

North East London ICS Green Plan 2022 – 2025

Our journey towards a net zero health & care system



North East London Health and Care Partnership is our integrated care system, which brings together NHS organisations, local authorities, community organisations and local people to ensure our residents can live healthier, happier lives.

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Foreword

Every step we take together to reduce our carbon footprint is a step towards great health and wellbeing.



Our health and the environment are inextricably linked. From the medicines we prescribe to our transport operations, the energy that power buildings and our significant supply chains that stretch around the globe – some of the ways we are currently delivering health and care services in north-east London (NEL) cause a negative impact on the environment *and* our health and wellbeing.

Responding effectively and with urgency to the climate emergency is an opportunity for us to contribute to our wider aims of improving health and wellbeing - the more we reduce our environmental footprint, the more we positively impact on health and wellbeing in North East London.

We need ALL staff across NEL Integrated Care System (ICS) making low-carbon decisions every day

- Every time we reduce the use of fossil fuels from travel and transport operations, we help our patients, staff and residents breathe cleaner air and reduce carbon emissions.
- Every time we invest locally and collaboratively in renewable energy we shift away from volatile fuel prices

and save money that can be spent on local services as well as reducing carbon emissions.

- Every time we support locally produced, low-carbon diets through our supply chains, we improve access to quality and affordable healthy food for people in NEL.
- Every time we nurture green space around health and care facilities, we improve wellbeing for patients and staff, and strengthen local ecosystems that absorb carbon.
- Every time we provide climate literacy training for staff, we empower our people to act and help shape our journey.

Our response for north-east London embodies collaboration, urgency, support, empowerment and trust - we are shaping our working partnership culture to support climate literacy and enable everyone to act.

This is our journey to Net Zero and beyond - and we welcome everyone to help shape the path.

A handwritten signature in black ink, appearing to read 'Zina Etheridge'.

Zina Etheridge, Chief Executive Officer

An ICS Green Plan

The NEL ICS Green Plan is a national requirement from NHS as per the NHS Net Zero Strategy and delivers on the Long Term Plan. It includes four core carbon reduction targets to reach net zero. **Our first target is an 80% carbon reduction by 2028.**

While it is a requirement from NHS England, the collaborative nature of an ICS Plan presents a significant opportunity for all partners.

Each NHS Trust and Local Authority has its own Green Plan (or Plan of similar title) that commits the organisation or borough to its local priorities – it is essential that we do not lose sight of this local focus and benefit.

Yet across the five NHS Trusts, the Integrated Care Board (ICB), eight local authorities and hundreds of GP practices and Voluntary, Community and Social Enterprise (VCSE) organisations, we are all limited by resource, while duplicating climate action in many areas.

Pooling resources and sharing expertise has proven a considerable benefit to partners already in the first six months of the Plans development, we have realised time and cost savings across NHS Trusts by replicating great practice and lending and insight expertise across organisational boundaries.

An ICS Green Plan presents the opportunity to develop a unified message on health creation and a safe climate across all of our communications to NEL staff, patients, and residents.

We can provide consistent information on what the challenges and opportunities are and how best to respond, no matter where you live and work in north east London. We can share resource and communication materials too across our communications teams and engagement practices.

An ICS Green Plan will unify how we strategically connect climate and health within place-based partnerships and influence greater health wellbeing through Borough-level climate partnerships. We have the opportunity to work closely with population health teams and utilise local level data to support local need – for example, prioritise insulation of poor quality housing for residents with respiratory disease.

In developing this Plan we identified several opportunities for parts of the NHS to support local authority capital investment projects. For example, we can identify health and care facilities across the patch that can connect with the developing Local Authority Heat Networks and include primary care in Local Authority Power Agreements.

There are also many programmes already delivering on the greener agenda but using different language – such as medicines optimisation, social prescribing and working with local authorities to encourage active travel for cleaner air and a healthier population.

This ICS Green Plan will unite activity across north east London, from Primary Care Networks (PCN), to borough to ICS, making everyone's lives a little easier by removing overlap and adding value to all.

Measuring the ICS footprint

Carbon is embedded into every decision we make, and our footprint is vast.

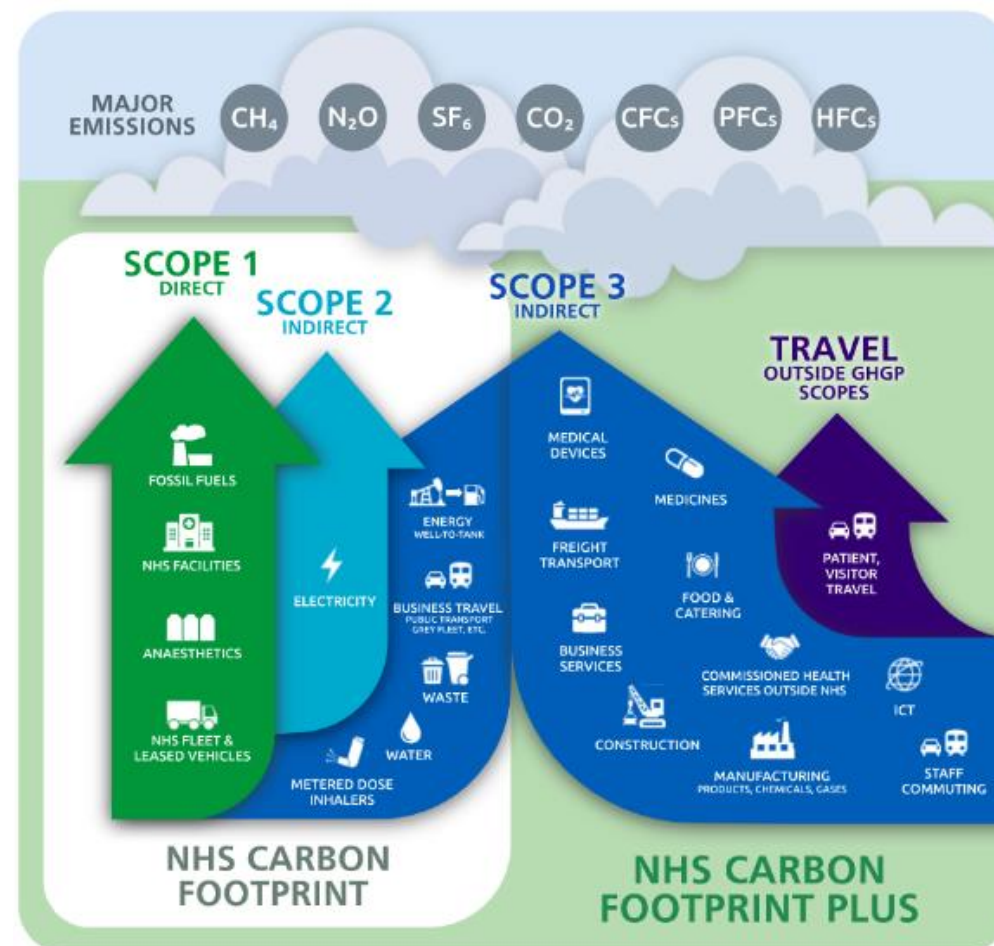
At the time of writing this Plan the NEL ICS carbon footprint was as follows:

Metric tonnes of CO ₂ emissions (MtCO _{2e})	November 2021	80% reduction by 2028 would bring us to
Direct Carbon Footprint	136,420	27,284
Carbon Footprint Plus	847,450	169,490

Our current ICS carbon footprint is provided by NHS England, and is measured in two parts:

- Our **ICS Carbon Footprint** includes our direct Scope 1 emissions, Indirect Scope 2 emissions and part of our emissions from Scope 3.
- Our **ICS Carbon Footprint Plus** includes the rest of Scope 3 emissions and also though attributed to patient and visitor travel.

We recognise this footprint does not include local authorities or GP Practices - yet. We will develop and agree on future baselines that are relevant and inclusive to partners over the course of this three-year Plan, including targets on air quality and increasing active travel.



An 80% reduction of the ICS footprint within six years

Target 1 – ICS Carbon Footprint

- An 80% reduction in the emissions we control directly (by 2028-2032), and net zero by 2040

Interim Target

- A 40% reduction in the emissions we control directly (NHS Carbon Footprint) by 2025.

Target 2 – ICS Carbon Footprint plus

- An 80% reduction in the entire emissions profile by 2036-2039, and net zero by 2045

Our priority reductions are:

Scope 1 (direct)

- Completely removing the use of volatile anaesthetic gases in NEL would reduce our footprint by 11% (As of Sept 2021 Desflurane emits 39.3 tCO2e)

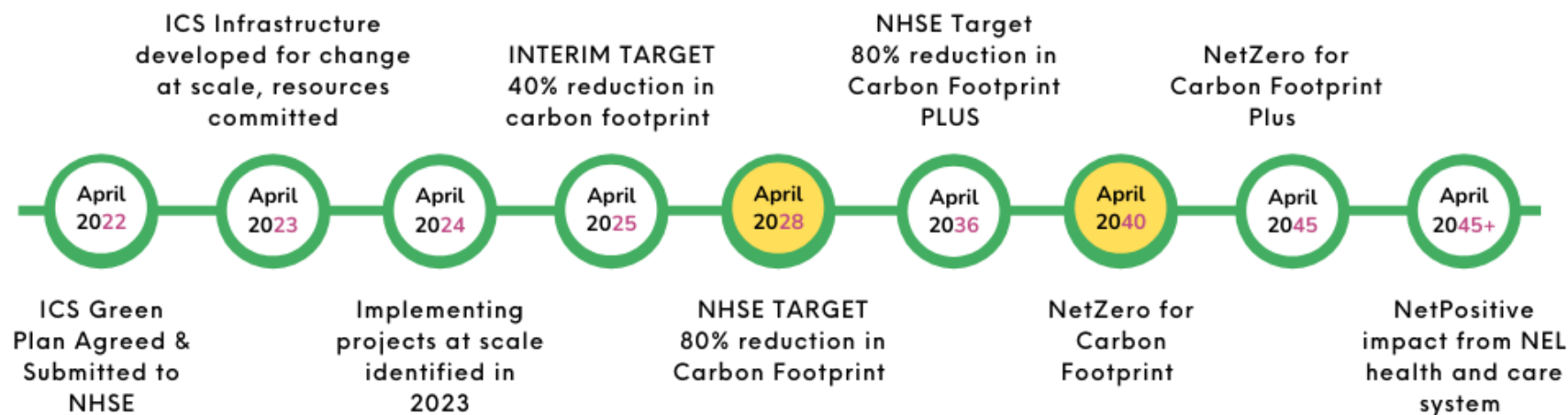
Scope 2

- By switching all the combined electricity, gas and oil to renewable sources we can remove 41% (57,220 tCO2e)

Scope 3

- Switching all MDI Inhalers would reduce our carbon footprint by 18% (24960 Emissions (tonnes equivalent to CO2)
- By switching NHS Fleet to electric vehicle and cycles we can remove 4% (5470 tCO2e)

Timeline for success



Our targets for the next three years

The Plan will be reviewed annually, with ambitious and appropriate targets included in every review as we learn and achieve.

2022 – 2023

- We will design and implement a net zero infrastructure to enable the emerging ICS to meet an 80% reduction in its carbon footprint by 2028.
- We will commit to resourcing the infrastructure through people-power and investment from ICS leaders.
- We will identify and commit to actions that the ICS will take - across the whole partnership and at a borough level - to meet this target.
- We will identify the transformation projects that we can deliver at scale.
- We will create a social movement among staff and patients that empowers behaviour change across the whole partnership.
- We will analyse the ICS carbon emissions and develop a trusted baseline.
- The ICB commits to convening and enabling the success of the partnership Plan.
- We will support patient choice of less carbon-intensive inhalers, resulting in a 6% reduction in prescribing.
- We will reduce the proportion of desflurane used in surgery to less than 10% of overall volatile anaesthetic gases by volume

in all trusts.

- We will implement approaches to optimise use of medical gases, including reducing waste and preventing the atmospheric release of medical gases.

2023 – 2024

- **20% from the baseline identified in 2019/20**
- We will implement the programmes identified in year one.
- We will review the Plan, its resource needs and the inclusion of emerging solutions and technologies.

2024 – 2025

- **40% of the ICS Carbon footprint from the baseline identified in 2019/20**
- We will have significantly changed our ways of working to reduce harm to the environment and our health.
- We will have embedded net zero actions into business as usual.
- We will review the Plan, its resource needs and the inclusion of emerging solutions and technologies.

Enabling a social movement

To meet net zero, and tap into the collective opportunity of NetPositive, **we must also reach hearts and minds.** Across NEL we have the knowledge, experience, tools, and passion to meet our climate ambitions and build a climate-positive future that enables health and wellbeing for all.

Through this Plan we will nurture a belief and value that:

- The climate and our health and wellbeing are intrinsically linked - *climate action = health creation!*
- Everyone has a responsibility to respond to the challenge and opportunity
- It is our role as a partnership to enable people to act.

We will support ALL staff across NEL Integrated Care System (ICS) to be making low-carbon decisions - every day.

We will provide opportunities for staff to learn, to innovate and to co-design what those actions should be.

We will align our drive for great health and wellbeing across NEL with a sense of respect for the environment and the natural world and build this into our working culture.

We will spend time to understand the challenge, agree the goal, and be aware of what this means to the different parties involved - we are preparing the soil for planting and growth.

We will look across every part of our operations and commit to changing the “**way we do things around here**”.

“Responding effectively and with urgency to the climate emergency is an opportunity for health creation - the more we reduce our footprint, the more we positively impact health and wellbeing in north east London”

Dr Sharon Christy, GP and Net Zero Clinical Lead

Investing in a Net Zero NEL

Since early 2020 NEL Health and Care Partnerships have been investing in collaborative action on climate change.

We developed a climate action network as one of four pillars of our NEL Anchor¹ programme supported by external consultancy, and brought together staff working on the green agenda to shape the action.

The primary recommendations from this work was:

- to **build climate action into business-as-usual** working with culture change approaches, and
- to **resource a programme manager**, because you cannot shape culture from the outside.

We recruited a deputy Programme Manager in September 2021, which fell timely with the mandate from NHS England to develop an ICS Green Plan with ambitious targets. This role had made significant inroads over the last six months by

connecting across the partnership to find the right people, share insight, problem solve and join the dots for collaborative action.

We have also received £30,000 funding from NHSE to recruit 5 ICS Clinical Leads and £40,000 from the Greater London Authority (GLA) to develop plans for a green corridor around Homerton Hospital.

We are in a fortunate position to have begun investing early in an ICS Green Programme, yet in developing the Plan we have uncovered major resource gaps that must to be filled if we are to meet our mandated targets, and the overall ambition of the Plan.

Our end goal is that climate action becomes business as usual, and to achieve this we recognise the need for interim resourcing and investment to enable this shift.

¹ The NEL Anchor Charter was agreed on April 2021 and is a key priority of the ICS Population Health and Health Inequalities steering group.

Investing in a Programme Team

Alongside the continued programme manager role, we have identified a need for 10-12 further workstream leads. These leads align to the themed areas of the Plan – Workforce, Estates & Facilities, Supply Chain & Procurement, Medicines, Digital Transformation, Models of Care, Travel & Transport, Adaptation, Food & Nutrition, Green Spaces & Wellbeing.

In addition, there is a clear need for a role to support green development in Primary Care, including to meet an NHSE target to understand the carbon footprint of Primary Care. (Primary Care is integrated across the workstreams rather than its own work area.) It is expected that other roles will emerge as we develop further cross-cutting workstreams.

We suggest that these are weighted roles that will enable an organisation and ICS time split and to encourage career development – helping to keep talent and expertise within NEL .

There will also be training and development required to support staff currently in a ‘doing’ capacity to learn how to support and enable others from across their teams and departments.

Investment in a Programme Team (for 2022/23)

£450,000

Investing in an Innovation Fund

There are a number of projects at scale and next-practice innovation that will need to be identified and implemented over the first year of the Plan. It is critical that we have the resource and investment available to put them into action as they arise.

There is also an essential roll out of carbon literacy training— with different parts of the system requiring a different focus for relevant learning and development.

It will be essential that training programmes align to established learning and development networks within NEL and to link low carbon healthcare to quality improvement.

Training in sustainable healthcare has been identified and could be delivered in the first six months of the Plan. We will also work with the primary care training networks and quality improvement programmes.

Investment in an innovation fund (for 2022/23)

£1,000,000

How we developed this Plan

Over the last six months, we have laid the foundation for a robust, engaging and ambitious Green Plan.

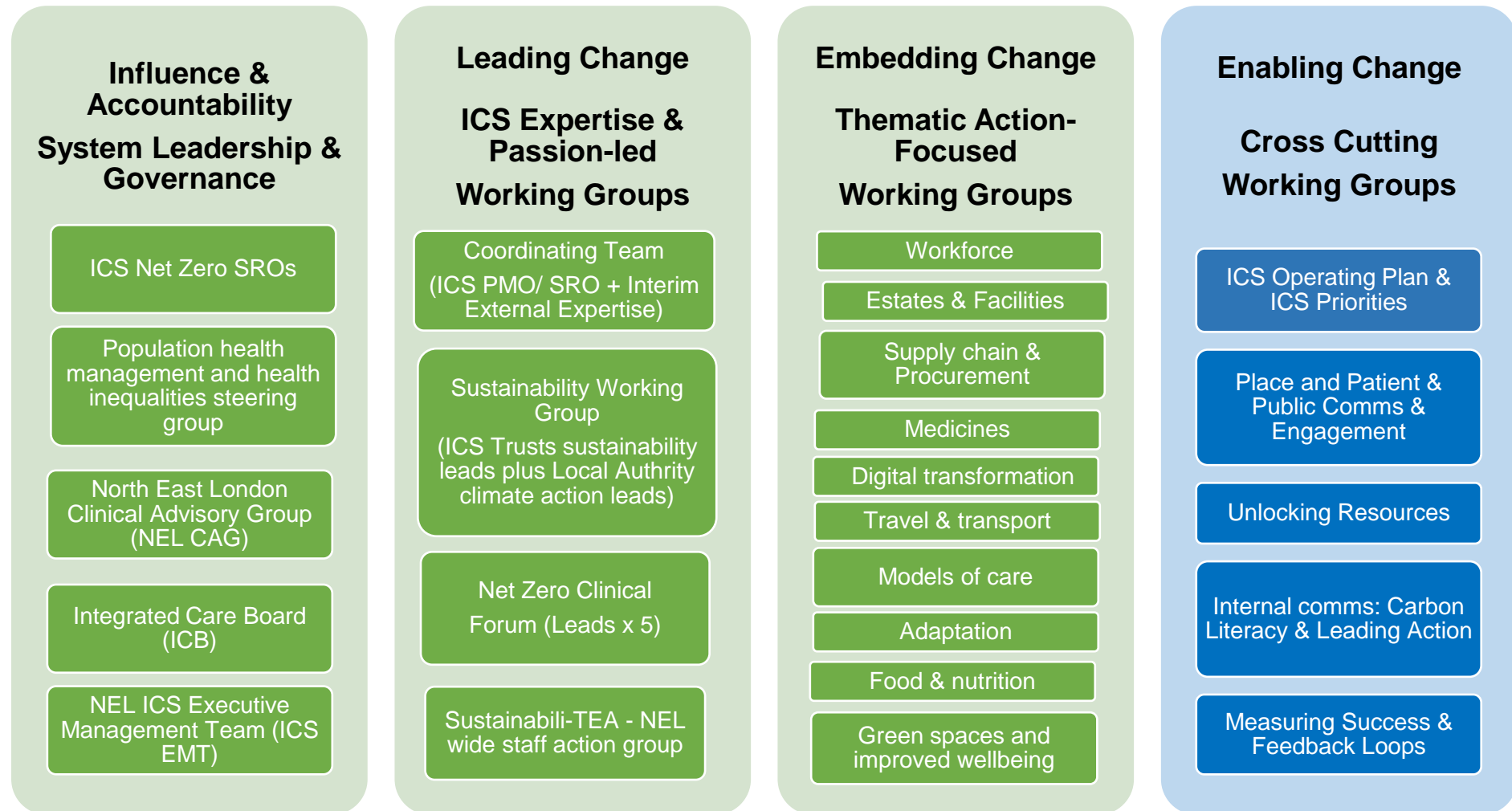
We know that people are our greatest resource – their experience, expertise and abilities. We have included as many staff from across the ICS as possible to gain their insight and ideas. We have designed the Plan to be open and inclusive for everyone to join in as we deliver and develop it.

- **We are enabling expertise** by providing regular opportunities for learning, sharing and enabling replication of great practice, and identifying and filling resource gaps in technical skills, people-power and finance.
- **We are gathering intelligence** and data to enable informed decisions on large scale projects for medium to long-term gains over the next few years.
- **We engaged stakeholders** running nine themed workshops plus a number of engagement sessions to help understand what is already happening across the partnership and to define and agree action and targets.
- **We are leveraging influence** from across the ICS and embedding climate literacy and climate opportunity into business as usual.

“Our broken relationship between people and nature is causing harm to our health, delivering a net zero NHS is an opportunity to narrow pre-existing health inequalities by collaborating with stakeholders across the ICS and build a climate positive future that enables health and wellbeing for all.”

Dr Farah Bede, Tower Hamlets GP and Net Zero Clinical Lead

The NEL Green Plan Programme Overview



Developing the Frameworks for the Green Plan Delivery

Over the 2022/23, we will develop the ICS infrastructure to ensure we can meet an 80% reduction in our collective carbon footprint by 2028.

To help us build this change in the way we think and act across our working culture, we will support those who lead this agenda with resources and strong governance and enable all ICS staff to shape and deliver the action in the Green Plan.

We are developing cross-cutting working groups and subgroups, some are established and effective, others are only recently identified and in the process of forming.

Green Leaders. ICS Expertise & Passion-led Working Groups	Accountability. System Leadership & Governance	Integrating Climate Action into Business as Usual.
<p>Staff in these working groups have been leading action on climate change for years - both inside and outside of their job descriptions. We will learn from this immensely valuable resource and support them to lead this movement.</p> <ul style="list-style-type: none"> • Central Coordinating Team ICS programme manager to coordinate the Plan, identify gaps, strategically join the dots and enable innovation. Supported by workstream leads (when identified) plus ICS Senior Responsible Officer + Interim External Expertise • Sustainability Working Group Experienced and innovative Sustainability Leads from the five NEL Trusts 	<p>We will ensure the Green Plan is regularly supported and influenced by leadership across the ICS.</p> <ul style="list-style-type: none"> • ICS Net zero Senior Responsible Officers (SROs) A working group of ICS Net zero Leads meets monthly to oversee and progress the Plan • ICS Executive Management Team We will report progress to the ICS EMT on a quarterly basis, providing space for critique, sharing insight and problem solving • Population Health Management and Health Inequalities Steering Group Frequency of engagement to be identified. 	<p>We will be bold and innovative in our approach to effectively use resources across the partnership and ensure that <u>all</u> ICS staff can support the delivery of the Green Plan.</p> <p>We have identified five additional areas of work that need to be established and developed within the workplan for Year one.</p> <ul style="list-style-type: none"> • ICS Operating Plan & ICS Priorities • Place and Patient & Public Comms & Engagement • Unlocking Resources • Internal comms: Carbon Literacy & Leading Action

Green Leaders. ICS Expertise & Passion-led Working Groups	Accountability. System Leadership & Governance	Integrating Climate Action into Business as Usual.
<ul style="list-style-type: none"> • ICS Clinical Leadership Five ICS Clinical Leads who also champion green action through their own practices. • Sustainabili-TEA Passionate staff action group with growing attendance. 	<ul style="list-style-type: none"> • Integrated Care Board (ICB) This Plan covers the previous functions of the CCG and commits the now ICB to its targets and action. 	<ul style="list-style-type: none"> • Measuring Success & Feedback Loops

The Plan

Enabling Action	Action	Timescales for completion
Green Leaders	<ul style="list-style-type: none"> • Establish a workstream lead role for each of the themed workstreams <ul style="list-style-type: none"> ➢ Estates & Facilities, ➢ Supply Chain & Procurement, ➢ Medicines, ➢ Adaptation, ➢ Workforce, ➢ Digital Transformation, ➢ Models of Care, ➢ Travel & Transport, ➢ Food & Nutrition, ➢ Green Spaces & Wellbeing. • Establish a workstream lead for Primary Care • Review which roles have significant crossover in technical skills and expertise (e.g. estates, procurement, adaptation) • Identify where additional resource is necessary for cross-cutting workstreams, to help meet the Plans targets, and recruit accordingly, with specific reference to <ul style="list-style-type: none"> ➢ Air Quality ➢ ICS Operating Plan & ICS Priorities ➢ Place and Patient & Public Comms & Engagement ➢ Unlocking Resources ➢ Internal comms: Carbon Literacy & Leading Action ➢ Measuring Success & Feedback Loops. 	<ul style="list-style-type: none"> • June 2022

	<ul style="list-style-type: none"> • Review the scope and the expertise of the programme manager role in line with newly created positions <p>All positions should focus on skills & passion for the green agenda, and support the career development paths of individuals across the ICS.</p> <ul style="list-style-type: none"> • Identify the training and development requirements, and opportunities for sharing resources, across NEL's staff action groups to support them to empower colleagues to take action and shape the Plan. 	
Innovation Fund	<ul style="list-style-type: none"> • Establish an Innovation Fund to support the roll out of training and skill development, identifying and implementing next practice and initiating projects at scale. 	<ul style="list-style-type: none"> • 2022
Accountability	<ul style="list-style-type: none"> • Trust, ICS & Clinical Net zero Leads will meet monthly to drive the Plan forward. <ul style="list-style-type: none"> ➢ This will be a meeting where decisions can be made and leveraged ➢ Membership is made of place based representatives and providers ➢ Regular delegation from named leads will limit this Plan's potential and weaken accountability, and will not be acceptable. • ICS Executive Management Team will receive progress reports on a quarterly basis, providing space for critique, sharing insight and problem solving • All system leaders <u>at place and borough level</u> will commit to climate literacy training and exploring ways to walk the talk, supported by their organisations Green Leaders 	<ul style="list-style-type: none"> • April 2022 to agree remit - meetings ongoing • September 2023
Integrating Climate Action into Business as Usual.	<ul style="list-style-type: none"> • Identify an SRO to work alongside the central coordination team for each of the following areas 	<ul style="list-style-type: none"> • April 2022

	<ul style="list-style-type: none"> ➤ Integrating Climate Action into the ICS Priorities & Operating Plan (with a primary focus on Health Inequality) ➤ Place and Patient & Public Comms & Engagement ➤ Unlocking Resources ➤ Internal Comms, Engagement, Training and Narrative ➤ Measuring Success & Feedback Loops <ul style="list-style-type: none"> • Review each of the themed workPlans with each SRO to understand the breadth of the action required. <ul style="list-style-type: none"> ➤ Further actions to follow from this meeting/s 	<ul style="list-style-type: none"> • June 2022
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Workforce

We need **ALL** NEL ICS Staff to be making low carbon decisions at EVERY stage of service design and delivery. We will involve staff in our approach and ask ‘what does low carbon mean to you and how can we help you do it’. We will provide training and support to those learning how, and we will resource and equip those taking a lead through remuneration and career development.

Underlined actions are NHS mandated targets.

Workforce & system leadership	Action	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> Establish a workstream lead Identify senior support lead/responsible officer 	June 2022
<u>Every trust and ICS board to designate a board-level lead</u>	<ul style="list-style-type: none"> Board level sustainability leads have been in place at Trust and NEL CCG since 2021 Senior Responsible Officers Forum meets monthly – that <u>oversees the development of the ICS and Trust Green Plans and progress towards net zero</u> NEL Sustainability Working Group meet regularly 	<ul style="list-style-type: none"> Complete Complete Complete
Developing Net Zero Clinical Leaders	<ul style="list-style-type: none"> Net Zero clinical leaders in primary care were recruited in January 2021 and will act as clinical experts in developing the ICS green Plan and engaging care professionals Form a NEL net zero clinical leads network Increase the number of places available to NEL clinicians on the RCGP NEL Faculty Climate Health Leadership Scholarships Clinical leads to promote the links between reducing our carbon footprint and the aims of health equities including Core20plus5. 	<ul style="list-style-type: none"> Complete Q1 2022 2022 2023
Provide a climate literacy training programme	<ul style="list-style-type: none"> Provide climate change awareness training to all health and care staff <ul style="list-style-type: none"> ➢ Add the Delivering a Net Zero NHS “e-Learning for Healthcare” module to workforce training platforms ➢ Provide PTL GP training sessions and time set aside to complete online courses with CPD ➢ Provide training in SusQI and how to use sustainable impact assessment Provide board level training to support successful ‘green leaders’ 	<ul style="list-style-type: none"> 2022 2022 2022 2022

Workforce & system leadership	Action	Timescales for completion
<p>Creating a social movement of staff and patients that understand the impact of healthcare on the environment</p>	<p>Involve</p> <ul style="list-style-type: none"> • NEL-wide staff climate action forum in place since November 2021 • All NEL health and care workplaces to set up climate action staff groups • Further embed sustainability within the frameworks for the seven ICB behaviours • Identify opportunities to engage specific patient groups to co-design campaign materials for the greener inhalers and active travel campaigns. <p>Inform</p> <ul style="list-style-type: none"> • Co-design a NEL wide net zero campaign to launch the green Plan • Resource to be identified for a co-ordinated information and communications approach • Start recording and sharing a podcast - to win hearts and minds as to why this is a health crisis. Giving a voice to patients, sustainability experts and clinicians • Add information on ICS and Trust Green Plans to staff induction • 50 staff to have joined NHS greener communities NHS futures platform • To agree a commitment statement regarding sustainability to all ICB staff JDs 	<ul style="list-style-type: none"> • Complete • Q1 2022 • Q3 2022 • 2022 • Q1 2022 • 2022 • 2022 • Q3 2022 • Q1 2023 • 2023
<p>Providing sustainable staff benefits and incentive schemes</p>	<ul style="list-style-type: none"> • <u>All staff able to access a cycle to work scheme</u> • <u>All staff benefit schemes to offer only EV and low emission motor vehicles</u> • Implement a consistent staff incentive schemes attached to individual lifestyle changes and professional innovation • Set up a Net Zero Innovation Panel. To help identify solutions that can be applied at scale and apply for sustainability awards as a system • Roll out a Green Ward scheme in all inpatient settings 	<ul style="list-style-type: none"> • Complete • 2022 • 2023 • 2022 • 2023

Estates & Facilities

This is the longest running area of action across all of our organisations and the traditional home for action on climate change and environmental improvements. It is here we must raise the bar for our ICS ambition. Through this workstream we have identified significant opportunities to support other partners capital investments - as well as gathering the insight to make informed decision on future collaborative projects which will create change at scale.

Underlined actions are NHS mandated targets.

Estates & facilities	Actions	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> • Establish a workstream lead • Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> • June 2022
Strategic transformation to include carbon reduction activities	<ul style="list-style-type: none"> • Next version of the NEL ICB and Trust Estates Strategies to include carbon reduction targets • Map the energy infrastructure for health and care services • Map the various estates strategies that are of relevance for acute, community, primary care and social care • Explore how to factor in expected population increases with carbon reduction targets • Provide service design teams with the information in order to make more efficient uses of health and care estates • Provide training on sustainable impact assessments • Provide education on benefits of full lifecycle costs - so it can be included in business cases 	<ul style="list-style-type: none"> • 2022 • 2022 • 2022 • 2023 • 2023 • 2023 • 2023
Reduce waste (crossing over with procurement workstream)	<ul style="list-style-type: none"> • NEL Procurement Collaborative - Estates and facilities workstream to take a lead • Identifying opportunities to contract in bulk • Sourcing from catalogues that illustrate carbon footprint of products • Introduce a furniture exchange and upcycling programme 	<ul style="list-style-type: none"> • 2022 • 2022 • 2023 • 2023

Estates & facilities	Actions	Timescales for completion
	<ul style="list-style-type: none"> • Identify amounts needed for investment in insulation and glazing • Roll out SharpSmart across NEL • Increase the amount of metals reclaimed from incineration to then be reused and recycled 	<ul style="list-style-type: none"> • 2024 • 2023 • 2024
Construction projects to reduce their carbon footprint and increase their social value	<ul style="list-style-type: none"> • Provide and source subject specific education sessions • Social value and sustainable building requirements are added to all new build projects from April 2022 • All new builds to consider green spaces and food growing opportunities 	<ul style="list-style-type: none"> • 2023 • 2022 • 2023
Every primary care setting to know their carbon footprint	<ul style="list-style-type: none"> • Identify resources to support primary care net zero programme • NHS Property Services to provide energy and waste data for the properties they own in NEL • Include carbon foot-printing as part of Primary Care Network Infrastructure Programme • To identify and provide Primary Care services with the appropriate tools to measure their carbon footprint • Follow up with support and toolkits to generate footprint and initial action Plan. 	<ul style="list-style-type: none"> • 2022 • 2022 • 2022 • 2023 • 2024
Increase the amount of Primary Care premises using renewable energy	<ul style="list-style-type: none"> • NEL CCG to identify any surplus that might be able to be utilised for carbon reduction initiatives • Mapping which primary care settings (that are not run by NHSPS) are signed up to a renewable energy tariff 	<ul style="list-style-type: none"> • Q2 2022 • 2022
<u>Does your organisation purchase 100% of its electricity from renewable sources?</u>	<ul style="list-style-type: none"> • All trusts to complete the transition to purchasing 100% renewable energy • Undertake a review of energy supplier contracts for all providers • Identify opportunities for Power Purchase Agreements (PPA's) in partnership with Local Authorities • Identify sites that are appropriate to host solar panel, wind turbine and heat pump installation 	<ul style="list-style-type: none"> • 2023 • 2023 • 2023 • 2023

Adaptation

Climate Change is already affecting health and care services, from increased overheating in hospitals, to more frequent risk and disruption from flooding and high winds. It is essential that we work together across our infrastructure and supply chains to prevent and minimise the impact on our services, patients and residents.

Underlined actions are NHS mandated targets.

Adaptation	Actions	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> Establish a workstream lead Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> June 2022
<u>Ensure the ICS has Plans to mitigate the risks or effects of climate change and severe weather conditions on its business and functions</u>	<ul style="list-style-type: none"> <u>Develop an Adaptation and Mitigation Manager role description</u> Source templates and resources available for adaptation and mitigation Planning Seek out networks of adaptation experts, looking to the Greater London Authority for guidance <u>Draft an Adaptation and Mitigation Plan for NEL.</u> This should include specific Plans to mitigate the effects of flooding, high winds, heatwaves and identify which patient groups and sites are most at risk. Find ways public health can contribute to adaptation Planning and mitigation Understand risks to supply chain caused by floods, high winds and heatwaves Undertake research into equipment and technologies that can cope with flooding, high winds and heatwaves 	<ul style="list-style-type: none"> 2022 2022 2022 2022 2022 2023 2023
Every organisation within the ICS has Plans to mitigate the impact of climate change on the organisation's risk register	<ul style="list-style-type: none"> Governance cover sheets to include 'risks to climate change' Trusts and health and care providers to undertake after action reviews following extreme weather events 	<ul style="list-style-type: none"> 2022 2022

Supply Chain & Procurement

Carbon is embedded in every spending decision we make. We will equip all procurement staff with the tools and commitment to enable low carbon decisions, and take advantage of collaborative opportunities.

Underlined actions are NHS mandated targets.

Supply chain & procurement	Transformation required	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> Establish a workstream lead Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> June 2022
To inform suppliers and adhere to the NEL commitments to a <u>10% minimum social value weighting in from April 2022</u>	<ul style="list-style-type: none"> Map the social value tools and portals being used in NEL Taking up London Funded licences of social value toolkit Undertake a review of high carbon items and systems that are currently being procured - not just those due for renewal - and test their social value Provide staff engagement and training on building social value in procurement Produce a Social Value Toolkit for staff and suppliers Host a primary care procurement event bringing buyers and suppliers together Include use of bikes for deliveries into service specifications Work smartly with providers and contractors to reduce the number of on-site deliveries 	<ul style="list-style-type: none"> Q1 2022 Q1 2022 2022 2022 2022 2023 2022 2023
Ensure resources & learning is shared within the ICS	<ul style="list-style-type: none"> NEL ICS Procurement Collaborative will oversee the net zero supply chain and procurement work stream Agree a NEL wide sustainable impact assessment tool Develop a set of shared social value model questions for the system to use that incorporates our anchor principles, which are: <ol style="list-style-type: none"> Widening access to employment, training and a better working experience Procurement for social value Maximising the value of our buildings and land Supporting a greener and healthier future Bring finance leads together to agree an approach to investing in full life cycle costs, understanding the financial burden vs. the carbon reduction. 	<ul style="list-style-type: none"> 2023 2023 2023 Q2 2022

Supply chain & procurement	Transformation required	Timescales for completion
<u>Take action to address single use plastics, and specifically eliminate unnecessary catering plastics</u>	<ul style="list-style-type: none"> • Sourcing reusable Patient Protective Equipment (PPE) and instruments • Eliminating single use plastic in staff canteens • Eliminating single use plastic in patient catering • Eliminating single use plastic in medicines • Review of e-cigarettes on prescription to find lower carbon and packaging options 	<ul style="list-style-type: none"> • 2023 • 2023 • 2023 • 2023 • 2023
All providers within the ICS should only be purchasing 100% recycled paper, and be reducing paper usage	<ul style="list-style-type: none"> • Promote to all individuals responsible for purchasing stationery 	<ul style="list-style-type: none"> • 2022
Renewable energy	<ul style="list-style-type: none"> • Consider agreeing power purchase agreement for NEL • At scale investment for solar panel installation • Life-cycle replacements 	<ul style="list-style-type: none"> • 2022 • 2023 • 2023

Medicines

Anaesthetic gases make up 11% of NEL carbon footprint. Metered Dose Inhalers are 18%. We have the evidence and tools to eliminate much of this impact, and we will work together across the ICS to make it happen. Reducing the impact of medicines is as much about training, engagement and patient centered care as it is about clinical or purchasing decisions. Our carbon reduction efforts will align with providing the best possible care for our patients and resident as an uProgramme Managerst priority.

Underlined actions are NHS mandated targets.

Medicines	Solutions	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> • Establish a workstream lead • Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> • June 2022
<u>To reduce the use of desflurane in surgery to less than 10% of total volatile anaesthetic gas use</u>	<ul style="list-style-type: none"> • Develop a NEL task and finish group on anaesthetic gases and their contribution to climate change <ul style="list-style-type: none"> ➢ Check accuracy of NEL data and identify wastage ➢ Include maternity teams ➢ Agree a common toolkit ➢ Provide awareness and education sessions to reduce use and wastage of Nitrous Oxide (Nox) ➢ Provide education sessions to reduce use and wastage of Desflurane • All Trusts represented at London Medical gases network events 	<ul style="list-style-type: none"> • Q1 2022 • 2022
<u>To develop Plans for clinically appropriate prescribing of lower carbon inhalers</u>	<ul style="list-style-type: none"> • Greener Inhalers campaign team formed in December 2021 - with acute and primary care membership • Set up a NEL Respiratory Medicines Optimisation Group • Set up inhaler recycling scheme • Provide clinical training • Provide patient education on effective use of inhalers and how to switch to lower carbon options • Assess national communications materials and develop a local campaign 	<ul style="list-style-type: none"> • Complete • Q1 2022 • September 2022 • September 2022 • September 2022

Medicines	Solutions	Timescales for completion
<p>Develop awareness of waste reduction and the impact of medicines on climate change</p>	<ul style="list-style-type: none"> • Develop a Medicines waste campaign <ul style="list-style-type: none"> ➤ reducing amounts prescribed ➤ work with community pharmacists to address incentives on repeat orders ➤ advise on how patients can declare that they stopped taking a treatment to reduce unnecessary repeat prescriptions ➤ provide patient information on air quality and how to prevent respiratory distress ➤ better medicines disposal ➤ patients on better medicines disposal • Net Zero Clinical leads attending responsible prescribing networks • Identify opportunities to remove single use plastic • Identify blister pack recycling schemes 	<ul style="list-style-type: none"> • 2022 • 2022 • 2022 • 2023
<p>Prescribe less</p>	<ul style="list-style-type: none"> • Provide peer learning sessions on de-prescribing (growing health together) • Acute trusts to review policy so that inpatients can take their own medicines that have already been prescribed, rather than stipulating that they only take medicines prescribed by the hospital pharmacy • NEL Medicines Optimisation Teams to undertake a de-prescribing audit • Co-create a set of pharmacy objectives to reach net zero with community pharmacists and the Local Pharmacy Committee (LPC) • Add the carbon footprint of medicines and streamline NEL formulary • Explore increasing the amount of non-pharma solutions available e.g. for pain management and mental health 	<ul style="list-style-type: none"> • 2022 • 2022 • 2023 • 2023 • 2023 • 2023

Travel & transport

14% of London traffic are people travelling for NHS business or appointments, while physical inactivity costs the NHS up to £1 billion per annum, with further indirect costs of £8.2 billion. Working closely with each of the boroughs will be essential to increasing safe active travel, and we need clear consistent messaging that informs, understands behaviours and creates choice. Underlined actions are NHS mandated targets.

Travel & transport	What we will do	Timescales for delivery
Fill skills and resources gap	<ul style="list-style-type: none"> • Establish a workstream lead • Identify senior support lead/responsible officer 	June 2022
To support active travel, public transport for staff, patients and visitors (We include walking, cycling and scooting in the definition of active travel – as well as using a mix of public transport and walking)	<ul style="list-style-type: none"> • Contribute to the NHS London Travel and Transport Working Group • Map how accessible the public transport hubs are nearest to health and care services • Review health and care provider websites to include active travel advice to get to appointments • Commit to providing secure bike storage nearby all health and care settings • Local authorities and NHS to work more closely on public active travel and clean air campaign • Develop a green travel Plan to support active travel and public transport for staff, patients and visitors • Working with TfL on improving access to public transport when travelling to appointments • Local authorities to consult with health and care organisations when Planning cycling infrastructure and improve current routes to serve health and care workplaces • Explore provision of cycles and e-bikes for staff who travel for business • Expand the Barts and BHRUT cargo bike library and Brompton docking stations to other trust and primary care sites • Improving access to cycles for patients to address inequalities and increase diversity in cycling 	<ul style="list-style-type: none"> • Complete 2022 • 2023 • 2023 • 2023 • 2023 • 2023 • 2023 • 2023 • 2023 • 2024 • 2024
Increasing the number of staff that cycle to work	<ul style="list-style-type: none"> • <u>Recruit and train dedicated cycle-to-work leads</u> that have this responsibility as part of a paid role 	<ul style="list-style-type: none"> • 2022

Travel & transport	What we will do	Timescales for delivery
	<ul style="list-style-type: none"> • <u>Provide all staff with cycle to work schemes</u> • Add travel advice including how to access cycle schemes, training, safe storage and facilities into staff induction pack • Provide staff education sessions on active travel in partnership with local authority travel experts, which include surveying to understand the barriers • Each organisation to set up a cycle users group (merging the groups where there is limited capacity or shared geography) • Develop a NEL wide cycling campaign 	<ul style="list-style-type: none"> • Complete • 2022 • 2022/23 • 2022 • 2022
<p>Ensure that patients have clean air and can move around sites safely</p>	<ul style="list-style-type: none"> • Take part in ICS clean air framework testing phase <ul style="list-style-type: none"> ➢ Host a NEL clean air conference ➢ We will triple the number of hospital sites that have signed up to the Clean Air Hospital Framework (at time of writing it is one) • Decrease the number of HGV and motor vehicles being used on provider sites for transporting goods and pathology samples, increasing uses of cargo bikes 	<ul style="list-style-type: none"> • 2022 • 2023 • 2024 • 2024
<p>Ensure all new purchases and lease arrangements are for cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs)</p>	<ul style="list-style-type: none"> • Recruit and train travel and logistics officer/s • Staff benefits review to be conducted as part of emerging ICB • Trusts complete transition to EV fleet including offering pooled low emission vehicle for staff to travel 	<ul style="list-style-type: none"> • 2023 • 2023 • 2023

“I've been cycling to work for several years but I'm still anxious about it. I look forward to trying to make active travel realistic and safe for staff and patients.”

Dr Emma Radcliffe, GP and Net Zero Clinical Lead

Food & nutrition

Good quality food and nutrition are synonymous with good health, and with low carbon choices. There is place based work happening across the partnership to promote sustainable and healthy diets and reduce food waste. Our work within the ICS Plan is an opportunity to join the dots, accelerate impact and enable change.

Underlined actions are NHS mandated targets.

Food & nutrition	What we'll do	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> • <u>Establish a workstream lead</u> • <u>Identify senior support lead/responsible officer</u> 	<ul style="list-style-type: none"> • June 2022
Update corporate policies and training to reduce food carbon footprint and waste	<ul style="list-style-type: none"> • The NEL health and care system will create a sustainable food strategy and consider how VCSE can lead workstream <ul style="list-style-type: none"> ➢ Map the food networks and to understand which forums health and care teams are attending ➢ Join the ReLondon network to address food waste and security ➢ Engaging dieticians in the net zero conversation ➢ Health and care system to work with Public Health to put pressure on the food industry/supermarkets to make fresh produce more affordable • Corporate event management guidance to: <ul style="list-style-type: none"> ➢ Increase meat-free and provide dairy free options ➢ Provide Fairtrade tea, coffee and sugar ➢ Stop using individual sachets and disposable plastics ➢ Have a policy of healthy options 	<ul style="list-style-type: none"> • 2022 • 2022 • 2023 • 2023 • 2024 • 2023
Implement approaches to measure and reduce food waste	<ul style="list-style-type: none"> • <u>All health and care organisations to have access to a food waste technology</u> • Work with universities to better understand food, waste on our carbon footprint 	<ul style="list-style-type: none"> • 2023 • 2023
Patient catering will:	<ul style="list-style-type: none"> • <u>Review and adapt menus to offer healthier lower carbon options</u> • Explore how ingredients can be supplied by local community food growing schemes • Utilise British Dietetics Association (BDA) low carbon recipes 	<ul style="list-style-type: none"> • 2023 • 2023 • 2023

Food & nutrition	What we'll do	Timescales for completion
	<ul style="list-style-type: none"> • <u>Change the menu at least twice a year by 2025 to maximise the use of seasonal ingredients</u> 	<ul style="list-style-type: none"> • 2024
Visitor cafes in health and care settings will:	<ul style="list-style-type: none"> • Provide Fairtrade tea, coffee and sugar • <u>Review and adapt menus to offer healthier lower carbon options</u> 	<ul style="list-style-type: none"> • 2022 • 2023

Green spaces and improved wellbeing

Access to greenspace provide many health benefits, including improved levels of mental health, physical fitness, cognitive and immune function, as well as lower mortality rates. Increased access to greenspace also improves *our relationship* with nature, making people far more likely to make low carbon (and pro-nature) choices and actions.

Underlined actions are NHS mandated targets.

Green spaces and improved wellbeing	What we'll do	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> • Establish a workstream lead • Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> • June 2022
To increase biodiversity of health and care spaces	<ul style="list-style-type: none"> • Map the existing community gardens on health and care land to scope potential for increased biodiversity and to gather best practice • Map the disused spaces on health and care land to scope potential for community gardens and increased biodiversity • Identify neighbourhoods that have poor air quality and where green spaces can be used to improve air quality 	<ul style="list-style-type: none"> • 2022 • 2023 • 2023
To increase the amount of nature-based interventions for staff and service users	<ul style="list-style-type: none"> • Map the nature-based volunteering opportunities for health and care staff • Increase the amount of nature-based volunteering opportunities for health and care staff • Develop nature-based activities that can be added to the social prescribing menu • Fund Nature Recovery Rangers for all acute settings 	<ul style="list-style-type: none"> • 2022 • 2023 • 2023 • 2024

Digital transformation

Digital transformation is utilising technology to streamline health and care, while reducing its associated cost and carbon. We will ensure that patients can be seen in the right place at the right time. We will use technology to help clinicians to make informed decisions about the carbon cost of their care and we will implement projects at scale to reduce our digital footprint across NEL. Underlined actions are NHS mandated targets.

Digital transformation	Actions	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> • Establish a workstream lead • Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> • June 2022
<u>Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions</u>	<ul style="list-style-type: none"> • Maintain increase in outpatients appointments (as a result of the Covid pandemic) conducted by video call and telephone <ul style="list-style-type: none"> ➢ Patient Knows Best programme – provide education about benefits of remote appointments including reduction of paper and travel ➢ Roll out e-prescribing to trusts to reduce need for patient to travel to hospital to collect acute prescriptions ➢ NEL pilot for Primary care to gain Advice and Guidance from acute consultants via phone to be rolled out and reduce the number of patients waiting to attend and travelling to acute appointments ➢ Gather learning from C&H Personal Care Budgets (PCB) supplying patients who need new tech in order to have remote consultations ➢ Consider expanding the 'You Screen' self cervical smear test programme across NEL 	<ul style="list-style-type: none"> • 2023
Reducing waste and high energy use relating to technology	<ul style="list-style-type: none"> • Begin a 'switch off' campaign in primary care in partnership with NHS Property Services <ul style="list-style-type: none"> ➢ Automatically setting computer settings - 70% brightness and sleep settings • Host a NEL conference on digital and carbon reduction • Ensure that all third party data storage facilities are using 100% renewable energy • Conduct an ICT lifecycle assessment • Including renewable energy in tendering questions for digital solutions • Develop an ICT recycling and donation service across the ICS • Staff campaign on low energy settings and carbon footprint data related to digital communications and devices 	<ul style="list-style-type: none"> • 2022 • 2023 • 2023 • 2023 • 2023 • 2023 • 2023 • 2023

Digital transformation	Actions	Timescales for completion
	<ul style="list-style-type: none"> • Identify redundant ICT in order to reduce, remove or recycle. E.g. reduce the amount of multi-functional devices (printers and scanners) in admin and clerical officer 	
Interoperability of systems	<ul style="list-style-type: none"> • Interoperability strategy review to feature carbon reduction solutions • Aligning software suppliers in health and care services 	<ul style="list-style-type: none"> • 2022 • 2023
Remote working and events	<ul style="list-style-type: none"> • Staff who are working remotely to be provided with information on how to: <ul style="list-style-type: none"> ➢ Reduce waste in home offices ➢ Switch to renewable energy tariff at home ➢ use alternative browsers and dark settings • Develop an events guide that includes information on how to use the latest digital event platforms in order to reduce cost, travel and catering needs: <ul style="list-style-type: none"> ➢ Events to be hosted digitally in the first instance, where appropriate, in order to reduce travel and food associated ➢ how social elements can be included in virtual events such as satellite in person workshops before during and after conferences 	<ul style="list-style-type: none"> • 2022 • 2023

Models of care

Incorporating and investing in low carbon thinking, assessments, education and opportunities for innovation into the way we design our health and care services will make it far easier to deliver low carbon services further down the line.

Underlined actions are NHS mandated targets.

Models of care	Actions	Timescales for completion
Fill skills and resources gap	<ul style="list-style-type: none"> Establish a workstream lead Identify senior support lead/responsible officer 	<ul style="list-style-type: none"> June 2022
To have Plans for embedding carbon reduction principles in the way that all care is delivered, including digitally-enabled care, default preference for lower-carbon interventions where clinically equivalent, and reducing unwarranted variation in care delivery & outcomes resulting in unnecessary carbon emissions	<ul style="list-style-type: none"> Work with public health on making the links with health equity and carbon reduction / climate action campaigns Planned care programmes to review options for carbon reduction solutions <ul style="list-style-type: none"> Establishing a teledermatology pathway for cancer referrals Roll out remote blood pressure monitoring Care homes - secure mail and remote monitoring Provide SusQI training to all health and care staff involved in designing services Identify the carbon reduction opportunities in primary care digital first programme 	<ul style="list-style-type: none"> 2022 2022 2023 2023 2024 2023
NEL Net Zero Innovation panel	<ul style="list-style-type: none"> Develop a ICS awards scheme for innovations in carbon reduction and climate change awareness raising 	<ul style="list-style-type: none"> 2022
Outpatients transformation	<ul style="list-style-type: none"> Identify the role of Community diagnostic hubs in our carbon reduction efforts Undertake Patient and Public engagement activities on lower carbon interventions so to improve and replicate 	<ul style="list-style-type: none"> 2023 2023
Inpatients transformation	<ul style="list-style-type: none"> Reduce single-use plastics in care settings - e.g. introduce reusable PPE and instruments Undertake Patient and Public engagement activities on lower carbon interventions so to improve and replicate 	<ul style="list-style-type: none"> 2023 2023

Stakeholders

Stakeholders - within North East London Integrated Care Board	External
NEL Integrated Care System Executive Team	NHSE/ London Sustainability Team
Barts Health NHS Trust	NHS Property Services
Barking, Havering and Redbridge University Hospitals NHS Trust	CVS organisations
East London NHS Foundation Trust	NHSX
Homerton Healthcare	Transport for London
NELFT	Greater London Authority
Primary Care Networks	National Green Anaesthesia team
Community Pharmacists	London Sustainable Procurement Forum
London Borough of Barking and Dagenham	
London Borough of Hackney	Hackney Community Strategy Partnership
London Borough of Havering	Havering Green Forum (emerging)
London Borough of Newham	Newham NHS LBN climate group
London Borough of Redbridge	
London Borough of Tower Hamlets	Tower Hamlets Climate Partnership
London Borough of Waltham Forest	
City of London	
Dentists	Cycle Sisters
Care home providers	Climate change activists
NEL Sustainability Working Group	Gardening clubs
NEL CCG	Community Growing Schemes such as OrganicLea
Primary Care training hubs	Centre for Sustainable Healthcare
Social Care	Sustrans
GP Patient Participation Groups	Cycle UK
Healthwatch	London Cycle Campaign
	The Urban Orchard
	British Dietetic Association (BDA)
	City Farms based in north east London
	Courier companies

Stakeholders - within North East London Integrated Care Board	External
	GASP
	Mums for Lungs
	Global Action Plan
	The Circular Life Ltd.
	Health and Care Space Newham
	Bikeworks CIC

Resources

<https://www.england.nhs.uk/publication/health-and-care-adaptation-reports/> , Dec 2021

NHS Carbon Footprint data issued by NHSE 8 November 2021

How to write a green Plan <https://www.england.nhs.uk/greenernhs/a-net-zero-nhs/>

www.england.nhs.uk/greenernhs/get-involved/organisations

<https://seesustainability.co.uk/carbon-footprint>

<https://www.gpcarbon.org/#/>

[Greener Practice](#)

<https://www.e-lfh.org.uk/programmes/environmentally-sustainable-healthcare/>

NHS futures or technical advice <https://future.nhs.uk/sustainabilitynetwork/grouphome>

NHS futures space for social movement <https://future.nhs.uk/GreenerNHSCommunity/grouphome>

[Good for you, good for us, good for everybody: a Plan to reduce overprescribing to make patient care better and safer, support the NHS, and reduce carbon emissions](#)

<https://www.england.nhs.uk/about/equality/equality-hub/core20plus5/>

Appendix

NEL Anchor Charter (agreed 2021) [pending website link]

NEL ICS Green Plan Engagement log / list of workshop attendees – available on request

Web links to NHS Trust and local authority climate action Plans:

- Barts Green Plan, January 2022 [pending website link]
- [BHRUT green Plan, January 2022](#)
- ELFT green Plan, January 2022 [pending website link]
- Homerton green Plan, January 2022 [pending website link]
- NELFT green Plan, January 2022 [pending website link]
- [London Ambulance Service Carbon Neutral Plan April 2022 – March 2025](#)
- [NHS Property environmental commitments](#)
- [City of London](#)
- [London Borough of Barking and Dagenham](#)
- [London Borough of Hackney](#)
- [London Borough of Havering](#)
- [London Borough of Newham](#)
- [London Borough of Redbridge](#)
- [London Borough of Tower Hamlets](#)
- [London Borough of Waltham Forest](#)

[The Circular Life](#) is proud to support NEL in their net-zero journey, playing a coaching and development role, co-facilitating the engagement and co-authoring this Plan and its ensuing activities.