

Environment and resource efficiency

Strategy and action plan 2018/19



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, outlined in the [NHSBSA Business Strategy 2018-21](#) and our [Good Business – Corporate Responsibility Strategy](#).

Our environment and resource efficiency objectives, targets and actions (see appendix) 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:

- National Joint Safety, Health and Environment (SHE) Committee (national consultative committee attended by representatives from across the business, chaired by Executive Director of Corporate Services, occurring at least three times per year)
- Local Safety, Health and Environment (SHE) Groups (site / business area specific groups, focusing on local SHE issues)
- 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 Executive Director of Corporate Services)
- Materiality and stakeholder review (see our [Good Business – Corporate Responsibility Strategy](#))

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 in the appendix 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 on the environment, and therefore an impact on our employees and local communities.

We are committed to:

- ✓ protecting the environment and 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 Social Care and NHS
- ✓ continually improve our environmental management system to enhance our performance by setting and reviewing objectives and targets relevant to the NHSBSA each year. We focus on:
 - maintaining an appropriate governance framework, which ensures continual improvement and a commitment to fulfil our compliance obligations
 - 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.

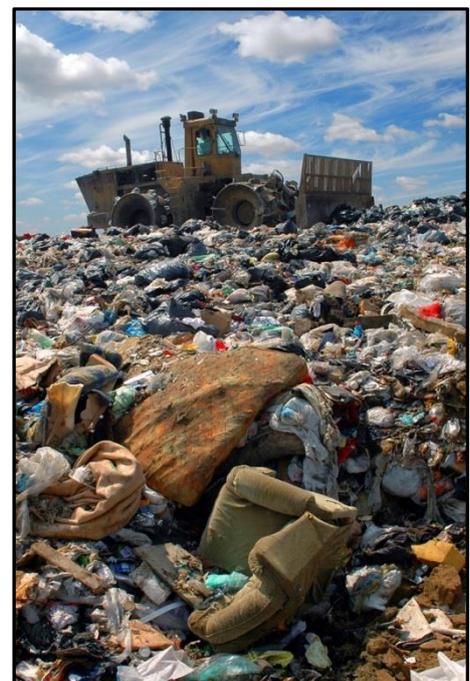
Why environmental protection and resource efficiency is important to us

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 as part of what we deliver, as outlined in in [NHSBSA Business Strategy 2018-21](#).



Delivering our objectives

Our environmental and resource efficiency action plan (see appendix) 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 Executive Director of Corporate Services as Leadership Team representative.

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

Our National Joint Safety, Health and Environment (SHE) Committee drives the agenda from a strategic level. This is chaired by our Executive Director of Corporate Services, and is made up of senior managers from across the business (terms of reference are available on request). The committee meets at least three times per year, and provides strategic oversight and assurance to the Board on delivery of the strategy.



Our local Safety, Health and Environment (SHE) Groups provides the link to our people, and ensures engagement and consultation happens across the business (terms of reference are available on request). These groups meet throughout the year and staff representatives ensure the agenda is delivered locally.

Reporting and monitoring our progress internally

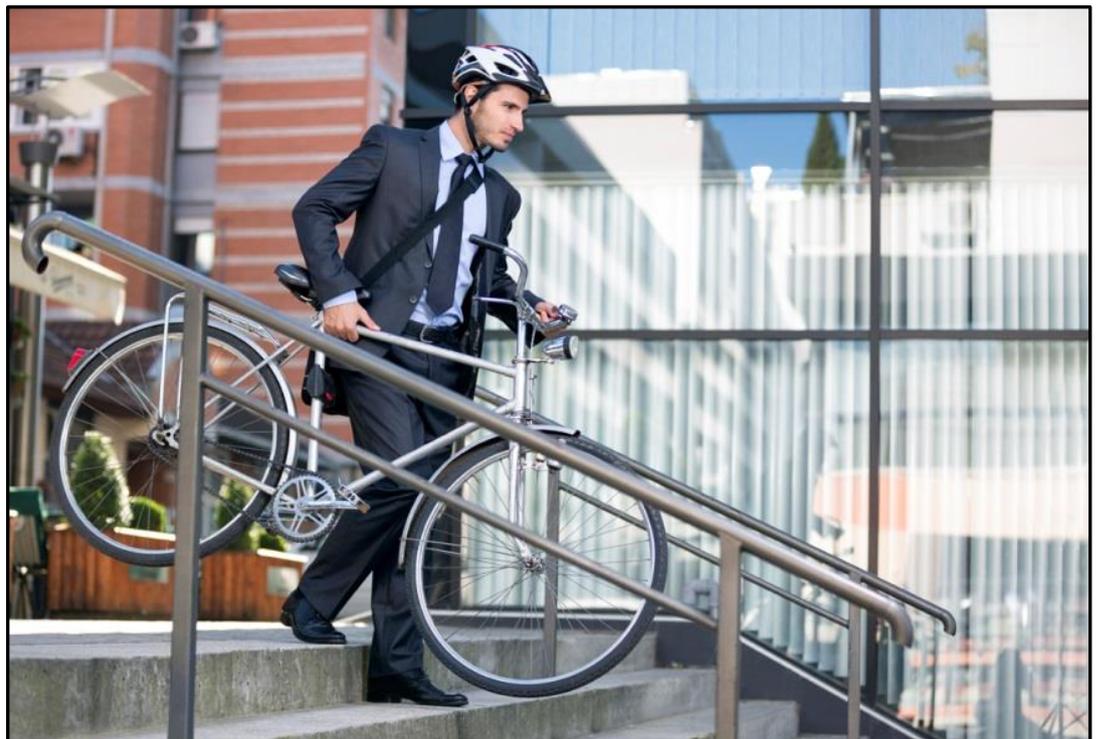
Progress against our objectives, targets and actions is monitored by the Environment Manager, collating data from relevant functions as required.

Reporting is undertaken as follows:

- Board – Board papers 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 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 – Environment and Resource Efficiency Action Plan for 2018/19

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, which ensures continual improvement and a commitment to fulfil our compliance obligations, 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 SHE Committee (including stakeholder input) or SHE 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	EMS – Environmental Management System
E – Employee consultation (including SHE Staff Group)	M – Management consultation (including SHE Committee)	

Summary of targets:

The NHSBSA launched its new [business strategy](#) in April 2018. This new strategy has informed a review of our environmental targets. We are continuing with our agenda of process improvement and digitisation, and this continues to improve our environmental performance e.g. reducing waste, reducing the number of paper letters and plastic cards produced etc. At the same time our business is aiming to grow. Some of the services we have taken on or developed will produce waste, require the production of paper-based communications or require more energy use in our

buildings in the short term. For example, our Scanning Service will be responsible for the disposal of documents we scan on behalf of other organisations. As we embed these new services, opportunities for process improvement, digitisation etc. will be assessed and taken forward. However, in the short term, we have re-assessed our targets up to the end of the 'Greening Government' period. The following is a summary of our corporate targets:

Operational performance indicators:

- 65% reduction in greenhouse gas emissions*
(Greening Government target: 46%*)
- 23% reduction in water consumption*
(Greening Government target: continue to improve on the reductions made by 2014/2015)
- 35% reduction in waste generated*
(Greening Government target: continue to improve waste management by reducing the overall amount of waste generated and increasing the proportion which is recycled)
- Less than 10% of waste to landfill*
(Greening Government target: Less than 10% of waste to landfill)
- 25% reduction in office paper use*
(Greening Government target: 50% reduction in office paper use*)

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

Management performance indicators:

- Maintain ISO 14001 certification
- 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, which ensures continual improvement and a commitment to fulfil our compliance obligations

NHSBSA strategic goals supported:

- Customer, Social Value, Money, Growth

Trend considered: Value Change

Action	Benefits / rationale	Lead(s)/ Resources	Time-scale	Measure of success	Corporate target
a	<p>Include environment commentary in NHSBSA Annual Report and Accounts 2017/18, and more detailed Corporate Responsibility Annual Report</p> <p>Information included in Annual Report(s), ensuring transparency and sharing approach with stakeholders (L, Gov, EMS)</p> <p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>	Head of Governance	31/08/18	Mandated and stakeholder interest information included in Annual Report(s), made publically available	ISO 14001
b	<p>Update Environment and Resource Efficiency Strategy and Action Plan for 2018/19</p> <p>Agreed plan and monitoring arrangements in place (L, EMS)</p> <p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>	Head of Governance	31/08/18	Agreed Strategy and Action Plan in place	ISO 14001
c	<p>Provide updates to staff on environmental performance</p> <p>Awareness maintained in workforce of progress against targets (L, EMS)</p>	Environment Manager	31/03/19	Updates published and promoted	ISO 14001

Action		Benefits / rationale	Lead(s)/ Resources	Time-scale	Measure of success	Corporate target
d	Non- exec and exec Champions to continue in their roles	Environment and resource efficiency issues are championed at Board and Leadership Team levels (L, EMS, E, M)	Non-exec champion Exec-champion	31/03/19	Exec and Non-Exec Champions in place, who champion environment and resource efficiency issues at Board and LT level	ISO 14001
e	SHE 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 (L, EMS, E, M)	SHE Committee Environment Manager	31/03/19	SHE Committee meetings take place and provide assurance to the Board	ISO 14001
f	SHE Staff Groups to represent business areas and provide input and support	Staff consultation and input provided on actions within this Strategy (L, EMS, E, M)	SHE Staff Groups Environment Manager	31/03/19	SHE Staff Group meetings take place and provide support and input	ISO 14001
g	Maintain membership of/ communication with stakeholder groups, including DHSC Greening Government forum, BITC Alumni Group, IEMA forums, ICRS forums and others as identified	Ensures alignment with mandated requirements, and sharing of best practice (EMS, M) Added value: Sharing of approach with other organisations, encouraging responsible business practice	SHE Manager Environment Manager	31/03/19	Meetings, forums, webinars etc. attended	ISO 14001
h	Maintain ISO 14001:2015 Environmental Management System certification	Assurance gained from being externally certified. Providing external assurance to clients/ customers. (EMS, M)	Environment Manager	31/03/19	External ISO 14001 certification maintained	ISO 14001
i	Continue rolling SHE Audit Schedule, coaching staff and tracking implementation of actions	Environment arrangements and practices checked, and improvements made (L, EMS, M)	Environment Manager	31/03/19	Audit plan completed	ISO 14001

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

NHSBSA strategic goals supported:

- Social Value, Money

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

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Install solar water system at Bridge House	Reducing carbon footprint of estate (Gov, EMS, M)	Operational Facilities Manager	31/06/18	System installed and operational	Energy target ISO 14001
b	Roll out campaign in support of Earth Hour, as part of NHSBSA campaign timetable 2018/19	Awareness maintained in workforce (Gov, EMS, E, M) Added Value: Broader social benefits gained through awareness for home life	Environment Manager	31/03/19	Campaign rolled out	Greenhouse gas target ISO 14001
c	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 (L, Gov, M) Added Value: Broader social benefits gained through ensuring our services are available	Head of Information Governance	31/03/19	Business continuity plans in place	ISO 14001
d	Install electric car charging points at Fleetwood	Reducing local air pollution and greenhouse gas emissions (Gov, EMS, M) Added Value: Broader social benefits encouraging staff to use electric vehicles	Operational Facilities Manager	31/03/19	Charging points installed and operational	ISO 14001

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
e	Install PV cells at Stella House	Reducing carbon footprint of estate (Gov, EMS, M)	Operational Facilities Manager	31/03/19	PV cells installed and operational	Greenhouse gas target ISO 14001
f	Upgrade AC system at Stella House	Reducing carbon footprint of estate (Gov, EMS, M)	Operational Facilities Manager	31/03/19	AC system upgrade and operational	Greenhouse gas target ISO 14001

Objective Area 3: Reducing waste and maximising resource efficiency

NHSBSA strategic goals supported:

- Social Value, Money

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

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll out campaign in support of Zero Waste Week, as part of NHSBSA campaign timetable 2018/19	Awareness maintained in workforce (Gov, EMS, E, M) Added Value: Broader social benefits gained through awareness for home life	Environment Manager	30/09/2018	Campaign rolled out	Waste targets ISO 14001
b	Implement consumer single use plastic (CSUP) initiatives across estate, aligned to government commitment	Reducing plastic waste (Gov, EMS, E, M) Added Value: Broader environmental benefits through reduced plastic waste	Operational Facilities Manager	31/03/2019	Schemes/ policies implemented	Waste targets ISO 14001
c	Increase use of Electronic Prescription Service (EPS)	Reducing paper waste (Gov, EMS, M) Added Value: Broader social benefits gained through efficient prescription system	Director of Primary Care Services	31/03/2019	Continued uptake of EPS	Waste targets ISO 14001
d	Roll out of Compass, self-service Dental system	Reducing paper waste (Gov, EMS, M)	Director of Primary Care Services	31/03/2019	Successful roll-out of Compass self-service for Statement of Financial Entitlement	Waste targets ISO 14001
e	Roll out of MATEX digital service	Reducing paper waste and plastic card waste (Gov, EMS, M) Added Value: Broader social benefits	Director of Citizen Services	31/03/2019	Successful roll-out of MATEX digital service	Waste targets ISO 14001

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	gained through efficient system				
f	Roll out of LIS digital service Reducing paper waste (Gov, EMS, M) Added Value: Broader social benefits gained through efficient system	Director of Citizen Services	31/03/2019	Successful roll-out of LIS digital service	Waste targets Paper target ISO 14001
g	Roll out of prescription prepayment certificate (PPC) digital service Reducing paper waste and plastic card waste (Gov, EMS, M) Added Value: Broader social benefits for users gained through quick, efficient system	Director of Citizen Services	31/03/2019	Successful roll-out of LIS digital service	Waste targets ISO 14001
h	Digitisation of 'referred backs' process Reducing paper waste and in-house printing (Gov, EMS, M)	Director of Primary Care Services	31/03/2019	Successful roll-out of digitised referred backs system	Paper target ISO 14001

Objective Area 4: Reducing water use

NHSBSA strategic goals supported:

- Social Value, Money

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

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Recommission rainwater collection system at Stella House	Reducing mains water use (Gov, EMS, M)	Operational Facilities Manager	31/03/2019	Rainwater collection system recommissioned	Water target ISO 14001
b	Investigate water use fluctuations at Middlebrook office	Reducing mains water use (Gov, EMS, M)	Operational Facilities Manager	31/03/2019	Investigation completed and actions taken where identified	Water target ISO 14001

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

NHSBSA strategic goals supported:

- Social Value, Money, People

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

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Update and roll-out Sustainable Procurement action plan, based on consolidation at Flexible Framework Level 3	Sustainable procurement and contract management practices embedded in business, to ensure benefits are realised via suppliers (Gov, EMS, M) Added value: Sustainable practices delivered down supply chain	Commercial Sustainable Procurement Lead Environment Manager	31/03/19	Action plan completed	Flexible Framework ISO 14001
b	Maintain a supplier engagement process with those suppliers in areas of high priority	Key risks / opportunities addressed through supplier engagement (Gov, EMS, M) Added value: Broader environmental benefits gained through contract management	Commercial Sustainable Procurement Lead Environment Manager	31/03/19	Supplier engagement process established and embedded	Flexible Framework ISO 14001