

## Green Plan 2021-2024

<b>Associated Policies &amp; Documents:</b>	Environmental and Sustainability Policy H&S 3.7
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## 1. Introduction and Background

Connect Health recognizes that, through the delivery of its services, it will have an impact on the natural environment within which it operates. Working over a wide range of locations, delivering varied services, and utilising the skills and expertise of many personnel means that the impact is unavoidable. However, it is possible to make changes in the way we operate to minimise any negative issues and to make decisions that have a positive outcome and to contribute towards a more environmental aware and less impactful future.

This document recognises that the company will impact on the natural environment but then establishes what actions and programmes we can deliver to both minimise any negative effects of our activities whilst enhancing and promoting those that can deliver a positive outcome. The results of investigating our current environmental impacts have resulted in the development of this Green Plan; a document that outlines the Company approach to environmental matters and how our success in delivering tangible benefits in environmental performance can be delivered and, importantly, measured.

Key environmental concerns, such as climate change, represent serious threats to the global environment; we commit to playing our part in adapting our activities and reviewing our processes to minimise any negative impacts we may have on the environment. Connect Health makes a commitment to adopting and implementing sustainable approaches, particularly in relation to carbon reduction and promotion of good citizenship.

## 2. The basis for and drivers behind development of a Green Plan

Environmental stewardship is closely intertwined and affects the social and economic fabric of the societies within which we operate. Without action, the potential environmental crises we face will result in greater pressure on resources, adjustments to living standards and working conditions and the health of the population. The consensus now is not to ask **if** we should do something but to demonstrate that we **are** contributing towards mitigating the risks we now face.

The link between environmental management and healthcare provision may not be immediately obvious, but there is undoubtedly a relationship between the delivery of services such as those by Connect Health and wider environmental management. For example:

- We consume resources such as equipment, materials, and energy – all of which require manufacturing, distribution and disposal at end of life. This can lead to contamination, waste and pollution at all stages of the life cycle of the product/utility.

- Our property portfolio requires heating, ventilation and power, indirectly contributing towards emissions to the atmosphere that can then lead to climate change or reduction in air quality.
- Our staff travel between sites to support patients – generating emissions (directly and indirectly as a result), adding to poor air quality or climate change.

Public health can be affected by environmental impact. For example:

- Changes in climate will impact our ability to maintain food chains – potentially leading to shortages and issues with maintaining a healthy diet.
- Extremes in heat and cold can lead to increased mortality rates amongst vulnerable members of the population.
- Poor air quality may lead to increased levels of respiratory illness.
- Availability of clean water supplies becomes increasingly difficult – affecting public health and, in extreme cases, conflict.

Whilst some of the issues and concerns may not appear to affect our lives significantly in the UK, we need to recognize we are part of a wider global problem and need to play our part accordingly. Should the scale of impact continue to grow the apparent minor inconvenience of today will become a significant political and economic issue in the future, ultimately impacting our overall quality of life and the funds that support our services.

There are numerous and varied drivers that had resulted in the development of this plan. Some of the key considerations that have influenced the content of this plan include:

- An appreciation that our own colleagues and personnel have a growing expectation that the company is considering environmental impact and that it is taking appropriate action.
- Corporate governance structures recognise that compliance with environmental regulations is a key requirement for excellence in business delivery.
- Noting that improvements in environmental management can have wider business benefits such as cost savings and efficiency gains.
- To meet the expectation of key stakeholders such as NHS England and the patients to whom we deliver services. This includes fulfilment of contractual obligations placed upon Connect Health.

## 2.1 Personnel

Some of the loudest and most impactful arguments for addressing our environmental performance come from within the company. Already staff are seeking engagement and asking questions. This has led the company to support those who wish to be 'Climate Change Champions' and to engage with them to assist in the implementation of actions to support our wider aims and the objectives of this plan.

Given that the company's most important and largest asset is its staff we recognize that their involvement will be paramount to the success of delivering our objectives in environmental management. It is our personnel who will be required to adjust their working patterns, to travel in less polluting means and to use more efficiently. This is why their input and engagement is highlighted throughout subsequent sections. Specific support for staff engagement is described in section 7 below.

## 2.2 Corporate Governance

We operate within regulatory structures that include key requirements in environmental management. These relate to a diverse range of concerns, from waste management, energy use and utility consumption. The company is committed to meeting all its compliance obligations but will also, through delivery of this plan, go beyond compliance where this is practical and possible. This commitment is supported by our environmental policy that sits alongside this Green Plan. See section 8 on fulfilment of our legal obligations.

## 2.3 Business Benefit

Good environmental stewardship delivers wider benefits to the company which, in turn, allows us to deliver a cost-effective service to commissioners and customers. For example:

- Efficiencies in utility (electricity, gas, and water) can lead to reduced cost, improving the financial performance of the organisation.
- Reviewing how we work with a view to environmental efficiencies can have broader process and activity benefits – such as enhanced productivity against resources consumed.
- Demonstrating excellence in environmental stewardship provides assurance to interested parties, including staff, suppliers and clients. (see next section also).
- Compliance against environmental requirements is easily achieved – demonstrated to interested parties and regulators. This lowers risk.

## 2.4 Stakeholder and Client Expectations

The NHS has set itself clear commitments for environmental improvement, closely related to wider government legal requirements to reduce carbon emissions. For example, for those emissions the NHS can *control* it has set a target of net zero<sup>1</sup> carbon emissions by 2040 (with an interim target of 80% reduction by 2032). In addition, there is an expectation for those emissions it can *influence* (such as those

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<sup>1</sup> Net zero – this is defined that direct emissions are removed wherever possible and if there remains residual carbon emissions these are neutralised by removing or supporting the removal of atmospheric carbon elsewhere (for example, by investing in carbon capture, new forestry etc.). See full definition at the Carbon Trust [Net zero | The Carbon Trust](#)

associated with service providers like Connect Health) it has set a target to net zero by 2045 and 80% reduction by 2039.

NHS England has placed a requirement on its outsourced service providers to develop and publish green plans – these will be submitted to the NHS who then have an expectation that results and progress are reported on a regular basis – thus contributing towards overall targets. This plan commits Connect Health to the publication of an annual report on progress against our key environmental objectives. Defined and measurable KPI have developed within this Green Plan and are described in subsequent paragraphs and summarized in the final Measuring Success section at the end.

The relationship between the NHS and Connect Health is replicated through the supply chain as Connect Health influences its own suppliers and contractors. This relationship is also an important element in how we can contribute towards a more holistic view to environmental management outside of our own organisation. See section 6.4.

The plan developed and described within this document has been fully endorsed by the Board who will ensure suitable and sufficient resources are allocated to its successful delivery. We recognize that this is a starting point and that aims and objectives will change through time, meaning that the journey we set out on today will probably require some changes in direction and the adoption of new or unexpected initiatives.

This is a three-year plan, but will be subject to review. Our key environmental objectives will be set on an annual basis – some of these not being finalized until our full baseline performance data is understood.

### **3. Scope**

The Green Plan applies to all parts of the organisation including head/administrative offices, our operational locations from which services are delivered, all colleagues, contractors, and stakeholders. The plan refers throughout to Connect Health – but is relevant to both Connect Health Group and Connect Pain Services. The plan also provides guidance on how we may influence other interested parties (suppliers in particular) so that they can join us in developing a wider and more inclusive approach to managing the resources at our disposal.

Connect Health operates within a wide range of locations and property types; from our head office in Newcastle to using small spaces within local GP surgeries around the country. None of these sites are owned.

At the time of drafting this plan, the company operated from over 100 different locations throughout England. Of these, 8 are classed as P1 (Priority 1) locations for which the company has full control of facilities management and lease

arrangements. It is in these locations that there is the greatest potential to affect change in behaviour, invest in environmental management and make a positive impact.

Whilst the degree of control at other different locations will vary, our commitment is always to deliver the maximum benefit in all locations – through direct control or through influence.

## 4. Key Principles

The key principles that have guided this plan include:

- Our priorities will lie in the delivery of actions that will have the most immediate positive impact.
- A key element of our plan is to deliver compliance – not only for regulatory requirements but to meet the expectations of our customers, suppliers, neighbours, patients, and other interested parties.
- We embrace the principle of introducing and encouraging small changes in most of what we do, realising that the culmination of these small changes across the whole business will have a significant effect. Just because an action may seem insignificant does not mean that it will no contribute to the collective effort.
- That to deliver change we must set ourselves objectives, set out plans and allocate resources for their achievement. Furthermore, we will report progress to further influence our own plans and to report results to all interested parties. There must be a means of measuring success.

We recognise that this plan is the first of a long-term commitment to environmental improvement. With advances in guidance, technology, and best practice we hope to further enhance and improve our performance – this will require a re-examination of the key topics listed below (in section 6) as well as a re-appraisal of the actions that are feasible and cost effective for us to consider.

## 5. Resources, Roles and Responsibilities

For success in the delivery of this plan roles and responsibilities have been defined and shall be communicated to those listed. An outline of roles and responsibilities and to note persons accountable for the success or otherwise of this plan is given below:

Person/Position/Group	Role and function relating to the Green Plan
The Board of Connect Health	To review and approve the Green Plan – allocating resources as required for its successful completion. Monitoring progress and supporting those with responsibilities for its implementation. Considering the results of an annual Green Plan progress report.
Executive Team	To accept the Green Plan as agreed by the Board and to implement the actions it contains. Cascade down key actions and responsibilities to members of the Senior Management Team.
Chief Financial Officer	The member of the Executive Team accountable for the success of the Green Plan
Senior Management Team	Responsible for the delivery of key actions and deliverables as described within the Green Plan. Collation of key data and information to support the monitoring of progress against KPI. To seek assistance from the Executive Team if required. Accountable for the delivery of Green Plan actions.
Director of Finance	The member of the Senior Management Team who will it to the Executive Team and be responsible for the collation of the annual progress report.
All staff	Understand their role and responsibilities as communicated to them from this Green Plan. To act with diligence and care to ensure that the company demonstrates best practice in all elements of environmental management.

## 6. Environmental Impacts of Connect Health – With Associated Action Plans

To establish where our priorities might lie regarding environmental management and resource allocation an exercise has been undertaken to identify what are the key environmental issues and concerns within the organisations and which of these are likely to be having the greatest impact.

Across all topics below, gaps in our current understanding, including gaps in data that reflects performance, have been noted. There is, therefore, a common theme that suggests that we improve data management and performance evaluation. As a result, we will understand if our actions are having a positive impact as well as provide statistics that are reflective of what we are doing and that can be used to demonstrate we are fulfilling the requirements placed on us by this plan and our key stakeholders.

This plan focusses upon the following areas as key to delivering improvements in environmental management:

- Energy Use and associated carbon emissions
- Waste management
- Travel and Transport
- Relationship with suppliers / Procurement

Within each section there is a section on measuring performance. This includes a key performance measure that can be used to summarise trends and performance within these 4 topics. By having these four KPI the company will then be able to illustrate easily progress being made – sharing this within management or with wider personnel as necessary.

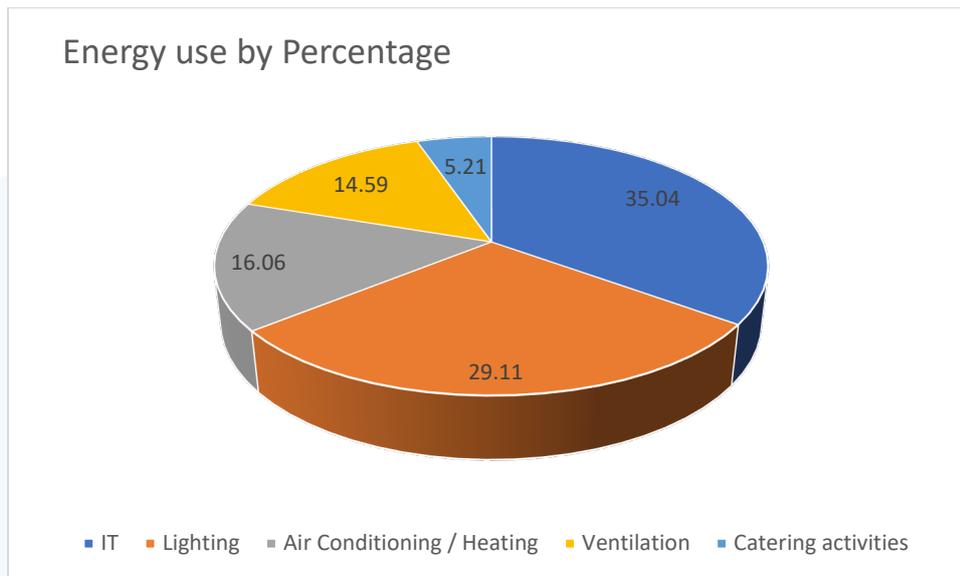
### 6.1.1 Energy Use and Associated Carbon Management

Energy consumption and the direct and indirect use of fossil fuels is seen as a significant and concerning issue. Key to this is the contribution energy use makes to the emissions of carbon and other greenhouse gases into the atmosphere. This has the potential to affect the climate and cause disruption to weather patterns, causing further impact on infrastructure, agriculture and areas prone to flooding or sea level rise.

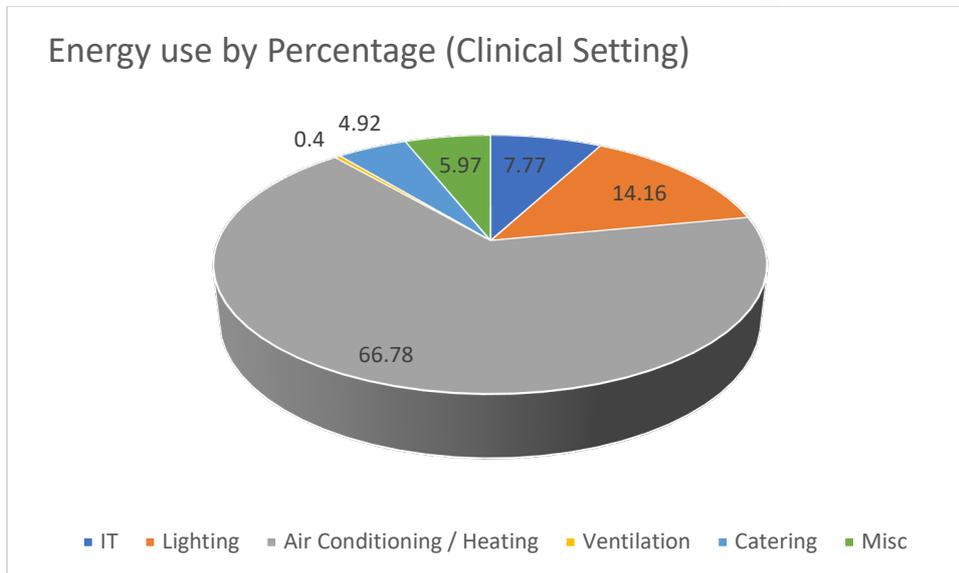
Energy requirements for the business relate primarily to heating, lighting and operation of equipment (such as personal computers). Building use is split between those that have an administrative/managerial function and those that are for service delivery and are used for hosting interaction with patients.

Connect has undertaken an assessment of energy use mix within its premises and the energy consumption is as follows:

For Administrative Buildings (Head office)



For Clinical Settings (based on consumption at Dewsbury Health Centre) includes gas and electricity:



The above information was established during the surveys completed as part of the company submission to meet ESOS Phase 2 compliance. Whilst now over a year out of date it is likely that this remains a reasonable reflection of energy use in normal operations. Figures for 2020-21 will not be representative given the disruption to service delivery during COVID-19 restrictions.

Interestingly, a Healthcare with Harm<sup>2</sup> report indicated that energy use for heating and cooling accounted for 40% of emissions made in the sector.

The key items to consider (when planning any actions to address energy use) are as follows:

- The provision of heating/ventilation etc is the largest consumer of energy within clinical settings, and is a significant factor within administrative settings.
- IT (including server operations and large numbers of computers) is of greatest significance at head office.
- Lighting use is significant at all locations.
- Staff numbers affect energy use in areas such as catering

Activities take place in a wide range of premises all of which are hired/leased or supplied by or from the client with little or no direct control available to Connect Health. Connect Health does not own any commercial property.

Building use is based on the following types of occupation:

<sup>2</sup> Source: healthcare without Harm 2019 report - [Health care climate footprint report | Health Care Without Harm \(noharm-uscanada.org\)](https://www.noharm-uscanada.org/)

- Commercial lease (Priority 1)– Connect Health have a lease for sole occupancy of a building or facility. This type of arrangement allows Connect Health to have some flexibility on how the space is used or managed. There will be varying degrees of responsibility between Connect Health and the relevant landlord with regard to investment in infrastructure that may deliver improved energy efficiency. Connect will pay for energy consumption directly. In most cases the main control available to Connect is in how energy may be used. There are currently less than ten properties that are covered by commercial lease (including the head office)
- Lease – Connect Health occupies part of a building or facility and pays a proportion of energy costs within rental charges. The level of control may be similar as within the commercial lease but Connect might not enjoy the financial benefits that may be accrued from reducing energy consumption.
- Service Level Agreement – when Connect Health have an agreement with a property to use facilities for set number of days/times over a period of time. The space may be shared with other users who occupy it at other times. This relates primarily to spaces within which services are delivered in a clinical setting. A rent may be charged that includes a standard contribution towards utility costs.
- Sessional – this is occasions when Connect simply books a session within a space as required. This is on an ad hoc basis and is designed to meet client/patient needs.

Given limitations on changes to physical infrastructure, the following are the likely key actions to be considered when addressing energy use within Connect Health<sup>3</sup>:

- Full engagement of staff and other interested parties – programme of awareness and information to change behaviour and make everyone more energy efficient.
- Consideration of energy ratings when purchasing replacement equipment
- Improved control of energy systems – such as heating and lighting to ensure it used only when required. Heating and lighting timings and settings to provide suitable working environment without excessive use.
- Where possible, seek tariffs and energy suppliers with high or 100% renewable content

### 6.1.2 Measuring Energy Use

Energy consumption in a leased building may be measured – from invoicing and from access to meters etc where available. The costs of energy use within buildings that Connect only partly occupies or for which occupancy is intermittent is extremely difficult or impossible to quantify with any accuracy. It is possible to apply

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<sup>3</sup> These mirror some of the key recommendations contained with the ESOS report submitted to Connect Health by British Independent Utilities Dec 2020.

reasonable estimates to what is used and this formed the basis of calculations completed within the ESOS process.

By establishing baseline data on consumption and by also then monitoring this on a regular basis there are two benefits to the company.

- The results of actions can be quickly assessed and monitored to establish what is working and what is not – therefore influencing the priorities given to further actions. Simply, progress against objectives can be assessed.
- With good data being shared within the organisation the general awareness of energy as a business resource that requires careful management improves. With staff awareness a key requirement to improve performance this is a vital tool in the delivery of the Green Plan.

Energy use across the estate has been established and reported within the ESOS process. This provides a picture of energy consumption for 12 months up to March 2020. This remains the most suitable and complete set of data that the company has given that operations were severely affected during the COVID-19 pandemic.

The data within the ESOS reports include estimates as well as information based on invoicing and meter readings that were accessible at the time.

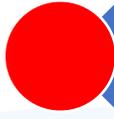
To establish relative energy efficiency it is proposed kWh consumption against activity or head count will be used. Whilst this does not necessarily contribute to absolute figures it will give an indication of trends in performance when deliverables, scale of operations and number of sites might change at a future date.

The effectiveness of the actions noted in the Action Plan below can only be assessed with suitable data.

### Key Performance Measure for Energy

Energy performance to be calculated – based on kWh consumption (electricity and gas combined) within P1 class properties per employee. Once the baseline (not COVID-19 year) has been established the company is committed to improving efficiency. kWh use will naturally vary each month with seasons and the seasons – so it is best to compare each month with the same from the previous year.

A total kWh per employee for the year may also be useful – but for monitoring purposes a monthly figure would be best to demonstrate if measures are being successful.

-  kWh per employee per month falling on trend
-  kWh per employee per month within 3% of baseline
-  kWh per employee increasing

## 6.1.3 Action Plan for Energy Savings and adoption of ESOS Recommendations

Item	Action	Commentary	Period
1	Establish mechanism to centrally collate energy data where this is available to Connect Health	This is available within 'P1' properties and to varying degrees in others. Data on both electricity and gas use to be in place where relevant. Maintain data on personnel numbers so a relative level of energy use per head can be calculated as a measure of efficiency.	2021
2	Board to make decisions on key ESOS recommendations where these are of most benefit to Connect Health and achievement of targets	These are noted 2a etc below	2021-2024
2a	Control mechanisms for heating and lighting to be more reflective of building use	This includes setting realistic temperatures, timing so that unoccupied areas are not heated/lit and isolating parts of the system when it is not required. These actions can be delivered with little or no capital outlay but will require improvement in how staff use and control systems.	2022-2024
2b	Control mechanisms for air conditioning systems to be reflective of building use.	This includes setting realistic temperatures, ensuring that there is no conflict with heating systems and that systems are not in use when not required (winter or when no occupancy).	2022-24
2c	Ensure effective maintenance and inspection of HVAC systems	Equipment that is well maintained is more likely to run efficiently.	2021-24
2d	Replace existing lighting (fluorescent) with LED systems.	This may require negotiation with landlord	2023-23
3	Design and implement an energy use awareness campaign for staff	Build upon the work already completed by the Carbon Champions. This would include regular communications to staff on performance, ideas and guidance on being energy aware and	2021-2024

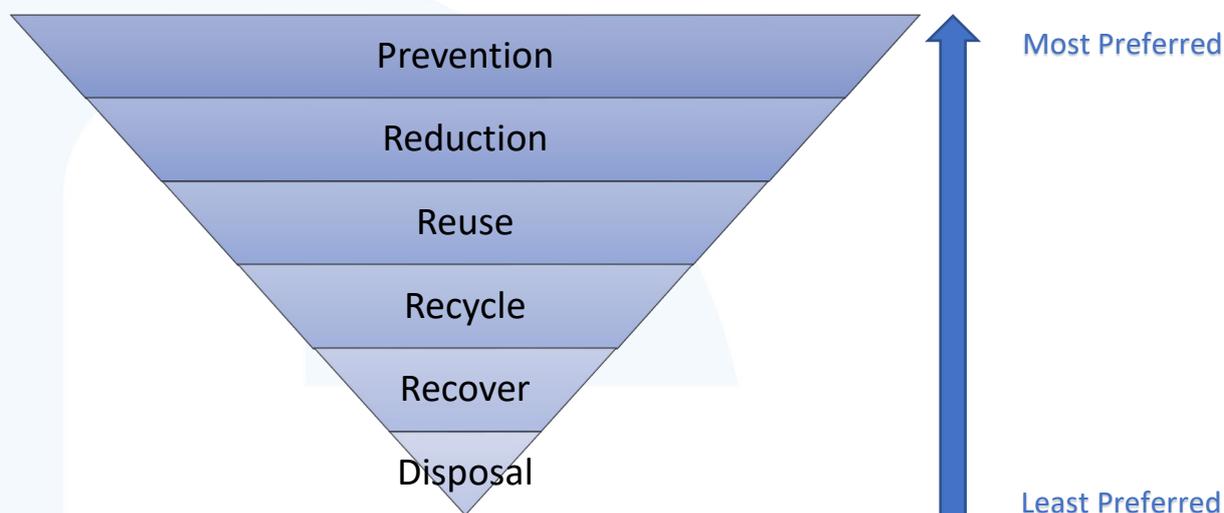
		efficiency and provide a forum for all to make suggestions and comments.	
4	Seek to combine energy suppliers across P1 locations	By combining supplier across several sites, it may be possible to negotiate improved utility costs. It is also possible that a supplier can be found that offers electricity from purely renewable sources. By using renewable sources of energy (electricity) there is a positive outcome on carbon emissions.	As current contracts end

## 6.2.1 Waste Management

All organisations generate waste resulting from of the delivery of their functions and services. Some of the key waste streams generated within Connect Health includes:

- Consumables used in patient support and service delivery. This includes some clinical wastes (bandages, needles, syringes etc) as well as general wastes such as paper, plastics etc. This includes 'sharps'.
- The majority of waste in clinical settings is collected at the point of creation and disposed of by the health trust or landlord – Connect does not arrange for collection
- Waste is collected at 'P1' sites and managed by Connect – who have appointed waste contractors for collection and appropriate disposal. Some of this waste is segregated for recycling.

Waste generation represents a loss of resource – materials taken from the environment, used and no longer available. There is environmental impact associated with the sourcing of raw materials, the manufacture and distribution of items and the effect from disposal (landfill) or reprocessing. It is advantageous to make every attempt to minimize environmental impact by considering the waste hierarchy. The waste hierarchy is used to determine both the legal framework for waste management (with an emphasis now on reduction and recycling) and to deliver reduced environmental impact within organisations.



The avoidance of waste generation is the most preferred route to minimising impact – this means seeking ways of using less materials or making products and items last for longer so that the amount of associated waste is reduced. For example, the removal of single use plastic cups, replaced with glass beakers that can be used instead.

If it is possible to reuse items, then this is the next preferred route – including undertaking repair so that the lifespan of something can be extended. This might, for example, mean cleaning bottles for re-use.

Recycling means that wastes are processed in some way so that they can be made into a new substance or product. This means that the waste must undergo some kind of industrial process that will, itself, have an environmental impact. A good example of this is glass that is re-melted to make new containers. Composting waste food or plant matter is also considered recycling.

Using waste to generate heat or energy (recovery) is preferable over disposal – but can have significant impacts if the waste is in any way hazardous. Sometimes waste is gasification or pyrolysis that produces gas for energy use.

The least desirable means of dealing with waste is to dispose to landfill or incinerate without any kind of energy recovery.

Some waste streams (plastics in particular) have a more impactful change on the environment – currently around 20% of our waste is plastic and recycling rates (even if they are segregated for recycling) are poor in some areas and for some polymers.

## 6.2.2 Measuring Waste Generation

Only waste that is generated within P1 sites (those within which Connect Health have responsibility for waste management) can be measured. Waste contractors employed must by law provide evidence of waste collected and disposed of and the nature of the disposal route. This will allow collation of waste data across these locations.

At the time of drafting this plan there is no central record being used to collate waste statistics – information from waste contractors is used for the basis of invoicing and not for making improvements in waste management. Therefore, a key action within this plan is to develop robust baseline data on which to then monitor any changes or improvements in waste generation and disposal type.

Simply, the aims of this Green Plan will be to increase the proportion of waste being processed towards the more desirable end of the waste hierarchy, along with an aim of reducing total wastes generated (a reflection of waste prevention).

In developing the waste action plan, the following are the key principles:

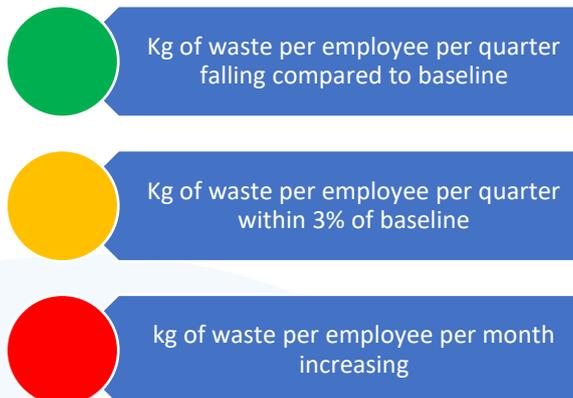
- Establishing ratio of waste managed against each of the elements of the waste hierarchy (from disposal through to prevention) as a starting point.
- To introduce actions to both reduce total waste generated and to also develop mechanisms that move waste towards the more desirable end of the hierarchy.

- To work with clients and landlords to influence wider waste management decisions.
- To link in with wider NHS England aims to minimise single use plastics and other items (without compromising patient safety)

## Key Performance Measure for Waste

The key performance figure for waste will be linked to waste generation, given that waste minimization is the most desirable outcome.

Once waste volume baseline can be established for properties under Connect Health control the total waste per employee can be calculated. The key performance indicator here will be that waste generated per employee is falling.



### 6.2.3 Action Plan for Waste Management

Note that clinical decisions and clinical waste streams may be considered separately from the following.

Item	Action	Commentary	Period/Target Date
1	Establish mechanism to centrally collate waste data where this is available to Connect Health	This is available within 'P1' properties. Data should establish volumes of waste being generated and proportion being sent for recycling/disposal etc. Maintain data on personnel numbers so a relative level of waste generation per head can be calculated as a measure of efficiency.	2021
2	Based on baseline data, undertake actions to both reduce total waste generated and increase proportion processed towards preferred end of waste hierarchy	These are noted 2a etc below	2021-2024
2a	Remove all single-use plastic items from use where this is practical and does not impact patient safety or sanitary arrangements	This might, for example, include removal of single use plastics in catering (cups, straws, plates etc), office consumables (such as wrapping and packaging) and items used within service delivery. Alternatives to plastics will be sought. Set target to remove single use plastics by 2024.	2024
2b	Zero waste to landfill	Work with waste contractors so that all wastes generated within the business are all either recycled or are used for waste recovery. This may require investment in infrastructure to allow for improved segregation to facilitate recycling. (note that sharps and clinical waste is exempt)	2022
2c	Waste volume reduction	Through staff training and awareness ensure that waste is reduced – include removal of unnecessary printing, reuse of	2021-24

		cups/cutlery, limit issue of office consumables and maximise use of equipment/consumables prior to disposal.	
<b>2d</b>	Procurement policies to encourage steps towards closing the recycling cycle and to reduce waste arising	Seek suppliers who can provide goods using recycled and recyclable content. Influence procurement decisions to purchase items that are linked to reuse and repair as opposed to recycle and disposal. (See section 6.4.1 of this plan)	2023-23
<b>3</b>	Design and implement a waste awareness campaign for staff	This would include regular communications to staff on performance, ideas and guidance on being waste aware and efficiency and provide a forum for all to make suggestions and comments.	2021-2024

### 6.3.1 Travel and Transport

With a requirement placed on staff to visit client and patient locations throughout the UK, as well as a management team spread across the county, travel has become a necessity. Despite the development of some virtual and on-line services during the COVID-19 pandemic face-to-face work will continue to be our primary means of delivering patient services. Travel is unavoidable.

Nearly all journeys by car are undertaken in personal vehicles with a claim for the mileage made to the company. The policies regarding claimable mileage are contained within an HR policy document, ref HR2.0 latest version 1<sup>st</sup> May 2020. The policy focusses on the claim process and how claims are approved but does not include any incentives for changes in travel behaviour. There is an incentive to car-share – as taking a colleague on a journey can increase the allowable claim against the miles covered.

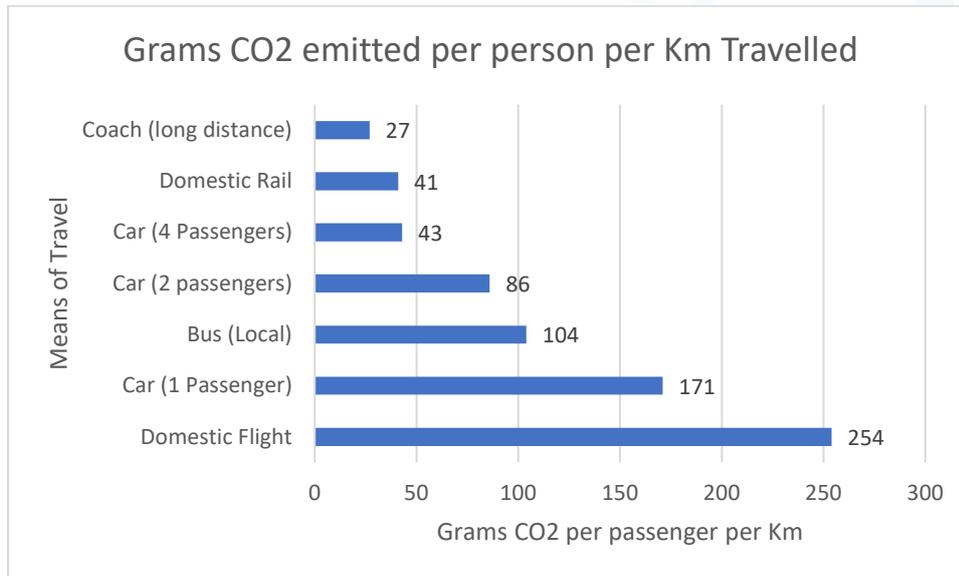
The company, in efforts to increase car sharing, provides reduction in car parking costs for those members of staff who commute on a car sharing basis.

Whilst travel may be unavoidable, it is possible to consider the means of travel and to mandate or encourage more sustainable forms of transport.

### 6.3.2 Travel and Environmental Impact

Travel generated direct and indirect carbon emissions – either from use of internal combustion engines in cars/buses or from use of public transport options such as train. Environmental impact is associated with emissions – such as CO<sub>2</sub>, particulates and Nitrous oxide. These can have a damaging effect on the environment and on health.

The means of travel will have an impact on the potential environmental impact, with each mode having a measurable effect. The following summarises the various means of travel impact:



Source: DEFRA Greenhouse Gas Conversion Factors 2019

Travel, and car use in particular, accounts for a significant part of the environmental footprint of Connect Health. The ESOS process identified that car use for business purposes (not commuting) accounted for over 380,000 miles and costs to the company of over £170,000. This equated to over 105 tonnes of carbon emission equivalent.

Currently, all staff can travel as part of their duties and claim expenses according to mode and distance. Expense claims must first be approved by an employee's line manager before payment is made. Some members of staff (clinicians in particular) will undertake considerable amounts of travel to delivery services at client premises etc. Travel and claiming expenses are noted in a policy document. The policy document does not currently require any member of staff to consider environmental impact or to choose modes of travel with less CO2 emissions, for example. (Note that travel policies are justifiably being adapted during time of COVID-19 restrictions).

Some simple measures can have significant impact on environmental effect. Changing the mode of travel, from a car to a bus, for example can reduce CO2 emissions by over 40%. Care must be taken that by moving to a new mode the benefits are not lost on arrival – for example, travelling by train to a location and taking a taxi for a short journey at the end.

It is recognised that travel mode and operational effectiveness tie closely together and that public transport options are not always compatible with meeting service delivery requirements. However, where practical, these other options need to be considered and need to be encouraged if possible.

### 6.3.3 Measuring Travel and Environmental Impact

Currently mileage and expenses claims provide a route to gathering data on the potential environmental impact of this activity. All journeys that are not home-to-office (regular commute) are claimable. This will hide some data on regular commute journeys. Data that was gathered for the ESOS exercise should now be collated on a regular basis and refined in several ways to indicate if change is occurring and to allow a measure of environmental impact to be calculated.

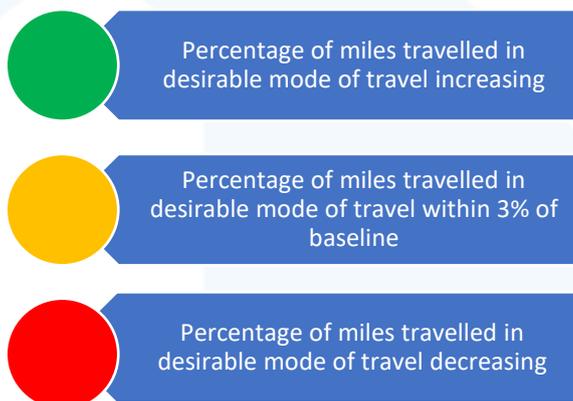
The company also has a contract with Hays Travel and Enterprise Car Rental. Both these companies will be able to supply data on travel completed and, in some cases, include CO2 emission calculation.<sup>4</sup>

#### Key Performance Measure for Travel and Transport

Of the seven noted travel types, 5 are seen of increased desirability. Simply a measure of the percentage of travel claim miles against the different modes can be used to measure change in modal type.

The percentage will be:

- Percentage of travel miles on Coach, rail, Car share or local bus against
- Percentage share of miles in car (single driver) and flights



<sup>4</sup> Note that the basis for Carbon Emission calculation varies across different organisations and a decision may be required within Connect on how this is to be determined within the company.

### 6.3.4 Action Plan for Travel

Item	Action	Commentary	Period
1	Establish mechanism to centrally collate environmental impact of travel	This can include car mileage (by car type), public transport distances etc. Data on each mode of travel to be collated. Aim will be to calculate average CO2 emissions per passenger per Km throughout the company.	2021
2	Modal shift in transport	Undertake actions to encourage and require change in mode of travel where this is not impacting operational effectiveness. Aim to reduce CO2 emissions per Km travelled.	2021-2024
2a	Encourage further car sharing (for commute and for visiting sites)	Simply by increasing vehicle capacity has an immediate and 50% reduction in travel impact	2022-2024
2b	Seek options for public transport use where practical and effective	Consider staff appointments and service delivery alongside travel options.	2022-24
2c	Encourage use of vehicles that have reduced emissions – such as hybrid or electric vehicles	This may include additional financial incentive for those members of staff with access to such vehicles. When hiring a vehicle consider those with lower emissions or offer a hybrid/electric option. (note that Enterprise Car Club offers hybrid and electric vehicles)	2021-24
3	Design and implement a travel awareness campaign for staff	Build upon the work already completed by the Carbon Champions. This would include regular communications to staff on performance, ideas and guidance on being aware of the environmental impact of travel and provide a forum for all to make suggestions and comments.	2021-2024

## 6.4 Procurement

The company has in place the following key processes that affect what is purchased and if environmental considerations are considered:

- Supplier onboarding process – that seeks to establish some environmental consideration in the selection and approval of suppliers of goods and services.
- Supplier onboarding documentation – suppliers are asked to provide a wide range of information prior to awarding any contract or rights to supply. These questions include some element of sustainability.
- Procurement Policy – which outlines some key requirements reflected in the onboarding processes but also asks for consideration of environmental impact when making purchasing decisions.

Deciding on which companies can supply and requiring them to consider environmental performance can have a positive effect on the outcome within Connect Health. This is primarily a means to influence suppliers and can filter improvement along the procurement chain. For example:

- Asking suppliers to supply goods that have improved environmental performance, for example:
  - Procuring equipment that may be energy efficient,
  - Goods that may be made from recycled content or be designed for easy recycling.
  - That minimise packaging or offer packaging that is easy to recycle
  - That use less plastics or other items that are more difficult to dispose of
- Consider delivery frequency and storage – to minimise the environmental impact of distribution (avoid delivery of small quantities and try to combine several items together into a single delivery)

To affect such processes and to begin the reduction in the impact associated with the goods we buy, our procurement policies will change to influence both our decisions and the activities of those who supply us.

## Key Performance Measure for Procurement

The primary focus here is on how we influence and communicate with our key suppliers. A measure of our impact will be determined by the number of suppliers who are assessed as meeting our environmental needs. We shall have a programme to ensure that all suppliers are subject to review within the lifetime of this plan.

The aim will be that:

- 30% of key suppliers subject to re-evaluation by the end of 2022
- 70% of key suppliers subject to re-evaluation by end of 2023
- All suppliers evaluated and meeting the needs of our procurement requirements by the end of 2024



### 6.3.4 Procurement – Updates to Policies and Procedures

The following lists some suggested updates to procurement systems that may result in improved environmental performance for the business:

Item	Action	Commentary
1	Review procurement policy document (CRP1.6) to include greater emphasis on environmental considerations – items 1a etc below	
1a	Approval of suppliers	Further define the criteria used to determine the status of approved suppliers and contractors. Include, for example, certification to ISO 14001, their own environmental performance figures and what products/services they can supply (mainly in comparison with alternate suppliers).
1b	Audit suppliers	If suppliers and contractors are subject to any kind of audit or review then include environmental management within scope of such a review
1c	Supplier questionnaire / onboarding form	Update the onboarding form – seeking information from potential suppliers on some key environmental issues. Ask if they have ISO 14001 certification, can offer solutions to minimise waste or provide goods with improved environmental performance (with recycled content, for example)
1d	Onboarding process	Make it clearer in the onboarding process that it may be possible to reject a supplier if they do not meet environmental criteria – or that an existing supplier can be removed if their environmental performance exposes Connect Health to risk.
1e	Update some key procurement policies	Current policy commitments are vague and would benefit from further definition. For example, statement that ‘impact on the

2 Group purchasing - energy

environment' will be considered goes no further and requires further detail to provide staff with guidance.

Efforts made to ensure that purchasing strategies apply across the group – for example, seeking quotes to supply energy across all sites to gain benefit from any cost savings. And as noted in action 4 under energy, seek suppliers of electricity that offer renewable sources or low-carbon options.

## 7. Staff Engagement

The majority of actions and improvements we seek to introduce rely heavily upon the commitment and 'buy-in' of our personnel. Much of what we seek to do requires everyone to make decisions that improve our environmental performance. For example, seeking staff to use appropriate space heating solutions or to use public transport against the private car where possible.

Whilst some element of what we wish to achieve is set out in this document, the company is also open to suggestions and ideas from staff members and it is from our personnel that more ideas may come. For this reason we will engage with staff – to meet both the requirements of this plan but to also seek support and new ideas to further improve what we do in the future.

This plan commits the company to establishing the following:

- Develop the 'Climate Change Champions' committee, ensuring it has representation across all elements of the company
- The Board will support and provide resources to the committee and will also ask it for recommendations and considerations to be implemented across the business.
- There will be a mechanism for suggestions from all members of staff – with the committee and/or Board responding to suggestions in every case.
- That the company will ensure that there are regular communications regarding environmental initiatives and that progress against our key environmental objectives are publicised.
- Introduce 'E-Learning' packages to raise awareness of key environmental issues - recording when these have been completed
- Consider events or activities to demonstrate environmental commitment that can engage with staff, their dependants and the wider communities within which we operate
- Ensure environmental awareness forms part of the induction process for new members of staff

## 8. Ensuring Compliance

The company environmental policy commits Connect Health to compliance against all relevant environmental regulatory requirements. To demonstrate that compliance is achieved we are committed to undertaking an evaluation of arrangements to meet regulatory requirements on an annual basis.

To ensure compliance we will undertake the following:

- Seek to establish register that describes all key environmental regulations relevant to the business – this would cover regulations associated with waste,

energy, water use, transport and emissions to air. This register will be maintained and kept up to date.

- On an annual basis the register will be used as a check to demonstrate that compliance can be confirmed against each regulatory requirement. The results of this compliance evaluation shall be communicated to the Board.
- Any identified weaknesses or gaps in meeting environmental compliance will be addressed with urgency and re-assessed as soon as is practical.

The results of our compliance evaluation may be available to interested parties if our failure to meet regulatory requirements has a direct impact upon them.

## 9. Measuring Success and Next Steps

The objectives and targets set out in this plan will be agreed by the company Board. The set of objectives will be issued at the start of a financial year, communicated to all interested parties (including staff and clients) and progress against them monitored. As part of staff engagement, progress on objectives will be communicated to all personnel.

Setting objectives helps to drive improvement within the organisation; it provides the impetus for change and forces all personnel to be aware of progress (or lack of progress). When setting objectives, it is necessary to consider the following:

- That they are realistic and achievable
- That a timeframe is set for their completion
- That a person or persons is allocated responsibility for the achievement of any particular target
- That resources are allocated towards objective completion and necessary action plans and activities take place to deliver the required outcome
- That progress against them is monitored and actions taken should progress be slow or stalled

Each of the sections above have ended with a 'red-amber-green' measure that can be collated together to give all staff (not only Board members) a quick and easy visual reference on progress (or lack of). All of these have been collated together in to the following format that can be used to report progress for Board members or in staff communications.

## Green Plan KPI – Situation at January 2022

### Energy

- kWh per employee per month falling on trend

### Waste

- Kg of waste per employee per quarter within 3% of baseline

### Travel

- Percentage of miles travelled in desirable mode of travel increasing

### Procurement

- Supplier re-evaluation behind schedule

In addition to the summary red-amber-green sheet data will be in place to support this overview. This data will form part of an annual summary that will be presented to the Board. Within this will be greater detail on the figures, an analysis of what actions are working and recommendations on next steps. One recommendation may be to change KPI, introduce new ones or react to circumstances as they progress.

**Whilst looking to reduce our footprint and are reviewing our travel policy and energy usage in line with that. With targeted improvements year on year, we will get to a stage where Carbon Net Zero is an achievable target**

## 10. Document Control

<b>Revision Number &amp; date</b>	<b>Reason for change &amp; description of change (incl. page numbers)</b>	<b>Author of change</b>
CH/GP 1.0	1 <sup>st</sup> Issue	Andrew Maisalu