

**SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST  
EXECUTIVE SUMMARY  
REPORT TO THE COUNCIL OF GOVERNORS  
HELD ON 30 APRIL 2013**

B

<b>Subject</b>	Sustainable Development Manager Post
<b>Supporting TEG Member</b>	Kirsten Major, Director of Strategy and Planning
<b>Author</b>	Phil Brennan, Estates Director. Kevin O' Regan, Hotel services Director.
<b>Status<sup>1</sup></b>	D and N

### PURPOSE OF THE REPORT

- At the previous meeting it was agreed the views of the Sustainable Development Strategy Group be sought with regard to the future of the post; these are appended herewith.
- At the previous meeting an update was requested on progress relating to waste and travel management.

### KEY POINTS

- A full time Sustainable Development Manager was appointed in 2009 and left the Trust in August 2012 after 12 months Maternity leave. Since this time and during the maternity leave the role was covered by an existing member of staff, from within Estates, on an ad-hoc part time basis.
- The job description and person specification used to appoint to the full time post is provided in appendix 1.
- The views of the Sustainable Development Strategy Group are provided in appendix 2.
- Update on Waste and Travel management is provided in appendix 3.

### IMPLICATIONS<sup>2</sup>

AIM OF THE STHFT CORPORATE STRATEGY 2012-2017		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Deliver Excellent Research, Education & Innovation	✓

### RECOMMENDATIONS

- The consensus of views seems to suggest there is a need for such a position but this needs to be cross cutting across clinical front line services and as such Estates is probably not the most effective host for such a role. Given the largest emissions relate to procurement (pharmaceuticals and medical equipment) it would seem that procurement may provide a more logical directorate to host such a post. However, it is front line clinical services that procure supplies and services; as such it is questionable how a SDM could effectively contribute given the range of specialities.
- Sustainability in the areas of energy, travel and waste are already being covered by the respective directorates. An incoming SDM would add no value to the current established arrangements.
- Given the austere environment it is difficult to justify this position on the grounds of affordability.

It is therefore recommended that a replacement SDM is **not** appointed at the current time and the situation is kept under review should the position change. In any event the position shall be reviewed in 12 months

### APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG	17 April 2013	
CoG	30 April 2013	

<sup>1</sup> Status: A = Approval  
A\* = Approval & Requiring Board Approval  
D = Debate  
N = Note

<sup>2</sup> Against the five aims of the STHFT Corporate Strategy 2012-2017



## Job Description

### 1. JOB DETAILS

**Job Title:** Sustainable Development Manager (Carbon Reduction/Climate Change)

**Grade:** AFC 8a (£38,851 – 46,621)

**Responsible to:** Estates Director

**Reports to:** Estates Director

**Location:** Northern Campus (subject to amendment to suit space requirements)

**Minimum Requirements:** Degree level qualification in relevant discipline, or substantial experience (5 years+) with proven track record in organisational change management.

### 2. JOB PURPOSE

To plan, develop, monitor and direct a substantial programme of specialised strategic activity to ensure the Trust meets the requirements of:

- The NHS Carbon Reduction Strategy for England (SDU 2009).
- The Climate Change Act 2008.
- Carbon Reduction Commitment.

### 3. ROLE OF THE POSTION

In response to the recommendations of the Trust Executive Group, Sheffield Teaching Hospitals has developed a comprehensive sustainable development management plan. The plan is overseen by a Sustainability Development committee (SDC) and is focused on embedding action across the Trust. Working closely with the Estates Director and a range of colleagues across Sheffield Teaching Hospitals the plan will:

- Raise the profile of Sustainable Development in the Trust;
- Articulate what sustainability means for the Trust's core service delivery business;
- Set out sustainability principles that the Trust should consider in developing policy;
- Establish and develop governance structures that embed sustainability considerations into the Trust at all levels;
- Form a coherent approach to costing the benefits of sustainability investments (including value for money);
- Create a sustainability business case;
- Identify the drawbacks of not fully embracing sustainability;
- Articulate clearly how our actions will contribute to overarching goals;
- Develop SMART (specific, measurable, agreed, realistic and time based) targets.

The role of the Sustainable Development Manager (SDM) will be to coordinate the actions emerging from the sustainable development management plan (SDMP), lead the sustainability project group (SPG), and report to the Sustainable Development Committee (SDC) on progress.

#### **4. ORGANISATIONAL STRUCTURE**

The composition of the SDC is as follows:

- Chief Executive Officer (Chair)
  - Non-Executive Director (NED)
  - Senior representation from all eight care groups
  - Business Development and External Affairs Director.
  - Estates Director
  - AV Programme Director
  - Head of Procurement
  - Hotel Services Director
  - Head of Patient Safety
  - Communications Director
  - Sustainability Development Manager
- Arrangements on engagement with the NHS Community in Sheffield and the City Council will need to be established.
  - The CEO and NED have already been appointed as the Sustainability and Corporate Citizenship Champion and Lead.
  - For corporate assurance the SDC will report to the Health Care Governance Committee.
  - For corporate business alignment and authority the SCD will report to the Trust Executive Group.
  - The SCM will provide quarterly progress reports to the Trust's Board of Directors.

#### **5. MAIN DUTIES AND RESPONSIBILITIES**

Post holder must be comfortable with working at a fast pace on several activities at once and comfortable with shaping and adapting their role as the plan develops and changes.

Main duties are likely to include:

- Taking the lead in implementing the sustainable management plan for the Trust and assisting in the preparation, co-ordination, research, implementation and monitoring of delivery of the plan.
- Monitoring and regularly reporting on the Trust's progress with regard to Sustainability and Climate Change and ensure work is being carried out to ensure that all targets are met.
- Undertaking research in all aspects of the SMP including legislative and regulatory compliance, asset management, travel, procurement, office environment, funding opportunities and best practice both within and beyond the organisation. Follow up actions on a range of topics, being a first point of contact for enquiries, providing a constructive challenge function for the Trust.
- Working on aspects of the strategy, particularly development of metrics, for the next phase of Sheffield Teaching Hospitals sustainability management plan.

- Drafting a range of material for internal and external use, plus supporting the development of other communications and training material.
- Arranging and delivering internal workshops and events with service areas on sustainability.
- Supporting new partnership governance arrangements on sustainability under the Sheffield City LAA. Work with the NHS Community, Sheffield City Council and other key Stakeholders to ensure delivery of the agenda.
- Monitoring budget and expenditure.
- Implement a Trust wide environmental management strategy consistent with ISO14000.
- Set up a Trust wide sustained carbon reduction, energy awareness and climate change campaign. Organise and publicise events relating to the campaign.
- Set up a series of KPI's/metrics to inform the Intelligent Board Reports. Set up KPIs/metrics, reporting and monitoring which informs corporate and strategic planning along with further metrics which encourage all directorates clinical and non clinical to use carbon currency in performance measures to reduce carbon emissions and increase service effectiveness.
- Facilitate a close working relationship with the NHS Sustainable Development Unit and other external agencies such as the Carbon Trust etc, to update and inform the SDC and the SDMP of recommendations/advice, develop and implement action plans accordingly.

## **6. FINANCIAL MANAGEMENT RESPONSIBILITIES (including estimated size of budget)**

- Carbon and energy reduction, climate change awareness campaign (£100K).
- Management of budgets relating to consultant commissions/appointments (100K).
- Seek grants and other income to assist the SDMP objectives.

## **7. HUMAN RESOURCES MANAGEMENT RESPONSIBILITIES (including numbers and grades of staff)**

- N/A

## **8. DIMENSIONS**

- Asset value of the Estate is £411M
- The carbon footprint for the Trust in 08/09 is estimated at 300,000 Tonnes CO<sub>2</sub>.
- The Trusts energy emissions resulting from energy consumption in 08/09 were 65,000 Tonnes CO<sub>2</sub>
- The Trusts energy costs in 08/09 were £14M.

**9. WORKING RELATIONSHIPS (please identify the main personnel with whom the postholder will be required to communicate with and advise internally and externally)**

**a) Communicate with:**

Trust Directors and Senior Managers  
Local Sustainability Champions  
The NHS Community  
The City Council  
Carbon Action Yorkshire  
The Carbon Trust  
Other key external stakeholders  
Specialist Consultants  
Trust Board Members, CEO, NED  
NHS Sustainable Development Unit

This job description is not meant to be finite and may be changed subject to the exigencies of the service. Similarly the postholder may be requested to undertake such other duties not mentioned in the job description which are commensurate with grade.

## Person Specification

<b>Department:</b> Estate Management  <b>Location:</b> NGH  <b>Drawn up by:</b> PGB	<b>Job Title:</b> Sustainable Development Manager (Carbon Reduction /Climate Change)  <b>Grade:</b> AFC 8a	<b>Permanent</b>	<b>Weekly Hours: 37.5</b>
---	--	------------------	---------------------------

<b>Shortlist</b> <i>Criteria relevant to the job</i>	<b>Essential</b> <i>Requirements necessary for safe and effective performance in the job</i>	<b>Additional/Useful</b> <i>Where available, elements that contribute to improved/ immediate performance in the job</i>
<b>Qualifications</b> (General education/further and professional)	A degree level qualification in a relevant discipline and evidence of continuing professional development, <b>or:</b>  Substantial experience (more than 5 years) and evidence of professional development where no degree is held.	Masters in a related area.
<b>Experience</b> (Previous/current work or any other relevant experience)	Leadership experience including responsibility for achieving targets and change through staff not directly line managed.  Significant experience of relevant policy and strategy development and implementation.  Experience in developing new programs and implementation of major projects.  Experience of participation in high-level corporate and strategic forums and external representation.	
<b>Further Training</b> (Specialist/Management previous job training)	Specialist knowledge or expertise in one or more of the following areas:  Environment Management Systems, Corporate Reporting, Carbon Management, Green IT and /or Corporate Social Responsibility.  or  Ability to think systemically and experience of facilitating joined up thinking across an organisation. A	

	<p>good generalist with significant aptitude with a proven track record of organisational change management. A change agent.</p>	
<p><b>Special Skills/Aptitudes</b> (Verbal, numerical, mechanical)</p>	<p><b>Leading and Motivating</b> Provide clear and equitable leadership, motivating others to maximise their performance.</p> <p><b>Coaching and developing</b> Promote learning and development, enhancing current performance and facilitating career development</p> <p><b>Delegating Effectively</b> Delegate clearly and fully, monitoring progress regularly and giving timely support where necessary</p> <p><b>Negotiating &amp; Persuading</b> Negotiate successfully, remaining open to suggestions, whilst significantly influencing outcomes</p> <p><b>Building Effective Relationships</b> Develop productive working relationships with staff group, colleagues and all potential partners in service delivery.</p> <p><b>Analysing &amp; Evaluating</b> Reach sound judgments after careful and systematic evaluation of relevant facts</p> <p><b>Managing Finance</b> Understand financial information, managing service and project resources effectively and ensuring financial propriety</p> <p><b>Planning Strategically</b> Develop a clear longer term vision which is aligned with future demands, strategic direction and external influences</p> <p><b>Resilience and Professionalism</b> Demonstrate role model behaviours, acting in a responsible and professional manner</p> <p><b>Creating Positive Change</b> Promote and manage change as a means to secure continuous improvement.</p> <p><b>Delivering Results</b> Meet deadlines and targets, demonstrating an ability to achieve despite constraints and obstacles</p> <p><b>Managing Diversity</b> Ensure oppressive practices are effectively tackled, promoting positive recognition of differences, mutual respect and merit-based</p>	

	<p>opportunity</p> <p><b>Managing and Minimising Risk</b> Manage working practices, working relationship and the workplace to sustaining the safest possible environment for customers, self and staff.</p> <p><b>Communication</b> Excellent interpersonal and communication skills.</p> <p>Have skills to communicate effectively in both written and spoken form with individuals and audiences in wide variety of settings.</p>	
<p><b>Other Factors</b> (e.g. car driver/owner)</p>	<p>A life long learner keen to broaden skills and experiences in the areas of sustainability.</p> <p>A person who is comfortable communicating with senior management, senior clinicians, researchers, administration support staff as well as professional bodies.</p> <p>Be prepared to work flexibly and under pressure and to tight dead lines.</p> <p>Be prepared to travel nationally</p>	

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

THIS FORM TO BE RETURNED TO THE HUMAN RESOURCES DEPARTMENT FOR MONITORING PURPOSES



Bailey, Suzie (Service Improvement) <Suzie.Bailey@sth.nhs.uk>; Brennan, Phil (Estates) <Phil.Brennan@sth.nhs.uk>; Campbell, John (Unison) <John.Campbell@sth.nhs.uk>; Cash, Andrew (Trust Executive Group) <Andrew.Cash@sth.nhs.uk>; 'Charters Emily' <emily.charters@co2sense.co.uk>; Chudasama, Ash (Estates) <Ash.Chudasama@sth.nhs.uk>; 'Denness Kate (Co2Sense)' <kate.denness@co2sense.co.uk>; 'Dr Altan, Hasim (Sheffield University)' <h.altan@sheffield.ac.uk>; Edenborough, Frank (Respiratory Medicine) <Frank.Edenborough@sth.nhs.uk>; Major, Kirsten (Service Development) <Kirsten.Major@sth.nhs.uk>; Mawson, Susan (CLAHRC) <Susan.Mawson@sth.nhs.uk>; 'May Marie' <Marie.May@shu.ac.uk>; 'McCartney, Katarina (Estates)' <Katarina.McCartney@sth.nhs.uk>; 'Miller Joan' <jmys08219@blueyonder.co.uk>; Morgan, Jonathan (Anaesthetics) <Jonathan.Morgan@sth.nhs.uk>; 'Nolan Andy (Sheffield City Council)' <Andy.Nolan@sheffield.gov.uk>; 'Paul Sheila (NHS sheffield)' <sheila.paul@nhs.net>; 'Pencheon David (SDU)' <david.pencheon@sdu.nhs.uk>; Pullman, Mike (Anaesthetics) <Mike.Pullman@sth.nhs.uk>; 'rosy.hunt@sdu.nhs.uk'; 'Thompson, Iain (Trust Non-Executive Group)' <Iain.Thompson@sth.nhs.uk>; Tindale, Wendy (Medical Imaging and Medical Physics) <Wendy.Tindale@sth.nhs.uk>; 'Wilson Susan (Patient/Public Governor)' <wilson.susan@gmail.com>

SENT ON BEHALF OF PHIL BRENNAN

**From:** Brennan, Phil (Estates)

**Sent:** 01 March 2013 18:24

**To:** Braden, Jane (Estates)

**Cc:** Braden, Jane (Estates)

**Subject:** Sustainable Development Manager-Job Description, Person Specification and advert

Dear All

The issue of sustainability has been raised at the last meeting of the Governors Council.

As you know, the post of Sustainable Development Manager is currently vacant.

It has been agreed that the job purpose and its responsibilities need to be reviewed. As such, the views from the Sustainable Development Strategy Group are sought on both the job description and the future role of the post.

The following lists some issues to stimulate your thoughts:

- Is the grade appropriate?
- Is it a part time or full time job?
- Where in the organisational structure should this role be positioned in terms of: Directorate and line reporting?
- Given the austere environment, can STH justify or afford this?
- What are the key specific job function objectives for this role going forward?

It would be helpful to have received your views and comments by the end of March 2013.

Many thanks

Phil Brennan

---

**Phil Brennan**  
**Estate Director**  
 Estate Management Directorate  
 Sheffield Teaching Hospitals NHS Foundation Trust  
 Northern General Hospital  
 Tel: (0114) 2269925  
 Fax: (0114) 2269932  
 E-mail: [phil.brennan@sth.nhs.uk](mailto:phil.brennan@sth.nhs.uk)



Imagine. Believe. Care.  
 Sustainability at Sheffield Teaching Hospitals



**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. Any views or opinions expressed are those of the author and do not represent the views of the Sheffield Teaching Hospitals NHS Foundation Trust unless otherwise explicitly stated.

The information contained in this e-mail may be subject to public disclosure under the Freedom of Information Act 2000.

Unless the information is legally exempt from disclosure, the confidentiality of this e-mail and your reply cannot be guaranteed.

If you have received this message in error, please notify me and remove it from your system.

Save Paper - Do you really need to print this e-mail?

# SDM – Job Role : Comments from SDSG

[Suzie.Bailey@sth.nhs.uk](mailto:Suzie.Bailey@sth.nhs.uk) ; [Phil.Brennan@sth.nhs.uk](mailto:Phil.Brennan@sth.nhs.uk) ; [John.Campbell@sth.nhs.uk](mailto:John.Campbell@sth.nhs.uk) ; [Andrew.Cash@sth.nhs.uk](mailto:Andrew.Cash@sth.nhs.uk) ; [emily.charters@co2sense.co.uk](mailto:emily.charters@co2sense.co.uk) ;  
[Ash.Chudasama@sth.nhs.uk](mailto:Ash.Chudasama@sth.nhs.uk) ; [kate.denness@co2sense.co.uk](mailto:kate.denness@co2sense.co.uk) ; [h.altan@sheffield.ac.uk](mailto:h.altan@sheffield.ac.uk) ; [Frank.Edenborough@sth.nhs.uk](mailto:Frank.Edenborough@sth.nhs.uk) ; [Kirsten.Major@sth.nhs.uk](mailto:Kirsten.Major@sth.nhs.uk) ;  
[Susan.Mawson@sth.nhs.uk](mailto:Susan.Mawson@sth.nhs.uk) ; [Marie.May@shu.ac.uk](mailto:Marie.May@shu.ac.uk) ; [Katarina.McCartney@sth.nhs.uk](mailto:Katarina.McCartney@sth.nhs.uk) ; [jmys08219@blueyonder.co.uk](mailto:jmys08219@blueyonder.co.uk) ; [Jonathan.Morgan@sth.nhs.uk](mailto:Jonathan.Morgan@sth.nhs.uk) ;  
[Andy.Nolan@sheffield.gov.uk](mailto:Andy.Nolan@sheffield.gov.uk) ; [sheila.paul@nhs.net](mailto:sheila.paul@nhs.net) ; Pencheon David; [Mike.Pullman@sth.nhs.uk](mailto:Mike.Pullman@sth.nhs.uk) ; [Iain.Thompson@sth.nhs.uk](mailto:Iain.Thompson@sth.nhs.uk) ; [Wendy.Tindale@sth.nhs.uk](mailto:Wendy.Tindale@sth.nhs.uk) ;  
[wilson.susan@gmail.com](mailto:wilson.susan@gmail.com)

Date	Name	Comment
4 March 13	David Pencheon of the NHS Sustainable Development Unit 07973 826544 <a href="http://www.sdu.nhs.uk">www.sdu.nhs.uk</a>	To James Mackenzie at SDU – As you know, STH is a leading Trust. If you feel you can contribute to Phil's task here, please do! I have always thought that any sort of "lead" ought to face outwards and encourage and support work by everyone at all levels and in all fields (finance, governance, leadership, risk, resilience, emergency planning, reputation, health, inequalities, community engagement...) by being positive, practical, proactive, precautionary, and prospective, RATHER than taking an operational lead on actually delivering these, thus giving too many other people the excuse to say "uh, THEY do it..."
11 March 13	James McKenzie of the NHS Sustainable Development Unit 01223 596 963 <a href="mailto:james.mackenzie@sdu.nhs.uk">james.mackenzie@sdu.nhs.uk</a>	<p>I would echo David's sentiments that the sustainable development manager role can be delivered most effectively by working horizontally across directorates. Please find outlined below my thoughts on the specific questions you have asked (assuming the position is cross-directorate):</p> <ul style="list-style-type: none"> <li>➤ Is the grade appropriate?</li> </ul> <p>Yes. Delivering a cross directorate strategy requires a mix of strategic and operational skills (strong communication, engagement, programme management skills, the ability to influence and persuade clinical and managerial colleagues to buy-in to the approach etc.). You have quite rightly included on the JD that change management skills are essential – I would suggest they are more critical than technical expertise on waste, energy, procurement etc. as these expertise usually already exist within the organisation. The calibre of individual required to drive forward such a programme suggests grade 8A would be appropriate.</p> <ul style="list-style-type: none"> <li>➤ Is it a part time or full time job?</li> </ul> <p>I suspect it would be most effectively delivered by a full time individual.</p> <ul style="list-style-type: none"> <li>➤ Where in the organisational structure should this role be positioned in terms of: Directorate and line reporting?</li> <li>➤ Given the austere environment, can STH justify or afford this?</li> <li>➤ What are the key specific job function objectives for this role going forward?</li> </ul> <p>I have grouped these three questions together as in my mind they are related: I would suggest that the role should sit in the operations directorate reporting into the Chief Operations Officer. This provides access to the general management teams across all the directorates and will ensure a hard operational focus to the delivery of the organisation's sustainability strategy. Of course it can equally well sit with the Director of Estates but I think this can send the message that sustainability is only a consideration for the estates function and you miss some of the opportunities provided by a cross directorate approach. A link in to the Board (through the</p>

		Board Level SD lead) is critical as the highest performing organisations on sustainability have incorporated SD principles into their vision, values and culture. The reality of the times we are in suggests that the role should have a strong CIP (cost improvement programme) element. This would help justify the post and provide the basis of a measurable objective. Another important dimension to the role should be working with clinicians to explore more sustainable models of care (e.g. through demand management, prevention, LEAN pathways etc.)
12 March 13	John Campbell STH Unison Office	<p>Response I have received regarding the Sustainable Development Manager-Job Description, Person Specification for your consideration</p> <hr/> <p>I would have thought that this role would have been incorporated into Health and Safety and Waste Management. I would be curious to know what definite achievements have been made in this area. Given the austerity within the Trust is this post actually viable. £38,000+ to tick a box is an expense I would question our ability to validate. Given the difficulties involved in managing sustainability progress is slow moving, if a post is indeed justified I would also question the necessity for it to be full time.</p>
21 March 2013	Phil Brennan STH Estates Director	<p>The Sustainable Development Project Manager (SDPM) appointed in 2009 met the need at the time, in producing the Sustainable Development Action Plan and increasing awareness across the Trust.</p> <p>The need going forward has changed given the progress to date. Considering the NHS carbon footprint comprises: 18% travel, 22% building energy, 60% procurement, from this it would seem that the area to focus on is procurement, in which pharmaceuticals and medical equipment is a significant component.</p> <p>The big prize in my view: is in service change which enables low carbon and sustainable patient pathways but this has to be a system approach which is clearly the responsibility and remit of the clinical specialities. It is difficult to see how a traditional SDPM can influence this going forward as such this position needs to be embedded within Service Development going forward.</p>
28 March 2013	Ash Chudasama STH P21 Project Manager (Ad-Hoc P/T SDM)	<p>Please bear in mind; these are only my views and comments:</p> <ul style="list-style-type: none"> <li>➤ Is the grade appropriate? Existing grade is appropriate for the size of the Trust (14k+ employees) which reflects also on duties and responsibilities.</li> <li>➤ Is it a part time or full time job? Although I have been standing in for this post, I have only managed to scratch the surface- there is lot of work yet to be done.</li> </ul> <p>Therefore, it needs to be full time SDM to take the Sustainability Development Programme forward and as mentioned in HGC report January 2013,</p> <p>'The Trust is on tracks and needs is on trajectory to achieve the 2015 NHS carbon reduction target given current performance trends continue. To meet carbon reduction targets post 2015 will require a step change in service provision. If the Trust intends to achieve these targets strategic planning will need to be established in 2013 to meet these targets.'</p>

		<p>➤ Where in the organisational structure should this role be positioned in terms of: Directorate and line reporting?</p> <p>Sustainability falls under Estates, Hotel services, Strategy and Supplies, Generally in other trusts – Estates takes the lead.</p> <p>➤ Given the austere environment, can STH justify or afford this?</p> <p>Sustainability is extremely high on National and Local agenda and lot of work has gone into setting up Sustainable Development Action Plan which will need strengthening and adhering to meet the targets / objectives and also the savings made would offset the affordability aspects?.</p> <p>➤ What are the key specific job function objectives for this role going forward?</p> <p>Staff training, awareness, and Induction new recruits, Policies on sustainability, environmental, waste management, and procurement. Revise and review SDAP with target dates, Carbon foot printing: toolkit, procurement, and modelling. Be Green – training, walkabouts, log books, mapping and workshops and communications. Reports and pursue recommendations by Internal Audit sustainability review (BW/STH/2011 -12/29).</p> <p>Hope you find this information helpful.</p>
02 April 2013	<p>Andy Nolan of Sheffield City Council  <a href="mailto:Andy.Nolan@sheffield.gov.uk">Andy.Nolan@sheffield.gov.uk</a></p>	<p>Apologies for not making the end of March deadline. Thanks for the opportunity to input to this - I realise there are many ways in which this post could be cast and it is important to pitch it at the right level. My feeling is that large organisations, like STHT, are looking to put in place senior positions to lead, embed and integrate sustainability across the operational, investment and strategic functions of their organisations. Most recently, I noted that The University of Edinburgh has recruited a Director of Corporate Social Responsibility on a salary up to £90k. Whatever scope or scale post you go for needs to recognise the functions/team around them. My feeling is that whatever the post JD looks like, if they are floating independently it will not work, so very close integration and line management is crucial.</p> <p>I am assuming you are not planning to use recruitment consultants? I know Edinburgh used EdenScott and I would recommend them to you.</p> <p>In addition, CO2Sense (of which Sheffield City Council are a Member), may well be in a position to offer you additional capacity on a contractual basis. They have a track record of working with Leeds Hospitals who might be worth chatting to.</p>

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUSTSUSTAINABLE DEVELOPMENT PROGRAMME ANNUAL REPORT – HOTEL SERVICES  
COUNCIL OF GOVERNORS MEETING – TUESDAY, 30<sup>TH</sup> APRIL 20131. Introduction

Following submission of Sustainable Development Programme – Annual Report, I detail below progress during 2011/12 in respect of waste management, recycling, food waste and travel:-

2. Waste Management

During the period 2011/12 waste management has achieved a negative carbon footprint and in fact we have already exceeded 2050 reduction target by some 8% by:-

- reducing waste (including hazardous waste)
- reducing domestic waste to landfill
- increased re-cycling.

2.1 Recycling/Recovery

- 138 tonnes of waste has been re-cycled (+58%)
- 60% of waste produced in STHFT is now recycled or used in the energy recovery processes.

2.2 Food Waste

Our annual ward food wastage (unserved meals) was 6.20% during 2011/12 which compared favourably with other acute teaching hospital trusts. Further development work is underway within the catering capital scheme to introduce food waste digestion machines.

3. Sustainable Travel (Trust Travel Plan)

The Trust Travel Plan is a package of measures aimed at providing sustainable travel by marking alternative modes of travel available to our patients, visitors and staff e.g.

- Cycling & walking
- Public transport
- Car sharing

3.1 Cycling & Walking

- An active Bicycle User Group (B.U.G.) has been established.
- We have negotiated discounts with local cycle shops
- Bike doctor clinics are held on the Northern/Central Campus throughout the year with the availability of a "spares box" for cyclists.
- Cycle training is promoted across the trust.
- Learn to ride sessions and basic bike maintenance classes have been introduced.
- The I-choose a bicycle (Cycle to work Scheme) was introduced in March 2009 and continues.
- On-going installation of cycle shelters and cycle stands.
- "A rainy day wash" is available in the NGH Laundry for cyclists, and walkers i.e. wet clothes can be washed, dried a.m. for p.m. return.
- We have introduced the Bike Boost Challenge which can provide loan bikes and offers a further option through the I-choose Scheme.
- 12 short leisure walks were launched during walk to work week 2011 together with other walking initiatives in conjunction with Ramblers Association.

### 3.2 Public Transport

- Since 2005 H1 shuttle bus service has provided a valuable link between Central/Northern campuses for patients, visitors and staff. In 2012 two new vehicles were introduced with greater capacity and Euro 5 engines.
- We have replaced the old diesel internal courtesy bus (NGH) with a new electric minibus, with wheelchair access and designated wheelchair storage space.
- Timetables and travel information is available at all main receptions across the Trust.
- A link to the Travel South Yorkshire Journey Planner is also available in the intranet and internet sites.
- Discounted monthly tickets are available for staff.

### 3.2 Car Journeys

- Our registrations on the liftshare site has increased from 53 in 2008 to 355 to date, however, we also know from our 2012 travel survey that around 14% of staff already share their journeys to and from work.
- The liftshare site also allows non-STH logins which include members with a 4x4 vehicle to provide assistance for staff to access during adverse weather conditions.
- A guaranteed ride home in case of emergency is available for car sharers.
- Temporary parking permits are available for staff who would usually travel by other modes of transport of necessary.

### 3.4 Other Initiatives

- Trust transport fleet has developed an on-going vehicle replacement programme to ensure that vehicles meet the latest Euro engine standards at time of purchase.
- Our fleet management system provides improved fuel economy through more accurate route planning which can facilitate last minute changes and traffic conditions. The system also enables drivers behaviour monitoring providing accurate information on driver efficiency/styles.
- On-going driver assessments are undertaken to ensure good driving standards.
- Sustainable travel is an integral part of the Trust's Induction Programme.
- A Sustainable Travel Committee meets on a quarterly basis to review, monitor, and update travel plan, commission travel surveys and to review findings.

### 3.5 Travel Survey Results 2005-2012

The under mentioned staff and visitor travel survey data has produced very positive results:-

Survey Results	Car	Car Multi Occupancy	Public Transport	Park & Ride	Walk	Cycle	Motor Cycle	Other
2005	55.0%	4.0%	26.0%	1.0%	10.0%	3.0%	1.0%	0.0%
2009	36.5%	10.5%	27.9%	3.1%	13.7%	3.9%	1.0%	2.3%
2012	27.7%	13.1%	32.0%	3.4%	14.4%	4.5%	1.3%	1.0%

<b>2012 Targets</b>	34.0%	11.0%	29.0%		14.0%	4.5%		
---------------------	-------	-------	-------	--	-------	------	--	--

*Central Campus*

Survey Results	Car	Car Multi Occupancy	Public Transport	Park & Ride	Walk	Cycle	Motor Cycle	Other
2005	78.0%	6.0%	9.0%	0.0%	4.0%	2.0%	1.0%	
2007	69.0%	6.0%	13.0%	0.0%	5.0%	4.0%	1.0%	1.0%
2009	57.0%	12.1%	17.2%	0.1%	5.1%	4.7%	1.2%	1.8%
2012	53.5%	15.3%	17.9%	0.2%	5.6%	4.1%	0.8%	0.9%

<b>2012 Targets</b>	54.0%	13.4%	18.5%		5.2%	4.9%		
---------------------	-------	-------	-------	--	------	------	--	--

*Northern Campus*

Survey Results	Car	Car Multi Occupancy	Public Transport	Park & Ride	Walk	Cycle	Motor Cycle	Other
2012	72.4%	1.9%	13.1%	0.6%	4.4%	7.8%	0.0%	0.0%

Community

*N.B: This survey was designed by SCC & SYPTTE and used across the region. However, questions on the survey were, in some cases, badly worded. 'Car as Driver' doesn't necessarily mean that they drive on their own and thus staff who bring other members of staff may have ticked this option. 'Car Share Scheme' is unlikely to be answered by people who are not registered on the Liftshare site - and there are plenty of staff who car share but are not registered. Thus we have combined 'Car Share Scheme & Car as Passenger into one category 'Car (multi-occupancy). In addition, more car parks have been created at the NGH site, all of Laboratory Medicine has transferred from RHH to the new Laboratories - and the parking criteria were relaxed for the NGH reapplication last year to allow for the additional spaces created and the need to reduce our impact on the local community.*

Kevin O'Regan  
Hotel Services Director

KOR/JT/3.4.13