



Cabinet Office

CARBON REDUCTION PLAN GUIDANCE

Notes for Completion

Where an In-Scope Organisation has determined that the measure applies to the procurement, suppliers wishing to bid for that contract are required at the selection stage to submit a Carbon Reduction Plan which details their organisational carbon footprint and confirms their commitment to achieving Net Zero by 2050.

Carbon Reduction Plans are to be completed by the bidding supplier¹ and must meet the reporting requirements set out in supporting guidance and include the supplier's current carbon footprint and its commitment to reducing emissions to achieve Net Zero emissions by 2050.

The CRP should be specific to the bidding entity, or, provided certain criteria are met, may cover the bidding entity and its parent organisation. To ensure the CRP remains relevant, a Carbon Reduction Plan covering the bidding entity and its parent organisation is only permissible where the detailed requirements of the CRP are met in full, as set out in the Technical Standard² and Guidance³, and all the following criteria are met:

- The bidding entity is wholly owned by the parent.
- The commitment to achieving net zero by 2050 for UK operations is set out in the CRP for the parent and is supported and adopted by the bidding entity, demonstrated by the inclusion in the CRP of a statement that this will apply to the bidding entity.
- The environmental measures set out are stated to be able to be applied by the bidding entity when performing the relevant contract; and
- The CRP is published on the bidding entity's website.

Bidding entities must take steps to ensure they have their own CRP as soon as reasonably practicable and should note that the ability to rely on a parent organisation's Carbon Reduction Plan may only be a temporary measure under this selection criterion.

The Carbon Reduction Plan should be updated regularly (at least annually) and published and clearly signposted on the supplier's UK website. It should be approved by a director (or equivalent senior leadership) within the supplier's organisation to demonstrate a clear commitment to emissions reduction at the highest level. Suppliers may wish to adopt the key objectives of the Carbon Reduction Plan within their strategic plans.

A template for the Carbon Reduction Plan is set out below. Please complete and publish your Carbon Reduction Plan in accordance with the reporting standard published alongside this PPN.

¹Bidding supplier or 'bidding entity' means the organisation with whom the contracting authority will enter into a contract if it is successful.

²Technical Standard can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/991625/PPN_0621_Technical_standard_for_the_Completion_of_Carbon_Reduction_Plans__2_.pdf

³Guidance can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/991623/Guidance_on_adopting_and_applying_PPN_06_21__Selection_Criteria__3_.pdf

Carbon Reduction Plan

Supplier name: Operose Health Limited

Publication date: 08 January 2025

Commitment to achieving Net Zero

Operose Health Limited, and the wider group, is committed to achieving Net Zero emissions by 2040, which is 5 years in advance of the 'NHS net zero plan'. It is our ambition is to reduce scope 1 and scope 2 emissions by the 2035, which is also 5 years in advance of the NHS net zero plan for emissions we control directly . This Carbon Reduction Plan is aligned with parent group Operose Health Limited's commitment to Net Zero by 2040, and all figures are reported as consolidated, referred to as Operose Health throughout the plan.

Health and the environment are intrinsically linked; as a provider of NHS primary care services, we have a responsibility to do all we can to minimise our impact on the environment. Achieving Net Zero emissions will have a significant impact on the environment and on health outcomes for patients across the country.

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.

Baseline Year: 2021

Additional Details relating to the Baseline Emissions calculations.

Operose Health considered the following emissions and source metrics in developing the emissions baseline.

Scope	Emissions	Description
1	Gas	Combined data from energy bills and estimates for managed properties from occupancy cost ratios.
2	Electricity	Combined data from energy bills and estimates for managed properties from occupancy cost ratios.
3	Transmission and distribution of national grid electricity	Transmission and distribution of electricity (T&D) losses, which occur between the power station and site

3	Business Travel	Business mileage from fuel receipts and public transport including trains, air travel and buses.
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The following elements of Scope 3 are not currently reported within the carbon reduction plan but are on the development plan for inclusion in 24/25 and onward reporting:

Scope	Emissions	Description
3	Upstream Transport and Distribution	Operational supplies including clinical equipment, clinical consumables and of-office equipment and consumables.
3	Waste Generated in Operations	Clinical waste and general waste
3	Employee Commuting	Employee travel to and from place of work.

The following element of Scope 3 reporting is not reported as it is not considered to be relevant to the business operations of Operose Health.

Scope	Emissions	Description
3	Downstream Transport and Distribution	Operational supplies including clinical equipment, clinical consumables and office equipment and consumables.

Operose Health has seen a period of substantial growth since the initial baseline of y/e 2021 and as such, will adopt the last year's report (2024) as the as the new baseline for future reporting. This will allow us to provide a clearer report on our relative progress against carbon reduction activities and achieving our aim of achieving Net Zero Carbon emissions by 2040.

Operose Health made a change to its financial accounting period and the current reporting year reflects a period of 15 months. The baseline year is reflective of a 12-month period.

Baseline year emissions: 2021

EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	315
Scope 2	688

Scope 3 (Included Sources)	213	1. Purchased goods and services	N/A
		2. Capital goods	N/A
		3. Fuel and energy related activities	N/A
		4. Upstream transportation & distribution	61
		5. Waste generated in operations	N/A
		6. Business travel	152
		7. Employee commuting	N/A
		8. Upstream leased assets	N/A
		9. Downstream transportation & distribution	N/A
		10. Processing of sold products	N/A
		11. Use of sold products	N/A
		12. End-of-life treatment of sold products	N/A
		13. Downstream leased assets	N/A
		14. Franchises	N/A
Total Emissions	1216		

Current Emissions Reporting

Reporting Year: 2024			
EMISSIONS	TOTAL (tCO₂e)		
Scope 1	364		
Scope 2	427		
Scope 3 (Included Sources)	37	1. Purchased goods and services	N/A
		2. Capital goods	N/A
		3. Fuel and energy related activities	N/A
		4. Upstream transportation & distribution	37
		5. Waste generated in operations	N/A
		6. Business travel	N/A
		7. Employee commuting	N/A
		8. Upstream leased assets	N/A

		9. Downstream transportation & distribution	N/A
		10. Processing of sold products	N/A
		11. Use of sold products	N/A
		12. End-of-life treatment of sold products	N/A
		13. Downstream leased assets	N/A
		14. Franchises	N/A
Total Emissions	828		

Emissions reduction targets

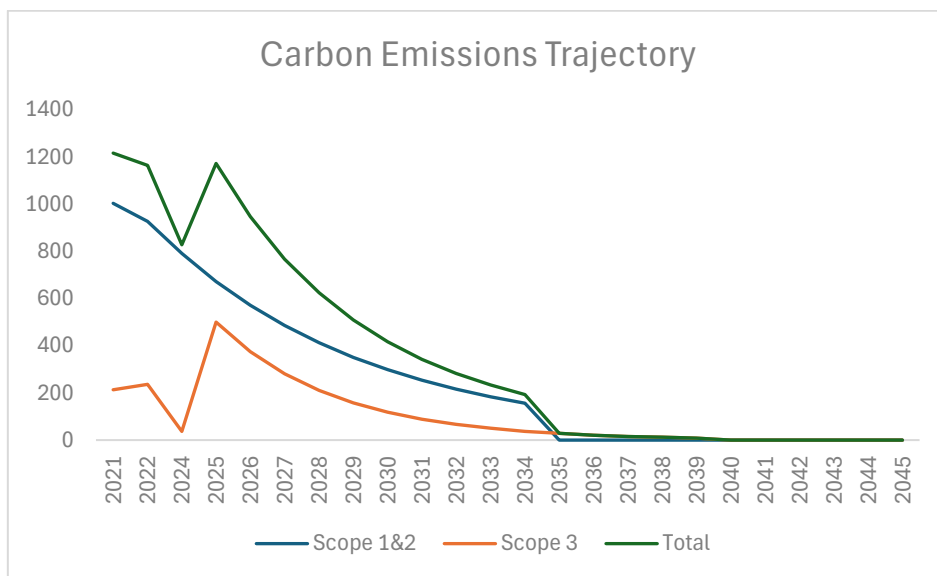
To maintain momentum and continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets.

Our target is to achieve NZC for Scope 1 and 2 items by 2035 and NZC on Scope 3 items by 2040 which is 5 years in advance of the 'NHS net zero' plan.

Please note - current reporting does not include all Scope 3 items that are required and as such, we have made an estimate (based on our current knowledge of our services) of the increased emissions that will be produced when these factors are included in the overall calculation and used this as the basis for our reduction targets. Our assumption is that the Scope 3 items when all considered will produce emissions of 500 tCO₂e.

Using this baseline and applying our carbon reduction plans we project that carbon emissions will decrease over the next five years from 1172 tCO₂e in 2025 to 417 tCO₂e by 2030. This is a reduction of 64%.

Progress to date against these targets, and the plan for the next 15 years can be seen in the graph below:



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

Operose Health is multi-site organisation employing around 1,700 people and providing Primary Health Care services to over 700,000 people. As an organisation we are committed to reducing our impact on the environment and improving health outcomes for our patients and communities

21% reduction in carbon emissions from 2021 to 2024

Since 2021 we have put in place several environmental management measures, initiatives and projects to reduce our carbon footprint.

- Completion of Display Energy Certificates (DECs) to raise awareness of energy performance with our colleagues to help bring the environmental impact of our services to the forefront of our team's minds. This also demonstrates the improvements in DEC ratings that are achievable in each Operose Health location.
- Auditing our energy usage and the application of ESOS assessments to identify energy saving opportunities across sites.
- Upgraded energy meters across all sites to improve energy monitoring so our reporting figures, baseline and progress reports are as accurate as possible.
- Employing an energy consultancy to benchmark energy supplier contract that are available to the health and care industry and identifying areas for more environmentally friendly energy use such as supplier packages of efficiency measures, smart meters, and green energy.
- Closure of our head office resulting in a reduction in colleague travel and energy usage for the organisation.
- All colleagues have access to our cycle to work scheme and car scheme (specialising in electric vehicles)
- Regular communications to colleagues advising them how to reduce energy wastage within their service and how to be more energy efficient. This has included making sure PCs, printers and lights are turned off out of hours; enable energy-saving modes on PCs; disable screensavers; use timers & motion-sensitive light systems; make sure heating and air conditioning systems are well controlled and never allowed to operate simultaneously.

We are very pleased to say that through these measures, we have seen a 21% reduction in carbon emissions since 2021, for Scopes 1 and 2, representing 213 tCO₂e reduction.

We will continue to implement, manage and monitor the impact of these measures as we work towards our Net-Zero aims.

Future environmental measures, initiatives and projects – working towards Net-Zero by 2040

To increase our efforts in reducing carbon emissions and ensure that we can meet the Net-Zero targets that we have set, in 2025 and beyond we will implement the below measures.

Colleague awareness

For each service, we will appoint a Social Value Champion (SVC). Our SVCs will ensure social value (including environmental and green plans) is integrated throughout each contract and relevant data and reports are collected for sharing with the wider Operose Health Social Value Advisory Board and our commissioners, where required.

SVCs will be chosen for their proven dedication to driving positive impact, ability to motivate and engage others, and passion for advancing social value and environmental issues. Having local team members as champions, who know the local area best, will ensure the most value can be added to each community that we serve.

We will influence staff to adopt sustainable practices, supported by training in waste management and carbon literacy, in the workplace and at home. We will add a Net Zero NHS e-learning for healthcare module to our workforce training platform. As we recruit locally, this will add further benefit to the local areas that we serve. To this end, we will plan to give each colleague a reusable water bottle. Using a reusable water bottle instead of single use bottles saves the average person 94.4kg of carbon in a year.

Green energy supplies

We aim to transfer our energy supply to a green energy tariff within all directly managed properties and to request that our real estate landlords also make this switch. We will actively engage with our landlords to help educate and facilitate this change, using our energy usage reports and ESOS assessments as evidence for change and improvement within our service locations. For example, we will ensure that LED lighting is used as widely as possible.

Paper Waste, clinical consumables and recycling

We are currently migrating from onsite printing, franking and posting to digital mailing which will have a significant impact on emissions and help in achieving NHS and Government aims to for the NHS to move to more digital means.

We will also promote the NHS App to enable other health and care providers to engage with our patients electronically. For example, promoting the NHS app means more patients can book and manage their secondary care appointments via the app, receiving electronic letters rather than paper.

In early 2025 we are entering into a partnership with a new clinical consumable's supplier. This means that across 82 primary care locations that centrally, we can restrict the number of single use plastic items our services order, ensuring more environmentally friendly alternatives are used, instead.

Our clinical consumables supplier will also collect all recycling from packaging at the point of delivery, remove it from the practice and recycle it appropriately.

Technology

Increasing our digital service offer to patients, through the roll out of our enhanced patient app, 'Dr. iQ powered by Evergreen', enables us to engage directly with our patients in an online setting, reducing the need for patients to travel to our practices. We aim for 80% of all adults registered at our GP Practices to be signed up to the app.

We provide our patients and colleagues with the best digital tools. We will continue to review the marketing place for the technologies we use to ensure we are using suppliers or products who contribute the most to helping our Net-Zero aims.

Flexible working for corporate teams – all non-operational staff will continue to work flexibly from home in future, removing the requirement for a head office, reducing emissions relating to commuting and real estate.

Greener prescribing and practices

We will regularly monitor NHSE's 'Greener Prescribing Dashboard' identifying areas for improvement, for example with greener inhalers. We will follow the Ridge report's recommendations related to greener prescribing and consider lower carbon alternatives.

We will conduct a 'gloves off' campaign across our services. Gloves are one of the most common items of plastic used in healthcare, and 1.4 billion of them are used throughout the NHS annually. Our 'gloves off' campaign will review glove use within the service with the aim of reducing the use of gloves for tasks that do not need them. We envisage a reduction in 30-35% of glove use across our organisation and because of this initiative.

Our services will help to address the social and environmental determinants of health through referrals to our social prescribers, helping patients to access free travel passes, debt management and local Council led fuel poverty advice and initiatives.

Scope 3 reporting and suppliers

We will improve reporting across suppliers that contribute to Scope 3 emissions so that our progress towards our 2040 Scope 3 target is accurately depicted.

We will introduce requirements for Scope 3 suppliers around carbon emissions reductions. We will not enter agreements with those suppliers who cannot or will not meet these requirements.

On an annual basis, we will conduct a Net-Zero progress report to review, analyse and evaluate the success of the measures that we have implemented in the preceding year. From this we will produce an annual Net-Zero report highlighting our successes, current carbon emissions trajectory and plans to meet our goal.

Carbon offsetting

Should the need arise, once Operose Health has done everything within our ability to be carbon neutral, we will look to engage in carbon offsetting for the remainder of its Carbon footprint. We will partner with certified climate projects for nature-based solutions such as afforestation, reforestation, and recultivation, and will incorporate these within our planning and reporting by 2035.

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 standard⁴ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting⁵.

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) Standard⁶.

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:



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Date:29 January 2025.....

⁴<https://ghgprotocol.org/corporate-standard>

⁵<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

⁶<https://ghgprotocol.org/standards/scope-3-standard>