

Joined Up Care Derbyshire

ICS Green Plan 2022 - 2025



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1.0 FOREWORD

There is increasing evidence of the impacts of climate change upon the environment and human health. The UK's Climate Change Act 2008 sets a national target to achieve net-zero carbon emissions by 2050. The NHS has acknowledged its responsibility in this agenda and has committed to achieving a net-zero health service by 2045.

As part of this commitment, NHS England has made it mandatory for all Trusts and Integrated Care Systems (ICSs) to produce a board-approved Green Plan which establishes a sustainability strategy for the next 3 years.

This Green Plan is our response to this call, establishing the system-level strategy for sustainability at Joined Up Care Derbyshire ICS. Firstly, it presents our regional-level carbon footprint data and outlines our commitment to sustainability. Then it summarises our organisation-level Green Plans, including our carbon hotspots and the sustainability strategies employed to address them.

Lastly, we present a total of 11 interventions through which the strategies and priorities of Derby and Derbyshire Integrated Care Partnership (ICP) will be coordinated and integrated. A separate document outlines the ways and timescales by which our organisations will be held to account over reducing carbon emissions and making progress on net-zero.

Organisations across the Derbyshire ICP stand ready to tackle the causes of climate change and are collectively committed to improving our sustainability credentials. This Green Plan provides the framework and pathway to embed sustainability at an ICS level and delivering these partnership actions, alongside individual organisational commitments, must be a shared priority.



Helen Dillistone
Net Zero Senior Responsible Officer, Derbyshire Integrated Care System

2.0 INTRODUCTION

2.1 Our ICS

Joined Up Care Derbyshire Integrated Care System is Derby and Derbyshire's recently formed ICS. We are constituted of a range of health and social care organisations, including local GP practices and NHS Trusts, which work collectively to plan, commission, and provide services to meet the needs of Derby and Derbyshire. We serve more than 1 million people across the East Midlands, including the populations of Derby city, Chesterfield, Ilkeston and Long Eaton, Amber Valley, the Derbyshire Dales, Bolsover District, High Peak, and Glossop (see Figure 1).

Our specialised services include treating cardiovascular, respiratory, and musculoskeletal diseases; strokes and cancers; and mental health problems. In addition, we have a core focus on preventative care, and work to ensure that factors contributing to poor health and health inequalities are addressed. We are passionate about our role in the local communities in which we serve and are keen to ensure that our impact on the environment is reduced.



Figure 1: Our Communities

2.2 What is Sustainability?

Sustainability has been defined by the United Nations Brundtland Report (1987) as:

“...development that meets the needs of the present without compromising the ability of future generations to meet their own needs...”

Sustainability is based upon environmental, economic, and social considerations. These three issues are often referred to as the ‘three pillars of sustainability’. To maximise the sustainability of our organisation, all three of these pillars must be aligned. An intervention which focuses on the environment but neglects economic and social aspects cannot be considered sustainable. Therefore, a sustainability strategy, such as this Green Plan, must look to integrate all three pillars of sustainability as far as possible.

A sustainable health and care system can be achieved by delivering high quality care and improved public health without excessively depleting natural resources, costing too much, or negatively impacting the health and wellbeing of staff and patients (see Figure 2).

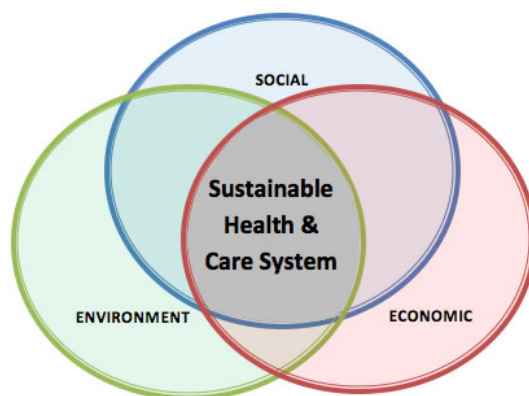


Figure 2: Model of Sustainability for the Health and Care Sector

Addressing a single issue like air pollution provides a strong example of how all three pillars of sustainability can be improved as per the example below.

Air pollution is caused by excess emissions of pollutants such as particulate matter and harmful gases. This creates a negative environmental impact, through the consumption of fossil fuels and natural resources, the pollution of the environment, and by contributing to climate change.

From a social perspective, air pollution causes and exacerbates cardiovascular, respiratory, and mental health issues. It is estimated that high levels of air pollution contribute towards an annual 40,000 premature deaths in the UK. Air pollution also disproportionately impacts more deprived communities, creating health inequalities.

The increased incidence of illness also creates an economic impact. People suffering illness caused by air pollution may become so ill that they cannot work, negatively impacting their financial status. Additionally, high rates of illness within a population place increased stress on the NHS due to higher patient numbers and associated costs. NHS activity leads to an increase in carbon emissions, which in turn contributes to air pollution and more illness which places yet more demand on NHS services.

Consequently, working to reduce carbon emissions from NHS activities can deliver a more sustainable and equitable health and care system, as reduced air pollution will reduce the environmental, social, and economic impacts of Joined Up Care Derbyshire ICS.

2.3 What is Carbon Net-Zero?

Carbon net-zero, often referred to as being 'carbon neutral', is defined as a state in which an organisation avoids emitting greenhouse gases (GHGs) through its generation and use of energy, travel, waste, medicines, and supply chain. Achieving net-zero carbon emissions is a core aim of national and local policy and a key driver of this Green Plan.

To achieve net-zero emissions, Joined Up Care Derbyshire ICS must reduce emissions as much as possible, and then offset the remaining emissions. Within the NHS, there are instances where the generation of carbon emissions is unavoidable, for example, the need for anaesthetics. Where emissions cannot be reduced to zero, carbon offsetting through investment into bio sequestration (e.g. tree planting) and technology-based carbon capture and storage can be utilised to offset the residual emissions and achieve carbon net-zero.

2.4 Our System Strategy

Delivering a net-zero NHS has the potential to secure significant benefits across the population, and particularly for vulnerable and marginalised populations, addressing existing health inequalities. These benefits will only be fully realised through public participation, involvement, and engagement with those communities as this work progresses, having regard to the need to reduce health inequalities and considering the public sector equality duty.

As a key priority, the NHS and the local system will be working to reduce air pollution and improve local environments, thereby supporting the development of local economies in geographical areas of deprivation.

The agenda of Joined Up Care Derbyshire ICS is summarised in the ICS's Health Inequalities Green Plan on a Page (see Appendix B). The ICS seeks to reduce the avoidable and unjust differences in health outcomes for the population of Derby and Derbyshire. To fulfil this vision, the ICS aims to ensure that all people of Derby and Derbyshire have an equal chance to start life well, live well and remain well. The workstreams that Joined Up Care Derbyshire ICS will undertake to support this agenda comprise several key actions.

2.4.1 *Improve the estate and travel to increase access for staff and patients*

The NHS estate and its supporting facilities services – including primary care, trust estates and private finance initiatives – comprises 15% of the total carbon emissions profile. There are opportunities for emissions reductions in the secondary and primary care estates respectively, with significant opportunities seen in energy use in buildings, waste and water, and new sources of heating and power generation.

Delivering a net-zero health service will require work to ensure that new hospitals and buildings are net-zero compatible, as well as improvements to the existing estate. Joined Up Care Derbyshire ICS's strategy will support the capital and estates elements of the net-zero agenda in several ways. To ensure that the most disadvantaged communities, staff, and patients can have equal access to the NHS estate, Joined Up Care Derbyshire ICS will promote active travel – through, for example, using salary sacrifice schemes – and next-best low carbon alternatives where possible.

To improve access to a greener estate, Joined Up Care Derbyshire ICS will also ensure that all opportunities to 'green' the estate are maximised, with a focus on those areas within the most deprived communities. Joined Up Care Derbyshire ICS are planning for all major refurbishments and new builds to consider the need to reduce emissions, and that wherever possible maintenance or the replacement of equipment is undertaken in a way that improves energy efficiency and reduces emissions. For example, in the coming years, a series of new developments within Derbyshire Healthcare NHS Foundation Trust will be built with the aspects of greenery and greenspace at the heart of its estate.

2.4.2 *Align with the role of an anchor institution*

An anchor institution is an institution that, alongside its main function, plays a significant and recognised role in a locality by making a strategic contribution to the local economy through sizeable assets used to build wealth through spending power, workforce, buildings, and land. Anchor institutions can make a positive impact on wider determinants of health, for example in terms of supporting improvements to socioeconomic factors. By adopting the role of an anchor institution, ICSs therefore can have greater capacity to reduce health inequalities.

The role of an anchor institution is one that Joined Up Care Derbyshire ICS is looking to align to, and is considered a core component of the ICS's development. Joined Up Care Derbyshire ICS has established a System Anchor Group to develop its plans and approaches as anchor institutions. The System Anchor Group has linked formally with the NHS Derby and Derbyshire Integrated Care Board (ICB), as well as other system groups such as the People and Culture Board and the Derby City and Derbyshire County Health and Wellbeing Boards (HWBs).

Through this group, a range of priorities and opportunities that exist for Derbyshire's people and communities have been identified and progressed. These opportunities mainly pertain to our workforce and employability, due to the significant impact that Covid has had on the employment, health, and wellbeing of communities across the county. Recruitment, pay and working conditions, training and development, and health and wellbeing all form key priorities moving forward, and alongside our estate plans form a core component of our Green Plan.

2.5 About this Green Plan

This Green Plan sets out the organisational strategy for sustainability at Joined Up Care Derbyshire ICS for the next 3 years, and responds to a call by the NHS for the ICS to develop a regional level approach to sustainability based on the sustainability strategies of their member organisations. It summarises and presents the interventions through which the strategies of the NHS Trusts of Joined Up Care Derbyshire ICS will be coordinated and integrated, whilst addressing the priorities of system-wide partners.

This Green Plan is structured as follows. Section 3.0 reviews the local and national legislative drivers and contractual requirements with which Joined Up Care Derbyshire ICS must align and establishes several targets to achieve a more sustainable performance. Section 4.0 details the carbon footprint of Joined Up Care Derbyshire ICS on both regional and Trust-level scales; discusses data on carbon emissions associated with the ICS's procurement processes; and provides narration on the actions that the Trusts of Joined Up Care Derbyshire ICS have determined in their Green Plans to address their respective environmental aspects. Section 5.0 outlines Joined Up Care Derbyshire ICS's commitment to sustainability and the methodology by which the ICS has gone about determining its combined sustainability strategy. Lastly, section 6.0 details Joined Up Care Derbyshire ICS's strategic sustainability objectives, the interventions that the ICS will deliver, and an explanation for how they will be delivered in an integrated way. It also outlines the benefits of the joint interventions and by whom they shall be led.

The successful delivery of this strategy will require commitment in resources both from within existing capacity but also may require additional funding for some of the actions. Where actions may require additional resource this will need to be assessed and agreed as appropriate by the relevant organisations and through appropriate system governance.

A separate Sustainable Action Plan to be delivered at the ICS level has also been provided as a framework to support the implementation of specific interventions and help monitor Joined Up Care Derbyshire ICS's sustainability progress (see Appendix A). It details how and by when the Trusts of Joined Up Care Derbyshire ICS will be held to account over reducing carbon emissions and making progress on net-zero.

This Green Plan was developed over the winter of 2021-22 and [has been approved by the ICS's respective NHS Trusts]. These include Chesterfield Royal Hospital NHS Foundation Trust (CRHFT), Derbyshire Community Health Services NHS Foundation Trust (DCHS), Derbyshire Healthcare NHS Foundation Trust (DHCFT), East Midlands Ambulance Service NHS Trust

(EMAS), and University Hospitals of Derby and Burton NHS Foundation Trust (UHDB). The Green Plan [will also be approved by the formal statutory NHS Derby and Derbyshire ICB in July 2022]. The actions and interventions included within this plan will start to be implemented from early 2022, with the timeframe of delivering the activity being 2022 to 2025.

3.0 THE REQUIREMENT FOR SUSTAINABLE HEALTHCARE ORGANISATIONS

A report published last year by the Intergovernmental Panel on Climate Change (IPCC) followed decades of updates which stressed the threats that climate change poses to the environment. In recent years, climate change has also been recognised as a significant risk to human health. The World Health Organisation (WHO), British Medical Association, and various Royal Colleges are just some of the organisations which view climate change as the greatest threat to global health of the 21st century. The urgency to act on sustainability is mirrored by various levels of guidance and legislation to which Joined Up Care Derbyshire ICS and this Green Plan responds.

3.1 Driving the Net-Zero Transition in Healthcare

3.1.1 National Drivers

In accordance with the Climate Change Act 2008, the UK has established a mandatory target to reduce carbon emissions to net-zero by 2050. The NHS is the UK's largest public sector employer and contributes up to 5% of the nation's carbon emissions. Therefore, it is essential that the organisation plays a vital role in supporting this national target.

In 2020, NHS England and Improvement (NHSE&I) released a report called *Delivering A Net Zero National Healthcare Service* which provides a sector-wide approach for achieving decarbonisation objectives in healthcare settings. Alongside a range of potential pathways, the plan sets two net-zero targets – to achieve net-zero by 2040 for the NHS Carbon Footprint and by 2045 for the NHS Carbon Footprint Plus. Figure 3 illustrates the scope of these two carbon footprints.

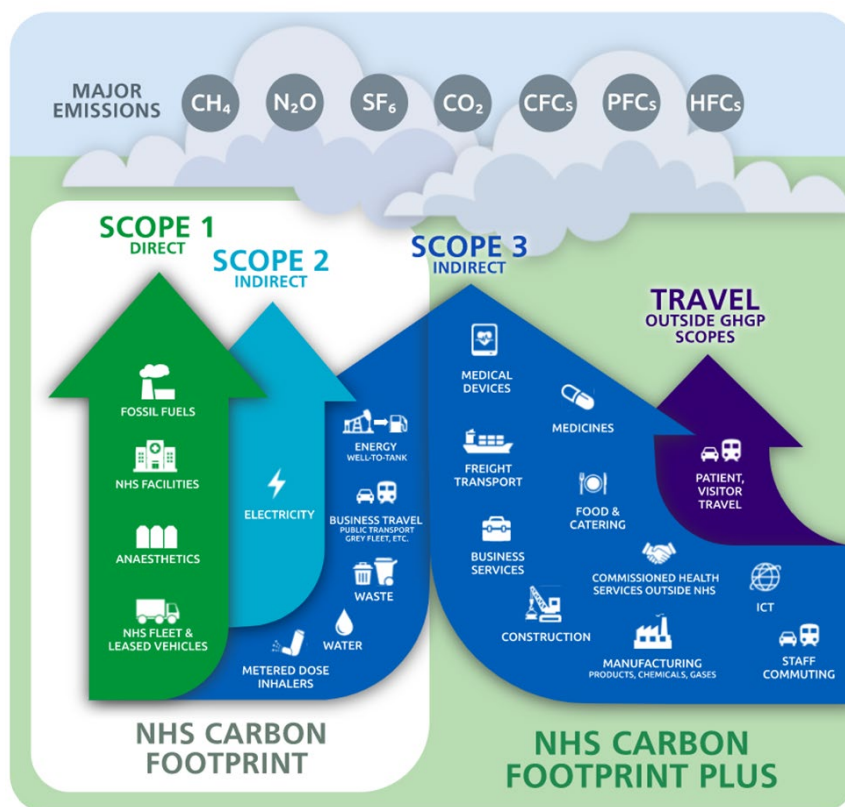


Figure 3: NHS Greenhouse Gas Emission Scopes

Simultaneously, the “For a Greener NHS Campaign” was published by the Chief Executive Officer (CEO) of NHSE&I, which provides top-down support to NHS organisations to decarbonise their operations, reduce their impact on the environment, and improve health. The campaign builds upon the work already being carried out within the NHS to improve sustainability, and will ensure that high-level backing is provided to support NHS organisations in their work to become net-zero.

To become a net-zero health service, reduce air pollution, and reduce waste the NHS requires the commitment of all Trusts, staff, and partners. An expert panel has subsequently been formed to map the best path for the NHS to become carbon net-zero, the findings of which shall be continually reviewed by the ICS and used to update this plan as required.

Additional drivers for sustainability in the NHS are set out in a suite of organisation-specific documents, which include the following:

- NHS Long Term Plan
- NHS Standard Service Contract 2021/22
- NHS Operational Planning and Contracting Guidance
- Delivering a Net Zero National Health Service

The *NHS Long Term Plan* details the method by which the NHS will develop until 2030, and includes considerations pertaining to sustainable development. The *NHS Standard Service Contract 2021/22* highlights several targets and objectives associated with sustainability within the NHS, including the reduction of water used and waste generated. The *NHS Operational Planning and Contracting Guidance* provides advice on the actions required to assist the organisation in achieving the national carbon reduction targets and to improve the NHS's resilience.

Delivering a Net Zero National Health Service provides details on the modelling and analytics that have been used to determine the NHS carbon footprint and future projections. It also covers the actions that will be implemented by the organisation to reduce emissions, including a series of immediate actions that must be taken to meet the 2040 net-zero target. To ensure that the NHS is on track to meet its long-term commitments and retains the ambition it requires to achieve them, this report will be continuously reviewed.

Significant progress has already been made on reducing carbon emissions within the NHS, with a 62% reduction between 1990 and 2020 having been achieved nationally through the implementation of several strategies. However, as climate change is growing in significance and the time available to address the problem diminishes, the number and scope of drivers for change are expected to increase. The NHS is continually updating guidance to ensure the organisation is tackling climate change effectively. This includes the new *Net Zero Carbon Hospital Standard*, which establishes best practice requirements for the integration of sustainability in capital projects and energy efficiency. Joined Up Care Derbyshire ICS will continue to engage with the NHS's sustainability agenda and will monitor legislation and guidance changes as progress towards net-zero is made.

3.1.2 Local Drivers

The Local Authorities across the region in which the Trusts of Joined Up Care Derbyshire ICS operate have responded to the increasing pressure to act on climate change. In 2019, Derby City Council formally declared a climate emergency. Both Derby City Council and Derbyshire County Council have also established targets in accordance with national guidance to achieve carbon neutrality across the region.

Achieving the targets established across the above local authority areas will require all actors to make a sustained effort, and there is a clear commitment to reducing carbon emissions to net-zero throughout the region with the offering of support from the above partner organisations. Across the broad network of members in which Joined Up Care Derbyshire ICS operates, a collaborative approach will be taken to reducing emissions, as set out in this Green Plan.

3.2 Our Targets

In line with the series of national and local drivers outlined above, the Trusts of Joined Up Care Derbyshire ICS will aim to achieve the following targets:

3.2.1 Carbon Reduction

- Achieve a 100% reduction of direct carbon dioxide equivalent (CO₂e) emissions by 2040. An 80% reduction (from a 1990 baseline) will be achieved by 2032 at the latest.
- Achieve a 100% reduction of indirect CO₂e emissions by 2045. An 80% reduction (from a 1990 baseline) will be achieved by 2039 at the latest.

3.2.2 Air Pollution

- Convert 90% of the fleet to low, ultra-low and zero-emission vehicles by 2028.
- Cut air pollution emissions from business mileage and fleet by 20% by March 2024.

3.2.3 Waste

- Adopt a Zero to Landfill policy.

4.0 OUR ENVIRONMENTAL ASPECTS & STRATEGIES

Joined Up Care Derbyshire ICS is formed of five NHS Trusts, each of which accounts for a portion of the regional carbon footprint. Recent data reveals that the ICS's 2019-20 NHS Carbon Footprint emissions (Scopes 1 and 2) totalled 94,920 tCO₂e, much of which derived from electricity and gas used to power buildings, business travel, and metered dose inhalers (see Figure 4). The carbon emissions associated with EMAS's fleet, data for which has been absorbed by Joined Up Care Derbyshire ICS due to its role as lead commissioner, also equalled 7,500 tCO₂e in 2020-21, which in addition to the above equals an annual Carbon Footprint of roughly 102,420 tCO₂e.

Meanwhile, Joined Up Care Derbyshire ICS's NHS Carbon Footprint Plus emissions (Scope 3) totalled 444,250 tCO₂e in 2019-20, the majority of which came from the procurement of medicines and equipment, and some of which related to the commuting patterns of the ICS's workforce (see Figure 5). It is important to note that the Carbon Footprint Plus data below is not fully representative of the ICS's indirect emissions, and further information regarding the ICS's procurement related emissions can be found in the following section. Data is being continuously refined, and Joined Up Care Derbyshire ICS seeks to improve the reporting of its carbon footprint in years to come.

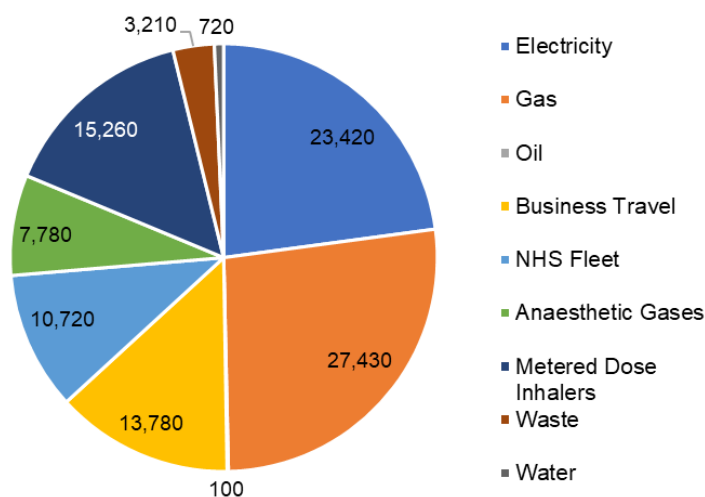


Figure 4: JUCD ICS Carbon Footprint (tCO₂e)

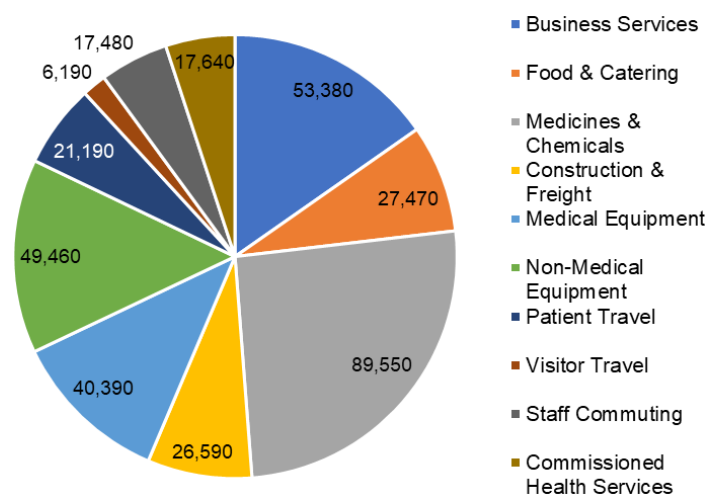


Figure 5: JUCD ICS Carbon Footprint Plus (tCO₂e)

These graphs show Joined Up Care Derbyshire ICS's Carbon Footprint (Figure 4) and Carbon Footprint Plus (Figure 5) emissions from 2019-20 (including more recent data where necessary). The footprints are broken down into several categories, each of which is listed to the right of the graphs and represented by a colour.

The order by which these categories are listed corresponds to the order by which they appear in a clockwise sequence within the graphs. For example, in Figure 4, the first listed category of 'Electricity', represented by a medium blue, corresponds to the first wedge from the top of the graph reading '23,420 tCO₂e'. The second listed category of 'Gas' corresponds to the orange wedge as found in clockwise direction after the 'Electricity' wedge.

In some cases, the quantity of carbon emissions associated with a particular category is comparatively small. For example, the use of oil across the ICS, which has been largely phased out and only used as a back-up energy supply, produced a total of only 100 tCO₂e in 2019-20. Consequently, the grey coloured category of 'Oil' in Figure 4 is difficult to visualise. In such instances, the associated carbon emissions are represented only by the numerical figure which can be found around the edge of the graph next to the thin non-visible wedge it relates to.

4.1 CO2 Procurement Analysis

[Placeholder for procurement analysis]

The following sections provide summaries of each of Joined Up Care Derbyshire ICS's organisation-level Green Plans. Firstly, the Trusts' main environmental aspects and carbon hotspots are highlighted. Following this, each organisation's key actions, which have been determined at a Trust-level to address these aspects, are detailed. It is important to note that the data included has been provided by each Trust and has not been verified at a system-level. It is also important to note that the carbon data provided by each Trust was varied in size and scope. As such, the data discussed is indicative of our organisations' impacts and requires further analysis, a factor we are committed to working on, as will be outlined in Section 6.9.

4.1 Chesterfield Royal Hospital NHS Foundation Trust (CRHFT)

CRHFT is a medium-sized Trust employing around 3,400 staff and providing a range of health services to over 375,000 people. Its role as an acute care provider means that its carbon footprint large and diverse.



In 2019/20, its NHS Carbon Footprint totalled 9,567 tCO₂e, formed mainly from the consumption of gas (5,757 tCO₂e) and electricity (3,693 tCO₂e). A reduction of 19% in total carbon emissions has been achieved since the Trust's baseline year of 2013/14. However, it is important to note that the Trust's Carbon Footprint does not include emissions other than those related to energy use in buildings, whilst its NHS Carbon Footprint Plus emissions have not been quantified. Consequently, there remains work to be done by the Trust to make progress on the NHS's 2040 and 2045 net-zero targets.

Over the next 4 years, the organisation will undertake actions across several areas to address its carbon footprint more urgently. CRHFT's Green Plan underlines the importance of its workforce in becoming a more sustainable organisation, with actions such as the integration of sustainability within recruitment processes and staff training. The Green Plan also has a focus on continuous improvement, with ambitions to replace carbon-intensive anaesthetic gases and assess the efficiency of delivery pathways concerning metered dose inhalers. The most pertinent action to address its quantified sources of carbon are the Trust's plans surrounding asset management and utilities. Emissions associated with energy usage will be reduced through a series of energy efficiency schemes, a switch to 100% renewable energy, and the use of more sustainable approaches to generating heat and power across its estate.

4.2 Derbyshire Community Health Services NHS Foundation Trust (DCHS)

DCHS is one of the largest Community Trusts in England providing specialist community health services. It employs over 4,200 staff and serves an average of 4000 patients per day across a range of community hospitals, clinics, GP practices, schools, care homes, and through visits to homes. Due to the wide geography across which its services are delivered, its carbon footprint is equally as expansive.



In 2020/21, its NHS Carbon Footprint totalled 7,775 tCO₂e, formed mainly from the use of gas and oil (4,890 tCO₂e), electricity (1,703 tCO₂e), and business travel (1,057 tCO₂e). Meanwhile, its NHS Carbon Footprint Plus adds 22,300 tCO₂e, derived from the inclusion of

Procurement (20,489 tCO₂e), commuting (1,557 tCO₂e) and patient and visitor travel (254 tCO₂e). This means that the Trust's total combined Carbon Footprint Plus for 2020/21 equaled 30,074 tCO₂e. It should be noted that the above data does not yet include emissions from areas such as anaesthetic gases and metered dose inhalers, but these are relatively low for DCHS as a community trust. The Procurement emissions figures have only just been calculated, so further analysis is still required on these figures.

DCHS's Green Plan outlines the Trust's plans to undertake action on several key areas to reduce its carbon emissions over the next 3 years. First and foremost, the Trust will move away from unsustainable forms of heating and lighting through increased use of renewable energies, and improve the energy efficiency across its buildings through measures such as estate rationalisation. The Trust's reliance on business travel and outpatient visits has also led the Green Plan to highlight the need to reduce the use of transport by staff and patients. Consequently, actions include delivering services through digital means such as telehealth wherever appropriate, through optimised arrangements such as mobility hubs and centrally located treatment rooms, and offering staff alternative means of transport. Additionally, to make progress on the monitoring of Scope 3 emissions, DCHS will work with partners to comprehensively assess procurement-related carbon to identify the areas to be targeted for the most significant future reductions.

4.3 Derbyshire Healthcare NHS Foundation Trust (DHCFT)

DHCFT provides mental health, learning disabilities, substance misuse services, and children's services to a population of around 1 million people. It employs over 2,800 staff operating from a series of community bases across the county. Its role as a mental health and community services provider means that its carbon footprint is reasonably small.



In 2020/21, its NHS Carbon Footprint totalled 3,226 tCO₂e, formed from the use of energy across its sites. However, this figure does not include those carbon emissions associated with other primary sources such as business travel which may be significant due to the wide area across which the Trust travels and operates. The Trust plans to transform its existing estate in future years through the addition of new builds and upgrades. Resultingly, efforts to achieve the NHS's 2040 and 2045 net-zero targets must continue to be made by DHCFT.

The organisation's Green Plan outlines the actions it will take over the next 3 years to reduce carbon emissions and make progress on sustainability. To tackle the emissions associated with energy use across its estate, several key interventions involve running energy efficiency schemes and embedding a sustainability philosophy into all capital projects. To counter the emissions associated with business travel, a core element of DHCFT's sustainability strategy also involves taking advantage of digital solutions to increase the efficiency and flexibility of working processes and the delivery of care.

4.4 East Midlands Ambulance Service NHS Trust (EMAS)

EMAS provides emergency and non-emergency services for approximately 4.8 million people across 5 counties. The Trust operates from over 70 premises across the East Midlands, including ambulance stations, control centres, fleet workshops, educational centres, and administrative offices.



In its Green Plan, EMAS provides an overview of the actions it will take throughout the next 3 years to tackle its carbon footprint. Operating 800 vehicles, the trust's fleet makes up 65% of the trust's direct emissions. Electric vehicle charging is therefore a priority to support the decarbonisation of the fleet which will have the biggest impact on reducing emissions. Some of the Trust's fleet-based emissions are currently largely unavoidable until technology develops, so non-emergency vehicles are being transitioned to zero emission first.

To tackle business travel emissions, travel policies will be revised to include environmental considerations, work will be conducted online where possible, and awareness over the impact of avoidable business travel will be promoted amongst staff.

EMAS will explore initiatives to reduce the climate impact of anaesthetic gas use, whilst building energy will be made more sustainable through the procurement of renewable alternatives and improvements to building efficiency.

4.5 University Hospitals of Derby and Burton NHS Foundation Trust (UHDB)

UHDB is one of the largest hospital Trusts in the UK, comprised of hospitals located across 5 sites. It is responsible for managing acute, obstetrics and neonatal healthcare for a population of over 750,000 people. Given its significant size and scope, The Trust has a correspondingly large carbon footprint.



In 2020/21, its overall carbon footprint totalled 131,148 tCO₂e, primarily constituted from procurement (122,994 tCO₂e), utilities (4657 tCO₂e), and food (2488 tCO₂e). UHDB has managed to reduce its emissions by 35% since 2018/19, however there is clearly much greater progress to be made to achieve the NHS's 2040 and 2045 net-zero targets.

UHDB's Green Plan details of several key areas in which its carbon emissions shall be reduced over the coming years. A significant action focuses on the mobilisation of its workforce in the sustainability agenda, underpinned by interventions such as raising awareness of topics like sustainable procurement and waste management. Another important set of actions are focused on travel, with interventions such as offering cycling facilities and developing expenses policies to incentivise use of sustainable transport. Finally, the Trust has a core interest in enhancing the quality of greenspace through biodiversity plans, monitoring, and grounds work for the dual benefit of improving physical and mental wellbeing and carbon sequestration.

5.0 OUR COMMITMENT TO SUSTAINABILITY

As an ICS of diverse organisations, we recognise our responsibility to urgently minimise our contribution to climate change to improve the wellbeing of our local population. The health of Derbyshire's communities is notably affected by issues like air pollution, and are thus more vulnerable to the health problems it creates.

The Trusts of Joined Up Care Derbyshire ICS already have a strong commitment to sustainability. We want to ensure that high-quality care is provided in a way which does not negatively impact the environment, achieves positive financial performance, and contributes to the wellbeing of our communities. We have formed a series of strategic sustainability objectives to demonstrate this commitment and make progress on our targets.

5.1 Methodology

Our sustainability strategy has been developed using a structured process. Firstly, a review of sustainability across Joined Up Care Derbyshire ICS was undertaken. This involved scoping each Trust's Green Plan to understand the environmental impacts of the ICS's members and list the actions that have been formed by each to address carbon reduction. A combined total of 251 actions were identified and then grouped under thematic headings to assist their interpretation. These thematic headings were based on the Sustainable Development Action Tool (SDAT), a framework created by the NHS's Sustainable Development Unit (SDU) for exploring and tracking progress made on sustainability within the NHS. A new sustainability action framework is currently being developed for the NHS. Consequently, some of our Trust-level Green Plans have used the SDAT to categorise their actions, whilst some have not. To make our data collection consistent and enable the simplification and streamlining of the resulting analysis, the SDAT was selected as a thematic tool.

Secondly, an analysis was conducted of the actions identified. A trust-action matrix tool (see Figure 6) was used to uncover common themes and opportunities between Trusts which demonstrated potential for partnership working and collective implementation. These overlapping action areas are underpinned by a combined total of 213 relevant actions which were sourced from the prior review of individual Trust Green Plans (and do not constitute an action plan for the ICS Green Plan). The resulting action summaries are by no means exhaustive in agglomerating interventions committed to at an individual level. Where Trusts have committed to actions which diverge from the interests of others, these were excluded unless they reasonably contributed towards system-level priorities. Conversely, some of the action areas may indeed be new for organisations within Joined Up Care Derbyshire ICS. In these cases, the action areas resemble a work-in-progress for the Trusts who will look to progress their own actions to achieve synergy with Joined Up Care Derbyshire ICS's areas of interest.

SDAT Module	Action Summary	Relevant Actions
Our People	Education, training & engagement	35
	Transformation & continuous improvement	47
	Anchor institution & community focus	15
Sustainable Care Models	Digitisation of work & practice	19
Travel & Logistics	Active travel	16
	Electric vehicles & infrastructure	19
Asset Management & Utilities	Energy efficiency	10
Adaptation	Adaptation planning	7
Carbon & GHGs	Data monitoring & analysis	7
Corporate Approach	System sustainability	20
Sustainable Use of Resources	Waste management	18

Figure 6: Joined Up Care Derbyshire ICS's Current Organisation Sustainability Themes and Actions

The development of the strategic sustainability objectives was then established, with the resulting interventions developed through an assessment of their deliverability. This included a consideration of the roles required to coordinate the interventions at a system-wide level and the organisations best placed to adopt these roles, and the benefits that each intervention may present such as carbon or cost savings and social value aspects. A risk assessment of each intervention and the generation of associated mitigation measures was also undertaken.

To inform the plan and shape a joined-up sustainability strategy, a workshop was conducted with senior leaders and colleagues from across Joined Up Care Derbyshire ICS. A discussion was held over the merits of each intervention being jointly delivered, which enabled the further shortlisting and refinement of the interventions. The workshop concluded with the establishment of consensus amongst partners on the interventions to be pursued and the ICS-wide strategic objectives to be expressed. To ensure the strategy reflects the priorities of wider regional actors, further discussions were held with key partners such as Derbyshire County Council, Derby City Council, and GP Practices which play a significant role in meeting sustainability targets.

Our strategic sustainability objectives have been created to support Joined Up Care Derbyshire ICS's overall strategic objectives on improving health and patient care, addressing health inequality, and building a resilient healthcare system. By undertaking the interventions outlined in the following section, the ICS will make progress on realising its vision to become a sustainable healthcare organisation.

6.0 OUR JOINED-UP SUSTAINABILITY INTERVENTIONS

The visions and strategic sustainability objectives of Joined Up Care Derbyshire ICS are presented in Table 1. A timeline for the associated interventions and their expected completion dates has also been provided (see Figure 7). Further details of these objectives are presented in Appendix A.

Vision	Strategic Objective
An agile and informed workforce which understands sustainability and is empowered to make sustainable choices in their professional and personal lives.	Promote and increase awareness of sustainability through communications, education, and training.
An ICS where low-carbon best practice is readily identified, shared, and rolled out between partners.	Provide an ICS-wide forum for discipline-specific collaborative professional networks.
An anchor institution which improves the physical and mental health of its patients and communities, addresses health inequalities, and helps to build a resilient healthcare system.	Create and operate an ICS-level community outreach hub through which initiatives can be promoted and signposted to those disadvantaged by health inequalities.
An ICS which strategically utilises digital innovation.	Collectively utilise and share digital platforms and applications to increase the efficiency of working practices and care.
An inspired workforce and patient base who feel confident and incentivised to make active transport choices where able to do so.	Collectively promote, encourage, and provide access to active travel options through consistent communications.
An ICS which is prepared for the nation-wide transition to zero emission vehicles.	Establish and consolidate an ICS-wide system of shared charging point infrastructure for staff and Trust electric vehicles.
An ICS of driven and committed partners which pursue energy reduction and efficiency measures.	Collectively utilise a 100% renewable energy provider and seek additional energy efficiency opportunities.
An ICS which is prepared for a future of uncertain climatic conditions.	Collectively develop a strategy for enhancing the resilience of care to extreme weather events.
An ICS which has detailed oversight and knowledge of its carbon footprint to drive systemic change through data-led intelligence.	Build a network of accountable trans-departmental figures to investigate, monitor, and collate carbon data associated with the ICS's activities.
An ICS where sustainability has been mainstreamed into systems and processes to improve environmental health, social value, and staff experiences.	Create a strategy for developing and embedding sustainability throughout all ICS activities.
An ICS which adopts the circular economy.	Develop guidelines for dealing with materials and waste in an environmentally sound and uniform approach.

Table 1: Our Strategic Sustainability Objectives

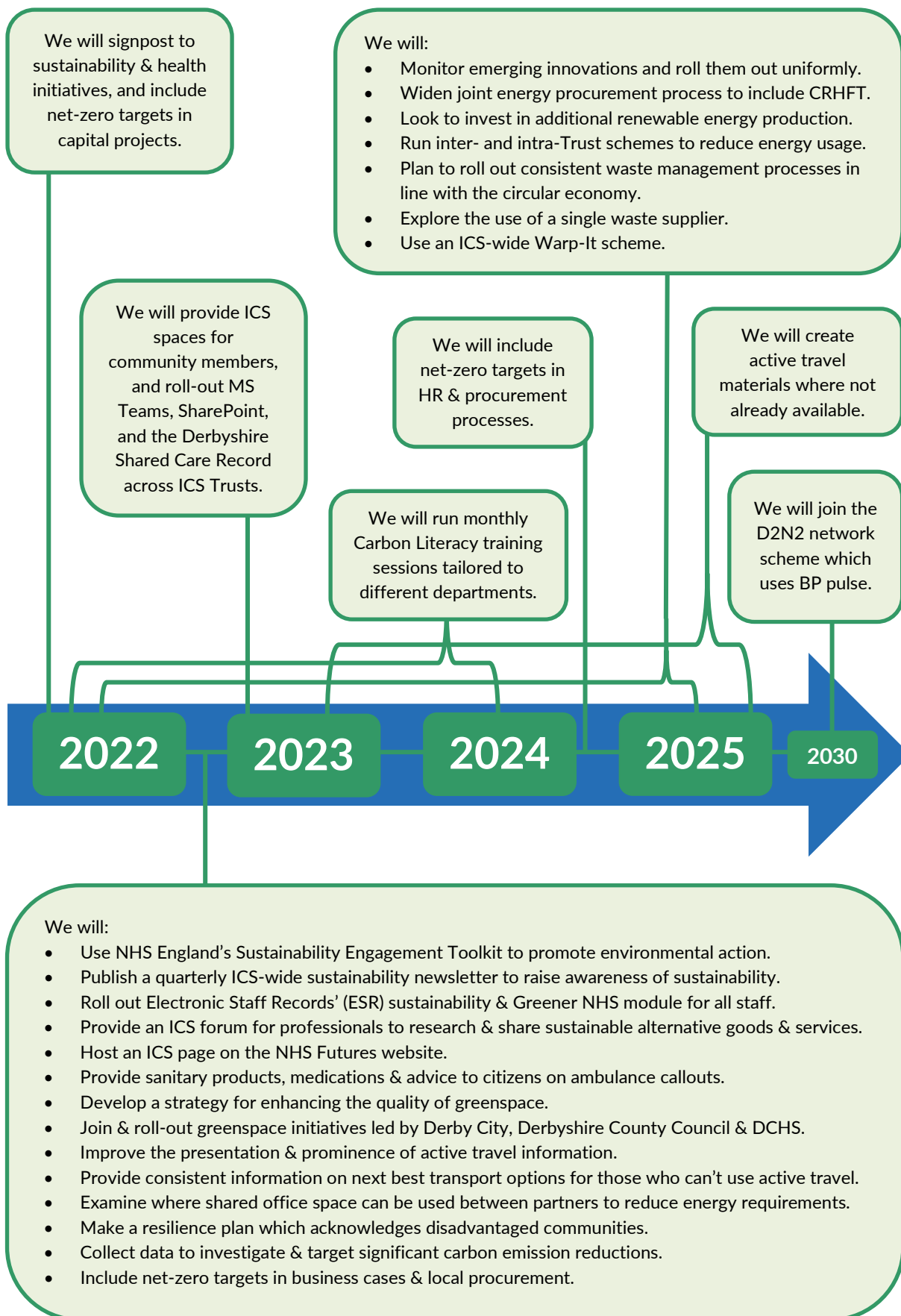


Figure 7: Joined Up Care Derbyshire ICS's Timeline for Sustainability Interventions

6.1 Promote and increase awareness of sustainability

A common vision amongst Joined Up Care Derbyshire ICS is that of workforce which feels empowered to make sustainable lifestyle choices as a result of an increased understanding of sustainability. To achieve this, we will jointly promote and increase awareness of sustainability through communications, education, and training arrangements. Overseen by our ICS HR Lead, our actions will include publishing a quarterly sustainability newsletter, running monthly Carbon Literacy sessions across different departments, and rolling out sustainability and Greener NHS modules for all staff. Awareness-raising efforts will also be underpinned by the Greener NHS Campaign Toolkit, which provides guidance and resources for engaging staff in sustainability. Joined Up Care Derbyshire ICS is hopeful that the collective mobilisation of our workforce across the region will build a regional culture shift and create greater savings in both carbon emissions and costs.

6.2 Provide an ICS-wide forum for professional networks

Joined Up Care Derbyshire ICS seeks to become an ICS where best practice concerning low-carbon products and practices is readily identified, shared, and rolled out. To achieve this, the ICS will provide a regional forum for discipline-specific professionals to collaborate and share knowledge. A new ICS-level Sustainability Coordinator will create, facilitate, and coordinate a forum for staff to research and assess sustainable alternatives to carbon-intensive works, goods, and services. To build interest in the forum, we will host an ICS page on the NHS Futures website, and use the quarterly sustainability newsletter to promote the forum's activities and achievements. The sharing of best practice will increase the likelihood that goods are purchased by Trusts in the most environmentally and financially efficient manner.

6.3 Create an ICS-level community outreach hub

An overlapping vision of the Trusts of Derbyshire ICS is for all Trusts to enhance their roles as anchor institutions which improve the health of their communities, address health inequalities, and help to build a resilient healthcare system. This agenda is summarised in Joined Up Care Derbyshire ICS's Health Inequalities Green Plan on a Page (see Appendix B). To realise this ambition, the ICS will create and operate a system-level community outreach hub where initiatives and opportunities can be promoted to enable disadvantaged groups to access them. We will signpost, join, and roll-out a series of existing initiatives such as 'Warmer Derbyshire' led by Derbyshire County Council to address the wider environmental determinants of health. However, our actions will extend beyond mere promotion. We will also seek to provide spaces such as meeting rooms for community group activities, and sanitary products, medications, and advice on ambulance callouts. Lastly, we plan to develop an ICS-wide strategy for enhancing the quality of greenspace across our Trusts to realise the co-benefits of reduced air pollution and carbon emissions, and increased physical and mental health. The involvement of local people in the ICS's activities, including greenspace initiatives, will enhance relationships within and between the organisation and communities.

6.4 Collectively utilise digital platforms and applications

Joined Up Care Derbyshire ICS aspires to become an ICS which strategically utilises digital innovation for the benefit of its workforce, patients, and the environment. To achieve this, we plan to collectively use and share digital platforms and applications to increase the efficiency of working practices and care. Overseen by the Derbyshire Digital and Data Board, we plan to roll out applications such as MS Teams, SharePoint, and the Derbyshire Shared Care Record across our Trusts, as well as uniformly monitoring emerging technological approaches and

digital innovations. The transition to digital services in care will lead to increased carbon savings, whilst sharing applications may save costs on subscriptions.

6.5 Collectively promote, encourage, and provide access to active travel

Joined Up Care Derbyshire ICS has a vision of an inspired workforce and patient base who feel confident and incentivised to make active transport choices. To realise this ambition, we will seek to collectively promote, encourage, and provide access to active travel through consistent communications across the ICS. Led by our organisation-level Travel and Transport Leads, our actions will include the creation of active travel information and materials, and provision of signposting across our Trusts and partners to ensure the information is available and accessible. For those who cannot use active transport methods, the ICS will provide information on next-best alternatives. Joined Up Care Derbyshire ICS hopes that the collective promotion of active travel will lead to healthier communities and reduced future pressures on the region's health services.

6.6 Establish an ICS-wide system of charging points

Joined Up Care Derbyshire ICS aspires to become an ICS which is prepared for the nation-wide transition to zero emission vehicles. A timely opportunity has arisen for the ICS to achieve this by aligning itself with regional plans for a system of shared EV infrastructures. Once more led by our Travel and Transport Leads, early-stage discussions are currently being held regarding the opportunity for the ICS to join Derbyshire County Council's D2N2 network scheme. This scheme will see the construction of an additional 782 BP pulse charging points to an existing 218 by 2025 for sharing between NHS staff and patients, other public sector organisations, and wider communities. If successful, the upscaling and standardisation of charging points across the region will provide Joined Up Care Derbyshire ICS with a reliable, secure, and consistent supply of electricity underpinned by joint procurement costs.

6.7 Collectively utilise a 100% renewable energy provider

Joined Up Care Derbyshire ICS strives to become an ICS of driven and committed partners which pursue energy reduction and efficiency opportunities. To fulfil this ambition, we will seek to collectively utilise a 100% renewable energy provider and explore other energy efficiency measures. Our organisation-level Energy Managers will oversee the integration of CRHFT into our existing joint energy procurement process. In addition to purchasing REGO-backed energy, we will also look to invest in increased renewable energy production through PPAs at a local scale for private use by the ICS. Our other actions involve examining where office space can be shared between partners, and running a series of inter-and-intra Trust schemes to both optimise and drive down energy usage. The collective use of a single energy supplier and competitions will lead to savings in both carbon and costs.

6.8 Collectively develop a strategy to enhance the resilience of care

The potential impacts of climate change pose a threat to the health and safety of future generations. Joined Up Care Derbyshire ICS seeks to be prepared for a future climatic uncertainty through the collective development of a strategy to enhance the resilience of care to extreme weather events. Our emergency planning group Leads will create a resilience plan – scoped with the assistance of the National Audit Office's Climate Change Risk Assessment Guide, and applied through an ICS workshop – which pays particular attention to the potential impacts of climate change on disadvantaged communities. An ICS-wide approach to adaptation is hoped to enhance the resource security of our Trusts across the region.

6.9 Build a network of trans-departmental figures to collate carbon data

A common vision amongst the members of Joined Up Care Derbyshire ICS is that of an ICS which has extensive oversight and knowledge of its carbon footprint to drive associated reductions in emissions. As seen in Section 4.0, the data we have on our carbon footprint is limited in that we haven't been able to explore our emissions in detail. To target the most significant carbon reductions, our ICS Lead will build and lead a network of accountable trans-departmental figures to investigate, monitor, and collate carbon data associated with our activities. To support the intervention, we will call upon the assistance of our Clinical Support Unit through which the ICS commissions data intelligence services. An ICS-level approach to tracking and targeting carbon hotspots is hoped to offer a considerable improvement to the data currently amalgamated under the banner of NHS Midlands.

6.10 Create a strategy for embedding sustainability throughout the ICS

Carbon emissions cannot be reduced solely through promotion and awareness raising. To improve environmental health, social value, and staff experiences, Joined Up Care Derbyshire ICS envisions becoming an ICS where sustainability has been embedded into all organisational systems and processes. Our new Sustainability Coordinator will create a strategy which focuses on the inclusion of net-zero targets across staff recruitment, employment, and appraisal processes; capital projects; and business cases, as well as focusing on the procurement of local goods and services where possible. Joined Up Care Derbyshire ICS is hopeful that the collective use of metrics to integrate sustainability across ICS would lead to a more equitable landscape of employment benefits and potentially lead to increased staff retention.

6.11 Develop guidelines for dealing with materials and waste

A common theme amongst our members' Green Plans is the need for effective and sustainable waste management. Joined Up Care Derbyshire ICS has a vision to become an ICS which adopts the circular economy. To achieve this, we will develop guidelines for dealing with materials and waste in an environmentally sound and uniform approach. Our organisation-level Waste Managers will plan for the roll out of consistent waste management processes across the ICS in line with circular economy principles. Other actions will include the exploration of the use of a single waste management supplier, as well as the collective use of the Warp-It re-use application at an ICS level. The standardisation and promotion of waste management measures across Joined Up Care Derbyshire ICS is hoped to enable staff to intuitively deal with waste through the appropriate method, making considerable savings on carbon emissions and disposal costs.

7.0 GLOSSARY OF TERMS

Air Pollution: the presence and introduction into the air of a substance which is harmful to human health.

Carbon Intensity: a means of calculating the amount of carbon generated for a specific energy source (e.g. electricity).

Carbon Net-Zero: a state in which an organisation emits no carbon emissions from its activities. Or a state in which all remaining carbon emissions are offset.

CO₂e (Carbon Dioxide Equivalent): a unit used to express total greenhouse gas emissions. There are multiple GHGs, each with a different impact on climate change. CO₂e equates all GHGs to the impact of carbon dioxide. CO₂e is used to report all GHG emissions.

Greenhouse Gas (GHG): a gas that contributes to the greenhouse effect, leading to climate change (e.g. CO₂).

Global Warming Potential (GWP): a measurement that enables the comparison of global warming impacts of different greenhouse gases.

kWh (Kilowatt Hours): a unit of measurement for energy usage (e.g. gas and electricity).

Direct Emissions: CO₂e emissions from sources which are owned or controlled by the Trust.

Indirect Emissions: CO₂e emissions from sources which are not owned or controlled by the Trust, but are generated due to the Trust's activities (e.g. purchase of electricity, procurement, waste disposal).

Scope 1 Emissions: direct emissions from owned or controlled sources (e.g. on-site fuel combustion, company vehicles, anaesthetic gases).

Scope 2 Emissions: indirect emissions from the generation of purchased electricity, steam, heating, and cooling.

Scope 3 Emissions: all other indirect emissions that occur in an organisation's supply chain (e.g. purchased goods, employee commuting, waste disposal).

Appendix A: strategic sustainability objectives of the Derbyshire ICS

No.	Vision	Strategic Objective	Intervention Detail	Timescale	Role	Benefits	Risks
1	An agile and informed workforce which understands sustainability and is empowered to make sustainable choices in their professional and personal lives.	Promote and increase awareness of sustainability through communications, education, and training.	Sustainability engagement toolkit from NHS England.	2022/23	[ICS HR Lead]	Collective mobilisation of the ICS workforce will lead to a regional culture shift which creates greater carbon and energy cost savings.	Must ensure interventions are tailored to Trust/department level for biggest impact. Voluntary nature of interventions risks diminished focus on sustainability. Intervention lead requires strong communication skills.
			Quarterly ICS-wide publication/sustainability newsletter.	2022/23	[Group of Trust-specific HR Leads]		
			Electronic Staff Records' (ESR) sustainability and Greener NHS module rolled out for all staff.	2022/23	[Sustainability Coordinator - NEW]		
			Monthly ICS-led Carbon Literacy training sessions tailored to different departments (e.g. Estates, Theatres, Procurement).	2022-2024			
2	An ICS where low-carbon best practice is readily identified, shared, and rolled out between partners.	Provide an ICS-wide forum for discipline-specific collaborative professional networks.	Provide, facilitate, and coordinate an ICS forum for groups of professionals to research, explore, review, and assess sustainable alternatives to carbon-intensive works, goods, and services.	2022/23	[Sustainability Coordinator - NEW]	Sharing best practice will ensure many works, goods, and services are not paid for multiple times, improving the financial sustainability of the ICS.	Time required of staff to collaborate and share ideas may be significant.
			ICS page hosted on the NHS Futures website.	2022/23			
			Quarterly ICS-wide publication/sustainability newsletter (including details of actions and news).	2022/23			
3	An anchor institution which improves the physical and mental	Create and operate an ICS-level community	Provision of ICS spaces for community members (e.g.	2023	[To be nominated by	Involvement of local people in ICS	Requires the commitment of

No.	Vision	Strategic Objective	Intervention Detail	Timescale	Role	Benefits	Risks
	health of its patients and communities, addresses health inequalities, and helps to build a resilient healthcare system.	outreach hub through which initiatives can be promoted and signposted to those disadvantaged by health inequalities.	meeting rooms for community group activities).		Directors of Public Health]	activities will enhance social value, community relationships and reputational benefits. A regional approach to enhancing greenspace may lead to a more equitable distribution of physical and mental health benefits.	more time and resources. Need to diversify greenspace strategy amongst Trusts due to differences in estate.
Signposting to initiatives (e.g. Warmer Derbyshire).			2022				
Provision of sanitary products, medications, and advice by ambulance staff to citizens.			2022/23				
Collectively develop a strategy for enhancing the quality of greenspace which addresses air pollution, climate change, and adaptation aspects.			2022/23				
Join/roll-out existing greenspace initiatives led by Derby City, Derbyshire County Council, and DCHS.			2022/23				
4	An ICS which strategically utilises digital innovation.	Collectively utilise and share digital platforms and applications to increase the efficiency of working practices and care.	Roll-out and use of MS Teams, SharePoint, and the Derbyshire Shared Care Record across ICS Trusts.	2023	Ged Connelly-Thompson	Transition to digital services and care will lead to carbon savings, whilst sharing applications will save on subscription costs.	Data protection and security risks.
			Monitoring emerging approaches and innovations and rolling them out uniformly.	2022-2025	Jim Austin		
5	An inspired workforce and patient base who feel confident and	Collectively promote, encourage, and	Improve the presentation and prominence of active travel information.	2022/23	[Travel & Transport Lead - NEW]	Promotion of active travel on wide scale	Must ensure active travel methods are compatible with

No.	Vision	Strategic Objective	Intervention Detail	Timescale	Role	Benefits	Risks
	incentivised to make active transport choices where able to do so.	provide access to active travel options through consistent communications.	Creation of materials where not already available.	2023-2025		will lead to healthier communities and reduced future health service pressures.	regional infrastructure and transport networks to avoid safety risks.
			Inter-organisation signposting to ensure that information is available (could be with external partners, e.g. Council).	2022/23			
			For those who cannot use active travel, the ICS will provide consistent information on next best transport options.	2022/23			
6	An ICS which is prepared for the nation-wide transition to zero emission vehicles.	Establish and consolidate an ICS-wide system of shared charging point infrastructure for staff and Trust electric vehicles.	Join D2N2 network scheme which uses BP pulse.	2030	[Travel & Transport Lead - NEW]	Shared charging points will provide staff and Trust vehicles with regional security of electricity supply. Potential for shared procurement and reduced costs.	Must ensure same system (e.g. one card or application) is rolled out on regional level to support consistent site updates and usage. Short-term expense.
7	An ICS of driven and committed partners which pursue energy reduction and efficiency measures.	Collectively utilise a 100% renewable energy provider and seek additional energy	Widen joint energy procurement process to include CRHFT.	2022-2025	[Procurement Managers]	Inter-trust schemes will lead to carbon reductions, whilst collectively signing on to	Risk of poor resilience should energy provider fail to provide service.
			Look to invest in additional renewable energy production (e.g. through a PPA) at a local level for private use by the ICS	2022-2025	[Energy Managers]		

No.	Vision	Strategic Objective	Intervention Detail	Timescale	Role	Benefits	Risks
		efficiency opportunities.	in addition to purchasing REGO-backed sources.			one renewable energy provider could save on financial costs.	
			Examine where shared office space can be used between partners to reduce overall energy requirements.	2022/23			
			Run intra- and inter-Trust schemes and competitions to drive down energy usage.	2022-2025			
8	An ICS which is prepared for a future of uncertain climatic conditions.	Collectively develop a strategy for enhancing the resilience of care to extreme weather events.	A resilience plan which pays particular attention to disadvantaged communities, ensuring no one is left behind. Resilience plan to be scoped with National Audit Office's Climate Change Risk Assessment Guide, applied through an ICS workshop.	2022/23	[Lead of county-wide emergency planning groups] [Sustainability Coordinator – NEW]	A regional approach to adaptation might enhance Trust relationships, resilience, and resource security.	Must ensure strategy accounts for all Trusts' individual circumstances and services.
9	An ICS which has detailed oversight and knowledge of its carbon footprint to drive systemic change through data-led intelligence.	Build a network of accountable trans-departmental figures to investigate, monitor, and collate carbon data associated with the ICS's activities.	Widespread collation of data used to investigate and target the most significant carbon emission reductions. Call upon the Clinical Support Unit, through which the CCG commissions data intelligence services, to support intervention.	2022/23	[ICS Lead]	An ICS-level approach to tracking carbon footprint to monitoring and identifying where further carbon reductions can be achieved would be a considerable	Requires a lot of time and resources. Must ensure consistent information format and scope for uniform approach across ICS.

No.	Vision	Strategic Objective	Intervention Detail	Timescale	Role	Benefits	Risks
						improvement to NHS Midlands carbon data.	
10	An ICS where sustainability has been mainstreamed into systems and processes to improve environmental health, social value, and staff experiences.	Create a strategy for developing and embedding sustainability throughout all ICS activities.	Inclusion of net-zero targets across:	2024/25	[Sustainability Coordinator – NEW] [Senior Operational Lead]	Using shared metrics to integrate sustainability across ICS would lead to a more equitable employment and work benefits landscape.	Shared sustainability criteria may create non-ideal approach to addressing sustainability at Trust-level.
			Staff recruitment, employment, and appraisal processes				
			Capital projects	2022			
			Business cases	2022/23			
			Local procurement	2022/23			
Procurement contracts and tenders	2024/25						
11	An ICS which adopts the circular economy.	Develop guidelines for dealing with materials and waste in an environmentally sound and uniform approach.	Plan for the roll out of consistent waste management processes in line with circular economy principles across ICS.	2022-2025	[Waste Managers]	Enables staff to intuitively know and deal with waste in the appropriate way, saving carbon emissions and waste disposal costs.	Requires a lot of time and resources for minimal carbon savings. Waste management processes are complex due to different arrangements in all Trusts, so may not be possible.
			Explore the use of a single waste management supplier.	2022-2025			
			Collectively use an ICS-wide Warp-It scheme.	2022-2025			
			Assess additional recyclable streams (e.g. toothpaste tubes, toothbrushes, medical blister packs), the outcome of which will allow the ICS to work with new start-ups to see if new collection scheme can support recycling activities.	2022-2025			

Appendix B: JUCD Health Inequalities – Green Plan on a Page

VISION

To reduce the avoidable and unjust differences in health outcomes for the population of Derby and Derbyshire

OBJECTIVES

To ensure that the people of Derby and Derbyshire will have an equal chance to...

Start Well

Live Well and Stay Well

Age Well and Die Well

OUR POPULATION HEALTH OUTCOMES

Increase life expectancy (LE)

Increase healthy life expectancy (HLE)

Reduce inequalities in life expectancy and healthy life expectancy

OUTCOME INDICATORS

Promoting equal access to low carbon travel, for staff and patients, to the NHS estate

Reducing avoidable differences in the optimal management of respiratory disease

Increasing access to a greener NHS estate

HOW

- Ensuring that the most disadvantaged communities have equal access to active travel to the NHS estate or low carbon alternatives
- Promoting low carbon and active travel to staff e.g., through salary sacrifice schemes
- Ensuring that the 20% most deprived and key inclusion groups receive optimum care of their respiratory disease, in particular to reduce the use of breakthrough medication
- Ensuring that the opportunities to 'green' the NHS estate are maximised, with a focus on those areas within the most deprived communities. Ensuring the green space is available for all to enjoy.

Joined Up Care Derbyshire



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