Environment and resource efficiency

Strategy and action plan 2021/22

1. Introduction and the bigger picture

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 and our transition to Net Zero by 2030, 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 2021-2024.](#)

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 People and Corporate Services, occurring at least three times per year)

- Environment Committee (national committee attended by representatives from across the business, chaired by Chief Executive, occurring four times per year)

- Local Safety, Health and Environment (SHE) Groups (site / business area specific groups, focusing on local SHE issues) and our Environment Network.

- 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 People and Corporate Services)

- Materiality and stakeholder review

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:
  o maintaining an appropriate governance framework, which ensures continual improvement and a commitment to fulfil our compliance obligations
  o reducing greenhouse gas emissions and adapting to climate change
  o reducing waste and maximising resource efficiency
  o reducing water use
  o 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. In 2020 we declared a Climate Emergency to recognise the threat posed by climate change and committed to go Net Zero by 2030.
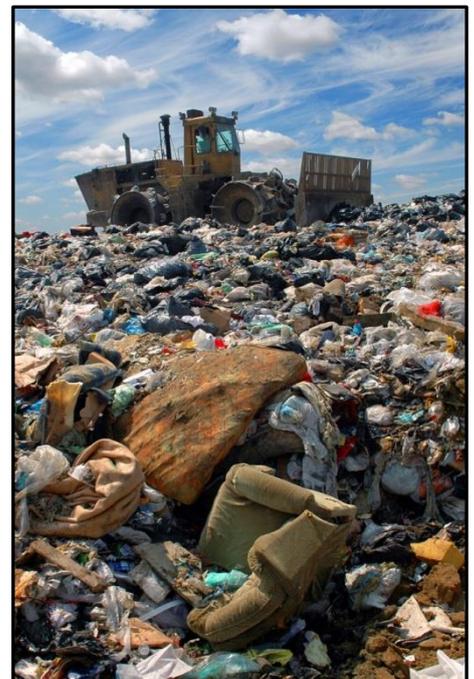
Why environmental protection and resource efficiency is important to us

The key benefits of good environment and resource management include:

- reduced environmental impact aligns with our purpose of being catalyst for better health

- 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 the NHSBSA Strategy.

Delivering our objectives

Our environment 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.

Responsibilities and governance

Our Chief Executive is ultimately responsible for the delivery of this strategy. This is delegated to the Executive Director of People and Corporate Services as Leadership Team representative. Mark Ellerby is our non-executive director champion, ensuring appropriate oversight of the executive directors' performance.

Our Environment Committee drives the agenda from a strategic level. This is chaired by our Chief Executive and is made up of senior managers from across the business (terms of reference available on request). The Committee meets four times a year, and provides strategic oversight and assurance to the Board on delivery of the strategy.

Our National Joint Safety, Health and Environment (SHE) Committee drives the agenda from an operational level. This is chaired by our Executive Director of People and 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 – Performance report at each monthly meeting, six monthly overview report and Annual Report

- Staff – Quarterly update report, Environment Network Yammer community 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 [Safety, Health & Environment Annual Report](#). This contains detailed data related to our performance and progress, with commentary.
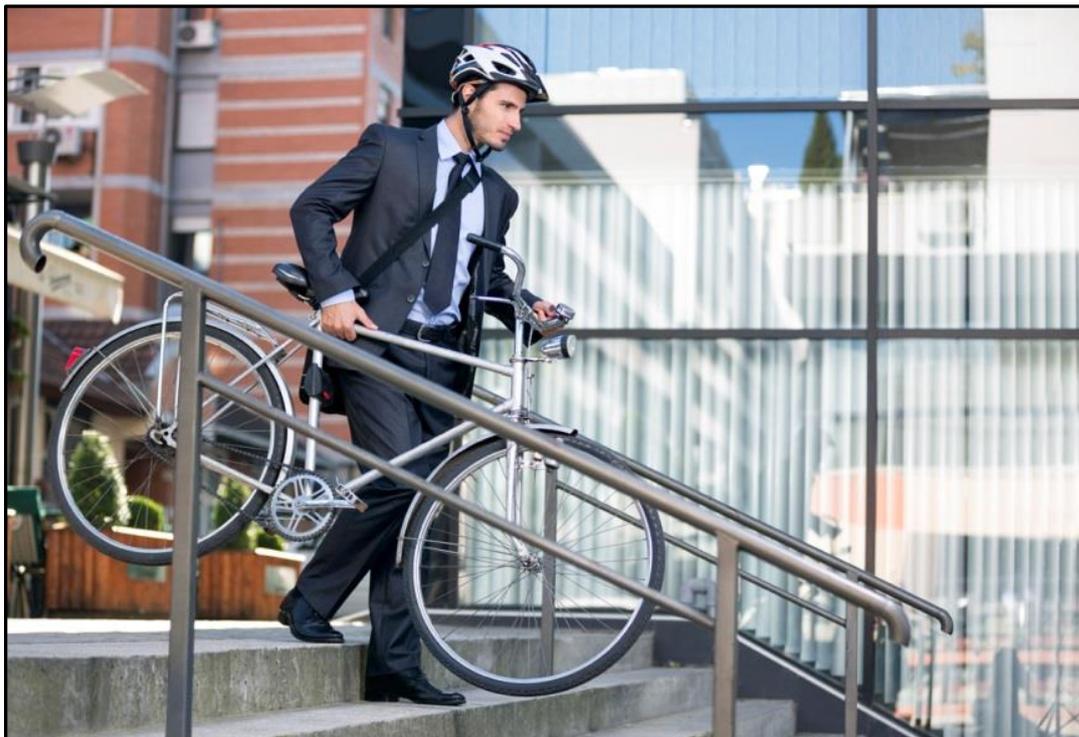
Appendix – Environment and Resource Efficiency Action Plan for 2021/22

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.

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.

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 continues to review and refresh its business strategy. Each refresh informs 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. 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:

- 35% reduction in overall greenhouse gas emissions*
  (Greening Government target: 44% by 2025)
- 40% reduction in water consumption*
  (Greening Government target: Reduce water consumption by 8% by 2025)
- 30% reduction in waste generated*
  (Greening Government target: Reduce the overall amount of waste generated by 15% by 2025).
- Less than 5% of waste to landfill*
  (Greening Government target: Less than 5% of waste to landfill)
- Increase the proportion of waste recycled to at least 80% of overall waste*
  (Greening Government target: Increase the proportion of waste recycled to at least 70% of overall waste by 2025)
- 45% reduction in office paper use*
  (Greening Government target: 50% reduction in office paper use by 2025)

***By the end of 2021/22, on 2017/18 baseline**

Management performance indicators:
- Maintain ISO 14001 certification
- Maintain CIPS Corporate Ethics Procurement Kitemark
- Deliver Annual SHE Audit Plan

These are highlighted below where linked to a specific action.

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, Our People, Social Impact, Value, Ambition, Pandemic Support

	Action	Benefits / rationale	Lead(s)/ Resources	Time-scale	Measure of success	Corporate target
a	Include environment commentary in NHSBSA Annual Report and Accounts 2020/21 and more detailed SHE Annual Report	Information included in Annual Report(s), ensuring transparency and sharing approach with stakeholders (**L, Gov, EMS**) **Added value:** Sharing of approach with other organisations, encouraging responsible business practice	Head of Governance	31/12/2021	Mandated and stakeholder interest information included in Annual Report(s), made publically available	ISO 14001
b	Update Environment and Resource Efficiency Strategy and Action Plan for 2021/22	Agreed plan and monitoring arrangements in place (**L, EMS**) **Added value:** Sharing of approach with other organisations, encouraging responsible business practice	Head of Governance	31/08/2021	Agreed Strategy and Action Plan in place	ISO 14001
c	Provide updates to staff on environmental performance	Awareness maintained in workforce of progress against targets (**L, EMS**)	Environment Manager	31/03/2022	Updates published and promoted	ISO 14001
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	31/03/2022	Exec and Non-Exec Champions in place, who champion environment and resource efficiency issues at Board and LT level	ISO 14001

	Action	Benefits / rationale	Lead(s)/ Resources	Time-scale	Measure of success	Corporate target
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	31/03/2022	SHE Committee meetings take place and provide assurance to the Board	ISO 14001 Audit Plan
f	Environment Committee to oversee carbon reduction and environmental sustainability across the business	Senior representatives who are members of the Committee are accountable for actions within this Strategy **(L, EMS, E, M)**	Environment Committee Environment Manager	31/03/2022	Environment Committee established and business areas represented	ISO14001 Environment targets
g	SHE Colleague Groups to represent business areas and provide input and support	Colleague consultation and input provided on actions within this Strategy **(L, EMS, E, M)**	SHE Colleague Groups Environment Manager	31/03/2022	SHE Staff Group meetings take place and provide support and input	ISO 14001 Audit Plan
h	Environment Network contiunues to represent business areas and deliver campaigns	Awareness of contribution to this strategy is maintained in workforce **(L, EMS)** **Added Value:** Broader social benefits gained through awareness for home life	Environment Manager	31/03/2022	Continued Environment Network membership	ISO14001
i	Maintain membership of/ communication with stakeholder groups, including DHSC Greening Government ALB forum, IEMA forums, Regional Sustainability Networks, Sustainable Dental Advisory Group 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	31/03/2022	Meetings, forums, webinars etc. attended	ISO 14001
j	Maintain ISO 14001:2015 Environmental Management System certification	Assurance gained from being externally certified. Providing external assurance to clients/ customers **(EMS, M)**	Environment Manager	31/03/2022	External ISO 14001 certification maintained	ISO 14001 Audit Plan

	Action	Benefits / rationale	Lead(s)/ Resources	Time-scale	Measure of success	Corporate target
k	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	31/03/2022	Audit plan completed	ISO 14001 Audit Plan
l	Review and implementation of Greening Government Commitments 2021-2025	Central government mandate to monitor and improve environmental performance **(L, EMS, M, Gov)**	Environment Manager	30/09/2021	Data collated and reported to DHSC.	ISO14001 Environment targets
m	Creation and launch of Environment Survey	Insight gained into staff awareness, attitudes and knowledge of environmental impacts **(Gov, EMS, E, M)**	Environment Manager Customer Insight and Research Officer	30/06/2021	Environment survey completed	ISO14001 Environment targets
n	Develop new Environment Strategy 2022-25	Environment strategy reflects new Greening Government Commitments, Climate Emergency and Net Zer targets.	Environment Manager	31/03/2022	New Environment Strategy drafted.	ISO 14001 Environment targets.

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

NHSBSA strategic goals supported:
- Social Impact, Value

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Maintain and implement carbon management plan to track and deliver carbon reduction projects	Reducing carbon footprint of estate **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through action on climate change	Environment Manager Estates Support Manager	31/03/2022	Carbon management plan in place.	Greenhouse gas target ISO14001
b	Explore options and develop business cases to improve energy efficiency of estate	Reducing carbon footprint of estate **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through action on climate change	Estates Support Manager Environment Manager	31/03/2022	Business cases produced and submitted as part of business planning process.	Greenhouse gas target ISO14001
c	Complete scoping and design works for additional electric vehicle charging points at Greenfinch Way, Stella House and Hesketh House	Support increased uptake of electric vehicles **(Gov, EMS)** **Added Value:** Broader social benefits gained through action on climate change	Estates Support Manager Projects and Workplace Manager	30/09/2021	Scope and design works completed	ISO14001 Greenhouse gas target
d	Complete scope and design work for additional LED lighting at Ridgeway House, Greenfinch Way, Stella House and Hesketh House	Reduced carbon footprint of estate **(Gov, EMS, L)** **Added Value:** Broader social benefits gained through action on climate change	Estates Support Manager Projects and Workplace Manager	30/09/2021	Scope and design works completed	ISO14001 Greenhouse gas target
e	Complete scope and design work for solar panels at Stella House, Greenfinch Way and Hesketh House	Reduced carbon footprint of estates **(Gov, EMS, L)** **Added Value:** Broader social benefits gained through action on climate change	Estates Support Manager Projects and Workplace Manager	30/09/2021	Scope and design works completed	ISO14001 Greenhouse gas target

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
f	Deliver agreed LED lighting, solar panel and electric vehicle charging projects.	Reduced carbon footprint of estates **(Gov, EMS, L)** **Added Value:** Broader social benefits gained through action on climate change	Estates Support Manager Projects and Workplace Manager	31/03/2022	Scope and design works reviewed. Schemes prioritised. Projects completed.	ISO14001 Greenhouse gas target
g	Replacement of transformer at Hesketh House	Reduced carbon footprint of estate **(L, Gov, EMS)** **Added Value:** Broader social benefits gained through action on climate change	Estates Support Manager Regional Facilities Manage	30/06/2021	Transformer replacement complete.	Greenhouse gas target ISO 14001
h	Air conditioning improvements to communication rooms	Reducing carbon footprint of estate **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through action on climate change	Property Operations Manager	31/03/2022	Air conditioning upgrades completed	Greenhouse gas target ISO 14001
i	Develop and publish energy efficiency material within Climate Action Toolkit	Awareness maintained in workforce **(Gov, EMS, E, M)** **Added Value:** Broader social benefits gained through awareness for home life	Projects and Workplace Manager Environment Manager	05/06/2021	Climate Action Toolkit published	Greenhouse gas target ISO 14001
j	Evaluate impact of COVID-19 on environmental performance	Better understanding of homeworking emissions **(EMS)** **Added Value:** Broader social benefits gained through action on climate change	Environment Manager Data Scientist	30/06/2021	Report detailing impact of COVID-19 on environmental performance produced	Greenhouse gas target ISO 14001

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
k	Maintain business continuity and incident management plans to ensure that appropriate arrangements are in place to protect and deliver prioritised services in the event of a service disruption for e.g. adverse weather.	Continue to deliver service when buildings are inaccessible **(L, Gov, M)** **Added Value:** Broader social benefits gained through ensuring our services are available	Information Security Risk and Business Continuity Manager	31/03/2022	Business continuity and incident management plans in place	ISO 14001
l	Complete biodiversity survey at Greenfinch Way and Stella House to understand current ecological value.	Enhancing of biodiversity **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through action on climate change and biodiversity	Project and Workplace Manager Estates Support Manager Environment Manager	31/07/2021	Biodiversity report survey received	ISO14001
m	Develop plan to enhance external spaces to support biodiversity across estate.	Enhancing of biodiversity **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through action on climate change and biodiversity.	Project and Workplace Manager Estates Support Manager Environment Manager	31/03/2022	Biodiversity improvement plan formed	ISO14001
n	Embed opportunity to reduce building energy and business travel within Our Way Ahead programme.	Potential to reduce building energy and business travel **(Gov, EMS, E, M)** **Added value:** Broader social benefits gained through action on climate change	Programme Lead of Our Way Ahead Environment Manager	31/03/2022	Our Way Ahead programme in place	ISO14001 Greenhouse gas target

Objective Area 3: Reducing waste and maximising resource efficiency

NHSBSA strategic goals supported:
- Social Impact, Value

		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll out campaign in support of WRAP Recycling Week, as part of NHSBSA campaign timetable 2021/22	Awareness maintained in workforce **(Gov, EMS, E, M)** **Added Value:** Broader social benefits gained through awareness for home life	Environment Manager Environment Network	30/09/21	Campaign completed	Waste targets ISO 14001
b	Roll out campaign in support of Plastic Free July, as part of NHSBSA campaign timetable 2021/22	Reducing plastic waste **(Gov, EMS, E, M)** **Added Value:** Broader environmental benefits through reduced plastic waste	Environment Manager Environment Network	31/07/21	Campaign completed	Waste targets ISO 14001
c	Increase uptake of Compass self serve functions for foundation dentist travel and subsistence claims and applications under the Statement of Financial Entitlements relating to business rates	Reduction in paper waste **(Gov, EMS, M)** **Added value:** Broader environmental benefits gained through increased operational efficiency	Head of Dental Service and Clinical Policy	31/03/22	Increased uptake of Compass self service	Waste targets ISO14001
d	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	31/03/2022	Continued uptake of EPS	Waste targets ISO 14001

		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
e	Digitisation of 'referred backs' process	Reducing paper usage **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through efficient prescription system	Director of Primary Care Services	31/03/2022	Continued uptake of digitisal referred backs process	Paper target ISO 14001
f	Continued expansion of Manage Your Service to provide digital first solutions for new services to support the community pharmacy contractual framework	Reduced paper usage **(Gov, EMS M)** **Added value:** Broader social benefits gained through efficient payments processing system.	Director of Primary Care Services	31/03/2022	Increase in number of services managed through 'Manage Your Service'	Paper target Waste target ISO14001
g	Increase uptake of paperless payslips through Electronic Staff Records	Reduction in waste **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through Electronic Staff Records system	Director of Workforce Services	31/03/2022	Increase update of electronic payslips	Waste target ISO14001
h	Digitising NHS Pension Scheme application forms	Reduction in waste **(Gov, EMS, M)** **Added Value:** Broader social benefits gained through efficient pensions system	Head of Service – NHS Pensions	31/03/2022	Successful roll-out of digital NHS pensions application form	Waste target ISO14001
i	Develop and publish waste and resource efficiency material within Climate Action Toolkit	Awareness maintained in workforce **(Gov, EMS, E, M)** **Added Value:** Broader social benefits gained through awareness for home life	Projects and Workplace Manager Environment Manager	05/06/2021	Climate Action Toolkit published	Waste target Paper target ISO 14001

Objective Area 4: Reducing water use

NHSBSA strategic goals supported:

- Social Impact, Value

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Develop and publish water efficiency material within Climate Action Toolkit	Awareness maintained in workforce **(Gov, EMS, E, M)** **Added Value:** Broader social benefits gained through awareness for home life	Projects and Workplace Manager Environment Manager	05/06/2021	Climate Action Toolkit published	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 Impact, Value, Our People

	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 4	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	31/03/2022	Action plan completed	Flexible Framework ISO 14001
b	Explore supply chain impacts and opportunities for improvement (e.g. transition to a more circular economy).	Supply chain impacts and opportunities for improvement are identified **(Gov, EMS, M)** **Added value:** supply chain impacts are reduced	Commercial Sustainable Procurement Lead Environment Manager	31/03/2022	Supply chain impacts and improvements understood	Flexible Framework ISO 14001
c	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	31/03/2022	Supplier engagement process established and embedded	Flexible Framework ISO 14001

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
d	Organise and run first supplier event focused on environmental sustainability	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	31/03/2022	Supplier engagement event completed	Flexible Framework ISO 14001
e	Continued implementation of Social Value PPN	Fighting climate change ambition embedded throughout procurements. **Added value:** Sustainable practices delivered down supply chain	Environment Manager Commercial Sustainable Procurement Lead	31/03/2022	Fighting climate change criteria embedded into contracts	Flexible Framework ISO14001
f	Review and implement Taking Account of Carbon Reduction Plans in the procurement of major government contracts	Supply chain impacts and opportunities for improvement are identified **(Gov, EMS, M)** **Added value:** supply chain impacts are reduced	Environment Manager Commercial Sustainable Procurement Lead	31/12/2021	Criteria embedded into contracts	Flexible Framework ISO14001