

# City Health Care Partnership

## Decarbonising a diverse healthcare estate

City Health Care Partnership (CHCP) is a community interest company (CIC) tasked with delivering over 50 different NHS services, from urgent care to dental services and palliative care to psychological wellbeing, in Hull and the East Riding of Yorkshire.

As a provider of NHS services, CHCP is committed in its Green Plan to fulfilling the NHS England net zero targets, which are generally more ambitious than for other UK sectors. The targets for scope 1 and 2 emissions are an 80% reduction by 2032 and net zero by 2040 (from a 2020-21 baseline); and for scope 3 emissions, the target is net zero by 2045.

"It's a very ambitious target that will be challenging to deliver," says CHCP's Sustainability Lead, Tom Hearfield, "and it's imperative that we start acting now."

One complication for the business lies in the fact that, of the total NHS estate administered by CHCP, only 30% is directly owned and in the control of the company. The remainder is leased from NHS Property Services and various community health partnerships. Whilst CHCP can influence a lot of this estate, they cannot make decisions for every property they lease, and funding is not guaranteed.

"In the initial phase, we've decided to focus as much as possible on the 30% of property we directly control and where we can have the biggest impact," explains Tom. "That currently comprises our Business Support Centre, three care homes and several pharmacies in Hull – although we are adding more to our portfolio as we grow as an organisation."

The first tranche of work has focused on the CHCP Business Support Centre in Hull. By the end of 2024/25, CO2e will have reduced by over 40% on the 2021/22 financial year baseline.

To achieve this, CHCP optimised the building management system, fine tuning the temperature and adjusting operational hours. Installing Coolnomix intelligent energy optimisation thermostat controls on multiple airconditioning units reduced energy consumption by 35% in the pilot phase.

A 68kWp (kilowatt peak) solar array has been installed on the roof, which promises to generate over 50,000kWh annually, and CHCP is actively encouraging the use of EVs at the centre, with 12 chargers more than tripling the demand for EV charging from staff over two years. A salary sacrifice scheme for eligible staff also promotes the adoption of EVs, bikes and e-Bikes for commuting.



**Tom Hearfield**  
Sustainability Lead



Oh Yes! Net Zero Member #23

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### Tackling renewable energy and green travel

“When you remove the sites we don’t control, our travel and transport emissions are actually higher than our estate emissions,” reveals Tom. “But if you think about the sort of work we do, that makes sense. We serve a huge geographical area and our people can cover a lot of miles every week. District nurses, for example, can’t deliver insulin digitally. They have to go where the patients are.

“We are increasing the number of pool cars and where possible these are EVs, but if the landlord of a particular property doesn’t want to install chargers (because it increases their energy costs and puts pressure on capacity) it’s a bit trickier. We’re talking this through with landlords at the moment to find a solution. We won’t be able to buy or lease internal combustion engine (ICE) vehicles after 2026 anyway, so it’s something we need to prepare for, but we also need to be cognisant of the cost pressures on the sector and be pragmatic about how we do it.

“In some areas, like acute care, which produce a lot of their own energy, installing EV chargers is very cost effective. There are a lot of competing charges for finance, but I can see this moving up the agenda in a lot of health trusts.”

There are a lot of challenges ahead. Some of the properties controlled by CHCP need more attention than others.

“Certain properties have old gas boilers from the late 1970s which we could replace with newer, more efficient models,” says Tom, “but in eight years’ time we can’t have any gas if we want to reach our targets, so we may need to invest more now to save money later. These are the sort of decisions we’re having to make now against a background of increased financial pressure on a lot of our operations. But we are definitely going to deliver: we have a target to install 100kWp of renewables across the estate and I think we’ll beat that by quite a bit, maybe 150kWp.”

Collaborating with other healthcare providers at regional Integrated Care Board (ICB) level – which includes organisations like Hull University Teaching Hospitals NHS Trust, Humber Teaching NHS Foundation Trust and York and Scarborough Teaching Hospitals NHS Foundation Trust, as well as NHS Property Services – is an efficient way to get things done. All are working to the same targets. Each has to present their green plan at ICB meetings, sharing knowledge, challenges and achievements.

“I do feel we are going to make significant inroads over the next year or so,” says Tom. “I’ve been really pleased with what we’ve delivered in our first year. When you’re working across so many areas it takes time to get everything rolling, but I feel like we’re in the position now where we are making a real dent in our net zero goals.”

**“We only own and can change or control around 30% of our direct estate footprint – and we’re looking to meet NHS carbon targets that are extremely challenging. It’s about being pragmatic and realising we can’t do everything at once. We’re prioritising low cost or no-cost measures and looking to make the biggest impact that we can in those areas.”**

**Tom Hearfield**  
Sustainability Lead  
CHCP

