


MEETING DATE:	10 April 2014	 North Lincolnshire Clinical Commissioning Group REPORT TO THE CLINICAL COMMISSIONING GROUP GOVERNING BODY
AGENDA ITEM NUMBER:	Item 7.7	
AUTHOR: JOB TITLE: DEPARTMENT:	Kerry Ryan Human Resources Business Partner North Yorkshire and Humber Commissioning Support Unit	

REMOTE ACCESS AND HOME WORKING POLICY

PURPOSE/ACTION REQUIRED:	Decisions for Approval
CONSULTATION AND/OR INVOLVEMENT PROCESS:	<i>This should identify each key Committee/Group which has led prior involvement/consultation in developing the recommendations in the paper</i>
FREEDOM OF INFORMATION:	Public

1. PURPOSE OF THE REPORT:

To present the following new and/or revised Workforce policy for the approval of the Governing Body;

- Remote Access and Home Working

No further approval is required for the Remote Access and Home Working Policy once Governing Body approval is received.

2. STRATEGIC OBJECTIVES SUPPORTED BY THIS REPORT:

Continue to improve the quality of services	<input type="checkbox"/>
Reduce unwarranted variations in services	<input type="checkbox"/>
Deliver the best outcomes for every patient	<input type="checkbox"/>
Improve patient experience	<input type="checkbox"/>
Reduce the inequalities gap in North Lincolnshire	<input type="checkbox"/>

3. IMPACT ON RISK ASSURANCE FRAMEWORK:

Yes	<input type="checkbox"/>	No	x
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4. IMPACT ON THE ENVIRONMENT – SUSTAINABILITY:

Yes

x

No

A sustainability Impact Assessment has been conducted for each policy.

The policy may lead to a reduction in travel and therefore reduce carbon emissions from road transport

5. LEGAL IMPLICATIONS:

Yes

x

No

The policy provides a mechanism to implement health and safety and data legislation.

6. RESOURCE IMPLICATIONS:

Yes

x

No

The policy may increase demand for IT equipment however may reduce costs of travel.

7. EQUALITY IMPACT ASSESSMENT:

Yes

x

No

An Equality Impact Assessment has been undertaken on the policy. The data used for this incorporates the full profile of the organisation, including Statutory Office Holders.

It was considered that the policy may create positive impacts in relation to gender, religion and disability by offering more flexibility. It was not identified that there would be any significant detrimental impacts.

8. PROPOSED PUBLIC & PATIENT INVOLVEMENT AND COMMUNICATIONS:

Yes

No

x

Patient and/ or public involvement would not be required for the development of Workforce policies. It should be noted that all CCG staff have had the opportunity to be involved in and contribute to the development of the policy.

9. RECOMMENDATIONS:

The CCG is asked to review and approve the following policy which accompanies this report:

North Lincolnshire CCG Remote Access and Homeworking

Remote Access and Home Working Policy

Authorship:	CSU Workforce Team on behalf of North Lincolnshire Clinical Commissioning Group
Committee Approved:	
Approved date:	
Review Date:	Periodically or if statutory changes are required
Equality Impact Assessment	Completed - Full/Completed - Screening <i>[delete as required]</i>
Sustainability Impact Assessment:	Completed
Target Audience:	All Staff
Policy Reference No:	HR38
Version Number:	1.1

The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Intranet

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1.0 POLICY STATEMENT

NHS North Lincolnshire Clinical Commissioning Group hereafter known as the CCG recognises that working from remote locations such as home or other premises(NHS, Local Authority, GP Practices etc), as part of the flexible working arrangements that the CCG supports, can bring advantages both to the staff member and to the organisation. These may include: flexibility around issues such as dependent care or disability issues, reduced costs, better use of time, convenience, freedom from transport problems, reduced personal risk and ecological benefits.

It is accepted that not all work duties may be suitable for remote working. Consequently, each situation needs to be considered on its merits. Clearly some jobs are intrinsically not suitable for home working.

Regardless of where work is undertaken the individual and organisation are both responsible at all times for compliance with the following legislation:

- Health and Safety Act (HSE Act)
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)
- Freedom of Information (FOI)
- Disability Discrimination Act (DDA)

The ability to work remotely should be available to staff where appropriate but the CCG recognises that this should be done so in a safe and secure manner.

It is essential that all working arrangements, for example availability and disposal of confidential waste, are fully discussed and agreed between all relevant parties before commencing. It is essential that staff working remotely are able to maintain confidentiality of documents, computer files etc for example when the house is occupied by others.

2.0 SCOPE

This policy applies to all staff of the CCG. This includes employees, staff on honorary contracts and bank contracts. The principles of this policy also apply to independent contractors (including agency staff) working on a contract for services basis.

3.0 PRINCIPLES

The CCG has an overriding responsibility to deliver timely services. It is also keen to seek ways of developing the capacity of its services, improving the capabilities of its staff and improving effectiveness.

All requests to undertake work from a remote location will be given full consideration and no reasonable request will be refused. However, in certain circumstances the needs of the business may not allow for the request to be granted. If a request is denied, the rationale shall be explained.

Advice and support will be provided to all Line Managers in the implementation and application of this policy upon request.

4.0 EQUALITY STATEMENT

In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

5.0 BRIBERY

- 5.1 The CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery. Due consideration has been given to the Bribery Act 2010 in the development (or review, as appropriate) of this policy document and no specific risks were identified.

6.0 MONITORING AND REVIEW

The policy and procedure will be reviewed on behalf of the CCG periodically by the Workforce Team in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

The implementation of this policy will be audited and reported to the CCG Governing Body periodically.

PART 2

1.0 PROCEDURE

The CCG recognises that the work undertaken by many of its staff may be carried out more easily in a quiet location and without disruption. In cases where office facilities are open plan or where staff are easily disrupted, the member of staff may work remotely with the express consent of their manager. The manager will ensure that the employees absence from the workplace will not create other problems for staff.

It is expected that no staff will have their base designated as home and the CCG will offer casual home working as appropriate. Line managers should monitor the working patterns of staff members who work remotely on an ad hoc basis.

2.0 CONTACT

Staff who work remotely must ensure that their manager and the CCG have details of the contact number at home and that they can be easily contacted during working hours. On each occasion staff should inform appropriate colleagues that they will be working remotely and how and when they can be contacted.

3.0 EQUIPMENT

Staff who work at home are liable to be provided with any of the following equipment:

- Toughbook/Laptop
- Mobile Phone

Any other equipment needed would be added on an individual basis as required. Staff must comply with the CCG's Acceptable Use Guidelines, Mobile Computing Procedures, E-mail and Internet Policy and Use of Encryption Technology Policy.

The application form at Appendix 1 should be used to request required equipment.

4.0 INSURANCE AND LEGAL REQUIREMENTS

4.1 Business Rates

Any home working may make part of the property used liable to a business rate, if the work materially detracts from the use of the dwelling for domestic purposes. The home worker is advised to check their individual circumstances with their local Council. The CCG is not liable to pay for any financial increase from domestic rate to business rate.

4.2 Insurance

The CCG requires all casual home workers ensure they have adequate insurance should they work at home and ensure any equipment owned by the CCG is stored safe and securely. The CCG is not liable to pay for any increase on insurance premiums. .

4.3 Employer's Liability

Employees working at or from home are covered by the CCG Employer's Liability Policy. There is no exclusion for Personal Liability claims arising from home working subject of course to legal liability. Any accidents must be reported immediately in accordance with the CCG's guidelines.

4.4 Public Liability

Although covered by the CCG Employer's Liability Policy employees working at or from home are advised to ensure their home contents policy has public liability cover for at least £1 million. This is a standard clause in most home insurance policies.

4.5 Mortgagee/Landlord

Before commencing home working employees should advise mortgagees or landlords that they intend to work at home. The CCG will not be responsible for any additional costs as a result.

5.0 ABSENCE

When an employee is working from home they must comply with the CCG's absence reporting procedures and ensure that their manager is informed if they are sick or unable to work.

6.0 DISCLOSURE AND BARRING SERVICE (DBS)

If an employee's working practice change and they start to working in different bases then consideration needs to be made about whether the change in working practice requires them to

have a DBS check. For example an employee starts to use a base in which they come into contact with vulnerable people then they may require a DBS check if they do not already have one.

7.0 TRAVEL EXPENSES

The rates of allowances are paid as agreed by the CCG and claims can be made as appropriate.

8.0 SECURITY, DATA PROTECTION AND CONFIDENTIALITY OF INFORMATION

In order to comply with the Data Protection Act 1998, any data used must be secure and can only be accessed by you. This means that all hardcopy information must be kept either in a locked cabinet or by secure means if travelling, and that electronic information is password protected. In addition all sensitive data and any data containing personal information should be encrypted.

All staff are required to meet all of the CCG's Information Governance requirements as detailed in Information Governance policies, procedures and guidelines, regardless of where they work from. In addition they must be able to document and demonstrate how those requirements will be met. Managers must be able to evidence that they are satisfied that there are processes in place to meet the Information Governance requirements and that they are being met.

As a minimum the following training must have been completed via the Connecting for Health Information Governance Training Tool: Introduction to Information Governance and Information Security Guidelines or the Computer Based Learning System (CBLS) Information Governance module. Certificates to evidence the training has been successfully undertaken must be held on the individual's personal file and referenced as up to date as part of the appraisal process.

Employees have a duty of care to take all reasonable steps to safeguard equipment from loss or damage. Valuable objects such as laptops should not be left unattended in vehicles. Failure to keep equipment of information secure will be considered a very serious matter and could result in disciplinary action being taken.

All personal information generated must be kept in a secure place i.e. locked in a drawer. Nothing containing personal information is to be thrown away with normal household rubbish.

Any confidential waste is to be gathered up and securely transported to the office on the home workers next scheduled visit/review. Once in the office, it will be disposed of in the normal way with the other confidential waste that is produced.

9.0 HEALTH AND SAFETY

Risk Assessments must be carried out for all activities undertaken whilst working at home in the same way they are conducted for those activities undertaken in a workplace. All significant risks must be recorded and measures put in place to reduce the risk to the lowest level so far as is reasonably practicable. It remains the manager's responsibility to ensure these assessments are in place.

A generic guide of topics to be considered in the Risk Assessment can be found in Appendix 2.

This risk assessment must be retained within the departments Risk Assessment file and be reviewed by a competent risk assessor in addition to being signed off by the line manager before an employee can commence working at home.

If the employee is to use a PC workstation (own or CCG), they must complete a DSE risk assessment to confirm the suitability of the equipment being used. The DSE risk assessment can be found on the CCG intranet and a copy should be retained in the member of staff's personnel file.

9.1 ACCIDENTS, INCIDENTS AND DANGEROUS OCCURRENCES

All staff working at home must inform their manager in the event of accidents, incidents or dangerous occurrences. Initial reports should be by telephone, followed by appropriate action such as entering the incident on the appropriate reporting system.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 apply to remote working. Managers should ensure that staff be made aware that in the event of an incident, enforcement agencies such as the Health and Safety Executive may require access to their home as part of any subsequent investigation. This is also relevant to internal investigations.

10. RELATED POLICIES

Flexible Working Policy
Flexitime Policy

Remote Access and Home Working – Appendix 1

REMOTE-WORKING - SELF RISK ASSESSMENT CHECKLIST

This form will be used to assist your manager and the Health and Safety team to ensure that your working conditions at home comply with current best practice.

Name:	Date of completion:		
Address where assessment was undertaken:	Job Title: Department:		
Security of Information	Yes	No	Comments
Is your home secure from intruders?			
Are all the windows closed when you leave your home?			
How many other people in your accommodation have access to the area where you will be undertaking CCG business?			
Confidentiality	Yes	No	Comments
Are laptop and confidential files locked away when not in use?			
I have procedures in place to ensure that family members or others who come into my home do not have access to confidential information e.g. not being overheard while on the phone or access to written or electronic information.			
Are your passwords and PIN numbers kept secure and not divulged to anyone?			
I can confirm that no confidential data will be stored on the hard disk of my personal computer.			
I can confirm that I will not transport any confidential data on an unauthorised and/or non encrypted storage devices (PC Hard Drives, Memory sticks or CDs)			
I will shred confidential documentation.			

Fire	Yes	No	Comments
Is the work area tidy?			
Are waste materials regularly disposed of?			
Are exit routes clear?			
Do you have an escape plan?			
Is a smoke alarm fitted? Alarms should be tested regularly.			
Do you have a suitable fire extinguisher readily at hand?			
Have you been trained how to use it safely?			
Electrical Equipment (either CCGs or your own but used for CCG work)	Yes	No	Comments
Any apparent damage? Cracked casing, missing screws etc			
Any evidence of overheating? Look for discolouration			
Any obvious damage to leads or plugs?			
Are the cables secure in all plugs?			
Slips Trips & Falls (Work areas)	Yes	No	Comments
Are floor coverings sound and without defects?			
Are walkways clear of tripping hazards e.g. trailing cables?			
When seated at your desk can you move your legs & upper body together without twisting?			
Working Environment	Yes	No	Comments
Is the temperature comfortable?			
Is the ventilation comfortable?			
Do you have adequate lighting?			
Manual Handling	Yes	No	Comments
Do you carry out any abnormal Manual Handling activities?			

Assessing suitability / Proposal for Home Working
Points to consider

LINE MANAGER

- What proportion of the employee's work is done alone or as part of a team?
- Are there alternative methods of doing their tasks that might facilitate home working?
- What proportion of the employee's work could be done at home?
- Are current work practices and processes appropriate for home working – if not, can they be changed with team agreement?
- Will the employee require access to specific equipment, tools, materials or documents in order to work? Are there practical and cost problems with this requirement? Can this equipment be provided?
- Does the employee manage any other team members and if so how will this occur if the employee works at home?
- How much technical or other support does the employee provide to their employees?
- Can the ICT requirements be met?
- How will office cover be maintained?
- How can confidentiality of information be maintained?
- Will service delivery be impaired during normal working hours?

EMPLOYEE

- Am I able to work on my own with only phone and email contact to fallback on?
- Will I miss the support of working within a team?
- Am I able to be self motivated enough to work from home?
Will I be able to organise my work within my hours and allow work not to disrupt my home life outside working hours?
- Am I planning to move home in the immediate future?
- Am I able to accommodate personal circumstances to accommodate my work?
- Am I prepared to check my working environment to ensure it continues to be a confidential and safe working environment?
- What arrangements will I need to make for regular contact with my manager?
- Do I have the space needed to work at home? If not, how can this issue be overcome?
- Do I have the necessary ICT supporting equipment to allow me to undertake my task?

AGILE WORKING – EQUIPMENT REQUEST FORM

Full Name			
E-Mail Address			
Windows User Name			
Organisation			
Base			
Contracted Hours			
Job Share	Yes	No	
The following questions are related to your current equipment			
Computer Type			
Make (i.e. Dell, Lenovo, Panasonic)			
Model (i.e. Optiplex 760, Latitude E6400)			
Asset Tag or Volume Number (i.e. A014578)			
PC Name (i.e. 5EF01-BSKJA4J)			
Do you currently have any specific software applications installed on the desktop PC or Laptop? i.e. Microsoft NAV, SQL Server 2008 etc	Yes	No	
Do you have any specialist equipment? i.e. A second monitor?	Yes	No	
Do you have a work provided mobile phone?	Yes	No	
Do you currently have any other mobile devices e.g. touchbook, iPad, tablet etc	Yes	No	
Do you currently have a desk phone?	Yes	No	

EQUALITY IMPACT ASSESSMENT

1. Equality Impact Analysis	
Policy / Project / Function:	Remote Access and Home Working Policy
Date of Analysis:	1/10/13 – Data used from June 2013
This Equality Impact Analysis was completed by: (Name and Department)	Janet Thacker HR Dept
What are the aims and intended effects of this policy, project or function ?	<ul style="list-style-type: none"> NHS North Lincolnshire Clinical Commissioning Group hereafter known as the CCG recognises that working from remote locations such as home or other NHS premises, as part of the flexible working arrangements that the CCG supports, can bring advantages both to the staff member and to the organisation. These may include: flexibility around issues such as dependent care or disability issues, reduced costs, better use of time, convenience, freedom from transport problems, reduced personal risk and ecological benefits.
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> Acceptable Use Guidelines, Mobile Computing Procedures, E-mail and Internet Policy and Use of Encryption Technology Policy. Business Conduct Policy Information Governance procedures and policies Absence Reporting procedure
Who does the policy, project or function affect ? Please Tick ✓	✓ Employees Service Users <input type="checkbox"/> Members of the Public <input type="checkbox"/> ✓ Other (List Below) Independent contractors and agency staff

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
Age	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
Sexual Orientation	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
Disabled People	✓		<input type="checkbox"/>	✓	Occasional/regular/permanent working from home may be used as a reasonable adjustment depending upon the circumstances of each particular case and the operational/business needs.
Gender	✓		<input type="checkbox"/>	✓	The opportunity to work from home may provide some workers with caring responsibilities (often women), the opportunity to work more flexibly
Transgender People	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
Pregnancy and Maternity	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	The opportunity to work remotely providing reasonable adjustment during pregnancy
Marital Status	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
Religion and Belief	✓		<input type="checkbox"/>	✓	Potential to allow certain staff who wish to work during a religious festival they do not observe and where their office is closed, to work from home, by agreement. (For

					example, a member of staff who does not wish to observe the Christmas holiday might be allowed to work from home during the holiday.)
Reasoning	Any review of the policy should cover how it has been applied and not just its intention. Potentially positive impact on staff with disabilities and staff with certain religious or other beliefs				
If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7					

3. Equality Impact Analysis: Local Profile Data	
Local Profile/Demography of the Groups affected (population figures)	
General	Total number of employees in the North Lincs CCG 28
Age	<p>No staff employed are under 30</p> <p>14% of staff are over 55</p> <p>86 % of staff are aged 30-55</p>
Race	<p>86% of staff employed in the CCG are White</p> <p>7% of staff are Non-white</p> <p>7% staff have not stated or defined their ethnicity</p>
Sex	<p>50% staff employed are female</p> <p>50% staff employed are male</p>
Gender reassignment	No information at this stage
Disability	<p>7% of staff employed declared themselves as having no disability</p> <p>No staff declared a disability</p> <p>93% did not declare /undefined</p>
Sexual Orientation	All staff are recorded as did not wish to respond /undefined
Religion, faith and belief	All staff are recorded as did not wish to respond /undefined
Marriage and civil partnership	86% of employees are married. No employees are in a civil partnership
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘Equality Groups’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p>✓ Yes - employee data provided</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</p>	<p>Joint Trade Union Partnership Forum</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>The policy supports promoting equality and diversity as it is has the potential to have a positive impact on some some protected groups (see above)</p>

5. Equality Impact Analysis: Assessment Test

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by The Equality Act 2010 ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a Genuine Determining Reason exists
Gender (Men and Women)		✓		The opportunity to work from home may provide some workers with caring responsibilities (often women), the opportunity to work more flexibly. 50% of the staff in the CCG are female
Race (All Racial Groups)	✓			
Disability (Mental and Physical)		✓		Occasional/regular/permanent working from home may be used as a reasonable adjustment depending upon the circumstances of each particular case and the operational/business needs. Currently no employees in the CCG have declared themselves disabled. Currently no employees in the CCG have declared themselves disabled. However the policy will facilitate support to staff who become disabled in the course of their employment, or staff who are recruited to the CCG in the future and may have a disability.
Religion or Belief		✓		Potential to allow certain staff who wish to work during a religious festival they do not observe and where the building is closed, to work from home, by agreement. (For example, a member of staff who does not wish to observe the Christmas holiday might be allowed to work from home during the holiday.) Whilst CCG employment data records that staff did not wish to respond/undefined, the policy allows for individual staff recruited in the future to be supported in following their personal beliefs
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			
Pregnancy and Maternity	✓			
Transgender	✓			

Marital Status	✓			
Age	✓			

6. Action Planning

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

7. Equality Impact Analysis Findings

Analysis Rating:	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Amber	<input checked="" type="checkbox"/> Green
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SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a Policy / Board Report / Committee Report / Service Plan / Project are required to complete a Sustainability Impact Assessment. Sustainability is one of the Trust's key Strategies and the Trust has made a corporate commitment to address the environmental effects of activities across Trust services. The purpose of this Sustainability Impact Assessment is to record any positive or negative impacts that this activity is likely to have on each of the Trust's Sustainability Themes. For assistance with completing the Sustainability Impact Assessment, please refer to the instructions below.

Policy / Report / Service Plan / Project Title:				
Theme (Potential impacts of the activity)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Reduce Carbon Emission from buildings by 12.5% by 2010-11 then 30% by 2020		x		
New builds and refurbishments over £2million (capital costs) comply with BREEAM Healthcare requirements.		x		
Reduce the risk of pollution and avoid any breaches in legislation.		x		
Goods and services are procured more sustainability.		x		
Reduce carbon emissions from road vehicles.	x			
Reduce water consumption by 25% by 2020.		x		
Ensure legal compliance with waste legislation.		x		
Reduce the amount of waste produced by 5% by 2010 and by 25% by 2020		x		
Increase the amount of waste being recycled to 40%.		x		
Sustainability training and communications for employees.		x		
Partnership working with local groups and organisations to support sustainable development.		x		
Financial aspects of sustainable development are considered in line with policy requirements and commitments.		x		