

# One Halton Sustainable Development Plan (SDP) 2016-2019



OneHalton

*Working better together*

# 1. Introduction to sustainable development

Sustainable development is ‘development that meets the needs of the present, without compromising the ability of future generations to meet their own needs’. It is about balancing the environmental, social and economic decisions so that no one area outweighs another.

In the past, economic factors have often taken precedence in decision making – leading to the situations faced today such as global warming (where the environment has not been considered highly enough in the decision making process), or poverty and inequality (where social factors have not been considered highly enough in the decision making process).

Although in today’s society this still occurs, there is learning on a national, and even global, scale that this imbalance is what is causing many of the problems we see today. Readdressing the balance will build a future for today and for tomorrow.

# 2. Sustainable development in the context of health and care

For health and care the precedent is even higher. Quite simply, social and environmental factors impact on a person’s health and wellbeing. Figure 1 illustrates just how intrinsically sustainable improvement areas can affect the health and wellbeing of a local area.

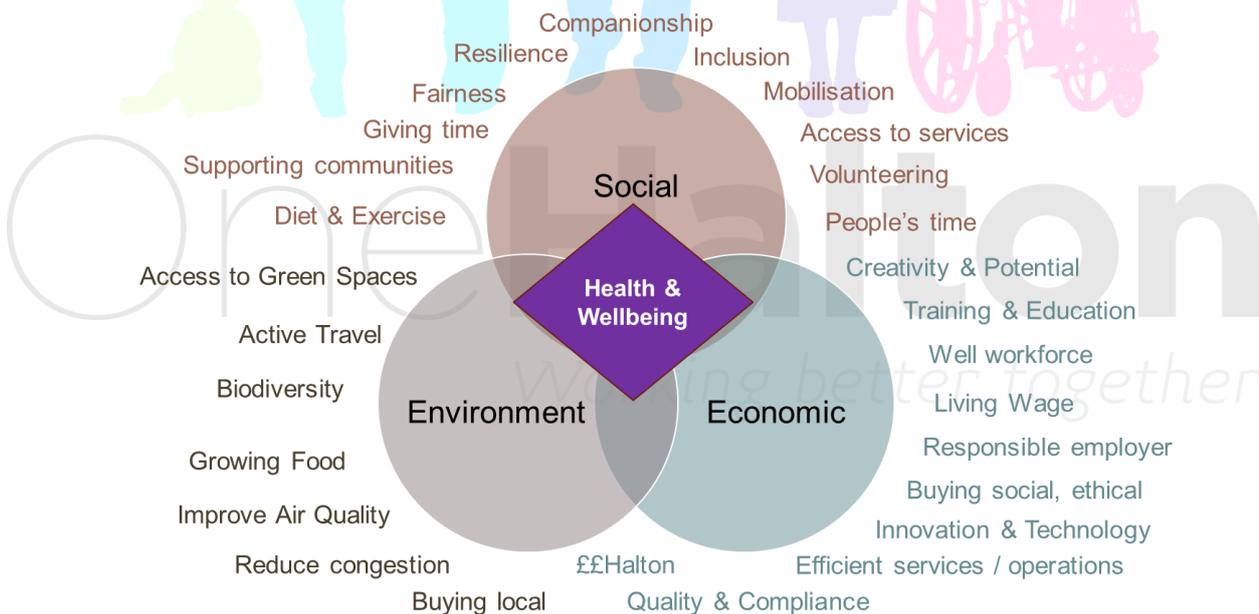


Figure 1: factors impacting health and wellbeing

By limiting negative impacts, or promoting positive ones, the need for the treatment of health conditions and care needs can be reduced. In turn, this can release pressure on the health service as a whole – leading to a more sustainable healthcare system.

This approach is set out clearly in the National Sustainability Strategy for Health and Care<sup>1</sup> which defines the requirements on the health and care system to incorporate sustainable development into its ethos. It describes a sustainable health and care system being achieved by 'delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage'.

**The vision of sustainable health and care:**

*'A sustainable health and care system works within the available environmental and social resources protecting and improving health now and for future generations. This means working to reduce carbon emissions, minimising waste & pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.'*

### 3. Drivers for sustainability

#### 3.1. Sustainable Development Strategy - NHS, Public Health & Social Care

There are a number of drivers that sit underneath the national strategy and are also essential components which underpin the One Halton Sustainable Development Plan.

##### I. NHS Constitution

All NHS bodies, private and third sector providers supplying NHS services are required by law to take account of the NHS Constitution in their decisions and actions.

Principle 6 of the Constitution states: *"The NHS is committed to providing best value for taxpayers' money and the most effective, fair and sustainable use of finite resources."* Therefore commissioners are required to ask their providers to commit to sustainable development through the Service Conditions in the National Standard Contract; specifically, SC18 which outlines how providers must take reasonable steps to minimise their adverse impact on the environment.

##### II. The Commission on Social Determinants of Health, Fair Society Healthy Lives (The Marmot Review)

This review presents a strategic assessment of health inequalities in England in 2010 by highlighting the extent that health inequalities are a matter of life and death, of health and sickness, of well-being and unhappiness.

Narrowing the health gap between different parts of society is fundamental factor of improving health and ensuring a fairer distribution of good health. Evidence from the Marmot Review reflects that the creation of a fairer society as a method of achieving this.

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<sup>1</sup> [Sustainable, Resilient, Healthy People and Places](#) – A Sustainable Development Strategy for the NHS, Public Health and Social Care System'

### III. **Climate Change Act (2008)**

This is a long term legally binding framework to reduce carbon emissions, mitigate and adapt to climate change. The UK Climate Change Act target is a reduction of 80% in CO<sub>2</sub>e by 2050 (1990 baseline).

As the largest public sector emitter of carbon emissions, the health system has a duty to respond to meet these targets which are entrenched in law.

The next UK milestones are: a 34%<sup>2</sup> reduction in carbon emissions by 2020 and a 50% reduction by 2025.

### IV. **Public Services (Social Value) Act (2012)**

Under the Social Value Act, commissioners and procurers must consider how their activity can improve the social, environmental, and economic wellbeing of their local area.

It is a tool to help commissioners achieve better value for money from procurement activity. It also encourages communication with the local provider market or community to design better services by often finding new and innovative solutions to difficult problems.

### **Other national and local drivers**

Not directly linked to the national strategy, but just as important in their context as a driver for sustainable healthcare in Halton are:

### V. **Haltons Health and Wellbeing Strategy**

Steered by the Joint Strategic Needs Assessment (JSNA), Halton Health and Well Being Board identified seven key priorities to help to achieve our vision: To improve the health and wellbeing of Halton people so they live longer, healthier and happier lives.

The priorities all have a particular emphasis on prevention and early intervention – many of which elements can be improved through sustainable ways of working (reducing duplication and increasing integrated services), increased social value (supporting local education and employment opportunities) and reducing negative environmental impacts (air pollution, limited access to green space).

### VI. **The Five Year Forward View**

Although released after the national sustainability strategy, the NHS Five Year Forward View sets out a vision for the future of the NHS. It examines how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.

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<sup>2</sup> For CCGs and other health organisations who began, or significantly changes structure in 2013, the target is a 28% reduction from a 2013 baseline by 2020.

It sets out a view for how we move towards a different NHS, recognising the challenges and outlining potential solutions to the big questions facing health and care services in England. We can learn from this view and envelope its findings into our own sustainable development plans.

### 3.2. One Halton

One Halton emerged following the production of the Strategy for General Practice Services in Halton in which a new care model was set out focusing on integrated health and social care services working in the community. In February 2015, NHS Halton CCG engaged with local statutory and non-statutory partners to discuss the One Halton concept and what this new care model meant for all stakeholders.

There is already a lot of good work that is going on in Halton and improvements are being made Borough-wide. One Halton will involve more people, bringing a boarder perspective and a more integrated approach resulting in efficient, smooth and effective care.

One Halton is about working better together to improve the care and wellbeing of the people of Halton. It requires a change in the mind-set and the involvement of everybody; the public, volunteers, carers, practices, social workers, care homes, hospitals and other providers. By joining together such local organisations and services, there is an opportunity to develop a more integrated and joined up pathway for the people of Halton.

One Halton aims to achieve a happier and healthier population and a happier and healthier workforce. In turn, this will return more aligned and joined up efficiency opportunities, with risks and issues mitigated and managed on a Borough-wide basis.

### 3.3. Social Value in Halton

The Social Value Act came into force in January 2013 requiring public sector commissioners to consider economic, social and environmental wellbeing in procurement of services contracts.

By collaborating together to encourage social value, NHS Halton CCG, Halton Borough Council and Voluntary, Community and Social Enterprise Organisations (VCSE) have made a commitment to help to secure better service delivery, greater economic growth and improved community relations for Halton.

Halton defines social value as “a commitment to improve individual, environmental and economic wellbeing to reduce inequalities of all forms in Halton.” Its social value vision is “everyone in Halton recognising their contribution to social value and the changes it can bring about to reduce inequalities and improve wellbeing.”

Halton has set out an ambition to ensure that its “annual influenceable spend” of over £70m, which is used to trade with 2,462 organisations, 88% of which are SMEs, is used in a socially responsible way. To do this, it has used the six priorities for action identified

in the Marmot Review in order to ensure that the “social value” contributions it cultivates correspond with what the evidence shows will help to tackle health inequalities.

The Halton Sustainable Community Strategy, which sets out the overall vision, priorities and strategic context for Halton, underpins the social value work in procurement. Local action on social value has gone beyond the requirements of the Act.

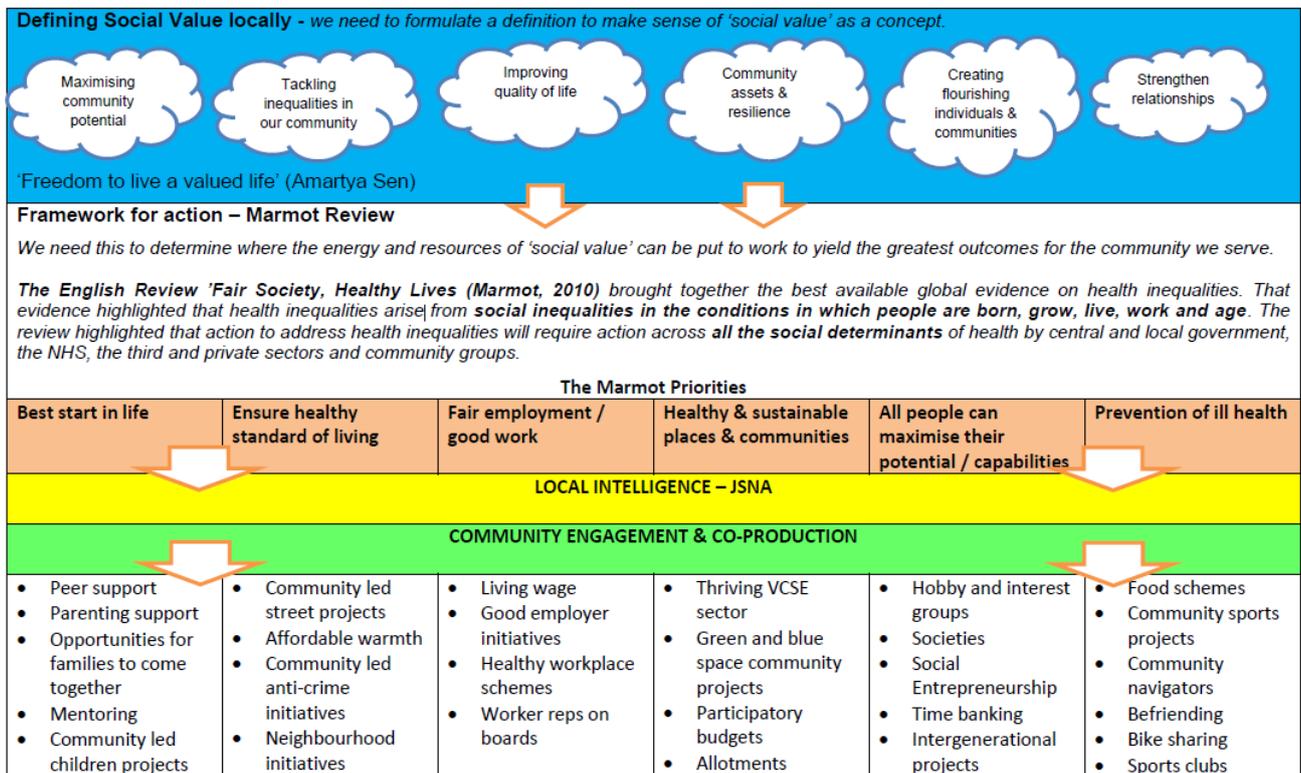


Figure 2: Halton’s social value framework

### 3.4. Well North

In June 2015, NHS Halton CCG Public Health and Halton Borough Council collaborated to produce a bid for a new programme called Well North. The Well North Programme works with and in communities to develop, test and pilot a set of linked interventions which aim to improve the health of the poorest and most deprived areas of the North of England. The programme offers match funding as well as providing expertise, skills and resources to the successful parties.

The joint bid was successful and this presented an opportunity to do something different by using the Well North ethos and concept to generate maximum benefit for the communities of Halton.

Well North is an incredibly well timed opportunity to implement the One Halton vision and align with the actions of this sustainability plan.

### 3.5. Healthy New Towns

In the Five Year Forward View, a clear commitment was made to dramatically improve population health, and integrate health and care services, as new places are built and take shape. This commitment recognised the need to build over 200,000 more homes in England every year. NHS England invited expressions of interest from local partners who are ambitious about developing new approaches to developing healthy new towns and neighbourhoods.

Halton was successful in its bid and is now one of the 10 demonstrator sites with the New Communities Programme. This programme will help to achieve the needs based priorities of health and wellbeing for the people of Halton.

Healthy New Towns encourages socialisation and community engagement through shared space and 'in built' social spaces, green space and physical activity.

## 4. The One Halton Approach

*The One Halton* approach itself is conducive to sustainable development. While there are requirements that NHS Halton CCG must adhere to and meet as an individual organisation; by fully embedding sustainable development into the *One Halton way* much more can be achieved.

That is why the Plan has been developed in two halves: one is to ensure the CCG meet their own responsibilities as a CCG, and one which tackles areas of shared priorities and responsibilities as a partnership.

### 4.1. NHS Halton CCG Internal Plan

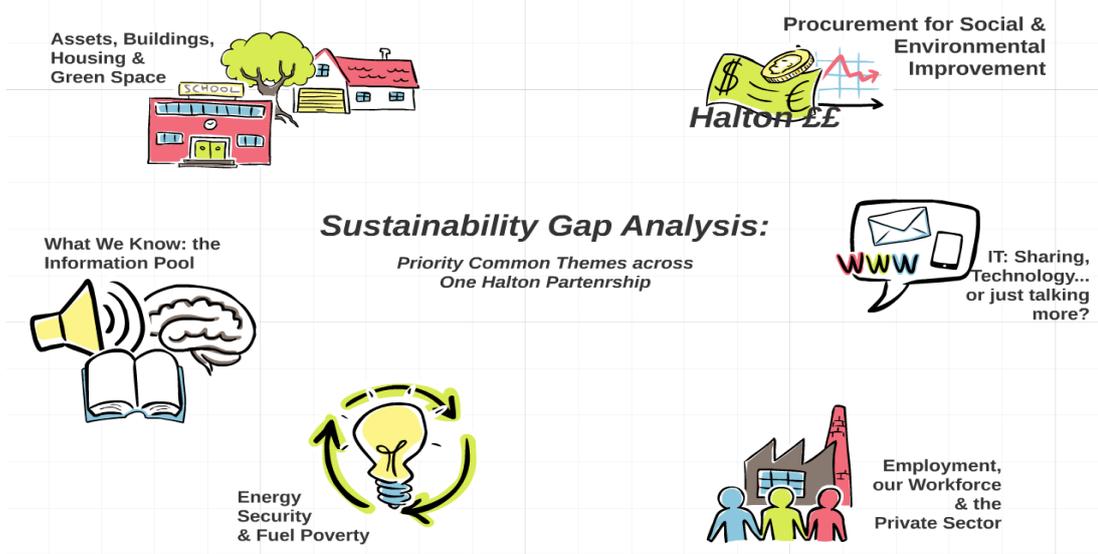
This will ensure that we focus on the elements which the CCG have direct control over, including:

- Having a clear governance structure and accountability;
- Demonstrating strong leadership in sustainable development;
- Implementing the measurement and reduction of resource impacts;
- Designing or re-designing of services that encourage sustainable care pathways;
- Influencing sustainable development through the supply chain; and
- Evaluating and reporting in line with national requirements.

### 4.2. One Halton Plan

This has a slightly different focus. Following a gap analysis with partner organisations, common priority themes were identified with regard to sustainable development. The collective themes support both individual and collective objectives, while creating efficiency and adding value in the process.

The identified six priority themes are shown in the pictorial below.



When creating work-streams and action plans to take forward, the six themes were reduced to five by combining IT and Information.

#### 4.3. Delivery and action

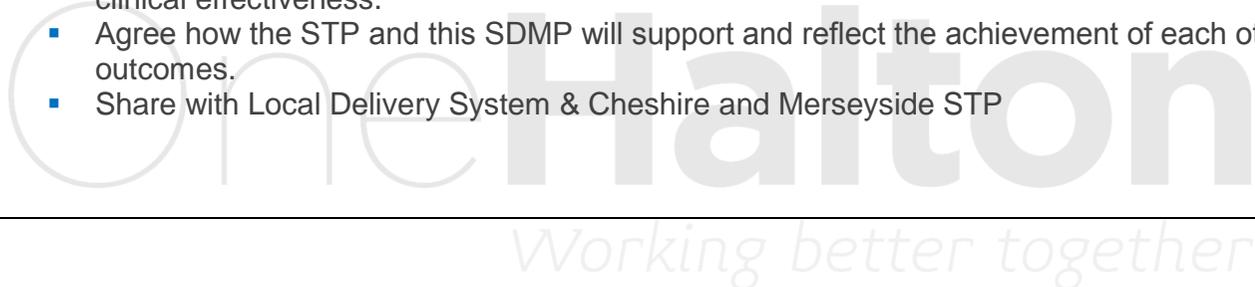
While the One Halton Sustainable Management Plan is a three year plan, the actions set out within the action plans are expected to be delivered in the financial year 2016/17.

The plan as a whole, organic document will be reviewed by the CGG on an annual basis to identify and develop the best course of action for the coming year.

## 5. NHS Halton CCG: Internal Delivery Plan

Accountability	
Objective	Action
Internal governance structures are clear with Board level accountability	<p>Appoint an accountable lead for sustainability on the CCG Board.</p> <p>The SDMP is approved by the Board and key performance indicators are reported bi-annually.</p>
One Halton Stakeholders agree joint ownership of the work streams	<p>One Halton stakeholders sign up to the plan and collectively agree its activity and targets and activity is reported back regularly to the partnership.</p> <p>Four of the five work streams are led by non-CCG partners</p>
Be publically open and transparent about our impact	<p>Ensure our reporting in our annual report is transparent and includes the environmental and social value impact and improvement from:</p> <ul style="list-style-type: none"> <li>▪ Our internal operations</li> <li>▪ Our supply environmental and social value impact</li> <li>▪ Our self-assessment score from the <a href="#">Good Corporate Citizen Tool</a></li> </ul> <p>Complete the SDU resource impact <a href="#">reporting template</a> for 2015/16 and return within required timescales.</p>

Leadership & Engagement	
Objective	Action
Staff are informed and engaged in the SDP	<p>Deliver a team briefing to discuss the Plan with staff and gather further feedback.</p> <p>Progression, feedback and identifying opportunities is a regular feature at team meetings</p> <p>Updates and links to further information to be available on the website.</p>
Drive forward and embed sustainability in the organisation	<p>Include a section on sustainability in staff inductions and as a responsibility in all job descriptions</p> <p>Review workforce policies to ensure they promote environmentally and socially positive behavior</p> <p>Run a staff survey on sustainable development and include questions in the staff survey.</p>
One Halton Sustainability and Transformation Plan reflects all pillars of sustainability.	<p>Feed into the development of the One Halton Sustainability &amp; Transformation Plan (STP) to ensure:</p> <ul style="list-style-type: none"> <li>▪ All pillars of sustainability (Environmental, Social, Economic) are considered whilst still achieving clinical effectiveness.</li> <li>▪ Agree how the STP and this SDMP will support and reflect the achievement of each other's outcomes.</li> <li>▪ Share with Local Delivery System &amp; Cheshire and Merseyside STP</li> </ul>

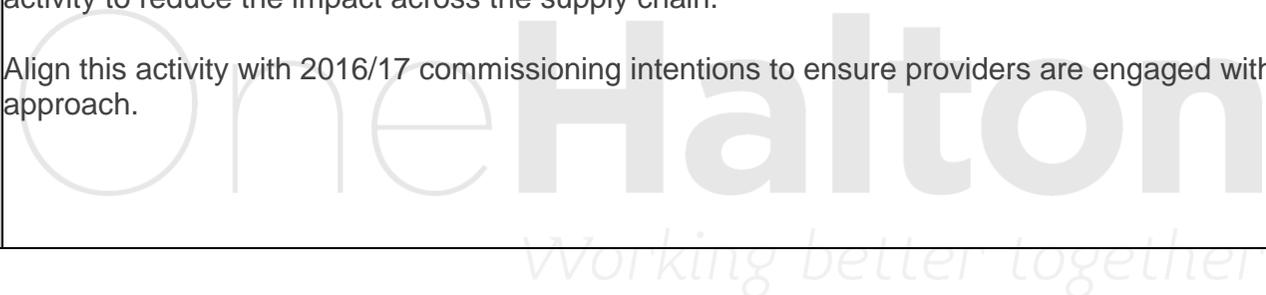


## Understanding and reducing our resource impact

Objective	Action
<p>We understand and monitor our resource use and reduce wherever possible</p>	<p>Collate and monitor our <b>internal use</b> for energy, waste, travel and consumables (e.g. paper and printing) data and review for improvement areas</p>
	<p>Set reduction targets for 2016/7 <i>(more details to following above action)</i></p>
	<p>Implement a recycling scheme for printer cartridges for the CCG (reinvested into community)</p> <p>Promote the scheme (or similar scheme) to Providers, Members and Partners</p>
<p>We understand and monitor our providers resource use and support their reduction plans</p>	<p>Collate and monitor our <b>large provider's usage</b> of: energy, waste, travel and spend and other resources. (completed included as part of contracts)</p> <p>Encourage our GP members to our GP practices to measure and reduce their resource impact and feedback to the CCG – explore as part of PMS review.</p> <p>Encourage Providers, Members and Partners to use the free Aqua Mark scheme</p>

Understanding and reducing our resource impact	
Objective	Action
We understand our social value impact and measure progress	<p>Measure progress against outcomes in Social Value Strategy</p> <p>Measure impact of Social Value Training Programme (align to work-stream 5)</p> <ul style="list-style-type: none"> <li>▪ Number of delegates / organisations training delivered to</li> <li>▪ Level of participant knowledge</li> <li>▪ Change implemented following training (participant review +6 months)</li> </ul>
We actively reduce pharmaceutical waste across Halton Borough	<p>Ensure the recommendations and outcomes for pharmaceutical waste are driven through the waste management strategy, to include:</p> <ul style="list-style-type: none"> <li>▪ Reduction in antibiotics;</li> <li>▪ Reduction in inappropriate prescribing;</li> <li>▪ Reduction of waste</li> </ul>

Service design and redesign	
Objective	Action
Social and environmental impact is considered at service design / redesign.	<p>Review the current Business Case Template (BCT) for commissioning intentions, and associated processes, to identify opportunities to include or improve:</p> <ul style="list-style-type: none"> <li>▪ Environmental and social value assessment</li> <li>▪ A route for recommendations and improvement measures</li> <li>▪ An evaluation method to measure the impact of social / environmental change.</li> <li>▪ Increase corporate &amp; business input to improve opportunities around Corporate Social responsibility.</li> </ul>
Care pathway review initiated for environmental improvement	<p>Appraise our key care pathways and identify the most suitable choice to undertake a review using the <a href="#">Sustainable Models of Care Guidance for carbon intensity</a>.</p> <p>The chosen pathway will be recognised as a burden for the CCG and relevant providers, based on highest level of carbon intensity and ambulatory spend in order to seek out a more sustainable model that aligns with social value objectives and financial spend</p> <p>Attain board agreement to undertake pathway review to start in 2016/17. The resulting review will highlight activity to reduce the impact across the supply chain.</p> <p>Align this activity with 2016/17 commissioning intentions to ensure providers are engaged with this approach.</p>



## Influencing sustainable development through our supply chain

Objective	Action
<p>Influence sustainable development through commissioning intentions and Service Condition 18 (Large Providers only)</p>	<p>Four main providers commit to a sustainability focused SDIP in 2016/17 contract through a Local Quality Standard:</p> <ul style="list-style-type: none"> <li>▪ Having a Board approved SDMP that meets national requirements</li> <li>▪ A carbon reduction strategy to meet 2020 targets of the Climate Change Act</li> <li>▪ Undertaking the Good Corporate Citizen review by March 2016 and set out improvement targets for 2016/7</li> <li>▪ A Sustainable Procurement Plan working towards NHS best practice</li> <li>▪ Participation in a sustainable care pathway appraisal and commitment to work alongside the chosen pathway for improvement review (using national guidance and tools)</li> </ul> <p>Explore the opportunity for developing a Sustainability CQUIN (Commissioning for Quality and Innovation) for 2017/18.</p> <p>Work in partnership with other CCGs who have expressed an interest, or are already developing similar approach to sustainability (including: NHS City &amp; Hacky CCG, NHS Leeds South &amp; East CCG, NHS Walsall CCG)</p>

Note: These actions are set within 2016/17 targets. The CCG will review the delivery plan on an annual basis to identify and develop the best course of action for the coming year of this three-year plan (2016-2019).

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## One Halton

The following work plan has been agreed and will be delivered across the One Halton footprint.

There are five work streams in relation to sustainable development, each with its own individual lead. It is important, however that activity is undertaken across all partners, and the 'lead' has a facilitation and steering role, rather than solely delivery.

The work streams and leads are:

1. Tackling fuel poverty, affordable warmth and improving energy security – Lead: Oluwakemi (Kemi) Adeyemi, Halton Public Health
2. Assets, buildings, housing and green space – Lead: Christine Walker, Halton Housing
3. Effective IT and information- Lead: Dave Sweeney, NHS Halton CCG
4. Sustainable Procurement – Lead: Elaine Roberts-Smith, Halton Borough Council
5. Employment & the private sector – Lead: Wesley Rourke, Halton Borough Council



## Work stream One: Tackling fuel poverty and improving energy security

### Lead:

Fuel poverty is a long-standing health issue from the impact of cold housing on health, and the stress that is often brought on by living in fuel poverty. This is well documented through researchers, medical professionals and policy makers alike, and is an approach supported by [NICE guidance](#) and also an indicator on the PH Outcomes Framework.

While great work is taking place across the borough to tackle fuel poverty, much of this work is on an individual level, or in small groups of partnership working. By reflecting this work through the 'One Halton' lens it can be improved on, shared to help to magnify the benefit being created.

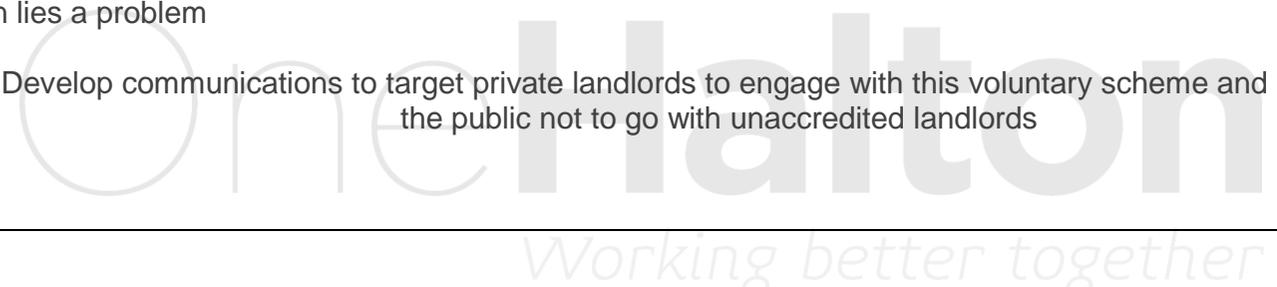
A significant opportunity has been identified to tackle fuel poverty and improve energy security by capitalising on the collective buying power of organisations, businesses and residents, who are located, or deliver services in the Halton Borough. Opportunities can be explored and exploited in order to:

- a) Increase the number of energy contracts in the borough that are from 100% renewable sources
- b) Achieve cost savings across partnership through collective purchase
- c) Ring-fence a percentage of any cost savings to fund current initiatives in the borough that prevents fuel poverty and increase their reach.
- d) Ensure that the chosen energy supplier is meeting their own obligations in the Halton borough.

Fuel Poverty & Energy Security	
Who?	Action
<b>NHS Trusts: 5 Boroughs Partnerships, Warrington and Halton Hospitals, Bridgewater, St Helens &amp; Knowsley</b>	Trusts to agree to explore joint energy procurement seeking expansion of point's a-d above as part of their conditions within the agreed SDIP for 2016/17.  Alignment to commissioning intentions with other contracting CCS (St. Helens, Knowsley and Warrington)

Fuel Poverty & Energy Security	
Who?	Action
	<p>Procurement / energy leads within the Trusts to explore re-procurement routes inc:</p> <ul style="list-style-type: none"> <li>▪ Meeting attended by all leads to discuss complexities and timescales (further meetings / frequency tbc)</li> <li>▪ Use of frameworks explored (NHS Supplies, CCS, North West Procurement Collaborative)</li> <li>▪ Engagement with energy supply chain undertaken</li> <li>▪ Procurement activity undertaken to scope opportunities</li> <li>▪ Business case to be developed and signed off by individual Trust Boards including agreed ring-fence of savings %</li> <li>▪ Joint procurement activity agreed and supplier contracted.</li> </ul>
<b>GP Practices</b>	<p>Encourage GP practices in Halton to jointly procure energy contracts seeking expansion of point's a-d above (contracts will be individual to the practice but 'Switching' at the same time will account for savings).</p> <p>Introduce a rolling programme for practices to join the scheme as their current contract come to an end (e.g. rolling 3-month entry)</p> <p>Ensure that [social prescribing?] function is in place to help practices target and refer those in need of fuel poverty prevention</p>
<b>Warm Zones research</b>	<p>Review findings from the review being carried out by Public Health collating knowledge on affordable warmth insight and activities in the Borough</p> <p>Identify gaps in knowledge and put actions in place across partnership fill them (seeking funding opportunities as required).</p>

Fuel Poverty & Energy Security	
Who?	Action
<b>Public Big Switch</b>	<p>Engage with the current Big Switch programme running at HBC</p> <p>Understand depth of objectives (e.g. cost savings only) and where there is room for improvement (e.g. renewables ambition, energy efficiency obligation from the provider).</p> <p>Promote the Big Switch as part of partnership activity</p>
<b>Business Big Switch</b>	<p>Following the establishment of a successful model rolled out to GP practices, and with a similar approach to the public Big switch:</p> <ul style="list-style-type: none"> <li>▪ Develop (in partnership with local businesses) a 'Big Switch for Business' model.</li> <li>▪ Ensure the 'ring-fenced' savings model support business need (e.g. supporting businesses to make resource efficiency improvements)</li> </ul>
<b>Private Landlords</b>	<p>Promote energy efficiency and home improvement opportunities and funding to private landlords</p> <p>Link with current landlord accreditation scheme which could do this, though it can only be voluntary and here in lies a problem</p> <p>Develop communications to target private landlords to engage with this voluntary scheme and encourages the public not to go with unaccredited landlords</p>





## Work stream two: Assets, buildings, housing and green space

### Lead: Halton Housing

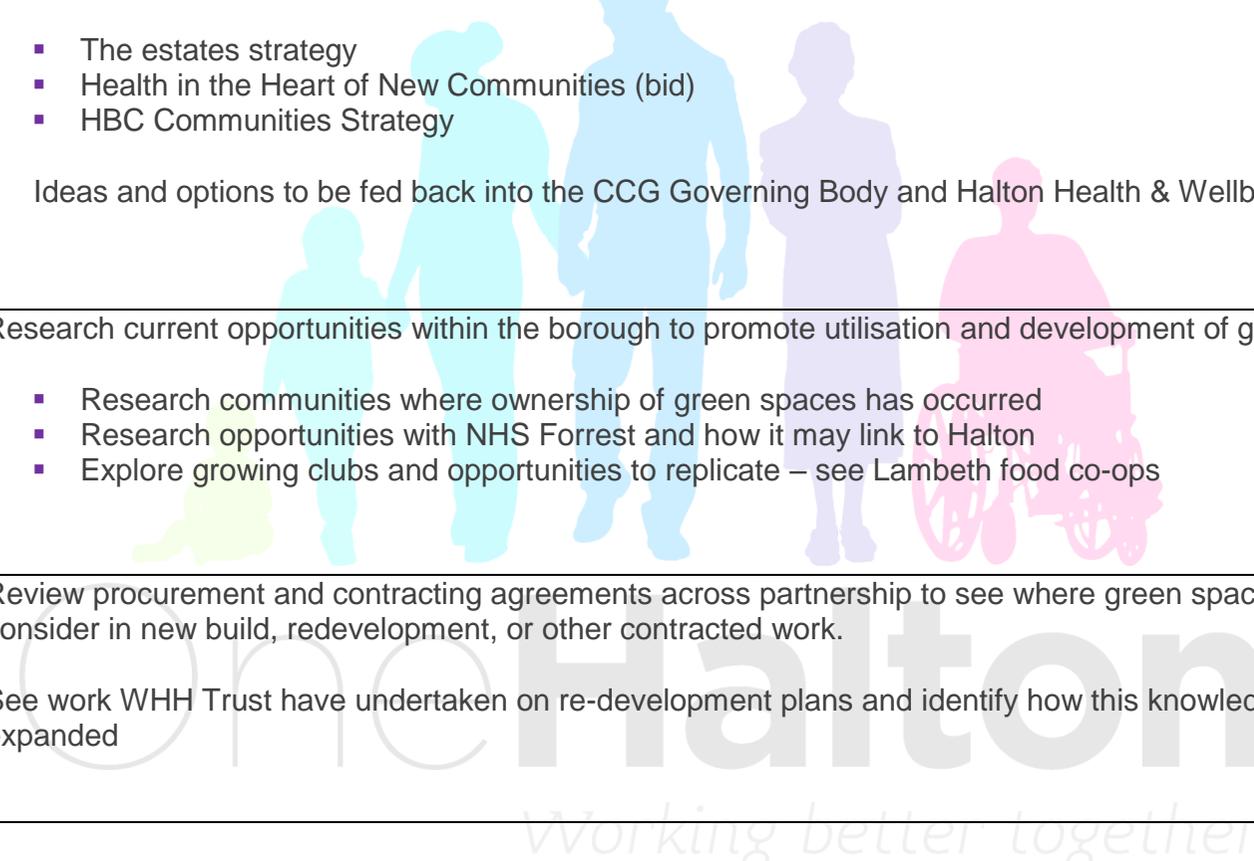
Ensuring that Halton is fit for the future means having an integrated, aligned and whole system response to the sustainable development of the built environment. In Halton this is paramount to ensure the health and wellbeing of our local communities is improved.

To do this it is essential that: all buildings and housing are warm, safe and energy efficient. That green space is not only protected but developed in line with community need, and that all assets are utilised effectively across the partnership reducing duplication and redundancy.

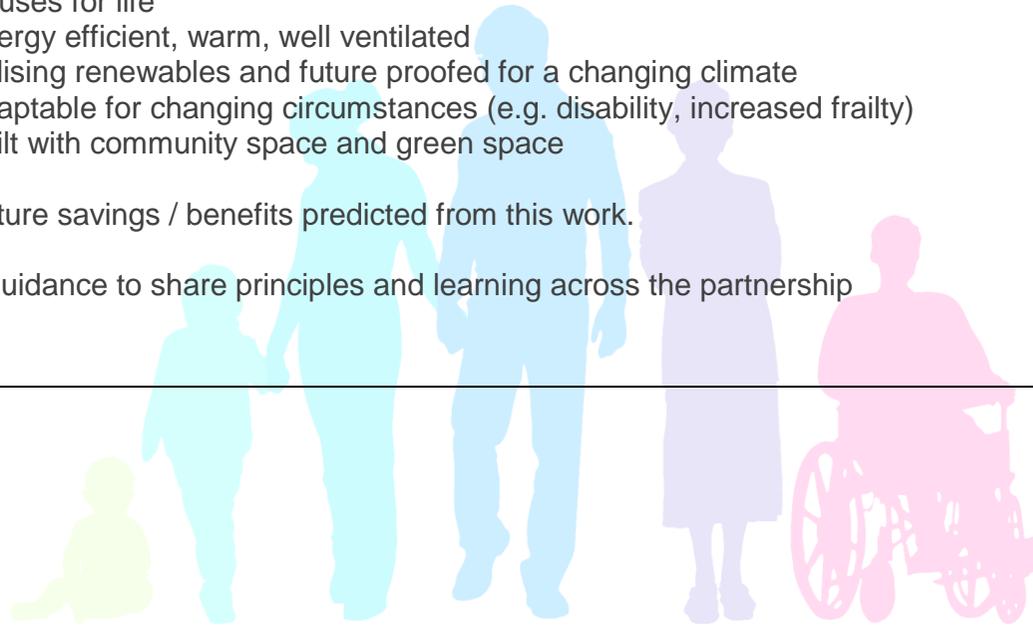
Assets, buildings, housing and green space	
What	Action
Mapping Community Assets and Need	Undertake a mapping exercise of partner / community assets for available for delivery or working space or ad hoc use of meeting and training rooms.
	Undertake a review of <i>need</i> for space and merge over the evidence of (e.g. a community group would benefit from using a training room in a health building once a week)
	Review to include all partner locations, GP practices, local community anchors (e.g. library, community centers), and third sector groups.
	Exercise to produce a map of localities and relevant availability, and potential matches to utilise the space.
	If successful in the above approach, extend the review to incorporate local businesses where they may have available space to be utilised for community benefit.

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Assets, buildings, housing and green space	
What	Action
Alternative delivery methods	<p>Run a partnership ‘think tank’ to review the following documents to identify opportunities to increase alternative delivery models e.g. where the delivery of services does not require assets and buildings - care in the home, online, peer support, outdoor activity, sharing space.</p> <ul style="list-style-type: none"> <li>▪ The estates strategy</li> <li>▪ Health in the Heart of New Communities (bid)</li> <li>▪ HBC Communities Strategy</li> </ul> <p>Ideas and options to be fed back into the CCG Governing Body and Halton Health &amp; Wellbeing Board</p>
Green Spaces and Growing	<p>Research current opportunities within the borough to promote utilisation and development of green space:</p> <ul style="list-style-type: none"> <li>▪ Research communities where ownership of green spaces has occurred</li> <li>▪ Research opportunities with NHS Forrest and how it may link to Halton</li> <li>▪ Explore growing clubs and opportunities to replicate – see Lambeth food co-ops</li> </ul>
	<p>Review procurement and contracting agreements across partnership to see where green space is being consider in new build, redevelopment, or other contracted work.</p> <p>See work WHH Trust have undertaken on re-development plans and identify how this knowledge can be expanded</p>



Assets, buildings, housing and green space	
What	Action
<b>Future proofing buildings</b> <i>* Ensure this work is not overlapping with fuel poverty work stream</i>	Review work Halton Housing and other partners have undertaken on making homes: <ul style="list-style-type: none"> <li>▪ Houses for life'</li> <li>▪ Energy efficient, warm, well ventilated</li> <li>▪ Utilising renewables and future proofed for a changing climate</li> <li>▪ Adaptable for changing circumstances (e.g. disability, increased frailty)</li> <li>▪ Built with community space and green space</li> </ul> Identify future savings / benefits predicted from this work.  Develop guidance to share principles and learning across the partnership



### Work stream three: Effective IT and information



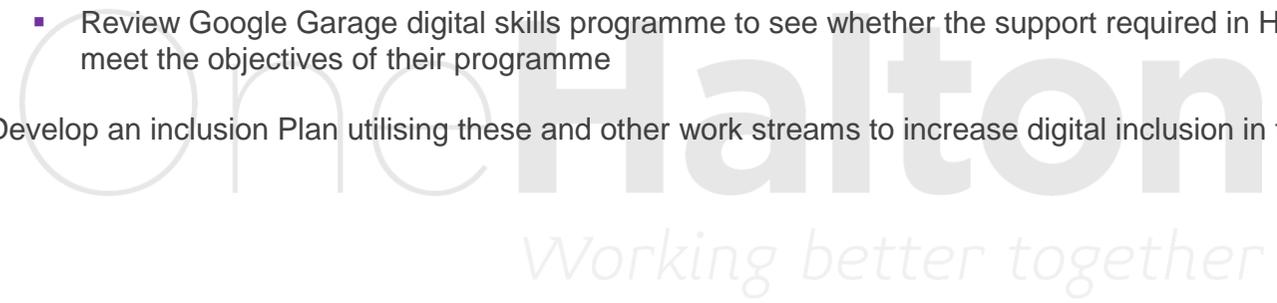
#### Lead: Halton CCG

Effective IT systems and information are crucial to an inclusive partnership; and an inclusive Halton.

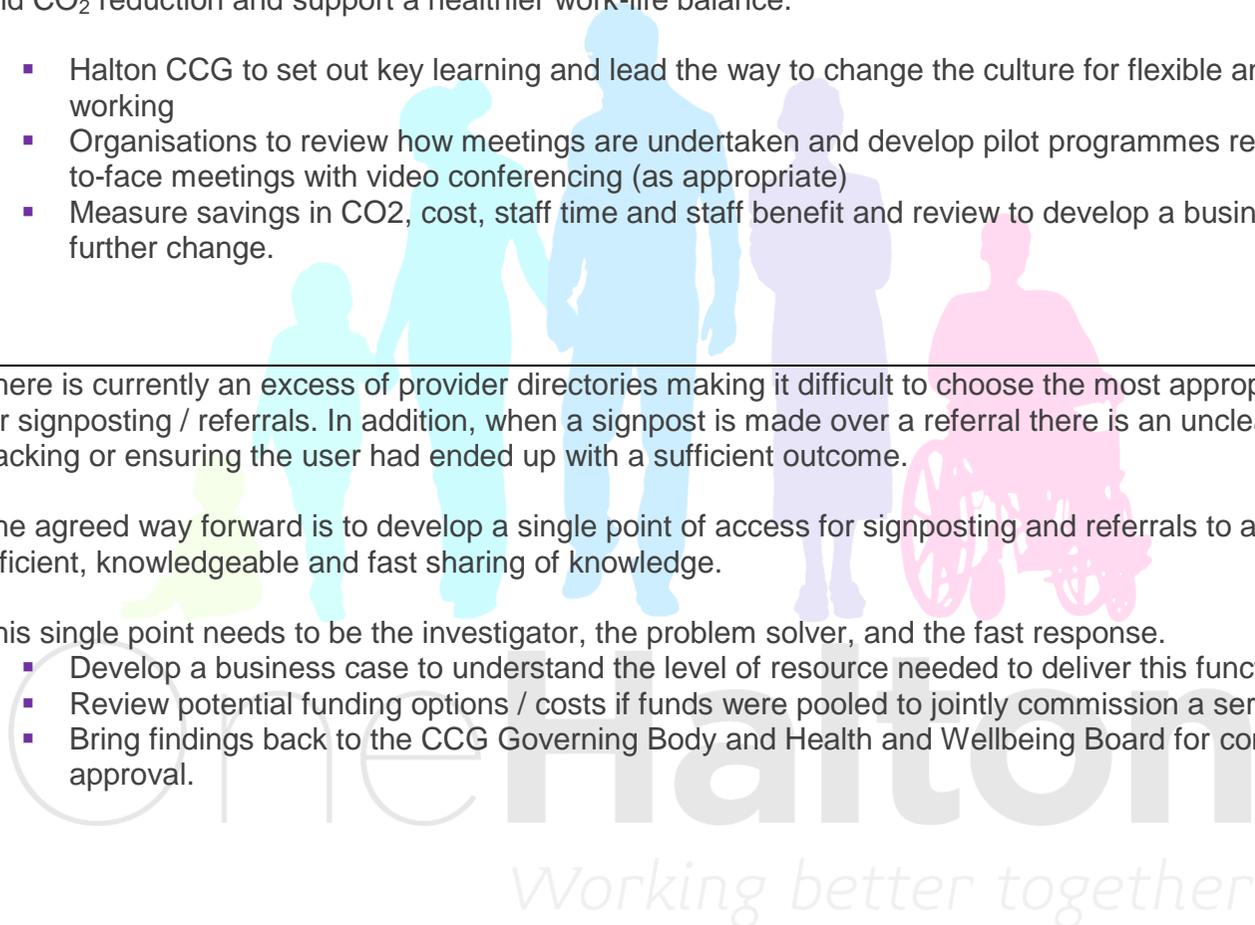
There are a number of areas where, as a partnership, there are barriers to communication and information sharing. That said, there are also a number of areas where individual partners are excelling.

Many pockets of strong skills and expertise exist in Halton. Examples of efficient systems which are already in place could be rolled out wider to other organisations in Halton that provide health and care services.

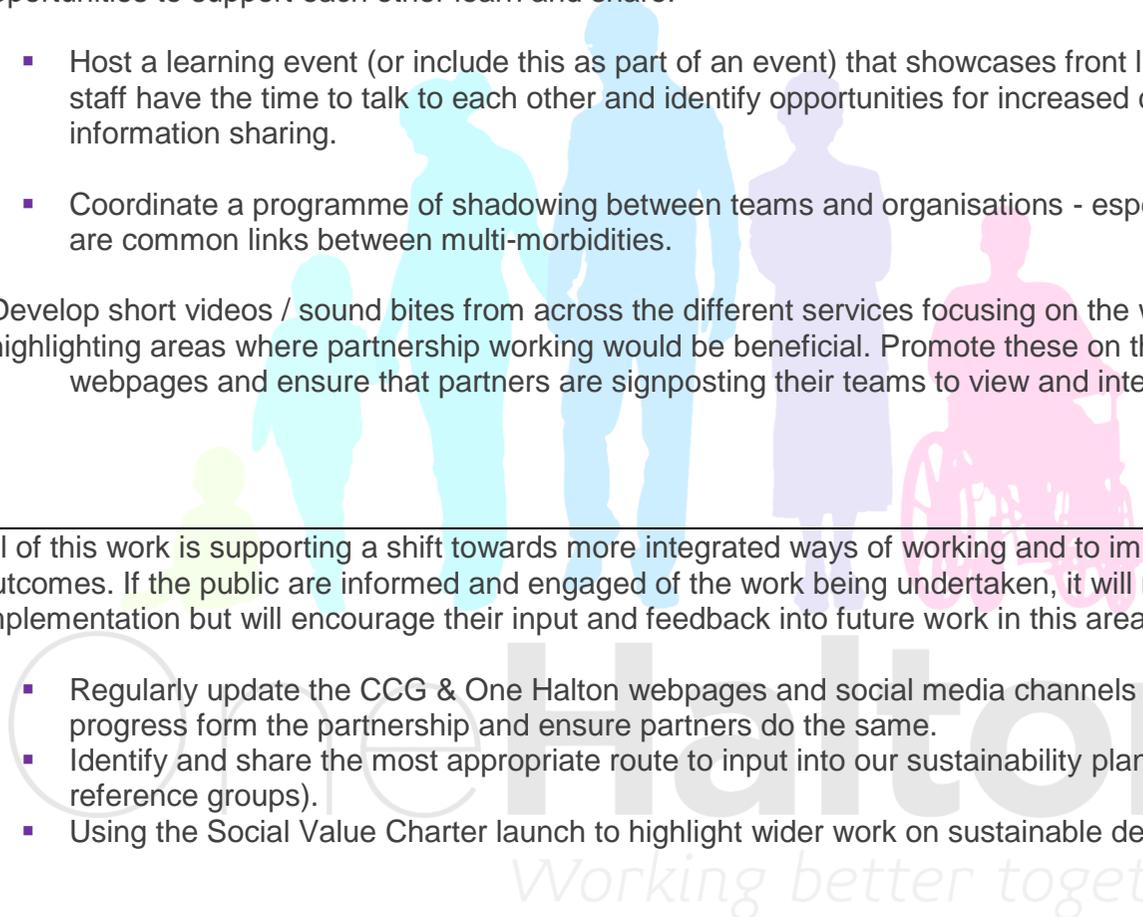
Effective IT and communications	
What	Action
<b>Widening Digital Inclusion across Halton residents</b>	<p>Improving digital inclusion has significant benefits to health. It can support a culture of self-management for long term conditions and can be a catalyst for encouraging healthy behaviours. Currently being achieved well in pockets, there is room for improvement across the partnership:</p> <ul style="list-style-type: none"> <li>▪ Review Halton Housings progress to date and the advances made to get customers online.</li> <li>▪ Explore opportunities with Widening Digital Participation Program (NHSE) and initiatives run by the Chamber of Commerce.</li> <li>▪ Review Google Garage digital skills programme to see whether the support required in Halton would meet the objectives of their programme</li> </ul> <p>Develop an inclusion Plan utilising these and other work streams to increase digital inclusion in the Borough.</p>



Effective IT and communications	
What	Action
Utilising IT for a flexible working culture and efficient operations.	<p>Effective utilisation of IT can reduce business travel and support flexible working - both of which realise cost and CO<sub>2</sub> reduction and support a healthier work-life balance.</p> <ul style="list-style-type: none"> <li>▪ Halton CCG to set out key learning and lead the way to change the culture for flexible and efficient working</li> <li>▪ Organisations to review how meetings are undertaken and develop pilot programmes replacing face-to-face meetings with video conferencing (as appropriate)</li> <li>▪ Measure savings in CO<sub>2</sub>, cost, staff time and staff benefit and review to develop a business case for further change.</li> </ul>
Single point of access	<p>There is currently an excess of provider directories making it difficult to choose the most appropriate option for signposting / referrals. In addition, when a signpost is made over a referral there is an unclear method for tracking or ensuring the user had ended up with a sufficient outcome.</p> <p>The agreed way forward is to develop a single point of access for signposting and referrals to allow for efficient, knowledgeable and fast sharing of knowledge.</p> <p>This single point needs to be the investigator, the problem solver, and the fast response.</p> <ul style="list-style-type: none"> <li>▪ Develop a business case to understand the level of resource needed to deliver this function;</li> <li>▪ Review potential funding options / costs if funds were pooled to jointly commission a service;</li> <li>▪ Bring findings back to the CCG Governing Body and Health and Wellbeing Board for comment and approval.</li> </ul>



Effective IT and communications	
What	Action
<b>Talking more, sharing and learning</b>	<p>Front line staff would benefit from having the space to learn about other front line services – increasing the opportunities to support each other learn and share.</p> <ul style="list-style-type: none"> <li>▪ Host a learning event (or include this as part of an event) that showcases front line services where staff have the time to talk to each other and identify opportunities for increased collaborations or information sharing.</li> <li>▪ Coordinate a programme of shadowing between teams and organisations - especially where there are common links between multi-morbidities.</li> </ul> <p>Develop short videos / sound bites from across the different services focusing on the work they deliver and highlighting areas where partnership working would be beneficial. Promote these on the CCG / One Halton webpages and ensure that partners are signposting their teams to view and interact with them.</p>
<b>Communicating to the public</b>	<p>All of this work is supporting a shift towards more integrated ways of working and to improve overall patient outcomes. If the public are informed and engaged of the work being undertaken, it will not only support implementation but will encourage their input and feedback into future work in this area.</p> <ul style="list-style-type: none"> <li>▪ Regularly update the CCG &amp; One Halton webpages and social media channels (e.g. twitter) with progress from the partnership and ensure partners do the same.</li> <li>▪ Identify and share the most appropriate route to input into our sustainability plans (e.g. patient reference groups).</li> <li>▪ Using the Social Value Charter launch to highlight wider work on sustainable development.</li> </ul>





## Work stream four: Sustainable Procurement

### Lead: Halton Borough Council

There is a significant amount of activity across the partnership on sustainable procurement, with Halton Borough Council leading the way to improve social value. This has stemmed from Halton CCG, Halton Borough Council and Third Sector organisations embarking on a 'commissioning for social value' programme at the beginning of 2013.

This has resulted in the development of a Social Value Charter for Halton and the championing of social value procurement from Halton Borough Council. Steered by this work by Halton Borough Council, the CCG have also adopted this approach.

One Halton however includes many more partners, and there is a significant opportunity to spread the learning's of social value commissioning and procurement across the wider partnership to bring more value to the people of Halton.

Sustainable procurement	
What	Action
Understand current social value procurement activity across partnership	Undertake a 'bottom up' mapping exercise of procurement practices across One Halton Partnership to understand the level of: <ul style="list-style-type: none"> <li>▪ Social Value inclusion in regular practice</li> <li>▪ Any known / measures impact</li> <li>▪ Any support required to increase / implement social value</li> </ul>
	Partners to benchmark procurement activity using the Procurement section of <a href="#">Good Corporate Citizen tool</a> .
	Highlight areas, and implement measures accordingly, where: <ul style="list-style-type: none"> <li>▪ Sharing of best practice would be beneficial to partners</li> <li>▪ Lending support to implement and up-skilling across the partners</li> </ul>
Procuring for Carbon reduction	Individually review ' <a href="#">Procuring 4 Carbon Reduction</a> ' tools and guidance and understand appetite of partnership to follow the approach.  (Note this may not be suitable for all organisations to take forward, but to review)

Sustainable procurement	
What	Action
<b>Supporting Third Sector consortium</b>	Review and support opportunities to help third sector organisations develop a consortium approach to commissioning.
<b>Sharing the value of responsible buying &amp; market position statement</b>	<p>Increase public awareness of the ongoing work around sustainable procurement to the Halton area and residents.</p> <ul style="list-style-type: none"> <li>▪ Promote the benefits of the work undertaken by utilising the CCG / One Halton webpages and social media.</li> <li>▪ Share learning with local businesses e.g. top tips / help spread the value further</li> <li>▪ Local authority already builds social value into workshops – expand to sustainable development where relevant and appropriate</li> </ul>

## Work stream five: Employment & the private sector

**Lead: Halton Borough Council**

The NHS Five Year Forward View has a significant focus on workplace wellbeing. A supportive and happy workplace culture has been proven to reduce absenteeism and staff turnover and makes for a more rewarding and fulfilling work-life balance.



Setting the standard for employment practices and developing a culture of learning across the partnership is important for One Halton. Ensuring that there are opportunities within Halton organisations for young people to be inspired by will help them to develop their skills and experience and invest for the future of Halton.

Businesses are highly influential on the behavior of their employees. It will be important that this work-stream is used to set a precedent within the private sector in Halton and help them to embed health and wellbeing into the work environment.

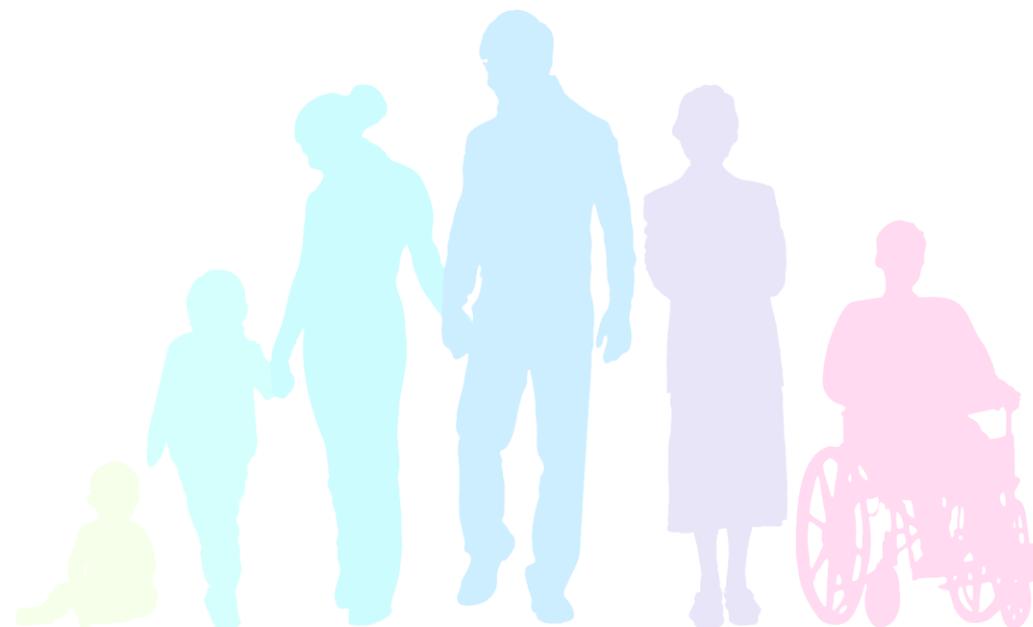
Employment & the private sector	
What?	Action
<b>Implement Social Value Training across the partnership</b>	<p>All Halton partners to identify Social Value champions within their organisations.</p> <p>Deliver the internally developed Social Value Training Programme and deliver to Social Value Champions and any relevant staff from organisations.</p> <p>Gather feedback following the training, to understand participants level of knowledge of social value (ideally now good or very good) and can identify how they will implement change within their own organization</p>

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Employment & the private sector	
What?	Action
<b>Create a 'One Halton' Workplace Development Program</b>	<p>This is an exploratory work-stream to identify opportunities to support each other to train and up-skill staff across partnership organisations. Work will include:</p> <ul style="list-style-type: none"> <li>Review current in house training programs, areas of alignment and gaps.</li> <li>Develop and run learning master classes to bridge identified skills and knowledge gaps.</li> </ul> <p>Trial a suitable training placement across the partnership (e.g. LA – NHS) and evaluate the effectiveness.</p>
	<p>Explore pots of funding that might support this approach and allow it to develop further including the Joseph Rowntree Foundation and the Ian Potter Foundation.</p>
<b>Promote a culture of learning in the community</b>	<p>Build in critical thinking from social purpose approaches into any in-house training or learning materials that are developed.</p> <p>Review the opportunities that critical thinking is brought into <a href="http://nw.wea.org.uk/news/new-online-social-purpose-training-unit">http://nw.wea.org.uk/news/new-online-social-purpose-training-unit</a></p>
<b>Support employers to understand and implement the benefits wellbeing in the workforce</b>	<p>Review current workplace engagement undertaken by Public Health teams and identify where further engagement activity can be delivered across the partnership to support workplace wellbeing.</p> <p>This is relevant for the internal workplace of the partnership as well as the private sector in and around Halton area.</p>

Note: These actions are set within 2016/17 targets. We will review the delivery plan on an annual basis to identify and develop the best course of action for the coming year of this three-year plan (2016-2019).

NHS Halton CCG would like to thank all those who have contributed and collaborated to help shape and develop this One Halton Sustainable Development Plan, and ultimately for the buy-in and commitment to deliver this activity and achieve the outcomes over the next three years.



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