

Community investment

Strategy and action plan 2017/18



1. Introduction and links to our broader strategy

This strategy is a public commitment of how the NHS Business Services Authority (NHSBSA) plans to continue engaging with, supporting and investing in the communities we serve. It supports the approach advocated by the NHS Five Year Forward View, including better partnering with voluntary organisations and local communities. It also sets out how the NHSBSA will continue to add broader value to society and the economy through its activities.

For the purposes of this strategy, community investment is seen as more than just charitable giving. It's about supporting those communities most in need with time, skills, and expertise.

www.bitc.org.uk/issues/community/community-investment

Our Community Investment Strategy and Action Plan is part of the NHSBSA's broader approach to Corporate Responsibility, and our 'Good Business' approach. For more details, read our [Good Business – Corporate Responsibility Strategy](#).

Our community investment objectives, targets and actions (Appendix 1) are created through extensive consultation, as well as consideration of our legal and mandated requirements. The following are our key sources of consultation and information informing this strategy:

- Community, Environment and Wellbeing (CEW) Committee (quarterly senior leadership group, setting strategy, chaired by Corporate Secretary), including materiality and stakeholder review (see our [Good Business – Corporate Responsibility Strategy](#))
- Community, Environment and Wellbeing (CEW) Staff Network (quarterly consultative group for local staff representatives)

The NHSBSA Strategy explains the vision of the NHSBSA, including our strategic goals. The community investment strategy and action plan embodies all of our values and contributes to the delivery of many of our strategic goals. The action plan at Appendix 1 clearly states which strategic goals the actions in each objective area contribute to.



2. Our vision

We recognise that community investment has positive benefits for individuals, organisations and communities. It also plays an important part in ensuring the health and wellbeing of our society. We also have a broader societal impact in the way we behave as an organisation. As part of the health and care system, we have a duty and an ambassadorial role in promoting and supporting communities.



We are committed to:

- ✓ having a positive impact on the communities we serve
- ✓ enabling and supporting our people to engage in community investment
- ✓ meeting the requirements of policies, strategies etc. we support such as those created by Government, Department of Health and NHS
- ✓ continually improving our performance by setting and reviewing objectives and targets relevant to the NHSBSA each year. We focus on:
 - maintaining an appropriate governance framework, to ensure compliance and continuous improvement
 - increasing the quantity and quality of our people's volunteering activity
 - engaging with and supporting people to develop skills and knowledge, and increase development and employment opportunities
 - creating wider environmental, social and economic value, through our activities and our supply chain.

We will achieve this by:

- ✓ consulting and communicating with our people, and others where appropriate, about community investment and the issues that matter
- ✓ actively engaging with relevant forums and groups to learn from others and share our knowledge and experience
- ✓ ensuring the required resources, policies etc. are in place to deliver our strategy
- ✓ measuring and monitoring our impact.

3. Meeting our duties and delivering improvements

As a starting point, the NHSBSA has an obligation to provide training and development opportunities for its people. Community investment and engagement can be a great way to facilitate personal development, and also provides an opportunity for our people to learn more about the health and care system we serve and broader community needs. We also have a duty to implement the key actions put forward in the NHS Five Year Forward Plan including better community engagement.

We recognise that a focused community investment strategy delivers a broad range of benefits, and is mutually beneficial for both our business and broader society.

Why community investment is important to us

The key benefits include:

- a healthier, happier, engaged workforce with increased motivation and morale – the [NHS Choices](#) website gives further details of health and wellbeing benefits
- increased employee retention and reduced sickness absence and associated costs
- improved organisational reputation, with both potential employees and service users
- development opportunities for our people, including a broader understanding of the communities we serve
- legal compliance and delivery of government policies
- reduced pressure on the health and care system
- improved engagement and integration with local communities and customers.

Added value

We also recognise that our activities, products and services, and the way we choose to deliver them, can create added value for the broader environment, society and the economy. This impact is often far greater than our immediate operational areas of focus. We aim to maximise this value, for example by assessing projects and procurement activity to enhance our added value.

Delivering our objectives

Our community investment action plan (Appendix 1) gives details of:

- **Actions** we will take (including action owner, outcome and target deadline)
- The community investment **objective** it supports
- Associated **target**

Each objective also contributes to the delivery of one or more of the **NHSBSA's strategic goals** and these are also highlighted, along with the **broader trend** the objective is also aiming to address, taken from our materiality assessment (see our [Good Business – Corporate Responsibility Strategy](#)).

Responsibilities and governance

Our Chief Executive is ultimately responsible for the delivery of this strategy. This is delegated to the NHSBSA Corporate Secretary as Leadership Team representative.

At NHSBSA Board level, Mark Ellerby is our non-executive director champion, ensuring appropriate oversight of the executive directors' performance.

Our Community, Environment and Wellbeing (CEW) Committee drives the agenda from a strategic level. This is chaired by our Corporate Secretary, and is made up of senior managers from across the business (terms of reference are available on request). The committee meets at least quarterly, and provides strategic oversight and assurance to the Board on delivery of the strategy.

Our Community, Environment and Wellbeing (CEW) Staff Network provides the link to our people, and ensures engagement and consultation happens across the business (terms of reference are available on request). The group meets at least quarterly and staff representatives ensure the agenda is delivered across all of our business areas.

Reporting and monitoring our progress internally

Progress against our objectives, targets and actions is monitored by the Corporate Responsibility Manager, collating data from relevant functions as required.

Reporting is undertaken as follows:

- Board – Corporate governance papers at each meeting and Annual Report
- Leadership Team – Quarterly update report and Annual Report
- Staff – Quarterly update report, Loop (newsletter) and Hub (Intranet) articles and Annual Report.

Reporting progress to our external stakeholders

We publish specific details on our community investment performance in the [NHSBSA Annual Report and Accounts](#) and also a specific [Corporate Responsibility Annual Report](#). This contains detailed data related to our performance and progress, with commentary.

Appendix 1 – Community Investment Action Plan for 2017/18

This action plan sets out our community investment objectives to ensure we continue to improve our performance, and meet our legal and mandated duties. The plan is set out to clearly show which of the materially assessment trends each objective relates to.

Objectives are grouped into the following key areas; 1) Maintaining an appropriate governance framework, to ensure compliance and continuous improvement, 2) increasing the quantity and quality of our people’s community investment activity, 3) engaging with and supporting people to develop skills and knowledge, and increase development and employment opportunities, 4) creating wider environmental, social and economic value through our activities and supply chain. Objectives in each area contribute to delivery of one or more NHSBSA strategic goals, and these are included in each section. Also, the UK / global trend they are addressing is highlighted.

How our objectives have been set:

The key below indicates which objectives have been set as a result of either; being a legal requirement, being mandated by central government, or were highlighted as a priority during the consultation and engagement we have carried out with our CEW Committee (including stakeholder input) or CEW Staff Network.

Each objective in the plan is marked with the relevant symbol(s), under the column headed ‘Benefits/Rationale’:

L – Legal requirement	Gov – Government Mandate	E – Employee consultation (including CEW Staff Network)
M – Management consultation (including CEW Committee)		

Summary of targets:

The following is a summary of our corporate targets:

Operational performance indicators:

- Sickness absence less than 3%
- Staff turnover rate of up to 10%

Management performance indicators:

- Government Apprenticeship Scheme requirements met
- Increased number of staff volunteering days taken, compared to previous year
- Over 80% staff engagement score in annual staff survey
- Over 80% of staff indicate community engagement happens in their local business area in annual staff survey

These are highlighted below where linked to a specific action.

Longer term corporate responsibility goals and targets are published in our [Good Business – Corporate Responsibility Strategy](#).

Objective Area 1: Maintaining an appropriate governance framework to ensure compliance and continuous improvement

How objective 1 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Transparency, continuous improvement and ensuring legal compliance gives our customers confidence in how we operate our business.

Trend considered: Value Change

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	<p>Include community investment commentary in NHSBSA Annual Report & Accounts 2016/17, and more detailed Corporate Responsibility Annual Report</p> <p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>	Head of Risk and Assurance	30/06/17	Mandated and stakeholder interest information included in Annual Report(s), made publically available	Staff survey
b	<p>Update Community Investment Strategy and Action Plan for 2017/18, reviewed and approved by CEW Committee and NHSBSA Leadership Team</p> <p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>	Head of Risk and Assurance	30/06/17	Agreed Strategy and Action Plan in place	Staff survey
c	<p>Include community investment questions in NHSBSA staff survey, to measure engagement levels and areas for improvement</p> <p>(M)</p>	Head of Learning and OD	31/12/17	Questions included in staff survey, and responses analysed	N/A
d	<p>Chief Executive and/or Non-exec</p> <p>Board level commitment to</p>	Chair / Chief Executive	31/03/18	CEW Staff Network	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	or exec Board Champions to attend a CEW Staff Network meeting(s)	community investment and the CEW Staff Network is demonstrated to staff (M)	/ Corporate Secretary		meeting (s) attended	
e	Provide quarterly update to staff on community investment performance – i.e. number of volunteer days taken, corporate certifications etc.	Awareness maintained in workforce of progress against targets (E, M)	Corporate Responsibility Manager	31/03/18	Quarterly updates published and promoted	Staff survey
f	Senior representatives of CEW Committee communicate support of community investment to staff, and management to promote, and meet with the CEW Staff Network	Senior management level commitment to community investment is demonstrated to staff and the profile raised. Greater partnership working between the CEW Committee and the CEW Staff Network is achieved (M)	Senior representatives of the CEW Committee	31/03/18	Message communicated, and CEW Staff Network meetings attended	Staff survey
g	Non- exec and exec Champions to continue in their roles, including quarterly report to Leadership Team	Community investment issues are championed at Board and Leadership Team levels (M)	Non-exec champion Corporate Secretary	31/03/18	Exec and non-exec Champions in place, who champion community investment issues at Board and LT level	Staff survey
h	CEW Committee to monitor performance against this strategy, and provide assurance to the Board	Senior representatives who are members of the Committee are accountable for actions within this Strategy (E, M)	CEW Committee Corporate Responsibility Manager	31/03/18	CEW Committee meetings take place and provide assurance to the Board	Staff survey
i	CEW Staff Network to represent business areas and provide input and support	Staff consultation and input provided on actions within this Strategy (E, M)	CEW Staff Network Corporate Responsibility Manager	31/03/18	CEW Staff Network meeting take place and provide support and input	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
j	Maintain membership of stakeholder groups, including BITC Alumni Group, ALB HR Directors Group, CIPD, ICRS and others as identified	Ensures alignment with mandated requirements, and sharing of best practice (M) Added value: Knowledge and experience shared with other organisations	CEW Committee	31/03/18	Meetings attended	Staff survey

Objective Area 2: Increasing the quantity and quality of our people's community investment activity

How objective 2 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Helping our people to develop new knowledge and skills, work as a team and understand the communities they serve increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Engaging in community activity has a range of benefits including improved health and wellbeing, and that of their family, and in turn this increases staff productivity and efficiency. It also reduces absence, staff turnover, and help to attract new people to our business.

Trend considered: Demography, Resources, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll out campaign in support of National Volunteer Week, as part of CEW Campaign timetable 2017/18	Staff encouraged and supported to take up volunteering activities (Gov, BHaW, E) Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	30/06/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
b	Roll out campaign in support of Changing 20 Lives in 20 Days charitable events nationally, as part of CEW Campaign timetable 2017/18	Staff encouraged and supported to take up volunteering/ charitable activities (Gov, BHaW, E) Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	30/06/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
c	Continue our national membership of the Autism Alliance, delivering the pledges within the charter.	Awareness raised amongst staff, supporting them personally and when providing services to customers. (E, M) Added value: Increased knowledge and awareness in general population	Equality and Diversity Manager	31/03/18	Pledges within the Autism Alliance Charter are delivered	Staff survey
d	Maintain policy of two days paid volunteering per staff member	Personal development opportunity for our people, and broader societal value. (Gov, M) Added value: Societal value of volunteering, including knowledge and skills development, financial benefit for community organisations. Reduced pressure on health and care system.	Head of HR	31/03/18	Policy maintained	Increase in volunteering days, compared to 2016/17 Staff survey
e	Establish and maintain advertising channels of coordinated volunteering opportunities across the business.	Increased uptake of volunteering opportunities by our people (Gov, E, M) Added value: Societal value of volunteering, including knowledge and skills development, financial benefit for community organisations. Reduced pressure on health and care system.	Corporate Responsibility Manager CEW Network	31/03/18	Volunteering opportunities sourced and advertised	Increase in volunteering days, compared to 2016/17 Staff survey

Objective Area 3: Engaging with and supporting people to develop skills and knowledge, and increase development and employment opportunities

How objective 3 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Helping people develop new skills and knowledge and increase opportunities, will further improve our customer service.
- **We will reduce our unit costs by 50%** - Developing and supporting people, and offering opportunities to a diverse range of people, increases staff productivity and efficiency. It also reduces absence, staff turnover, and helps to attract new people to our business.

Trend considered: Demography, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll-out public sector apprenticeship scheme	Capability issues addressed for business, including skills and knowledge. (Gov) Added value: Communities benefit from training / employment opportunities.	Head of HR	31/03/18	NHS apprenticeship scheme maintained	NHS apprenticeship scheme requirements delivered for 17/18
b	Continue supporting Stages 1 and 2 of Project Choice, assess other services and expand to other areas	Awareness raised with staff, supporting them personally and when providing services to customers. Skills and knowledge for mentors. Supports our Diversity and Inclusion Strategy (E, M) Added value: People with physical and / or learning disabilities are given work and life skills by	Equality and Diversity Manager	31/03/18	Placements and internships provided under the scheme in relevant areas	Staff survey

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
		NHSBSA staff.				
c	Continue support of Newcastle College Learning Development Retail Scheme	<p>Awareness raised with staff, supporting them personally and when providing services to customers. Supports our Diversity and Inclusion Strategy (E, M)</p> <p>Added value: Young people with physical and / or learning disabilities are given retail experience and customer service skills to enable them to obtain employment. Supports our Equality and Inclusion Strategy</p>	Equality and Diversity Manager	31/03/18	Regular stalls operating on suitable sites.	Staff survey
d	Staff participation in diversity-related community event(s) such as Pride or Mela festivals	<p>Raises the profile of the NHSBSA as a service provider and employer of choice, for people from all diverse communities (E, M)</p> <p>Added value: Awareness raised in community of services and employment opportunities</p>	Equality and Diversity Manager	31/03/18	Staff supported to attend community events and profile of NHSBSA is raised with customers and the public	Staff survey

Objective Area 4: Creating wider environmental, social and economic value through our activities and supply chain

How objective 4 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – By embedding sustainable procurement practices and engaging with our suppliers we will ensure that they help us deliver for our customers. Creating wider value for the environment, society and economy also has a positive impact on the public.
- **We will reduce our unit costs by 50%** - Embedding community requirements as part of our contracts can help ensure efficiency and value-for-money are achieved.

Trend considered: Demography, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Provide facilities to our national partners to host events, meetings etc.	NHSBSA learns from leaders and experts on key agendas Added value: Financial savings provided for partners, and links made with broader community organisations	Corporate Responsibility Manager	31/03/18	Events held in NHSBSA buildings	Staff survey
b	Embed the supplier engagement process with those suppliers in areas of high priority, aligned with Diversity & Inclusion and Health and Safety.	Key risks / opportunities addressed through supplier engagement (Gov, HSMS, M) Added value: Broader community benefits gained through contract management, down supply chains etc.	Corporate Responsibility Manager	31/08/17	Supplier engagement process embedded	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
c	Continue working with NHS Supply Chain to monitor and drive continuous improvement in community performance (monthly performance review, quarterly Sustainability Review)	Drives community investment in NHS Supply Chain contract (L) Added value: Broader community benefits gained through contract management, down supply chains etc.	Supplier Management Operations Compliance Manager	31/03/18	Governance arrangements in place and operating	Staff survey