



## Case Study

# Environmental Awareness Campaign *Treading Lightly* at North Bristol NHS Trust

### Introduction

North Bristol NHS Trust decided to run an environmental awareness campaign as part of its overall sustainability plan to engage staff in improved environmental practices. The focus of the campaign was divided into four quarters with a view to reducing the Trust's environmental impact and costs. The topics are rolled out over a 3-year programme:-

**Waste – January to March**

**Transport – April to June**

**Water – July to September**

**Energy – October to December**

The Trust sought advice from John Mulholland, who has extensive experience of running campaigns in NHS Trusts and other public sector organisations. A campaign strategy was developed, a campaign team formed and *Treading Lightly* was born. This paper describes the key elements which have led to a successful ongoing campaign.

### The Trust

North Bristol NHS Trust encompasses four hospitals including two main acute sites in North Bristol, Southmead and Frenchay, and is one of the largest NHS Trusts in the country. The organisation employs approximately 10,000 people and serves a population of approximately 500,000. Each year the Trust treats 317,000 outpatients, 70,000 inpatients and has 100,000 A&E attendees as well as the numerous visitors. It is a large consumer of resources and produces significant waste products. The organisation is undergoing a period of change, through an extensive development and refurbishment programme of one of its main sites, Southmead.

The energy/water expenditure annually is approximately £5.0 million with an extra £577,000 for waste services. As with other organisations, the Trust faced some large increases in gas and electricity costs the year the campaign started.

## Senior Level Commitment

For a campaign to be effective it requires senior level commitment. The Campaign Director is Simon Wood, Director of Facilities who was fully supported in his campaign role by the former Chief Executive, Sonia Mills and the former Chairman, Nick Gurney.



The Chairman and Chief Executive signing up to support the *Treading Lightly* campaign. In the background are key members of the team. Left to right :-

Charlotte Bonner (Energy Campaigns Consultant), Elane MacDonald (Assistant Environmental Manager), Eddie Knight (Energy Officer), Lyn Lawrence (Assistant Environmental Manager (Waste)), Phil Purnell (Project & Support Manager), Esther Coffin (Environmental Manager), Chris Lawson (Deputy Director of Facilities), Simon Wood (Director of Facilities) and John Mulholland (Consultant)

## Campaign Team

Chris Lawson, Deputy Director of Estates & Facilities, formed a team comprising:

Esther Coffin, Environmental Manager  
Phil Purnell, Project and Support Manager  
Lyn Lawrence, Assistant Environmental Manager (Waste)  
Elane MacDonald, Assistant Environmental Manager

They are pictured left to right below.



The team recognised early on that with 3 of its members working part-time, volunteers were required to assist with communications and so the recruitment of Environmental Awareness Representatives (EARs) was seen as imperative to the success of *Treading Lightly*.

The team was also supplemented by the Energy Officer and two consultants. The Trust also appointed an Energy and Sustainability Manager, Jeremy Hall, who now works closely with the team to address energy related issues.

The team then met to implement the campaign. Detailed notes and action points were written up and circulated following meetings.

### **Management Briefings**

Once the team was formed, the Executive Board was given an initial briefing on the campaign objectives. Other management groups in the Trust also received 15 minute briefings early on in the campaign to inform managers of the purpose and benefits of the campaign and to secure their help to recruit and support EARs. These groups included nursing staff, the Infection Control team, Clinical Directors and several groups and committees.

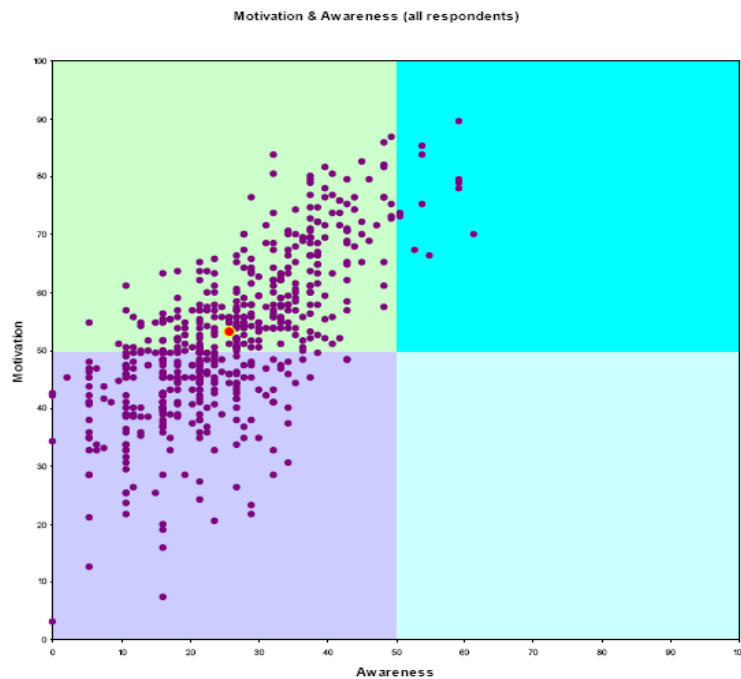
### **Momentum**

The campaign team is constantly looking at ways of integrating key environmental messages into existing activities and systems within the Trust. As part of *Treading Lightly*, NBT's corporate objectives, The Big 5, have been revised to include a section on environmental sustainability. Lighting and heating issues are amongst issues being addressed under the new hospital design in line with environmental legislation and the then NHS Carbon Reduction Strategy. As part of the NHS commitment to reduce carbon the Environmental Management Unit at NBT has built up links with the Procurement team to help reduce the carbon footprint of products purchased by the Trust. In addition to this, some text for inclusion in all job descriptions has been submitted to the HR Directorate to ensure that each member of staff is aware of their individual environmental responsibility.

Of the key activities as the campaign commenced was an Environmental Survey which reported that staff wanted to recycle more but did not have the facilities. It was as a result of this that the team secured funding to implement recycling bins across the Trust.

### **Staff Environmental Survey**

An online staff environmental survey was conducted by John Mulholland and the Trust as the campaign commenced. A total of 559 staff responded which was a good response rate and indicated a willingness by staff to actively engage in environmental issues. The survey had the effect of raising awareness and recruiting volunteer Environmental Awareness Representatives (EARs). The survey also has a unique scoring system which enables the responses of each individual to be allocated two scores: one for awareness and one for motivation. These scores are reproduced on the Awareness/Motivation graph (below).



Red and yellow circle denotes average score for all respondents

The scores indicated good levels of motivation but reduced levels of awareness. Staff were keen to do something but needed advice and guidance to increase awareness.

Most of the survey responses were conducted online via a website organised by John Mulholland. Some staff preferred to use hard copy and these results were electronically entered by John and his team for analysis. Detailed and summary reports were produced.

There is a plan to repeat the survey and measure the shift in attitudes.

## Recycling

In conjunction with the launch of *Treading Lightly* the environmental survey noted that staff required provision of recycling bins in order to recycle waste. Two members of the Campaign Team walked approximately 200 areas to measure up and take orders for bins. Since the implementation of the bins the Trust recycled 60 tonnes more material between April and September based on the same timescale the previous year – this amount has all been spared being sent to landfill. As recycling awareness is enhanced more and more waste will be reused rather than buried. Many EARs often bring samples of materials to Lyn Lawrence to assess whether or not it is recyclable within the Trust. NBT currently recycles 5 of the 7 plastic types onsite: 1, 2, 3, 5 and 7 and has plans for composting in the new hospital.

## Environmental Awareness Representatives (EARs)



The idea behind the EARs is to have a body of willing volunteers to take local action on environmental issues and to engage with staff. The aim was to recruit 150 EARs who would be distributed across the two main sites with representation also at the smaller sites. A total of 210 EARs were recruited, a number which has been sustained despite job turnover. The EARs have really proved invaluable to the success of the campaign and changing the culture of the organisation. Energy is being saved and recycling efforts have increased dramatically. Many of the EARs have also been extremely proactive with suggestions and ideas to improve the working environment for all.

## EAR Training

Over 80% of EARs have received a 2½ hour training session, provided by John Mulholland and Elane MacDonald, to equip them for their role. These sessions were well received and over 30 sessions were delivered. Part of the session is interactive, EARs work in pairs to generate practical simple ideas to save energy/water and reduce waste. The best ideas have been recorded for future reference.

## EAR Mapping Exercise

In order to gain an understanding of where the EARs were situated a mapping exercise was conducted for both the Frenchay and Southmead sites. Dots representing EARs were placed in the appropriate locations on large maps of the sites. It was then possible to ascertain where EAR recruitment was required in order to maintain a good spread of EARs across the organisation.

## EAR Clinics

The Campaign Team organises regular informal drop-in sessions called EAR Clinics to keep activity and motivation high and to share issues and opportunities as well as success stories. These events are useful for EARs meet the Campaign Team. Refreshments from organic, Fairtrade or local sources are supplied. In one area of Southmead, a spontaneous group of EARs have formed themselves into a 'Greenies' group who meet occasionally at lunchtime to encourage each other and share progress and ideas. During the second year of *Treading Lightly* EAR Clinics were themed to embrace the current focus phase, i.e. Water and invite EARs to share knowledge and raise issues about the topic for that quarter.

## Environmental Walkabouts

Once the EARs are trained, they are encouraged to request an official 'Environmental Walkabout' in their area. The EAR is accompanied by a member of the campaign team or a member of John's team. This usually takes 40 minutes to 1 hour, depending on the size and complexity of the area visited. A short report (usually one or two pages) is written up to record findings under the categories of:

- The 4 Topic Headings – Energy, Travel, Waste and Water
- Observations (usually no cost measures which can be implemented)
- Maintenance Issues
- Low Cost Measures
- Actions that can be implemented quickly



A walkabout taking place at Frenchay's Cardiac Centre.

The Energy and Sustainability Manager, Jeremy Hall, receives a list of maintenance actions to follow up and low cost measures are also kept so they can be implemented as capital becomes available. The EARs receive walkabout reports and all reports can be made available to all EARs to help spread good practice.

## Corporate Induction

Once per week at corporate induction a slot has been scheduled for two short presentations on the campaign and the responsibility of every individual to dispose of waste correctly. Several people have signed up to be EARs following this session.

## Campaign Website

A campaign website has been established which is full of useful information on energy and environmental issues both at work and at home. On this site are lists of where to find the EARs, sorted by Directorate or Location/Department, together with more practical information such as how to save energy and water, the NBT recycling procedure, and how to contact the Campaign Team. The website is regularly updated with competitions, surveys, initiatives and local news and information regarding events. The Travel To Work pages are linked within the *Treading Lightly* pages and host information on travel issues including cycling, intersite bus, car club and car sharing as well as National Events supported by the Trust. Such events include *Bike to Work Week* and staff are incentivised to cycle to work and receive a free bicycle maintenance check and a free meal voucher for use in one of the staff restaurants during that week. These events have proved extremely popular and plenty of cyclists know the Campaign Team well through collecting vouchers for such initiatives.

The team negotiated a quick 'one-click' link from the Trust's intranet home page to the *Treading Lightly* site.

## Other Publicity



Every two months the Trust publishes a magazine, *insite*. *Treading Lightly* has its own regular column featured in every issue and the material is submitted to the editors in the Press Office to promote good environmental practice across the Trust, notify staff about forthcoming events and recruit EARs. The column is also used to announce winners of competitions.

NBT has an electronic 'Message of the Day' designed to pop up with news for staff each time they log onto a computer. *Treading Lightly* features regularly in this powerful marketing slot to promote forthcoming events and raise awareness about new procedures. This is one of the most productive methods for EAR recruitment with a very good response rate.

The Trust has also issued a small A6 booklet on environmental issues at home and work. These were distributed to all staff via managers. Similarly branded posters have also been sent to EARs for display in their department.

Environmental books are held in the libraries and a DVD of an environmental film circulates amongst EARs.



An email strapline is circulated by a member of the campaign team to all Facilities Managers on the 1<sup>st</sup> of each month. The sentence is related to the relevant campaign topic for that month and states a *Did you Know?* environmental fact. As much as possible, it relates to an opportunity in the Trust.



Another innovation has been the use of 'Post-It notes' with the campaign logo and the message "While you were out you left this on", as seen left. Staff can leave these stickers on lights and equipment left on by colleagues to generate discussion about energy wastage! Posters were also designed which were sent to all EARs for display in their areas.

### ***Treading Lightly* Calendars**

In the summer of Year 2 Elane MacDonald started working closely with Ruth Sidgwick, the Fresh Arts Coordinator (and incidentally an enthusiastic EAR!) to produce a *Treading Lightly* Calendar in time for the October *Treading Lightly* Days. Elane met with students from a local primary school, explaining the four themes behind the campaign and inviting them to draw pictures on each topic for the calendar, aligning the themed months Waste, Travel, Water and Energy with the respective months of the year. Elane provided text to match the pictures drawn and Ruth organised the printing. The calendars were sold at the October events in time for the New Year.

### ***Treading Lightly* Days**

Two *Treading Lightly* Days were run in Year 2. The first was run at Southmead and the second at Frenchay. At each day there were 10 exhibitions/stands - a mixture of internal and external exhibitions on a range of environmental issues, including the Soil Association, SusTrans, the Better Food Company and even a stand from the British Wildlife Trust. At lunchtime short presentations were made by the Campaign Director, the Environmental Manager and John Mulholland, who gave a presentation describing the campaign.



*Treading Lightly* Day at Southmead Hospital



To celebrate the first anniversary of the campaign two *Treading Lightly* days were also held over two days. The format was the same as the *Treading Lightly* Days and attendees engaged with such stallholders as Fairtrade, Cycling City and others as well as in-house stands demonstrating the good environmental work undertaken in the past year.

## Travel Events

During national events such as *Bike to Work Week*, staff are incentivised to cycle to work and receive a free bicycle maintenance check and a free meal voucher for use in one of the staff restaurants during that week. These events have proved extremely popular and plenty of cyclists know the Campaign Team well from collecting vouchers for such initiatives. Other events are also supported such as *National Liftshare Day*, *Jam Busting June* and *Walk to Work Week*.

## Water Days

To support the water theme, two Water Days were held in early September to raise awareness about how global water shortages. Plenty of exhibition stands were present and advice on many aspects of water, including how to use water more responsibly. There was even 160 x 1litre bottles of water on display to provoke thought over a person's average daily usage and consumption of water in the UK. The top prize was provided by Spirit Health Club who gave free admittance to their gym and swimming pool for the winner and a friend for one month. The club's stand showed how much water a person should drink. Frank Water provided merchandise supporting an ethical bottled water company based in Bristol and there was a stand supporting more use of the tap over the plastic bottled variety. Bristol Allotments demonstrated the importance of water for crop growth and there was information about flooding and droughts. Bristol Water provided useful water saving merchandise. Another competition asked attendees to guess how many Frenchay-sized swimming pools were used to power the Trust hospitals each day. The days were extremely well received by attendees, who found the exhibits informative and interesting.



## The Age of Stupid

In August of Year 2 some cinema-style screenings of the climate change film *The Age of Stupid* were hosted at Frenchay and Southmead, and later at Blackberry Hill. Almost 100 staff attended the screenings which stimulated thought and discussion and raised environmental awareness to a new level. Popcorn and soft drinks were served to enhance the cinema experience and help balance the serious nature of the important global message. Staff who attended were very supportive about the film screenings and sent many messages of thanks to the Campaign Team afterwards before going off to improve environmental practice in their areas.

## Campaign Costs and Savings

|              | Gross Savings (£) | Costs (£)     | Net Savings (£) |
|--------------|-------------------|---------------|-----------------|
| Year 1       | 76,000            | 39,000        | 37,000          |
| Year 2       | 127,000           | 29,000        | 98,000          |
| Year 3       | 102,000           | 25,000        | 77,000          |
| <b>Total</b> | <b>305,000</b>    | <b>93,000</b> | <b>212,000</b>  |



In addition, it is estimated that an additional £250,000 per year will be saved from investment in low cost energy-saving measures identified in the campaign. Through the introduction of recycling Trustwide there are also anticipated savings of at least £13,000. The Trust has produced a detailed monitoring system to plot savings on a monthly basis.

## Conclusion

Simon Wood, Director of Facilities and Campaign Director, is very pleased with the impact of the campaign:

*There is a groundswell of enthusiasm by staff to make a difference in this area and I am very encouraged to see such a commitment by the campaign team, the EARs and staff across the Trust. There is more to do and some tough challenges ahead but I am very optimistic that we will achieve a permanent low carbon culture in the Trust.*

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