



A care system support organisation



NECS2025

Corporate Social Responsibility Strategy



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Information Reader Box

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1. NECS2025 CSR STRATEGY

NECS (North of England Care System Support) is an NHS organisation established in 2013 as part of NHS England. NECS is a care system support organisation that works to help health and social care customers meet their strategic and operational goals to improve outcomes and increase efficiency. NECS, like other commissioning support units (CSUs) across the country, operates on an income-only basis with all operating costs recovered from income received for the services we deliver.

NECS is unique in the health and care sector. As an arm’s length NHS organisation, we operate as a ‘not for profit’ business in shadow form as a social enterprise Customer owned Community Interest Company.

We are continuously improving healthcare through supporting system wide working with extensive engagement across a range of customers including (but not exhaustive) Integrated Care Systems and Boards (ICS and ICB), NHS Trusts, NHS Foundation Trusts, Voluntary Sector organisations, Primary Care Networks, GP Federations and individual GP practices. We offer core service portfolios designed to reflect all the key elements of the commissioning life cycle providing an integrated, flexible and expert service.

Our approach and commitment to Corporate Social Responsibility is driven by our Vision, Mission and Social Purpose. NECS has a clear social purpose to reduce inequalities, create jobs and generate wealth for our communities. Sustainable business is at the heart of our success to date and our plans for the future and we are committed to creating a sustainable inclusive society.



NECS' core values, vision and social purpose define who we are, how we will behave and the commitment we have to making life-changing improvements to the communities we serve.

We are creating opportunities for our local communities through creating jobs and investing in talent. During 2020/21 we launched our NECS100 programme for Graduate trainees and Apprenticeships and have continued to recruit our second cohort in line with our Corporate Social Responsibility aims and particularly in light of the economic impact of the pandemic. We will strive to ensure the appointments reflect the diversity of the communities we serve and their geographies.

We are working with our supply chain to ensure social value and net zero is a principle within all procurement decisions. We are supporting innovation and creating opportunities to engage with local suppliers within the communities in which we operate.

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We care about climate change, and as an arm's length NHS organisation we have a crucial part to play in reducing carbon emissions. We have made some significant progress to reduce our carbon footprint and are working together with our NHS partners in the North East and North Cumbria to deliver their ambition to be the greenest region in England by 2030. We are growing our green network to ensure we really are doing everything we possibly can both as an organisation and as individuals to drive down our carbon footprint and deliver the [Greening Government Commitments](#) and do our part to contribute to [Delivering a 'Net Zero' National Health Service](#)".

NECS is committed to achieving **'Net Zero' for carbon emissions we can control** (the NHS Carbon Footprint) **by 2040** and is committed to achieving **Net Zero for carbon emissions we can influence (NET Zero Footprint Plus) by 2045**.

NECS is proud of our achievements and is confident that future success will be grounded on the same core themes that have been fundamental to our success to date.

NECS2025 underpins the NECS Business Strategy, the NECS Estate Strategy 2018-2023 and the ['NHS People Plan 2020/21 action for us all'](#)¹.

As part of our strategic objectives for 2022/23, NECS has committed to 'Continue to develop NECS's approach to Corporate Social Responsibility, particularly focusing on what is required to further develop our approach to sustainability and our Carbon Reduction Plan, to achieve Net Zero by 2045'.

NECS2025 embodies who we are as an organisation through our commitment to our planet and communities and as is a key enabler to reducing inequalities, creating jobs and generating wealth for our communities. NECS2025 will allow us to meet local and national legislation and guidance.

As NECS continues its CSR journey, the organisation recognises the great challenges and opportunities there are ahead. NECS2025 sets our Corporate Social Responsibility (CSR) approach and outlines our key areas of focus.

1.1 Key Areas of Focus

NECS is committed to achieving **'Net Zero' for carbon emissions we can control (the NHS Carbon Footprint) by 2040** and to achieving **Net Zero for carbon emissions we can influence (NET Zero Footprint Plus) by 2045**.

NECS has identified five areas of focus:

- a) **Carbon Reduction (including travel and transport, natural resources)**
- b) **Social Value**
- c) **Supply Chain**
- d) **Adaptation**
- e) **Engagement and Communications (underpinning enabler)**

¹ We-Are-The-NHS-Action-For-All-Of-Us-FINAL-March-21.pdf (england.nhs.uk)

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Our key areas of focus are outlined in further detail at appendix 2. Each area of focus has an underpinning action plan and a lead identified from the NECS CSR group.

NHSE's Green Plan identified key priorities and target areas that are applicable to all CSUs. These include;

- Reducing emissions from business and commuter travel
- Building net zero into NHS procurement
- Greening Government ICT digital services strategy
- Building capacity
- Embedding sustainability across the organisation
- Reducing water consumption by at least 8% from a 2017/18 baseline
- Reduce the overall amount of waste generated by 15% from a 2017/18 baseline
- Meeting the Government Fleet Commitment for 25% of the car fleet to be ultra-low emission vehicles (ULEV) by 31/12/2022, and for 100% of the fleet to be fully zero emissions at the tailpipe by 31/12/2027
- Continuing to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society
- Reducing overall carbon and costs

NECS is responsible for adhering to and complying with NHSE's sustainability reporting requirements.

NECS is also a member of a CSU sustainability network, established by NHSE to share sustainability and carbon reduction best practice and learning

2. NATIONAL POLICY

In October 2021, the UK government published their '[Greening Government Commitments 2021 – 2025 policy](#)', which set out the actions UK government departments and their agencies will take to reduce their impacts on the environment in the period 2021 to 2025.

The UK government policy set out targets for UK government departments and their agencies to:

- reduce water consumption
- reduce their greenhouse gas emissions
- minimise waste and promote resource efficiency

The UK government also set out commitments for departments to:

- improve sustainable procurement
- develop and deliver Nature Recovery Plans
- develop and deliver Climate Change Adaptation Strategies
- reduce environmental impacts from ICT and digital services

In late 2020, the Greener NHS Programme launched the "[Delivering a 'Net Zero' National Health Service](#)" report, which:

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- set out the considerable advances that the NHS has already made in improving the NHS carbon footprint and reducing the environmental impact of NHS services
- provides a clear plan with credible milestones to get to net-zero
- The report also identified proposed targets for the NHS to decarbonise and reduce their carbon emissions:
 - For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032;
 - For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039

The NHS 2040 net zero target places the NHS at the forefront of decarbonising healthcare, making it the world's first national health system to commit to become 'carbon net zero', backed by clear deliverables and milestones.

The ["Delivering a 'Net Zero' National Health Service" report](#) identified the full scope of emissions from the NHS (figure 1).

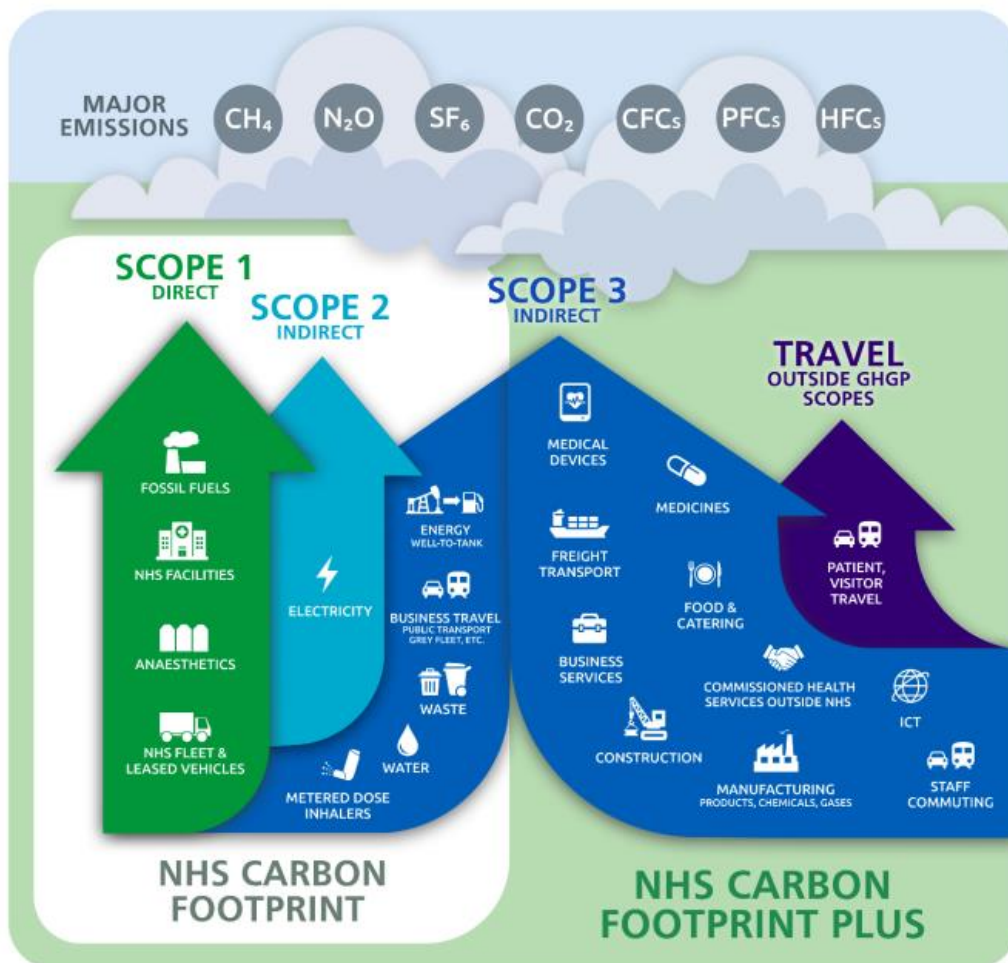


Figure 1: GHGP scopes in the context of the NHS

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2.1 NHS England Green Plan

NHS England (NHSE) is an Arm's Length Body (ALB) to the Department of Health and Social Care, and as such are in scope for the [Greening Government Commitments 2021 – 2015 policy](#).

In 2022, NHS England and NHS Improvement published their joint Green Plan, in response to the 'Greening Government Commitments' and the Greener NHS Programme 'Delivering a 'Net Zero' National Health Service'.

NHSE and NHSI's Green Plan has a clear vision and set ambitions (figure 2). The NHSE and NHSI's Green Plan outlines key areas of focus including:

- Estates and Facilities
- Travel and Transport
- Supply Chain
- Digital
- Workforce and
- Adaptation

Vision



Reduce greenhouse gas emissions by 44%



Reduce greenhouse gas emissions by 80%



Achieve net-zero for the emissions we control



Achieve net-zero for the emissions we influence

Figure 2: NHSE and NHSI Green Plan Vision

3. SUSTAINABLE BUSINESS

NECS continues to work with our existing and new customers and supply chains on the areas we can influence or directly deliver a sustainable and positive impact, and we will be accountable for the difference we make.

Business sustainability is often defined as managing the triple bottom line - a process by which organisations manage their financial, social and environmental risks, obligations and opportunities. These three impacts are often referred to as the triple bottom line - **'People, Planet & Place'**.

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NECS is committed to being a sustainable business, making best use of resources and maximising our positive impact, now and for future generations across our business footprint.

NECS 2025 informs how we continue to deliver and expand our quality products and services, drive improvement and cost efficiencies, and address the challenges facing our customers and local communities.

4. NECS2025 GOVERNANCE

We have an established CSR Group comprised of NECS representatives from Estates, IT, Governance, HR, Communications, Procurement, Medicines Optimisation, NECS Council and the Health and Safety, Fire & Security Committee.

The CSR Group is chaired by Michelle McGuigan NECS Organisational Development & Corporate Services Director. The CSR Group meet at least 4 times a year and is accountable for the effective delivery of the CSR strategy objectives / key areas of focus and the Carbon Reduction Plan. Assurance of the delivery of NECS 2025 CSR Strategy will be overseen by the NECS Integrated Governance and Risk Committee.

5. MEASURE AND REPORTING

NECS has a good record of delivering continuous improvements and is committed to improving how we measure our carbon emissions and key areas of focus. NECS2025 will build upon our existing reporting methodologies and tools, and we will continue to work in partnership with key stakeholders and peers to broaden the scope of current reporting

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Appendix 1

Carbon Reduction Action Plan 2022/25

| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|---------------------------------------|--|--|------------------------------------|------------------------|---|---|
| Carbon Reduction; Water | Reduce water consumption by at least 8% from a 2017/18 baseline - Ensure all water consumption is measured. - Provide a qualitative assessment to show what is being done to encourage the efficient use of water | Reduce carbon from building energy and water use | Make every kWh count | Estates and Facilities | Increase the use of LED lighting | <p>Working with NHS Property Services and Landlords to:</p> <ul style="list-style-type: none"> • Increase the use of LED lighting. • Support the installation of on-site renewables. • Upgrade and improve the operation of Building Management Systems. (where applicable) • Roll out sub-metering more widely to include electricity, gas, water and heat. • Introduce minimum performance standards and carry out environmental impact assessments during lease events and refurbishments. • Improve on-site facilities including kitchens to reduce water use, improve efficiency and reduce the need for disposable kitchen items. • We will use our influence to reduce the use of energy and water <ul style="list-style-type: none"> ◦ Providing staff with information on energy and water-saving measures and behaviours. <p>Ensuring staff are aware of their responsibility to report faults to Facilities Management and have the correct information available to do this in a timely way.</p> |
| | | | | | Upgrade and improve the operation of Building Management Systems | |
| | | | | | Roll out sub metering more widely to include electricity, gas, water and hear | |
| | | | | | Introduce minimum performance standards and carry out environmental impact assessments during lease events and refurbishments | |
| | | | Run on 100% clean renewable energy | Estates and Facilities | Prepare buildings for electricity-led heating | |
| | | | Switch to non-fossil fuel heating. | | | |
| Increase on site renewables | | | | | | |

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Carbon Reduction Action Plan 2022/25

| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|-------------------------------|--|----------------------------------|--|---|--|--|
| Carbon Reduction Waste | <p>Reduce the overall amount of waste generated by 15% from a 2017/18 baseline.</p> <ul style="list-style-type: none"> - Reduce the amount of waste going to landfill to less than 5% of overall waste. - Increase the proportion of waste which is recycled to at least 70% of overall waste. - Remove consumer single use plastic (CSUP) - Report on the introduction and implementation of reuse schemes - Reduce paper use by at least 50% from a 2017/18 baseline. <p>Greening Government ICT and Digital Services Strategy</p> <ul style="list-style-type: none"> - 0% ICT waste to landfill and an annual increase in reuse and material recycling - 100% traceability of ICT at end of life - A yearly increase in procured ICT and services that is remanufactured / refurbished. | Drive forward a circular economy | <p>Increase resource Productivity</p> <hr/> <p>Reduce volume of residual waste</p> | <p>Estates and Facilities</p> <hr/> <p>Estates and Facilities</p> | <p>Ensure surplus office furniture is redistributed and reused or recycled.</p> <p>Use a re-use platform to offer all other furniture, fixings and stationery to other organisations for reuse</p> <hr/> <p>Work with landlords and head leaseholders to carry out an audit of waste across our portfolio and identify hotspots where improvements are needed</p> <hr/> <p>Increase the use of on-site dry mix recycling bins</p> <hr/> <p>Improve signage and ensure staff have access to information about recycling</p> | <p>Will work with partner organisations to ensure:</p> <ul style="list-style-type: none"> • Surplus office furniture and equipment is donated, recycled or re-used. • All ICT waste continues to be diverted from landfill. • Sufficient dry-mixed recycling amenities are available across our sites. <p>We will:</p> <ul style="list-style-type: none"> • Embed sustainable working practices which avoid the creation of waste. • Prioritise the procurement of second-life assets wherever possible and ensure circular principles are considered in the business case for capital spend on furniture and other assets. |

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Carbon Reduction Action Plan 2022/25

| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|--|---|--|---|--|---|--|
| Carbon Reduction Travel and Transport | <p>Meeting the Government Fleet Commitment for 25% of the car fleet to be ultra-low emission vehicles (ULEV) by 31/12/2022, and for 100% of the fleet to be fully zero emissions at the tailpipe by 31/12/2027.</p> <p>Update organisational travel policies so that they require lower carbon options to be considered first as an alternative to each planned flight.</p> | Reduce emissions from business and commuter travel | Reduce emissions from business travel | HR led (support from Governance and Corporate) | Update Business Travel and Expenses policies to give consideration to the environmental impacts of business travel | <p><u>Business Travel Vision:</u> Keep emissions from business travel below 50% of pre-pandemic levels (2025) and Reduce emissions from business travel by 80% compared with 2017/18:</p> <ul style="list-style-type: none"> Liaise with CSU Partnership Forum to review and update related travel policies to prioritise and incentivise sustainable modes of travel wherever possible. Our Ways of Working Framework will be reviewed, to make it easier to collaborate in ways which reduce the need to travel. We will work with NHS Property Services to encourage and assist the installation of electric vehicle charging points. <p><u>Commuter Travel</u> We will:</p> <ul style="list-style-type: none"> Carry out an annual commuter survey to help us accurately estimate the footprint of our commuter travel. Continue to offer salary sacrifice schemes Liaise with CSU Partnership Forum to ensure our Flexible Working policy supports employees to choose sustainable modes of commuter travel where timetables or peak-fares may be a barrier. Carry out more work to understand the environmental implications of homeworking. <p><u>Decision Making</u></p> <ul style="list-style-type: none"> Ensure sustainability is embedded into our decision making processes. |
| | | | Increase the use of virtual meetings to reduce the need to travel | | | |
| | | | Update policies to incentivise sustainable modes of business travel | | | |
| | | | Domestic flights on mainland Great Britain will not be permitted | | | |
| | | | Regularly report on emissions from business travel | | | |
| | | | Measure and reduce emissions from commuter travel | HR led (support from Governance and Corporate) | Estimate emissions from commuter travel using either the Office for National Statistics annual travel survey or by surveying staff. | |
| | | | | | Carry out further work to understand the new emissions associated with homeworking | |
| | | | | | Offer salary sacrifice schemes as an incentive to help staff choose sustainable modes of commuter travel | |
| | | | | | Have a Flexible Working policy in place to help staff choose sustainable modes of commuter travel. | |
| | | | Electrify the fleet | HR led (support from Governance and Corporate) | Work with NHS Fleet to reduce the availability of petrol and diesel salary sacrifice cars over time | |
| | By 2024, no longer offer new leases on non-electric salary sacrifice cars | | | | | |

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Carbon Reduction Action Plan 2022/25

| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|--------------------------------------|--|--|--|--|---|---|
| Carbon Reduction Supply Chain | Continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society. • All tenders will include a minimum 10% net zero and social value weighting, with the net zero theme included in all procurements | Building new zero into NHS Procurement | Using resource more efficiently | Estates and Facilities | Continued commitment to reducing single-use plastics and packaging. | <ul style="list-style-type: none"> Review, assess and monitor our procurement and tender processes to ensure we buy more sustainable and efficient products and services. Continue to reduce our single-use plastics and packaging across the organisation. |
| | | | | Estates and Facilities / ICT and Digital | Reduce reliance on office paper through increased digitalisation, with a switch to 100% recycled content paper for all office based functions, where paper is required | <ul style="list-style-type: none"> Continue to monitor paper purchasing and usage levels across the organisation Review, assess and monitor printing activity for those who have a NECS printer in working from home environments. |
| | | | Move towards low carbon products | Procurement | Increase the take up of lower carbon products in line with the 5Rs (reduce, reuse, repair/reprocess, renewable, recycle) through guidance and support and drive forward market innovations. | <ul style="list-style-type: none"> Ensure the 5Rs are at the heart of our decision making, when making procurement decisions. |
| | | | Ensure suppliers are decarbonising their own processes | | All NHS organisations will include a minimum 10% weighting on net zero and social value in all NHS procurement decision-making. | <ul style="list-style-type: none"> Apply a mandatory minimum 10% weighting for social value in all non-medicines procurements. |

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| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|---|--|--|--|-----------------|--|--|
| Carbon Reduction Supply Chain | <p>Continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society.</p> <ul style="list-style-type: none"> All tenders will include a minimum 10% net zero and social value weighting, with the net zero theme included in all procurements | Building new zero into NHS Procurement | Ensure suppliers are decarbonising their own processes | Procurement | The NHS Net Zero Supplier Roadmap was approved by the NHS Board in Sept 2021 and will be implemented between now and 2030. | <ul style="list-style-type: none"> From April 2023: the NHS will build upon the Government's 'Taking Account of Carbon Reduction Plans' (Procurement Policy Note 06/21), requiring all suppliers with new contracts for goods, services, and works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions. We will work with our suppliers to ensure this commitment is met and embedded in our procurement and tender processes. From April 2024: the NHS will expand upon the approach of PPN 06/21 for all new contracts, irrespective of value. From April 2027: all suppliers with contracts for goods, services, and/or works for any value, will be expected to publish a carbon reduction plan aligned to the NHS net zero target for both the suppliers' direct and indirect emissions. From April 2028: new requirements will be introduced overseeing the provision of carbon foot-printing for individual products supplied to the NHS. The NHS will work with suppliers and regulators to determine the scope and methodology. From 2030: suppliers will only be able to qualify for NHS contracts if they can demonstrate their progress through published progress reports and continued carbon emissions reporting through the supplier framework SMEs and VCSEs: recognising the challenges faced by small and mediums-sized enterprises and voluntary, community and social enterprise suppliers, they have two additional years to meet targets Launch the Evergreen Supplier Sustainability Assessment Tool in 2022/23, which will enable suppliers to demonstrate their progress against the NHS Net Zero Supplier Roadmap. Evergreen will incorporate outputs from global reporting platforms and streamline carbon and sustainability reporting. Net Zero and Social Value Guidance for NHS decision-makers to use to embed the five social value themes: <ul style="list-style-type: none"> Fighting Climate Change Tackling Economic Inequality Covid-19 Recovery Equal Opportunity Wellbeing |

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| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|------------------------------------|--------------------------------|-----|--|-----------------------------|---|---|
| Carbon Reduction Digital | Reduce carbon and costs | | Reduce carbon and costs | ICT / Procurement | Only procure with suppliers who have committed to or are in the process of setting science-based targets that match our sustainability outcome. | <ul style="list-style-type: none"> • Explore with other CSUs, the recruitment of a full-time Sustainable ICT specialist. • The specialist will be responsible for: <ul style="list-style-type: none"> ○ Baselining our ICT carbon and ecological footprint and create a plan to reduce it. • Regularly reporting on progress towards a reduced ICT carbon and ecological footprint. ○ Ensuring we only work with suppliers who are committed to, or are in the process of, setting science-based targets that match our sustainability outcomes. ○ Stress and scenario testing ICT supply chains to increase preparedness to ecological and climate breakdown. ○ Embedding sustainable ICT principles within key deliverables, policies and strategy. • Continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society. • Use technology/digital first as the key policy driver to reduce travel/energy and waste. • Make sure all paper is 100% recycled and reduce the amount of paper used for printing by at least 50% . • Work with our suppliers to: <ul style="list-style-type: none"> ○ Calculate the carbon footprint the services we are consuming. ○ Seek assurance that 0% of our ICT waste goes to landfill and aim to increase reuse and material recycling. ○ Ensure 100% traceability of ICT at end of life. ○ Design ICT and digital services with sustainability in mind. ○ Commit to a yearly increase in the procurement of remanufactured ICT devices in £/volume |
| | | | | ICT / Estates / Procurement | Publish a reduced ICT carbon and ecological footprint, based on the services consumed, on estates and with suppliers, encompassing embodied / embed carbon. | |
| | | | | ICT | ICT and digital services are designed with sustainability in mind and through adherence to the Technology code of practice. | |
| | | | Increased resilience | ICT / Procurement | Embed gold standard procurement criteria removing modern slavery and socially negative activities from ICT supply chains | |
| | | | | ICT | Map and monitor the supply chain data for ICT systems and services utilised. | |
| | | | | ICT | Stress and scenario test ICT supply chains to increase preparedness to ecological and climate breakdown | |
| | | | Increased responsibility - doing the right thing | ICT | Increase awareness / impact of the role of the responsible digital citizen through delivery of training and education | |
| | | | | ICT | Embed sustainable ICT principles within key roles and deliverables | |
| | | | | ICT | Embed sustainable ICT principles within policy and strategy | |
| | | | Increased transparency and collaboration | ICT | Publish an accurate ICT footprint based on the services consumed, on estates and with suppliers, encompassing embodied / embedded carbon. | |
| | | | | ICT | Map and account for all ICT at end of life. | |

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Official
Carbon Reduction Action Plan 2022/25

| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|------------------------------------|--------------------------------|-----|--|-----------------|--|--------------|
| Carbon Reduction Digital | Reduce carbon and costs | | Increased accountability | ICT | Report an annual percentage improvement in the procurement of remanufactured / refurbished ICT promoting multiple usage lifecycles. | |
| | | | Reduce greenhouse gas emissions to meet net zero by 2050 (or sooner) | ICT | Reduce greenhouse emissions towards net zero targets immediately for new suppliers / service of digital / ICT, using science-based targets. | |
| | | | | Procurement | Existing suppliers work with Government to meet legally binding, existing / emerging departmental targets. | |
| | | | | ICT | Use technology / digital first as the key policy drive to reduce travel / energy and waste. | |
| | | | Improve our management of resource and waste by adopting a circular economy approach | ICT | From 2020 baseline, reduce the amount of ICT waste going to landfill to 0% | |
| | | | | ICT | From 2020 baseline, continue to improve waste management by reducing the overall amount of waste generated and increasing the proportion which is reused and recycled. - A yearly increase in the procurement of re-manufactured ICT in £/volume - A yearly increase in the amount of ICT that is reused and materials recycled. | |
| | | | Procuring sustainable technology and digital services | ICT | Continue to buy more sustainable and efficient produces and services with the aim of achieving the best long-term, overall value for money for society | |
| | | | | ICT | 100% traceability of ICT at end of life (mapping) | |
| | | | | ICT | Carbon footprint of the services we are consuming | |
| | | | | Procurement | 100% compliance with the Social Value Framework, Modern Slavery Assessment Tool and transparency in supply chains. | |

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Carbon Reduction Action Plan 2022/25

| Topic | Greening Government Commitment | Aim | Approach / Action Headings | NECS Department | Objective | Deliverables |
|---------------------------------------|--------------------------------|--|-------------------------------|---|---|--|
| Carbon Reduction: Workforce | | Building capability in all staff | | HR / Communications & Engagement | Develop an educational campaign to raise awareness of the individual impacts on energy consumption, taking account of individuals ability to act in the context of their role and the opportunities and constraints presented in their department / location | <p>Training</p> <ul style="list-style-type: none"> Explore and roll-out the Greener NHS induction module to all staff <p>Internal communications and campaigns</p> <ul style="list-style-type: none"> Regularly share environmental articles and updates on environmental performance through internal communications channels. Ensure information is easily accessible on our intranet to help colleagues make sustainably sound decisions in their day-to-day work and lives. <p>Green Champions</p> <p>Create a Champions network for staff to discuss the latest news and research, share best practice and help disseminate information about environmental sustainability at a local level</p> |
| | | | | HR | Incorporate responsibility for environmental sustainability into all job descriptions | Review, assess and amendment job descriptions |
| | | | | HR | Incorporate information on individual responsibilities for environmental sustainability into all new starter induction programmes | Explore and roll-out the Greener NHS induction module to all staff, as part of the organisations induction programme. |
| | | Embedding sustainability across the organisation | Company Secretary Office & HR | All organisations will have a board-level lead, responsible for leading on net zero and the broader greener NHS agenda. | <ul style="list-style-type: none"> Environmental sustainability at NECS will be championed by a Board-level Senior Responsible Officer. The Corporate Social Responsibility Working Group has representation from across the organisation. Its objective is to drive forward our commitment to the CSR and carbon emission reduction. Ensure sustainability is embedded in Ways of Working Framework. <p>Sustainability will be embedded into refreshed corporate policies and processes including those related to HR, ICT and estates.</p> | |

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NECS2025 Areas of Focus

SOCIAL VALUE (People and Place)

Drivers for change/Areas of focus:

At NECS our social purpose is: ***To make life changing improvements - creating jobs and generating wealth for our communities***

Our business strategy is founded on maintaining existing and developing new healthy and effective partnerships (ICS, CSUs, NHS England, Streamliners in NZ and all of our Customers) which is the basis for NECS building stronger communities and broadening the reach of our impact through the work we do.

We are proud of what we have achieved, and we are confident that future success will be grounded on the same core themes that have been fundamental to our success to date: Our core values, vision and social purpose. They define who we are, how we will behave and the commitment we have to making life-changing improvements to the communities we serve.

Social and cultural value

Social Value gives a framework for all partners to design a health and care system that actively and systematically adds social value to the local communities they serve, the care they commission and the products they procure. This means going beyond the simple provision and commissioning of services by ensuring core activities have a positive effect on peoples' lives and maximise investments.

<https://www.sduhealth.org.uk/areas-of-focus/social-value.aspx>

Priorities

- To invest a % of resource into the ICS Programme of Work including an emphasis on Prevention and Population Health
- Increase our transformation fund that can be reinvested into patient care by £1m every year.
- Build upon the success of the NECS100 Graduate Management schemes, Apprenticeships and Internships
- Create 200 new jobs in our target markets in continued support of CSR.
- Re-launch the Volunteers Programme and undertake volunteer activity to support good causes in the communities we support.
- Launch the Sustainability Network
- Ensuring Social Value is embedded throughout our procurements
- Assess and review our ability to engage with charity organisations.
- Promote our sustainability and carbon reduction ambitions and achievements through new bid opportunities.

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SUPPLY CHAIN (Planet & Place)

Drivers for change/Areas of focus:

NECS contract with Shared Business Services (SBS) to procure goods. Our direct impact on supply chain is tied in with the contracts that are in place currently, and to the opportunities we have to engage with local suppliers within the communities in which we operate for best value contracts.

SBS are committed to working with us to ensure that the requirements of the 2012 Social Value Act are integrated into all appropriate procurements conducted on our behalf and that we promote ethical purchasing.

We will work with SBS to build suitable evaluation methodologies to allow assessment of all appropriate tenders on how the delivery of the required services, good or works will improve the economic, social and environmental wellbeing of the area in which they are performed.

We will continue to invest in our relationships with our supply chain providers and our strategic partners.

Priorities

- Review the NECS agreement with SBS to ensure that Social Value considerations remain a core and guiding principle of supply chain procurement decisions
- Assess opportunities and joint ventures for engaging and supporting small innovative organisations (particularly for opportunities under £10,000 which are not advertised on recognised frameworks).
- Assess and review our impact and influence on the wider supply chain providers and our strategic partners.
- Strive to work with partners whose cultures and values align with NECS.

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ADAPTATION (CLIMATE CHANGE & BUSINESS CONTINUITY)

Areas of focus:

In line with NHS England and NHS Improvements Green Plan, NECS is committed to:

- Monitoring business continuity plans to ensure contingencies are in place to respond to the effects of climate change, including extreme weather.
- The risks of climate change will be covered in relevant business continuity training, exercises and professional advice.
- Ensure all staff have the resources and knowledge to be able to continue to deliver their work should it be affected by the effects of climate change and extreme weather events

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ENGAGEMENT & COMMUNICATION (Underpinning enabler)

Drivers for change/Areas of focus:

The objectives of NECS 2025 CSR strategy will be realised primarily with and through our people.

The purpose of an engagement and communication work stream is to provide a framework to connect our people to CSR, to drive involvement through engagement and achieve our business goals.

We will utilise multiple channels to drive:

Awareness - Understanding - Support - Involvement - Commitment

- **Awareness**
Do people know this strategy exists?
- **Understating**
Do our people have a detailed insight, know what it means and why we have committed to these priorities and understand their role in delivering them?
- **Support**
Have our people got the right tools, training and leadership?
- **Involvement**
Can we tell our CSR story with tangible examples of delivery through our people?
- **Commitment**
Are our people happy and fulfilled working in NECS? Is CSR their daily business?

Priorities

- Deliver a programme of opportunities for all NECS staff to engage with CSR through campaigns and raising awareness. It is our ambition to ensure that all employees have a basic awareness of Sustainability by 2025.
- Measure and report impact against all areas of focus achieved by NECS people's contribution to our CSR goals.
- Our commitment to ensuring our staff are aware of the NECS25 objectives.
- Our Customer Board is engaged with and endorses our CSR Strategy.
- NECS is a happy and fulfilling place to work.

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