

SUSTAINABLE DEVELOPMENT STRATEGY AND MANAGEMENT PLAN

2018/19 – 2021/22

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DOCUMENT CONTROL

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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.

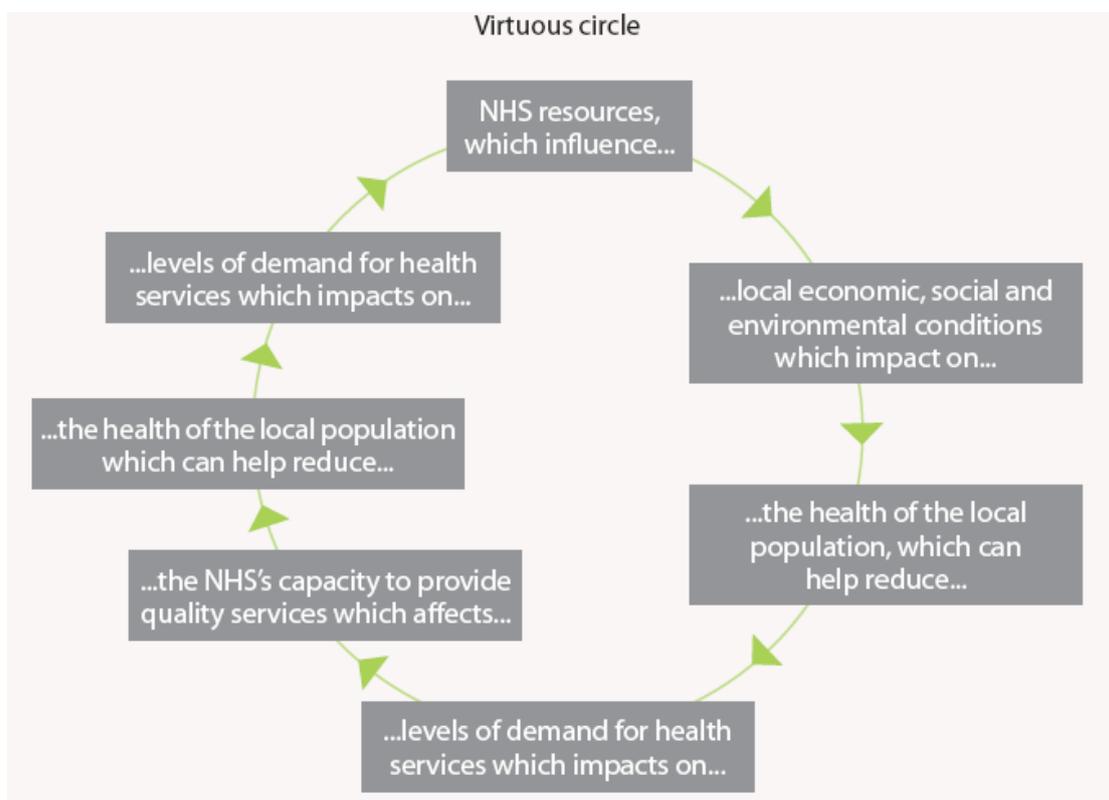
Sustainability supports a range of policies and features of the new health and social care landscape as well as environmental policies and legislation including:

- 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 eg the CCG is establishing locality arrangements and has an ambitious strategy to move services out of hospital where clinically appropriate</p> <p>We seek to minimise travel for our staff wherever possible, including car-sharing or walking to meetings. Also the CCG has invested in IT solutions (laptops, iPad, mobile phones) which facilitate remote working.</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 explore the potential to encourage greater use of electronic cars by its staff.</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>

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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.</p>	<p>We will continue our membership of joint strategic commissioning arrangements eg JCU with BMBC and SY&B level commissioning within the ICS framework.</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> <p>The CCG has an out of hospital strategy aimed towards delivery of integrated, locality based services and the CCG will apply appropriate procurement processes to support the implementation of this strategy.</p>

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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. Most CCG staff are based here, although our clinical pharmacists are largely Practice based. Commissioning support staff spend an agreed proportion of time in Barnsley. 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 • 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 and use of colour printing is discouraged • Increasing use is being made of online solutions for routine business processes eg EASY expenses, online payslips etc 	<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; encouraging recycling of 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"> • Minimising use of colour printing • Using local printers for small print jobs only • Using IT in meetings rather than printing off papers • Switching off lights when leaving rooms etc <p>The CCG will explore the potential for Skype for Business Instant Messaging.</p>

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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>The CCG has a strong commitment to promoting the health & wellbeing of its staff underpinned by the Radiators Group, regular Health & Wellbeing weeks, and a track record of responding proactively to the staff survey.</p> <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 under a local shared service from SCCG. We have an SLA 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. They are subject to regular review and supported by EIAs.</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 continue to support the health & wellbeing of our staff through a wide range of initiatives and activities overseen by the Radiators Group.</p>

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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 (click for more detail) .</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.</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>The CCG uses its commissioning influence to encourage healthy lifestyles eg 'Get Fit First'</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>

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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's strategic direction is to ensure ease of access to the public and to provide services, where appropriate, within the community. The Acute Hospital Services Review will herald the movement of services which will be more appropriately provided within a community setting, for example outpatient and community clinics. The CCG's integrated care at place (ICP) Barnsley Health and Care Together programme promotes a "Left Shift" of services which are more appropriate to be provided within a primary care setting.</p>	<p>NHS Barnsley CCG will work with NHS Property Services on all aspects of estates sustainability as a tenant.</p> <p>The Barnsley Strategic Estates Forum (SEF) which is represented by all partners in Barnsley promotes the strategic direction to maximise the use of NHS Estate.</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 2018/19 to 2021/22 Sustainable Development Management Plan comprises the following key actions.

Sustainability priority	Milestones	Lead(s)	Timescale
General	Sustainable Development Strategy and Action Plan to be updated and approved by Management Team.	Head of Governance & Assurance	31.7.2018
Travel	The Radiators Group will explore the potential for installing an e-car port at Hillder House to encourage greater use of electric cars, having first considered the number of staff already using electric cars.	Radiators Group	30.9.2018
	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 30.9.2018, then ongoing
	The CCG will explore the potential for a Corporate Discount Scheme for bus travel to encourage active travel	Health & Safety Lead	30.9.2018
	Support staff to obtain maximum benefit from IT solutions eg workshops to ensure portable devices are being used to their fullest potential.	Head of Governance & Assurance	31.12.2018
Procurement	We will continue our membership of joint strategic commissioning arrangements eg JCU with BMBC and SY&B level commissioning within the ICS framework.	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 deliver our out of hospital strategy aimed towards delivery of integrated, locality based services and the CCG will apply appropriate procurement processes to support the implementation of this strategy.	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.	Health & Safety Lead	Ongoing
	Promote recycling by providing staff with facilities to recycle batteries on site	Receptionist	30.6.2018
	<ul style="list-style-type: none"> Encourage staff to recycle more by:making greater use of bins for recycling non confidential waste encouraging staff to take glass and plastics home rather than disposing of them in general waste. 	Contracts, Performance & Intelligence Manager	30.9.2018
	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. Reducing the use of colour printing 	Comms Team	30.9.2018
	Source new printers to replace old, inefficient models currently in use	Receptionist	1.8.2018
	The CCG will explore the potential for Skype for Business Instant Messaging.	Head of Governance & Assurance	30.9.2018

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Sustainability priority	Milestones	Lead(s)	Timescale
Workforce	The CCG will continue to support and develop the health & wellbeing of its staff through responding to the staff survey, running health & wellbeing weeks, putting wellbeing related material on the intranet and tv screens etc. The CCG will seek external recognition of its efforts by applying for HSJ and 'Best of Barnsley' awards.	Radiators + Comms Team	Ongoing
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.	Head of Comms & Engagement	Ongoing
	We will continue to work in partnership at both Place and System levels 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	Ongoing
Buildings	NHS Barnsley CCG will work with NHS Property Services on all aspects of estates sustainability as a tenant.	Health & Safety Lead	Ongoing

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Sustainability priority	Milestones	Lead(s)	Timescale
	Working with the Barnsley Strategic Estates Forum (SEF) we will seek to maximise the use of NHS Estate. We will work with our member practices to review primary care estate as part of the primary care development programme.	Head of Delivery – Integrated primary / OOH Care	Ongoing