

Are you a Good Corporate Citizen?

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Overview

Good Corporate Citizenship is a term that resonates well in the NHS. It describes how NHS organisations can embrace sustainable development and tackle health inequalities through their day-to-day corporate activities. That means deploying their very considerable powers and resources – as employers, purchasers of goods and services, landholders and commissioners of new buildings and refurbishments - in ways that benefit rather than damage the social, economic and environmental conditions in which we live. Good corporate citizenship is a concept that Sir Nigel Crisp, the NHS Chief Executive, has identified in *Choosing Health: making healthy choices easier* as one of his five new priorities for the next ten years, alongside a commitment to fund the Sustainable Development Commission to develop this self-assessment model to help assess progress. This model will also help to deliver the Department of Health's contribution to *Securing the future: delivering UK sustainable development strategy*, which all Government Departments signed up to in March 2005. The good corporate citizenship agenda offers the NHS the opportunity to contribute to sustainable development, to tackle health inequalities and to improve public health.

This voluntary self-assessment model is designed to help facilitate discussion, generate ideas, promote learning and motivate. It can be used to engage with both employees and the local community. It builds on and pulls-together a comprehensive list of existing guidance and resources, which will help develop the NHS's capacity in the six areas covered. It uses real life examples to illustrate how the NHS has, for example, contributed to regeneration, promoted healthy sustainable food procurement and helped to mitigate climate change. NHS organisations operating as good corporate citizens can benefit from a healthier local population, improved staff morale and faster patient recovery rates in addition to potential financial savings. The model is aimed at NHS CEOs, Board members and operational managers.

The model will be web-based and will allow organisations to register online in order to self-assess their score across the areas and questions that are applicable. An organisation will also be able to compare their score against a national average that the model will generate. Scores can be stored and users can return to the website at a later date to track progress over time. In addition to the assessment criteria the model provides resources to inspire, enable and communicate:

- A comprehensive collection of all available resources (e.g. existing guidance, checklists, toolkits etc.) for each area.
- Case studies (48) of NHS trusts operating as good corporate citizens.
- Case studies (5) from the pilot organisations highlighting good practice and providing ideas for using the model.
- A suggested workshop programme to be customised to an organisation's own needs.
- A PowerPoint presentation about good corporate citizenship and the model that could be used at a workshop.
- A press pack to help communicate to the local press what NHS organisations are doing to contribute locally.

Instructions

This model is organised around six areas. They are: transport, procurement, facilities management, employment and skills, community engagement, and new buildings. Within each area there between five and eight criteria. You can score your organisation for each criteria from 0 – 9, divided into 'basic', 'getting there' and 'excellence'. The descriptions beside each criteria will help you consider where you should score yourself. The descriptions build on each other, so if you score yourself as 'excellence', there is an assumption that you have achieved 'basic' and 'getting there'. If a question within an area is not relevant to your organisation, you can mark it as such and it will not effect your total score for the area.

Once you input your scores online, your final score for each area will be calculated for you. At the end of each area, make a note of what good work you're doing in that area and what your priorities are for the future.

Transport

NHS organisations have made a good start towards good corporate citizenship with their green travel plans. Sustainable transport is about encouraging walking, cycling and the use of public transport and making sure that pollution and CO₂ emissions are minimised. Organisations can manage transport issues in ways that benefit communities, support local economies and help protect the environment.

The NHS has the opportunity to influence staff, visitors and patients, and would benefit from a more sustainable approach to transport because of the health impacts. At present, staff, patients and visitors to the NHS travel over 25 billion km a year and over 80% of these are by car. Annually, 3,500 people are killed, 34,000 seriously injured and 250,000 injured on the roads in Britain. Pollution-related admissions are estimated to cost the NHS between £17-£60 m each year.

Walking, cycling and using public transport make an important contribution to tackling obesity and heart disease, and NHS organisations are in a good position to promote healthy methods of transport. Public transport offers a lower carbon option to car use, resulting in less pollution and a reduced contribution to climate change. Fewer and shorter car journeys can decrease road traffic, accidents, congestion, noise and air pollution, in turn reducing the pressure on health services. As an employer the NHS could take the lead in tackling incentives such as heavily subsidised car parking and generous car user allowances.

This section includes low emission vehicles, walking and cycling, policies and performance management, service design and minimising transport, planning and car parking management.

Did you know?

- Fifty years ago, the extra physical activity involved in daily living, in comparison to today, was the equivalent of running a marathon a week.
- Travel to and from the NHS accounts for about 4% of all travel.

Are you a Good Corporate Citizen?

Transport criteria

There are three levels: basic, getting there, excellence. Decide which best describes you, and where you are within that level. Award yourself one score by ticking one box for each line (0-9). You can also score a zero if you haven't achieved basic. Scoring excellence assumes that you have achieved most of *basic* and *getting there*. Score all criteria that are relevant to your organisation.

(From: 0 = 'early days, we've not yet really started' to 9 = 'We're doing exceptionally well')

Criteria	Basic	Getting there	Excellence
Q: 1 (of 6) Planning	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>You promote cycling, public transport use and walking to reduce car use by staff, patients and visitors.</p> <p>All location maps and information (for visitors, patients and new staff) highlight the public transport options.</p>	<p>Your organisation attends local transport planning meetings to discuss planning (e.g. cycle lanes, 20mph buffer zones, safe pedestrian crossings).</p> <p>Your site is a pleasant and safe environment for pedestrians and cyclists.</p> <p>Your transport solutions take account of access for people with disabilities.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
Q: 2 (of 6) Service design & minimising travel	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>Transport is considered when designing services, with a view to maximising access.</p> <p>Public transport information is made available to staff and visitors.</p>	<p>Effort is made to reduce or eliminate unnecessary journeys. Home visits, discharge arrangements and community-based services are managed in ways that minimise the need for travel.</p> <p>You encourage people to use public transport (e.g. loans for travel passes; meetings coinciding with public transport timetables) and to work from home, where appropriate.</p> <p>Patient and staff travel is monitored.</p> <p>Maps of the site always show walking, cycling and public transport options.</p> <p>Some contracts (e.g. laundry, incontinence products) are delivered in ways that minimise travel.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Transport criteria

Criteria	Basic	Getting there	Excellence
Q: 3 (of 6) Walking & Cycling	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>You provide some cycle facilities (e.g. cycle parking at some sites). You have a bicycle users group.</p> <p>You seek staff opinion on measures to improve walking access.</p> <p>You have an information system with maps and guidance.</p>	<p>All your sites have covered, secure cycle parking, changing areas, showers and storage for waterproofs, walking shoes etc. You offer staff bike loans. Your cycle mileage rates are competitive with those for driving.</p> <p>A pedestrian audit has been carried out on the site and on access routes.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
Q: 4 (of 6) Low emission vehicles	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>There is an awareness of new technologies (e.g. hybrid buses, greener cars, alternative fuel sources) and where appropriate scoping studies are done to look at the viability of new lower carbon transport options.</p>	<p>Plans are in place to invest in lower carbon options for patient transport, pool cars and company cars. All vehicles bought by the organisation adhere to specified environmental standards.</p> <p>You are involved in local transport planning and support the uptake of lower carbon options on health grounds.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
Q: 5 (of 6) Car parking management	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>Car parking charges are enforced.</p>	<p>Car use is monitored and reduction targets are set. You use incentives and disincentives to manage down the need for car parking.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Transport criteria

Criteria

Basic

Getting there

Excellence

Q: 6 (of 6)
Policies and performance management

n/a

Please tick this box if this question does not apply to you

You have a travel plan that promotes walking, cycling and the use of public transport.

Your travel policy supports your travel plan, which is regularly reviewed and updated.

It highlights the health benefits of walking and cycling, and sets targets to minimise car travel. You communicate your travel plan objectives to staff and community.

Your travel policy and plan are long-term, strategic and incremental. They set targets for reducing emissions, for increasing active travel and the use of public transport, and for eradicating subsidies for car parking.

They are supported by senior management who are seen to comply. You monitor progress, report on it annually and share the good news with staff, patients and the community.

Score (tick a box)

0

1

2

3

4

5

6

7

8

9

Total score for Transport:

Good practice - justify your high scores

Future action - what will you be taking forward?

Procurement

Sustainable procurement means purchasing goods and services in a way that maximises positive benefits and minimises negative impacts on society, the economy and the environment throughout the full life-cycle of the product.

The NHS spends around £11 billion a year. It contributes enormously to local economies and has the significant market power needed to drive innovation. Looking at food alone, the NHS buys 1.3 m chicken legs, 12.3 m loaves of bread, 13.5 m kg of potatoes and 250, 000 litres of orange juice a year. The NHS contributes up to 10% of regional GDP, and in more deprived areas an NHS Trust can have an even greater economic impact.

By buying from a mix of small, medium and large businesses and social enterprises, an NHS organisation can invest considerably in the economy and community, contributing to regeneration. The right procurement choices can reduce harmful environmental impacts - like producing less waste, minimising the need to transport goods, reducing carbon emissions and other pollution. Sustainable procurement can also impact on an organisation's reputation and help motivate and inspire staff, patients and visitors. Together these impacts will promote the health of the local population and help reduce health inequalities, and in many cases save resources.

This section covers ethical training, the tendering process, reducing waste and packaging, healthy food choices, supporting local businesses, innovation, supplier management and policies and performance management.

Did you know?

- For every £10 spent on local organic food £25 is generated for the local economy. The same £10 being spent in a supermarket generates only £14 for the local economy.
- Every 20 minutes the NHS in England uses 46,000 paper towels.
- The social and environmental costs of food transport are £39 billion a year - more than half is due to road congestion.

Are you a Good Corporate Citizen?

Procurement criteria

There are three levels: basic, getting there, excellence. Decide which best describes you, and where you are within that level. Award yourself one score by ticking one box for each line (0-9). You can also score a zero if you haven't achieved basic. Scoring excellence assumes that you have achieved most of *basic* and *getting there*. Score all criteria that are relevant to your organisation.

(From: 0 = 'early days, we've not yet really started' to 9 = 'We're doing exceptionally well')

Criteria	Basic	Getting there	Excellence
Q: 1 (of 8) Tendering process	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>You have developed model environmental clauses which are inserted into all contracts. Whole-life costing (WLC) is occasionally used at the tender evaluation stage.</p>	<p>Prior to commencing any tendering exercise, you do an appraisal of the relevant environmental and social issues. You include clauses in the specification referencing environmental standards, such as eco-labels, where appropriate. You evaluate tenders against WLC and environmental award criteria.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	

Criteria	Basic	Getting there	Excellence
Q: 2 (of 8) Supplier management	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>You include discussions of sustainable development at supplier briefings and contract performance management meetings.</p>	<p>You have used the NHS PASA green risk methodology, supplier environmental questionnaire, or something similar, to assess environmental and reputational risk associated with your contracts.</p> <p>You have started to work with the suppliers to reduce these risks.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	

Criteria	Basic	Getting there	Excellence
Q: 3 (of 8) Innovation	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>In the context of procurement decisions you question the 'status quo' and consider whether there are better options for contracts.</p>	<p>You regularly look at new options and try out new products and services, with a view to increasing quality and sustainability. You encourage staff to innovate.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	

Are you a Good Corporate Citizen?

Procurement criteria

Criteria	Basic	Getting there	Excellence
<p>Q: 4 (of 8) Supporting local businesses</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>There is an awareness in your Trust of the contribution local procurement can make to regeneration, and you have projects running that maximise this contribution.</p> <p>You advertise your tenders locally, as well as in other appropriate media.</p>	<p>You support local SMEs (small and medium sized enterprises), by communicating with them, and holding 'Meet the Buyer' events.</p> <p>You have agreed how to define 'local' in an appropriate way for your organisation, and have undertaken research into local supply opportunities, and ensured that procurers act on the results.</p>	<p>You have formed mutually beneficial partnerships with local suppliers and have researched the benefits to the local community of using them.</p> <p>You work with local SMEs and social enterprises, facilitating access to your contracts, (e.g. meetings, training sessions).</p> <p>You encourage fair and open competition, including making local suppliers aware of opportunities.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
<p>Q: 5 (of 8) Reducing packaging & waste</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>Waste is factored in to procurement decisions, (e.g. asking suppliers to specify weight and type of packaging, so that it can be evaluated in the tender process). You prefer products and packaging that can be re-used or recycled. Overall you strive to make 'common sense' changes to contracts to minimise packaging and waste.</p>	<p>The cost of waste disposal is monitored and factored into the procurement processes (WLC). You have a policy commitment to buy goods made from post-consumer waste (i.e. recycled), and you segregate waste for recycling.</p>	<p>You negotiate with suppliers to reduce packaging and specify product sizes to suit your needs (thus eliminating waste). You avoid disposable products where possible. You investigate packaging 'take-back' options with suppliers and reduce the amount of waste your organisation generates by better managing contracts.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Procurement criteria

Criteria	Basic	Getting there	Excellence
Q: 6 (of 8) Healthy food choices	<p><input type="checkbox"/> n/a</p> <p>Please tick this box if this question does not apply to you</p> <p>You plan your menus to accommodate fresh seasonal availability, avoiding the unnecessary transportation of goods.</p> <p>You provide nutritionally balanced meals and ensure there are healthy choices in retail outlets and vending machines.</p> <p>You cater for diversity – both cultural difference and differences in diets (e.g. vegetarians, vegans, wheat-free etc).</p>	<p>You promote healthy choices for patients, visitors and staff (e.g. access to fresh fruit and vegetables, organic food options, reduced salt and fat content). You engage with the local community to promote healthy eating and access to healthy choices (e.g. promoting your canteen as a community resource, supporting food cooperatives).</p> <p>Your menus take seasonality into account.</p>	<p>You have a target to procure a specified percentage of organic food, and you actively discourage the sale and consumption of processed, high fat and sugary foods on site. Your menus are developed around what food is in season. You aim to impact positively on staff, patient and visitors' health through food decisions. You see your organisation as a 'healthy organisation' leading by example.</p> <p>You measure and monitor the distance food has travelled, and have reduction targets.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
Q: 7 (of 8) Ethical trading	<p><input type="checkbox"/> n/a</p> <p>Please tick this box if this question does not apply to you</p> <p>You provide staff and visitors with ethically traded options in retail outlets and cafeterias (e.g. fairly traded tea and coffee).</p>	<p>You make a commitment to only source ethically traded goods, where they exist, and formalise this commitment in a policy statement.</p>	<p>You review and evaluate the ethical performance of your contracted suppliers, using recognised ethical standards and guidelines. You actively work with your suppliers to improve their performance.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
Q: 8 (of 8) Policies & performance management	<p><input type="checkbox"/> n/a</p> <p>Please tick this box if this question does not apply to you</p> <p>There is no trust policy to procure sustainably, but some departments do take environmental and social issues into account, on an ad hoc basis.</p>	<p>You have a board approved procurement policy in place that includes a commitment to sustainable procurement. This has resulted in sustainable procurement being embedded in your practices and procedures throughout the organisation.</p>	<p>Procurement is a strategic function of your trust and a key contributor to sustainable development. You regularly gather and evaluate data about the impact of procurement decisions and evaluate the sustainable development credentials of your contracted suppliers. You contribute to national discussions and help to promote your good practice.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Total score for Procurement:

Good practice - justify your high scores

Future action - what will you be taking forward?

Facilities management

The NHS Estates environmental strategy and the use of NEAT – the NHS Environmental Impact Assessment – has gone some way towards helping NHS organisations to become good corporate citizens. Sustainable facilities management is about minimising impacts on the environment and supporting the local community and economy. This often results in saving money that can be used to deliver better health care.

The NHS has a considerable ecological footprint. It produces 600,000 tonnes of waste – over 1% of all domestic waste produced in the UK - and consumes 50 billion litres of water a year. Energy used by the health sector produces about 3.5 m tonnes of CO₂ a year.

Investing in energy efficiency and water saving measures, such as good insulation, movement sensor control lighting and low-flush toilets, will result in considerably lower running costs. Waste reduction through minimised packaging, recycling and reuse of products will reduce waste to landfill and curtail the increasing costs of landfill tax.

Environmental and human health will benefit from less chemical use and choosing less toxic products. Organisations of every size can make a contribution to reducing carbon emissions by efficiency measures and by supporting staff, patients and visitors to change behaviour by turning lights off, saving water, adjusting radiators, recycling and re-using and so on. All have a role to play in maintaining green spaces and respecting wildlife.

This section includes energy and carbon, biodiversity, water, waste, policies and performance management and chemical use.

Did you know?

- The NHS aims to reduce energy consumption by 15% by 2010.
- The NHS produces over 1% of all domestic waste produced in the UK.
- NHS PASA has recycle and reuse contracts with suppliers of prosthetic limbs, wheelchairs and hearing aids and recycling contracts for waste engine oil, cooking oil, lead, acid batteries and tyres.

Are you a Good Corporate Citizen?

Facilities management criteria

There are three levels: basic, getting there, excellence. Decide which best describes you, and where you are within that level. Award yourself one score by ticking one box for each line (0-9). You can also score a zero if you haven't achieved basic. Scoring excellence assumes that you have achieved most of *basic* and *getting there*. Score all criteria that are relevant to your organisation.

(From: 0 = 'early days, we've not yet really started' to 9 = 'We're doing exceptionally well')

Criteria	Basic	Getting there	Excellence
<p>Q: 1 (of 6) Energy / Carbon</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>Your Estates Department monitors energy use and energy saving initiatives take place on an ad hoc basis.</p>	<p>You have a clear strategy for reducing energy consumption and promoting the efficient use of energy throughout the organisation.</p> <p>You have operational procedures and equipment in place to encourage energy efficiency (e.g. energy saving light bulbs, insulation, switching off lights when not needed). Some energy is sourced from renewables.</p>	<p>You set and monitor ambitious carbon reduction targets, which are not to be achieved by use of renewable energy alone, and implement carbon reduction initiatives. Energy is strategically managed and coordinated with other departments (e.g. procurement, transport, and capital investments). You have allocated funds for carbon reduction initiatives.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
<p>Q: 2 (of 6) Waste</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>The physical environment in and around your trust is clean and uncluttered and your organisation complies with legislation. Basic waste segregation takes place (yellow and black bags) but not much else.</p>	<p>You clearly segregate waste, and send some domestic waste streams for recycling (e.g. paper, cardboard, paper, glass). You monitor waste to landfill and actively reduce it through minimisation, reuse and recycling. You compost garden waste and consider waste when making procurement decisions.</p>	<p>You fully implement and apply the waste hierarchy, and have a waste manager in place. You have a waste strategy with targets and monitoring systems and you continuously reduce waste. Waste is strategically managed through integration with the procurement function (e.g. you purchase some biodegradable items and require suppliers to reduce packaging). Contracted out services have waste reduction targets. You work with local enterprises to create local markets for waste.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Facilities management criteria

Criteria	Basic	Getting there	Excellence							
Q: 3 (of 6) Water	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	Staff are aware of the need to reduce water use and some initiatives are taken (e.g. turning off dripping taps).	You have systems in place to reduce water use (e.g. water efficient operations, low-flush toilets).							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence							
Q: 4 (of 6) Chemical use	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	You are compliant with COSHH and oil storage regulations. You minimise the use of hazardous substances (e.g. chemicals, cleaning products). You don't allow smoking on your site.	You set targets to reduce unnecessary and excessive chemical (e.g. phthalates, mercury and PCBs) and pesticide use in medical and other products. You purchase products with low volatility and emissions (e.g. low-VOC paints, furniture and carpets without a chemical finish).							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence							
Q: 5 (of 6) Biodiversity	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	The outside of your building creates a pleasant environment for pedestrians and each site has maintained green spaces.	You have usable green spaces where biodiversity is encouraged (e.g. a wildlife garden) and protected. You minimise the tarmacking/concreting over of areas (e.g. by using grass paving).							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Facilities management criteria

Criteria

Basic

Getting there

Excellence

Q: 6 (of 6)
Policies & performance management

n/a

Please tick this box if this question does not apply to you

Your organisation does not have an energy policy, but there is some in-house monitoring of parameters such as energy consumption, water usage and waste generation. You use the NHS Environmental Assessment Tool (NEAT) to report on your progress.

Your organisation has a stand-alone facilities management policy, or has integrated these issues into a wider environmental plan. In addition, you monitor and improve performance, and results are communicated to staff.

Your trust has a fully integrated environmental management system (e.g. ISO14001, BS8885). Improvements in performance and compliance against your policy are assessed on a regular basis and the findings are communicated. Facilities management is fully integrated with other departments, in order to maximise positive sustainable outcomes.

Score (tick a box)

0
 1
 2
 3
 4
 5
 6
 7
 8
 9

Total score for Facilities management:

Good practice - justify your high scores

Future action - what will you be taking forward?

Employment & skills

The *Improving Working Lives* standard taken up by the NHS, goes a long way towards ensuring that NHS organisations operate as good corporate citizens. Sound, sustainable Human Resources practices help improve the mental and physical health of employees and have considerable knock-on effects for employees' friends and family. Providing career development opportunities, managing appropriate work-life balance, offering childcare facilities and a pleasant work environment and promoting employee's health, all contribute.

The NHS has a significant role to play in regeneration and tackling health inequalities. It is the largest employer in Europe, and in some areas of deprivation also the largest local employer. The number of people working for the NHS is increasing by about 40,000 each year, to meet the growing healthcare demands of a growing population. Recruitment problems are well documented in many parts of the UK.

Employment is one of the key determinants of health, so investing in recruiting, preparing, developing and retaining local people will not only help meet growing demands for staff in the future, but will also contribute to improving population health – and even cut down on travel related environmental damage. By investing in basic training for local people to prepare them to take their first steps back into employment or to be more fulfilled in their NHS jobs, people will start coming to hospitals as workers rather than as patients.

This section includes training and skills, healthy workplace, policies and performance management, recruitment, valuing staff, childcare facilities and carer support and supporting suppliers.

Did you know?

- Nearly half of the NHS jobs in London don't require entry qualifications.
- The NHS employs about 1.3 m people, including 117,000 doctors, 400,000 nurses and 38,000 managers.
- The NHS loses about 8.2 m working days a year to staff absence.

Are you a Good Corporate Citizen?

Employment & skills criteria

There are three levels: basic, getting there, excellence. Decide which best describes you, and where you are within that level. Award yourself one score by ticking one box for each line (0-9). You can also score a zero if you haven't achieved basic. Scoring excellence assumes that you have achieved most of *basic* and *getting there*. Score all criteria that are relevant to your organisation.

(From: 0 = 'early days, we've not yet really started' to 9 = 'We're doing exceptionally well')

Criteria	Basic	Getting there	Excellence
<p>Q: 1 (of 7) Policies & performance management</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>You aim to create inclusive recruitment and sustainable employment conditions.</p> <p>You have achieved the Improving Working Lives standard and are working towards Practice+ accreditation.</p>	<p>You have a coordinated employment strategy that includes providing opportunities for disadvantaged groups, providing training and skills opportunities for staff plus welfare at work.</p> <p>You have achieved Practice+ accreditation of the Improving Working Lives standard and are building on this success.</p> <p>You aim to have lower staff turnover than your local average.</p>	<p>Your Human Resources strategy focuses on continually improving recruitment opportunities for local, disadvantaged and long-term unemployed people, as well as other marginalised groups.</p> <p>You collect sophisticated data on retention and recruitment and set and report on agreed targets.</p> <p>You invest in the training and development of your future professional workforce, and in health improvement aspects of employment.</p> <p>You continuously build on the Improving Working Lives standard.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
<p>Q: 2 (of 7) Recruitment</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>You advertise locally and work with JobCentre Plus to attract local people to relevant jobs and you have some entry level training schemes.</p> <p>You adhere to equal opportunities legislation (disability access, use of community languages).</p> <p>You collect local demographic information.</p>	<p>You have recruitment and training schemes that target specific local groups (e.g. cadetships & schemes for long term unemployed people or those with mental health problems).</p> <p>You monitor the extent to which your workforce reflects the diversity of your local population, and invest in employing local people at all levels in the organisation, and creating relevant career pathways.</p> <p>You work hard to avoid discriminatory practices, such as specifying unnecessary qualifications.</p>	<p>You maximise the impact of recruitment and retention on the health of your local community.</p> <p>You work in partnership with other local agencies to plan skills development and recruitment strategies to maximise joint working and developing the potential of the local population.</p> <p>You offer similar employment benefits for temporary and permanent staff.</p> <p>Your procurement strategy is geared towards creating local jobs and careers.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Employment & skills criteria

Criteria	Basic	Getting there	Excellence
<p>Q: 3 (of 7) Valuing staff</p> <p>n/a Please tick this box if this question does not apply to you</p>	<p>You are committed to developing flexible working practices, and involving staff in developing new working practices (including flexitime, annual hours, career breaks, flexible retirement etc.).</p> <p>You survey staff attitudes annually and you invest in communicating with staff, showing what work has been done to improve working conditions.</p>	<p>Staff at all levels are involved in developing working practices that suit their needs. You feedback to staff how they have contributed to changes.</p> <p>You have worked hard to stop any long working hours culture in your organisation.</p> <p>You measure whether staff are aware of how to complain if they are not treated with dignity and respect.</p> <p>Staff are positive about their jobs and job satisfaction is monitored and reported.</p>	<p>Staff have ownership of the organisation and their work is recognised and valued. They are actively involved in the organisation's decision making.</p> <p>You invest in innovations (such as the use of IT) to help promote flexible working. You make services, such as counselling, career guidance, skills development, disability support, occupational health, available to all staff working at your site, including those working for other employers.</p>
<p>Score (tick a box)</p>	<p><input type="checkbox"/> 0</p>	<p><input type="checkbox"/> 1</p> <p><input type="checkbox"/> 2</p> <p><input type="checkbox"/> 3</p> <p><input type="checkbox"/> 4</p> <p><input type="checkbox"/> 5</p> <p><input type="checkbox"/> 6</p>	<p><input type="checkbox"/> 7</p> <p><input type="checkbox"/> 8</p> <p><input type="checkbox"/> 9</p>

Criteria	Basic	Getting there	Excellence
<p>Q: 4 (of 7) Healthy workplace</p> <p>n/a Please tick this box if this question does not apply to you</p>	<p>You encourage a healthy work-life balance and the work environment is safe and healthy. Your sickness absence rates are average for your type of organisation.</p> <p>Your organisation is smoke free.</p>	<p>You ensure that staff have a healthy work environment (access to healthy food and green spaces, maximising opportunities to walk and cycle, access to opportunities to exercise).</p> <p>Staff support mechanisms exist (e.g. mentoring, buddy systems, access to counselling, sabbaticals).</p> <p>Your sickness absence rates are below average for an NHS organisation.</p>	<p>You monitor the work environment and you can demonstrate continuously health improvement of staff.</p> <p>Staff are involved in developing a healthy workplace and initiatives to support healthy lifestyles.</p> <p>You make healthy sustainable food options available to staff, visitors and patients and you support healthy lifestyles (e.g. exercise opportunities, no smoking, drinking water available).</p>
<p>Score (tick a box)</p>	<p><input type="checkbox"/> 0</p>	<p><input type="checkbox"/> 1</p> <p><input type="checkbox"/> 2</p> <p><input type="checkbox"/> 3</p> <p><input type="checkbox"/> 4</p> <p><input type="checkbox"/> 5</p> <p><input type="checkbox"/> 6</p>	<p><input type="checkbox"/> 7</p> <p><input type="checkbox"/> 8</p> <p><input type="checkbox"/> 9</p>

Are you a Good Corporate Citizen?

Employment & skills criteria

Criteria	Basic	Getting there	Excellence							
<p>Q: 5 (of 7) Childcare facilities and carer support</p> <p>n/a Please tick this box if this question does not apply to you</p>	<p>You help staff access childcare and offer the opportunity to purchase childcare vouchers.</p> <p>You have play areas available for patients and visitors.</p> <p>Staff who are also carers are offered flexible working to address their specific needs.</p>	<p>You have a subsidised crèche on site for staff.</p> <p>You provide play areas for patients and visitors, and play schemes to support staff over the school holidays.</p> <p>Staff satisfaction surveys show that the majority of staff who are parents or carers are happy with the level of support offered.</p>	<p>You have a subsidised on site crèche for staff, visitors and patients, which is also open to the public.</p> <p>You provide indoor and outdoor play areas for patients and visitors.</p> <p>You can demonstrate the effect your childcare facilities and carer support has had on recruitment and retention.</p>							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence							
<p>Q: 6 (of 7) Training & skills</p> <p>n/a Please tick this box if this question does not apply to you</p>	<p>Staff are encouraged to develop their skills.</p> <p>Some staff members have informed themselves about sustainable procurement, environmental management and other areas of good corporate citizenship (e.g. attending conferences, reading, meetings).</p>	<p>All staff are offered opportunities to learn and develop skills. The learning culture is supported by your staff appraisal process.</p> <p>Good corporate citizenship, sustainable development or environmental issues form part of your staff induction.</p> <p>Some sustainable procurement and environmental management training is available to staff.</p>	<p>You have a coordinated approach to staff skills development, identifying and creating relevant career pathways for your workforce.</p> <p>Good corporate citizenship is key to your induction.</p> <p>Sustainable procurement and environmental management training is offered regularly.</p> <p>You actively support developing skills in these areas (e.g. identifying champions, working with outside agencies to promote these skills).</p>							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Employment & skills criteria

Criteria

Basic

Getting there

Excellence

Q: 7 (of 7)
Supporting
suppliers

n/a
Please tick this
box if this
question does
not apply to
you

You promote some training for suppliers and the business community on tendering, sustainability and race inequality.

You are committed to improve the competitiveness of local businesses, small firms and social enterprises.

You work with other agencies, such as Chambers of Commerce, to build the skills base of suppliers from diverse communities to work with and deliver to the Trust.

You have an active employment and business support programme that uses the HR skills and expertise of the Trust to support local businesses, small firms, social enterprises and the local labour force. These activities take account of diversity issues.

Score (tick a box)

0

1

2

3

4

5

6

7

8

9

Total score for Employment & skills:

Good practice - justify your high scores

Future action - what will you be taking forward?

Community engagement

This section is about how an NHS organisation is an integral part of the local community. As a good corporate citizen an NHS organisation, active within the local community and engaging in local planning decisions through processes such as Local Strategic Partnerships, will be contributing to a healthy community, social cohesion, regeneration and tackling health inequalities.

Regular and accessible engagement with the public through the involvement of local organisations, Public and Patient Involvement Forums and other stakeholders in decision making and delivery will help ensure services are patient led. By working in partnership NHS organisations can help ensure that service planning, design and public health interventions are effective and efficient. Innovative approaches to partnership working and healthcare delivery, such as exercise referral programmes and time banks, can promote social cohesion and population health.

Often located in the centre of a community NHS organisations can contribute to health, beyond their clinical function, and help provide resources such as sports and arts facilities, meeting rooms and a café/restaurant. Through engaging with and empowering local people, community cohesion will grow and the health of the population will benefit.

This section includes local ownership, improving health and tackling health inequalities, local partnerships, communication and community resources.

Did you know?

- In the last 12 months, 2/3 of people volunteered informally – that's about 28 m people in England and Wales.
- Our sense of political empowerment has declined since 2001.

Are you a Good Corporate Citizen?

Community engagement criteria

There are three levels: basic, getting there, excellence. Decide which best describes you, and where you are within that level. Award yourself one score by ticking one box for each line (0-9). You can also score a zero if you haven't achieved basic. Scoring excellence assumes that you have achieved most of *basic* and *getting there*. Score all criteria that are relevant to your organisation.

(From: 0 = 'early days, we've not yet really started' to 9 = 'We're doing exceptionally well')

Criteria	Basic	Getting there	Excellence
<p>Q: 1 (of 5) Local ownership</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>You are interested in the views of your community.</p> <p>You gather public health and demographic data, and have a system for capturing comments and complaints.</p> <p>You support Public and Patient Involvement Forums (PPI) and Patient Advice and Liaison Services (PALS).</p>	<p>Effective feedback systems/dialogue (e.g. regular meetings, open days, mail shots) impact on how you operate.</p> <p>You engage with the community and staff to gauge opinions that feed into decision making.</p> <p>Input from your PPI forums, PALS and NHS surveys is reviewed regularly at board level.</p> <p>Your staff profile reflects the diversity of your local community.</p>	<p>You regularly gather information from patients, local people and staff and use innovative feedback systems to communicate how their views have contributed to decision making (e.g. electronic forum, magazines). You systematically seek out participation from marginalised communities.</p> <p>Non-Executive Directors or Governors are representative of your local population and at least one of them champions community engagement.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
<p>Q: 2 (of 5) Local partnerships</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>You work in partnership with local groups and organisations (public and voluntary sectors, statutory bodies, businesses etc).</p> <p>You are aware of your local LSP Community Strategy and contribute to its delivery.</p>	<p>You work in partnership with others on specific projects. You participate in local networks supporting sustainable development.</p> <p>You have contributed to the development of the Community Strategy and are active members of relevant planning partnerships (LSP, LAA, LIFT). You engage in community outreach, e.g. linking with school outreach programmes, cadet training, and health trainer providers.</p>	<p>Your organisation is a key member of local planning partnerships and you bring resources to partnerships such as LSPs.</p> <p>You are committed to developing joint initiatives and strategies to improve public health, the local economy, social cohesion and the environment.</p> <p>You support your staff and partners by developing and valuing the skills needed to work in partnership. Partnership working is developed and monitored at Board level.</p> <p>You contribute to local and regional networks to support sustainable development.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

Community engagement criteria

Criteria	Basic	Getting there	Excellence
<p>Q: 3 (of 5) Improving health & tackling health inequalities</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>You promote a healthy workplace and offer health promotion activities for staff (e.g. smoking cessation, encouraging physical activity, healthy eating).</p> <p>You aim to address health inequalities, where practical.</p>	<p>You work in partnership with other agencies to promote health and tackle health inequalities.</p> <p>You collect and publish public health data and monitor local inequality data.</p> <p>You have targets for improving staff health and cutting down on sickness leave.</p> <p>You welcome innovative ideas (e.g. Green Gyms, exercise referral programmes).</p>	<p>Your organisation has a clear remit to contribute to the reduction of health inequalities working in partnership with others.</p> <p>You have signed up to targets to reduce health inequalities, and to improve health in the community.</p> <p>You support innovative projects (e.g. volunteering for health, Living Streets, conservation work, timebanks) and work with a variety of partners.</p>
<p>Score (tick a box)</p>	<p><input type="checkbox"/> 0</p>	<p><input type="checkbox"/> 1</p> <p><input type="checkbox"/> 2</p>	<p><input type="checkbox"/> 3</p> <p><input type="checkbox"/> 4</p> <p><input type="checkbox"/> 5</p> <p><input type="checkbox"/> 6</p> <p><input type="checkbox"/> 7</p> <p><input type="checkbox"/> 8</p> <p><input type="checkbox"/> 9</p>

Criteria	Basic	Getting there	Excellence
<p>Q: 4 (of 5) Community resources</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>Your organisation makes resources available for the benefit of the community (e.g. information, a bench, café open to the public, cycle parking).</p>	<p>You benefit your community by providing resources beyond health care facilities (e.g. meeting rooms, restaurants, recreational green spaces, public health information), with a view to promoting social cohesion.</p>	<p>You have board level interest in contributing to the local community and you ensure that many of your resources (access to information, technical expertise, sports facilities, transport, crèche, training facilities) are available to local people and community groups.</p> <p>You support local voluntary groups.</p>
<p>Score (tick a box)</p>	<p><input type="checkbox"/> 0</p>	<p><input type="checkbox"/> 1</p> <p><input type="checkbox"/> 2</p>	<p><input type="checkbox"/> 3</p> <p><input type="checkbox"/> 4</p> <p><input type="checkbox"/> 5</p> <p><input type="checkbox"/> 6</p> <p><input type="checkbox"/> 7</p> <p><input type="checkbox"/> 8</p> <p><input type="checkbox"/> 9</p>

Are you a Good Corporate Citizen?

Community engagement criteria

Criteria	Basic	Getting there	Excellence							
<p>Q: 5 (of 5) Communication</p> <p><input type="text" value="n/a"/></p> <p><small>Please tick this box if this question does not apply to you</small></p>	<p>You provide local communities with written information about the organisation, services and resources available.</p>	<p>The information you provide is accessible to your local community (i.e. relevant languages, disability access).</p> <p>People can choose how to access it (i.e. internet, hardcopy, telephone call, meetings).</p> <p>Local people know how to access information from your organisation.</p>	<p>Your communication strategy sets out a range of choices for accessing and contributing information. These reflect local needs (e.g. not just in writing). You communicate and listen in ways that interest and engage with local people.</p> <p>You make use of innovative approaches (e.g. using local radio & newspapers, texting, downloads).</p>							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Total score for Community engagement:

Good practice - justify your high scores

Future action - what will you be taking forward?

New buildings

Building sustainably provides healing environments and healthier workplaces that can enhance public health. It maximises the beneficial impacts of the build on the local community and economy by, for example, generating local jobs and providing a community shared resource within the project. It also minimises the impact of the construction and of the running of the building on the environment. This can help improve patient recovery times and results in healthier staff and a healthier population, which will in turn reduce pressure on healthcare services, contributing to the long term viability of the NHS.

The NHS is undergoing a building renaissance with over £12 billion being invested in new hospitals and primary care facilities in addition to ongoing refurbishment, which offers a huge opportunity for good corporate citizenship.

A sustainable building is designed to reduce waste, energy and resource use; saving money, reducing negative environmental impacts and benefiting health. During construction it offers local employment opportunities and procures from local businesses and enterprises. Purchasing materials locally benefits local businesses, and reduces traffic, air pollution and transportation costs. Careful location and planning of new NHS healthcare facilities can help regenerate an area, helping to tackle health inequalities. Improved access by cycling, walking and public transport will benefit health. Given the size of some NHS new builds, a combined heat and power (CHP) plant producing its own electricity will be cost effective, using 'waste' heat from electricity production to heat surrounding buildings.

This section covers construction waste, energy and carbon, regeneration and planning, design, building materials, policies and performance management, community resources and engagement and green spaces.

Did you know?

- NHS energy use produces about 3.5 m tonnes of CO₂.
- 78% of Directors of Nursing say that hospital design impacts on the recruitment of nursing staff.
- A well-designed building can shorten the length of patient stay and reduce the need for pain killing drugs.

Are you a Good Corporate Citizen?

New buildings criteria

There are three levels: basic, getting there, excellence. Decide which best describes you, and where you are within that level. Award yourself one score by ticking one box for each line (0-9). You can also score a zero if you haven't achieved basic. Scoring excellence assumes that you have achieved most of *basic* and *getting there*. Score all criteria that are relevant to your organisation.

(From: 0 = 'early days, we've not yet really started' to 9 = 'We're doing exceptionally well')

Criteria	Basic	Getting there	Excellence
Q: 1 (of 8) Energy/Carbon	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>Your new building or refurbishment complies with the DH target for energy efficiency of 35 – 55 GJ/100m³.</p> <p>You invest in the design stage to minimise the running costs of the building.</p> <p>You have incorporated movement detectors for lights, condensing boilers and high grade insulation to save energy.</p>	<p>Your energy efficiency target is below 45 KJ/100m³.</p> <p>Energy efficiency and carbon reduction are key considerations and your design uses natural light and ventilation to reduce air conditioning and lighting, and high grade insulation to cut heating costs.</p> <p>Your building is built to support a Combined Heat and Power plant if appropriate.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
Q: 2 (of 8) Construction waste	<input type="checkbox"/> n/a <small>Please tick this box if this question does not apply to you</small>	<p>You recycle some of your waste and you attempt to avoid creating waste during construction, e.g. by having suppliers reuse their packaging.</p>	<p>You have set a target for recycling a percentage of your construction waste.</p> <p>You invest in finding markets and opportunities for recycling.</p> <p>You monitor construction waste and actively try to minimise it, e.g. by re-using materials from the old buildings.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

New buildings criteria

Criteria	Basic	Getting there	Excellence
<p>Q: 3 (of 8) Building materials</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>You are considering 'green' building materials (e.g. recycled aggregates, for road surfacing, natural paints, wool or crop based insulation materials).</p>	<p>Up to 10 % of your building materials are recycled. You have used whole life costing to choose building materials.</p> <p>You consider impacts on indoor air quality and you source 'green' options where possible.</p> <p>You only source timber from certified sources.</p>	<p>Over 10% of building materials are recycled. You have included local suppliers of building materials in relevant tenders.</p> <p>You use materials that minimise volatile organic compound (VOC) emissions.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
<p>Q: 4 (of 8) Regeneration & planning</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>It is acknowledged that the new project will contribute to the local economy and community, but the contribution is not planned or managed.</p> <p>You engage with your local authority and local strategic partnership around planning and site location and you consider transport within the planning process.</p>	<p>You have a co-ordinated approach to maximising the investment value of the new building to your local area and its communities. This includes using local businesses where possible, providing community resources and employing local people.</p> <p>You engage with local planning structures around location, transport issues and infrastructure.</p> <p>You aim to minimise any negative impacts on economy, community and environment.</p> <p>You will undertake an environmental evaluation of the construction process.</p>	<p>You are active in local, joined-up planning structures that aim to create sustainable, healthy communities. You join up planning with other key issues (e.g. housing, retail, roads, leisure facilities, public transport planning).</p> <p>You plan ahead to ensure adequate skilled local labour for the project by working with local colleges and job centres.</p> <p>Sustainable decisions about location and planning issues are taken in consultation with stakeholders and the local community.</p> <p>If at all possible, the development is on a brownfield site.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Are you a Good Corporate Citizen?

New buildings criteria

Criteria	Basic	Getting there	Excellence							
<p>Q: 5 (of 8) Design</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>The whole life cost and running cost of the building are considered at the design stage and factors such as energy use, building materials, services and location are considered.</p>	<p>The new building design works with the external environment, e.g. maximises the use of natural light and ventilation and delivers social and health benefits.</p> <p>The project aims to have a health enhancing design to benefit staff, visitors and patients.</p>	<p>High quality design is based on maximising the health impacts and minimising the environmental impacts of the building. These impacts are measured. The process has stakeholder input.</p> <p>The building is designed to reflect the changing systems of service delivery, e.g. by incorporating structural flexibility.</p>							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence							
<p>Q: 6 (of 8) Community resources & engagement</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>An artistic element is built into the budget of the project (e.g. murals, statues) and you have included plans for a small scale community resource within the project (e.g. green space, public seating, a café).</p> <p>You have involved local people and staff in the project.</p>	<p>Your arts programme is inclusive and designed in partnership with local community groups (e.g. schools).</p> <p>The new building will provide facilities beyond healthcare (e.g. training suites, cafes, crèches, meeting rooms etc).</p> <p>Community involvement will be at design and implementation stages.</p> <p>You have consulted with the local residents about minimising disturbances during the building work.</p>	<p>Substantial community facilities are jointly planned and managed (e.g. community run café, housing, leisure facilities, colleges).</p> <p>There is a sense of community ownership and some services are run by voluntary groups or special interest groups (e.g. people with learning disabilities).</p> <p>You provide an ongoing budget for running arts programmes.</p>							
Score (tick a box)	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9

Are you a Good Corporate Citizen?

New buildings criteria

Criteria	Basic	Getting there	Excellence
<p>Q: 7 (of 8) Green spaces</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>There are green spaces in and around the building.</p> <p>The healing properties of nature are recognised.</p> <p>By providing safe environments, you encourage walking.</p> <p>You use window boxes and climbing plants.</p>	<p>The design of the building includes green spaces for exercise and recuperation.</p> <p>Every window in the new building has a 'green' view.</p> <p>As well as window boxes and climbing plants, you use green roofs or roof gardens.</p> <p>You are conserving existing wildlife habitats, beyond the legal requirements.</p> <p>You have enabled easy water draining, e.g. by using grass paving for car parking surfaces.</p>	<p>You provide a healing environment with green spaces. You work with patients and/or local people to develop them(e.g. nature trails, herb gardens, garden waste composting, creating wildlife habitats).</p> <p>You aim to include plants in the building as much as possible (green roofs, roof gardens, earth sheltered buildings) and you monitor the impact on urban drainage.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Criteria	Basic	Getting there	Excellence
<p>Q: 8 (of 8) Policies & performance management</p> <p><input type="checkbox"/> n/a Please tick this box if this question does not apply to you</p>	<p>A separate sustainable development forum exists that reports in to management structures.</p> <p>A NEAT (NHS Environmental Assessment Tool) score of 'excellent' is achieved for the project. A strategic environmental assessment (SEA) is undertaken where required.</p>	<p>Good corporate citizenship/sustainable development issues are included in the main management meetings and meetings with PFI partners. External stakeholders are included in planning around good corporate citizenship. Health and environmental impacts of the project are assessed, and sustainability appraisals undertaken, over and above legal requirements.</p>	<p>Sustainable development steers the project, and is integral to each decision. Multiple partners, and the local community are involved in the project from the outset. Long-term effects on the local economy, community cohesion, the environment and public health are considered and communicated to the local population.</p>
Score (tick a box)	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Total score for New buildings:

Good practice - justify your high scores

Future action - what will you be taking forward?