

# Environment and resource efficiency

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 maximising its positive impact on the environment and driving resource efficiency, in addition to delivering the duties placed upon us by environmental law and central government mandates such as the Greening Government Commitments. It also sets out how the NHSBSA will continue to add broader value to the environment, society and the economy through its activities.

Our Environment and resource efficiency 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 environment and resource efficiency objectives, targets and actions (Appendix 1) are created through extensive consultation, as well as consideration of our legal and mandated requirements, for example targets set by government. 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)
- ISO 14001 Environmental Management System – annual aspects and impacts review, legal / other requirements review, quarterly team performance reviews and annual management review (attended by senior management including Corporate Secretary)

The NHSBSA Strategy explains the vision of the NHSBSA, including our strategic goals. The Environment and resource efficiency 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 our activities, products and services, and the way we choose to deliver them, can have both a negative and positive impact upon the environment, and therefore an impact upon our employees and local communities.

### **We are committed to:**

- ✓ preventing pollution caused by what we do
- ✓ ensuring that we comply with environmental laws related to what we do, and meeting the requirements of other 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
  - reducing greenhouse gas emissions and adapting to climate change
  - reducing waste and maximising resource efficiency
  - reducing water use
  - creating wider environmental, social and economic value, through our activities and our supply chain

### **We will achieve this by:**

- ✓ operating an NHSBSA-wide environmental management system, which instructs staff and others on how to carry out key activities
- ✓ training and coaching staff (and others where appropriate) to ensure they understand how to play their part
- ✓ communicating with staff (and others where appropriate) about environmental issues
- ✓ actively engaging with relevant forums and groups to learn from others and share our knowledge and experience.

### 3. Meeting our duties and delivering improvements

As a starting point, the NHSBSA must comply with a range of environmental laws related to our operational activities. We manage this through the operation of our ISO 14001 Environmental Management System (EMS).

We are also mandated to deliver central government policies and targets, based around the Greening Government Commitments.

However, compliance is only a starting point for us, and we recognise that a proactive approach to the environment and resource efficiency delivers a broad range of benefits.

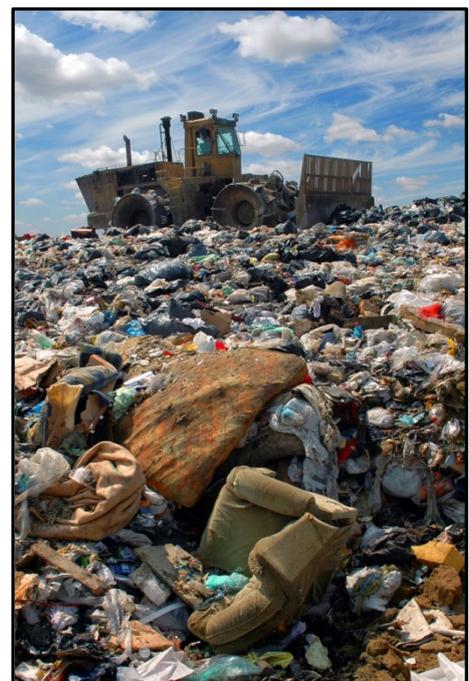
#### **Why environmental protection and resource efficiency is important to us**

The key benefits of good environmental and resource management include:

- reduced use of resources and associated costs
- reduced environmental impact
- legal compliance and delivery of government policies
- an engaged and educated workforce
- enhanced reputation and assurance for our clients and customers
- 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 environmental and resource efficiency action plan (Appendix 1) gives details of:

- **Actions** we will take (including action owner, outcome and target deadline)
- The environment and resource efficiency **objective** it supports
- Associated **target** if applicable

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

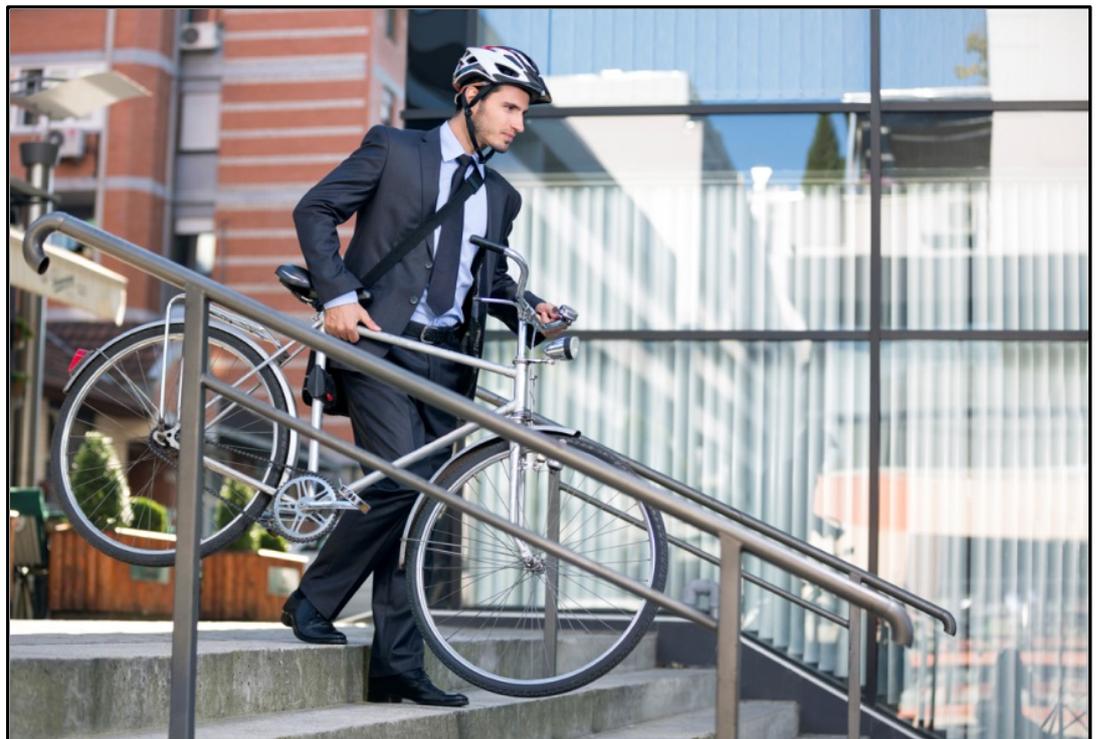
Progress against our objectives, targets and actions is monitored by the Corporate Responsibility Manager, collating data from relevant functions as required.

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 wellbeing 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 – Environment and Resource Efficiency Action Plan for 2017/18

This action plan sets out our environment and resource efficiency 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 materiality 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) Reducing greenhouse gas emissions and adapting to climate change, 3) Reducing waste and maximising resource efficiency, 4) Reducing water use, 5) 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, identified via our environmental management system (EMS), 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';

<b>L – Legal requirement</b>	<b>Gov – Government mandate</b>	<b>EMS – Environmental Management System</b>
<b>E – Employee consultation (including CEW staff network)</b>	<b>M – Management consultation (including CEW Committee)</b>	

## Summary of targets:

The following is a summary of our corporate targets:

### Operational performance indicators:

- 70% reduction in greenhouse gas emissions\*
- 35% reduction in water consumption\*
- 40% reduction in waste generated\*
- Less than 10% of waste to landfill\*
- 50% reduction in office paper use\*

*\*By the end of 2019/20, on 2009/10 baseline*

### Management performance indicators:

- Maintain ISO 14001 certification
- Over 90% of environment online learning modules completed by deadline
- Over 80% of staff indicate they understand their role in environmental management in NHSBSA staff survey
- Sustainable Procurement Flexible Framework Level 3

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 our business.

Trend considered: Value Change

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	<p>Include environment commentary in NHSBSA Annual Report and Accounts 2016/17, and more detailed Corporate Responsibility Annual Report</p> <p><b>Added value:</b> 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 Environment and Resource Efficiency Strategy and Action Plan for 2017/18, reviewed and approved by CEW Committee and NHSBSA Leadership Team</p> <p><b>Added value:</b> 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 environment questions in NHSBSA staff survey, to measure engagement levels and areas for improvement</p> <p><b>(M)</b></p>	Head of Learning and OD	31/12/17	Questions included in staff survey, and responses analysed	N/A
d	<p>Provide quarterly update to staff</p> <p>Awareness maintained in workforce of</p>	Corporate	31/03/18	Quarterly updates	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	on environmental performance	progress against targets <b>(EMS, E, M)</b>	Responsibility Manager		published and promoted	
e	Non- exec and exec Champions to continue in their roles, including quarterly report to Leadership Team	Environment and resource efficiency issues are championed at Board and Leadership Team levels <b>(EMS, M)</b>	Non-exec champion  Corporate Secretary	31/03/18	Exec and Non-Exec Champions in place, who champion environment and resource efficiency issues at Board and LT level	Staff survey
f	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 <b>(EMS, E, M)</b>	CEW Committee  Corporate Responsibility Manager	31/03/18	CEW Committee meetings take place and provide assurance to the Board	Staff survey
g	CEW Staff Network to represent business areas and provide input and support	Staff consultation and input provided on actions within this Strategy <b>(EMS, E, M)</b>	CEW Staff Network  Corporate Responsibility Manager	31/03/18	CEW Staff Network meeting take place and provide support and input	Staff survey
h	Chief Executive and/or Non-Exec or Exec Board Champions to attend a CEW Staff Network meeting annually	Board level commitment to environment and resource efficiency and the CEW Staff Network is demonstrated to staff <b>(M)</b>	Chair / Chief Executive / Corporate Secretary	31/03/18	CEW Staff Network meeting (s) attended	Staff survey
i	Senior representatives of CEW Committee communicate support of environment and resource efficiency to staff, and management to promote, and meet with the CEW Staff Network	Senior management level commitment to environment and resource efficiency is demonstrated to staff and the profile raised. Greater partnership working between the CEW Committee and the CEW Staff Network is achieved <b>(EMS, E, M)</b>	Senior representatives of the CEW Committee	31/03/18	Message communicated, and CEW Staff Network meetings attended	Staff survey
j	Maintain membership of stakeholder groups, including DH Greening Government	Ensures alignment with mandated requirements, and sharing of best practice	CEW Committee	31/03/18	Meetings, forums, webinars etc. attended	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	forum, BITC Alumni Group, IEMA forums, ICRS forums and others as identified	<b>(EMS, M)</b> <b>Added value:</b> Sharing of approach with other organisations, encouraging responsible business practice				
k	Maintain ISO 14001 Environmental Management System certification, transitioning to the new standard	Assurance gained from being externally certified, and awareness of changes required to move to new standard certification <b>(EMS, M)</b>	Corporate Responsibility Manager	31/03/18	External ISO 14001 certification maintained	ISO 14001 certification
l	Continue rolling SHE Audit Schedule, coaching staff and tracking implementation of actions	Environment arrangements and practices checked, and improvements made <b>(L, EMS, M)</b>	SHE Manager	31/03/18	Audit plan completed	ISO 14001 certification Staff survey

## Objective Area 2: Reducing greenhouse gas emissions and adapting to climate change

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

- **We will improve service and deliver great results for customers** – Ensuring we adapt to the impacts of climate change will mean we ensure business continuity and continue to deliver for our customers.
- **We will reduce unit costs by 50%** – Reducing our emissions and ensuring operational efficiency will help us reduce our costs.

Trend considered: Demography, Resources, Climate Change, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Establish working protocols with members of the restructured Property & Facilities Management Team and SHE Team, ensuring approaches to data collation, efficiency projects etc. are established	Working practices are established <b>(EMS, M)</b>	Corporate Responsibility Manager	31/07/17	Data reporting arrangements established  Project coordination arrangements established	Energy target
b	Roll-out new hard / soft FM contracts across estate, including environmental requirements, including Government Buying Standards compliance in relevant categories	Energy efficient practices rolled-out across estate <b>(EMS, M)</b>	Operational Facilities Manager	31/07/17	Contract let and requirements rolled-out on site	Energy target
c	Roll out campaign in support of Energy Awareness Month, as part of CEW Campaign timetable 2017/18	Awareness maintained in workforce <b>(EMS, E, M)</b>  <b>Added Value:</b> Broader social benefits gained through awareness for home life	Corporate Responsibility Manager	31/12/17	Campaign rolled out	Energy target  Staff survey
d	Improve space utilisation via office design at Wakefield office.	Increased energy efficiency at Wakefield office <b>(M)</b>	Operational Facilities Manager	31/03/18	Wakefield office project completed	Energy target

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
e	Improve space utilisation via office design at Middlebrook office.	Increased energy efficiency at Middlebrook office <b>(M)</b>	Operational Facilities Manager	31/03/18	Middlebrook office project completed	Energy target
f	Re-lag pipework at Fleetwood office quad area	Increased energy efficiency at Fleetwood office <b>(M)</b>	Operational Facilities Manager	31/03/18	Fleetwood pipework lagging project completed	Energy target
g	Improve space utilisation via office design at Mansfield office.	Increased energy efficiency at Mansfield office <b>(M)</b>	Operational Facilities Manager	31/03/18	Mansfield office project completed	Energy target
h	Continue to review and roll-out agile working practices, including further homeworking and introduction of collaborative working tools, ensuring business continuity in event of extreme weather events	Continue to deliver service when buildings are inaccessible <b>(M)</b> <b>Added value:</b> Availability of flexible working helps people manage work-life balance, e.g. caring responsibilities etc.	Head of Portfolio	31/03/18	Agile working practices are delivered	N/A
i	Maintain business continuity plans and service-specific Area Action Cards, ensuring arrangements are in place to ensure that critical business functions are available in the event of a service interruption (e.g. extreme weather).	Continue to deliver service when buildings are inaccessible <b>(M)</b>	Head of Internal Governance	31/03/18	Business continuity plans in place	N/A

## Objective Area 3: Reducing waste and maximising resource efficiency

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

- **We will reduce unit costs by 50%** – Reducing waste and maximising resource efficiency will help us reduce our costs.

Trend considered: Demography, Resources, Climate Change, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll-out new hard / soft FM contracts across estate, including environmental requirements, including Government Buying Standards compliance in relevant categories	Waste practices rolled-out across estate <b>(M)</b>	Operational Facilities Manager	31/07/17	Contract let and requirements rolled-out on site	Waste targets
b	Digitisation and sourcing, prescriptions, digital returns – first live service	Reducing paper waste <b>(M)</b>	Head of Portfolio	31/05/17	Digitised service rolled out	Waste targets
c	Digitisation and sourcing, prescriptions, digital submissions – first live service	Reducing paper waste <b>(M)</b>	Head of Portfolio	30/06/17	Digitised service rolled out	Waste targets
d	Digitisation and sourcing, prescription prepayment certificates – first live service	Reducing paper waste <b>(M)</b>	Head of Portfolio	30/06/17	Digitised service rolled out	Waste targets

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
e	Digitisation and sourcing, NHS low income scheme – first live service	Reducing paper waste <b>(M)</b>	Head of Portfolio	31/07/17	Digitised service rolled out	Waste targets
f	Digitisation and sourcing, maternity exemption certificates – full live service	Reducing paper waste <b>(M)</b> <b>Added Value:</b> Reduction of plastic card production and disposal by users	Head of Portfolio	31/08/17	Digitised service rolled out	Waste targets
g	Roll out campaign in support of Zero Waste Week, as part of CEW Campaign timetable 2017/18	Awareness maintained in workforce <b>(EMS, E, M)</b> <b>Added Value:</b> Broader social benefits gained through awareness for home life	Head of Communications and Marketing  Corporate Responsibility Manager	30/09/17	Campaign rolled out	Waste targets  Staff survey
h	Digitisation and sourcing, prescriptions, Electronic Prescriptions Service (EPS) increase	Reducing paper waste <b>(M)</b>	Head of Portfolio	31/03/18	Increased uptake of service	Waste targets

## Objective Area 4: Reducing water use

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

- **We will reduce unit costs by 50%** – Reducing water use will help us reduce our costs.

Trend considered: Demography, Resources, Climate Change, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Establish working protocols with members of the restructured Property & Facilities Management Team and SHE Team, ensuring approaches to data collation, efficiency projects etc. are established	Working practices are established <b>(EMS, M)</b>	Corporate Responsibility Manager	31/07/17	Data reporting arrangements established  Project coordination arrangements established	Water target
b	Roll-out new hard / soft FM contracts across estate, including environmental requirements, including Government Buying Standards compliance in relevant categories	Water efficient practices rolled-out across estate <b>(M)</b>	Operational Facilities Manager	31/07/17	Contract let and requirements rolled-out on site	Water target

## Objective Area 5: Creating wider environmental, social and economic value through our activities and supply chain

How objective 5 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 sustainability as part of our contracts helps to ensure efficiency and value-for-money are achieved.

Trend considered: Demography, Resources, Climate Change, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Present at Institute of Environmental Management and Assessment (IEMA) event on approach to corporate responsibility	Enhances reputation of business, and ensures ongoing engagement and influence on agenda <b>(M)</b>  <b>Added value:</b> Sharing of approach with other organisations, encouraging responsible business practice	Head of Risk and Assurance	01/04/17	Presentation given at IEMA event	Staff survey
b	Update and roll-out Sustainable Procurement action plan, based on Flexible Framework Level 3 requirements.	Sustainable procurement and contract management practices embedded in business, to ensure benefits are realised via suppliers <b>(L, Gov, EMS, M)</b>  <b>Added value:</b> Sustainable practices delivered down supply chain	Senior Strategic Sourcing Manager	31/03/18	Action plan completed	Flexible Framework
c	Establish a supplier engagement process with those suppliers in areas of high priority	Key risks / opportunities addressed through supplier engagement <b>(Gov, EMS, M)</b>  <b>Added value:</b> Broader environmental	Senior Strategic Sourcing Manager	31/03/18	Supplier engagement process established	Flexible Framework

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	benefits gained through contract management				