2023

RMBI Care Co. Sustainability Strategy



Table of Contents

[1 Introduction 2](#_Toc54102995)

[1.1 Drivers for reducing our environmental impact 2](#_Toc54102996)

[1.2 Our Environmental statement 2](#_Toc54102997)

[1.3 Our carbon footprint 3](#_Toc54102998)

[1.4 Delivering the strategy 3](#_Toc54102999)

[2 Strategy themes 4](#_Toc54103000)

[2.1 Overarching theme 5](#_Toc54103001)

[2.2 Energy 6](#_Toc54103002)

[2.3 Waste 7](#_Toc54103003)

[2.4 Water 7](#_Toc54103004)

[2.5 Transport 8](#_Toc54103005)

[2.6 Food 9](#_Toc54103007)

[2.7 Materials 10](#_Toc54103008)

[2.8 Biodiversity 10](#_Toc54103009)

[2.9 Pollution 11](#_Toc54103010)

[2.10 Training, education & communication 11](#_Toc54103011)

[3 Action Plan 13](#_Toc54103012)

[4 Appendix A: RMBI Care Co. Environmental Statement 16](#_Toc54103013)

1. Introduction

RMBI Care Co. provides residential care, nursing care and residential dementia support to older Freemasons, their families and people in the wider community. We have been caring for older people for over 180 years and today, we support over 1,000 residents across 17 care homes in England and Wales with a focus on wellbeing and quality outcomes. We treat each person as an individual. We believe that everyone should be able to enjoy later life and we are here to help our residents stay as independent as possible. Above all, we live by our values – kind, supportive and trusted. RMBI Care Co. is part of the Masonic Charitable Foundation.

At RMBI Care Co, we understand that the pressure on financial resources has increased with an ageing population and rising natural resource costs. In addition, our estate demands intense and almost round the clock demand of energy and water. We want to ensure we have a positive impact on the environment and be more efficient on how we run our care homes. Hotter, drier summers with heatwaves of greater frequency and intensity have serious implications for the people we care for. Cutting our consumption and reducing our carbon emissions is the only way to respond to the threat of Climate Change and also respond to the pressure on our financial resources.

RMBI Care Co. has been working with Lantern (UK) Ltd, our sustainability advisors, since February 2019. Together with Lantern we have carried out sustainability audits in some of our care homes as well as undertaking a general sustainability ‘health check’ across all of our care homes to identify any issues of non-compliance. This work helped us produce our first Environmental Statement. Through a workshop with our senior management team we discussed what is important to us and how we can reduce our footprint and emissions and take action on climate change. This strategy and action plan is our next step. It will be a live document that the RMBI team are able to use and update on a regular basis, working towards a more sustainable future for our operations, staff and residents.

* 1. Drivers for reducing our environmental impact

As an organisation, it is important to understand why we are making this commitment. The UK has committed in law to end our contribution to climate change entirely by 2050. At RMBI Care Co. we use power and heat to run our care homes as well as fuel for transport and we recognise we have a role to play in limiting global warming to 1.5°C by taking actions to cut our emissions.

We believe that our sustainability strategy is critical in both safeguarding affordable care for vulnerable older residents in our care homes as well as maintaining a happy and healthy workforce.

Our sustainability strategy will help us to:

* demonstrate compliance with environmental legislation
* drive employee engagement
* reduce our operation costs particularly from energy, water and waste; and
* improve our organisation’s image amongst our staff, residents and their families.

We are committed to improve efficiency from both carbon and cost perspective while maintaining or improving the quality of care received by our residents.

* 1. Our Environmental statement

In July 2020 we signed our first Environmental Statement, endorsed by our Senior Leadership Team and Trustees, and committed to reviewing this on an annual basis. It is important for us to ensure that our operations and estate are compliant, safe and secure for our staff and residents while we continuously monitor our energy use and emissions. Our statement was produced after carrying out a number of environmental and sustainability audits in our care homes as well as engaging our workforce to agree a set of objectives and actions to be included as part of our long-term strategy.

1.3 Our carbon footprint

At RMBI Care Co. we have taken actions to understand our current environmental impact and put measures in place to monitor and report on it annually. As part of the new Streamline Energy and Carbon Reporting (SECR)[[1]](#footnote-1) we have committed to reporting annually on a voluntary basis as part of our annual report and accounts. Our current footprint includes emissions from gas and electricity from all our care homes and other properties we run, as well as fuel for transport use (our fleet and business travel). In financial year 2019-20 our footprint was 5,641 tonnes of CO2e. Our biggest impact was emissions and energy use from gas to heat our properties, accounting for 73% of our emissions. Figure 1 below shows a breakdown of all our emissions as calculated for our SECR submission.

Figure 1: SECR carbon emissions for RMBI Care Co, 2019-20

1.4 Delivering the strategy

This strategy applies to the whole RMBI Care Co. organisation and all activities and operations across all our care homes. As our organisation is part of the MCF group, we are committed to working and coordinating with MCF to further improve our environmental impact in our main office. The team responsible for managing the strategy is Property Services and its Director Marc Nelson-Smith and Lydia Woods, RMBI Care Co. Property Administration Manager. For the successful delivery of the strategy in the long term, senior representatives and staff from the following teams and individuals will be involved:

* Health and safety
* Facilities and estate management
* Development
* Procurement
* Karen Salley (KS)
* Louise Bateman (LB)
* Debra Keeling (DK)
* Brett Edwards (BE)
* Marc Nelson-Smith (MNS)

We have set a target to deliver what is included in this strategy by 2035[[2]](#footnote-2) and we will be using our 2019-20 footprint as a baseline year to assess our emissions reduction. The strategy will be reviewed annually and reported on quarterly. The senior management team at RMBI Care Co. will be responsible for overseeing the delivery of the strategy. This team will be formalised as part of our overarching targets.

1. Strategy themes

It is vital to have a clear evidence-based plan in place against which progress will be measured. For this, we have selected a number of themes which in some cases have a significant environmental impact and therefore scope for improving as well as others which are important for our residents and workforce. Under each chosen theme we have developed a set of objectives and actions to provide a clear way ahead for our organisation. Our strategy will cover RMBI Care Co. organisation as a whole and our operations and where specific care home actions are required, these have been communicated to each care home and managers directly.

We have chosen 9 as set out below.

Figure 2: RMBI Care Co. sustainability themes

* 1. Overarching theme

To complement and support the individual themes in our strategy, we have developed a number of overarching objectives with associated targets and actions. Including this strategic element will ensure efficiencies in collating and using core data sets; it will pull together cross-themed information to help us measure our overall environmental impact; and enable us to report on and communicate our progress in a unified and transparent way.

The objectives and targets were developed as part of a RMBI Care Co, staff sustainability workshop. Prior the workshop our sustainability advisors, Lantern, undertook a ‘health check’ of our operations. This exercise concentrated on our chosen sustainability themes and consisted of 38 elements including responsibility at a strategic level, data collection & reporting. The gap analysis which was presented during the senior managers sustainability workshop enabled us to find out where to prioritise our efforts and to highlight where good things were already being done that we could apply elsewhere and also learn from.

**Objectives:**

* The carbon emissions we are responsible for by calculating our carbon footprint are measured and understood annually. These are the emissions included as part of our SECR submission
* Progress against sustainability strategy objectives and targets is reported on, on an annual basis, internally and at a later stage publicly
* Activities and successes are communicated to our Board, staff and relevant stakeholders, at least annually
* Board and senior level buy-in and commitment are secured and maintained for the implementation of this strategy
* Appropriate levels of employee and financial resources for sustainability are allocated to ensure we achieve our targets and objectives
* Ensure we are fully compliant with all applicable environmental legislation and regulations
* Sustainability is integrated to each stage of our procurement processes (from products and services through to suppliers)
* Our record in sustainability contributes to our reputation for excellence in care provision

**Targets:**

* Produce an annual carbon footprint for all SECR emissions as part of our voluntary submission, using 2019-2020 as our baseline year
* Reduce our overall carbon footprint **from 2022** and assess a possible road map to **Carbon Neutral by 2030 and Net Zero by 2035**.
* Establish a team of RMBI Care Co. staff responsible for delivering, monitoring and reporting on the strategy including representatives from each care home by April 2024
* Establish an internal and external communication plan relating to the delivery of the strategy by April 2024
* Undertake a ‘health check’ gap analysis as part of the annual strategy review and reporting
* Review and update relevant job descriptions to include sustainability responsibilities by April 2024
  1. Energy (MNS)

Energy costs represent an increasing proportion of our organisation’s expenditure and we recognise that in order to reduce our costs and dependency to fossil fuels our energy supply and consumption need to be managed effectively. Our energy demand is significant and covers 24 hours a day due to the nature of our operations. An inefficient care home results in wasted energy and money and it is therefore important that energy management and efficiency are high priorities.

We have invested in an energy broker and we therefore have good, reliable and readily available data for monthly energy use for all our care homes, including both gas and electricity. This has enabled us to not only produce an accurate annual profile and footprint for energy but also to benchmark our sites and compare them with national benchmarks for similar buildings and operations. We have invested in carrying out energy audits in some of our existing care homes as well as assessing sites for our ESOS (Energy Savings Opportunities Scheme) submission. As part of the audits we looked at the following areas:

* Compliance
* Lighting
* Heating & cooling
* Equipment
* Metering
* insulation

|  |
| --- |
| **Energy** |
| **Our aim:** To reduce the amount of energy we consume, use energy efficiently and generate our own low and/or zero carbon energy where possible, especially as part of our new build projects |
| **Objectives:**   * Energy consumption and wastage will be reduced in all our care homes * Feasibility of alternative options for energy provision will be assessed * Renewable technologies (solar PV and solar thermal) will be installed where practically and financially feasible starting from April 2022. * Our energy data collection and reporting will be efficient, accurate and transparent * Our staff are aware of energy saving opportunities and enabled to take action |
| **Targets:**   * All staff to have undertaken energy awareness training by June 2024 * Protocol for reviewing energy data provided by energy broker (monthly) established by September 2023 * Accurate asset inventory created organisation-wide by April 2025 * All care homes audited to identify energy efficiency opportunities by September 2024 * Asset replacement plan with energy efficiency, a key driver to be incorporated in to the Procurement Policy September 2024 * Energy initiatives and communication included as part of our annual health, safety and environment week, starting in 2024 * Energy efficiency specification guidance for existing care homes to use for replacement and upgrade works, including light sensors and timers developed by July 2024 * Sustainability included in the Design Manual established for our new build developments by April 2024. |

* 1. Waste (BE)

For any business, managing waste effectively has direct benefits in reducing both waste and costs. Although a significant amount of what we dispose of can be managed easily and the majority can be recycled, due to the nature of our operations we also have more complex waste streams such as:

* Hazardous waste
* Clinical waste
* Confidential waste
* Bulky items e.g. furniture, mattresses, redundant equipment, etc.

We are committed to maintaining compliance in the way we dispose of and separate our waste streams and to ensure that our waste facilities are adequate.

A number of our care homes have local contractor arrangements but we have also been working with a waste consultant. We want to ensure that we maximise recycling where we can and work towards reducing our waste. We will do this by ensuring our facilities and communications are consistent across all our sites.

|  |
| --- |
| **Waste** |
| **Our aim:** We will reduce the amount of waste we produce, and the amount going to landfill, and we will install the necessary facilities to sort waste appropriately and to recycle as much as we can. |
| **Objectives:**   * Increased rates of recycling through improved waste facilities and behaviour change * Reduced amounts of waste going into the incineration and landfill waste streams * Reduced amounts of supplier packaging we receive through improved procurement processes * Improved waste facilities and labelling resulting in appropriate waste segregation and management |
| **Targets:**   * Develop and implement a recycling strategy in our care homes by December 2023 * Review options for a centrally provided waste service by October 2024 * Implement paper and printing guidelines across all care homes by October 2024 * Eliminate plastic (disposable) cups for water in all care homes by October 2024 * Implement accurate and consistent signage for recycling bins and areas where waste is produced by October 2024 * Commit to ‘zero to landfill’ for all care homes by January 2030 |

* 1. Water (MNS)

Water supplies and resources are increasingly under pressure. Water is vital to the successful running of our care homes; we use it day and night for dishwashing, catering, laundry, shower and bathing facilities for our residents. We also use water for irrigating our gardens which in some locations cover large areas.

We have installed dual flush toilets and sensors where possible and we also have water butts for gardening purposes in some care homes. We know we can go further and reduce our water use and associated costs and also understand and monitor our water use better.

|  |
| --- |
| **Water** |
| **Our aim:** To better understand our water consumption and reduce the amount of water we use across all our care home operations and gardens. We will also install rainwater harvesting equipment where possible. |
| **Objectives:**   * Waste (grey) water to be used for toilet flushing where appropriate and harvested water for garden irrigation * Metering and monitoring of water consumption possible in all care homes * Consumption of water reduced through efficiency measures and behaviour change |
| **Targets:**   * Rainwater harvesting installed in all care homes (either for irrigating gardens) by April 2024 * Staff water efficiency behaviour change campaign developed centrally and rolled out across all care homes by March 2024 * Water usage is monitored and reviewed quarterly in all care homes and centrally by October 2023 * Water contracts across all care homes reviewed and the best organisation level option implemented by April 2024 |

* 1. Transport (MNS)

Vehicles are a major contributor to the UK’s emissions. We run a fleet of vehicles (mainly mini buses) which we use to transport our residents when required. All our care homes have allocated parking for staff and visitors and a number of our care homes are not easily accessible by public transport. Our operations staff (facilities management, care operations, HR, Compliance and Audit) are required to undertake site visits to the care homes regularly.

In general, we have a good system in place for monitoring fuel usage and condition of our fleet as we are working with a fleet management service to do this. With the COVID -19 pandemic, we had to adjust and move quite quickly to ensure our technology was adequate and ready in order for our staff to be able to work from home. We also want to work towards including low emissions vehicles as part of our fleet and have facilities in place for electric vehicles charging.

|  |
| --- |
| **Transport** |
| **Our aim:** To measure, understand and reduce our transport related emissions from fleet and utilise online meeting technologies cut down employee-related transport emissions |
| **Objectives:**   * All company owned vehicles are replaced with low emission models Hybrid, PHEV or electric at point of renewal. * Install electric car charging points * More staff are encouraged use public transport to reach our care homes and office as a result of better facilities and information provision * An accurate and transparent mileage reporting process is in place across the organisation for staff * Hybrid working model to work from home and office to reduce travel * Continue to promote details of existing Cycle to work scheme out on regular basis |
| **Targets:**   * Technology facilities are adequate to enable online conference calls between our sites by March 2022 * 20% reduction in annual transport emissions achieved by April 2024 compared with 2019/20 baseline. * Review transport emissions annually as part of SECR submission * Clear guidance and staff incentives in place to promote car sharing where possible subject to COVID-19 guidelines * Roll out electric car charging 2022/23 * Set up salary sacrifice electric car scheme for eligible drivers April 2022 |

* 1. Food (KS)

Sustainable food covers a combination of factors including how the food is produced, distributed (food miles), packaged and consumed, as well as how it is dealt with as waste. The environmental impact of food should be considered alongside health.

At RMBI Care Co, food is particularly important to us and we care for older and in their majority vulnerable people. We work with catering contractor and we will ensure that through our procurement we will maximise food health as well as sustainability.

|  |
| --- |
| **Food** |
| **Our aim:** To source our food responsibly, reduce food wastage, compost fruit and vegetable waste and to dispose of waste food in a compliant way. We will also use food growing as an opportunity to engage with our residents, visitors and staff. |
| **Objectives:**   * Composting facilities are installed and in use at the majority of our care homes * Food waste and packaging generated is reduced through our procurement process, signage and waste management * Food growing takes place at the majority of our care homes to the benefit of residents, visitors and staff |
| **Targets:**   * Sustainability criteria and KPIs are included in all new catering contracts by the next contract renewal * Products review undertaken to identify sustainable alternatives, e.g. plastic to glass bottles and large containers vs individual sachets by July 2024 * Local products sourced where possible as part of catering contracts by July 2024 * Create a new food policy for care home catering by July 2023 |

* 1. Materials (SLT)

Sustainable procurement is about more than buying green products. Undertaken properly, sustainable procurement also makes sound business sense and can reduce waste as well as transport related pollution and costs. We will be working closely with our procurement staff and will be utilising both our procurement commissioning processes to drive sustainable practices within RMBI Care Co.

|  |
| --- |
| **Materials** |
| **Our aim:** To reduce the impact of the products and materials we buy, by including greener alternatives and sustainability criteria as part of our procurement processes |
| **Objectives:**   * Updated procurement policies and procedures are utilised to reduce the amount of consumables we buy * Technology is used on a day to day basis by staff to avoid using consumables e.g. paper * Sustainable materials selection is integrated into the planning and construction of our new build care homes * Environmentally friendly office and cleaning products are purchased and used in all of our care homes |
| **Targets:**   * Develop a sustainable materials briefing for new build developments by April 2024 * Procurement Policy updated to include (and favour) sustainable options for each product type by October 2023 * 100% recycled, FSC and/or PEFC paper used in all printers by January 2022 |

* 1. Biodiversity (DK)

Gardening, access to nature and garden-related activities are beneficial for our staff, our residents and their families and are great ways of getting our care home residents more physically active and engaged. For residents with dementia, they can provide opportunities to be involved, express themselves and interact with others. Gardening can also be a way of getting all members of the nursing home community involved in a common project.

Management and maintenance of our outdoor space differs across our care homes. Some are looked after by specialised contractors, others by members of the local community and some by our care home staff. We want to ensure that all our green space is managed well with the aim of improving access, biodiversity and well-being for all.

|  |
| --- |
| **Biodiversity** |
| **Our aim:** To provide green space for the benefit of residents and staff in our care homes, whilst at the same time making provision for wildlife and increasing biodiversity across our sites |
| **Objectives:**   * Land is set aside for wildlife in our new build developments and existing care home gardens – making space for nature * Our landscaping and gardening practices encourage and support wildlife |
| **Targets:**   * Create guidance for care homes on gardening for wildlife by April 2024 * Wildlife initiatives implemented at all care homes by April 2024 * Making space for nature is integrated into all new build plans and implementation |

* 1. Pollution (MNS)

We understand the impact of air pollution and the health issues which are linked to it, especially for the elderly. We understand we contribute to pollution by burning fossil fuels for heating our care homes and using our vehicles to commute or transport our residents. We are aware that our diesel generators installed as part of a national programme, to ensure back up supply, have a significant impact on pollution and we are committed to ensuring they are managed properly to limit their impact and maintain compliance.

|  |
| --- |
| **Pollution** |
| **Our aim:** Improve air quality around our care homes by using clean fuel and where possible using zero or low carbon vehicles |
| **Objectives:**   * Air pollution around our care homes is improved for the benefit of everyone |
| **Targets:**   * Diesel generator testing guidance produced and implemented across all care homes by March 2022 * Vehicle procurement (buying and leasing) procedures updated to favour very low/zero carbon vehicles by April 2022 |

* 1. Training, education & communication (LB)

Employee engagement is vital to the success of our operations as a business and to the delivery of this strategy; from productivity and retention of staff to the success of an organisation’s sustainability initiatives. At RMBI Care Co., we have so far involved a number of our staff (both in care homes and our senior management team) from the beginning of our sustainability journey. The objectives and targets which are included in our sustainability strategy were formed as part of a sustainability workshop involving operational staff and members of the senior leadership team. We understand that in order to deliver our targets and action plan everyone in the organisation will need to play an active role and we need to improve and keep our communication channels open for all to contribute. Both staff engagement and senior leadership will be critical to the success of delivering our sustainability strategy.

|  |
| --- |
| **Training, education & communication** |
| **Our aim:** To increase access to training and education for our staff on environmental issues, enabling greater understanding of the organisation’s environmental commitments and to effectively communicate our actions to wider audiences |
| **Objectives:**   * Our staff develop new environmental knowledge and skills for their own personal development and for the benefit of our organisation and the planet * Our environmental performance is improved through evidenced learning and collaboration between care homes and technical managers * Our commitment to environmental responsibility and reporting is clearly communicated internally and publicly through our website |
| **Targets:**   * All relevant staff to undertake training modules on sustainability/environmental issues (e.g. energy, water and waste) by April 2024 * All staff have undertaken an environmental awareness training session by July 2024 * All relevant job roles to include sustainability objectives by December 2023 * Incorporate a sustainability section into our internal newsletter ‘Insight’ immediately after sustainability strategy is approved and at regular intervals afterwards (e.g. quarterly) * Include environmental statement as part of external communications (website) by April 2022. The sustainability strategy will be available on request |

1. Draft action plan

|  |  |  |  |
| --- | --- | --- | --- |
| **ACTIONS** | **Lead Contact** | **Who else needs to be involved** | **Timescales** |
| **Energy** |  |  |  |
| Calculate accurate floor area data for all care homes (GIA and NIA) | Marc/Lydia |  | completed |
| Run switch off and power down campaigns for all care homes | Kevin/Matt |  | During 2023 |
| Review options for (and decide on whether or not to proceed with) an energy management platform to enable centrally managed energy database for homes | Marc |  | By Q4 2023 |
| **Waste** |  |  |  |
| Set most printers for draft and double-sided printing | Lydia |  | Completed |
| Install printer cartridge recycling | Lydia |  | During 2023 |
| Run ad-hoc audits of care homes to identify non-compliance and opportunities for improving facilities | Matt |  | During 2023 |
| **Water** |  |  |  |
| Install water butts for gardens | Marc/Lydia | FM’s | During 2023 |
| Install sensors on taps or replace taps to stop water being wasted | Matt | FM’s | TBC |
| Waterless urinals could be suitable for some areas in care homes | Rob |  | TBC |
| Better signage to remind staff and residents not to waste water | Kevin |  | During 2023 |
| Talk to energy broker and consider one water contract for all care homes | Marc |  | Underway |
| **Transport** |  |  |  |
| Communicate the benefits of car share for staff especially for homes that are difficult to reach by public transport and consider rewards for staff | TBC |  | During 2023 |
| Train staff and spread the word about teleconference | Zoom |  | In place now |
| **Food** |  |  |  |
| Ask catering provider to source products locally where possible | Karen |  | During 2023 |
| Change deliveries (milk and juice)- with glass reusable bottles | Karen |  | TBC |
| Arrange sustainability/green meeting with catering contractors | Karen |  | TBC |
| Vegetable gardens for kitchens/food provision (pilot at agreed home) | TBC |  |  |
| **Materials** |  |  |  |
| Re-write our procurement policy with clear sustainability objectives | Marc |  | September 2023 |
| Stock control and rotation (reducing storage) | TBC |  |  |
| Create a supplier charter agreement | Kevin |  |  |
| **Biodiversity** |  |  |  |
| Create hedgerows/bug hotels/bird feeders/Beehives in care homes where possible | TBC |  |  |
| **Pollution** |  |  |  |
| Produce diesel generator testing guidance to be implemented across all care homes | Kevin/Matt |  | During 2022 |
| Update/develop vehicle procurement (buying and leasing) procedures to favour low/zero carbon vehicles | Marc |  | Completed |

|  |  |  |  |
| --- | --- | --- | --- |
| **Training education and communications** |  |  |  |
| Marketing - newsletter | TBC |  |  |
| Form a steering group committee to deliver the sustainability strategy | SLT |  | 2023 |
| Create links on sustainability, reporting and compliance with MCF as our parent company and lead sustainability within the group | TBC |  |  |
| Develop programme of awareness sessions for all staff to bring greater knowledge and personal commitment to make changes | Wellbeing Champions / Property Team |  |  |

2. Appendix A: RMBI Care Co. Environmental Statement

RMBI Care Co. provides residential and nursing care, dementia support and sheltered accommodation across England and Wales. We have been caring for older people for over 170 years and today we support over 1,000 residents across 18 care homes.

Our environmental statement covers all of our building estate and operations including care homes, head office, company vehicles and business travel.

We are aware of the local and wider environmental impacts of our operations and understand that the effects of climate change are greatest on people in vulnerable circumstances, including people in our care.  We are committed to reducing our impact across our building estate and activities. In particular we will:

* Comply with all applicable environmental legislation and reporting requirements. We will ensure we have processes in place to enable accurate and regular monitoring and reporting of all our energy, transport and waste data.
* Calculate and declare our environmental impact (carbon footprint) in our annual report.  As a minimum we will report on our energy consumption and emissions as well as burning of other fuels (including those related to heating and travel).
* Communicate our impacts and environmental commitment to staff, residents, contractors and suppliers and engage staff in our environmental agenda through regular updates, practical initiatives and cross-organisational collaboration. We will also work closely with our parent charity MCF to do this.
* Actively monitor and minimise consumption of resources across our buildings, including energy and water. We will reduce waste and increase re-use and recycling. We will also declare our commitment to address plastic pollution and reduce where possible disposable items.
* Prevent unnecessary pollution from running diesel generators, refrigerants (cooling equipment) and vehicles and identify opportunities for switching to alternatives.
* Work closely with staff and suppliers to improve the impact of our supply chain through the introduction of environmental conditions in new contracts and through produce procurement standards.
* Provide appropriate energy management, environmental and sustainability training to staff and integrate discussions into health and safety meetings and support cross-organisational knowledge sharing.
* Continue to ensure sustainable transport options and supporting facilities are available and promoted to staff and visitors wherever possible.
* Monitor and actively work to improve facilities and initiatives to promote the wellbeing of staff and residents.
* Ensure that the energy hierarchy (be lean, be clean, be green) is applied for all new build and refurbishment projects.  All new developments will include a detailed energy assessment with associated targets for carbon dioxide emissions reduction to be met on-site.
* Maintain and implement an environmental strategy and action plan to ensure delivery of our environmental objectives.

This policy will be reviewed annually by the Senior Leadership Team and reported to the Board of Trustees.

Signed:

Date:

1. <https://www.gov.uk/government/publications/academy-trust-financial-management-good-practice-guides/streamlined-energy-and-carbon-reporting> [↑](#footnote-ref-1)
2. Due to COVID-19 we had to review our timescales and this strategy and our commitments are now extended to 2030 (using baseline 2019-20). [↑](#footnote-ref-2)