Pennine Care **NHS**

NHS Foundation Trust

CORPORATE SOCIAL RESPONSIBILITY STRATEGY

2013 – 2018

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1. INTRODUCTION

Pennine Care NHS Foundation Trust (the Trust) has more than 18,000 members and works closely within its local communities to deliver ever-improving mental health and community services. As a Foundation Trust, Pennine Care is free to innovate, develop new services and continue to provide high quality NHS mental health and community services to local communities.

As a large employer providing public services and spending public money, our business activities need to take place in the most sustainable way, and as a NHS Foundation Trust we want to lead by example and make contribution to our local communities, acting as a catalyst to improve lives.

Pennine Care has an overarching vision to:

'PROVIDE HIGH QUALITY HEALTH AND SOCIAL CARE WHICH PROMOTES WELLBEING, ENCOURAGES INDEPENDENCE AND REDUCES INEQUALITIES'.

Under this vision, sits the Trust's aim which is to:

"...CONTINUALLY IMPROVE OUR SERVICES AND THE EXPERIENCE OF PEOPLE COMING INTO CONTACT WITH THEM. EVERYONE WORKING FOR THE TRUST, NO MATTER WHAT THEIR ROLE, HAS A PART TO PLAY IN DELIVERING THIS AIM".

In order to achieve this vision and aim, the Trust has developed strategic goals around the following headings:

- Service excellence
- Best use of resources
- A great place to work
- Leading service provider
- Responsive and accountable to our communities

The aims and objectives within the corporate social responsibility (CSR) strategy are based on trying support achievement of the following:

- Improve services for patients
- To save money or create better value for money
- To increase efficiency and create conditions where efficiencies can be driven out

Nationally, there is an increasing recognition of the importance of organisations making decisions and using resources in ways that benefit rather than damage the economic, social and environmental conditions in which they operate. This is fundamentally what CSR is about.

CSR is defined by the World Business Council for Sustainable Development as:

'THE CONTINUING COMMITMENT BY BUSINESS TO CONTRIBUTE TO ECONOMIC DEVELOPMENT WHILE IMPROVING THE QUALITY OF LIFE OF THE WORKFORCE AND THEIR FAMILIES AS WELL AS OF THE COMMUNITY AND SOCIETY AT LARGE'.

This strategy sets out the context and framework to maximise the potential for the Trust to be a good corporate citizen, being responsible and sustainable in the way that it fulfils its strategic goals.

2. OUR CSR 'VISION'

During 2012, the Trust commissioned Deloitte to assist the Trust in the process of developing a strategic framework for CSR going forward. It was developed using:

- A one day workshop held with senior management
- A staff survey to gauge understanding and interest and to capture ideas across the wider organisation
- Interviews with key stakeholders (Pennine Care governors)
- Analysis and use of good and best practice in CSR – across the healthcare sector and the wider business environment.

As a result of discussions at the senior management workshop, the following CSR vision was developed:

'The provider and employer of choice, delivering quality services that reflect the needs of the users and making a wider contribution to our local communities'.

This vision will be achieved through the development and delivery of SMART objectives focused on the six key areas outlined in the NHS's 'Good Corporate Citizenship' (GCC) model, developed by the NHS Sustainable Development Unit.
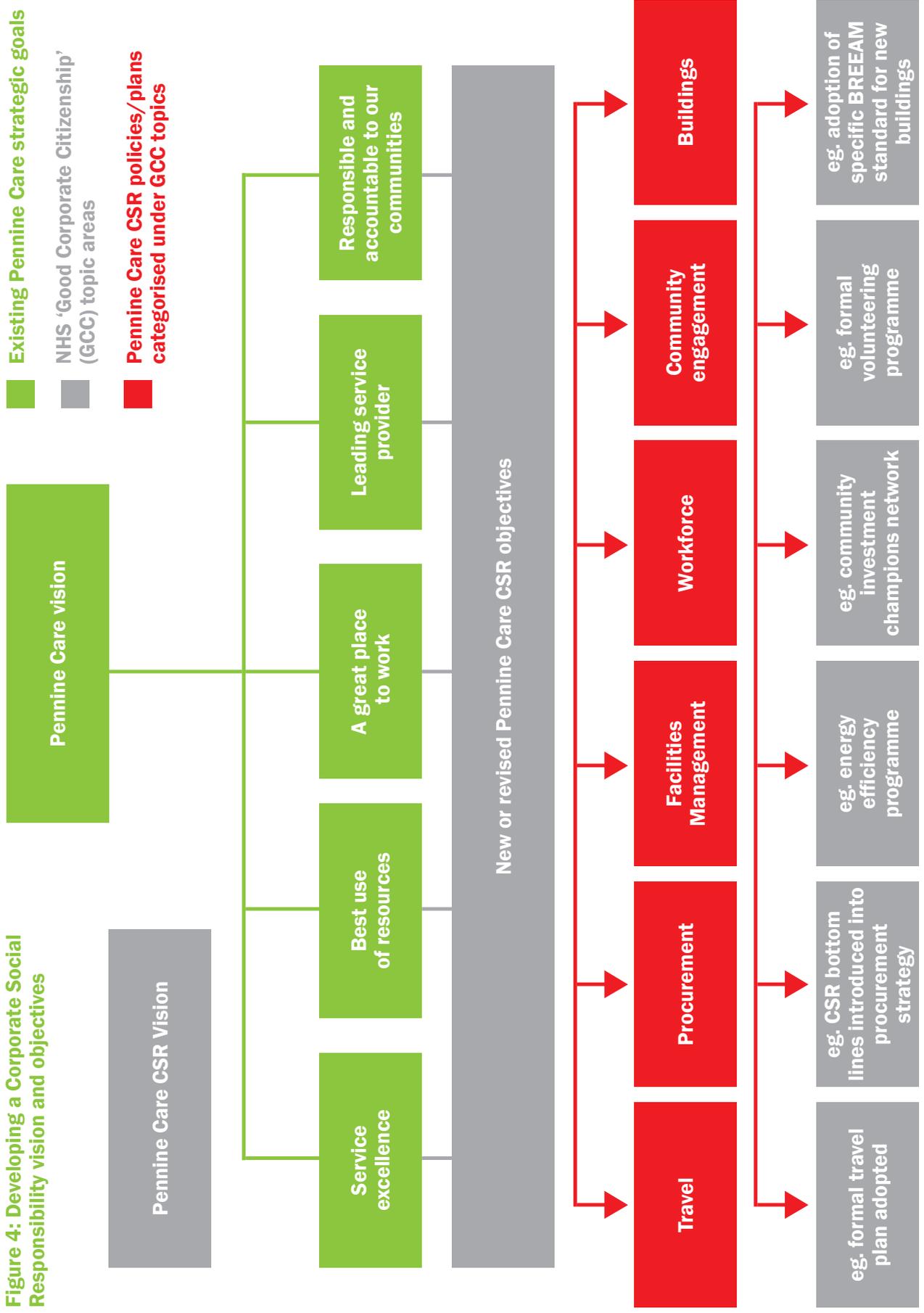
These are:

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

A robust governance and communication framework will ensure a coherent approach to the Trusts CSR activities whilst linking them to the wider organisational strategic goals.

This framework is outlined in Diagram 1 overleaf.

Figure 4: Developing a Corporate Social Responsibility vision and objectives

Existing Pennine Care strategic goals

NHS 'Good Corporate Citizenship' (GCC) topic areas

Pennine Care CSR policies/plans categorised under GCC topics

Pennine Care vision

Pennine Care CSR Vision

Service excellence

Best use of resources

A great place to work

Leading service provider

Responsible and accountable to our communities

New or revised Pennine Care CSR objectives

Travel

Procurement

Facilities Management

Workforce

Community engagement

Buildings

eg. formal travel plan adopted

eg. CSR bottom lines introduced into procurement strategy

eg. energy efficiency programme

eg. community investment champions network

eg. formal volunteering programme

eg. adoption of specific BREEAM standard for new buildings

3. OUR CSR OBJECTIVES

GCC topic area: Travel

Aim and objectives

To promote a range of travel policies that reduce the amount of money the Trust spends on travel and to increase the range of 'green' transport schemes for staff to access.

To establish the expenditure baseline on travel and suggest measures to monitor the impact of the CSR approach over a three year period.

Agree the introduction of minimum vehicle emission standards for fleet vehicles and lease cars.

Agree a review of the approach to mileage claims to support efforts to reduce business mileage.

Make further improvements to the cycling infrastructure.

Implement a Trust car-sharing scheme.

To promote the use and availability of public transport and to carry out specific promotion of the Metro-link service, particularly the links to Bury and the new links to Oldham, Rochdale and Ashton-under-Lyne (opening later in 2013).

Support an approach to reducing mileage claims by increasing uptake of teleconferencing, video-conferencing and introducing Wi-Fi where appropriate across the organisation.

Agree emission standards for all Trust operated service vehicles (Capital and Estates vehicles and vehicles operated by clinical teams in support of patient care).

To review our transport plans in relation to climate change and adverse weather events.

The above actions form part of the Trust's commitment to reduce carbon emissions, within the context of an expanding organisation.

GCC topic area: Procurement

Aim and objectives

To promote a corporately responsible approach to procurement which considers, where feasible, supporting local businesses.

To establish the expenditure baseline on procurement and suggest measures to monitor the impact of the CSR approach over a three year period.

Agree procurement criteria which consider local procurement and a mechanism for assessing social return on investment (procurement beyond financial values) and taking into account the Social Value Act.

Embed sustainability criteria in procurement process.

Ensure the wider 'Purchasing Hub' consider the CSR agenda.

Encouraging our suppliers to demonstrate their approach to CSR.

GCC topic area: Facilities Management

Aim and objectives

To promote an approach to managing our services and facilities which drives greater efficiency and sustainability into corporate processes.

To establish the expenditure baseline on facilities management and suggest measures to monitor the impact of the CSR approach over a three year period.

Introduce ethical and consistent catering procurement and develop a strategy to reduce food waste.

Develop a policy to increase the use of multifunctional devices to reduce number of printers, copiers, faxes etc. to reduce printer/paper costs.

Improve recycling and waste infrastructure, and related education regarding the why, how, where, etc.

Promote a range of strategies to support staff to take ownership and be accountable for the resources they use.

To introduce LED lighting to external car parks and the future introduction of LED lighting as part of the Trust's annual / ongoing refurbishment programme.

To maintain accurate energy information and maintain close monitoring of meter readings to inform future saving measures.

To reduce water consumption through the regular replacement of cistern washers.

To review our environmental plans (the use of energy, water etc) in relation to climate change and adverse weather events.

The above actions form part of the Trust's commitment to reduce carbon emissions, within the context of an expanding organisation.

GCC topic area: Buildings

Aim and objectives

To promote an approach to new and existing buildings which reduces the Trust's carbon footprint and maximises green approaches.

Minimising the effects of capital developments on the local environment and community in a sympathetic manner and to enhance the community.

Safe and sustainable waste management policies and procedures in the running and development of buildings including minimising waste from construction activity.

The use of green technologies such as biomass boilers, air source heat pumps, sedum roofs and LED lighting.

Giving consideration to the use of other green technologies such as photo voltaic, wind turbines and heat recovery systems based on life cycle costing, value for money and return on investment.

To network and identify best practice from national and local sustainability and carbon reduction groups.

The use of local supply chain partners and local labour where this gives benefit to reducing carbon, unemployment and provides value for money.

To establish an expenditure baseline on the running of typical buildings and identify measures to monitor the impact of the CSR approach over a three year period.

GCC topic area: Workforce

Aim and objectives

To promote a health and wellbeing approach to support the people who work in the Trust and their families.

To establish the expenditure baseline on workforce and suggest measures to monitor the impact of the CSR approach over a three year period.

Introduce more 'bottom up' engagement – e.g. a lobbying system to give staff a voice with voting for schemes that could be progressed.

Campaign to improve staff morale and buy-in – e.g. "Why I Joined the NHS Campaign".

Create real time platform for staff on the intranet to be able to share ideas and learning and provide updates.

Gain a better understanding by Trust staff of role of governors and other stakeholders (e.g. Trust members).

Identify leaders to champion and drive forward CSR

Report to staff how their activities affect wider operation of the whole Trust (e.g. resource use).

To develop an approach to apprenticeships and work experience linked to increasing employment opportunities for young people.

GCC topic area: Community Engagement

Aim and objectives

To promote community engagement across the Trust and to develop work with communities which enhances their resilience and promotes self care.

To establish the expenditure baseline on community engagement and suggest measures to monitor the impact of the CSR approach over a three year period.

Build community resilience work stream into the Service Development Strategy.

Increase scope of volunteering programme across the Trust through working with third sector partners.

Develop partnerships with third sector agencies to support community development work (i.e. Groundworks, Business Class).

Ensure Trust Business Plans include an objective related to CSR.

Create a Corporate Volunteering Strategy for the Trust.

Ensure the community engagement work is linked to membership activity and communication.

4. CHALLENGES AND BARRIERS

There are a range of challenges and barriers with regard to achieving our CSR Strategy. These are noted below, along with mitigation strategies.

Challenge/barrier	Mitigation
CSR seen as an additional burden on the Trust	CSR needs to be woven into our mainstream strategies and groups, not created as something additional
CSR is not a priority given the efficiency challenges we face going forward	CSR should support us to achieve some of these challenges and ensure that our decision making about how we make efficiencies is balanced.
CSR is going to force us to spend more on procurement	CSR will get the Trust to consider how we procure and think about the social value return we can achieve through procurement. It will encourage us to look at the impact of procuring locally and the sustainability of local firms against potentially cheaper bidders.
CSR is another thing we are going to ask our work force to do on top of their day jobs	CSR is not intended to give additional work to staff, rather to capture some of what we already know people are involved in. The survey undertaken showed support for working within an organisation which considers CSR as important.
CSR shouldn't drive our service changes (mobile working, volunteering); that needs to be our Service Development Strategy.	The Service Development Strategy will continue to be the driver for our service change and plans, but the CSR strategy will support and influence the areas progressed.

5. IMPLEMENTATION FRAMEWORK

A proposed implementation framework is outlined below. This will aim to deliver the overarching strategy and the more detailed and measurable CSR targets.

5.1 CSR Strategy Group

It is proposed that this group reports to SDG with Annual Report to Trust Board.

The Terms of Reference focus on overseeing the development and delivery of an annual work plan that delivers on priority objectives, and commissions specific CSR activities from the following existing groups. Where ever possible the CSR objectives will be worked into existing groups to ensure they are mainstreamed within the Trust's overall agenda.
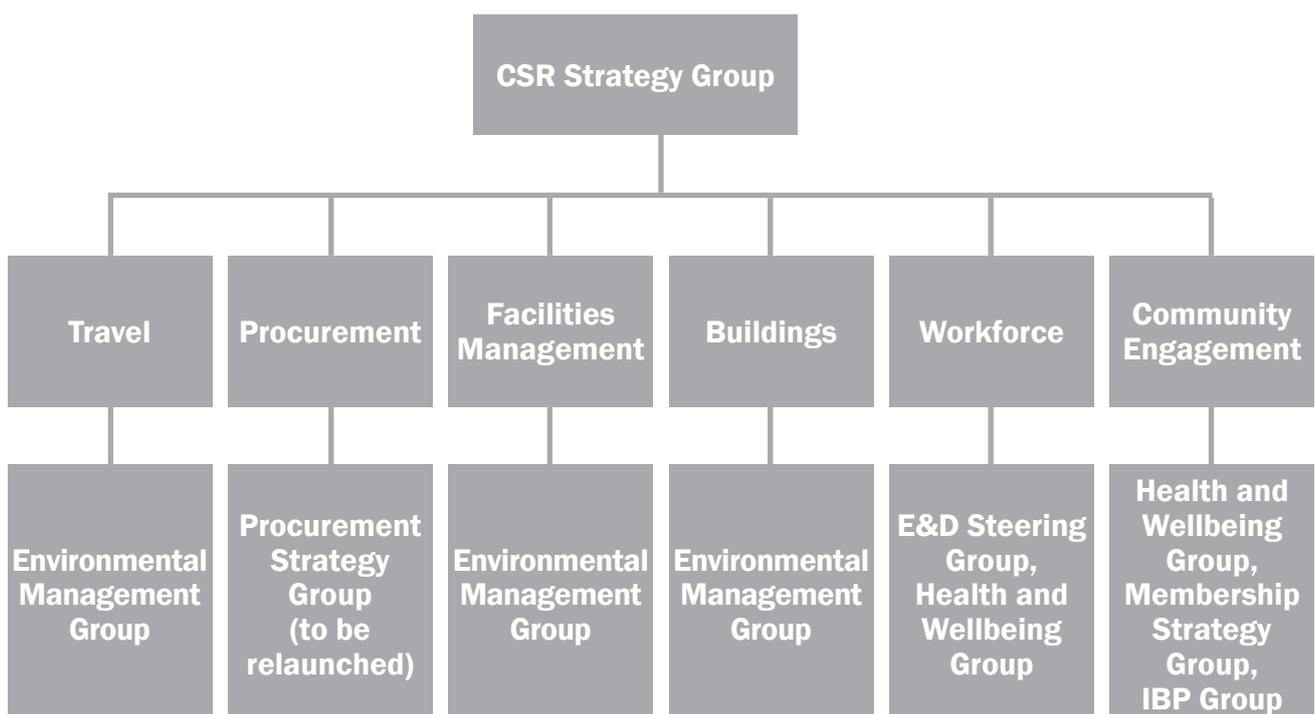
The CSR Group will need to ensure and approve the underpinning strategies of various groups to manage delivery of the overarching CSR strategy and objectives.

Members of the CSR Strategy Group will be allocated responsibility within existing groups for ensuring objectives and measures have been agreed, monitored and delivered.

5.2 Proposed CSR Delivery Groups

The chart below proposes how the CSR Group and overarching strategy will be delivered via existing Trust groups.

The Terms of Reference for the Groups shown below will be changed to reflect the delivery of particular elements of the CSR Strategy.

CSR Strategy Group

Travel	Procurement	Facilities Management	Buildings	Workforce	Community Engagement
Environmental Management Group	Procurement Strategy Group (to be relaunched)	Environmental Management Group	Environmental Management Group	E&D Steering Group, Health and Wellbeing Group	Health and Wellbeing Group, Membership Strategy Group, IBP Group

A brief overview of the groups is shown below:

Environmental Management Group

It is proposed that this Group reports directly to the CSR Strategy Group. It addresses objectives in relation to travel, facilities management and Buildings. It is likely this group will need to produce supporting strategies or policies, for example a Printing Policy, Liftshare policy etc

Health and Wellbeing Group

It is proposed that this Group reports directly to CSR Strategy Group instead of Service Development Group and changes its name from Work Programme Group. It will oversee the workforce element of the CSR Strategy and some work streams related to Community Development.

Procurement Strategy Group

It is proposed that this Group (once re-established) reports to the CSR Group in relation to an agreed set of objectives.

Membership Strategy Group

It is proposed that this Group reports to the CSR Group in relation to an agreed set of objectives.

IBP Group

It is proposed that this Group reports to the CSR Group in relation to an agreed set of objectives.

E&D Steering Group

It is proposed that this Group reports to the CSR Group in relation to an agreed set of objectives.

Subject to approval of the proposed structure for CSR, each group will need to review terms of reference to include responsibility of delivering on specific CSR objectives.

5.3 Developing the CSR Implementation Plan

During the first year of the strategy, the group will focus on mapping existing activity and initiatives consistent with the CSR vision and objectives and aligning them to the GCC themes. This work will enable a CSR Implementation Plan to be developed.

The groups outlined above will be requested to complete the template below to capture achievements up to 2012 and then highlight plans for 2013 onwards. This will allow sub-groups to identify targets for subsequent years and support planning for achievement against the targets. The templates will be submitted to the CSR Group and be used for reporting and monitoring purposes.

5.4 KPIs and measures

Within the CSR Implementation Plan, a range of KPIs and measures will be developed. These will be 'SMART' targets and will be developed by the Groups with support from members of the CSR Group.

6. Communication Framework

A variety of internal and external communications methods will be used to communicate CSR news and messages clearly and effectively.

These channels are outlined in the Trust's Communications and Marketing Strategy, which will help to raise the profile of CSR, whilst helping to embed it into the culture of the organisation. As highlighted in the Deloitte report, communications activity will be underpinned by clear CSR messages so that stakeholders can understand their relevance, particularly around metrics.

7. Review Date

The review date for the Strategy will be January 2014, in line with the development of the Annual Plan and business planning cycle.