

The background of the slide is an aerial photograph of a rugged coastline. On the left, there are steep, reddish-brown cliffs that drop down to a dark, rocky beach. The sea is a deep blue. To the right, the coastline is more varied, with green grassy hills, rocky outcrops, and a lighter blue bay. A small building or structure is visible on a hillside. The overall scene is a beautiful coastal landscape.

GREEN PLAN 2021-2026

Cornwall and the Isles of Scilly
Health and Care Partnership



Royal Cornwall Hospitals
NHS Trust



Cornwall Partnership
NHS Foundation Trust



Kernow
Clinical Commissioning Group

Executive summary

Cornwall and the Isles of Scilly Health and Care Partnership's Green Plan has been developed to consolidate and build upon the work undertaken by Royal Cornwall Hospitals NHS Trust, Cornwall Partnership NHS Foundation Trust and NHS Kernow Clinical Commissioning Group, to deliver more sustainable health and care services and achieve net zero carbon.

As leading employers and healthcare providers in Cornwall, we are committed to a goal of net zero carbon by 2030. This Plan aims to set out our roadmap to achieving net zero carbon, address the role we play in tackling the climate health emergency, and build upon the key learnings from the global pandemic, which has highlighted our ability to adapt and come together when faced with challenges.

As the main NHS providers of health and care services across Cornwall and the Isles of Scilly, our activities, travel and use of materials and resources results in significant environmental impacts. Moreover, all our activities, properties and patient and staff health, will be increasingly severely affected by extreme weather events.

In 2019/20, our system-wide carbon footprint was 329,170 tonnes of carbon dioxide emissions (tCO₂e). Since our baseline year of 2016/17, our organisations have been successful in reducing scope 1 (direct emissions from owned or directly controlled sources, on site) and scope 2 (indirect emissions from the generation of purchased energy, mostly electricity) by 24%.

Staff engagement is essential to the delivery of this plan and consequently, the partnership has undertaken stakeholder engagement exercises, including workshops and a survey, to understand staff, patient and visitor sustainability values. These exercises have shaped the action plan, which is structured around the Greener NHS Campaign's key priorities.

Alongside these key areas, our Green Plan outlines our approach to delivering sustainability across priorities set out in the NHS Long Term Plan: reducing carbon, waste and water; improving air quality; and reducing single use plastics.

Royal Cornwall Hospital NHS Trust

"The need to address climate change has unified all health commissioners and providers in Cornwall and the Isles of Scilly. We have learnt, through our response to the COVID-19 pandemic that we are stronger together and we are all inspired by this. We want everyone to work together make sure that sustainability is at the centre of health care in Cornwall."



Thomas Lafferty, Director of Strategy and Performance

Cornwall Partnership NHS Foundation Trust

"As one of the biggest employers in Cornwall and the Isles of Scilly, we have a duty to step up action to tackle the climate 'health emergency', helping prevent illness, reduce pressures on our services and reduce our environmental impact. We have already started taking steps to reach our ultimate goal of net zero carbon emissions by 2030, but recognise there is much more to do."



Dr Tamsyn Anderson, Interim Joint Medical Director

NHS Kernow CCG

"Climate change is something that's very important to us. There will be multiple benefits to the carbon neutral journey and to do nothing comes at a significant cost. There will be health benefits from better air quality, warmer homes, increased levels of walking and cycling and healthier diets. This can in turn reduce health inequalities and lessen the demand on the NHS and social care."



Dr Robert White, GP partner, St Agnes Surgery and Clinical Director for Coastal Primary Care Network

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Introduction

Cornwall and the Isles of Scilly (CIOS) Health and Care System Partners have developed a joint area-wide Green Plan to lead the way within the NHS and achieve our ambitious commitment of net zero carbon by 2030. By net zero, we mean decarbonising all our activities as far as possible, and accounting for any remainder by taking equivalent carbon out of the atmosphere (i.e. sequestration).

Royal Cornwall Hospitals NHS Trust (RCHT), Cornwall Partnership NHS Foundation Trust (CFT) and NHS Kernow CCG (KCCG) have come together to establish a route to decarbonising our healthcare estate, services and wider activities. Whilst we recognise this is going to be challenging, this plan harnesses the energy, enthusiasm and knowledge across our staff and community within the health and care system to shape a plan that reflects the priorities and values rooted within our organisations, staff and service users.

NHS England/Improvement has set out a strategy for the NHS to become the “world’s first carbon net zero national health system”. The NHS currently accounts for around 5% of UK carbon emissions. Alongside this, Cornwall Council declared a climate emergency in June 2019 with an ambition to achieve net zero carbon emissions by 2030. In response to these commitments and as leading employers and healthcare providers, we have committed to the goal of net zero by 2030. RCHT and CFT Boards and the CCG Governing body have agreed to fully support this ambition.

The next 5 years are critical for achieving our climate change goals. This plan outlines our joint approach to progressing net zero carbon by 2030 with sustained and coordinated climate action across our organisations.

In the next five years, we have a once in a generation opportunity to change the way we provide health and social care services for the people of Cornwall and the Isles of Scilly.

Our vision

This Green Plan drives a renewed, focused approach to sustainability in which delivering net zero carbon healthcare in Cornwall and the Isles of Scilly is owned by senior leadership as well as each and every member of the healthcare community.

It sets out our contributions to meet the NHS Long Term Plan¹, ‘Delivering a Net Zero National Health Service’ report² and NHS Operational Planning Guidance’s³ environmental sustainability deliverables, including, but not limited to:

- Reduce carbon, waste and water
- Improve air quality
- Reduce the use of avoidable single-use plastics

Our Green Plan is aligned to our partnership vision and our role in the addressing climate change is to:

<p>Achieve net zero carbon emissions by 2030.</p>	<p>Support the delivery of net zero carbon footprint emissions plus by 2045.</p>
<p>Promote illness prevention whilst enhancing the health and wellbeing of the community.</p>	<p>Support and collaborate with local organisations.</p>
<p>Be role models in our community and the NHS.</p>	<p>Enable others to make more sustainable choices and minimise the impact of their lifestyles on the environment.</p>
<p>Apply a continuous improvement approach to addressing the climate emergency.</p>	<p>Learn from each other and rapidly spread good practice.</p>

1. [The NHS Long Term Plan](#); 2. [Delivering a ‘Net Zero’ National Health Service Report 2020](#); 3. [NHS Operational Planning and Contracting Guidance 2020/21](#)

The Climate Health Emergency

Drivers for net zero carbon delivery

On 6th October 2020, the NHS in Cornwall and the Isles of Scilly officially declared a climate emergency. Through this declaration, we recognise the public health threat of climate change, and our own contribution as a system to it, and commit to lead and work more sustainably. Our aim is to collaboratively ensure sustainability is at the centre of healthcare across Cornwall and the Isles of Scilly.

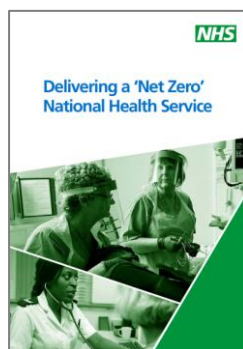
For a Greener NHS Campaign⁴

The Greener NHS Campaign, launched in January 2020, aims to address the issues of climate change and air pollution across the UK. The programme will provide the guidance and support to ensure all NHS organisations and their staff contribute in tackling the climate emergency and achieving net zero carbon.

Delivering a 'Net Zero' National Health Service²

Published in October 2020 as part of the Greener NHS Campaign, this report outlines the NHS' commitment to deliver net zero carbon by 2040 for the emissions they directly control and by 2045 for the emissions they influence. The report highlights initial interventions and pace of change required to achieve these targets. Some of the area-specific targets include:

- 100% renewable electricity tariff by 2021
- BREEAM Excellent and Outstanding for new builds and refurbishments
- Board-approved Green Plan
- All vehicles purchased/leased are low and ultra-low emission for 2020/21
- The NHS will embed sustainability in assessment criteria and decision-making processes for all innovation programmes



NHS Long Term Plan¹

The NHS Long Term Plan, published 7 January 2019 sets out key ambitions for the service over the next 10 years. The Plan articulates the need to integrate care to meet the needs of a changing population and sets out a range of targets relating to sustainability and the environment. This Green Plan works in harmony with the NHS Long Term vision to continually improve and adapt to the needs of our community.

NHS Standard Contract 2020/21⁵

As health and care providers, we must comply with the NHS standard contract, which is updated annually. Our partnership must ensure that the following actions are performed, in accordance with relevant legislation and good practice:

- Promote the NHS's "triple aim" of better health for everyone, better care for all patients, and sustainability for the NHS locally and throughout England.
- Maintain and deliver a Green Plan, approved by its Governing Body, in accordance with Green Plan Guidance and must provide an annual summary of progress on delivery of that plan.
- Address how we will contribute towards a 'Green NHS' with regard to the Long Term Plan commitments in relation to air pollution, climate change and single use plastics.

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

Sir Simon Stevens, NHS Chief Executive

1. [The NHS Long Term Plan](#); 2. [Delivering a 'Net Zero' National Health Service Report 2020](#); 4. [For a Greener NHS Programme](#); 5. [NHS Standard Contract 2020/21](#)

The Climate Health Emergency

Risks and opportunities

Risks and impacts to Cornwall

Climate change increases the frequency and severity of extreme weather events such as heat waves, soil erosion and flooding. Increasing temperatures are likely to cause additional heat-related mortality and ill health, including heat stress, cardiovascular disease, and kidney disease. There are currently 2,000 heat-related deaths per year in the UK and this is predicted to rise to 5,000 by 2050 with the elderly and those with health conditions most vulnerable⁶.

Cornwall acts as a break-weather and breakwater for the south of the UK and is particularly susceptible to flood risk from intense rainfall. Flooding events present an immediate risk to life and a risk of waterborne infection, and can also have longer-term impacts on mental health. Poor air quality and allergens worsened by weather patterns such as thunderstorms may increase risk of respiratory diseases.

Poor air quality is one of the largest environmental risks to public health. In England, air quality related diseases are responsible for almost 30% of preventable deaths each year². The causes of air pollution and climate change are often the same and we must use our Green Plan to address both.

The population of Cornwall is predicted to increase by 25% over the next thirty years⁷. To cater for a growing population, it is essential our health and care system has sufficient resources and infrastructure to support local populations and ensure its own operational resilience against the potential impacts of a changing climate.

Additional climate change risks include new and emerging diseases (e.g. as a result of invasive species), climate change anxiety and mental health issues, loss of natural capital and supply chain issues.

All of the above factors need to be carefully considered in the current and future plans of our health and care system in order to mitigate the associated risks wherever possible.

Opportunities for collaboration

Following priorities and collaboration workshops with service leads and senior leadership teams, we have identified core opportunities for collaboration across the partnership in order to successfully deliver this Green Plan.

Leadership and governance

- System-wide Sustainability Board and Steering Group
- Joint approach to driving sustainability within decision making processes and equality assessments

Resources and supply chain

- Sustainable procurement strategy
- Share resources, utilise local suppliers, encourage uptake of repair and reuse
- Identify and improve shared carbon hotspots within supply chain

Travel and logistics

- Green fleet management and logistics
- Seek alternatives and avoid unnecessary trips
- Collaborate to improve local transport networks and accessibility

Healthcare activities

- Collaborate across the system to share and adopt best practice via improvement huddles and the provision of training
- Quantify and evidence progress and success stories

Engagement and communication

- Shared visual identity for sustainability
- Collaboration network to share ideas and drive implementation
- Sustain momentum communicating net zero progress

Infrastructure and capital

- Share lessons learnt and best practice
- Harness opportunities for joint funding applications and infrastructure improvement programmes
- Align infrastructure plans to enhance system resilience and progress net zero carbon delivery

1. [The NHS Long Term Plan](#); 6. [Cornwall Climate Change Plan 2019](#); 7. [Population and Household Change in Cornwall \(Core Strategy Evidence Base Background Paper\)](#)

Highlights to date

Net zero carbon by 2030



NET ZERO PROGRESS

health and care system declare a **climate emergency**

a joint commitment to achieve **net zero carbon** emissions by **2030**

carbon footprint reduction of **24%** since 2016/17
*excluding procurement and commissioning

44 members for our **staff network**

COLLABORATION

FOR A GREENER **NHS**

VIRTUAL CONSULTATIONS

resulting in a **40%** reduction in pool/lease car use in height of the pandemic

BREEM and WELL Standard targeted -

Excellent & very good

IMPROVING WORKING LIVES

Year on year increases in energy from **solar PV** and **renewables**

Decarbonisation Scheme

Automated metering, monitoring & Building Management Systems

70% of RCHT hospitals' catering suppliers from local producers and suppliers.

RECYCLING PPE using our polypropylene recycling machine & **REUSABLE PPE**

Paperless reporting

Signed the NHS **Plastics Pledge**

Vehicle trackers improve fuel efficiency by up to

15%

Accelerated transition to home working and virtual care delivery

Cycle to work scheme **Green Car Lease Scheme** **EVs and charge points at CFT**

Kidney Patient Results Monitoring Service annual estimated saving of

760 kgCO₂e and **£12,160**

nus green impact **20** GP surgeries signed up to the Green Impact for Health

Switch to low carbon inhalers

Anaesthetic gas recycling

Our activities and carbon footprint

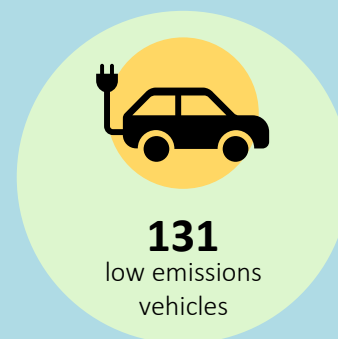
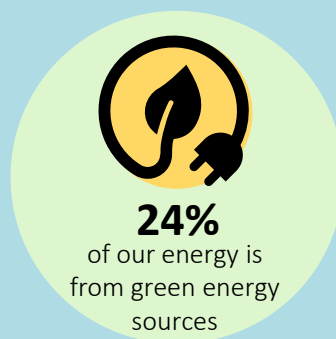
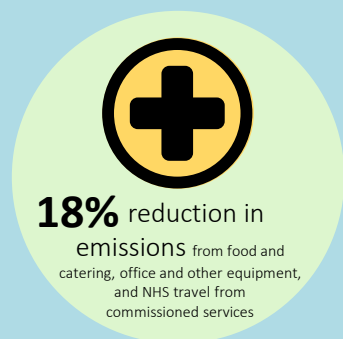
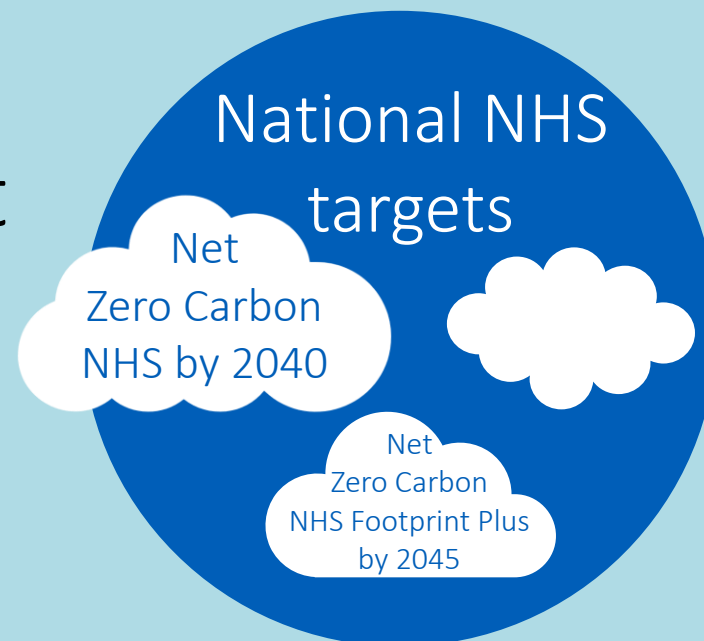
We have already started taking steps to reach our ultimate goal of net zero carbon emissions by 2030. Across RCHT, CFT and KCCG, we have reduced our carbon emissions in recent years by investing in better buildings, energy and waste management. From installation of renewable energy, to IT systems and low emissions vehicles, our partners are taking steps needed to transition to a net zero carbon future. Whilst we are proud of our progress to date, we recognise there is much more to do.

Our Green Plan incorporates Scope 1, 2 and 3 emissions.

Scope 1: Direct emissions from owned or directly controlled sources, on site

Scope 2: Indirect emissions from the generation of purchased energy, mostly electricity

Scope 3: All other indirect emissions that occur in producing and transporting goods and services, including our supply chain, procurement and commissioning.



65%

reduction in electricity emissions



reduced waste emissions by

80%
assisted by the zero to landfill initiative

75%

reduction in oil emissions



across our partners we have reduced travel carbon footprint by

25%

29%

reduction in emissions per WTE employee



reduction in emissions per m²
*excluding procurement and commissioning

24%

Our journey so far

Our activities and carbon footprint

Overview

Since our 2016/17 baseline year, we have made significant progress in reducing our carbon footprint from a number of our activities including electricity, oil, waste and travel. Due to data and methodology limitations, procurement and commissioning skew the data due to carbon footprint being calculated based on spend data, which has increased over the entire period.

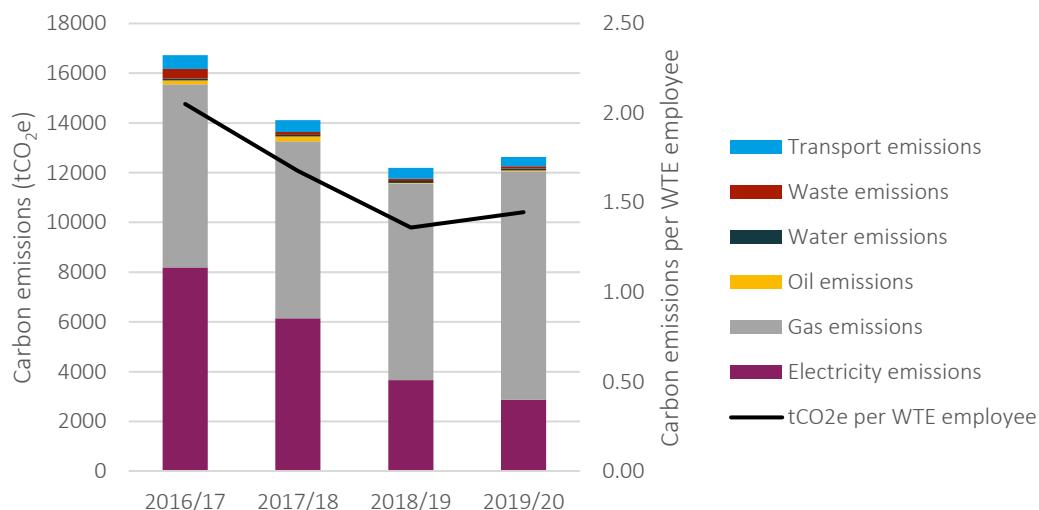


Figure 1: Breakdown of carbon emissions (tCO₂e) per source since 2016/17, excluding procurement and commissioning

Since 2016/17, we have reduced our carbon footprint by 24% (excluding procurement and commissioning) from 16,720 tonnes of carbon dioxide to 12,630 tonnes. In 2019/20, our total carbon footprint has been estimated at 329,170 tonnes of carbon dioxide equivalent. The breakdown of our emissions from activity within RCHT and CFT is shown in Figure 2 below. Procurement accounts for the largest proportion of our carbon footprint at 63%, followed by gas (27%) and electricity (8%).

Since 2016/17, we have successfully reduced our emissions per WTE employee, considerably driven down our carbon footprint from electricity (65%), oil (75%) and waste (80%) and identified key areas of improvement which will shape our plan of action to 2030.

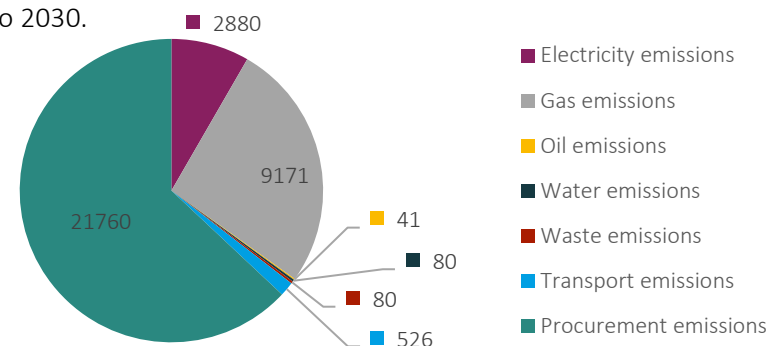


Figure 2: Breakdown of emissions source in 2019/20, excluding Kernow CCG (tCO₂e)

Year	Electricity	Gas	Oil	Water	Waste	Travel	Procurement	Commissioning
Baseline (2016/17, or 2017/18 for procurement)	8,190	7,358	162	72	396	706	19,423	266,900
2019/20	2,880	9,171	41	80	80	526	21,760	294,780
Difference (%)	-65%	25%	-75%	10%	-80%	-25%	12%	8%

Table 1: Carbon footprint (tonnes of carbon emissions) in baseline year and 2019/20, indicating change over the period (%)

Our activities and carbon footprint

Utilities

Since 2016/17, we have made significant progress in improving the efficiency of our utilities to conserve water and energy. As shown in Figure 3, we have reduced our emissions from energy use by 21%. Across our sites, gas usage remains our largest energy source and contributor to the emissions from our buildings (Figure 4). We have also reduced our electricity usage since 2016/17 and continue to switch to greener energy sources to reduce our environmental footprint.

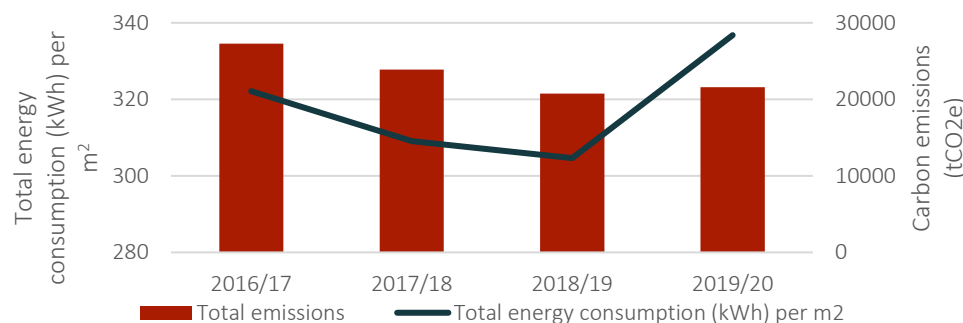


Figure 3: Breakdown of total energy consumption per m² against annual emissions from energy since 2016/17

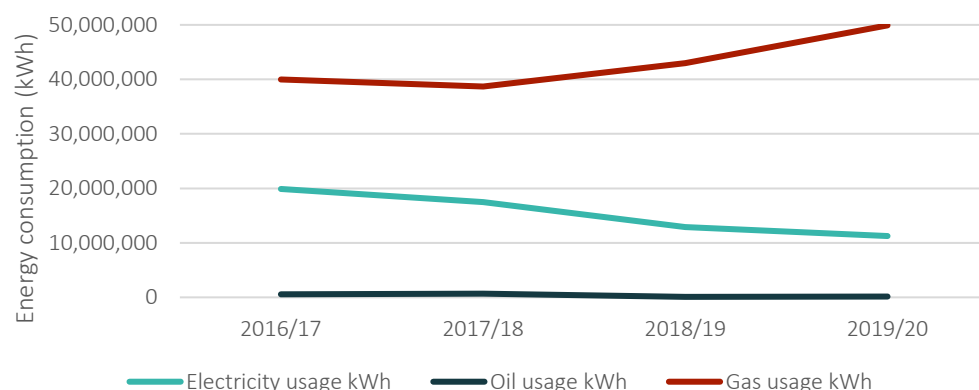


Figure 4: Breakdown of energy usage (kWh) per source since 2016/17

	Energy use from green sources (kWh)	Total energy use (kWh)	% of total from green energy sources
2016/17	2,045,329	21,921,754	9.33%
2017/18	3,685,231	21,150,593	17.42%
2018/19	4,094,389	17,010,179	24.07%
2019/20	3,574,449	14,840,192	24.09%
Change	+75%	-32%	+14.76%

Table 2: Breakdown of energy from green tariffs or renewable energy source per year

Table 2 provides details on the increase in green energy used by our organisations across our sites, with a 75% increase in total green energy and 15% proportionate to total energy use.

Over the entire period, water consumption has remained relatively stable, with increases shown when normalised against our total site area (Figure 5). Recent increases may be attributable to major leak incidents at CFT in 2018/19 and 2019/20. We will continue to implement water conservation measures and will run a behavioural change campaign to promote water saving practices.

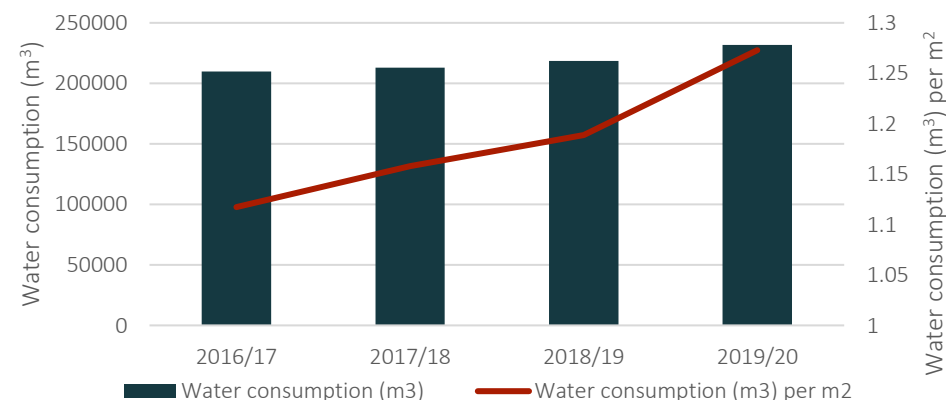


Figure 5: Water consumption per year (m³) and normalised against gross internal area (m²)

Our activities and carbon footprint

Waste

Waste management practices have significantly improved in recent years, with minimal waste sent to landfill, improvements in reuse and recycling schemes and data reporting of waste being made more frequent and accurate. This includes the use of the Cornwall Energy Recovery Centre (CERC), which recovers energy from the waste that it processes every year, and uses it to generate electricity.

Since 2016/17, we have reduced the quantity of waste produced by 12%. In 2019/20, we produced 3124 tonnes of waste. We have indicated the breakdown of waste streams in Figure 6, with 41% from domestic waste via incineration and 31% from clinical waste via incineration. We also recycled 39% of our non-clinical waste and have made efforts to separate food waste for composting.

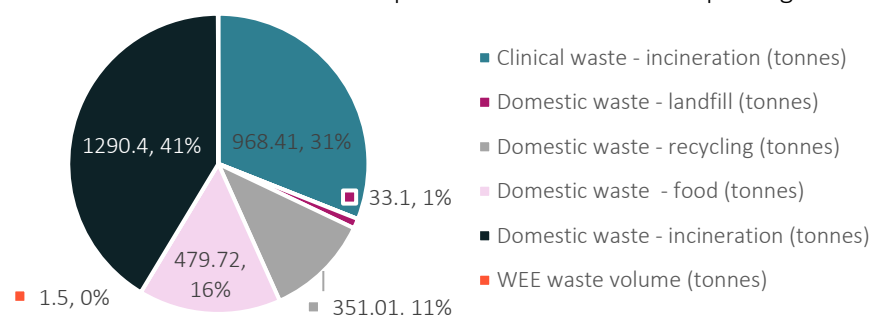


Figure 6: Breakdown of waste streams produced by RCHT and CFT in 2019/20

Figure 7 below shows how due to implementing sustainable waste measures, including CERC, our carbon footprint from waste has reduced by 80% since 2016/17.

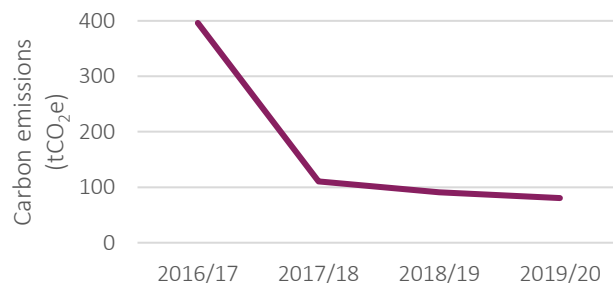


Figure 7: Our carbon emissions from waste from 2016/17 to 2019/20

Travel

Since our baseline year, the partnership has made progress in reducing our emissions from travel by 25% (Figure 8). Each of our partners has reduced their overall emissions from travel since 2016/17 through switching to hybrid and electric vehicles, or taking alternatives, such as public transport or virtual meetings and consultations.

The number of low emission vehicles (hybrid and electric) across CFT and RCHT has increased from 15 to 131 since 2016/17. At Kernow CCG, car mileage has decreased by 7% since the baseline, which is likely to be accelerated by changes in how we work due to COVID-19. However, the scale of this reduction is likely to be temporary, with non face-to-face clinics already reducing since mid-2020 and further work will be needed if this model is to embed. We will continue to gather and improve our data collection from various types of travel associated with our activities, including staff commuting, patient and visitor travel, business travel and pool/lease cars.

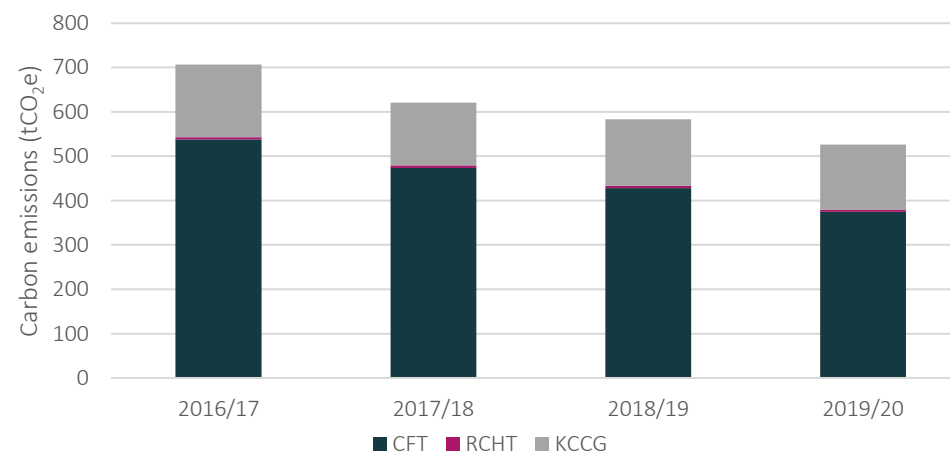


Figure 8: Our carbon emissions from pool/lease cars (RCHT and CFT) and business travel (KCCG) from 2016/17 to 2019/20

Our activities and carbon footprint

Procurement

Procurement accounts for 72% of the NHS, public health and social care carbon footprint⁸. We have used the Procuring for Carbon Reduction (P4CR) toolkit to measure the carbon footprint of procured goods and services using spend data and sector average carbon conversion factors.

Owing to limitations with data, we have mapped our emissions from procurement since 2017/18 (Figure 9). Overall, there has been an increase in our carbon footprint from procurement of 12%. However, this is based on estimated figures, and we will continue to review our methodology for carbon reporting of procurement, adopting best practice based on Greener NHS guidelines.

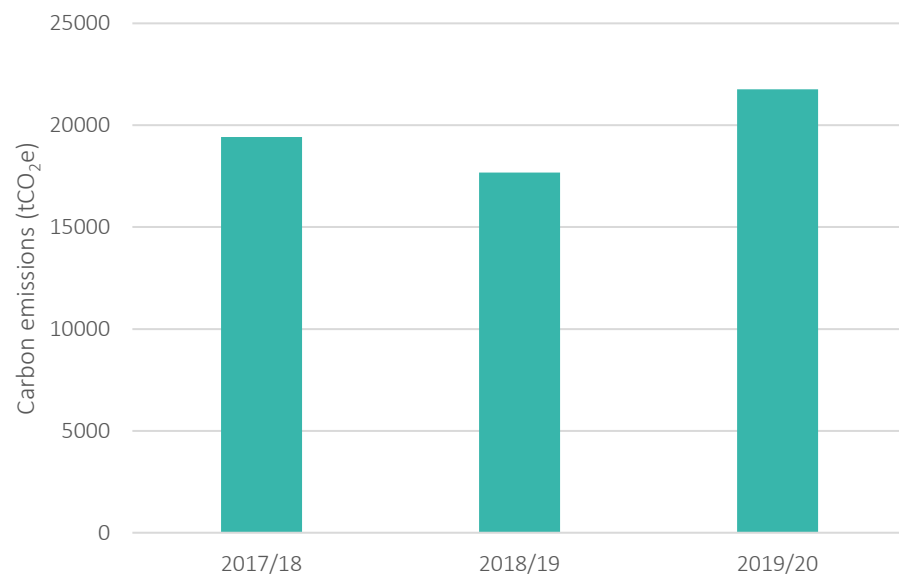


Figure 9: Procurement emissions since 2017/18 (tCO₂e)

Our 2019/20 procurement carbon emissions breakdown is shown in Figure 10. Medical instruments and equipment represent 77% of our carbon footprint from procurement, with pharmaceuticals representing 10% and office/other equipment accounting for 5%. Going forward, we will continue to identify carbon hotspots from the goods and services we purchase, setting out specific measures to reduce our impact on the environment and improve the efficiency of our resources, ensuring our suppliers operate in a socially responsible way.

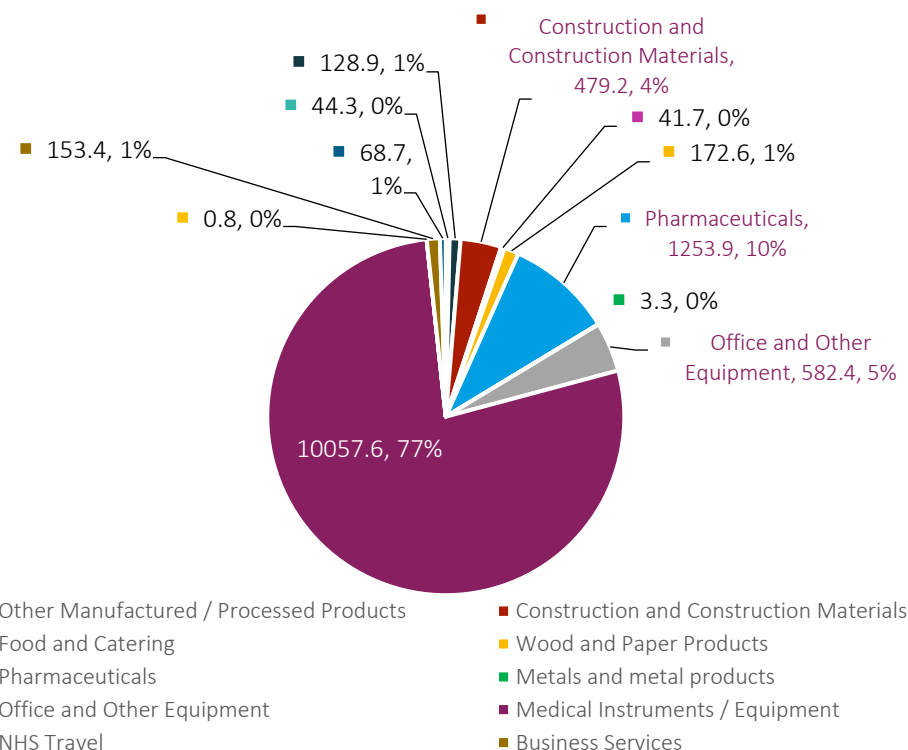


Figure 10: Breakdown of emissions from procurement (tCO₂e, %)

8. [SDU – Procurement](#)

Our activities and carbon footprint

Commissioning

NHS Kernow is a small organisation that commissions services, which includes rented properties. NHS Kernow has 59 GP practices, 3 integrated care areas, 454 provider contracts and a £856m budget. Detailed utility bills are unavailable, and paid as part of the facilities management fee. Office spaces are rented across 6 locations in Cornwall, and all of these are shared with other users.

The contract values paid to providers include costs for items such as utilities. To ensure we do not double count, we have provided an average figure based on contract values and DEFRA 2009 benchmark emissions factor for the health and social care sector of 0.34kgCO₂e/£ spent⁹.

NHS Kernow's carbon footprint from 2016/17 baseline has increased by 8%, from 266,900 to 294,780 tonnes CO₂e which reflects the increase in contract values over this period. When normalised against staff numbers, the carbon footprint has decreased per whole time equivalent (WTE) employee by 11%.

Despite an overall increase indicated within Figure 11, there is likely to have been a decrease in total carbon emissions in line with the decarbonisation of the grid and energy efficiency measures taking place across the organisation, including solar panels powering one GP surgery, and sustainable waste management procedures in place, e.g. zero to landfill and recycling schemes.

For the carbon baseline, we were able to obtain spend data for food and catering, office and other equipment, and NHS travel, which only accounts for 0.038% of the total contract value. Figure 12 outlines some source-specific emissions from our commissioned providers. Since 2016/17, there has been an 18% reduction in emissions from food and catering, office and other equipment and NHS travel.

Comparing to the total calculated emissions for Kernow CCG using the DEFRA 2009 benchmark emissions factor for the health and social care sector, this only accounts for 0.142% of emissions from commissioned activities.

We will continue review and improve our carbon emissions reporting annually to reflect any improvements in health and social care sector emissions factors and best practice methodologies provided by the Greener NHS.

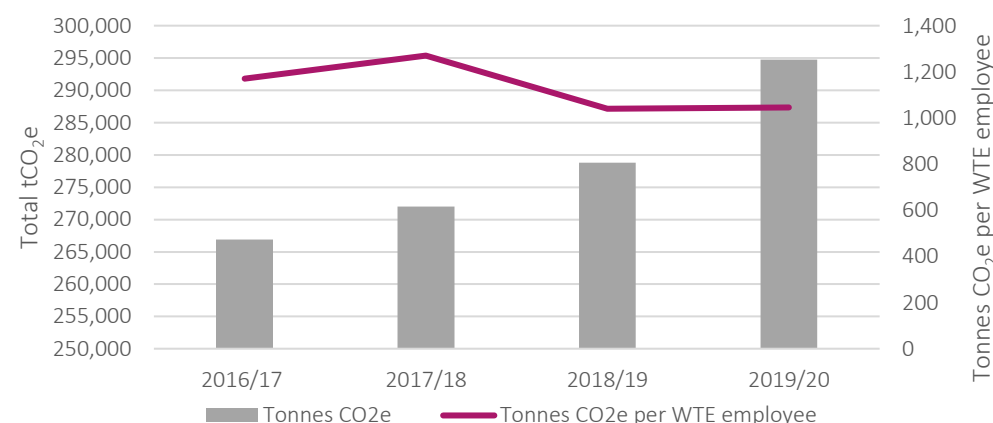


Figure 11: Our carbon emissions from commissioning services from 2016/17 to 2019/20

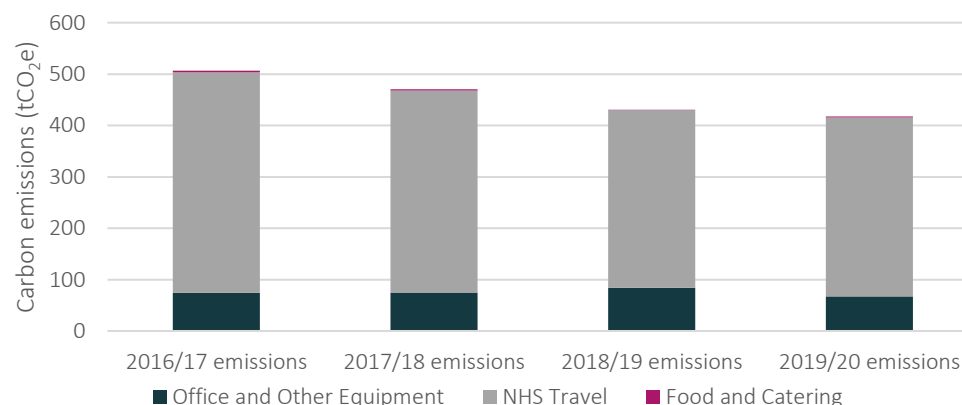


Figure 12: Our carbon emissions based on spend within commissioned services from 2016/17 to 2019/20

9. [DEFRA - Guidance on how to measure and report your greenhouse gas emissions](#)

Objectives and targets

Net zero carbon by 2030

Carbon emissions

Metric	2021/22	2022/23	2023/24	2024/25	2025/26	2030
Target emissions reduction (%)	10	20	40	50	60	100
Total emissions (tCO ₂ e)	11,368	10,105	7,578	6,315	5,052	0

Table 3: Interim carbon reduction targets for the partnership over the next 5 years (in % and tCO₂e).

Air pollution



30% uptake in the use of dry powder inhalers (DPIs), as opposed to metered-dose inhalers (MDIs)



Reduce emissions from anaesthetic gases by 20%



Cut business mileage and fleet air pollutant emissions by 20% by 2023/24



Ensure at least 90% of the NHS fleet are low-emission vehicles by 2028

Building use

CIOS partners have already achieved the benchmarks set out in the Health Technical Memorandum 07-02: EnCO₂de 2015 – making energy work in healthcare¹⁰. Table 4 below outlines our annual targets utility and waste targets considering HTM 07-04: Water Management and Water Efficiency¹¹ and the recent Client Brief for New NHS Healthcare Buildings to Achieve Zero Net Carbon (2020).

Year	Electricity reduction (kWh per m ²)	Fossil thermal reduction (kWh per m ²)	Water reduction target (m ³ per m ²)	Recycling rate - municipal solid waste (%)
2021/22	60	274	1.27	39%
2022/23	57	248	1.18	42.25%
2023/24	55	222	1.09	45.5%
2024/25	53	196	1.00	48.75%
2025/26	51	170	0.90	52%
2030	45	39.5	0.90 ¹¹	65% ¹²

Table 4: Utility and resource specific targets for each year of the plan and 2030.

Plastics, waste and resources

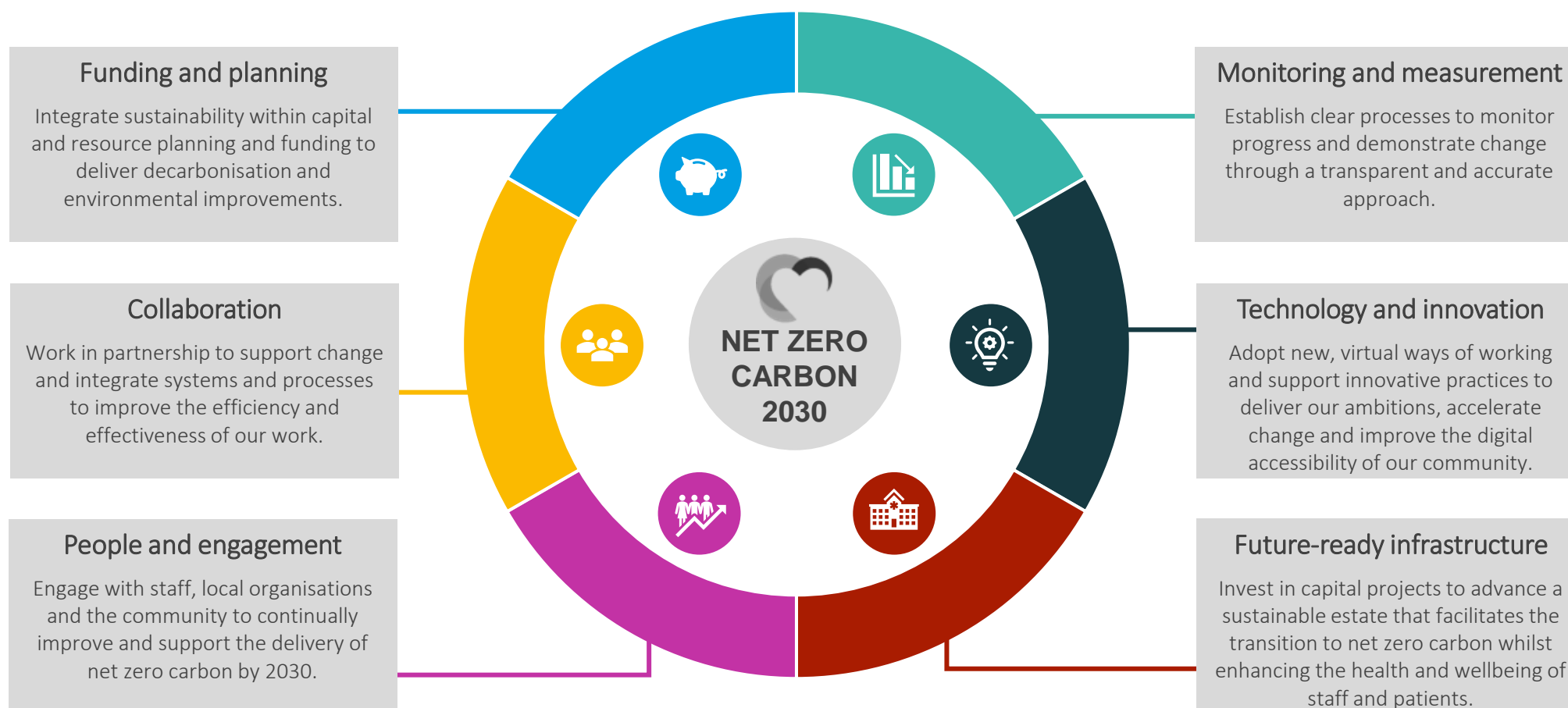
- Eliminate single use plastics from catering by 2022
- Achieve carbon reduction within procurement of 10% by 2025
- 100% paperless or, if essential, using 100% recycled paper content within all office based functions by 2022
- 10% reduction in carbon footprint from medical instruments and equipment

10. [Health Technical Memorandum 07-02: EnCO₂de 2015 – making energy work in healthcare](#); 11. [Health Technical Memorandum 07-04: Water Management and Water Efficiency](#); 12. [Our Waste, Our resources: A Strategy for England](#)

Delivering sustainable development

Successful delivery of this plan will rely on working together across the partnership to share and seek successes, best practice and enable our staff to deliver sustainable healthcare across the region.

Key enablers of net zero carbon delivery have been highlighted below and are considered throughout the Plan, aiming to accelerate change and achieve our ambitious 2030 target.



Delivering sustainable development

Feedback from the community

Our partner organisations have undertaken various stakeholder engagement exercises to understand staff, patient and visitor sustainability values. These exercises have shaped the action plans specific to the needs and priorities of the health and care system. The following engagement activities were undertaken:



These activities enabled staff, patients and the wider community to share their ideas on objectives, actions and priorities. Key messages from these engagement activities are summarised below:

- Important to collaborate and support each other across the region to reduce the environmental impact of health services
- Continue to share ideas and communicate green plan actions
- Identify opportunities for local supply chain and health system collaboration
- Continually improve and learn from adaptations achieved during the pandemic
- Health and wellbeing must sit at the heart of the Green Plan

66 individuals from our community completed the sustainability survey, including staff and visitors. We will run this survey annually to gain feedback to continually improve as well as identify issues of concern and priority.

Through these engagement activities, a network of interested staff has emerged. This group of staff, patients and community members will continue to feedback and support the delivery of sustainability initiatives at scale.



Key impacts and learnings from COVID-19

The pandemic has forced us all to rapidly adapt to new ways of life. Some of these new ways of working will be maintained, as we transition towards the new normal. However, there are some lessons learnt that we should consider moving forward, and some key areas that have come into focus as a result of our response to COVID-19.

At the height of Spring 2020 COVID-19 restrictions, road fuel invoices for pool cars at CFT reduced by about 40% but started to increase to pre COVID-19 levels in August 2020. However, it is hoped that changes to working practices implemented as a result of COVID-19 (e.g. use of video conferencing for meetings and some patient assessments) will show a decrease in business travel miles when financial year data is available for 20/21.

By undertaking a systems approach, our partnership will build strength and resilience against future risks facing our society. We will seize the opportunity presented by 'the fourth industrial revolution' to build a better future for Cornwall and the Isles of Scilly, including the exploration of new innovations and maintaining low-carbon digital alternatives. Carbon impact of increased reliance on a digital world will be carefully monitored.

COVID-19 has also highlighted the need for collaboration across our systems, from all members of our community. This priority is also enhanced by our increased understanding of the immense scale of transformation needed to deliver net zero carbon healthcare.

By working in partnership to deliver our regional ambition, CIOs will continue to push the environmental movement and work with our partners, staff and community to drive carbon reduction and improve the lives of those across Cornwall and the Isles of Scilly.

Impacts on waste management

Efforts to improve our recycling performance have been compromised due to the incineration of waste that, pre COVID-19, may have been recycled instead. We are exploring the use of reusable PPE and expanding recycling measures to ensure the pandemic does not hinder our net zero carbon progress.

Digitisation of care

COVID-19 has made us re-look at how we conduct many of our services. Many of our services have been replaced with digital alternatives, including virtual consultations. This has proven popular and resulted in reduced travel times and carbon footprint. We must encourage innovation and embrace digitisation across all work streams.

Behavioural shifts

The lockdown and ongoing restrictions from the pandemic have proven how we can quickly adapt and be innovative when presented a challenge. Cornwall and the Isles of Scilly Health and Care Partnership hope to capture the same energy to drive the delivery of net zero carbon by 2030.

Resilience of health and care system

The challenges of the pandemic has shown the strength of the NHS to come together to respond to crises or shocks. We must apply the same energy to addressing the climate emergency through the recovery and learning to prepare and mitigate climatic risks.

Key impacts and learnings from COVID-19

Impact of the pandemic on patient attendances

An example of where the pandemic has impacted our services is the number of patients attending the site. Figure 14 below indicates the average attendees from MIU, Treliske and WCH.

Table 5 indicates that compared to 2019, attendance levels have reduced significantly over the year, reaching a reduction of over 60% during the first lockdown period. These figures reflect the drastic shift in behaviours in 2020 and how healthcare services are delivered.

	% Change
No Lockdown 01/01-22/03	-5.34%
Lockdown (period) 23/03-10/05	-60.32%
First Easing of Lockdown 11/05-31/05	-43.40%
Second Easing of Lockdown 01/06-03/07	-37.94%
Holiday industry reopens 04/07-17/07	-36.19%
School summer holidays 18/07-30/08	-25.63%
Back to School 01/09-23/09	-19.07%
Curfews 24/09	-22.89%

Table 5: Percentage change in attendees at MIU, Treliske and WCH during various lockdown phases in 2020

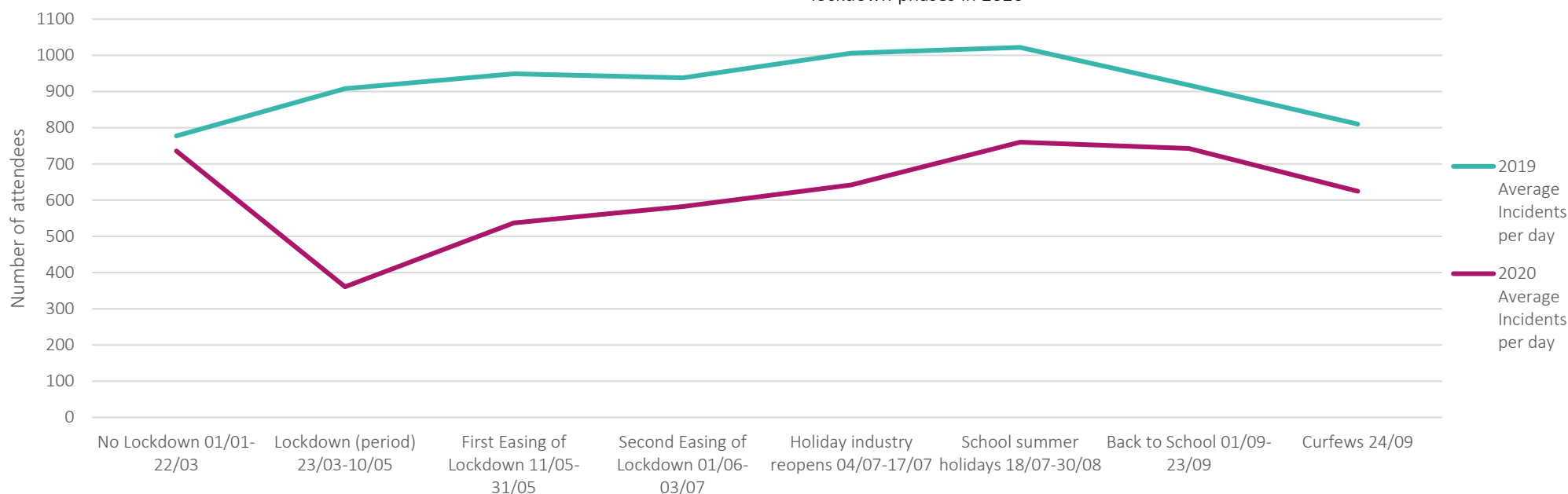


Figure 14: Number of attendees across various stages of lockdown in 2020

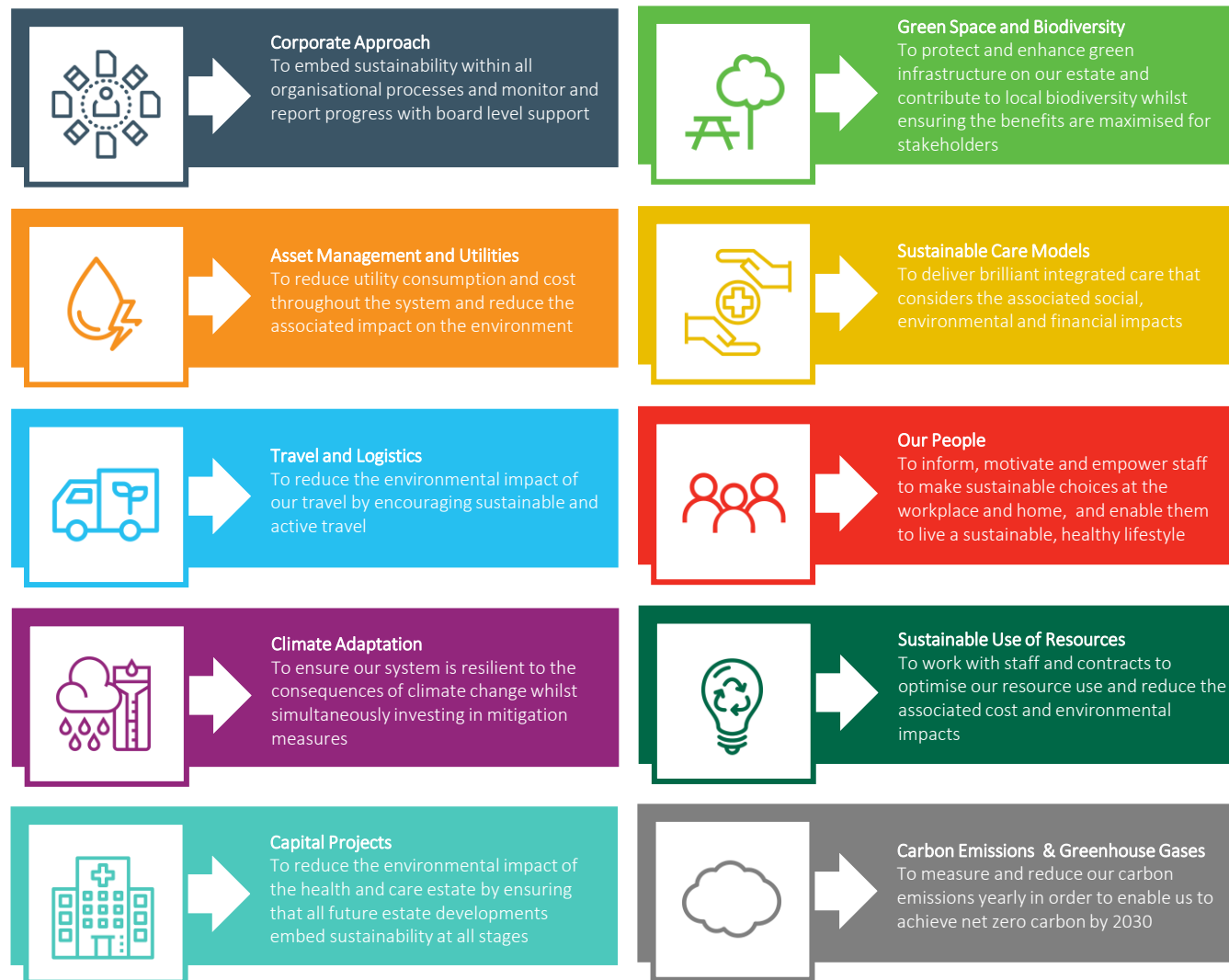
Action plan

Key areas of focus

The Action Plan of this Green Plan for the Cornwall and the Isles of Scilly Health and Care Partnership is aligned with the Sustainable Development Assessment Tool (SDAT) from the Greener NHS Campaign.

Within each key area of focus, past accomplishments and case studies are highlighted. In addition, newly formed objectives, commitments and approach to measurement (KPIs) are set out along with the actions needed to be undertaken in order to achieve them.

Our key objectives under each area of focus are highlighted on the right. Integrating our sustainable behaviour commitments will help us achieve and implement the actions outlined within each area of focus.



Action plan

Corporate approach



We recognise that it is essential to incorporate sustainability into service provision through the engagement of staff and stakeholders in order to provide efficient and effective services. Senior leadership play a vital role in the delivery of the plan and a clear governance structure will be established to ensure that responsibility and accountability of the delivery of the plan is clear.

Our health and care system is built on a foundation of strong leadership. We will ensure sustainability lies at the heart of our management to drive net zero carbon delivery and the actions set out in this Green Plan.

Our commitments

- Embed sustainability throughout our policies, strategies and decision-making processes
- Establish an emissions baseline and annual carbon reduction targets
- Monitor and report on our progress
- Allocate responsibilities and establish a clear reporting structure

Progress to date

Throughout the development of the Green Plan, we engaged with stakeholders across CIOH Health and Care Partnership to gain feedback, share ideas and begin to get members of staff and the community involved in our sustainability and net zero carbon agenda. From these activities, we have identified a large number of interested individuals who are keen to join a Green Plan network.

Across primary care, 20 GP surgeries have signed up to the Green Impact for Health (GIFH) scheme, designed to help General Practices improve their sustainability and environmental impact. So far, 3 surgeries have been awarded prizes (2 silver and one bronze) and going forward, all surgeries will be required to work towards carbon neutral status to achieve the carbon award.

Additional progress surrounding our corporate approach includes:

- Report on sustainability progress within our organisational-specific Annual Reports
- Engage with stakeholders to gain feedback and identify areas for improvement
- Established a Green Plan Steering Group and CIOH Sustainability Board to support the delivery of the plan and measure progress towards net zero carbon
- Sustainability included within project objectives, all policies and tenders
- Keeping abreast with best practice through attending events, networking and collaborating with sustainability groups such as the South West Clinical Senate Council
- Working with our partners, including Volunteer Cornwall, Cornwall Council and the Isles of Scilly Council, to identify opportunities for further collaboration and areas of improvement across the region



Action plan

Corporate approach



Net zero carbon footprint by 2030

Action	Timeframe
Undertake a sustainability survey for staff and patients to increase awareness and gain feedback on initiatives	Annually
Establish a dedicated sustainability lead for each partner organisation	2021
Establish a Green Plan Steering Group and hold bimonthly meetings	2021 / Ongoing
Benchmark the performance of the regional partners against other similar organisations e.g. ERIC, SDAT	2021/22
Commit to increase spend with SMEs and social enterprises to £1 in every £3	2021/22
Develop a system-wide decision wheel	2021/22
Include a sustainability impact assessment in board papers and all business cases	2022
Set a monthly 'Green day' to initiate staff and organisational pledges	2022
Integrate Green Plan actions into future financial plans and prioritise against other investments, including capital investment support for GP practices	2022/23

Net zero carbon footprint plus by 2045

Action	Timeframe
Update supply chain requirements and tender specifications to reflect our ambitions and sustainability objectives	2021/22
Develop and implement a sustainable procurement awareness programme	2022/23
Develop a supplier sustainability engagement programme	2022/23

Measuring our performance

1. Sustainability performance, including annual carbon reduction and progress to date within the Annual Report, Greener NHS/HM Treasury reporting requirements
2. Compliance with standards and legislation, including maintained environmental management systems
3. Annual sustainability surveys
4. Undertake the Sustainable Development Assessment Tool (SDAT) or other relevant benchmarking annually
5. Number of GPs signed up to Green Impact for Health (GIFH) Scheme, and number of GPs with bronze, silver or gold awards

Action plan

Asset management & utilities



As the main provider of acute and specialist care services in Cornwall and the Isles of Scilly, we are responsible for a large estate that utilises energy intensive equipment. Our utility consumption represents a substantial cost and environmental impact and we are committed to reducing our operational resource use. We recognise that measuring consumption is crucial and will support us to prioritise actions and ensure we minimise our environmental impact.

We will continually improve the efficiency of our buildings, utilising funding schemes wherever possible, to drive carbon reduction and reduce our operational environmental footprint.

Our commitments

- All electricity consumption to be from renewable energy sources by 2025
- Increase on-site renewable energy generation to 30% of total energy used by 2026
- Develop and implement a system-wide Heat Decarbonisation Plan

Progress to date

Across our partnership we have made significant progress to reduce our emissions from our utilities. Renewable energy and solar PV provides our sites with continuity of supply, energy cost resilience, and clean energy. At CFT alone, there has been an estimated 73% increase in renewable energy generated and used by the Trust year on year, with 74% of the remaining electricity from renewable or low carbon sources.

About a third (25,000 kWh) of the electricity generated by CFT's solar PV systems is used to charge electric vehicles. The remainder of the electricity generated is used for site needs, or exported to the National Grid to provide clean renewable energy for local homes and businesses.

Additionally, CFT have made progress by installing thermally efficient construction materials, Automatic Meter Readers (AMR's) on the buildings' energy and water supplies and use of a Building Management System (BMS) to ensure optimum efficiency of building services (e.g., heating, cooling and ventilation systems) on site. In 19/20, a number of CFT sites were refurbished which included installation of new and more efficient lighting (LED's) and heating systems (e.g. boilers).

RCHT is seeking funding from the Public Sector Decarbonisation Scheme to upgrade a further 15,338 fittings to LED lighting across the Trust's retained estate. We hope to deliver a system-wide Heat Decarbonisation Plan in 2021/22 to investigate the installation of further green technologies across our sites, including heat pumps and solar PV.

Within primary care, efforts are being made across our practices to improve energy efficiency, including a switch off policy in the evenings and some larger scale carbon reduction projects such as solar panels at Carn to Coast Health Centre. We will continue to embed energy and water conservation across primary care, collaborating and sharing best practice.

Across our partners, we are working to improve staff awareness of climate change and the impact of decisions on the environment through regular communication in staff bulletins, and the development of a carbon literacy and a health training module. We will continue to implement low-carbon efficiency measures and enable our staff to adopt conservation measures to reduce our energy and water use.

Action plan

Asset management & utilities



Net zero carbon footprint by 2030

Action	Timeframe
Adopt Green IT measures and decarbonise the digital use from the Trust through data centre efficiency and renewably-charged servers	Ongoing
Install LED lighting across the RCHT retained estate (pending grant funding)	2020/21
Develop a system-wide Heat Decarbonisation Plan	2021/22
Hold yearly reviews with our energy contractors to evaluate the implementation of additional energy efficiency measures	2021/22
Implement significant sub metering and install AMRs on all supplies, excess, leak detection	2022/23
Develop and implement an engagement campaign that encourages sustainable behaviours and lifestyles	2022/23
Undertake annual space utilisation assessments	2023/24
Achieve ISO14000 or similar EMS accreditation	2024
Roll out LED lighting across our estate	2024
Develop and implement utility efficiency plans	2025
Aim for all of our electricity consumption to be from renewable energy sources by 2025	2025
Increase onsite generation of renewable energy and heat across our sites and install wherever feasible	2026

Net zero carbon footprint plus by 2045

Action	Timeframe
Collaborate with NHS Property Services to progress carbon reduction within the 30 leased sites across the County	Ongoing
Include energy and water consumption as a factor in whole life costing in the procurement of goods	2022/23
Communicate grants available to our staff and community to improve energy efficiency e.g. Green Homes Grant, as part of our communications strategy	2026

Measuring our performance

1. Energy and water consumption and carbon footprint breakdown by site and building use, occupancy, GIA
2. Energy efficiency (EPC and DEC ratings) of our buildings
3. Percentage of appliances and IT equipment with energy ratings of A or above
4. Annual ERIC returns
5. Percentage of energy from renewable sources
6. Degree Day analysis (to account for fluctuations in outside weather temperatures and resultant fluctuations in gas consumption)
7. Patient activity fluctuations

Action plan

Travel and logistics



Across Cornwall and the Isles of Scilly, staff, patients and visitors are travelling from across the region to access our health and care services. Encouraging and enabling sustainable travel has financial, health and wellbeing and environmental benefits. Our organisations recognise that by managing and reducing the need for travel we can reduce pressure on parking spaces, tackle congestion, promote health and stress reduction whilst simultaneously reducing our impact on the environment by improving local air quality and reducing emissions.

“In the NHS, early estimates suggest that moving outpatient appointments online could have avoided 58,000,000 miles over three months.”

Delivering a net zero NHS²

Our commitments

- Purchase/lease low and ultra-low emission vehicles in 2021/22 and subsequent years
- Exceeding the NHS target, cut business mileages and fleet air pollutant emissions by 40% by 2023/24
- Monitor and report on transport emissions annually
- Adopt new ways of working and virtual alternatives to reduce our environmental impact

Progress to date

As a consequence of the pandemic, home working, virtual meetings and consultations have become the new way of working for many of our staff. This has generated a shift in how we work going forward, with many digital alternatives having proven successful and popular among staff and patients. Therefore, we will continue to embrace this opportunity to reduce travel related-emissions and environmental impacts.

We recognise the impact of travel associated with health and care services across Cornwall and the Isles of Scilly. We are taking steps to reduce the need for travel first and foremost to reduce the impact of journeys made by staff, service users and our supply chain.

Cornwall Council has supported our ambitions and provided us with grants to improve cycling facilities, including covered and secure cycle shelters and improve staff changing facilities. Across our sites, our pool cars are transitioning to either Electric Vehicles (EV's) or hybrids (84% at CFT).

At CFT, pool/lease car business miles and their associated carbon emissions reduced by just over 10% in 19/20 compared to 18/19. This is likely to be as a result of increased use of video-conferencing, a lower level of car use, and implementation of a staff green car lease scheme. Vehicle trackers, which are installed on about 90% of our vehicles, have also proved beneficial by improving fuel efficiency by up to 15%.

The processes and learnings of electrifying fleet, vehicle trackers and the green car lease scheme will be rolled out and adopted by RCHT. CIOs continues to work with partners to agree a scheme which will broaden the network of EV charge points across Cornwall and the Isles of Scilly.

We actively encourage suppliers to make low carbon choices in terms of deliveries or services provided to our sites, a selection of examples include:

- Where possible, Estates Facilities Management providers co-ordinate activity to reduce mileage
- Fresh food contractor consolidates consumables deliveries to reduce multiple vehicle use and deliveries to our sites

Our individual travel policies encourage the use of pool vehicle fleet, public transport and car sharing as part of our initiatives to reduce carbon emissions. A cycle to work salary sacrifice scheme and salary sacrifice car scheme is available to staff to encourage more environmentally sustainable travel choices.

2. [Delivering a 'Net Zero' National Health Service Report 2020](#)

Action plan

Travel and logistics



Net zero carbon footprint by 2030

Action	Timeframe
Undertake an annual staff travel survey to inform Green Travel Planning	Annually
Install electric vehicle charging points across the sites – aim to install one charging point at each site every year	Ongoing
Offer additional incentives to staff to encourage green travel (roll out staff green car lease scheme), the development of Bicycle Users Group, Dr Bike Sessions, guided walks, steps challenge	Ongoing
Provide active travel facilities across our sites (showers, lockers, cycle storage etc)	Ongoing
Undertake a car sharing scheme feasibility assessment and launch if appropriate	2021/22
Implement an IT remote conferencing awareness and training programme and continue to consider new technologies to enhance this remote conferencing offering	2021/22
Update the business travel policy to support sustainable travel; advice on travel blending, planning ahead and fuel-efficient driving	2021/22
Develop/update Green Travel Plans and implement relevant actions	2021/22
Communicate benefits of sustainable travel to staff and service users	2021/22
Undertake green fleet reviews to identify immediate areas of action	2022
Exceeding the NHS target, cut business mileages and fleet air pollutant emissions by 40% by 2023/24	2024
90% of fleet to use low, ultra-low and zero-emission vehicles	2028
Convert fleet and pool vehicles to fully electric	2030

Net zero carbon footprint plus by 2045

Action	Timeframe
Identify opportunities for local supply chain and produce e.g. local food producers and implement initiatives to minimise delivery mileage	Ongoing
Meeting venues to have wifi and video conferencing facilities that can be used on a 1:1 basis or at scale, ensuring high quality audio and visual effects	2021/22
Establish low carbon requirements for suppliers and request carbon reporting from transport activities	2023/24
Include electric freight transport within supply chain requirements	2025
Encourage staff, patients and visitors to switch to electric vehicles, active or public transport through a behavioural change campaign and provision of incentives across our sites	2026

Measuring our performance

1. Carbon emissions from fleet
2. Business travel mileage and associated emissions
3. Supply chain miles
4. Number of fleet using low and ultra low emission vehicles (%)
5. Health Outcomes Travel Tool (HOTT)
6. Percentage of virtual consultations and virtual business meetings (%)
7. Annual staff travel survey
8. Monitor regional/local air quality
9. Number of staff who have undertaken eco-driving training

Action plan

Climate adaptation



Our organisations recognise the need to prioritise the mitigation and adaptation to climate change given the overwhelming health risks it poses to the UK health service.

Consequences of climate change include more frequent and severe weather conditions, increased air pollution, higher wildlife extinction rates and increased sea levels which lead to the following impacts; for example, increased risk of emerging infections diseases, additional emergency visits as a result of more heatwaves and increased prevalence of respiratory diseases due to increased pollution.

Our commitments

- Assess current and future risks posed by climate change
- Develop a plan to mitigate risks and protect our community
- Ensure business continuity through careful planning and preparedness measures
- Collaborate across the system to build resilience against climate-related risks

Progress to date

Across the partnership, climate change and its effects are considered within the risk register, Business Continuity Plan, Major Incidents Plan, Severe Weather Plan and Heat Wave Plan. System collaboration across procurement and supply chain as well as planning for major events, such as Brexit, is achieved through Whole System Resilience Framework and multiagency, resilience groups. Preparedness Planning has been undertaken for a range of sites with the Local Authority to outline any disruption to services and the mitigation to minimise this. We will begin to integrate and streamline our climate risk and adaptation processes to combine our mitigation efforts and identify opportunities.

Measuring our performance

1. Annual Climate Change Risk and Opportunities Assessment
2. BREEAM/WELL Building Standard methodologies to measure adaptation

Net zero carbon footprint by 2030

Action	Timeframe
Embed climate change into our risk registers	Ongoing
Assess improvement measures for older properties	Ongoing
Review and update Business Continuity Plan and Severe Weather Plan every 2 years	Bi-annually
Ensure a clear process for receiving weather warning alerts and information on emerging diseases	Ongoing
Build resilience and adaptation within our net zero agenda, align with Health and Social Care Sector Climate Change Adaptation Report (published 2020/21)	2021/22
Undertake a system-wide Climate Change Risk and Opportunities Assessment (CCROA)	2021/22
Work with our workforce to adopt a policy of agile working that meets their needs and informs the design of the work space of the future	2021/22
Develop and implement an extreme weather vulnerable communities' strategy	2021/22
Introduce workforce training for extreme weather preparedness that is held on an annual basis	2022/23
Develop and implement climate change adaptation plan	2024
Undertake impact assessment of adaptation decisions on local communities	2026

Net zero carbon footprint plus by 2045

Action	Timeframe
Identify opportunities to maximise process and product innovation	Ongoing
Work with our supply chain to ensure business continuity and climate risk mitigation	Ongoing

Action plan

Capital projects



Sustainability must be incorporated into the planning, design and construction of new builds and refurbishments in order to facilitate net zero buildings. Our infrastructure should focus on net zero carbon design, as well as consider biophilic design principles that accelerate patient recovery and enhance the health and wellbeing of building occupants.

We are committed to continually improving our estates, which provide huge opportunity to embed efficiency and sustainability.

Our commitments

- Achieve BREEAM Excellent/Outstanding for all new builds and refurbishments
- Comply with the NHS Net Zero Carbon Design Standards (coming 2021)
- Embed sustainability within the core objectives of capital projects

Progress to date

Sustainable design is a key consideration in all new projects, with the aim to achieve a Building Research Environmental Assessment Method (BREEAM) 'Excellent' standard.

- The Sowenna (CAMHS) Unit at CFT opened in the summer of 2019 and is a key carbon reduction project. The unit is designed to achieve the BREEAM New Construction "Excellent" standard (awaiting completion of BREEAM assessment by the construction company).
- The Cove Macmillan Support Centre (RCHT) achieved BREEAM 'Very Good' Standard in 2016.
- The new Women and Children's (W&C) Unit at RCHT incorporates leading sustainability standards for NHS organisations to facilitate net zero carbon, outlining the design requirements to be met, including a BREEAM rating of Excellent.

We have invested in low carbon operational measures that are also specified and designed into major development projects – this includes planting native trees on site, LED lighting and renewables. Across our organisations, we are continually improving the buildings we occupy (irrespective of their ownership) to ensure a low carbon footprint.

Additionally, RCHT has integrated a performance review into the defect's assessment for new builds and major refurbishments. We have also developed sustainable procurement specifications for smaller projects. These initiatives will be rolled out across the partnership as part of our service integration. The health infrastructure plan (HIP) 2 funding of £450 million to Royal Cornwall Hospitals NHS Trust provides a unique opportunity embed net zero carbon design within our redevelopments to facilitate decarbonisation of our infrastructure by 2030.



Figure 15: Concept drawings of the main entrance for a) Sowenna Unit at CFT, b) the Cove Macmillan Support Centre, and c) the new W&C Unit development at Royal Cornwall Hospital

Action plan

Capital projects



Net zero carbon footprint by 2030

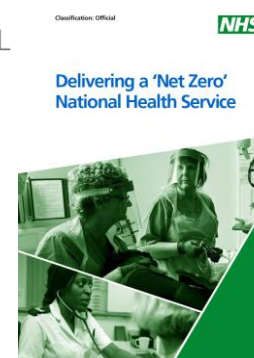
Action	Timeframe
New builds will be required to achieve a minimum of BREEAM Excellent and Very Good for refurbishments	Ongoing
Apply whole lifecycle costing in the design and construction of capital projects	Ongoing
Ensure the design process is informed by staff, patients and the local community	Ongoing
Prioritise sustainable design and ensure implementation of the BSRIA Soft Landings Protocol in all capital projects by appointing a dedicated soft landings champion	Ongoing
New builds and refurbishments must comply with the new NHS Net Zero Carbon Hospital Standard	2021
Green walls installed as part of every new build	2021/22
Introduce training programme on sustainability for capital project staff on an annual basis	2022/23
Develop a joint social value outcomes plan for the design and construction of new builds and refurbishments	2022/23
Ensure that climate profiles are used in modelling design for all capital projects and major refurbishments	2023/24
Develop and implement a sustainable capital projects plan that incorporate sustainability guidelines and criteria	2025
Post construction/refurbishment performance monitoring	2025

Net zero carbon footprint plus by 2045

Action	Timeframe
Use locally-sourced materials and suppliers wherever possible	Ongoing
Include net zero carbon within design requirements and objectives	2021/22
Decarbonise construction processes, materials and waste management	2045

Measuring our performance

1. BREEAM score or WELL Building Standard
2. Building performance (e.g. CIBSE benchmarks)
3. Number of buildings operating at NHS net zero carbon standard



Action plan

Greenspace & biodiversity



The natural environment can improve physical and mental wellbeing, mitigate climate change, improve air quality and offer therapeutic benefits to staff, patients and visitors. Our organisations recognise these values and are committed to protecting the natural environment, as well as ensuring that the benefits are realised by stakeholders.

Our commitments

- Encourage the use of greenspace across our sites
- Integrate greenspaces across indoor and outdoor areas
- Reduce our impact on local species and improve biodiversity

Progress to date

Our partners have included the consideration for green spaces in capital project design briefs, with RCHT implementing a five-year plan for the development and utilisation of existing green spaces within the Trust.

Greenspace and biodiversity is incorporated into new builds e.g. native trees. Improved access and quality of greenspace ensures biophilia and wellbeing elements are considered and enhanced.

Measuring our performance

1. Gross greenspace area of site (m²)
2. Staff and service user participation in greenspaces and biodiversity activities
3. Number of biodiversity enhancement measures per site e.g. bird and bat boxes, bug hotels etc.
4. Number of outdoor consultations and therapy sessions
5. Annual sustainability survey measuring awareness of greenspaces

Net zero carbon footprint by 2030

Action	Timeframe
Provide green and natural areas on our estate where possible and as part of new capital projects e.g. tree planting, green gyms	Ongoing
Communicate greenspace and biodiversity access and opportunities to staff and patients via maps and diagrams	2021/22
Provide space for the growth and cultivation of food and food banks where appropriate	2021/22
Require that all capital projects achieve biodiversity net gain	2021/22
Engage with staff and patients for onsite food growing and local sustainable food sourcing via a campaign	2022/23
Undertake impact assessment of services on local biodiversity and derive mitigation actions	2025
Develop and implement green space and biodiversity action plan with local biodiversity partners	2026

Net zero carbon footprint plus by 2045

Action	Timeframe
Work with our Councils to enhance greenspaces across Cornwall and the Isles of Scilly	Ongoing
Encourage staff and service users to increase diversity within their gardens and community through annual campaign and events	Ongoing/2026
Attend events and conferences to learn how carbon offsetting could be used to assist in our delivery of net zero carbon among our supply chain	Ongoing/2026

Action plan

Sustainable care models



Care pathways must be environmentally, socially and economically sustainable – this will deliver better services and improve efficiency. Sustainable care models require collaboration and must transect organisational boundaries to understand the co-benefits of delivering care, including wider societal and environmental benefits.

We are committed to developing care models that are designed by both clinicians and patients that optimise resources and deliver improved outcomes. There is growing participation in climate-focused approaches in primary care and we will continue to ensure care is easy to access, both face to face and through the use of technology.

Our commitments

- Adopt a Getting it Right First Time (GIRFT) approach to clinical practices
- Mainstream digitally-enabled care across Cornwall and the Isles of Scilly
- Encourage and build capability among all staff to develop green care pathways

Progress to date

The transition to digital care has been accelerated in response to COVID-19. Across the partnership, we have embraced new ways of working; mobile and remote working solutions support primary care clinicians and staff to work effectively away from their base practice whilst reducing transport emissions from healthcare activities. A number of initiatives have been introduced to help sustain the health and wellbeing of our population, environment and local economy:

Attend Anywhere

Think 111

Help at Hand
Community App

Digital alternatives

We are also focused on increasing social prescribing and lifestyle medicines as alternatives. We have a fully-fledged alcohol team, expanding to include smoking which targets inpatients whilst they are in with us. Some wards are going to start giving flu jabs whilst patients are in to prevent admissions and we are increasing the teaching of inhaler techniques and inhaler swap with pharmacies help.

We are working on a range of green care pathways to increase the use of digital technology in primary care. These include:

- Expanding the community of interest network (CoIN) to enable primary care clinicians and staff to have seamless access to their systems and data as they move between acute, community and GP care settings.
- Consolidating and rationalising GP IT systems changes to enable clusters of practices in Carrick and Kerrier localities to work collaboratively.
- Developing electronic discharge communication solutions and other IT solutions to reduce the administrative burden.
- Further investment in cloud-based telephony options enabling practices to switch calls and remove the dependence on obsolete analogue voice systems.

RCHT's Virtual Glaucoma Surveillance Clinic both reduce travel and improve patient pathway and experience. RCHT has also undertaken a Pilot Study of a Kidney Patient Results Monitoring Service which has reduced the number of patient visits to renal outpatients without compromising care and saved an estimated 760kg CO₂e and £12,160 per year. The service has since been continuing long term.

Anaesthetic gas recycling

Since 2020, RCHT has worked with SageTech Medical, Innovate UK and the University of Exeter, to develop and test a process to capture and recycle anaesthetic gases. During surgery, 95% of anaesthetic gases are released directly into the atmosphere, contributing significantly to climate change. The new technology captures the gas before it is released into the atmosphere and purifies it ready for recycling and reuse, thus reducing emissions.



Action plan

Sustainable care models



Net zero carbon footprint by 2030

Action	Timeframe
Educate patients about the importance of a balanced nutritional diet	Ongoing
Embed prevention in the development of all models of care	Ongoing
Expand our social prescribing initiatives and lifestyle medicine as an alternative	Ongoing
Boost out-of-hospital care models, to be developed within weekly improvement huddles	2021/22
Embed the principle of getting it right the first time via the national clinical improvement programme on applicable specialities	2021/22
Include sustainability principles in all service planning, commissioning, patient safety and quality improvement programmes	2021/22
Identify and evaluate the potential inequalities relating to the move to digital appointments/engagement	2022/23
Sustainable use of resources to be embedded as a decision criterion in the development of care models	2022/23
Calculate the environmental and carbon impact of our care models	2023/24

Net zero carbon footprint plus by 2045

Action	Timeframe
Encourage suppliers to adopt more sustainable packaging practices (e.g. pharmaceuticals and blister packs)	Ongoing
Request carbon reporting from pharmaceutical suppliers	2023/24
Establish carbon reduction targets for pharmaceutical suppliers	2026

Measuring our performance

1. Measuring the carbon saving and other benefits from sustainable care models
2. Number of virtual consultations
3. Carbon emissions from anaesthetics
4. Comparing annual readmission rates
5. Patient activity
6. Number of environmentally-focused staff QI projects

Action plan

Our people and culture



Our organisations' highly skilled workforce is the key to delivering sustainable healthcare. We must support our staff to improve health and wellbeing by working collaboratively to deliver high sustainable standards of care for our patients. This requires engagement with the sustainability agenda to empower staff to act as well as supporting their wellbeing; a significant cultural shift will be needed to make change.

We recognise the importance of staff morale and wellbeing and we are committed to providing an environment that supports staff safety and health and wellbeing.

Across our partnership, we aim to enable staff, service users and the wider community to adopt sustainable lifestyles and play a role in delivering net zero carbon across Cornwall and the Isles of Scilly.

Our commitments

- Engage and support staff and stakeholders to take action
- Provide our staff, service users and community with access to resources to live more sustainable lifestyles
- Improve the facilities available across our sites to enable sustainable behaviours
- Share information with staff and service users on Green Plan progress, sustainability initiatives and available facilities at our sites

Progress to date

We are working to improve staff awareness of climate change and the impact of decisions on the environment through regular communication in staff bulletins, development of a carbon literacy and health training module, and identifying a network of interested staff. We support Volunteer Cornwall's health and climate conference to help raise awareness of the impact of the NHS and health on climate change across the community.

We continue to encourage teams to implement local initiatives and try new ideas that can benefit the health and wellbeing of our staff; for example, improving staff room facilities and ensuring we celebrate staff achievements within teams.



The Caring2Care programme encourages colleagues to care for both themselves and each other in order to provide better care for patients. In the longer term, CIOs is looking to develop a Health and Wellbeing Centre to support staff.

Health and wellbeing initiatives are managed by Improving Working Lives (IWL) representatives – this group helps create a health work life balance by offering a range of activities and events (either free or subsidised). Additionally, we offer additional support for families and carers through childcare vouchers, flexible working options such as job sharing, part time working and term time working.

We promote health co-benefits of low carbon lifestyles through sustainable food options (CFT Fresh Foods contract), cycle to work schemes, public transport and car sharing schemes as well as cycle storage facilities and showers on site.

We have increased awareness of such initiatives and other sustainability initiatives through team briefings and involvement of staff in energy saving campaigns, waste reduction campaigns and voluntary and local community programmes. We will continue to support the health and wellbeing of staff and have committed to developing a formal sustainability engagement programme in 2021/22 to increase awareness.



Action plan

Our people and culture



Net zero carbon footprint by 2030

Action	Timeframe
Continue to work with staff initiatives, such as Health and Wellbeing groups, to align sustainability with their objectives	Ongoing
Offer flexible and remote working to accommodate specific personal needs of all staff	2021/22
Establish a network of interested staff to share ideas and assist in the delivery of the Plan	2021/22
Establish an online network for connecting current actions, networks and ideas	2021/22
Introduce sustainability into corporate staff induction	2022
Provide meat free Mondays and more plant based options across our canteens	2022
Include sustainability in all staff personal development objectives	2022
Install sets of Amazon lockers	2022
Conduct an annual staff survey and use the information to update the Trust sustainability engagement plan	2022/23
Carbon literacy and training surrounding sustainability and net zero carbon for staff and stakeholders	2023/24
Develop and implement an action plan to promote and support healthy choices at the Trust	2025
Develop and implement a plan to help staff and the local community to develop their skills and experience	2026

Net zero carbon footprint plus by 2045

Action	Timeframe
Create incentives and initiatives to encourage sustainable behaviours among staff and the wider community	Ongoing
Work alongside our partners across the community to embed sustainability and progress carbon reduction	Ongoing
NHS inpatients should be supported to act sustainably with the opportunity to communicate with friends and relatives via skype or another facility and given information on bringing reusable water bottles and cups with them for elective inpatient stays	2022/23
Encourage plant-forward diets	2025

Measuring our performance

1. Stakeholder feedback: staff network, staff and patient survey, online sustainability platform
2. Number of environmentally focused events/workshops
3. Staff participation in sustainability events
4. Number of sustainability-focused staff benefits

Action plan

Sustainable use of resources



The effective use of resources is essential to becoming a sustainable organisation; this includes the way we procure, use and dispose of goods. We must manage resources, including materials goods and services in a more efficient and effective way.

Procurement of goods and services in the NHS constitutes the largest proportion of its carbon footprint (72%) and we must work with staff, suppliers and contractors to reduce our environmental impact. This includes reducing unnecessary use of resources, ensuring resources are designed and produced in a way that achieves value for money on a whole life basis, and ensuring disposal methods consider and apply the waste hierarchy.

Our commitments

- Minimise waste from our activities through reusable products, strategic purchasing and elimination of single use products
- Work with our staff, service users and supply chain to reduce the environmental impact of our waste production
- Calculate, report on and continually reduce emissions from waste, procurement and pharmaceuticals

Progress to date

Medical supplies and pharmaceuticals

To reduce our environmental impact, we review high expenditure goods and services (e.g. medical equipment, pharmaceuticals and medical gases) used and put systems in place. Additionally, CFT has an oxygen policy which guides appropriate prescribing, and clinical pharmacists review oxygen prescriptions to ensure they remain appropriate. In 19/20, CFT surveyed and mitigated against all high risk medication storage areas where an over-heating issue has been confirmed.

NHS Kernow/primary care have undertaken a sustainable shift in prescribing dry powdered inhalers (DPI) which are less harmful to the environment than traditional metered dose inhalers (MDIs). Currently 2 GP practices are signed up to RCGP green practice scheme with 4 more planning to join.

Procurement

Our Procurement and Supplies Team continually embedding sustainability into their processes:

- Joint Sustainable Procurement Policy in place for both RCHT and CFT.
- Tendering and contracting activity undertaken by the Procurement/Supplies Department is managed via an electronic system.
- Price/cost element of contract awarded based on “total cost of acquisition”, takes account of delivery/shipping through to decommissioning/disposal.
- NHS Supply Chain have comprehensive environmental sustainability standards in place for their suppliers, and Trust sites receive a weekly consolidated delivery of medical consumable products.
- For goods and services not provided by NHS Supply Chain, we include within contract specifications that suppliers must adhere to environmental obligations and regulations and have begun to include environmental impact assessments in business cases for some service areas.
- Use of local suppliers - follow a local purchasing policy and our Cornwall Food Production Unit sources over 70% of RCHT hospitals catering suppliers from local producers and suppliers.
- We have started to embed sustainability into the procurement of goods and services by ensuring that all tenders include a sustainable development clause and review pack sizes and deliveries to site.



Action plan

Sustainable use of resources



Progress to date

Waste

Across CIOs, we have achieved zero waste to landfill and adopt the waste hierarchy for all activities. Our waste management policies and mandatory training outline the behaviours staff must adopt, including reuse of bulky items and other sustainable waste management practices. A scheme has been set up with local suppliers at CFT to recycle/refurbish fire extinguishers and use out of date extinguishers for training purposes.

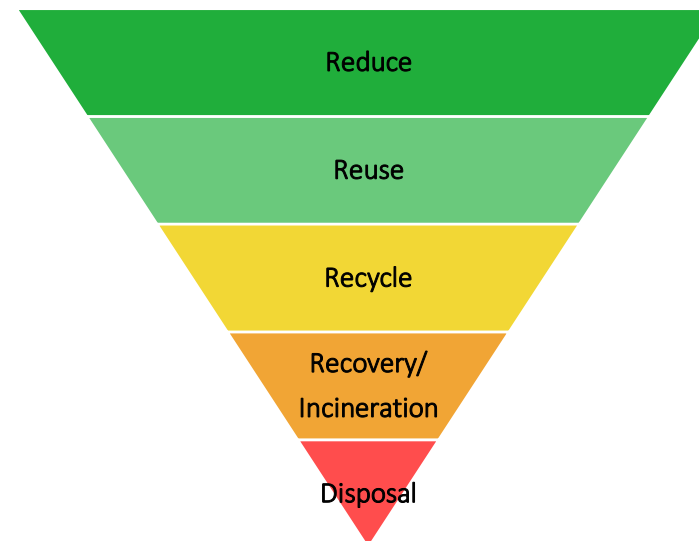
A large proportion of our waste is sent to the CERC incinerator facility in St. Dennis which provides an alternative to sending waste to landfill. When running at capacity, the CERC facility can produce 46,000 MWh of electricity annually for homes in Cornwall.

Since signing the Plastic Pledge, we have made considerable progress across the partnership:

- Reusable crockery, cutlery and beakers are used by Hotel Services where possible
- Introduced recyclable food containers in our restaurants
- Installed new recycling points across our hospitals
- Introduced a recycling scheme for crisp packets at one of our health centres

Additional waste management improvements include:

- Improvements to waste reporting processes
- Reusable PPE trial at RCHT
- Food waste project diverts waste from incineration to a biogas plant (anaerobic digestion), producing renewable energy for homes in Stratton area
- Paper reduction initiatives: paperless payslips from October 2020 and an Electronic Prescribing & Medicines Administration (EPMA) system will result in large reductions in the use of paper and also reduce the risk of medication orders being duplicated, further centralisation of printers



Polypropylene recycling machine

At RCHT we have installed a recycling machine for face masks, PPE and surgical tray wraps.

The recycling process removes contamination so that the resulting plastic can be sold on for use in other plastic products. This technology has resulted in reduced transportation, reduced costs and carbon emissions from travel, waste and improved recycling.



Action plan

Sustainable use of resources



Net zero carbon footprint by 2030

Action	Timeframe
Continually improve IT systems via a system-wide digitisation plan	Ongoing
Maintain property and equipment to a high standard	Ongoing
Develop targets to increase the amount of healthy & sustainable food choices	2021/22
All partners to sign the SDU's plastics pledge to combat single-use plastics, minimising the use of bottled water	2021/22
Establish an anaesthetic lead to promote environmentally friendly anaesthesia	2021/22
Dry powder inhalers to be considered as a first-choice prescription	2021/22
All provider organisations should only email or text patients with appointment details as standard procedure unless patients have opted in to receive letters	2021/22
Reduce unnecessary prescribing and undertake stock management to reduce pharmaceutical waste, indicating carbon cost when purchasing prescriptions	2022/23
Implement waste to resource processes including furniture re-use scheme and donation of IT equipment	2022/23
Centrally negotiating, sourcing and procuring items for GPs to reduce costs and benefit from discounting	2022/23
Develop a plan to increase accessibility to sustainable products	2022/23
Standardise our waste processes building into inductions and training	2022/23
Reduce reliance on office paper by 50% across secondary care, with a switch to 100% recycled content paper for all office-based functions	2022
Upgrade all theatres to have the capability to deliver low flow anaesthesia	2022
PCNs should work with Community Pharmacists to promote inhaler recycling	2022/23
Undertake waste segregation audits across our organisations to ensure we are disposing waste appropriately	2024
Develop and implement resource and waste management action plan for energy, water, waste, paper, food, pharmaceuticals, medical gases and devices	2026

Net zero carbon footprint plus by 2045

Action	Timeframe
Expand device reuse and refurbishment	Ongoing
Collaborate with suppliers to reduce single-use plastics	Ongoing
Develop and implement a repair and reuse plan that includes working with the supply chain to maximises repair and reuse onsite of durable products	2023/24
A 10% reduction in clinical single-use plastics in the short term	2024
Indicate the carbon cost on prescription purchase systems to encourage low-carbon alternatives	2025
Switch to bio-based polymers	2026
Suppliers must provide prescribers with information on the global warming potential of their prescribing as compared to other providers	2026

Measuring our performance

1. Recycling rate (%)
2. Carbon emissions from procurement (P4CR tool)
3. ERIC returns – waste streams, volumes and emissions
4. Number of suppliers with carbon reduction commitments
5. Continue to improve waste reporting (e.g. reduce exposure to estimated waste disposal billing)
6. Number of plastic products switched to reusable alternatives
7. Number of tenders with sustainability requirements
8. Percentage of dry powder inhalers (DPIs) versus metered-dose inhalers (MDIs)

Action plan

Carbon emissions & greenhouse gases



All our activities produce emissions and we must continue to monitor emissions yearly to enable effective implementation of measures and the identification of hotspots where the most significant progress can be made.

Whilst we have made significant progress to reduce our emissions since 2016/17, we must continue to work collaboratively across our partnership to reduce emissions further while still providing high quality patient services.

Our commitments

- Net zero carbon by 2030
- Net zero carbon footprint plus by 2045
- Improved data monitoring, collection and reporting

Progress to date

Each CIOS organisation has made a commitment to net zero carbon by 2030. As part of this commitment, we report on our sustainability performance as part of our annual report, including carbon footprint, successful projects and areas of improvement. As part of the Green Plan development, we have established carbon reduction targets towards our 2030 goal and outlined the interventions needed to deliver our plan. We will continue to evidence our commitments and progress our efforts, working in collaboration with our partners and supply chain to reduce emissions across Cornwall and the Isles of Scilly.

Measuring our performance

1. Annual carbon footprint review against 2016/17 baseline
2. Annual carbon reporting from our supply chain
3. Carbon emissions (tCO₂) per m² and per WTE employee
4. Identification of missing data

Net zero carbon footprint by 2030

Action	Timeframe
Substitute for low-carbon alternatives wherever available	Ongoing
Sign up to the Clean Air Hospitals Framework	2021/22
Identify high carbon products and services and plan to reduce their impacts, for example by specifying lower carbon alternatives	2022/23
Develop and implement a carbon reduction programme	2026
Develop a system to make carbon emissions visible in key identified high carbon activities where patient and staff choice is available to encourage behaviour change	2026

Net zero carbon footprint plus by 2045

Action	Timeframe
Identify and work with strategic suppliers to reduce overall carbon impacts	Ongoing
Suppliers must continue to comply with NHS requirements aimed at driving carbon reduction	Ongoing
Align offsetting approach with upcoming NHS guidance as well as regional partners	Ongoing
Supply chain must report on carbon emissions associated with products and services	2026

Road to zero emissions

By establishing our carbon baseline, we have been able to plan towards our 2030 target. Figure 16 outlines the trajectory we must follow to achieve our net zero goal, versus the business as usual reduction based on a 6% average year-on-year reduction since 2016/17. This trajectory will be reviewed annually alongside annual carbon reporting to track progress and measure our performance.

Achieving a 2030 target is going to be challenging. However, we are taking action to reduce our carbon emissions and impact on the environment and have set measurable targets and actions to make the progress needed across our health and care system.

Over the next two pages, our carbon footprint, direct and indirect, is broken down into interventions needed to satisfy our net zero carbon targets.

These calculations are based on average NHS reductions from a range of interventions as outlined within the Greener NHS *Delivering a Net Zero National Health Service Report*².

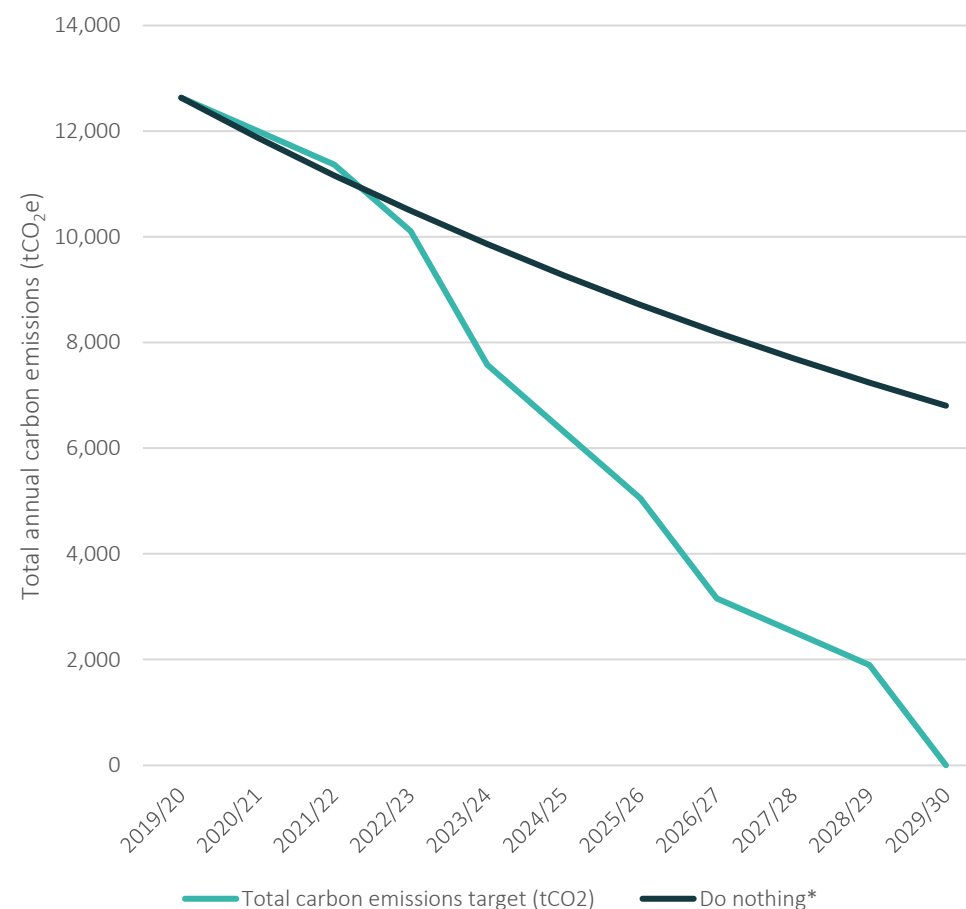


Figure 16: Our trajectory to net zero emissions by 2030 for scope 1 and 2 emissions
*Based on average annual reductions of 6% since 2016/17

2. [Delivering a 'Net Zero' National Health Service Report 2020](#)

Pathway to zero emissions

CIOS Net Zero Carbon Footprint by 2030

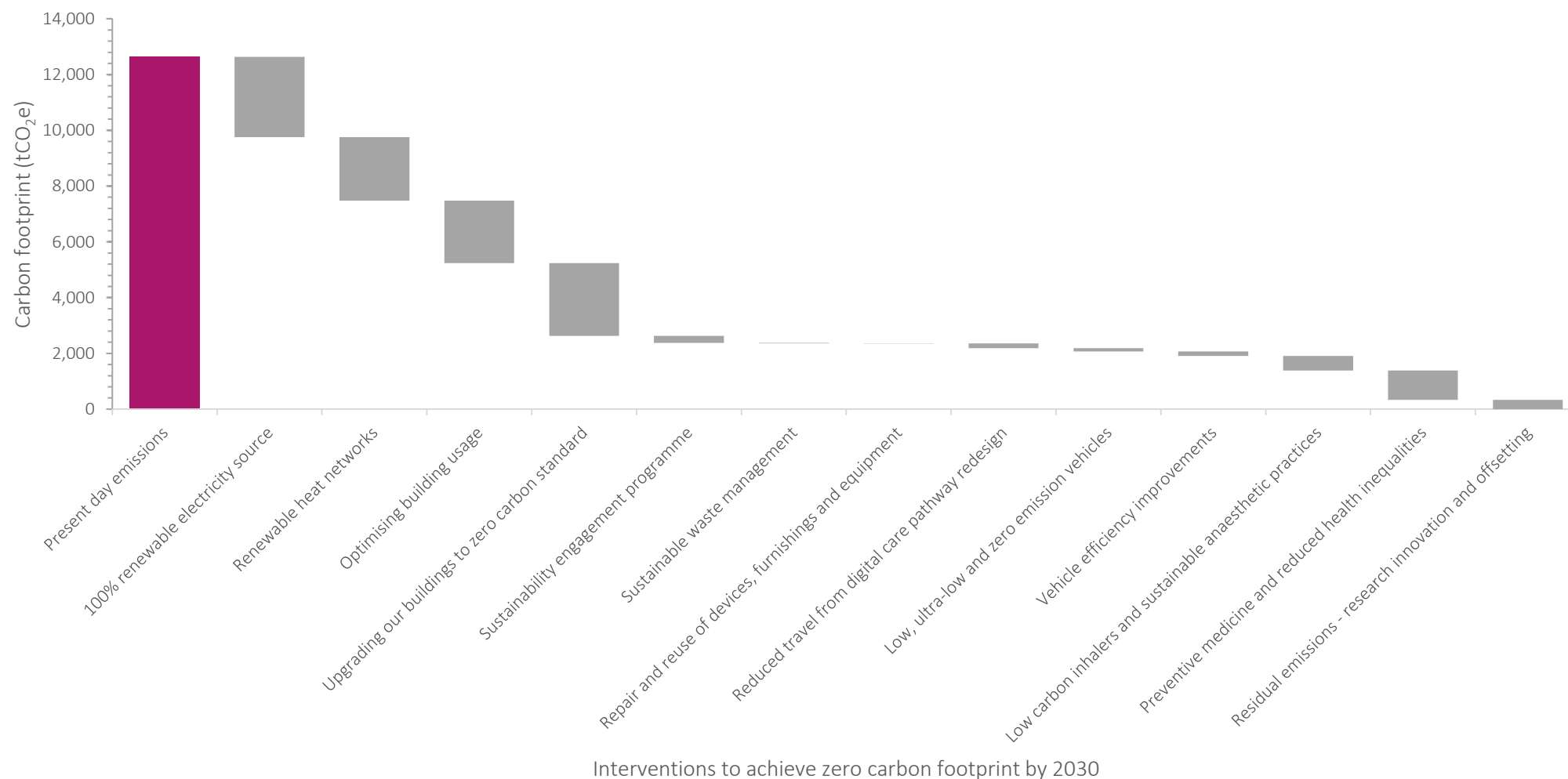


Figure 17: Our pathway to net zero emissions by 2030 for scope 1 and 2 emissions

Pathway to zero emissions

CIOS Net Zero Carbon Footprint Plus by 2045

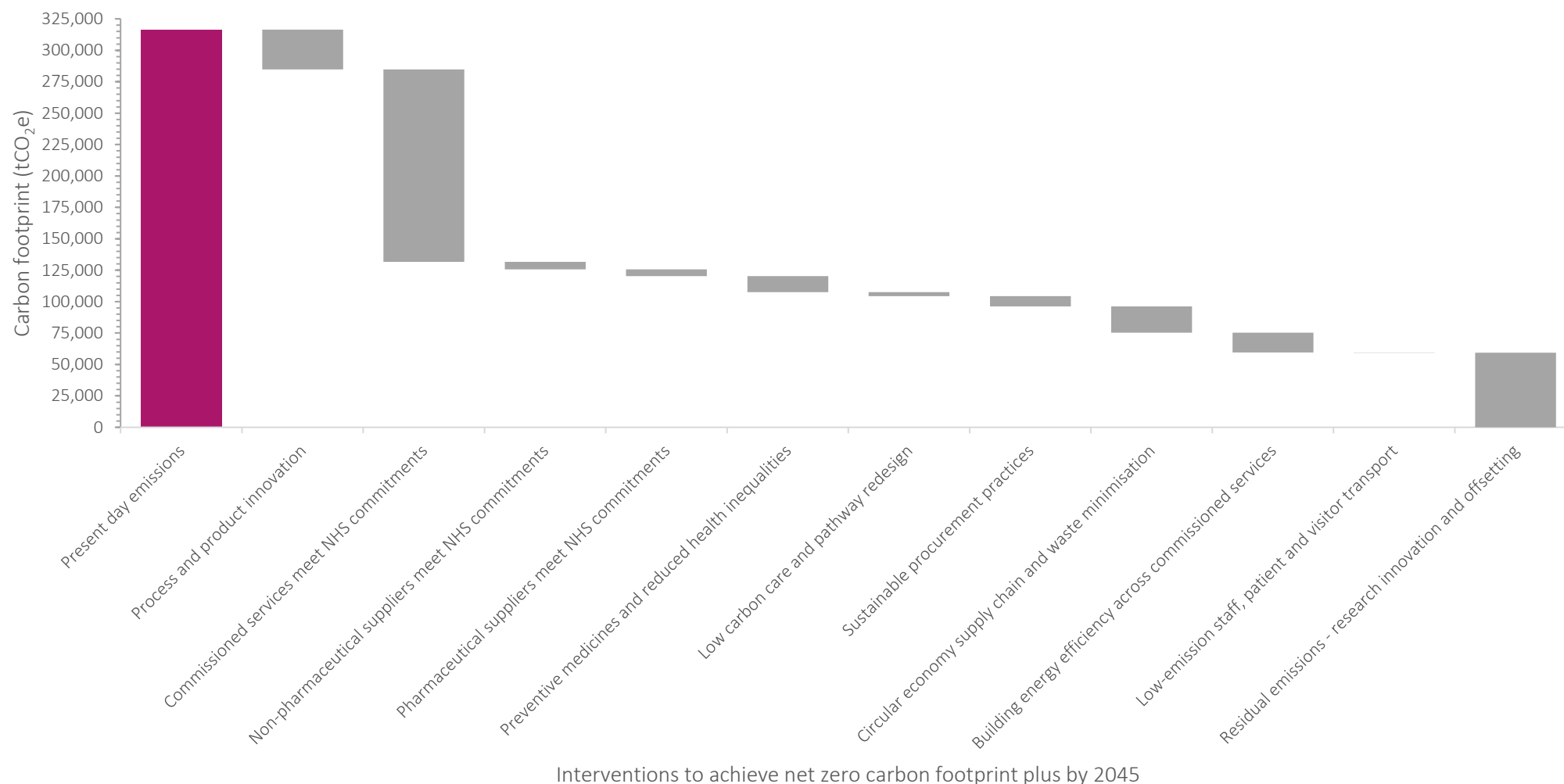


Figure 18: Our pathway to net zero emissions by 2030 for scope 3 emissions

Leadership and governance

The CIO Sustainability Board will oversee the implementation of the plan. The Green Plan Leads from RCHT, CFT and KCCG will ultimately be responsible for the delivery of the plan and monitoring performance against the plan's actions and commitments and will report progress to the CIO Sustainability Board on an annual basis. Ultimately, we aim to incorporate green issues into all other system-wide and organisational meetings.

Together, the Green Plan Leads will work with the newly established Green Plan Steering Group, to allocate actions and responsibilities against the actions set out in the plan. The Green Plan Steering Group includes service leads across each organisation that cover all aspects of the Green Plan needed to deliver net zero carbon. Allocating resources across our organisations aims to create a sense of shared responsibility across our partners and staff; to increasingly integrate sustainability throughout our projects and daily operations.

Staff will be provided with opportunities to get involved in the delivery of the Green Plan, and play a key role in providing feedback to the Green Plan Steering Group surrounding staff opinions, areas of improvement, and best practice examples.

"Every area of the NHS will need to act if net zero is to be achieved."

Delivering a Net Zero National Health Service²



2. [Delivering a 'Net Zero' National Health Service Report 2020](#)

Delivery

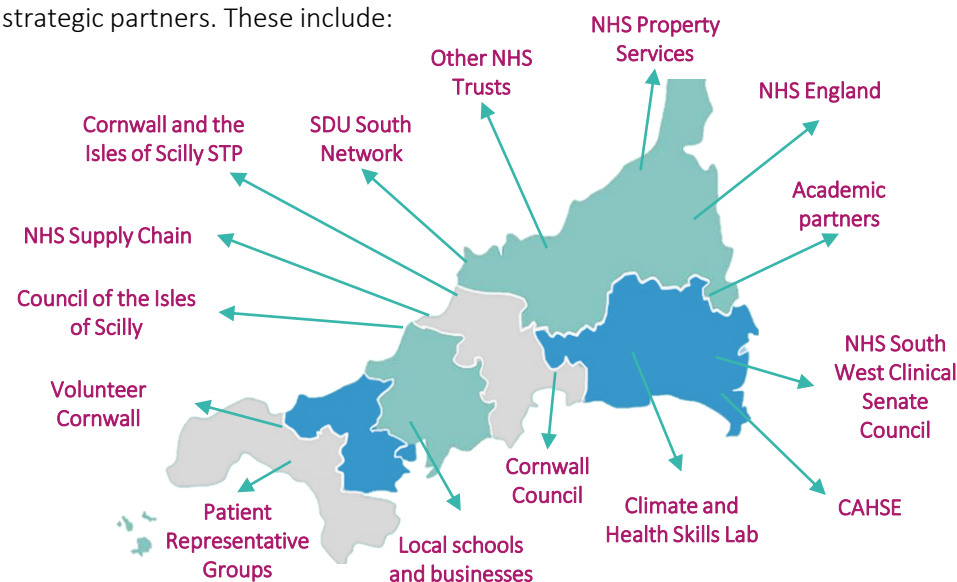
Reporting and review

Measuring performance and progress is imperative in achieving our 2030 target. Cornwall and the Isles of Scilly Health and Care System Partners will collaboratively report progress against KPIs established as part of the Green Plan Action Plans. Overarching reporting requirements are outlined below:

ANNUALLY	Annual sustainability report Data collection and ERIC submissions Data analysis and annual progress review SDAT assessment Greener NHS/HM Treasury reporting
BI-ANNUALLY	Human and financial resource plan review Risks / Opportunities assessment
QUARTERLY	Collation of current initiatives and projects Utilities consumption Waste disposal/recycling rate Green Plan Progress Reports and Meeting
MONTHLY	Data collection of scope 1 and 2 activities Communication and engagement Stakeholder feedback

Collaboration

Delivery of our partnership vision and this Green Plan involves collaboration with strategic partners. These include:



We want to connect with our wider strategic partners to enable change. By working in collaboration, we will share best practice, learning from each other's successes and mistakes, optimising opportunities and innovation and share our collective resources needed to assist in the delivery of the Green Plan. This includes our voluntary, community sector and social enterprise delivery partners, plus local community groups, volunteers and initiatives which are developing innovative health and wellbeing centred programmes on the ground around e.g. food, transport, housing, social and cultural connection, and emotional and physical health.

Our partners are all committed to driving the sustainability and net zero carbon agenda. We are all here to support each other to accelerate change.

Delivery

Communications and engagement

The Green Steering Group and Communications Teams will work together to develop a structured communications and engagement strategy. The strategy will set out the partnership's approach to communicating and engaging staff, patients, visitors and the local community on sustainability - messages will be designed for the target audience. It will embed the system values, behaviours and sustainability commitments outlined in this strategy. The aims of the plan are to:

- Encourage and motivate individuals to make changes that support environmental improvement by providing them with the materials and information needed
- Promote involvement in Trust sustainability activities and events
- Ensure any matters of environmental legal compliance and policy are clearly communicated

CIOs will seek input from its partners and ensure that the it aligns with the regional approach. It will be a flexible strategy that is regularly reviewed and adapted as needed. The following communications channels will be used to maximise messaging and ensure sustainability is considered across the health and care system and wider community.



Green Steering Group



Magazines, blogs and newsletters



Public website



Social media



Road-shows and events

The Green Plan Steering Group and staff network will be key to disseminating messages alongside Communications Teams; they will champion sustainability and spread messages effectively within their teams. Actions will include, but not be limited to:



Sustainability discussions in team meetings



Host sustainability notice board



Share sustainability informational posters and flyers



Work with team members to implement ideas



Encourage team attendance at events

Delivery

Risk management

Despite strong commitments and progress made since our baseline year of 2016/17, there are key risks associated with the Green Plan, which must be considered and mitigated to successfully achieve net zero carbon.

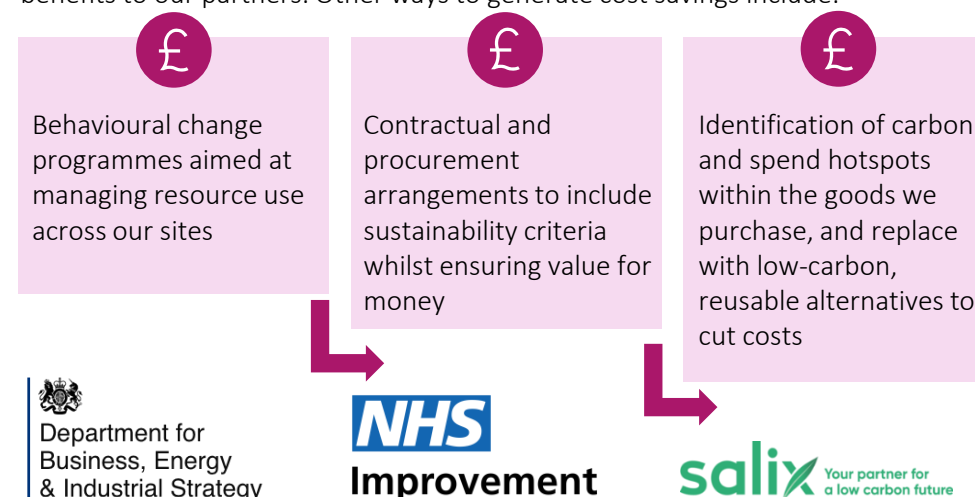
Risk	Impact	Mitigation
Ageing infrastructure	Inefficiencies and challenges to deliver carbon reduction.	Assess improvement measures for older properties Refurbishment and construction of buildings to a higher standard.
COVID-19 impacts	Increased use of PPE and increased waste generation.	Prepare for potential future diseases and pandemics by reviewing lessons learnt and maintaining new ways of working.
Data availability and quality	Commissioned services and procurement carbon emissions based on conversion factor estimates.	Continually improve data collection and accuracy through training, information sharing and adopting best practice.
Allocation of resources	Ability to resource the plan and deliver the actions we have committed to.	Collaboration, resource planning (people and finances), nominated leads for delivery of actions.
Unsuccessful delivery of green plan and net zero carbon by 2030	Damage to reputation and accountability.	Board-approved Green Plan, allocation of responsible leads and timeframes for delivery. Careful resource planning.

Finance

Finance has an important role to play in delivering net zero carbon. In 2021/22, we will undertake analysis of the human and capital resources required to deliver our Green Plan and achieve net zero carbon. The Greener NHS's report outlines the main elements to be considered:

- Specific funds or loans, including interest-free loans focused on energy efficiency, such as the NHS Energy Efficiency Fund (LED lighting) and the BEIS Public Sector Decarbonisation Scheme (heat decarbonisation)
- Incentives, such as salary sacrifice schemes for sustainable travel
- Improving information and data, including common measures of carbon to enable fair decision-making
- Changes to decision-making processes, including using a sustainability impact assessment for any new investments or financial decisions

Maximising opportunities through financial management and implementing improvements to sustainability performance will result in significant financial benefits to our partners. Other ways to generate cost savings include:



Be involved and have your say

Find out more on how to be involved in supporting the delivery of our Green Plan and net zero carbon.

Contact rcht.sustainable@nhs.net to register your interest in joining our upcoming network for staff across RCHT, CFT and KCCG.

Talk to colleagues and managers to embed sustainability across our health and care partnership.

We can all make a difference and support in delivering a **carbon neutral CIOs!**

References

1. [The NHS Long Term Plan](#)
2. [Delivering a 'Net Zero' National Health Service Report 2020](#)
3. [NHS Operational Planning and Contracting Guidance 2020/21](#)
4. [Greener NHS Programme](#)
5. [NHS Standard Contract 2020/21](#)
6. [Cornwall Climate Change Plan 2019](#)
7. [Population and Household Change in Cornwall \(Core Strategy Evidence Base Background Paper\) Delivering a 'Net Zero' National Health Service Report 2020](#)
8. [SDU – Procurement](#)
9. [DEFRA - Guidance on how to measure and report your greenhouse gas emissions](#)
10. [Health Technical Memorandum 07-02: EnCO2de 2015 – making energy work in healthcare](#)
11. [Health Technical Memorandum 07-04: Water Management and Water Efficiency](#)
12. [Our Waste, Our resources: A Strategy for England](#)

Glossary of terms

AMRs	Automated meter reading devices
BEIS	Department for Business, Energy & Industrial Strategy
BMS	Building Management Systems
BREEAM	Building Research Establishment Environmental Assessment Method
CCG	Clinical Commissioning Group
CCROA	Climate Change Risk and Opportunities Assessment
CFT	Cornwall Partnership NHS Foundation Trust
CiOS	Cornwall and the Isles of Scilly Health and Care Partnership
CO ₂	Carbon Dioxide
CO ₂ e	Carbon Dioxide and equivalent Green House Gases
CoIN	Community of Interest Network
Commissioning	Commissioning is the process of procuring health services
DEFRA	Department for Environment, Food & Rural Affairs
DPIs	Dry Powder Inhalers
EMS	Environmental Management System
EPC	Energy Performance Certificate
EPMA	Electronic Prescribing & Medicines Administration
ERIC	Estates Returns Information Collection
EVs	Electric Vehicles

Glossary of terms

GIFH	Green Impact for Health
GIRFT	Getting it right first time
GP	General Practice
HTM	Health Technical Memorandum
Innovation programmes	The development and adoption of new technologies and innovations
IWL	Improving Working Lives
KCCG	NHS Kernow CCG
KPI	Key Performance Indicator
kWh	Kilowatt hours
LED	Light-emitting diode
MDIs	Metered Dose Inhalers
MIU	Minor Injury Units
NHS	National Health Service
NHS net zero carbon footprint	For the emissions we control directly, net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
NHS net zero carbon footprint plus	For the emissions we can influence, net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039
P4CR	Procuring for Carbon Reduction tool
PPE	Personal Protective Equipment

Procurement	The process used to purchase goods and services
RCHT	Royal Cornwall Hospitals NHS Trust
Scope 1	Direct emissions from owned or directly controlled sources, on site
Scope 2	Indirect emissions from the generation of purchased energy, mostly electricity
Scope 3	All other indirect emissions that occur in producing and transporting goods and services, including our supply chain, procurement and commissioning.
SDAT	Sustainable Development Adaptation Tool
SDU	Sustainable Development Unit
SME	Small and medium-sized enterprises
Solar PV	Solar Photovoltaic cells
Sustainability	Meeting our own needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, we also need social and economic resources. Sustainability is not just environmentalism but embedded concerns for social equity and economic development.
tCO ₂	Tonnes of carbon dioxide
W&C	Women's and Children's Unit
WCH	West Cornwall Hospital
WELL	Well Building Standard, an evidence-based system for measuring, certifying and monitoring building features that impact health and wellbeing.
WTE	Whole time equivalent employee