

Hope Citadel Healthcare

Carbon Reduction Plan 2026–2030

Document status: Board/Partner Approval Draft

Organisation: Hope Citadel Healthcare

Coverage: 11 GP Practices and Head Office

Plan period: 2026–2030

Review frequency: Annual

Document owner: Executive/Sustainability Lead

Approval: Board/Partners

1. Executive Summary

Hope Citadel Healthcare recognises the impact that climate change can have on the health and wellbeing of our patients, staff and communities. As a healthcare organisation, we have a responsibility to minimise the environmental impact associated with the delivery of healthcare while maintaining safe, effective and accessible services.

Hope Citadel Healthcare currently operates across **11 GP practices and one head office**. We have already implemented a number of measures that contribute to reducing our carbon footprint, including:

- Solar photovoltaic panels at two practices.
- An employee electric vehicle (EV) scheme.
- An employee cycle scheme.
- LED lighting across all practices.
- Greener inhaler prescribing across all practices.

These initiatives provide a strong foundation for a wider organisational approach to carbon reduction.

This Carbon Reduction Plan sets out Hope Citadel Healthcare's approach to reducing carbon emissions between **2026 and 2030**. It covers our estates and energy use, travel and transport, medicines, procurement and supply chain, waste, water, digital healthcare and staff engagement.

The Plan is aligned with the direction of travel established by **NHS England's net zero and Green Plan requirements**, while recognising the specific circumstances and opportunities of primary care.

The first priority of this Plan is to establish a robust organisational carbon baseline. This will enable Hope Citadel Healthcare to identify its highest-emitting activities and set evidence-based reduction targets.

Our approach will follow the hierarchy:

Measure → Avoid → Reduce → Replace → Invest

We will prioritise reductions in actual emissions before considering offsetting or other compensatory measures.

2. Our Vision

Hope Citadel Healthcare will deliver healthcare in a way that protects the health of current and future generations.

By 2030, we aim to have:

- Established a comprehensive organisational carbon footprint.
 - Reduced energy consumption and associated carbon emissions.
 - Increased renewable energy generation across our estate.
 - Progressed the decarbonisation of heating.
 - Increased sustainable travel and reduced unnecessary business mileage.
 - Continued to optimise the environmental impact of medicines, including inhalers.
 - Embedded sustainability within procurement and supplier management.
 - Reduced waste and increased recycling and reuse where clinically appropriate.
 - Established sustainability as part of everyday practice across all 11 practices and head office.
 - Developed a clear pathway towards NHS net zero ambitions.
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3. Strategic Context

The NHS has established a commitment to reaching net zero emissions, with NHS England's net zero ambition covering both emissions directly controlled by the NHS and emissions associated with the wider supply chain.

For Hope Citadel Healthcare, this means that carbon reduction must extend beyond electricity consumption and buildings. Our approach needs to consider the wider carbon footprint of healthcare, including:

- Energy and buildings.
- Transport.
- Medicines.
- Medical equipment and supplies.

- Procurement.
- Waste.
- Staff travel.
- Patient travel.
- Digital healthcare.

This Plan therefore adopts a whole-organisation approach.

4. Scope of the Plan

This Carbon Reduction Plan applies to:

11 GP practices

and

Hope Citadel Healthcare Head Office

The Plan covers activities undertaken directly by Hope Citadel Healthcare and, where appropriate and data is available, relevant indirect emissions arising from our supply chain and wider activities.

The carbon footprint will be considered using the standard greenhouse gas emissions framework:

Scope 1

Direct emissions from sources owned or controlled by the organisation, including relevant:

- Gas consumption.
- Fuel combustion.
- Company-owned or controlled vehicles.
- Refrigerant losses where applicable.

Scope 2

Indirect emissions associated with purchased energy, principally:

- Purchased electricity.
- Purchased heat where applicable.

Scope 3

Other indirect emissions, potentially including:

- Purchased goods and services.

- Medicines.
 - Medical equipment.
 - Waste.
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- Business travel.
 - Staff commuting.
 - Patient travel where measurable.
 - Water.
 - Upstream and downstream supply-chain emissions.

The initial focus will be on obtaining reliable data for the material sources of emissions.

5. Current Position

Hope Citadel Healthcare has already taken a number of important steps.

Area	Current position
GP practices	11
Head office	1
Solar PV	2 practices
LED lighting	All practices
Employee EV scheme	Established
Employee cycle scheme	Established
Greener inhalers	Implemented across all practices
Carbon baseline	To be established
Sustainability governance	To be formalised
Energy monitoring	To be developed
Sustainable procurement	To be strengthened
Waste reduction	To be developed further
Heating decarbonisation	To be assessed

These existing initiatives demonstrate that sustainability is already being incorporated into Hope Citadel Healthcare's operations.

The next phase is to move from individual initiatives towards a coordinated, measurable carbon reduction programme.

6. Carbon Reduction Principles

Hope Citadel Healthcare will adopt the following principles:

6.1 Patient safety comes first

Carbon reduction initiatives must not compromise clinical safety, quality of care, patient choice or accessibility.

6.2 Measure before setting reduction targets

Where reliable baseline data is not currently available, Hope Citadel Healthcare will establish the baseline before setting definitive percentage-reduction targets.

6.3 Reduce emissions at source

The organisation will prioritise actual emissions reductions rather than relying on offsetting.

6.4 Consider whole-life carbon

Procurement and investment decisions will consider whole-life environmental impact, alongside quality, safety and financial value.

6.5 Embed sustainability

Carbon reduction will be incorporated into normal organisational decision-making rather than treated solely as a standalone environmental project.

6.6 Engage our people

Staff will be supported to identify and implement practical improvements within their workplaces.

7. Strategic Priority 1 – Energy and Estates

Objective

Reduce energy consumption and carbon emissions associated with our buildings while increasing the use of renewable energy.

Existing actions

- LED lighting has been installed across all practices.
- Solar PV has been installed at two practices.

Planned actions

1. Establish annual electricity and gas consumption for every site.
2. Introduce regular energy monitoring.
3. Identify sites with the highest energy consumption.
4. Assess remaining practices and head office for solar PV potential.
5. Review heating systems at every site.
6. Assess opportunities for heat pumps and other low-carbon heating solutions.
7. Review insulation, controls and building efficiency.
8. Investigate battery storage where appropriate.
9. Introduce energy-saving guidance for staff.
10. Incorporate energy efficiency into future property decisions.

Targets

Target	Deadline
Establish energy baseline for all sites	2027
Monthly energy monitoring	2027
Assess remaining sites for solar PV	2028
Complete heating/decarbonisation assessments	2028
Develop site-specific energy reduction plans	2028
Progress viable renewable energy projects	2028–2030

8. Strategic Priority 2 – Travel and Transport

Objective

Reduce carbon emissions from staff and business travel and encourage active and sustainable travel.

Existing actions

Hope Citadel Healthcare already provides:

- Employee EV scheme.
- Employee cycle scheme.

Planned actions

1. Measure business mileage.
2. Establish baseline emissions from business travel.
3. Promote EV and cycle schemes.
4. Encourage walking, cycling and public transport where practical.
5. Reduce unnecessary journeys through digital alternatives.
6. Encourage journey planning and journey consolidation.
7. Assess the feasibility of EVs or e-bikes for home visits.
8. Review opportunities for EV charging infrastructure.
9. Consider low-carbon travel when replacing organisational vehicles.

Travel hierarchy

Staff will be encouraged to consider:

Avoid → Walk/Cycle → Public Transport → EV → Other vehicles

where clinically and operationally appropriate.

Targets

Target	Deadline
Establish business travel baseline	2027
Promote EV and cycle schemes annually	Ongoing
Establish practice-level home-visit travel review	2028
Assess EV charging requirements	2028
Reduce unnecessary business mileage	2027–2030

9. Strategic Priority 3 – Medicines and Clinical Sustainability

Objective

Reduce the environmental impact associated with medicines while maintaining safe and effective clinical care.

Existing action

Hope Citadel Healthcare has implemented greener inhaler prescribing across all practices.

Planned actions

1. Continue monitoring inhaler prescribing.
2. Maintain clinically appropriate use of lower-carbon inhalers.
3. Monitor SABA prescribing and identify opportunities for optimisation.
4. Work with clinical and pharmacy teams on medicines optimisation.
5. Reduce medicines waste.
6. Improve awareness of the environmental impact of medicines.
7. Incorporate sustainability into relevant clinical improvement programmes.

Environmental considerations will always be balanced with clinical appropriateness and patient needs.

Key indicators

- Inhaler carbon emissions.
- Proportion of lower-carbon inhalers where clinically appropriate.
- SABA prescribing.
- Medicines wastage.
- Unused medicines identified through medicines optimisation activity.

10. Strategic Priority 4 – Sustainable Procurement

Objective

Embed carbon reduction and environmental considerations into procurement and supplier management.

Healthcare procurement creates significant indirect emissions. Hope Citadel Healthcare will therefore progressively incorporate sustainability into purchasing decisions.

Planned actions

1. Develop a sustainable procurement policy.
2. Include environmental considerations in relevant procurement exercises.
3. Engage major suppliers on carbon reduction.
4. Request Carbon Reduction Plans from significant suppliers where appropriate.
5. Consider product lifespan and repairability.
6. Consider packaging and transport impacts.

7. Consider recycled and recyclable materials.
8. Consider whole-life cost and carbon.
9. Work with NHS/ICB procurement arrangements where relevant.

Target

By 2028, sustainability considerations should be incorporated into all significant new procurement exercises where relevant and proportionate.

11. Strategic Priority 5 – Waste and Circular Economy

Objective

Reduce waste generation and increase recycling, reuse and resource efficiency.

Planned actions

1. Establish a waste baseline for each practice.
2. Review clinical waste volumes.
3. Reduce unnecessary general and clinical waste.
4. Improve waste segregation.
5. Reduce paper consumption.
6. Promote digital documentation.
7. Reduce unnecessary packaging.
8. Identify opportunities for reuse.
9. Work with waste contractors to improve recycling.
10. Include waste considerations when purchasing new equipment and supplies.

Target

Every practice and head office will undertake an annual waste reduction review.

12. Strategic Priority 6 – Water

Objective

Reduce unnecessary water consumption and associated environmental impacts.

Planned actions

- Establish water consumption where data is available.

- Identify high-consumption sites.
- Investigate leaks and inefficient fixtures.
- Consider water-efficient taps and sanitary fittings when replacing equipment.
- Include water efficiency within estates reviews.

Target

Establish a baseline for water consumption across the estate by 2028 where reliable data is available.

13. Strategic Priority 7 – Digital Healthcare

Objective

Use digital technology to reduce unnecessary travel and resource use while maintaining patient choice and clinical quality.

Potential opportunities include:

- Telephone consultations.
- Video consultations.
- Digital communications.
- Remote monitoring where clinically appropriate.
- Electronic prescribing.
- Digital administrative processes.

Digital alternatives will not replace face-to-face care where this is clinically necessary or where patients require an alternative means of accessing services.

14. Strategic Priority 8 – Staff Engagement and Culture

Objective

Make sustainability part of everyday decision-making across Hope Citadel Healthcare.

Green Champions

Each of the 11 practices and head office will be encouraged to nominate a **Green Champion**.

The Green Champion network will:

- Share good practice.
- Identify local opportunities.

- Support staff engagement.
- Promote sustainable travel.
- Support waste reduction.
- Encourage energy efficiency.
- Feed ideas and concerns into the central sustainability programme.

Target

Establish a network of **12 Green Champions by 2027.**

15. Sustainability Training

Sustainability awareness will be incorporated into staff communications and, where appropriate, induction and training.

Key messages will include:

- Why carbon reduction matters to healthcare.
- How staff can reduce energy consumption.
- Sustainable travel options.
- Waste segregation.
- Medicines and inhaler sustainability.
- Sustainable procurement.
- Individual actions that can make a difference.

An annual organisation-wide sustainability campaign will be introduced.

16. Carbon Measurement and Baseline

During 2026/27, Hope Citadel Healthcare will establish its first comprehensive carbon baseline.

The baseline will seek to quantify emissions from:

Scope 1

- Gas.
- Other direct fuels.
- Organisational vehicles.
- Refrigerants where relevant.

Scope 2

- Purchased electricity.
- Other purchased energy.

Scope 3

- Business travel.
- Staff commuting where data is available.
- Purchased goods and services.
- Medicines.
- Medical supplies.

- Waste.
- Water.
- Relevant supply-chain emissions.

The baseline year will be formally agreed once data availability and quality have been assessed.

17. Carbon Reduction Targets

Hope Citadel Healthcare will avoid setting arbitrary percentage targets before the organisational baseline has been established.

Following completion of the baseline, the Board/Partners will agree:

- Baseline year.
- Baseline emissions in tonnes of CO₂e.
- Scope 1 target.
- Scope 2 target.
- Scope 3 target.
- Overall organisational reduction target.
- Annual milestones.

This approach ensures that targets are evidence-based, measurable and achievable.

18. 2026–2030 Implementation Roadmap

Action	2026/27	2027/28	2028/29	2029/30
Establish carbon baseline	●			
Establish sustainability governance	●			
Green Champion network	●	●	●	●
Energy monitoring	●	●	●	●
Solar feasibility assessments		●	●	
Solar expansion			●	●
Heating assessments	●	●		
Heating decarbonisation		●	●	●
Travel emissions baseline	●			
EV/cycle scheme promotion	●	●	●	●
Home-visit travel review		●	●	
Greener inhaler monitoring	●	●	●	●
Sustainable procurement policy	●	●	●	●
Supplier engagement		●	●	●
Waste baseline	●			
Waste reduction programme		●	●	●
Annual sustainability reporting	●	●	●	●

19. Key Performance Indicators

A concise organisational sustainability dashboard will be developed.

Energy

- Total electricity consumption.
- Total gas consumption.
- Energy consumption per site.
- Energy-related tCO₂e.

- Renewable electricity generation.
- Solar generation.

Transport

- Business mileage.
- Business travel tCO₂e.
- EV scheme participation.
- Cycle scheme participation.
- Proportion of organisational vehicles that are electric/low emission.

Medicines

- Inhaler-related carbon emissions.
- Greener inhaler prescribing indicators.
- SABA prescribing.
- Medicines wastage.

Waste

- Total waste.
- Clinical waste.
- Recycling rate.
- Waste per practice/patient where meaningful.

Procurement

- Significant suppliers with Carbon Reduction Plans.
- Procurement exercises incorporating sustainability criteria.

Engagement

- Number of Green Champions.
- Sustainability training/engagement.
- Staff participation in sustainability initiatives.

20. Governance and Accountability

The Carbon Reduction Plan will be overseen by the Hope Citadel Healthcare leadership team.

Board/Partners

The Board/Partners will:

- Approve the Carbon Reduction Plan.
- Provide strategic oversight.
- Review annual progress.
- Approve significant carbon-reduction investments.
- Ensure sustainability is considered within organisational strategy.

Executive/Sustainability Lead

The Sustainability Lead will:

- Maintain the Carbon Reduction Plan.
- Coordinate delivery.
- Monitor KPIs.
- Coordinate Green Champions.
- Report progress to leadership.
- Identify new opportunities.
- Coordinate carbon reporting.

Practice Managers

Practice Managers will:

- Support local implementation.
- Monitor relevant practice-level activity.
- Encourage staff engagement.
- Support Green Champions.

Green Champions

Green Champions will:

- Promote sustainability locally.
- Identify opportunities.
- Encourage participation.
- Share good practice.

21. Reporting

Progress against this Plan will be reviewed at least annually.

The annual review will include:

1. Progress against carbon targets.
2. Energy performance.
3. Travel performance.
4. Medicines sustainability.
5. Waste performance.
6. Procurement activity.
7. Major projects completed.
8. Carbon reduction achieved.
9. Barriers and risks.
10. Priorities for the following year.

Where targets are not achieved, the reasons will be documented and corrective action identified.

22. Risks and Mitigation

Risk	Potential impact	Mitigation
Insufficient carbon data	Unable to establish reliable baseline	Establish data collection process and assign responsibility
Capital constraints	Delayed solar/heating projects	Prioritise projects using carbon and financial business cases
Building ownership/lease restrictions	Limits estates improvements	Consider lease terms within investment decisions
Staff engagement	Reduced implementation	Green Champions and regular communications
Clinical priorities	Sustainability initiatives delayed	Integrate sustainability into existing clinical programmes
Supplier data limitations	Incomplete Scope 3 footprint	Progressive supplier engagement

Risk	Potential impact	Mitigation
Energy price volatility	Financial uncertainty	Focus on efficiency and long-term resilience
Technology changes	Investment decisions become outdated	Review technology options regularly

23. Investment Approach

Carbon-reduction investments will be assessed using a combination of:

- Carbon reduction potential.
- Financial cost.
- Whole-life cost.
- Energy savings.
- Operational benefits.
- Patient and staff benefits.
- Building suitability.
- Expected asset life.
- Availability of external funding.
- Alignment with NHS requirements.

Potential investments include:

- Solar PV.
 - Battery storage.
 - Heating upgrades.
 - Heat pumps.
 - Building insulation.
 - Energy management systems.
 - EV charging infrastructure.
 - Electric vehicles/e-bikes.
 - Energy-efficient equipment.
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24. First-Year Priorities

The first year of this Plan will focus on establishing the foundations for measurable carbon reduction.

Priority 1

Establish the organisational carbon baseline.

Priority 2

Establish sustainability governance and Green Champions.

Priority 3

Collect and monitor energy data from all 12 locations.

Priority 4

Assess solar potential across the remaining estate.

Priority 5

Assess heating systems and decarbonisation opportunities.

Priority 6

Establish business travel and mileage data.

Priority 7

Continue monitoring the impact of greener inhalers.

Priority 8

Develop sustainable procurement arrangements.

Priority 9

Establish waste and recycling baselines.

Priority 10

Develop a staff sustainability engagement programme.

25. 2030 Ambition

By 2030, Hope Citadel Healthcare aims to have established a mature, measurable sustainability programme in which:

- Carbon emissions are measured and reported annually.
- Energy efficiency is embedded across all sites.
- Renewable energy generation has increased where viable.

- Heating decarbonisation has commenced across suitable sites.
- Sustainable travel is actively supported.
- Business travel emissions are being reduced.
- Greener medicines and prescribing are embedded into clinical practice.
- Sustainability is considered within significant procurement decisions.
- Waste is actively managed and reduced.
- Every practice has an active sustainability lead/Green Champion.
- Carbon reduction is embedded within organisational decision-making.

The 2030 position will provide the foundation for continued progress towards the NHS net zero ambitions.

26. Board Approval

This Carbon Reduction Plan is presented to the Hope Citadel Healthcare Board/Partners for approval.

Approved by: _____

Position: _____

Date: _____

Next review date: _____

Appendix 1 – Existing Carbon Reduction Initiatives

Hope Citadel Healthcare has already implemented the following measures:

Solar PV

Solar panels have been installed at two practices, generating renewable electricity and reducing reliance on grid electricity.

LED Lighting

LED lighting has been deployed across all practices, reducing electricity consumption and improving lighting efficiency.

Employee EV Scheme

An employee EV scheme supports staff in transitioning towards lower-emission personal transport.

Employee Cycle Scheme

The employee cycle scheme encourages active travel and provides an alternative to car journeys.

Greener Inhalers

Greener inhalers have been deployed across all practices, supporting reduction in the carbon impact associated with inhaler prescribing where clinically appropriate.

These measures will be retained, monitored and used as the foundation for further carbon reduction.

Appendix 2 – Proposed Annual Sustainability Dashboard

KPI	Baseline	2027	2028	2029	2030
Total organisational tCO ₂ e	TBC				
Scope 1 tCO ₂ e	TBC				
Scope 2 tCO ₂ e	TBC				
Scope 3 tCO ₂ e	TBC				
Electricity consumption	TBC				
Gas consumption	TBC				
Solar generation	TBC				
Business mileage	TBC				
Business travel emissions	TBC				
EV scheme participation	TBC				
Cycle scheme participation	TBC				
Inhaler carbon emissions	TBC				
Waste volume	TBC				
Recycling rate	TBC				
Green Champions	0/TBC	12	12	12	12

Note: Baseline and numerical reduction targets will be populated following completion of the initial carbon-footprint exercise.

Appendix 3 – Carbon Reduction Plan Statement

Hope Citadel Healthcare is committed to reducing the environmental impact of the healthcare services it provides.

We recognise that climate change is a significant health issue and that reducing greenhouse gas emissions can also deliver wider benefits, including improved energy resilience, reduced waste, healthier travel choices and more sustainable use of resources.

We will therefore continue to build on the initiatives already implemented across our organisation and will use measurement, staff engagement and evidence-based investment to deliver further carbon reductions.

Our approach is based on continuous improvement and will be reviewed annually to ensure that it remains aligned with NHS requirements, emerging evidence, technological developments and the needs of our patients, staff and communities.