



Beyond our walls and into our communities

Our commitment to our people, planet and prosperity

CORPORATE SOCIAL RESPONSIBILITY STRATEGY
Version 1.1 September 2022

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.

Throughout the Covid 19 pandemic CHP continued to focus on CSR and we are extremely proud of the resilience shown by our workforce. We are now moving into post Covid recovery, and we will reflect and revitalise as we navigate to our “new normal” and continue to deliver positive outcomes to the people and communities our buildings serve.

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.*”¹ 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 business² and their reputations.

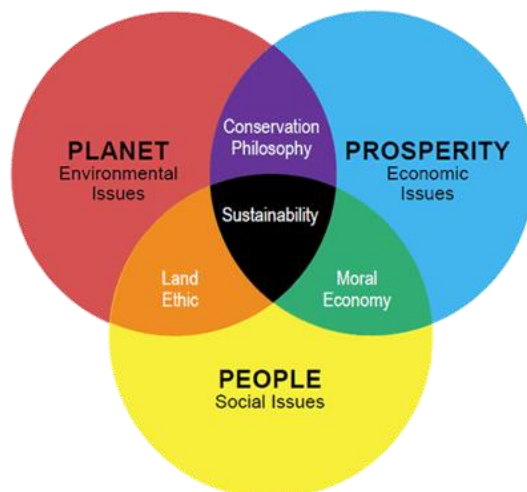
CSR is a broad concept where initiatives vary depending on the company and industry, ranging from reducing energy use, to community involvement and volunteer efforts. There is vast scope for businesses to boost social value creation.

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)

¹ HM Government. Corporate Responsibility Report (2009).


² 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:

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>Values and Culture: 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>Strategic Priorities 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>What success will look like 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 to 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>


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 Estates Greener Team



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. The aims of this strategy include items such as staff development, organisational development (OD), employee 'work' experience including recognition (awards/appraisals), training, employee benefits and succession planning/career progression.

Who are we working with?

- Internal staff
- External supply chain
- Local communities

Key activities:

- Wellbeing champions
- Mental health first aiders
- Equality, Diversity and Inclusion Training
- 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).
- Create a Health & Wellbeing Portal on myCHP.
- Review existing Mental Health First Aider provision.
- Build on our Equality, Diversity and Inclusion strategy to ensure we are an inclusive and diverse organisation.

How do we know we are making a difference?

- 100% mandatory training completed for all staff in post.
- Increase employee satisfaction on Employee Index.
- Mental Health Wellbeing Index maintained above national average.
- Employee sickness levels maintained below NHS average.



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 are we working with?

- CHP Staff and especially the Property & Operations Teams
- CHP tenants, their staff and patients
- LIFTCos
- 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.
- Continue to measure the social value generated through our people, activities, and estate.
- Adopt inclusive design principles for our new & existing health facilities so that our community can always participate equally, confidently, and independently within our buildings.

Key actions:

- Inspire others to make better community use of our buildings through social media & sharing of best practice via the Community Champions and the Buildings @ The Heart of The Community initiative.
- Continue to measure social value in monetary terms.
- Develop & socialise the CHP Inclusive Design guidance for healthcare facilities.
- In partnership with our LIFTCOs, create a more inclusive CHP estate using the AccessAble Best Practice Guides.

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 through the Social Value Portal.
- 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.
- More accessible sites which will further enhance the customer experience for all visitors to our sites.



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 a 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 are we working with?

- CHP Staff
- Tenants, staff, customers and other building users
- LIFTCOs and their supply chain
- NHS Estates Greener Team

Key activities:

- Promotion of Green Plan within CHP, LIFTCOs, ICB's and the wider NHS.
- Act on our Road Map to achieve net zero greenhouse gas emissions by 2050.
- Using our Green Plan to meet the NHS Net Zero objectives 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 LIFTCOs in the procurement and use of energy.
- Coordinate and promote our sustainability activities.

Key actions:

- Plan: move from strategic aims into business operations.
- 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 & 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.
- Benefits realised as a result of the procurement of renewable energy contracts.



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 give 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 are we working with?

- CHP employees
- Tenants and customers
- LIFTCos and supply chain providers
- Soft FM providers
- National Volunteering Organisation/Experts

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 promotes opportunities linked to our portfolio, supported by a CSR day entitlement.
- Support the greater use of apprenticeships and work experience on offer.

Key actions:

- Work with national volunteering organisations and local ICBs to develop an approach to volunteering for CHP.
- 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.
- Explore how apprenticeship and work experience schemes with local education providers can best fit within CHP.

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 will promote the Social Value we create at the national, regional and community level and share the stories of what we do.

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

We will continue to measure and quantify our social value in order to understand the effectiveness of the CSR strategy and we will promote this to the wider system. This 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 have and will continue to 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

Promoting employee wellbeing, development, and recognition

Head of People
(Carole Stopforth)



Community

Buildings at the heart of our community

Regional Director
(Simon Waters)



Sustainability

Further developing environmentally sustainable practices and procurement

Head of Technical Services
(Alan Land)



Skills & opportunity

Prioritise ever more skilful collaboration within the company

CSR Delivery Manager
(Denise Cottam)

Overall management of the CSR strategy will be overseen by the Corporate Social Responsibility Delivery Manager.