

SUSTAINABLE DEVELOPMENT MANAGEMENT PLAN 2018/19 – 2019/20

Version number & date	Summary of changes	Ratified By/Date
0.1	Approval of draft plan	BHR CCGs Joint Management Team - Date to be confirmed
1.0	Approval of final plan	BHR CCGs Joint Committee– May 2018

Next Review date: March 2020

Introduction

This Sustainable Development Management plan has been developed in response to the NHS Carbon Reduction Strategy, which reinforces all parts of the NHS to take action to reduce carbon emissions arising from their operations. All NHS organisations have an obligation to contribute to the target of a 34% cut in the overall national carbon footprint by 2020, which is outlined in the Climate Change Act 2008.

Barking and Dagenham CCG, Havering CCG and Redbridge CCG (BHR CCGs) recognise the impact the CCGs have on the environment and the strong links between sustainability and the health of the population. We acknowledge there is a need to work smarter and achieve more with increasingly limited resources. As a group of CCGs with a shared management team, the organisation structure was created with sustainability in mind and has been at the forefront of everything we have done since our establishment in April 2013. It is also the same reason that we have one Sustainable Development Management plan across the three CCGs.

Each CCG covers a geographical borough area and our three CCGs combined population is over 696,000 and rising. Each CCG is a membership organisation made up of GP member practices which combined across the three CCGs totals 122 practices. We acknowledge that although we are a small employer across the boroughs we need to embed sustainability throughout the organisation and are best placed to help our GP practices make their own contribution as together we can make a difference. We are committed to demonstrate leadership in sustainability and this plan represents a route map for us to delivery sustainability improvements with the help of our staff, GP members and key partners and stakeholders. The BHR CCGs are committed to planning and buying healthcare on a sustainable basis now and in the future and this plan sets out how we intend to deliver that commitment. The CCGs are also part of the North East London Commissioning Alliance, closely working with 4 other CCGs, as well being a partner in the East London Health and Care Partnership, working together with providers and local authorities to improve health outcomes for our residents.

This plan sets out how we as a group of CCGs will operate in a sustainable way and sets some targets for measuring success over the next 2 years, acknowledging there are likely to be some changes in that time which may mean the size of the organisation increases and with it the challenge to continue to decrease our carbon footprint.

This plan is a public document and we welcome comments on what we are doing and suggestions as to how we can continue to approve.

What is Sustainable Development?

Sustainability is about meeting the needs of today without compromising the needs of tomorrow¹. It is about using resources wisely to make sure that resources will still be available in the years to come.

Sustainability is not just about using financial resources carefully. It is also about making sure that we make the most of existing social and community resources (e.g. community buildings, local groups) and ensuring that we minimise any adverse impact on the local environment.

The BHR CCGs are committed to embracing sustainable commissioning for the following reasons;

- to save public funds
- to save resources
- to reduce our impact on the environment

¹ Bruntland Commission

- to benefit staff, patients and the local population
- there is a legal duty to reduce carbon emissions under the Climate Change Act 2008

Sustainable Commissioning

Commissioning for sustainable development in the healthcare system means;

- Planning services which are efficient and effective
- Buying services which provide highest quality at best value and which have the least impact on the environment
- Avoiding duplication, inefficiency and waste
- Focus on preventative, proactive care
- Patients and public engagement and involvement in planning and design of services
- Building resilience and protecting and developing community assets and strengths
- Making best use of all the resources we have
- Minimising carbon emissions

As a group of CCGs, together we can support sustainable development in the local health economy by;

- continuing to work collaboratively with each other to share resources
- reducing carbon emissions by;
 - a) planning and buying services which are sustainable
 - b) making sure we do not waste resources, energy or supplies
 - c) implementing a green travel plan
- ensuring that our governing body members, staff and GP practices are aware of the importance of sustainability and the CCGs' obligations to contribute to this
- adopting working practices and policies that contribute to sustainable development, including commissioning processes that support environmental and social sustainability
- making sure we have plans in place to adapt to the changing environment, social and financial climate (adaptation)
- making sure we have plans in place to deal with adverse events such as power failure and flooding (resilience)
- promoting and supporting action on sustainable development across our GP member practices
- developing sustainable models of care
- regularly reviewing and assessing progress of our plan and reporting to our Governing Bodies.
- sharing good practice with other organisations
- being open to suggestions and alternative ways of working which can increase productivity and reduce waste

Key areas of focus for sustainable development

Based on the Good Corporate Citizen Assessment Model, the following areas comprise the priority focus for action and the CCGs will seek to implement the principles of sustainable development across these areas.

- **Travel**
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.
- **Procurement**
The NHS Sustainable Procurement Strategy sets out how the health and social care sector will use sustainable procurement to achieve improved health and wellbeing for people, the environment and the economy. We will seek to implement these principles in our procurement and contracting processes.
- **Facilities management**
This is covered by various elements such as energy, waste, supplies and resources. This is a key area where immediate changes can be made for maximum benefit and outcomes.
- **Workforce**
The NHS is the biggest employer in the UK and the employment standards and policies it follows can have a positive impact on sustainability in the communities they serve.
- **Community Engagement**
NHS organisations play a central role in the community and can make a significant contribution to health beyond clinical functions. They can help local people make informed decisions, enabling them to live healthy, sustainable lifestyles and involve them in the planning and delivery of local healthcare. By working with local partners they can help to produce positive outcomes more efficiently.
- **Buildings**
Decisions about the planning, design and construction of new buildings and the refurbishment of existing ones allow opportunities to contribute to a more sustainable NHS.
- **Promoting sustainability to membership practices**
The CCGs have a responsibility to promote sustainable development to member practices and support and encourage them to instil principles and initiatives to increase the practice, and in turn, patient awareness of the importance of sustainability.
- **Models of care**
The CCGs vision is to commission high quality integrated services that are sustainable and have a positive impact on our local populations.
- **Corporate & Governance**
The CCGs are committed to complying with all relevant UK environmental legislations and will embed sustainability in its operations and monitor performance accordingly.

SUSTAINABLE DEVELOPMENT ACTION PLAN 2016-2018

Action	Expected outcomes	CCG Lead	Deadline/ Progress
Priority Area: Travel			
Encourage use of public transport between the 3 CCGs offices, where appropriate and time allows	Reduction in carbon emissions from car travel	All Directors / SROs	Ongoing
Commission healthcare services that are accessible to all of our populations and ensuring this is taken into account during the procurement process	If services are accessible by public transport there will likely be a reduction in patients travelling by car, resulting in reduced in carbon emissions.	All Directors / SROs	Ongoing
Ensure stationery orders are placed in bulk, ideally on a monthly basis to limit the numbers of journeys the supplier has to make	Reduction in carbon emissions from the reduced amount of deliveries made by the supplier	Corporate Services	Ongoing
Introduction of a bike scheme, making bicycles affordable for all staff.	Improved health and wellbeing of staff and potential of increase of staff cycling to work, reducing carbon emissions from car travel	Corporate Services	By 31/3/2019
Carry out an annual staff travel survey and develop and implement a Green travel plan	Increased staff awareness of their travel options and a reduction in carbon emissions	Corporate Services	By 31/3/2019
Priority Area: Procurement			
The implementation of the BHR CCGs Procurement Strategy and associated processes	Commissioning of health services which are environmentally, socially and economically sustainable	Chief Financial Officer	Ongoing
Continue to assess business/commissioning cases for new schemes against sustainability criteria	Ensures sustainability remains a key priority for the CCGs and a way to ensure this is always considered	Chief Financial Officer	Ongoing
Use of NHS Standard Contracts which require providers to demonstrate progress of sustainable development plans ensuring an annual review and assurance of provider sustainability plans and progress via contract management process	Using providers that are aware of their own obligations around sustainable development will result in them contributing to a reduction in carbon emissions and sustainable services being provided	Chief Financial Officer	Ongoing
Continue to fully participate in national initiatives to align commissioning across health and social care such as the Better Care Fund	Pooling of resources and funds to jointly commission integrated local services results in high quality sustainable services	All Directors / SROs	Ongoing

Seek opportunities to commission in partnership and to integrate services e.g co-commissioning of primary care with NHS England, GP Federation hubs	Pooling of resources and funds to jointly commission integrated local services results in high quality sustainable services	All Directors / SROs	Ongoing
Undertake market development work to provide local organisations with information in order to increase their awareness of opportunities to tender	Increased number of local organisations bidding for services which will contribute to the local economy by way of employment opportunities	All Directors /SROs	Ongoing
Procure services in line with the Social Value Act 2013 and make any necessary changes to the BHR CCGs Procurement Strategy to align with this	Ensures sustainability remains a key priority for the CCGs and ensure this is always considered as part of the procurement process	Chief Financial Officer	Ongoing
Priority Area: Facilities Management			
Participate in national sustainability campaigns (Sustainability Day, Climate Change Week, Green Office Week, Energy Saving Week)	Increased staff awareness and reduction in energy usage, resources and waste	Corporate Services	Ongoing
Promote energy conservation throughout the organisations	Reduction in energy usage	All Directors /SROs	Ongoing
Annual review of energy usage at all BHR CCGs offices, with the support of landlords	To establish a baseline to monitor progress of reduction of usage	Chief Financial Officer / AD for Estates	By 31/3/2020
Produce an Energy Efficiency Policy with a specific target to reduce energy usage	Increased staff awareness and reduction in energy usage	Chief Financial Officer / AD for Estates	By 3/3/2020
Priority Area: Workforce			
Delivery of training to staff via online platforms whenever possible	No travel required and reduced cost	Corporate Services	Ongoing
Where possible training sessions shared with other BHR CCGs staff and with NEL CSU staff where appropriate	This ensures all spaces on course are fully utilised which will reduce the number of additional sessions required	Corporate Services	Ongoing
Include sustainability awareness in staff job descriptions	Ensures sustainability remains a key priority for the CCGs across all areas of the organisation	Corporate Services	Ongoing
Ensure sustainability development is covered in all new staff induction	Ongoing promotion of sustainability amongst staff	Corporate Services	Ongoing
Encourage staff to provide suggestions and ideas on how sustainability can be improved in all areas across the organisations	Increased involvement from staff around sustainability	All Directors /SROs	Ongoing
Invite NHS Sustainable Development Unit to present at an all staff briefing	Raise awareness and importance of sustainability amongst staff	Corporate Services	By 31/3/2019

Development and implementation of health and wellbeing initiatives for staff and apply for accreditation to the London Healthy Workplace Charter	Improved health and wellbeing of staff will have a positive impact on productivity and staff retention	Corporate Services	By 31/3/2019
Priority Area: Community Engagement			
Proactively involve patients and the public in planning and decision making via Patient Engagement Forums	Engagement and input from patients and service users will mean the right services are commissioned in the right place	Comms team	Ongoing
Work with key stakeholders such as local Healthwatch organisations, local authorities and Health and Wellbeing Boards to ensure local priorities and decisions support improved health and sustainability	Increased sustainability of services	Comms team	Ongoing
Increase patient and public engagement to a wider range of people being invited to join the Patient Engagement Forums	Ensures sustainability remains a key priority for the CCGs across all areas of the organisation	Comms team	Ongoing
Continue to seek innovative ideas from the public and other partners and stakeholders as to how sustainability can be improved	Improvements to sustainability management plan	Comms team	Ongoing
Priority Area: Buildings			
When commissioning services, include assessment of the location and building – energy, transport, sustainability (in liaison with NHS Property Services)	Reduction in carbon emissions and raised awareness of sustainability	All Directors / SROs	Ongoing
Should any of the CCGs need to move offices (or need to increase space within the same building) an assessment on the location and building - energy, transport, sustainability - needs to be carried out.	Reduction in carbon emissions and raised awareness of sustainability	Chief Financial Officer/AD Estates	Ongoing
Development of an IT strategy to allow for agile working practices to be adopted to ensure maximum office space utilised	Reduction of carbon emissions if the need for additional space is limited	SRO for Innovation & IT	31/12/2018
Priority Area: Promoting sustainability development to member practices			
Promote Primary Care sustainable development via Primary Care strategies	Increase in practice sustainability initiatives being implemented	Director of Primary Care Transformation	Ongoing
Encourage and support practices to promote active travel with practice staff and patients	Reduction in carbon emissions and increase in staff and patients health and wellbeing	Director of Primary Care Transformation	Ongoing
Circulate sustainable development management plan to GP member practices once approved by Governing Bodies	Raise awareness of sustainable development within GP practices, contributing to the reduction of carbon emissions	Comms team	By 31/7/2018

As part of CCGs annual awards programme include an award to the practice that is considered to have made the most significant contribution to sustainable healthcare	Increase in practice sustainability initiatives being implemented	Corporate Services	By 31/3/2019
When the CCG Constitution is next updated add a section about sustainable development and the role of GP members in contributing to this	Increase in practice sustainability initiatives being implemented	Corporate Services	By 31/3/2020
Priority Area: Models of Care			
Work closely with other CCGs across the North East London Commissioning Alliance and partners of the East London Health and Care Partnership to commission services across the wider NEL footprint	High quality local care and improved outcomes for patients, increased efficiencies	All staff	Ongoing
To continue to work to reduce secondary care admissions with more services being delivered close to home in primary or community settings	High quality local care and improved outcomes for patients	All Directors / SROs	Ongoing
To continue to focus on prevention and early intervention measures to ensure that our populations stay as healthy as possible for as long as possible and are cared for within the community if required	Increased health of the local population	All Directors / SROs	Ongoing
To work with local authorities and other key partners to plan and commission integrated services	High quality sustainable services	All Directors / SROs	Ongoing
Priority Area: Corporate and Governance			
Complete mandatory annual return to NHS England on all areas of sustainable development and reference progress in annual reports	Awareness of progress made over the last year	Corporate Services	Ongoing
Work with partners across local authorities and Health and Wellbeing Boards to develop Adaptation Plans, which describe the potential risk and impact assessments associated with climate and other changes	A robust plan to ensure we are well placed to deal with changes	Chief Operating Officers	Ongoing
Ensure the CCGs embed sustainability into all policies and procedures and that accountability is clear	Increased staff awareness and move towards sustainability becoming business as usual	Corporate Services	Ongoing
Carry out Good Corporate Citizen Assessment so a baseline can be recorded and progress monitored on a yearly basis	Improved reporting for comparison purposes	Corporate Services	Ongoing
Ensure sustainability development is referenced in the CCGs vision and Corporate Objectives	Sustainability will remain a priority for the CCGs	Accountable Officer	Ongoing
Draft a Sustainable Development Management Plan for 2018-2020 and report on progress to Governing Bodies in April 2019.	Progress of sustainable development will be monitored to ensure initiatives are being implemented	Corporate Services	By 31/4/2018