

Title of Meeting:	Governing Body	Agenda Item: 8.2																				
Date of Meeting:	6 December 2018	<table border="1"> <tr> <th colspan="2">Session (Tick)</th> </tr> <tr> <td>Public</td> <td>X</td> </tr> <tr> <td>Private</td> <td></td> </tr> <tr> <td>Workshop</td> <td></td> </tr> </table>			Session (Tick)		Public	X	Private		Workshop											
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Paper Title:	Sustainability Development Management Plan 2018-2020																					
Responsible Governing Body Member Lead Joanne Crewe, Director of Quality and Governance		Report Author and Job Title Sasha Sencier, Corporate Governance & Assurance Manager																				
Purpose (this paper if for)	<table border="1"> <tr> <th>Decision</th> <th>Discussion</th> <th>Assurance</th> <th>Information</th> </tr> <tr> <td>X</td> <td></td> <td></td> <td></td> </tr> </table>				Decision	Discussion	Assurance	Information	X													
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X																						
<p>Has the report (or variation of it) been presented to another Committee / Meeting? If yes, state the Committee / Meeting: Yes, the plan was reviewed by the Senior Management Team on 26 November 2018.</p>																						
<p>Executive Summary NHS Harrogate and Rural District Clinical Commissioning Group (HaRD CCG) is responsible for the commissioning of health care across Harrogate and Rural district. As commissioners and as a statutory body, our activities and decisions have potential to affect the resources available to us, the communities in which we function, and the wider environment. Sustainability means recognising, measuring and managing the impact of our business activities, including commissioned services delivered by providers.</p> <p>The CCG recognises that good maintenance and care of the environment contributes a great deal to the long term health of people, their social wellbeing and economic prosperity.</p> <p>Our local strategy demonstrates the importance of sustainable development and the commitment of the CCG and its staff to ensure that we act now to promote initiatives which help us meet the challenges facing the NHS, including our legal duty to cut carbon emissions under the 2008 Climate Change Act.</p> <p>This plan reviews what we have achieved so far and sets out how we will pursue our goals in relation to sustainability over the next 2 years.</p>																						
<p>Recommendations The Governing Body is asked to:</p> <ul style="list-style-type: none"> Note that the Lay Member for PPI as the Governing Body Lead for Sustainability. Approve the Sustainability Development Management Plan 2018-2020. 																						
<p>Monitoring The Governing Body will receive an annual update on the SDMP action plan.</p>																						
<p>CCGs Strategic Objectives supported by this paper</p> <table border="1"> <tr> <th></th> <th>CCG Strategic Objective</th> <th>X</th> </tr> <tr> <td>1</td> <td>Quality, Safety and Continuous Improvement</td> <td>X</td> </tr> <tr> <td>2</td> <td>Better Value Healthcare</td> <td>X</td> </tr> <tr> <td>3</td> <td>Well Governed and Adaptable Organisation</td> <td>X</td> </tr> <tr> <td>4</td> <td>Health and Wellbeing</td> <td>X</td> </tr> <tr> <td>5</td> <td>Active and Meaningful Engagement</td> <td>X</td> </tr> </table>						CCG Strategic Objective	X	1	Quality, Safety and Continuous Improvement	X	2	Better Value Healthcare	X	3	Well Governed and Adaptable Organisation	X	4	Health and Wellbeing	X	5	Active and Meaningful Engagement	X
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CCG Values underpinned in this paper

CCG Values		X
1	Respect and Dignity	X
2	Commitment to Quality of Care	X
3	Compassion	X
4	Improving Lives	X
5	Working Together for Patients	X
6	Everyone Counts	X

Does this paper provide evidence of assurance against the Governing Body Assurance Framework?

YES		NO	X
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If yes, please indicate which principle risk and outline

Principle Risk No	Principle Risk Outline

Any statutory / regulatory / legal / NHS Constitution implications	The CCG is required to report on Sustainability within its Annual Report and Annual Governance Statement. The NHS also has a legal duty to cut carbon emissions under the 2008 Climate Change Act.
Management of Conflicts of Interest	No conflicts of interest have been identified prior to the meeting.
Communication / Public and Patient Engagement	Objectives from the plan will be delivered by the Staff Engagement Group. The plan will be published on the CCG website.
Financial / resource implications	Commissioning for sustainable development involves planning services which are efficient and effective, buying services which provide highest quality at best value and which have least impact on the environment, avoids duplication and waste and stopping services which do not meet these criteria. All of the above will have positive implications in relation to finances and resources.
Outcome of Impact Assessments completed (e.g. Quality IA or Equality)	The screening shows that the decision to implement the initiative would have a positive impact on quality and safety.

**Sasha Sencier
Corporate Governance and Assurance Manager**

NHS Harrogate and Rural District Clinical Commissioning Group

Sustainable Development Management Plan 2018 – 2020



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4.0	Sustainable Development Management Plan June 2016 – March 2019: What did we do?	6 – 8
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Document Control

Author: Corporate Governance Manager, HaRD CCG
Approved By: NHS Harrogate and Rural District CCG
Approved on: 6 December 2018 (TBC)
Governing Body Sustainability Lead: Lay Member for Public and Patient Involvement, HaRD CCG
Governing Body Executive Lead: Director for Quality and Governance
Version: 1.0

NHS Harrogate and Rural District Clinical Commissioning Group (HaRD CCG) is responsible for the commissioning of health care across Harrogate and rural district. As commissioners and as a statutory body, our activities and decisions have potential to affect the resources available to us, the communities in which we function, and the wider environment. Sustainability means recognising, measuring and managing the impact of our business activities, including commissioned services delivered by providers.

The CCG recognises that good maintenance and care of the environment contributes a great deal to the long term health of people, their social wellbeing and economic prosperity.

Our local strategy demonstrates the importance of sustainable development and the commitment of the CCG and its staff to ensure that we act now to promote initiatives which help us meet the challenges facing the NHS, including our legal duty to cut carbon emissions under the 2008 Climate Change Act.

This plan reviews what we have achieved so far and sets out how we will pursue our goals in relation to sustainability over the next 2 years.

NHS Harrogate and Rural District CCGs Vision

“We will secure high quality services, in the most appropriate setting, making maximum use of available resources. Through clinical leadership and collaborative working we will achieve the best possible health outcomes for all our local population.”

What is Sustainability and Commissioning for 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.

Commissioning for sustainable development means:

- planning services which are efficient and effective
- buying services which provide highest quality at best value and which have least impact on the environment
- avoiding duplication and waste
- stopping services which do not meet these criteria

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 and ensuring that we do not have an adverse impact on the local environment.

Being sustainable will help us meet the challenges facing the NHS

We have a legal duty to cut carbon emissions under the 2008 Climate Change Act

There is an increasing number of older people with multiple health problems

The cost of new medical technology is rising

People have higher expectations around clinical outcomes and user experience

We are working within financial restraints

We need to use diminishing resources wisely

The climate is changing, bringing more extreme weather which has an impact on health



¹ Brundtland Commission (online) A/RES/42/187 - Report of the World Commission on Environment and Development - UN Documents: Gathering a body of global agreements

Delivering the National Strategy

The Sustainable Development Unit (SDU), which is jointly funded by NHS England and Public Health England, works on behalf of the health and care system in England, to provide expert advice and support to organisations to help them become more sustainable environmentally, financially and socially. The SDU envisages that organisations in the health system can use their corporate powers and resources in ways that benefit rather than damage the economic, social and physical environment in which we live. The SDU has identified eight modules, underpinned by **measures of success**, to deliver the national Sustainable Development Strategy:

Leadership, engagement and development	Sustainable and resilient services will only emerge from a culture that understands and values environmental and social resources alongside financial ones. Engagement at all levels with the public, service users, trade unions and staff can provide the basis for positive action at every level.
Sustainable clinical and care models	Sustainable models of care can deliver better health and wellbeing by enhancing enabling and integrated approaches to care, building resilience with individuals and their communities and reducing environmental impacts.
Healthy, sustainable and resilient communities	Strong and healthy communities support people to minimise their impact on the environment and be resilient to changes in the world around us. Local level partnerships can be strengthened so they continue to help neighbourhoods flourish. Connected communities will be better prepared for environmental and climatic changes including the impacts of severe weather events such as heat waves, cold snaps, and flooding.
Carbon hotspots	Carbon emissions are an important indicator of environmental impact. The health and care system carbon footprint has identified carbon hotspots that can be targeted to achieve significant reductions.
Commissioning and procurement	Commissioning of services and the procurement of products are very powerful levers to influence the delivery of sustainable services. Commissioners can develop and use criteria to stimulate more ambitious and innovative approaches to delivering care that costs less, creates less environmental harm and reduces inequalities. Equally, the significant procurement budget for goods and products used by the health and social care system provides multiple opportunities to maximise social, economic and environmental value.
Innovation, Technology, Research & Development	Innovation that reduces environmental impact, reduces cost, and improves quality of care and health outcomes, and enhances social value, is an integral part of the planning, commissioning, development and delivery of services. It is visible in all elements of the system from illness prevention and models of care, to facilities management, financial mechanisms, and workforce development.
Metrics	Data should be used to inform progress on sustainable development.
Creating social value	Sustainable Development Management Plans include robust social interventions alongside environmental ones to improve health, reduce environmental impact and enhance social value.

Sustainable Development Management Plan: Progress made from 2016 - 2018

In June 2016, the Governing Body approved its Sustainable Development Management Plan for 2016/17 – 2018/19 and set a number of objectives. We have detailed our progress against these objectives below.

Area of Focus	Objective	What did we do?
Leadership, engagement and workforce development	Review our Sustainable Development Management Plan by our Governing Body at least every 3 years	The development plan was approved by the Governing Body in June 2016 and is being reviewed by the Governing Body in December 2018.
	Continue to engage with and empower communities through enacting our Communications and Engagement Strategy	A Communications and Engagement Officer was appointed in February 2018 and is working to develop a new Communications and Engagement Strategy. An opinion of 'significant assurance' was given by internal audit.
	Continue to support our team members through enacting our Organisational Development Plan	The Governing Body approved the Organisational Development Plan 2016-18 in June 2016. The Staff Engagement Group, who manage the plan, reconvened in spring 2018 with a view to a refreshed focus and a new workplan. The plan is expected to be approved by the Governing Body in February 2019.
Sustainable clinical and care models	Continue to focus on system transformation within our Strategic Plan, and our integration work with health and social care partners, reporting progress to our Governing Body.	<p>We created the Harrogate Health Transformation Board (HHTB) to develop and monitor implementation of partnership approach to longer term sustainability with the health and social care system. This includes the implementation of New Care Models.</p> <p>We are part of a wider Sustainability Transformation Partnership alongside ten other CCG's in West Yorkshire. The leadership and staff of health and care organisations in West Yorkshire and Harrogate, in their role as part of Health and Wellbeing Boards, have existing plans to deliver ambitious improvements to health and social care services for people in Bradford, Airedale, Wharfedale, Craven, Calderdale, Harrogate, Kirklees, Leeds and Wakefield.</p> <p>These plans, alongside our West Yorkshire and Harrogate priorities, make up our West Yorkshire and Harrogate Health and Care Partnership draft plan. This work, managed in partnership, allows us to work together on good practice and shared solutions.</p>

Sustainable Development Management Plan: Progress made from 2016 - 2018

Area of Focus	Objective	What did we do?
Carbon hotspots	Continue to engage with and empower our teams to save carbon through initiatives such as recycling, saving energy and reducing unnecessary travel.	<p>Pharmaceuticals</p> <p>We have successfully campaigned to reduce pharmaceutical waste:</p> <ul style="list-style-type: none"> • 6.65% reduction in paracetamol prescriptions* • 15.7% reduction in cocodamol prescriptions* • 21.6% reduction in ibuprofen prescriptions* <p style="text-align: right;">*2017 vs. 2016 figures</p> <p>Travel and Transport</p> <ul style="list-style-type: none"> • Staff are encouraged to work from home and hot desk where appropriate. • Staff are encouraged to car share when attending meetings. • The CCG has a travel and expenses policy. The use of passenger rate encourages car sharing and there is also a mileage rate for pedal and motor cycle use. <p>Energy</p> <ul style="list-style-type: none"> • We use smarter ways of working making efficient use of our office space by hot desking, reducing the need for travel. • We have an office recycling programme in place to minimise the amount of waste we generate. • As part of an effort to minimise use of paper, we are moving towards Governing Body and senior management team members accessing documents on tablet computers where appropriate. This reduces the time and resources involved in production of meeting papers. • The buildings are well-used, and do not use heat or power unnecessarily. • Staff actively turn off lighting and heating when spaces are not in use. • Staff are regularly reminded to power off PCs and other electrical equipment at the end of the working day, or when not in use. The CCG has communicated to all staff the importance of conserving energy for example in reducing the volume of printing and photocopying which in turn saves on costs.
Healthy, sustainable and resilient communities	Work in partnership to support delivery of the North Yorkshire Health & Wellbeing Board Strategy and continue to plan resilience through the System Resilience Group.	<p>The CCG's Chief Officer is the Vice-Chair of the North Yorkshire Health and Wellbeing Board and the CCG continues to work in partnership to support the delivery of the strategy.</p> <p>The Systems Resilience Group, now known as the A&E Delivery Board, continue to meet monthly to plan resilience.</p>

Sustainable Development Management Plan: Progress made from 2016 - 2018

Area of Focus	Objective	What did we do?
Commissioning and Procurement	Regularly review procurement documentation to ensure that economic, environmental and social sustainability remain intrinsic to the process.	The procurement policy was updated in 2018. A further update is required to align the policy with our new sustainability objectives.
Metrics	Use core indicators to assess our own sustainability performance, reporting our progress through our Annual Report.	We have reported progress through our Annual Report where we could and recognise that more work is needed to be done in order to assess our own sustainability performance more effectively. The new toolkit, developed by the Sustainable Development Unit will aid this work.
Innovation, technology and research development	Implement our Information Technology Strategy and develop our Estates Strategy reporting progress annually to the Governing Body.	No strategies have been implemented. To be looked at on a wider footprint in 2019.
Creating social value	Continue to consider all aspects of sustainability when reviewing business cases and taking commissioning decisions.	A review of business case process continues to progress. A sustainability impact assessment will be included in the process.

Sustainable Development Management Plan 2018 – 2020

The NHS HaRD CCG Sustainable Development Management Plan for 2018 – 2020 sets a number of key objectives help us meet the national Sustainability Development Strategy and to fulfil our legal duty to cut carbon emissions under the 2008 Climate Change Act.

Area of Focus	Objective	When By	Lead Officer
Leadership, engagement and workforce development	Start to work with North Yorkshire CCGs to introduce a more collaborative approach to Sustainable Development utilising the Sustainable Development Assessment Tool (SDAT).	April 2020	Corporate Governance Manager
	Governing Body to approve our Sustainable Development Management Plan at least every 3 years as set out in national guidance and to review progress made against the plan annually.	December 2018	Corporate Governance Manager
	To establish a Governing Body Lead to champion Sustainability	December 2018	Corporate Governance Manager
	To integrate Sustainability into the Staff Engagement Group in order to develop initiatives for office efficiency and a healthy workforce.	March 2019	Heads of Service
	To promote the next NHS Sustainability day on 21 March 2019.	March 2019	Communications & Engagement Officer
	Report progress on sustainability in the organisation's annual report.	March 2019	Corporate Governance Manager
Sustainable clinical and care models	Continue to focus on system transformation within our Strategic Plan, and our integration work with health and social care partners, reporting progress to our Governing Body through the Chief Officer report.	Bi-Monthly throughout 2018-2020	Head of Business Change
Commissioning & Procurement	Embed sustainability in the CCG procurement policy and apply the principals of the Social Value Act 2012 when procuring.	March 2020	Head of Finance
	Include sustainability impact assessments on business case and service redesign templates and also when reviewing all corporate policies.	March 2019	Head of Business Change Corporate Governance Manager

Sustainable Development Management Plan 2018 – 2020

Area of Focus	Objective	When By	Lead Officer
Healthy, Sustainable & Resilient Communities	Continue to work in partnership to support delivery of the North Yorkshire Health & Wellbeing Board Strategy and continue to plan resilience through the A&E Delivery Board and the Harrogate System Leadership Executive. Regular report to be taken to Governing Body through the Chief Officer update.	Bi-Monthly updates at Governing Body meetings	Chief Officer
Carbon Hotpots *We have a legal duty to cut carbon emissions under the 2008 Climate Change Act	To obtain utility usage data from NHS Property Services, establish a reliable baseline, and continue work to reduce usage.	March 2019	Head of Finance
	To carry out detailed analysis of business miles travelled and claimed during 16/17 and 2017/18 to establish reliable baseline and improve accuracy of reporting.	March 2019	Head of Finance
	To further reduce pharmaceutical waste	March 2019	Head of Medicines Management
Innovation, Technology, Research & Development	To identify opportunities to reduce waste in the office.	March 2019	Staff Engagement Group through Heads of Service
	To identify opportunities to be innovative and use technology to introduce paperless systems.	March 2019	Staff Engagement Group through Heads of Service
Metrics	As set out above, obtaining usage data to establish reliable baselines to measure continued reduced wastage.		
Creating social value	As set out above, engaging staff through the Staff Engagement Group and promoting and taking part in the next NHS Sustainability day on 21 March 2019.		