

SUSTAINABLE DEVELOPMENT STRATEGY AND MANAGEMENT PLAN

2014/15 – 2017/18

Version:	1
Approved By:	Management Team
Date Approved:	7.1.2015
Name of originator / author:	Head of Assurance
Name of responsible committee/ individual:	Management Team
Name of executive lead:	Chief of Corporate Affairs
Date issued:	7.1.2015
Review Date:	2 years from date of implementation.
Target Audience:	Employees, contractors, employees of other organisations engaged to work on the premises such as Governing Body Members, volunteers, visitors and patients at the point of service delivery.

DOCUMENT CONTROL

Version No	Type of Change	Date	Description of change
V0.1	Draft	November 2014	Circulated to Management team for comment
V 1.0	Approved	January 2015	Approved at the 7th January Management Team.

Contents

	Section	Page
1.	Overview	4
	1.1. What is sustainable development	4
	1.2. Why is sustainable development a commissioning issue?	4
2.	Key Priority Areas	6
3.	Summary	6
4.	Appendix 1 – Assessment Against Key Priority Areas	7
5.	Appendix 2 – Action Plan	13

1. Overview

1.1. What is sustainable development

Sustainability can be defined as meeting the needs of today without compromising the needs of tomorrow (Brundtland Commission). Therefore a sustainable organisation is one that often has the best chance of long term survival.

Commissioning for Sustainable Development is the process by which commissioners improve both the sustainability of an organisation, and the way it provides services and interacts with people in the community. It is about striking the right balance between the three key areas of financial, social and environmental sustainability when making commissioning decisions.

1.2. Why is sustainability a commissioning issue?

Through commissioning, CCGs have the following roles:

- 1) **Managing system risk:** Sustainability is essentially about excellence in business management. Commissioning organisations can take a whole systems approach to both delivery (ensuring integration of provider services) and managing future risks (for example, resource uncertainty or climate change).
- 2) **Managing demand:** Activity based commissioning will not incentivise managing demand for health services. We will need to start thinking, in partnership, about incentivising and enabling a 'health and well-being service', focussed on an upstream preventative approach, as opposed to an 'ill health service' based on activity.
- 3) **Contractual Levers:** Commissioners hold the money, and therefore have the power to ensure that providers adopt sustainable business practices.

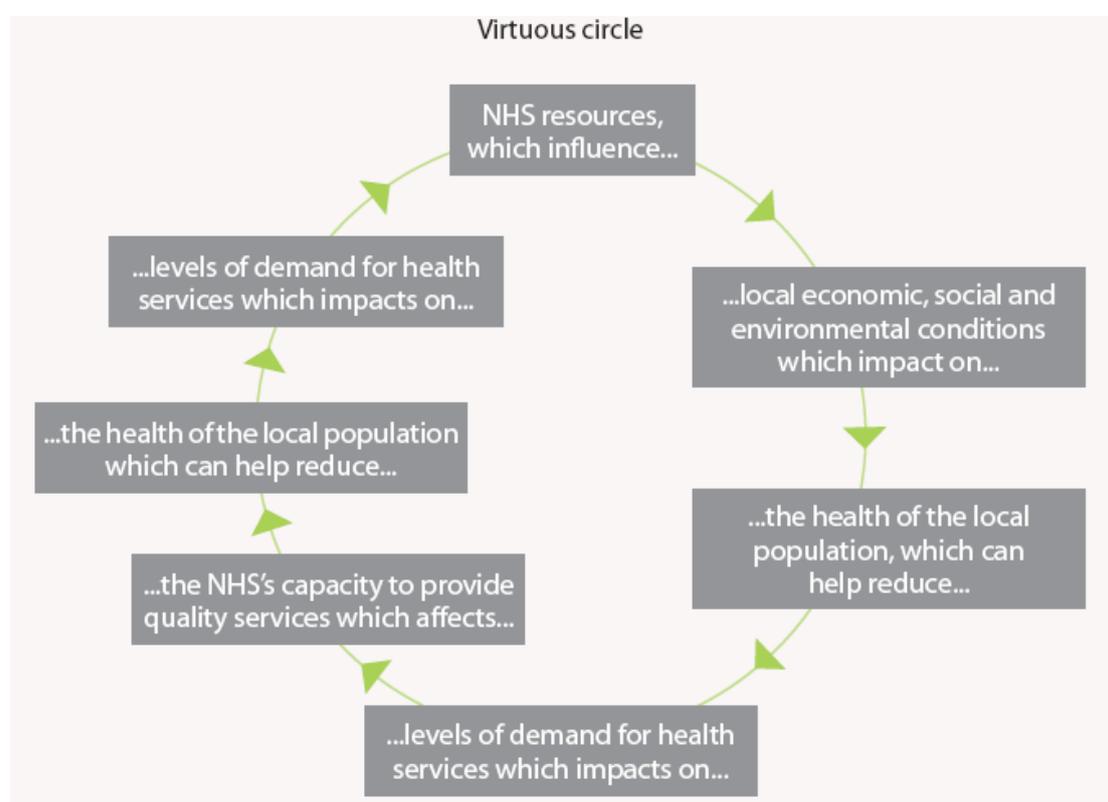
Sustainability supports a range of policies and features of the new health and social care landscape as well as environmental policies and legislation including:

- Joint Strategic Needs Assessment (JSNAs) and health and wellbeing strategies
- Integration of health and social care
- Personalisation and the Think Local Act personal agenda
- UK Climate Change Act (2008) duties to both mitigate and adapt to climate change
- Requirements on health and social care commissioners to show they have considered the impact of social and environmental factors in their commissioning and procurement, and not just price.

Barnsley CCG's main providers (Barnsley Hospital NHS Foundation Trust and South West Yorkshire Partnership NHS Foundation Trust) both have ambitious sustainable development and / or carbon reduction strategies in place. NHS Trusts have a target of reducing their carbon emissions by 34% by 2020 (on a 1990 baseline).

The diagram below details how commissioning services that provide benefits for the local community can help produce a “virtuous circle.” If as commissioners we understand how we can create a sustainable healthcare service then we will be better able to:

- Find potential areas of synergy between reducing health service use, improving health and sustainability
- Review existing services to see if gains are being maximised
- Use this information to decide on commissioning priorities.



A Sustainable Development Management Plan is an indicator of health protection preparedness for all public authorities, as set out in *Improving outcomes and supporting transparency: Part 1 A public health outcomes framework for England 2013–16* (DH 2012). It was also a pre-authorisation requirement for clinical commissioning groups that they committed to promoting environmental sustainability through their actions as a corporate body as well as a commissioner, and NHS Barnsley CCG embraced this commitment.

2. Key priority areas

Based on the Good Corporate Citizenship Assessment Model, the following 6 areas comprise the priority areas for action moving forwards.

- Travel
- Procurement
- Facilities Management
- Workforce
- Community Engagement
- Buildings

Appendix 1 summarises the current position at Barnsley CCG in each of these areas and identifies opportunities for further improvement.

Appendix 2 is an action plan setting out how we intend to deliver greater sustainability in Barnsley.

3. Summary

In summary, NHS Barnsley CCG is committed to promoting environmental and social sustainability through our actions as a corporate body as well as a commissioner.

We can achieve this through:

- **Managing system risk:** Taking a whole systems approach to provider delivery and managing future risks such as resource uncertainty and climate change.
- **Managing demand:** Commissioning for outcomes and managing demand for health services by enabling a health and well-being service focussed on an upstream preventative approach rather than an 'ill health service' based on activity.
- **Contractual Levers:** Seeking assurance that providers adopt sustainable business practices.
- **Leading by example:** Undertaking internal work as a corporate body as well as a commissioner so that we lead on sustainable business practice by example.

Appendix 1: Current Position

	Overview	Current position	Plans
Travel	<p>Travel choices have a wide range of impacts on the environment and quality of life, including:</p> <ul style="list-style-type: none"> • frequency of collisions • level of physical activity of the population • community cohesion • air quality • noise levels • climate change <p>Few factors connect health and sustainability so obviously as travel, with clear health benefits resulting from active, green travel choices.</p> <p>The NHS is responsible for 5% of all journeys made in this country. Its travel policies can influence the behaviour of millions of people every day – not only the 1.4 million people who work for the NHS, but the vast numbers of patients, visitors and suppliers who flow in and out of the system.</p>	<p>NHS Barnsley CCG undertakes promotion work around making positive lifestyle choices in line with our key clinical priorities as published in our Strategic Plan eg the CCG has introduced a Bikes To Work scheme, making bicycles affordable for all staff, and provides a shower and bike racks for staff travelling to work by bicycle. It has also introduced a car lease scheme which makes new, cleaner cars more accessible for staff.</p> <p>When we commission healthcare services, we seek to ensure through procurement and contracting process that they are accessible to all our population.</p> <p>We seek to minimise travel for our staff wherever possible, including car-sharing to meetings.</p> <p>The CCG has invested in IT solutions (laptops, iPad, mobile phones) which facilitate remote working.</p>	<p>NHS Barnsley CCG will undertake an analysis of the current cost and usage of different means of travel, both car and rail.</p> <p>The CCG will continue to encourage staff to car share where possible.</p> <p>The CCG will encourage active travel (eg walking to meetings) where possible.</p> <p>The CCG will regularly review the car lease scheme and consider whether to amend the scheme to set carbon emission limits on the vehicles available via the scheme.</p> <p>The CCG will support staff to obtain maximum benefit from IT solutions eg workshops to ensure portable devices are being used to their fullest potential.</p>

Appendix 1: Current Position

	Overview	Current position	Plans
Procurement	<p>The NHS in England spends £20 billion a year on products and services. Decisions about how this money is spent can have a huge impact on sustainable development. They can influence the way that suppliers think about their environmental impacts, or the fairness of their supply chains. And they can support the local economy, with knock-on benefits for the health and wellbeing of the community.</p> <p>Through the vast scale of its procurement, the NHS can drive innovation and shift markets towards more sustainable modes of operation. The NHS Sustainable Procurement Action Plan sets out how, in the next 5 years, the health and social care sector will use sustainable procurement to achieve improved health and well-being for people, the environment and the economy.</p> <p>Sustainable procurement means:</p> <ul style="list-style-type: none"> • Buying what is needed, and seeking innovative, lower impact products and services. • Understanding demand to ensure most efficient delivery of outcomes. • Specifying environmental and social standards through the procurement process to influence supply chains and drive innovation. • Basing procurement decisions on whole life rather than short-term costs and benefits. • Providing business opportunities and supporting skills development amongst supplier communities. • Making sure procurement supports and facilitates a reduction in resource use and waste. 	<p>NHS Barnsley CCG has embedded sustainable development / carbon efficiency within our procurement systems and processes. Bidders are required to demonstrate how they will meet the CCG's expectations around environmental impacts on the delivery of their services.</p> <p>Standard clauses in the NHS Contract require providers to demonstrate progress on climate change adaptation, mitigation and sustainable development, including performance against carbon reduction management plans, and to provide a summary of that progress in its annual report.</p> <p>The CCG has an approved Procurement Strategy and associated procedures which includes sustainable development.</p> <p>We seek local suppliers wherever practicable for our corporate requirements such as catering for meetings.</p> <p>We use the NHS Supply Chain.</p> <p>We undertake market development work to provide local businesses with information in order to increase their awareness of opportunities to tender, and tenders are listed on our website.</p>	<p>We will continue our membership of joint strategic commissioning fora such as CCG Com, SY Com and Working Together Barnsley.</p> <p>We will participate fully in national initiatives to align commissioning across health and social care such as the Better Care Fund.</p> <p>We will seek opportunities to commission in partnership and to integrate services eg through the co-commissioning of primary care agenda.</p>

Appendix 1: Current Position

	Overview	Current position	Plans
Facilities Management	<p>Facilities management plays a key role in contributing to safe, high quality care delivered by the NHS. It also has a major role in making the NHS more sustainable.</p> <p>Sustainable facilities management ensures that environmental impacts are minimised and local economies and communities are supported in the operation of the NHS estate.</p> <p>This means:</p> <ul style="list-style-type: none"> • Complying with environmental and other appropriate legislation. • Making highly efficient use of resources such as energy, water, land and products. • Minimising waste. • Protecting green space and biodiversity. • Supporting local communities and economies wherever possible. 	<p>NHS Barnsley CCG is based in Hilder House, Barnsley. All CCG staff are based here, and CSU staff are co-located with us. Consolidating our staff into a single building improves our efficiency and reduces our travel.</p> <p>Our facilities are managed by NHS Property Services. The CCG works closely with NHSPS to better understand our energy and carbon usage.</p> <p>NHS Barnsley CCG continually seeks ways to make the most efficient use of resources eg by:</p> <ul style="list-style-type: none"> • Recycling paper, cardboard, toner and printer cartridges • Recycling used furniture to local charities • Having our landlord upgrade the light fittings in Hilder House and install low energy light bulbs • Access to printers is limited to staff with IDs 	<p>The CCG will continue to work with NHSPS to better understand our energy usage and seek ways to utilise our facilities more efficiently.</p> <p>The CCG will promote recycling by providing staff with facilities to recycle batteries on site; securing more bins for recycling non confidential waste; and encouraging staff to take glass and plastics home rather than disposing of them in general waste.</p> <p>The CCG will encourage staff to reduce our consumption of energy and consumables eg by:</p> <ul style="list-style-type: none"> • Using local printers for small print jobs only • Using IT in meetings rather than printing off papers • Switching off lights when leaving rooms etc

Appendix 1: Current Position

	Overview	Current position	Plans
Workforce	<p>The NHS is the biggest employer in the UK, and one of the biggest in the world. In many parts of the country it is the largest local employer. The employment standards it follows already go some way to ensuring that NHS organisations can act as Good Corporate Citizens.</p> <p>The NHS Constitution contains four pledges to staff, including commitments to clear roles and responsibilities, personal development, health safety and wellbeing and engagement. A High Quality Workforce describes how support can be given for continuing professional development and life-long learning.</p> <p>Employment is a key determinant of health and social cohesion. Employers can make a big difference to the wellbeing of the communities they serve through their approach to recruitment, learning and skills development, management, career progression, working conditions and equal opportunities.</p> <p>A workforce strategy that supports sustainable development means:</p> <ul style="list-style-type: none"> • Understanding and responding to local employment conditions and needs. • Proactively building a skilled local workforce. • Building partnerships with education, training and skills providers, and voluntary organisations that help specific groups of people find employment. • Promoting the health and wellbeing of employees through enlightened HR policies. • Providing opportunities for employees to practice sustainable development. 	<p>NHS Barnsley CCG has an agreed corporate structure which is fully populated.</p> <p>The CCG uses NHS Jobs for its recruitment meaning the local population is fully informed of vacancies and have an equal opportunity to apply.</p> <p>NHS Barnsley CCG purchases its Human Resources service from Yorkshire & Humber Commissioning Support. We have a specification in place for this service.</p> <p>We have a breakdown of our staffing structure by protected characteristic under the Equality Act.</p> <p>We have a full suite of Human Resources policies which have been shared with the Social Partnership Forum and approved by the Governing Body.</p> <p>The CCG operates an apprenticeship scheme with links to Barnsley College.</p> <p>We deliver training to our staff in house or via online platforms where possible.</p>	<p>The CCG will undertake a formal analysis of our workforce needs, leading to the development of a Workforce Plan.</p> <p>We will plot the home bases of all our staff on a map to better understand the opportunities for car sharing etc.</p>

Appendix 1: Current Position

	Overview	Current position	Plans
Community Engagement	<p>NHS organisations play a central role in any community and can make a significant contribution to health that goes beyond their obvious clinical functions. They can help local people make informed decisions, enabling them to live healthy, sustainable lifestyles. They can work with local authorities and other public services (such as schools and transport planners) to produce healthy, sustainable outcomes more efficiently.</p> <p>And they can demonstrate leadership through the example they set to others in areas like food, active travel and energy efficiency. By understanding the needs of the local population, NHS organisations can understand how to influence their behaviours in relation to health and sustainable development.</p> <p>This means:</p> <ul style="list-style-type: none"> • Understanding the local community and involving its members in decision making and scrutiny. • Involving members of the local community in the planning and delivery of healthcare. • Working positively with key stakeholders to ensure local decisions (e.g. on planning or transport) are good for health and sustainability. • Supporting a strong and sustainable local economy by involving local suppliers in appropriate procurement opportunities. • Promoting healthy, sustainable food and nutrition. 	<p>NHS Barnsley CCG understands the composition of our local community through our contribution to the Barnsley Joint Strategic Needs Assessment https://www.barnsley.gov.uk/services/public-health/joint-strategic-needs-assessment-jsna .</p> <p>We proactively involve our patients and public in our planning and decision making via the OPEN network and the Patient Council.</p> <p>We have a number of successful examples of patient/public engagements influencing commissioning such as our consultations around Ophthalmology and Dermatology services.</p> <p>We are working with key stakeholders such as Healthwatch and through the Barnsley Health & Wellbeing Board to ensure local priorities and decisions support improved health and sustainability.</p> <p>We participate in a Barnsley wide Engagement Hub to ensure engagement activity and intelligence is coordinated and shared across the Borough.</p>	<p>NHS Barnsley CCG’s patient and public engagement strategy commits us to further roll out engagement and experience work to engage with a wider range of patients and the public.</p> <p>We will continue to work in partnership through the Barnsley Health & Wellbeing Board on joint priorities and supporting sustainable development.</p> <p>The overall direction of travel in terms of our Commissioning priorities is towards a reduction in secondary care admissions, with more services being delivered closer to home in primary or community settings.</p> <p>The CCG will develop a community asset model to further enhance our engagement with hard to reach groups.</p>

Appendix 1: Current Position

	Overview	Current position	Plans
Buildings	<p>The NHS has the largest property portfolio in Europe. Decisions about the planning, design and construction of new buildings and the refurbishment of existing ones are important opportunities to contribute to health and wellbeing and to a more sustainable NHS.</p> <p>Since July 2008, there has been a formal requirement to apply the BREEAM Healthcare environmental and sustainability standard to healthcare building and refurbishment projects above certain capital thresholds. New buildings are expected to achieve an Excellent rating, and refurbishments a Very Good rating, within the scheme.</p> <p>Sustainable building and refurbishment means:</p> <ul style="list-style-type: none"> • Listening to the views of the local community on their needs from healthcare buildings. • Working with contractors to ensure sustainable development objectives are properly specified, understood and delivered. • Using building projects to trigger improvement in other areas, like promoting active travel, cutting carbon, and expanding green and natural spaces. • Maximising sustainability performance through all phases of a building's lifetime – planning, design, construction and operation. • Supporting a strong and sustainable local economy by involving local suppliers in building projects. 	<p>The CCG's headquarters, Hillder House, is managed by NHS Property Services. The CCG has no other buildings.</p> <p>We have Display Energy Certificates (DECs) on display.</p> <p>The CCG is currently engaged in a primary care development programme which will include a review of primary care estate in the borough.</p>	<p>NHS Barnsley CCG will work with NHS Property Services on all aspects of estates sustainability as a tenant.</p> <p>We will work with our member practices to review primary care estate as part of the primary care development programme.</p>

Appendix 2: Action Plan 2014-15 to 2017-18

Our 2013/14 to 2016/17 Sustainable Development Management Plan comprises the following key actions.

Sustainability priority	Milestones	Lead(s)	Timescale
General	Sustainable Development Strategy and Action Plan to be developed and approved by Management Team.	Head of Assurance	31.12.2014
Travel	Undertake an analysis of the current cost and usage of different means of travel, both car and rail.	Chief of Corporate Affairs	31.12.2014
	Use internal comms (LED TVs, staff bulletins, all staff emails etc) to encourage staff to car share or engage in active travel (eg walking to meetings) where possible.	Receptionist	Initially by 31.12.2014, then ongoing
	The CCG will regularly review the car lease scheme and consider whether to amend the scheme to set carbon emission limits on the vehicles available via the scheme.	Chief of Corporate Affairs / Head of Assurance	30.6.2015
	Support staff to obtain maximum benefit from IT solutions eg workshops to ensure portable devices are being used to their fullest potential.	Head of Planning & Performance	31.3.2015
Procurement	We will continue our membership of joint strategic commissioning fora such as CCG Com, SY Com and Working Together Barnsley.	Chief Officer	Ongoing
	We will participate fully in national initiatives to align commissioning across health and social care such as the Better Care Fund.	Chief Finance Officer	Ongoing
	We will seek opportunities to commission in partnership and to integrate services eg through the co-commissioning of primary care agenda, Barnsley Pioneer etc.	All staff – led by Management Team	Ongoing

Appendix 2: Action Plan 2014-15 to 2017-18

Sustainability priority	Milestones	Lead(s)	Timescale
Facilities Management	Continue to work with NHSPS to better understand our energy usage and seek ways to utilise our facilities more efficiently.	YHCS Head of Specialist Advice / Health & Safety	Ongoing
	Promote recycling by: <ul style="list-style-type: none"> • providing staff with facilities to recycle batteries on site • securing more bins for recycling non confidential waste • encouraging staff to take glass and plastics home rather than disposing of them in general waste. 	Receptionist	31.3.2015
	Use internal comms (LED TVs, staff bulletins, all staff emails etc) to encourage staff to reduce our consumption of energy and consumables eg by: <ul style="list-style-type: none"> • Using local printers for small print jobs only • Using IT in meetings rather than printing off papers • Switching off lights when leaving rooms etc. 	Receptionist	31.12.2014
Workforce	The CCG will undertake a formal analysis of our workforce needs, leading to the development of a Workforce Plan.	YHCS HR Manager	31.3.2015
	We will plot the home bases of all our staff on a map to better understand the opportunities for car sharing etc.	YHCS HR Manager	31.3.2015

Appendix 2: Action Plan 2014-15 to 2017-18

Sustainability priority	Milestones	Lead(s)	Timescale
Community Engagement	NHS Barnsley CCG's patient and public engagement strategy commits us to further roll out engagement and experience work to engage with a wider range of patients and the public.	Chief of Corporate Affairs	Ongoing
	We will continue to work in partnership through the Barnsley Health & Wellbeing Board on joint priorities and supporting sustainable development.	Chief Officer	Ongoing
	The overall direction of travel in terms of our Commissioning priorities is towards a reduction in secondary care admissions, with more services being delivered closer to home in primary or community settings.	Chief Officer / all staff	Ongoing
	The CCG will develop a community asset model to further enhance our engagement with hard to reach groups.	Chief of Corporate Affairs	31.3.2015
Buildings	NHS Barnsley CCG will work with NHS Property Services on all aspects of estates sustainability as a tenant.	YHCS Head of Specialist Advice / Health & Safety	Ongoing
	We will work with our member practices to review primary care estate as part of the primary care development programme.	Chief of Corporate Affairs	31.3.2016