



## Case Study

Workforce Development  
and Behavioural Change

BEDFORDSHIRE CLINICAL  
COMMISSIONING GROUP

# Sustainability Scorecard

Bedfordshire Clinical Commissioning Group (CCG) became a legal body on 5<sup>th</sup> December 2012, taking full legal responsibility from 1<sup>st</sup> April 2013 for the local NHS budget and the planning, organisation and commissioning of NHS funded local healthcare services for 441,000 people living in Bedfordshire.

At the point of authorisation, Bedfordshire CCG demonstrated its commitment to promoting environmental and social sustainability through its actions as a corporate body as well as a commissioner, with a Board approved Sustainable Development Action Plan (SDAP). This commitment was corroborated by the appointment of a Board level champion for sustainability.

With foresight of the much anticipated 2014 Sustainable Development Strategy, Bedfordshire CCG Board approved its initial 18-month Sustainable Development Management Plan (SDMP) on the 3<sup>rd</sup> July, 2013.


### What was the issue/problem being addressed?

To demonstrate its organisational commitment to sustainability, Bedfordshire CCG felt it important to display how the organisation was monitored on sustainability and to evidence its performance to staff at every level of the organisation, its public and visitors as a means to raising awareness.

### What action did you take to overcome the issue?

Recognising the influential role employees play in achieving organisational sustainability goals, and in support of Climate Week 2014, Bedfordshire CCG engaged with staff to capture attitudes and behaviours to climate change and sustainability, and to learn from them.

When questioned 'what would encourage you to become more sustainable in your workplace?', a popular response was 'to see evidence



**The purpose of the sustainability scorecard is to ‘Push it, Switch it & Sustain it!’**

**To *push* the boundaries of staff knowledge and understanding of sustainability and Climate Change, to encourage staff to *switch* and adopt sustainable behaviours into their working routines and to *Sustain* these new sustainable (low carbon) working habits until they naturally become part of the organisation’s daily working routine and behaviour.**

of regular Board updates on Sustainability and receive regular updates on sustainability performance’.

Consequently, Bedfordshire CCG produced a bi-annual sustainability scorecard summarises many of the key outputs (metrics) the organisation is able to report on. This captures organisational performance against the Public Health Outcomes Framework and the self-imposed measures agreed within the Board-approved Sustainable Development Management Plan, including:

- Carbon Footprint
- Good Corporate Citizenship
- Procurement 4 Carbon Reduction Tool
- Key points, actions or notes and outcomes of Board papers

The scorecard is presented to the Board for discussion and approval, prior to being disseminated to all staff. The compilation and dissemination of the scorecard is led by the organisation’s Sustainability Officer, who is able to discuss and clarify any concerns or queries related to the interpretation of the sustainability scorecard.

### **What was the result?**

By responding to the requests of Bedfordshire CCG’s staff, the organisation has successfully developed a tool which allows staff to access evidence and information about the organisations sustainability performance.

Although it is too early to assess impact on staff, the indirect result of satisfying staff need is expected to have a wider impact across all aspects of the sustainability work currently being embedded within Bedfordshire CCG.

For example:

1. A heightened understanding of the organisations carbon footprint and its contributing components might see a greater compliance with the organisations Office Energy Efficiency Policy or Sustainable Business Travel Policy which will lead to a reduction in energy usage and an increase in more sustainable forms of travel being the preferred mode of transport for business purposes.
2. Learning how committed the Board, and therefore the organisation, is to becoming a more sustainable organisation will allow staff to feel supported, encouraged and motivated to become more sustainable.



These wider impacts will be captured as part of Bedfordshire CCG's support of Climate Week 2015 when it aims to capture a positive shift in staff attitudes and behaviours to climate change and sustainability.

## Lessons learnt

Having sustainability champions (including a Board level champion) within the organisation gave a momentum, and a sense of influence and ownership to what the organisation was trying to achieve by capturing attitudes and behaviours of its staff.

On reflection, the engagement process with staff during Climate Week 2014 could have explored more deeply some of the collective responses, to better understand the foundations of staff beliefs and behaviours. In essence, capturing no more than a snapshot has created its own limitations. There is a balance between obtaining a high response rate, through the use of a short and concise engagement process, and using a lengthier tool to obtain what is arguably a deeper and more informative insight.

### Sustainability Scorecard

Public Health Outcome Framework: Section 3 – Health Protection

Top line indicator:  
Public Sector Organisations with a Board-approved Sustainable Development Management Plan

**Bedfordshire CCG's Trends and supporting measures:**

- Carbon Footprint up to 2013/14**  
**Overall Footprint**
- Carbon footprint by Scope Component**

- NHS Reporting on Sustainability up to 2014**
  - Bedfordshire CCG produced enough savings to employ a Nurse as a 0.8WTE.
    - Collectively, this is the equivalent of three hip operations.
  - Bedfordshire CCG recovered / recycled 177.94 tonnes of waste, which is 32% of the total waste we produce.

**What works to make things better (the evidence):**

- Establishing a Board approved Sustainable Development Action Plan (SDAP)<sup>1</sup>
- Signing up to the Good Corporate Citizenship Assessment Model<sup>1</sup>
- Monitor, review and report on carbon<sup>1</sup>
- Actively raise carbon awareness at every level of the organisation<sup>1</sup>
- Mandatory Reporting Framework on Sustainability<sup>2</sup>

<sup>1</sup> Saving Carbon, Improving Health: NHS Carbon Reduction Strategy, National Health Service Sustainable Development Unit 2009.  
<sup>2</sup> <http://www.sdu.nhs.uk/publications-resources/65/Reporting-on-Sustainability> [accessed 04/09/2012]