



# Creating a Greener CCC:

Our plan to achieve net zero carbon

# Annual report 2022

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# 1 Introduction

Climate change has been widely recognised as one of the greatest threats to public health globally, nationally and in our region. The NHS is leading by example and has set an ambitious target to achieve net zero carbon emissions by 2040.

The Clatterbridge Cancer Centre NHS Foundation Trust (CCC) published its first ever Green Plan in January 2022. Our Green Plan aims to drive sustainable change across the Trust over the next five years and prepare us for transition to delivering net zero carbon healthcare within two decades.

The Green Plan – *Creating a Greener CCC* – sets clear objectives and targets to take us towards net zero carbon. It also includes an action plan explaining how we will achieve this. The purpose of this report is to outline the progress and challenges of the first year of implementation of *Creating a Greener CCC*.

The Green Plan is set out in ten broad sustainability themes:

-  Corporate approach
-  Care models
-  Workforce
-  Travel and transport
-  Energy and utilities
-  Waste
-  Capital projects
-  Green space
-  Suppliers & partners
-  Adaptation

This report contains a section on each of these themes. For each theme it sets out what was already in place at the time of publication of the Green Plan, the activities that have taken place in the 12 months since its publication, and an introduction to what is planned for the next 12 months.

The first year of Green Plan implementation has necessarily been one of building relationships and laying the foundations for future years. It has been necessary to prioritise action in some of the ten areas at the expense of action in others. This has in part been due to the limited capacity available to support the management of the programme (see the next section on corporate approach).

The reduction of our environmental impact is one of the ways that we can positively contribute to our local area (beyond the provision of healthcare) in our role as an ‘anchor institution’ (see appendix 1). The penultimate section of this report sets out an update on some of this wider anchor institution work. The final section then sets out some conclusions.

## 2 Corporate approach

### 2.1 Background

We have made clear our **commitment to creating a greener CCC** by identifying a Board-level lead for sustainability (the Director of Strategy), forming a multidisciplinary sustainability group meeting, and developing and launching the Trust's first ever Green Plan.

### 2.2 This year

Developing our corporate approach to sustainability has been a priority for the first year of the programme. At Board level our commitment to making CCC greener has been further underlined by the inclusion of sustainability as one of the key corporate risks captured in our **Board Assurance Framework**.

To drive the delivery of the Green Plan over the last 12 months we relaunched our existing sustainability group meeting as the **Sustainability Action Group**. The new group has an extended membership and the added responsibility of developing and delivering detailed action plans to improve sustainability within the Trust.

Following the publication of the Green Plan we sought to recruit a dedicated programme manager to drive its implementation through the Sustainability Action Group. This role was initially advertised as a fixed-term position but two unsuccessful rounds of recruitment necessitated a different approach. Working with the sustainability consultancy that supported us with our Green Plan we put in place an **interim sustainability manager** (part-time for six months from July to December 2022). This individual provided much-needed capacity to coordinate and support progress on delivering the Green Plan.

As part of developing a corporate culture where impact on the environment is considered as part of everyday business we also sought to begin to **embed sustainability in our key processes**:

- Amendment of the Trust **business case template** to require consideration of environmental impact of all proposals for investment
- Making our Green Plan readily available to potential new staff as part of the **recruitment** process
- Inclusion of reference to the Green Plan in our **induction** process for new starters

### 2.3 Next year

While putting in place a part-time interim sustainability manager resource was vital to support the progress made in the first year of the Green Plan, it also made the case for continuing to pursue a whole-time substantive appointment. A **permanent sustainability programme manager** position was therefore advertised in January 2023 and a successful appointment to this role will be an early priority for the coming year.

The sustainability manager will then play a key role in building on this year's progress in establishing sustainability as a key part of the business of the Trust. As part of this we will also seek to include the themes of sustainability and carbon literacy in the **Board Development Programme**.

It is anticipated that the second annual report of the Green Plan delivery will outline how the Trust has built on the foundations of the first year and started to **measure and quantify** the impact of our sustainability programme on our carbon footprint.

## 3 Care models

### 3.1 Background

While environmental sustainability was not the driver, CCC has developed a **'green' care model** over its recent history. Our unique networked model sees care delivered locally where possible and only delivered centrally where this is necessary. This model allows us to deliver services across multiple hospital sites in Cheshire and Merseyside for a population of 2.4 million while reducing to a significant degree the amount of travel required for patients.

Similarly, we were one of the first trusts in the country to develop a service to deliver chemotherapy in a patient's home or workplace. The existence of our **Clatterbridge in the Community** service has therefore resulted in significantly lower volumes of car traffic than had this care been delivered in hospital premises.

The provision of care at the convenience of patients and preventing the associated travel for patients was further extended through our response to the Covid-19 pandemic. The pandemic caused us to switch, almost overnight, to a model of **telemedicine and virtual outpatient appointments** rather than face-to-face appointments where clinically appropriate.

### 3.2 This year

We have built further on our networked model of care in the last 12 months. While it has not been the main driver for much of this work, there is an undoubted **sustainability benefit** to all of these developments that should be acknowledged:

- The further **expansion of the Clatterbridge in the Community service**, with an additional hub for the service in Aintree providing greater efficiency with travel and therefore enabling the treatment of more patients in the North Merseyside region
- Our clinical teams have sustained **significant levels of virtual outpatient appointments** despite the lifting of Covid-related restrictions
- We are working with partners to go further than virtual outpatient appointments, piloting a model of patient **remote monitoring** for appropriate lung cancer and immunotherapy patients (further lessening the need for patient travel)

Across the NHS, anaesthetic and analgesic gases are responsible for over 2% of all emissions. CCC is not a heavy user of anaesthetic gases as we are not a provider of surgical care. Nevertheless in order to minimise our environmental impact we have sought to **understand our anaesthetic and analgesic use** over the last 12 months:

- Amongst anaesthetic gases, desflurane is one of the most common, but also one of the most harmful. We have confirmed that our limited anaesthetic gas use involves predominantly the use of sevoflurane, a **lower carbon alternative** to desflurane. We do not use any desflurane in the delivery of our services.
- The use of analgesic gases like nitrous oxide is also associated with higher carbon emissions. Our use of analgesia for acute pain relief is similarly limited when compared to acute hospitals. In the past we have had low levels of nitrous oxide use associated with brachytherapy provision but the clinical team has recently made a switch to an alternative product (Penthrox), which as well as providing clinical benefits is also **less harmful to the environment**.

### 3.3 Next year

Over the next 12 months we will continue to **expand the Clatterbridge in the Community service** to offer it to additional patients. Moreover we will start to put in place arrangements to support the longer term plan to further reduce our carbon emissions by switching this service to electric vehicles (see section on travel and transport).

In addition this we will conclude and report on our patient remote monitoring pilot and continue to encourage **innovation in our care models** where this has environmental impacts among its benefits.

## 4 Workforce

### 4.1 Background

We have never before had a coordinated programme to engage with our workforce on the issue of environmental sustainability. As the Trust was making preparations to open CCC-Liverpool there were attempts, mainly driven by car parking availability, to encourage staff to **commute in greener ways** (see travel section later).

The other major workforce intervention prior to the development of the Green Plan was the introduction of **hybrid working** during the Covid-19 pandemic. The lockdowns and social distancing that were necessary during this time led to increased home working, enabled by the adoption of digital technologies, and significantly less staff commuting and business travel as a result.

The **Bright Ideas** scheme, launched in 2021, started to encourage staff to consider sustainability when making suggestions for innovations and improvements in the Trust.

However, the first concerted engagement with staff on green issues came during the development of the Green Plan itself and then again at the time of its publication. This **staff engagement**, through discussions at staff forums as well as submissions to a generic sustainability email address, revealed considerable enthusiasm and interest among the workforce for the green agenda.

### 4.2 This year

Our experience of working during the Covid-19 pandemic showed that we can work in different ways. A significant part of this was working from home for those with roles that can support this. We have developed **hybrid working guidelines** to support the continuation of some degree of home working where this is appropriate for individuals, their teams and the services that we provide. While sustainability was not the main driver for this shift to hybrid working, its impact in terms of a reduction of staff commuting is clear.

Beyond hybrid working the key **workforce aims** for the delivery of the first year of the Green Plan have been to:

- Harness and build upon the engagement and enthusiasm shown by staff
- Raise awareness among staff of the key green issues that CCC must address, and
- Ensure that potential recruits and new staff are aware of the Trust's commitment to environmental sustainability

We have sought to engage with staff in interesting and fun ways to achieve these aims. As an example, the theme of last year's departmental Christmas tree decorating competition was 'Go Green'. The winner was decorated entirely of recycled decorations, included climate change messaging, and was topped by a papier-mâché globe.

Over the last 12 months we have developed a comprehensive **green communications plan** arranged around four key themes: travel, energy, waste, and spaces. Travel was the main theme for 2022, with the launch of a staff green travel survey and the drafting of a green travel plan (see travel section later). The communications plan has sought to raise awareness among staff and pave the way for future behaviour change. A dedicated page on the staff intranet has been developed to support the plan.



Also in the first year of the Green Plan we have sought to support some early examples of staff-generated change ideas (see waste section) and explored the idea of building on the level of enthusiasm among staff by identifying **green champions** in each department to lead local efforts to change things for the better. Following discussion with the Workforce and Organisational Development team, the decision has been taken to combine this role with the programme to identify staff engagement and wellbeing champions for each team that is due to launch in 2023.

### 4.3 Next year

In the coming year we will continue to deliver and refine the **green communications plan**. In the first part of the year this will focus on the launch of the green travel plan but we will continue to build on the other key communications themes in parallel.

The purpose of staff communications will shift in the next 12 months from raising awareness to seeking to bring about **behaviour change**, whether that involves changing commuting choices, reducing energy consumption, or supporting efforts to reduce and recycle waste. It is anticipated that while this messaging will have a focus on behaviour at work it will also have an impact in the behaviours of staff outside of work too.

We will also continue to encourage and support **staff-led sustainability schemes**, including through the incorporation of sustainability into the staff wellbeing and engagement champion programme. We will also encourage the uptake of NHS carbon literacy training to help and support staff in the role.

## 5 Travel and transport

### 5.1 Background

As noted previously, our **networked model of care** and shift to virtual appointments had a significant impact in lessening the patient car miles associated with our care.

When it comes to **staff travel**, the Trust has been taking steps to encourage greener travel for some years:

- We have active travel facilities across our sites, including showers, changing rooms, lockers and bike storage
- We have a long-standing bike to work scheme allowing staff to purchase bikes and equipment through salary sacrifice
- We also have a salary sacrifice car scheme that gives staff access to electric vehicles – and some staff have access to electric vehicle charging points (although more work is needed in this area)

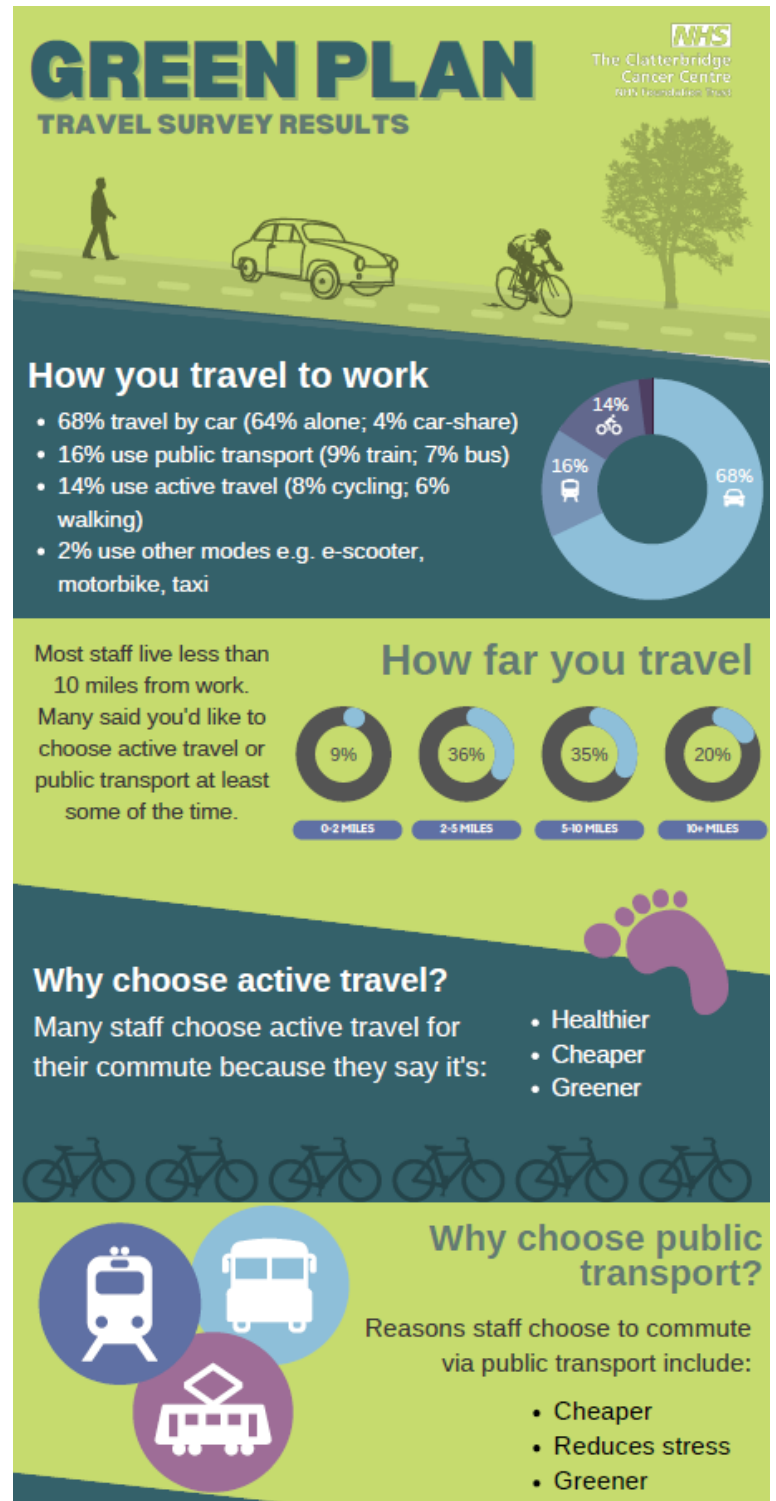
As mentioned previously, to support the opening of CCC-Liverpool the Trust commissioned an external partner to develop a comprehensive travel plan. One of the results of this plan was the development of a **travel protection scheme** (for staff affected by the expansion of services into Liverpool) that incentivised public transport over private car use.

## 5.2 This year

The recent focus of the sustainability programme has been the development of CCC's first ever **green travel plan**. The development of the green travel plan was led by the interim sustainability manager, drawing on national and local policy as well as examples of similar plans from other NHS trusts. The majority of the plan will be focussed on staff commuting but it will also touch on wider transport issues, like patient and visitor travel and business travel. The plan will be published in the coming months following final review and refinement from members of the Sustainability Action Group.

With regard to staff commuting, the green travel plan will bring together the existing initiatives in place to encourage and support staff to make greener choices. It will also set out the **future actions** that we will take to continue to support ever more staff to consider making a switch where they can.

A key part of developing the green travel plan has been to understand as much as possible about the commuting behaviour of our staff. To this end we designed and launched a **staff travel survey** and incentivised staff to submit a response (see infographic).





Other **staff engagement** took place on the development of the green travel plan. This included, for example, staff communications around World Car Free Day in September 2022 where staff were encouraged to switch to public transport or active travel for the day. A staff story was shared subsequently with staff to outline the benefits of car-free commuting (see appendix 2).

During the development of the green travel plan we have continued to work to support staff to make greener travel choices. Examples of this include:

- ▶ The introduction of a public transport **season ticket loan** scheme
- ▶ Work with colleagues at NHS Cheshire & Merseyside to give staff access to **discounted bus fares** through the Arriva Travel Club scheme

In addition to this we have started to engage and work with our **NHS partners** on our different sites to develop a joined up approach to green travel. An early success is the arrangement of a number of joint 'Dr Bike' maintenance sessions for staff at CCC-Liverpool and CCC-Aintree (with Liverpool University Hospitals) and staff at CCC-Wirral (with Wirral University Teaching Hospital).

### 5.3 Next year

The next 12 months will see the launch of the green travel plan and the beginning of steps to deliver **the actions within it**. This will include:

- ▶ More support for active travel, including through joint Dr Bike events with our NHS partners
- ▶ Improving staff access to electric vehicles through a review of the salary sacrifice car scheme
- ▶ Improving active travel facilities, including the refurbishment of the changing rooms at CCC-Wirral
- ▶ Operational electric vehicle charging points at the Paddington Village car park (which serves CCC-Liverpool) and the installation of charging points at CCC-Wirral
- ▶ Ongoing joined up work with NHS and other partners to influence local policy and investment decisions.

## 6 Energy and utilities

### 6.1 Background

We have already taken a number of steps in previous years to moderate and reduce our energy consumption and our use of other utilities. **CCC-Liverpool** was designed with sustainability at its core. The building has control systems for increased energy efficiency and 30% of its electricity is generated on site by low and zero carbon systems, including photovoltaic panels on the roof. In addition to this, 100% of the electricity that we purchase for the Liverpool site is from renewable sources.

At CCC-Wirral, where our buildings are less modern, we have undertaken work to **insulate** and lag pipework to reduce energy consumption.

With regard to lighting, we have installed **LED lights** and motion sensors on all sites to reduce the electricity consumption associated with lighting our buildings.

When it comes to other utilities, 75% of our taps are automatic to guard against wastage of water and we have **leak detection** systems in place at CCC-Liverpool and CCC-Aintree.

## 6.2 This year

As we set out in the Green Plan, one of the priorities for energy and utilities in the first year was to use data on the performance of CCC-Liverpool to continue to improve the **building management system**. This work was given additional priority during 2022 due to the significant increases seen in the cost of energy across the year.

Our estates service provider at CCC-Liverpool, Vinci, commissioned a full review of the **performance of the building's systems**. The report from this review included multiple recommendations for interventions that would have a significant impact on energy consumption. Vinci and PropCare began implementation of these recommendations immediately with significant effects (see box).

At CCC-Wirral, PropCare has carried out a full assessment of the estate and implemented a number of energy-saving quick wins. In addition to this, the programme of **estates lifecycle works** at CCC-Wirral for 2022/23 has included a number of necessary improvements that will ultimately improve energy consumption on the site.

### Implementing the recommendations of the CCC-Liverpool energy review

- Changing door heater settings
  - Estimated annual energy saving 52,400 kilowatt-hours (kWh)
- Changing automatic lighting settings
  - Estimated annual energy saving 42,600 kWh
- Changing dehumidification system settings
  - Estimated annual energy saving 2,388,641 kWh
- More energy (and cost) saving changes to come

In addition to estates considerations, our digital team has sought to understand the energy consumption associated with **digital technologies** and shared this with the Sustainability Action Group. This information, covering the energy needs for a range of digital processes and the impact of behaviours like leaving computers on overnight, will be shared with staff as part of the green communications plan and our efforts to change staff behaviour.

## 6.3 Next year

Next year will continue on a similar theme to the 12 months just gone. At CCC-Liverpool we will continue to use the data available to improve the building's performance. We will work with our partners to bring this data together in an **energy dashboard** to allow a more targeted approach towards areas of high energy consumption.

At CCC-Wirral we will continue to invest in **refurbishments and improvements** that increase energy efficiency while also continuing to work on the longer term redevelopment of parts of the site.

We will also work with our site partners and energy suppliers for CCC-Wirral and CCC-Aintree to ensure that in future 100% of our external electricity supply is from **renewable sources**.

In addition, we will work with staff next year to begin to try to bring about **behaviour change** with regard to energy efficiency, using the building management data available and incorporating what we know about the energy consumption of digital devices and processes.

## 7 Waste

### 7.1 Background

Our electronic patient record and other digital clinical systems mean that as a trust we have been **'paper-light'** for some time.

Staff engagement on the development of the Green Plan has shown us the importance to staff of **recycling**, with many staff asking for the installation of bins within our buildings to allow the separation of waste at source.

We acknowledge however that development of our plans for how we deal with waste in the future needs to cover interventions to **reduce waste and reuse items** as well as increasing recycling.

### 7.2 This year

In the last 12 months we have been able to explore or support a range of **staff-generated ideas** to address waste:

#### **REDUCE: Reducing single use plastic in radiotherapy bladder preparation**

The radiotherapy team at CCC-Liverpool is piloting a scheme to reduce waste through the introduction of re-useable water bottles for patients.

The drinking bottles replace the thousands of plastic cups used each year by these patients who need to take in liquid before treatment.

The machine-washable bottles are being used by all patients in the department after being funded by the Bright Ideas Scheme in line with our Green Plan.



As well as being kinder to the environment the pilot is also expected to lead to better patient hydration and fewer side-effects.

#### **REUSE: Potential staff uniform reuse scheme**

The interim sustainability manager worked with members of the inpatient care team in the last 12 months to explore whether it would be possible to implement a scheme where good quality used uniform could be swapped among staff when no longer required.

The scheme received support from colleagues across the Trust but has not yet been put in place. The idea will be pursued further in the coming year.

## RECYCLE: Recycling specialist lead-lined radium pots

The radiology team at CCC-Wirral had collected around 300 of the lead-lined pots that are used to transport radioactive material from Norway and knew they needed to dispose of them safely and responsibly.

After discussing with colleagues across the Trust they managed to find a local company who were able to safely dispose of the pots and pay a donation to the Clatterbridge Cancer Charity per tonne they recycle.



The pots and vials are kept in secure storage for six months after use until they are no longer radioactive and both the vials and the lead pots can then be disposed of ethically.

Elsewhere, digital developments have progressed in the last six months to help further **reduce the amount of paper** that we use in our processes. This includes the digitisation of patient appointment letters (which will also bring a reduction in postage costs) and the application of robotic process automation (RPA) to some of our admin processes. Again, environmental sustainability is not the main driver for these developments, but we acknowledge their positive impact on making CCC greener.

With regard to recycling, the focus of the first year has been to understand our existing waste arrangements. The priority has been to understand the arrangements at CCC-Liverpool as our largest site. We have engaged with the waste contractor for the site who has confirmed that our general mixed waste is sorted at an off-site facility and **significant volumes recycled**.

This positive situation (see box) is not information that we have previously been in a position to **share with staff**, many of whom we know have a considerable interest in recycling. This has driven a perception among some staff that the lack of ability to separate waste at source has meant that we are not engaged in recycling. We will work with our waste contractors to engage staff on the issue of waste and continue to improve on this positive position in the coming years.

### Waste at CCC-Liverpool

- **250,000kg** of 'mixed municipal waste' a year
  - Sorted off site
  - **30% recycled** (76,000kg)
  - **70%** sent for energy recovery at a local waste-to-energy facility
  - **Zero to landfill**
- Also 30,000kg of cardboard
  - **100% recycled**
- In total over **100,000kg of waste recycled** annually
- More to do to increase recycling rates and reduce proportion sent for waste-to-energy

### 7.3 Next year

In the next year we will turn our attention to the waste **arrangements at CCC-Wirral and CCC-Aintree** and work with our waste contractors there to ensure that we have plans for improving on waste reduction and rates of recycling where possible.

In addition to this we will work with our contractor at CCC-Liverpool to continue to improve performance. This will include staff communications on the current positive position and **what they can do to help**. For example we will share with staff that it is easier to sort and recycle metal drinks cans in the current off-site processes and encourage them to take efforts to reduce the amount of plastic in the general waste.

We will **work with our catering providers** to reduce waste generally as well as decrease the amount of plastic packaging in favour of more easily recycled materials where possible, including the sale of drinks in metal cans rather than plastic bottles.

As part of our work on waste we will consider the provision of **visible waste segregation** facilities at all sites, although we acknowledged that our ability to do this is limited to a degree by the space available.

We will also continue to work with teams to explore further **staff-led initiatives** to reduce waste, reuse items or recycle materials, including pursuing the proposed scheme to allow the reuse of spare uniforms.

In addition to this we will look at ways to reduce **food waste** on our sites, for example through digital food ordering, and then how better to deal with the levels of food waste that remain.

## 8 Capital projects

### 8.1 Background

As previously noted, our major capital development recent years, CCC-Liverpool, was designed and built to a high standard, with features including photovoltaics panels on the roof and a combined heat and power unit. Major capital projects such as this are significant undertakings that span several years and need **environmental sustainability to run as a thread** throughout them.

### 8.2 This year

As previously noted, there has been significant investment in the last year in **maintenance and refurbishment projects** at CCC-Wirral, some of which will increase the energy efficiency of the estate.

Other capital investment at CCC-Wirral, such as the ongoing **refurbishment of the staff changing facilities**, will be supportive of active travel and the upcoming green travel plan.

In addition to this year's investment programme the sustainability team has also worked with our sustainability consultants to carry out a survey of the potential for the CCC-Wirral site to support the **generation of renewable energy**. This renewables survey will be used to inform the longer term redevelopment plans for the site.

### 8.3 Next year

As well as the completion of the ongoing capital schemes, the coming 12 months will see further capital investment to improve the green credentials of the CCC-Wirral site:

- We will install **electric vehicle charging** points for the use of staff and patients. This will also support the future switch to electric vehicles for our small fleet of 'chemo cars' used in the delivery of the Clatterbridge in the Community service

- We will continue to invest in the **maintenance and refurbishment** of the CCC-Wirral estate in a way that contributes to a reduction of our environmental impact

We will also work in the coming year to ensure that sustainability continues to be a key consideration in our planned **larger scale capital developments**: the redevelopment of CCC-Wirral and the refurbishment of our Halton unit.

## 9 Green space

### 9.1 Background

When it comes to green space, **CCC-Wirral** is the jewel in CCC's crown. It sits in Wirral's green belt and on two sides the buildings look out over open fields. Over recent years we have maintained the site's green space to a good standard and responded to the changing nature of the site, for example by landscaping the areas left by the removal of temporary buildings following the expansion into CCC-Liverpool.

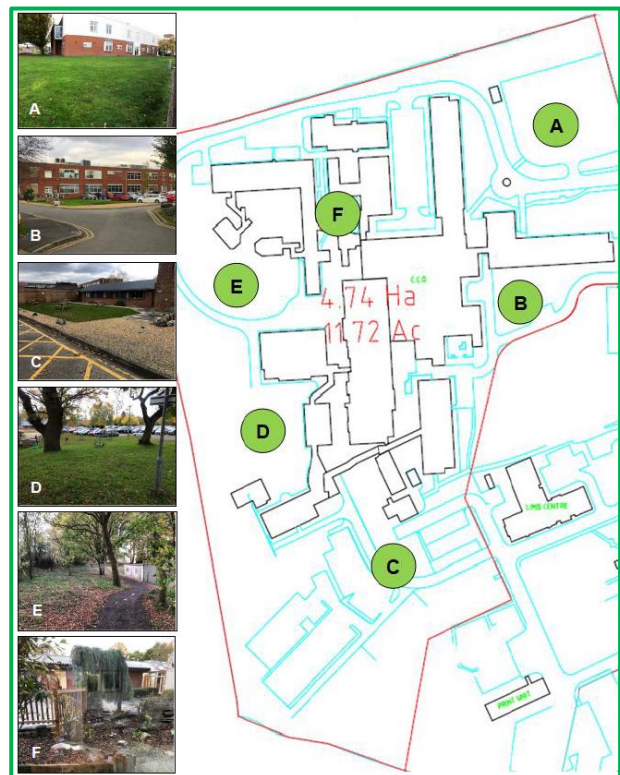
Our other main sites, CCC-Aintree and CCC-Liverpool, are in more urban locations and therefore there is not access to the same level of green space. Nevertheless, the **available outdoor space** at CCC-Aintree has been enhanced with formal planting and at CCC-Liverpool we have the winter garden and five outdoor terrace areas serving the upper floors. Further work has been carried out since the opening of CCC-Liverpool with the support of the Clatterbridge Cancer Charity to enhance the terraces with furniture and planting.

### 9.2 This year

In the past 12 months the sustainability team has carried out a full **green space audit** at CCC-Wirral. The aim of the audit was to bring together a record of the various green spaces on the site and undertake an assessment of their respective quality and potential for improvement.

The green space audit at CCC-Wirral will allow us to continue to develop coordinated plans to improve the outdoor space on the site and increase biodiversity. An example of the ongoing work in this area is the development of the **Wirral woodland glade** in an area of relatively mature woodland at the rear of the site beyond the radiotherapy bunkers (marked as D on the adjacent image from the green space audit).

In the last 12 months we have worked with a design team to develop an exciting proposal to develop this area with native planting to **increase biodiversity** as well as make a peaceful space for staff and patients to enjoy (see appendix 3). Enabling works have already taken place to create paths and renew the fencing in the area and further work will happen in the coming year.



### 9.3 Next year

In the coming 12 months we will continue to work to deliver the woodland glade project. This will include working with the Charity to explore **additional funding opportunities** that would allow us to develop the area to its full potential in a faster timeframe.

We will also work with PropCare and our contractors to develop a wider maintenance plan for the external areas at CCC-Wirral with the aim of further fostering biodiversity. This plan will include the creation of **'no-mow areas'** where wildflowers and insect life are able to flourish.

Moreover, while the Wirral site has an abundance of mature trees already we will work with partners such as the NHS Forest to identify areas with the potential for further **tree planting**.

At CCC-Liverpool our focus for the next 12 months will be the improvement of the **winter garden** area to bring the space in line with the improvements to the terraces. We will work with the necessary specialists to ensure that the appropriate planting, lighting and maintenance schemes are in place to make this a more inviting and useable space for staff and patients.

## 10 Suppliers and partners

### 10.1 Background

The activities and practices of our suppliers make up a large part of our **wider carbon footprint**. Only through engaging with our suppliers, and our many other partners, will we be able to fully address our impact on the environment.

We have worked with the other specialist NHS trusts in Liverpool to set up a shared procurement function – **Health Procurement Liverpool (HPL)**. We look to HPL to implement the guidance from the wider NHS on incorporating considerations of environmental sustainability and wider social value into our procurement processes.

### 10.2 This year

With regard to suppliers and procurement, colleagues from HPL have been core **members of the Sustainability Action Group** over the last 12 months. The last year has seen the introduction of NHS guidance that all procurement should contribute to NHS net zero and social value goals, with the inclusion of a minimum 10% weighting for social value in all procurement processes.

When it comes to the engagement with our many other partners, our activity in the last 12 months has been noted throughout this report under the relevant subject areas. The summary below gives a sense of the **wide range of engagement** and foundation-laying that has taken place. In the last year the sustainability team has engaged with:

- Estates contractors with regard to the energy efficiency of our buildings
- Waste contractors with regard to waste reduction and recycling
- The sustainable travel teams in Local Authorities and the Liverpool City Region
- Bus service providers with regard to encouraging public transport
- The organisation resident in the Liverpool Knowledge Quarter through its sustainability network
- Our NHS partners on our different sites with regard to travel planning and wider sustainability issues, and
- Our NHS partners in the wider Cheshire and Merseyside area

### 10.3 Next year

In the next year we will work with Health Procurement Liverpool to understand its plans to **continue to contribute** to NHS net zero ambitions and create social value.

We will also work with HPL colleagues to identify and implement a number of **quick procurement wins**, such as the switch to the use of recycled paper in all areas.

As well as continuing to engage with the wide range of partners set out above we will also begin to do the same with our **catering partners**, including our inpatient catering service as well as our café providers. We will encourage them to develop plans to increase their environmental sustainability and social value through interventions like reducing packaging, using local and seasonal ingredients, and offering meat-free and healthy options.

## 11 Adaptation

As the NHS tackles climate change there is also a need to adapt to the immediate consequences it brings. Adaptation is the process of adjusting our systems and infrastructure to continue to **operate effectively** while the climate changes.

Adaptation was not a focus of activity for the CCC sustainability programme in its first year. We have **business continuity plans** in place for all services which, while they may not explicitly mention climate change, set out plans for some of the impacts of a changing climate – like flooding and extreme heat events.

In the coming year we will identify a **nominated lead** for adaptation within the Trust and ensure that our business continuity plans are updated to reflect climate change risks and our wider emergency plans are also updated and aligned to those of our local and national partners.

## 12 CCC as an anchor institution

As mentioned previously, the reduction of our environmental impact is one of the ways that CCC can act as an anchor institution and positively contribute to our local area beyond the provision of healthcare.

As a Trust it is important that we understand and maximise our positive impact on the communities that we serve. There is also an expectation from NHS Cheshire & Merseyside that provider trusts in the integrated care system work to ensure that they are having this broader positive impact.

As such we will continue to pursue a range of anchor institution work beyond the implementation of the Green Plan, including:

- Signing up to the Cheshire & Merseyside **Prevention Pledge** and setting out an ongoing range of actions in areas like improving staff health and wellbeing, undertaking preventive activity with patients, discouraging unhealthy behaviours, and providing access to healthy food and drinking water for staff and patients.
- Adhering to the Cheshire & Merseyside **Anchor Institution Framework**



- Signing up to the Cheshire & Merseyside **Social Value Charter** and achieving the **Social Value Award**
- Achieving the Liverpool City Region **Fair Employment Charter**

The substantive sustainability manager will take on the responsibility of coordinating this activity with the multiple teams across the Trust that will need to be involved in its delivery.

## 13 Conclusion

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The first year of the programme to implement the CCC Green Plan has delivered steady progress. Staff awareness of the issues around environmental sustainability at CCC has increased and the foundations have been laid for future action on carbon reduction.

Progress in the year has been limited by some key challenges, including:

- The lack of dedicated substantive and whole-time programme management, and
- The difficulty in getting engagement from key CCC colleagues faced with competing priorities.

We will continue our journey towards net zero carbon in the coming year. Our activity will be a mixture of discrete short term actions and engagement and influencing longer term change through engaging with partners.

The key challenges for the second year of this programme will be to secure the engagement of the necessary people across the Trust to continue to deliver positive progress and to start to measure and quantify the impact that our programme is having on our environmental sustainability and carbon emissions.

## Appendices

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## Appendix 1 – The NHS as an anchor institution

# What makes the NHS an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:



### **Purchasing more locally and for social benefit**

In England alone, the NHS spends £27bn every year on goods and services.



### **Using buildings and spaces to support communities**

The NHS occupies 8,253 sites across England on 6,500 hectares of land.



### **Working more closely with local partners**

The NHS can learn from others, spread good ideas and model civic responsibility.



### **Reducing its environmental impact**

The NHS is responsible for 40% of the public sector's carbon footprint.



### **Widening access to quality work**

The NHS is the UK's biggest employer, with 1.6 million staff.

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

## Appendix 2 – Green travel champion Katy Sloan tweets her journey for World Car Free Day

As yesterday was #WorldCarFreeDay I've been asked by @CCC\_Staff and @TomPharaoh to document my experience of travelling to work on public transport. In my case @merseyrail The following tweets are my typical journey 1/7

I get off at Lime Street underground and head up to main Lime Street to start my walk up to work. It's super handy if you fancy a hot/cold drink for your walk up. 5/7

The walk from my house to my nearest Merseyrail station is about 10 minutes. On that walk I also do the school run. I'll walk to the school and my child uses her scooter, drop her off and then I'll do the remaining walk to the station. Today I get sunshine ☀️ 2/7

It's a (for me) 14 minute walk up to CCCL and I'm usually listening to a podcast or a rock/metal playlist (which defiantly helps me power up to work faster 😊) 6/7

and finally I'm here. The whole journey from my front door to CCCL take 45 minutes. (including the school run) Since the move over I've lost about a stone in weight and all I've changed is my travel method to work, all in all it's been a positive experience. 7/7

The trains to Liverpool run every 15 minutes from the station I use. I have the yearly travel pass which I got through @CCCNHS which makes it more affordable and I don't have to worry about getting a ticket each morning. 3/7

I'm on the train only about 10 minutes so I can use that time to either catch up on a book (I admit I've nearly missed my stop a few times as I'm so engrossed in what I'm reading) or like today I'll take my Nintendo switch (still playing Legend of Zelda BOTW) 4/7

Steps  
4,461  
GOAL 9,940

## Appendix 3 – Proposal for the Wirral woodland glade

