

Sustainable Development Management Plan 2017/18



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1. Introduction – What is Sustainable Development?

- 1.1. This plan sets out Wolverhampton Clinical Commissioning Group’s approach to supporting sustainable development in the local health economy. It outlines the key strands of work that will need to be undertaken to ensure that, in the words of the Brundtland Commission¹, “the needs of today are met without compromising the needs of tomorrow.”
- 1.2. As a commissioner of healthcare, the CCG aims to ensure that services for our population are focussed on continually improving health and wellbeing and delivering high quality care when necessary. Guidance from the NHS Sustainable Development Unit highlights some of the challenges the CCG will face in the future:-
 - A perpetually increasing demand on health services, fuelled by a growing, less healthy, aging population with numerous co-morbidities;
 - The need to meet increasing expectations around the quality of clinical outcomes and experience of using services;
 - Budgetary constraints in the public sector;
 - Global resource uncertainty, due to diminishing resources coupled with increasing demand from the developing world;
 - A changing climate and the well documented impact this will have on health.
- 1.3. The CCG will only be able to meet these challenges by developing sustainable plans for the future that ensure we make the best use of the limited resources available to us. In practice this includes such measures as:-
 - Exploring effective approaches to integration across the health and care system;
 - Focussing on proactive and preventative services that can be delivered in the most appropriate and sustainable setting. This includes maximising the use of community services and bringing delivery to people’s homes where possible;
 - Building resilience by balancing present operational needs and longer term strategic goals;
 - Improving efficiency and reducing waste, both within the organisation and across the system;
 - Minimising the impact of our own organisational carbon emissions.
- 1.4. There is clear evidence in support of taking action to improve sustainability in healthcare, both in terms of reducing costs and benefits to health. The actions outlined in this plan set out both what we will do as an organisation and how we will encourage our partners across the health economy to help to develop a sustainable system in Wolverhampton. This will then lead to reduced inappropriate demand, a reduction in waste and a system that promotes greater effectiveness in the use of services and products.

¹ ‘Our Common Future’ – The Report of the Brundtland Commission 1987, <http://www.un-documents.net/our-common-future.pdf>

2. Key Work streams – How will the CCG support Sustainable Development?

- 2.1. The development of this plan marks a key point in sustainable development in local healthcare and it focuses on identifying key areas for action as well as setting clear principles to move forward with. It is designed to be a 'living' document that will be built upon in future to outline what the CCG will be doing to support sustainability in the local health economy.
- 2.2. The content of the plan sets out the work that will be delivered across the following three high level themes:-
 - **Developing an organisational infrastructure for sustainability**
 - **Commissioning for Sustainability**
 - **Being a Sustainable Organisation**

These themes are the foundations for the plan and for ultimately ensuring that the healthcare system in Wolverhampton remains sustainable for the future.

- 2.3. The specific work across these themes identified in this plan will support the CCG to adapt to the changing environmental, social and financial climate and help to develop resilience across the system. This plan is structured around these themes and sets out a number of actions that will be followed over the coming years to deliver our commitment to sustainability.

3. Developing an Organisational Infrastructure for Sustainability

- 3.1. Whilst the development of this plan is an important first step for the CCG, there still work to do to ensure that our commitment to sustainability is fully embedded within the organisation. One of key ways we have demonstrated this is through the nomination of a Governing Body lead for sustainability, The Commissioning Operations Manager (COM) and the Chief Finance and Operating Officer (CFOO) be responsible for promoting this plan and the wider sustainability agenda within the organisation.
- 3.2. The Commissioning Operations Manager will support the monitoring of sustainability performance across the CCG, ensuring that we focus on continuous improvement. We will achieve this by benchmarking our performance against other similar organisations, using the Good Corporate Citizen tool which will also support us in identifying key areas for future development work. This will help us to develop specific, quantifiable targets that we can measure effectively, including targets for Carbon Reduction in line with national requirements.
- 3.3. The Commissioning Operations Manager will be accountable to the Governing Body's Sustainability Lead for action against the plan. Regular progress updates will be provided to the CFOO and Accountable Officer (AO) who will either authorise direct action in response to issues or make recommendations to responsible decision makers, including the Governing Body or Committees.
- 3.4. The Commissioning Operations Manager will ensure that the CCG reports at least annually against its sustainability targets. This will form a key element of the CCG's

Annual Report and Governance Statement but the Sustainability Lead will also be empowered to bring to the Governing Body's attention any further information or updates that might be relevant during the year.

3.5. Clearly the work under this work stream is primarily focussed on establishing a clear framework to encourage continuous improvement and embed good practice throughout all levels of the CCG. As such, many of the actions identified should be completed quickly in order to set foundations for future years. Once they are completed, the key task will be to monitor to ensure continuous improvement.

3.6. **Summary**

Action	Target Date	Responsibility of
1. Undertake Good Corporate Citizen (GCC) Assessment	May 2017	COM
2. Develop GCC Action Plan and Targets	July 2017	COM & GB sustainability lead
3. Report progress against Action Plan for CCG Annual Reporting arrangements (Governance Statement)	Feb 16/17 Feb 2018 (for 17/18)	COM & GB sustainability lead
4. Provide updates for SDMP and GCC Action Plan to CFOO & AO	Ongoing	COM

4. **Commissioning for Sustainability**

4.1. The CCG's primary statutory responsibility is to buy and manage the majority of healthcare services for the 265,000 patients registered with GPs in Wolverhampton. This involves annual expenditure of over £330 million and it is vital that we discharge this responsibility in a sustainable manner.

4.2. Our approach to commissioning is set out in detail in our operating plan for the next two years. This is supported on an annual basis through our commissioning intentions that are developed to support our contracting activity. We will ensure that sustainability underpins all of this work by planning pathways of care which promote preventative, proactive and self-care and awarding contracts which provide the highest quality care at best value.

4.3. In terms of practical action, we will also actively identify and address any issues identified in relation to sustainability through our contract monitoring and management arrangements. This will ensure that we not only procure services based on sound evidence but that they remain efficient and effective, avoiding duplication and waste. Providers will be held accountable for the delivery of these standards through these processes and, should any services not meet the required standards, consideration may be given to decommissioning or disinvestment.

4.4. The CCG's procurement strategy will ensure that all new procurement exercises will include measures of social value. These measures will be described in the service specifications and weighted in the evaluation of bids. Future performance monitoring

will also include assessments against individual provider organisations' own SDMP. In addition, as part of our system leadership role, we will support other organisations in setting and developing sustainability targets across the health economy.

4.5. Clearly the timescales involved in these processes will be dependent on the establishment of an effective baseline using the information gathered using the GCC and other processes. Following this, the remaining work will be reported regularly to the CFOO and AO as part of their on-going monitoring of sustainability requirements.

4.6. Summary

Action	Target Date	Responsibility of
5. Ensure appropriate Sustainability targets are embedded in contracting approaches	Aug 17 (review)	COM Head of Contracting & Procurement
6. Develop approaches to support commissioning for sustainability in pathway planning	January 2018	COM Head of Contracting & Procurement Head of Integrated Commissioning Head of Strategy & Transformation
7. Highlight and address sustainability issues identified through contract monitoring and management	Summer 17 (review)	Head of Contracting & Procurement COM
8. Ensure social value is embedded in procurement processes	Ongoing	Head of Contracting & Procurement COM

5. Being a Sustainable Organisation

5.1. One of the most effective ways that the CCG can influence change in the health economy is to set an example in how we act as an organisation. We employ around 90 people and we will take steps to encourage everyone connected to the organisation to behave in an ethical and sustainable way. This will include raising awareness around sustainability issues, ensuring the working environment promotes health and wellbeing as far as possible and taking steps to reduce carbon emissions. We recognise that small actions have big consequences and we will explore all the options open to us to make a difference.

5.2. There are three key areas where we can take action as an organisation to ensure we act sustainably:-

- **Our buildings and the resources they consume**
- **The amount of waste we produce**
- **Our approach to staff travel**

Steps that we will be taking in these areas are set out below.

5.3. Our Buildings

As a relatively small organisation, we do not manage our own estate, we occupy space in the Wolverhampton Science Park, a venture of Wolverhampton University. The University has a robust sustainability strategy and has achieved a First Class award – the highest possible grade – in the nationally recognised Green League programme.

The University is committed to a 40% reduction in Carbon emissions by 2020 and is engaging on a range of initiatives to achieve this including voltage optimisation, piloting the use of a combined heat and power plant and LED light replacement. The Science Park itself ensures that care for the environment is a prime consideration of their operations. Energy and resources are conserved by an active maintenance and renewal programme to lower energy consumption and a full Building Energy Management System provides the capability to control usage on a day to day basis. In early 2012 a large 50kW photovoltaic generation system was installed on the roof of the building the CCG occupies and this provides a significant reduction in the amount of electricity generated by traditional methods that is drawn from the national grid.

We encourage all our staff to work in partnership with the University and we are committed to working with them in the future to reduce our carbon footprint even further. This will include further development of use of recycling facilities, which are already available for most forms of regular waste materials including glass, paper, cardboard, plastic bottles, printer cartridges and batteries.

5.4. Reducing the amount of waste we produce

As well as working to encourage staff to continue to use the facilities we currently have access to, we will continue to take steps to reduce the amount of waste we generate as an organisation. This will include continuing to adopt new technology to reduce the use of paper, particularly for meetings.

We will work with staff to support other ideas to reduce wastage of resources, including energy (such as turning off lights and equipment when not in use) and ways we can take a lead in promoting this across the health economy.

5.5. Sustainable travel

Our offices are located just outside the city centre alongside the A449 and have good public transport links through a regular bus service into the city centre. There are facilities available for cycle storage and showering and there is a traffic-free cycle route alongside the canal into the city centre.

We will consider action we could take to promote alternatives to car travel and reduce business mileage. This will include making an assessment of our current mileage to ensure we target work effectively. Potential areas we will look at could include:-

- Car/lift sharing incentives

- Learning from other partners in the city – for example, public health colleagues are encouraged to walk to meetings at the CCG from their city centre offices.

5.6. Summary

Action	Target Date	Responsibility of
9. Continue to engage with Science Park to ensure we achieve maximum sustainability from our accommodation.	Ongoing	COM GB Sustainability Lead
10. Conduct consultation with CCG staff to identify options for further sustainable practice	June 2017	COM Comms Team
11. Analyse current business mileage to identify options for future development	September 2017	COM
12. Assess options for developing sustainable travel practices across the CCG	December 2017	COM

6. Future Challenges and Opportunities

- 6.1. Looking ahead it is clear that the way in which healthcare is both delivered and commissioned will see dramatic changes over the coming years. For the CCG this will continue to mean closer working with both provider and commissioning partners to deliver the changes that will achieve the aims set out in this plan.

The CCG will also ensure that sustainability remains an important consideration as our Primary Care Strategy develops. This will include taking a lead to raise awareness of sustainability issues across General Practice and seeking modern and efficient build solutions for our Primary Care estate.

- 6.2. In terms of wider work, we will ensure that the principles set out in this plan are enshrined in our future planning. This will enable us to continue to develop approaches to meeting health challenges across Wolverhampton in a way that is sustainable.

7. Review

- 7.1. As highlighted above, regular updates will be presented to the CFOO and AO on progress with this plan and the actions set out above. The Governing Body will review this plan in 12 months' time in the light of the work undertaken and any issues that are identified as a result.