

Safety, Health and Environment (SHE)

Annual Report 2020/21



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1. Introduction from our Executive Director of People and Corporate Services

This report celebrates what we've achieved during 2020/21.

2020/21 has been one of the most challenging years in living memory. The coronavirus pandemic has required all of us to make huge changes to the way we lived and worked – and I'm hugely proud of the fact that the health, safety and wellbeing of our colleagues was the top priority of our organisation throughout this time. You'll see details throughout this report of how we have worked collaboratively across our business to make sure this priority was delivered day-in, day-out for all our colleagues - whether they were working at home, or in our offices and warehouses.

I am also proud of the fact that the pandemic did not stop us from continuing to act to address one of the other biggest challenges faced by society – climate change and the environmental degradation that continues across the planet. This report demonstrates how serious we are about this threat, and how all of our services are stepping up to address the challenges we face. In support of this, the NHSBSA declared a Climate Emergency during 2020 – and have set a target of becoming Net Zero by 2030.

Whilst we recognise that we still have lots to do, this report celebrates what we've achieved during 2020/21. I would also like to say thank you to all of our colleagues for their ongoing passion and dedication.



Mark Dibble

Executive Director of People and Corporate Services

About us

We are an Arm's Length Body of the Department of Health and Social Care (DHSC). We are responsible for providing platforms and delivering services which support the priorities of the NHS, Government and local health economies and in so doing we manage around £35 billion of NHS spend annually.

By providing these services once, nationally and at scale, and by digitising services and utilising leading-edge technology we deliver great taxpayer value, providing huge savings for the NHS which can then be reinvested in frontline care. As we cement our role right at the heart of the system, the breadth and depth of services that we have been asked to undertake has grown significantly.

Our purpose, strategic goals and values (see **Our Strategy** for more details) complement and support our commitment to achieving high standards of health and safety, maximising our positive impact on the environment and driving resource efficiency.

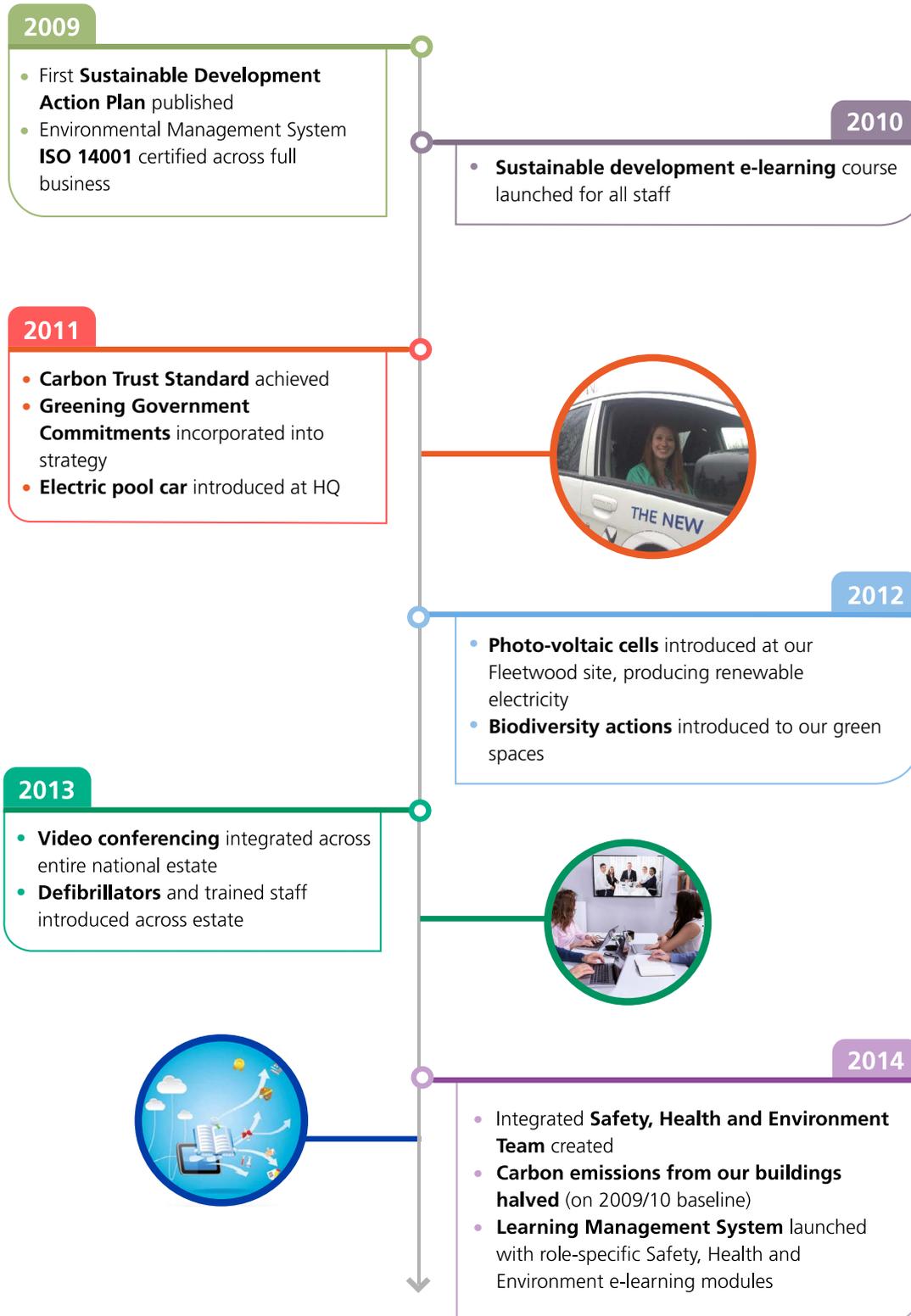
We also recognise that health and safety, and environment and resource efficiency require specific focus, with targets and objectives set to address key areas linked to our operations and the social value we can bring. During 2020/21 these were outlined in our Health and Safety Strategy and Action Plan, and Environment and Resource Efficiency Strategy and Action Plan.

Our journey so far

Each year we continue to integrate our approach, ensuring that the material issues and needs of our customers, clients and others inform what we deliver and how we deliver it. Figure 1 shows some of the key points on our SHE journey since the formation of the NHSBSA in 2006.

Figure 1: Our SHE journey

The NHSBSA was created in 2006 by bringing together a number of previously separate NHS organisations.



2015

- **Bee hives** established to support biodiversity

2016

- **90%** of waste diverted from landfill
- Recertified to **Carbon Trust Standard**

2017

- **95% of waste** diverted from landfill
- Transitioned to the **ISO 14001:2015** standard



2018

- **Public Sector Paperless Awards** - Efficiency Savings Project winner
- **Refreshed Safety, Health and Environment** e-learning module launched
- **Single use plastics phase out** commenced

2019

- **COVID-19 policies and procedures** rolled-out to ensure the health and wellbeing of our people
- **NHS Sustainability Award** winner
- Launch of NHSBSA **Environment Network**
- 1.4 million **plastic Prescription Prepayment Certificate (PPC) cards eliminated**
- Electronic Prescription Service (EPS) **processing over 70% of prescriptions electronically**
- **Public Sector Paperless Awards** winner



2020

- **COVID-19 policies and procedures** maintained and evolved
- **Declared climate emergency** and set **Net Zero by 2030 target**
- **Electronic Prescription Service (EPS) usage** increased to 89%
- **HSJ Award finalist** for Environmental Sustainability category
- New **Environment Committee** established
- Chartered Institute of Procurement and Supply **Corporate Ethics Mark** achieved

Governance, assurance and oversight

During 2020/21 our Executive Director of People and Corporate Services was the Senior Responsible Officer (SRO) for SHE as delegated by our Chief Executive. He ensured that the organisational arrangements and resources were in place to meet our responsibilities and achieve our aims and objectives.

Progress was reported and monitored at Leadership Team and Board level in regular reports. We also had in place a non-executive director SHE champion providing oversight of the agenda. Likewise, update reports were provided to our staff at regular intervals through various channels including the internal newsletter, Chief Executive's blog, intranet and business communication tools, live Q&A sessions and notice boards.

Formal consultation and engagement was via our National Joint SHE Committee, with local groups overseeing implementation in each team.

Additional methods used for assurance over our approach and our data were:

- **SHE Management System** – Our internal policies and procedures, ensured a systematic and controlled approach to our SHE activities.
- **Environmental Management System (EMS) certification** – Externally certified to the ISO 14001:2015 standard. During 2020/21 we successfully maintained certification of our business-wide EMS system.

Public reporting undertaken using the following methods:

- **NHSBSA Annual Report and Accounts** – Contained information and commentary on our performance, including that required by HM Treasury in Public Sector Annual Reports: Sustainability Reporting guidance.
- **Safety, Health and Environment (SHE) Annual Report** – A more detailed report giving an overview of governance arrangements, performance and key activities.



2. Health and safety

Overview

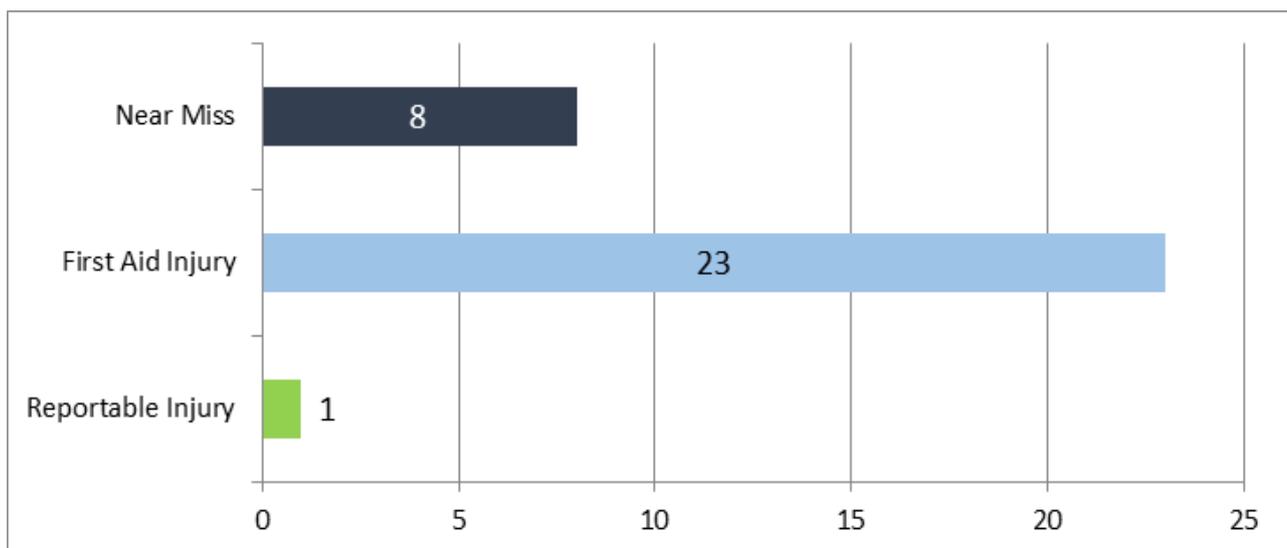
During 2020/21 health and safety was managed and coordinated by our central SHE Team, made up of qualified and experienced health and safety professionals. The team was supported by health and safety representatives in each business area who were trained, coached and supported to ensure they had the appropriate skills and knowledge to oversee local delivery of our policies and processes.

Performance review 2020/21

Figure 2 below shows the total accident, injury and near miss reports during 2020/21.

Figure 3 shows the first aid injuries by type for 2020/21.

Figure 2: Accidents and injuries 2020/21

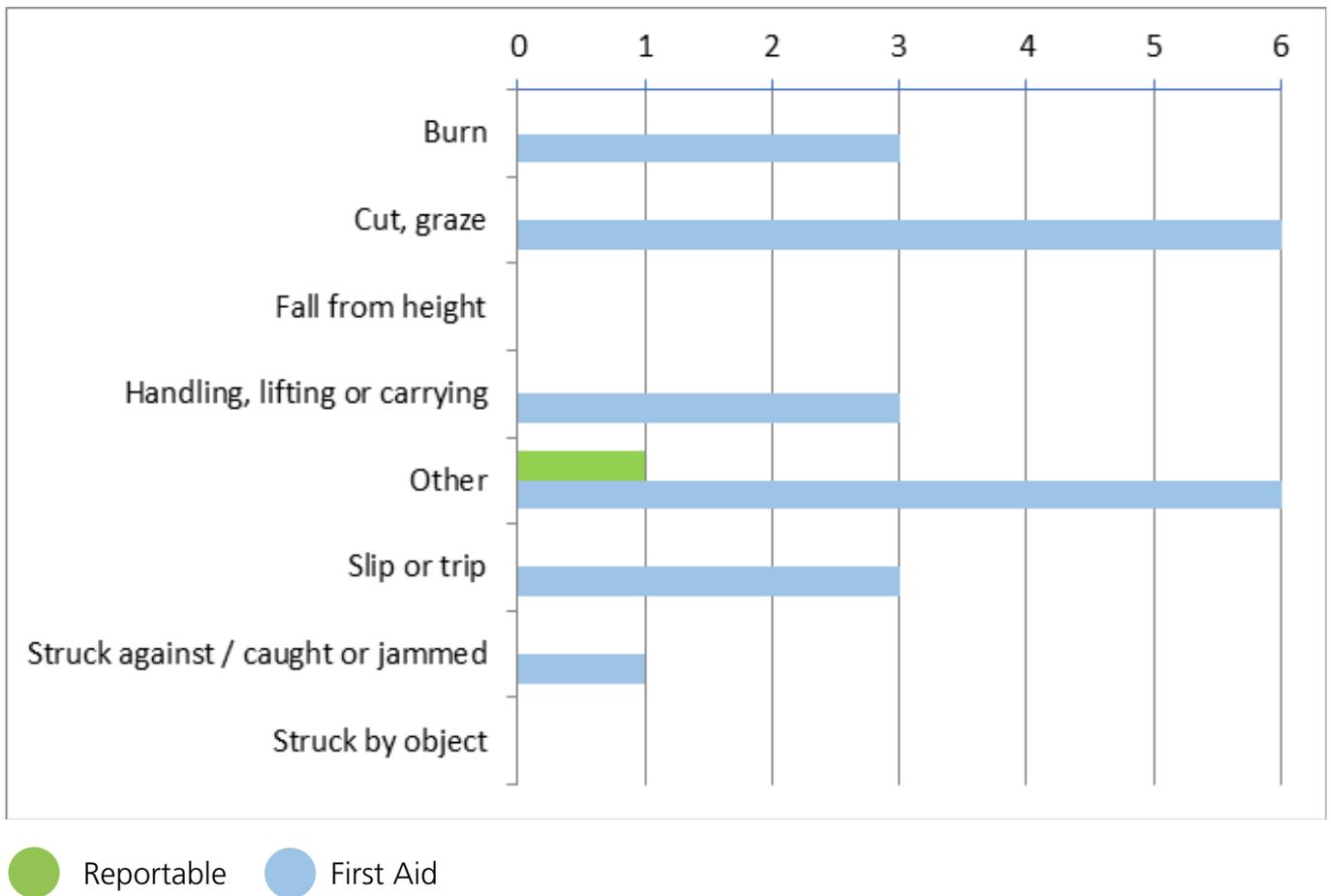


RIDDOR reportable incidents are certain serious work-related accidents, occupational diseases and specified dangerous occurrences which require formal reporting to the Health and Safety Executive (HSE).

A **first aid treatment** injury is defined as any one-time treatment and/or follow-up visit for the purposes of observation of minor injuries which do not ordinarily require medical care provided by a professional physician.

A **near miss** is an unplanned event that did not result in injury, illness or damage – but had the potential to do so and was only avoided by circumstance or good fortune.

Figure 3: First Aid 2020/21



During 2020/21 the NHSBSA had one case which needed to be reported to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). This number of reportable events is very low for a business of our type and size, when compared to published HSE figures. We believe that this is a result of our proactive approach to health and safety, ensuring all our people are involved, supported and understand their role in how we look after ourselves and those around us.

Prevalent injury types remained consistent, with minor cuts and grazes and minor burns in the kitchen and galley areas, general slips and trips and staff striking against objects. Note: The "Other" category (including the RIDDOR reportable injury highlighted in green) is used to report injury types that do not have a predefined category, for example allergic reactions and certain occupational health conditions. Across 2020/21 this number remained consistent with previous years.

Key areas of activity during 2020/21:

COVID-19 response:

The effect of the global COVID-19 pandemic has been the primary focus of the SHE Team across 2020/21. With over 3,000 employees being sent to work from home, we were presented with a real challenge in assessing staff workstation and home working arrangements. The SHE Team worked in conjunction with the NHSBSA Technology Team and an in-house national distribution group to assess staff requirements and deliver items of equipment to employees to enable them to work effectively and safely.



All premises were assessed against government guidance on providing a COVID secure business and the necessary controls implemented across our estate to enable us to certify each premises as COVID secure.

Controls were implemented for staff that were required to remain in our premises to maintain business critical services that included:

- An individual clinical assessment of susceptibility to COVID-19
- The provision of bespoke reusable face coverings
- The provision of wearable alert devices to aid social distancing
- The provision of COVID-19 lateral flow testing

Additionally, requirements were assessed on a weekly basis to accommodate colleagues who

were required to return home to work or who were required to return to one of our premises due to business needs, technical issues or significant wellbeing issues.

Audits and inspections:

In conjunction with the national Union representative, we carried out an inspection of our COVID secure premises to check that the COVID secure measures that we had put in place were appropriate and satisfactory for staff working in our premises. Our measures were further validated with two of our largest buildings having unannounced inspections from the Health and Safety Executive (HSE) which resulted in no further improvement actions.

First aid and Fire:

The SHE Team have worked with local managers throughout the year to review local first aid and fire warden arrangements and recruit new personnel where appropriate, to ensure we maintained adequate cover for first aid and fire safety in our buildings.

Display Screen Equipment & Home Working:

The SHE Team have worked with colleagues throughout the business as part of the NHSBSA smarter working programme whereby the team have been on-hand to provide essential advice and guidance about creating a safe and comfortable working environment to enable colleagues to work safely at home. A digital solution has been developed and launched to allow staff to undertake training and assessment of their display screen equipment, workstation, and home working arrangements. This should greatly assist the business as colleagues move forwards into new ways of working.

3. Environment and resource efficiency

Overview

During 2020/21 our approach to environment and resource efficiency was managed and coordinated by our central SHE Team. The team was made up of qualified and experienced SHE professionals, including a subject-matter expert in the role of NHSBSA Environment Manager.

We continued to set and monitor corporate targets linked to our material risks, opportunities and the requirements set out in central government's Greening Government Commitments. We also maintained our externally certified ISO 14001:2015 Environmental Management System and implemented the new Social Value Public Procurement Note.



Performance review 2020/21

Throughout our performance review we have evaluated where our work supports the UN Sustainable Development Goals (SDG) and have indicated which goal using the relevant SDG tile.

Table 1 summarises our internal targets and performance up to the end of 2020/21. It should be noted that in many cases our internally-set targets, aligned to our business strategy, stretch us much further than the mandated Greening Government targets.

Table 1: Environment and resource efficiency targets

(Note: Targets - By the end of 2020/21, on 2009/10 baseline).

Targets	2020/21 performance
70% reduction in greenhouse gas emissions (Mandated Greening Government target: 46%)	77%
22% reduction in water consumption (Mandated Greening Government target: continue to improve on the reductions made by 2014/2015)	65%
42% reduction in waste generated (Mandated Greening Government target: continue to improve waste management by reducing the overall amount of waste generated and increasing the proportion which is recycled)	70%
Less than 10% of waste to landfill (Mandated Greening Government target: Less than 10% of waste to landfill)	0.04%
27% reduction in office paper use (Mandated Greening Government target: 50% reduction in office paper use)	73%

A detailed summary of our environmental and related financial data is given in the appendix, along with performance commentary, aligned to the requirements of HM Treasury Public Sector Annual Reports: Sustainability Reporting guidance. The following figures give a high-level summary of our performance since our baseline year 2009/10.

Figure 4: Greenhouse gas emissions



In 2020/21, we have seen an increase in gas consumption because of our response to COVID-19. We have changed how we operate our air conditioning systems, to circulate fresh air instead of recirculating air, which has increased our heating demand and gas consumption throughout the winter. We have also significantly reduced our building occupancy which means and have less equipment running which has also increased heating demands across our estate.

Throughout the year we have also seen an increase in fleet travel as a result of our response to COVID-19 as we have established a distribution centre at our site at Greenfinch Way to provide homeworking equipment to enable our staff to comfortable work from home.

We have reduced our electricity consumption across our estate because of low occupancy levels across all sites as we have responded to COVID-19. Likewise, we have reduced our business travel significantly due to the pandemic - replacing face-to-face meetings with online meetings. The business is committed to learning from such positive changes, for example ensuring that unnecessary travel does not continue once restrictions end. Any increases in greenhouse gas emissions from increased gas consumption and fleet travel have been offset by reductions in electricity consumption and business travel.

Overall, our performance remains good as we have continued to see a downward trend in our greenhouse gas emissions.

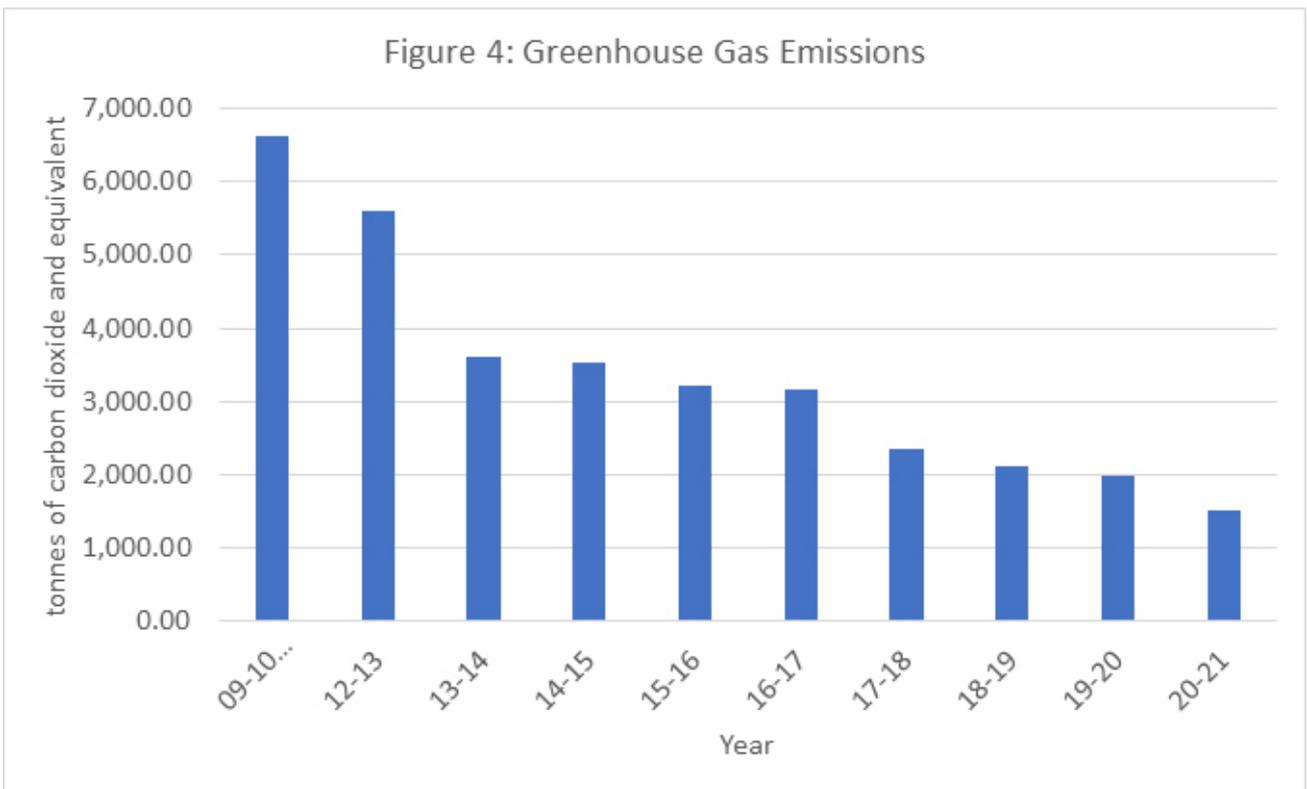


Figure 5: Water consumption



We have seen a large reduction in our water consumption throughout 2020/21 as a result of low building occupancy as we have responded to COVID-19. This year we have also upgraded taps across our estate and toilet facilities at Bridge House with more water efficient fixtures. Our Estates team continues to monitor water usage site-by-site and look at operational improvements where appropriate.

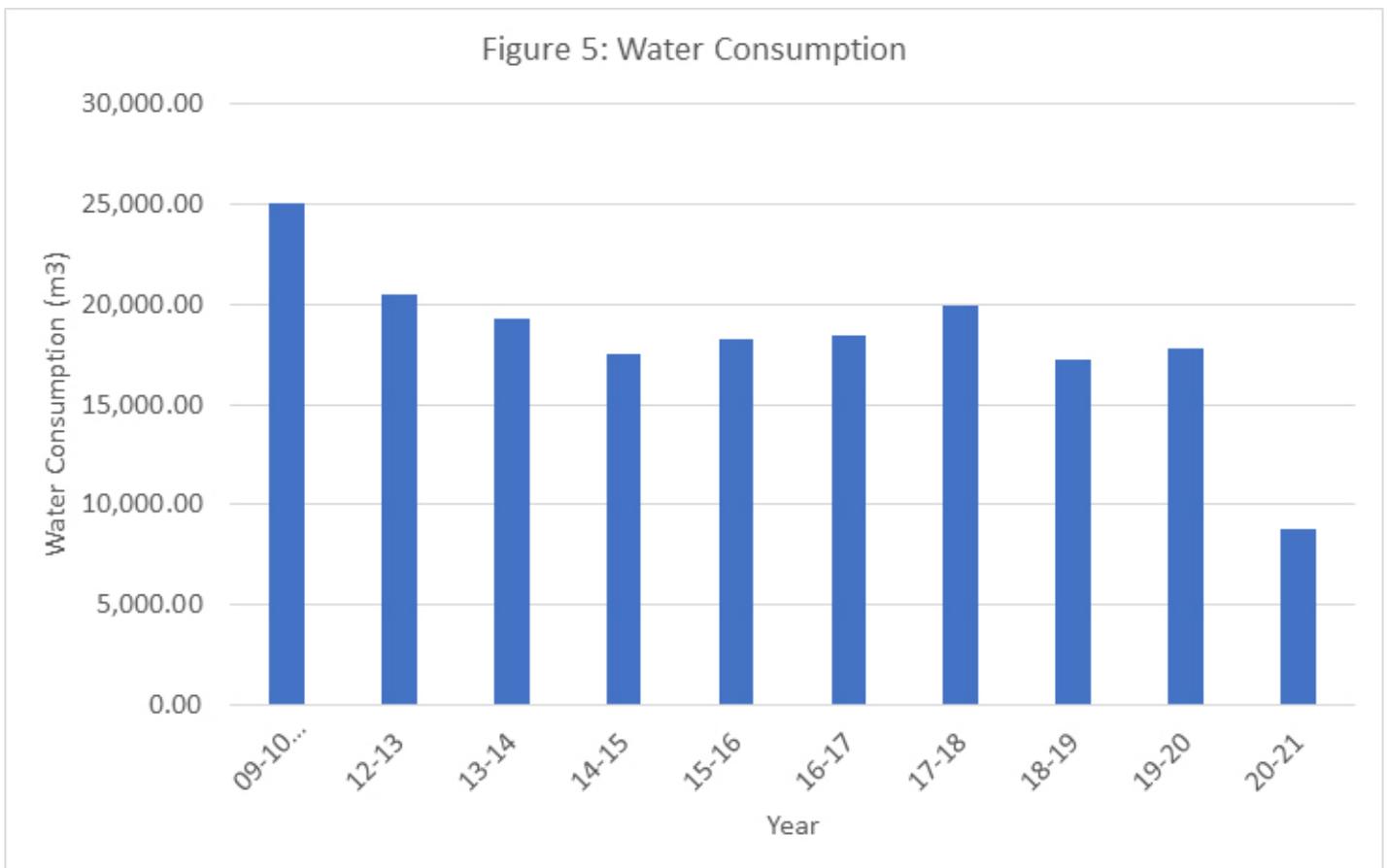


Figure 6: Waste reduction and diversion from landfill



We have continued to make improvements to many of our services which has reduced our reliance on paper processes. We have continued to promote use of the Electronic Prescription Service (EPS) whereby 89% of prescriptions are processed electronically which has significantly reduced our paper waste. Furthermore, we have continued to develop our Manage Your Service portal and during 2020/21 added seven new services to prevent the introduction of paper forms. Due to reduced building occupancy as a result of COVID-19, we have seen a reduction in general office-based waste across all of our sites. Disruption caused by COVID-19 has increased the retention period of some paper records which has also contributed to our reduced waste tonnage.

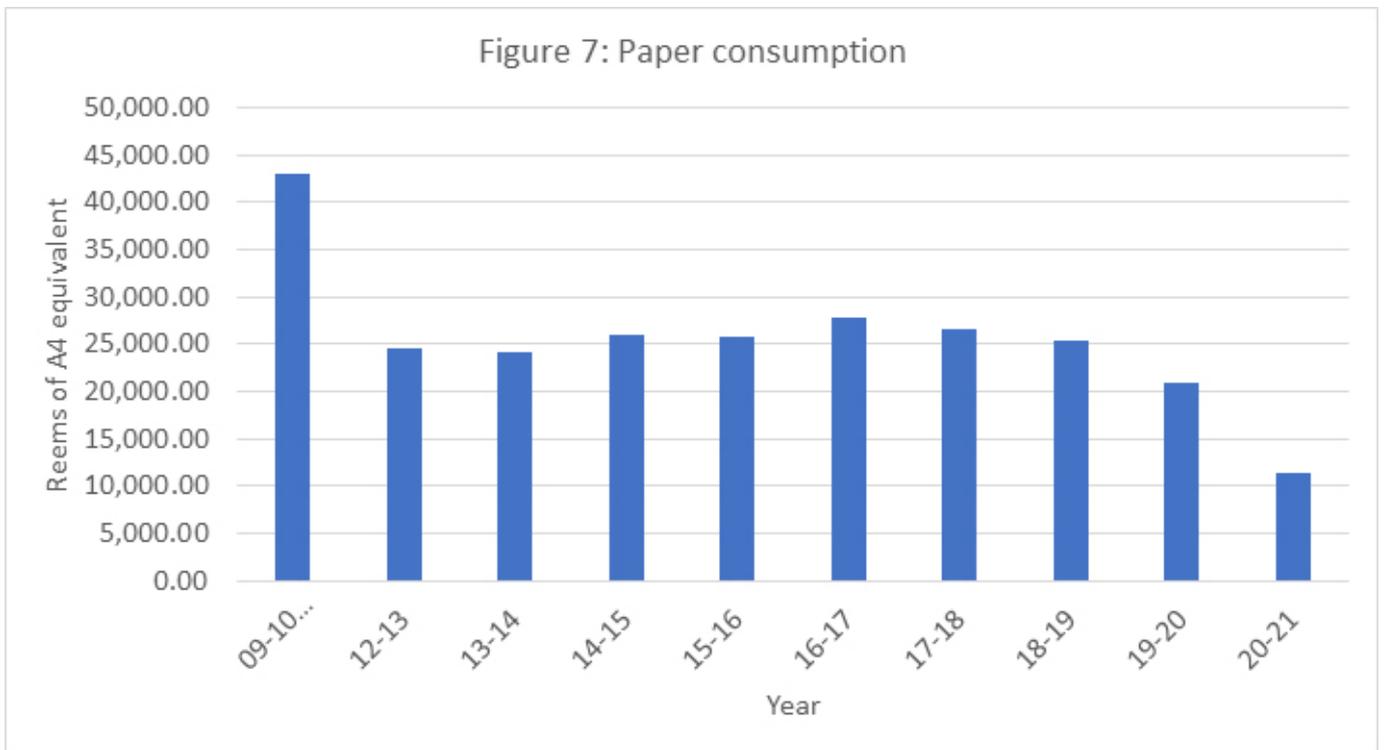
We have continued to meet the Greening Government Commitments target of sending less than 10% of our waste to landfill through our waste management practices and contractual arrangements. We continue to monitor the growth of our business and on-boarding of new services, and the impact this will have on our waste figures.



Figure 7: Paper usage



We have continued to reduce our paper consumption within the business, primarily through the delivery of our service improvement programmes, by providing more digital options and increasing uptake of our digital solutions across many services. We have paused our Exemption Checking Service to support our response to the pandemic which has reduced the number of letters being issued - reducing paper consumption further than anticipated this year.



Key areas of activity during 2020/21:

- **Declared climate emergency:** On 23 September 2020 the NHSBSA declared a climate emergency to recognise the risk posed by global warming and climate change.
- **Established Net Zero target by 2030:** Following analysis of sustainability audits across our estate and in recognition of the climate emergency and the need for further action, we have committed to go Net Zero by 2030. Throughout 2020/21 we have developed an estates carbon management plan supported by a carbon management working group to develop and oversee carbon reduction projects across our estate.
- **Established new Environment Committee:** We have established a new Environment Committee in 2020/21, chaired by our Chief Executive and attended by senior management representing all areas of our business. The committee oversee and make decisions relating to our environmental sustainability agenda.
- **ISO 14001:2015:**



EMS certified to ISO14001:2015.

We successfully maintained our externally audited, business-wide Environment Management System during 2020/21. The operation of this standard has many benefits, such as helping us to ensure that

we are legally compliant and continue to improve our environmental performance. The standard is also valued by our external customers and clients and demonstrates our commitment to environmental issues.

- **Shortlisted for two awards:** We were shortlisted for the Environmental Sustainability Award at the prestigious Health Service Journal Awards 2020 for our journey from paper and plastic to a cleaner, greener more sustainable future. Following our climate emergency declaration, we were also nominated, shortlisted, and commended within the Estates and Facilities category at the Health Business Awards. Being shortlisted for both awards was brilliant recognition for the continued work we're doing to improve our environmental performance.



Finalist at the Health Service Journal Awards 2020 in the Environmental Sustainability category.

- **Our national Environment Network continues to engage colleagues:** Throughout 2020/21 our Network continued to engage with colleagues across the business through developing and running awareness campaigns on different environmental topics. This year they have supported the Wildlife Trust's 30 Days Wild campaign, ran a We Care Café for staff to talk about energy management over winter and supported Recycling Week.

The Network also strengthened their structure through establishing a guide to what it means to be an Environment Network member. The Network has played a key role in bringing together ideas from around the business on how the NHSBSA can be a more sustainable place to work, and we now have an action plan in place to take these ideas forward.

- **Communications & engagement:**

Throughout the year we have continued to engage the business on our environment commitments and compliance obligations. This year we have developed an identity and new branding for our environment programme to accompany all our environmental communications. Through the branding we aim to inspire and motivate staff to become more involved.

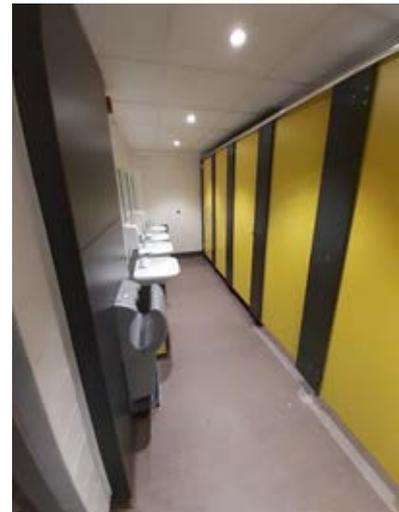
We have utilised new communications platforms such as a new Intranet and an



New environmental sustainability identify and branding.

Environment Network community on our internal social media to engage and interact with our colleagues. Many of the channels we use to engage colleagues now allow for two-way communication where colleagues can respond, share best practice and ask questions.

- **Facilities upgrades:** We continued to improve the energy and water efficiency of our estate. During 2020/21 our Estates Team replaced the gantry windows at Hesketh House with more energy efficiency alternatives, and completed a full refurbishment of the toilet facilities at Bridge House which included PIR controlled LED lighting, more energy efficient hand driers and new water efficient fixtures.



Toilet refurbishment at Bridge House including PIR controlled LEDs and more water efficient fixtures.

During 2020/21, the Estates Team completed an extensive lighting upgrade at Greenfinch Way which included installation of LEDs with PIR sensors throughout two-thirds of the warehouse space to coincide with new racking. They also upgraded the lighting in the plant room at Greenfinch Way to LEDs.



New LEDs with PIR sensors at Greenfinch Way.

- **Biodiversity survey:** A biodiversity survey has been completed by local ecologists at Stella House and Greenfinch Way to assess the current ecological value of our greenspace at both sites and the potential for enhancing the value of our grounds.
- **Digitisation of our services:** As part of our core business strategy, we are continuing to modernise and improve how we deliver our services. We are engaging with our customers and clients to improve the delivery of many of our services including those currently delivered using paper-based forms and admin-heavy processes.



Paper copy of the NHS Drug Tariff that is now replaced with an electronic version.

During 2020/21 the on-going promotion and uptake of EPS has resulted in 89% of all prescriptions being processed electronically; an increase of over 19% since last year. This has enabled significant paper waste savings to be made. We have also worked with partners to enable the Drug Tariff to be published electronically, reducing the need for the 64,800 copies of the drug tariff to be printed each year.

- **Continued uptake of digital referred backs:** We have continued to increase contractor uptake of our digital 'referred back' process. This process aims to resolve any queries regarding the processing of prescriptions and was previously completed by sending paper forms to contractors. In 2020/21 we referred back just over 250k items digitally, saving 250k sheets of paper. We have also saved over 42k plastic postage bags which would have previously been used to send paper 'referred backs' to customers.
- **Technology refresh:** Throughout 2020/21 we have completed an extensive technology refresh, upgrading laptops, ultra-form factor desktops (Tinys) and monitors across the business. This refresh has introduced improved video conferencing facilities as well as more energy efficiency equipment. As we have responded to the pandemic, we have also identified opportunities to reuse equipment to support our staff to work from home.
- **Sustainable procurement:** We have continued to measure ourselves against the requirements of the government's Flexible Framework Sustainable Procurement benchmarking tool. During the 2020/21 we have further developed our systems and processes for sustainable procurement which has enabled us to move from level 3 to level 4 of the Flexible Framework.
- **Social Value Public Procurement Note:** throughout 2020/21 we have reviewed and embedded the Social Value PPN and Social Value Model within our sustainable procurement processes and procedures. We ensure that all procurements are fully assessed around broader environmental, social and economic value, and embed social value criteria with a weighting of 10%. We have trained key stakeholders

across the business on the new Social Value Model to ensure there is an appropriate level of awareness.

- **First supply chain carbon reduction target set:** The NHSBSA has incorporated the first supplier carbon reduction target within a key contract deemed to have high environmental impact and potential for improvement.
- **Achieved the Chartered Institute of Procurement and Supply (CIPS) Ethical Procurement Kitemark:** The NHSBSA Commercial Services Team have been working toward achieving the CIPS Ethical Procurement Kitemark and in February 2021 the team were awarded the foremost ethical practice accreditation given by CIPS. This places us on the CIPS Global Register of Ethical Organisations.

The CIPS Corporate Ethics Mark publicly reinforces our commitment to ethical sourcing and supplier management and shows we have taken proactive steps to safeguard against unethical conduct. These have included:

- Adopting the CIPS code of ethics
- Ensuring all colleagues in the team are trained in ethical procurement and sourcing
- Making a public commitment to source ethically

The Kitemark demonstrates our commitment to the integrity of our procurement and supply management practices, and ensure the correct governance is in place.



4. Appendix - Sustainability report

Table 1: Greenhouse gas emissions

This section of the report has been prepared in accordance with the guidelines laid down by HM Treasury in 'Public Sector Sustainability Reporting'.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Non-financial Indicators (t CO₂e)*												
Gross emissions Scope 1** (direct)	1.6k	1.2k	0.9k	1.1k	0.5k	0.6k	0.4k	0.5k	0.3k	0.4k	0.3k	0.4k
Gross emissions Scope 2*** (indirect)	4.4k	4.0k	3.8k	3.9k	2.6k	2.5k	2.4k	2.2k	1.7k	1.3k	1.2k	1.0k
Gross emissions Scope 3**** (indirect – business travel)	0.6k	0.6k	0.5k	0.6k	0.6k	0.5k	0.5k	0.4k	0.4k	0.4k	0.4k	0.1k
TOTAL	6.6k	5.8k	5.2k	5.6k	3.7k	3.6k	3.3k	3.1k	2.4k	2.1k	2.0k	1.5k
Building CO ₂ e per FTE	2.10	2.14	2.08	1.97	1.17	1.04	0.98	0.92	0.86	0.67	0.64	0.49
Business travel CO ₂ e per FTE	0.12	0.13	0.13	0.14	0.09	0.13	0.12	0.11	0.11	0.16	0.14	0.03
Related energy consumption (kWh)												
Gas	8.2m	5.9m	4.5m	5.4m	2.5m	2.1m	1.8m	1.8m	1.7m	1.5m	1.7m	2.1m
Electricity: Grid	10.6m	9.8m	9.2m	8.1m	5.9m	5.5m	5.2m	5.3m	5.0m	4.7m	4.8m	4.3m
Gas Oil	N/A	N/A	N/A	0.2m	N/A							
Self-generated energy (kWh)												
PV	N/A	N/A	N/A	65k	65k	35k	31k	48k	53k	60k	57k	53k

Financial indicators*****												
Expenditure on energy	£1.2m	£1.1m	£1.1m	£1.0m	£0.8m	£0.7m	£0.7m	£0.7m	£0.7m	£0.7m	£0.8m	£0.8m
Expenditure on carbon reduction commitment	N/A	<£2k	<£2k	£66k	£63k	£46k	£3k	£44k	£41k	£35k	£31k	N/A
Expenditure on official business travel	£1.1m	£1.1m	£1.0m	£1.1m	£1.3m	£1.0m	£0.9m	£0.9m	£1.2m	£1.0m	£0.8m	£0.2m
TOTAL	£2.3m	£2.2m	£2.1m	£2.1m	£2.1m	£1.7m	£1.6m	£1.6m	£1.9m	£1.7m	£1.6m	£1.0m

Notes: * emissions accounting includes all Scope 1 and 2 emissions along with separately identified Scope 3 emissions related to official business travel. Details of carbon accounting within the NHSBSA, in support of HM Treasury Guidance, are available on request. Government emission conversion factors provided by Department for Business, Energy & Industrial Strategy have been used.

Scope 1** gas used in buildings (Approx. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering), fugitive emissions from air conditioning units in buildings we own and/or control, transport emissions from vehicles we own or lease.

Scope 2*** electricity used in buildings (approx. 8% has been estimated where we are a tenant in large office blocks, and there is no direct metering).

Scope 3**** transport emissions from hire cars, grey fleet, taxis (some figures are approximated using spend data and assumptions), buses (figures are approximated using number of bus tickets issued), air (data prior to June 2010 is estimated using data from 2010/11), rail (data prior to June 2010 is estimated using data from 2010/11).

Financial indicators ***** NHSBSA was not required to report on financial indicators for 2020-21.

Performance commentary including measures

We have increased gas consumption and fleet travel because of our response to COVID-19 which has slightly increased our scope 1 greenhouse gas emissions, however reduced electricity usage from significantly reduced building occupancy has reduced scope 2 emissions. We have also experienced a significant reduction in business travel due to COVID-19 restrictions which has reduced our scope 3 greenhouse gas emissions. We are reviewing the changes in business practices throughout the pandemic and redesigning how we work in the future to ensure we continue to utilise technology infrastructure and a smarter way of working.

Controllable impacts commentary

Our main impacts are from the operation of our offices (electricity and gas), and to a lesser extent our business travel; having offices, customers, clients and sponsors spread around the UK.

Overview of influenced impacts

Our key influential impacts are related to our supply chain.

Table 2: Waste

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Non-financial Indicators (tonnes)*												
Landfilled	492	459	254	154	183	182	182	89	62	59	1	0.2
Recycled / reused / composted (non-prescription / dental form waste)**	592	457	299	499	208	199	177	207	183	314	305	172
ICT waste recycled externally	2	0	16	36	2	3	0	15	15	15	15	0
Recycled / reused / composted (prescription / dental form waste)***	200	586	114	350	175	137	125	1009	798	613	544	336
Recycled / reused / composted (prescriptions stored offsite by third party)***	575	575	575	575	200	599	596	0	0	0	0	0
Incinerated / energy from waste	26	23	50	17	98	87	75	88	103	115	117	60
TOTAL	1887	2100	1308	1631	866	1207	1155	1408	1161	1116	982	568
Office waste per FTE	0.48	0.41	0.30	0.34	0.21	0.19	0.18	0.16	0.14	0.18	0.14	0.07
Financial Indicators ****												
Landfilled	-	-	-	£26.7k	£5.0k	£3.1k	£3.1k	£4.7k	£9.5k	£9.8k	£9.8k	£0.1k
Recycled / reused / composted (non-prescription / dental form waste)	-	-	-	£31.0k	£18.5k	£18.7k	£16.2k	£24.1k	£31.7k	£40.4k	£40.4k	£61.0k
Recycled / reused / composted (prescription / dental form waste)***	-	-	-	-	£31.6k	£29.0k	£22.5k	£8.3k	-£44.8k	-£34.7k	-£47.7k	-£27.5k
ICT waste recycled externally	-	-	-	-	0	0	0	0	0	0	0	0
Incinerated / energy from waste	-	-	-	£2.6k	£14.3k	£15.1k	£14.0k	£14.9k	£82.1k	£87.5k	£87.5k	£35.6k
TOTAL	£36k	£36k	£39k	£60k	£69k	£66k	£56k	£52k	£79k	£103k	£90k	£69k

* waste (tonnes): less than 1% has been estimated where we are a minor tenant in large office blocks, and waste is managed through the service agreement.

** Recycled / reused / composted (non-prescription / dental form waste): approx. 1% has been estimated due to a short period of contract transition for confidential waste recycling during 2016/17. Confidential paper from offices is an estimated value using an assumed weight per bin.

*** Recycled prescriptions: We have used estimates between 2009/10 and 2013/14 as data was not available. Costs for this third party service were for storage and records management and a specific value for recycling was not made available. Since 2017/18, the NHSBSA started to receive a rebate for prescription waste which is included in the financial indicators. Waste costs have been estimated for 2017/18 as these were not made available by the third party contractor. Waste from external scanning contracts in 2018/19 has been excluded from the NHSBSA data as this waste is being processed on behalf of a third party and this waste is reported within the third party waste returns.

**** minor estimates included aligned to non-financial estimates listed here, and due to some data reporting issues for 2009/10. All waste costs are included together up to 2012/13 due to level of reporting possible, with 2012/13 data split. ICT waste costs are included within managed service contract costs so have not been included here. Waste financials for 2018/19 has been divided between waste incinerated and waste recycled, based on the waste tonnage for each waste category. Waste financials for landfilled, recycled non-prescription and incinerated waste was unavailable and 2018/19 waste costs were used as an estimate. For 2020-21, the NHSBSA were not required to report on waste management financial indicators.

Performance commentary including measures

As we digitise many of the services we deliver, we continue to make waste savings across the business, despite increasing our service portfolio and number of employees.

Controllable impacts commentary

Our key controllable impact is the production of office waste. Our strategy to digitise our services and move away from paper-based processes supports ongoing reduction in office waste produced and we continue to see these improvements in our waste tonnage. We have experienced an increase in the uptake of many of our digital services throughout the pandemic and as a result of our engagement activities. We have increased the retention period of some of our paper records from 6 months to 18 months, which has reduced paper waste temporarily in some areas. Reduced building occupancy throughout the COVID-19 pandemic has seen reduced office waste. We continue to engage with our colleagues to reduce waste and maximise recycling.

Overview of influenced impacts

We have influence over the roll-out of EPS and continue to engage with stakeholders to promote the further take-up of EPS and increase the number of services we deliver through our digital portals e.g. Manage Your Service. We are also working with our suppliers to reduce waste in our supply chain.

Table 3: Finite resource consumption

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Non-financial Indicators (m³)*												
Water from office estate	25.0k	23.0k	23.4k	20.4k	19.1k	17.4k	18.0k	18.3k	19.7k	16.9k	17.5k	8.6k
Water from non-office estate	0.01k	0.2k	0.3k	0.1k	0.2k	0.2k	0.2k	0.2k	0.2k	0.3k	0.3K	0.2k
TOTAL	25.0k	23.2k	23.7k	20.5k	19.3k	17.6k	18.2k	18.5k	19.9k	17.2k	17.8k	8.8k
Water - m ³ per FTE (office estate)	9.39	11.07	11.96	11.97	10.80	10.27	10.65	9.79	9.69	10.50	5.61	3
Paper - reams of A4**	43k	43k	32k	25k	24k	26k	26k	28k	27k	26k	21k	11k
Paper - reams per FTE	18	19	15	12	10	11	11	11	10	9	6.7	3.6k
Financial Indicators ***												
Mains water supply and treatment	£93.3k	£96.7k	£83.7k	£90.2k	£74.0k	£86.2k	£75.1k	£88.7k	£89.5k	£79.2k	£65.8k	£75.1k

* water (m³): less than. 1% has been estimated where we are a minor tenant in large office blocks, and there is no direct metering.

** paper (reams): reams of A4 reported here refer to office paper purchased by the NHSBSA directly. It does not include paper purchased on our behalf e.g. leaflets, scheme documents etc. linked to our outsourced services. Data for Q4 2017/18 and March 2019 has been estimated due to an issue with the report provided by the third-party supplier. Paper is reported as A4 reams or equivalent, so also includes A5 and A3 paper consumption.

*** minor estimates have been included for areas without direct billing, for example, where the water bills are part of the service charge for a building. For 2020-21, the NHSBSA were not required to report on waste management financial indicators.

Performance commentary including measures

We have significantly reduced our water consumption since 2009/10 through estate rationalisation and improved controls and fittings across our buildings. Our Estates Team continue to monitor usage site-by-site and look at operational improvements where appropriate. Water consumption is monitored on a regular basis and any unexpected increases in water usage are investigated. During 2020/21 water usage reduced due to reduced building occupancy during the COVID-19 pandemic. Paper consumption significantly reduced during 2020/21 due to increased uptake in our digital services and pausing our Exemption Checking Services which significantly reduced the numbers of letters being issued.

Controllable impacts commentary

Our key controllable impact is water use in our buildings. We continue to monitor office paper and our strategy to digitise our services should deliver further reductions.

Overview of influenced impacts

Our key influential impacts are related to our supply chain. We are also working with our suppliers to reduce resource consumption in our supply chain.