

**Remade South East in partnership with Bromley Primary
Care Trust**



**Waste Market Development Project Delivery for Bromley
Primary Care Trust**



Delivering a Sustainable Procurement and Waste Management Programme

May 2009

Executive Summary

Project Aim:

Bromley PCT invited Remade South East to create a tailor-made package of initiatives to kick-start the organisation's approach to sustainable purchasing and waste management.

The aim of the project was to help the PCT contribute to the Government's requirements for sustainable procurement, set out in its strategy document *Procuring the Future*; and contribute to the waste management aims set out in *The Draft Carbon Reduction Strategy for the NHS in England (2008)*¹. Both documents set the agenda for the public sector to meet a minimum standard of activity on sustainable purchasing and waste management.

This report is divided into two sections; the first focusing on sustainable purchasing and the second on waste management. Each section has its own set of recommendations for the Trust to follow.

Sustainable Purchasing

A set of sustainable purchasing recommendations was created, focusing on the procurement of materials rather than services, by using a national benching marking tool called 'The Flexible Framework'. The Framework provides an overarching approach to help organisations understand and take the steps needed at an organisational and process level to improve procurement practice and to make sustainable procurement happens. A summary of 'The Flexible Framework' can be found in Appendix B.

The framework identifies 5 key themes:

1. People
2. Policy, Strategy & Communications
3. Procurement Process
4. Engaging with Suppliers
5. Measurement and Results

Each key theme is marked on a progression chart and depending on the tasks that have been completed are marked from Foundation, to Embedded, to Practice, to Enhance and finally to Leadership.

In order to plot the PCT on the benching marking tool and identify areas for improvement Remade South East liaised with Bromley PCT's Head of Contracts and Supplies to establish the Trust's current and planned areas of purchasing activity. Each of the five sections of the Flexible Framework was worked through to determine which statements describing current activity applied to the Trust.

Based on the results of the assessment, the following recommendations have been made. Each of the 5 key themes is listed with the PCT's current level of activity and the steps that need to be completed in order to progress to the next level.

¹ Superseded by the NHS Carbon Reduction Strategy for England – January 2009

Recommendations

1. People:

Level Achieved – No Score

The PCT has identified a procurement champion but more steps need to be taken in order to meet Foundation level 1. Key procurement staff need to receive basic training in sustainable procurement principles and sustainable procurement must be included as part of a key employee induction programme.

Steps required to progress to Foundation level 1:

- Make a formal announcement about the Trust's intent to develop a sustainable procurement policy
- Identify key people to take the policy forward and provide them with training
- Include sustainable procurement requirements in job descriptions and advertisements
- Identify and give recognition to sustainable procurement champions
- Sponsor one or two obvious sustainability initiatives coming from the Trust and tell people about them

2. Policy, Strategy & Communications:

Level Achieved *'Foundation' - Level 1*

Foundation level 1 was achieved as Bromley PCT has agreed overarching sustainability objectives. There is a simple sustainable procurement policy in place (through the Service Level Agreement reviewed by Remade) endorsed by Chief Executive Officer and this policy has been communicated to staff and key suppliers.

Steps required to progress to Embedded level 2

- Set up a plan and working group to develop a sustainable procurement policy.
- Develop an over-arching statement of intent around sustainable procurement
- Communicate the intent to key staff and suppliers

3. Procurement Process:

Level Achieved : *'Foundation' - Level 1*

Foundation level 1 was achieved because Bromley PCT has undertaken an expenditure analysis and key sustainability impacts have been identified. Key contracts have started to include general sustainability criteria. Contracts are awarded on the basis of value-for-money, not lowest price. Procurers have adopted the Office of Government Commerce 'Quick Wins'. Bromley PCT has also signed up to the Purchasing and Supply Agency (PASA) agreed framework and adopted their Sustainable Procurement Policy but to progress to the next level they must assign responsibility for the documents delivery to a member of staff.

Steps required to progress to Embedded level 2:

- Develop whole life cost evaluation criteria and apply to key procurement contracts
- Appoint somebody to develop sustainability criteria and evaluation within procurement process
- Develop and implement some obvious minimum standards and tell people about it e.g. recycled paper, Fair Trade products.

4. Engaging Suppliers:

Level Achieved : *No Score*

Foundation level 1 was not achieved as Bromley PCT has not undertaken a key supplier spend analysis and has not identified high sustainability impact suppliers. Key suppliers have not been targeted for engagement and their views on procurement policy have not been sought. Most purchasing by Bromley PCT is undertaken using PASA accredited suppliers and or agreed PASA Frameworks but Bromley PCT still needs to identify the trusts key sustainable suppliers.

Steps required to progress to Foundation level 1:

- Understand who the Trust's key suppliers are in terms of spend and sustainability impact
- Understand how key suppliers will fit the PCT's procurement strategy (partnership, leverage spend etc.)

5. Measurements & Results

Level Achieved : *No Score*

Foundation level 1 was not achieved as Bromley PCT has not identified key sustainability impacts of the Trust's procurement activity.

Steps required to progress to Foundation level:

- Identify the key sustainability issues for the organisation and decide how to measure them
- Review any current supply chain measurement processes and announce the Trust's intention to include sustainability measures

Next Steps

To take the above recommendations of the Flexible Framework forward Bromley PCT has to agree an action plan and timetable in collaboration with the 'hub' sites.

The hub sites include Lewisham Hospital NHS Trust, Queen Mary's Sidcup NHS Trust (QMS), Bromley Hospitals NHS Trust and the Queen Elizabeth Hospital NHS Trust.

A number of other government departments² are aiming to reach level 3 on the Flexible Framework by the end of 2009.

Given Bromley PCT's starting point on the Flexible Framework, it is strongly advised that all of the recommendations in the table above are implemented during the next six months. This action will ensure that the PCT is able to illustrate its commitment to and support of the government's aim to become a leader in sustainable procurement in Europe by 2009.

² For example, Department for Environment, Food and Rural Affairs; Ministry of Defence; Department of Work and Pensions

Waste Management

To gain an in-depth understanding of the amount and types of recyclable waste generated by the Trust, Remade undertook waste audits of four sites; Bassets, Hollybank, Beckenham Beacon and Mickleham Road.

During the initial waste audit at Bassets, details of the general waste contractors, recycling contractors and generation figures were obtained. From those details the following information was ascertained.



- The PCT produces 302 tonnes of general waste each year (collected by Bromley Council). Of this waste 60% is land-filled and 40% is sent to the SELCHP waste to energy incinerator in Lewisham.
- The PCT recycles 17 tonnes of confidential paper waste, printer cartridges and mobile phones each year. This equates to a 6% recycling rate of the overall waste generated.



The waste audits identified that the main recyclable materials generated from PCT activities were cardboard, non-confidential office paper, mixed paper (including junk mail, magazines, envelopes, post-it notes and newspaper) and other general business waste including plastic drinks bottles, milk bottles, drinks cans, tins and plastic vending cups.

Following a review of waste management policy and the completion of waste audits the following recommendations have been made to Bromley PCT.

Strategy:

- Produce an over-arching carbon reduction strategy that feeds into the current waste management policy
- Review and update waste management policy to include targets set in the *Draft Carbon Reduction Strategy for the NHS in England (2008)*.³
 - Reduce waste arisings by 5% by 2010, relative to 2004/05 levels⁴
 - Reduce waste arisings by 25% by 2020, relative to 2004/05 levels⁴
 - Increase recycling figures by 40% of waste arisings by 2010⁴
 - Increase recycling figures by 75% of waste arisings by 2020⁴
- Add protocols for disposing of other recyclable waste into the waste management policy:
 - Non confidential paper (envelopes, copier paper, post-it-notes, magazines, junk mail, newspaper, etc)
 - Cardboard
 - Cans
 - Plastic bottles
 - Food waste

³ Superseded by the NHS Carbon Reduction Strategy for England – January 2009

⁴ The draft carbon reduction strategy for the NHS in England, NHS Sustainable Development Unit, 2008

- Waste Electrical and Electronic Equipment (IT equipment, TV's, DVD players, stereos, etc)
 - Pallets
 - Fridges
 - Furniture and equipment
- Review recycling and waste disposal practices to make sure they adhere to Environment Agency protocols for handling waste in the following areas:
 - Avoidance of disposal of PCT waste through domestic routes (it is illegal to dispose of business waste through local bring bank facilities, household waste recycling centres and household collections)
 - Compliance with regulations for collecting, handling and transporting business waste by PCT staff (waste licenses are needed to transport hazardous waste between PCT sites)



Waste minimisation:

- Organise an environment day/week (tied into world environment day in June) with activities to encourage staff to minimise waste generation and promote new/existing recycling schemes
- Implement a paper saving scheme by encouraging all staff to print double sided and two pages per side when archiving

Reuse:

- Promote the existing exchange system to reuse redundant office and domestic furniture across the PCT
- Explore opportunities to send unused or out-of-date medical supplies to charitable organisations for re-use (zimmer frames, wheelchairs etc.)



Recycling:

- Explore options to segregate recyclable materials. This could be achieved by:
 - Working with Bromley Council and their sub contractor Veolia Environmental to incorporate recycling collections
 - Working with a new waste contractor to set up and implement a waste and recycling collection scheme across all PCT buildings
 - Reducing existing general waste collections from Bromley Council and engaging a recycling organisation to provide recyclables segregation and collection across all PCT buildings
 - Reducing existing general waste collections from Bromley Council and organising an internal collection of non-hazardous recyclable materials to be

stored and baled at a central site (Bassets). A local recycling company would then be contracted to collect and recycle the materials

- Keep up-to-date records of all environmental paperwork required by the Environment Agency (i.e. transfer notes for domestic waste and consignment notes for hazardous waste)
- Create one data collection system to monitor waste and recycling performance
- Link each of the PCT sites up with Save-a-cup to collect and recycle plastic vending cups (www.save-a-cup.co.uk)
- Promote current/new recycling services to all staff via the intranet, newsletters and presentations at staff meetings
- Explore take-back opportunities for waste packaging from manufacturers of medical equipment
- Explore segregation options for canteen food waste (i.e. on-site and off-site composting, maceration and anaerobic digestion)

Next Steps:

To help the PCT implement improved recycling initiatives, Remade has recommended the following two-staged approach;

Stage 1:
Update waste management policy to include targets from the Draft Carbon Reduction Strategy for the NHS in England (2008)
Produce a Carbon Strategy
Hold a meeting with Bromley Council and Veolia Environmental to discuss how recycling services can be rolled out across the PCT
Stage 2:
Set up a recycling collection for cardboard and mixed paper
Set up plastic vending cup collections from all PCT sites through the Save-a-cup scheme
Organise an environment day to promote the new recycling schemes and waste minimisation techniques/tips
Include a standing agenda item at staff meetings to update team members of the progress of waste minimisation and recycling initiatives
Expand the recycling collection to include plastics, cans and a furniture reuse scheme
Deliver a series of waste awareness presentations at staff meetings