



City Healthcare Partnerships (CHCP) Green Plan 2021 - 2025 Action Plan
March 2021

Final Version

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Foreword from Chief Executive Andrew Burnell

Our number one strategic goal is to provide quality, safe, effective care to all of our service users. Allied to delivering this strategic goal is the desire to provide care in environments that have been shaped by our commitment to a sustainable future. We are excited by this Green Plan and the common purpose shared by all of our staff to rethink how we deliver care to realise the potential for sustainable development.

The importance of working as a system to deliver against the objectives in this plan and the wider NHS Long Term plan for net zero has never been more pressing, but we are confident that we can work with our partners across Hull, East Riding, and the North West to make marked differences and capitalise on the opportunity to develop ways of working as a result of COVID 19.

This Green Plan sets out our ambitions and objectives for making our services more sustainable and how City Health Care Partnership CIC (CHCP) are going to achieve them. This will require us to build on our existing approach to sustainability but will require cultural change by equipping our colleagues with the knowledge and tools to get on and do what they need to do for our service users, just a shade greener.

EXECUTIVE SUMMARY

Climate change poses a major threat to our health as well as our planet. The environment is changing, and this has direct and immediate consequences for our patients, the public and the wider health system. The NHS has launched the 'For a greener NHS' programme, to reduce the impact on public health and the environment, save money and to meet the Government's net carbon zero target.

This document sets out the position of CHCP and identifies a number of sustainable development opportunities for the business to take forward.

This Green Plan sets out our action plan over the next five years. It also identifies the benefits of embedding sustainable practices within CHCP's operations and describes the governance arrangements to keep the plan on track. We have had some success in making our business more sustainable, but we need to be more ambitious and confident with our approach to developing and monitoring initiatives that demonstrate our environmental responsibility.

Being more environmentally forward and improving our approach to reducing carbon emissions, removing single use plastics and reducing fossil fuel use provides an opportunity to secure financial savings. Generating these efficiencies will help to create the cultural link in that green solutions can contribute to reducing operational and infrastructure costs, allowing us to reinvest in core services creating that connects to our commitment to quality.

The Project Sponsor is the Group Director of Finance and Resources who has overall accountability for the implementation of this plan and the achievement of our targets through the Green Group.

Progress against this Green Plan will be reviewed annually and will be reported to the Operation and Delivery Board of Directors and progress shared with the HCV Sustainability Group.

1 Introduction

1.1 Context

Under the Climate Change Act (2008) the UK is committed to reducing carbon dioxide equivalent emissions (CO₂e) by 80% of baseline levels by the year 2050. *“As the largest employer in Britain, responsible for around 4% of the nation's carbon emissions, if this country is to succeed in its overarching climate goals the NHS has to be a major part of the solution;”* Sir Simon Stevens NHS Chief Executive

CHCP is contractually obliged to produce a Green Plan as per the NHS Standard Contract. The publication of our Green Plan is one of the ways in which we can clearly demonstrate this obligation and our commitment to improving our own sustainability credentials. This Green Plan defines CHCP's programme of sustainable activity for the next five years. It sets the strategic context, the 'case for action', and a programme of proposed projects.

CHCP is responsible for providing community, primary care and public health services for the people of Hull, East Riding of Yorkshire, St Helens and Knowsley. CHCP provides services at 62 sites throughout these locations delivering care to 2.194m patients and service users. Our services continue to evolve and during the year we provided in excess of 70 contracted healthcare services and 10 public health services.

We are therefore extremely conscious of the impact our activities can have on the local community, economy and environment, and of the role we play as a responsible healthcare provider particularly as the links to poor health can be exacerbated by air and poor environmental practice. This Green Plan therefore focuses on improving our environmental impact; by reducing carbon emissions and minimising waste, we will also be contributing to improving the health of the wider population health.

This Green Plan should be seen as a live document which will require changing as initiatives and approaches change as we implement the Plan. Measurement, monitoring and review will play an important role in this document's development, which will be in accordance with our approach to quality as support by ISO 9001.

Our vision is to **lead** and
inspire through **excellence**
compassion and **expertise**
in all that we do.

1.2 Sustainability at National Level

In January 2020, Sir Simon Stevens the CEO of NHS England announced the “For a Greener NHS” campaign, which sought to provide high-level backing for the NHS to adopt sustainability measures in an effort to combat the issue of climate change. Climate change is recognised as a key health crisis facing the world in the 21st century by a number of organisations including the British Medical Association, the Royal College of Physicians and the Royal College of Nursing. The UK is committed to becoming carbon neutral by the year 2050, as per the Climate Change Act 2008. As part of the For a Greener NHS Campaign, an expert panel has been commissioned to review how the NHS can achieve Net Zero as soon as possible.

“While the NHS is already a world leader in sustainability, as the biggest employer in this country and comprising nearly a tenth of the UK economy, we’re both part of the problem and part of the solution.

“Indeed, if health services across the world were their own country, they’d be the fifth-largest emitter on the planet.

“That’s why we are mobilising our 1.3 million staff to take action for a greener NHS, and it’s why we’ll be working with the world’s leading experts to help set a practical, evidence-based and ambitious route map and date for the NHS to reach net zero.”

Sir Simon Stevens, NHS Chief Executive.

All NHS Trusts and Healthcare providers delivering NHS services are required to have a Green Plan to support the delivery of the NHS’s carbon reduction strategy and ambitious targets to reach net zero. This Green Plan establishes our sustainable vision, our targets and the actions we will take to achieve this vision.

1.3 Key Areas of Focus for Our Green Plan

The Climate Change Act (2008) establishes a binding commitment for the UK to achieve an 80% reduction in carbon emissions from a 1990 baseline by 2050. This target has been built upon by the NHS Sustainable Development Unit in their document *“Sustainable, Resilient, and Healthy People & Places”*. According to the NHS SDU, *“A Sustainable Health and Care System works within the available environmental and social resources protecting and improving health now and for future generations. This means working to reduce carbon emissions, minimising waste & pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets.”* CHCP’s Green Plan will help the business and our staff deliver our own contribution towards this core sustainability objective. To this end the key areas that we will focus on in our Green Plan are;

- To reduce our total carbon emissions, waste and water
- Reduce our contribution to air pollution
- Reduce our use of plastic and improve recycling

These key areas of focus are derived from national policy and guidance and are explored further in this document.

1.4 Our Current Commitments to the Environment

CHCP have not rested on our laurels and have been steadily changing practice and introducing a more sustainable approach to our operational delivery through our Sustainable Development Plan as below.

Table 1: Current Sustainability Plan

Sustainability Plan 2019 - 2021
Energy <i>Objective:</i> To increase energy saving and carbon reduction awareness, and then review the ability to reduce energy usage and reduce waste
Procurement <i>Objective:</i> To include carbon reduction requirements in procurement contracts (e.g.: reduce waste, cost and carbon emissions from goods and services by 2% each year)
Transport <i>Objective:</i> The emphasis should be on providing low carbon models of care by focussing on care closer to home, telemedicine, video conferencing for meetings.
Waste <i>Objective:</i> Monitor, report and set targets on management of domestic and clinical waste, including reduction and appropriate disposal of waste.
Social Sustainability <i>Objective:</i> Consolidate partnership working and community engagement and make use of its leverage within local frameworks (e.g.: the organisation is an active member of the local sustainability and/or climate change network)

1.5 Progress to date

CHCP has engaged in a programme of activity to manage and reduce our carbon emissions, mitigate our impact on air pollution and improve recycling performance, as per our Sustainability Development Plan. This section reviews how CHCP has performed against its previous objectives and the actions that we have implemented to improve our sustainability.

1.5.1 Electricity

CHCP's Head Office now benefits from LED lighting and is expected to have reduced electricity consumption as a result of this action. City Health Pharmacy: Lighting upgrades to LED has taken place to 50% of existing lighting to date within City Health Pharmacy sites. Similar projects will be undertaken for those buildings within CHCP's control.

The figures in the tables below, for electricity and gas, show annual usage for 2019/2020 and the usage covering the initial quarter of 2020/2021. Some of the values quoted are not exact quarters due to the billing cycles and although some sites were/are closed due to Covid-19 some bills are based on estimates and therefore billed as normal. Once meter readings are submitted the amount would be credited and the values adjusted in future reporting periods.

Table 2: Electricity Consumption

Site	Fuel Type	Annual Usage 19/20 (kwh)	20/21 Usage Q1	% used against 19/20
The Beacon	Electric	259274	49030	19
Highfields Resource Centre	Electric	128743	30283	23
Rossmore Nursing Home	Electric	105908	24220	23
Southcoates Medical Practice	Electric	14818	3388	23
Marfleet Lane Surgery	Electric	10815	2446	23
Willerby Road Pharmacy	Electric	19606	3812	19
Hotham Road Pharmacy	Electric	15099	3090	20
Unit 8 Argyle Street	Electric	13	0	0
Victoria Dock Pharmacy	Electric	20711	1787	7
Walker Street Pharmacy	Electric	10671	2682	25
8-10 Crompton Road Wigan	Electric	17603	4594	26
Hardshaw Centre St Helens	Electric	40735	5199	13
65 Bradshawgate Leigh	Electric	14786	1090	7

1.5.2 Gas

Table 3: Gas Consumption

Site	Fuel Type	Annual Usage 19/20 (kwh)	20/21 Usage Q1	% used against 19/20
The Beacon	Gas	N/A	N/A	N/A
Highfields Resource Centre	Gas	680557	116102	17
Rossmore Nursing Home	Gas	472508	135418	29
Southcoates Medical Practice	Gas	42225	8535	20
Marfleet Lane Surgery	Gas	34886	8341	24
Willerby Road Pharmacy	Gas	19273	4791	25
Hotham Road Pharmacy	Gas	N/A	N/A	N/A
Unit 8 Argyle Street	Gas	N/A	N/A	N/A
Victoria Dock Pharmacy	Gas	13049	3837	29
Walker Street Pharmacy	Gas	N/A	N/A	N/A
8-10 Crompton Road Wigan	Gas	13224	2887	22
Hardshaw Centre St Helens	Gas	N/A	N/A	N/A
65 Bradshawgate Leigh	Gas	N/A	N/A	N/A

1.5.3 Water

CHCP have initiated an operational plan to reduce the number of leaks and how they will be repaired. Notwithstanding infrastructure we actively monitor usage and as part of staff communications we promote minimising the use of water.

1.5.4 Waste

CHCP have introduced improved recycling facilities and have used publicity and information to improve employee understanding of using less plastic and increasing recycling to reduce

domestic/general waste going to landfill. Recycling points will be provided across all public spaces at all CHCP occupied buildings.

CHCP are providing reusable and compostable coffee cups for staff, visitors and patients to cut down on the use of disposable cups (free of charge).

A review of clinical waste, including offensive waste will be started from April 2021 to help manage our waste output effectively, particularly in light of COVID 19 and increased potentially infectious waste streams.

1.5.5 Fleet

CHCP are implementing a logistics programme, which will support the right staff providing timely care to patients through reducing unnecessary travel and increase in locality working. CHCP has also implemented a process of paying community teams, home to first visit mileage, to discourage unnecessary attendance at community nursing bases.

Vehicle charging points have been fitted at the Head Office site and our lease car policy incentivises use of low emission vehicles, which is continually reviewed.

2 Legislation and Guidance

There are a number of UK legislation and health sector policies that have driven sustainable healthcare within the NHS. Below are the specific documents and the latest guidance in helping to achieve the current national targets that have been used to formulate this Green Plan:

- NHS Long Term Plan
- Delivering a 'Net Zero' National Health Service
- Climate Change Act 2008

The NHS Long Term Plan sets out how the NHS will transform and improve with specific consideration on sustainability and how environmental targets will be achieved through transformation not just of the workforce, but processes and finances. To support the Long Term Plan the NHS Standard Service Contract also contains a series of targets and objectives that are required to be delivered by providers of health and care services, which invariably will be passed throughout the operational supply chain. The following targets and objectives are explicitly stated in the above documents:

- Reduce the NHS's carbon footprint
- Purchase 100% renewable electricity at all NHS organisations by April 2021; and,
- Adopt the single use plastics pledge

2.1 Greener NHS

'For a greener NHS' supports the ambitions set out in The NHS Long Term Plan, announced in 2019, to improve care over the next 10 years. These initial commitments include:

- **Reducing carbon, waste and water:** By 2025, the NHS will reduce its carbon footprint by 51% against 2007 levels. The key initiatives include phasing out coal and oil fuel for primary heating uses, switching to greener asthma inhalers, and reducing the carbon footprint from anaesthetic gases.

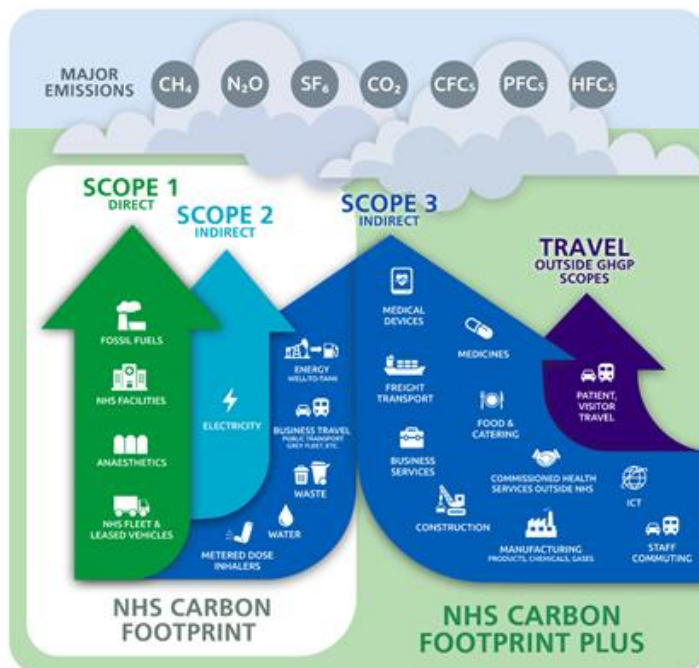
- **Improving air quality:** By 2023/24, the NHS will cut business mileage and fleet air pollutant emissions by 20%. The key initiatives include reducing NHS fleet emissions (including from ambulances and other specialist vehicles), and reducing outpatient appointments by a third, working with local government to reduce pollution on our streets.
- **Reducing single use plastics:** We will deliver reductions in single use plastics throughout the NHS supply chain, across NHS catering as well as in clinical domains. Reductions in use will be paired with improvements to the disposal and recycling of plastic material that remains in operation.

2.2 Delivering a “Net Zero” NHS

As part of the ‘For a Greener NHS’ the NHS embarked on a process to identify the most credible, ambitious date that the health service could reach net zero emission, as outlined below.

Two clear and feasible targets emerge for the NHS net zero commitment, based on the scale of the challenge posed by climate change, current knowledge, and the interventions and assumptions that underpin this analysis:

- For the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- For the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039



CHCP will support the NHS ambitions and work towards achieving this goal, conscious of the challenge faced to achieve some these reductions across a large multi-site estate. These are not insurmountable and through clear planning, staff engagement, and stakeholder support we are confident we can achieve these goals.

3 Vision and Objectives for the Green Plan

To demonstrate our commitment to the Long Term Plan and to ensure we meet and comply with NHS Contract requirements CHCP will adopt the targets described below:

3.1 Reducing carbon and waste

3.1.1 Carbon

CHCP will reduce our carbon footprint through these key initiatives:

- Greening our estates and facilities, including phasing out fossil fuels where used as primary heating
- Switching to greener asthma inhalers
- Reduce waste, cost and carbon emissions from goods and services

CHCP has engaged in a series of interventions to reduce our carbon emissions through improving energy efficiency. For example our Head Office lighting is all LED, and we intend to upgrade the lighting to LED in Pharmacy buildings within the next year.

CHCP is reviewing the prescription of asthma inhalers to help reduce CO₂ and meet the NHS Long Term Plan objective of 4% carbon reduction through moving to alternative inhalers. Inhalers generate CO₂ emissions due to the propellant gases utilised to deliver medicine and different inhalers have differing CO₂ footprints. The two main types of inhaler are metered dose inhalers (MDIs) and dry powder inhalers (DPIs) where MDIs have a significantly higher environmental impact than DPIs on the whole.

3.1.2 Waste

Waste is a significant cost to the NHS, with clinical waste requiring expensive methods of disposal. To reduce this cost, reduce the strain on natural resources and improve the environment the NHS is reducing the amount of single use plastics used in its organisations and increasing the amount of waste that avoids landfill.

CHCP will therefore adopt the NHS Single Use Plastics Reduction Campaign Pledge, which will require us to:

- Work to reducing single use plastic items in both operational and, clinical areas including; gloves, gowns and hygiene products.
 - Where PPE is required during COVID we will review alternatives; that allow staff to be safe, but help us to manage this waste stream by April 2022 where clinically safe to do so.

CHCP recognises the need to improve recycling across our estate. Therefore, CHCP will also adopt the following objectives:

- provide recycling stations in communal areas to ensure segregation of waste, and lobby landlords to provide the same
- communication, information and training for staff regarding the importance of management of waste

- continue to work with our waste contractors to ensure that waste is managed and disposed of at the highest level of the waste hierarchy

3.2 Improving Air Quality

CHCP will cut business mileages and fleet air pollutant emissions by 20% before 2023/24 through the following key initiatives:

- Reducing our fleet emissions from our company vehicles e.g. unit support workers, GP OOH etc. and reducing business mileage and the subsequent pollutants
- Introducing vehicle charging stations across the estate
- Reducing outpatient appointments by a third where clinically safe to do so
- Working with Hull County Council and East Riding Local Authority to reduce emissions through joint initiatives
- Reducing time spent travelling to meetings through use of video-conferencing.

CHCP continues to work to reduce the local air quality impacts associated with travel and transport to and from our sites. Electrical charging infrastructure has been installed at our Head Office, with plans to increase this.

CHCP regularly review our travel guidance for staff as issued by CHCP to ensure that the most sustainable modes of transport are communicated to those travelling to sites, and whether staff meetings can be conducted using alternative methods.

3.3 Reducing single use plastics and improve recycling

CHCP will deliver reductions in single use plastics throughout our supply chain and service delivery (where there is no attendant risk to safety) through the following initiatives:

- Reducing single use plastics across domestic and clinical supply chains
- Working to improve the disposal and recycling processes for plastics in line with our waste management and environmental policy
- Developing innovation in plastics use within clinical settings e.g. inhalers.

CHCP has made significant changes in the management of waste lowering the amount of waste produced in line with the waste hierarchy. Our estates department manages waste across a variety of environments focusing on waste reduction, reuse and recycling. CHCPs Environmental Policy identifies that the Chief Executive has overall responsibility to promote and support waste prevention and reduction initiatives and to ensure that our waste policy is implemented across the organisation. As part of our commitment to reduce the amount of waste we generate CHCP has instigated the following examples:



- Reducing our paper consumption through the use of electronic care records, which ensures that information is easily accessible by healthcare staff
- Introduction of wound care formulary, to incentivise reduction in product waste
- Where we cannot eliminate waste, we seek to reuse or recycle waste materials wherever possible
- Non-recyclable domestic waste is collected from site and goes directly to landfill
- Recyclable waste is segregated into paper, cardboard, cooking oil, tins, cans and plastics and collected from site.

- We use an ISO certified document destruction company, for the disposal of confidential paper records. Once materials have been shredded on site, they are subsequently recycled where possible
- Our redundant IT equipment is disposed of ethically and recycled for materials and parts

4 Green Plan Action Plan

Whilst CHCP have introduced various schemes to help improve upon our environmental impact achieving the target is going to be demanding and will require Board-led initiatives and interventions to support our services becoming carbon net zero by 2050, reducing or eliminating single use plastics, and making our services more sustainable. This action plan will require cultural changes across our business and vested interest from those businesses who support us.

To achieve our objectives and targets and to comply with the NHS Log Term Plan, NHS Contract Requirements, and Legislative change (Climate Change Act 2008) we have proposed the Green Plan Action Plan (Appendix 1), which is designed to help the CHCP achieve improvements annually over the five year period.

Following the anniversary of the Green Plan approval CHCP will provide a baseline against each initiative and percentage target each year until the end of the plan period allowing for the monitoring of progress and addressing underperformance.

5 Governance Arrangements

This Green Plan will be agreed by the Operation and Delivery Board and the Green Group will lead the implementation of the plan and actions contained within to ensure compliance with the plan's objectives, and national legislation.

5.1 Governance

The Green Group will have oversight of the Green Plan. The Green Group will report on progress against the action plan and escalate any issues or risk items as appropriate, and be supported by a number of working groups with a particular interest or input into the deliverability of objectives e.g. estates working group, communications and single use plastics. The Green Group is chaired by the Group Director of Finance and Resource and therefore will input directly to Operation and Delivery Board.

Senior level staff engagement with the Green Plan is crucial to ensure that the plan is delivered throughout the organisation. Top-down awareness of sustainability at CHCP can ensure that the principles of sustainability become embedded within the CHCP policies, procedures, and systems. Management can also keep CHCP accountable for reducing our emissions, air pollution, waste and delivering the wider aims of the Green Plan.

CHCP will focus on improving engagement with all staff and will provide training to staff to support them in implementing policy, practice and change as a result of the Green Plan. Sustainable board leadership programmes will also be provided to improve leadership skills and integrate sustainable development into the running of the organisation.

Procurement will be reviewed with a view to becoming more sustainability focussed, and an accountable senior leader will be allocated to be responsible for the management of sustainable procurement. CHCP will continue to work to identify potential social, environmental and economic opportunities in procurement and will review our evaluation process for procurement to include environmental and sustainable criteria. CHCP must rely on our wider partners and sub-contractors to support our commitment to the Green Plan and our obligations under the NHS Terms and Conditions, which we are required to meet. Therefore, our SRM system will be reviewed and will incorporate performance measurement data that will feed into our wider Green Plan data capture.

Engagement with stakeholders such as patients, staff and the local community will be carried out to help shape the sustainable development policy. Where possible, we will work to assist our key partners in the development of their strategies and will use these opportunities to promote sustainable development e.g. HCV Health and Care Partnership Sustainability and Climate Change Network Group.

5.2 Reporting

Measuring, monitoring and reporting on sustainability through the annual report supports the assurance process for meeting legal, reputational and policy requirements. Annual reporting on sustainability is expected by the NHS Standard Contract (Service Condition 18).

CHCP will follow all current guidelines and adopt the requirement to report upon emissions; waste management; resource(s) consumption and sustainable procurement. Within our reporting we will ensure that commentary is included to support any improving or worsening circumstances. CHCP will utilise the Sustainability Reporting Portal.

5.3 Tracking Progress

The Green Group will be responsible for tracking and auditing progress. The Green Group will communicate our successes providing evidence and/or proof about whether the initiatives are working and sustainable. The Green Group will:

- Determine reporting intervals for reviewing the progress against our goals and objectives, which will be quarterly in the first instance.
- Review progress using quantifiable data to identify any problems, resource constraints or other issues that may hinder CHCP from achieving your improvement targets.
- Make revisions to the Green Plan to keep CHCP focused on reaching your green goals through modifying, eliminating or expanding some initial goals or adding new goals.
- Communicate progress and celebrate successes to help empower change across the organisation.

6 Conclusion

CHCP is committed to sustainable development and recognises the significance of tackling a range of environmental and sustainability issues. CHCP has already made progress in the core areas of reducing carbon, and energy consumption, but also recognises that a wider far-reaching range of improvement measures are necessary to allow us to comply with current legislative and statutory agendas.

This Board approved Green Plan provides a comprehensive and structured framework for CHCP to build upon and meet its commitment to conducting all aspects of its activities with due consideration to sustainability whilst providing high quality patient care. At corporate and operational levels this requires the cultural change, cooperation, insight and practical delivery to ensure that sustainability is embedded in all CHCP's activities. Additionally, it is important to note that the delivery of this Green Plan is not wholly driven by CHCP and will require collaboration with the wider Health System, our contracted partners, and supply chain.

Our Green Plan will be reviewed by Board Bi-Annually, and implementation of the actions will be communicated through the Green Group to ensure our commitment is being achieved.

Appendix 1: City Healthcare Partnerships (CHCP) Green Plan 2021 - 2025 Action Plan

Status Key – Red Not started / Orange In progress / Green Complete

Green Action Plan: Ongoing Management / Engagement & Behavioural Change


2021	Owner	Status	2022	2023	2024	2025
Board approved Green Plan with clear sustainability and carbon targets (April 2021): <ul style="list-style-type: none"> - Identify and agree realistic and achievable annual reduction targets for carbon emissions (estates, transport, procurement & clinical actions) - Identify and agree targets for reduction in waste & plastic use and improve recycling - Identify and agree reduction targets for water use - Identify and agree targets to reduce contribution to air pollution 			Set Net Zero carbon reduction targets to eliminate carbon by 2045 at the latest Review all policies to see where sustainability targets can be included Include sustainability in Annual Report	Cut business mileage and fleet air pollutant emissions by 20% Create a Climate Change Adaptation plan that incorporates EPRR planning		Ensure aligned to National Target: achieve reduction in carbon footprint by 51% against 2007 levels by 2025
Increase awareness of 'net zero' NHS Plan in all staff groups						
Run a staff energy campaign: Use intranet and other media to publicise energy saving opportunities						

Estates Action Plan: Reducing carbon, waste & water; Reduce use of plastic and improve recycling; Reduce our contribution to air pollution

2021	Owner	Status	2022	2023	2024	2025
Develop schedule of monitoring and reporting for energy consumption & carbon emissions: Ensure usage is reported to HSSE Committee biannually						
All organisations should implement the Estates and Facilities Management Stretch programme by NHS England and NHS Improvement in 2020						
Electricity <ul style="list-style-type: none"> - Calculate electricity consumption across the estate - Ensure energy efficient lighting is installed in premises under our control - All lighting replaced with LED alternatives during routine maintenance activities - Move to green electricity contract 			Evaluate use of hand dryers across estate, ensure efficient models used Reduce electricity use by 10% Ensure all electricity is sourced from renewable sources	Evaluate use of solar panels on suitable buildings Assess air conditioning requirements across estate and efficiencies		
Gas <ul style="list-style-type: none"> - Calculate gas consumption across the estate - Complete audit / review of the provision of local hot water boilers 			Reduce gas use by 10% Consider summer heating shut down			Phase out gas boilers at new sites

- Work with our FM providers to ensure the most energy efficient models are in place						
Phase out primary heating from coal and oil fuel			Create a fossil fuel phase out strategy including diesel, petrol, oil and gas use and identify a heat decarbonisation plan			
Invest in zero emission infrastructure i.e. solar, battery storage, wind, district heating						
Water <ul style="list-style-type: none"> - Map each location and current water provision - Set stretching targets around operational response time for repairing leaks - Monitor and publicise water usage to raise awareness of efficient water use - Review current contracts to ensure best value 				Review the use of water saving devices in suitable locations across the estate	Consider the potential of installing rainwater collection systems at suitable sites across the estate	
Waste Monitor, report and set targets on management and reduction of domestic and clinical waste: <ul style="list-style-type: none"> - Carry out an audit of services and facilities, with an 			Ensure all furniture is recycled or reused Review WEEE waste and options to reduce & recycle waste produced	Zero waste to landfill		

<p>assessment of waste streams produced</p> <ul style="list-style-type: none"> - Introduce Offensive Waste Stream to reduce the volumes of clinical waste produced - Ensure staff receive the appropriate training and support in relation to the segregation and disposal of all waste streams - Provide recycling facilities in public areas and offices occupied by CHCP - Review current arrangements for the disposal of confidential waste with a view to standardising and consolidating provision across the organisation and the removal of shredding machines - Ensure printer ink cartridge recycling service is available for all sites to use - Eliminate paper towel waste across all sites - Provide suitable and sufficient methods at all sites for the safe disposal of batteries 			<p>Assess waste going to landfill and options to reduce or recycle the waste</p> <p>Move to 100% paperless & Axe the Fax</p>			
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<p>Plastics</p> <ul style="list-style-type: none"> - Review use of plastic and consider options to reduce this waste stream - Sign up to the NHS Plastics Pledge and eliminate single use plastic where possible - Eliminate the use of plastic cups - Undertake publicity campaign encouraging building users to a) use less plastic and b) recycle it correctly - Consider use of reusable face masks - Provide at-cost reusable and compostable coffee cups for staff, visitors and patients to cut down on the use of disposable cups 			<p>Work to reduce plastic waste through supply chains</p>			
<p>All new builds and retrofits building projects have to be Net Zero</p>						

Transport Action Plan: Reducing carbon, waste & water / Reduce use of plastic and improve recycling / Reduce our contribution to air pollution

2021	Owner	Status	2022	2023	2024	2025
Reduce air pollution from vehicles purchased/leased after 1 April 2020 to support the transition to low and ultra-low emission vehicles (ULEV)			Invest in EV charging infrastructure including that to support staff's personal transition to ULEVs	Reduce business mileage by 20% by 2023/24 which will reduce NHS fleet emissions		90% of fleet to be low - emission (including 25% ultra-low emissions) by 2028
Ensure car leasing schemes restrict the availability of high-emission vehicles			Encourage staff to use zero emission modes of transport			
Conduct a Green and Grey fleet review with the Energy Saving Trust						
Develop a Green Travel Plan: <ul style="list-style-type: none"> - End business travel reimbursement for domestic flights within England, Wales and Scotland - Cycle to work schemes 						
Review recurring business mileage expenditure to identify meetings that could be conducted by teleconference						
Reduction of travel/ business mileage by the introduction of logistics system						

Procurement Action Plan: Reducing carbon, waste & water / Reduce use of plastic and improve recycling / Reduce our contribution to air pollution

2021	Owner	Status	2022	2023	2024	2025
Set target to reduce waste, cost and carbon emissions from goods and services by 2%			Work with framework providers to reduce carbon emissions (aligned with CHCP targets)			
Include carbon reduction requirements in all procurement contracts			Implement a Green Procurement Strategy with action plan for eliminating emissions in supply chain			
Move to green electricity contract by April 2021						
Reduction in number of franking machines at sites where multiple teams are based						
Work with suppliers to reduce packaging and eliminate single use packaging						
Identify products that can be procured locally			Identify and engage with local suppliers			

Clinical Action Plan: Reducing carbon, waste & water / Reduce use of plastic and improve recycling / Reduce contribution to air pollution

2021	Owner	Status	2022	2023	2024	2025
Emphasis on providing low carbon models of care by focussing on care closer to home, telemedicine, video conferencing for meetings: <ul style="list-style-type: none"> - Use of virtual consultations - Embedding digital solutions in care homes and primary care - All GP practises using online, video and remote consultations 			Reduce outpatient appointments by a third			
Review the options for switching to greener asthma inhalers			Reduce the carbon impact of Metered Dose Inhalers in line with long term plan commitments			
Review the use and look at ways to reduce the carbon footprint from anaesthetic gases						
Review and consider single use clinical plastic replacements			Trial single use clinical plastic replacements			
Recruiting talent from the area local to our service delivery footprint, including development of future workforce, facilitated learning and experience and supporting the career escalation journey for existing workforce and future workforce						

City Healthcare Partnerships (CHCP) Green Plan 2021 - 2025 Long Term Action Plan

2030	2035	2040	2045	2050
Diesel and petrol vehicle sales will be ended by 2030 making it critical to provide zero emission vehicle infrastructure support	Offset emissions that cannot be eliminated		Achieve Net Zero carbon emissions by 2045 and earlier if possible	
	Ensure all estate is climate resilient			