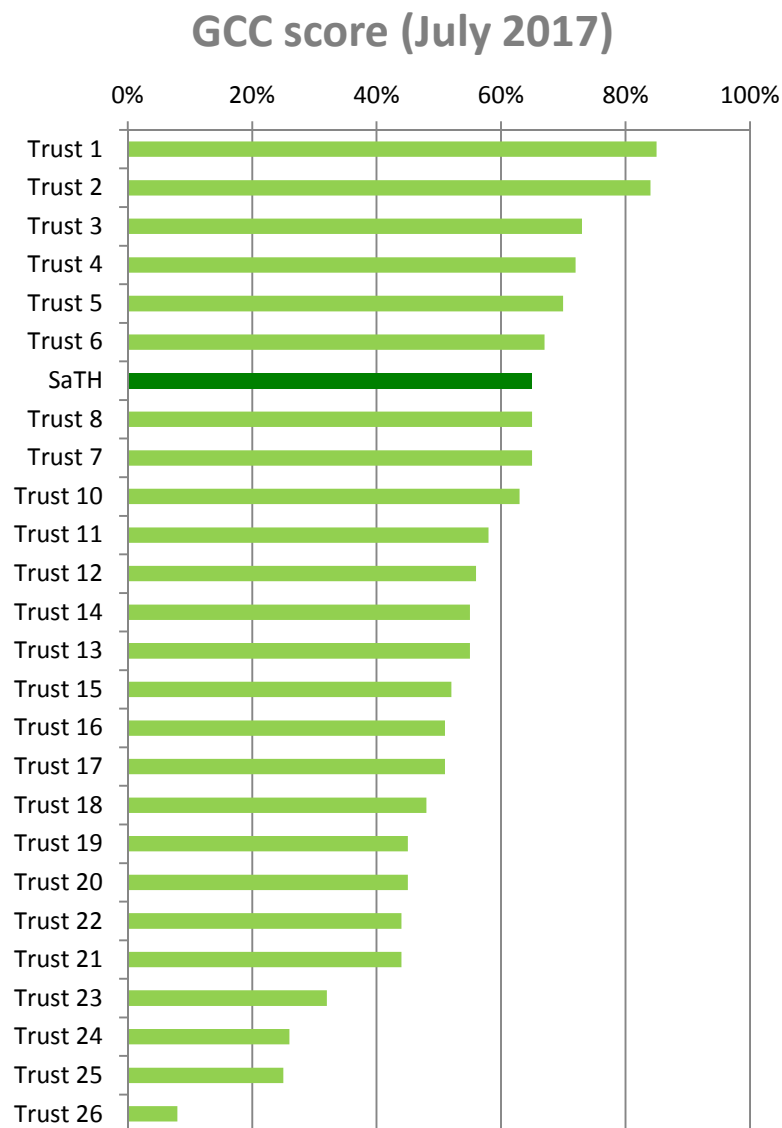
At the end of 17/18, of the **448** statements with the GCC assessment we:

- **Delivered/complete - 65%**
- **Planned for year 5 - 17%**
- **In progress -18%**



Being a Good Corporate Citizen

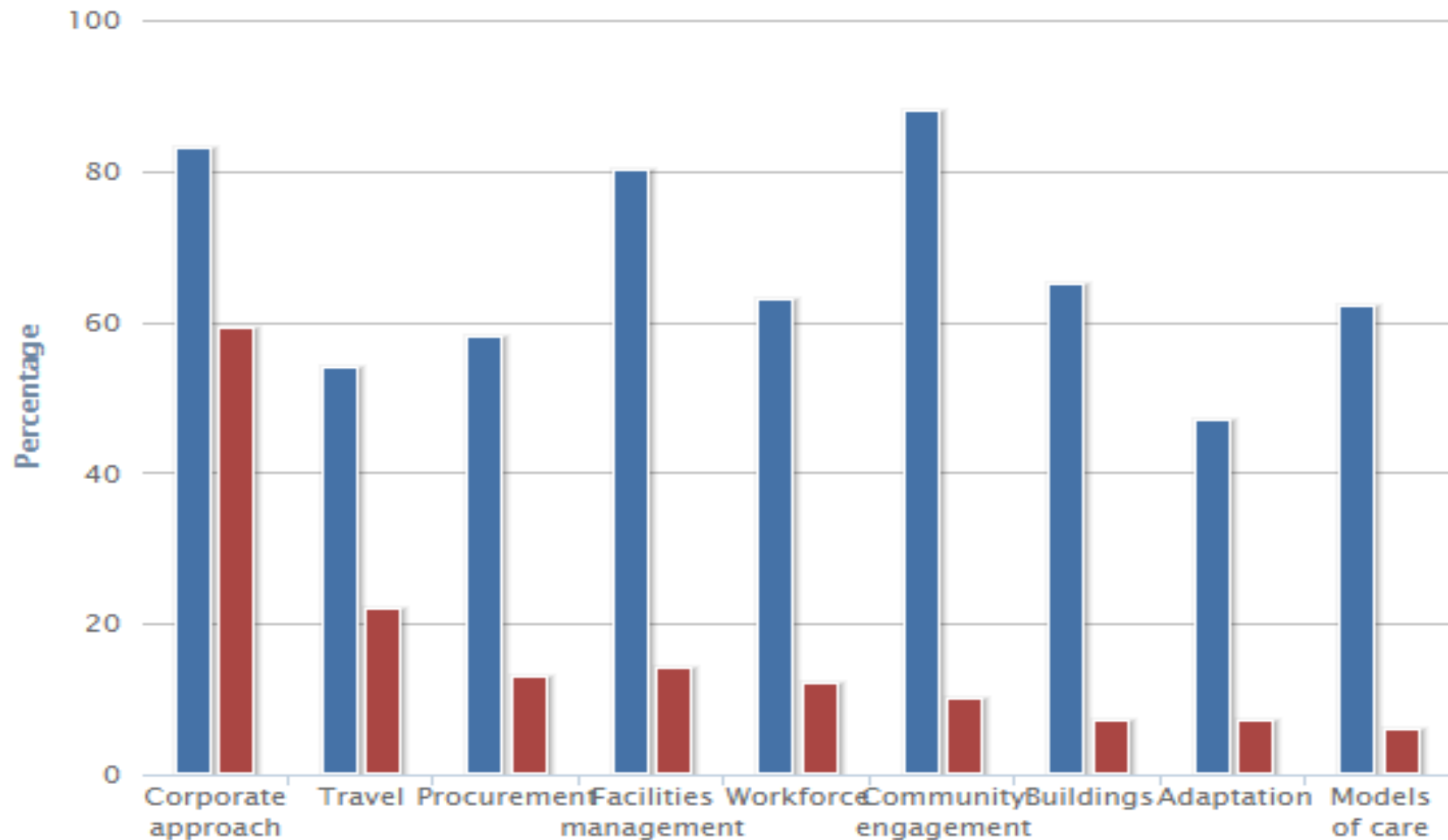
Measured against the GCC tool, SaTH is a leading light



- 474 eligible NHS organisations
- only 26 submitted a return
- average GCC score was 54%.
- SaTH's score for this period was 65%

Benchmarked performance

How SaTH (blue bars) compared with the combined scores of 26 other NHS organisations which submitted a self-assessment against the GCC tool. In 17/18, SaTH was the **ninth best performing Trust** in England.



NHS Sustainability Awards 2017

For the fourth year in succession, the Trust was a finalist in the national NHS Sustainability Awards. The Awards were announced at a presentation event held at Imperial College, London in May 2017.

Category	Project title	Result
Travel and transport	Active travel	Winner
Leadership	Paperless Board	Highly Commended
Digital	Paperless Board	Highly Commended
Procurement	Developing Sustainable Procurement	Third
Water	Food waste modernisation - RSH	Third



Pictured L-R: Tony Holt (Sustainability Programme Manager), Paul Adams (Procurement), Dame Barbara Hakin, Julia Clarke (Director of Corporate Governance), Charlotte Hill, (Procurement), Alex Ford (Sustainable Travel Plan Coordinator), Chris Bennett (Sustrans - sponsor)

Our
progress



Headline achievements



Energy

- 5.3% reduction in emissions since 2008 (despite increased footprint)
- 7% reduction in energy for the year ending July '17 - reducing CO₂ emissions by 1112 tonnes
- Produce low-carbon electric at our sites using Combined Heat and Power plant
- LED replacement scheme now 75% complete



Travel and transport

- 1.5% reduction in demand for staff parking, reducing CO₂ emissions by around 300 tonnes per annum
- Liftshare – 300+ members
- Online permit system launched together with 1 mile exclusion zone
- Active travel - cycle salary sacrifice scheme runs year round. Bespoke travel planning service for staff
- Working with LAs and to improve access and transport infrastructure
- Staff discounts for public transport, better access
- Development of video conferencing infrastructure

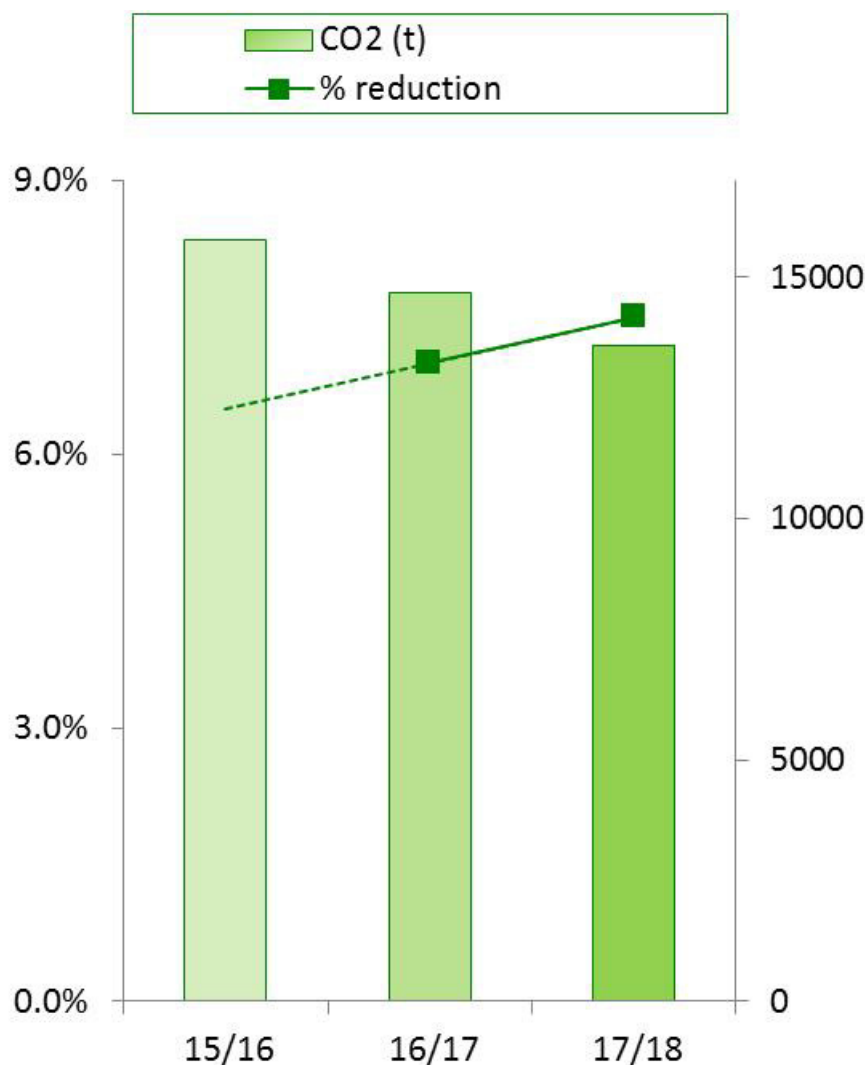


Reuse

- Warp-it system now has over 600 SaTH users
- Reducing CO₂ emissions at rate of 1 tonne per month
- Total savings in year around £25k
- Successful partnerships established with public sector partners such as Ministry of Justice

Carbon reduction

SaTH participates in the national CRC Energy Efficiency Scheme (formerly known as the “Carbon Reduction Commitment”) - a levy for each tonne of CO₂ emitted by the organisation



- CO₂ emissions reduced by 1,107 tonnes (approx. 7.5 %) compared with the previous year (when we made a reduction of 1,112 tonnes (7%) against the year before)
- This is a reduction of c.£12k in ‘Allowance’ costs compared with the previous year
- Achieved with significantly reduced CHP* output, owing to major technical problems with the PRH unit
- Winter was c.5% colder than previous year
- Overall energy usage (gas and electricity) increased by only 1% when compared to previous year due to:
 - LED lighting installation
 - steam trap repairs
 - waste food digesters (reducing hot water usage)
 - theatre ventilation controls (RSH)
 - adjustments to the heating control system
- The annual cost of the CRC was £240k (£252k in previous reporting year)

* CHP - combined heat and power. A cogeneration system that produces heat and electrical power from gas simultaneously

Procurement and supply - our value chain

This is how, together with our partners, we are improving sustainability along our value chain which benefits our environment as well as promoting health and wellbeing



Health and wellbeing

To ensure we stay connected with the world around us, to focus on why sustainability is important



Sustainable Development Charter - On A Page



The SaTH Sustainability Charter shows a commitment by the Trust to place the principles of social, environmental and economic sustainability at the foundation of the decisions we make. It is about taking the right choices and doing the right things.

Our Vision

How we can build a Sustainable Future for the Trust

- To be an organisation that **values and supports** sustainable development, and recognises the important contribution it makes to our community
- Move towards “**triple-bottom line**” accounting as a standard corporate practice and develop an **Action Framework** based on:
 - *Social, Economic and Environmental factors*
 - *Spheres of Control and Influence*
 - *Short, Medium and Long Term Time Frames*

Our Objectives

Building on the foundations of our Sustainable Development Management Plan

- SaTH values and protects its natural environment through **stewardship of its estate**, enhancement of its natural areas and biodiversity
- We lead the way in **sustainable design**, “green” buildings and “green” infrastructure
- We provide **transportation solutions**, with a focus on the efficient movement of people and goods, not just vehicles
- We incorporate and encourage **sustainable energy sources**, and strive for carbon neutrality and minimal net impact from waste
- We are an organisation that fosters **local employment opportunities** and favours “green” businesses including a **sustainable agricultural base** and **local food security**
- In addition to a range of excellent health services, SaTH has a network of recreational and cultural opportunities that promote active living and enhance **physical and emotional wellbeing**
- We embrace our cultural diversity and promote tolerance, **linking directly with our organisational values**

Our Outcomes

How we will know we are being successful

- **Develop and monitor indicators** clearly related to our vision and objectives which are:
 - *Measurable and easily understood*
 - *Comprised of data that is readily available and will remain available over time*
 - *Able to measure current performance against past performance; and*
 - *Achievable within a reasonable time frame with available resources*
- To achieve national **recognition for our success** in sustainability initiatives



SaTH at a glance 2017/18

Nearly
£360m
Turnover

9th best score nationally of
65%
in GCC self assessment

Nearly
£3m
Energy costs

Reduction of
7%*
in energy usage from previous year
(*at July 17)

Over
£350k
Water and sewerage costs

Reduction of
99%
in water used for food waste

Around
£0.75m
Waste disposal, recycling, recovery
and preparing for re-use costs

Reduction of
11,127kg/CO₂
through equipment reuse

Over
830,000
Business miles

Reduction of
27%
in business miles since 13/14



Our people

Making a contribution

We want to do more than just communicate information about sustainability to our staff. We also want to motivate them to become involved in sustainability. We have leaders with the skills and knowledge not only to make a contribution but also to act as our ambassadors to encourage others to engage with the topic of sustainability.

- We have a clear process to ensure we engage with staff on issues of sustainable development policy.
- Our staff induction and training refers to more holistically sustainable (clinically, socially, environmentally as well as financially) care models.
- We conduct regular staff surveys and report back on their findings. We have used this data to develop an action plan on staff wellbeing.
- We have developed a Transforming Care Institute which spearheads significant changes to our organisational design through our Sustainable Services Programme
- We have developed a Leadership Academy to help us develop an organisational culture that is innovative, safe and kind



TRANSFORMING
CARE
INSTITUTE



LEADERSHIP 20
ACADEMY

Staff Engagement



Wildlife and ecology



Tree planting
Promoting biodiversity
Enhancing our green spaces



Sustainable travel



Reuse and recycling



Active travel

Community Engagement



Reader Panel



Service
Development



TRANSFORMING
CARE
INSTITUTE



Staff Recruitment



Volunteering



Patient Experience

Partnership development

We have developed key partnerships with stakeholding organisations to really drive sustainability throughout the organisation. Although some are commercial organisations, we have benefited from their understanding of wellbeing benefits which go hand-in-hand with a healthy environment.

We have nurtured our green spaces with expert help from our partners, to protect and respect our natural environment, promote biodiversity and safeguard natural resources.



Next steps

The Trust is using the new *SDU Sustainable Development Assessment Tool (SDAT)* from March-18. There are four cross cutting themes that cut across the ten modules within the new assessment framework, and are linked to the UN Sustainable Development Goals:

1. Core responsibilities

Eg Carbon/CHGs, Corporate Approach, Capital Projects

2. Governance and policy

Eg Travel and Logistics, Adaption

3. Procurement and supply chain

Eg Asset management and utilities, Sustainable use of resources

4. Working with staff, patients and communities

Eg Our People, Green Spaces and biodiversity, Sustainable Care Models



Strategic Plan 18/19

Module		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Corporate Approach	Good Corporate Citizen Group												
	SDMP refresh												
	GCC Annual Report												
Carbon/CHGs	Draft Estate Strategy formulated												
	Consulation												
	Board Approval												
Capital Projects	Future Fit Consultation												
	Decision Making Business Case (DMBC)												
Travel and Logistics	Future Fit Travel & Transport workstream												
	Annual Staff Travel Survey												
	Centralisation of pool car fleet												
Adaption	Business Continuity Plan development												
Asset management and utilities	Input into Estates Strategy for future developent												
	Green utilities review												
Sustainable use of resources	Review benefit of Top 20 Suppliers Questionnaire												
	Evaluate Trust-wide plastic use												
	Sustainable Procurement Strategy review												
Our People	SaTH Sustainable Health & Care Week												
	Independent assessment of CQC Well-Led domain												
	Sustainable Leadership Behaviour assessment												
Green Spaces and biodiversity	Establish formal strategic partnership with SWT												
Sustainable Care Models	Future Fit consultation												
	MLU public consultation												



The Shrewsbury and Telford Hospital

NHS Trust

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Sustainability Team

Tel: 01743 492280

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Healthcare with a kind touch and a small footprint



Proud To **Care**
Make It **Happen**
We Value **Respect**
Together We **Achieve**



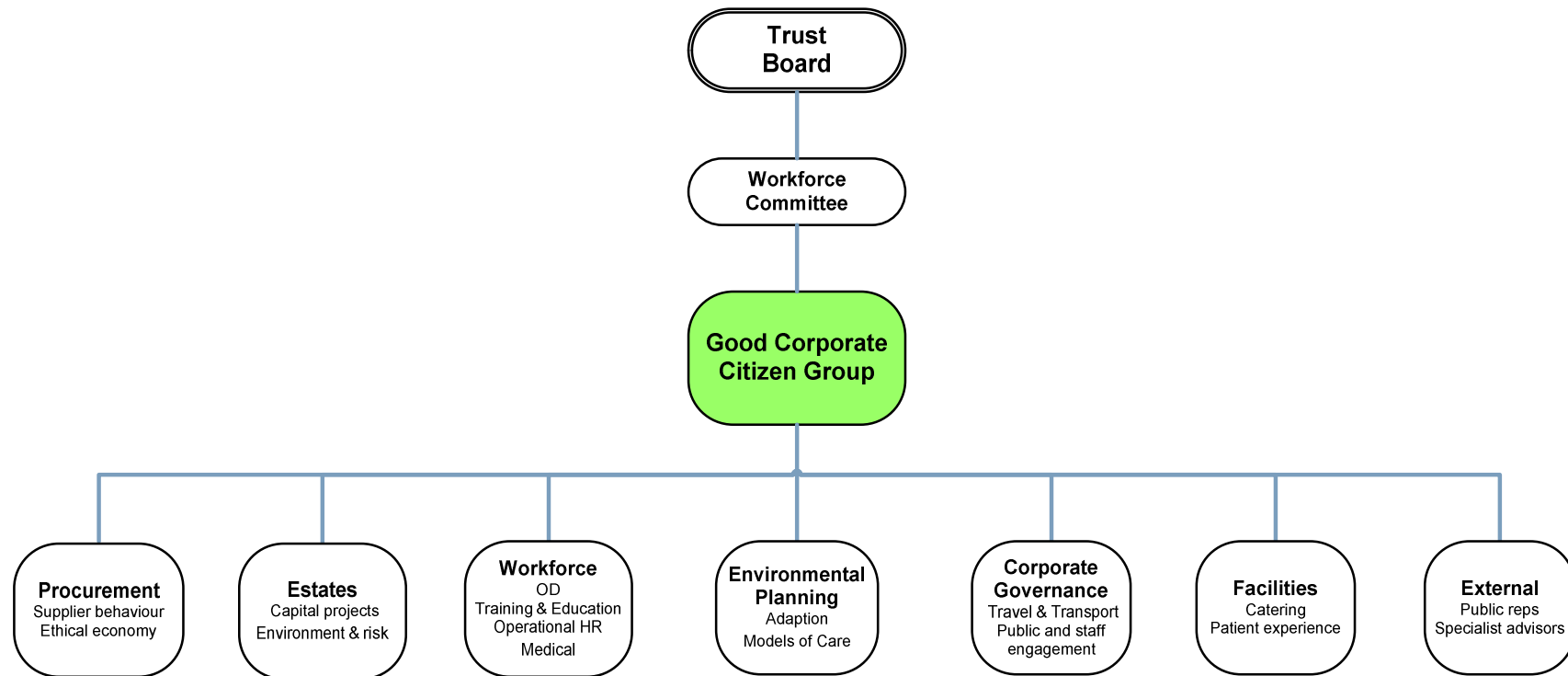


Good Corporate Citizen Annual Report 2017/18

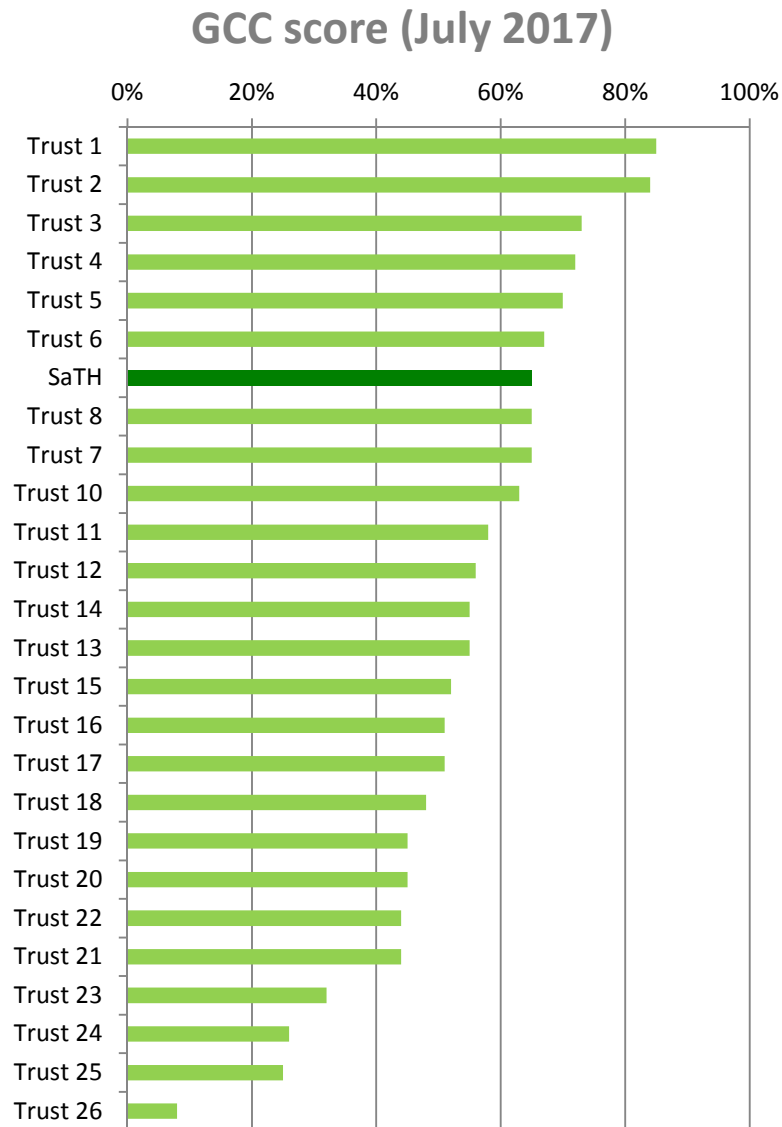
Julia Clarke
Summary presentation
July 2018

Reporting and Governance

Sustainable Development Governance Framework



SDU 'Good Corporate Citizen' measurement tool



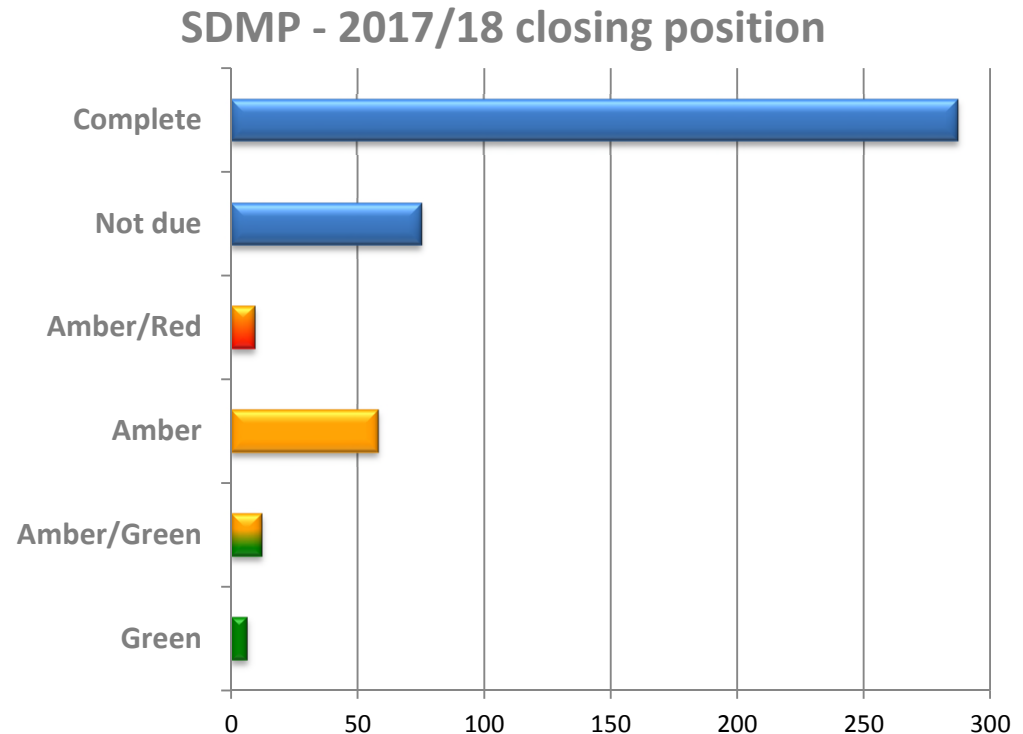
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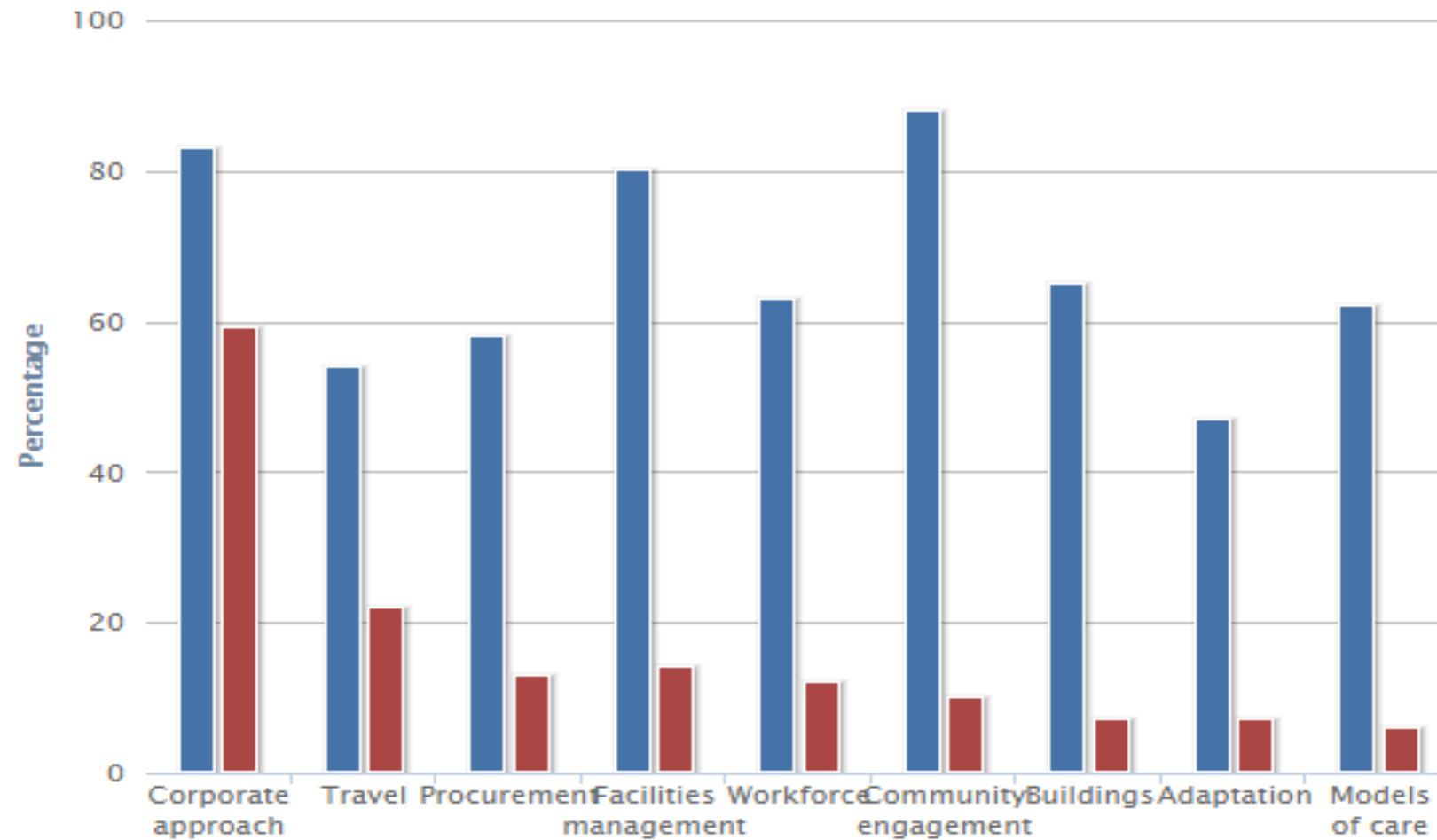
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- Models of care

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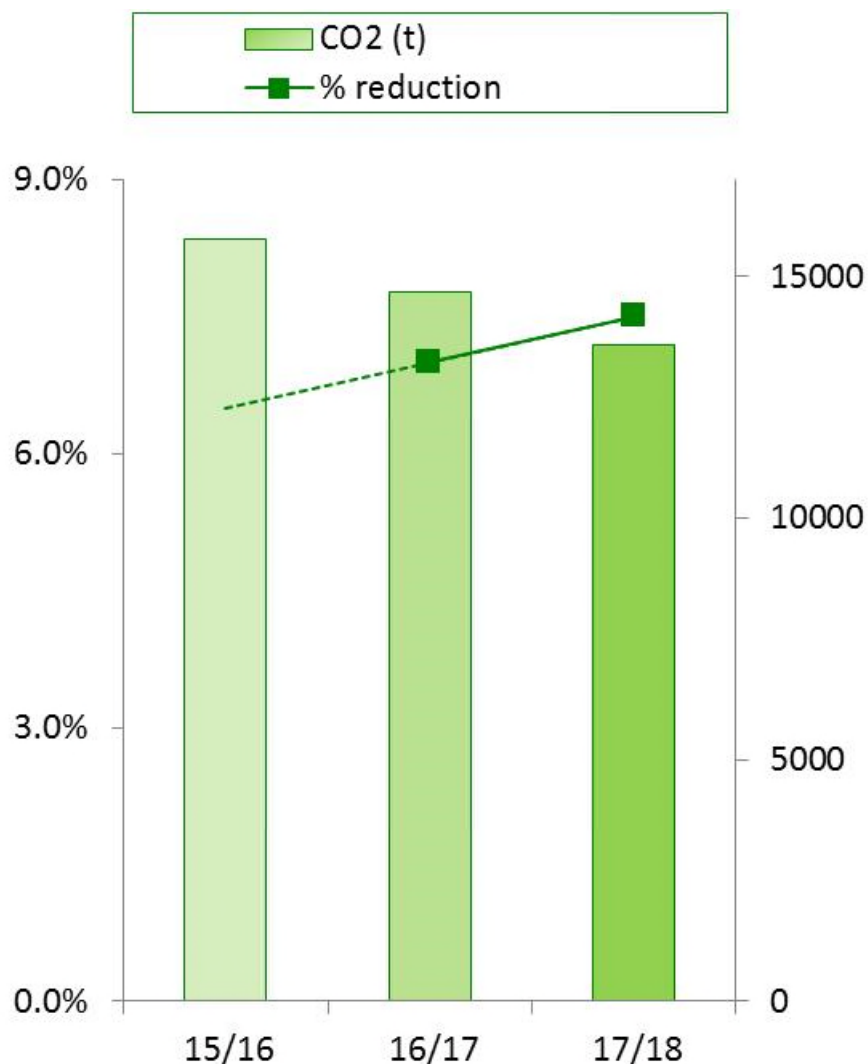


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Procurement and supply - our value chain



Health and wellbeing



Safeguarding
biodiversity



Improving our
environment



The
prevention
agenda



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Staff Engagement



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Next steps - New SDU *Sustainable Development Assessment Tool* (SDAT) from March-18.

1. Core responsibilities

eg: Carbon/CHGs, Corporate Approach, Capital Projects

2. Governance and policy

eg: Travel and Logistics, Adaption

3. Procurement and supply chain

eg: Asset management and utilities, Sustainable use of resources

4. Working with staff, patients and communities

eg: Our People, Green Spaces and biodiversity, Sustainable Care Models

5. Shortlisted in five categories in National SDU Awards – November 2018

6. Strategic Plan 2018/19

Sustainability



New Hospitals

futurefit
Shaping healthcare together



Carbon Work

Green-fingered volunteers put down roots for NHS Sustainability Day



Purple reigns