



Improving lives **together**

Norfolk and Waveney Integrated Care System



Our Net Zero Green Plan

2022-2025

FOREWORD

Climate change poses an existential threat to the whole planet and we, in Norfolk and Waveney, are not immune from its wide reaching and devastating consequences.

Taking decisive action to reduce our contribution to global climate change will save lives and benefit the health services of tomorrow. That is why I am proud that nationally the NHS has made ambitious commitments to be net zero by 2045, complementing the targets set by our local government partners in Norfolk and Suffolk.

In Norfolk and Waveney, we must play our part in meeting this critically important commitment. The organisations responsible for your health and care have made significant steps towards more sustainable ways of operating over recent years. But we must go further and faster.

This plan, for the Norfolk and Waveney Integrated Care System, sets out how the NHS will work together and with system partners towards this goal - sharing best practice, collaborating, and holding each other to account.

Finally, I want to set out how much we would value your support on our journey to net zero and, over the coming months, we will be setting out more information on how you can get involved.

Tracey Bleakley
Chief Executive Officer
Norfolk and Waveney Integrated Care Board



“Taking decisive action to reduce our contribution to global climate change will save lives and benefit the health services of tomorrow.”

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INTRODUCTION

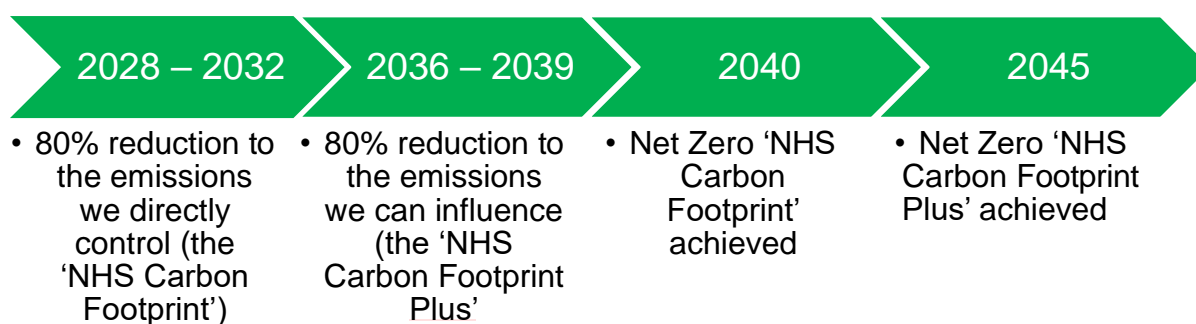
The National Greener NHS Vision is to become the world's first net zero carbon health service and respond to climate change, improving health now and for future generations.

As a key priority, the NHS will work to reduce air pollution and improve local environments. A greener NHS is about reducing the emissions we are emitting but also ensuring we are working with partners to make our environment a more welcoming and safer place to live and work for all. We must move away from a linear economy to a circular economy, where we are all more aware of carbon in the system, and when we buy and consume, we understand how it got here and what happens when we have finished using it.

As an anchor institution, the NHS greatly influences the health and wellbeing of its communities and can make a meaningful impact on the economic, social, and environmental wellbeing of the population. By choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

Locally, as an anchor institution, your health services will use their impact and influence to positively contribute to health, wellbeing and improving environmental safety across Norfolk and Waveney.

The NHS National Net Zero Target Timeline is:



“Climate change is a health emergency, as well as an environmental emergency.”
(Amanda Pritchard – NHS Chief Executive)

NORFOLK AND WAVENEY INTEGRATED CARE SYSTEM

Across Norfolk and Waveney there are multiple organisations responsible for your health and care services - from NHS organisations to the local authorities. Our Integrated Care System (ICS) is a collaboration of these organisations that will work together to make sure the services we provide to you are joined-up and support the people of Norfolk and Waveney to lead longer, healthier, and happier lives.

Our ICS provides services to over a million people across a large rural area, with a number of large urban settlements and many smaller market towns and villages. Our population also increases dramatically during summer months as tourists flock to the Norfolk Broads and the local coastline.

Norfolk and Waveney has a less ethnically diverse and older population compared to England as a whole, and in the next 20 years our population is expected to increase by over 110,000, with the older age groups growing faster than the younger age groups.

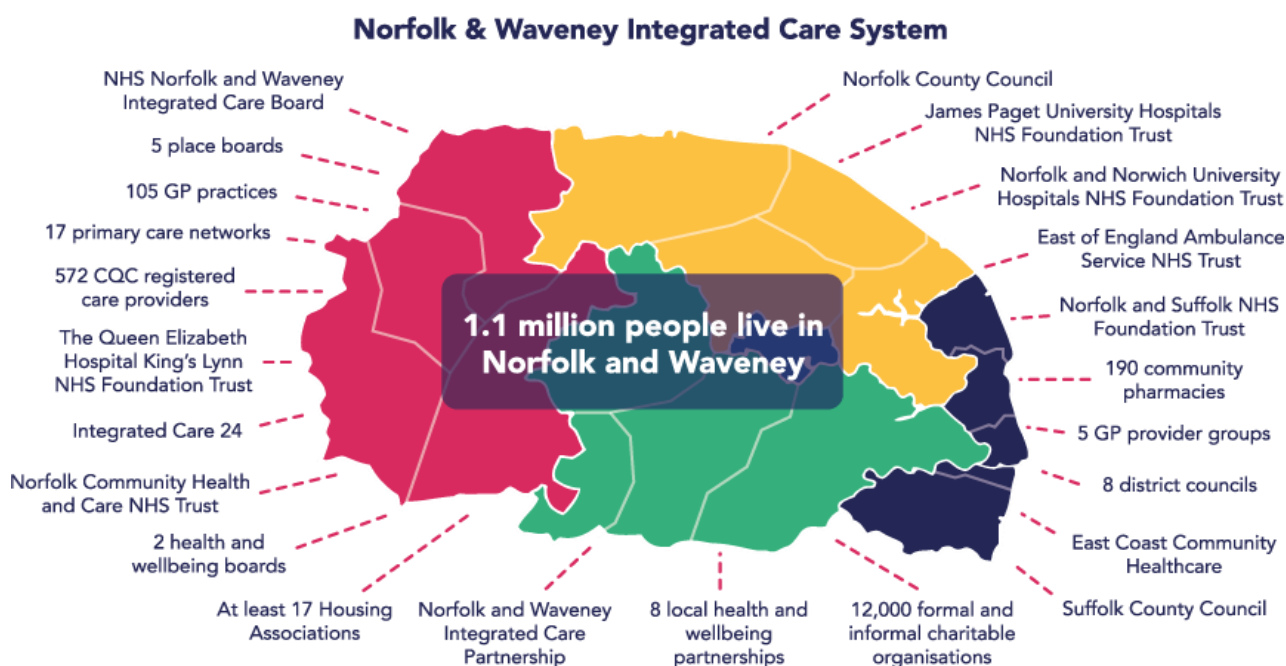
In 2019 more than 160,000 people in Norfolk and Waveney lived in areas categorised as the least wealthy 20% in England. While these are mainly located in urban areas, there are also smaller areas of deprivation in more rural areas.

Inequalities exist from birth to older age. These contribute to a gap in people's life expectancy of 8.6 years for men and 6.8 years for women, between the least wealthy and most wealthy areas in Norfolk and Waveney. The life expectancy gap between these communities is mainly due to more people dying at an earlier age of circulatory, cancer and respiratory diseases.

The demographics across areas of our ICS are very different. For example, Norwich is urban and has a much younger population than rural areas like North Norfolk, which have an older population, and poorer digital infrastructure, and roads. So, there are some instances when we need to adapt services to meet the needs of each area – and this may have an impact when considering initiatives and approaches to reducing the environmental impact of services and working towards sustainable healthcare.



The ICS at a glance:



ICS PERFORMANCE

NHS England and NHS Improvement have set out a comprehensive methodology for defining the NHS Carbon Footprint. This captures both the emissions the NHS has control over (the 'NHS Carbon Footprint') as well as emissions that the NHS has influence over (the 'NHS Carbon Footprint Plus'). This is illustrated in Figure 3 below.

A breakdown of NHS emissions by category can be found in the table on page 8. This helps us indicate where our emissions are, how much we can directly control, and where we need to influence them through our supply chain. For each area, the ICS and member organisations will be responsible for planning and delivering programmes that reduce emissions, improve efficiencies, and support your wellbeing and health across our health services.

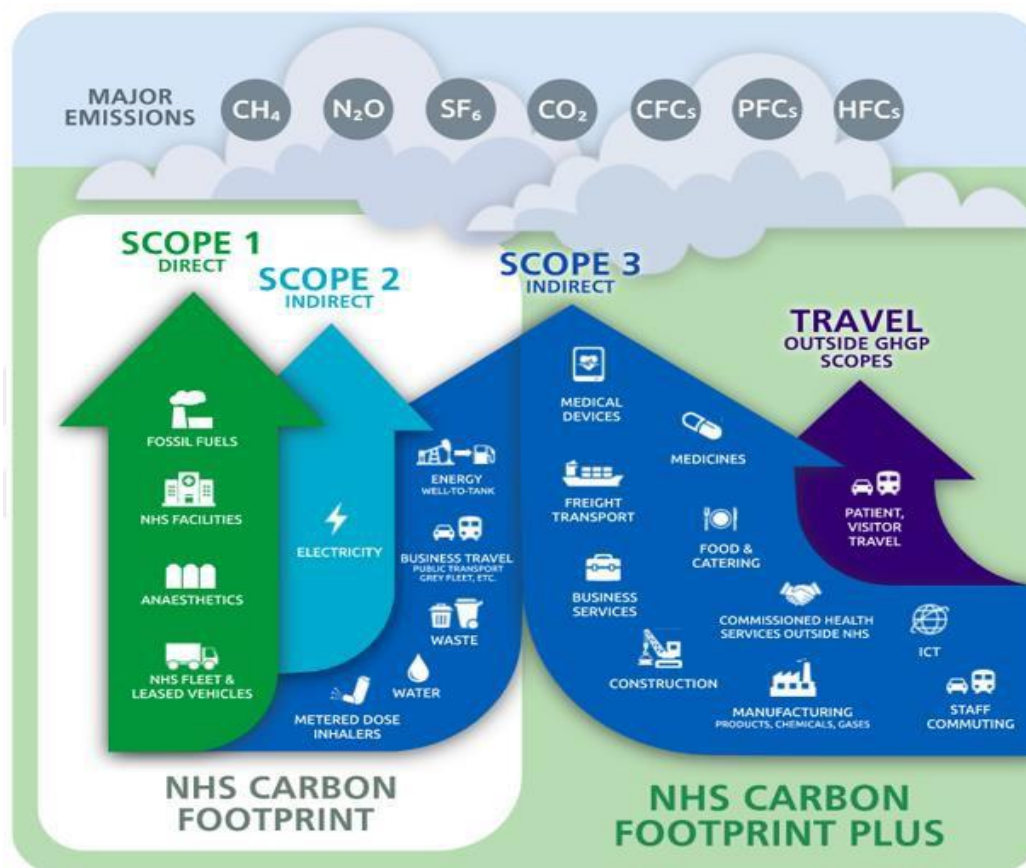


Fig 3:
Greenhouse Gas
protocol scopes in
the context of the
NHS

Using this breakdown, Figure 4 indicates the position and performance of our NHS bodies in the ICS. It provides the latest estimate of the NHS Carbon Footprint and 'Footprint Plus' at an ICS level from 2019/20, which forms the base year in which trajectories to Net Zero are defined in the 'Delivering a Net Zero NHS' report.

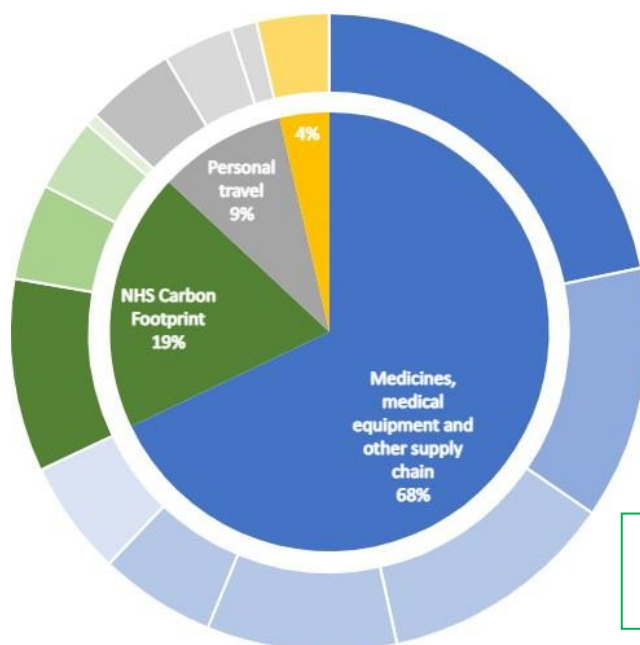


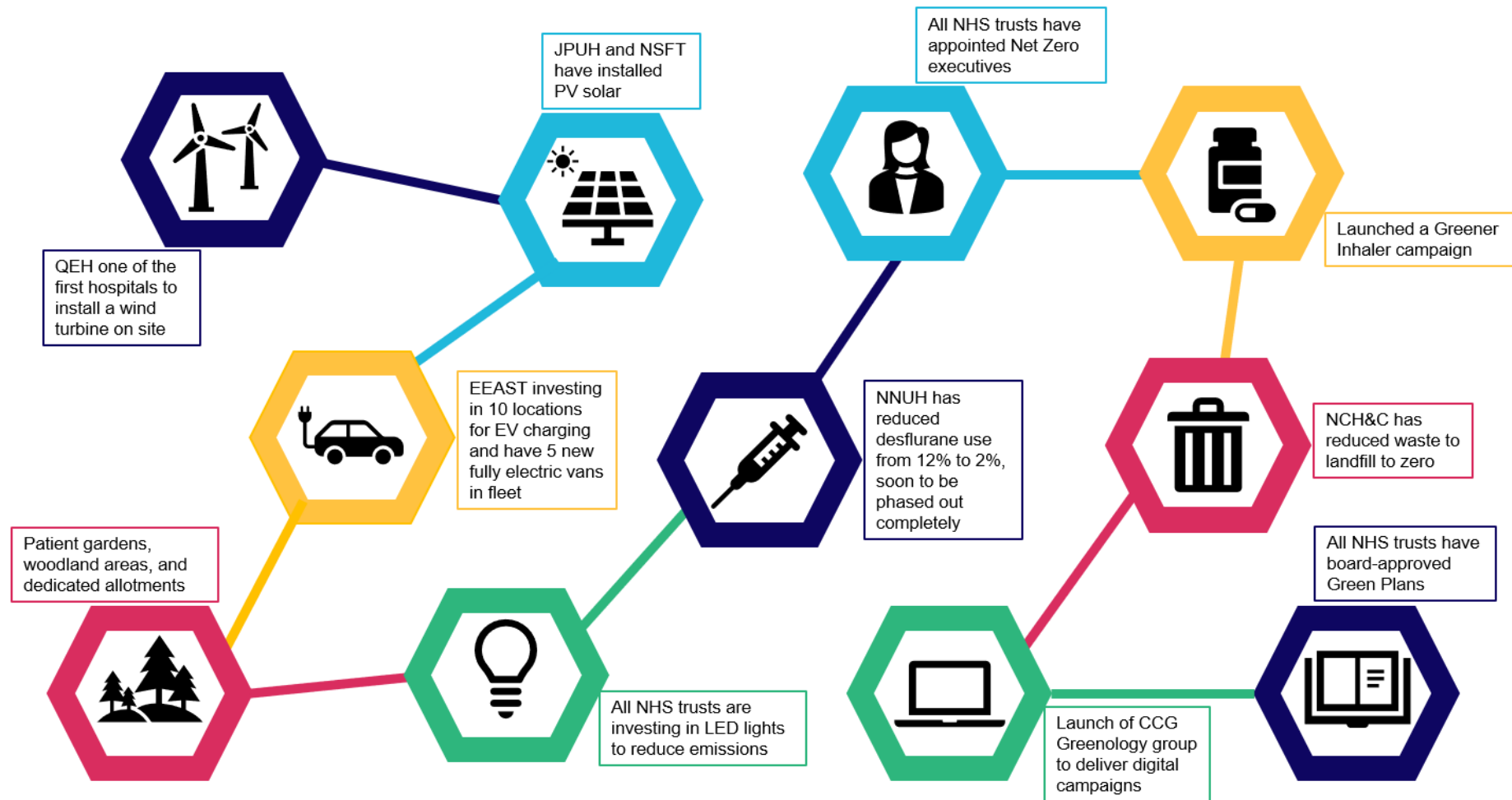
Fig 4:
NHS Norfolk and Waveney Carbon Footprint

The table below shows a breakdown of our emissions by category. This helps us indicate where NHS emissions are, how much we can directly control, and where we need to influence them through our supply chain. Local Authorities have carried out similar foot-printing exercises.

For each area, the ICS and member organisations will be responsible for planning and delivering programmes that reduce emissions, improve efficiencies, and support your health and wellbeing across our health services.

Category and Sub-Category	Total tCO2e	% of total
Medicines, medical equipment, and other supply chain	319,010	68%
Medicines and chemicals	102,170	22%
Non-medical equipment	60,250	13%
Business services	56,400	12%
Medical equipment	45,170	10%
Construction and freight	27,750	6%
Food and catering	27,270	6%
NHS Carbon Footprint	89,380	19%
Building energy & water	45,970	10%
Metered Dose Inhalers & Anaesthetic gases	22,940	5%
Business travel & NHS fleet	17,480	4%
Waste	2,990	1%
Personal travel	44,170	9%
Patient travel	21,300	5%
Staff commuting	16,650	4%
Visitor travel	6,220	1%
Commissioned health services outside NHS	17,160	4%
Commissioned health services outside NHS	17,160	4%
Total	469,720	100%

NHS PROGRESS AND ACHIEVEMENTS



ICS NET ZERO MATURITY

There is a high degree of variation in the net zero progress made across the ICS's members. There is significant variance in the amount of financial and skill resource that organisations can utilise to deliver their net zero transition. Particular improvements could be made in system-wide partnership working and the level of expert staff and appropriately trained resource to speed up net zero delivery. A substantial part of the role of the ICS Green Plan will be to drive improvements in these identified priority areas.



The table below highlights areas of progress and where additional improvements are needed:

Key Progress Made

- All ICS organisations have a Green Plan/ net zero strategy in place.
- Initial governance to enable delivery has been set up through the Green Plan Delivery Group and Executive Leads Group.
- Executive Lead identified across each ICS member.
- Certain green initiatives are already being prioritised such as delivering electric vehicle (EV) infrastructure

Improvement Areas to Focus On

- There are different levels of net zero maturity across organisations which means some organisations will need to level up significantly.
- Lack of skilled Net Zero resource to enable delivery.
- Net Zero is not embedded within operational delivery of organisations.
- Difficulty balancing net zero with other operational priorities.
- Lack of finance to enable delivery.

- and collaborative procurement practices.
- Trusts have followed most East of England (EoE) guidance and there is a reasonable level of Net Zero/ sustainability data available (primarily due to ERIC and Greener NHS Returns).
- Insufficient system-wide and/or internal member governance to empower delivery across the ICS.
- There is a variable level of 'carbon literacy' amongst senior leaders of member organisations. This should be standardised through ICS OD sessions.

OUR ICS GREEN PLAN

We have been developing our ICS green plan during a time of immense pressure and at great pace. We currently find ourselves continuing to respond to the Covid-19 crisis, in the midst of the largest NHS structural change in a decade and battling with key priorities such as elective recovery.

Our Green Plan will provide the ICS with a co-ordinated and strategic approach to the net zero programme and set out how we will embed, respond to, and help deliver the ambition of becoming the world's first 'net zero' national health service. Our plan sits alongside, and complements individual organisations' plans and focuses on enabling without duplicating, through which we will achieve Net Zero together. The plan identifies key areas to focus on over the next three years, and initiate action around what we will do, and are already doing, to respond to the environment and climate emergency.

Our collaborative work with subject matter experts from across the ICS and Green Plan leads at partner organisations has informed the launch of our first ICS Green Plan.

In writing our ICS Green Plan we collected member organisation Green Plans and developed a system-wide action plan that sets out our road to delivery through objectives and priorities, forming the detailed Operating Plan that sits behind this publication.

We will achieve Net Zero together

Our ICS Green Plan will:

Be **WELL COMMUNICATED** and accessible for the public so that it effectively engages them

ENCOURAGE COLLABORATION across the system and explain the benefits of cooperation to all stakeholders

Be both **AMBITIOUS AND ACHIEVEABLE** to assure stakeholders that commitments will be met

ALIGN WITH WIDER WORK going on within the NHS at large and member organisations. It should not duplicate work, and add value to existing efforts

Be an **ACTIVE DOCUMENT** that is revisited and iterated. It should set clear time commitments for achieving action and be honest about where greater work is needed

OUR ROLE AS AN ICS

The role of the ICS is seen as one of facilitation, empowerment, and engagement. It should focus on driving consistency and ensuring best practice is shared and adopted, and its governance should reflect this role. Member trusts and organisations are still responsible for delivering their own plans, though they should look to learn from each other.

We will facilitate, empower, and engage our member trusts and organisations

The ICB should be responsible for:

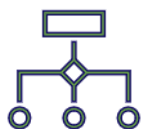
- Providing senior support / leverage to help unblock challenges.
- Interpreting relevant guidance to ensure consistent understanding.
- Helping communicate opportunities across organisations (i.e., responsible for preventing a silo approach within organisations).
- Drawing cross-programme links and ensuring net zero is being considered in other areas (e.g., capital investment, planning rounds, digital, etc.).
- Acting as a critical friend to make sure key areas are not overlooked by individual organisations (i.e., the safety net).
- Triangulating key organisational targets to ensure the aggregation of them is ambitious enough.
- Ensuring consistency of external messaging / engagement.
- Utilising economies of scale in producing materials / training / business cases / events.
- Facilitating cross organisational engagement.
- Ensure consistent use of green champions / forums.
- Targeting system wide investment.

Individual organisations should be responsible for:

- Delivering their organisational green plan.
- Day to day activities relating to environmental impact (e.g., energy, food, water, laundry etc).
- Ensuring their plans are ambitious, with stretch (but achievable) targets.
- Providing suitable levels of resource and engagement for the ICS-wide programme.
- Ensuring that the ICS is consulted and remains a relevant document for the organisation.
- Informing and participating in ICS led initiative, incorporating the same in the local green plans.

PRIORITY ACTIONS

The ICB will lead, enable and empower system wide Green Plan progress by implementing priority actions across four key areas. Developing the four areas, highlighted below, are key enablers of further progress.



Establishing robust governance and a PMO to assure/support delivery



Develop internal resource and expertise to support the system



Further develop partnerships to harness investment and skilled resources



Adopt identified best practice from across the ICS

Against each action is an indication of how soon the action should be taken. This timeframe is based on an assessment of which actions depend on others and what progress the ICS would need to make to achieve the three-year vision.

Each action is also given a priority, an indication of how critical it is to the ICS-wide delivery of Green Plans, as well as an indication of the risk to deliverability. This indication is based on an assessment of the challenges faced across the ICS and in the wider sector.



These RAG ratings are included so that appropriate focus and senior oversight can be directed to the actions that will have the biggest impact.



These actions will drive the greatest benefit for ICS-wide delivery of net zero initiatives through:




















- Setting up strong governance and PMO across the ICS to increase assurance of delivery; and
- Identifying and upskilling current resource and recruiting further skilled resource to support this governance.
- Setting up robust cross-sector partnership mechanisms both internally across the system and externally across the region.
- Spreading out further internal best practice that is already being done across parts of the ICS

Priority			Deliverability		
High		Critical in enabling ICS-wide delivery of Green Plans	Red		Significant level of concern on in-house ability to deliver in timescales
Medium		Important in enabling ICS-wide delivery of Green Plans	Amber		Some concern over in-house delivery in timescales
Low		May not have significant impact, but should still be taken forward	Green		Low level of concern over in-house ability to deliver in timescales

Area	Recommended Action		Priority	Deliverability	Delivery Timescale
Establish robust governance and a PMO to empower delivery 	1	Set up of an ICS Green Plan Delivery Unit (GPDU) to act as a PMO to implement the Green Plan. This should build around the current resource in place pulling together the ICS Green Plan.	High	Red	Immediately
	2	This GPDU should identify hot spot policy areas that can have a significant impact on reducing emissions. Once identified, the ICS should manage the integration of net zero into these policies.	Medium	Green	6 months
	3	The GPDU should standardise governance templates across the organisations to create a consistent methodology of delivery and monitoring.	Medium	Amber	6 months
	4	The GPDU should develop programme governance to monitor the implementation of the 500 actions across the ICS.	High	Amber	6 months
	5	ICS Green Plan Performance Dashboards should be set up with an ambition to embed carbon accounting into the ICS in the long run.	High	Amber	6 months
	6	The Exec Leads governance should be formalised to aid delivery of the Green Plan.	High	Green	3 months
Develop internal resource and expertise to support the system 	7	Resources should be recruited and/ or identified internally within the ICS (including future resource that is in the pipeline for recruitment) to form the proposed GPDU.	High	Red	3 months
	8	Executive leaders from across the Trust should set personal net zero commitments and be upskilled in carbon literacy.	Medium	Green	6 months
	9	Best practice carbon literacy training programmes used by ICS members should be spread out across the ICS.	Medium	Amber	1 year
	10	Identify what further support ICS Procurement, Medicines and Estates Sustainability Leads need to drive their work forward. Then recruit/ identify internal capacity as required.	Medium	Amber	6 months
	11	Utilise existing strategic funding/ bid teams to focus on bringing in external bid investment.	High	Amber	6 months
	12	Identify or recruit strategic funding lead for sustainability across the ICS. Their role should be to identify and coordinate large scale bids and business cases for multiple ICS members to enable Green Plan delivery.	High	Amber	1 year

Priority		Deliverability	
High		Critical in enabling ICS-wide delivery of Green Plans	
Medium		Important in enabling ICS-wide delivery of Green Plans	
Low		May not have significant impact, but should still be taken forward	

Deliverability		Delivery Timescales	
Red		Significant level of concern on in-house ability to deliver in timescales	
Amber		Some concern over delivery within timescales	
Green		Low level of concern over ability to deliver within timescales	

Area	Recommended Action	Priority	Deliverability	Delivery Timescales
Further develop partnerships to harness investment and skilled resources 	13 GDPU outlines all partnership working currently taking place across the ICS and identify opportunities to expand this working to wider ICS members.	High 	Green 	6 months
	14 The ICB to join the Norfolk Climate Change Partnership to collaborate on net zero and nature recovery.	High 	Green 	6 months
	15 Set up ICS wide group that brings together internal experts from across functions to support delivery of net zero priorities e.g. include comms, medicines, procurement, etc.	Medium 	Red 	1 year
	16 Set up ICS net zero communications forum to ensure consistent messaging is going out around sustainability across the ICS.	Medium 	Amber 	1 year
	17 Set up ICS website with section dedicated to Green Plan delivery. Ensure regular engagement with public through social media.	Medium 	Amber 	1 year
Adopt identified best practice from across the ICS 	18 Medicines: Share governance structure and methods used by 'NNUH's Sustainability within Theatres Committee' with wider Trusts to catalyse progress in medicines.	High 	Green 	3 months
	19 Procurement and Commissioning: Extend the Climate Change Commercial Ask that Suffolk County Council has developed across the ICS. Find details here . Continue to extend collaborative procurement practices across the ICS. Develop joined up procurement standards across the ICS – aware that Norfolk County Council is investigating this already.	High 	Green 	6 months
	20 Finance: Assess strategic funding capabilities used by Suffolk County Council to see if they can be applied to the wider ICS – the council have successfully brought in millions of funding to aid net zero delivery.	High 	Green 	6 months
	21 Governance: Advocate assigning Senior Exec Member (ideally CEX) to Member organisation delivery group. This has proved effective in catalysing deliver at Norfolk County Council.	High 	Green 	3 years
	22 Carbon Accounting: Develop carbon accounting across the ICS which can originally be modelled on the work Suffolk County Council have completed.	Amber 	Red 	2 years

Delivery timescales are aligned to the date of priority action sign-off, in April 2022.

COMMUNICATIONS & ENGAGEMENT

Support from our partners, staff, patients, residents, and visitors is critical to the successful delivery of this Green Plan and longer-term Net Zero goals, and therefore strong communication is key. We will need to communicate and engage with a view to inspiring people to find out more about how they can support this work – and go on to join our community 'Green Teams' nationally and locally, taking action to reduce health and care emissions, and promoting nature connection and biodiversity.

Our ICS has an established Communications and Engagement workstream made-up of professionals from across our organisations. This group will develop and deliver our communications and engagement around this important area of work, as well as wider communications professionals.

Our communication and engagement objectives include:

Raise Awareness amongst the NHS and care workforce in Norfolk and Waveney, partners, stakeholders and the wider public of the links between health and climate change, the NHS and partners' Net Zero ambitions, and their alignment with core-purpose activity – the improvement of health and care now and for future generations.

Build Understanding among the workforce in Norfolk and Waveney, partners, stakeholders and the wider public of how greener measures are improving health & care today and improving efficiency, as well as reducing carbon emissions – and therefore improving health and care now and in the future.

We will develop a Communications and Engagement Plan by October 2022 to raise the profile of our Green Plan and its objectives to staff, patients, visitors, and stakeholders and allow them to engage with the carbon reduction and sustainability agenda across the ICS. We will map out our current stakeholders and will develop a communications plan detailing type, level and frequency of communications.



Keep an eye out for our website updates, reports, campaigns, social media updates, and more, on how you can stay up to date, support our journey, and get involved

WAYS OF WORKING

The ICS Green Plan is co-ordinated through the ICS Estates team and delivered by the ICS Green Plan Delivery Group, of which membership is made up of focus area subject matter experts from across the ICS and ICB, and Green Plan leads from member organisations.

Focus during the development of our initial Green Plan has been on meeting the requirements for ICSs as set out by the NHS. However, there has been significant engagement with local authority colleagues, and there will be close collaboration on the net zero agenda going forwards.

The ICS Green Plan Delivery Group's role is to maintain the ICS Green Plan, through collaborative working with member organisations, ensuring Government, NHS and local Net Zero ambitions are met. The group is accountable to the ICS Net Zero Exec Leads Group.

Monitoring of progress against the system action plan and objectives will continue to be co-ordinated by the ICS Estates team, with regular input from focus area leads, subject matter experts and member organisation leads. Progress reports will be provided via frequent updates and data collections and be monitored via the ICS Green Plan Delivery Group and feed into ICS Programme Board meetings and Exec Management Teams accordingly.

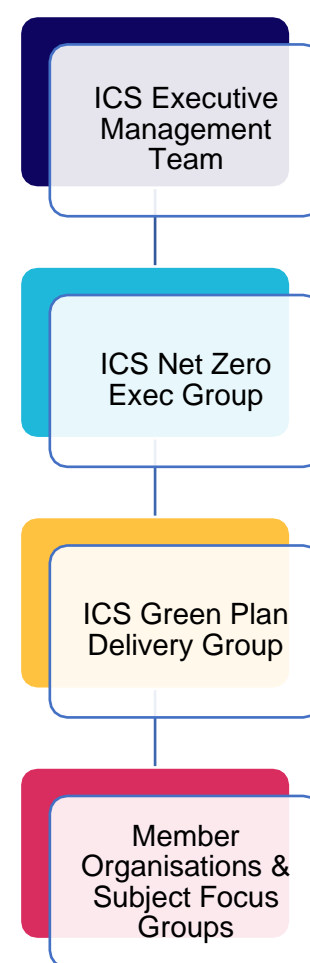
In the 'Our Performance' section we have shared our understanding of our current emissions. We will ensure annual reporting is carried out to identify movement on these carbon emissions, programme progress and our journey towards Net Zero and ensure our Executive Management Team remain sighted on the plan and action required. There will be a rolling annual update of our operating plan that will also be presented to our Executive Management Team, highlighting the planned focus and deliverables for the upcoming 12-month period.

To aid reporting the Greener NHS Data Collection was launched in 2021 to capture actions that took place during 2021/22 and provide

a baseline of activity. This interim measure will be updated and replaced as delivery accelerates, new interventions are identified, and better data become available covering all focus areas.

We will utilise all national data collections, and build on local benchmarking and analysis practices, to measure and report our success to stakeholders.

ICS Green Plan Governance Structure



At national level, progress towards the NHS's Net Zero carbon emission targets are reported twice a year to the NHS public boards. The NHS England & Improvement team will hold ICSs to account on delivery of their Green Plans, and ICSs will similarly be tasked with holding organisations within their system to account.

ICS VISION

Our vision is:

Over the immediate 3-year plan period we will have established ourselves as an enabler of collaboration and sharing of best practice across our member organisations. All parts of the ICS will have decarbonisation fully embedded into their day-to-day operations, empowering a system-wide transition to Net Zero.

What this means:

- We will be using what we have got to best effect across all partners (e.g., investing in the right things at the right times and holding each other to account on use of resources).
- We will have clearly established Net Zero on the ICS agenda - e.g., a 'Green pledge'.
- We will have common ways of working/approaches - this may include agreement on a uniform approach to refreshing net zero plans and some shared templating to be utilised during key decisions.
- We will understand each other's organisational ambitions and objectives so we can support each other as partners.
- We will have a clear framework for how green ambitions/plans fit into strategic and operational plans at a system level.
- We will have assessed the 'big impact' opportunities for collaboration (larger scale infrastructure projects).
- We will have processes that support and encourage cross organisation sharing of best practice.
- We will assess where there could be aligned financial and green benefits to collaboration (e.g., shift to EVs).

ICS FOCUS AREAS

We have identified 11 focussed areas of work for NHS bodies, and the following section outlines what we will achieve through these focus areas. It is based on the guidance provided by national NHS teams and covers all of the 'should do' and 'could do' elements.

It also aligns with the key national and regional priorities in respect of Net Zero, as indicated throughout. For each focus area we highlight why the focus area is important for us, what we will achieve over the 3-year plan, how we will achieve it, and how we will measure our success.

Each focus area includes:

- Our target
- Progress to date
- Next steps and actions throughout the plan period
- How we will measure our performance and success

In many areas, system partners outside the NHS are doing similar work. Through Norfolk's and Suffolk's county-wide governance structures, we will work to align NHS and other public sector bodies' work wherever it makes sense to do so.

WORKFORCE AND SYSTEM LEADERSHIP

We cannot deliver our Net Zero ambitions without our workforce. It is therefore vital that we inform, mobilise, and train our staff so that they have the knowledge and skills required to help us on our journey.

Net Zero is a priority and, accordingly, will be led at Board level by our Chief Financial Officer.



OUR TARGET

We will expand our approach to engagement and development of our system workforce, to help define and deliver carbon reduction initiatives and broader sustainability goals.

Progress Made

- Nominated the ICS Chief Finance Officer as the board-level lead for net zero
- Initiated ICS Net Zero Exec and Net Zero Delivery Groups for oversight, direction, and delivery
- Worked with subject matter experts and member organisation sustainability leads to develop our ICS Green Plan and Operating plan
- Engaged with our regional Greener NHS team and neighbouring ICSs to learn and share ideas and best practice

Next Steps

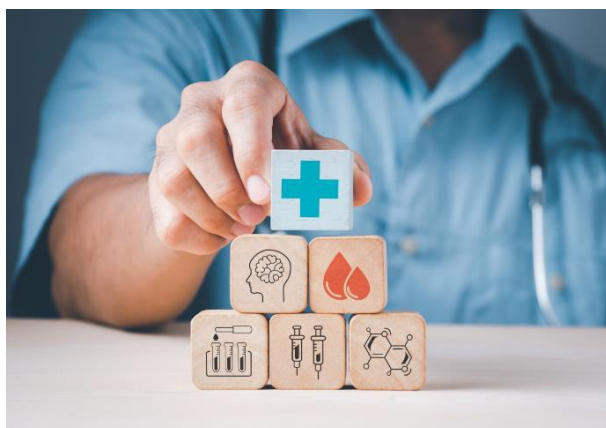
- We will recruit resource to lead the delivery of our ICS and organisations Green Plans
- We will upskill our workforce, through best practice carbon literacy training, to grow the knowledge and capacity to address the climate emergency
- We will launch pledge platforms, initiatives, and incentives to inspire contribution from all
- We will develop an ICS wide 'Green Team' of champions to help lead our journey

Measuring Success

- Increase in the number of staff recruited to directly deliver Green Plans
- % of leaders completing sustainability training will increase
- % of staff completing sustainability training will increase
- Monitor and increase the number of pledges launched and signed up to across the ICS
- Monitor and increase the number of 'Green Team' members across the ICS

SUSTAINABLE MODELS OF CARE

Sustainable models of care and the beneficial impacts are widespread. There are multiple ways new models can both improve quality of care and patient experience whilst helping us decarbonise care pathways.



OUR TARGET

We will embed Net Zero principles across care pathways and deliver carbon reduction initiatives.

Progress Made

- Published an ICS Clinical Strategy that promotes new sustainable models of care
- Supported Primary Care Network (PCN) development that promotes integrated services, closer to home
- Prioritised investment that further enhances services in our local communities, for example the Primary Care Hub projects and the Community Diagnostic Centres
- Launched an expanding virtual ward service enabling patients to recover and be monitored at home

Next Steps

- We will investigate ways to expand innovative services providing care closer to home and digitally enabled care, whilst reducing and removing health inequalities
- We will develop and deliver an 'overdiagnosis and overtreatment' review and action plan
- We will embed prevention in the development of all models of care
- We will explore clinically equivalent lower-carbon interventions

Measuring Success

- Increase the number of virtual wards/beds across the ICS
- Volume of services and patient appointments moved to primary and community settings, from acute hospital sites, will increase
- Monitor and increase the number of clinically equivalent lower-carbon interventions launched and successfully delivered

DIGITAL TRANSFORMATION

Digital transformation will support delivery of high quality, patient centred care in a way that is efficient, equitable and enables the ongoing sustainability of our ICS. The success of the ICS Green Plan will be underpinned and enabled by modern, efficient digital and data services which support system transformation and sustainability. Alignment of digital approaches to health and delivery of your health care will significantly support the reduction in environment emissions.



OUR TARGET

We will harness digital technology and systems that support and streamline services, resources, and expand our ability to reduce carbon emissions.

Progress Made

- Initiated Digital Transformation programmes that enable sustainable models of care, such as the Shared Care Record and the Electronic Patient Record projects
- Optimised digital technology that offers flexible and remote working across the ICS
- Initiated drafting of our ICS Digital Strategy, aligned to the NHSX's 'What Good Looks Like' framework
- Launched the 'Greenology Group' and a first pledge of sending 50% less emails by August 2022

Next Steps

- We will continue to support virtual outpatient and primary care appointments, where clinically appropriate, to meet the 25% target
- We will ensure the principles of NHSX's 'what good looks like' framework are embedded
- We will review paper use and identify where further reduction can be made by using digital technology
- We will continue to promote and embed more efficient use of digital tools across the ICS that will reduce our digital footprint

Measuring Success

- Use published materials by HMG Sustainable Technology Advice & Reporting to footprint our digital services
- % of virtual outpatient and primary care appointments will meet the 25% targets set
- Monitor and reduce the volume and cost of electrical and electronic equipment waste
- Monitor and reduce the volume and cost of purchased paper
- % of reduced email traffic through the transition to more sustainable methods such as Microsoft Teams, One Drive and SharePoint

TRAVEL & TRANSPORT

This is identified as a National Priority!

We provide services across a large rural area, so emissions are significant. The miles travelled by our staff, patients and visitors produces **12%** of the emissions we emit.



OUR TARGET

We will explore and implement interventions to reduce carbon emissions arising from our travel and transport functions.

Progress Made

- Promoted remote and virtual working, where appropriate, reducing travel significantly
- Promoted completion of a new Greener NHS Fleet Collection, to identify position and next steps
- Engaged across the system providers to promote and share policy to kick start installation of additional electric vehicle charging points

Next Steps

- We will work with local authorities to develop and implement increased support for active travel, installation of vehicle charging infrastructure and more
- We will help develop and implement Green Travel Plans across the ICS
- We will ensure all staff have access to salary sacrifice cycle and car schemes, and all member organisations have appropriate leads for each
- We will ensure all member organisations lead a review of existing fleet, and have plans for all new purchases and lease agreements to be Ultra Low and/or Zero emission vehicles only (including salary sacrifice vehicles)
- We will continue to embed sustainable models of care and digital tools that drive further reduction in travel emissions

Measuring Success

- Increase the number of electric vehicle charging points installed and made accessible across the ICS
- % of travel through bicycle or other active/green methods will increase
- Total business miles and emissions will reduce
- The number of salary sacrifice scheme members will increase, with only Ultra Low and/or Zero emission vehicles available
- 90% of fleet vehicles to be Low emission by 2024, 5% Ultra Low by 2023, and all new agreements to be Ultra Low from 2022
- Increase in the number of organisational Green Travel Plans in place

ESTATES & FACILITIES

Emissions resulting from our building energy, water, and waste account for **11%** of our total emissions and **55%** of the emissions we control directly. These emissions occur throughout our service operations and the buildings we use.

The Estates 'Net Zero' Carbon Delivery Plan provides a managed approach that will embed and enable the decarbonisation of the estate across the ICS.

The ICS Green Plan includes the four-step approach to managing our energy use shown below:





OUR TARGET

Working together, we will explore and implement interventions to decarbonise our estate and reduce carbon emissions arising from our buildings, infrastructure, and services.

Progress Made

- Added a weighting score in our capital investment prioritisation process to ensure sustainability is considered and embedded
- Drafted an ICS Estate Strategy that captures and prioritises the Greener NHS agenda
- Commenced delivery of new carbon neutral buildings and infrastructure within the system

Next Steps

- We will ensure that all estates and facilities programmes are aligned with the deliverables in the 'Estates Delivery Plan'
- We will strive to reduce our consumption of natural resources through targeted investment, education, campaigns, and processing of our waste materials
- We will use the 'Capital Planning Tool' to capture investment needed to decarbonise our estate and align funding accordingly
- All large build/retrofit projects will be compliant with Net Zero Building Standards
- We will drive further carbon footprint reduction attributed to estates and facilities through strategic reduction of back-office estate, underused space, and rationalisation of surplus, where appropriate

Measuring Success

- Carbon emissions from energy use, water consumption, and waste disposal will reduce in line with the reductions in consumption and intensity
- Investment made to decarbonise our estate will increase and emission reductions made will be monitored and reported
- % of non-clinical and underused space will decrease, supporting estate rationalisation and associated emission reductions
- 100% of purchased electricity will be from renewable sources
- % of waste segregated and recycled appropriately will increase

MEDICINES

This is identified as a National Priority!

The prescribing and use of medicines make up **27%** of our total emissions. Around **25%** of the emissions we directly control come from Metered Dose Inhalers and Anaesthetic gases.



OUR TARGET

We will examine key opportunities to reduce our carbon emissions related to prescribing and use of medicines and medical products.

Progress Made

- Established an ICS Medicine Management collaborative forum
- Initiated social prescribing schemes and lifestyle medicine as alternatives
- Launched a 'Greener Inhaler' campaign
- Introduced a Prescription Ordering Direct project, ensuring patients only get the medicine they require
- Implemented Electronic Repeat Prescriptions to reduce medicine waste

Next Steps

- We will deliver a plan that ensures efficiency of medicine use, with a particular focus on polypharmacy, and the use of dependence forming drugs
- We will support the reduction of unnecessary prescribing and ensure stock management processes are in place to reduce pharmaceutical waste
- We will continue to support patient choice of less carbon intensive inhalers, where clinically appropriate, meeting the 50% reduction target and shift from metered dose inhalers
- We will improve recycling of inhalers through an 'inhaler disposal scheme'
- We will support Trusts to reduce their use of desflurane in surgery (max of 5% of overall volatile gases by volume)

Measuring Success

- Prescribing of metered dose inhalers will be on track to meet the 50% reduction by 2028
- % of desflurane use will be below the 5% target across each Trust
- % of inhalers recycled via 'Inhaler Disposal Scheme'
- 75% of Trusts to have carried out and acted on a waste review for N20

SUPPLY CHAIN & PROCUREMENT

This is identified as a Regional Priority!

68% of our total carbon footprint comes from the medicines, equipment, and other services we buy. As this forms part of our Carbon Footprint plus, and emissions we influence rather than directly control, we must work with our customers and suppliers to improve their sustainability to help us achieve our net zero ambitions. We will embed into our procurement strategies the 'Building Net Zero into NHS procurement' roadmap to support our journey.



OUR TARGET

We will identify how we can utilise our collective purchasing power to reduce carbon embedded in our supply chain.

Progress Made

- Established an ICS Procurement collaborative forum and lead for Sustainable Procurement
- Member of the national procurement hub and the Target Operating Model for Procurement programme
- Linked with and increased close working with NHS Supply Chain
- Implemented a review of our community equipment services to introduce aligned purchasing and recycling efficiencies

Next Steps

- Within the NHS we will influence our suppliers and encourage sustainable procurement practices. Adhering to the commitments in the NHS supply chain roadmap, including the 10% social value weighting
- We will embed the 5 Rs of sustainable procurement in policy and plans e.g. through use of re-manufactured goods
- We will lead programmes to reduce use of single-use plastics across all services and learn from the 'developing a circular approach for single use clinical plastics' report
- We will make purchasers aware of costs of carbon and true lifetime costs of items they order
- We will promote systems that allow 'unwanted' equipment to be reused and offered to ICS partners before procurement of new

Measuring Success

- The volume of single-use plastic purchases will reduce, and reusable product purchase increase
- 50% less paper use, and 100% recycled paper by 2025
- % waste segregated and recycled
- Volume of equipment re-used or remanufactured, with 60% of relevant Trusts having a walking aid refurb scheme, with over 20% return rate by 2023

FOOD & NUTRITION

Patient choice remains our priority across our in-patient units, as well as the increase in diversity of dietary requirements. Balancing this alongside healthy choices and education remains key to supporting the health of our service users. This is balanced with considering how we deliver against these choices, managing choice, commercial options and service that improves our patient and visitor experiences.



OUR TARGET

Our optimised management of catering services will maximise nutritional and dietetic value of our catering operations in ways that support health and well-being of our patients, visitors and population.

Progress Made

- Introduced food waste recycling across catering operations
- Dis-invested in maceration of food to meet Environment Act 2023 requirement
- Implemented managed approach to use of local suppliers and defining the supply chain food journey
- Introduced electronic patient food ordering to manage choice and reduce waste
- Joined the Plastics Pledge to reduce the use of plastic in our food packaging

Next Steps

- We will work closely with public health colleagues to promote healthier diets
- We will help trust implement practices that measure, report, and reduce food waste
- We will introduce healthy eating initiatives to help reduce carbon emissions associated with our food
- We will work with partners to ensure we source locally and seasonally, and aim to buy more organic produce
- We will maintain integrated approaches to managing diet and nutrition to support better health outcomes

Measuring Success

- Catering service contracts will be monitored to ensure they meet their key performance indicators
- Patient satisfaction will be assessed through regular survey and action planning
- Food miles will be reduced by understanding and managing our supply chain better
- Food waste will be reduced and recycling increased

ADAPTATION

Severe weather events are likely to increase as global temperatures continue to rise and we must plan for and mitigate the disruptions caused to our staff, patients, visitors, and suppliers. Large parts of Norfolk and Waveney are below sea level, and as sea levels rise and weather events become more extreme, the risk of flooding continues to increase. The changing climate and rising sea levels are also impacting our coastline with significant areas of coastal erosion causing widespread damage.



OUR TARGET

We will develop plans to mitigate the risks or effects of climate change and severe weather conditions on our services and functions.

Progress Made

- We have incorporated external environments into our healthcare, aiding recovery and well being
- Developed investment appraisal that manages environment impacts on our estate by adapting buildings and their locations
- Invested in renewable energy supplies and equipment that reduces environment impact and improves building resilience
- Investing in the reliability and security of our transport that supports access to patients and health premises
- We have a nominated ICS adaptation lead

Next Steps

- We will ensure all business continuity plans capture the climate emergency and include ways to mitigate the effects of flooding, heatwaves, snowstorms, and other extreme weather events
- We will further utilise the 'Strategic Health Asset Planning and Evaluation' (SHAPE) platform to plan services and infrastructure that consider and adapt to climate change and its impacts
- We will utilise Premises Assurance Model (PAM) assessments to understand, manage and improve maturity of adaptation plans and business continuity plans across the ICS

Measuring Success

- Number of business continuity plans that capture and have plans to mitigate the impacts climate change on our services
- All partners across the ICS will have adaptation leads
- PAM self-assessment scores in relation to adaptation and business continuity will be reviewed and action taken to improve where required
- Number of impacts on our services reported as a result of weather events

NATURE CONNECTION & BIODIVERSITY

As well as attempting to mitigate the impacts of climate change (e.g., flood management, temperature control, reducing air pollution and increasing carbon sequestration), green spaces, their size, type, design, and management can potentially aid recovery from illness, promote health and wellbeing and help to improve biodiversity.



OUR TARGET

We will provide green and biodiverse spaces that promote health and recovery for our patients, staff, and visitors.

Progress Made

- Established links with the Norfolk Green Care Network (NGCN) and confirmed representation on the ICS Green Plan Delivery Group
- Supported a NGCN workshop to look at and promote NHS sites and Nature Connection, sharing existing case studies and discussing ideas and opportunities

Next Steps

- We will continue to promote nature connection on NHS sites as a contribution to recovery and promoting health, increasing biodiversity, and mitigating climate change and ensure all providers have completed site assessments which identify opportunities to support this
- We will ensure the design of all new build projects give prominence to the potential role that green space can play
- We will promote the access to support, advice, and expertise through organisations such as NHS Forest, The RHS, Active Norfolk etc.
- We will explore and promote development of green space on NHS sites as a contribution to the expansion of 'green social prescribing'

Measuring Success

- Increase in the number, and quality, of green spaces across NHS sites that are accessible and useable for patient, staff and visitors with feedback monitored
- Number of new build projects that incorporate green space in their plans, with inclusion considered at 'expression of interest' phase
- Number of site assessments carried out to support the programme, with at least one assessment per partner carried out by 2025

PRIMARY CARE

Primary Care is responsible for approximately **23%** of the NHS emissions footprint and it is therefore crucial that we work with and support colleagues on this net zero journey.

The 10-point plan for practices provides a managed approach that will embed and enable the decarbonisation of primary care across the ICS. The ten-point approach is highlighted in the image below.





OUR TARGET

We will work with Primary Care colleagues to calculate and understand practice carbon footprints and develop plans to reduce carbon emissions.

Progress Made

- Initiated a Primary Care Data Gathering (PCDG) exercise that provides detail on premises position on heating source, LED lighting, smart meters, renewable energy, EPC or DEC ratings, and energy consumption
- Launched a 'Greener Inhaler' campaign
- Supported Primary Care Network (PCN) development that promotes integrated services, closer to home.
- Commenced development of estate strategies that define our need for and impact on the built environment.

Next Steps

- We will ensure sustainability is embedded within the developing Primary Care and Primary Care Network (PCN) estate strategies
- We will help guide practices to reduce their environment impact through a developed 10-point plan.
- We will work with Primary Care and practice colleagues to embed sustainability in their operations and support their net zero journey, through formation of a primary care focused delivery plan that is supported by the ICS Green Plan.

Measuring Success

- Measuring and reporting Primary Care and practice carbon footprints alongside other member organisations
- By implementing the use of Green Impact for Health Toolkit and enacting the actions provided to deliver improvements
- By reporting development progress of our green plan against the ICS NZ maturity assessment model
- Developed PCN estate strategies that capture and embed sustainability throughout planning and delivery
- Prescribing of metered dose inhalers will be on track to meet the 50% reduction by 2028
- % of inhalers recycled via 'Inhaler Disposal Scheme' will be monitored for successes and future planning

KEY STRATEGY & POLICY DOCUMENTS

Below is a list of key strategic and policy documents for the NHS that set out Net Zero carbon and broader sustainability priorities:

- [Delivering a 'Net Zero' National Health Service \(2020\)](#)
- [NHS Long Terms Plan \(2019\)](#)
- [NHS Constitution](#): Principle 6 – The NHS is committed to providing best value for taxpayers' money
- [2021/22 NHS Standard Contract](#)
- [2021/22 NHS Planning Guidance](#)
- [Estates & Facilities Net Zero Carbon Delivery Plan \(2021\)](#)
- [NHS Supply Chain roadmap and strategy](#)
- [NHSX Digital What Good Looks Like](#)
- [DEFRA Health & Care Adaptation Reports](#)
- [Building with Nature](#)

Broader Government commitments:

- [Climate Change Act 2008](#)
- [Public Services \(Social Value\) Act 2012](#)
- [United Nations Sustainable Development Goals 2015](#)
- [The Paris Agreement 2015](#)
- [The Ten Point Plan for a Green Industrial Revolution](#)
- [Digital Services UK Strategy](#)
- [UK Government ICT Sustainability Strategy and STAR](#)

GLOSSARY

Below is a list of key phrases that are used throughout this document:

Key Phrase	Definition
Net Zero	This means our total emissions are equal to or less than the emissions we remove from the environment. This can be achieved by a combination of emission reduction and removal by offsetting – <i>UK Parliament</i>
Climate Change	This refers to a large-scale, long-term shift in the planet's weather patterns and average temperatures – <i>Met Office</i>
Anchor Institution	The term that refers to large, typically non-profit, public-sector organisations whose long-term sustainability is tied to wellbeing of the population they serve – <i>The Health Foundation</i>
Linear Economy	This is where we mine raw materials that we process into a product that is thrown away after use
Circular Economy	This is a model of production and consumption, which involves sharing, leasing, reusing, refurbishing, remanufacturing, and recycling existing materials and products as long as possible
Integrated Care System	These are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners to collectively plan health and care services to meet the needs of their population – <i>The Kings Fund</i>
tCO ₂ e	This stands for tonnes of carbon dioxide equivalent, a standard unit for counting greenhouse gas emissions regardless of whether they're from carbon dioxide or another gas
Net Zero Maturity	This is the output of an assessment methodology used to collate the level of progress made towards reaching net zero. The assessment uses an internationally recognised framework
Biodiversity	This is all the different kinds of life you'll find in one area – the variety of animals, plants, fungi, and even microorganisms that make up our natural world. Each of these species and organisms work together in eco-systems to maintain balance and support life – <i>World Wildlife Fund</i>