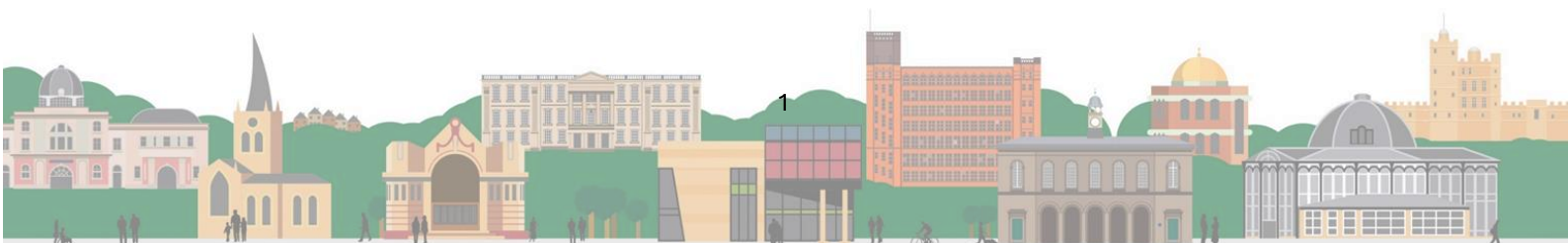




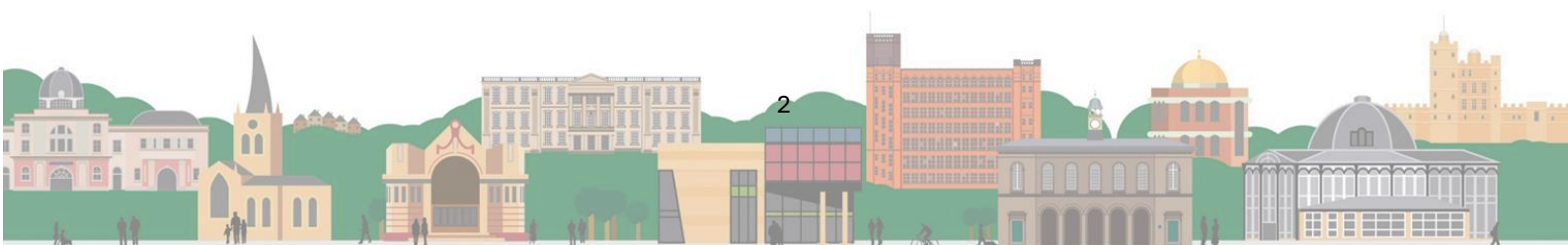
Joined Up Care Derbyshire

ICS Green Plan
2025 - 2028



CONTENTS

Green Plan Refresh 2025 - 28	3
Foreword	3
Introduction	4
Joined Up Care Derbyshire	4
Health and the environment	7
System Leadership – the evolving role of the ICB	7
Strategic Context	8
The Three Key Shifts (NHS Ten Year Plan)	9
Local Drivers:	10
Joined Up Care Derbyshire NHS Joint Forward Plan 2023 - 2028	10
Derbyshire and Derby Air Quality Strategy	11
What are we seeking to achieve?	11
Our Progress so far	11
Developing the Green Plan 2025 - 2028:	12
Areas of focus:	12
Workforce and Leadership	12
Net Zero Clinical Transformation	14
Digital Transformation	16
Medicines	18
Travel and Transport:	19
Estates and Facilities	22
Procurement and Supply Chain	24
Adaptation	26
Green Plan Governance/Tracking and Reporting Progress:	27
Appendices	28
Appendix 1 – Our ICS Health and Wellbeing Priorities (and links to the Green Plan)	28
Appendix 2 – Progress on the Strategic Sustainability Objectives from Green Plan 2022 - 2025	29
Appendix 3 – The United Nations Sustainable Development Goals	33
References and associated documentation	34



Green Plan Refresh 2025 - 28

Foreword

We're pleased to unveil the newly revitalised NHS Derby and Derbyshire Integrated Care System Green Plan 2025–2028. Crafted collaboratively with our Derby and Derbyshire Trusts, this plan not only maps out our priorities and bold actions for the next three years but also doubles down on our promise to meet the NHS's national Net Zero ambitions.

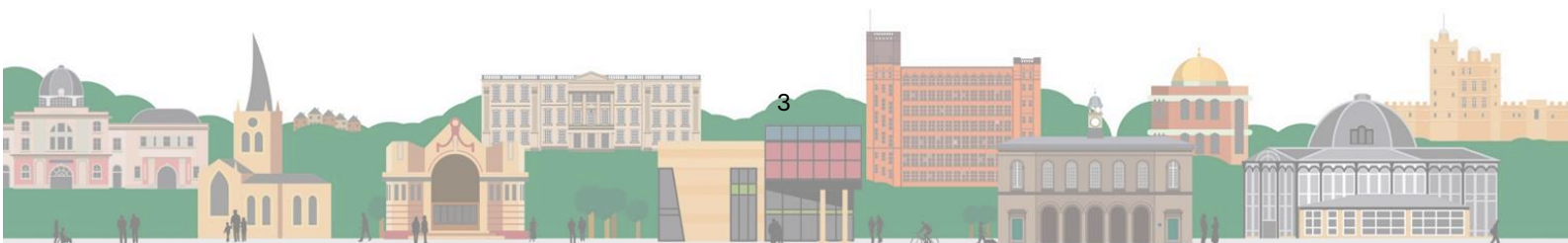
The journey since launching our very first Green Plan in 2022 has been one of discovery, progress and genuine achievement. This refresh has allowed us to celebrate how far we've come and, more importantly, to set our sights on what's next. We're forging ever-stronger partnerships—linking arms with the NHS, Local Authorities, the East Midlands County Combined Authority (EMCCA), and new collaborators like Active Partners Trust—to turbocharge our mission towards a net zero carbon future.

We're all aware that environmental shifts are not just a distant worry—they're a lived reality and an escalating global threat of the modern era. As we highlight in the plan, climate change is already playing a part in rising cases of cardiovascular disease, asthma and cancer. Now is the time to act, tackling air pollution head-on to safeguard health for all.

Looking ahead, weaving sustainability and green thinking into the very fabric of the NHS must become second nature. By sustaining our system-wide partnerships and keeping the three transformative shifts of the NHS in step with the principles of Sustainable Healthcare, we'll deliver outstanding care, shrink our environmental footprint and lift the health of our communities.

Helen Dillistone

Net Zero Senior Responsible Officer, Derbyshire Integrated Care System



Introduction

This Green Plan for 2025 - 28 reinforces Derby and Derbyshire NHS's commitment to achieving the national NHS net zero targets, aligned with NHS England's statutory Green Plan guidance. It continues to build on the plan 2022 - 2025, which set out our system approach to sustainability.

This Green Plan was developed by the Integrated Care Board (ICB) as the strategic commissioner of NHS services across the Derbyshire system builds upon the Green Plans of all the NHS Trusts. The ICS plan focusses on how the partners, together with wider system stakeholders, will collaborate on specific actions contributing towards emissions reduction, improving air quality and population health and embedding sustainability into care delivery.

This refresh highlights the progress made across the system over the last three years and sets out the priority actions to become a sustainable health and care system over the next three years. This plan will work alongside the ambitions in the NHS Ten Year Plan and the three shifts.

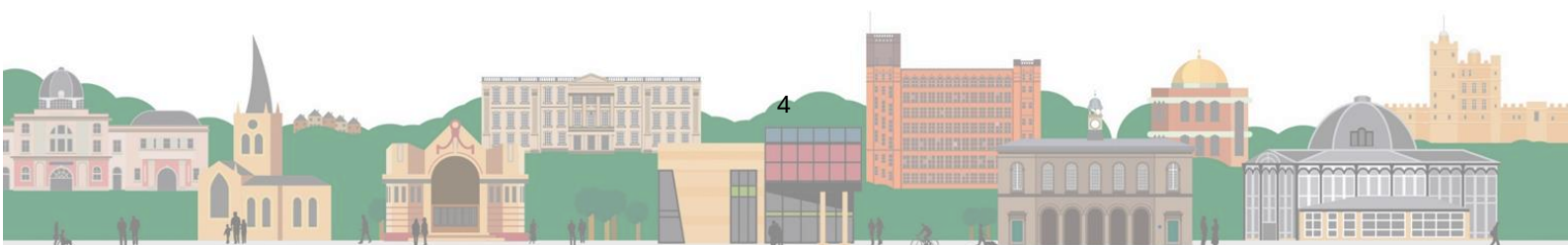
The priorities and actions reflected support this direction of travel and have been jointly agreed to consolidate the learning across Trusts from the past three years and support shared action moving forwards. There will also be future opportunities to deliver on a wider scale, as the strategic commissioning function evolves to cover a larger geographical footprint.

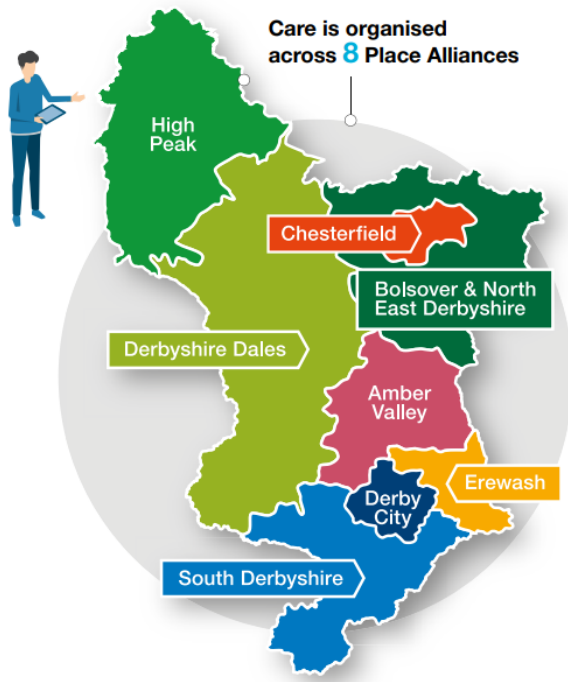


Joined Up Care Derbyshire

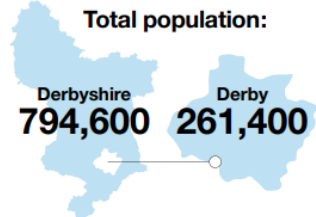
Our Integrated Care System (ICS) is known as Joined Up Care Derbyshire (JUCD); a range of health and social care organisations, including local GP Practices and NHS Trusts, which work collectively to plan, commission, and provide services to meet the needs of Derby and Derbyshire.

Our ICS covers a population of approximately 1.05 million people and spans a large geographical area with a mix of urban and rural communities with different health and care needs.





Population size



90,900	High Peak
71,500	Derbyshire Dales
182,300	Bolsover & North East Derbyshire
103,600	Chesterfield
126,200	Amber Valley
112,900	Erewash
261,400	Derby City
107,200	South Derbyshire

Care is delivered in 'Place Alliances' which bring together different services to work together as integrated teams in local areas to join up health care and support around specific needs of the local population. Across Derby and Derbyshire there are five NHS Trusts who deliver community, mental health, secondary and emergency care and who each have their own NHS Green Plans. This system plan builds upon each and all of the Trust Green Plans to identify the system-wide priorities. An overview of the NHS Trusts is provided below. (Please note that all carbon reduction figures detailed have been calculated by the organisations at Trust level using their own methodologies).

Chesterfield Royal Hospital NHS Foundation Trust (CRHFT)

CRHFT is the District General Hospital for Chesterfield and North Derbyshire, serving a population of more than 400,000. The Trust provides child and adolescent mental health services, community-based services, including midwifery and radiology, alongside GP and primary care services from four practices: Royal Primary Care – with a total of nine surgeries.

CRHFT by continued management of energy and the implementation of energy saving schemes, has seen their energy associated carbon emissions (tCO₂e) reduce. The electric supply is now zero carbon electricity generated from EDF's Nuclear power stations, through CCS NHSE Contract. (The tariff is backed by EDF's nuclear power plants, which produce electricity without emitting carbon dioxide during operation). This equated to a saving of around 2,600 tCO₂e per year. NOTE: when CRHFT calculate their carbon baseline, they are required to use average electrical National Grid renewable percentages.

The actual carbon impact of energy consumption in 2023/24 is 5,846 tCO₂e per year. This puts the Chesterfield Royal Hospital site ahead of the curve for carbon reduction

Derbyshire Community Health Services (DCHS)

DCHS is one of the largest providers of specialist community health services in the country, serving a patient population of more than 1.1 million across Derby and Derbyshire. They care for patients across a wide range of services and locations, including community hospitals and health centres. Care is also delivered from patients' own homes, GP Practices, schools and care homes. The digital transformation programme and contemporary ways of working mean they also delivery high quality virtual care via remote consultations, where appropriate.



DCHS's directly controlled carbon emissions in 2024/25 was 6112 tonnes. This is a 36% reduction over the last 5 years (and 76% compared to the 1990 baseline). The three largest areas of directly controlled emissions (making up 96%) were gas and electricity use and vehicle emissions from business use. Through a series of energy efficiency measures, consolidation of buildings and better utilisation of space gas emissions have reduced by 22% over 5 years and (also helped by a fall in the electricity grid carbon factor) electricity emissions by 53%. Emissions on leased vehicles has fallen by 45%, which has been supported by a shift to electric vehicles. During 2024 alone, 47% of all new lease cars were fully electric with a further 26% Ultra Low Emission Vehicles.

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

University Hospitals of Derby and Burton NHS Foundation Trust (UHDB) is one of the largest hospital providers in the region, across five hospitals and other community sites and provides acute and community services to a population of more than 1 million people across South Derbyshire and South-East Staffordshire, as well as several specialised services across the East Midlands. The Trust has shared services with partners, such as Derbyshire Pathology, working with Chesterfield Royal Hospital to provide a joint pathology service.

The Trust has a large carbon footprint. With overall emissions of 226,577 tCO₂e, University Hospitals of Derby and Burton NHS Foundation Trust observed a 5% decrease in carbon footprint in 2024 compared to 2023/24. Most emissions are attributed to the Trust's 'NHS Carbon Footprint Plus', accountable for 88% (198,561 tCO₂e) of emissions in 2024, though a 6% decrease in these emissions was observed compared to 2023/24. Emissions that UHDB directly control ('NHS Carbon Footprint') (28,016 tCO₂e), which account for 12% of the Trust's carbon footprint, increased by 2% in 2024 compared to 2023/24 due to increased utilities consumption and increased production of clinical waste.

East Midlands Ambulance Service (EMAS)

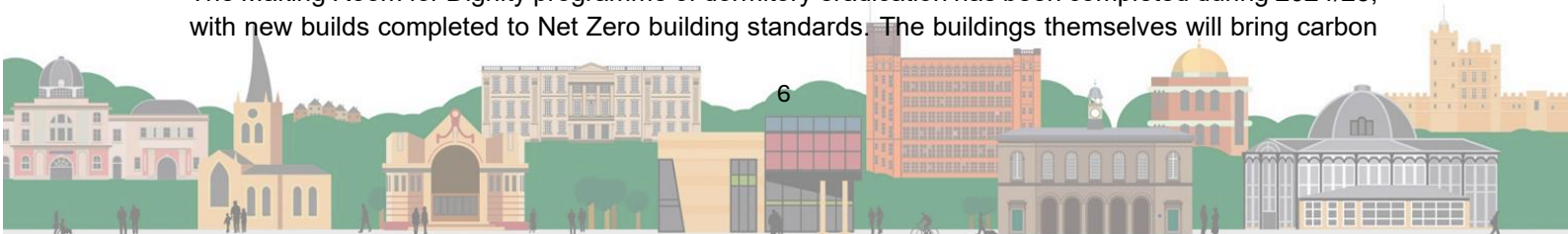
EMAS provides emergency, urgent and non-emergency care to the East Midlands. They provide urgent and emergency medical responses across Derbyshire, Nottinghamshire, Lincolnshire, Leicestershire, Northamptonshire and Rutland and currently provide non-emergency patient transport services (NEPTS) in three of these counties (Derbyshire, Northamptonshire and Lincolnshire). The carbon footprint for 2024/25 was 12909 tCO₂e for carbon footprint plus 19038 tCO₂e. EMAS have committed to a reduction to 900 tCO₂e in their green plan by 2029, with a trajectory to reach it and monthly emission reporting to monitor progress.

EMAS are decarbonising their estate with low carbon heating solutions installed at four sites and LED or buildings fabric upgrades across an increasing number of premises. They successfully bid into the Low Carbon Skills Fund to develop heat decarbonisation plans for every building which EMAS own, including 11 ambulance stations across Derbyshire. The fleet is increasingly electrified and there are 104 electric vehicles in a fleet of over 800, supported by 106 EV charging sockets at sites across EMAS used for almost 50,000kWh of EV charging during 2024/25.

Derbyshire Healthcare NHS Foundation Trust (DHcFT)

Derbyshire Healthcare NHS Foundation Trust (DHcFT) is a provider of mental health, learning disability and children's services across the city of Derby and wider county of Derbyshire. They run a variety of inpatient and community-based services throughout the county along with specialist services across the county including substance misuse and eating disorders services. DHcFT employs 2400 staff at various community bases and from Kingsway, Royal Derby and Chesterfield Royal Hospital sites. The Trust's mission is to minimise the mental health risk to the people of Derbyshire, and there is a growing evidence base that climate change can adversely impact upon mental health.

The Making Room for Dignity programme of dormitory eradication has been completed during 2024/25, with new builds completed to Net Zero building standards. The buildings themselves will bring carbon



reduction estates benefits, and the new facilities will reduce the number of out of area placements required which will have a positive impact upon patient care and emissions.

This plan has also been developed with the support of Derbyshire Healthcare United Community Interest Company, Derby City Council, Derbyshire County Council, the East Midlands Combined County Authority and the Active Partners Trust (Active Derbyshire).

Health and the environment

The 'wider determinants of health' describes the drivers which affect human health, which include not only things like wealth, housing and transport, but also the environments in which we live, work and socialise. In general, things which negatively impact the health of the planet also do the same for people. For example, rising global temperatures have led to a rise in heat related illness and death, as well as changes in the habitats of insect and animal vectors which carry diseases e.g. dengue and malaria. Particulate air pollution is a significant environmental risk, contributing to several health conditions including respiratory and cardiovascular disease, strokes and premature mortality. In Derby and Derbyshire this is estimated to equate to 530 deaths and 5400 life years lost per year.¹

Just as we know 'health' is not equally distributed among the population leading to health inequalities, we also know those who are already disadvantaged and at risk of poorer health are likely to be more vulnerable to the ill effects of pollution and climate change.

JUCD is developing and embedding our system-wide approach to population health management, and this involves a number of key factors, including the intelligent use of data and evidence and partnership working. Most relevant to the issue of sustainability is the need to focus on prevention, and to work with clear understanding of all the factors which influence health (the wider determinants). Both of these elements require a wider approach to sustainability, and the green plan includes many of these key elements

System Leadership – the evolving role of the ICB

The role of the ICB as strategic commissioner continues to evolve with changes being under development which will reshape the system landscape by the end of 2025/26.

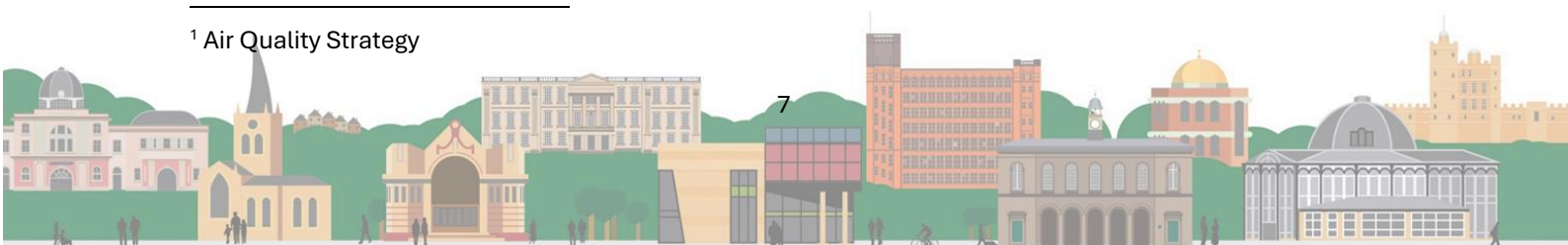
The ICB is responsible for embedding sustainability into the planning, funding and oversight of health and care services and having due regard to the impact of climate change of those services. Statutory Green Plan guidance identifies the ICB as the author of the green plan for the system, with the system plan a key enabler for the delivery of the four core aims of an ICS:

Improving outcomes in population health and healthcare: climate change is a threat to public health, contributing to respiratory and cardio-vascular diseases among others. By taking action to reduce emissions, improve the environment and air quality we can reduce pollution-related diseases and improve quality of life.

Tackling inequalities in outcomes, experience and access: people living in areas of higher deprivation are disproportionately impacted by the effects of climate change. These communities have the poorest air quality but produce a lower proportion of emissions, have a higher flood risk than wealthy areas and may be more vulnerable to flood-related financial/livelihood loss, have less access to green spaces and nature and the physical and mental health benefits these bring.

Enhancing productivity and value for money: value-based healthcare is central to delivering better patient outcomes while ensuring efficient use of resources (both financial and environmental). Sustainability is embedded in this approach by reducing waste, improving service resilience and

¹ Air Quality Strategy



improving health outcomes. The NHS can use its significant purchasing power to hold Providers and suppliers to account to support positive change and increase social value.

Supporting broader social and economic development: the ICS acts as an 'anchor system', working together with our partners to address the physical, social and environmental factors which cause ill-health. As an anchor institution we support health and climate co-benefits, co-ordinate action to improve air quality and reduce health inequalities. Anchor organisations are uniquely placed to benefit their local economy and communities through management of estates, workforce and budgets

The ICB will continue to have a leadership role and oversight of the 4 core aims and a statutory duty to ensure there is due regard to the impacts of climate change.

Strategic Context

National Drivers:

Delivering a Net Zero NHS:

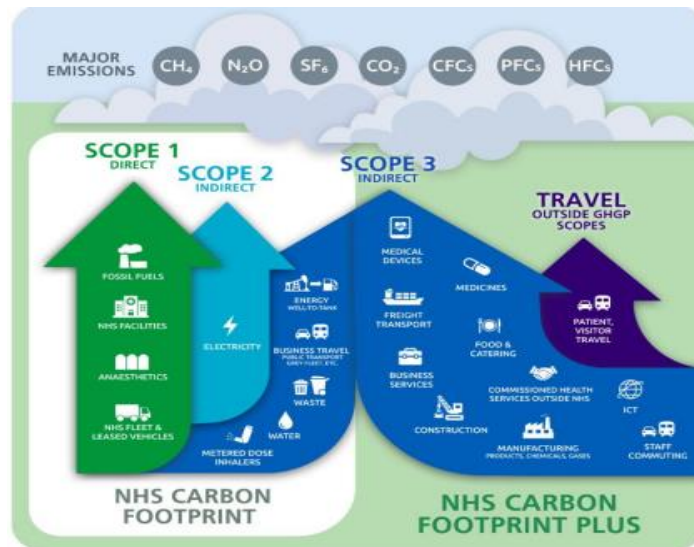
In 2020, the NHS became the world's first health system to commit to reaching net zero emissions with '*Delivering a Net Zero NHS*'. The Health and Care Act 2022, places duties upon both ICBs and NHS Trusts to have due regard to the impacts of climate change and NHS Green Plans detail the actions to be taken towards delivering the ambitious net zero targets, by each Trust and by the system working together.

The impact of climate change presents an immediate and growing threat to health and is expensive for society and the NHS, with the costs of heat-related mortalities from climate change estimated at £6.8 billion per year in the 2020s, rising to £14.7 billion per year in the 2050s². Tackling climate change brings direct benefits for public health, health equity and taxpayers, and reduces the NHS's environmental impact.

The NHS has two national targets:

- Net zero by 2040 for the NHS Carbon Footprint (scope 1 and 2 emissions within the direct sphere of influence)
- Net zero by 2045 for the NHS Carbon Footprint Plus (scope 3 indirect emissions)

² Ref NHS Green Plan Guidance 2025.



The Three Key Shifts (NHS Ten Year Plan)

In 2024, an *Independent Investigation of the NHS in England*, was produced by Lord Darzi at the request of HM Government. The investigation assessed patient access, quality of care and the overall performance of the health system with a view to informing the development of the NHS Ten Year Plan. The report highlighted the importance of the NHS continuing to take action on emissions.

" There is no trade-off between climate responsibilities and reducing waiting lists. Indeed, often health and climate are mutually reinforcing goals: cleaner air is good for the environment and good for respiratory health. The NHS has the second largest fleet (after Royal Mail), in the country, consisting of over 20,000 vehicles travelling over 460 million miles every year – and electrifying the NHS fleet is set to save the NHS £59 million annually while cleaning up the air. Active travel reduces emissions and improves cardiovascular health."³

Three key shifts are recommended to transform the NHS, which form the basis of NHS Ten Year Plan published in 2025. The three shifts are aligned to Principles of Sustainable Healthcare⁴ (as defined by the Centre for Sustainable Healthcare), which provide a framework for delivering high-quality care while reducing environmental impact and improving population health.

1. From Hospital to Community Care

- **Lower Carbon Footprint:** Community and primary care services have a significantly smaller carbon footprint than acute hospital care, while delivering more patient contacts
- **Reduced Travel Emissions:** Treating patients in the community rather than hospital means shorter, more local journeys reducing travel emissions.
- **Efficient Resource Use:** integrated neighbourhood teams providing patient-centred care is more efficient use of resources in a lower carbon care setting along with being far more less resource intensive.

2. From Analogue to Digital

- **Virtual Care:** Remote monitoring models (such as virtual wards) reduces the need for care in an acute setting or appointments at a health care facility, hence less emissions from travelling to and from NHS facilities.
- **Smarter systems:** digital technology helps to optimise clinical decisions and with better use of data planning can be supported to ensure the right services are accessible to the populations

³ [Independent Investigation of the National Health Service in England](#) p.99

⁴ [The Principles of Sustainable Healthcare — Sustainable Healthcare](#)



who need them. In addition, the requirement to plan targeted preventative interventions for specific patients.

- **Efficient records management:** supports safe and seamless transfer of patient data between providers, improves the patient experience and reduces paper use and energy consumption.

3. From Treatment to Prevention

- **Healthier Populations = Lower Emissions:** preventing illness reduces the need for carbon-intensive treatments and hospital stays
- **Sustainable Prescribing:** preventative care can reduce overprescribing, especially of high-emission medications like inhalers
- **Climate Resilience:** a focus on prevention includes preparing for climate-related health risks, such as heatwaves and flooding, supporting longer term sustainability.

Local Drivers:

Joined Up Care Derbyshire NHS Joint Forward Plan 2023 - 2028

In 2023 JUCD published the NHS Joint Forward Plan (JFP) setting out how the NHS will work together to reduce the avoidable and unjust differences in health outcomes for the population of Derby and Derbyshire.⁵

The Joint Forward Plan uses 'Start Well, Stay Well, Age Well and Die Well' framework as the foundation for population health, with a particular focus upon tackling areas of the greatest disease burden across the population. This framework is about improving health outcomes at all stages in the lives of patients and is enabled by the actions identified within the NHS Green Plan to reduce carbon emissions from the delivery of health and care services in Derbyshire.

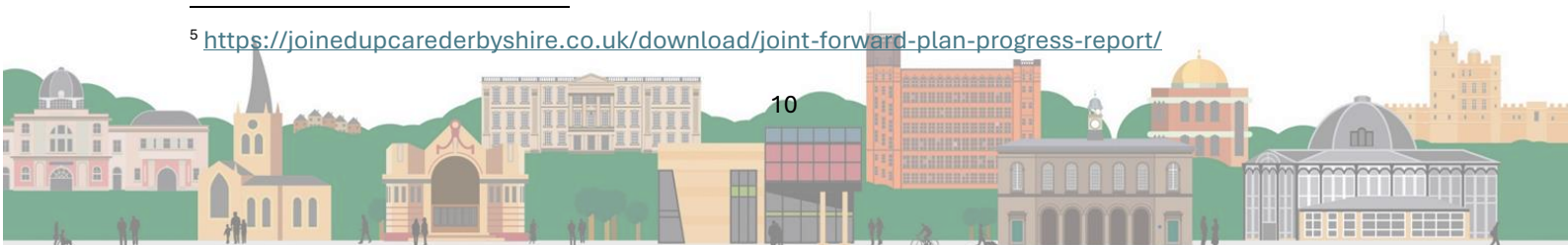
Start Well	Investing in early childhood development will reduce long-term health inequalities and improve lifelong health outcomes, lowering future demand on services
Stay Well	Preventing chronic conditions through lifestyle interventions reduces long-term medication and hospitalisation.
Age Well	Supporting independence in older adults reduces institutional care and associated emissions
Die Well	Enabling dignified end of life care at home or in community settings reduces acute care pressures and emissions.

The Joint Forward Plan outlines five key priorities – referred to as guiding policies to transform health and care services across Derby and Derbyshire:

1. Allocate greater resource to activities to prevent, postpone, or lessen disease complications and reduce inequality of provision.
2. Give people more control over their care.
3. Give the teams working in our localities, the authority to determine the best ways to deliver improvements in health and care delivery for local people.
4. Identify and remove activities from the provision of care which result in time and cost being expended but do not improve patient outcomes
5. Prioritise the improvement of the System's intelligence function and the capacity and capability of its research programme.

Appendix 1 details how the JUCD Green Plan 2022 – 25 is aligned to the 5 guiding policies of the JUCD JFP, and the sustainability activities which support these guiding policies.

⁵ <https://joinedupcarederbyshire.co.uk/download/joint-forward-plan-progress-report/>



Derbyshire and Derby Air Quality Strategy

Poor air quality has a significant impact on health, contributing to heart and lung disease, stroke, cancer and dementia. The 'Derbyshire County and Derby City Air Quality Strategy 2020 - 2030' sets out the vision 'together we will reduce the health impact of poor air quality for the people of Derbyshire County and Derby City'. The strategy is coordinated by Derbyshire County Council on behalf of the partnership including Derby City Council, the district and borough councils and NHS stakeholders. It is monitored by the Air Quality Group who work to improve air quality, share good practice, drive change and support and influence national policy and strategy. The strategy has three key priorities aligned to the objectives of the NHS Green Plan:

- Facilitate travel behaviour change.
- Reduce sources of air pollution.
- Measure, produce plans and mitigate against the health impacts of air pollution.

What are we seeking to achieve?

The JUCD Green Plan 2022 – 2025 established our vision to become a sustainable health and care system, based on the three pillars of sustainability: environmental, social and economic. This system delivers high quality care and improves public health without excessively depleting natural resources, costing too much, or negatively impacting the health and wellbeing of staff and patients.

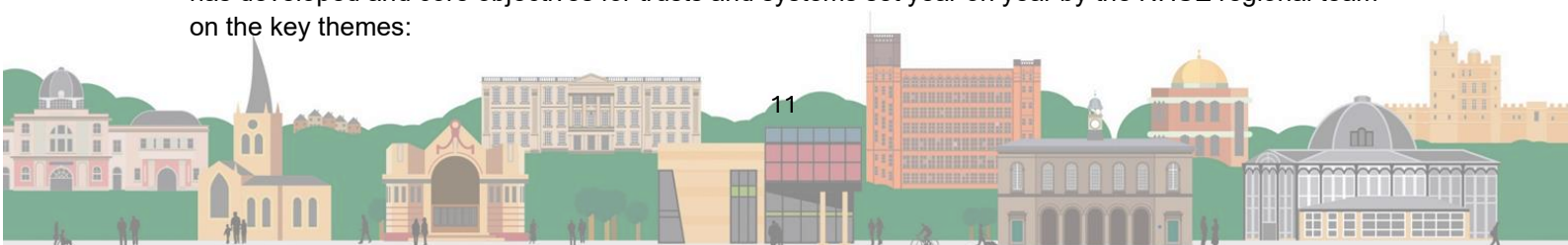


This refreshed Green Plan for 2025 – 2028 continues to support the delivery of this vision, through the actions the system will take in partnership to contribute towards the delivery of the national NHS Net Zero targets. These actions will be taken in line with the priority areas of focus as defined by the NHSE Green Plan Guidance 2025.

Our Progress so far

The Green Plan 2022 – 2025 set out the overarching ambition to reduce air pollution and improve local environments, and our initial plans to work towards this through improving the estate and travel to increase access for staff and patients and aligning with the role of an anchor institution.

The overarching ambitions were supported by a set of 11 local visions and strategic objectives the system felt should be prioritised, developed informed by the United Nations Sustainable Development Goals (Appendix 3) alongside the NHSE guidance. The objectives set in the original Green Plan have evolved over time, and local delivery on the Green Plan shaped through the publication of further national statutory guidance and key milestones. The national policy framework underpinning net zero has developed and core objectives for trusts and systems set year on year by the NHSE regional team on the key themes:



- Estates and facilities
- Supply chain and procurement
- Workforce
- Travel and transport
- Medicines and clinical transformation

Our system progress in line with the 11 visions is summarised at Appendix 2 of this plan, and the current system position on each of the NHSE priority themes is addressed through each of the areas of focus.

NHS Green Plan guidance directs Trusts and systems towards tackling the areas of biggest opportunity for emission reduction, rather than offsetting their carbon footprint. There are challenges in accurately reporting carbon footprint data. NHSE monitor Trust and system performance against several actions which will reduce carbon emissions to give an overall picture, and as such there is no requirement for Trust's and systems to produce their own carbon footprint data. Within JUCD some NHS Trusts have produced their own carbon foot printing data using individual methodologies which do not account for a like for like comparison to measure the overall system carbon footprint.

Developing the Green Plan 2025 - 2028:

System sustainability leads met in September 2024 and agreed to take a thematic approach to Green Plan development based on the priority areas defined by the NHSE Green Plan Guidance. The agreed approach was to identify a small number of priority actions where the system working together could add value. The plan was developed through a blend of thematic discussions and direct stakeholder engagement. Thematic sessions were held on each of the areas of focus, and the ICB sustainability leads undertook targeted engagement with the wider system through specialist forums. The outputs of this engagement were tested in a workshop session with NHS system sustainability leads in April 2025 to generate the draft actions.

The 2025 guidance includes a specific remit for ICB's to support primary care with decarbonisation, and engagement was undertaken via a targeted survey to practices, and directly with the GP Provider Board and the Local Medical Council to understand the barriers for Primary Care towards net zero and understand the support required. Specific actions relating to primary care are included within the areas of focus.

Areas of focus:

The refreshed plan is a set of priority actions following the areas of focus defined by statutory guidance⁶. These are each considered in turn and will summarise JUCD's key achievements to date, the system priorities for further action, and how success will be measured.

Workforce and Leadership:

Why is this important?

Making the change to becoming a sustainable health and care system requires a shift in mindset and culture across all organisations. The NHS workforce has a critical role as staff from all levels both (clinical and non-clinical) are the ones who put sustainability policies into practice and best placed to identify areas for improvement within their work areas which impacts positively on productivity and the environment. Staff can act as 'green champions' within their teams, influencing behaviours and embedding greener practices and sustainability into everyday care. Strong and visible leadership will ensure accountability for driving delivery of sustainable actions and meeting targets.

⁶ [Whilst Food and Nutrition is a theme within the national guidance, there is no requirement for system-wide actions as not applicable to all Trusts across JUCD, therefore none identified in this plan.](#)

Where are we now in Derby and Derbyshire:

Strong system leadership is in place with designated Net Zero Senior Responsible Officers (SROs) for the ICB and all Trusts acting as visible senior leader champions in their organisations. Staff are kept informed of sustainable initiatives through a regular flow of information from NHS England (disseminated via the ICB), and with relevant information targeted to specific staff groups providing the Derbyshire workforce with opportunities to be involved in national initiatives. The core Greener NHS Training opportunities are promoted across the system, with a particular focus upon carbon literacy training.

Case Study – University Hospitals of Derby and Burton (UHDB) Environmental Champions Network:

The Environmental Champions network at UHDB empowers colleagues across the organisation to take sustainability action playing an essential role in progressing the Trusts Green Plan. This resulted in two colleagues winning monthly UHDB Making a Difference Awards for their sustainability advocacy and improvements. The Sustainability team will continue to grow the Environmental Champions network, with a view to increasing the number of colleagues engaged with the scheme, through training and engagement.

System Priorities for 2025 – 2028:

Our workforce is our greatest asset and through staff there is the potential to make significant gains towards becoming a more sustainable health and care system. There are excellent training resources available, and we need to encourage and enable our staff to access these. Different staff teams across the system will already be contributing to the Greener NHS goals through their work to improve patient care, reduce health inequalities and increase productivity but may not recognise this as such. By increasing the profile of the Greener NHS across the workforce, staff will be encouraged and enabled to capture and embed the sustainability benefits of their work.

Joined Up Careers Derbyshire brings together partner organisations to support the current and future workforce. Leadership development learning opportunities are available to all aspiring and existing leaders working at all levels across Health, Social Care and the Voluntary Sector in Derby and Derbyshire.

Through creating a series of specific training webinars, we hope to widen access to training to all staff and highlight the relevance of sustainability to their roles. This will also be marketed to primary care staff. The training will be developed collaboratively by sustainability leads across the system and focus on how sustainability relates to all roles across all organisations. The training will be evaluated, and further sessions may be developed depending on the how the initial training is received.

As the system landscape is evolving, there is an opportunity to ensure that strong leadership is further reinforced at Board and senior leader level and embedded into the heart of new strategic commissioning arrangements.

Priority Actions:

Action	Lead	Delivery Date	Success Measure
Develop 'lunch and learn' training resources for the system to be disseminated as part of the Derbyshire Leader brand	JUCD Organisational Development Leads All NHS Trusts	Training developed during Q3 2025/26	Number of staff attending live sessions Number of watches after the event



			Increase in JUCD staff accessing Greener NHS Core Training following the lunch and session.
Deliver Board level training across the system once the new system landscape is in place	Sustainability leads	2027/28	Training sessions delivered.

Net Zero Clinical Transformation:

Why is this important?

Actions which the system takes to reduce its impact on the environment through reducing harmful emissions will have a positive impact upon the health of the population. Primary and community care delivers more patient contacts than acute hospital services, but the carbon footprint is significantly lower⁷. The shifts from hospital to community and from treatment to prevention align with more sustainable care delivery, through bringing quality, less intensive care closer to home. This contributes to better patient outcomes and experience and a more efficient use of resources.

Clinical leadership and transformation are a key enabler for achieving net zero. As a system we need to work towards the cultural shift to create the conditions for our clinicians and care providers to embed sustainability within their clinical practices.



8

Where are we now in Derby and Derbyshire:

Our Integrated Care Strategy⁹ and NHS Joint Forward Plan recognise the importance of the system working together and taking a sustainable approach to providing clinical care, through prioritising prevention and supporting people to live well in the community for longer (as per the Principles of Sustainable Healthcare).

We need to get better at capturing the sustainability impact of the transformation of our models of care, as we consider the clinical outcomes and productivity gains through taking a Sustainability Quality Improvement approach.

⁷ <https://www.thelancet.com/action/showFullTableHTML?isHtml=true&tableId=tbl1&pii=S2542-5196%2820%2930271-0>

⁸ <https://sustainablehealthcare.org.uk/about/our-story/the-principles-of-sustainable-healthcare/>

⁹ <https://joinedupcarederbyshire.co.uk/about-us/derbyshire-integrated-care-partnership/our-strategy/>



Joined Up Care Derbyshire's flagship 'Team Up' is a prime example of how transforming the way in which we deliver integrated care as system has a positive environmental impact as well as better outcomes for patients.

Case study – Joined Up Care Derbyshire Team Up Approach

Team Up is a collaboration of health and social care services designed to provide co-ordinated person-centred care services for people who are currently unable to leave home without support. The service is a teaming up of existing services (general practice, community care, mental health care, adult social care and the voluntary and community sector) working together in an integrated way, to provide tailored support that helps people live well and independently at home for longer (the right care at the right time). The service supports older people with health issues before they need hospital treatment and helps those leaving hospital to return and to recover at home.

This integrated approach aligns to the key shifts of Hospital to Community and Treatment to Prevention and is better both for the patient and the health and care system, making best use of available funds and resources.

Better outcomes for patients and their families/carers, is by default a positive outcome for the environment in the following ways:

- Reducing hospital admissions: easing pressure on hospitals and reducing the carbon emissions associated with ambulance journeys and a stay in hospital
- Improving productivity and efficiency: integrating services streamlines care delivery and cuts out duplication, making better use of resources
- Community Based Care: strengthening local networks and empowering teams to deliver care more effectively closer to home.
- Using data and intelligence to anticipate needs and plan care proactively, preventing crises and reducing the need for more intensive care packages.

More intensive care provided in acute settings is associated with higher carbon emissions than care provided in the community or at home. Therefore, whilst an avoided hospital admission may generate a number of home visits from different professionals, this is still less carbon intensive than an admission to hospital by ambulance, and the stay as an inpatient for treatment that follows.

As an example, an integrated Urgent Community Response service is provided as part of JUCD 'Team Up' approach. During 2024, 226 people were supported in their homes with an Enhanced Falls Response instead of being taken straight to hospital. This meant that there were:

- 188 less ambulances dispatched, and
- 71 people remained in the community and were not admitted to hospital
- 690 bed days were saved

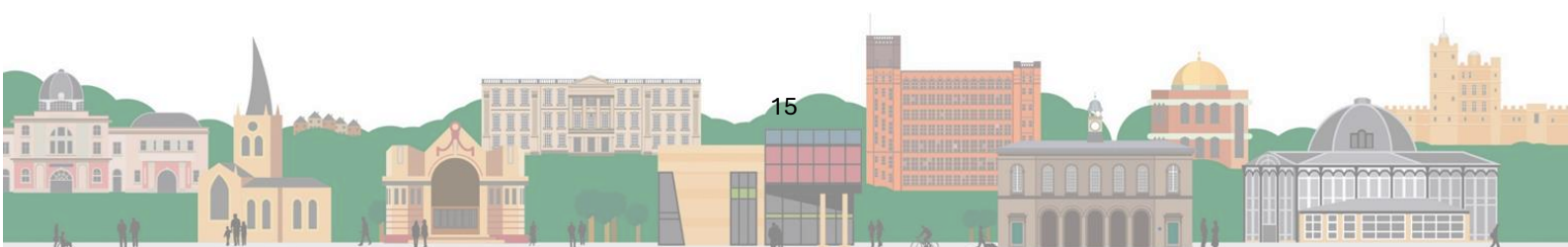
The carbon factor associated with an ambulance admission to hospital (one way) is 56 KgCO₂e. This figure is just for the journey and does not include the carbon factor of treatment when admitted.

A GP home visit (there and back and including the carbon impact of treating the patient at home) has a carbon factor of 9kgCO₂e. Therefore, each conveyance by ambulance is equivalent to 6.2 GP home visits.

188 ambulance admissions saved is therefore equivalent to 1165.6 GP home visits.

The carbon factor associated with a low-intensity inpatient day is 37.9kgCO₂e, so 26,151kgCO₂e. That is the equivalent of 2905.6 GP home visits with treatment.

Falls recovery is only one part of the work by Team Up.



System Priorities for 2025 – 2028:

As a system we will continue develop integrated end to end care pathways ensuring the principles of sustainable quality improvement are embedded throughout and are integral part of service change, reconfiguration and transformation work. This will support all parts of the system to successfully discharge our statutory duties to have due regard to climate change.

Case Study – Sustainability Impact Assessment – East Midlands Ambulance Service (EMAS)

Impact assessments are a recognised way of embedding consideration of different matters into every aspect of an organisation. In September 2024, EMAS developed a Sustainability Impact Assessment (SIA) which asked staff making changes within the organisation, be it policy or projects, to consider sustainability. The form was intentionally simple and asked for qualitative understanding of the impact of the scheme on a range of different facets of sustainability. In addition to encouraging consideration of sustainability, the form also allows mitigations to reduce negative environmental impacts to be identified. Since the SIA was implemented, 60 SIAs have been produced and 80% of those with sustainability impacts have identified mitigations.

Priority Actions:

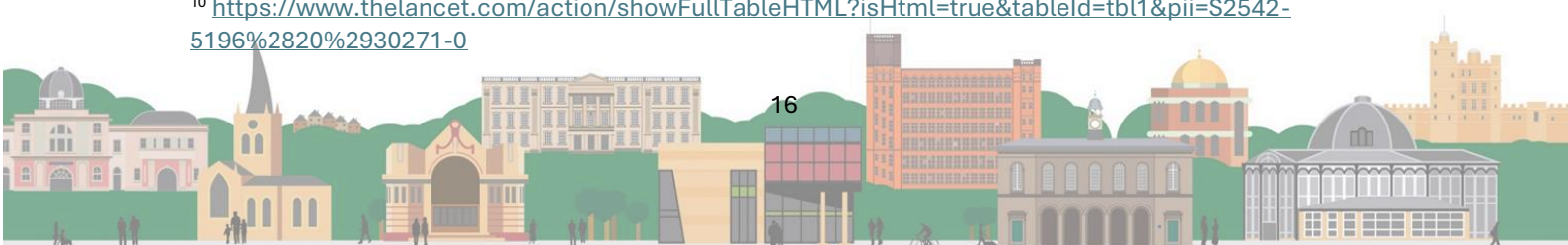
Action	Lead	Delivery Date	Success Measure
Use the system ePMO to include Greener NHS tag to highlight how schemes contribute to net zero/sustainability	Transformation leads – monitored by the system ePMO	To be tagged in all new schemes added during the life of the plan.	All schemes on system give due consideration to environmental impact
Adopt Sustainability Impact Assessment Tool to support service change and transformation proposals	ICB	2027/28	Tool in place Number of schemes using SIA to inform development.

Digital Transformation:

Why is this important?

Digital transformation is the cornerstone of the Joined-Up Care Derbyshire NHS Joint Forward Plan and supports sustainable health care delivery through enabling the shifts to preventative and community care, whilst also supporting process efficiencies in acute care settings. Our system strategy is focussed on enhancing the use of data, digital tools and technology, which may reduce emissions from healthcare delivery through a shift to more preventative care, improvements in patient outcomes and achievement of efficiencies. Increased use of digital resources also comes with environmental risks¹⁰, including through the energy requirements of data centres and the safe disposal of electronic devices as technology rapidly evolves and requires updating.

¹⁰ <https://www.thelancet.com/action/showFullTableHTML?isHtml=true&tableId=tbl1&pii=S2542-5196%2820%2930271-0>



Where are we now in Derby and Derbyshire:

The Derbyshire Shared Care Record is now in place and continues to evolve serving as a centralised repository of a patient's health information. By aggregating data from various healthcare providers and settings, these records provide a comprehensive view of a patient's medical history, treatment plans, medications, allergies and more. This holistic perspective allows health professionals to make informed decision making.

The Derbyshire Shared Care Record enables real time data sharing across JUCD improving care delivery and clinical decision making, productivity and patient experience. JUCD is implementing digital tools in both acute Trusts which will support the tracking and management of patient journey supported by all staff involved in the care and discharge process, which will lead to a reduction in the length of time patients stay in hospital, a better patient experience and more effective and efficient use of staff time.

Whilst the shift of analogue to digital is key to improving care delivery, this is not necessarily accessible to the whole population and there is a continued focus on digital health equity to ensure that digital tools are supporting improved outcomes and not creating further inequality. The NHS App has 59% of Derbyshire residents over the age of 13 registered (as of December 2024), and work is ongoing with GP practices and the voluntary sector to support patients to use the App as the first point of access. There is also increased use of Patient Engagement Portals, already in use by trust and soon to be rolled out to community and mental health patients. The portals allow for things like electronic appointments, follow-up letters and surveys, therefore reducing postage and paper. The patient is also able to view test results and arrange a patient initiated follow up (PIFU), which also reduces the number of people who are automatically seen for a follow up with no medical need.

System priorities 2025 - 2028:

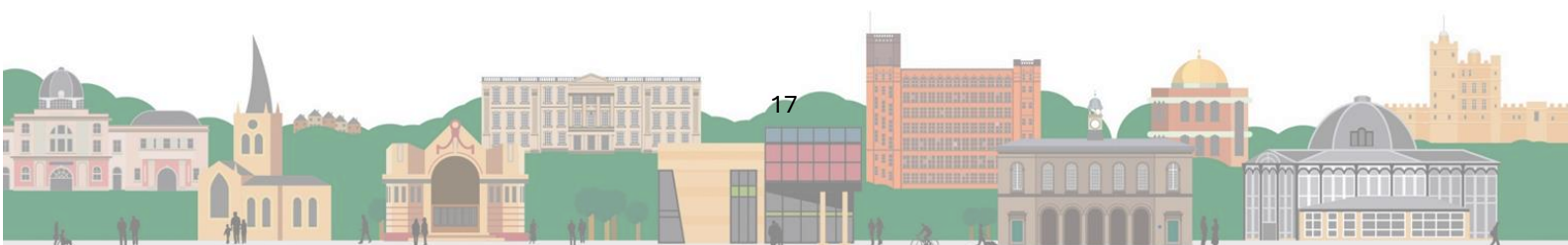
The system is well advanced with our digital strategy and the benefits this brings in terms of productivity and patient outcomes and experience. We need to ensure decarbonisation is embedded into the development of our digital strategy moving forwards, so environmental benefits are captured, and we can be assured these benefits outweigh the environmental costs of increased use of technology. Initial project documentation asks the project lead to identify if there likely to be 'green benefits' and if support/advice is required, they share the contact details for the sustainability team. Moving forwards a process is required to flag any green benefits which are raised in the initial documentation. In this plan, we will continue to develop an effective framework which enables us to measure the environmental benefits of digital advances against the associated emissions as part of how new technologies are evaluated.

We will continue to explore circular economy approaches to reusing and repurposing electronic devices where it is safe to do so (in terms of cyber security). We will continue to update our IT infrastructure moving away from servers to cloud-based data storage.

JUCD is developing our capability in population health management, and we are exploring new digital tools which will enable us to offer targeted preventative interventions to the right patients.

Priority Actions:

Action	Lead	Delivery Date	Success Measure
Develop and implement a benefits framework which captures green digital benefits against associated emissions	Digital leads	Aug 27 – March 28	All schemes on system given due consideration to the environmental impact.



Identify opportunities to adopt a circular approach to digital equipment, such as repurposing or recycling old devices	Digital leads	Ongoing Aug 27 – March 28	Scheme in place to repurpose devices.
Increase the use of Patient Engagement Portals	Digital Leads Primary Care Acute Trusts	Aug 27 – March 28	Percentage sign up
Increase the use of the NHS App to ensure patients have a clear view of their care and reduce production of letters and surveys.	Digital Leads Primary Care Acute Trusts	Aug 27 – March 28	Align with national targets or higher

Medicines

Why is this important?

Medicines account for around 25% of NHS emissions. Two of the biggest opportunities for carbon reduction from medicines come from anaesthetic gases (2% of NHS total emissions and 5% of acute trust emissions), and from inhalers (3% of all NHS emissions). The focus has been to achieve reductions and work towards:

- reducing and eliminating the use of desflurane and nitrous oxide
- moving from propellant-based metered dose inhalers (MDIs) to safe and low carbon alternatives such as dry powder inhalers and soft mist inhalers which are clinically equivalent for most patients.

Where are we now in Derby and Derbyshire?

A Greener Medicines Working Group made up of ICB and NHS Trusts has led the work to reduce the environmental impact of both anaesthetic gases and inhalers with notable success. This has required both advocating cultural change alongside changes in practice.

Desflurane	Usage is now at 0. This has been enabled by colleagues working together across disciplines within Trusts to support cultural change required as well as leverage through the NHS contract.
Nitrous Oxide	Good progress has been made, and usage has decreased, although an overall reduction of 6.1% was achieved in 2024/25 against a national target of 9%. All funding applications have been successful for the capping off of pipework (DCHS/UHDB and CRH)
Inhalers	In 2023/24 a 33% reduction in carbon emissions from all inhalers was achieved against 2019/20 baseline. Progress slowed in 2024/25 with 2% further reduction (against 2023/24) achieved against a target of 6-7% due to supply issues. JUCD Priorities: <ul style="list-style-type: none"> • Reduce the use of salbutamol metered dose inhalers and switch to low carbon alternatives: reductions have been achieved, and the mean carbon impact is 16.5kgCO₂e per inhaler which is below the national median figure of 17.4kgCO₂e. • Advocate the use of more dry powder inhalers which have a lower carbon footprint than metered dose inhalers: more complicated as patients require an individual review to change inhalers and traditionally Derbyshire has been a high prescriber of metered dose inhalers.

System Priorities for 2025 -2028:

New asthma guidance has been developed, and this is moving away from using Short Acting Beta2 Agonist inhalers alone, AIR (anti-inflammatory reliever therapy) and MART (maintenance and reliever therapy). Encouraging greener dry powder inhalers is influenced by this and will have a positive impact on the work.

Previous work had focussed on switching adults onto the greener inhalers. There are opportunities to increase prescribing to young people which aligns with the prevention agenda and the system wide work of the Children and Young People's asthma network and the Derbyshire and Derby Air Quality Strategy.

Formulary choices will also be considered, noting greener choices are recommended in the guidelines but aren't always the cheapest option.

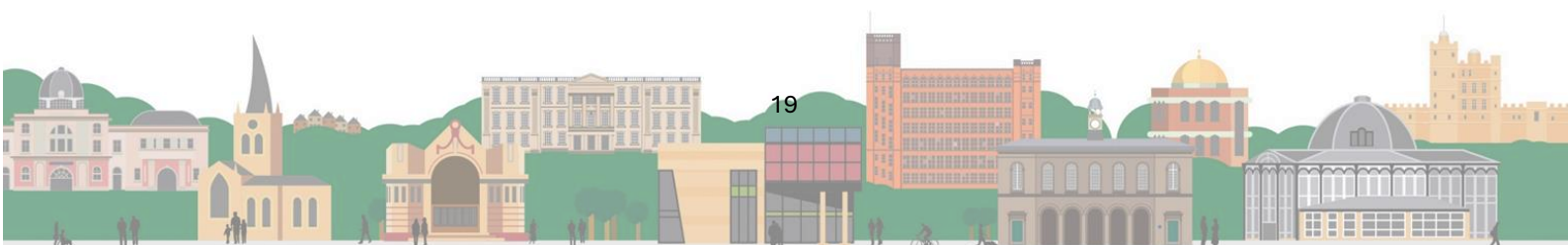
Priority Actions:

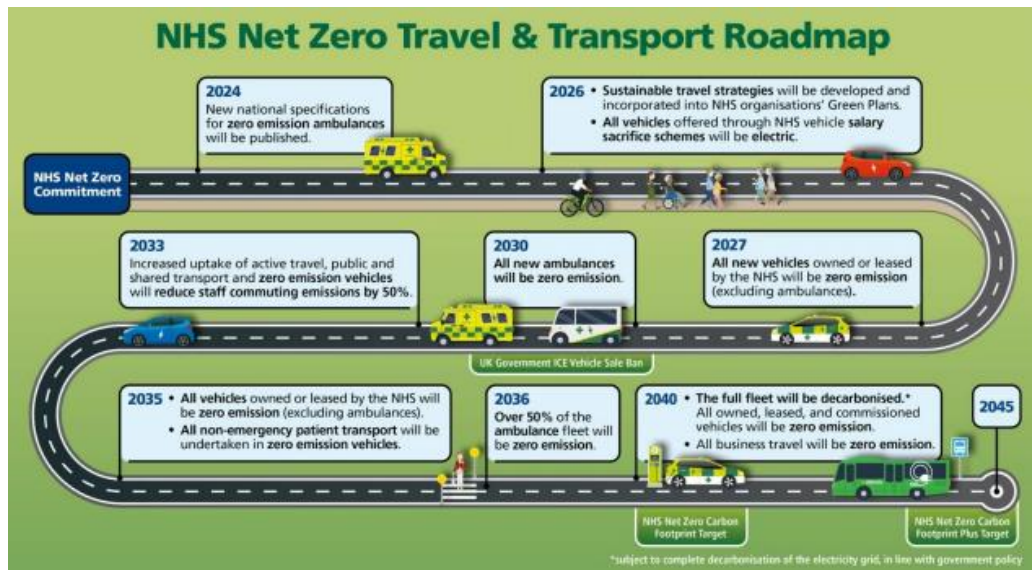
Action	Lead	Delivery Date	Success Measure
Continue the campaign to promote greener inhalers across the system	Greener Medicines Working Group	50% reduction in carbon footprint of inhalers by 2028	8% reduction in 2025/26 13,247kgCO ₂ e in 2025/26 (reduced from 14.399kgCO ₂ e in 2024/25)
Increase the number of children and young people who are prescribed greener inhalers	Greener Medicines Working Group	Ongoing	Baseline to be established 2025/26 and then year on year targets agreed locally.
Continue work to reduce nitrous oxide to exception only and ensure pipework is capped within buildings	Greener Medicines Working Group	Ongoing	National targets

Travel and Transport:

Why is this important?

Approximately 3.5% of all road travel in England relates to the NHS (patients, visitors, staff, suppliers), around 14% of the health system's total emissions. Vehicle travel impacts the air quality, which in turn impacts negatively upon human health. Alternatively, active and sustainable modes of transport (walking, wheeling and cycling) provide important health benefits through increasing physical activity, improving mental health and reducing obesity. The NHS published a Net Zero Travel and Transport Strategy in 2023 and set out a roadmap highlighting key milestones for Trusts and systems to achieve net zero for fleet, staff and patient/visitor travel by 2045.





The Derbyshire and Derby Air Quality Strategy for 2020 - 2030 highlights travel and transport as part of the broader goal to improve air quality and public health. The strategy includes facilitating travel behaviour change towards sustainable and active travel options, and to reduce sources of air pollution including through greening the public sector fleet.

Where are we now in Derby and Derbyshire:

JUCD NHS Trusts have made considerable progress in achieving cleaner transport. The system has achieved the target of 90% of all NHS fleet being low or ultra-low zero emission fleet, and EV charging infrastructure is in place for staff and patient's vehicles across many health care facilities. All NHS Trusts have travel plans and offer cycle to work schemes and salary sacrifice schemes for Ultra Low and Zero Emission vehicles.

All Trusts and the ICB have travel surveys in place, however staff take up has been limited, and therefore there is limited scope to influence changes in transport provision with the results. A Lift share scheme was trialled across the system however this has had limited success as it did not offer the flexibility required by staff. The ICB has made links with the new East Midlands County Combined Authority (EMCCA), the strategic transport planners across Derbyshire and Nottinghamshire. A Local Transport Plan will be developed across the region during 2026, and JUCD will ensure that access to health care sites is considered within this plan.

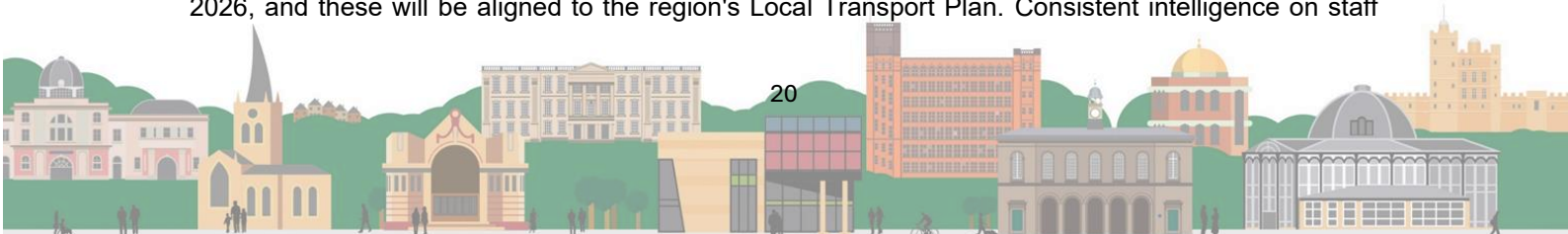
Case Study – Derbyshire Community Health Services (DCHS) – Lease Cars

Working with their lease car provider, DCHS has greatly increased the number of electric and ultra-low emission vehicles in its staff lease scheme. By offering a salary sacrifice scheme alongside its traditional lease scheme and, more recently, enabling staff to lease 'used' electric vehicles there has also been a large reduction in the average carbon emissions of its lease car fleet.

Out of 82 new lease cars taken out over 12 months in 2024/25, 45 of them (55%) were fully electric, with another 19 (23%) ultra-low emission. The average carbon emissions of new lease cars is now around 30g/km compared to 100g/km just 3 years ago.

System Priorities for 2025 - 28:

The system will continue progress towards the milestones in the NHS Net Zero Travel and Transport Strategy. Sustainable travel strategies must be developed and incorporated into NHS Green Plans by 2026, and these will be aligned to the region's Local Transport Plan. Consistent intelligence on staff



travel choices will be gathered through a survey across all NHS stakeholders, giving a collective voice to try and influence the changes required to support the modal shift. A larger survey could also encourage more staff to take part.

Intelligence will also be gathered on patient travel choices, understanding the barriers to active travel and public transport use, both within neighbourhoods and to larger healthcare sites. The excellent work from Active Partners Trust will support this and feed into the developing neighbourhood hubs model.

Case Study – Active Derbyshire working with local communities

The Active Partners Trust are working with local communities to understand what supports people to be active in their everyday lives and what some of the barriers may be.

Research recently undertaken in Allestree in Derby identified that the location of benches, resting places and bus stops have significant importance and impact on older people's mobility and independence. The location of these can increase confidence to venture out, knowing that there are places to rest if necessary, and can break down journeys into more manageable segments. The research found that "a vicious cycle when people start to become less active. They become less confident, which in turn limits their activity, further knocking their confidence and so on." This can then also limit access to the community and social interactions which will impact on wellbeing as well as physical health. Well placed benches and resting places can help to break this cycle.

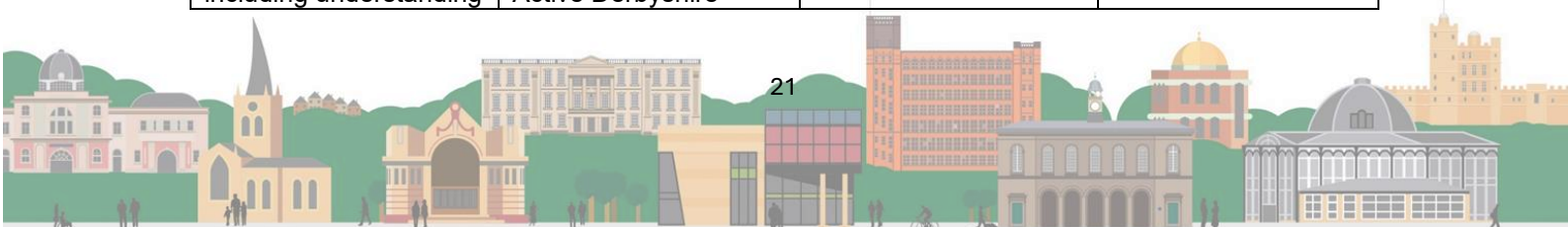
The Active Partners Trusts are also working with communities to undertake neighbourhood scans. A neighbourhood scan seeks to identify opportunities to make small, public space improvements to enable residents to be active more easily where they live. There are scans of different routes within priority neighbourhoods to fully understand how easy it is to walk, wheel and be active. The scans can be completed with residents, groups, schools, planners and developers to provide valuable insight to help make collective changes to increase activity levels. Health care sites are important locations within a community, and the scans will include these to give an understanding of any barriers to access and possible mitigations. The data collected from these scans can be used to inform Trusts travel plans (where appropriate) and shared with transport planners/local councils to support the creation of safe and accessible walking routes.

A neighbourhood scan is in progress currently for a period of 6 weeks in Somercotes, Riddings and Ironville in the north of Amber Valley. Guided walks are being offered, and the community can walk the routes at any time and provide feedback.

Work will continue to decarbonise the NHS fleet across Derby and Derbyshire and ensure that the infrastructure to support a cleaner fleet is in place. As a priority, the system will support the work across the hospital sites to ensure that the charging infrastructure is in place in readiness for the full electrification of ambulance vehicles.

Priority Actions:

Action	Lead	Delivery Date	Success Measure
Influence local transport planning with NHS Staff Voice - undertake a staff travel survey across all NHS stakeholders	Sustainability leads EMCCA (local transport authority)	Q4 2025/26	Survey outputs LTP includes travel to NHS sites
Gather intelligence on patient travel choices, including understanding	ICB Active Derbyshire	Aug 27 – March 28	Findings used to influence



the barriers to active travel/public transport use			
Work with Modeshift stars to produce a GP surgery travel plan as a pilot	ICB	2025/26	Travel plan produced and learning used to support other practices to produce plans
Continue the decarbonisation of the NHS fleet across JUCD	All Trusts	2027	All new vehicles to be ZEV
Facilitate and support collaboration between the ambulance service and other providers to ensure there is sufficient infrastructure to support electric ambulances.	All Trusts	August 26	Develop a delivery plan for feasibility when the opportunity arises.

Estates and Facilities

Why is this important?:

Estates and facilities accounts for 15% of the overall NHS carbon footprint and was an area prioritised for early action by NHS England. The Estates Net Zero Carbon Delivery Plan (2021) estimates that actions taken to improve building fabric and investing in renewable energy could reduce the NHS's annual energy bill by between 72 and 83% an estimated cost saving of £478 million (based on 2019/20 figures). This recurrent funding could then be redirected into patient care. There are also significant opportunities through the circular economy and eliminating waste as far as possible and through the supply chain.

Where are we now in Derby and Derbyshire?

The system has had successes in gaining capital funding to support the estate improvements in terms of decarbonisation and energy efficiency; however, the availability of capital is a risk to achieving the national net zero estate milestones. The future funding mechanisms for specific estates net zero improvements will be changing, however there is a need to consolidate the technical knowledge and learning from the successful bidding processes undertaken to support future business case development and support phasing out by 2032.

Case Study – Solar Panels – Department for Energy and Net Zero (DESNZ) (including the Department for Health and Social Care (DHSC), Great British Energy (GBE) and NHS England (NHSE).

Back in March 2025, two Trusts, Chesterfield Royal Hospital NHS Foundation Trust (CRHFT) and University Hospitals of Derby and Burton (UHDB) were awarded funding to install solar panels and battery storage systems. This will not only slash energy bills but also deliver exceptional value for taxpayers, helping to make the NHS more energy-efficient and resilient.

This marks a historic milestone as the first dedicated solar investment programme for the NHS.

Case Study – Chesterfield Royal Hospital Foundation Trust (CRHFT) – Waste

Chesterfield Royal Hospital Foundation Trust (CRHFT) during 2022 completed a tender for clinical waste disposal contract to find a provider to reduce their carbon emissions, with Veolia providing the ideal solution. This has built on previous work to reduce carbon emissions and included improving waste segregation.

The site based in Sheffield was able to compliantly process infectious and pharmaceutical waste using energy recovery, in addition mileage has been reduced from 28,276 to 4117 per year. The resultant carbon savings are 198 tonnes CO₂e per year.

The trust will continue to work in partnership with Veolia on waste pre-acceptance audits to continue to move waste up the waste hierarchy to deliver further carbon savings.

CRH won an award for Excellence in Waste Management for:

- Biggest reduction of carbon emissions from waste of the year – Gold Award
- Best reduction of food waste of the year – Bronze Award for its innovative approach to reducing food waste through the implementation of a 'missed meal' hot trolley service.

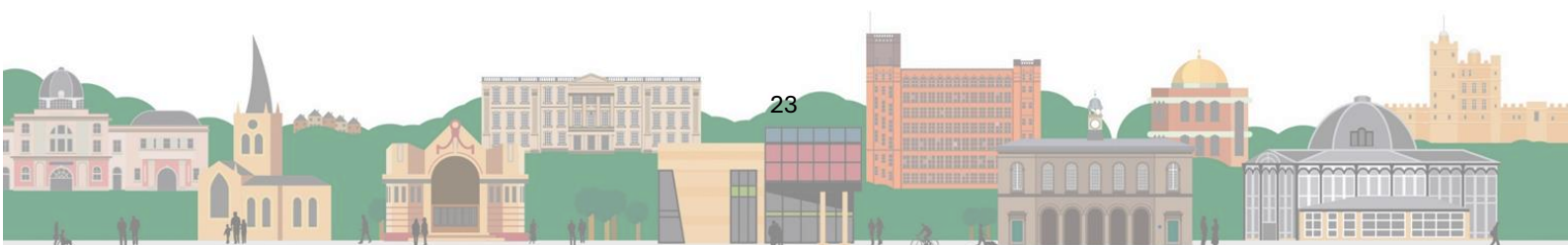
The system estates infrastructure work across Joined Up Care Derbyshire is led by the Provider collaborative, a mature partnership approach to ensuring the system makes the best use of the estate available and the estate is of a high quality and in the right place to deliver the clinical services that meet the needs of the local population. A ten-year infrastructure strategy has been drafted (and whilst not yet published) will prioritise 'a smaller, better, greener public estate'. There has been some successful co-location of services across the system (for example Derby and Derbyshire ICB are now co-located with Derby City Council), which is beneficial for partnership working and hybrid working arrangements can mean that office bases could be converted to clinical space.

Case Study – Derbyshire Healthcare NHS Foundation Trust (DHcFT) – Making Room for Dignity Programme

The Making Room for Dignity programme embeds sustainability and energy efficiency into its infrastructure. With over £130 million invested across Derbyshire, the initiative replaces outdated dormitory-style accommodation with modern, single occupancy en-suite accommodation. The Derwent Unit in Chesterfield and the Carsington Unit in Derby incorporates temperature-controlled rooms, energy-efficient lighting, and all-electric systems including air source heat pumps. The refurbishment of Bluebell Ward at Walton Hospital used collaborative planning to balance cost with sustainability, ensuring that construction methods and materials met high environmental standards. Enhanced insulation, water-saving fixtures, and thoughtful spatial design contribute to reduced energy consumption and improved patient comfort. The programme's lifecycle approach – consistent with the NHS Net Zero Building Standard – considers the long-term carbon footprint of each facility. This includes embodied carbon in construction materials and the operational use over decades.

System Priorities for 2025 - 28:

Primary care will be encouraged to sign up to the Green Impact for Health Toolkit (GIFH) which provides access to information and resources to support decarbonisation, including estates. The ICB will continue to work with Local Authorities to identify any funding opportunities which practices may be able to access as local businesses.



Priority Actions:

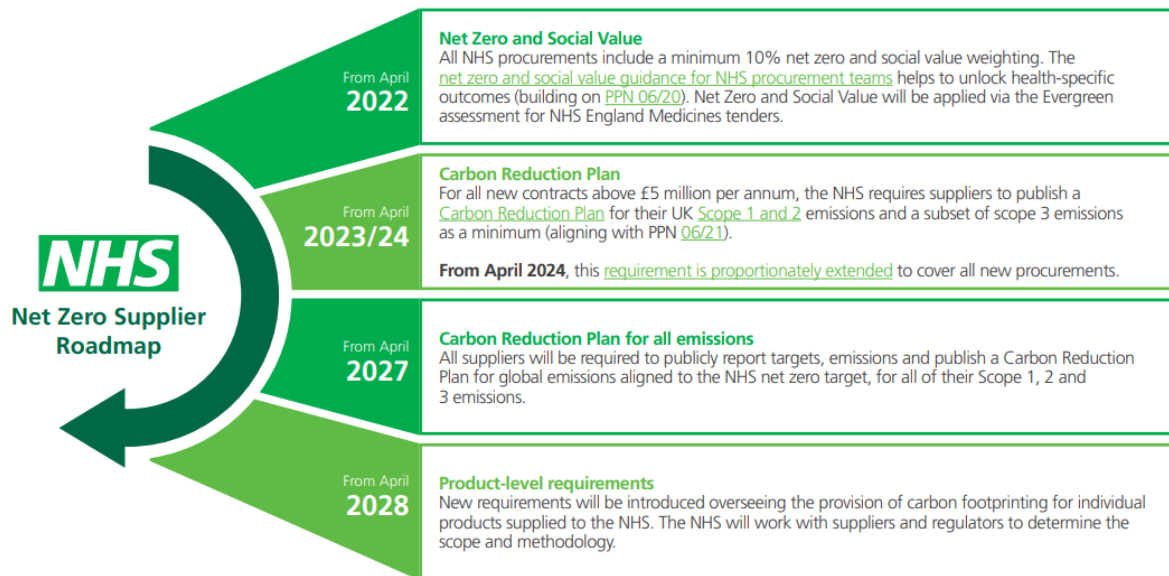
Action	Lead	Delivery Date	Success Measure
Work across the system to support Heat Decarbonisation Planning, sharing best practice and learning to maximise opportunities to access funding where opportunity and expertise are available to support this.	Sustainability leads Estates Leads	2027/28	Heat Decarbonisation Plans in place across the system
Coordinate a pipeline of Trusts net zero estate projects in readiness for funding opportunities	Sustainability leads Estates Leads	2032	Plans in place to support phasing out of all fossil-fuel primary heating systems
		2028	Plans in place to support removal of all oil-based heating systems by 2028
Develop a mechanism to demonstrate the carbon reduction/productivity gains from the JUCD estates optimisation work.	Sustainability leads Estates leads Report into the JUCD strategic estates work?	2026/27	Environmental benefits are captured.
Increase the number of GP practices signed up to the Greener Practice Network.	ICB	Ongoing	Baseline year 2025/2026 10% increase per year from 26/27.

Procurement and Supply Chain

Why is this important?

Emissions from the NHS supply chain make up over half the NHS Carbon Footprint Plus, including medicines, medical equipment, commissioned services, food and all other procured goods and services. Reducing the emissions within the supply chain can only be achieved by working in partnership with providers and suppliers and considering the environmental impact of services and products that we buy. To support our suppliers with this the NHS has set a Net Zero Supplier Roadmap to support suppliers to align with net zero ambitions by 2030.

NHS Net Zero Supplier Roadmap



Where are we now in Derby and Derbyshire?

As anchor institutions the NHS across JUCD has considerable influence to have a positive impact on the community and the environment through our purchasing decisions. All Trusts and the ICB have implemented the 10% net zero and Social Value weightings into all new procurements as per national requirements, however further work is required is to embed this into key performance indicators to run throughout the life of the contracts. JUCD sustainability leads are keen to collaborate to develop a set of sustainability KPIs to be utilised across the ICS, however this has proved challenging to date given the breath of different goods and services that are procured.

System Priorities 2025 – 2028:

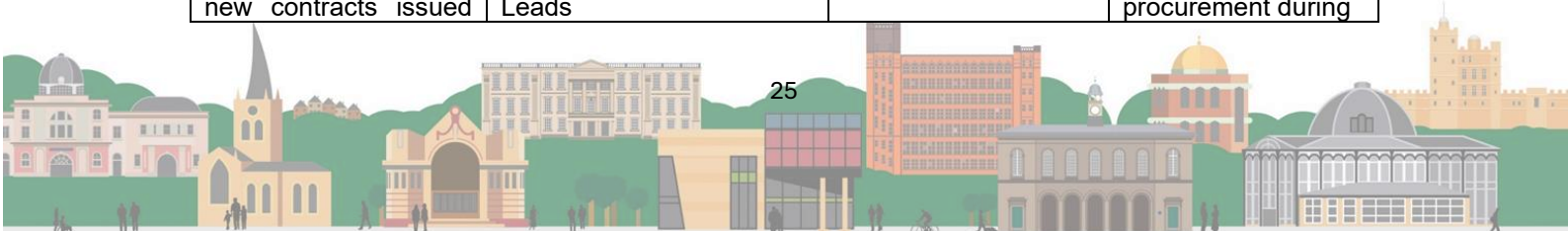
We will continue to support suppliers to follow the Net Zero Supplier Roadmap and encourage sign up to the Evergreen Sustainable Supplier Assessment to ensure suppliers have the tools to support them on their net zero journey.

As the system evolves and the ICB's strategic commissioning function develops over a larger geographical footprint, there will be opportunities through the leverage available in the NHS contract to have a significant positive impact upon both the environment and social value.

JUCD NHS Trusts will continue to explore opportunities to procure goods and services at scale to create efficiencies and reduce environmental impact, and to achieve consistency in sustainability-related KPIs where appropriate.

Priority Actions:

Action	Lead	Delivery Date	Success Measure
Engage on a system wide basis to look for collective opportunities to procure at scale.	Sustainability/Procurement Leads	Ongoing	To be monitored through the Greener Derbyshire Delivery Group
Increase the number of new contracts issued	Sustainability/Procurement Leads	Aug 27 – March 28	Trial with one procurement during



with sustainability KPIs embedded from contract inception. This will be supported by the SIA tool to be adopted			2026/27 – procurement tbc.
100% compliance with both PPN06/20 (10% net zero and social value weighting for all new procurements) and PPN06/21 (Carbon Reduction Plan requirement for all new procurements over £5million)	JUCD Procurement Leads	Ongoing	100% compliance – monitored through the Greener NHS dashboard.

Adaptation

Why is this important?

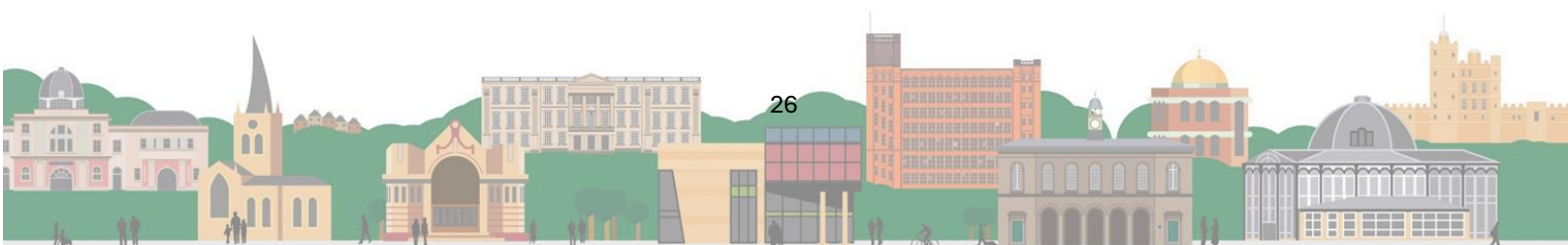
Climate change presents a risk to the NHS's ability to deliver services and ensure the safety of patients and staff both now and in the future. Health care buildings are vulnerable to climate impacts like flooding, heatwaves and supply chain disruptions. Vulnerable populations are disproportionately impacted by climate change, and adaptation planning can help to mitigate this inequality through identifying and targeting support to at-risk groups and designing inclusive, climate resilient health services.

Where are we now in Derby and Derbyshire?

All JUCD partners are compliant with the adaptation provisions within the NHS Core Standards for emergency preparedness resilience and response (EPRR) and the NHS Standard Contract. Adaptation plans are in place which support organisation's business continuity in the event of extreme weather. All JUCD partners have climate-related risk factored into their corporate planning process and this is documented in all organisation's annual reports through the Task force for Climate-related financial disclosures requirements (TCFD). The ICB chairs the Local Health Resilience Partnership for the system, and it is through this forum any climate related risks to system's ability to deliver healthcare services and maintain business continuity, patient and staff safety are identified, assessed and managed.

System Priorities 2025 – 2028:

As all Trusts and the ICB have Adaptation Plans in place, the next step is to create a Health System Climate Resilience Plan. This plan will provide a strategic overview of the system's approach to climate mitigation and adaptation, highlighting the risks and vulnerabilities across all health care facilities and identifying the priority areas. This work will be led by the Health Emergency Planning Officers Group working in partnership with Sustainability Leads across the system. This will include emergency planning exercises in response to impacts of climate change and will look at existing health data around admissions in extreme weather events to inform future planning.



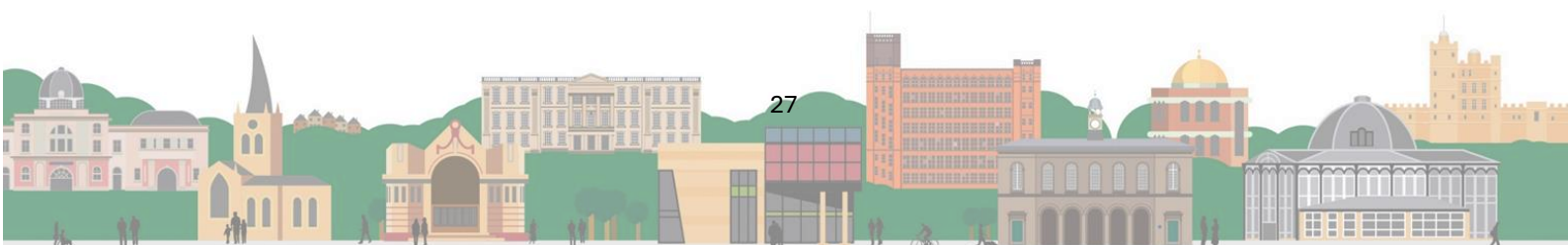
Priority Actions:

Action	Lead	Delivery Date	Success Measure
Emergency planning exercise focussed on climate change to take place. Exercise will test the effectiveness of organisational adaptation plans and identify vulnerabilities across the system	Health Emergency Planning Officers Group Sustainability leads	Exercise to take place during 2026/27	System plan to be developed by year end 2026/27.

Green Plan Governance/Tracking and Reporting Progress:

All JUCD Greener NHS activity is governed through the Greener ICS Delivery Group, which meets quarterly chaired the system Net Zero SRO, and reports into the NHS England Midlands Greener Delivery Board. The Greener ICS Delivery Group monitors progress against the locally set Green Plan actions and regional targets.

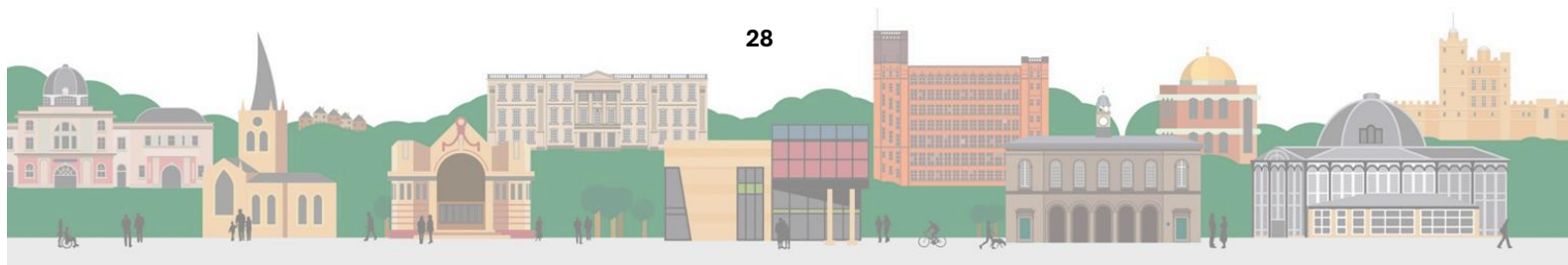
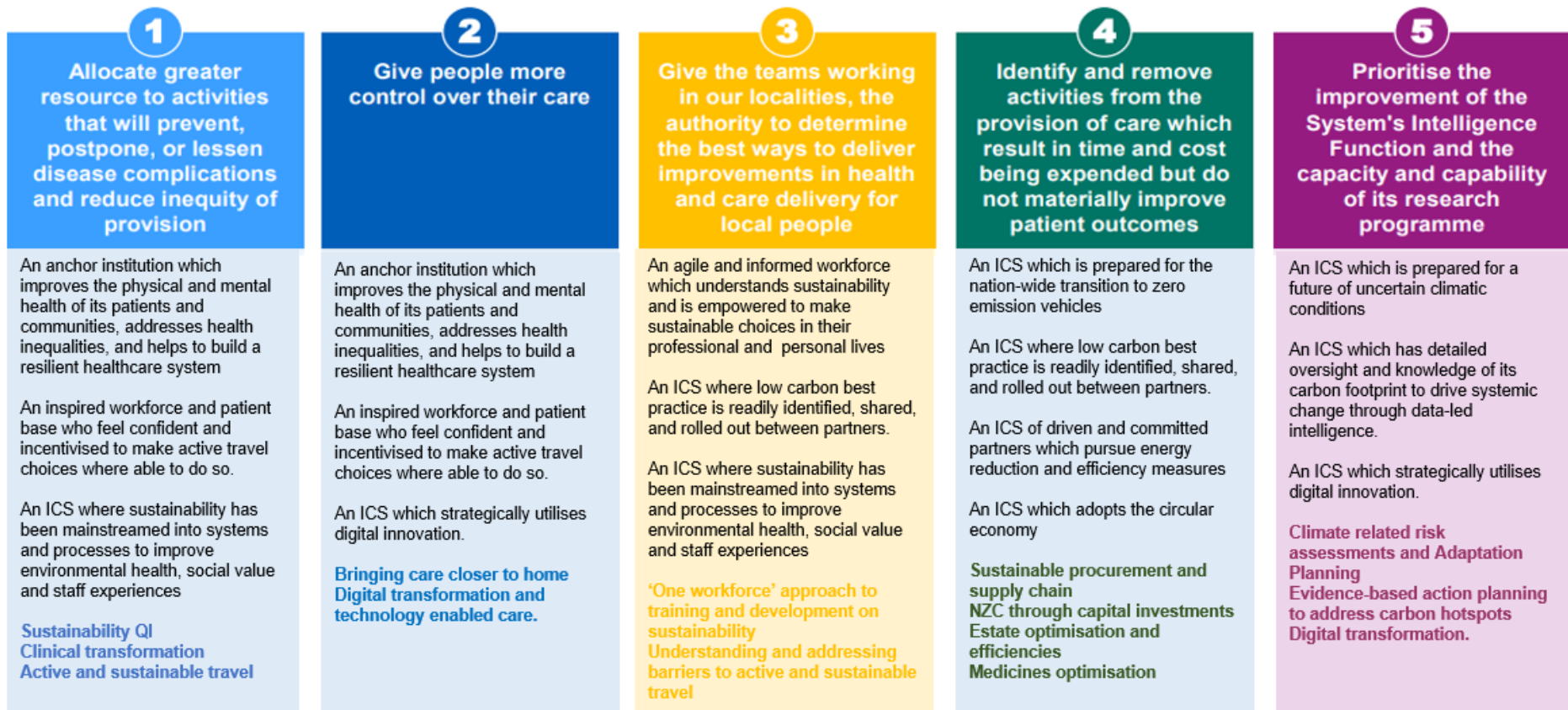
The Greener ICS Delivery Group will continue to oversee the progress of the JUCD NHS Green Plan and progress against the metrics will be reported by all Trusts and the ICB through the Greener NHS dashboard. Progress will continue to be reported to the ICB Board on an annual basis and in the ICB's annual report as per statutory requirements.



Appendices

Appendix 1 – Our ICS Health and Wellbeing Priorities (and links to the Green Plan)

Our ICS Green Plan 2022 – 2025 sets out Derbyshire's ambition to become a sustainable health and care system through 11 vision statements and aligned strategic objectives. The chart below demonstrates how these ambitions support the **5 guiding policies** which are set out in our Joint Forward Plan.



Appendix 2 – Progress on the Strategic Sustainability Objectives from Green Plan 2022 - 2025

JUCD Vision	Area of Focus	Strategic Objective	Progress Update 2025
An agile and informed workforce which understands sustainability and is empowered to make sustainable choices in their professional and personal lives	Workforce and Leadership	Promote and increase awareness of sustainability through communications, education, and training.	<ul style="list-style-type: none"> • Flow of information from NHSE to all system providers and stakeholders via NHSE. Relevant information targeted to specific staff groups • ESR Greener NHS training promoted to all staff although take up is variable. ICB have mandated for all staff. • Carbon Literacy Training available to staff during 2022 – 25 • Use of existing information channels to disseminate information across the system • Outreach to primary care to support with carbon reduction activities.
An ICS where low carbon best practice is readily identified, shared, and rolled out between partners.	All	Provide an ICS wide forum for discipline-specific collaborative professional networks	<ul style="list-style-type: none"> • Greener ICS Delivery Group provides a forum for sharing best practice amongst sustainability leads.
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.	<ul style="list-style-type: none"> • Alignment to Derbyshire and Derby Air Quality Strategy. Joint working with local authority climate change, public health and environmental health colleagues. • Developing partnerships with East Midlands Combined Authority (working alongside Nottingham and Nottinghamshire ICB) to explore what can be delivered at scale, and with the Active partnership to understand barriers to active travel at neighbourhood level.
An ICS which strategically utilises digital innovation.	Digital	Collectively utilise and share digital platforms and applications to increase the efficiency of working practices and care.	<ul style="list-style-type: none"> • Progressed the Derbyshire Shared Care Record which improves patient care and health outcomes through providing better access to information for professionals and reduces the number of appointments required. • Electronic patient record funding secured, and implementation plans in place. EPR will improve efficiency, productivity and patient experience through improving access to medical records during assessment and treatment.



JUCD Vision	Area of Focus	Strategic Objective	Progress Update 2025
An inspired workforce and patient base who feel confident and incentivised to make active transport choices where able to do so.	Travel and transport	Collectively promote, encourage, and provide access to active travel options through consistent communications	<ul style="list-style-type: none"> • There has not been a system-wide communications campaign however all Trusts have progressed this individually. • All Trusts have travel plans in place and offer cycle to work schemes and salary sacrifice schemes Ultra Low and Zero Emission Vehicles • Liftshare schemes for staff trialled but limited uptake • Travel plans signpost patients and visitors to public transport/active travel options where it is appropriate to them. • Staff travel surveys undertaken by all Trusts to inform travel planning process.
An ICS which is prepared for the nation-wide transition to zero emission vehicles.	Travel and Transport	Establish and consolidate an ICS-wide system of shared charging point infrastructure for staff and Trust electric vehicles.	<ul style="list-style-type: none"> • Explored options to access the D2N2 shared charging network however issues with feasibility of using this for fleet vehicles due to public access requirements. • 90% of the Derbyshire NHS Fleet is now Low or Zero emission vehicles
An ICS of driven and committed partners which pursue energy reduction and efficiency measures.	Estates	Collectively utilise a 100% renewable energy provider and seek additional energy efficiency opportunities	<ul style="list-style-type: none"> • Collective procurement of energy supplier was not possible due to alignment of contracts. NHS Contract now requires all Trusts to purchase renewable energy for their estates. • System providers have been successful in bidding for national funding for LED lighting and solar panels. • 13% of the Derbyshire NHS estate has Heat Decarbonisation Plans in Place (ERIC data 2023/24) • 44.6% of the estate has LED lighting (ERIC data 2023/24)
An ICS which is prepared for a future of uncertain climatic conditions.	Adaptation	Collectively develop a strategy for enhancing the resilience of care to extreme weather events.	<ul style="list-style-type: none"> • Response to adverse weather caused by climate change is core business for EPRR across the system and embedded within business continuity planning. All Trusts and ICB developing adaptation plans following which a system-wide plan will be developed.





JUCD Vision	Area of Focus	Strategic Objective	Progress Update 2025
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.	<ul style="list-style-type: none"> All Trusts continue to refine their carbon reduction measurements. As a system we are working towards agreeing a set of measures that can be consistently gathered to give an indication of the local NHS carbon footprint. There is national recognition of the difficulties in obtaining reliable carbon emission measurements and as such there no requirement for Green Plans to include carbon footprint data. <p>Medicines management:</p> <ul style="list-style-type: none"> Greener NHS Dashboard data shows that the carbon emissions of all inhalers, for Derbyshire during 2023/24, amounted to 14,666 KtCO₂e. This is a 33% reduction on the 2019/20 baseline, exceeding our target to achieve a 25% reduction. It has been more difficult in 2024/25 to achieve the 6-7% reduction target, due to supply issues.
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.	<p>ICS Strategies:</p> <ul style="list-style-type: none"> Net Zero and sustainability are key considerations in the Integrated Care Strategy, the NHS Joint Forward Plan and the ICS Infrastructure Strategy. <p>Procurement and Supply Chain:</p> <ul style="list-style-type: none"> Social value and net zero are now included in all procurements across the ICS with a minimum 10% weighting. <p>Processes:</p> <ul style="list-style-type: none"> Net zero considerations are embedded within ICB governance and decision-making processes. To be carried forwards to the next plan for further development. <p>Medicines Management:</p> <ul style="list-style-type: none"> Desflurane use now by exception only and nitrous oxide significantly reduced. Extensive work done with primary care around inhalers which has seen a significant switch to dry powder inhalers.





JUCD Vision	Area of Focus	Strategic Objective	Progress Update 2025
An ICS which adopts the circular economy.	Estates/Waste	Develop guidelines for dealing with materials and waste in an environmentally sound and uniform approach.	<ul style="list-style-type: none">Local estates networks used to ensure good quality office furniture re-used within the NHS estate in Derbyshire.All Trusts have made good progress with reducing carbon emissions from waste management individually and the learning and good practice from this has been shared across the system.



Appendix 3 – The United Nations Sustainable Development Goals



The United Nations Sustainable Development Goals (SDGs) provide a global framework for building a healthier, fairer and more sustainable world by 2030.

We will work to recognise these goals and ensure as we move forward our green plan aligns with these aims, acknowledging the NHS's roles in supporting environmental, social and economic well-being of our communities.

As we embed the Sustainable Development Goals into planning and delivery, we will reinforce our commitment to continue to improve population health, reduce inequalities and most of all protecting the planet.

Good health and well-being – we will work to reduce emissions and pollution to protect public health and tackle health inequalities.

Affordable and Clean Energy – work to ensure as a system we invest in energy efficiency and renewable energy across all NHS sites.

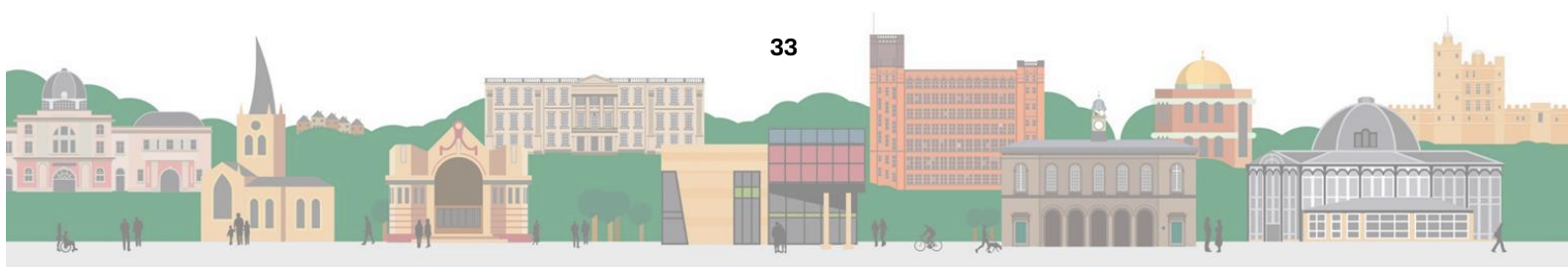
Industry, Innovation and Infrastructure – promote sustainable healthcare infrastructure and digital transformation (add more)

Sustainable Cities and Communities – continue to work to support local travel planning, clean air initiatives, and green spaces.

Responsible Consumption and Production – Greener procurement, reduction in waste and promoting sustainable supply chains.

Climate Change – deliver on the NHS Net Zero goals through local decarbonisation efforts.

Incorporating the SDGs will help to ensure our sustainability work supports wider regional and national objects and will reflect our responsibility as an anchor institution in Derby and Derbyshire.



References and associated documentation

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3. Independent investigation of the National Health Service (pg 99) - <https://www.gov.uk/government/publications/independent-investigation-of-the-nhs-in-england>
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