

Good business

Corporate Responsibility
Annual Report 2016/17



Contents

1. Introduction from our Chief Executive	3
About us	4
Governance, frameworks and awards	9
Staff survey	10
2. Health and safety	11
Overview	11
Performance review 2016/17	11
3. Environment and resource efficiency	14
Overview	14
Performance review 2016/17	14
4. Wellbeing	21
Overview	21
Performance review 2016/17	21
5. Community investment	24
Overview	24
Performance review 2016/17	24
6. Diversity and Inclusion	30
Overview	30
Performance review	30
7. Appendix - Sustainability report	31

1. Introduction from our Chief Executive

As someone who loves the outdoors and sport – either taking part or spectating – making sure we play our part in looking after people’s health and wellbeing, caring for our environment and supporting our local communities is very important to me on a personal level. Indeed, I never think of it as an ‘add-on’ or ‘nice to do’ – it is a core element of what we should be delivering as part of the health and care system.

Likewise, our customers, clients and the public have high expectations of us in terms of how we behave as an organisation. We are responsible for large sums of public money, and driving as much value as possible for society is viewed as very important. This is a core element of our [business strategy](#). We recognise that we have a responsibility for our direct operational activities, and also the wider value we can add to society through our services, and the information and insight we can provide to others in the health and care system.

We are also seeing a requirement to actively demonstrate our commitment to corporate responsibility in the questions being asked of our services by our customers and clients. Also, we continue to support central government in the delivery of the greening government commitments, and NHS England’s drive to improve the health of employees.

This report focusses on the important issues for us and for our stakeholders. It is hoped it gives a balanced view of what we have done well this year, the challenges we have faced and where we need to focus attention moving forward.

As the NHSBSA’s new Chief Executive I will continue to give my full support to this agenda, and commit to ensuring that we maintain the necessary resources and governance arrangements to help us achieve our vision – **ensuring we continue to be a responsible ‘good business’**.



Alistair McDonald
Chief Executive

About us

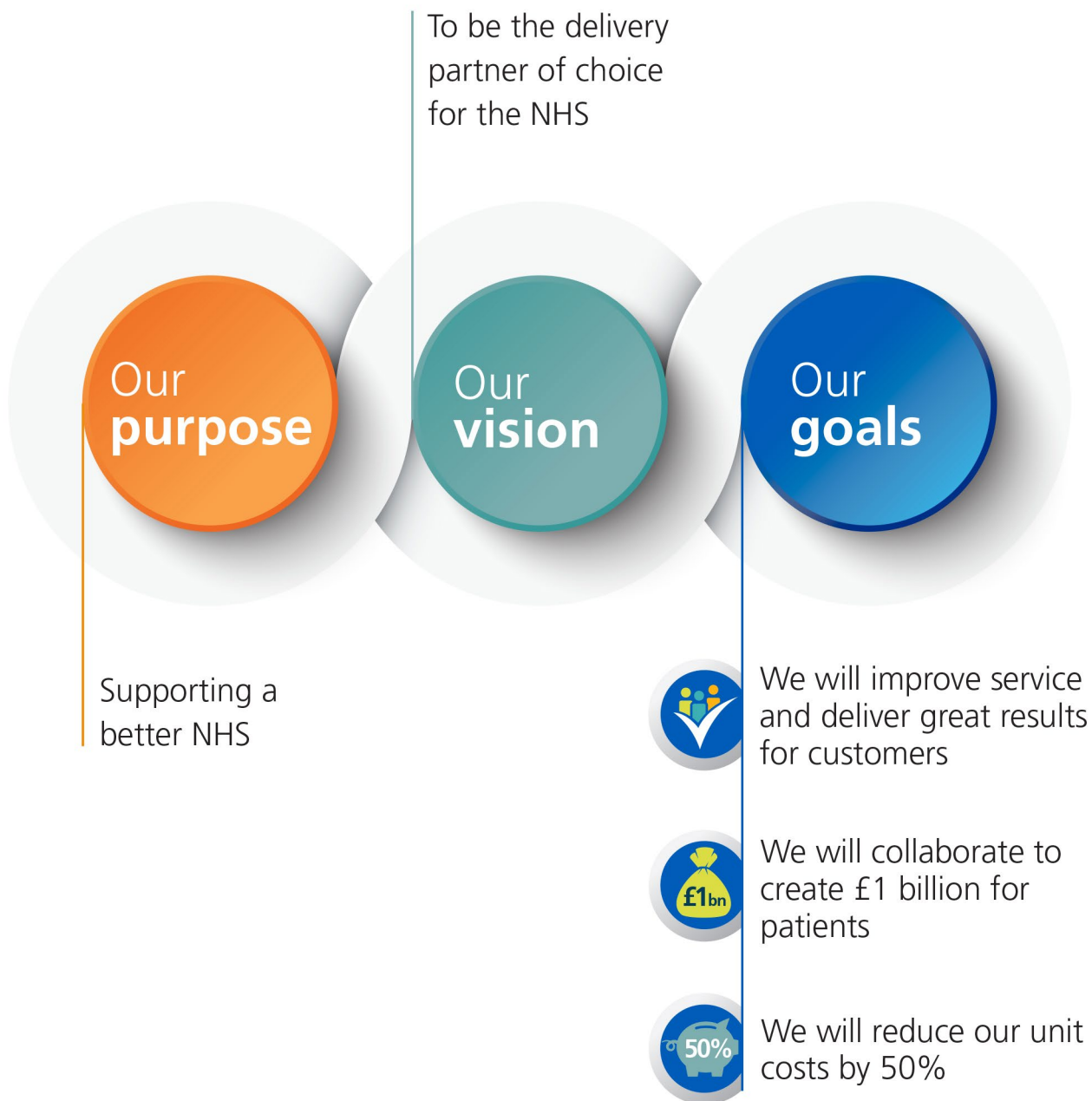
The NHSBSA is a Special Health Authority and an Arm's Length Body (ALB) of the DH. We provide a range of critical central services to NHS organisations, NHS contractors, patients and the public. The NHSBSA was created in 2006 by bringing together a number of previously separate NHS organisations. We still deliver the core range of services we started with and have taken on additional services as our stakeholders' needs have evolved (see Figure 1).

Figure 1: Our journey



Our strategy, shown at Figure 2 below, is made up of our purpose, vision and strategic goals and has been developed to ensure we can continue to address threats and opportunities identified in the longer term. We believe that doing good business should be core to any business strategy. The [NHSBSA strategy and actions in our business plan](#) demonstrate how we are addressing the key challenges to society highlighted within our materiality review in our [Good Business - Corporate Responsibility Strategy](#).

Figure 2: Our strategy



We also recognise that some areas require specific focus. These are addressed in specific [strategies and action plans](#) (figure 3). Our [CR Strategy](#) should be seen as part of our overall business strategy.

Figure 3: Specific focus strategies

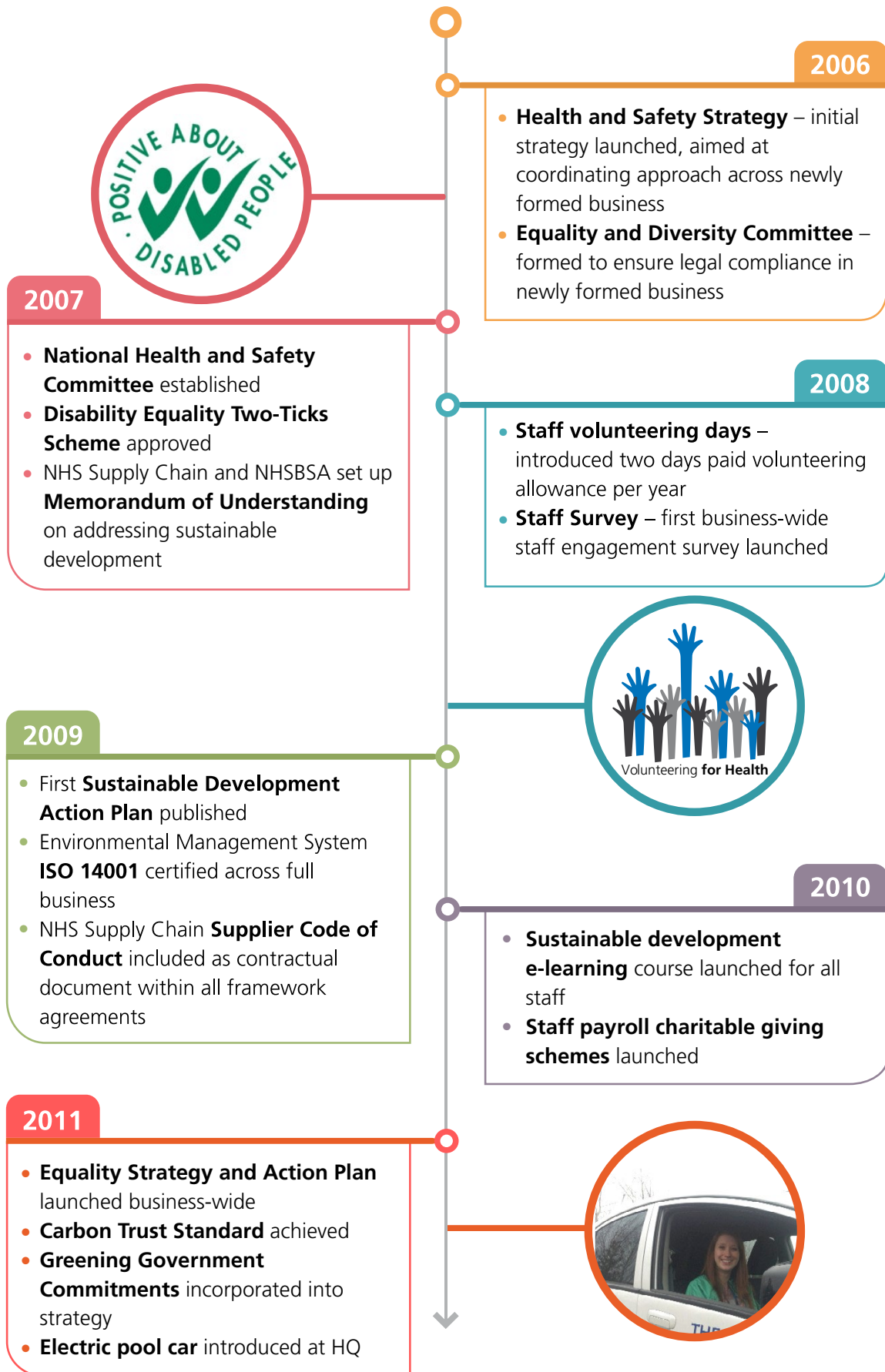


Our journey so far

Each year we continue to integrate our approach, ensuring that the material issues and needs of our customers, clients and others inform what we deliver and how we deliver it. Figure 4 shows some of the key points on our CR journey since the formation of the NHSBSA in 2006.

Figure 4: Our corporate responsibility journey

The NHSBSA was created in 2006 by bringing together a number of previously separate NHS organisations.



2012



- **Photo-voltaic cells** introduced at our Fleetwood site, producing renewable electricity
- First **NHS Sustainability Day** celebrated across business
- **Biodiversity actions** introduced to our green spaces
- NHS Supply Chain **Labour Standards Assurance System** launched
- **Staff Diversity Network** launched

2013

- **Bronze Better Health at Work Award**
- **Stonewall Workplace Equality Index** – first year of participation (310th of 370 organisations)
- **Video conferencing** integrated across entire national estate
- **Defibrillators** and trained staff introduced across estate



2014



- **Silver Better Health at Work Award**
- **Stonewall Workplace Equality Index** - moved up 116 places (194th of 397 organisations)
- **Project Choice** – first intake of students to business, providing employment experience and opportunities to students with disabilities
- Integrated **Safety, Health and Environment Team** created
- **Carbon emissions from our buildings halved** (on 2009/10 baseline)
- **Water used in our buildings reduced by a third** (on 2009/10 baseline)
- **Learning Management System** launched with role-specific Safety, Health and Environment e-learning modules

2015

- **Gold Better Health at Work Award**
- **Stonewall Workplace Equality Index** - moved up 42 places (152nd of 415 organisations)
- **Connect to Autism** – became national partner with Autism Alliance, aiming to create autism-friendly communities
- **Project Choice** – expanded to further business areas, increasing student numbers
- **Learning Development Retail Scheme** – hosting weekly pop-up stalls providing retail experience to students with disabilities
- **Bee hives** established to support biodiversity
- **Equality and Diversity e-learning** module rolled out to all staff
- **Mental Health First Aiders** introduced across business
- **Domestic Abuse Champions** introduced across business

2016

- **Over 90% of waste diverted from landfill**
- **Continuous Improvement Better Health at Work Award**
- **Stonewall Workplace Equality Index** – moved up 28 places (124th of 439 organisations)
- **Apprenticeship scheme** launched
- Participation in **Newcastle and Blackpool Pride**
- Recertified to **Carbon Trust Standard**
- **Diversity and Inclusion Strategy 2016-19** launched.

Governance, frameworks and awards

Our Corporate Secretary is the Senior Responsible Officer (SRO) for Corporate Responsibility as delegated by our Chief Executive. He ensures that the organisational arrangements and resources are in place to meet our responsibilities and achieve our aims and objectives.

Progress is reported and monitored at Leadership Team and Board level in regular reports. We also have non-executive director champions on our Board providing oversight of areas of focus. Likewise, update reports are provided to our staff at regular intervals through various channels including the internal newsletter, intranet and notice boards

Public reporting is done regularly using the following methods:

- **[NHSBSA Annual Report and Accounts](#)** – Contains information and commentary on our performance, including that required by HM Treasury in Public Sector Annual Reports: Sustainability Reporting guidance. This report is subject to audit by the National Audit Office (NAO).
- **[Diversity and Inclusion Strategy Annual Report](#)** – A detailed report on our progress against our Diversity and Inclusion Strategy. This also ensures we meet our obligations under the Public Sector Equality Duty

Additional methods used for assurance over our approach and our data are:

- **SHE Management System** – Our internal policies and procedures, ensuring a systematic and controlled approach to our SHE activities
- **Environmental Management System certification** – Externally certified to the ISO 14001 standard
- **Carbon Trust Standard** – Externally awarded by the Carbon Trust
- **Better Health at Work Award (Continuing Excellence)** - Linked to our Wellbeing Strategy and Action Plan
- **Stonewall Workplace Equality Index** – External evidence-based benchmarking. We were placed 124th of 439 organisations.
- **NHSBSA Risk Management Framework and internal audit function** – See our [Annual report and accounts](#) for details



Awarded to:
NHS Business Services Authority



North East
Better Health at Work Award



Staff Survey

The NHSBSA Staff Survey included questions on our approach to Corporate Responsibility for the third consecutive year in 2017.

Figure 5: Staff survey results

Question	2016/17	% diff	2015/16	2014/15
Overall Corporate Responsibility	90%	-1%	91%	91%
I am provided with the relevant information and support needed to carry out my role in a safe manner	93%	↓-2%	95%	95%
I understand how I can play my part in addressing environmental issues in my work area, e.g. reducing waste, reducing energy use etc.	93%	0	93%	95%
The NHSBSA is a responsible business - addressing, for example, social, environmental and economic issues as part of what it delivers	91%	0	91%	91%
Information related to personal wellbeing is regularly made available to me, through campaigns, articles, promotions etc.	89%	0	89%	86%
Events related to charity and community support happen regularly in my area	86%	↓-3%	89%	89%

% strongly agree and agree

Responses to all questions asked continued to reflect high levels of engagement (see Figure 5). The areas showing a slight drop are being targeted during 2017/18, as detailed in this report, specifically the roll out of Managers' Responsibility coaching on health and safety, and more team-specific and targeted volunteering opportunities being provided.

2. Health and safety

Overview

Health and safety is managed and coordinated by our central Safety, Health and Environment (SHE) Team, made up of qualified and experienced health and safety professionals. The team is supported by health and safety representatives in each business area who are trained, coached and supported to ensure they have the appropriate skills and knowledge to oversee local delivery of our policies and processes.

Formal consultation and engagement is via our National Joint Health and Safety Committee, with local health and safety groups overseeing implementation in each team.

Performance review 2016/17

Accident and injury

Table 1 below shows the total accident, injury and near miss reports during 2016/17 compared to the previous three years.

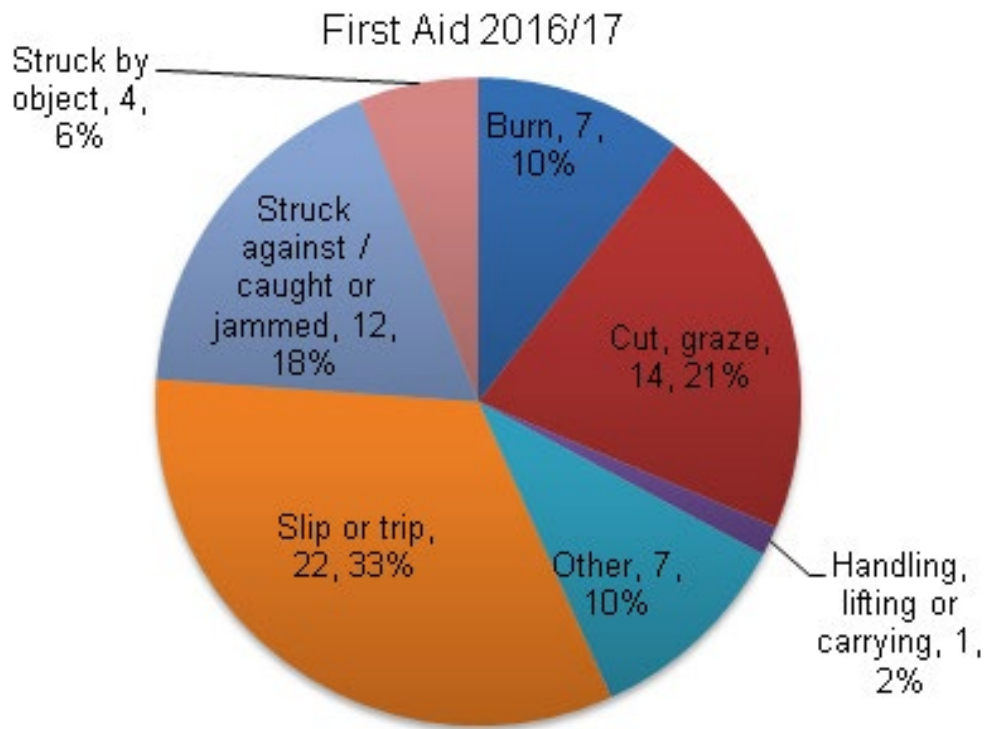
Table 1: Accidents and injuries

	RIDDOR reportable	First aid injuries	Near miss
2013/14	0	55	24
2014/15	4	73	42
2015/16	3	84	44
2016/17	3	67	46

RIDDOR reportable incidents are certain serious work related accidents, occupational diseases and specified dangerous occurrences which require formal reporting to the Health and Safety Executive (HSE).

A **first aid treatment** injury is defined as any one time treatment and/or follow-up visit for the purposes of observation of minor injuries which do not ordinarily require medical care provided by a professional physician.

A **near miss** is an unplanned event that did not result in injury, illness or damage – but had the potential to do so and was only avoided by circumstance or good fortune.



Our figures have remained consistent with the previous year. This includes our RIDDOR reportable incidents continuing to be low when comparing our performance with that of the highest performing public administration organisations, as reported by the HSE. We would expect at least twelve RIDDOR reportable incidents during the year for a business of our size. During 2016/17 we had three.

Key areas of activity during 2016/17:

- Control of Substances Hazardous to Health (COSHH):** We have completed a review of COSHH assessments across our business. This has led to the rationalisation of products used. We have also created an online area containing assessments, easily accessible to our managers and staff. The system also ensures consistent management of version control and review dates. This is being supported by the development and launch of further training and coaching material during 2017/18.
- Managers' responsibilities** In order to help our managers understand their health and safety responsibilities, we have created straight forward guidance and a self-assessment checklist. This is supported by an e-learning module and has been assigned to all staff with line-management responsibilities. We will be continuing this focus on our managers during 2017/18 with targeted coaching sessions.

thehub | Business Services Authority | NHS

Navigation: Our policies | Our services | Managing our relationships | Finance and governance | Systems and products | Our people | Our properties

You are here: Home > Health and Safety

Health and Safety

What you'll find here...

This section contains documents and links you will find useful in relation to the management of health and safety in your business area.

I'm Neale Blewins, Safety, Health and Environment (SHE) Manager and I would like to welcome you to the Health and Safety section of the Hub. Here you can learn a bit about who we are, what we do and find links to the key documents managers and other staff need to manage health and safety in their areas. Further information can be found by clicking on the links at the bottom of the page.

Our team provides guidance and support to the business on matters relating to Health and Safety, and Environmental Management

For more information, read our Health and Safety strategy and action plan

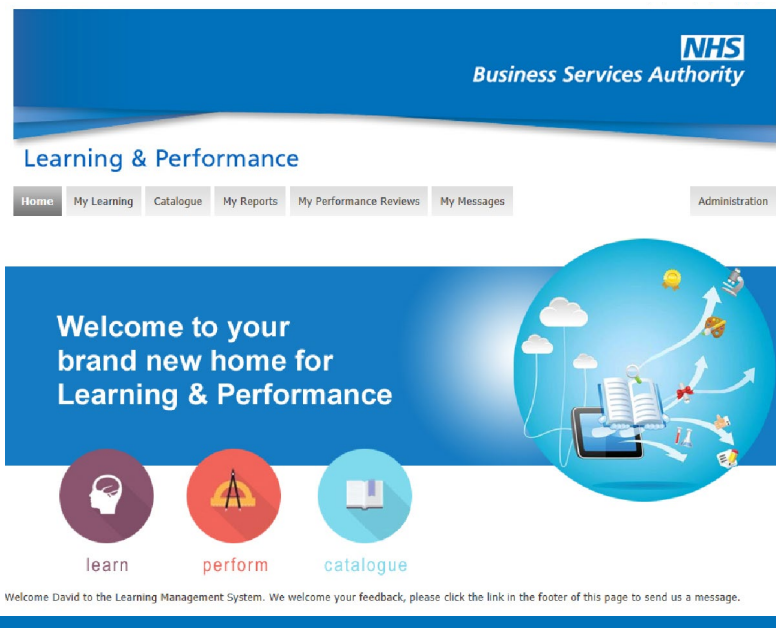
Useful links

- Good Business Responsibility
- Corporate Responsibility
- Visit our Corporate Responsibility Hub pages

Risk assessment at work

- Risk assessment at work
- Health and Safety
- Consultation and committees
- Safety, Health and Environment reports
- Health and Safety Management System

- Property and Facilities Management contracts:** Following the procurement of new hard and soft facilities management contracts covering the whole of our estate, we have engaged with our new suppliers, and embedded health and safety as a core element of contract management. This includes monthly review meetings and an agreed approach to audit and inspection.
- Driver training:** We have introduced a new process of identifying people in our business undertaking regular driving, and ensuring they complete a mandated online training course aimed at improving their driving skills.
- Audits and inspections:** We have continued our risk-based audit and inspection plan, delivered in partnership with our management teams. We work closely with our local health and safety groups to ensure inspections of the workplace suit the individual needs of each area. During 2017/18 our internal audit providers, GIAA, shall be undertaking an independent audit of our health and safety management system to help us identify any further areas for improvement.



3. Environment and resource efficiency

Overview

Our approach to environment and resource efficiency is managed and coordinated by our central Safety, Health and Environment (SHE) Team. The team is made up of qualified and experience sustainability professionals.

The development and delivery of our objectives is governed by our Community, Environment and Wellbeing (CEW) Committee chaired by our Corporate Secretary, and made up of senior staff from across the business. The agenda is owned and driven forward locally by members of our CEW Staff Network.

We have continued to set and monitor corporate targets linked to our material risks, opportunities and the requirements set out in central government's Greening Government Commitments. We have also maintained our governance arrangements via our external ISO 14001 and Carbon Trust Standard accreditations.



Performance review 2016/17

Table 2 summarises our internal targets and performance up to the end of 2016/17. It should be noted that that these internally-set targets, aligned to our business strategy, stretch us much further than the mandated Greening Government targets.

Table 2: Environment and resource efficiency targets

(Note: Targets - By the end of 2019/20, on 2009/10 baseline)

Targets	2016/17 performance	Commentary
70% reduction in greenhouse gas emissions	63%	We've reduced electricity use through improvements to our building management systems and a further reduced our business travel.
35% reduction in water consumption	30%	Close monitoring of water use in our buildings has enabled us to quickly identify issues and address them appropriately.
65% reduction in waste generated	28%	A change of scope in waste data reporting has impacted on our original waste reduction target. We will be re-setting our target in 2017/18, aligned to these changes.
Less than 10% of waste to landfill	6%	Including prescription waste in our waste data, as well as the improved waste service contract at our Fleetwood office, has reduced the proportion of waste being sent to landfill.
50% reduction in office paper use	40%	A one-off exercise requiring a bulk purchase of paper impacted this target during 2016/17. We still anticipate the achievement of our target.

A detailed summary of our environmental and related financial data is given in the appendix, along with performance commentary, aligned to the requirements of HM Treasury Public Sector Annual Reports: Sustainability Reporting guidance. The following figures give a high-level summary of our performance since our baseline year 2009/10.

Figure 6: Greenhouse gas emissions

Scope 1 emissions (gas use, fugitive emissions, emissions from owned / leased vehicles) have broadly stayed the same as 2015/16. We have seen a reduction in electricity usage (scope 2 emissions) in relation to improvements to our building management systems. Scope 3 emissions relating to business travel have reduced compared to 2015/16 as we continue to improve our technology infrastructure e.g. video conferencing and collaborative IT systems.

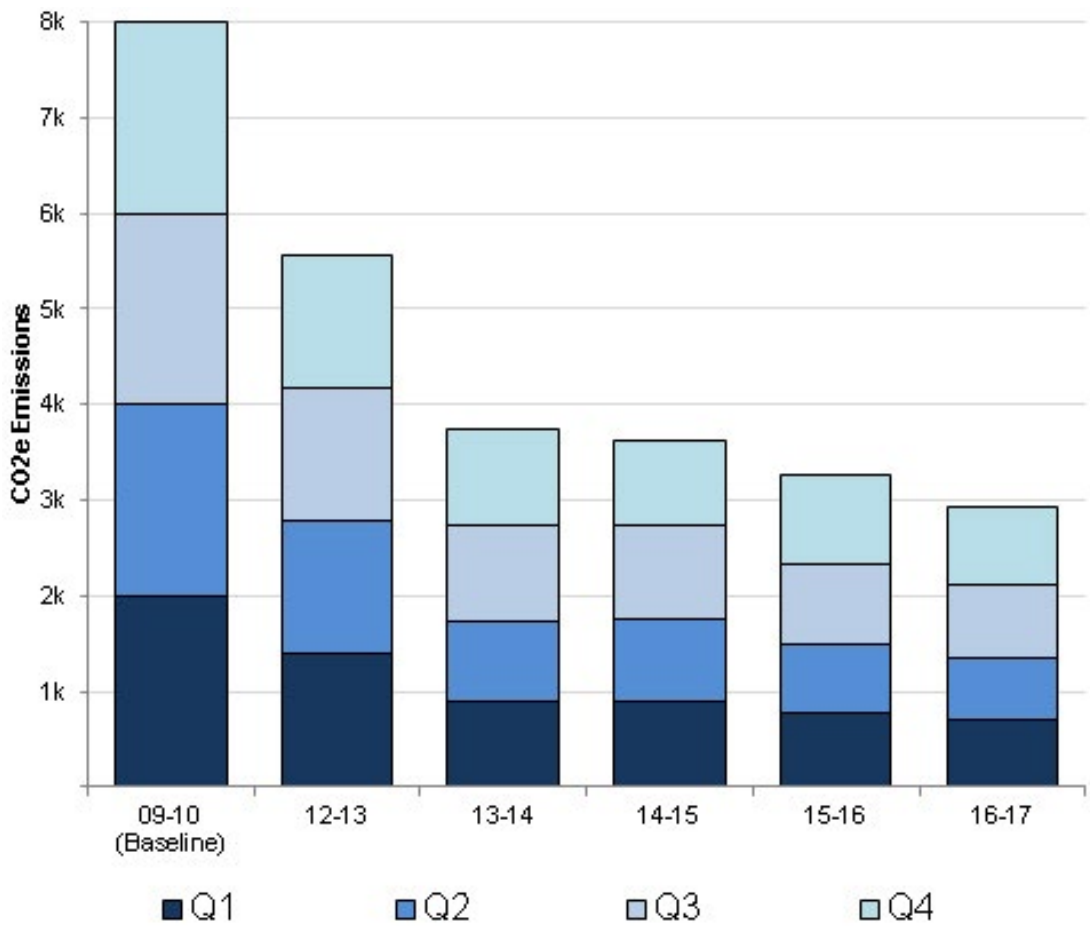


Figure 7: Water consumption

We have seen an increase in water consumption at two of our offices during 2016/17. At Stella House we have identified that this is because of the maintenance of our onsite pond habitat. During dry periods this has required refilling. At our Middlebrook office, flushing of urinals has been re-set to address identified high water use.

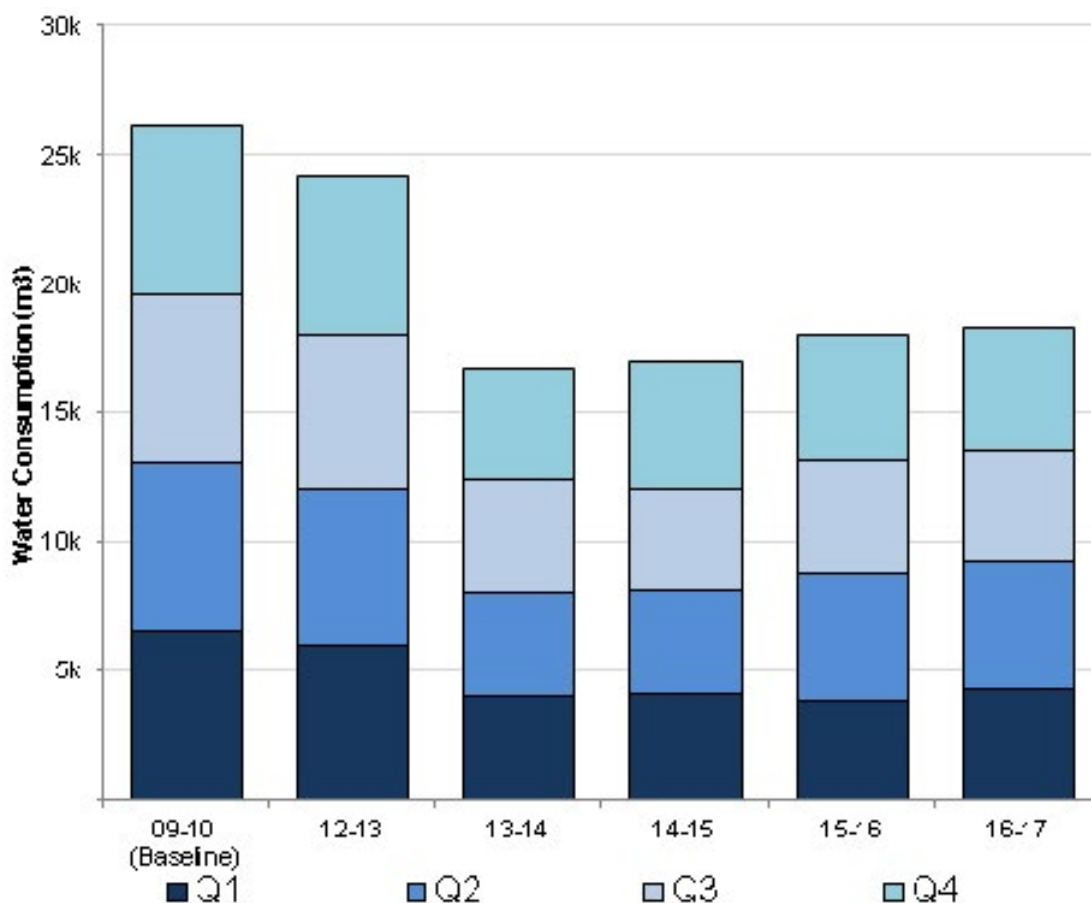


Figure 8: Waste reduction and diversion from landfill

Due to a change in policy, the NHSBSA was required to recycle a significant amount of stored prescriptions during 2016/17. This has caused an increase in our total waste figure compared to initial expected levels, but also reduced the proportion of waste being sent to landfill. During 2016/17 a new waste service was introduced at our Fleetwood office which has diverted further waste from landfill.

During 2016/17 we also had to re-baseline our waste figures to include waste previously managed by a third party service delivery partner. We have reviewed our estimated waste figures heading towards 2019/20. This includes reductions from the digitisation of a number of our paper-based services, but also potential increases from our new document scanning services where we may dispose of client's documents. It is proposed that the 2019/20 waste reduction target will be re-set in 2017/18.

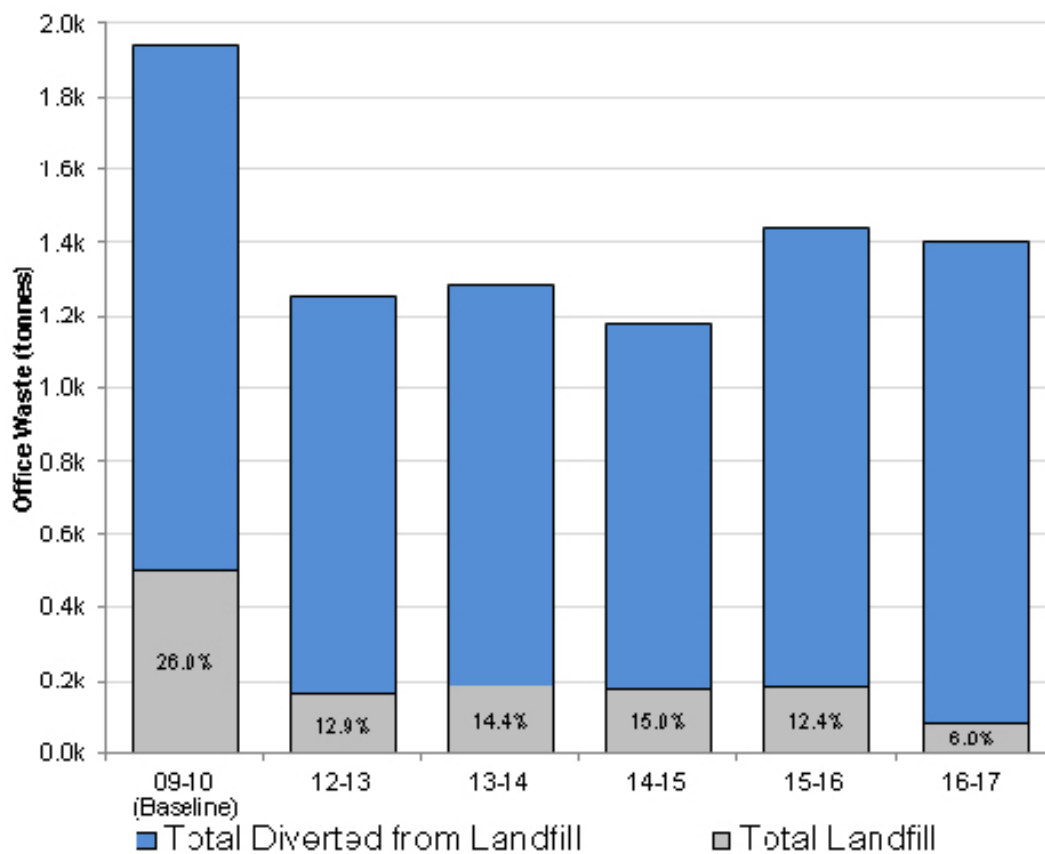
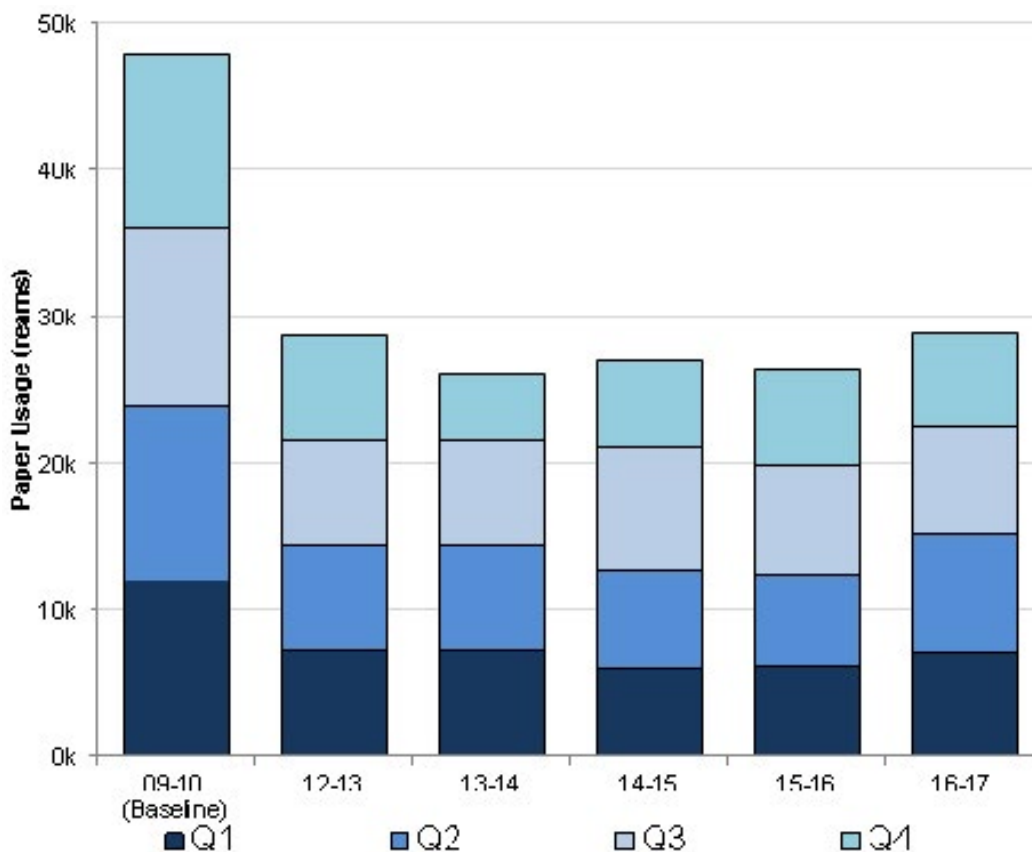


Figure 9: Paper usage

Due to a specific piece of work requested during 2016/17 we saw a temporary increase in paper use. This has now been completed. It is anticipated that the digitisation of a number of our paper-based services will reduce the amount of paper we use, helping us to achieve our 2019/20 target.



Key areas of activity during 2016/17:

- **Digitisation of our services:** As part of our core business strategy, we are continuing to modernise and improve how we deliver our services. We are engaging with our customers and clients to improve the delivery of many of our services including those currently delivered with paper-based forms, and admin-heavy processes.

During 2016/17 we have continued progress with key strategic projects in service areas including Maternity Exemption Certificates, NHS Low Income Scheme, Prescription Prepayment Certificates, Pensions and engagement with our prescription and dental clients. We are also continuing to support the roll-out and up-take of the Electronic Prescription Service. Each project has calculated benefits, including the reduction of waste, and these are used to set our corporate waste targets, running up to 2019/20. It is expected that these projects will eliminate the circulation and processing of millions of documents.



Testing our Maternity Exemption online system

- **Estate strategy:** Our ongoing rolling programme of estate efficiency activity has continued, including the upgrade and re-fit of data centre rooms, roof insulation, and space utilisation projects across our office estate.

- **ISO 14001:2015:** Our SHE Team has completed a gap-analysis against the new ISO 14001 standard, and updated our environmental management system as required. We plan to become certified against the new standard during 2017/18.
- **Supporting electric vehicles:** We have continued to maintain our electric pool car at our Stella House and Bridge House offices for business travel. This is helping to support the development of both the technology and infrastructure moving forward.



Stella House beekeeping group

- **Bee hive and grounds:** A key biodiversity issue is the decline in the UK bee population. We have continued to maintain our bee hive and bee keeping group at our Stella House office. We have also continued to use the hive as a resource for the local community, providing demonstrations to schools and other groups.
- **Sustainable procurement:** We have continued to benchmark ourselves against the Sustainable Procurement Flexible Framework. During 2016/17 we have progressed to level 2 across the framework's categories. Key activities have included:

- **Sustainable Procurement Champions** have been established in the Strategic Sourcing Team to lead the agenda, supported by our Corporate Responsibility subject matter experts.
- **Sustainable Procurement policy** has been development and launched
- **Sustainable Procurement training** of all Strategic Sourcing staff, as well as our Project Management function has been completed
- **Corporate Responsibility analysis process** has been embedded for all projects and procurement exercises, ensuring we embed requirements in our contracts
- **Contract management register** has been established to risk-assess key contracts, and ensure requirements are measured and monitored

We will work towards achievement of Level 3 of the Flexible Framework during 2017/18. Contract management will be our key focus area, using our new contract management risk assessment register to engage with an increased number of our suppliers.

During 2016/17, examples include:

- **Hard and soft facilities management contracts:** The final part of our FM re-procurement project has been completed during 2016/17. Key requirements have been embedded to ensure our properties are managed in a sustainable manner, relevant Government Buying Standards are applied and resource efficiency is a key consideration. We have included social requirements based around employment opportunities and supporting the local community.
- **NHS Supply Chain:** Our third party supplier, DHL, have continued to deliver against their Sustainable Development Strategy. The strategy was informed via consultation with their key stakeholders. This included our input and that of the DH, to help define how best sustainable value could be delivered through procurement and logistics. Both parties are also members of the focus group responsible for the ongoing monitoring of strategy delivery.
- **Vehicle hire:** As part of this contract we have required the supplier to work with and support the Authority's travel policy, ensuring the most carbon-efficient vehicles are chosen for each journey type. There are also specific requirements around the provision of management information, to ensure we can monitor trends and policy compliance, and report on our carbon emissions.

The strategy includes following focus areas:

- Carbon
- Waste
- Natural Resources
- Ethics & Responsibility
- Community

Full details can be found on the [NHS Supply Chain website](#).

4. Wellbeing

Overview

Wellbeing is managed and coordinated by our central Safety, Health and Environment (SHE) Team.

The development and delivery of our objectives is governed by our Community, Environment and Wellbeing (CEW) Committee chaired by our Corporate Secretary, and made up of senior staff from across the business. The agenda is owned and driven forward locally by members of our CEW Staff Network.

We have continued to promote wellbeing initiatives and practices aligned to the results of our annual staff wellbeing survey, the criteria of the Better Health at Work scheme, and more recently NHS England's staff health and wellbeing guidance (CQUIN). During 2016/17 we achieved the 'continuing excellence' level of the Better Health at Work Awards.

Performance review 2016/17

During 2016/17 we had a slight increase in our sickness absence levels to 3.43% (3.39% in 2015/16). This was against our internally targeted level of 3%. In 2017/18 we aim to identify trends wherever possible, targeting actions and campaigns accordingly. Staff turnover was below the internally set target of 10% at 9.96%.

The staff survey continued to show that a high number of staff agreed that they receive wellbeing information at 89% (89% in 2015/16), linked to much of the activity highlighted below, and the ongoing compliance with the Better Health at Work Awards. We also had our first regional wellbeing award, with our Wakefield office being awarded the Wakefield Workplace Health and Wellbeing Charter Mark.



Key areas of activity during 2016/17:

- **Health and wellbeing survey and campaigns:** We have continued to conduct an annual staff health and wellbeing survey. This is an anonymous online survey, e-mailed to all of our staff. Results inform our areas of focus, ensuring resources are focused on what matters to our people. Campaigns and opportunities are coordinated via our central SHE Team and local CEW Champions. During 2016/17 we have rolled out the following:



Wakefield team accepting their Health and Wellbeing Charter Mark

- **Encouraging physical activity:** The NHSBSA and individual members of staff have worked throughout the year to help ensure opportunities to take part in sports and physical activities are provided to our people. This has included running clubs, yoga sessions, and the ongoing provision of gyms, cycling facilities and changing facilities. We have also worked with Active Workplace to provide opportunities for our staff to attend taster sessions and courses on a huge range of sports. A NHSBSA Team took part in the Active Workplace Games for the third consecutive year, competing in a range of sports against other organisations.



NHSBSA team at the Active Workplace Games

- **Financial Health:** We produced a guide to help people manage their finances, promoted across the business by our CEW Network members. Seminars were also organised on a number of sites to help people plan for retirement.



- **World AIDS Day:** Events were organised in partnership with our Diversity and Inclusion Network. Teams across the business sold red ribbons and published articles, displayed posters and distributed leaflets to raise awareness. Other activities included the hosting of awareness sessions at a number of our buildings, which included a talk from a sexual health expert.



- **International Woman's Day:** Again, activities were rolled out in partnership with Diversity and Inclusion Network members. The focus was the menopause, as this had been highlighted in our staff survey. As well as the distribution of information across the business, presentations were given by health experts.

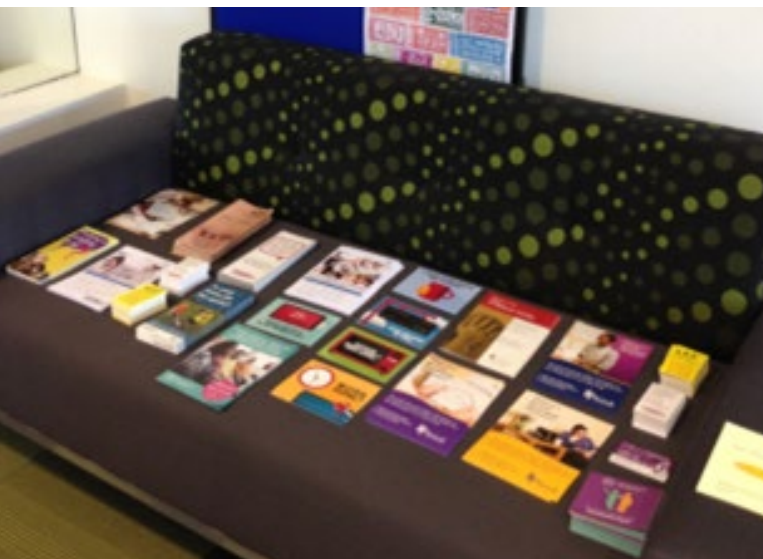


International Women's Day

- **Dementia awareness week:** A number of awareness raising events were held, supporting the delivery of the Alzheimer's Society led Dementia Friends movement which aims to create dementia friendly communities across the UK. Dementia Friends sessions were held across a number of our sites, led by our champions.
- **National Walking Month:** Over 41 teams from across the business took part in a national pedometer challenge to see which team could clock up the most steps in a five day period and improve their health and wellbeing.



- **Sexual Health Week:** The CEW Network distributed information across the business, and promotional stalls were arranged at a number of sites where staff could speak with trained professionals and pick up STI testing kits.
- **Mental Health:** We have continued to strengthen our Mental Health First Aid network across the business, ensuring coverage in all of our locations. We have also reviewed and improved our support network for those undertaking the role. We supported World Mental Health Day nationally, with 'tea and talk' sessions being hosted by our mental health first aiders.
- **Employee Assistance Programme:** We have promoted our Employee Assistance Programme. This provides staff with a free, confidential, 24 hour telephone counselling and information service. It provides expert help for issues such as bereavement, financial concerns, relationship problems, depression, bullying and stress. We have also actively promoted the scheme's comprehensive set of online wellbeing resources.
- **Cycle2work scheme:** We have continued to maintain and promote our salary sacrifice scheme, enabling our staff to get discounted bikes and accessories.
- **Domestic abuse:** We have maintained our network of trained Domestic Abuse Champions who are members of a national network and are available to provide advice, support and guidance to both members of staff and line managers. In July 2016, the NHSBSA hosted a seminar at Stella House with Northumberland Domestic Abuse Services, for LGBT NHS staff interested in supporting LGBT colleagues and patients experiencing domestic abuse. In addition to delegates attending from various NHS acute, mental health and community services, NHSBSA staff attended, who then joined the NHSBSA's existing Domestic Abuse Champions service as new LGBT Domestic Abuse Champions.



Mental health session at Middlebrook



5. Community investment

Overview

Community Investment is managed and coordinated by our central Safety, Health and Environment (SHE) Team, led by our Corporate Responsibility (CR) Manager.

The development and delivery of our objectives is governed by our Community, Environment and Wellbeing (CEW) Committee chaired by our Corporate Secretary, and made up of senior staff from across the business. The agenda is owned and driven forward locally by members of our CEW Staff Network.

We have continued to develop our approach, focusing on the value created for our people and communities through activities such as volunteering and supporting employment and education.

Performance review 2016/17

Our staff survey continued to show high numbers of staff agreeing that community activity happens in their business area at 86%, although this was a slight drop on the previous years (2015/16 and 2014/15 – 89%).



Although we continued to promote our policy of allowing staff to take two paid volunteering days per year, our levels of uptake remained stable at 174 days (see Table 3). During 2017/18 we are starting to timetable volunteering opportunities targeted at specific teams and areas of the business. It is hoped that this will make volunteering easier to access.

Table 3: Staff volunteering days taken

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Staff volunteer days	N/A	N/A	85	103	104	173	174



Our new apprentices with our Board Chair and Finance and Corporate Services Director

Key areas of activity during 2016/17:

- **NHSBSA Apprenticeship Scheme:** Our apprenticeship scheme has been successfully established, as part of the Government's commitment to deliver 3 million apprenticeships by 2020. We have started to deliver our scheme ahead of the government target date, with apprentices in our Finance, HR, and Customer Contact Centre teams. We are also planning to start apprenticeships in 2017 within NHS Protect, Patient Services, Property and Facilities Management, and Project Management.

- **Autism friendly organisations:** In 2016, we concluded the work which was underway as part of 'Connect to Autism', a national project run by the Autism Alliance and funded by the DH, with the aim to create autism-friendly communities. The project involved working with the Autism Alliance to ensure our services are fully accessible to customers with autism, and our staff are aware of how best to support and communicate with people with autism. As part of this, the Autism Alliance delivered free awareness sessions for our staff at our main sites.



- **Jeans for Genes:** Staff across the business supported the day by making donations and dressing in their jeans. This year the charity's theme was 'overdo it in denim'. The CEW Network encouraged staff to take part with a national competition for the craziest denim ensemble with a prize for the winner.

- **Pride events:** In July 2016 for the third year the NHSBSA participated in Newcastle Pride, with representatives from the Diversity and Inclusion Network running an information stall to provide information to the public about our services such as Help with Health Costs and to promote the NHSBSA as an employer of choice. The festival is the second largest Pride event in the UK and attracted over 85,000 attendees. The Network arranged for several colleagues to volunteer to help run the event or fundraise for it, undertaking a range of tasks including bucket collecting and wristband selling, helping with the set up and



NHSBSA at Pride events in Newcastle and Blackpool

build, stewarding during the parade, event photography, and checking people into the event. The NHSBSA also took out an advert in the Pride Guide, to further promote the NHSBSA and demonstrate our commitment to LGBT equality. In June 2016, Network members from Hesketh House supported Blackpool Pride for the second time, running an information stall.

- **Project Choice:** In 2016, the NHSBSA further expanded its support of Project Choice, an internship programme which equips young people with learning disabilities, difficulties, autism and/or physical disabilities with the social and work based skills needed to enable them to obtain employment. We have continued to provide work placements in NHS Prescription Services at Bridge House, with four students on placement every academic term. The students are supported in the workplace by mentors who have volunteered to be involved with the Project and who receive mentor training. It was a fantastic achievement of the scheme when one of the students was appointed to a permanent role with us in NHS Prescription Services. We also

support Stage 1 of the scheme, by providing work experience for younger students in our Contact Centre Services. This year we provided our first placement at Stella House, in the Project Management Office. The feedback from students and staff who act as mentors has been very positive.

- **Newcastle College learning development retail scheme:** We have continued supporting Newcastle College's Learning Development Retail Scheme at Stella House and Bridge House, which provides young people with learning disabilities, difficulties, autism and/or physical disabilities with retail experience and customer service skills, to enable them to obtain employment. The students run a mobile market stall selling fresh fruit and vegetables, which visits different workplaces throughout the week.
- **Staff volunteering:** Our staff have worked with a range of organisations during the year, giving their time, energy and skills to raise money and provide support.



Fund raising at Mansfield for MacMillan Cancer Support



Raising funds for the RSPCA at Wakefield



Raising funds for the RSPCA at Wakefield



Newcastle team event raising money for homeless charity Making Winter Warmer



Fleetwood team volunteering to support the Leonard Cheshire Disability charity



Ongoing support of Wakefield Hospice



Middlebrook complete Pennine Moors Scramble Ramble for the Teenage Cancer Trust



Newcastle staff play a fund raising gig for the Alzheimer's Society



Staff volunteer to deliver Dementia Friends sessions at Middlebrook and Fleetwood



Newcastle team's ongoing support of St Oswald's Hospice



Property and Facilities Team use their skills to renovate a Northumberland school's play area

6. Diversity and Inclusion

Overview

Diversity and inclusion is managed and coordinated by our Equality and Diversity Manager.

Our Diversity and Inclusion Committee is our strategic group which oversees progress against delivery of our Strategy. It is chaired by the Chief Executive in his role as Executive Board Champion for Diversity and Inclusion. The Diversity and Inclusion Staff Network helps the NHSBSA in developing an inclusive culture which values the diversity of colleagues, customers and clients, where people feel comfortable to be themselves at work.



Performance review

As part of the Public Sector Equality Duty (2011), we publish a separate annual report giving full detail of our progress against our equality objectives.

Our [Diversity and Inclusion Strategy Annual Report – Year 1](#) summarises the significant progress that the NHSBSA has made in the first final year of the Diversity and Inclusion Strategy 2016-2019, which covers the period from January – December 2016. Our main achievements over this year are included in Section 3. The latest equality information and updated Action Plan are both included in the appendices.

Appendix - Sustainability report

The tables and text below are taken directly from the NHSBSA Annual Report and Accounts 2016/17. This section of the report has been prepared in accordance with the guidelines laid down by HM Treasury in 'Public Sector Sustainability Reporting'.

Table 1: Greenhouse gas emissions

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Non-financial Indicators (t CO₂e)*								
Gross emissions Scope 1** (direct)	1.7k	1.3k	1.0k	1.1k	0.5k	0.7k	0.4k	0.4k
Gross emissions Scope 2*** (indirect)	5.4k	5.1k	4.7k	3.9k	2.7k	3.2k	2.8k	2.5k
Gross emissions Scope 3**** (indirect – business travel)	0.8k	0.8k	0.8k	0.7k	0.6k	0.4k	0.4k	0.3k
TOTAL	7.9k	7.2k	6.5k	5.7k	3.8k	4.3k	3.6k	3.2k
Building CO ₂ e per FTE	2.91	2.69	2.65	1.55	1.37	1.44	1.24	1.13
Business travel CO ₂ e per FTE	0.18	0.21	0.27	0.20	0.19	0.15	0.14	0.15
Related energy consumption (kWh)								
Gas	8.4m	6.0m	4.6m	5.6m	2.5m	2.4m	2.1m	2.1m
Electricity: Grid	11.0m	10.1m	9.4m	8.4m	6.1m	5.9m	5.6m	5.6m
Gas Oil	N/A	N/A	N/A	0.2m	N/A	N/A	N/A	N/A
Self-generated energy (kWh)								
PV	N/A	N/A	N/A	65k	65k	35k	31k	48k
Financial indicators*****								
Expenditure on energy	£1.2m	£1.1m	£1.1m	£1.0m	£0.8m	£0.7m	£0.7m	£0.7m
Expenditure on carbon reduction commitment	N/A	<£2k	<£2k	£66k	£63k	£46k	£3k	£44k
Expenditure on official business travel	£1.1m	£1.1m	£1.0m	£1.1m	£1.3m	£1.0m	£0.9m	£0.9m
TOTAL	£2.3m	£2.2m	£2.1m	£2.2m	£2.2m	£1.7m	£1.6m	£1.6m

Notes: * emissions accounting includes all Scope 1 and 2 emissions along with separately identified Scope 3 emissions related to official business travel. Details of carbon accounting within the NHSBSA, in support of HM Treasury Guidance, are available on request. Greening Government carbon conversion factors have been used.

Scope 1**: gas used in buildings (Approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering), gas oil, fugitive emissions from air conditioning units in buildings we own and/or control, transport emissions from vehicles we own or on finance lease.

Scope 2***: electricity used in buildings (approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering).

Scope 3****: transport emissions from hire cars, grey fleet, taxis (some figures are approximated using spend data), buses (figures are approximated using spend data), air (data prior to June 2010 is estimated using data from 2010-11), rail (data prior to June 2010 is estimated using data from 2010-11).

***** minor estimates have been included for areas without direct billing, for example, where the energy bills are part of the service charge for a building.

Performance commentary including measures

Scope 1 emissions have broadly stayed the same as 2015/16.

We have seen a reduction in electricity usage (scope 2 emissions) in relation to improvements to our building management systems.

Scope 3 emissions relating to business travel have reduced compared to 2015/16 as we continue to improve our technology infrastructure e.g. video conferencing and collaborative IT systems.

Controllable impacts commentary

Our main impacts are from the operation of our offices (electricity and gas), and to a lesser extent our business travel, having offices, customers, clients and sponsors spread around the UK.

Overview of influenced impacts

Our key influential impacts are related to our supply chain.

Table 2: Waste

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Non-financial Indicators (tonnes)*								
Landfilled	504	466	261	161	189	193	188	93
Recycled / reused / composted (non-prescription / dental form waste)**	634	471	322	516	309	201	196	218
ICT waste recycled externally	2	0	16	36	2	3	0	15
Recycled / reused / composted (prescription / dental form waste)***	200	586	114	350	302	137	125	1009
Recycled / reused / composted (prescriptions stored offsite by third party)***	575	575	575	575	200	599	596	0
Incinerated / energy from waste	26	23	50	17	94	87	75	88
TOTAL	1941	2121	1338	1655	1096	1220	1180	1423
Office waste per FTE	0.46	0.39	0.29	0.28	0.24	0.19	0.18	0.16
Financial Indicators ****								
Landfilled	-	-	-	£26.7k	£5.0k	£3.1k	£3.1k	£4.7k
Recycled / reused / composted (non-prescription / dental form waste)	-	-	-	£31.0k	£18.5k	£18.7k	£16.2k	£24.1k
Recycled / reused / composted (prescription / dental form waste)	-	-	-	-	£31.6k	£29.0k	£22.5k	£8.3k
ICT waste recycled externally	-	-	-	-	0	0	0	0
Incinerated / energy from waste	-	-	-	£2.6k	£14.3k	£15.1k	£14.0k	£14.9k
TOTAL	£36k	£36k	£39k	£60k	£69k	£66k	£56k	£52k

* waste (tonnes): approx. 1% has been estimated where we are a minor tenant in large office blocks, and waste is managed through the service agreement.

** Recycled / reused / composted (non-prescription / dental form waste): approx. 1% has been estimated due to a short period of contract transition for confidential waste recycling during 2016/17.

**** Recycled prescriptions: this data has been updated to include prescription waste previously recycled as part of a third party management contract. This was not previously reported as the NHSBSA did not directly contract the waste recycling service. This waste stream is no longer managed by a third party and all prescriptions are now collected directly from the NHSBSA. Data has been updated for previous years to allow a consistent comparison. We have used estimates between 2009/10 and 2013/14 as data was not available. Costs for this third party service were for storage and records management and a specific value for recycling was not made available.*

***** minor estimates included aligned to non-financial estimates listed here, and due to some data reporting issues for 2009/10. All waste costs are included together up to 2012/13 due to level of reporting possible, with 2012/13 data split. ICT waste costs are included within managed service contract costs so have not been included here.*

Financial figures for 13/14 and 15/16 for waste disposal have been updated to account for double reporting within landfill costs.

Performance commentary including measures

Due to a change in policy, the NHSBSA was required to recycle a significant amount of stored prescriptions during 2016/17. This has caused an increase in our total waste figure and reduced the proportion of waste sent to landfill. During 2016/17 a new waste service was introduced at our Fleetwood office which has diverted further waste from landfill.

Controllable impacts commentary

Our key controllable impact is the production of office waste. Our strategy to digitise our services and move away from paper-based processes supports ongoing reduction in office waste produced.

Overview of influenced impacts

Our key influential impact is related to the use of prescriptions. The roll out of the Electronic Prescription Service (EPS) is reducing large numbers of paper prescriptions being printed and transported to our premises to be scanned, stored and then recycled. We are continuing to promote the further take-up of EPS. We are also working with our suppliers to reduce waste in our supply chain.

Table 3: Finite resource consumption

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Non-financial Indicators (m³)*								
Water from office estate	25.9k	24.2k	24.5k	24.9k	17.4k	18.7k	19.7k	20.0k
Water from non-office estate	0.2k	0.3k	0.3k	0.2k	0.3k	0.5k	0.2k	0.2k
TOTAL	26.2k	24.5k	24.8k	25.1k	17.7k	19.2k	19.9k	20.2k
Water - m ³ per FTE (office estate)	10.34	9.99	10.99	9.58	7.09	7.46	7.70	7.96
Paper - reams of A4**	48k	48k	34k	29k	26k	35k	27k	29k
Paper - reams per FTE	16	16	12	11	10	14	10	11
Financial Indicators ***								
Mains water supply and treatment	£93.3k	£96.7k	£83.7k	£90.2k	£74.0k	£86.2k	£75.1k	£88.7k

* water (m³): approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering.

** paper (reams): reams of A4 reported here refer to office paper purchased by the NHSBSA directly. It does not include paper purchased on our behalf e.g. leaflets, scheme documents etc. linked to our outsourced services.

*** minor estimates have been included for areas without direct billing, for example, where the water bills are part of the service charge for a building.

Performance commentary including measures

We have seen an increase in water consumption at two of our offices during 2016/17. At Stella House we have identified that this is because of the maintenance of our onsite pond habitat. During dry periods this has required refilling. At our Middlebrook office, flushing of urinals has been reset to address identified high water use.

Due to a specific piece of work requested during 2016/17 we saw a temporary increase in paper use. This has now been completed.

Controllable impacts commentary

Our key controllable impact is water use in our buildings. We continue to monitor office paper and our strategy to digitise our services should deliver further reductions.

Overview of influenced impacts

Our key influential impacts are related to our supply chain. We are also working with our suppliers to reduce resource consumption in our supply chain.