

Good corporate citizen action plan

Stream	What are we doing now?	What could we do?	Who will do it and when?	How will we know it's been successful?
Overall	Developing & implementing this action plan Online discussion forum for employees	Review it and monitor progress on a regular basis Create budget/ bid for funds to support initiative	The Board annually	More achievements and improvements recorded; use of forum to achieve improved interest and awareness amongst employees
	Managers are reviewing all policies as part of regular process in line with the GCC model	Use NHS sustainable development unit resources http://www.sdu.nhs.uk/	Continue as reviews fall due	Changes made to policies; more achievements recorded and improvements made
	Taken the online good corporate citizen test (February 2009 score 162 (national average 62) March 2008 116 (72). The test was revamped in 2009; we now score better than other organisations, except in the areas of community engagement and buildings. Our average score is now 53%, up from 45% in 2010.	Take the test again in March 2012 and review changes	Director of HR March 2012	Further improvement to score

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	Appointed non-executive director to oversee programme; our activities are publicised on our website and in our annual report	Continue to publicise activities	Director of HR ongoing	Responses from stakeholders
	Using British Institute of Facilities Managers special interest group on sustainability Updates for employees	Further updates for employees Identify and take advantage of additional learning resources for managers	Director of HR Head of IT & Facilities October 2011	Improved compliance, interest and awareness
Transport	Most people are travelling to work by public transport; interest free season ticket loans available Expenses policy encourages use of public transport	Reduce use of cars for work by using alternative means of transport and/or alternative means of communication, such as video-conferencing, telephones and e-mail	All managers and employees when deciding whether they need to drive somewhere for work	Lower and falling rates of mileage claims
	Increase in home working has reduced travel to work Mileage monitored and reported to the Board	Future plans are based on keeping car use to a minimum	Managers responsible for developing plans	Lower and falling rates of mileage claims

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		Lease car/allowance policy reviewed to encourage use of vehicles with lower emissions	Director of Finance/remuneration committee December 2011	Cars with lower emissions; lower employers' NI contributions
	Cycle to work scheme; cycle racks at Buckingham Palace Road and Trevelyan Square	Review success and consider repeating the scheme after relocation	Financial Controller August 2011	More use of bicycles for journeys to and from and at work after relocation
Procurement	Some collaboration with other NHS organisations Using PASA approved suppliers which meet NHS standards Use fair-trade suppliers for catering	Improved collaborate with other NHS organisations to increase benefits, use PASA guidance and include all strands of sustainable development in new tendering exercises Shared procurement service with other DH ALBs	Manager responsible as they fall due for review	Lower costs; improved levels of service
Facilities management	Recycling points; waste sorted by contractors to maximise recycling; 75% of waste by volume now recycled Redundant equipment recycled or sent to developing countries for reuse	Regular review of options for increasing recycling and reducing waste, including food waste and regularly publicise use of recycling bins. Target of 80% by volume by 2012	Head of IT & Facilities September 2011	Reduced waste and higher recycling

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	Many lights turn off if no activity; lights turned off at night and weekends; low energy light bulbs.	<p>Use resources from Carbon Trust and Climate Change Alliance to review energy use and make reductions and savings where possible.</p> <p>Carbon footprint 201.14 tonnes of CO₂. Recalculate for new shared premises.</p> <p>To be monitored annually to meet NHS national target of 10% reduction by 2015</p>	Head of IT & Facilities October 2011	<p>Lower energy bills</p> <p>Reduced footprint</p>
	<p>Trialled recycled paper but became more expensive and unsustainable; remains 30% more expensive</p> <p>Annual report printed on recycled paper</p> <p>Monitoring paper use</p> <p>Double-sided printing of Board papers and many other documents</p>	<p>Monitor situation with recycled paper</p> <p>Consider further use of recycled paper for corporate documents and letterhead etc</p> <p>Only produce annual report and other documents electronically</p> <p>Increased double-sided printing</p>	Head of IT & Facilities October 2011	Increased use of recycled paper; reduced overall use of paper and expenditure

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	<p>Paperless office protocols; encouraging increased use of electronic means for storage, communication and publication of documents</p> <p>Increased use of online storage of documents</p>	<p>Increased use of CMS as part of fitness for purpose review</p> <p>Extend to appeals case work</p>	<p>All managers and employees</p> <p>Appeals Manager December 2011</p>	<p>Fewer items printed; lower paper and printing costs; lower costs of storage; smaller files</p>
		<p>Review whether we could be carbon neutral in all our operations by 2012 or before, including considering whether offsetting is appropriate, based on measured carbon footprint</p>	<p>Head of IT & Facilities January 2011</p>	<p>A carbon neutral organisation in or before 2012</p>
	<p>Drinking water is from the mains rather than in bottles</p> <p>No scope for reducing water use in current premises</p>	<p>Continue to consider ways to reduce water use after relocation</p>	<p>Head of IT & Facilities October 2011</p>	<p>Lower water use</p>
Employment & skills	<p>Awarded the two-ticks positive about disabled people symbol</p>	<p>Maintain the award and review its effectiveness</p>	<p>Director of HR annually</p>	<p>More employees with disabilities</p>

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	<p>Public sector equality duty review in 2011</p> <p>Diversity training for managers in 2009 and all employees in 2009/10</p> <p>Online e-learning for new employees</p>	<p>Scheme regularly reviewed for its effectiveness</p> <p>Monitor effectiveness of training through KSF reviews and issues raised</p> <p>Consider proposals raised by participants in the awareness sessions</p>	<p>Director of HR</p> <p>ongoing</p>	<p>Fewer complaints; increased awareness and coverage of impact assessment</p>
	<p>High levels of flexible and remote working valued by staff</p>	<p>Review home working based on audit work</p>	<p>Director of HR</p> <p>October 2011</p>	<p>Lower carbon footprint</p> <p>Improved staff morale and performance at work to meet objectives</p>
	<p>Bullying and Harassment policy; publicise Ban Bullying at Work day</p> <p>Better outcomes in staff survey</p>	<p>Increase awareness</p> <p>Staff survey action plan to address key concerns</p>	<p>Director of HR</p> <p>annually</p>	<p>Fewer complaints; lower sickness absence; better outcomes in staff survey</p>
	<p>IIP assessment not successful</p>	<p>Review outcome and work to implement improvements in collaboration with managers and JNC after relocation</p>	<p>Director of HR</p> <p>October 2011</p>	<p>Achieve IIP standard</p>

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	Skills Pledge; NVQ programmes; no shortfalls identified	Continue to review requirements to meet the pledge	Director of HR Ongoing	Increased levels of skills and learning and quality of performance
	Programmes to reduce sickness absence; corporate gym membership rates publicised; on site massage trialled but not continued Managing sickness absence Low turnover	Consider alternatives	Director of HR Ongoing	Lower rates of sickness absence; lower turnover; better staff survey outcomes
	Employee support programmes, including employee assistance programme, OH, use of KSF, regular appraisals and PDPs to develop knowledge and skills. KSF coverage monitored and improving Trainee roles developed in claims	Better use of KSF, PDPs and objectives	Managers and employees ongoing	Progression through pay bands; promotion; reduced rates of resignation; better staff survey outcomes; achieve IIP

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Community engagement	Vacancies are advertised in job centres via NHS jobs Employees encouraged to join organ donor register; publicity for organ donor register	Allow employees to attend blood donor sessions in working time	Director of HR ongoing	Ask employees to let us know; anecdotal evidence
	Stakeholders are invited to participate in a range of activities and consultation exercises Communication strategy to improve engagement with stake holders developed after review of involvement	Continue to monitor and improve involvement by stakeholders	The Board ongoing	Increased levels of appropriate involvement by stake holders
New buildings	Sharing premises in Leeds and London	Influence landlords	Head of IT & Facilities ongoing	All new developments and refurbishments meet sustainability targets