



# Beyond our walls and into our communities

Our commitment to our people, planet and prosperity

CORPORATE SOCIAL RESPONSIBILITY STRATEGY

## **Introduction**

At the heart of CHP is a social purpose; what we do is a catalyst to transforming local health and care services resulting in improvements in population health outcomes. We support the delivery of integrated health and care in purpose-built environments based in local communities, this is central to delivery of the NHS Long Term Plan.

We believe the impact of this investment over almost two decades goes beyond the walls of the buildings and reaches into the communities in which we operate. Whether this is contributing to the economic prosperity in these neighbourhoods through job opportunities for local people; building relationships with local schools; or reducing the environmental impact of our buildings, we see our buildings at the heart of their communities. We have an enduring relationship with our communities and with this comes responsibility, something which we take seriously.

The Public Services (Social Value) Act 2012 places the improvement of social, economic and environmental wellbeing of local areas at the heart of public sector procurement practice. The impact of this is that it engages public sector organisations and its supply chain to deliver holistic and innovative approaches with social value in mind.

For CHP, social value creation is important to our people and those who work with us. We will put our efforts behind Corporate Social Responsibility (CSR) initiatives that are good for our staff, giving them a greater sense of purpose; maximise community benefit and deliver demonstrable social value linked to our annual business plan and Five-Year Strategic Plan.

Through engagement with our staff, LIFT Companies and investors we have identified four areas that people felt strongly about and forms the basis of our CSR strategy:

- Wellbeing
- Community
- Sustainability
- Skills and opportunities

CHP is committed to ensuring that its business undertakings are conducted as ethically as possible, positively impacting on the communities in which it operates.

### **The purpose of this strategy**

This document aims to provide a framework to support our people and our CSR efforts nationally, regionally and locally. It allows them to build on existing activities, initiatives and relationships while encouraging new ideas to be developed that enable our people and their communities to continue to thrive.

It is important to acknowledge that this CSR strategy will complement other existing or emerging strategies, such as our Health and Wellbeing Strategy, this will be cross referenced and not duplicated here.

## CSR defined

Corporate Social Responsibility, or CSR, refers to the way in which businesses “take account of the economic, social and environmental impacts that arise from the way they operate – maximising benefits and minimising the downsides.”<sup>1</sup> While largely voluntary actions over and above compliance with minimum legal requirements, it is no longer considered as just a nice thing to do. CSR has become the *modus operandi* for many companies, defining the way that they do business<sup>2</sup> and their reputations.

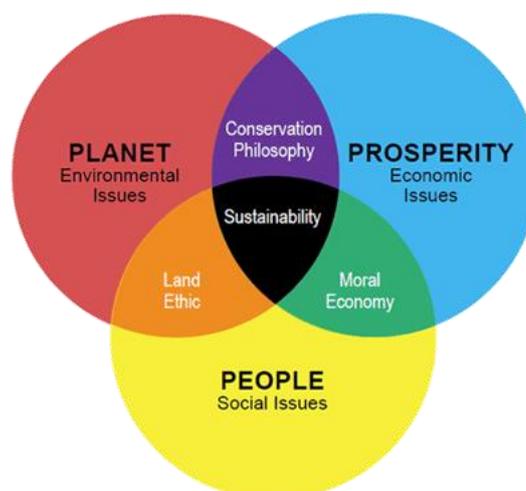
CSR is a broad concept where initiatives vary depending on the company and industry, ranging from reducing energy use, to community involvement and volunteer efforts. There is vast scope for businesses to boost social value creation.

The benefits of CSR are well documented. For instance, it can help forge a stronger bond between staff members and companies; boost morale; and help both employees and employers feel more connected with the world around them. Promotion of CSR efforts, whether this is implementing green practices or staff fundraising efforts, this positively impacts the corporate reputation amongst all stakeholders.

## Evidence base

There is extensive research and publications on CSR. Modern understanding of CSR and its practical implementation emerged in the 1980s.

Most noteworthy for the purpose of this strategy is the concept of the “The Triple Bottom Line” proposed by Elkington in 1994. Essentially a sustainable business model that balances the company’s social, environmental and economic impact. To achieve balance, or an outstanding triple bottom line performance, companies need an effective and long-term partnership between private and public sectors, as well as stakeholders.



Corporate Social Responsibility – The Triple Bottom Line (Elkington, 1994)

<sup>1</sup> HM Government. Corporate Responsibility Report (2009).

<sup>2</sup> Latapí Agudelo, M.A., Jóhannsdóttir, L. & Davídsdóttir, B. A literature review of the history and evolution of corporate social responsibility. *Int J Corporate Soc Responsibility* 4, 1 (2019). <https://doi.org/10.1186/s40991-018-0039-y>

## Why CSR matters to CHP

The application of the CSR strategy has the potential to provide wide ranging benefits to CHP, its staff and the communities and environments in which it functions. These benefits include:

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Turning strategy into action	<p>The development of a CSR strategy is a direct response to CHP's 5-year strategic plan and a means by which strategic objectives can be codified into definitive actions. Specific extracts from CHP's strategy to which the CSR strategy encompass include:</p> <p><b>Values and Culture:</b> Looking after ourselves and others; promoting well-being; ... actively supporting our partners, customers and colleagues; Providing the environment and investment for growth and self-development; ...maximise community benefit.</p> <p><b>Strategic Priorities</b> Putting our buildings at the heart of the community; Further developing environmentally sustainable practices and procurement; Protecting the public purse through effective stewardship.</p> <p><b>What success will look like</b> Reduce the environment impact of our buildings; Retaining an ambitious and engaged workforce; Being recognised externally as a great place to work.</p>
Developing and enhancing our social standing in the communities	<p>With over 300 buildings, some of which were built in the most deprived areas of England, CHP and its staff are at the heart of many communities. The CSR strategy will guide our staff towards activities that enhance their communities and simultaneously raise CHP's social standing and reputation.</p>
Drawing together existing good practice	<p>CHP already undertakes many environmental, community and well-being practices although not necessarily in a joined up or co-ordinated way. The CSR strategy will bring this practice together and act as a source of guidance for future activities.</p>
Being recognised as a great place to work	<p>Many of our employees gain fulfilment through philanthropic activities such as voluntary work or charitable fund raising. A CSR strategy supporting this activity will aid in recruiting and retaining an ambitious and engaged workforce; helping CHP be recognised as a great place to work.</p>
Defining CHP's sustainability credentials	<p>In recent years there has been a paradigm shift in awareness of sustainability issues. With this awareness is an increasing pressure on organisations to demonstrate their credentials in areas such as decarbonisation, water preservation and waste reduction. The CSR strategy will be used pull together the existing good practice within CHP and embed these policies throughout the organisation; demonstrating to the wider community our intention in these areas.</p>

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## Our CSR commitments



**Wellbeing**

**Vision**  
Looking after the health and wellbeing of ourselves and others to create a healthy and vibrant working environment that empowers our staff and delivers success.

**Stakeholders**  
All staff



**Community**

**Vision**  
To leverage the best social value from our people, community, LIFTCos and estate to improve health and fight health inequalities.

**Stakeholders**  
All staff  
Local communities, users  
tenants and clients  
LIFTCos



**Sustainability**

**Vision**  
Putting sustainable development at the heart of our company to ensure our estate and operations are as efficient, sustainable and resilient as they can possibly be.

**Stakeholders**  
All staff, tenants, customers and other building users; LIFTCos and their supply chain; NHS Sustainable Development Unit



**Skills & Opportunity**

**Vision**  
Use our collective skills, experience and knowledge to identify and create opportunities to support prosperity in the communities within which we operate.

**Stakeholders**  
Our local communities, users, customers and tenants.



## Wellbeing

Looking after the health and wellbeing of ourselves and others to create a healthy and vibrant working environment that empowers our staff and delivers success

CHP believes that vibrant and engaged staff will support the best possible performance of the company and best service for our customer. We aim to recruit and retain competent staff, training and developing them to progress and drive the company forward.

The essential delivery elements are contained within our Health and Wellbeing Strategy. While all staff development, training/organisational development (OD), employee 'work' experience including recognition (awards/appraisals), employee benefits and succession planning/career progression are being implemented through work on strategy workstream SP#1.

### **Who do we need to work with?**

- Internal staff
- External supply chain
- Local communities

### **Key activities:**

- Wellbeing champions
- Mental health first aiders
- Volunteering
- Wellbeing calendar of education and events

### **Key actions:**

- Launch and promote health and wellbeing strategy to staff
- Line managers provided training to support staff and the Company in key Wellbeing themes (e.g. mental health awareness)
- Identify and train mental health first aiders

### **How do we know we are making a difference?**

- Low staff turnover
- Low sickness absence rates
- Mandatory training and ongoing development completed by all staff
- >80 (out of 100) Employee Engagement Index score in the Annual Staff Survey



## Community

To leverage the best social value from our people, community, LIFTCo's and estate to improve health and fight health inequalities

CHP has over 300 buildings at the heart of many communities in England. It has a hugely engaged and caring workforce. CHP will use these assets to increase opportunities to deliver on locally agreed health and wellbeing goals and in doing so increase its social value through the delivery of local priorities.

### Who do we need to work with?

- CHP Staff and especially the Property Teams
- CHP tenants and their staff, patients, and customers
- LIFTCo
- Healthcare commissioners and local authorities
- Third sector communities including charities, voluntary & community groups and not for profit organisations

### Key activities:

- Empower our staff to bring community activity into our buildings in a safe, legal and secure manner
- Increase the community use of shared and void space in our buildings to meet local requirements for social prescribing and the 8 social determinates for health
- Measure the social value generated through our people, activities and estate
- Adopt inclusive design principles for our new and existing health facilities so that our community can always participate equally, confidently and independently within our buildings

### Key actions:

- Create guidance and a support mechanism for community use of our facilities
- Inspire others to make better community use of our building through social media; sharing of best practice and establishment of regional communities of practice
- Develop and introduce means for measuring social value in monetary terms
- Develop and socialise the CHP Inclusive Design guidance for healthcare facilities

### How do we know we are making a difference?

- Having the means to shout about the social value CHP brings to health
- Year on year increase in social value measured via Social Value Maturity Index
- Awarding winning organisation for delivery of social value
- Greater tenant and customer satisfaction and improved health outcomes
- Tenant endorsement of CHP's contribution to social value and prescribing



## Sustainability

Putting sustainable development at the heart of our company to ensure our estate and operations are as efficient, sustainable and resilient as they can possibly be

CHP recognise that sustainable development is a critical factor in our organisation being able to deliver world class healthcare estate, both now and in the future. CHP are dedicated to ensuring we create and embed sustainable models of care throughout our operations to minimise the impact that we and our buildings have upon the environment and the Earth's natural resources. We will work with our staff, tenants, LIFTCos and NHS community to meet the needs of the present without compromising the ability of future generations to meet their own.

### Who do we need to work with?

- CHP Staff
- Tenants, staff, customers and other building users
- LIFTCos and their supply chain
- NHS Sustainable Development Unit

### Key activities:

- Develop our Road Map to achieve net zero greenhouse gas emissions by 2050
- Align our environmental plans and actions with the NHS Long Term Plan, namely: reducing carbon, waste, and water; improving air quality; reducing single use plastics; and rolling out LED lighting
- Improve the environmental impact of that which is under our direct control and seek to influence that which is not
- Undertake waste, energy and water audit across the CHP's estate to understand the environmental impact of our business
- Develop our energy management workstream to challenge ourselves, our tenants and our LIFTCo's in the procurement and use of energy
- Coordinate and promote our sustainability activities

### Key actions:

- Plan: develop a sustainability plan, for approval by the CHP Board
- Measure: measure, monitor and report progress against the plan
- Evaluate: benchmark CHP's progress against other similar organisations
- Engage: engage widely with staff service users and the public
- Improve: learn from exemplary practice and embed this into our business as usual activities

### How do we know we are making a difference?

- Reduced greenhouse gas emissions and other environmental impacts arising from our buildings and operations
- Reduced quantity of waste being sent to landfill from our buildings
- Greater tenant and customer awareness of CHP's environmental activities



## Skills & Opportunity

Use our collective skills, experience and knowledge to identify and create opportunities to support prosperity in the communities within which we operate

Corporate social responsibility is more than charitable donations. We have a diverse workforce of highly skilled and experienced people and the 'will' to giving back in different and rewarding ways for all parties involved. We will empower our staff to find innovative ways to work with partners in our buildings and with the wider community, to find new and fair ways, such as through volunteering our time, to deliver greater social impact.

### Who do we need to work with?

- CHP employees
- Tenants and customers
- LIFTCos and supply chain providers
- Soft FM providers

### Key activities:

- Research models and opportunities for sharing skills and knowledge for good
- Develop an operational framework which enables CSR initiatives and activities to be co-created with local partners and the community, with associated decision making, measurement and evaluation
- Develop a volunteering initiative which identifies and promote opportunities linked to our portfolio, supported by a CSR day entitlement
- Support the greater use of apprenticeships and work experience on offer

### Key actions:

- To develop and launch a programme of volunteering opportunities for staff across our estate in accordance with agreed governance
- Explore opportunities to partner with LIFTCos who are also developing CSR approaches to gain greater social impact
- Develop a proposal to go beyond financial giving and consider how we share our skills and expertise for the greater good of the communities in which we operate

### How do we know we are making a difference?

- Total number of volunteering hours provided by CHP employees
- Feedback from people and organisations we have helped
- Number of apprenticeships and work experience placements offered

## Promoting the good that we do

We know our buildings are beacons of change in the communities they have been built in, and that the impact of this investment reaches beyond the building itself. We want to be regarded as a good corporate citizen at the national, regional and community level and know that to achieve this we need to share the stories of what we do.

We will consistently capture our stories as they happen, and the best way to do this is through our private social network, Yammer. This will empower staff to post their own stories from the front line as they happen, and they will do this because they are proud of what they have achieved. In turn, the communications teams will seek to socialise these stories, subject to the correct permission, via our intranet, website and social media channels.

If CHP is to understand the effectiveness of the CSR strategy and promote this to the wider system, it must be able to measure and quantify its social value. A key deliverable for the strategy will be to research and employ a measure of CHP's social value. A measure of social value will ensure CHP is better placed to justify the impact of external investment; make a stronger case for additional funding; focus efforts on those areas that give the greatest return; and develop stronger communication of the value of its work.

## Delivering CHP's Corporate Social Responsibility

This paper and its approval by the CHP Board, firmly establishes CHP's intent and direction regarding its Corporate Social Responsibility. This strategy forms the framework around which CHP will develop future policies, procedures and working practices; delivery of which will be managed through the Strategic Delivery Team, the following workstreams and their leads:



Wellbeing

#1 Promoting employee wellbeing, development and recognition

Naomi Edwards



Community

#6 Buildings at the heart of our community

Simon Waters



Sustainability

#8 Further developing environmentally sustainable practices and procurement

Jamie Andrews



Skills & opportunity

#3 Prioritise ever more skilful collaboration within the company

Nan-see McInnes

Overall management of the CSR strategy will be via the #6 workstream.