



Midlands and Lancashire
Commissioning Support Unit

Midlands and Lancashire Commissioning Support Unit
Green Plan: A Three Year Strategy towards Net Zero
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DOCUMENT CONTROL

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1. FOREWORD

Midlands and Lancashire Commissioning Support Unit (MLCSU) is serious in committing and delivering against the NHS Green plan; we are absolutely focused on reducing our carbon footprint and delivering our services sustainably. We recognise that our sustainability journey will change our ways of working which will allow us to continue to make a positive impact environmentally, socially, and financially. In doing so, we will ensure our organisation is fit for the future and supports the long-term well-being of our staff, clients, and the wider communities we serve.

As an organisation we deliver a range of services which harness our ability to innovate and leverage the latest research and technology, to drive sustainability within our organisation and across the NHS.

The Green Plan shares the progress we are making towards our organisational vision and how we are anchoring sustainability as a key pillar in everything we do. Our executive leads for the Plan are Deborah Bywater, Chief Information Officer and Sustainability Lead and Derek Kitchen, Managing Director for MLCSU.

We have already begun our green journey and are proud to have achieved the following:

- The development of our estates strategy which has seen us rationalise and consolidate our use of buildings.
- The uptake in digital tools such as Microsoft Office 365, which has enabled us to adopt highly agile ways of working across all teams and services.
- The removal of single use plastic cutlery and cups across all MLCSU sites.
- The roll out of carbon literacy training amongst 15 senior level staff.
- The increase in recycling bins amongst many of our sites.

These initiatives not only have reduced our carbon footprint but also prompted behaviour changes which is important in moving forward in our delivery of a net zero health service.



Deborah Bywater, Chief Information Officer and Sustainability Lead for MLCSU



Derek Kitchen, Managing Director, MLCSU

2. INTRODUCTION

Midlands and Lancashire CSU (MLCSU) was formed in April 2014. MLCSU provides end-to-end commissioning support services to 46 CCGs, covering 1,683 GP Practices and 11.6 million population with a total commissioning budget of £ 14.9 billion. MLCSU also serves several NHS England Local Offices, Provider Trusts, Local Authorities, out-of-area CCGs, and other non-NHS customers.



MLCSU operates over a wide geographical area including Birmingham, Solihull, Walsall, Wolverhampton, Dudley, Sandwell, Staffordshire, Leicestershire, Derby, Worcestershire, Herefordshire, Shropshire, Telford & Wrekin, Cheshire, Merseyside, and Lancashire with main offices located at:

- Staffordshire
- Lancashire
- Chester
- Liverpool
- Leicester
- Derby

MLCSU is working alongside nine system transformation partnerships each on their journey to form integrated care systems:

- Birmingham and Solihull ICS
- Cheshire and Merseyside ICS
- Herefordshire and Worcestershire ICS
- Joined Up Care Derbyshire
- Lancashire and South Cumbria ICS
- Leicester, Leicestershire & Rutland ICS
- Shropshire and Telford and Wrekin ICS
- Staffordshire and Stoke-on-Trent ICS
- The Black Country and West Birmingham ICS

As one of four commissioning support units (CSUs), our role has evolved to meet the needs of emerging integrated care systems (ICSs). As ICSs form and mature, they need at-scale and locally tailored transformational, transactional and gold command support to deliver high quality, efficient and integrated care. Our ten support offers help ICSs tackle their priorities today while laying the foundations for the aspirations they wish to achieve over the coming years:

- Patient Flow (Planned and Emergency)
- Planning and Modelling
- System Design
- Transactional Efficiency
- Funded Care/CHC
- Business Support
- Workforce
- Resilience
- Strategic and Operational Consultancy
- Digital Innovation

Each of these offers is underpinned by a range of subject matter experts and consultancy teams - all guided by NHS values.

2.a. The Greener NHS National Programme

In October 2020, the Greener NHS National Programme published its new strategy, Delivering a net zero National Health Service. This report highlighted that left unabated climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer. The report set out trajectories and actions for the entire NHS to reach net zero carbon emissions by 2040 for the emissions it controls directly, and 2045 for those it can influence (such as the supply chain).

To support the co-ordination of carbon reduction efforts across the NHS and the translation of this national strategy to the local level, the 2021/22 NHS Standard Contract set out the requirement for trusts to develop a Green Plan to detail their approaches to reducing their emissions in line with the national trajectories.

Given the pivotal role that Integrated Care Systems (ICSs) play, this has been expanded to include the expectation that each ICS develops its own Green Plan, based on the strategies of its member organisations.

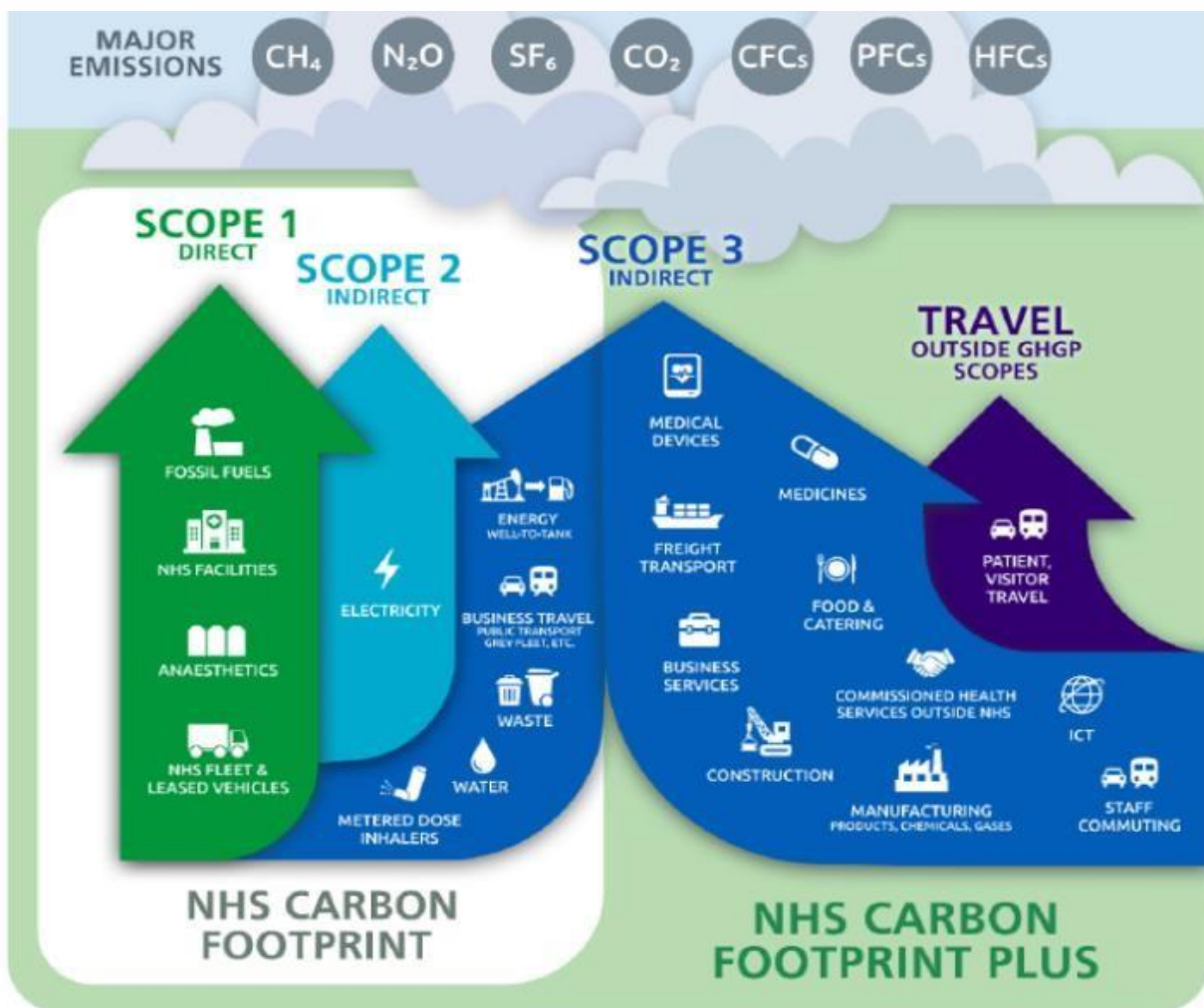


Figure 1: Illustrates the NHS Reporting against scopes 1,2 & 3 Nationally

MLCSU's 'Green plan', is a plan that will align itself with [the NHS Long-Term Plan](#). As part of the NHS, MLCSU must play its part in reducing the environmental impact and carbon footprint of its operation.

In England, the NHS is estimated to account for 4% of the country's greenhouse gas emissions. The health and social care system reduced its carbon footprint by an estimated 62% between 1990-2020, however, drastic action is now required.

MLCSU must decrease its carbon footprint by approximately 15% per year, year on year, if it is to achieve the target of 80% reduction by 2028 – 2032.

MLCSU's Green Plan has been written and produced in conjunction with the NHS England's 'How to produce a Green Plan' guidance. The Environmental Sustainability Group have provided leadership in the development of the plan and in developing the targets, so they align with MLCSU's vision, mission, and values. A copy of the MLCSU statement of commitment is included at [Appendix 1](#).

It is important to note that this is very much considered a 'plan for a plan' and as time goes on, we will ensure to align ourselves with the trusts and wider system priorities in the local areas.

This plan will be reviewed on a 12-month basis to ensure that intended actions are being carried out and it remains relevant. This plan has been written and intended for a system wide audience and is currently owned by Debbie Bywater (Chief Information Officer), please contact debbiebywater@nhs.net if you require further information or explanation on any parts of the plan.

The Environmental Sustainability Group, report into the Integrated Governance Group via the Chief Information Officer on a quarterly basis to update the Integrated Governance Group of its progress in implementing the CSU's Green Plan.

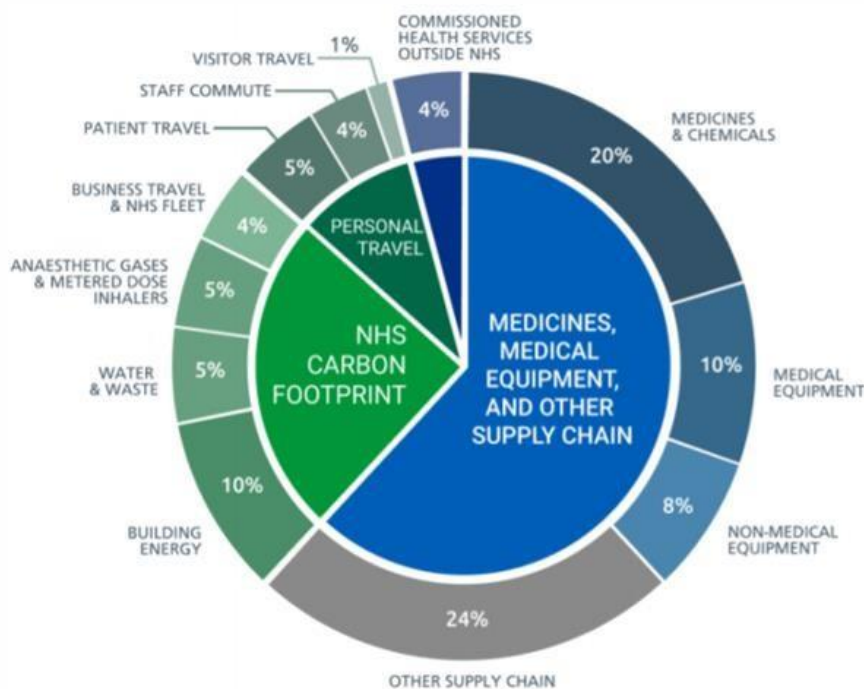


Figure 2: Sources of carbon emissions by proportion of National NHS Carbon Footprint Plus (emissions from patient and visitor travel and medicines)

3. ORGANISATIONAL VISION

3.a. Our Green Vision

To achieve net zero healthcare within Midlands and Lancashire CSU in line with the Greener NHS programme. We will work with our partners to develop greener health and social care systems which strive to deliver high quality services and improve the health and wellbeing of the population.

In order for the NHS to reach net zero carbon emissions by 2040 for the emissions it controls directly, and 2045 for those it can influence, we are aiming to achieve the following:

Reduce Carbon Emissions

- Reducing gas, electricity, and water usage to cut carbon emissions.
- Ensuring 100% green electricity supply to all sites.
- Actively support and promote travel that does not use petrol/diesel-powered vehicles.
- All suppliers of goods and services to be aligned to net zero target.

Decrease Pollution

- Reduce waste to protect the environment.
- Eradicate single use plastics.
- Reduce causes of air pollution from healthcare provision.
- Purchase harm free products whenever possible.

Improve Health and Wellbeing

- Support on site health and wellbeing opportunities.
- Invest in green site enhancement and green spaces.
- Support and encourage active travel.
- Create an environment that promotes a highly motivated, engaged workforce.

Increase Financial Efficiency

- Reduce gas, electricity, and water consumption to save money.
- Reduce waste to cut costs.
- Deliver a sustainable financial position.
- Review all Board/Committee templates to include a sustainability dimension.

Enhance Reputation

- Maintain our high reputation with our ICSs and other partners by sharing information and promoting action.
- Support and encourage staff green groups by creating a culture that enables compassion and inclusivity to thrive.
- Ensure our staff and services empower and enable the development of highly performing ICSs.
- Ensure we work in collaboration with all system and other partner organisations.

4. AREAS OF FOCUS

4.a. Workforce and System Leadership

Our People

The Greener NHS staff campaign - *Healthier Planet, Healthier People* - has been developed to empower all of us to come together to build a more sustainable NHS, with an ambition to become the world's first net-zero health service by 2040.

As part of the Green Plan, MLCSU recognises that the workforce is key to ensuring our organisation is sustainable, and every person within the organisation has a part to play. We will do this by engaging with our staff and

partners to define and deliver initiatives and broader sustainability goals.

We will also support the Greener NHS staff campaign, *Healthier Planet, Healthier People* to help employees in discovering how to become greener and how to improve health now and in the future. The campaign encourages all staff to join in and create a greener, sustainable health service in a way that is meaningful to them. With more than 1.3 million NHS staff, small actions from all of us will add up to make a big difference.



Figure 3: Advertisement from NHS 'Healthier People, Healthier Planet' Campaign

Our approach aligns with the two phases defined by the Greener NHS campaign:

- To raise awareness of the sustainability agenda with staff.
- To engage with, encourage and empower them to make changes and get involved.

The following areas provide greater depth to our approach for tackling this:

4.a.i Leadership

The CSU have identified Debbie Bywater as the net zero Board level, lead with responsibility for ensuring the organisation develops a green plan and for leading its implementation.

By introducing a Board level lead, it ensures that the plan is adopted at the highest level, which will create a trickle-down affect amongst the workforce. This will also increase the support amongst the wider leadership team and ensure the final action plan is taken seriously.

As part of establishing the governance, the following individuals have been identified as leads for each area of focus:

Area of Focus	Lead
Workforce & System Leadership	Lisa Mao
Sustainable Models of Care	Pam Hughes
Digital Transformation	Harinder Kaur
Travel & Transport	Andy Collins
Estates & Facilities	Andy Collins
Medicines	Jonathan Horgan
Supply Chain & Procurement	Bev Thomas
Adaptation	Andy Collins

These leads will form part of the wider governance structure and will be vital in carrying forward and implementing actions for each area of focus.

4.a.ii Green Champions

In October 2021, staff were invited to express their interest in being involved in MLCSU’s sustainability agenda. This was communicated via a director briefing on our staff intranet “Nugget” asking for volunteers.

Following this, several communications have been issued to raise awareness of the sustainability agenda and MLCSU’s commitment. A dedicated page has also been created on our staff intranet, highlighting our approach to sustainability and how to get involved.

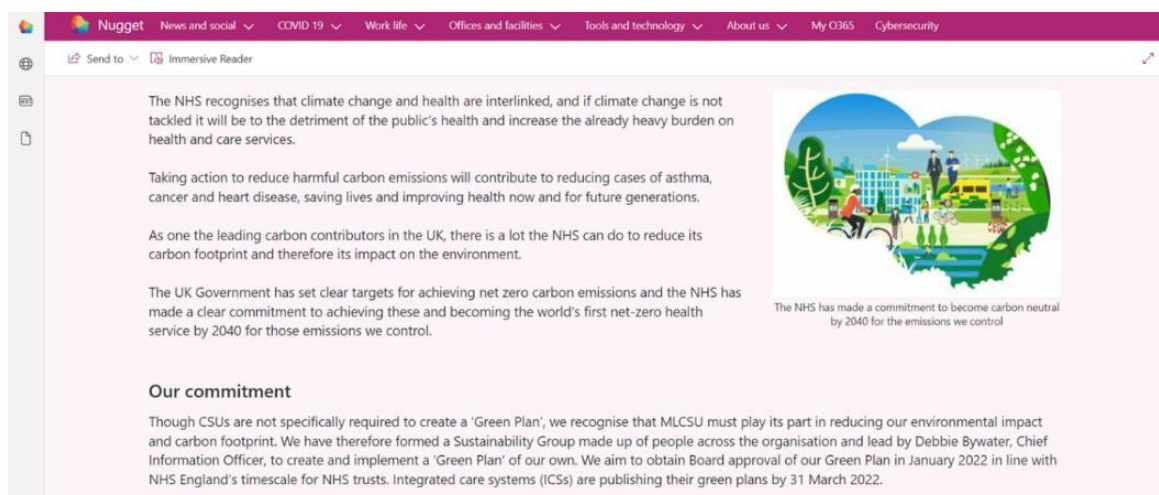


Figure 4: A screenshot from MLCSU Staff intranet page explaining the NHS targets for sustainability and MLCSU’s commitment to achieving these targets

The volunteers who expressed an interest in getting involved with the sustainability agenda were invited to a video conference call with the Chair and Vice-chair of the group. This video call was also used to ascertain willingness from the volunteers to see if they were keen to become advocates for the 'Green Champions' programme. Once the Green Champions group is rolled out fully, they will share ideas, informing, and inspiring others on the green agenda by writing blogs, doing videos, or making pledges etc.

4.a.iii Training

Being part of NHS England, MLCSU has a business code of conduct which holds employees and contractors responsible for the training they undertake to fulfil their job role. There is a likelihood that sustainability awareness will form part of that training in the future.

Colleagues who have recently joined MLCSU are invited to attend a corporate induction which provide colleagues the opportunity to find out more about our values and ethos and to ask any questions you may have about the organisation. As part of this induction process, we will aim to include details regarding the MLCSU Green Plan and how we are meeting the Green Agenda.

In addition, a 'Go Green' email inbox has been set-up. The purpose of this inbox will be for staff to be able to contact the Green Champions with observations and suggestions. The group will also incorporate this into their email banner as a form of silent support for the Green Agenda.

The group have also reviewed the availability of specific climate related training. Fifteen senior staff will be undertaking 'Carbon Literacy (Healthcare)' Training in January 2022 of which the knowledge will then be cascaded down to other staff including the Green Champions. The group would like to propose that going forward, carbon literacy training is incorporated as part of the statutory and mandatory training for all staff. Although, it is likely that the Carbon Literacy materials may need to be tailored for the remaining MLCSU staff to make it more specific to our organisation.

There is a Healthcare Leadership course which currently in development that may be more appropriate for the MLCSU Board. This will be reviewed when available and if deemed not appropriate, other training will be put in place.

4.b. Sustainable Models of Care

Sustainable models of care cut across organisational boundaries and look more deeply at the co-benefits of transformative care delivery.

An example is telemedicine, which can provide face-to-face consultation for follow up appointments with no need for the patient to travel to the hospital. This has been enabled by MLCSU for the local GPs in certain areas to enable them to undertake remote consultations during the COVID-19 pandemic.

Evidence also shows that involving patients and the public in decisions about their health care increases their confidence, empowers them to consider how to stay healthy and ultimately, leads to better health outcomes.

Although MLCSU do not directly provide care, it supports the CCGs engagement processes, resulting in a commitment to patient and public involvement at all stages of the commissioning cycle.

The MLCSU continues to support CCGs and ICS's as they go through the journey of more home based and sustainable care with the aim of:

- Providing patients with the best care whilst also working with local clinicians to understand which pathways can be decarbonised.
- Reducing variation in the delivery of care to limit unnecessary carbon emissions.
- Encouraging the use of greener medicines through the MLCSU Medicines Management teams (see section 4, f. Medicines).
- Promoting a more agile way of working since the pandemic increased the number of staff working from home.

Gaining understanding from engagement, balanced with clinical evidence and academic research, will help the MLCSU support commissioning of efficient and effective services.

4.c. Digital Transformation

There is a major role that digital technologies play in meeting the NHS net zero targets. For example, during the Covid-19 pandemic, virtual appointments were introduced from June 2020 -2021, this action alone is estimated to have saved carbon equivalent to taking 40,000 cars off the road for a year.¹

Digital investment has enabled the MLCSU workforce to move to a predominantly home-based working model and maintain service delivery throughout the Covid-19 pandemic. The ability to operate as an agile organisation was enabled by the implementation of Microsoft Office 365 and supporting cloud infrastructure in 2018. All CSU staff IT devices were enabled to be able to work from any CSU site and other NHS\non-NHS sites. Statistics indicate that to date, national NHS Digital has saved 4,000 tonnes of carbon by making their data hosting more efficient, including migrations to Cloud First and Crown Hosting.²

To support such digital transformations, the NHSX team have produced the 'What Good Looks Like (WGLL) framework for digital transformation' (see Appendix 2). This framework provides MLCSU with a common vision for good digital practice to support the acceleration of digital transformation and the NHS net zero target.

As the above indicates, digital solutions can have a significant impact in reducing carbon emissions, making the target towards becoming a net zero healthcare system more achievable. The MLCSU IT Directorate is committed to the net zero agenda and as part of this we will build sustainability into all current and future IT developments

4.c.i MLCSU IT Department Carbon Reduction Plans

The MLCSU IT Department are in the process of developing plans for how they will improve each digital area to reduce the current carbon footprint. They have stipulated that each business case/project should include a section of how the project will promote carbon reduction in order to reach MLCSU's carbon net-zero target. Below are some of the high-level IT project areas for the service to prioritise.

Project Area	Areas for Development	Interface to other Workstreams
Review hardware replacement policies	Carry out a review of the existing policies including: <ul style="list-style-type: none"> • Review expected lifetime – desktops, laptops, servers, network kit etc · • Recommend reuse if within expect life • Consider option to donate to charities if still functional – social benefit • Opt for durability, easy maintenance and reparability when purchasing • Ensure compliance with standards - (e.g. EPEAT, Energy Star, Energy Efficiency, ISO 14001 • Plan for End of life - return to supplier (Dell, Cisco) • Consider benefits of Lease vs purchase? 	Supply chain and procurement

¹ NHS Digital Blog (<https://www.nhs.uk/blogs/the-role-of-digital-technologies-in-meeting-nhs-net-zero-targets/>)

² NHS Digital Blog (<https://www.nhs.uk/blogs/the-role-of-digital-technologies-in-meeting-nhs-net-zero-targets/>)

	<ul style="list-style-type: none"> Choose reputable providers for recycling and final disposal <ul style="list-style-type: none"> De-manufacturing, refurbishing and remanufacture and reuse Encourage reuse of precious elements – gold, copper etc 	
Review mobile telephony options	<ul style="list-style-type: none"> Consider sustainability of existing preference for iPhones Investigate Alternatives Examine Maintainability and review end of life plan 	Supply chain and procurement
Review MLCSU Data centres	<p>MLCSU are already working to reduce the number of in-house server rooms. For those that need to remain, we will review:</p> <ul style="list-style-type: none"> energy usage energy providers cooling/ water usage review device energy efficiency / power management tools 	Energy
Review Cloud Strategy	<p>MLCSU has an existing Cloud Deployment Strategy. This will be reviewed to reconsider the environmental impact and if this can be reduced, including:</p> <ul style="list-style-type: none"> Review current footprint and examine options to reduce impact / rightsizing Insist on 100% renewable energy to be used. Cloud first strategy – compare MLCSU strategy with that of NHS Digital policy Audit existing suppliers eg EMIS, SystmOne, Microsoft for compliance 	Energy Supply chain and procurement
Investigate Business Decision Support tools	<p>There are emerging tools that will support our business decisions to ensure they include the sustainability / Net zero dimension</p> <ul style="list-style-type: none"> Investigate tools for managing impact of our investment decisions Eg Microsoft Cloud for Sustainability (beta) https://www.microsoft.com/en-gb/sustainability/cloud 	System Leadership
Develop BI tools for Health Services - Decision making	<p>Clients will require more sophisticated modelling solutions to cater for the impact of Climate change on demand for services – predicting flooding, heat, air pollution etc.</p>	Sustainable models of care
Investigate innovative offsetting options	<p>There are options to help us offset some of our carbon emissions such as the Alternative Search Engine option – Ecosia – “Tree planting Search Engine”</p>	
Support Agile Working	<p>Continue to develop and promote use of MS Office 365 collaboration tools– internally and support partners to implement, including virtual consultation solutions for front line staff. Ensure there is compatibility across different platforms to enable this – CSU uses O365, whilst the majority of the NHS uses N365.</p>	Sustainable models of care
Review Project governance guidance to include a sustainability dimension	<p>Introduce a Sustainability element to the business case – ‘Net Gain’ e.g. reduced travel, state utilisation, reduction in printing etc, new builds.</p>	Workforce and system leadership Digital Travel & Transport
Review data retention policies	<p>Review data retention and storage policies to ensure archiving is limited to strictly necessary and in correct</p>	Workforce and system leadership

	format - Resolution of video, imagery and scans has a huge impact on overall data volumes and regular review is needed to ensure compliance with archived records.	
<i>Review recycling facilities at MLCSU sites</i>	Review facilities for recycling – some sites do not have capacity for cardboard to be recycled	Estates Digital Sustainable models of care
<i>Support changes to regulatory requirements</i>	Monitor and support changes to Digital Maturity Models that require a net zero dimension to performance Regular compliance audits will be required and all improvements measured and implemented.	Workforce and system leadership

4.c.ii The Adoption of Digital Tools

Digital tools have the power to support and enable greener facilities and service delivery long term. To provide context, within the 'Lancashire & South Cumbria New Hospitals Programme' the CSU provided support in order for the following to be implemented:

- **Green spaces:** Biophilic design³, green and brown roofs, biodiversity, harmonising with nature, green waste management and carbon sequestration initiatives.
- **Hybrid power systems:** N+2 from sustainable sources mixed with heat pumps, biomass, solar and others moving forward such as hydrogen.
- **Hybrid ventilation systems:** Highly conditioned and natural ventilation, solar shading⁴, biophilic design, daylight saving and external and internal condition harmonisation all integrated into orchestrated Building Management System technologies.
- **Electric Vehicle (EV) charging infrastructure:** To enable remote work and delivery throughout the region to smart and circadian lighting and acoustics.

The CSU has and will continue to adopt digital tools, but we also have an opportunity to raise awareness and support our clients. An example of one tool that has already been introduced to our current clients are remote monitoring programmes.

This was piloted in rural West Mercia through a 5G test bed project funded by Department of Digital Culture Media and Sports:

Wearable Video to support virtual ward rounds in rural care homes (Connected Worker): Connected Worker is a web-based real-time video communications service delivery platform which connects a remote clinician (GP, Community Nurse) with care home patients. Care home assistant wearing a head mounted (hands free) camera facilitate remote ward rounds. A head-mounted camera provides "see what I see" real time connectivity between the connected worker and sites of supervision, support and expertise.

Innovative use of extended reality (XR) to support remote monitoring of patients for rehabilitation. This use case will use a real-time XR Telemedicine platform for remote patients monitoring using our patent pending censored clothing and platform. Augmented view of a patient can be used in any place that human motion is desired to be studied, such as in the study and analysis of physical therapy, Parkinson's Disease or in the study of athletes in sports performance contexts. The Health XR is a "5G Kinesio-visualization" observer system uses an augmented reality headset for real-time interactive kinesiological analytics. The platform combines rich sensors in augmented displays with server-based body-pose estimation for real-time AR kinematic analysis. Doctors / Clinicians / Therapists will be able to view Augmented view of patient's biomechanical capability (range of motion, gait, etc.) and monitor patients progress without the need to meet them regularly in person.

³ Biophilic designed buildings incorporate things like natural lighting and ventilation, natural landscape features and other elements for creating a more productive and healthier built environment for people.

⁴ Solar shading is a method by which solar radiation in the form of heat and light can be reduced and controlled in a building.

4.d. Travel and Transport

4.d.i The CO₂ Carbon Footprint of Transport

Between 17/18 and 18/19, MLCSU increased its transport carbon footprint by **13 tonnes**, from **632 to 645**, an increase of **2.2%**. Contrastingly, in 19/20, MLCSU saw a significant reduction of its transport carbon footprint by **20.62%**, a decrease of **133 tonnes** down to **512 tonnes** of carbon. In 20/21, we saw a significant fall in our carbon footprint, related to travel, from **512 tonnes** down to **39 tonnes**. This was a direct impact of Covid-19 pandemic which resulted in most staff working from home and using technology to hold meetings, avoiding the need to travel to hold face to face meetings.

In 2021/22 we are expecting similar results to 20/21 but expect an increase in 22/23 in our transport due to a slow reopening of our office spaces and the return to a new normal. This will be closely monitored throughout this period. *The graph below shows a decrease in carbon emissions from 2017/18 to 2020/21:*

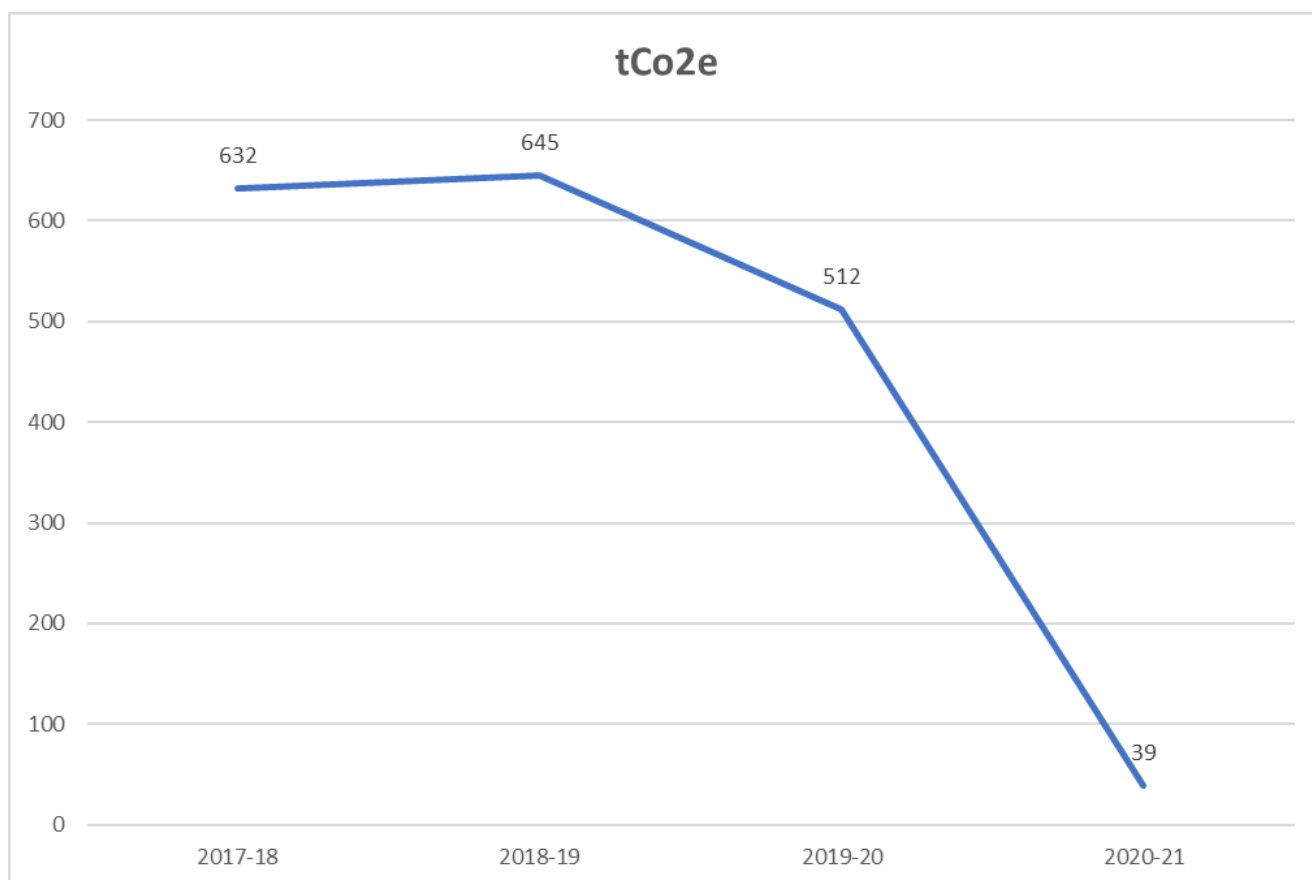
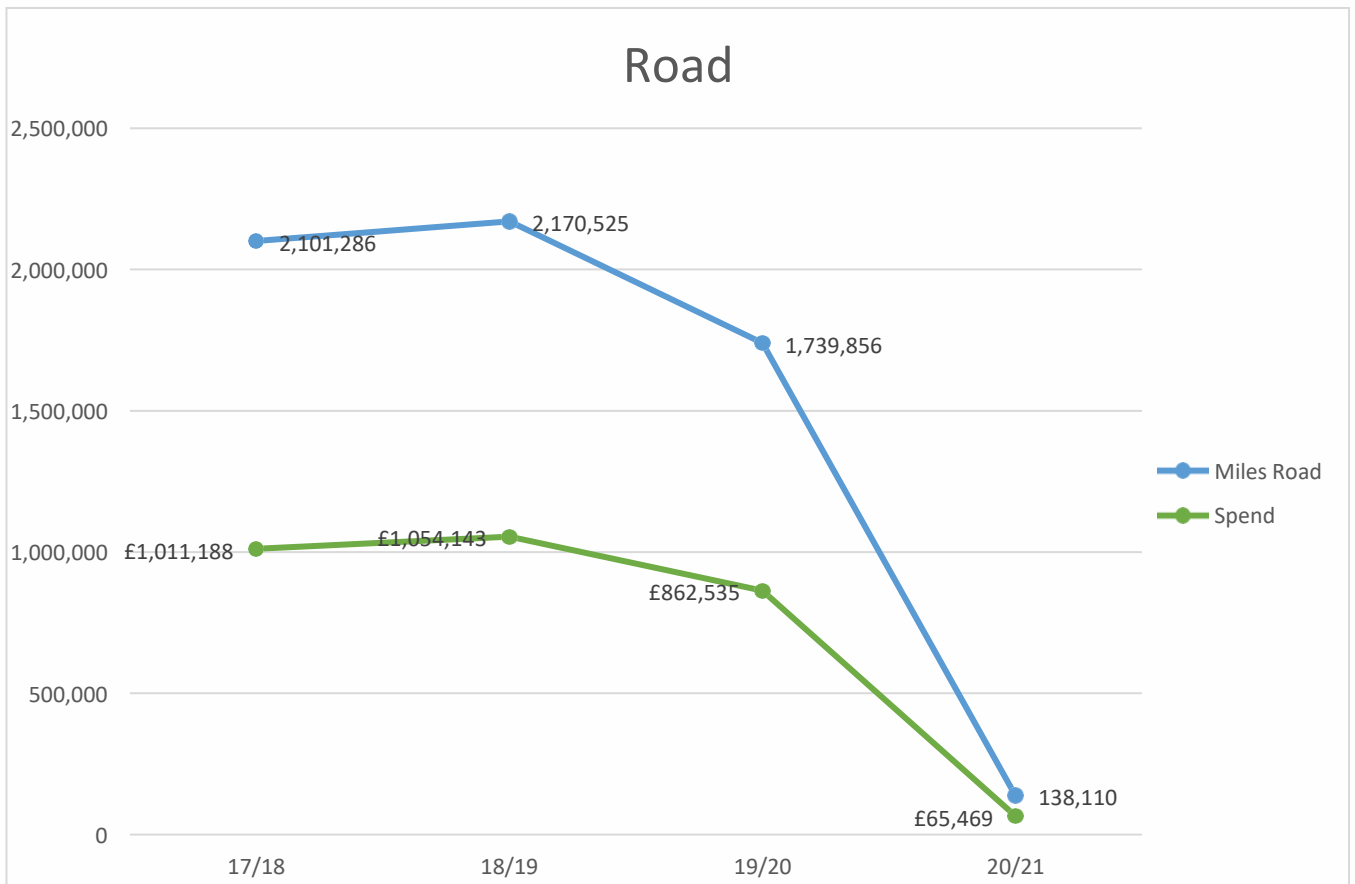


Figure 5: MLCSU's carbon emissions from 2017/18 to 2020/21

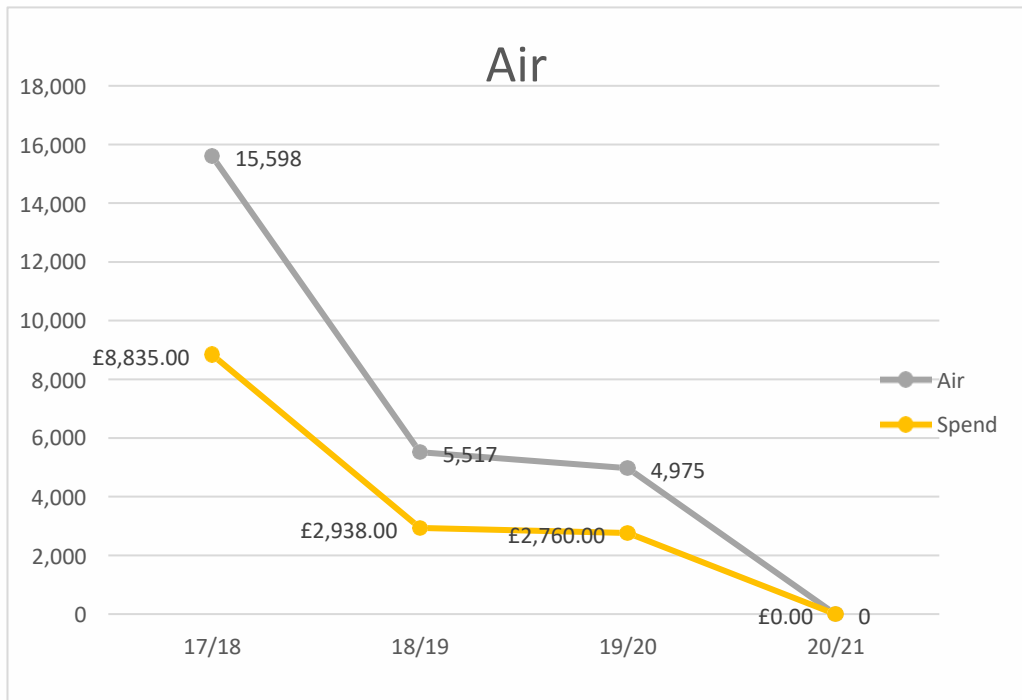
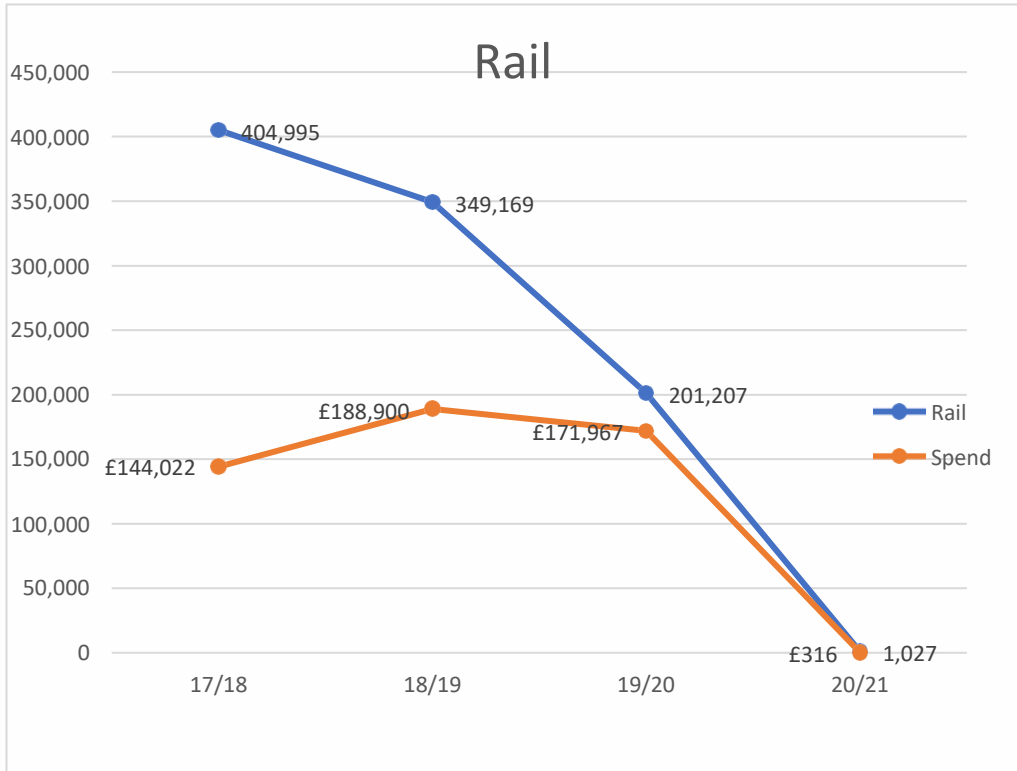
4.d.ii Mileage

Between 17/18 and 18/19, for MLCSU, we saw an increase in road mileage of **69,239 miles**, but a consistent reduction in subsequent years showing a decrease **430,669 miles** in 19/20 and a further reduction of **1,601,746 miles** in 20/21. Actual MLCSU road mileage for business travel, was only **138,110 miles** and a cost of **£65,459**, in 20/21. This was a saving of **£945,719** in 20/21 from our baseline position of 17/18. This again was a direct impact of Covid-19 pandemic which resulted in most staff working from home and using technology to hold meetings, avoiding the need to travel to hold face to face meetings.

Again in 21/22 we are expecting similar results to 20/21 but expect an increase in 22/23 in our road miles due to a slow reopening of our office spaces and the return to a new normal with Our Ways of Working. However, we will not be returning to anything like that of our baseline of 17/18 figures. This will be closely monitored throughout this period and in subsequent years.



Air and rail travel have also seen reductions 15,598 air miles in 17/18 to zero air miles in 20/21 and rail travel in 17/18 seeing 404,995 miles down to 1,027 miles in 20/21. The graphs below demonstrate the decline for rail and air in miles and cost from 17/18 to 20/21.



As with road mileage, in 21/22 we are expecting similar results to 20/21 but expect an increase in 22/23 in our rail and air miles due to a slow return to a new normal with 'Our Ways Of Working' but not returning to anything like that of our baseline of 17/18 figures. This will be closely monitored throughout this period and in subsequent years.

MLCSU cost of all business travel also in 17/18 (baseline) was **£1.2m**. Cost then increased in 18/19 by **£81,336**. Significant cost reduction in 19/20 to **£1,037,262**, which was a saving of **16.75%**, amounting to **£208,719**. In 20/21, COVID-19 impacted on the way we worked, as mentioned above. This reduced our overall impact on travel costs by a significant **£971.977** in 20/21. We expect to see similar figures in 21/22 but again a slight increase in 22/23, as we begin to get back to a new normal and follow 'Our Ways Of Working' approach.

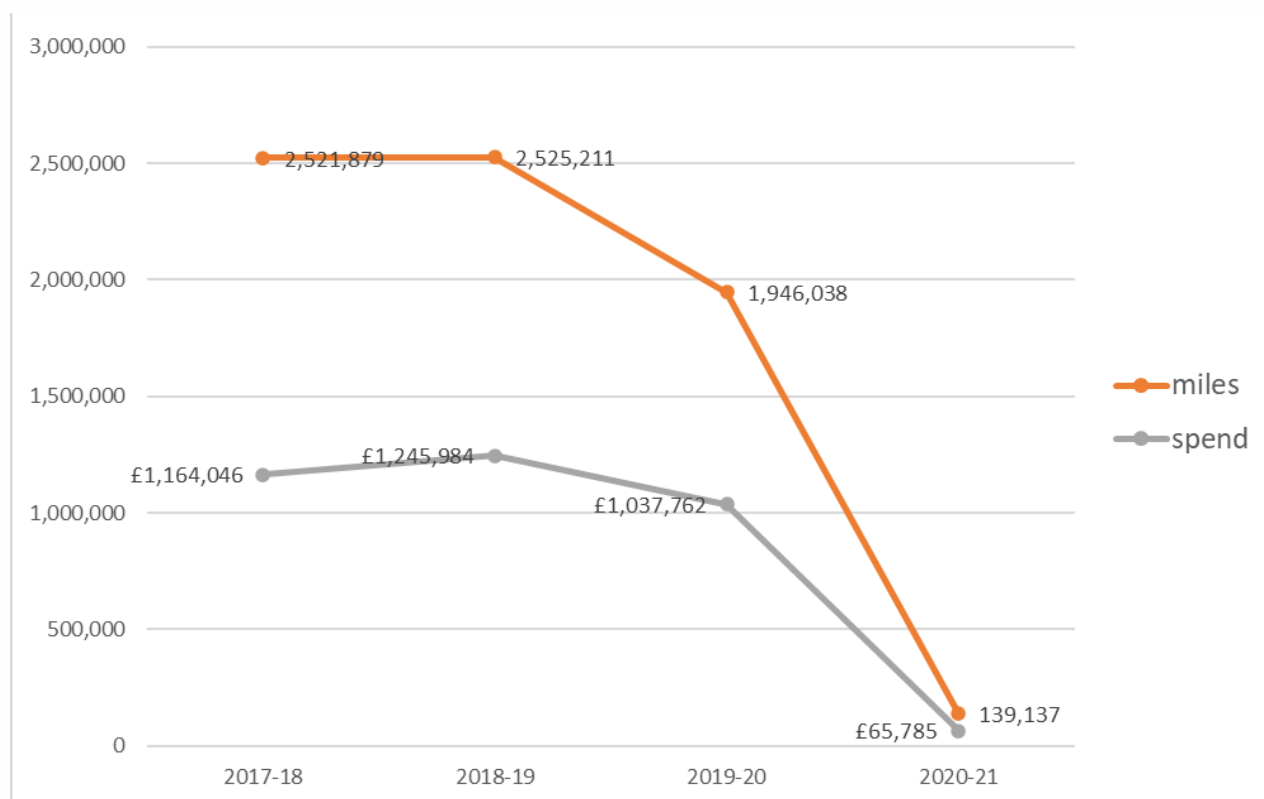


Figure 6: MLCSU's mileage and cost from 2017/18 to 2020/21.

Covid-19 presented challenges amongst the workforce, however MLCSU staff adapted very quickly, despite the difficult circumstances. This has resulted in a continued reduction of travel for MLCSU, across all our business areas. Whilst there may be some increase coming out of the pandemic, due to the adoption of the new ways of working, it will unlikely return to the levels of carbon previously produced.

Continued use of technology, reducing our carbon footprint, and adapting our 'way of working' culture will result in reduced carbon impact overall. MLCSU have produced a carbon reduction plan (Appendix 6), which details the changes to date and the areas where targets are set to achieve going forward. Our carbon reduction plan shows a positive impact, described above on travel and our overall decline in our carbon footprint.

4.d.i The CO₂ Carbon Footprint of Transport

In 2017/18 and 2018/19, MLCSU increased its transport carbon footprint by **13 tonnes**, from **632 to 645**, an increase of **2.2%**. Contrastingly, in 2019/20, MLCSU saw a significant reduction of its transport carbon footprint of **473 tonnes**, from **512 tonnes** to a total of **39 tonnes** of carbon of carbon. This was largely driven by the Covid-19 pandemic which resulted in changing habits of peoples chosen mode of transport and less miles used for business overall. *The graph below shows a decrease in carbon emissions from 2017/18 to 2020/21:*

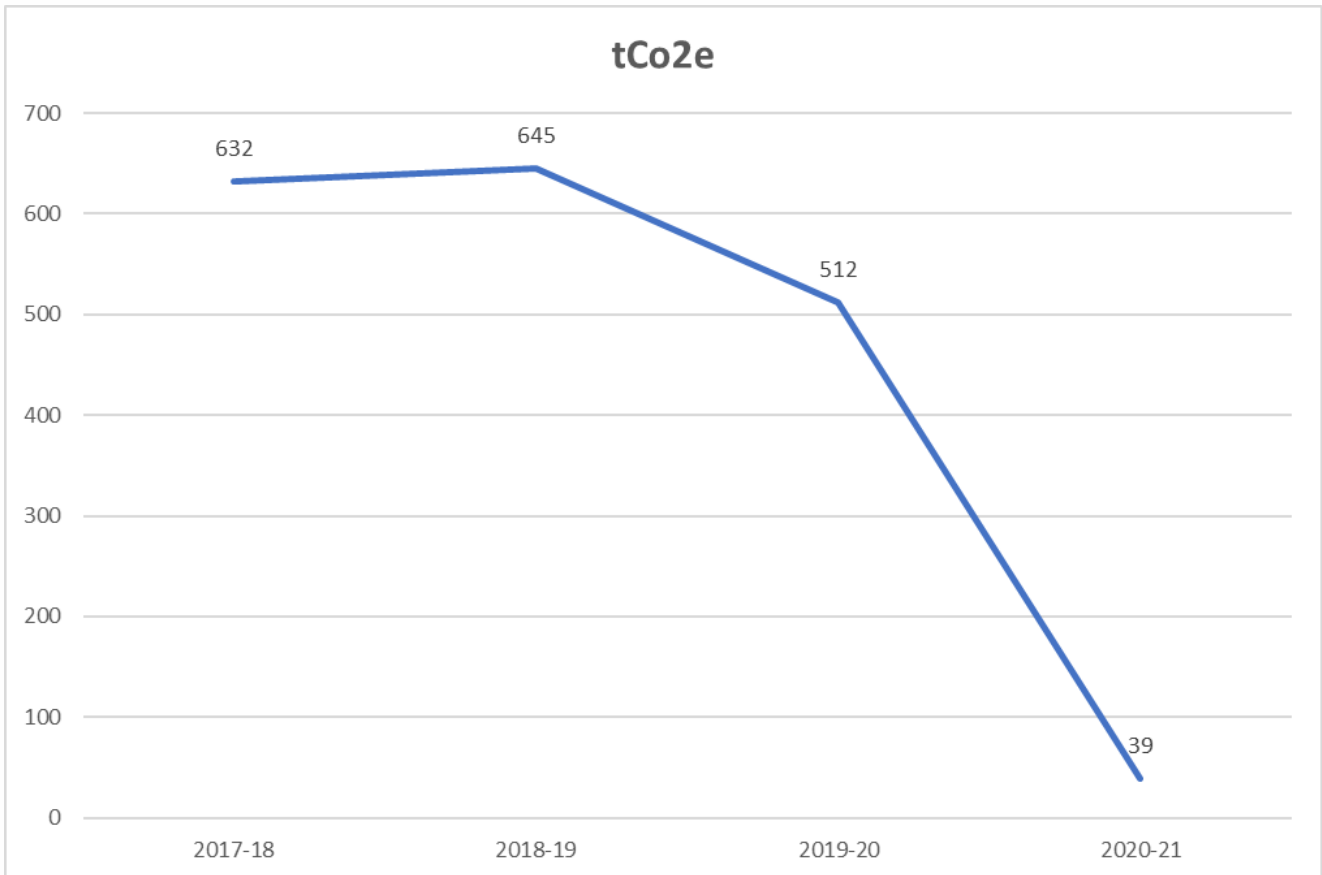


Figure 5: MLCSU's carbon emissions from 2017/18 to 2020/21

4.d.iii Lease Car Scheme

MLCSU currently offers a lease car scheme to its staff. Recent lease statistics have shown a change in the types of cars being obtained via the scheme with 48% of the cars leased being BEV's (Battery Electric Vehicles) and a further 28% being ULEV (Ultra Low Emission Vehicles). Going forward, we hope to increase these numbers and eliminate high emission transport all together, this will be reflected in our action plan. There are also some leased vans in use that need to be removed or replaced in the near future.

4.d.iv Cycle to Work Scheme

MLCSU also operates a Cycle to work scheme for staff which enables them to purchase a bicycle via a salary sacrifice scheme. This is to encourage increased activity of staff and their families as well reducing the any high emissions transport used to travel to work. As more employees adopt this scheme, we hope to see a further reduction in carbon emissions across travel and transport.

4.d.v Agile Working

Since the Covid-19 pandemic and the Government's advice to work from home where possible, the mileage for employees has reduced, both in going to and from work and also travel to meetings.

Meetings are now held remotely using such technology as Microsoft Teams, Skype and other video applications. Whilst travel is a core part of business and face to face meetings are often the best way to build relationships with customers and colleagues, ever increasing travel brings with it significant costs to the business and amounts to a high proportion of what can often be quite unproductive time.

The CSU also recognises that significant amounts of travel have a negative impact on staff wellbeing and actively encourages employees to look at ways to minimise travel and adopt a balanced approach to working from home on a regular basis.

This way of working also aligns with MLCSU's target of improving air quality. By reducing total travel (business and commuting), switching to lesser polluting transport modes, and making use of technology and agile working we are aiming for an 80% reduction in miles travelled by polluting modes by 2028- 2032.

4.e. Estates and Facilities

MLCSU are committed to aligning with the deliverables of the 'Estates Delivery Plan' as published by FutureNHS in November 2021. With regards to our estates, we are aspiring to do the following:

- **Reduce Carbon Impact throughout our Estates and Facilities:** by agile working, reducing consumption, increasing the building energy efficiency, and switching to 100% renewable energy in collaboration with NHS property services.
- **Cut Non-renewable Energy Usage and Cost:** by decreasing total electricity usage, measuring NHS property service bills, procuring energy efficient equipment, switching to LED lighting, enabling behaviour change initiatives such as the "Switch Off Campaign", recalibrate energy use targets now that so many staff work from home and working with employees to minimise their own carbon footprint whilst working at home.
- **Decrease Waste:** by reducing consumption, utilising data better, buying longer lasting electronic equipment and improving recycling capabilities at all sites, in accordance with relevant procurement processes.
- **Eliminate single use plastics:** MLCSU has already stopped buying some single use plastics for example, plastic cups and cutlery. We hope to continue to identify and eliminate single use plastics throughout the system.

4.e.i Agile Working

MLCSU are committed to providing a flexible and supportive working environment for colleagues through 'Agile Working'. Agile working is a way of working in which the organisation empowers its employees to work where, when, and how they choose; with maximum flexibility and minimum constraints to deliver "best in class" value and customer service. Agile working is reliant on digital communications to enable individuals to work in ways which best suit their needs, without the traditional limitations of where and when tasks must be performed.

Going forward, this will allow MLCSU to work smarter and eliminate all barriers, implement a range of measures to working efficiently, meet customer needs, reduce costs, maximise productivity, and improve personal carbon footprint. It also means that Building occupancy levels will be easy to measure with introduction of a workstation/desk booking system, enabling control of spaces and occupancy by estates, especially whilst the COVID-19 infection is present.

4.e.ii Building Energy Use

MLCSU are working with NHS Property Services to implement the use of LED lighting but there are current challenges in progressing with this. Due to the complex tenant/landlord arrangement over numerous sites that the CSU operates, calculating energy use attributable to MLCSU operations is difficult.

Further research is required to understand the simplest and most cost effective and way to upgrading to LED bulbs, the most obvious approach being to replace bulbs as part of 'business as usual' maintenance but this is yet to be established.

4.e.iii Asset Management and Utilities

MLCSU leases a total of **9273.75 sq./m** of space across its entire estate. Evaluation of the estate is constantly under review to achieve efficient use of office space and to meet demand. Desk counts have been undertaken to establish the efficient use of space to assess the demand profile required for future decision making. Please see [Appendix 3](#) for the Estates Strategy Key Principles.

Below is a demonstration of the estates strategy and principles applied. Since 2017/18 we have rationalised our estate and saved a total of **£1.2m** up to 2022. Further reductions in space and cost are being reviewed.

Location / Description	Saving (£)
Relocate from Preston Healthport 2017	£100,000 -
Anglesey House, Rugeley closure 2018	£205,000 -
Springfield (reduced Rugeley provision - additional cost) 2018	£32,000
Move from Bevan House, Wavertree to Liverpool Innovation Park 2018	£57,000 -
Worcester property closure 2017	£67,000 -
Move from Bevan House to Liverpool Innovation Park 2018	£182,000 -
Exiting Liverpool Innovation Park to Regatta Place Liverpool 2021	£120,000 -
Exiting Kingston House to Sandwell Council House/Oldbury HC/Black Country House and the renewal of Imperial court 2021	£354,148 -
Exiting St Johns House to replace with County Hall, Leicester 2022	£164,591 -
Total Savings Since 2017	£1,217,739 -

4.e.iv Recycling Waste

To date we have implemented recycling bins at the Jubilee House site in Leyland, and Heron House in Stoke-on-Trent. Bins have also been delivered to Cardinal Square, Derby. MLCSU will work with NHS Property Services to improve recycling capabilities at all sites and seek NHS Property Services support of how this can be implemented.

4.e.v Green Space and Biodiversity

Green space and biodiversity plays a key role in improving patient recovery rates and patient experience, as well as supporting staff wellbeing. MLCSU has looked at the integration of green space into the working environment where possible, encouraging tree planting, and a gardening club.

4.e.vi Capital Projects

Looking at future capital projects, MLCSU will ensure sustainability aspects are included in all business cases, with a clear set of aims such as setting energy and water efficiency targets. Any new build and/or refurbishment projects will consider the considerations set out in HTM 07-07 Environment and Sustainability¹. Based on this, any capital projects are committed to encourage the use of BREEAM excellent status.

Consideration will also be given into the use of local supply chain where possible with preferred suppliers being within a set radius of the estate. As a matter of best practice, the procurement team consider the whole life cycle costing in the decision making and procurement process. There is also a policy for buying equipment with the highest energy efficient ratings possible to ensure lower costs of operation.

4.f. Medicines

The long-term NHS plan pledges to reduce the negative effect the NHS has on the environment to help to build a more sustainable NHS. Part of this negative effect can be managed through the identification and encouragement to prescribe medicines which limit damage to the environment.

As with other sections and functions within MLCSU, from the start of the pandemic, the IPA/CHC teams have routinely undertaken assessments and reviews virtually (where previously they were all done face-to-face); therefore, leading to reduced travel amongst patients and colleagues.

4.f.i Inhaler Prescriptions

The 2021/22 NHS Standard Contract sets out inhalers and anaesthetic gases as two key areas for early action. Prescribing of inhalers is an area where changes in practice could easily deliver a reduction in the NHS carbon footprint.

It is estimated that there were over 50 million prescriptions issued for inhalers across England in the last 12 months. Inhalers are most often prescribed as one of two types: either metered dose inhalers (MDI), which use hydrofluorocarbons (HFC) as a propellant, or dry powder inhalers (DPI), which use no

propellant.

HFCs are powerful greenhouse gases that contribute to global warming, however dry powders are not suitable for all patients as there must be a certain inspiratory flow rate to ensure effective delivery of the medicine. One aim would be for the NHS to use more dry powdered inhalers and less MDI inhalers, where clinically appropriate. An example of this in practice is detailed below from Cheshire and Merseyside.

Data included in Figure 7 is taken from open prescribing (2020) and looks at measures showing the number of MDIs (excluding salbutamol) as the proportion of all inhaler prescriptions that are MDI or DPI. The data shows an increasing trend in % of MDI inhalers to circa 55% of all inhalers across Cheshire and Merseyside. This is comparable to other ICS areas and individual CCGs across Cheshire and Merseyside (range approx. 50-60%).

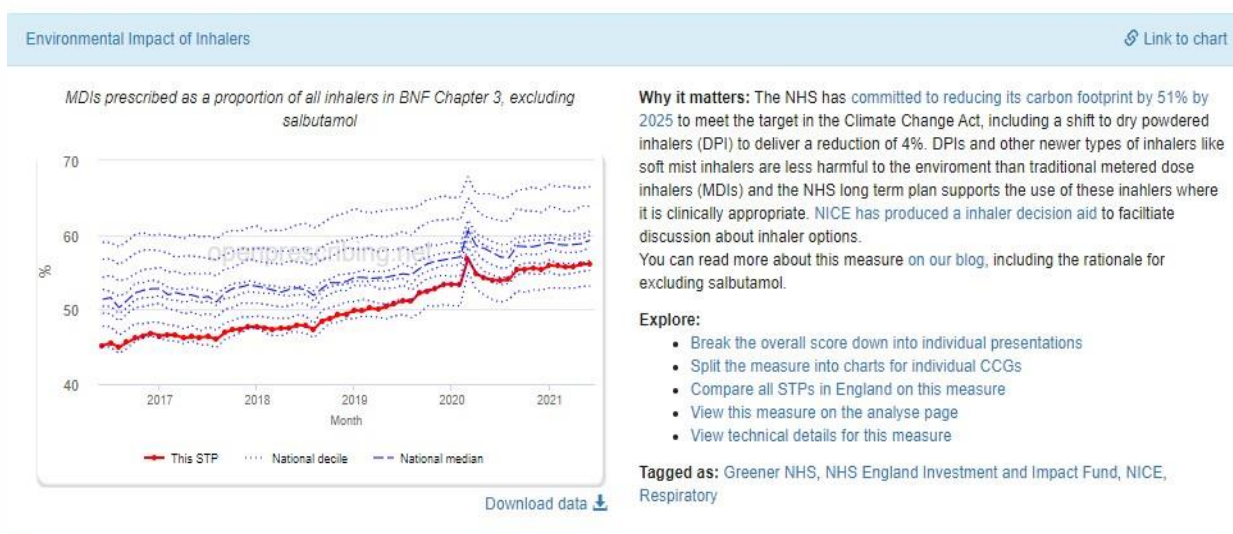


Figure 7: Case study of Cheshire and Merseyside showing MDI's prescribed as a proportion of all inhalers

To address this issue, we are looking to work with our CCGs & stakeholders around the following actions:

- Highlight local formulary choices to show greener products.
- Complete regular patient reviews and discuss switching from MDI to DPI where clinically appropriate. Tools are available to support discussions via

NICE, and includes individual considerations linked to inhaler choice.

- Create a patient campaign to highlight risks to environment associated with MDI inhaler use.
- Utilise local respiratory groups and networks to spread the word amongst colleagues and patients.

4.f.ii Wasted Medicines

It is estimated that medicines waste or unused medicine costs the NHS around £300 million every single year, with an estimated £110 million worth of medicine returned to pharmacies, £90 million worth of unused prescriptions being stored in homes, and £50 million worth of medicines disposed of by Care Homes according to a Department of Health report.

Causes of medicine waste are usually due to:

- Over-ordering of medicines.
- Continuing requests for repeat medication that is no longer required.
- Patients not taking medicines as prescribed.
- Poor repeat prescribing systems.
- The increased workload associated with issuing 7-day prescriptions and use of compliance aids when medicines are dispensed, leading to an increased number of journeys either by the patient to collect the medicines or the pharmacy delivery driver delivering medicines.
- Many compliance aids are made from single use plastics or cardboard, meaning that often they cannot be recycled.

MLCSU recognises there are number of ways to address the above issues and will work closely with ICS areas, CCG's and pharmacies to ensure that this wastage is mitigated. Some of the actions to address this moving forward have been listed below:

- Encourage patients to feel able to confide in clinicians if they aren't taking their medicines and ask clinicians to prompt patients on this matter.
- Regularly review all medications patients are prescribed and check for the continued need for these medications.
- Run a patient campaign to promote to minimising medicines waste.
- Enable appropriate disposal; encourage patients to take any un-used medications to their local pharmacy so that they can dispose of it safely.
- Review all 7-day prescriptions and compliance aid requests.

4.g. Supply Chain and Procurement

The NHS uses products such as medical equipment, food and other business goods from more than 80,000 suppliers. Over 60% of the current carbon footprint can be found in the NHS supply chain, making it important that the NHS support their suppliers in creating a positive change, to meet the Net Zero target that has been set.

In 2021 the NHS public board approved the 'Net Zero supplier roadmap' which sets out environmental guidelines and expectations working with suppliers moving forward. A further framework to support reporting on this map will be published in 2022. The roadmap can be seen below:

Net Zero Supplier Roadmap

- **From April 2023:** the NHS will adopt the Government's '[Taking Account of Carbon Reduction Plans](#)' (PPN 06/21), requiring all suppliers with new contracts for goods, services, and/or works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions. From April 2024, the NHS will expand this requirement for all new contracts, irrespective of value.
- **From April 2027:** all suppliers with contracts for goods, services, and/or works for any value, will be expected to publish a carbon reduction plan that takes into account the suppliers' direct and indirect emissions.
- **From April 2028:** new requirements will be introduced overseeing the provision of carbon foot-printing for individual products supplied to the NHS. The NHS will work with suppliers and regulators to determine the scope and methodology.
- **From 2030:** suppliers will only be able to qualify for NHS contracts if they can demonstrate their progress through published progress reports and continued carbon emissions reporting through the supplier framework.

Figure 8: The NHS Net Zero Supplier Roadmap (www.england.nhs.uk/greenernhs/get-involved/suppliers/)

As well as the supplier roadmap, from April 2022, all trusts must adopt the Government's Social Value Model (PPN 06/20), by including a minimum of 10% weighting on net zero and social value in all tenders. This means the CSU have a role to play in educating and ensuring trusts are well equipped to make these changes.

As part of the procurement of healthcare services the team utilise the NHS standard contract in all cases. This includes a clause specific to Sustainable Development which reads:

"The Provider must maintain a sustainable development plan in line with NHS Sustainable Development Guidance. The Provider must demonstrate its progress on climate change adaptation, mitigation and sustainable development, including performance against carbon reduction management plans, and must provide an annual summary of that progress to the Co-ordinating Commissioner."

MLCSU seek to address sustainability within their procurement practices by several means:

- **Eradicating single use plastic items:** Single use plastic items have been removed from use within MLCSU wherever possible and sustainable alternatives used instead. Going forward, we will be looking at reducing single use plastics wherever possible.
 - **Reducing paper use:** Only printing and using paper where necessary, and all paper moving forward should be 100% recyclable.
 - **Training:** The procurement team would like to support and train all procurers within the system on sustainable development and share related training resources within the CCG's and ICS areas.
- **Energy/sustainability Questions:** MLCSU have already embedded supply chain engagement tools e.g. Sustainable procurement policies and energy management systems, within tenders. Going forward, we would work to improve this process.
 - **Code of conduct:** MLCSU works with new and existing suppliers to ensure that they sign up to our supplier code of conduct (see [Appendix 5](#)). Introduction to the net zero supplier roadmap will also become part of this process to raise awareness to all suppliers and give them adequate forewarning with regards to expectations.

4.h. Adaptation

Climate Change is recognised as one of the biggest threats to public health and biggest emergency planning challenges in the coming years.

The impacts of climate change are already being felt in the UK and these impacts will increase in likelihood and severity in the future. According to the UK Climate Change Risk Assessment⁵ (UK CCRA 2017), the UK is projected to see an increase in the frequency and intensity of weather-related hazards including heat waves and floods.

The UK's Climate Change Risk Assessment, 2017, highlighted that more intense rainfall, more extreme weather, and wetter winters are projected to increase the threat of damage and disruption as a result of all types of flooding. The Met Office predicts⁶ UK winters to become warmer and wetter on average, while summers are projected to become hotter and are more likely to be drier. Severe heatwaves are expected to be far more likely.

The CSU has a dedicated environmental sustainability group in place and considers the impact that climate change will have in its medium to long-term business continuity strategies. The group also looks at addressing projected risks to people, infrastructure, and buildings.

To help prepare for climate change, MLCSU will do the following:

- Engage with our local stakeholders and through dedicated resilience networks and other healthcare providers/ commissioners to identify risks posed by current weather and climate. These risks will then be added to our risk register and monitored frequently.
- Continue to monitor relevant national guidance, policy, and research. The 'Public Health England Heatwave plan' has been incorporated into the readiness arrangements for the CSU and exercised as part of CSU business continuity planning.
- Provide advice to staff and patients on 'staying well' during heatwave and floods and other extreme weather events.
- Ensure all new and existing premises can cope with increased frequency of heatwaves and floods and minimise the risks to staff, patients and visitors.

⁵Source:https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/584281/uk-climate-change-risk-assess-2017.pdf

⁶Source:https://www.metoffice.gov.uk/binaries/content/assets/metofficegovuk/pdf/research/ukcp/ukcp18_headline_findings_v3.pdf

5. ACTION PLAN

Area of Focus	Target	Ownership	Timeline
Workforce & Leadership	Write role description for Green Champions programme to be approved by the board.	Rachel Roocroft	End of Feb 2022
	Launch Green Champions programme and set up a process to communicate, raise awareness and promote involvement in green plan targets.	Rachel Roocroft	March 2022 for start in April 2022
	Develop a sustainability training programme for all MLCSU staff - both from the Carbon Literacy Training and a more bespoke offering for specific staff members.	Andy Collins	June 2022
	Seek board approval to review induction training for new starters to include how we are meeting the green agenda and overview of the MLCSU green plan.	Debbie Bywater	Approval Feb 2022. Commence training from April 2022
	Ensure board members complete the 'Healthcare Leadership course' or equivalent.	MLCSU Board	June 2022
Sustainable Models of Care	Actively promote the identified sustainable models of care across MLCSU clients.	Pam Hughes	Ongoing
Digital Transformation	Investigate digital tools for measuring impact of our investment decisions and present outcomes to board.	Debbie Bywater	Ongoing
	Research other digital tools being used across the NHS and identify where they may benefit MLCSU and it's clients.	Debbie Bywater	Ongoing
	Review of Hardware Replacement Policies	Ian Hart	June 2022
	Review of Mobile Telephony Options	Ian Hart	June 2022
	Review of Cloud Strategy	Manny Patara	June 2022
	Investigate Business Decision Support Tools	Debbie Bywater	Ongoing
	Support the removal of local servers in Primary Care General Practices and move to cloud based	Manny Patara	June 2022
	Review facilities for recycling of items e.g. cardboard	Andy Collins	June 2022
Travel and Transport	Continue to monitor travel and transport statistics and set reduction targets on a yearly basis – initially this will be a target of minimising the increase as we go back to the office at 15% on the 2021/22 figures.	Andy Collins	May 2022
	Internally promote the benefits of the 'cycle to work scheme' to increase the uptake and usage of it.	Andy Collins	May 2022
	Promote awareness of greener vehicles such as Battery Electric Vehicles and Ultra Low Emission Vehicles available on the 'lease car scheme'.	Andy Collins	May 2022

Estates and Facilities	Review and monitor recycling facilities across estates and work with clients to increase options to recycle.	Andy Collins	Ongoing
	Work with NHS property services to understand viability of switching to renewable energy sources across all estates. And ensure all new properties/leases meet an energy efficiency rating of 'C' or above.	Andy Collins	April 2023
	Continue to identify and run behaviour change campaigns around energy e.g., 'switch off the lights' signage	Andy Collins	September 2022
Medicines	Identify and deliver information across CSU clinical staff to increase awareness amongst about the use of 'greener medication	Jonathan Horgan	June 2022
Supply Chain & Procurement	Identify and report all single use plastics across MLCSU sites and replace with recyclable, low carbon alternatives.	Elaine Butler	Ongoing
	Review supply chain engagement tools and tender process to ensure that sustainable practice is being actioned throughout. Make amends to process if necessary.	Elaine Butler	June 2022
	Implement training for all procurement teams across MLCSU to ensure they are aware of the sustainable procurement policy and green priorities.	Rachel Roocroft	April 2022
Adaptation	Update risk register to include climate related risks including floods and heatwaves.	Andy Collins	September 2022
	Complete an estates review, identifying whether changes are required to deal with extreme weather conditions such as floods and & Heatwaves.	Andy Collins	September 2022

APPENDIX 1:

Statement of Commitment

NHS Midlands and Lancashire CSU Board Environmental Statement 2020 to 2025

Midlands and Lancashire Commissioning Support Unit (MLCSU) is serious in committing and delivering against the NHS Green plan; we are absolutely focused on reducing our carbon footprint and delivering our services sustainably. We recognise that our sustainability journey will change our ways of working which will allow us to continue to make a positive impact environmentally, socially, and financially. In doing so, we will ensure our organisation is fit for the future and supports the long-term well-being of our staff, clients, and the wider communities we serve.

As an organisation we deliver a range of services which harness our ability to innovate and leverage the latest research and technology, to drive sustainability within our organisation and across the NHS.

The Green Plan shares the progress we are making towards our organisational vision and how we are anchoring sustainability as a key pillar in everything we do.

Signed:



Date: November 2022

Derek Kitchen

Managing Director



APPENDIX 2:

NHS What Good Looks Like Framework

The NHS What Good Looks Like (WGLL) framework has seven critical success factors:

1. Well led

MLCSU has a clear strategy for digital transformation and collaboration. The Board collectively own and drive the digital transformation.

2. Ensure smart foundations

Digital, data and infrastructure operating environments are reliable, modern, secure, sustainable, and resilient.

Ensure progress towards net zero carbon, sustainability and resilience ambitions by meeting the Sustainable ICT and Digital Services Strategy (2020 to 2025) objectives.

3. Safe practice

MLCSU maintain standards for safe care, as set out by the Digital Technology Assessment Criteria for health and social care (DTAC). To routinely review system-wide security, sustainability, and resilience.

4. Support people

MLCSU staff are digitally literate and can work optimally with data and technology. Digital and data tools and systems are fit for purpose and support staff to do their jobs well.

5. Empower citizens

MLCSU working in partnership with ICS's, NHSE and other stakeholders to develop digital strategies for citizen engagement and citizen-facing digital services that is led by and has been co-designed with citizens.

6. Improve care

MLCSU working in partnership to ensure that data and digital solutions are redesigned across organisational boundaries to give patients the right care in the most appropriate setting. For example, to:
Provide remote consultations, monitoring and care services, promoting patient choice and sustainability.

7. Healthy populations

MLCSU in partnership with stakeholders to contribute data and resources to the population health management platforms and use this intelligence to inform local care planning.

The IT senior management team will review and align where appropriate to the WGLL framework and work in collaboration with the key stakeholders for example ICS's, NHSEI and other local stakeholders with their reduction of their carbon net zero targets.

Below are some successful projects that have helped with the MLCSU sustainability and reduction of the MLCSU carbon net zero targets, whilst at the same time coping with the issues caused by the Covid-19 pandemic:

- Closure of Kingston House – the majority of staff are now working remotely utilising the 0365 agile tools.
- IT staff are using remote management tools for IT support for both internal and external clients.

IT engineers only travel to clients' sites when they are unable to resolve the IT issue remotely. This has led to a large reduction in travel expenditure, vehicle carbon reduction and improved staff performance and client expectations.

- Removal of all individual desktop printers to office multifunctional printers which has reduced the overall cost of printing.
- Cancellation of the MLCSU BT contract voice conference facilities. The majority of virtual meetings are held using MS-TEAMS video and audio facilities. This has allowed the digitally sharing and viewing of documents, which has enabled a large reduction in printing costs for example no requirement to print meeting agendas, minutes, and papers etc.

APPENDIX 3:

Estates Strategy

Key Principles

In making any decisions around our buildings and estates the following key principles apply.

All proposals should:

1. Be driven by and support our operating model of "at scale", centralised hub services with customer-facing and co-located staff where appropriate.
2. Reduce our overall estates portfolio to support the above - money saved on estates protects investment in frontline staff.
3. Provide a comfortable and modern working environment for all staff.
4. Support the organisational ethos of agile working by working smarter, following the governments strategic principles of 'The Way We Work' and take account of staff travel.
5. Take account of value for money - a benchmarking exercise has been undertaken for all our accommodation to show actual cost per desk, a desk count in some buildings to establish overall efficiency/use and where possible, we will look to minimise the use of higher cost premises where possible.
6. Maintain and/or improve the ability of staff to work more efficiently and make better use of technology across the CSU as whole. Using Skype for business and Office 365 to reduce the need to travel from base to base, where a meeting could be held by Skype or documents safely shared.
7. MLCSU will seek to lease energy efficient and sustainable buildings, by reviewing their energy certification graded 'C' or above, whether technology has been used to improve on energy efficiency to make it modern and energy efficient.
8. Ensure all buildings are documented with either a lease, heads of terms or licence, demonstrating flexibility to meet the business needs. Average lease length will be no longer than 5 years and allowing a 3-year tenant break in case the CSU's needs change.
9. NHS Property Services Space Realisation Scheme which is a review of buildings and CSU long or short-term occupation intention. This review took place in late 2017.
10. Align with the direction of travel set by NHSE to go paperless/light by 2018 – this will reduce the amount of storage space across CSU estate.
11. Estates inclusivity on the probable impacts of new business that may impact on capacity within our current footprint.
12. Improve staff welfare facilities to a reasonable and acceptable standard for all staff, inside and where appropriate, outside.
13. Developing a sustainable environmental plan alongside its estate's strategy, reducing its impact on statutory and regulatory requirements, increase employee engagement, improving confidence of stakeholders, achieving business aims (reducing costs, etc) and provide competitive and financial advantage. (ISO14001 Key Benefits).

All space occupied through the CSU must first come through the Estates team and must be subject to an NHS England Business case approval process and delivered through NHS Property Services Ltd, to avoid any SFI breaches. The contents of this report reflect the time it was written.

APPENDIX 4:

Supplier Code of Conduct

Overview

NHS Midlands and Lancashire Commissioning Support Unit deliver commissioning support services to various clients across the North West and Midlands. We abide by a strict set of ethical values to guide us in our business activities.

We expect all our suppliers to adhere to the same ethical standards. This supplier code of conduct is to inform all suppliers who provide goods and services to NHS Midlands and Lancashire Commissioning Support Unit of our ethical standards and provides assurance to our clients that our supply chain is robust.

As a supplier of goods or services to NHS Midlands and Lancashire Commissioning Support Unit, it is necessary that you comply with the following code of conduct provisions.

Laws and Ethical Standards

The supplier shall comply with all laws applicable to its business. The supplier should support the principles of the United Nations Global Compact, the UN Universal Declaration of Human Rights as well as the 1988 International Labour Organisation Declaration on Fundamental Principles and Rights at Work, in accordance with national law and practice. In particular, the following conditions shall be complied with:

- The supplier employs no children under the age of 15.
- The supplier shall make no use of forced or compulsory labour.
- The supplier shall comply with the respective national laws and regulations regarding working hours, wages, and benefits.
- The supplier shall not discriminate on the basis of race, religion, disability, age, sexual orientation, or gender.

Health and Safety

Our suppliers should strive to implement the standards of occupational health and safety at a high level. The supplier shall comply with applicable health and safety regulations and provide a work environment that is safe and conducive to good health, in order to preserve the health of employees and prevent accidents, injuries and work-related illnesses.

Business Continuity Planning

The supplier shall be prepared for any disruptions of its business (including natural disasters, terrorism, IT failure, pandemic). This preparedness especially includes disaster plans to protect both employees and the environment as far as possible.

Bribery

The supplier shall comply with international anti-bribery standards as set in the United Nations Global Compact and local anti-corruption and bribery laws including The Bribery Act 2010. In particular, the supplier may not offer services, gifts of benefits to NHS Midlands and Lancashire Commissioning Support Unit employees in order to influence the employee's conduct in representing NHS Midlands and Lancashire Commissioning Support Unit.

Environment

The supplier shall comply with all applicable environmental laws, regulations and standards as well as implement an effective system to identify and eliminate potential hazards to the environment.

Modern Slavery

Slavery is a violation of a person's human rights. It can take the form of human trafficking, forced labour, bonded labour, forced or servile marriage, descent-based slavery, and domestic slavery. A person is considered to be in modern slavery if they are:

- Forced to work through mental or physical threat
- Owned or controlled by an "employer", usually through mental or physical abuse
- Dehumanised, treated as a commodity or sold or bought as "property"
- Physically constrained or has restriction placed on their freedom of movement

"NHS Midlands and Lancashire CSU believes there is no room in society for modern slavery and human trafficking, we have a zero tolerance for modern slavery and breaches in human rights and will ensure this is built into the processes and business practices that we, our partners and our suppliers use on a daily basis" Derek Kitchen, Managing Director of NHS Midlands and Lancashire CSU

Forced or Involuntary Labour

Workers shall not be charged any fees or costs for recruitment, directly or indirectly, in whole or in part, including costs associated with travel, processing official documents and work visas in both home and host countries.

Document Retention

Confiscating or withholding worker identity documents or other valuable items, including work permits and travel documentation (e.g. passports) is strictly prohibited. The retention of personal documents shall not be used as a means to bind workers to employment or to restrict their freedom of movement.

Contracts of Employment

Written contracts of employment shall be provided to migrant workers prior to deployment, in a language that they understand, clearly indicating their rights and responsibilities with regard to wage, working hours and other working and employment conditions. The use of supplementary agreements and the practice of contract substitution are strictly prohibited.

Deposits

Migrant workers shall not be required to lodge deposits or security payments at any time.

Humane Treatment

The workplace shall be free of any form of harsh or inhumane treatment.

Disciplinary policies and procedures shall be clearly defined and communicated to all workers, and shall not include any inhumane disciplinary measure, including any corporal punishment, mental or physical coercion, or verbal abuse of workers; nor shall they include sanctions that result in wage deductions, reductions in benefits, or compulsory labour.

The use of threat of physical or sexual violence, harassment, and intimidation against a worker, his or her family or close associates is strictly prohibited.

Workplace Equality

All workers, irrespective of their nationality or legal status, shall be treated fairly and equally. Migrant workers shall benefit from conditions of work no less favourable than those available to country

nationals. Migrant workers shall not be threatened with denunciation to authorities to coerce them into taking up or maintaining employment.

Wages and Benefits

All works shall be paid at least the minimum wage required by applicable laws and shall be provided all legally mandated benefits. Wage payments shall be made at regular intervals and directly to workers, in accordance with national law, and shall not be delayed, deferred, or withheld. Only deductions, advances, and loans authorised by national law are permitted and, if made or provided, actions shall only be taken with the full consent and understanding of workers. Clear and transparent information shall be provided to workers about hours worked, rates of pay and the calculation of legal deductions. All workers must retain full and complete control over their earnings. Wage deductions must not be used as a disciplinary measure, or to keep workers tied to the employer or to their jobs. Workers shall not be held in debt bondage or forced to work in order to pay off a debt. Deception in wage commitments, payment, advances, and loans is prohibited.

Working Hours

Workers shall not be forced to work in excess of the number of hours permitted in national law. Where the law is silent, normal working hours shall not exceed eight per day and forty-eight per week, and total working hours including overtime shall not exceed sixty hours. All overtime shall be purely voluntary unless part of a legally recognised collective bargaining agreement. No worker shall be made to work overtime under the threat of penalty, dismissal, or denunciation to authorities. No worker shall be made to work overtime as a disciplinary measure, or for failure to meet production quotas.

Freedom of Movement and Personal Freedom

Worker's freedom of movement shall not be unreasonably restricted. Workers shall not be physically confined to the workplace or related premises, such as employer or recruiter operated residences; nor shall any other coercive means be used to restrict workers freedom of movement or personal freedom. Mandatory residence in employer-operated facilities shall not be made a condition of employment.

Grievance Procedure

An effective grievance procedure shall be established to ensure that any migrant worker, acting individually or with other workers, can submit a grievance without suffering any prejudice or retaliation of any kind.

Private Employment Agencies and Labour Recruiters

Organisations should hire migrant workers directly whenever possible. Where the subcontracting of recruitment and hiring is necessary, organisations shall ensure that the labour agencies they engage operate legally, are certified or licensed by the competent authority, and do not engage in fraudulent behaviour that places workers at risk of forced labour or trafficking for labour exploitation.

Subcontractors

The supplier shall communicate the principles stated in the Supplier Code of Conduct and detailed above to its subcontractors involved in supplying the products and services.

Compliance with Supplier Code of Conduct

NHS Midlands and Lancashire Commissioning Support Unit reserves the right, upon reasonable notice, to check compliance with the requirements of the Supplier Code of Conduct.

Any breach of the obligations stipulated in this Supplier Code of Conduct is considered to be a material breach of contract by the supplier.

APPENDIX 5:

MLCSU Carbon Reduction Plan

Publication date: June 2023

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Introduction

MLCSU is designed to be both of and for the NHS. Our vision is to be pivotal in fully supporting the delivery of major improvements in health and well-being. MLCSU is essential to the healthcare systems that we support, and our philosophy is to face every new challenge and opportunity together with our customers.

MLCSU is determined to reduce its impact on emissions it is responsible for by introducing innovative ways in which staff can work and deliver its services, efficiently and effectively across a large geographical footprint.

MLCSU consistently provides data to NHS E/I which is then used for reporting internally to measure our impact on our Green Plan. 2022 to 2023 is the first full year of working without restriction, which ended in December 2021. MLCSU's approach to working agilely has remained, whilst encouraging face to face contact as and when required for business purposes.

Commitment to Achieving Net Zero

NHS Midlands and Lancashire CSU is committed to achieving Net Zero emissions by 2040, for the emissions we control.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. MLCSU has used the data for 17/18 as a benchmark to measure its performance to date, and also provided subsequent years up to 22/23.

Baseline Year: 2017/18

Additional Details relating to the Baseline Emissions calculations.

We have used the Greening Government Commitment reporting guidelines to calculate most of these emissions.

Emissions related to energy use and waste across our corporate estate have been calculated using the best available usage data. Where information was not available, estimates have been made based on the information held.

Upstream transportation and distribution include gas and electricity well-to-tank (WTT) emissions and transportation and distribution (T&D) losses for electricity use. WTT figures associated with business travel and T&D losses for electric vehicle charging are also included here.

Business travel includes car/private vehicles, rail and air travel. Information isn't currently available to estimate business travel carried out by underground, bus, taxi, ferry or other modes of public transport. We are working to provide this data in future interactions, but the impact is expected to be very low due to low numbers and frequency of travel .

Employee commuting has been estimated using the Office for National Statistics annual national travel survey for the baseline and 22/23 data.

Baseline year emissions: 2017/18

EMISSIONS	TOTAL (tCO ₂ e)																		
Scope 1 Gas consumption and Fleet Transport	319																		
Scope 2 Electricity Consumption	822																		
Scope 3 (Included Sources)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="408 1379 568 1868" rowspan="7" style="text-align: center; vertical-align: middle;">1,395</td> <td data-bbox="568 1379 1026 1435">Gas well-to-tank</td> <td data-bbox="1026 1379 1460 1435"></td> </tr> <tr> <td data-bbox="568 1435 1026 1491">Electricity T&D losses</td> <td data-bbox="1026 1435 1460 1491"></td> </tr> <tr> <td data-bbox="568 1491 1026 1547">Electricity well-to-tank</td> <td data-bbox="1026 1491 1460 1547" style="text-align: center;">451</td> </tr> <tr> <td data-bbox="568 1547 1026 1603">Business travel well-to-tank</td> <td data-bbox="1026 1547 1460 1603"></td> </tr> <tr> <td data-bbox="568 1603 1026 1659">Electric vehicle T&D losses</td> <td data-bbox="1026 1603 1460 1659"></td> </tr> <tr> <td data-bbox="568 1659 1026 1715">Waste</td> <td data-bbox="1026 1659 1460 1715" style="text-align: center;">6</td> </tr> <tr> <td data-bbox="568 1715 1026 1771">Business travel</td> <td data-bbox="1026 1715 1460 1771" style="text-align: center;">499</td> </tr> <tr> <td data-bbox="568 1771 1026 1868">Employee commuting</td> <td data-bbox="1026 1771 1460 1868" style="text-align: center;">439</td> </tr> </table>		1,395	Gas well-to-tank		Electricity T&D losses		Electricity well-to-tank	451	Business travel well-to-tank		Electric vehicle T&D losses		Waste	6	Business travel	499	Employee commuting	439
1,395	Gas well-to-tank																		
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	Electric vehicle T&D losses																		
	Waste	6																	
	Business travel	499																	
Employee commuting	439																		
Total Emissions	2,536																		

Current Emissions Reporting

Reporting Year: 2022/23																		
EMISSIONS	TOTAL (tCO ₂ e)																	
Scope 1 Gas consumption and Fleet Transport	90																	
Scope 2 Electricity Consumption	130																	
Scope 3 (Included Sources)	<table border="1"> <tbody> <tr> <td rowspan="7" style="vertical-align: middle;">165</td> <td>Gas well-to-tank</td> <td></td> </tr> <tr> <td>Electricity T&D losses</td> <td></td> </tr> <tr> <td>Electricity well-to-tank</td> <td style="text-align: right;">67</td> </tr> <tr> <td>Business travel well-to-tank</td> <td></td> </tr> <tr> <td>Electric vehicle T&D losses</td> <td></td> </tr> <tr> <td>Waste</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Business travel</td> <td style="text-align: right;">57</td> </tr> <tr> <td>Employee commuting</td> <td style="text-align: right;">41</td> </tr> </tbody> </table>	165	Gas well-to-tank		Electricity T&D losses		Electricity well-to-tank	67	Business travel well-to-tank		Electric vehicle T&D losses		Waste	0	Business travel	57	Employee commuting	41
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	Electric vehicle T&D losses																	
	Waste		0															
	Business travel	57																
Employee commuting	41																	
Total Emissions	385																	

The figure for employee commuting has been estimated using 2022/23 ONS annual travel survey figures adjusted in line with NHSE data.

Emissions reduction targets

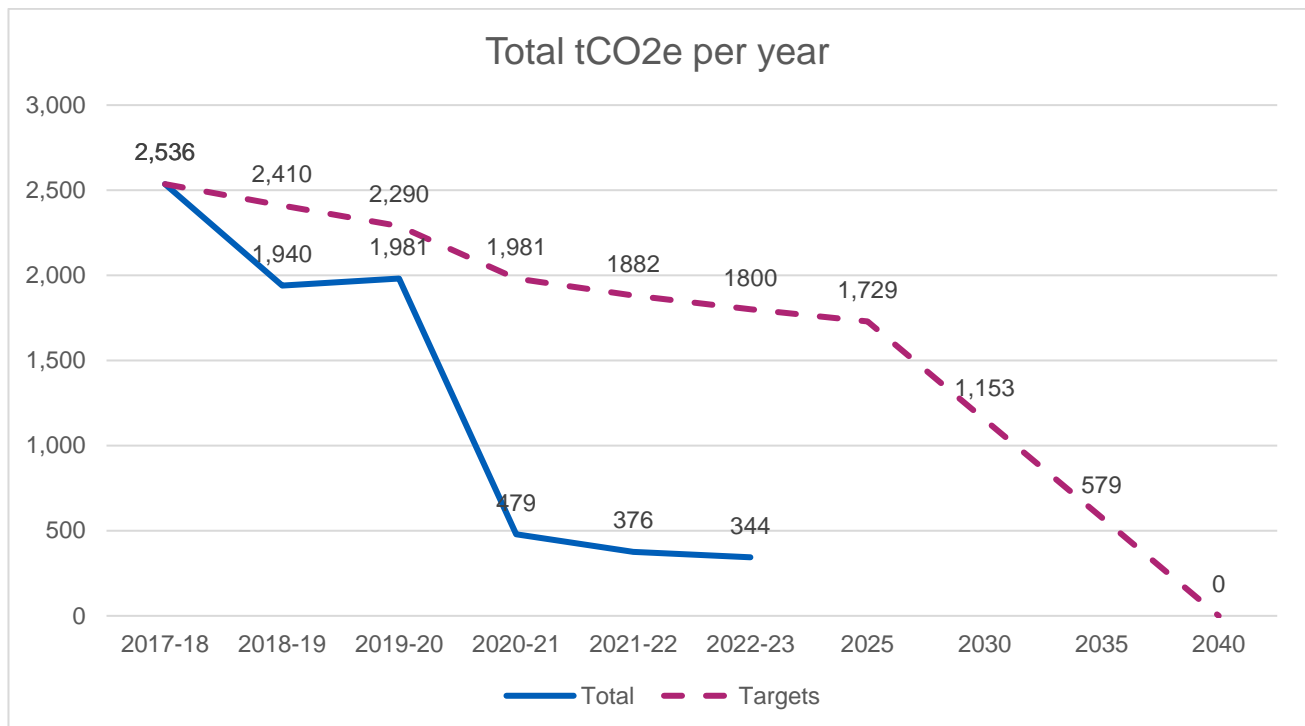
As part of the Greener NHS commitment, we are working towards:

- The NHS target of net-zero carbon by 2040, with an ambition to reach an 80% reduction by 2028 to 2032, for the emissions we control.
- For emissions the NHS influences (the NHS Footprint Plus), we aim to be net-zero carbon by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

In line with the Greening Government Commitments, we are working towards meeting or exceeding the following targets:

- The Government Fleet Commitment for 25% of the Government car fleet to be ultra-low emission vehicle (ULEV) by 31 December 2022, and 100% of the Government car and van fleet to be fully zero emission at the tailpipe by 31 December 2027. We currently have 94% of our NHS Fleet, classed as ULEV, which has exceeded this target.
- Before 2050 and measured from a 2017/18 baseline:
 - Reducing the distance travelled of domestic business flights by at least 20% from a 2017/18 baseline and report the distance travelled by international business flights, with a view to better understanding and reducing related emissions where possible.
 - Reducing water use by 8%
 - Reducing the overall amount of waste generated by 15%
 - Reduce the amount of waste going to landfill to less than 5% of overall waste.
 - Increase the proportion of waste which is recycled to at least 70% of overall waste.
 - Remove consumer single use plastic from our office estate.
 - Report on the introduction and implementation of reuse schemes.
 - Reduce paper use by at least 50%.
 - 100% of ICT waste to be diverted from landfill.

Progress against these targets can be seen in the graph below :



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the 2017/18 baseline.

MLCSU, since 2017/18 have been working on the following activity to improve its Carbon Reduction.

- Reducing building occupation sizes based on finding right sized, energy efficient property across MLCSU large geographical footprint. Estates savings of £1,377k since 2017/18 have been achieved. Further reductions in 23/24 on office space are planned, which will release over 3500 sq/m of space saving an additional £175k and a recurring saving of £338k.
- MLCSU has reduced its overall estate footprint from 11,637 sq/m in 17/18 to 7,265 sq/m in 22/23, reducing it by a total of 37.6%.
- Ensuring there is a sound contractual basis for our buildings and demonstrate flexibility to meet the business needs - moving away from long leases with limited break clauses if still value for money and maintaining the ability to move more easily if change requires, whilst maintaining sufficient stability by ensuring the proper agreements and leases are in place.
- Ensure we link to the work undertaken by the National Office Programme (NOP), in addition to regional strategies, to rationalise estates and provide best value for the NHS.

- Maintaining and improving energy efficiency across all of our estate, where we can affect change e.g., Installation of new air conditioning units for CSU server rooms for more reliable and modern energy efficient units.
- MLCSU have invested significantly in technology, such as Office 365 that enables our organisation to work in an agile way, for example: hold meetings across all customer and CSU locations, resulting in a reduction of unnecessary travel.
- Be driven by and support our operating model of "at scale", centralised hub services with customer-facing, co-located staff where appropriate.
- Supporting the organisational ethos of agile working and take account of staff travel.
- MLCSU staff have access to NHS Fleet Solutions car leasing schemes, where low and zero carbon vehicles provide cost effective solutions for the user. And those leasing electric vehicles, can include an EV charger at their home.

The carbon emission reduction achieved by these schemes equated to 2171 tCO₂e, an 85% reduction against the 2017/18 baseline in 2022-23. The implemented measures will be in effect when performing the contract.

In the future we will implement further measures and are developing an action plan outlining these. This action plan will form part of the MLCSU Green Plan and will in turn inform the NHS England Green Plan, and will include:

- Updating our travel policies so that they require lower carbon options to be considered first.
- Working with our landlords, facilities management providers and other partners to:
 - Move to 100% renewable electricity.
 - Roll out LED lighting across our corporate estate.
 - Increase the use of smart meters, solar technology and smart thermostats and controls.
 - Improve water metering and efficiency.
 - Increase the provision of electric vehicle charging infrastructure across our estate.
 - Increase the use of on-site dry-mixed recycling facilities and reducing the reliance on off-site waste management.
 - Offer surplus office furniture, fixtures and fixtures for reuse or recycling.
- Continuing to support a hybrid model of working to reduce business and commuter travel. MLCSU has developed, with active staff engagement, "Our Ways of Working" policy, which underpins this approach.
- Continue promoting active and sustainable travel through a national cycle to work scheme and supporting staff to utilise sustainable and environmentally friendly travel options. In line with the

NHS People Plan, considering how staff can be offered flexibility in their working patterns and supported to choose sustainable methods of transport for their commute.

- Using technology to prioritise a 'virtual-first' approach which reduces the need for business travel
- Increasing the use of cloud storage and decommissioning server rooms.

MLCSU Procurement

MLCSU has addressed sustainability within our procurement practices by several means:

- **Social Value Questions** - MLCSU has embedded social value within procurement exercises e.g. using Social Value questions in tenders. The Government released a Procurement Policy Note (PPN) in 2020 which has linked social value to at least 10% of the overall evaluation total available score. This enables MLCSU to work with sustainable partners.
- **Energy/Sustainability Questions** - MLCSU has also embedded supply chain engagement tools e.g. Sustainable procurement policies, and energy management systems, within tenders.
- **Small to Medium Enterprises** - MLCSU encourages SME's with adaptable procurement processes.
- **Government Buying Standards** - All public sector organisations procuring goods and services must at least specify the minimum mandatory standards in tenders, if not the best practice standards, as set out in the relevant product specification. By using these standards, MLCSU is meeting these needs for goods, services, works and utilities in a way that benefits not only the organisation, but also society and the economy, while minimising damage to the environment.
- **Supplier Code of Conduct** - MLCSU works with new and existing suppliers to ensure that they sign up to our supplier code of conduct.
- **Carbon Reduction** – MLCSU has removed the requirement for face to face meetings within the tender process through utilising technology. This includes meetings for project updates, moderation and supplier interviews. All of these meetings would previously have been done face to face.

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:



16th June 2023

..... Date:

¹ <https://ghgprotocol.org/corporate-standard>

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

³ <https://ghgprotocol.org/standards/scope-3-standard>



Professional Development



For CyberStrong (our cyber security course)

Trainee Development - Gold



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