

Case study

Leadership

Chesterfield Royal Hospital NHS Foundation Trust

Chesterfield Royal Hospital NHS Foundation Trust set up a joint Board and Governor Sustainability Committee in September 2007 which has gone from strength to strength in the last few years.

The Trust employs approximately 3,400 staff and has a budget of £160 million. The Sustainability Committee work plan will take them to the end of 2010 and focuses on five key areas: food, use of local labour, a travel plan, community engagement and carbon reduction.

Andrew Jones, the Director of Allied Clinical and Facilities Services, has spearheaded the promotion of sustainability as a corporate agenda, and ensured that there is senior level buy-in within the organisation. The committee, which meets quarterly, is made up of a both Board members and Governors, which Andrew says is important when getting buy-in from external community parties. For example, the community links of the Trust's governor recently helped in collaborating with a local bus company which has established a new bus service to the hospital.

Other achievements of the committee to date are completing phase three of the Carbon Trust's Carbon Management Scheme. Andrew feels that doing this has pulled their approach to carbon reduction together into a coherent strategy, and will stand them in good stead for the future implementation of the Carbon Reduction Commitment.



The Trust has also tackled food procurement, by stipulating that all food for their main hospital canteen be sourced from within 50 miles of the hospital. A change, that was based on the Office of Government Commerce (OGC) and PASA framework. This is an approach that is also being introduced into tender documents for other goods and services, which not only reduces the carbon impact but also supports the use of local labour and contractors.

"As a foundation trust we are responsible to our members who, by and large, would like us to support local business where we can. The agenda on reducing our carbon footprint pushes us towards looking as close to home as possible to get the goods."

Andrew Jones Director of Allied Clinical and Facilities Services

Staff travel is also an area which has seen savings due to the Trust's travel plan. Business mileage has been reduced by 75,000 journeys, which equates to a 20% overall reduction and a saving of £250,000. Work has also been done in conjunction with Lift Share to encourage staff to share journeys to and from work and the Trust is soon to be introducing multiple occupancy car parking spaces.

“The Trust’s Sustainable Development plan involves adding value beyond the traditional area of health by supporting local enterprise and business in order to make a sustained contribution to improving the lifestyle, employment opportunities and business development in North Derbyshire. In the last 4 years we have supported the local economy working extensively with the local population, forged strong local strategic partnerships, worked with local educational bodies and we have utilised local suppliers of goods and services. Our goal will be to further build upon these relationships within the forthcoming years”.

This case study shows how senior level leadership can bring about change. The core members of the committee include the Chair of Trust, a Non Executive Director, four Board of Governor Representatives, Director of Allied Clinical and Facilities Services, Head of Estates and Capital Projects, and a Health and Safety Advisor. The committee have produced terms of reference to govern the meetings, and also produce an annual report updating their progress.



Carbon trust website <http://www.carbontrust.co.uk/carbon/PublicSector/nhs/>

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The NHS Sustainable Development Unit develops organisations, people, tools, policy, and research to help the NHS in England fulfil its potential as a leading sustainable and low carbon organisation.