

Good business

Corporate Responsibility Annual Report 2017/18



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1. Introduction from our Chief Executive

When I wrote the introduction to the 2016/17 Corporate Responsibility Annual Report I had been Chief Executive of the NHSBSA for just over a month. However, I was clear that making sure we play our part in looking after people's health and wellbeing, caring for our environment and supporting our local communities was a core element of what we should be delivering as part of the health and care system.

Following appointment I worked with our Leadership Team to look at what we did and how we did it. This provided the opportunity to reshape our strategy with a greater focus on our people and the difference we make to the wider health agenda. We developed five new strategic goals, including a 'social value' and a 'people' goal. You can learn more about this in our [Business Strategy 2018-21](#).

We have set specific top-level strategic targets aligned to the delivery of each of our goals. These include:

- Volunteering: Ensuring 50% of our staff volunteer by the end of 2020/21;
- Diversity and Inclusion: Achieve the Employers Network for Equality and Inclusion (enei) Gold Standard by the end of 2020/21, and
- Social Value: Ensuring we collaborate to maximise the return on data to improve health outcomes.

We have also made a commitment to ensuring that the NHSBSA continues to deliver our themed strategies and action plans around Health & Safety, Community, Environment, Wellbeing and Diversity & Inclusion.

Speaking personally, I have already experienced the

positive impact this agenda can have on both the communities we serve and colleagues across our organisation. Earlier in the year I took part in one of our volunteer days - a beach clean which had been organised by one of our Community, Environment and Wellbeing (CEW) Network members. Not only was the day helping a cause that is close to my heart, it was a fantastic way to get to know colleagues from across the business. It also gave me an opportunity to understand how our people benefit from such opportunities as part of their working life and also personally.

Another major piece of work completed in 2017/18 was the CEW Network identifying a partner charity, aligned to our goals and values, with the aim of establishing a relationship ready for 2018/19. This work led us to launching our partnership with the British Heart Foundation in May 2018, with a target of raising £25,000 over the year. This initiative is already providing a host of opportunities for our people, as well as providing support to this great charity.

This report focusses on the important issues for us and for our stakeholders. It is hoped it gives a balanced view of what we have done well this year, the challenges we have faced and where we need to focus attention moving forward.

As the NHSBSA's Chief Executive I will continue to give my full support to this agenda, and commit to ensuring that we maintain the necessary resources and arrangements to help us achieve our vision – **ensuring we continue to be a responsible 'good business'.**



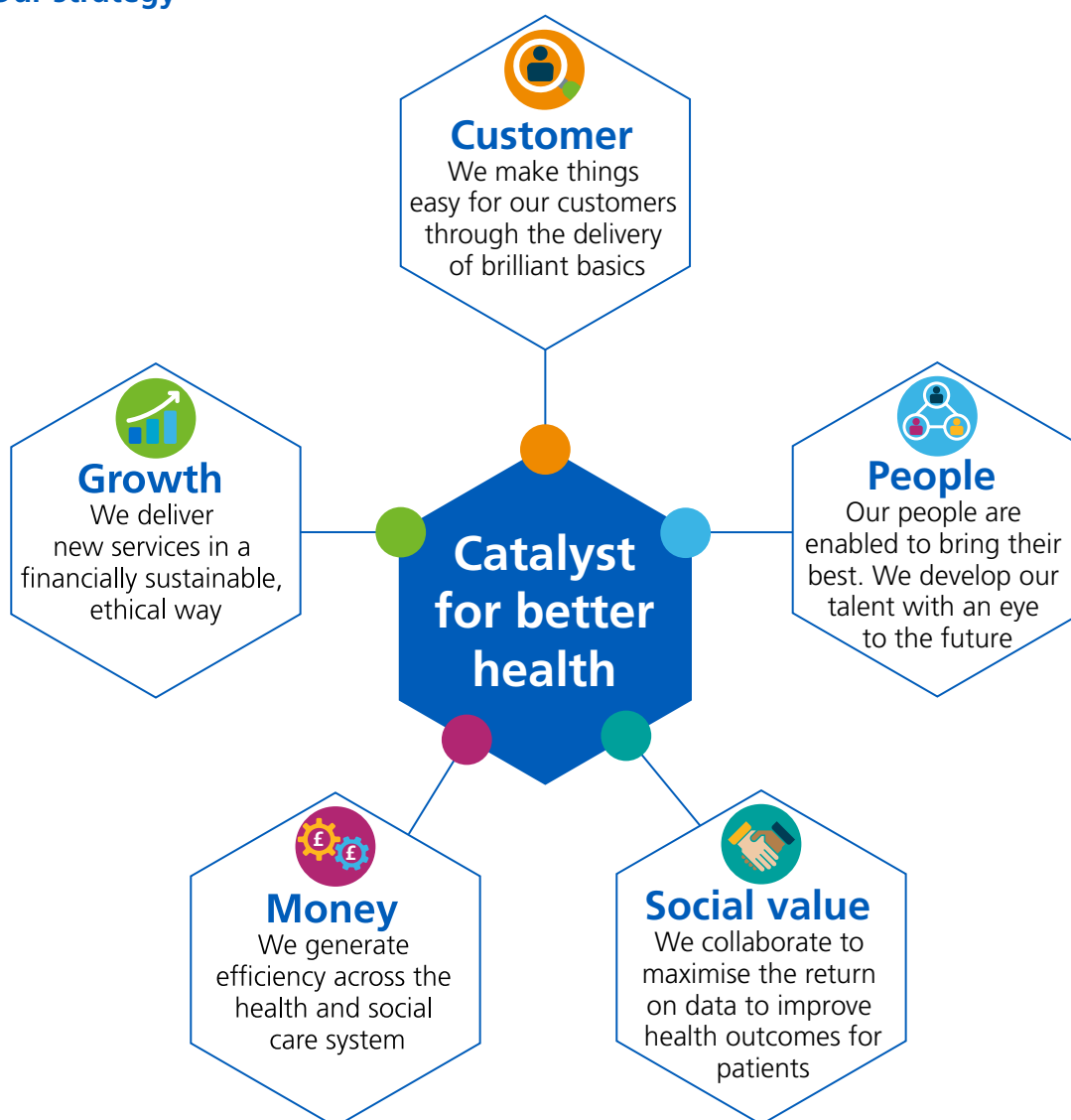
Alistair McDonald
Chief Executive

About us

The NHSBSA is a Special Health Authority and an Arm's Length Body (ALB) of the Department of Health and Social Care (DHSC). We provide a range of critical central services to NHS organisations, NHS contractors, patients and the public. The NHSBSA was created in 2006 by bringing together a number of previously separate NHS organisations. We still deliver the core range of services we started with and have taken on additional services as our stakeholders' needs have evolved. Further details are available in our [Annual Report and Accounts 2017/18](#).

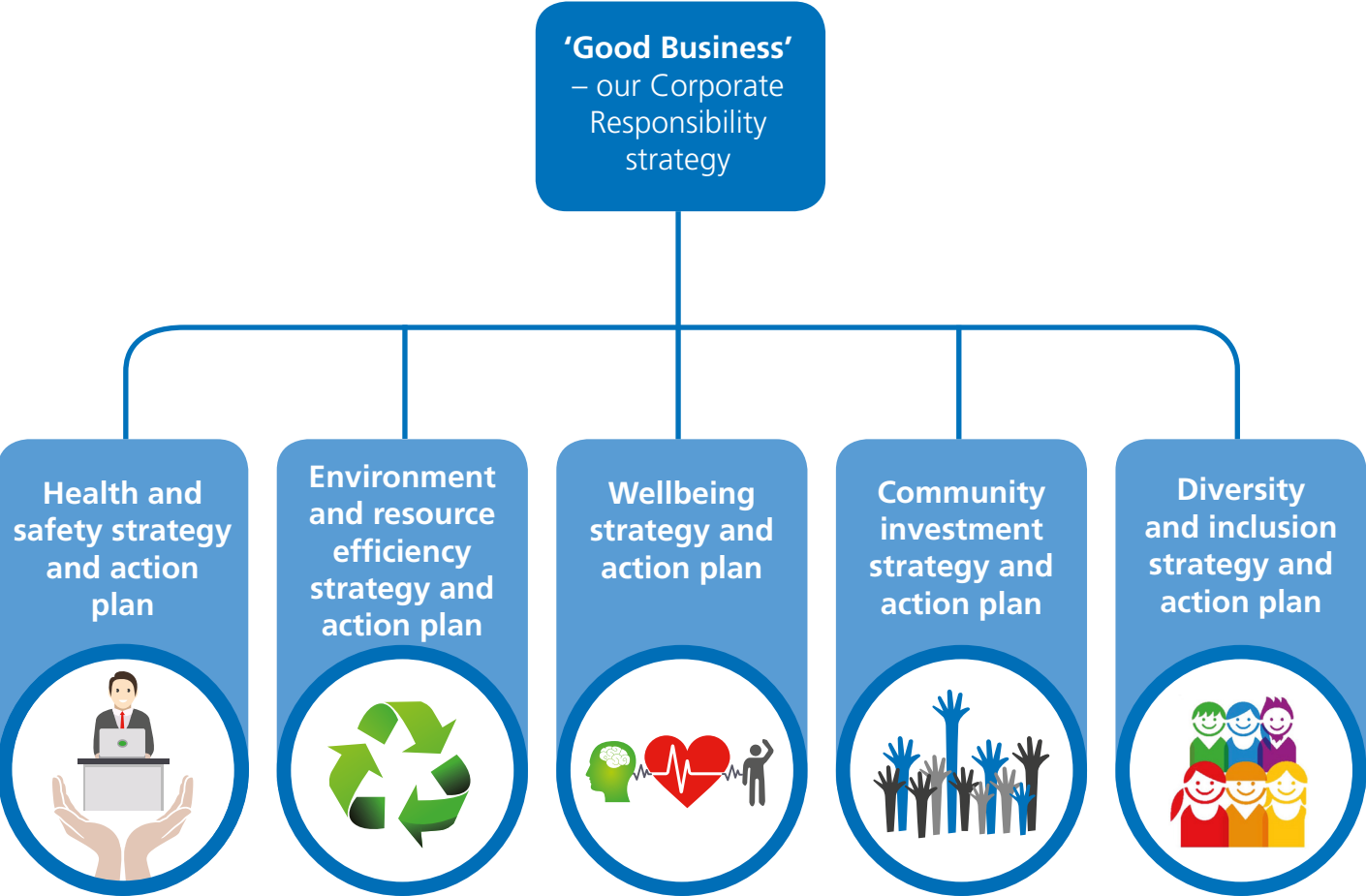
Our purpose – being a catalyst for better health – and our strategic goals are shown in Figure 1 below. They have been developed to ensure we can continue to address the threats and opportunities identified in the longer term. They have been identified through workshops and reviews undertaken by our Leadership Team, and address the material issues facing both the NHSBSA and broader society.

Figure 1: Our strategy



We also recognise that some areas require specific focus. These were addressed in 2017/18 through specific [strategies and action plans](#) (figure 2).

Figure 2: Specific focus strategies

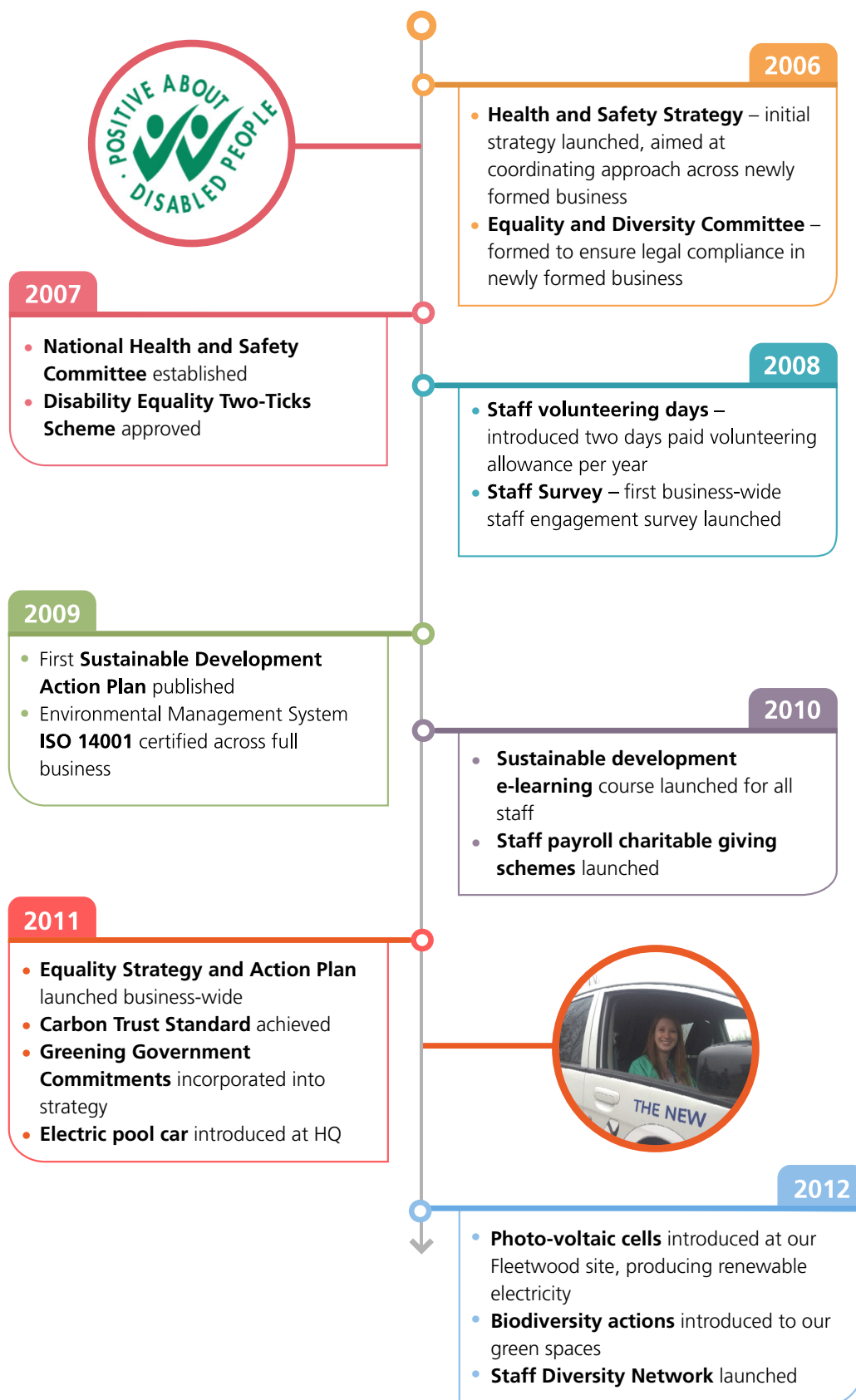


Our journey so far

Each year we continue to integrate our approach, ensuring that the material issues and needs of our customers, clients and others inform what we deliver and how we deliver it. Figure 3 shows some of the key points on our CR journey since the formation of the NHSBSA in 2006.

Figure 3: Our corporate responsibility journey

The NHSBSA was created in 2006 by bringing together a number of previously separate NHS organisations.



2013

- **Bronze Better Health at Work Award**
- **Stonewall Workplace Equality Index** – first year of participation (310th of 370 organisations)
- **Video conferencing** integrated across entire national estate
- **Defibrillators** and trained staff introduced across estate



2014

- **Silver Better Health at Work Award**
- **Project Choice** – first intake of students to business, providing employment experience and opportunities to students with disabilities
- Integrated **Safety, Health and Environment Team** created
- **Carbon emissions from our buildings halved** (on 2009/10 baseline)
- **Learning Management System** launched with role-specific Safety, Health and Environment e-learning modules

2015

- **Gold Better Health at Work Award**
- **Connect to Autism** – became national partner with Autism Alliance, aiming to create autism-friendly communities
- **Project Choice** – expanded to further business areas, increasing student numbers
- **Bee hives** established to support biodiversity
- **Equality and Diversity e-learning** module rolled out to all staff
- **Mental Health First Aiders** introduced across business
- **Domestic Abuse Champions** introduced across business

2016

- **Continuing Excellence Better Health at Work Award**
- **Apprenticeship scheme** launched
- Participation in **Newcastle and Blackpool Pride**
- **Diversity and Inclusion Strategy 2016-19** launched.

2017

- **95% of waste** diverted from landfill
- **Stonewall Workplace Equality Index** - 113th out of 434 organisations
- **Employer Network for Equality and Inclusion (enei)** - Silver Standard
- **UK and Europe Employee Engagement Awards** - 2017 Wellbeing category winner
- Transitioned to the **ISO 14001:2015** standard

Governance, frameworks and awards

During 2017/18 our Executive Director of Corporate Services was the Senior Responsible Officer (SRO) for Corporate Responsibility as delegated by our Chief Executive. He ensured that the organisational arrangements and resources were in place to meet our responsibilities and achieve our aims and objectives.

Progress was reported and monitored at Leadership Team and Board level in regular reports. We also had non-executive director champions on our Board providing oversight of areas of focus. Likewise, update reports were provided to our staff at regular intervals through various channels including the internal newsletter, Chief Executive's blog, intranet and notice boards.

Public reporting was done regularly using the following methods:

- **NHSBSA Annual Report and Accounts –** Contained information and commentary on our performance, including that required by HM Treasury in Public Sector Annual Reports: Sustainability Reporting guidance.
- **Diversity and Inclusion Strategy Annual Report** - A detailed report on our progress against our Diversity and Inclusion Strategy. This also ensured we met our obligations under the Public Sector Equality Duty.

Additional methods used for assurance over our approach and our data are:

- **SHE Management System** – Our internal policies and procedures, ensuring a systematic and controlled approach to our SHE activities
- **Environmental Management System certification** – Externally certified to the ISO 14001 standard. During 2017/18 we successfully transitioned to the 2015 standard
- **Better Health at Work Award (Continuing Excellence)** - Linked to our Wellbeing Strategy and Action Plan
- **Stonewall Workplace Equality Index** – External evidence-based benchmarking. We were placed 113th of 434 organisations
- **Employer's Network for Equality and Inclusion (enei)** – External evidence-based benchmarking. We achieved 'Silver Standard Employer', and ranked 7th out of 44 comparison organisations



North East
Better Health
at Work Award
Continuing Excellence



2. Health and safety

Overview

During 20017/18 health and safety was managed and coordinated by our central Safety, Health and Environment (SHE) Team, made up of qualified and experienced health and safety professionals. The team was supported by health and safety representatives in each business area who were trained, coached and supported to ensure they had the appropriate skills and knowledge to oversee local delivery of our policies and processes.

Formal consultation and engagement was via our National Joint Health and Safety Committee, with local health and safety groups overseeing implementation in each team.

Performance review 2017/18

Accident and injury

Table 1 below shows the total accident, injury and near miss reports during 2017/18 compared to the previous three years.

Table 1: Accidents and injuries

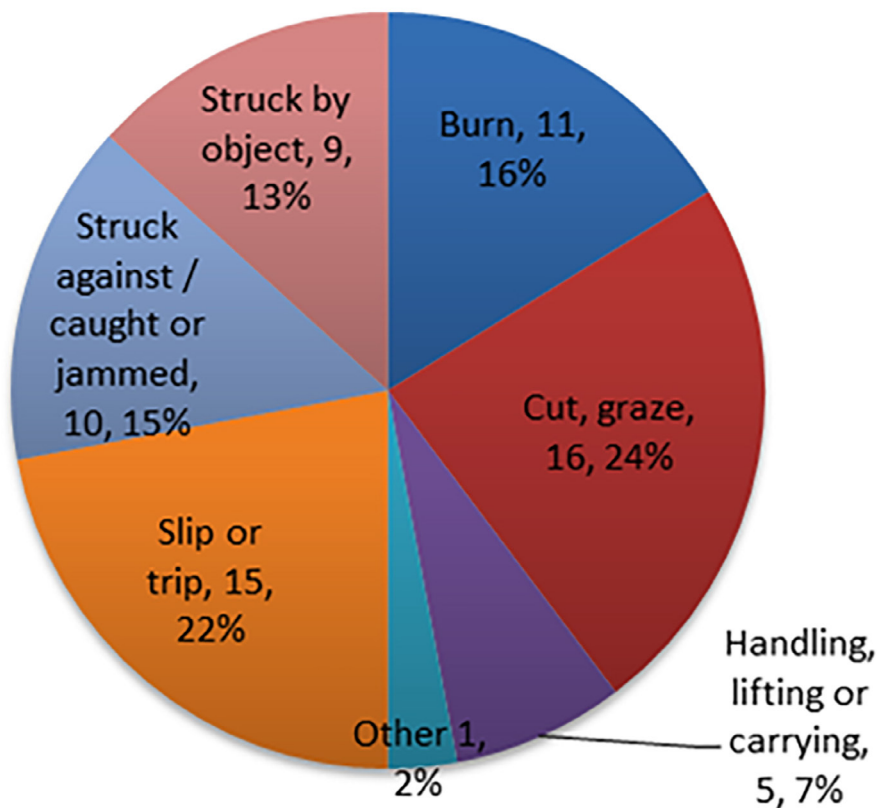
	RIDDOR reportable	First aid injuries	Near miss
2014/15	4	73	42
2015/16	3	84	44
2016/17	3	67	46
2017/18	2	68	47

RIDDOR reportable incidents are certain serious work related accidents, occupational diseases and specified dangerous occurrences which require formal reporting to the Health and Safety Executive (HSE).

A **first aid treatment** injury is defined as any one time treatment and/or follow-up visit for the purposes of observation of minor injuries which do not ordinarily require medical care provided by a professional physician.

A **near miss** is an unplanned event that did not result in injury, illness or damage – but had the potential to do so and was only avoided by circumstance or good fortune.

First Aid 2017/18



During 2017/18 our figures remained consistent with the previous year. This included our RIDDOR reportable incidents continuing to be low when compared with that of the highest performing public administration organisations, as reported by the HSE. We would expect at least six RIDDOR reportable incidents during the year for a business of our size. During 2017/18 we had two.

Key areas of activity during 2017/18:

- **Control of Substances Hazardous to Health (COSHH):** Following on from our review of COSHH policy and procedure during 2016/17, the SHE Team rolled out face-to-face training for all colleagues undertaking COSHH assessments during 2017/18.
- **Managers' responsibilities:** During 2016/17 the SHE Team created easy-to-read guidance and a self-assessment checklist for managers to support their understating of their SHE responsibilities, and also an e-learning module to support this documentation. During 2017/18, the SHE Team rolled out face-to-face training sessions with managers to further embed this learning, and increase engagement across the business.

- **Audits and inspections:** We have continued our risk-based audit and inspection plan, delivered in partnership with our management teams. We worked closely with our local health and safety groups to ensure inspections of the workplace suited the individual needs of each area. During 2017/18 our internal audit providers, GIAA, carried out an independent audit of our health and safety management system to help us identify any further areas for improvement. The outcome of this audit was a 'substantial' rating, and verified that a sound health and safety management system was in place and was being implemented across the business.
- **Board training:** Our Board received training during 2017/18 in relation to their responsibilities as directors and health and safety best practice.



3. Environment and resource efficiency

Overview

During 2017/18 our approach to environment and resource efficiency was managed and coordinated by our central Safety, Health and Environment (SHE) Team. The team was made up of qualified and experience sustainability professionals.

The development and delivery of our objectives was governed by our Community, Environment and Wellbeing (CEW) Committee chaired by our Executive Director of Corporate Services, and made up of senior staff from across the business. The agenda was owned and driven forward locally by members of our CEW Staff Network.

We continued to set and monitor corporate targets linked to our material risks, opportunities and the requirements set out in central government’s Greening Government Commitments. We also maintained our externally certified ISO 14001 Environmental Management System. During 2017/18 we successfully transitioned to the new ISO 14001:2015 standard.



Performance review 2017/18

Table 2 summarises our internal targets and performance up to the end of 2017/18. It should be noted that in many cases our internally-set targets, aligned to our business strategy, stretch us much further than the mandated Greening Government targets.

Table 2: Environment and resource efficiency targets

(Note: Targets - By the end of 2019/20, on 2009/10 baseline. Data relating to the NHS Counter Fraud Authority has been removed from our data with the function transferring out of the NHSBSA).

Targets	2017/18 performance	Commentary
70% reduction in greenhouse gas emissions (Mandated Greening Government target: 46%)	64%	We continue to reduce the amount of electricity and gas we use in our buildings by investing in energy efficient equipment and building materials.
35% reduction in water consumption (Mandated Greening Government target: continue to improve on the reductions made by 2014/2015)	21%	Our water consumption has reduced since 2009/10. Increased operating hours at one of our major sites has impacted our absolute water use figure in 2017/18 however it is encouraging to note that water use per FTE continues to fall.
40% reduction in waste generated (Mandated Greening Government target: continue to improve waste management by reducing the overall amount of waste generated and increasing the proportion which is recycled)	38%	A significant reduction in prescription waste has been noted in comparison to the large volume of prescriptions disposed of in 2016/17 due to a policy change.
Less than 10% of waste to landfill (Mandated Greening Government target: Less than 10% of waste to landfill)	5%	The amount of waste sent to landfill has reduced since 2016/17.
50% reduction in office paper use (Mandated Greening Government target: 50% reduction in office paper use)	38%	Our performance was lower than we expected following a change of scope. This was due to the NHS Counter Fraud Authority becoming a separate entity and their impact being removed from our original data.

A detailed summary of our environmental and related financial data is given in the appendix, along with performance commentary, aligned to the requirements of HM Treasury Public Sector Annual Reports: Sustainability Reporting guidance. The following figures give a high-level summary of our performance since our baseline year 2009/10.

Figure 4: Greenhouse gas emissions

Scope 1 emissions (gas use, fugitive emissions, emissions from owned / leased vehicles) and Scope 3 emissions (relating to business travel) have broadly stayed the same over the last few years, with a slight reduction during 2017/18. We have seen a more significant reduction in electricity usage (scope 2 emissions) in relation to improvements to our building operation during 2017/18, whilst at the same time increasing our operating hours at one of our major sites.

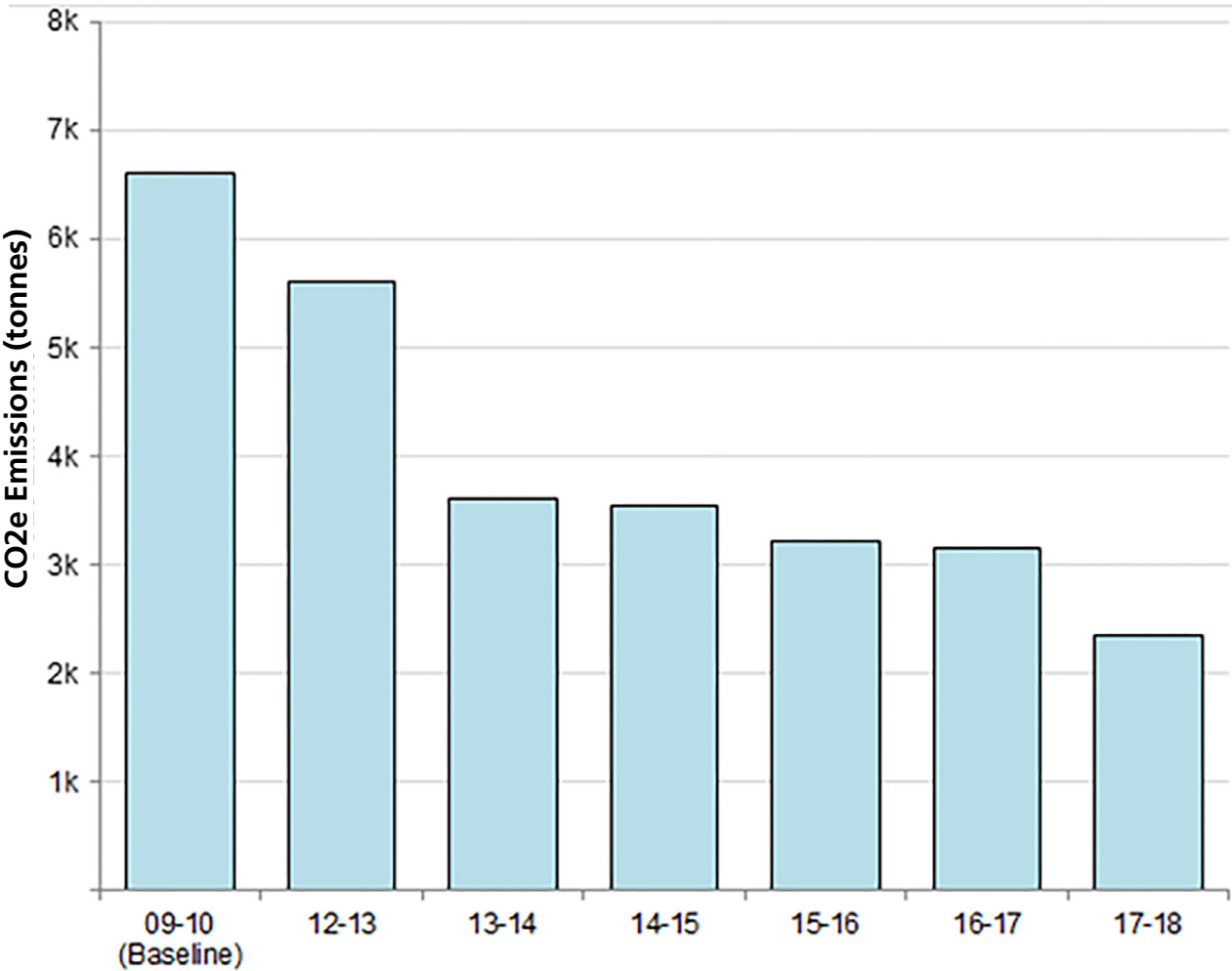


Figure 5: Water consumption

We have significantly reduced our water consumption since 2009/10. Increased operating hours at one of our major sites, as a result of increasing our service portfolio, has impacted our absolute water use figure in 2017/18 however it is encouraging to note that water use per FTE continues to fall (see appendix). Our Property and Facilities Management team are continuing to monitor usage site-by-site, and look at operational improvements where appropriate.

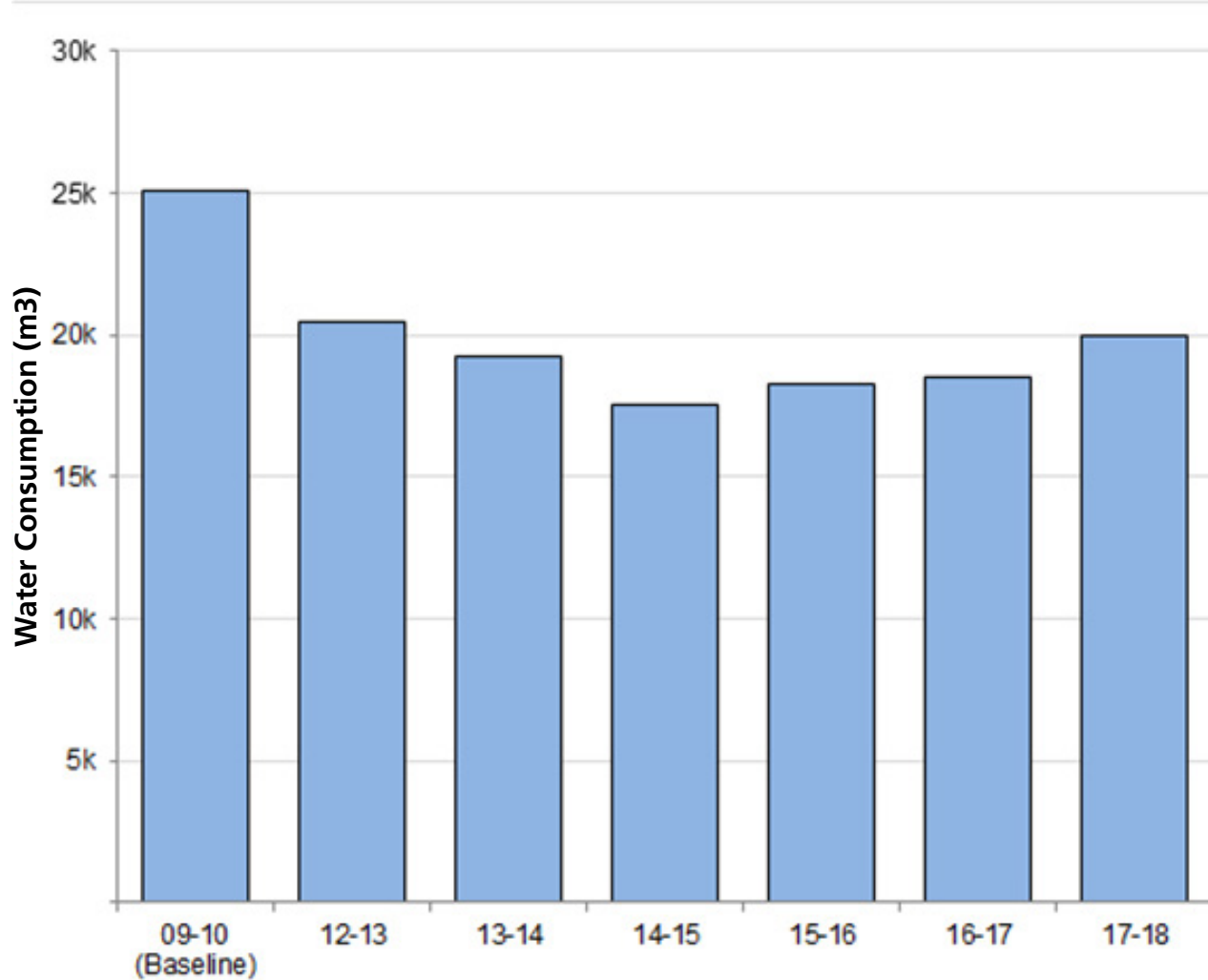


Figure 6: Waste reduction and diversion from landfill

A significant reduction in prescription waste has been noted in comparison to the large volume of prescriptions disposed of in 2016/17 due to a policy change. Office waste produced per FTE continues to fall. Our ongoing strategy to digitise many of our services aims to reduce our paper processes over the coming years. However, it should also be noted that some business-growth areas in our strategy will increase the amount of waste we dispose of, for example where our new scanning service contracts include the disposal of clients’ paper records. We have also continued to meet the Greening Government commitment to sending less than 10% of our waste to landfill through our waste management practices and contractual arrangements.

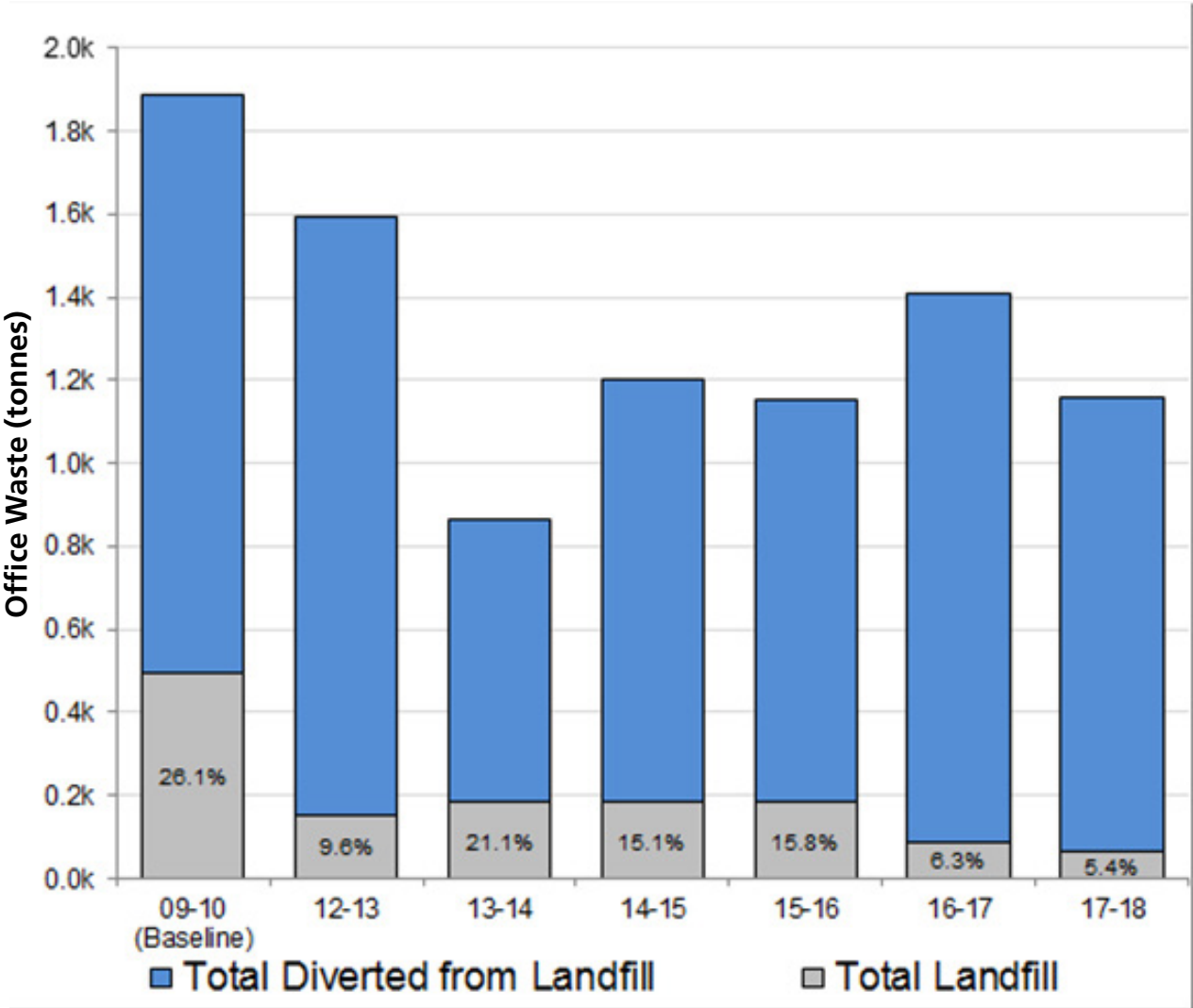
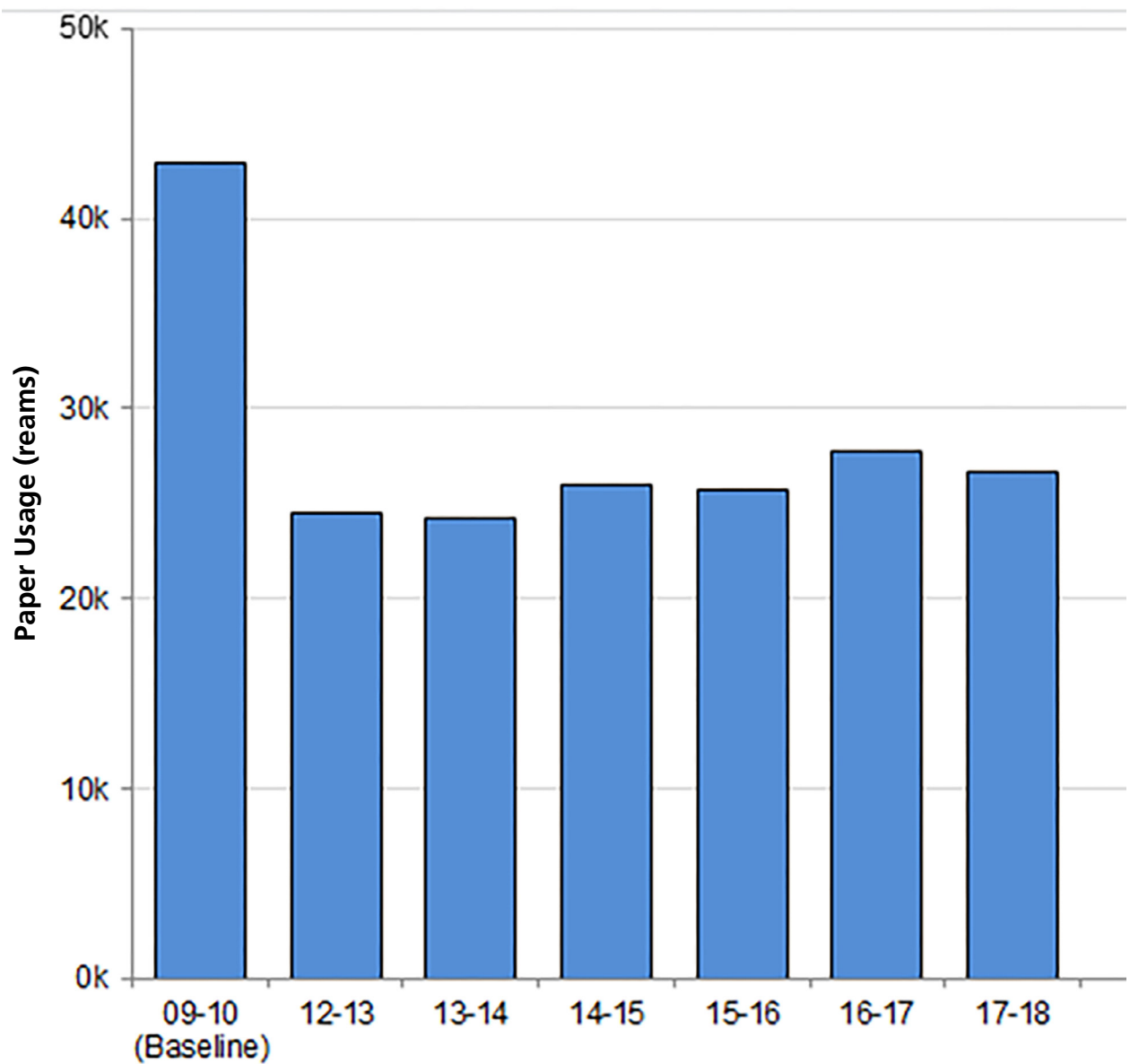


Figure 7: Paper usage

Our reduction in office paper use has remained steady compared to the previous year at 38%. Digitisation projects across our service portfolio are helping us to reduce the amount of paper we use in our processes however this is currently being counter-balanced with the increased number of letters being sent in our exemption checking service, in line with our business strategy.



Key areas of activity during 2017/18:

- **Digitisation of our services:** As part of our core business strategy, we are continuing to modernise and improve how we deliver our services. We are engaging with our customers and clients to improve the delivery of many of our services including those currently delivered using paper-based forms, and admin-heavy processes.

During 2017/18 the ongoing promotion and uptake of the Electronic Prescription Service (EPS) has continued to reduce the number of paper forms we process and dispose of.

We have also continued to progress with key strategic digitisation projects in service areas including Maternity Exemption Certificates, NHS Low Income Scheme, Prescription Prepayment Certificates, Dental and Pensions. Each project has calculated benefits, including the reduction of waste, and these are used to set our corporate waste reductions targets.

- **Zero Waste Week** – In support of Zero Waste Week, we worked with our waste management suppliers to highlight the price of waste, and also the cost benefit of recycling.
- **ISO 14001:2015:** We successfully transitioned our externally certified Environmental Management System to the new ISO 14001:2015 standard during 2017/18. The operation of this standard has many benefits, such as helping us to ensure that we are legally compliant and continue to improve our environmental performance. The standard is also valued by our external customers and clients, and demonstrates our commitment to environmental issues.

- **Supporting electric vehicles:** We have continued to maintain our electric pool car at our Stella House office for business travel and have increased the number of charging points available for staff and visitors. This is helping to support the development of both the technology and infrastructure moving forward.
- **Bee hive and grounds:** A key biodiversity issue is the decline in the UK bee population. We have continued to maintain our bee hive and bee keeping group at our Stella House office. We have also continued to use the hive as a resource for the local community, providing demonstrations to schools and other groups.
- **Sustainable procurement:** We have continued to benchmark ourselves against the Sustainable Procurement Flexible Framework. We have used this as a guide, whilst ensuring that any actions we take suit our type of business and are aligned with our broader business strategy. Key elements of our approach include the following:
 - **Sustainable procurement champions** have been established in the Commercial Team to lead the agenda, supported by our subject matter experts.
 - **Sustainable procurement policy** is in place aligned to government policy, legal requirements and best practice, and is an integrated part of the business-wide ISO 14001 Environmental Management System.

- **Sustainable procurement training**

requirements have been mapped to our key stakeholders, and an ongoing training plan implemented, engaging with suppliers and ensuring our people have the specific knowledge and skills linked to the contracts they manage. Examples include working with our facilities management suppliers to ensure we maintain our ISO 14001 certification and providing bespoke training to our Property and Facilities Team on key sustainability requirements.

- **Corporate responsibility analysis**

process has been embedded for all projects and procurement exercises. All procurement activity is fully assessed, and requirements are embedded into contracts. As a minimum, Government Buying Standards (GBS) are

embedded in relevant contracts, with further requirements being assessed around broader environmental, social and economic value.

- **Contract management register** has been established, contracts have been risk assessed, and actions identified and taken forward to address any sustainability risks or opportunities.

- **Sustainable procurement in action:**

This year our Commercial Services Team led on procuring the Pandemic Influenza Preparedness Programme (PIPP) and the Emergency Preparedness, Resilience and Response (EPRR) on behalf of Public Health England (PHE) and DHSC.

This has involved leading a competitive procurement procedure with negotiation, and working with colleagues across the system. These included PHE (the main client), DHSC, Cabinet Office and the Government's Legal Department. Having adequate stockpiles of clinical countermeasures held in preparedness is identified by DHSC and Cabinet Office as the single most significant

civil emergency risk to the UK. The services delivered by this contract ensure that this risk is mitigated and that the nation can respond in the event of such an incident.

Following completion of a Corporate Responsibility Analysis, we identified a number of opportunities to deliver our Sustainable Procurement Policy through this procurement project. These related to using early market engagement to understand barriers to suppliers and to inform the procurement strategy, including terms and conditions around operational environmental management, modern slavery and favourable working capital payment mechanisms.

4. Wellbeing

Overview

During 2017/18 wellbeing was managed and coordinated by our central Safety, Health and Environment (SHE) Team.

The development and delivery of our objectives was governed by our Community, Environment and Wellbeing (CEW) Committee chaired by our Executive Director of Corporate Services, and was made up of senior staff from across the business. The agenda was owned and driven forward locally by members of our CEW Staff Network.

We continued to promote wellbeing initiatives and practices aligned to the results of our annual staff wellbeing survey, the criteria of the Better Health at Work scheme, and NHS England's staff health and wellbeing guidance (CQUIN).



Performance review 2017/18

During 2017/18 we had a slight decrease in our sickness absence levels to 3.14% (3.26% in 2016/17). This was against our internal target of 3%. Staff turnover was below the internally-set target of 10% at 1.77%.

During 2017/18 we maintained the 'continuing excellence' level of the Better Health at Work Awards. Also, in January 2018 the NHSBSA was named as winner in the 'Wellbeing' category of the UK and Europe Employee Engagement Awards 2017. This award is presented to organisations that use wellness initiatives to better engage staff with the organisation's goals and future, improve

day-to-day productivity and create a better working environment for all. We were also shortlisted as a finalist in the UK National Contact Centre Awards in the 'Most Effective Health and Wellbeing Programme' category.

Key areas of activity during 2017/18:

- **Health and wellbeing survey and campaigns:** We continued to conduct an annual staff health and wellbeing survey during 2017/18. This is an anonymous online survey, e-mailed to all of our staff. Results informed our areas of focus, ensuring resources are focused on what matters to our people. Campaigns and opportunities were coordinated via our central SHE Team and local CEW Champions. During 2017/18 we have rolled out the following:



NHSBSA colleagues collecting the Wellbeing Award at the 2017 EE Award ceremony.

- **Encouraging physical activity:** The NHSBSA and individual members of staff have worked throughout the year to help ensure opportunities to take part in sports and physical activities are provided to our people. This has included running clubs, dance classes, and the ongoing provision of gyms, cycling facilities and changing facilities. We have also worked with Active Workplace to provide opportunities for our staff to attend taster sessions and courses on a huge range of sports, with a NHSBSA Team taking part in the Active Workplace Games for the fourth consecutive year, competing in a range of sports against other organisations.
- **Cancer Awareness Month:** Our CEW Champions rolled-out a range of awareness events on cancer over the month. Talks were given by health professionals at our offices, educational material was circulated and links were made to community investment work, with many offices raising money for cancer charities.
- **Mental health:** Our focus on mental health continued in 2017/18. We further strengthened and supported our Mental Health Champion Network and ensured mental health first aiders were available across all of our sites. We ran a number of events across the year such as 'Tea and Talk' sessions, and supported national campaigns including Mental Health Awareness Week, World Mental Health Day and Suicide Prevention Day.



Colleagues raise money for cancer charities.

- **Employee Assistance Programme:** During early 2018 the NHSBSA put in place a new Employee Assistance Programme supplier, to ensure staff have access to a free, confidential, 24 hour telephone counseling and information service. The arrangement provides expert help for issues such as bereavement, financial concerns, relationship problems, depression, bullying and stress. The new arrangements were actively promoted across the business, and embedded as part of our health and wellbeing arrangements.
- **Cycle2work scheme:** We have continued to maintain and promote our salary sacrifice scheme, enabling our staff to get discounted bikes and accessories. We have also maintained cycling storage facilities, lockers etc to help our staff lead more active lifestyles.
- **Domestic abuse:** We have maintained our network of trained Domestic Abuse Champions who are members of a national network and are available to provide advice, support and guidance to both members of staff and line managers.
- **Flu vaccinations:** Staff were provided with free flu vaccinations for the first time in 2017/18, with staff being able to either download a voucher or attend an appointment at one of our sites.
- **Health checks:** We continued to provide staff with free health checks at a number of our offices, highlighting any immediate issues and providing advice on health and wellbeing.

5. Community investment

Overview

During 2017/18 community Investment was managed and coordinated by our central Safety, Health and Environment (SHE) Team, led by our Corporate Responsibility (CR) Manager.

The development and delivery of our objectives was governed by our Community, Environment and Wellbeing (CEW) Committee chaired by our Executive Director of Corporate Services, and was made up of senior staff from across the business. The agenda was owned and driven forward locally by members of our CEW Staff Network.

We continued to develop our approach, focusing on the value created for our people and communities through activities such as volunteering and supporting employment and education.

Performance review 2017/18

Numbers of staff volunteering days taken during 2017/18 are shown in Table 3. During 2017/18 our CEW Staff Network focused on identifying and working with local organisations able to provide high quality and regular volunteering opportunities for our people. This approach has resulted in an increased uptake of team volunteering



opportunities across the business. Also, as highlighted in the Chief Executive’s Introduction, work was undertaken during 2017/18 on the NHSBSA Strategy, which resulted in volunteering uptake being established as a core business-wide performance measure for the next three years.

Table 3: Staff volunteering days taken

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Staff volunteer days	85	103	104	173	174	237

Key areas of activity during 2017/18:

- **NHSBSA Apprenticeship Scheme:** Our apprenticeship scheme has continued to grow in 2017/18. We have employed apprentices across our business areas including Commercial Services, Digital and IT, Customer Contact Centre, and Pensions. The apprenticeships undertaken span a wide range of levels and subject areas, including Team Leading, Digital and Technology Solutions, Project Management, and Customer Services Practitioner. Plans are underway for apprentices to start in 2018/19 across a number of other areas including Patient Services, Information Security, and Student Services.
- **Diversity and Inclusion Network:** Community engagement: During 2017/18 close ties were established between the NHSBSA's Diversity and Inclusion Network and the CEW Network. The Diversity and Inclusion Network carried out a number of activities in support of the NHSBSA Community Investment Strategy, in terms of fundraising, volunteering and community engagement, using these activities to increase engagement on diversity. For World Suicide Prevention Day, staff were encouraged to wear something inside out and make a donation to the 'Inside Out' campaign. The funds were donated to the 'If U Care Share' charity, who raise awareness of suicide. During LGBT History Month, activities included a rainbow bake sale which raised funds for Trans Aware, the first registered charity in the North East specifically aimed at the needs of transgender and non-binary people. The Network also continued to support our external engagement work with customers and the public. In July 2017 the NHSBSA

participated in Newcastle Pride, with representatives from the Network running an information stall to provide information to the public about our services such as Help with Health Costs and to promote the NHSBSA as an employer of choice. The Network arranged for several colleagues to volunteer to help run the event or fundraise for it, undertaking a range of tasks including bucket collecting and wristband selling, helping with the set up and build, stewarding during the parade, event photography, and checking people into the event. The NHSBSA took out an advert in the Pride Guide, to further promote the NHSBSA and demonstrate commitment to LGBT equality. The Network also supported two other community events for the first time; Bolton Pride in September 2017 and 'Living Together' in August 2017, a community event aimed at building inclusive communities in Newcastle upon Tyne.



- **Project Choice:** We have continued our support of Project Choice, an internship programme which equips young people with learning disabilities, difficulties, autism and/or physical disabilities with the social and work based skills needed to enable them to obtain employment. The project is run by Health Education England, with partnership learning support provided by Gateshead College. The NHSBSA continued to support Stage 2 of the scheme, providing work placements in NHS Prescription Services at Bridge House, with some of the students from the scheme obtaining permanent positions. The scheme has also provided development opportunities for colleagues, with many acting as mentors for the students.
- **Autism Friendly:** We have maintained our 'Autism Friendly' organisation status, in recognition of our work with the Autism Alliance as part of their 'Autism Connect' initiative to make our services as accessible as possible for people with autism.
- **Staff volunteering and community engagement work:** As discussed above, during 2017/18 our CEW Staff Network focused on identifying and working with local organisations able to provide high quality and regular volunteering opportunities for our people, resulting in an increased uptake of team-based volunteering days. This work also included research into establishing a nationwide partner for the NHSBSA, helping us to further drive the uptake of charity-based opportunities. This work concluded in early 2018, with an agreement to work with the British Heart Foundation during 2018/19, with a target of raising £25,000, linked to volunteering and other community-based work.



Our Chief Executive joins colleagues taking part in a team volunteering day, supporting a beach clean event.



Colleagues taking part in a team volunteering day supporting the British Heart Foundation.



- Also during 2017/18 we supported a grassroots fundraising event – the 20/20 Challenge – ‘Changing 20 Lives in 20 Days’ – raising money for charities nominated by our colleagues from across the business. Volunteers took part in a sponsored walk and arranged raffles to fund equipment for disabled children.



Colleagues taking part in a team volunteering day supporting the Land of Oak and Iron Landscape Partnership.



Colleagues taking part in a team volunteering day supporting the RSPCA.

6. Diversity and Inclusion

Overview

During 2017/18 diversity and inclusion was managed and coordinated by our Equality and Diversity Manager.

Our Diversity and Inclusion Committee was our strategic group which monitored progress against delivery of our Strategy. It was chaired by the Chief Executive in his role as Executive Board Champion for Diversity and Inclusion. The Diversity and Inclusion Staff Network helped the NHSBSA in developing an inclusive culture which values the diversity of colleagues, customers and clients, where people feel comfortable to be themselves at work.



Performance review

As part of the Public Sector Equality Duty (2011), we publish a separate annual report giving full detail of our progress against our equality objectives.

Our [Diversity and Inclusion Strategy Annual Report – Year 2](#) summarises the progress that the NHSBSA has made in the second year of the Diversity and Inclusion Strategy 2016-2019, which covers the period from January – December 2017.

7. Appendix - Sustainability report

The tables and text below are taken directly from the NHSBSA Annual Report and Accounts 2017/18. This section of the report has been prepared in accordance with the guidelines laid down by HM Treasury in 'Public Sector Sustainability Reporting'.

Table 1: Greenhouse gas emissions

	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Non-financial Indicators (t CO₂e)*									
Gross emissions Scope 1** (direct)	1.6k	1.2k	0.9k	1.1k	0.5k	0.6k	0.4k	0.5k	0.3k
Gross emissions Scope 2*** (indirect)	4.4k	4.0k	3.8k	3.9k	2.6k	2.5k	2.4k	2.2k	1.7k
Gross emissions Scope 3**** (indirect – business travel)	0.6k	0.6k	0.5k	0.6k	0.6k	0.5k	0.5k	0.4k	0.3k
TOTAL	6.6k	5.8k	5.2k	5.6k	3.7k	3.6k	3.4k	3.1k	2.3k
Building CO ₂ e per FTE	2.10	2.14	2.08	1.97	1.17	1.04	0.98	0.92	0.86
Business travel CO ₂ e per FTE	0.12	0.13	0.13	0.14	0.09	0.13	0.12	0.11	0.11
Related energy consumption (kWh)									
Gas	8.2m	5.9m	4.5m	5.4m	2.5m	2.1m	1.8m	1.8m	1.7m
Electricity: Grid	10.6m	9.8m	9.2m	8.1m	5.9m	5.5m	5.2m	5.3m	5.0m
Gas Oil	N/A	N/A	N/A	0.2m	N/A	N/A	N/A	N/A	N/A
Self-generated energy (kWh)									
PV	N/A	N/A	N/A	65k	65k	35k	31k	48k	53k
Financial indicators*****									
Expenditure on energy	£1.2m	£1.1m	£1.1m	£1.0m	£0.8m	£0.7m	£0.7m	£0.7m	£0.7m
Expenditure on carbon reduction commitment	N/A	<£2k	<£2k	£66k	£63k	£46k	£3k	£44k	£41k
Expenditure on official business travel	£1.1m	£1.1m	£1.0m	£1.1m	£1.3m	£1.0m	£0.9m	£0.9m	£1.2m
TOTAL	£2.3m	£2.2m	£2.1m	£2.1m	£2.2m	£1.8m	£1.6m	£1.6m	£2.0m

Notes: * emissions accounting includes all Scope 1 and 2 emissions along with separately identified Scope 3 emissions related to official business travel. Details of carbon accounting within the NHSBSA, in support of HM Treasury Guidance, are available on request. Greening Government carbon conversion factors have been used.

Scope 1**: gas used in buildings (Approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering), gas oil, fugitive emissions from air conditioning units in buildings we own and/or control, transport emissions from vehicles we own or on finance lease.

Scope 2***: electricity used in buildings (approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering).

Scope 3****: transport emissions from hire cars, grey fleet, taxis (some figures are approximated using spend data), buses (figures are approximated using spend data), air (data prior to June 2010 is estimated using data from 2010-11), rail (data prior to June 2010 is estimated using data from 2010-11).

***** minor estimates have been included for areas without direct billing, for example, where the energy bills are part of the service charge for a building.

Performance commentary including measures

We have seen a reduction in scope 1 and scope 2 emissions in relation to improvements to our building management systems and investment in energy efficient building schemes.

Scope 3 emissions relating to business travel have reduced as we continue to improve our technology infrastructure e.g. video conferencing and collaborative IT systems.

Controllable impacts commentary

Our main impacts are from the operation of our offices (electricity and gas), and to a lesser extent our business travel, having offices, customers, clients and sponsors spread around the UK.

Overview of influenced impacts

Our key influential impacts are related to our supply chain.

Table 2: Waste

	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Non-financial Indicators (tonnes)*									
Landfilled	492	459	254	154	183	182	182	89	62
Recycled / reused / composted (non-prescription / dental form waste)**	592	457	299	499	208	199	177	207	183
ICT waste recycled externally	2	0	16	36	2	3	0	15	15
Recycled / reused / composted (prescription / dental form waste)***	200	586	114	350	175	137	125	1009	798
Recycled / reused / composted (prescriptions stored offsite by third party)***	575	575	575	575	200	599	596	0	0
Incinerated / energy from waste	26	23	50	17	98	87	75	88	103
TOTAL	1887	2100	1308	1631	866	1207	1155	1408	1161
Office waste per FTE	0.48	0.41	0.30	0.34	0.21	0.19	0.18	0.16	0.13
Financial Indicators ****									
Landfilled	-	-	-	£26.7k	£5.0k	£3.1k	£3.1k	£4.7k	£4.7k
Recycled / reused / composted (non-prescription / dental form waste)	-	-	-	£31.0k	£18.5k	£18.7k	£16.2k	£24.1k	£24.1k
Recycled / reused / composted (prescription / dental form waste)***	-	-	-	-	£31.6k	£29.0k	£22.5k	£8.3k	£0k
ICT waste recycled externally	-	-	-	-	0	0	0	0	0
Incinerated / energy from waste	-	-	-	£2.6k	£14.3k	£15.1k	£14.0k	£14.9k	£14.9k
TOTAL	£36k	£36k	£39k	£60k	£69k	£66k	£56k	£52k	£44k

* waste (tonnes): approx. 1% has been estimated where we are a minor tenant in large office blocks, and waste is managed through the service agreement.

** Recycled / reused / composted (non-prescription / dental form waste): approx. 1% has been estimated due to a short period of contract transition for confidential waste recycling during 2016/17.

*** Recycled prescriptions: this data has been updated to include prescription waste previously recycled as part of a third party management contract. This was not previously reported as the NHSBSA did not directly contract the waste recycling service. This waste stream is no longer managed by a third party and all prescriptions are now collected directly from the NHSBSA. Data has been updated for previous years to allow a consistent comparison. We have used estimates between 2009/10 and 2013/14 as data was not available. Costs for this third party service were for storage and records management and a specific value for recycling was not made available. In 2017/18, there were no costs for prescription wastes collected from our warehouse as a rebate system is now in place. Waste costs have been estimated for 2017/18 as these were not made available by the third party contractor.

**** minor estimates included aligned to non-financial estimates listed here, and due to some data reporting issues for 2009/10. All waste costs are included together up to 2012/13 due to level of reporting possible, with 2012/13 data split. ICT waste costs are included within managed service contract costs so have not been included here.

Financial figures for 2013/14 and 2015/16 for waste disposal have been updated to account for double reporting within landfill costs.

Performance commentary including measures

A significant reduction in prescription waste has been noted in comparison to the large volume of prescriptions disposed of in 2016/17 due to a policy change.

Controllable impacts commentary

Our key controllable impact is the production of office waste. Our strategy to digitise our services and move away from paper-based processes supports ongoing reduction in office waste produced.

Overview of influenced impacts

Our key influential impact is related to the use of prescriptions. The roll out of the Electronic Prescription Service (EPS) is reducing large numbers of paper prescriptions being printed and transported to our premises to be scanned, stored and then recycled. We are continuing to promote the further take-up of EPS. We are also working with our suppliers to reduce waste in our supply chain.

Table 3: Finite resource consumption

	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18
Non-financial Indicators (m³)*									
Water from office estate	25.0k	23.0k	23.4k	20.4k	19.1k	17.4k	18.0k	18.3k	19.7k
Water from non-office estate	0.01k	0.2k	0.3k	0.1k	0.2k	0.2k	0.2k	0.2k	0.2k
TOTAL	25.0k	23.2k	23.7k	20.5k	19.3k	17.6k	18.2k	18.5k	19.9k
Water - m³ per FTE (office estate)	9.39	11.07	11.96	11.97	10.80	10.27	10.65	9.79	9.69
Paper - reams of A4**	43k	43k	32k	25k	24k	26k	26k	28k	27k
Paper - reams per FTE	18	19	15	12	10	11	11	11	10
Financial Indicators ***									
Mains water supply and treatment	£93.3k	£96.7k	£83.7k	£90.2k	£74.0k	£86.2k	£75.1k	£88.7k	£89.5k

* water (m³): approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering.

** paper (reams): reams of A4 reported here refer to office paper purchased by the NHSBSA directly. It does not include paper purchased on our behalf e.g. leaflets, scheme documents etc. linked to our outsourced services. Data for Q4 2017/18 has been estimated due to an issue with the report provided by the third party supplier.

*** minor estimates have been included for areas without direct billing, for example, where the water bills are part of the service charge for a building.

Performance commentary including measures

We have significantly reduced our water consumption since 2009/10. Increased operating hours at one of our major sites, as a result of increasing our service portfolio, has impacted our absolute water use figure in 2017/18 however it is encouraging to note that water use per FTE continues to fall. Our Property and Facilities Management team are continuing to monitor usage site-by-site, and look at operational improvements where appropriate.

Controllable impacts commentary

Our key controllable impact is water use in our buildings. We continue to monitor office paper and our strategy to digitise our services should deliver further reductions.

Overview of influenced impacts

Our key influential impacts are related to our supply chain. We are also working with our suppliers to reduce resource consumption in our supply chain.