NHS Scotland

Setting up a re-use scheme
Contents

Introduction
Why re-use? 3
What can we re-use? 4
What about financial savings? 5
What about the environmental benefits? 6
What about storage issues? 7

Setting up a re-use scheme
Task 1 – Senior management buy-in 9
Task 2 – Departmental buy-in 10
Task 3 - Create a guidance page on the intranet 11
Task 4 – Set up the online system 12
Task 5 – Agree transport options 13
Task 6 – Link to purchasing system 14
Task 7 – Regular communications with staff 15
Task 8 – Gather feedback 16
Increasing re-use of assets and preventing waste is a key part of the NHSScotland Waste Management Action Plan. Re-use of items not only reduces waste but, by prolonging the useable life of materials, supports carbon savings, sustainability initiatives and reduces costs.

NHS National Services Scotland has put in place a corporate subscription to an online re-use service platform called Warp It, ensuring that use of the service is free of charge to NHS Boards. The service supports NHS Boards to redistribute resources within their Board and to other organisations including public sector partners and charities. The service works by providing a platform for those with assets, such as furniture, and those looking for assets to get in contact, this is achieved via a web portal supported by email, allowing images and details of the items to be shared and collection arrangements agreed.
Why re-use?

The Making Things Last strategy sets out the Scottish Government’s priorities for moving towards a more circular economy – where products and materials are kept in high-value use for as long as possible.

This strategy builds on the progress that has been made on the zero waste and resource efficiency agenda, but scopes out ambitions and actions into a much broader set of business and industry opportunities. The strategy brings together the targets and ambitions in the Safeguarding Scotland’s Resources Programme and the Zero Waste Plan, placing both in the context of a more circular economy. This includes:

- 70% target for waste recycling and 5% for waste sent to landfill by 2025;
- An overall target for a 7% reduction in all waste by 2017; and
- A longer term vision of a 15% reduction in all waste by 2025 (from 2011 levels).

As outlined in the NHSScotland Waste Management Plan 2016 – 2020, baseline data for 2012/13 is used rather than 2011 due to data availability and quality but the targets and completion dates remain the same.

The prevention and management of waste is the responsibility of all staff within the NHSS. In order to meet these regulatory requirements, NHS National Procurement and NHS Boards need to ensure that appropriate systems are put in place for the future management of waste. The NHSScotland Waste Management Action Plan 2016-2020 requires Estates & Facilities and Procurement teams to work together both locally and nationally to develop Board specific waste prevention and reduction plans.

The plan should reflect the key challenges faced by the Board and aim to use procurement expertise to reduce waste via product selection and substitution where possible.

The online re-use service platform available to Boards should help ensure that products in use stay in use for as long as possible.

As the largest public sector employer in Scotland, providing services to the entire population, NHSScotland is in a unique position to help Scotland meet the waste prevention and reduction targets.
What can we re-use?

Most furniture, fixtures and fittings, office consumables (e.g. stationery, printer cartridges), electronic items and equipment (as long as they are in good and safe working order) can be re-used.

Consideration needs to be given to data security in relation to IT equipment and NHS Boards are required to comply with all local and national data security policies.
Re-use systems are designed to help NHS Boards achieve significant savings on purchasing and waste disposal costs, as well as reducing environmental impacts. In the last financial year NHSScotland spent in the region of £6.9 million on new furniture*. Zero Waste Scotland estimate that NHSScotland could achieve a 10-25% reduction in furniture purchases if all NHS Boards operated a re-use portal, achieving annual saving of between £700,000 and £1,700,000.

While it is expected that the majority of savings will be made from furniture redistribution, staff can also redistribute other unwanted resources, with potential for further savings.

There may also be a reduction in staff time as less new products will be procured. However, this may be offset to some degree by the time required by staff to use the re-use portal.

The reduction in waste disposal costs is unknown as the current disposal route for the majority of furniture waste is via a skip, and national data for this waste stream is poor. However, with average landfill disposal costs in the order of £120 per tonne, the opportunity to make significant cost savings is real.

*Based on data from NHS National Procurement
What about the environmental benefits?

As well as financial savings, there are significant environmental benefits to be achieved from using a re-use system. By reducing the amount of new items purchased, NHS Boards organisations will avoid the (often significant) carbon emissions and resource depletion created during the manufacturing of items, especially furniture. Using re-used furniture is by far the most environmentally sustainable way NHS Boards organisations can furnish buildings, considerably more so that any new furniture made from sustainably sourced timbers or recycled materials.
Generally, there should be a direct transfer of items between the owner and claimant, so a re-use system can largely negate the need for any intermediate storage. This can mean there is no double handling, reducing both the risk of damage to goods in transit and the health and safety risks associated with manual handling. However, NHS Boards should consider whether they have storage space for items, especially higher value furniture and equipment.

What about storage issues?
The key steps in setting up a re-use scheme include:

- Senior management buy-in;
- Departmental buy-in;
- Create a guidance page on the intranet;
- Set up the online system;
- Agree transport options;
- Link to purchasing system;
- Regular communications with staff; and
- Gather feedback.
Task 1
Senior management buy-in

It is likely that senior management support will be needed to start using the Warp-It re-use system. Having senior management commitment will not only provide leadership, but will also give a clear signal of the NHS Board’s commitment to improving resource efficiency.

Senior management may need to authorise the project and to free up staff time and resource to implement the re-use system. Set up an informal meeting, or produce a short business case for the re-use system. This might cover:

- How the project will benefit the NHS Board including estimated financial and environmental savings;
- How the project will fit with existing waste management policies;
- The on-going licensing of the software;
- The amount of time staff will need to spend on the re-use system including the project team, IT, internal communications, estates;
- Training time required and;
- Any additional resources that are required, e.g. additional storage space and associated costs?

It is recommended that an intranet article is produced outlining senior management support for the re-use system, as this will help communicate the importance of the system to all staff.
One of the most common barriers to establishing a successful re-use programme is a lack of departmental support. It is recommended that meetings are set up with key department managers to help implement the re-use system. Key departments may include procurement, support services, estates, health and safety, infection control and Information Communications Technology (ICT), as well as medical and nursing.

It is important that each manager agrees to support the re-use system and champion it within their departments.
Create a guidance page on the NHS Board’s intranet to inform staff how to use the re-use system and answer likely frequently asked questions. Frequently asked questions may include:

- What items can be re-used through the system?
- What are the benefits of the system?
- Who is responsible for uploading the unwanted items onto the system?
- How long does the item need to be kept in situ?
- What happens if an item cannot remain in situ?
- What happens if unwanted items are not claimed?
- Who is responsible for arranging the transfer and transport of items?
- What does it cost to store or transfer an item?
- Who is responsible for ensuring that the items that are transferred are usable, safe and appropriate?

It is important to provide the right level of information on the intranet page as this will reduce the number of emails and telephone calls received from staff about how to use the re-use system.
Task 4
Set up the online system

The Warp It online portal will provide instructions on setting up the re-use system, including:

- How to sign up?
- How to add an item?
- How to claim an item?

There may also be an opportunity to set up Warp It to transfer items to third parties including other public sector organisations, charities and other partners.

Revolve is Scotland’s national re-use quality Standard. It aims to bring confidence to second hand shopping by certifying businesses that sell second hand goods. We know that 72% of people want to buy second hand but only 23% say they actually do. Revolve aims to make it easier, more inviting, less daunting and safer to buy second hand goods. When you see the Revolve logo, then you know you are buying from a great re-use shop, who is committed to quality and excellent customer service.

There are currently 56 certified stores* all over Scotland selling everything from tables to toasters and bikes to buggies. You can find your nearest store at www.revolvereuse.com

The Re-use Line provides a service for matching unwanted re-usable items to Revolve certified organisations. The re-use organisations will make arrangements to collect the items from agreed locations.

For further advice regarding non-household uplifts call 0800 0665 820 to speak to an operator.

Figures 1 and 2 detail example re-use system process flow diagrams for a member of staff and a waste manager.

*Based on August 2016 figures
Figure 1: Process flow diagram for re-use system (staff)

**DISPOSING OF AN UNWANTED ITEM STAFF VERSION**

- **Is your unwanted item suitable for re-use?**
  - **NO**
    - Contact your estates/waste manager
    - They confirm that the item is suitable for internal re-use
    - Item is disposed in accordance to waste management guidance
  - **YES**
    - Log your unwanted item on the re-use system
    - Colleagues have 1 month to collect the unwanted item and agree arrangements for uplift
  - **YES**
    - They confirm that the item is suitable for the third sector
    - Item is offered to third sector organisation
    - Item is accepted by third sector organisation
    - Claimant logs that the item has been delivered
  - **YES**
    - Has the item been uplifted within a month

- **Re-use procedure**
  - **NO**
    - Colleagues have 1 month to collect the unwanted item and agree arrangements for uplift
  - **YES**
    - Item is accepted by third sector organisation
    - Claimant logs that the item has been delivered

NHS Scotland Re-use Scheme
Figure 2: Process flow diagram for re-use system (waste manager)

**DISPOSING OF AN UNWANTED ITEM WASTE MANAGER VERSION**

- **They choose to RECYCLE the item**
- **The Waste Manager/Estate Team evaluates item for re-use**
- **Item suitable for internal re-use**
  - **YES**
  - **Member of staff has unwanted item. They need to decide whether to offer the item up for re-use or recycle.**
  - **They choose to offer the item up for RE-USE**
  - **Member of staff logs description of unwanted item on the re-use system**
  - **Item is claimed and agrees arrangements for uplift**
  - **Item claimed within 1 month**
  - **Item is uplifted**
  - **Claimant logs that the item has been delivered**
  - **YES**
  - **NO**
- **SUITABLE FOR THIRD SECTOR**
  - **The item is accepted by third sector organisation**
  - **Item is offered to third sector organisation**
  - **Item is offered to third sector organisation**
  - **NO**
- **NOT SUITABLE FOR THIRD SECTOR**
  - **Item is evaluated to identify if the condition is acceptable to be offered to third sector**
  - **NOT SUITABLE FOR THIRD SECTOR**
  - **Item is recycled in accordance to waste management guidance**
- **NO**
- **YES**
- **Item is uplifted**
- **Claimant logs that the item has been delivered**
- **Item claimed within 1 month**
- **Item is uplifted**
- **Claimant logs that the item has been delivered**
- **Item is recycled in accordance to waste management guidance**
- **Item is evaluated to identify if the condition is acceptable to be offered to third sector**
- **NOT SUITABLE FOR THIRD SECTOR**
  - **Item is recycled in accordance to waste management guidance**
- **NO**
- **YES**
- **Item is uplifted**
- **Claimant logs that the item has been delivered**
- **Item is recycled in accordance to waste management guidance**
Task 5
Agree transport options

An important part of re-use is the actual transport of the items from the existing owner to the new owner. Often re-use systems are arranged so that collection of items are arranged between the owner and the claimant, and the claimant of the new item should organise collection of the item and incur any costs.

However, it is recommended that a meeting is arranged with the estates department to discuss possible transport options, as they may be able to provide transport to move or deliver the items, and may have a system where this cost could be charged to the claimant.
Task 6
Link to purchasing system

Set up a meeting with the NHS Board’s procurement department to ensure the re-use system links to the purchasing system. Before a purchase request is authorised, the procurement department should check to ensure the item being requested is not already available on the re-use system. If surplus items are available within the NHS Board, this should be used before considering purchasing new items.

Task 7
Regular communication with staff

Matching the supply and demand of items with the needs and wants of departments will rely on effective communications. It is essential that staff are aware of the disposal route for unwanted items. The simplest and quickest way to tell staff about the re-use system is through an all staff email. The email should promote the new system, explain why it is being introduced, summarise the type of items that can be re-used and briefly outline how to use the system.

Staff will need reassurance that the efforts they are making are having a positive effect. It is recommended that a monthly email is sent to all staff sharing information on performance (e.g. number of items re-used, financial savings, and avoided waste). Sharing success can also help to gain the support of staff who have been resistant to change, by demonstrating the results that the re-use system is achieving. Other internal communication channels used to promote the re-use system could include newsletters and intranet facilities.
Task 8
Gather feedback

After the re-use system has been operating for 6 – 12 months, it is important to gather feedback to understand what is working and what could be improved. Use an online form builder such as surveymonkey.com or send staff an email message asking for feedback.