

Green Plan

A Greener CHP, a Greener NHS



Our vision is to put 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.

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Introduction

CHP provides high quality health and social care facilities, which meet local need. To do this, we work with others to provide innovative and sustainable spaces for the benefit of patients, service users, and those who care for them.

In our 2021/22 [business plan](#), we committed to establishing sustainability initiatives and developing our own Green Plan to provide clear direction on how we can contribute to the NHS net zero carbon ambitions¹.

Sustainability is one of our four corporate responsibility pillars². [Read more about our Corporate Social Responsibility strategy here.](#)

Our properties make up 5% of the NHS Property Portfolio. Our NHS customers need to reach net zero carbon by 2045.

As part of the NHS supply chain, we are committed to supporting our customers with their sustainability ambitions. More than 60% of the NHS carbon footprint sits within its supply chain.

CHP has a unique opportunity to use our skills and expertise working in partnership to help the NHS family to achieve NHS net zero carbon.



Our Green Plan is aligned to the wider NHS net zero carbon ambitions:

1. The NHS Carbon Footprint (emissions they control directly), will be net zero by 2040, with an ambition to reach an 80% reduction from 2028-2032
2. The NHS Carbon Footprint Plus (emissions they can influence), will be net zero by 2045, with an ambition to reach 80% reduction from 2036-2039

[Greener NHS \(england.nhs.uk\)](https://www.england.nhs.uk/greener-nhs/)



Our Green Plan, is helping drive organisational change, supporting our customers with their sustainability ambitions, and works in partnership with Integrated Care Systems (ICS) to deliver a greener NHS



Foleshill Health Centre, Coventry

Our Green vision

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

Our objectives

- ▶ Corporate CHP to be Net Zero Carbon by 2030
- ▶ LIFT Portfolio to be Net Zero Carbon by 2040
- ▶ Meet our annual reporting requirements and obligation as a landlord (such as MEES and EPC)

Our roadmap

To deliver a greener CHP, we have set out a roadmap against three themes:

- ▶ Embedding the Green Plan
- ▶ Digital and data
- ▶ LIFTCo Partnerships

¹<https://communityhealthpartnerships.co.uk/wp-content/uploads/2021/06/CHP-2021-22-Business-and-Financial-Plan-published-April21.pdf>

²<https://communityhealthpartnerships.co.uk/about-us/corporate-social-responsibility>

Where are we now

We have looked at our corporate activities and regional offices and now know what we must address. We are working closely with our LIFT Companies to identify and address the necessary upgrades required across our tenanted portfolio so that we continue to stay ahead of NHS ambitions.

We are proud to publish this Green Plan and are looking forward to continuing to drive organisational change, supporting customers, and collaborating with ICSs and the wider supply chain.

Our review in 2021 recognised the need for improved data collection around sustainability metrics and we have dedicated a section in this plan for data and digital improvements.

As an organisation of c220 people, working from three regional offices and in the communities we support, CHP does not yet have an accurate understanding of its Corporate CO₂e emissions. We are collecting and validating our emissions data for our offices, our consumables and from our supply chain. We have policies in place for embedding sustainability into new contracts. We report emissions associated with business travel and accommodation.

The majority of our buildings were built within the last 25 years, so are better performing and more efficient than much of the NHS primary care estate. In 2021 CHP built Foleshill, the first Passivhaus health centre in the UK; the facility is an innovative example for future sustainable NHS estate design. Foleshill Health Centre demonstrates its potential for repetition and upscaling across the future NHS health estate. CHP chose the Passivhaus approach because of its overall sustainability ethos with low running costs and health benefits. This is the first time that NHSE/I has approved this type of building for the NHS in England (see page 9).

EPC and DEC Energy Efficiency

Over 58% of our buildings are rated Energy Performance Certificate (EPC) C or above. Foleshill Health Centre has EPC A rating 12 close to net zero CO₂.



Jean Bishop Integrated Care Centre, Hull – EPC A rating

EPC A rated CHP buildings

- ▶ Aintree Park Group Practice, Merseyside
- ▶ Child and Family Health Centre, Barking, Essex
- ▶ Eltham Community Hospital, SE London
- ▶ Foleshill Health Centre, Coventry
- ▶ Foxhill Health Centre, Sheffield
- ▶ Jean Bishop Integrated Care Centre, Hull
- ▶ Oldham Integrated Care Centre
- ▶ Plym Bridge House, Plymouth
- ▶ Werneth Primary Care Centre, Greater Manchester

Buildings accessed by the public, that receive funding from the public sector, with a floor area of 250m² or more have a Display Energy Certificate (DEC). More than 71% of our buildings are DEC rated 'D' or better, demonstrating that the energy used within them is typically less than expected when compared to a benchmark building.

CHP taking action with customers and LIFTCos – What you can do?

We are setting out a clear direction of where we want to be and how we would like to work with you towards these common goals for sustainability, including supporting the Greener NHS net zero targets. Whether you are a customer, LIFTCo, CHP colleague or part of the wider NHS family, we want to support you in meeting the Green NHS net zero targets with us.



Here's how you can get involved to help us achieve the goals:

- ▶ Consider your role and where you can influence activities
- ▶ Incorporate the NHS Green Plan targets and sustainability issues in all your decision making
- ▶ Engage with wider NHS sustainability targets and in particular the Greener NHS activities focused on primary care and suppliers
- ▶ Share news about your efforts to reduce environmental impact

Information on CHP's commitment to developing environmentally sustainable practices can be accessed via our website [here](#) and within this document.

Get in touch with us about our Green Plan: sustainability@communityhealthpartnerships.co.uk

CASE STUDY



The award winning Foleshill Health Centre the UK's first Passivhaus health care building

Foleshill Health Centre NHS Partners

Coventry and Warwickshire CCG + Coventry and Rugby GP Alliance

Summary

£3.3m, 619m² primary care building for up to 10,000 patients in inner city Coventry – five consulting rooms + two treatment rooms. Opened in August 2021.

The centre was created in 10 months during the Covid-19 pandemic – nearly 30% quicker than a traditional building by using modern methods of construction. 14 specially designed modules were completed at the Portakabin manufacturing facility in York, transported, assembled and watertight in three days in December 2020. The centre is cool in the summer and warm in the winter.

Waste

No waste was sent to landfill from the module production in York; only 2.48% of waste went to landfill with 97.52% recycled at the Foleshill construction site.

Passivhaus/Sustainable features:

- ▶ Highly insulated exceeding the Building Regulations fabric insulation values by 40% with triple glazed windows that open as required
- ▶ Heating system uses air source heat recovery pumps connected to small radiators
- ▶ No fossil fuels were used in the building with photovoltaic panels providing electricity
- ▶ All rooms have filtered 100% fresh air from ducts in the ceiling
- ▶ Energy efficient LED lamps
- ▶ Bike racks and an electric car charging point

EPC A Rating

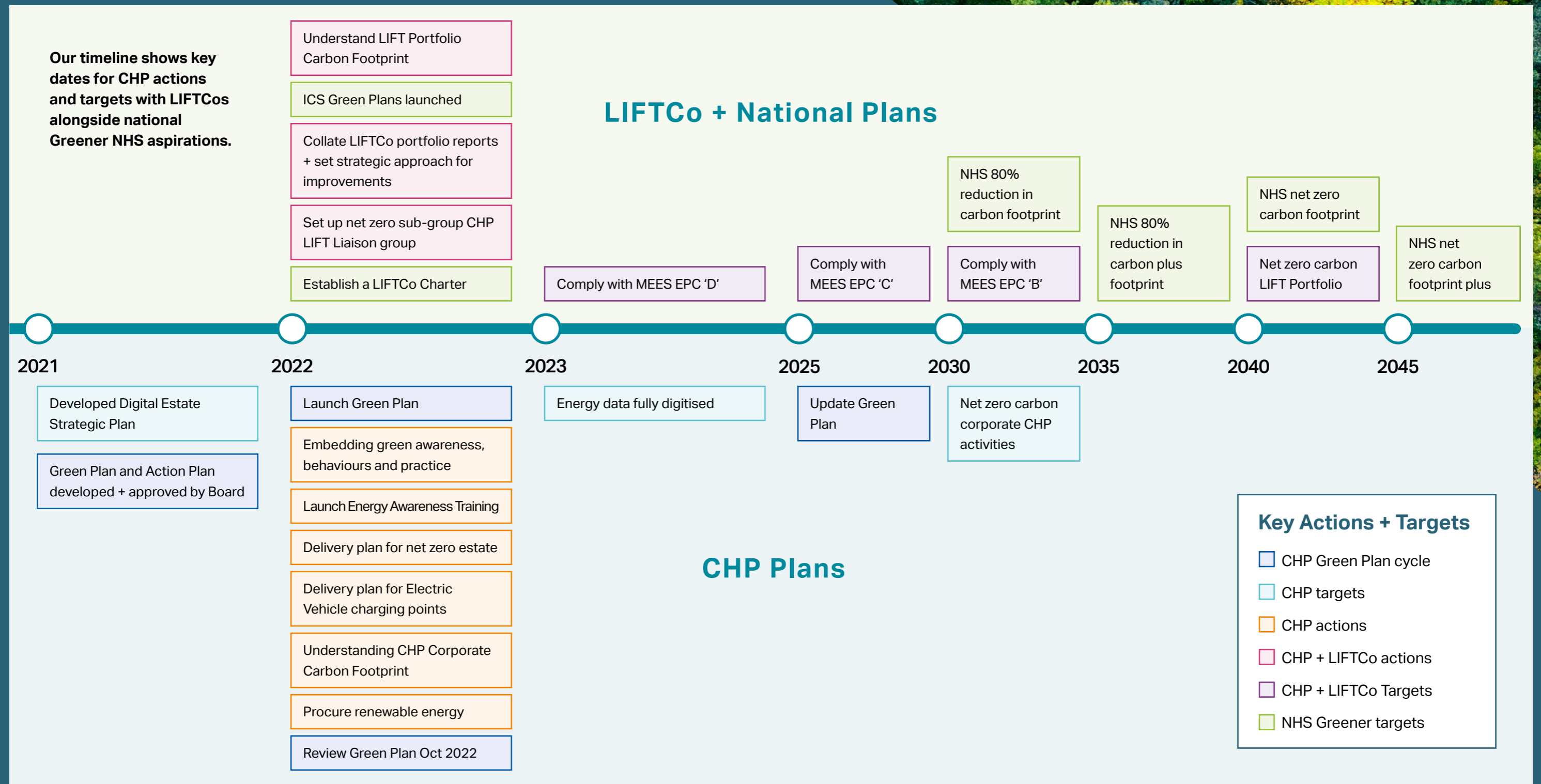
Foleshill Health Centre EPC A rating is 12, close to net zero CO₂ and the health centre is likely to be BREEAM Excellent.

As the first energy efficient Passivhaus building for the NHS in England, there will be regular data monitoring reports for NHS E/I and the Coventry CCG for three years.

Read: [Foleshill Health Centre case study](#)

Green Plan timeline

In 2021 we agreed our Green Plan, worked on baseline data including a Digital Estate Strategic Plan and worked with LIFTCo colleagues on data gathering. In 2022 we are working on delivery plans, actions and targets. The CHP Green Plan will be reviewed in October 2022.



Best practice operations

We will decarbonise CHP corporate activities and reduce the environmental impact of running the organisation. We recognise that sustainable development is a crucial factor in our organisation being able to deliver a world class healthcare estate, both now and in the future.

Our CHP corporate property portfolio consists of three buildings based in London, Manchester, and Birmingham. We have c220 staff working from these buildings or remotely.


Our Green Plan objectives for CHP Corporate activities

Opportunities to reduce our operational carbon footprint include:


- ▶ Reducing business travel and accommodation
- ▶ Reducing energy use in offices – various physical and behavioural measures

In addition to carbon emissions, we have also set objectives to eliminate waste and eliminate harmful by products in our business via specifying sustainable activities within our supply chain contracts e.g. less harmful gritting or cleaning materials.


Our office waste is managed via our lease with landlords at our three offices and we will work with them to reduce and recycle waste. Alongside behaviour change by our staff, we are reviewing our office supplies procurement policies and embedding sustainable clauses in our contracts.



Net Zero Carbon by 2030 for the emissions we control directly



Eliminate waste through sustainable use of resources



Eliminate harmful by products in our business including improving air quality

Our plan for delivering best practice operations

We have developed a plan, using the [Greener NHS Green Plan Guidance](#) to address hot spots in our environmental footprint and carbon emissions.

Some of the actions we are undertaking:

- ▶ Reviewing data to determine our CHP Corporate footprint
- ▶ Utilise digital solutions – enable remote working and a paperless office
- ▶ Undertake waste, energy and water audits to establish baseline data
- ▶ Implement measures to reduce the number of journeys taken by private vehicles, reduce our overall business travel and accommodation footprint
- ▶ Procure renewable energy
- ▶ Monitoring and reducing the energy usage at our facilities
- ▶ Work with suppliers to procure sustainable products and services
- ▶ Encourage recycling and eliminate waste to landfill



Areas of focus

Areas of focus from Greener NHS Green Plan guidance that are applicable to CHP corporate actions include:

- ▶ Workforce and system leadership
- ▶ Digital transformation
- ▶ Travel and transport
- ▶ Estates and facilities
- ▶ Supply chain and procurement
- ▶ Adaptation



Embedding the Green Plan

This section covers how CHP are embedding our Green Plan into our business and the actions we will take to ensure it is a success. We have committed resources to ensure the Green Plan is a success.

We must align all CHP activities with our Green Plan objectives and our customer sustainability requirements. We are undertaking a full review of our business-as-usual operations through the lens of this Green Plan.

CHP executive leadership are championing this Green Plan. By publishing our green plan, we are providing clear direction for the organisation including how we will be supporting and work with partners to achieve common sustainability goals. The Green Plan is a board approved document and progress will be driven and monitored by the senior management team.

The responsibility for delivering against the objectives and progressing actions day to day sits with each of the executive leads. We have appointed an end of term Programme Director with net-zero targets embedded in the role objectives. CHP has created a new role of Head of Sustainability to lead and champion delivery of the Green Plan reporting to the Head of Technical Services.



Energy Awareness training course for CHP staff launching in 2022

The energy training programme is a bespoke version of the Energy Aware package which is an innovative 30-minute online tool focused on raising energy awareness in the workplace. This Energy Institute certified tool is designed to provide CHP staff with an insight into energy consumption and the impact this has on cost in the workplace. The training course will help them create a customised, actionable checklist of behaviour changes and smart technology decisions that they can take away and implement.



Greener NHS 'Healthier Planet Healthier People'

CHP supports its staff to get involved in the [Greener NHS 'Healthier Planet, Healthier People'](#) staff engagement campaign running in 2021 and 2022. This campaign highlights the link between our health and that of the environment. The campaign aims to empower all staff to create a greener, sustainable health service in a way that is meaningful to them.



2022 Actions

CHP continues to review our activities, updating governance arrangements and reducing our environmental impact. Progress on the Green Plan will be presented monthly to our senior leadership team. The Green Plan will be reviewed and refreshed annually with a new Green Plan published by 2025 to reflect improvements across the NHS.

Supporting our people to make a difference

CHP are:

- ▶ Creating an implementation plan for zero carbon activities
- ▶ Revisiting 'The CHP Way' to reflect the transition towards sustainability
- ▶ Reviewing all CHP policies to embed sustainable activities within CHP and our supply chain
- ▶ Reviewing employment documents such as employment contracts, job descriptions and new starter induction plans
- ▶ Undertaking training and development for all staff to increase the contribution employees make to reduce emissions

Working with external stakeholders

- ▶ Our Regional Directors are working with our customers and ICS's to deliver our Green Plan and support their Green Plan activities
- ▶ Support our customers with their NHS green plan clinical workstream and work with ICSs to support their sustainable care and medicines plans
- ▶ Continuing to work with the National Estates team at NHS E/I and NHS Property Services on guidance, projects and reporting outcomes
- ▶ Continuing to work with the National Association of Primary Care on sustainability activities

Digital and data

CHP is leveraging digital technology, systems and tools to streamline our service delivery, reduce carbon emissions and improve reporting. CHP's Digital Estates Strategic Plan is central to the success of this Green Plan. We have identified the current barriers and digital enablers that will allow us to capture, validate and visualise our emissions and Green Plan progress over time.

We are working with our partners and implementing digital solutions to improve the accuracy, reliability and sharing of data collated on the LIFT portfolio. Energy, utilities, and property performance information is important to shape the direction of future decisions and capital investment. Also, it is valuable intelligence that our customers can use within their own Green Plans and activities.

Our **Digital Estate strategy** will help deliver the following:

- ▶ A centralised, accessible, and live dataset of EPC and DEC's for all LIFT properties that allows CHP to monitor compliance with MEES
- ▶ An interactive dashboard for collecting and reporting property performance, including environmental data and utilisation – accessible by customers and CHP
- ▶ Enable CHP to measure and report carbon emissions over time for both corporate activities and the LIFT portfolio

We are working with LIFT partners to agree a minimum data set (MDS) which standardises energy and utilities reporting going forwards.



We aim to be a forward-thinking organisation that embraces technology to deliver better for our customers

2022 - 2023 actions

- ▶ Scope/baseline existing availability and requirements
- ▶ Measure and report the CHP corporate carbon footprint
- ▶ Measure and report the LIFT Portfolio carbon footprint baseline
- ▶ Develop an interactive reporting dashboard for collecting and reporting property performance including environmental data and utilisation
- ▶ Improve automation and digitisation of energy and utilities data

2024 and beyond actions

- ▶ Horizon scan emerging technologies and wider health and private sector use of digital to improve carbon footprint, analyse and scope best practice
- ▶ Continue to support the CHP strategic direction with digital solutions
- ▶ Continue to collect and report on carbon emissions and publish emissions data on CHP's website, accessible to all staff to drive change and improvement
- ▶ Onward actions to be defined in new iteration of our Green Plan in collaboration with Digital Steering Groups



LIFT Partnerships

There are 49 LIFTCos and 310 assets within the LIFT portfolio, representing 5% of the NHS properties. Given the scale of this portfolio and the associated supply chains, CHP has a huge opportunity to make a positive difference. CHP are fully supporting our partners in working towards net zero carbon and more sustainable assets as part of our longer-term strategic plan.

We are working with our LIFTCos to investigate the current performance of the estate and formulating plans to reduce emissions in three main ways:

- ▶ by changing behaviour
- ▶ by improving lifecycle works with more efficient plant
- ▶ by investing in renewable technology such as photovoltaic panels and ground source heat pumps

We have identified actions to support the LIFT portfolio to reach net zero carbon by 2040, with an overarching aim to use the partnerships, mechanisms, and supply chains already in place, to build decarbonisation into each investment decision.

This section of our Green Plan focusses on our influence and collaboration opportunities, setting out the steps to achieving ours and our customers sustainability targets.



Our targets

- ▶ LIFT Portfolio to be Net Zero Carbon by 2040
- ▶ Meet our annual reporting requirements and obligations as a landlord (such as MEES and EPC)

Lessons Learnt from Foleshill Health Centre

CHP have led the way for sustainable primary care buildings construction. Foleshill Health Centre, a GP surgery for up to 10,000 patients in inner city Coventry is the first Passivhaus health building in the UK with numerous sustainable features (see page 9) or [Foleshill Case study](#).

In 2022 CHP will publish a 'Foleshill Lessons Learnt' summary and share with best practise with NHS estates and the construction industry teams.

Progress so far:

- ▶ Working with CHP property staff on **training** and behaviour change to support and share with customers, staff and patients visiting our buildings.
- ▶ **Light Emitting Diode (LED)** lighting provides equivalent lighting levels at a reduced wattage when compared to incandescent bulbs or even fluorescent lighting. By utilising LED lighting, we can maintain lighting levels whilst drastically reducing electrical consumption. LED lighting is also adaptable to a greater use of controls, allowing for greater useability – for example colour changing for promotional use.
- ▶ We are continuing the **LED light replacement** programme working with our LIFTCo colleagues. We have all LED lighting in our newest buildings Foleshill Health Centre, Alfred Barrow Health Centre, Cockermonth Community Hospital, and others across our estate. For example, in 2021 there was a 264 LED lighting upgrade by Bury, Tameside & Glossop Estates Partnership in Ashton Primary Care Centre, Glossop Primary Care Centre and Radcliffe Primary Care Centre.
- ▶ **Waste & recycling** CHP has made good progress with continuing to roll out Dry Mixed Recycling working with tenants and LIFTCo colleagues, addressing local issues and concerns. We are also reducing single use plastics.
- ▶ **Electric Car Charging** During 2022/23 we will be reviewing the estate to establish existing EV infrastructure and if it remains suitable for future needs – new EV needs in terms of quantity, type, strategies for the implementation of an EV charging infrastructure, and the associated impact on general car parking etc. We are happy to look at localised needs whilst we work on the strategic plan for the CHP estate.
- ▶ Continuing to work towards procuring 100% **renewable electricity**. For example, 23 sites in the One partnership group, Foundation for Life, BRAHM and East Lancs have 100% renewable electricity.
- ▶ As part of CHP's commitment to a [#GreenerNHS](#), we changed our confidential waste supplier to Restore Datashred in 68 buildings across our portfolio. Restore Datashred **recycle our confidential paper** waste bringing environmental benefits. In six months from April–September 2021 we saved 293m³ paper from landfill, saved over 2,000 trees from felling for paper production and reduced our carbon footprint by 76,288.20kg CO₂e.

Partnership with LIFTCo actions

Immediate actions

- ▶ Setting up a LIFT Community Liaison - Zero Carbon Sub-Group.
- ▶ Formulating a LIFTCo Charter.
- ▶ Agree with LIFTCos that lifecycle and variations contribute to decarbonisation.

2022 - 2023 actions

We will work in partnership with our LIFTCos to:

- ▶ audit property performance and create short medium- and long-term capital expenditure plans to reduce carbon emission.
- ▶ Ensure LIFTCos include sustainability activities in their annual business plans.
- ▶ Continue confirming baseline data, documentation, and validation of LIFT portfolio carbon emissions.
- ▶ procure 100% renewable electricity.
- ▶ embed a Zero Carbon plan into end of term planning, setting out details of capital and revenue implications to the successor bodies in the identified options via Strategic Partnerships.
- ▶ Review EV charging capacity and develop plans with our partners.

- ▶ Ensure Property teams deliver projects and variations to the highest environmental standards.
- ▶ Promote best practice for our tenants and customers to minimise waste.
- ▶ Continue to embed zero carbon activities in lifecycle plans, maintenance and repairs – e.g. boiler upgrades, LEDs light upgrades.
- ▶ We will investigate opportunities for sequestration.

Actions for 2024 and beyond

- ▶ Deliver the capital investment plan for zero carbon building variations e.g. PV panels, heating system upgrades.
- ▶ Continue with action plans including best practise for waste disposal, encouraging behaviour change, e.g. lower thermostat temperatures.
- ▶ Plan medium-term and long-term building improvements to both meet the CHP green plan targets and Greener NHS aspirations.
- ▶ Update and refresh the CHP Green Plan in 2025.

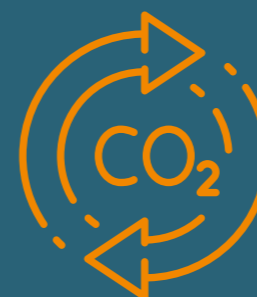
49 LIFTCos and **310** assets within the LIFT portfolio



This represents **5%**
of the NHS Estate



At least **58%**
of properties are EPC rated A-C



CHP has embedded net zero thinking into end of term planning for the LIFT portfolio



LIFTCos are positively engaged with the importance of a Net Zero Charter



Oldham Integrated Care Centre – EPC A rating

Next steps

We look forward to sharing our successes and progress against our Green Plan and working with our partners to inspire more sustainable ways of working.

Information on CHP's commitment to developing environmentally sustainable practices can be accessed via our website [here](#) and within this document.

- ▶ Get in touch with us and discuss how we can help: sustainability@communityhealthpartnerships.co.uk
- ▶ [Sign up for the CHP newsletter](#)
- ▶ Read more about our latest green news: communityhealthpartnerships.co.uk/green

Additional links

- ▶ CHP Corporate Social Responsibility: communityhealthpartnerships.co.uk/about-us/corporate-social-responsibility
- ▶ Digital – the role of digital technologies in meeting NHS net zero targets: www.nhsx.nhs.uk/blogs/the-role-of-digital-technologies-in-meeting-nhs-net-zero-targets
- ▶ Greener NHS – Delivering a 'Net Zero' National Health Service: www.england.nhs.uk/greenernhs/wp-content/uploads/sites/51/2020/10/delivering-a-net-zero-national-health-service.pdf
- ▶ NHS Long Term Plan – this plan sets critical priorities to support digital transformation and mainstream digitally-enabled care and provides evidence, analysis and data that underpin the targets for net zero emissions and wider commitments: www.longtermplan.nhs.uk
- ▶ NHS Supply Chain Sustainability Home: www.supplychain.nhs.uk/sustainability
- ▶ Greener NHS campaign: www.england.nhs.uk/greenernhs
- ▶ What the NHS is already delivering: www.england.nhs.uk/greenernhs/whats-already-happening
- ▶ Subscribe to the Greener NHS Bulletin: www.england.nhs.uk/email-bulletins/greener-nhs



We are an NHS company working in partnership with local communities supporting care delivery

@ sustainability@communityhealthpartnerships.co.uk

 [@CHP_estates](https://twitter.com/CHP_estates)

 [Community Health Partnerships](https://www.linkedin.com/company/community-health-partnerships)

 www.communityhealthpartnerships.co.uk



Department
of Health &
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