

Corporate Social Responsibility

**Beyond our walls and into
our communities**

*Our commitment to our people,
planet and prosperity*



September 2024

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 the last 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 employees, 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 employees, 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.”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.

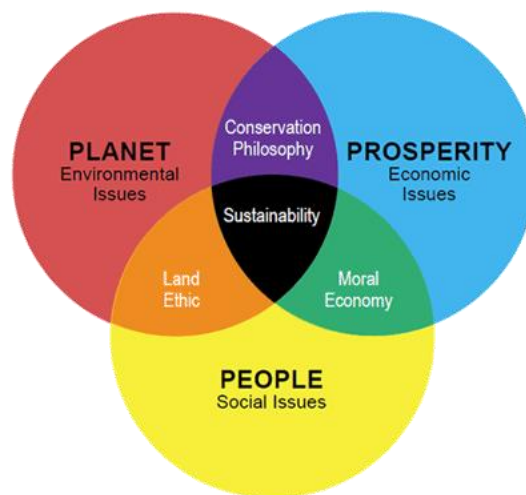
CSR is a broad concept where initiatives vary depending on the company and industry, ranging from reducing energy use, to community involvement and volunteer efforts. There is vast scope for businesses to boost social value creation.

The benefits of CSR are well documented. For instance, it can help forge a stronger bond between employees 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 employees 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).

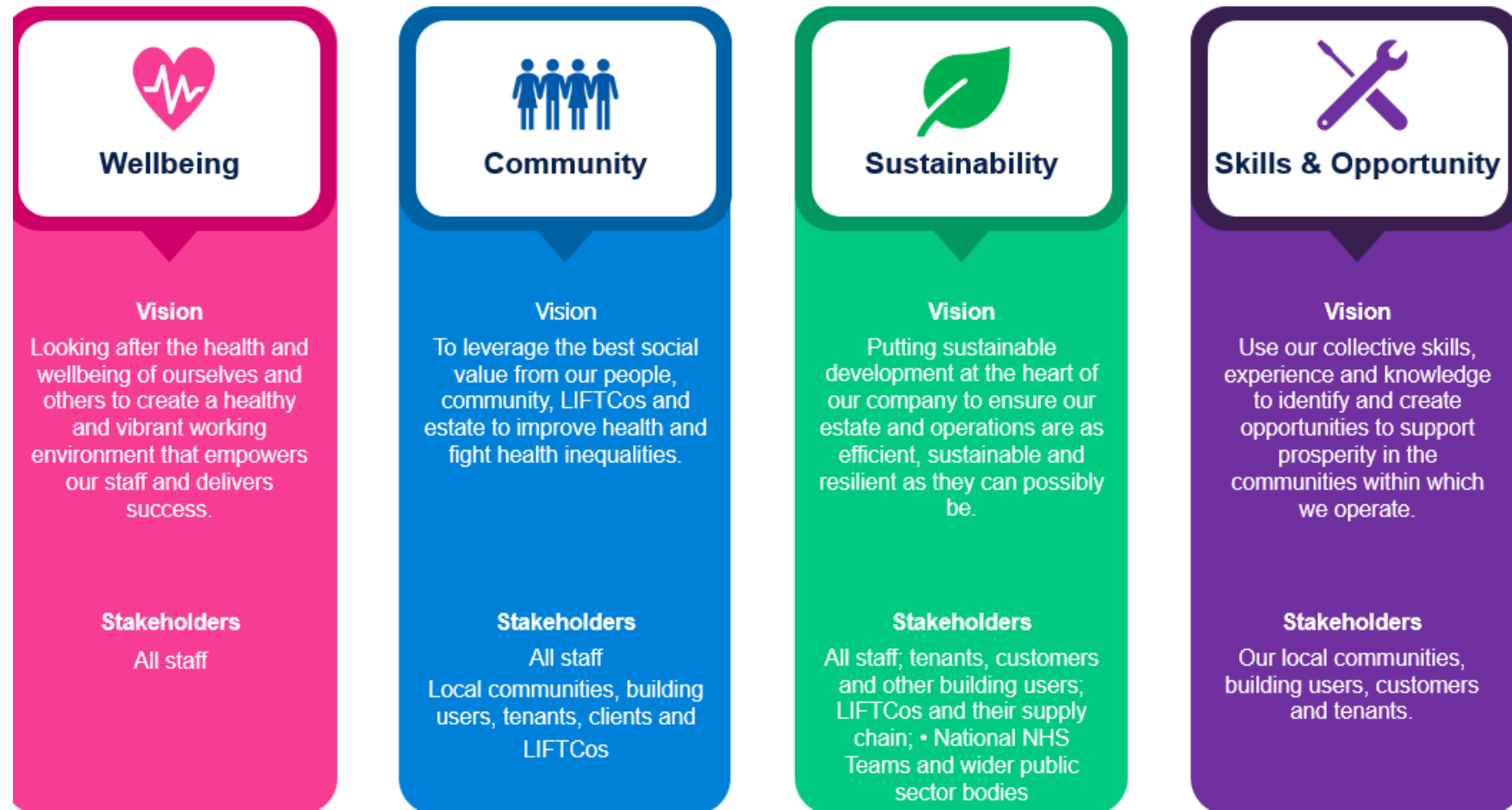
² Latapí Agudelo, M.A., Jóhannsdóttir, L. & Davídsdóttir, B. A literature review of the history and evolution of corporate social responsibility. *Int J Corporate Soc Responsibility* 4, 1 (2019). <https://doi.org/10.1186/s40991-018-0039-y>

Why CSR matters to CHP

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

Turning strategy into action	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. <i>Commitment, accountability, respect and inclusivity</i>; our values define CHP and underpin our organisational culture. Values which are clearly demonstrated through our CSR strategy and actions. Specific extracts from CHP's strategy to which the CSR strategy encompass include: People, Values and Culture: Supporting our people to develop as individuals and as part of a local team; promoting well-being; ... actively supporting our partners, customers and colleagues; Providing a place where our people thrive...ensuring growth and investment in our people...value everyone for who they are; ...maximise community benefit. Strategic Priorities Leading the future shape of the care environment, by using our buildings to improve health and enhance communities; Work with Partners & Customers to put our buildings at the heart of the community; Delivering sustainable infrastructure which is safe, flexible, well-used and welcoming & accessible; Further developing environmentally sustainable practices and procurement; Providing value for money by protecting the public purse through effective stewardship. 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.
Developing and enhancing our social standing in the communities	With over 300 buildings, some of which were built in the most deprived areas of England, CHP and its employees are at the heart of many communities. The CSR strategy will guide our employees towards activities that enhance their communities and simultaneously raise CHP's social standing and reputation.
Drawing together existing good practice	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.
Being recognised as a great place to work	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 & engaged workforce; helping CHP be recognised as a great place to work.
Defining CHP's sustainability credentials	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.

Our CSR commitments





Wellbeing

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

CHP believes that vibrant and engaged employees will support the best possible performance of the company and best service for our customer. We aim to recruit and retain competent employees, 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 employees 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 employees
- External supply chain
- Local communities

Key activities:

- Learning & Development Framework
- Wellbeing champions
- Mental health first aiders
- Equality, Diversity and Inclusion Training
- Wellbeing calendar of education and events

Key actions:

- Develop and implement an inclusive Learning and Development framework (Thrive) with learning opportunities for all.
- As part of the Thrive framework, design and deliver a leadership programme to develop our emerging, future leaders.
- Launch and promote health and wellbeing strategy to employees.
- Line managers provided training to support employees 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.
- Review & 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 employees 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, LIFTCos 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 Employees and especially the Property & Operations Teams
- CHP tenants, their employees 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 employees 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.
- Work in partnership with our LIFTCOs and MSAs to leverage their ESG funds for the benefit of the local communities.

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.
- Work in partnership with our LIFTCOs to allocate funding to relevant community projects.

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 an independent Social Value Partner.
- Award 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

Community Health Partnerships is committed to supporting sustainability within the NHS. This commitment extends across our 308 healthcare buildings, which we aim to make as efficient, sustainable, and resilient as possible. Published in 2022, our CHP Green Plan outlines the path to Net Zero for both the LIFT estate and our corporate functions. As part of the NHS family, our CHP Green Plan aligns with the NHS's ambition to be the world's first net-zero health system, creating a Greener NHS.

Our Green Plan is helping drive organisational change, supporting our customers with their sustainability ambitions, and working in partnership with LIFTCos and Integrated Care Systems.

A comprehensive Net Zero Delivery Plan 2023-28 was published outlining key actions for the next five years.

Who are we working with?

- CHP Employees
- Tenants & customers
- ICS's
- LIFTCos & MSP's
- Our supply chain & contractors
- National NHS Teams & wider public sector bodies and organisations

Key activities:

- Update CHP Green Plan with renewed focus on decarbonising our operations & processes. Key priorities include, optimising building efficiency & performance, increasing green spaces and biodiversity across the LIFT estate, reducing waste and increasing circularity across all business functions, continue to develop sustainability into our supplier network and within contracts, assess risk posed by climate change and develop resilience plans.
- Identify and take steps to reduce emissions under our direct control and support initiatives for which we can influence.
- Provide specialist education and training materials & workshops for employees, tenants and stakeholders to support our Net Zero targets.
- Continue to partner with key stakeholders and partners.

Key actions:

- Enhance data & digitalisation. Focus on energy/ utilities but to expand to include wider business practices and operational functions. Measure, monitor and report corporate and LIFT emissions.
- Build upon existing partnerships & collaborations, internally within CHP and externally with a variety of stakeholders.
- Deliver targeted guidance and educational support across our areas of focus, empowering behaviour change and creating a culture of efficiency and sustainability.

- Continue engagement with industry and sector best practice, emerging trends, technologies and opportunities.
- Review and update CHP Green Plan (2025-2028).

How do we know we are making a difference?

- Reduced greenhouse gas emissions from our corporate functions and across our LIFT portfolio and in line with our Net Zero Carbon targets.
- Environmental benefits and scope 3 emissions reduced through our supply network and contracts.
- Integration of sustainability and emissions reduction processes across CHP functions and operations.
- Delivering sustainable, value for money healthcare estate & facilitates for our tenants and health system.



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 employees 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
- Local Communities

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.
- Further promote our volunteering initiative which identifies and promotes opportunities linked to our portfolio, supported by a 2-day CSR entitlement.
- Support the greater use of apprenticeships and work experience on offer.
- Develop our internal Learning and Development framework (Thrive) to be inclusive – offering learning opportunities for all, and ensuring that our people are equipped with the skills for the future

Key actions:

- Further develop a programme of volunteering opportunities for employees 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 increases year on year.
- 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, Viva Engage. This empowers employees 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



Community

Buildings at the heart of our community

CSR Delivery Manager



Sustainability

Further developing environmentally sustainable practices and procurement

Head of Sustainability



Skills & opportunity

Prioritise ever more skilful collaboration within the company

CSR Delivery Manager

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