



## Our Green Plan 2022



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# Welcome

## Welcome to the First Community Health and Care Green Plan 2022

Health and sustainability go hand in hand. At the COP26 climate change summit in November, the NHS led a rallying cry reflecting its commitment to become the first healthcare service to reach Net Zero Carbon by 2040.

Our organisational vision as a Community Interest Company and provider of community care in Surrey is to “rejuvenate the wellbeing of our community.” By delivering care in a more sustainable way, and supporting our staff, patients, carers and communities to live more sustainable lifestyles, we are directly supporting this vision, enabling better health outcomes in our community.

This Green Plan is the start of our commitment to becoming a more sustainable healthcare provider and directly supports the targets set out by NHS England and NHS Improvement (NHSEI).

Within this Green Plan we establish a set of principles and targeted interventions to enable us to deliver on our organisation’s vision in the context of climate change – ensuring that the high quality of care we are providing today is available tomorrow.

Care Without Carbon is our framework for more sustainable healthcare, and forms the cornerstone of this Green Plan. Originally developed at Sussex Community NHS Foundation Trust, we are adapting the Care Without Carbon framework for First Community. By working in parallel with others across our local system, we aim to enhance our impact, learn from others, and in turn, share our learning with others.

**Our vision through Care Without Carbon is:** together we lead the way in net zero carbon healthcare, protecting the environment on which our health depends.

**Our key environmental target is:**

to reach Net Zero Carbon by 2040 for our direct emissions and 2045 for our indirect emissions this is in line with the NHSEI Greener NHS requirements.

**As such, we are working towards three key aims:**

- 1. Reducing environmental impact:** delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.
- 2. Improving wellbeing:** supporting the health and wellbeing of our patients, staff and communities.
- 3. Investing in the future:** making best value from our financial and other resources through forward thinking, sustainable decision making.

**Our initial interim target is:**

a reduction in our carbon footprint of 26% by 2025 against a 2019/20 baseline.

In this strategy we set out clear commitments to deliver against our vision and our Net Zero target through the Care Without Carbon framework, with action plans covering eight different areas of work (see Figure 8, page 25). These action plans have been developed in a thorough process involving key stakeholders across our organisation; our intention is to further develop these as we progress every 12 months with a clear line of accountability for delivering against these actions.

# **Chapter 1:**

The imperative to act  
now on climate change

# The case for sustainable healthcare

**The links between climate and health are clear. According to The Lancet, climate change is the biggest global health threat of the 21st Century – but tackling it presents the greatest opportunity to improve health that we will see in our lifetimes.**

## Climate change and health

One of these health threats is in the form of extreme weather events which as a result of rising greenhouse gas concentrations in our atmosphere are already increasing in both frequency and intensity and are projected to further increase over the coming years. Heatwaves are just one example of extreme weather that can affect the functionality of hospitals and care homes, increase heat related illness and death, cause damage to infrastructure and disrupt essential services. As a result, without action Health services and the care they provide will be vulnerable to an increase in the frequency and intensity of heatwaves.

At the same time, the way we are currently delivering healthcare is in itself contributing to ill health. Within the public sector, the NHS is the largest emitter of carbon dioxide (CO<sub>2</sub>), making up 5% of the UK's carbon footprint. And with 9.5 billion miles of all road travel in England associated with NHS business, plus huge amount of waste produced, our environmental impacts go far and wide, as a community healthcare provider this is something we are keen address, with travel being such an implicit part of our care process.

## Delivering better care

Health and sustainability go hand in hand. By delivering care in a more sustainable way, and supporting our staff, patients, carers and communities to live more sustainable lifestyles, we are enabling better health outcomes in our community. According to NHSEI, limiting climate change in line with global goals could improve the health of our populations in a wide range of areas, for example:

- 1. A social challenge – finding new ways of delivering care that reduces demand and empowers patients as well as looking after the health and wellbeing of our 1.5 million NHS and social care staff;**
- 2. An environmental challenge – the NHS is the largest public sector emitter of CO<sub>2</sub> in the UK; and**
- 3. A financial challenge – with demand on our services and an aging estate outpacing funding.**
- 4.

Figure 1 demonstrates the link between the above interrelated and complex challenges.



**Figure 1:** The Care Without Carbon Virtuous Circle of Sustainable Healthcare

# Meeting our organisational vision and strategic objectives

## Climate change and health

Our vision, “Rejuvenating the wellbeing of our community”, is led by our values, first rate care, first rate value, first rate people; in delivering on this Green Plan, we support them all.

Our strategic objectives are:

- Put People (residents, patients and staff) and System (which includes place) ahead of Organisation.
- Play to our strengths as an organisation.
- Do the right thing at the right level: National, Integrated Care System, Place and Primary Care Network.

○ This Green Plan clearly aligns with our organisational objectives, most particularly in putting people and system ahead of the organisation. In taking action on climate change, and making improvements to how we deliver care; in order to reduce the environmental impact of care; directly supports this approach.

In addition, the Green Plan supports delivery against our organisational priorities:

- 1. Know our population well.**
- 2. Be inclusive and develop our approach to addressing health inequalities.**
- 3. Looking after our people.**
- 4. Managing the impact of Covid.**
- 5. Transform community and urgent/emergency care.**
- 6. Develop refreshed East Surrey place approach and develop clinical pathways aligned to place/ population health priorities.**
- 7. Deliver Children and Family Health services transformation and be procurement ready.**
- 8. Ensure our organisation is well-led and continues to deliver outstanding services.**
- 9. Use data and digital approaches to achieve the agreed objectives.**
- 10. Celebrate our ten year anniversary as an employee-owned social enterprise.**

# Drivers for taking action on climate change

## Climate emergency = health emergency

In 2020, Simon Stevens described the climate emergency as a “health emergency” and reiterated the need for the NHS to be the change it wants to see.

First Community is a Community Interest Company which is an employee-owned social enterprise. Providing community healthcare services to people living in east Surrey and parts of West Sussex, we are a first responder to climate change. It is our patient community that is most affected and responding to this is in direct alignment with our organisational vision: rejuvenating the wellbeing of our community.

## NHSEI climate change strategy ‘Delivering a Net Zero NHS’

If health services around the world were a country, they would be the fifth largest emitter of CO<sub>2</sub>. The NHS therefore has the potential to make a significant contribution to tackling climate change in the UK. Launched in Autumn 2020, the new NHSEI climate change strategy sets out clear targets for NHS trusts to become Net Zero Carbon, and identifies specific areas of work to achieve this (see Figure 2). More recent NHSEI communications have set a requirement for all Trusts to have a Board approved Green Plan in place by January 2022.

## A Sustainable Development Strategy for the NHS, Public Health and Social Care Systems (2014)

Reinforces the urgent need for all NHS organisations to take action to reduce their environmental impact and embed sustainability into their strategies, cultures and communities.

## The NHS Standard Contract

The full version of this document mandates that all providers have a Board approved Green Plan.

## Commissioning

A Green Plan may be asked for by Commissioners as evidence of our approach to Social Value.

## Social Value

There is a requirement for all NHS Trusts to include a 10% weighting dedicated to social value and sustainability within all tenders from 2021.

## There is a strong financial business case for taking action to become more sustainable

By reducing consumption of resources such as energy, water, fuel and other materials, recycling more NHS organisations can realise significant savings. These can then be reinvested into the frontline care, redeveloping our estate and improving working conditions.

## The NHS must help to mitigate the negative impact of climate change on health

We have been feeling the effects of climate change in the South East for some time, with increasing temperatures, an increase in the magnitude and frequency of extreme weather events (heatwaves and flooding), and a deterioration in air quality. These changes in the climate impact the way we deliver care – from reducing access to our premises for both service users and staff, to altering the health needs of our communities.

# **Chapter 2:** The Story So Far

# Chapter 2: The Story So Far

## Our environmental impact

First Community delivers front-line NHS services across East Surrey and West Sussex contracted by local clinical commissioning groups (CCGs). We provide community health services for adults and children.

We employ just over 550 staff and we have 13 sites across East Surrey and West Sussex, all of which are leased.

## Our carbon footprint

In delivering our services we consume a considerable amount of energy and water and produce a large volume of waste. We also require movement of staff and patients across a substantial area of the South East and purchase a wide range of equipment and services.

All of these activities generate CO<sub>2</sub> (carbon dioxide) emissions, which can be collectively summarised as First Community's carbon footprint. The NHS measures carbon footprint in CO<sub>2</sub>e, in line with national and international conventions. This allows all six greenhouse gases to be measured on a like-for-like basis, which is important as some gases have a greater warming effect than CO<sub>2</sub>.

We have aligned our carbon footprint methodology with new NHSEI guidance. As such, in this section we provide information relating to our:

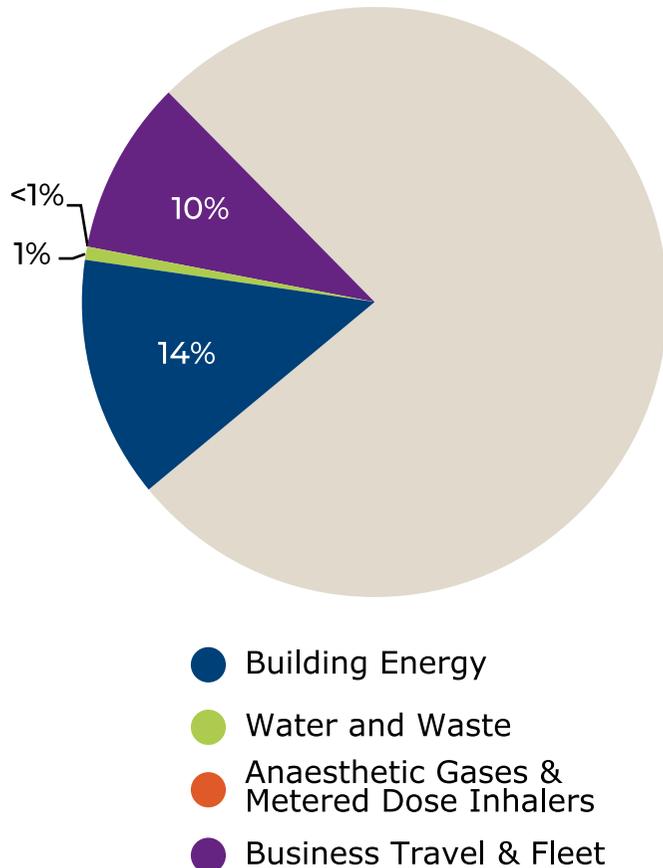
- **NHS Carbon Footprint:** this accounts for our direct emissions. This includes data for building energy, water, waste, anaesthetic gases & inhalers, and business travel & fleet.
- **NHS Carbon Footprint Plus:** this accounts for the much wider, indirect impact of our organisation, but which we have influence over. This includes the impact of medicines, medical equipment, supply chain and patient travel. We don't currently have First Community specific data covering these aspects of our impact, so have used NHSEI % to illustrate as a starting point.

We have taken a 2019/20 base year for emissions to align with the latest Greenest NHS guidance.

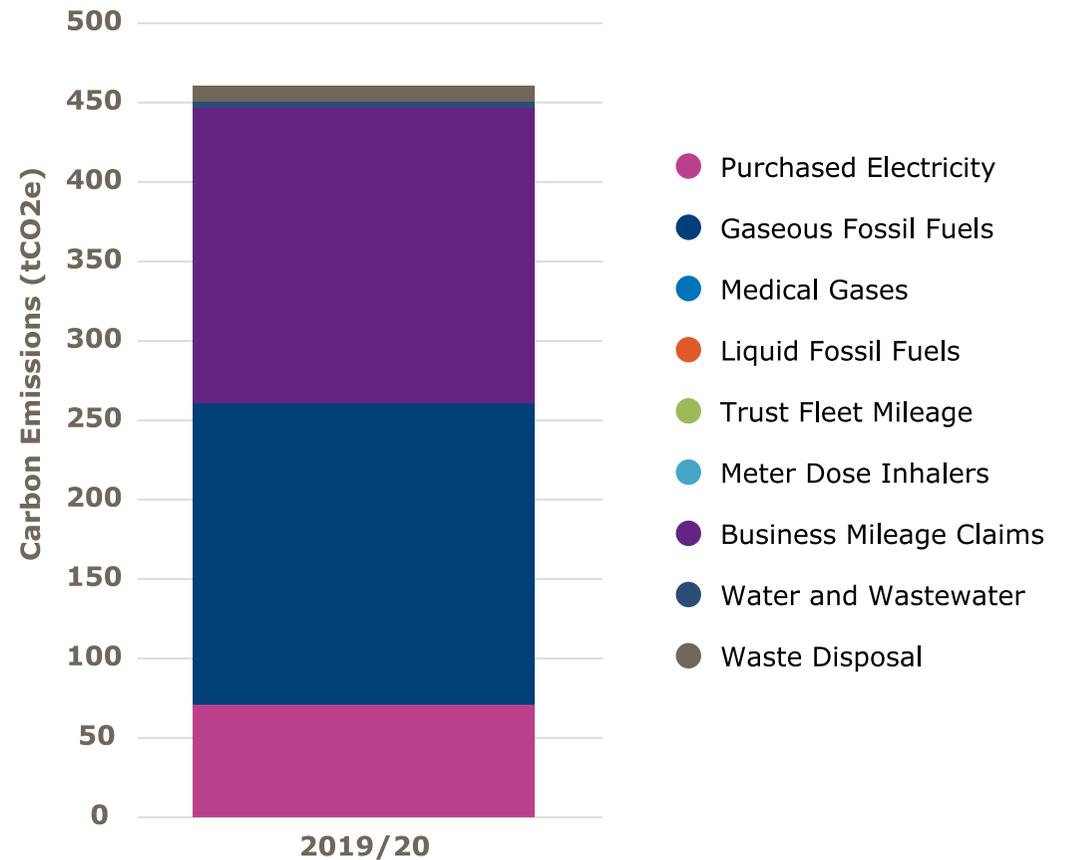
(1) CO<sub>2</sub>e refers to six greenhouse gases including carbon dioxide and methane. This is in line with national and international conventions and allows all six greenhouse gases to be measured on a like-for-like basis, which is important as some gases have a greater warming effect than CO<sub>2</sub>.

# Our NHS Carbon Footprint

In 2019/20 the carbon footprint associated with our direct emissions (NHS Carbon Footprint) was 461tCO<sub>2</sub>e. This is illustrated in Figures 2 and 3.



**Figure 2:** Our NHS Carbon Footprint at First Community, 2019/20 in the context of our Carbon Footprint Plus



**Figure 3:** Our carbon emissions by source in baseline year 2019/20

<b>GHG emissions source</b>	<b>GHG emissions (tCO<sub>2</sub>e)</b>	<b>Proportion (%)</b>
Gaseous Fossil Fuels	189	41
Purchased Electricity	71	15
Water and Wastewater	4	1
Medical Gases (including Metered Dose Inhalers)*	0	0
Business Mileage Claims	186	40
Waste	10	2
<b>TOTAL</b>	<b>461</b>	<b>100</b>

**Table 1:** Detailed breakdown of our greenhouse gas (GHG) emissions for the financial year 2019/20

## Gaseous fossil fuels

Gaseous fossil is primarily made up of natural gas used for heating and hot water. This is the largest single source of emissions that we currently measure. The transition from fossil fuels to low carbon heating solutions will be needed if we are to meet our net zero target.

## Business Mileage Claims

Business travel is the second largest source of our footprint. As a community healthcare provider covering a very wide area and our staff travel around 520,000 miles each year in delivering care to our patient community. In total, travel makes up 40% of our NHS Carbon Footprint.

As well as the carbon impact of travel, air pollution is a key issue for our communities with significant health impacts including links with dementia and child development, and continues to be a key area of focus over the coming years.

## Purchased Electricity

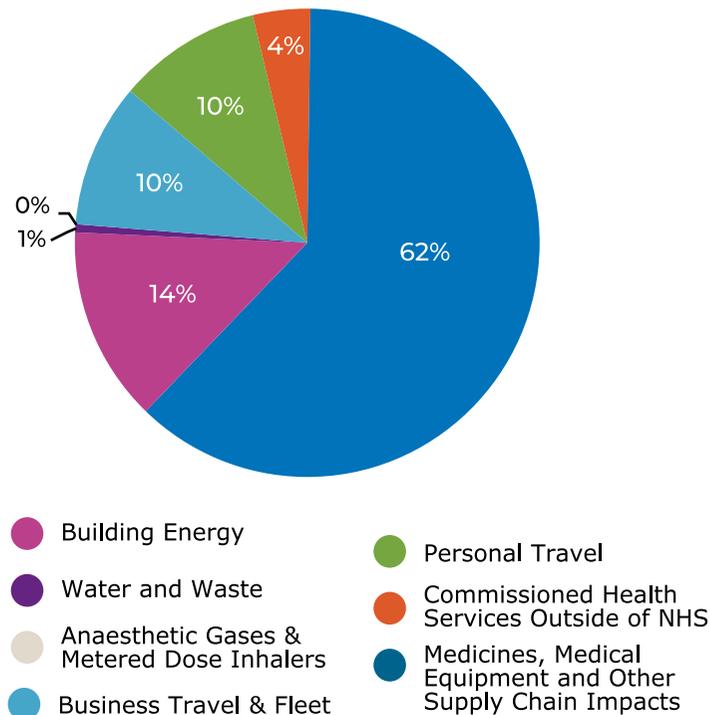
The electricity used to power our buildings is the third largest contributor to our carbon footprint. We need to improve the efficiency of our electricity use across our estate. We will support the decarbonisation of the UK electricity generation through the purchase of renewable energy by working directly with our landlords.

\*Medical gases (including meter dose inhalers) are estimated to make up a very small proportion of our carbon footprint (less than 1%). We plan to measure consumption going forwards.

# Our NHS Carbon Footprint Plus

In line with NHSEI methodology, we also illustrate here our NHS Carbon Footprint Plus (see Figure 5 below). This includes more indirect areas of impact, but which we have influence over as an organisation.

For the purposes of illustration, we have included here estimated figures based on NHSEI information for an average NHS trust and we will work to define a methodology for measurement over the coming years.



**Figure 5:** First Community NHS Carbon Footprint Plus

## Supply chain (including medicines, medical equipment and other supply chain impacts)

The largest portion of the NHS Carbon Footprint Plus, 66%, is associated with the carbon footprint of our supply chain – the goods and services we purchase, use and dispose of. This includes medicines, medical equipment, non-medical equipment, commissioned health services and other supply chain.

## Personal travel impacts

Personal travel is made up of staff commuting to work, patient and visitor travel. This area makes up approximately 10% of our NHS Carbon Footprint Plus. The reason these emissions are classified as indirect is that First Community has no control over how staff, patients and visitors travel to and from our sites and which modes of travel they choose.

# Highlights of our progress to date

Although we haven't had a structured sustainability programme before 2022, we have nonetheless implemented a number of projects to support our environmental aims over the last few years including:

- 1. Business mileage reduction:** by planning our driving routes before travelling we've reduced our business mileage from 500 miles to around 200 per month, cutting carbon and saving time for our staff across the organisation.
- 2. Estate rationalisation:** our new facility at Phoenix House has brought teams together into one building, providing increased efficiencies and productivity for staff who were previously siloed in separate offices.
- 3. Digital first approach:** transitioning to delivering our services digitally, including providing mobile devices to our community services and reducing the number of available printers to reduce demand for paper and increase productivity.
- 4. Video conferencing technology:** prompted by the need to transition to more digital working as a result of the pandemic, we have significantly increased the video conferencing technology we offer. This has enabled our staff to work from home more, travel less between sites and deliver care through digital platforms
- 5. Avoided NO2 use:** Nitrous Oxide is a harmful greenhouse gas and contributes to air pollution. We have avoided the use of Nitrous Oxide for pain relief through the use of intravenous injections across 1,800 contacts per month.
- 6. Health and wellbeing:** we offer our staff a wide range of benefits to support their health and wellbeing. This has included targeted weeks tackling specific subject areas, and intranet challenges and other resources such as our healthy eating guidance developed by our dieticians.



# In detail: some of our key projects to date

## Laptop donation:

We have recently implemented a laptop donation scheme, giving away business class level laptops that have come to their end of life at First Community to an educational charity.

This replaced a previous system requiring us to dispose of laptops at a cost of £6 per unit. While the laptops were recycled, this did not include all parts of the laptop, leading to a larger impact on the environment.

Within our current model, hard drives are removed and shredded before donation for data security reasons. The recipient charity is able to install a solid-state drive and Windows Operating System at minimal cost to them. This ensures the laptop is updated to a fast and reliable technology to increase the product lifespan. To date 150 laptops have been donated.

## Travel reduction:

Since March 2020 we have significantly reduced the environmental impact of our travel through the use of digital technology.

The rollout of video conferencing and consultation technology (e.g., Microsoft Teams, Attend Anywhere and Zoom) across the organisation has provided the opportunity for virtual meetings both internally and externally with patients.

Currently 25% of these appointments are completed remotely, we continue to adopt a mixture of both face to face and telephone appointments.

We have also changed our policy to allow more flexible working for staff who now spend their working hours approximately 40% in the office compared to 60% at home. This is estimated to have saved 31 tonnes of CO2 in 2021.

New processes adopted during the pandemic have led to:

During the pandemic we have discovered more efficient ways of working that we will continue. One example of this is telephone triages which avoid unnecessary patient travel by assessing care needs prior to appointment.

## Medicine wastage:

Previously patients from Surrey and Sussex Healthcare Trust were referred to First Community and given labelled medicines which included the patient name.

Due to patient confidentiality the unused medicines could not be passed onto another patient e.g., labelled painkillers cannot be used by other patients as it has their name on. Previously medicine was destroyed every week in significant quantities. The Medicines team has changed the process to prescribe but not supply prior to admission resulting in medicines being provided as needed.

The following benefits have been achieved through this new process:

1. Time saving checking quantities of medicines
2. Pharmacy resource saved enabling higher productivity
3. Helped Surrey and Sussex Healthcare Trust to lower drug expenses
4. Medicine disposal has reduced

# **Chapter 3:** tackling the next phase of carbon reduction

# How we've developed this Green Plan

At First Community we are committed to finding more sustainable ways of delivering healthcare to our communities.

We're demonstrating our commitment to sustainability, supporting the health of our communities and our staff, reducing our impact on the environment and meeting Net Zero Carbon targets in line with other NHS providers.

This Green Plan aims to build on the achievements we have made to date and maximise the impact of our efforts through this comprehensive, integrated plan.

## Engaging with our staff on sustainability

As a Community Interest Company, our staff play a key role in developing any strategic transitions such as those we are setting out in this Green Plan.

As such, we want to bring staff with us on this journey; in order to ensure lasting change, we need people who are committed to delivering and sustaining it.

To this end we have conducted a phase of research with staff to:

**a) Inform the creation of the action plans in this Green Plan through detailed one to ones with key stakeholders and a workshop session.**

**b) Guide our ongoing engagement approach through exploring findings from an organisation wide survey, and 30 minute one to one interviews that explored staff views on sustainability.**

Finally, our Green Plan has also been impacted by learning from staff at a national level. We are aligning our approach with NHS England's Greener NHS programme. Their research with staff found that while many are keen to see the NHS become greener, they weren't aware of the overarching target to reach Net Zero Carbon by 2040; as such, this is a key message to embed.

## Looking ahead: working with our people to create the change we need

Going forward with Care Without Carbon, we will enable staff to be part of the change created in delivery of the actions set out in the Green Plan through a range of mechanisms. This will include:

- Development of a communications roadmap to cover the next 12 months and then beyond.
- Patient and carer engagement through development of on-site collateral in patient spaces such as posters.
- Potential development of a champion style programme to empower and enable staff to act on sustainability.

# How we will deliver: our Care Without Carbon framework

Our vision through Care Without Carbon is: together we lead the way in net zero carbon healthcare, protecting the environment on which our health depends.

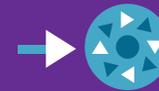
## Our three aims are:

- 1. Reducing environmental impact: delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.**
- 2. Improving wellbeing: supporting the health and wellbeing of our patients, staff and communities.**
- 3. Investing in the future: maintaining long term financial stability through sustainable decision making.**

We achieve these through our sustainable healthcare principles:



**Healthier lives:** Making use of every opportunity to help people to be well, to minimise preventable ill-health, health inequalities and unnecessary treatment, and to support independence and wellbeing.



**Streamlined processes & pathways:** Minimising waste and duplication within the organisation and wider health system to ensure delivery of safe and effective care.



**Respecting resources:** Where resources are required, prioritising use of treatments, products, technologies, processes and pathways with lower carbon, environmental and health impacts.

These principles are based on those developed by the Centre for Sustainable Healthcare, and are working to: optimise our level of activity through reducing the need for care and making our processes as efficient as possible; and reduce the carbon intensity of the care we do need to provide.

Our Care Without Carbon framework provides a comprehensive, integrated plan to demonstrate commitment to sustainability, meet our Net Zero Carbon targets and reduce our wider impact on the environment to 2040 and beyond.

The eight elements within our Care Without Carbon framework set out the key actions we need to take in order to meet our targets.



**Figure 6:** A summary of the Green Plan structure

# What are we trying to achieve with this Green Plan?

The new NHSEI climate change strategy 'Delivering a Net Zero National Health Service' sets out a clear target for the NHS to become Net Zero Carbon. This Green Plan responds to this, setting out four key areas of focus:

**1. Refocussing through the pandemic:** responding to the vastly altered context we're now working in; we consider how the pandemic has impacted the NHS in terms of sustainability – embracing the positives and tackling the negatives.

**2. Harnessing the potential in clinical practice:** with 80% of our carbon footprint driven by clinical decisions, reaching Net Zero Carbon by 2040 will require a big shift in how we deliver care which cannot be achieved without input from clinicians.

**3. Cutting our carbon footprint to Net Zero:** this challenging target will require full focus between now and 2040 with a clear path for delivery.

**4. Escalating our impact through partnership working:** tackling carbon emissions together maximises the gains we can make and ensures adaptations benefit everyone. We're committed to working not only on our own internal operations, but also to supporting our staff and patients to reach Net Zero Carbon. This Green Plan sets out a clear plan of action to deliver in these four key areas through our eight work stream areas.



# Achieving Net Zero Carbon

At First Community we are committed to meeting the ambitious NHSEI targets for NHS trusts to achieve Net Zero Carbon by 2040 for direct emissions, and for indirect emissions (NHS Carbon Footprint Plus) by 2045.

Net Zero Carbon means reducing our carbon emissions as much as possible and then offsetting the small amount of residual emissions which remain, either through centralised Government schemes or local projects which would also benefit our communities.

To reach Net Zero we will bring our direct emissions, those which result from our sites and operations (NHS Carbon Footprint) down to Net Zero Carbon by 2040 at the latest and our indirect emissions, those which we can influence i.e. carbon generated through our supply chain (NHS Carbon Footprint Plus) to Net Zero Carbon by 2045.

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To reach Net Zero we will bring our direct emissions, those which result from our sites and operations (NHS Carbon Footprint) down to Net Zero Carbon by 2040 at the latest and our indirect emissions, those which we can influence i.e. carbon generated through our supply chain (NHS Carbon Footprint Plus) to Net Zero Carbon by 2045.

Our 2025 target is a 26% reduction in direct carbon emissions from our 2019/20 baseline. This interim target keeps us on track for Net Zero Carbon by 2040 but emphasises the need to take early action.

## External Factors Affecting Our Carbon Footprint

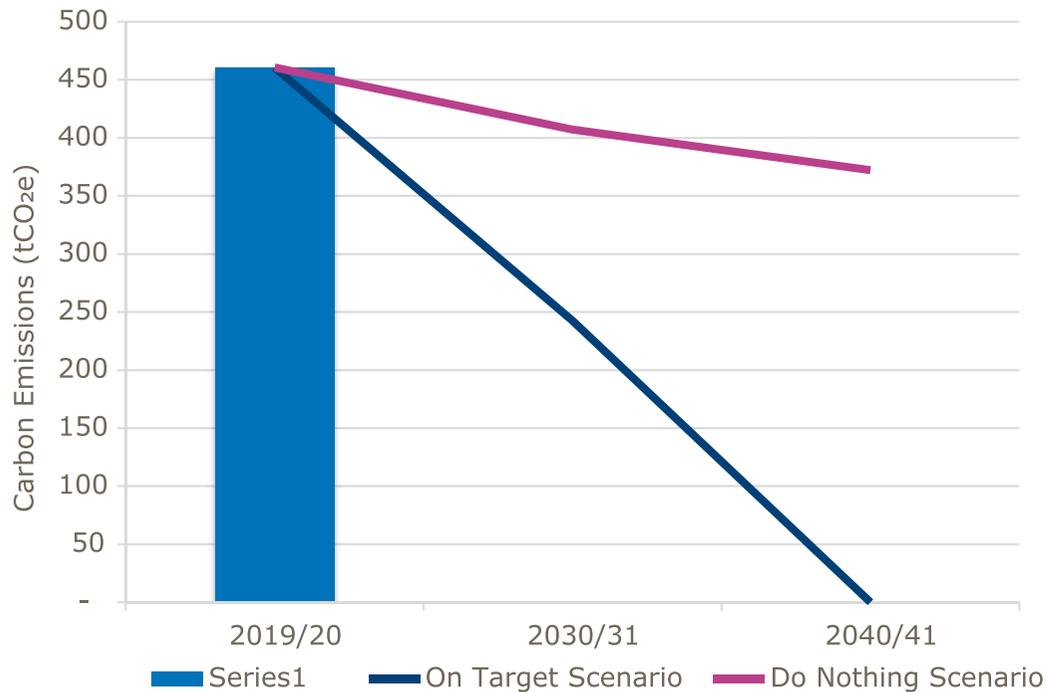
Although most of our emissions are a direct result of our operations, there are various external factors that can influence the emissions produced by our organisation. These factors include:

- National Emissions Factors issued by the government vary from year to year. This will result in a variance on our carbon footprint, even if there are no changes to our estate operation. It is estimated that the grid itself will reach net carbon by around 2035 and so hence the focus on switching to technologies that use electricity, rather than fossil fuels, for heating.
- Weather changes influence the energy consumption profile of First Community. For example, a very cold year may increase the need for heating on site, resulting in higher energy consumption (either natural gas or electricity)
- Changes to Our Estate

The measurement of carbon footprints are an absolute value, so any changes in resource demand will affect our footprint although First Community is not looking to expand its estate significantly in the foreseeable future.

## Future Scenario

The graph in Figure 6 shows First Community's emissions target against projected emissions under two scenarios.



**Figure 7:** emissions to 2040/41 Do Nothing vs. On Target scenarios

Under the 'Do Nothing' scenario it is assumed that current consumption remains constant although carbon savings are achieved in the long term due to changing emissions factors. First Community will primarily benefit from the decarbonisation of the electricity grid as the carbon footprint of grid-based gas is unlikely to change significantly until the late 2030s. We have also assumed an increase in business and fleet mileage post-pandemic as people begin returning to office and site-based working.

In the Carbon Reduction Scenario, it is assumed that First Community makes steady progress on tackling all aspects of its direct carbon footprint (scope 1 and 2 emissions). However, in this scenario it is assumed that a significant reliance on natural gas will remain up until at least 2040 due to lack of viable, low carbon technologies that can meet the heat demands of an existing acute site at present. The Carbon Reduction Scenario shows First Community's emissions on the basis that a number of the actions highlighted within the Green Plan are implemented over time, see the Places element for full details on this.

## How do we reach Net Zero Carbon?

Overall to meet our targets we need to look at four specific areas:

- 1. Minimising resource use** – ensure that we use only what we need, this applies to all areas of our organisation, from clinical supplies through to paper and water use.
- 2. Reusing wherever possible** – moving away from single use items to choose items which can be sterilised, laundered or reprocessed, reusing heat to pre heat hot water and reusing and redistributing furniture and other items instead of purchasing new.
- 3. Switching to greener alternatives** – if we do need to purchase a new item - looking at lower carbon options wherever feasible, this would include lower carbon pharmaceuticals or moving to electric vehicles.
- 4. Offsetting** – this is our last resort and should only be used for emissions which cannot be reduced using strategies 1-3. We will only offset our emissions through a national scheme or, local schemes which benefit our communities.

# How we will deliver: our action plans

Our action plans are developed based around the eight elements of the Care Without Carbon framework, designed to ensure we continue to have an integrated and holistic approach to our sustainable healthcare programme. In the next section of this document, we set out our action plans for delivering against our vision, key aims –and our Net Zero Carbon targets.

Our eight 'elements' (see Figure 8) form our work streams and action plans, and represent a focus towards the clinical aspect of care delivery.

These action plans set out our commitments in each area as well as a series of specific actions and the key success measures through which we will monitor our progress. Using the governance structure, we set out in this Green Plan (see page 52) we will establish working groups to create delivery plans for each element, with key actions set out against a 12 month timeline. Progress against these delivery plans will be monitored.

The elements ensure we continue to have an integrated and holistic approach to our sustainable healthcare programme. They are:



**Evolving care:** developing and enabling lower carbon, more sustainable models of care.



**Places:** ensuring our workplaces are low carbon whilst supporting wellbeing for staff, patients and visitors.



**Culture:** empowering and engaging people to create change towards our path to net zero.



**Circular Economy:** respecting our health and natural resources by creating an ethical and circular supply chain.



**Journeys:** ensuring the transport and travel needed between our care and our communities is low cost, low carbon and conducive to good health and wellbeing.



**Wellbeing:** supporting people to make sustainable choices that enhance their wellbeing.



**Climate Adaptation:** building resilience to our changing climate in Sussex and Surrey.



**Partnership & Collaboration:** enhancing our impact by working with others.



**Fig 8:** the eight elements of Care Without Carbon

# **Chapter 4:** our eight areas for action



# Taking Action: **Evolving Care**

## **Developing and enabling lower carbon and more sustainable models of care.**

**Key success measure to 2025: Clinical projects delivering positive, measurable sustainability benefits within our five highest impact services.**



## **Our approach**

80% of our carbon footprint is driven by clinical decisions. Reaching Net Zero Carbon by 2040 will require a big shift in how we deliver care which cannot be achieved without input from clinicians. Enabling clinical teams to develop and enable lower carbon, more sustainable models of care is therefore essential. We will focus our work around our three principles of sustainable healthcare:

- Healthier lives: Making use of every opportunity to help people to be well, to minimise preventable ill-health, health inequalities and unnecessary treatment, and to support independence and wellbeing.
- Streamlined processes & pathways: Minimising waste and duplication within the organisation and wider health system to ensure delivery of safe and effective care.
- Respecting resources: Where resources are required, prioritising use of treatments, products, technologies, processes and pathways with lower carbon, environmental and health impacts.

## **Our commitments**

- We will integrate our sustainable healthcare principles at a strategic level across the organisation.
- We will support our clinicians to deliver against these principles by making lower carbon, more sustainable choices when delivering care day-to-day.
- We will advocate across our ICS and beyond for decision making in support of our sustainable healthcare principles.



# Taking Action: Evolving Care

## Actions: First Community

Action	
<b>E1</b>	<b>Clinical Carbon Hotspots:</b> Undertake a carbon footprint analysis of our clinical services to identify our five highest impact clinical services as priority areas for action and develop a programme to tackle these. This action will be delivered in several stages; likely to span more than 12 months. Initial phase will be to fully define these stages and develop a methodology.
<b>E2</b>	<b>PPE:</b> Work with clinical and non-clinical colleagues to reduce single use PPE. Complete a pilot project to trial reusable facemasks or aprons and deliver a glove use reduction project through responsible glove use messaging.
<b>E3</b>	<b>Digital Care:</b> Work with clinical and digital teams to integrate sustainability considerations into the digitisation of care, recognising the considerable opportunity to support the organisations Net Zero Carbon ambitions.
<b>E4</b>	<b>Quality improvement:</b> Integrate sustainable healthcare principles the organisations quality improvement (QI) programme and policy. As part of this we will include sustainability considerations within our productivity review with the aim maximise staff time and reduce duplication.
<b>E5</b>	<b>Clinical reporting:</b> Embed sustainability metrics into existing clinical reporting routes and include within the refresh of the corporate performance pack.

Action	
<b>E6</b>	<p><b>Medicines:</b> Undertake an analysis to:</p> <ul style="list-style-type: none"> <li>○ Understand pharmaceutical prescribing across the organisation by department / team and identify top 10 medications prescribed by cost and/or quantity.</li> <li>○ Starting with the top 10, identify through desktop research and supplier engagement which types of medicines have the largest carbon impact; and</li> <li>○ Identify priority medicines for improvements and targeted carbon reduction interventions.</li> </ul> <p>We will link in with our digital and clinical services as part of this action. Proposed carbon reduction interventions will need to include the environmental, clinical, financial and social impacts before they can be implemented. Use this information to develop a carbon reduction plan for medicines in line with our Net Zero targets.</p>
<b>E7</b>	<p><b>Pilot Sustainable QI projects:</b> As part of the work set out in E5 we will identify an initial 3 clinical processes or pathways within our organisation and review them under a sustainable quality improvement framework pilot. Where appropriate we will implement process changes to deliver a measurable sustainability benefit (e.g. reducing number of miles travelled to deliver the process). Where appropriate we will use our existing organisational and digital transformation programmes to assist with the completion of this action.</p>
<b>E8</b>	<p><b>Co-ordination of care:</b> Include within the productivity program a review of how clinical teams can more effectively co-ordinate their provision of care to patients, improve record keeping and avoid duplication. For example, this could be through the better use of the patient information system (EMIS) to avoid multiple visits by different healthcare workers to the same patient in a single day. As part of this review we will highlight the sustainability benefits of any potential changes (see E5).</p>



# Taking Action: Evolving Care

## ICS & SE region

Action	
<b>E9</b>	<b>Meter Dose Inhalers:</b> Work with GP practices, pharmacies and other partners within East Surrey and Surrey Heartlands ICS to understand and reduce the carbon impact of the inhalers we dispense.
<b>E10</b>	<b>Sharing community interventions:</b> Work with our ICS and wider partners to share learning on clinical interventions in the community setting.

## Patients and wider community

Action	
<b>E11</b>	<b>Supporting existing community work:</b> Undertake an analysis of where our sustainability programme can most effectively support our work around health inequality, with a particular focus on the areas set out by NHSEI: fuel poverty, air quality and access to green spaces.
<b>E12</b>	<b>Population health:</b> Support a discussion around sustainable healthcare within the East Surrey group on population health management. Identify opportunities for projects supporting population health and sustainability using a bottom-up community based model.

Action	
<b>E13</b>	<b>Patient choice:</b> As part of our work on patient choice, engage with patients on the sustainability of different care choices, for example how and where care is delivered. For example, the sustainability benefits of avoiding unnecessary patient travel through the use of video consultation, particularly for minor treatments and initial consultations.
<b>E14</b>	<b>Prevention and pre/post-habilitation:</b> As part of our work on patient empowerment, consider opportunities to engage with patients on sustainable choices they can make to improve health and wellbeing beyond their time in our care.
<b>E15</b>	<b>Meter Dose Inhalers:</b> Work with patients when within our care to educate users on the correct use of inhalers and more sustainable alternatives where clinically appropriate.



# Taking Action: **Places**

**Ensuring our places are low carbon and support wellbeing for staff, patients and visitors.**

**Key success measure to 2025: 26% reduction in CO2e against our 2019/20 baseline.**



## **Our approach**

Our healthcare buildings are the largest contributor to our direct carbon emissions as an NHS organisation. Through this work stream, we aim to minimise our impact on the environment and ensure our places support the wellbeing of patients.

The challenge is to drastically reduce the carbon impact of our estate, reaching Net Zero Carbon by 2040. This will require us to work in partnership with our landlords to ensure that the energy performance of the buildings we occupy is improved and that the use of fossil fuels for heating is phased out over time.

To achieve this, we will follow the well-established hierarchy of lean-clean-green:

- Lean: using the estate we occupy efficiently and prioritising the reduction of energy and water consumption within our buildings.
- Clean: ensuring the buildings we occupy make use of low-carbon heating technologies to reduce reliance on fossil-fuels.
- Green: use renewable energy generation to reduce our carbon footprint where possible
- [If necessary and appropriate following national guidelines we will offset any residual emissions through accredited schemes and with projects bringing benefit directly to our patients.]

Within this work stream, we also consider the 'indirect' emissions associated with our estate, in particular the embodied carbon in new builds.



# Taking Action: Places

## Our commitments

- By working closely with our landlords, we will decarbonise our estate in line with our Net Zero Carbon targets and wider sustainability goals, and develop robust data management and reporting systems to monitor and report on our progress.
- We will ensure our places provide comfortable and sustainable environments that promote excellent patient care, are good places to work and support community wellbeing.

## Actions: First Community

Action	
<b>P1</b>	<b>Bill Validation:</b> Put into place an energy management and invoice validation system to ensure we are keeping track of our energy use and costs on a regular basis.
<b>P2</b>	<b>New Leases:</b> We will introduce a requirement for all new property leases to be a minimum energy performance certificate (EPC) rating of D or higher. This includes properties that we already occupy where the lease is due for renewal.
<b>P3</b>	<b>Building energy performance:</b> By 1st April 2030 we will ensure all of the properties we occupy achieve an EPC rating of D or higher. To achieve this, we will either engage with our landlords to increase the EPC rating or we will look to move to alternative premises.
<b>P4</b>	<b>Heating:</b> To address overheating issues, we will work with our landlord to implement new measures to control the heating system appropriately in all occupied areas.

Action	
<b>P5</b>	<b>Energy reduction:</b> Within the sites we occupy, we will look at ways of reducing the energy we use within our buildings, for example by ensuring equipment and lighting is only used when absolutely necessary.
<b>P6</b>	<b>Estates Rationalisation:</b> Review the organisational needs to determine if there is scope for rationalising the estate and/or relocating services to buildings with better energy performance.
<b>P7</b>	<b>Carbon Footprinting:</b> Update our base year data with actual consumption figures as and when this becomes available.

## First Community in partnership with its landlords

Action	
<b>P8</b>	<b>Utility data and reporting:</b> Work with our landlords to ensure a consistent, reliable utilities reporting process is established. Thorough, regular reviews of this information and its data will allow us monitor our energy and water consumption more accurately. This will also allow us to make more informed decisions about sustainable energy projects, the buildings we occupy and our discussions with landlords.
<b>P9</b>	<b>Service Level Agreements:</b> We will update the Service Level Agreements (SLA's) we have in place with our current landlords to include requirements for energy performance and carbon reduction. To ensure these requirements are delivered, we will regularly engage with our landlords to review and monitor progress.



## Taking Action: **Places**

### Action

<b>P10</b>	<b>Purchasing renewable energy:</b> Work with our landlords to purchase 100% renewable (Renewable Energy Guarantees of Origin backed) electricity and budget for the associated uplift in cost within our revenue budget. Explore the opportunity for procuring Renewable Gas Guarantees of Origin (RGGO) gas.
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## ICS and SE region

### Action

<b>P11</b>	<b>Surrey and our estates:</b> Work with the Surrey ICS and East Surrey Place (and Sussex ICS) to help integrate sustainable healthcare principles into the estates programme.
<b>P12</b>	<b>Net Zero Carbon:</b> Ensure NZC places are a fundamental component of any new ICS and place-based level Estates Strategy
<b>P13</b>	<b>East Surrey Estates group:</b> We will work with East Surrey Estates group to ensure we have joined up discussions and actions around 'places' as well as 'journeys'.

## Patients and wider community

### Action

<b>P14</b>	<b>Community groups:</b> Engage with local community groups (e.g. via the Community Forum) to agree any action around estate and local environment.
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# Taking Action: **Culture**

**Empowering and engaging people to create change to progress us towards net zero.**

**Key success measure to 2025: Promote engagement campaigns to ensure staff are aware of our NZC ambitions and know the ways they can support the organisation in achieving that.**



## **Our approach**

As an employee-owned Community Interest Company, our staff are at the heart of everything we do and every decision we make. At the same time, like staff across the NHS and particularly since the beginning of the pandemic, our staff are under intense pressure; this can make it hard to engage beyond what is necessary day-to-day.

Through this work stream, we need to work with our staff to develop and deliver against this Green Plan over time. Critically we need to make taking action on sustainability integral to how we as an organisation, how our teams and how our individual staff deliver care. If we wish to maintain interest and momentum, sustainability cannot be an add on.

To achieve this, we will focus initially on demonstrating to our staff the links between health and climate, as well as celebrating our successes so far and as they develop through our sustainability programme Care Without Carbon.

In tandem with this, we will encourage staff to participate through an engagement programme focused on sustainable healthcare. Through the launch of our Green Plan, we will affirm our commitment to sustainability and Net Zero, and work to encourage active contributions from staff.

Once we have established a good baseline of awareness with staff, we will actively promote our work to be more sustainable so our patients, visitors and wider community can see what we are doing and why it matters.



## Our commitments

- We will establish a strong narrative that runs across all aspects of the organisation in support of sustainable behaviours and actions both in work and in personal lives.
- We will partner with others to seek opportunities to develop the narrative on sustainable healthcare, enhance our own impact and create opportunities for people to share ideas.

## Actions: First Community

Action	
<b>C1</b>	<b>Intranet:</b> Create a section on the Intranet to act as a hub for all sustainability information about First Community and within Healthcare, this will include a link to the Green Plan.
<b>C2</b>	<b>Green Plan launch:</b> Develop a suite of engagement materials to support the launch of this Green Plan internally and externally as appropriate.
<b>C3</b>	<p><b>Staff engagement campaign:</b> Use learning from our Engagement Roadmap to develop and implement a targeted staff engagement campaign around sustainability, the campaign will:</p> <ul style="list-style-type: none"> <li>○ Integrate within the organisations existing communications</li> <li>○ Highlight the links between health &amp; climate</li> <li>○ Include the wider local, regional, national, global, societal narrative such as COP26</li> <li>○ Highlight sustainability leadership from the senior level</li> <li>○ Empower staff to take action as individuals and teams</li> </ul>

Action	
<b>C4</b>	<b>Team leader toolkit:</b> We will deliver a toolkit to engage and empower team leaders across the organisation on how to build sustainability into the day-to-day operation of their teams. As part of this engagement process, we will use the toolkit to: identify and share case studies across the organisation, to celebrate success and motivate others.
<b>C5</b>	<b>Annual Staff Awards:</b> Introduce an award for Sustainable Practice into our Annual Staff Awards.
<b>C6</b>	<b>Sustainable Events Specification:</b> Develop a Sustainable Events Specification to support staff who are organising events to plan and conduct these events in a low carbon manner. This should include guidance on using virtual events where possible, sustainable food and drinks, minimising printed materials, minimising waste (e.g. single use plastic) etc.
<b>C7</b>	<b>Meeting agendas:</b> Incorporate sustainability principles and behaviours into all meeting agendas to normalise talking and thinking sustainability within core business. This should include operations meetings.
<b>C8</b>	<b>Learning and development:</b> Integrate sustainability into induction and ongoing training for all staff e.g. through carbon literacy training or equivalent.
<b>C9</b>	<b>Supervision framework:</b> Embed sustainability objectives into our supervision framework. This will ensure we are able to engage with all staff on our sustainability ambitions, allow staff creativity in identifying how they can support these, and provide a means of measuring progress.



## Taking Action: Culture

Action	
<b>C10</b>	<b>Recruitment processes:</b> Undertake a review of our recruitment processes ensuring we are integrating with the ambitions of this Green Plan, with target to go paperless for all recruitment by 2024.
<b>C11</b>	<b>Recruitment material:</b> Update our recruitment advertisement material to ensure we are setting out our sustainability ambitions as an organisation.
<b>C12</b>	<b>Job descriptions:</b> Embed sustainability as an element into all Job Descriptions.
<b>C13</b>	<b>Behaviours Framework:</b> Integrate sustainability principles into our upcoming Behaviours Framework review.
<b>C14</b>	<b>Champions and Ideas support:</b> We will review the potential and suitability of operating a champions programme and/or a route for capturing and supporting staff ideas. Both would aim to spread sustainable behaviours throughout the organisation and empower staff to act on sustainability.
<b>C15</b>	<b>Measuring progress:</b> To track our progress against the key success measure we will create, deliver and analyse results from a set of questions designed to assess staff awareness. These will be measured on an annual basis either via a standalone survey or integrated into an existing one.

## ICS and SE region

Action	
<b>C16</b>	<b>Engagement and behaviour:</b> Work with ICS and wider SE regional partners to identify and develop opportunities to coordinate staff engagement and behaviour change activity, for example through CWC Challenges and campaigns such as Travel Smarter September.
<b>C17</b>	<b>Regional activity:</b> support regional activity under the Greener NHS programme through NHSEI.

## Patients and wider community

Action	
<b>C18</b>	<b>Green Plan signposts:</b> Clearly signpost links to our Green Plan on the First Community website.
<b>C19</b>	<b>Patient Engagement:</b> Develop a Patient Engagement Strategy for this Green Plan, setting out a phased approach to engaging with patients on sustainability between now and 2025.
<b>C20</b>	<b>Promotion and awareness:</b> Visibly promote our sustainability programme within our hospital sites to raise awareness among our patients and wider community of our commitment to sustainability and Net Zero.



# Taking Action: Circular Economy

**Respecting our health and natural resources by creating an ethical and circular supply chain.**

**Key success measure to 2025: Deliver a measurable carbon emissions reduction within our supply chain.**



## Our approach

70% of our emissions are associated with the goods and services we use. Therefore, it's critically important that we take a different approach to how we treat our resources and the people who produce and distribute our products. Adopting a circular economy is the best way to make this happen.

At a social enterprise level this means we need to:

- Enable our procurement, clinical and waste services to work together and consider whole the lifecycle of a product when choosing the most sustainable options.
- Integrate sustainability criteria into our procurement decisions.
- Redistribute products and materials at their end of use.

## Our commitments

- We will continuously reduce our total waste production, optimise the segregation of materials for recycling and increase the reuse of products.
- We will measurably reduce the carbon footprint and environmental impact of our supply chain.
- We will work with our suppliers to protect and support the health and wellbeing of the people working within our supply chains and their communities.



# Taking Action: Circular Economy

## Actions: First Community

Action	
<b>CE1</b>	<b>Carbon hotspots analysis:</b> Measure the carbon footprint of our procurement at First Community and undertake a hotspots analysis to identify the highest impact areas of our supply chain. Use this – along with information on key planned tenders from 22/23 onwards– to prioritise areas for action in year 1 and develop programmes of work against each.
<b>CE2</b>	<b>Minimum Social Value Criteria:</b> Develop a set of standard environmental criteria to include in all tenders. In line with national requirements, include these as part of the minimum 10% social value criteria for all tenders (excluding SMEs) by 1st April 2022. Track performance of contracts which have a 10% weighting to social value and sustainability.
<b>CE3</b>	<b>Medium Risk criteria:</b> We will consider the implementation of higher weightings (above the standard 10%) for social value scoring criteria for new tenders that fall within high impact categories identified in the carbon hotspot analysis.
<b>CE4</b>	<b>High Risk Criteria:</b> For new tenders that fall within a high impact hotspot category and breach an agreed financial tender value (e.g. £1 million) we will consider the implementation of higher social value weightings based on the environmental risk. We will also consult with sustainable procurement experts to implement effective criteria relevant to mitigating those risks.

Action	
<b>CE5</b>	<b>Contract management:</b> Following the inclusion of social value criteria into all newly procured tenders, the implementation of these criteria by the supplier throughout the contract term will be closely verified. To achieve this, we will monitor the sustainability performance of the suppliers through proactive contract management and reporting.
<b>CE6</b>	<b>Product level carbon savings:</b> Identify 3 key consumables; either high volume or spend; used by the organisation and deliver a measurable reduction in carbon emissions by working with the supplier or by selecting an alternative product.
<b>CE7</b>	<b>Total waste reduction:</b> Measure our total waste production by weight and carbon. Develop a programme of work to reduce waste year on year, aiming for a reduction in total weight of 5% by April 2023.
<b>CE8</b>	<b>Redistribution:</b> Expand I.T. equipment redistribution scheme from laptops to include other old IT equipment so that the product or its materials can be reused.
<b>CE9</b>	<b>Patient equipment:</b> We will review our provision of patient equipment across the organisation. By working with our supplier(s) we will identify where we can reduce the most significant environmental impacts of this service.  Where applicable we will utilise guidance from the national greener NHS team. We will also implement a programme with clear targets regarding the reuse and refurbishment of equipment.  We will ensure that we agree clear environmental and social sustainability objectives with our patient equipment supplier and ensure that progress towards delivering these objectives is monitored and discussed at each supplier meeting.



# Taking Action: Circular Economy

## Actions: First Community

Action	
<b>CE10</b>	<b>Low carbon food:</b> Work with NHSPS to measure the carbon footprint of our food and catering services. Work with clinical and non-clinical colleagues to set targets to increase access to healthy, nutritious plant-based meals whilst reducing reliance on high carbon foods such as beef and lamb.
<b>CE11</b>	<b>Recycled Paper:</b> We will switch to using unbleached recycled paper for all purposes aiming to achieve 95% by 1st April 2023.
<b>CE12</b>	<b>Paper reduction:</b> We will reduce our total paper use by 10% from 2021-22 volumes by the 1st April 2023. To achieve this, we will develop a programme to review paper use across the organisation, consolidate the number of printers, support staff with appropriate digital tools and encourage a positive cultural change in attitudes and behaviours towards printing through supportive staff communications.
<b>CE13</b>	<b>Healthcare waste:</b> Work with NHSPS to achieve and maintain the proportions of healthcare waste segregation outlined by national NHS England & Improvement guidance - 60% low temperature incineration, 20% alternative treatment, 20% high temperature incineration. Note: this is an indication of a typical acute provider, an organisation delivering community services may be able to go further with a lower proportion of high temperature incineration and alternative treatment.

Action	
<b>CE14</b>	<b>Procurement training:</b> We will provide sustainability training to all staff approved to purchase goods and services on behalf of the organisation (buyers) before 1st April 2023. Covering areas such as carbon literacy, green washing, sustainable procurement and circular economy.
<b>CE15</b>	<b>Sustainability training:</b> To agree and roll out sustainability training programme, which includes waste training, during 2022/23 with the aim being all staff are trained within 1 year of its launch; with the aim to improve waste segregation, recycling levels and legislative compliance.
<b>CE16</b>	<b>Reporting:</b> Develop and produce a set of monthly KPIs to track progress against the key success measure and other actions within the Green Plan as appropriate.

## ICS and SE region

Action	
<b>CE17</b>	<b>Collaboration:</b> We will work with our health and care partners to identify opportunities for joined up projects, particularly in the areas of collaborative procurement and joint contract management in order to harness our collective influence towards encouraging supplier actions. We will also align with and support national efforts towards creating a more sustainable supply chain where appropriate.
<b>CE18</b>	<b>Patient Equipment:</b> Throughout delivering on the objectives within action CE9 we will work with our local health and care providers.



## Taking Action: **Circular Economy**

### Action

**CE19 Meter dose inhalers:** We will work the health and care organisations across the ICS and our pharmaceutical suppliers to review the most sustainable options for disposing of and potentially recycling or reusing inhalers at end of use. With a well-designed scheme there is also the potential gain insight into how effectively the inhalers are used by measuring the remaining medicines within the product upon end of use.

## Patients and wider community

### Action

**CE20 Low carbon food:** Build on the promotion of healthy plant-based meals to patients whilst communicating environmental benefits.





# Taking Action: **Journeys**

**Ensuring the transport and travel that links our care and our communities is low cost, low carbon and conducive to good health and wellbeing .**

**Key success measure to 2025: 57% reduction in all measurable travel CO2e against our baseline.**

## **Our approach**

Travel is a significant part of the environmental impact of the NHS, with around 3.5% (9.5 billion miles) of all road travel in England related to patients, visitors, staff and suppliers to the NHS. This contributes to the organisation's carbon footprint, creates air pollution locally and contributes to traffic congestion – all of which in turn impact directly on the wellbeing of our staff and our patient community.

Through our Journeys work stream we aim to:

- To reduce patient, personal and business travel by 20% by 2023/24
- Increase the uptake of healthier active travel choices
- Ensure that all remaining travel uses the most resource-effective methods and follows the travel mode hierarchy.

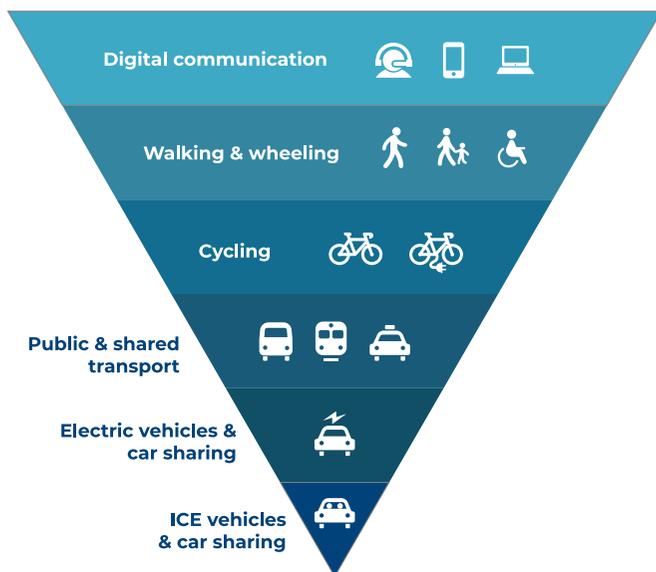
Collaboration with partners across the organisation– digital and clinical in particular – as well as local partners outside of the organisation will be key to this.

## **Our commitments**

- We will work with our clinical and digital teams to minimise and decarbonise staff, patient and visitor travel associated with our delivery of care, while maximising the health benefits of travel.
- We will set out a clear trajectory for a transition to zero carbon forms of travel for all our business travel by 2035 in order to reduce air pollution locally and minimise our negative impact on health.



# Taking Action: Journeys



## Actions: First Community

Action	
<b>J1</b>	<b>Improve data and reporting:</b> Undertake a review of our NHS Carbon Footprint data for travel and transport to ensure we have an accurate understanding of our impact, including where this is delivered by a third-party organisation, and embed this into our regular KPI reporting process.
<b>J2</b>	<b>Patient transport:</b> Review our patient transport services (including taxis) and engage with the supplier regarding emissions measurement and reduction. Where this is facilitated healthcare organisation on our behalf e.g. (at ICS level) we will address this with them directly.

Action	
<b>J3</b>	<b>Patient and visitor travel:</b> Use an annual patient and visitor travel Survey and other mechanisms to develop a better understanding of our NHS Carbon Footprint Plus associated with travel i.e. patient travel and visitor travel.
<b>J4</b>	<b>Green Travel Plan:</b> Commission a Green Travel Plan with a focus on delivering against our Net Zero Carbon commitments, supporting active travel and public transport for staff, patients and visitors and cutting air pollution locally. This should include a review of our staff lease scheme, business travel and options for car-pooling.
<b>J5</b>	<b>Electric Vehicles:</b> Using insight gathered from the Travel Plan, develop an electric vehicle transition plan with a focus on supporting our staff and patients to use EVs including working with landlords to create an organisation wide electric vehicle charging infrastructure.
<b>J6</b>	<b>Reporting and Tracking:</b> Produce a reliable and consistent monthly KPI report of: <ul style="list-style-type: none"> <li>○ Staff Salary Sacrifice car scheme</li> <li>○ Grey fleet (staff using personal vehicles)</li> <li>○ Public transport use for business miles</li> </ul> Measure the emissions and track this against a defined carbon budget for 2025 with annual interim budgets.
<b>J7</b>	<b>Data visibility:</b> Through the use of digital tools; such as Microsoft Power BI; we will improve access for our teams to review business mileage data and set targets to improve the sustainability of their travel. We will develop data to include miles travelled, costs, carbon emissions for each team and the vehicles they use.



# Taking Action: Journeys

Action	
<b>J8</b>	<b>Route optimisation:</b> Working closely with clinical leads to produce a report on the potential savings in mileage, spend and carbon from the introduction of an organisation wide route optimisation tool for community nursing travel. Where appropriate we will involve the allocation and productivity programmes in the completion of the report.
<b>J9</b>	<b>Business mileage expenses:</b> Review business mileage approval policy to incentivise avoidance of unnecessary travel or the use of lower carbon travel modes.
<b>J10</b>	<b>Staff commute:</b> Review the methods available for producing a reliable measurement for the carbon footprint of staff commuting once established deliver this measurement by 1st April 2023.
<b>J11</b>	<b>Deliveries:</b> Review our courier and delivery services and consider how these could be further improved to help rationalise the number of deliveries made.
<b>J12</b>	<b>Staff salary sacrifice scheme:</b> Our staff salary sacrifice road vehicle scheme will only offer Zero Emissions Vehicles (ZEVs) by 1st September 2022 to ensure all new salary sacrifice vehicles are 100% ZEVs.
<b>J13</b>	<b>Staff engagement:</b> Deliver a staff engagement campaign each year until 2025 with the focus of increasing staff active travel.

Action	
<b>J14</b>	<b>Video conferencing:</b> Set up a task and finish group of IT and clinical staff to review the use of video conferencing and telehealth tools to reduce travel for both patients and staff and support the key success measure.
<b>J15</b>	<b>Charging infrastructure:</b> Working with our landlords to understand the need and their ambitions for installing charging points in their car parks.

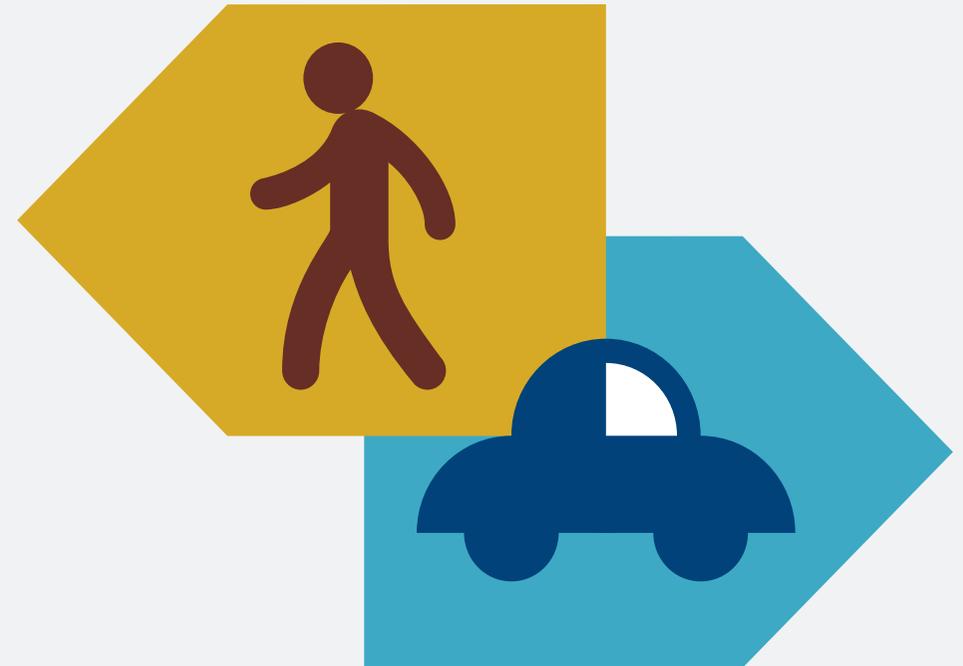
## ICS and SE region

Action	
<b>J16</b>	<b>Charging Infrastructure:</b> Work with our ICS partners to identify opportunities to accelerate the transition to electric vehicles for example mapping charging infrastructure projects of each organisation, create opportunities for shared infrastructure and avoid duplication of provision.
<b>J17</b>	<b>Public and Active Travel:</b> Link in with local authorities and other NHS Trusts to review public and active travel options for staff, visitors and service users and Explore options for reducing the cost of public transport across the ICS.
<b>J18</b>	<b>Service location:</b> At an ICS level consider the location of our services and buildings to ensure they are easy to access.



## Patients and wider community

Action	
<b>J19</b>	<b>Courier services:</b> Work with service leads to requirement them to use couriers who have an electric fleet or couriers who are actively switching to a fully electric fleets
<b>J20</b>	<b>Travel Plan:</b> Involve patients and the wider community in the development of our travel plan.

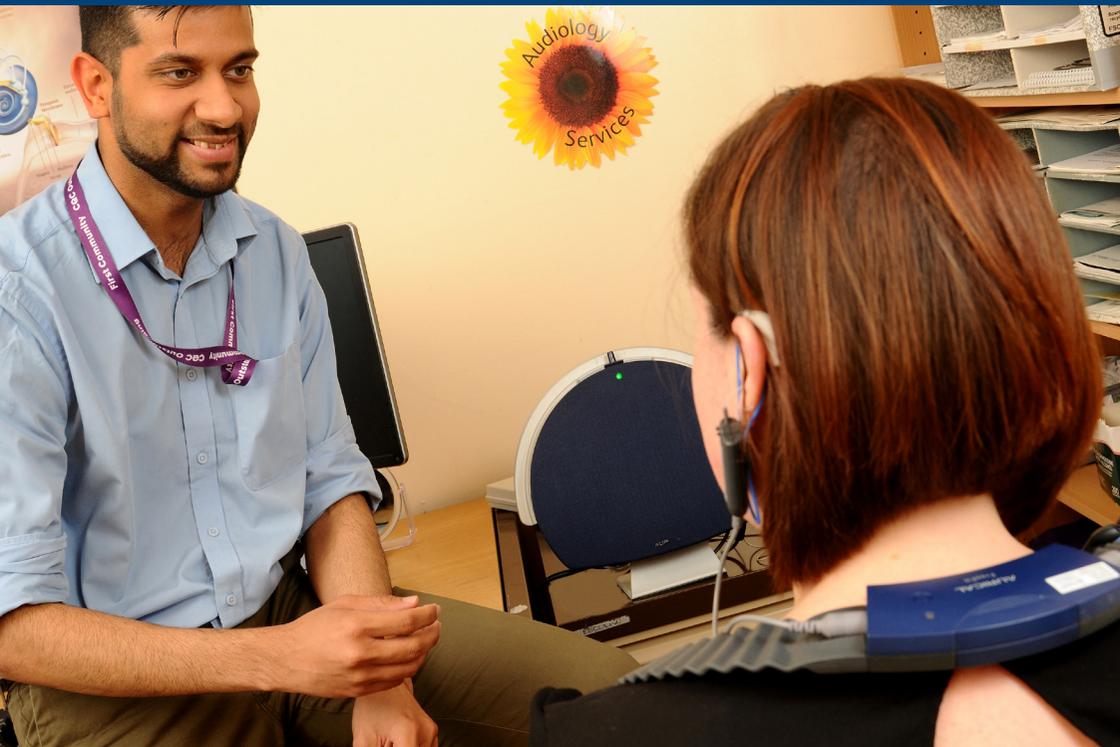




# Taking Action: **Wellbeing**

**Supporting people to make sustainable choices that enhance their wellbeing.**

**Key success measure: Improve wellbeing KPIs for staff and volunteers, including staff survey results and reduce sickness absence that is linked to wellbeing.**



## **Our approach**

A healthy workforce is key to our ability to deliver high quality care to our patients; and providing a workplace that supports wellbeing is integral to attracting and retaining the rich mix of skills and talent that First Community requires. We recognise that healthy behaviours are sustainable behaviours, and seek to encourage both. Aligning the wellbeing and sustainability agendas will add value and impact to the benefit of staff, patients and our wider community.

As a community healthcare provider and Community Interest Company we recognise that supporting the health of our community is a responsibility we own. Through our Green Plan we will seek to educate, inform and empower people to make different choices that will both reduce their impact on the environment while also improving health.

## **Our commitments**

- We will support staff in trying and adopting new behaviours that improve physical and mental wellbeing.
- We will support the health and wellbeing of our patient community and the reduction of health inequality.



# Taking Action: Wellbeing

## Actions: First Community

Action	
<b>W1</b>	<b>Health and Wellbeing Strategy:</b> Ensure the Health and Wellbeing Strategy and this Green Plan are aligned, and together develop a programme of work to support delivery.
<b>W2</b>	<b>Engagement:</b> Develop engagement with teams on wellbeing and sustainability, as well as participating in national physical health challenges such as Cycle September.
<b>W3</b>	<b>Working environment:</b> Ensure that changes to our estate produce an on-going improvement in working environment for staff and the provision of adequate facilities for break and rest periods as well as facilities to encourage home cooked/prepared meals which can be healthier and create less waste. This should include consideration of home working spaces.

Action	
<b>W4</b>	<p><b>Sustainable food and catering:</b> Work with NHS PS to develop a Sustainable Food programme aimed at ensuring patients are supported with making healthy and sustainable food choices at work and at home. This should include:</p> <ul style="list-style-type: none"> <li>○ Undertaking a review of the catering options at Caterham Dene and highlight key opportunities for improvement.</li> <li>○ Review the sustainability of the tea and coffee we provide to staff.</li> <li>○ Improving our vegetarian and vegan meal offerings at sites where food is provided.</li> <li>○ Developing a programme of engagement with staff and patients to promote roll out of the Sustainable Food programme and support healthy, sustainable food choices.</li> <li>○ Sharing the best practice 'myth busting' information provided by the dietetics team to help inform and educate staff in healthier/more sustainable eating habits.</li> </ul>
<b>W5</b>	<p><b>Outdoor spaces for wellbeing:</b> Develop a programme for development and use of outdoor spaces to support staff and patient wellbeing at the same time as supporting our Net Zero Carbon objectives. For our outdoor spaces at Caterham Deane, this should include consideration of tree planting schemes, break spaces/ space for outside meetings, 'Green Gyms' within the grounds and the delivery of nature-based wellbeing sessions for staff. For other sites this should include consideration of the use of local outdoor green spaces.</p>



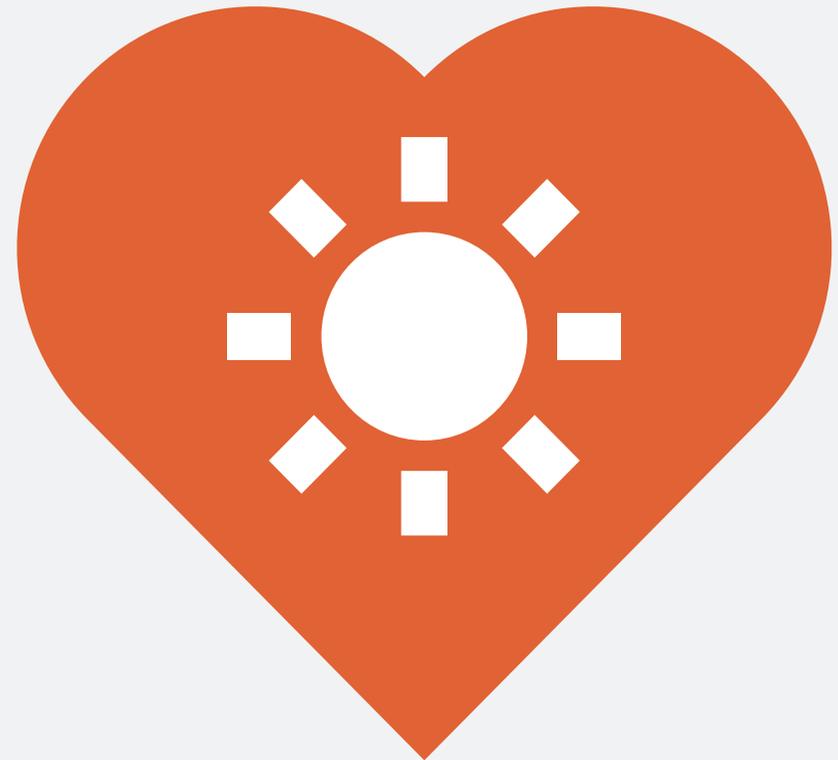
# Taking Action: **Wellbeing**

## ICS and SE region

Action	
<b>W6</b>	<b>Wellbeing collaboration:</b> Work with our partners across the ICS to identify opportunities for collaboration on staff wellbeing. This could include developing a shared wellbeing metric and running shared sustainable health challenges such as the Step-Up Challenge run by the CWC team.

## Patients and wider community

Action	
<b>W6</b>	<b>Connecting initiatives:</b> Understand community initiatives around sustainability and wellbeing and identify better ways of connecting with them.
<b>W7</b>	<b>Patient communication:</b> Develop a communications plan with patients, with a focus on actions to reduce environmental impact and improve health, such as reducing driving to the hospital site.
<b>W8</b>	<b>Signpost green spaces:</b> Signpost and promote use of any on-site green spaces for use by patients and visitors.





# Taking Action: Climate Adaptation

## Building resilience to our changing climate in Surrey and Sussex.

**Key success measure to 2025: Undertake a climate impact assessment and integrate findings into our business continuity procedures and longer-term strategic health planning.**



## Our approach

As the NHS works to mitigate climate change by drastically reducing emissions to Net Zero Carbon, there is also a need to adapt to the consequences it brings – now and in the future. Impacts already being felt across Surrey and Sussex include an increase in the prevalence of heatwaves and extreme weather events such as flooding. These impacts will increase over time and broaden to other areas including changing patterns of vector, food and water-borne diseases.

We must build resilience to our changing climate in the region – across our estate, services and our supply chain – to ensure we adapt those impacts, as well as working to mitigate them.

## Our commitments

- We will work together with NHS partners to identify and map climate change risks our communities, our services and our estate.
- We will develop an action plan at First Community to address climate adaptation.



# Taking Action: Climate Adaptation

## Actions: First Community

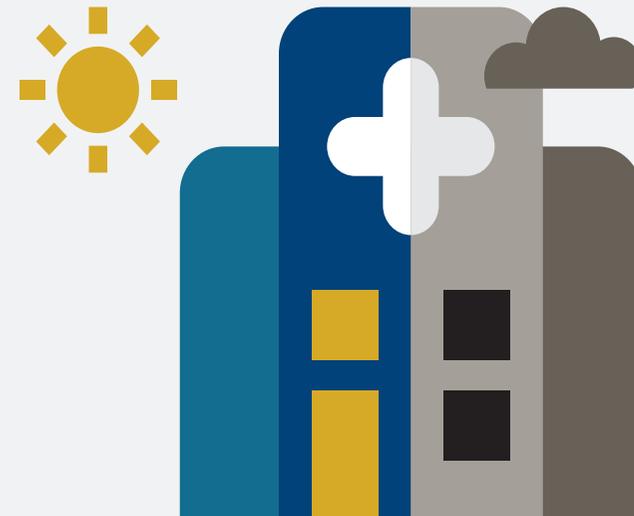
Action	
CA1	<b>All policies, processes, and business cases, are to include a sustainability and environmental impact assessment.</b>
CA2	<b>Future proofing (1):</b> Work with NHS PS to ensure our buildings are fit for the future with appropriate adaptation measures such as solar shading, Sustainable Drainage Systems, etc.
CA3	<b>Working with landlords:</b> Work with our landlords to ensure our buildings are fit for the future with appropriate adaptation measures such as solar shading, Sustainable Drainage Systems, etc.

## ICS and SE region

Action	
CA4	<b>Climate Change Impact Assessment:</b> Support our local ICSs to understand the impact of climate change on our patients, our services and our estate. This should include linking to existing population health data to identify those communities that are most at risk.

## Patients and wider community

Action	
CA5	<b>East Surrey Population Health Group:</b> Ensuring that we help to identify vulnerable groups and enable CA6 below
CA6	<b>Climate vulnerable mitigation:</b> Work through East Surrey Places to identify patient groups vulnerable to the impacts of climate change. Work with these groups to identify specific climate risks and define the actions that can be taken by the health system to support mitigation.





## Taking Action: Partnership & Collaboration

### Enhancing our impact by working with others.

**Key success measure to 2025: our sustainability aims and Net Zero Carbon commitments integrated into all key organisational strategies and decision-making processes.**



### Our approach

Delivering sustainable healthcare within First Community will only be possible by integrating sustainability thinking into day-to-day decision making. Working with our governance, in particular our Council of Governors and Community Forum, and across our organisation will provide synergy and ensure our plans are comprehensive and their implementation effective.

Working with partners is key. By working together to deliver Net Zero Carbon with other NHS providers, primary care and other stakeholders across our ICS and beyond, we can share learning and best practice, reduce duplication, make the best use of our resources and collectively deliver against our Net Zero Carbon goals.

### Our commitments

- We will work ensure our sustainable healthcare aims and principles are integrated in decision-making processes across all areas of the organisation and at all levels.
- We will work in partnership with our key contract partners, East Surrey Place, our ICS and the wider SE Region to decarbonise our local health economy through collaborative projects and approaches.
- We will develop and seek out opportunities to collaborate with others nationally to maximise our opportunity to learn from others and share our learning.



## Taking Action: Partnership & Collaboration

### Actions: First Community

Action	
<b>PC1</b>	<b>Net Zero Carbon Roadmap:</b> Develop a detailed Net Zero Carbon Roadmap to identify the key interventions required to meet our interim NZC targets for 2025 and 2030. This should include work to further understand our NHS Carbon Footprint Plus and should influence our 12 month delivery plan each year.
<b>PC2</b>	<b>Annual Plan:</b> Develop a 12-month action plan to deliver against this Green Plan (and the net zero carbon roadmap once developed) for year 1, and every year after that. This should be Board approved every year as part of the annual business planning process.
<b>PC3</b>	<b>Reporting and metrics:</b> Develop our reporting mechanisms and metrics to ensure effective governance and delivery for this Green Plan.
<b>PC4</b>	<b>Sustainability framework:</b> Establish a sustainability framework to apply to all new strategies, programmes of work within First Community for incorporating into business cases, policies and plans, to ensure alignment with (and where possible measurement against) our sustainable healthcare principles.
<b>PC5</b>	<b>Mapping key projects:</b> Undertake a mapping exercise to identify all relevant First Community projects, programmes and strategies with a view to integrating sustainable healthcare principles; prioritise areas for sustainability input and support. Roll out sustainability framework for incorporation into priority projects and programmes.

Action	
<b>PC6</b>	<b>Green Plan support:</b> Proactively support the development and delivery of the Surrey Heartlands ICS Green Plan.
<b>PC7</b>	<b>System and Partnership working:</b> Use role as part of the East Surrey Place based leadership team to progress collective sustainability issues at 'Place' through building our principles (which are the same as SASH ones) into place-based estates and other priority projects and programmes with NHS, Care and local government partners.
<b>PC8</b>	<b>Priority collaboration:</b> Identify our priority areas for partnership working within our ICS and the SE region, and develop projects in support of these areas.
<b>PC9</b>	<b>Local authorities:</b> Link in with Reigate and Banstead Borough Council, Tandridge District Council and for county wide prioritise Surrey County Council to explore opportunities and develop a programme of joint working, and shared learning.
<b>PC10</b>	<b>Engagement and sharing:</b> Actively share our learning as an organisation by engaging on a local and national level with case studies, examples of best practice and other content as appropriate.



## Taking Action: **Partnership & Collaboration**

### **Patients and wider community**

<b>Action</b>	
<b>PC11</b>	<b>Community Forum:</b> Work with our Community Forum to explore opportunities for working together on sustainability projects.
<b>PC12</b>	<b>Community views:</b> Work with our Community Network of patients, those who use our services and their families/ carers to understand views on sustainability from a service user perspective and incorporate learning into our wider sustainability plan.
<b>PC13</b>	<b>Engagement strategy:</b> Develop an approach s for patient/community engagement on sustainability including detail on how we will engage over time as part of our ongoing programme of work with our Community Forum and Community Network outlined in PC 11 and PC12.



# **Chapter 5:** Holding ourselves to account: governance

# Holding ourselves to account: governance

It is fundamental to being a sustainable organisation that we operate with integrity, transparency and responsibility. Effective governance is critical to ensuring that we live up to our vision, and deliver on this strategy.

Our Board lead for Sustainability and Net Zero is Adrian Baillieu, Director of Finance & Resources.

Delivery of this strategy will be overseen by the First Community's Green Plan Group, led by our Board Lead for Sustainability and Net Zero, and reporting into Board.

The Care Without Carbon team will support delivery of the Green Plan, including providing support to other specialist and enabling departments across the organisation.

## Measurement and reporting

Over the course of the first 12 months of this programme, our reporting mechanisms will be reviewed, including the development of new metrics in line with our three core principles.

To achieve excellence in reporting for sustainability, we will:

- Deliver quarterly update reports to our Board and gain Board approval for a 12 month sustainability programme action plan each year.
- Publish a summary of our progress in our Annual Report.
- Meet the national and regional reporting requirements from NHSEI and For a Greener NHS as they develop.

