

GOOD CORPORATE CITIZENSHIP ASSESSMENT MODEL

Instructions

1. The test is divided into six sections:

- Travel
- Procurement
- Facilities management
- Workforce
- Community engagement
- Buildings

2. In each section you can score your organisation on a range of questions to see how it is progressing on sustainable development.

Each question has three levels:

- Getting started – scores 0, 1, 2, 3
- Getting there – scores 4, 5, 6
- Excellent – scores 7, 8, 9

3. Give your organisation a score by ticking one box for each question (0-9).

- Score 0 (zero) if your organisation hasn't got started yet.
- Scoring 3 means your organisation has implemented all of "Getting started". You need to do this before you can move on to "Getting there".
- Scoring 6 means your organisation has implemented all of "Getting there". You need to do this before you can move on to "Excellent".

What do I do if a question doesn't apply to my organisation?

If a question is not applicable to your organisation, you can tick the n/a box. The final scores are calculated as a percentage, taking n/a scores into account. Please note, however, that you must complete at least 75% of questions in each section in order for your test to be valid.

How do I decide on my score?

Honesty is the best policy! For the test to be meaningful, be completely honest about your organisation's current practice. The idea of the test is to help you understand your organisation's current performance and give you ideas to help you progress.

TRAVEL

Policies and performance : Q1/6

Getting started	Responsibility for healthy, sustainable travel is clear in our organisation. We have assessed our transport and travel options. We have calculated the carbon footprint of our business travel, fleet and patient transport services. We have developed a plan with ambitious objectives to reduce travel and traffic, promote active travel and reduce carbon emissions, consistent with the NHS Carbon Reduction Strategy. We communicate this plan to staff, patients, visitors and the wider community. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 (some) <input type="checkbox"/> 2 (most) <input type="checkbox"/> 3 (all)
Getting there	Accountability for healthy, sustainable travel is clear in our organisation. We are building up a long-term evidence base about our transport and travel impacts to inform future decisions. We have set ambitious targets for carbon reduction and for increasing active travel amongst our staff, and promoting this to our patients, visitors and in our community. We work closely with other parts of the organisation to ensure a coordinated approach to healthy, sustainable travel planning (e.g. by providing good cycle storage facilities). We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 (some) <input type="checkbox"/> 5 (most) <input type="checkbox"/> 6 (all)
Excellent	We set a leading example of healthy, sustainable travel for our community. We can demonstrate that our approach contributes to improvements in health, and to meeting our sustainable development objectives, including meeting or exceeding our carbon reduction targets. This is confirmed by external assessment. We encourage innovation in promoting healthy and sustainable travel both within our estate and more widely in the local area. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 (some) <input type="checkbox"/> 8 (most) <input type="checkbox"/> 9 (all)

Area planning : Q2/6

Getting started	We regularly review how transport provision in our local area is meeting the needs of our community. We engage with our local strategic partnership and other key partners to influence and improve access. We look for ways to work with key partners to provide healthy, sustainable travel options and safe, pleasant routes for cyclists and pedestrians. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We monitor the travel choices available in our community. With this evidence we encourage key stakeholders to make strategic community travel planning decisions which minimise traffic and carbon emissions, and promote active travel and the use of public transport. We work with our local strategic partnership and other key stakeholders to ensure an integrated local approach to carbon reduction. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of healthy, sustainable travel planning. We cooperate closely with our local strategic partnership and other key stakeholders in travel planning in our community. We can demonstrate that our approach has improved the health of our local population, and has reduced traffic-related problems such as road accidents, noise, air pollution and congestion in our local area. We can demonstrate that it is reducing carbon emissions in line with our area and corporate targets. This is confirmed by external assessment. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Service delivery and estates design : Q3/6

Getting started	We have formally reviewed the accessibility of our estate and services. We have developed plans that maximise access, minimise traffic, and promote active travel and use of public transport. These plans have been communicated to all staff, and are made available for patients and visitors. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have set ambitious targets to minimise the environmental impacts associated with travel to our sites and delivery of goods and services. We plan the location and design of our estates, and the design of our services to minimise traffic (e.g. supporting community/home based services or locating services near people and public transport). We make use of new technologies and innovations to minimise travel in the delivery of services (e.g. telemedicine, GIS systems, freight consolidation). We work with other parts of the organisation to ensure a coordinated approach to environmental impact reduction. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of integrating sustainable travel in all aspects of estate design and service delivery. We can demonstrate that decisions about the design of our estates and services have produced significant reductions in travel-related environmental impacts, including carbon emissions. This is confirmed by external assessment. We encourage innovation to reduce these impacts further. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Active travel : Q4/6

Getting started	We have reviewed the facilities, information and incentives we provide to encourage active travel (i.e. walking, running, cycling). We have engaged with staff, patients, visitors and the local community and developed a plan to encourage active travel. We have introduced facilities to encourage active travel (e.g. secure cycle parking, showers, lockers). We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have ambitious targets to increase active travel and improve health amongst our staff and stakeholders. We offer a range of training and incentives for staff to encourage active travel (e.g. bike loans, cycle mileage rates competitive with driving rates). We work with key partners to ensure there are safe, traffic-free routes to our buildings for cyclists and pedestrians. We work with other parts of the organisation to ensure a coordinated approach to active travel (e.g. HR, facilities management). We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of supporting active travel in our community. We can demonstrate that our action is producing health benefits and reducing environmental impacts, including carbon emissions. This is confirmed by external assessment. We can demonstrate that an increasing number of people are choosing active travel as a result of our influence. We encourage innovation to further increase active travel. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Business travel: Q5/6

Getting started	We have reviewed our current business travel practices. We capture data on the number of journeys taken, mode of travel, cost and carbon emissions associated with business travel, including grey fleet (i.e. private vehicles used for business travel). We have developed plans to minimise demand for travel and promote a shift to active travel and use of public transport. We have reviewed our grey fleet practices and policies and aligned them with this objective and with existing legislation. We communicate our approach to staff and provide guidance on sustainable, healthy business travel (e.g. via staff intranet). We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have set targets for reducing the environmental impacts of business travel, and for reducing grey fleet travel. We promote, support and encourage alternative, more sustainable forms of travel. When travel by car is necessary, we encourage use of low carbon pool/hire cars. We provide facilities that offer an alternative to business travel (e.g. videoconferencing) and encourage their use by staff. We choose locations for meetings that are accessible using public transport. We work with other parts of the organisation to ensure a coordinated approach to minimising the environmental impacts of business travel. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sustainable business travel. We can demonstrate that our action is producing more sustainable business travel choices amongst staff and reducing environmental impacts, including carbon emissions. This is confirmed by external assessment. We encourage innovation and technologies that avoid the need for travel and reduce environmental impacts. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Traffic management : Q6/6

Getting started	We have reviewed the traffic burden created by our organisation, and are aware of its social, environmental and economic impacts. We have worked with our partners and stakeholders to develop plans to reduce our traffic impacts and promote the use of public transport and active travel. We communicate this plan clearly to staff, patients, visitors, suppliers and the local community. We provide easy access to public transport information (e.g. in patient correspondence, on our website). We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have set ambitious targets for reducing our traffic impacts, and monitor our progress closely. We provide information and incentives to reduce reliance on cars (e.g. maps with clear walking routes, free bus links between sites). We work with our suppliers to find ways to minimise their traffic burden (e.g. more efficiently planned deliveries). We work with other parts of our organisation to take a coordinated approach to traffic management (e.g. HR, procurement, facilities management). We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of effective, sustainable traffic management. We can demonstrate that we have significantly reduced traffic and associated environmental impacts in our community, and produced positive health benefits (e.g. fewer traffic accidents, lower incidence of respiratory illness). This is confirmed by external assessment. We encourage innovation to continually improve our traffic management performance. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

PROCUREMENT

Policies and performance : Q1/6

Getting started	Responsibility for sustainable procurement is clear in our organisation. We have assessed our procurement practices. We have developed a sustainable procurement policy which supports our local community, and minimises environmental impacts, including carbon emissions. We engaged with those involved in procurement, including clinicians and suppliers, in the development of this policy. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 (some) <input type="checkbox"/> 2 (most) <input type="checkbox"/> 3 (all)
Getting there	Accountability for sustainable procurement is clear in our organisation. We have produced a sustainable procurement action plan and communicated it to all staff. We monitor and report on the sustainability impacts of the key procurement decisions in our organisation. We have set ambitious targets to improve our performance. We work with other parts of our organisation (e.g. energy and waste management) to encourage a joined-up approach to sustainable development.	<input type="checkbox"/> 4 (some) <input type="checkbox"/> 5 (most) <input type="checkbox"/> 6 (all)
Excellent	We set a leading example with our sustainable procurement policies. We monitor and review our procurement policies. We have clear evidence that we are minimising environmental impacts and maximising health, social and economic benefits, confirmed by external assessment. We consistently challenge ourselves to improve our performance. Supporting innovation is a key part of our procurement policy. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 (some) <input type="checkbox"/> 8 (most) <input type="checkbox"/> 9 (all)

Procurement skills: Q2/6

Getting started	We understand that any member of staff in our organisation may need to make purchasing or procurement decisions in the course of their work. We have identified the key skills required for sustainable procurement. We raise awareness of our sustainable procurement policy amongst all staff (e.g. in induction).	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We provide our staff with accessible information and advice on sustainable procurement, and opportunities to share good practice. Key staff receive ongoing training on sustainable procurement and its objectives. We review the learning and development needs of staff against key sustainable development objectives for the role in question, as part of the personal review process.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example in developing the sustainable procurement skills of our workforce. Sustainable procurement objectives are included in the appraisal process for all roles involving purchasing or procurement. We regularly reassess sustainable procurement skills levels in our staff and develop training programmes accordingly. We constantly look for new ways to develop skills, methodologies and leadership in sustainable procurement. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Procurement process: Q3/6

Getting started	We assess potential products and suppliers at the start of our procurement process. We check existing good practice and question the status quo. We carry out a risk and opportunity assessment at the start of the contracting processes. We utilise the 'Buy Sustainable Quick Wins' minimum standards. Where possible, our tendering documents and contracts contain sustainable development specifications and make reference to our sustainable procurement policy. We have begun to use whole life costing and value for money analysis in our evaluation of some bids.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We work with suppliers to agree sustainable development targets, increasing ambition over time. We encourage innovation of sustainable products and services through procurement. We work with other parts of the organisation to ensure a joined up approach to sustainable development, including carbon reduction. We use whole life costing and value for money analysis in our evaluation of key bids. We regularly assess new products and services, to reduce environmental impacts, and enhance quality, fairness and sustainability.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sustainable procurement processes. We measure, monitor and report on the social, environmental and economic impacts of our procurement decisions. We can demonstrate how our procurement processes contribute to achieving our organisation's sustainable development objectives, including carbon reduction. This is verified by external assessment. We have an ambitious strategy with stretching targets for improving our performance further. We procure collectively with other organisations and work with them to stimulate and support innovation. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Engaging suppliers: Q4/6

Getting started	We have assessed the impacts of our key suppliers on our sustainable development objectives. We are helping suppliers to improve their understanding of sustainable development. Suppliers understand that sustainable development is a priority for our procurement processes. We advertise tenders locally and through online portals (e.g. Supply2Health).	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have regular, scheduled, two-way communication with suppliers on sustainable development. We help key suppliers improve their approach to and skills in sustainable development. Suppliers understand that this is key to winning business. We are proactive in supporting small and medium sized enterprises (SMEs), local suppliers and supported businesses in the skills they need to compete for contracts.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example in engaging with our suppliers on sustainable development. We have regular dialogue with key suppliers on how to improve our combined performance on sustainable development. We encourage our suppliers to innovate to reduce their environmental impacts and improve their quality, fairness and sustainability. We monitor and report on the social, environmental and economic impacts of our engagement with suppliers (e.g. reducing supplier transport miles and carbon emissions). We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Minimising waste: Q5/6

Getting started	We work with waste managers to identify the waste being produced by our organisation. We understand how our procurement activity can reduce this waste. We work with other parts of our organisation to raise awareness of waste reduction/reuse/recycling. Information and support is available to help staff reduce waste. We are introducing contract specifications that minimise waste, and use recycled/recyclable materials where possible.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	Our waste management and procurement staff cooperate closely on minimising waste. We work with suppliers of products and waste services to minimise packaging, increase re-use and recycling, and reduce waste. We collect data on the purchase, use and disposal of products and only buy/use what is needed. We have reviewed product order size, delivery frequency and stock rotation to minimise waste. We make key procurement decisions based on whole life costing, factoring in cost of waste disposal.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example in making procurement decisions that minimise waste. We have a system to track the flow of products through our organisation, from purchasing to use, and disposal. Our procurement contracts seek to minimise the amount of waste produced. We have clear evidence of the reductions in waste due to our improved procurement process, verified by external assessment. We encourage innovation amongst our suppliers to minimise our waste burden. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Ethical procurement: Q6/6

Getting started	A Board-approved business case for ethical procurement is included in our procurement policy. The policy has been communicated to all relevant staff and suppliers. We have undertaken labour standards risk assessments for our major procurements. We have identified priority areas, and have started to engage with suppliers on these (e.g. ethically sourced certified timber). Where the option exists, we use fairly traded products.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	Our suppliers understand our expectations on labour standards and fair working practices. Our key suppliers provide detailed information on measures they take to ensure our standards are upheld within their supply chains. This is independently verified in high risk areas. We collect data on the impacts of our ethical procurement processes and report on these to our Board. We provide key staff with training on ethical procurement. Where appropriate, clinical staff and patient groups are consulted on ethical issues to inform future procurement strategy.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of ethical procurement. Our procurement policies and processes are transparent. We monitor compliance with our policy and use this to inform our future procurement strategy. We track the positive benefits of our policies for individual procurements. Ethical procurement is included in the job specifications of key procurement staff. We have regular, structured dialogue with key suppliers to improve performance. We recognise those who proactively address ethical issues within their supply chains. We report externally on our ethical procurement commitment. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

FACILITIES MANAGEMENT

Policies and performance : Q1/6

Getting started	Responsibility for sustainable operations is clear in our organisation. We have reviewed our environmental impacts and developed an ambitious sustainable operations plan covering carbon emissions, energy use, waste, water, transport, chemical impacts and biodiversity. We communicate this plan to staff, patients, visitors and the local community. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 (some) <input type="checkbox"/> 2 (most) <input type="checkbox"/> 3 (all)
Getting there	Accountability for sustainable operations is clear in our organisation. We have set ambitious targets for reducing our environmental impacts, including carbon emissions, and we monitor our performance closely. We work closely with other parts of the organisation to ensure a coordinated approach to sustainable operations (e.g. transport, procurement). We consider future policy and legislation in our plans (e.g. the Carbon Reduction Commitment). We regularly report progress to our Board and stakeholders.	<input type="checkbox"/> 4 (some) <input type="checkbox"/> 5 (most) <input type="checkbox"/> 6 (all)
Excellent	We set a leading example of sustainable operations for our community, confirmed by external assessment. We encourage innovation and support new technologies that help improve our performance. We anticipate the impacts of future policy and legislation and position ourselves to maximise benefits to our organisation (e.g. CRC trading). We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 (some) <input type="checkbox"/> 8 (most) <input type="checkbox"/> 9 (all)

Energy use and carbon: Q2/6

Getting started	We have reviewed our energy use and developed plans to reduce our energy demand and improve our energy efficiency, in line with the NHS Carbon Reduction Strategy. We understand our obligations to the Carbon Reduction Commitment. We provide advice to staff and visitors on reducing their energy usage. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We monitor our energy use closely, across different parts of our organisation, and over time. We have an ambitious plan to meet NHS carbon reduction targets and support staff in achieving it. Our approach is leading to a continual reduction in our energy use and carbon emissions, relative to the size of our organisation. We coordinate our energy and carbon reduction targets with other parts of our organisation. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of energy efficient, low carbon operations, confirmed by external assessment. We can demonstrate that our approach is leading to a continual reduction in our absolute level energy use and carbon emissions. Our carbon reduction plans eliminate wastage and address the need for organisational resilience to energy prices, and the impacts of climate change. We encourage innovation and support new technologies that help improve our performance. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Waste: Q3/6

Getting started	We have reviewed our waste arisings and developed plans to apply the waste minimisation hierarchy in our organisation (i.e. rethink, reduce, reuse, repair, recycle). We eliminate as much waste as possible at source, including waste deriving from food, grounds, IT equipment and medical supplies. We consistently comply with all relevant Waste legislation. We actively raise awareness about waste minimisation, including in staff learning and development. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We monitor waste arisings (and their associated costs) closely across different parts of the organisation, and over time. We have set ambitious targets to reduce waste and we support staff in achieving them. We work closely with other parts of the organisation to ensure a coordinated approach to waste minimisation (e.g. procurement). Our approach is leading to a continual reduction in our levels of waste, relative to the size of our organisation. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sustainable waste management, confirmed by external assessment. We can demonstrate that our approach is leading to a continual reduction in absolute levels of waste in our organisation. We encourage innovation and support new methods of reducing waste through our waste/recycling contracts (e.g. energy recovery, conversion to building materials). We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Water: Q4/6

Getting started	We have reviewed our water use and developed ambitious plans to reduce our water demand and improve our water efficiency. We provide advice to staff and visitors on reducing their water usage. We have a known system in place for reporting faults/leaks. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We monitor our water use closely, both across different parts of our organisation, and over time. We have set targets for water use reduction and are on track to meet them. Staff are aware of their role in conserving water. Leaks and faults are reported and dealt with quickly. Our catering, laundry and facilities contracts specify low water use. We use grey water where possible and harvest rainwater for appropriate uses. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sustainable water management, confirmed by external assessment. We can demonstrate that our approach is leading to a continual reduction in absolute levels of water use in our organisation. We encourage innovation and support new technologies to reduce water use. We work closely with our water supply company and other organisations to find new ways to minimise water use. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Hazardous substances: Q5/6

Getting started	We have reviewed the use of hazardous substances and chemicals on our estate. We have a known system in place for recording their use, and for ensuring that all legal requirements are met. We provide advice to staff and contractors on minimising the use of chemical products. We procure products containing non/less hazardous chemicals where possible (e.g. non-toxic paints and cleaning products). We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We are actively reducing the use of hazardous substances on our estate by replacing them with less harmful alternatives. Any leakages and faults are reported and dealt with quickly. Staff are aware of their role in minimising the use of chemical products. We work with our suppliers and contractors to ensure they take the same approach. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of responsible use of hazardous substances and chemicals, confirmed by external assessment. We can demonstrate that our approach is leading to a continual reduction in absolute levels of hazardous substances and chemicals on our estate. We encourage innovation and support new technologies that help reduce our use of chemicals further. We require our contractors and suppliers to do the same. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Green space: Q6/6

Getting started	We understand the health and environmental benefits of our green space. We take steps to provide green and natural areas on our estate even where land is constrained (e.g. window boxes, verges, potted plants). We take steps to encourage biodiversity and we utilise garden waste sustainably. We promote the health benefits of green space to our staff, patients, visitors and the wider community, and make our green spaces available to them wherever possible. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have assessed the biodiversity in our green spaces and developed plans to enhance their ecological value. We make sure our green spaces are accessible and clearly signposted. We include strong environmental criteria in grounds maintenance processes and contracts. We work with local biodiversity groups and community groups to find ways to make best use of our green space. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of providing high quality green space for people and biodiversity on our estate. We work closely with our local strategic partnership and other key partners to plan, protect and promote the use of green space across our local area. We contribute to local biodiversity plans. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

WORKFORCE

Policies and performance: Q1/6

Getting started	Responsibility for workforce practices is clear in our organisation. We have assessed and understood local employment conditions. We have conducted an impact assessment and used this to develop an employment strategy addressing health. Sustainable development objectives are included in our induction process. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 (some) <input type="checkbox"/> 2 (most) <input type="checkbox"/> 3 (all)
Getting there	Accountability for workforce practices is clear in our organisation. We collect data on recruitment and retention, and monitor diversity in our workforce. We take measures to help local, disadvantaged, marginalised and long-term unemployed people access jobs. We invest in training and development, within our organisation and our community. Our workforce is highly aware of our corporate sustainable development objectives as a result of learning opportunities we provide. Sustainable development objectives are included in all job descriptions for Chief Executives and other executive directors.	<input type="checkbox"/> 4 (some) <input type="checkbox"/> 5 (most) <input type="checkbox"/> 6 (all)
Excellent	Our workforce strategy sets a leading example, with independently verified positive impacts on health, wellbeing and sustainable development. Our employment strategy for the future contributes further to health and sustainable development. Our staff integrate sustainable development into their work. All staff have sustainable development objectives in their forward job plans. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 (some) <input type="checkbox"/> 8 (most) <input type="checkbox"/> 9 (all)

Diversity and inclusion: Q2/6

Getting started	We understand our local demography and have conducted a recruitment equality impact assessment. We encourage applicants from underrepresented or disadvantaged groups. We work with a range of skills providers and employment support organisations (e.g. higher education, careers services, Job Centre Plus). We offer entry-level training schemes and mentoring opportunities. We communicate opportunities clearly in our organisation and local community.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We measure and report on the impacts of our recruitment strategy. We have schemes in place to help long-term unemployed people into work. We offer opportunities to build skills and experience (e.g. work placements, volunteering, apprenticeships). We engage with schools, community groups and underrepresented or disadvantaged groups to promote opportunities and encourage applicants.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of diversity and inclusion practices that help reduce inequalities and improve health and wellbeing. Our workforce reflects the local demography. We work with our local strategic partnership and other key partners to plan improved access to employment opportunities in our organisation. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Valuing workforce : Q3/6

Getting started	We conduct regular staff surveys and report back on their findings. We have used this data to develop an action plan on staff wellbeing. We take steps to protect our workforce and ensure our workplace is safe, secure and free from bullying or harassment. We offer flexible working practices where possible, communicated in job advertisements and through our HR policies. Our appraisal system allows for constructive feedback (e.g. 360 degree feedback).	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We monitor and report on the impacts of our staff wellbeing action plan. We provide a high quality working environment, consistent with the rights and pledges set out in the NHS Constitution and other strategic NHS regulations and guidance. Staff are involved in developing a wide range of flexible working practices that suit their needs. We routinely engage with local representatives and trade unions. Staff surveys show a high level of job satisfaction. We provide additional opportunities for feedback (e.g. staff suggestion schemes, exit interviews).	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	Our staff survey shows we have embedded a culture of valuing staff in our organisation. We can demonstrate varied examples of flexible working in a range of roles and contexts. We work in partnership with local organisations, trade unions and staff in the development of our working practices. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Healthy workplace: Q4/6

Getting started	We have an action plan to promote and support healthy choices in all parts of the workplace, including off site. This includes a proactive absence management policy, alcohol, drugs and stress management strategies, and promotion of healthy food choices. This plan is communicated clearly to our workforce. There is a high level of disability awareness and reasonable adjustments are made where necessary to enable the contribution of all staff. Our organisation and estate are smokefree.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We provide incentives and facilities to promote active low carbon travel, healthy and sustainable food choices and regular exercise for all. We ensure staff are aware of these. We promote the health benefits of spending time in green space. Staff and trade unions are involved in developing new initiatives to support healthy lifestyles. We provide accessible spaces for staff for rest and reflection.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We take a proactive approach to improving the health of our workforce (e.g. offering fitness classes, enabling active travel, only providing healthy food choices). We can demonstrate that the health of our workforce is improving as a result of our action. We support innovation that promotes the health of our workforce and encourages self care. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Childcare and carer support: Q5/6

- | | | |
|------------------------|--|--|
| Getting started | We make sure staff understand their rights and the support available to them. We offer flexible working, leave and advice to accommodate specific needs of parents and carers. We provide facilities and schemes to support parents and carers (e.g. subsidised crèche, play areas, school holiday play schemes). We provide private spaces for breast feeding. We have plans for improving the support that we offer. | <input type="checkbox"/> 0
<input type="checkbox"/> 1
<input type="checkbox"/> 2
<input type="checkbox"/> 3 |
| Getting there | Staff are involved in developing the support we offer. We measure the impact of this support on recruitment and retention. The facilities and schemes we provide are widely used, and our staff survey indicates a high level of satisfaction. We inform applicants about our flexible working arrangements during recruitment, and encourage remote working where feasible and appropriate. | <input type="checkbox"/> 4
<input type="checkbox"/> 5
<input type="checkbox"/> 6 |
| Excellent | We set a leading example in the childcare and carer support we offer. We can demonstrate the positive effect of our childcare and carer support on recruitment and retention. We constantly seek innovative ways of working to improve the support we can offer. We have a strategy to improve the support we offer further. We share our ideas and learning with other organisations. | <input type="checkbox"/> 7
<input type="checkbox"/> 8
<input type="checkbox"/> 9 |

Learning and development : Q6/6

- | | | |
|------------------------|---|--|
| Getting started | We have developed a learning and development strategy for all staff and have allocated budget to support this. This includes sustainable development objectives. Information on learning and development opportunities and support we provide is communicated clearly to staff (e.g. access to training, secondment, career breaks). | <input type="checkbox"/> 0
<input type="checkbox"/> 1
<input type="checkbox"/> 2
<input type="checkbox"/> 3 |
| Getting there | We provide a wide range of learning opportunities for all staff including flexible options such as e-learning. We provide extra support for underrepresented or disadvantaged groups. Staff are allocated time to develop their skills. We work with other parts of the organisation in a coordinated approach to sustainable development (e.g. internal communications). We monitor our performance. | <input type="checkbox"/> 4
<input type="checkbox"/> 5
<input type="checkbox"/> 6 |
| Excellent | We can demonstrate the value of the learning opportunities we provide in producing an increasingly skilled and motivated workforce. Our learning and development strategy contributes to sustainable development. We encourage local skills and education providers to include sustainable development in their programmes. We share our ideas and learning with other organisations. | <input type="checkbox"/> 7
<input type="checkbox"/> 8
<input type="checkbox"/> 9 |

COMMUNITY ENGAGEMENT

Policies and performance : Q1/6

Getting started	Responsibility for community engagement and empowerment is clear in our organisation. We understand the importance of community engagement in helping our local population build healthy, sustainable lives. We have assessed our work on community engagement and developed an action plan with clear social, economic and environmental objectives. We have communicated this plan to all of our staff. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 (some) <input type="checkbox"/> 2 (most) <input type="checkbox"/> 3 (all)
Getting there	Accountability for community engagement and empowerment is clear in our organisation. We measure and report on the social, economic and environmental benefits of our community engagement, including reducing health inequalities. Through this work we are building up an evidence base to inform future policy and decisions of our organisation. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 (some) <input type="checkbox"/> 5 (most) <input type="checkbox"/> 6 (all)
Excellent	We set a leading example of community engagement and empowerment that promotes health and sustainable development. We can demonstrate that our action plan has helped to empower the local community, reduced health inequalities, and led to other social, economic and environmental benefits, including carbon reduction. We encourage innovation in community engagement. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 (some) <input type="checkbox"/> 8 (most) <input type="checkbox"/> 9 (all)

Local partnership and planning: Q2/6

Getting started	We engage with our local strategy partnership and other key partners in the early stages of developing our organisation's plans. When opportunities arise we contribute effectively to the plans of our key partners in the local area, and use these opportunities to discuss and promote sustainable development. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We play a key role in our local strategic partnership. We look for opportunities to develop joint initiatives with key partners to improve local health outcomes, economic development, social cohesion and the environment. We contribute to local and regional networks to support sustainable development, and monitor the impact of this cooperation. We work with other parts of our organisation (e.g. building planning, procurement), to take a coordinated approach to community engagement and sustainable development, including carbon reduction. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of partnership working in our local area. We can demonstrate that our influence gives rise to significant health, economic, social and environmental benefits, including carbon reduction. We encourage innovation in partnership design and development. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Community participation: Q3/6

Getting started	We have clear mechanisms for gathering views and comments from members of our community, and for feedback and dialogue. We seek the views of our community in relation to our sustainable development objectives (e.g. by holding annual surveys, meetings or debates). We have assessed the processes we have in place and developed plans for improvement. We regularly report to our Board on our performance.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We monitor and report on the level and effectiveness of community participation in our planning and decision making processes, and look for new ways to encourage participation by underrepresented groups. We value and support the contribution of volunteers in our organisation. We support staff in doing voluntary work in the community. We work with volunteers and other members of the community in the delivery of our sustainable development objectives. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of community participation. Members of the community play an integral role in our decision making process through effective engagement and involvement in our governance structure. We look for new ways to empower members of the community as leaders. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Healthy and sustainable food choices: Q4/6

Getting started	We have reviewed what we offer and developed plans to ensure we progress towards healthy and sustainable food choices in our organisation. We have a system in place to track the sourcing, transportation, consumption and disposal of food and drink products. We communicate the benefits of healthy and sustainable food choices to our staff, patients, visitors and local community. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have ambitious targets to increase the amount of healthy and sustainable food choices in our organisation, including those on sale in shops and vending machines located within our estate. We monitor this closely. We source fresh, seasonal, local food where possible to minimise the need for transportation, and take steps to minimise food and drink-related waste. We work with other parts of the organisation to take a coordinated approach to the provision of healthy and sustainable food choices (e.g. procurement, waste management). We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of healthy and sustainable food choices for our community. We can demonstrate the positive effects of this work on health and environmental outcomes in our area. We encourage innovation in the provision of healthy and sustainable food choices, both within our estate and more widely in the local area. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Assets and resources : Q5/6

Getting started	We have reviewed the assets and resources beyond healthcare that we have available to share with our local community (e.g. green space, commercial space, staff volunteers). We have developed plans to maximise the benefit they can bring to the community. We promote their use by communicating with our staff, patients, visitors and the local community. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	Our assets and resources are used extensively by the local community. We work with other parts of our organisation to take a coordinated approach to making these assets and resources more widely available (e.g. HR, procurement, transport). We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sharing assets and resources with the local community. We can demonstrate the positive effects of this work on health and wellbeing in our community. We use our influence with key partners to encourage others to share their resources (e.g. schools, private sector). We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Communication: Q6/6

Getting started	We recognise that our approach to sustainable development can affect our reputation. We use our communications with staff, patients, visitors, suppliers and the local community, as well as our corporate and press communications, to promote sustainable development widely. We use different techniques to target different demographic groups. We have established clear ways for members of the community to have a dialogue with us, and monitor the effectiveness of our communications on health and sustainable development. We regularly report progress to the Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We have ambitious targets for improving our communications on health and sustainable development. We work with other parts of our organisation to ensure a coordinated approach to communications on health and sustainable development. We produce an annual report on sustainable development for the public. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example in communicating with our stakeholders on health and sustainable development. We can demonstrate that our communications have influenced our partners and stakeholders. We include external views in our annual report on sustainable development to increase balance and transparency in our communications. The report is exposed to external scrutiny (e.g. by local scrutiny committee) and is audited by a recognised external assessor. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

BUILDINGS

Policies and performance: Q1/6

Getting started	Responsibility for sustainable building and refurbishment projects is clear in our organisation. We have reviewed our building stock, and developed a sustainable buildings strategy. We have communicated this clearly to key partners and suppliers. As a minimum, we meet the Government's requirement to achieve an Excellent BREEAM Healthcare rating in new buildings and a Very Good rating in refurbishments, where applicable. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 (some) <input type="checkbox"/> 2 (most) <input type="checkbox"/> 3 (all)
Getting there	Accountability for sustainable building and refurbishment projects is clear in our organisation. Health and sustainability considerations guide our building and refurbishment projects from planning through to completion and operation. We monitor and report on a range of social, environmental and economic impacts of our building and refurbishment projects, including carbon emissions. We engage with key partners and suppliers to find ways to improve our performance. We work with other parts of the organisation (e.g. transport, procurement) to take an integrated approach to sustainable development. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 (some) <input type="checkbox"/> 5 (most) <input type="checkbox"/> 6 (all)
Excellent	We set a leading example of integrating health and sustainable development considerations in our built environment. We achieve BREEAM Outstanding ratings for our new buildings and major refurbishment projects. We work closely with our partners and suppliers to find new, innovative ways to improve our performance. Our sustainable buildings strategy incorporates the need to adapt to climate change. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 (some) <input type="checkbox"/> 8 (most) <input type="checkbox"/> 9 (all)

Planning: Q2/6

Getting started	We engage with our local authority, local strategic partnership, staff and local community from the outset of new projects and involve them in our planning of buildings. We gather robust evidence of service and community needs from our buildings. We assess the potential benefits to the local economy and community, and environmental impacts such as carbon emissions, waste and travel burden, of our building projects, and use this information to inform our planning decisions. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	Our decisions about location, orientation, energy supply, transport services and infrastructure development are guided by our health and sustainable development objectives. We work closely with our local strategic partnership and other key partners to ensure an integrated approach to sustainable development in our local community, including carbon reduction. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of embedding health and sustainable development considerations in our building planning. We work closely with our local strategic partnership and other key stakeholders to promote the delivery of health and sustainability outcomes, when planning the built environment. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Design: Q3/6

Getting started	We seek to minimise the whole life costs of building and refurbishment projects through design, and ensure that health and sustainable development objectives are prioritised throughout the design process. We produce detailed and articulate design briefs that encourage low carbon, low environmental impact proposals from suppliers and partners. Our design process is informed by the views of our staff, patients, visitors and local community. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	Our buildings are designed as community resources that enhance the local environment and community (e.g. with integrated sports facilities, accessible green spaces). We monitor and report on the in-use performance of our new building and refurbishment projects to ensure they meet our design objectives and aspirations. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sustainable design in our new building and refurbishment projects. We are proactive in communicating the performance of our buildings to their users, and we promote the benefits of sustainable design to others. Our design decisions produce flexible buildings and refurbishments that are adaptable and resilient to future needs, including adaptation to climate change. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Sustainable procurement: Q4/6

Getting started	We have reviewed our current procurement practices and adopted a policy of incorporating sustainable development clauses in tendering documents and contracts for new building and refurbishment projects. We evaluate bids and award contracts on this basis and monitor contractors' performance. We communicate our policy clearly to all staff, suppliers and potential contractors. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We work only with contractors who can demonstrate a robust record on sustainable development, including sustainable design and waste management. Where possible, we calculate the whole life cost of new building projects and include this in the evaluation of bids. We monitor the impact of our procurement decisions on key sustainability targets and use this information to inform future procurement policy. We work with other parts of the organisation to take an integrated approach to sustainable procurement. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of sustainable procurement of new building and refurbishment projects within the NHS. We produce buildings that contribute to the local community and economy, while minimising carbon emissions and other environmental impacts. We work with contractors to help them improve their capability to deliver sustainable development. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Energy and carbon: Q5/6

Getting started	We ensure that everyone involved in our new building and refurbishment projects understands that carbon reduction is a priority. We challenge contractors to deliver low carbon buildings, including in design, selection of materials, construction and waste disposal, in line with NHS carbon reduction targets. We monitor the energy use of finished projects closely to ensure they meet design expectations. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We challenge contractors to reduce the carbon emissions associated with the construction process, and set objectives for the use of recycled and low carbon building materials, and minimisation of construction waste. We work with contractors to look for new ways to minimise carbon emissions throughout the design and construction process. We seek expert advice and assistance from other organisations where necessary (e.g. Carbon Trust NHS Carbon Management Programme). We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of minimising the carbon footprint of our new building and refurbishment projects, making use of innovative low carbon materials, technologies and construction processes. We communicate this widely to our staff, stakeholders, partners and within the NHS. We seek opportunities for further energy and carbon reduction through refurbishment and retrofitting of existing buildings. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

Green space: Q6/6

Getting started	We have reviewed our green space provision and understand the health and environmental benefits it brings. We take opportunities to improve and extend our green space provision through our new building and refurbishment projects. We include natural features and green views in building plans where possible. We regularly report progress to our Board.	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3
Getting there	We gather evidence on the value of green spaces to people and biodiversity on our estate and use this to inform our planning process. We take opportunities to maximise access to green space and encourage biodiversity in our building and refurbishment projects. We encourage our partners to improve and extend their own green spaces. We monitor and report progress to our Board and stakeholders.	<input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6
Excellent	We set a leading example of providing high quality green space for people and biodiversity on our estate. We work closely with our local authority and key partners to plan, protect and promote the use of green space across our local area. We can demonstrate that the decisions we make have positive impacts on health, wellbeing and the environment in our community. We share our ideas and learning with other organisations.	<input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9