



PLAN-IT-GREEN

EAST COAST COMMUNITY HEALTHCARE



Green Plan

Our journey to a
greener future





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Executive Summary

As a Community Interest Company working in the health and care sector, East Coast Community Healthcare (ECCH) has many reasons to take a leading role in improving our environment, initially by reducing our own emission of damaging greenhouse gases.

Globally, the healthcare sector is the fifth-largest contributor to carbon emissions, and in the UK, the NHS contributes up to 4% of national greenhouse gas emissions. The UK government has set challenging targets and the NHS has the ambition to be the world's first net zero health system - but this will only happen if organisations like ours make changes to the way they work.

We have developed this Green Plan to set a framework for how we will approach this challenge, and to mobilise the whole team behind the effort. Our plan will evolve over time, but I hope this Green Plan will act as a catalyst for us all to think about what **we** can do **now** to make the step changes required. If we can prove that this significant challenge is achievable, other organisations will have an incentive to increase their efforts to do the same.

The National Outlook

The NHS was founded in July 1948 with the intention of making sure the highest quality of care is available to all, for both the current and future generations.

In October 2020, the NHS became the world's first healthcare service to commit to 'carbon net zero', understanding that climate change and the health of humans are inextricably linked. This confirms the need for improving healthcare services whilst reducing harmful carbon emissions, and investing in efforts that remove greenhouse gases from the atmosphere.

Identifying a pathway to net zero emissions for a large, complex and specialised organisation such as the NHS is a challenging objective. The NHS Net Zero Expert Panel has agreed ambitious targets, whilst remaining realistic and supporting with action through continuous monitoring and evaluation.

From this process, two major net zero targets for the NHS have emerged:

For emissions we control directly (the NHS Carbon Footprint):

- We will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032

For the emissions we can influence (our NHS Carbon Footprint Plus):

- We will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039

Delivering upon these targets will require collective action from across all areas within the NHS, including staff and partnerships (both within and beyond the NHS). The NHS currently produces 4% of England's total carbon footprint. This work must be undertaken in a financially sustainable way, with the aim to reduce man-made emissions and pollution that are released into the atmosphere.

Reaching ambitions in accordance with the Paris Climate Change Agreement could potentially save **5,700** lives from improved air quality.

The Health and Care Act 2022 emphasises the importance of an NHS response to climate change, placing duties on NHS England and all the Trusts, Foundation Trusts and Integrated Care Boards to contribute towards statutory emissions and environmental targets.

The East of England

The NHS Net Zero Plan/Greener NHS programme has provided regions, Sustainability and Transformation Partnerships (STPs), Integrated Care Systems (ICSs), NHS Trusts, Integrated Care Boards (ICBs) and other local systems with an invaluable foundation.

The East of England NHS Green Plan 2021 provided the first steps to resolving these questions so that a core set of headline deliverables to achieve net zero during 21/22 could be rapidly established and put in place.

The core set requires outcomes for carbon reduction and their translation into healthcare delivery, from: not burning gas and coal for heating, to finding low carbon sources of electricity, saving water, supporting active travel, shrinking business miles, buying lower environmental impact goods, equipment, materials and medicines, alongside post-consumption reuse and recycling.

The East of England Regional Sustainability Network has three core areas which it is focusing on:

- **Travel and transport** – nationally, accounts for 14% of the NHS carbon footprint
- **Medicines** – nationally accounts for 25% of the NHS carbon footprint
- **Waste and supply chain** – nationally, accounts for more than 60% of the NHS carbon footprint within the supply chain, although this is specifically targeted at our regional level

A Local Viewpoint

ECCH is part of the larger Norfolk & Waveney ICS, which is a collaboration of organisations that are working together to support and care for the people of Norfolk and Waveney.

Within this area, services are provided to over a million people with a higher ratio of older people than the rest of England as a whole. This population covers some rural areas, as well as some urban areas where higher rates of deprivation are in existence.

The ICS Green Plan has been developed with national Greener NHS guidance and they will work with their partners in developing green plans that can be incorporated into a full system-level plan. The ICS and its partners are developing plans and delivering programmes that will reduce emissions, improve efficiencies and support sustainable delivery of health services.

The areas focusing on carbon reduction include:

- **Medicines, medical equipment and other areas** of the supply chain, including freight food and catering
- **The carbon footprint** from buildings and materials
- **Personal travel** including patient, personal and staff journeys
- **Commissioned** health and care services

Foreword

ECCH needs to ensure that it plays its part in helping the NHS become the first ever net zero national health service.

The NHS has an important role to play as the UK works towards reducing its carbon emissions in line with the Paris Agreement (the legally binding framework to keep global warming under two degrees).

By participating in this process, we will help to improve and support the health of patients in Norfolk and Waveney, our staff and the entire planet. The NHS recognises that the climate emergency is a health emergency, directly linked to killer conditions like heart disease, stroke and lung cancer, contributing to around 36,000 deaths annually.

ECCH has created this 3-year plan to demonstrate its commitment to this project, with the aim of promoting innovation and new ways of working to support our long-term objectives.

The NHS as a whole has realised that it needs to act decisively to make changes and achieve its targets, and ECCH needs to follow this lead when investigating new ways of working. Our Green Plan outlines our 3-year plan for reducing our carbon emissions, whilst creating strategies for tackling issues such as energy usage, travel plans and Estates management. By tackling these issues, we will contribute towards the health, wellbeing and improved environmental safety for the people of Norfolk and Waveney.

Climate change is a long-term issue that will require continuous ongoing work, so updating and improving our Green Plan regularly will remain an ongoing objective for ECCH.

As part of the Norfolk and Waveney ICS, we will work collaboratively with our partners, as dealing with climate change requires structured partnership working in order to achieve long-term goals.

If you have any questions about the Green Plan or sustainability at ECCH, please email plan-it-green@ecchcic.nhs.uk



An Introduction to ECCH



East Coast Community Healthcare (ECCH) is a Community Interest Company which has been providing NHS community services and public health services across Norfolk and Suffolk since 2011.

Around 650 employees deliver over 30 wide-ranging services, including community nursing and therapies, speech and language therapy, dietetics, stroke recovery, cardiac rehabilitation and palliative care - to some 70,000 service users throughout Suffolk and Norfolk.

ECCH's long-term objectives are to provide comprehensive care services to our local communities, ensuring the continued health and wellbeing of the people of the East of England. The local demographic for this area shows a higher proportion of people over 65 years of age than the national average, which means there are more vulnerable people with the potential to be affected by climate change.

We will endeavour to promote good environmental practices that will support and encourage healthy living for everybody. By encouraging healthy lifestyle initiatives, we will aim to reduce illnesses such as cardiac or respiratory infections amongst the local population, and consequently reduce the number of hospital inpatient stays.

We will look to adapt our processes, encouraging new ways of working and forward-thinking ideas that will contribute towards the successful implementation of our Green Plan.

ECCH takes great pride in the fact that 78% of our staff are also company shareholders and are committed to the company's strategy to put the care of the local communities at the forefront of all of our future plans. As shareholders within the company, we hope staff will engage with our long-term strategy and ambitions to be a more environmentally active organisation.

ECCH also has two subsidiary companies: East Point Business Services, who offer a variety of business support services, and Cavell Healthcare, a local domiciliary healthcare provider offering care services to people throughout Norfolk and Suffolk.

Our Core Visions

There are three core areas of our sustainable development:



Economic Sustainability

As an organisation, ECCH needs to investigate ways that it can maximise the return that it achieves from its resources, whilst still maintaining the highest levels of customer service and patient care. It is important, where possible, to obtain the best value when purchasing resources or employing external services. Where possible, we will also purchase equipment that can be maintained and repaired rather than use single-use items.



Social Sustainability

By reducing carbon and greenhouse gas emissions, we will aim to protect the health of this and future generations in Great Yarmouth and Waveney. We will ensure that our working practices, and the models of care that we employ are all inclusive so that we are able to meet the needs of our staff and all our customer groups. We will help to support local communities by recruiting locally and offering training and apprenticeship opportunities to young people living in the nearby communities. We will endeavour to support the local economy by purchasing products from local suppliers, and using local companies where possible to supply the services we need to procure. Our two subsidiary companies, Cavell Healthcare and East Point Business Services, will follow the same principles when commissioning their services.



Environmental Sustainability

By utilising our Green Plan and the ideas contained therein, we will pursue carbon emission reductions and a reduced carbon footprint. We will ensure that we do this by continually reviewing the plan and our policies, together with working practices for waste, energy, travel and procurement. When procuring services from companies, we will endeavour to use organisations that have a green plan and environmental strategy.

Focusing Our Plan Through Estates Programmes Helps the Organisation Accelerate its Performance.



Our Estate will be at the heart of our plan, setting the standard for our Green Plan, showing how net zero can directly benefit patient care and support joint progress.



It is hoped that action will lead to long-term revenue savings, which can be invested in our services and patient care.



As buildings are responsible for the largest portion of service-related emissions and a significant part of public sector building emissions, it's a good place to start.



NHS buildings are one of the most prominent physical manifestations of the NHS – making changes and improvements to the Estate help to inspire patients, the public and other organisations. It is something many people can relate to.



By tackling these issues in a proactive manner, it is hoped that we can stay abreast of the changes that need to be made and ensure positive results. With smart planning, we can make a big difference relatively quickly.



Net zero investment in buildings also offers other significant social value and health benefits, including economic growth and job creation.

Our Progress So Far

ECCH has been concerned with its environmental and sustainability impact for several years and has made proactive changes and improvements to comply with these philosophies. This commitment was further demonstrated by ECCH undertaking and obtaining the nationally recognised ISO14001 accreditation.

Over the last 6 years, ECCH has reduced the number of properties in its Estates portfolio from 20 down to 11, which has subsequently resulted in a reduction in the company's carbon emissions. The ways of using the facilities on each site will continue to be carefully reviewed to look for new innovative ways of working to see if a reduction in the areas used can be achieved.

The organisation will continue to work collaboratively with its landlords when investigating environmental and sustainability changes that can be applied to the sites it occupies, to ensure that we continue to progress with our objective of reducing our emissions.

By introducing changes to our working practices and improvements to our buildings and infrastructure, we will aim to clearly demonstrate a reduction in our carbon emissions. We realise as an organisation that we need to commit to this project in the long-term if we are going to achieve the reduction goals that we need to meet.

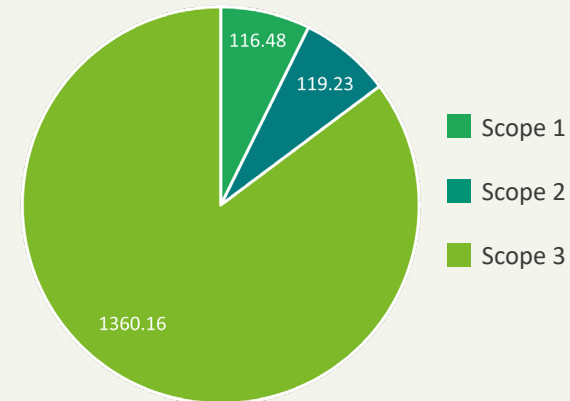
Active engagement of staff within the organisation on these issues will be a key element in ensuring that we are successful in progressing with our long-term strategy and plans.

Our Carbon Footprint

We have completed an initial calculation of our current carbon footprint in accordance with the Greenhouse Gas Protocol, which is a nationally recognised format for companies wanting to record their greenhouse gas emissions. Our carbon footprint has been calculated as currently being 1595.87 tonnes of CO₂e.

We will continue to repeat this process on a minimum yearly basis so that we can monitor our emissions, and by following the same format, we will endeavour to clearly demonstrate a reduction in our overall emissions. As we become more proficient in the recording of data, we will aim to include more scope 3 emissions in our calculations, thereby improving the accuracy of our results.

Carbon footprint



Future projects

As an organisation, we will look to invest time and resources in investigating projects that will help to support our long-term green strategy and objectives. Whilst our Green Plan develops, it is hoped that new objectives will evolve and be promoted with the help of staff engagement in the project.

Since this is a long-term project, it is important that we remain open to the objectives of the project changing as we become more knowledgeable and proficient at collecting the relevant data to assist us moving forward.

Our 3-Year Plan



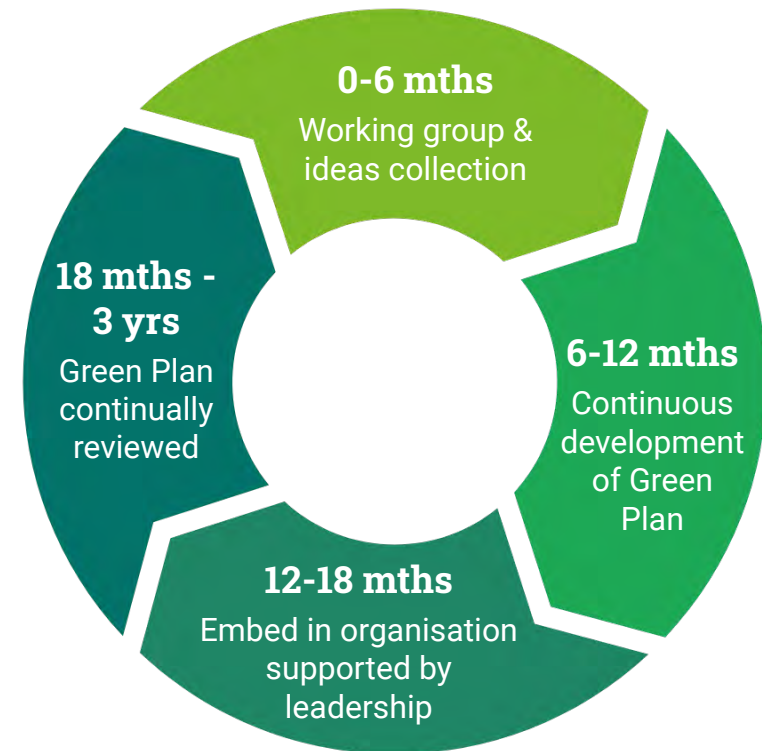
Our three-year Green Plan will continue to develop and evolve as the project progresses with new initiatives, and plans of action can be implemented. Changes within our businesses will need to be reflected in the plan to ensure that we are all inclusive.

Our Green Plan includes actions that are intended to reduce our overall emissions and carbon footprint, thereby aligning with current NHS and government targets. It will introduce new approaches to the provision of health and care that enhances the wellbeing of patients and staff, with ECCH working collaboratively with other organisations within the Norfolk and Waveney ICS.

We appreciate that this is a project which requires every department within our organisation to contribute to ensure that we can be successful in the completion of the plan. A collaborative approach working in unison with our landlords and other organisations within the ICB is required if we are to achieve our objectives.

We want to ensure as an organisation that we work towards and achieve best practice methods for ourselves, and also the wider system, achieving benefit for our patients and staff. Engagement, advocacy and involvement of all our staff, alongside stakeholders, the public, other public sector groups and wider health system players will be essential to us being successful in trying to ascertain our net zero targets.

ECCH's 3-year Green Plan development:



Encouraging Social Value

Whilst taking action to reduce our carbon footprint, we realise that we must also ensure that we continue to provide the services and levels of care that our local communities require.

We will aim to add social value to the local communities in the way that we commission our services and procure the products that we require to support those services. We will look, where possible, to procure goods locally, supporting our communities with investment in the local infrastructure, benefiting people living in these areas.

As a local employer, we will aim to offer job opportunities for people living in the local communities and training courses for young people looking to take their first steps into employment.

To ensure a sustainable health and care system remains in place, it necessitates that there is maintenance of social, environmental and financial elements. Previously the social component of sustainable development may have been somewhat overlooked in the planning. Purposely designing and delivering on social value is now a key element of the transformation that is required across the public sector. This concept is now embedded in legislation through the Public Services (Social Value) Act 2012.

Priorities for Our Action Plan

NHS England's Green Plan guidance identified that there are core areas we as an organisation should target; they can be aligned to the main drivers and assist us in progressing towards a net zero outcome.

We are currently working towards these areas and those targets, but we still have further actions to take to help us move towards achieving these goals.

We will continue to investigate new, innovative ways of working, exploring new ideas of how we can provide the care services and help to the people of Norfolk and Waveney in an efficient, yet cost-effective way.

We will ensure that our two subsidiary companies are also included in the long-term environmental and sustainability planning of projects. Engagement with their staff - familiarising them with the ideas contained within the long-term strategy and objectives of the Green Plan - will be required to ensure the plan is successful.



1. Engagement, Collaboration and Communication

Communication and engagement with our staff, patients and partners is key to promoting our Green Plan and our long-term sustainability plans. Working collaboratively with our partners within the Norfolk and Waveney ICB, we hope to bring about change within public health and social care systems.

Workforce/Staff Engagement

What we're going to do	How we're going to do it
We will engage with staff, patients and other organisations to promote sustainability.	We will utilise all our means of communication to engage with staff, patients and other organisations, ensuring that issues are highlighted. Our intranet page will host an environmental and sustainability section, promoting ideas and suggestions on green issues. We will create an email address for staff to submit comments and address related issues on the subject.
We will host an environmental and sustainability workshop/ conference on an annual basis.	We will host an annual conference/ workshop to promote sustainability and environmental issues, inviting other organisations and partners within the ICS to participate.

Staff inductions will raise awareness of environmental and sustainability topics.	Future staff inductions will contain a session on environmental and sustainability issues, promoting the company message on this subject.
Support will be given to community work placement opportunities for young people in our area, with an aim to create employment opportunities.	We will continue to provide work placement opportunities for training young people on schemes such as The Prince's Trust and the Kickstart initiative.
Work will continue with voluntary groups to help provide services and support for our patients in the local community.	Our relationships with voluntary groups will continue to be developed so that we can work together to support and provide services to local residents.
Dedicated 'Green Champions' will be in place on each of our sites.	We will have dedicated 'Green Champions' based at each of our sites, promoting environmental and sustainability issues ensuring staff engagement.

Measurement

- The organisation will hold a conference seminar on environmental and sustainability issues annually
- By August 2023, we will have updated the ECCH website to include a section on the organisation's Green Plan, so that this can be viewed by visitors to the site
- By August 2023, there will be an environmental and sustainability section on the intranet for staff to view
- By April 2023, there will be a green email address for staff to use

Stakeholder involvement

Delivery of this plan helps you by...

- Ensuring that staff and patients understand our sustainability objectives and what we are trying to achieve as an organisation
- Promoting engagement with staff to ensure their involvement in green initiatives and promotion of ideas
- Continuing to promote our Green Plan and our long-term sustainability strategy
- Raising the profile of the environmental and sustainability policy

You can get involved in supporting our Green Plan by...

- Sharing your opinions on environmental topics/issues
- Advocating environmental issues within the organisation and amongst your colleagues
- Sharing your ideas and project suggestions by using the environmental email address of plan-it-green@ecchcic.nhs.uk



2. Sustainable Clinical and Care Models



Quality services and systems include sustainability as a fundamental principle. This means minimising environmental impacts, enhancing health and building resilience with individuals within our communities.

All our services aim to deliver the best quality of care within the resources available. This has always been a challenge and will become increasingly so as costs escalate, scarce resources diminish, and weather patterns become more unpredictable. To be prepared for changing times, climates and events, it is increasingly important to consider the environmental and social impact of how services are delivered.

Preserving the values that underpin a universal health service, free at the point of use, will mean fundamental changes to how we deliver and use health and care services. These issues need to be discussed with people and their communities so that they are at the heart of the design and delivery of care.

Transforming the way care is delivered provides an opportunity to take a whole systems approach. Our service transformation will be adapted around and based within Primary Care Networks. Taking account of the environmental and social impacts of service models can support the development and delivery of more integrated and sustainable models of care in the future.

Sustainable Pathways

What we're going to do

We will link with our ICS partners, GPs and other healthcare organisations to create cost-efficient and patient-focused pathways that are sustainable and support care delivery by the most appropriate healthcare professionals. We will address health inequalities and social value in how we meet demand.

We will set plans for embedding carbon reduction principles in the way that all care is delivered, including digitally enabled care, with a default preference for lower-carbon interventions where clinically equivalent, and reducing unwarranted variation in care delivery and outcomes resulting in unnecessary carbon emissions.

Describe the ICS' plan to support adoption and spread of clinical carbon reduction.

Innovations, e.g. via running innovation competitions or involving the local AHSN.

How we're going to do it

Working with our PCN partners to deliver flu and COVID vaccinations to house-bound patients.

We will work with commissioners to examine procured services to agree ways in which the organisation can introduce sustainable practice and innovation within existing and new service contracts.

Integrate our programmes of delivery with other providers where practicable.

Co-design and provide services where favourable impacts can be levied on our Green Plan targets.

Patient and Clinician-Managed Service Redesign

What we're going to do	How we're going to do it
Develop and implement an integrated healthcare strategy to improve clinical efficiencies and reduce overheads associated with the delivery of care.	We will continue to work with stakeholders and staff to create service improvement initiatives to support the embedding of PCN structures and ICS integration.
Ensure that we rationalise the Estate and provide appropriate facilities to accommodate strategic and demographic changes in healthcare services.	We will engage and collaborate with our Estates Team in the long-term planning of our future clinical provision for healthcare.

Measurement

- A clear strategy which articulates the future changes in our patient demographic which encompasses long-term sustainable provision of healthcare within Great Yarmouth and Waveney



Stakeholder involvement

Delivery of this plan helps you by...

- Knowing that we continue to review our clinical delivery models to ensure that the care we provide is fit for purpose, now and in the future
- Knowing we are doing everything we can to ensure we have the 'right Estate' to continue to meet the demands of our services
- Ensuring all factors are heard across all agencies and structures and ensure a voice in every conversation.

You can get involved in supporting our Green Plan by...

- Ensuring that we incorporate sustainability and environmental planning in our long-term development plans
- Working to share our ideas for service improvement with colleagues and other staff members

3. Digital Transformation Planning

We have a health and care system where innovation, technology and research and development (R&D) are routinely used to improve health and care by ensuring environmental and social sustainability.

We will have a sound sustainable development policy where practice is embedded across our organisation and broader system, generating more value from the available financial, environmental and social resources. Innovative approaches are systematically encouraged and the spread of good practice and wider adoption is significantly accelerated.

A more sustainable health and care system will utilise innovation, technology and research and development - particularly where they act as catalysts for each other and the rest of the system, which in turn will create a smaller footprint, less power consumption and more sustainable services.

We recognise that our contribution supports digitally enabled models of care and reduction in journeys to physical healthcare, where remote consultations and monitoring can be developed.



What we're going to do

Measure the power consumption of our infrastructure equipment in server and comms rooms where practicable.

Use this information as a baseline to try and improve efficiency by eliminating or consolidating equipment where practicable.

New procurements should have power efficiency as a core consideration.

Consider options to self-generate renewal power as a proportion of our power use for infrastructure.

Continue to phase down our use of printing and stationary resources.

How we're going to do it

Report power consumption from UPS Management Cards.

Implement inline or PDU-based metering where possible.

Work with Estates and Facilities staff and budget holders to scope the possibilities of self-generation.

Continue to work with Digital colleagues to migrate patient contact and updates to a 'Digital First' process, ensuring paper methods are only used when necessary.

Work with back-office colleagues to understand processes where print and stationary use is significant. New applications or systems should be specified to try and reduce current use.

Continue to seek to repurpose, reuse or recycle end-of-life equipment.	Continue to use equipment collection companies which focus on reuse and recycling where possible and adhere to responsible practices for the disposal of waste.
We will provide best-in-class equipment and support for remote working, video conferencing and digital health clinics.	<p>Continue to ensure client devices are specified with remote use as key use case.</p> <p>Review our conferencing facilities across our sites and seek staff feedback on improvements which would help avoid travel. Specify equipment with an emphasis on performance and compatibility over short-term cost.</p> <p>Engage with clinical colleagues to support 21st century digital healthcare for our patients. Engage with healthcare peers and research to select best practice solutions.</p>
Consider the best fit technologies and cloud/on-premises location for systems and services.	<p>Use carefully selected cloud providers to provide services which can be co-hosted on shared equipment, leveraging better resource utilisation.</p> <p>Also, many of the underlying datacentre providers have a high percentage or fully renewable/offset power agreements.</p>

Measurement

- Begin monthly reporting on print use across the organisation
- Begin power consumption reporting for infrastructure equipment
- Provide copies of waste disposal notes for auditing

Stakeholder involvement

Delivery of this plan helps you by...

- Reducing avoidable costs, increasing our ability to invest in providing exceptional care

You can get involved in supporting our Green Plan by...

- Considering the need to print documents or asking colleagues or ICT to review working practices to see if there is the opportunity to reduce demand
- Caring for your ICT equipment to help reduce replacement and disposal of damaged equipment
- Engage with ICT if you have an idea for an improved way of working
- Power off your devices when not in use



4. Transport and Travel

Since our organisation provides services to our patients across a very rural area, travel will remain part of our working lives. We will however look to try and reduce patient and staff travel by adopting new practices when delivering services and introducing new working models. We will change our fleet of vehicles to new ULEV/LEV models as they become due for renewal and promote their use.

What we're going to do	How we're going to do it
Review the existing fleet vehicles with a plan to replace vehicles with LEV or ULEV vehicles as they become due for renewal.	When vehicles in the fleet come up for renewal we will look to replace with LEV or ULEV options.
Encourage staff to look at alternative transport options such as walking, cycling, or public transport.	Look to promote alternative transport models by encouraging schemes such as the Cycle to Work scheme, encouraging staff to be more physically active and promoting the associated health benefits of these actions.
Look to utilise digital innovations so that the use of online meetings is the standard operating practice.	Meetings will be held using Teams where possible to minimise the travel associated from participants.
Trial the use of virtual online and telephone clinics for patients as a new way of working going forward.	We will utilise our digital technology to promote telephone and online clinics with patients, giving them alternative choices and options.

Ensure that the infrastructure is in place to support charging of ULEZ/LEV vehicles on our sites.

We will have the infrastructure installed to support the charging of vehicles on our sites in collaboration with other site users and landlords.

Adopt a hybrid working model for staff who are able to work from home.

We will allow staff to adopt a hybrid working model pattern allowing them to work from home, reducing mileage travelled to and from work.



Measurement

- Implement new working practices by utilising our new digital services that enable online virtual meetings to take place and replace traditional style of meetings
- Demonstrate our new clinical working practices, with virtual clinics being delivered and the additional patient option that has been created as a result
- Meet the NHS Long-Term Plan commitment for 90% of the NHS fleet to use low, ultra-low and zero-emission vehicles by 2028
- Monitoring the mileage claims that are submitted by staff to see if they reflect a change in the working practices

Stakeholder involvement

Delivery of this plan helps you by...

- Enabling the use of online technology, equipment for meetings and conferences, thereby reducing the need to travel to these events. This will also be time-saving as travel is not required, thereby providing more time for staff to undertake other duties.
- Highlighting the opportunities for leasing LEV/ULEV vehicles through the salary sacrifice scheme. This results in greener travel with less emissions being generated by journeys made using these types of vehicles.
- Changing working practices promoting the utilisation of online patient consultations, thereby presenting the opportunity to reduce the travel of patients and staff
- Encouraging staff to adopt more healthy travel plans such as cycling to work, which has health benefits for staff

You can get involved in supporting our Green Plan by...

- Utilising online meeting software, reducing the need for travel
- Planning your working week to minimise journeys and travel
- Consider the option of LEV/ULEV when leasing vehicles
- Take a more active approach and look to use alternative travel options
- Take advantage of the Cycle to Work scheme
- Promoting green travel ideas to other staff members



5. Estates and Facilities

The Estates Team will endeavour to reduce the organisation's carbon emissions across all areas that it can impact. Our Green Plan will look to highlight areas where we can utilise our Estates strategy to make positive changes to support long-term sustainability choices.

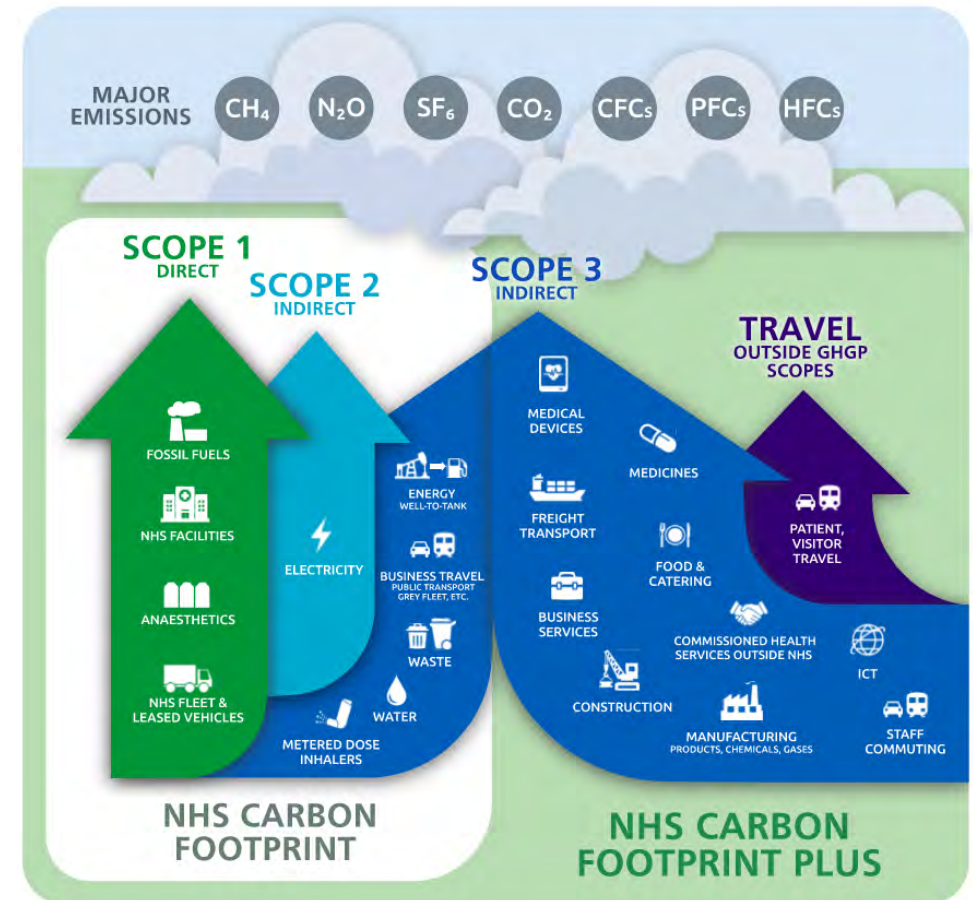
Initially we will concentrate on activities that we can directly influence (Scope 1) and as our strategy develops over time, we will then look at indirect Scope 2 and Scope 3 emissions and how we can affect them.

A prime focus for our plans will be on elements such as Estate buildings that have a large impact on our carbon footprint and emissions. Other important areas to address will be waste, energy, water and recycling.

At our head office, we will explore options to increase our sustainability credentials and decrease our carbon footprint. We have installed LED lighting throughout our head office to reduce energy consumption and installed air conditioning throughout, providing heating and cooling, removing the need for gas central heating.

We will investigate options to reduce our carbon footprint Scope 2 emissions by switching to a renewable energy supplier, investigating renewable energy sources and reducing our waste production.

We will work with our finance function to ensure that there are sufficient funding mechanisms in place to support the investment that will be required to proceed with the changes set out in the Green Plan.



As an organisation, ECCH will work collaboratively with its landlords on carbon emission reduction across the entire Estate, with particular reference to buildings. We will investigate the installation of EV charging points across our Estate with our landlords to help promote the use of ULEV/LEV vehicles amongst staff and patients.

5.1 Energy Usage

As an organisation, we will investigate our energy usage choices to ensure that we are taking a responsible approach. We will try and engage with our staff in adopting good energy usage practices and raising awareness of this topic. We will look to review where we source our energy with a view to reducing our carbon footprint, whilst still ensuring that we obtain economic value.

What we're going to do	How we're going to do it
When any contracts for equipment come up for renewal, we will ensure the most energy-efficient option is taken.	When renewing contracts, we will research with our Contract and Procurement Team to ensure that we take the most energy-efficient option.
When the contract for electricity is due for renewal, we will investigate using a renewable energy supplier.	We will contact renewable energy suppliers so that we can ensure our energy is sourced from a renewable sourced supplier.
We will monitor the use of energy on our sites to look for anomalies that may arise.	We will monitor and audit the energy consumption on our sites.
Agree with our landlords to look for the most energy efficient solutions to energy consumption issues on sites.	Work together with landlords to ensure that renewable cost-efficient solutions are found to energy issues.
Investigate whether we could generate energy for ourselves through either photovoltaic devices or wind.	Conduct a review to see if generating our own energy would be a feasible option through solar or wind power.

Measurement

- We will contract for our energy with a “REGO” renewable energy of guaranteed origin when our energy contract comes up for renewal
- We will monitor the energy used on our sites by checking the amounts used at least every quarter
- We will ensure that we agree the most energy-efficient solution for our energy queries in consultation with our landlords and contractors
- We will investigate whether we could generate our own energy through wind or solar power sources

Stakeholder involvement

Delivery of this plan helps you by...

- Addressing any anomalies with energy usage to ensure that our payments reflect our usage accurately
- We will employ the most energy-efficient solutions to energy problems with equipment
- Using renewable energy will help to ensure that we are able to meet our sustainability targets

You can get involved in supporting our Green Plan by...

- Being energy conscious, closing doors or windows
- When using air conditioning, ensure that doors and windows have been closed when the units are on
- Turn off equipment if it is not in use

5.2 Water Consumption

We will look at our water consumption with a view to ensuring that we adopt best practice to try and produce savings and reduce usage where possible.

What we're going to do	How we're going to do it
Ensure that water coolers installed across the Estate are all the plumbed-in variety, removing any that require bottled water.	When installing new water coolers, insist that they are of the plumbed type. Have any bottled water machines replaced.
Monitor the water efficiency on all sites to identify any discrepancies.	Conduct regular meter readings on sites to highlight any unusual consumption levels.
Review planned maintenance arrangements to ensure maintenance and reactive requests are dealt with in a timely manner.	Ensure that when contracts are reviewed, these arrangements are updated to meet current requirements. Confirm that all statutory compliance requirements are met in full.

Measurement

- Audit the organisation's estate by the end of 2023 to ensure all water coolers are of the plumbed-in variety
- Look to compare the water usage on the sites each month to try and highlight any discrepancies
- Review contract and maintenance policies with employed contractors when the contracts become due for renewal

Stakeholder involvement

Delivery of this plan helps you by...

- Understanding our normal water usage across the estate and knowing that we can investigate any anomalies that occur
- Knowing that our water safety governance is compliant and is beneficial to our patients and also our staff

You can get involved in supporting our Green Plan by...

- Making sure that all maintenance issues are raised in a prompt time frame
- Using water appropriately i.e. turning off taps after use
- Being aware of any potential water issues that may occur



5.3 Waste Generated

As an organisation, we will endeavour to modify our behaviours to support a reduction in the waste that we produce. We will support initiatives that will promote more recycling where possible.

What we're going to do	How we're going to do it
Work to improve the recycling that takes place across the organisation.	Promote good recycling practices across the organisation. Ensure that the provision of bins is sufficient and they are correctly labelled.
Attempt to monitor the segregation of the waste produced to ensure that it is done correctly.	Ensure that separate recycling receptacles are available on all sites. Conduct audits of the recycling of waste in the organisation.
Explore options for the recycling and repair of equipment i.e. crutches, walking sticks and wheelchairs.	Investigate new alternative options for recycling of all old equipment.
Ensure that we keep up-to-date asset/stock lists to avoid unnecessary purchases creating waste.	Maintain asset lists for all sites of the equipment held on those sites. Retain up-to-date stock lists to ensure that excess stock is not purchased, preventing unnecessary waste.
Recycle batteries and printer cartridges across all sites.	Continue with the recycling of batteries and printer cartridges in the containers provided on sites.

Measurement

- Undertake regular audits of the recycled waste produced on our sites over the entire estate to ensure that good practice is being followed
- Review the number of repairs that are made each month by our suppliers to the wheelchairs that are supplied to patients
- We will check on a monthly basis for any changes in legislation that have been introduced and ensure these changes are acted upon
- Add an element to the organisation's staff induction programme highlighting our sustainability and environmental policies

Stakeholder involvement

Delivery of this plan helps you by...

- Enabling you to take an active role in green initiatives
- Giving recycling opportunities that are easily available
- Potentially saving money that can be reinvested in the organisation
- Making our sites more environmentally sustainable places to work

You can get involved in supporting our Green Plan by...

- Following the recycling practices that the organisation promotes
- Look to recycle or recondition equipment
- Sharing our knowledge and green ideas
- Investigating options to reuse rather than replace

6. Medicines

ECCH is part of a broader network for procurement of our pharmaceutical products. Where possible, we will aim to influence the purchase of products with less packaging, whilst ensuring the packaging we have is recycled as effectively as possible. Ensuring appropriate stock control to reduce wastage is an important part of our contribution to reaching our net zero targets.

What we're going to do	How we're going to do it
Continue to manage stock levels so that we do not accumulate out-of-date medicines/dressings that would then need to be destroyed.	Continue to review and update stock control procedures for inpatient units and community settings, moving towards electronic stock lists.
Further develop our use of patient own drugs, focusing on relabelling medicines and where appropriate within agreed parameters, reuse medicines.	Get a proper labelling machine and further develop TPP SystmOne EPMA robust governance and SOPS.
Avoid multi-packs with excess packaging.	Work with our Estates Team to provide appropriate bins to ensure recycling.
Promote the use of CFC-free inhalers. We will look at other high carbon medicines and seek to reduce usage or prescribe alternatives.	Work with the system to amend the formulary and address recycling inhalers as a system. Work with staff through education to raise awareness of the availability of CFC-free inhalers to patients.

Measurement

- Well managed and audited stock levels and staff advocacy of the promotion of CFC-free inhalers

Stakeholder involvement

Delivery of this plan helps you by...

- Managing the stock and subsequent cost of medicines within ECCH well
- Using medicines wisely
- Well managed stock will enable us to locate and rotate existing stock well to reduce the levels of waste
- Regular review of the stock lists means that we only have current stock available in line with current prescribing practices

You can get involved in supporting our Green Plan by...

- Keeping on top of your stock rotation and keeping up-to-date stock lists in line with current national guidance
- Highlighting for use items with a short shelf life
- Highlighting medicines that are not used on a regular basis to the Medicines Management Team
- Recycling packaging when possible

7. Medical Devices

To ensure that we can provide the high quality of care that our patients deserve, it is important that we procure the equipment that enables us to perform to these levels.

What we're going to do	How we're going to do it
Review our disposal methods when equipment is at the end of its life within ECCH.	Working with our Procurement and Finance teams, alongside our EBME sub-contractor to seek ways to pass on or recycle existing equipment in support of financial and social sustainability.
Work with ICS colleagues to review and employ sustainable supply and prescribing practice across the community equipment service contract.	Participate in the commissioning of the community equipment service, advising on sustainable controls and practices within the prescribing from the service. Examine the methods of distribution and storage to minimise transport-related distribution and maximise the viable return of equipment for reuse or recycling.

Measurement

- By July 2025, we will have a signed-off procedure detailing the disposal, selling or gifting of items, ensuring economic and social value
- Estates related to equipment storage will be reduced, supported by suitable distribution and storage solutions

Stakeholder involvement

Delivery of this plan helps you by...

- Knowing that our medical devices follow a full lifecycle purchase including recycling and reuse through charities and recycling avenues

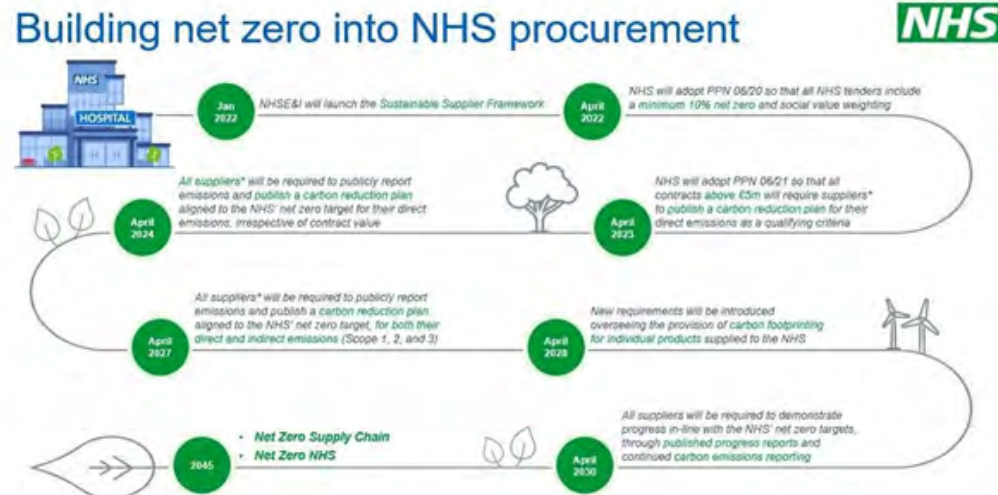
You can get involved in supporting our Green Plan by...

- Return the equipment you don't use to the ECCH Medical Devices team for redistribution
- Contact the ECCH Medical Devices team to see whether there are any devices you may require which are already purchased and available within the organisation

8. Procurement and Supply Chains

The broader NHS supply chain accounts for approximately 62% of carbon emissions. Delivering health and care services in turn involves the procurement of a large amount of goods, services and infrastructure, with the health and care system spending over £40 billion each year. This presents ECCH with a significant opportunity to influence suppliers of goods and services to develop more environmentally, financially and socially responsible practices.

The Procurement Team already have a national roadmap which they will be legally required to adhere to starting in April 2022, with a required 10% Social Value scoring incorporated with future tender processes. This means influencing and informing suppliers to adhere to commitments in the supply chain roadmap, including 10% minimum social value weighting from April 2022. Procurement will continue to follow the roadmap to support the NHS in reaching net zero by 2040.



*To account for the specific barriers that Small & Medium Enterprises and Voluntary, Community & Social Enterprises encounter, a two-year grace period on the requirements leading up to the 2030 deadline, by which point we expect all suppliers to have matched or exceeded our ambition for net zero.

What we're going to do

Monitor and challenge suppliers to develop, implement and report on sustainability and carbon reduction.

Inform suppliers and adhere to commitments in the supply chain roadmap, including 10% minimum social value weighting from April 2022.

Introduce a process which enables subject matter experts and local suppliers to participate in procurement exercises.

Develop and communicate procedures on how the organisation complies with the Public Services (Social Value) Act 2012.

Work with the NHS supply chain to receive best prices on consumables and enhance social value.

How we're going to do it

By 2024, it will become mandatory for all public sector procurements to comply with statutory legislation.

Changes are expected to the Public Contract Regulations in 2022 to encourage local purchasing. The organisation currently advertises all over-threshold requirements on the government's Contracts Finder website.

All organisation procurement processes are conducted in line with the Public Contract Regulations, which provide compliance with the Social Value Act 2012.

The team is well integrated with SCCL and receive line level spend reporting, including opportunities for social value.

Review, improve and oversee stock management processes across the Estate to prevent unnecessary expenditure and waste.	The organisation will ensure that it regularly audits stock levels to prevent waste and the potential for stock to expire. This practice will be encouraged across the organisation to prevent unnecessary stock purchase.
Enforce the use of life cycle costing, net present value and return on investment for projects and consider using MAC curves for large investments, tackling unnecessary packaging and aggregating in order to reduce number of deliveries.	All procurement processes are conducted using life cycle costing methods, including total cost of ownership (TCO) and cost of destruction or recycling at the end of the contract term.
Hold expenditure awareness campaigns in line with national days/events for staff, patients, visitors, and the community.	We will hold expenditure campaigns through the organisation's procurement plan for 2023.
Encouraging greener options to reduce total paper usage by 15%: regional target set in MOU and national target.	We will continue to monitor use whilst meeting the regional target as staff returning to the office post-pandemic may increase use.

Measurement

- ECCH's Procurement Team will be meeting all expectations as set out in the legislative roadmap
- By April 2022, we will have ensured that our tenders have a minimum 10% net zero and social value weighting
- By April 2023, we will ensure that all our suppliers with contracts above £5m will have a published carbon reduction plan in place for their direct emissions
- By April 2024, all of our suppliers will have a published carbon reduction plan in line with NHS net zero targets

Stakeholder involvement

Delivery of this plan helps you by...

- Knowing that each product purchased has gone through a rigorous journey to purchase with, where applicable, full life cycle checks
- Knowing that the products and services we source have a social value weighting
- Being certain that we will continue to review our processes to improve and oversee stock management processes across the Estate to prevent unnecessary expenditure and waste
- Enabling staff to raise awareness and work with procurement colleagues and encourage open conversations

You can get involved in supporting our Green Plan by...

- Letting us know of any products you believe are more sustainable alternatives
- Following Procurement Team advice and procedures
- Working to ensure the contracts you procure fulfil their commitments and KPIs to maximise benefit for the organisation

9. Food and Nutrition

We aim to provide patient choice as a key objective within our inpatient unit, ensuring that the diverse dietary requirements are met. It is a priority for us that we balance this alongside healthy choices and education, so we can support the health of our patient groups.

What we're going to do	How we're going to do it
Use a supplier that provides our patients with healthy and sustainable options, sources local produce and uses environmentally friendly packaging.	Work with suppliers to ensure that they understand what is required to provide healthy meals and that they do so in a sustainable manner.
We have moved from bulk purchase of food to a plated meals system.	We now purchase plated meals for our patients, ensuring a uniformity of portion size. This enables us to monitor more accurately patient consumption of food. This system also helps to reduce food wastage.
Monitor the stock of meals held to ensure that unnecessary ordering does not take place, thereby minimising waste.	Conduct regular stock checks to ensure that over-ordering does not take place and no stock goes out of date, thereby reducing wastage.

Measurement

- We stock-take on a weekly basis to ensure that only the stock that is required is ordered each week. We will rotate any stock that is in storage weekly to ensure that it does not exceed its use-by date.

- Continue to correspond with our supplier at least on a yearly basis and at the contract renewal date to ensure that goods are supplied the most sustainable way
- Conduct a yearly review with the supplier to ensure that the nutritional and calorie content of the meals that they supply remains up-to-date with all government guidance and new campaigns for healthy eating

Stakeholder involvement

Delivery of this plan helps you by...

- We know that the meals we supply to patients provide the required nutritional and calorie content to make them a healthy option
- Knowing that we are not wasting large amounts of food due to it going beyond its expiry date and becoming unusable
- Understanding that we are introducing patients to healthy food options which they may not have considered previously

You can get involved in supporting our Green Plan by...

- Helping to monitor usage of food and understanding what the popular options with the patients are
- Encouraging patients to consider healthy meal options and to adopt this as their new normal eating plan
- Not over-ordering food that would otherwise go to waste
- Encouraging healthy eating practices with your colleagues

10. Adaptation Planning

We will consider climate change and the effects on our organisation's infrastructure, staff and patients when purchasing long-term assets and planning service delivery, such as air conditioning.

With the weather becoming ever more extreme, it is important that we ensure that our Estate can cope with these new extremes. NHS England and Improvement will ensure organisations have plans to mitigate the effects of flooding and overheating, develop a climate change risk assessment, and incorporate predicted climate changes into Estates strategies and business continuity plans.

What we're going to do	How we're going to do it
The organisation will ensure that our Estate is prepared to fully cope with any severe weather events that may occur.	The long-term Estates strategy will incorporate plans to ensure that severe weather can be coped with. Regular auditing and planned maintenance of buildings will form part of our ongoing strategy.
Incorporate severe weather planning in our long-term Estates strategy and business continuity planning.	When identifying prospective new Estate, we will give consideration to its location and the likelihood of it being subject to severe weather events such as flooding.
The organisation will implement its Green Plan, adapting its ways of working to try and reduce its emissions.	We will adopt new ideas and ways of working in an effort to reduce our emission-generating activities. When engaging in service contracts, we will look to identify those that will help with emission reduction.

Measurement

- We will regularly review our business continuity plan, with a view to making any changes that are required due to changes in the environment and potential for severe weather conditions

Stakeholder involvement

Delivery of this plan helps you by...

- Looking to improve working environments for staff and patients
- When making decisions on procurement, we will give consideration to potential weather conditions in the hope that we can mitigate these factors

You can get involved in supporting our Green Plan by...

- Supporting changes as they are implemented, promoting ideas and raising awareness of sustainability





Data Collection in a Greener NHS

Launched on 30 April 2021, the Greener NHS Data Collection seeks to understand what actions are taking place in 2021/22.

To support the NHS' net zero ambition, new data collection methods are being developed to enable calculation of carbon footprints at regional ICS and Trust levels. To support the zero ambition, each organisation and ICS should have a plan which sets out their aims, objectives and delivery plans for carbon reduction.

Governance of Our Plan

Approval

The Green Plan will be approved by the Board

Executive Sponsor – Responsible for the sponsorship and overall direction of the organisation's sustainable development framework at executive level

Non-Executive Sponsor – Responsible for the sponsorship and challenge of the organisation's sustainable development framework at Board level

Green Plan Management Group

Will develop a Green Delivery Plan and monitor progress against the plan on behalf of the organisation.

Green Plan Subject Lead – Responsible for the management, delivery and reporting of a subject area within the organisation's Green Plan, reporting into the Green Plan Management Group

- The organisation will hold an Annual Sustainability Forum to communicate its performance and engage with staff, patients, visitors and the public on sustainable development
- The Green Plan Management Meetings will be chaired by the Executive Sponsor and attended by the Green Plan Subject Leads.

Reports

The Sustainability Team will:

- Report internally on sustainability performance on a quarterly basis to the People, Performance and Finance (PPF) committee and on an annual basis to the Board, including submissions for the organisation's Annual Report, highlighting progress and ensuring the plan is on track
- Fulfil external reporting requirements, for example, to the Department of Health's Sustainable Development Unit at the agreed frequency and NHS Improvement quarterly returns
- Complete any external accreditation reporting requirements

Organisational Framework

Green Plan

We are required to have a Green Plan by the NHS Standard Contract (Service Clause 18) for all healthcare providers.

It sets out how, as an organisation, we will deliver our sustainable development objectives and will ensure that we are meeting our requirements under the sustainability agenda.

During the life of the revised strategy period, the ICS may see changes to the ways in which service contracts are agreed and this may influence how we achieve sustainability development objectives.

This document represents our Green Plan for the period 2023-2026. The plan will be reviewed annually to monitor progress against the specified objectives.



Area	Lead
GHG Emission Sources	Head of Estates
Commissioning and Procurement	Head of Procurement
Leadership, Engagement and Development	Head of Human Resources
Healthy, Sustainable and Resilient Communities	Associate Director of Health Inequalities/Medical Devices Safety Officer (MDSO)
Sustainable Clinical and Care Models	Quality
Digital Services and Research & Development	Head of ICT
Creating Social Value	Shareholder Council

Conclusion

The Green Plan is a long-term project that will take several years to develop and come to fruition. The plan remains fluid in that it will change as new ways of working and technical innovations are introduced.

We will continue to review our long-term Green Plan so that we are able to adapt to changes as they occur, accepting new ideas from staff, working partners and other sources.

The NHS will also continue to review its plans and targets that it has set, with changes to resources occurring in support of the net zero and emissions targets.



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