



Green Plan 2022 - 2025

HEALTHIER PLANET
HEALTHIER PEOPLE



NHS
Dudley Integrated
Health and Care
NHS Trust

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1. Introduction

Welcome to the Dudley Integrated Health and Care NHS Trust (DIHC) Green Action Plan. This plan has been developed in response to the “Delivering a Net Zero National Health Service” report and sets out how we will contribute to the milestones to achieving ‘net zero carbon’ by 2040.

Increasing we have seen a growing number of government departments, local authorities and NHS organisations

declaring ‘climate emergencies’ and whilst we have stopped short of declaring such emergency, we understand the severity of the impact of climate change and acknowledge the solutions and commitments which we can do to help reduce these impacts.

This plan sets out our response in ensuring a coordinated, strategic and action-orientated approach to ensuring delivery of the ‘net zero’ and wider Greener NHS agenda.



Penny Harris, Chief Executive Officer



David Gilbert, Non Executive Director



2. Our Commitment to a Greener NHS

The NHS is responsible for 5 per cent of the UK's carbon emissions and 3.5 per cent of all road travel. At the same time, climate change is recognised as having a negative impact on health, particularly in deprived areas, exacerbating health inequalities.

Our Green Plan, previously titled the Sustainability Strategy (Net Zero Ambition) helps to define how we aim to deliver upon our responsibilities within the NHS Green Agenda. This strategic document was approved by our Board in February 2021. Through this strategic ambition we recognised the importance of a sustainable health economy, and our role in our Integrated Care System (ICS) to ensure we reduce our impact on the environment, working to protect and improve the health of our communities, service users, workforce, and the residents of Dudley.

Our Green Action Plan is our commitment to reduce our impact on the environment

and to deliver sustainable healthcare, helping to secure better health, for life, for generations to come. We will work with service users, our workforce, local communities and partners to put our organisation on a path to a cleaner, greener, healthier and more equitable future. Our Green Action Plan sets out a framework for how DIHC will reduce the impact of climate change and pollution on health, support sustainable care models and embrace 'green' learning and innovation in medicines management and wider corporate services.

The negative impact on our environment has a direct correlation to our health and this impact has been placed under additional burden since the Coronavirus pandemic. Which has further impacted our social, economic and wider health, placing unprecedented system-wide pressure on the NHS. It is under this pressure that we must challenge the climate emergencies with the same level of significance, ensuring our future is safeguarded from the impact of climate change.

This Green Plan outlines the initiatives, projects and activities we will deliver in our address of the sustainable agenda, ensuring the whole Trust has increased awareness, knowledge of, and understanding of our objectives and responsibilities, sharing our impact in reducing carbon emissions produced by our activity.

Our supporting Green Action Plan comprises the internal work, ranging from developing a plan for capital infrastructure, embedding sustainability principles into our processes, consideration of greener principles when developing policy and wider stakeholder engagement to take this agenda forward in all our transformational areas. Whilst reflecting on national guidance driven by leading documents such as "The NHS Long Term Plan (2019) "Delivering a 'Net Zero' National Health Service (2020)" and taking evidence-based examples, best practice and learning from the "For a Greener NHS" Campaign. Further information can be found at the end of this document.

We have in place a number of positive actions and projects which are delivering an impact on our sustainable goals, this includes projects scheduled to commence in 2022 which will deliver significant and long-term impact on emissions.

The Green Action Plan will have significant links to key strategies within



the Trust; these strategies form our objectives and include our Strategic Plan, Business Plan and development of the Green Estates Strategy and Capital Plan (2022 to 2025).

By encouraging sustainable development in all its forms, DIHC will continue to take positive steps to mitigate the effects of its activities on the environment. We already incorporate sustainability into some aspects of our activities but recognise that more needs to be done.

Identifying the opportunities that remain will help us meet the objectives of our clinical and supporting strategies. In particular, financial benefits accruing from increasingly sustainable activities will allow us to further invest in our services.



3. Our Greener NHS Journey

Established on 1st April 2020 Dudley Integrated Health and Care NHS Trust is the first of its kind in the country; integrating primary care across Dudley with community physical and mental health services.

We employ a workforce across a broad spectrum of specialisms and backgrounds who have transferred from five different organisations. Below is a summary of the services we currently provide:

DIHC Team	Brief Summary
Adults Continuing Health Care (CHC) and Intermediate Care (IC)	CHC is the package of care arranged and funded by the NHS for individuals who are not in hospital but have complex on-going healthcare needs. Intermediate care is the services arranged for patients through their rehabilitation journey.
Children’s and Young Peoples’ Continuing Care (CC)	CC is the package of care for children and young people who have complex on-going healthcare needs that cannot be met by existing universal or specialist services alone.
High Oak Surgery	A comprehensively equipped GP practice currently based out of Brierley Hill Health and Social Care Centre providing general medical services and the Dudley Quality Outcomes for Health framework.
Mental Health Services: Dudley Talking Therapy Services	Part of the national Improving Access to Psychological Therapies (IAPT) programme, Dudley Talking Therapies provides psychological support to over 16s in Dudley by offering a number of evidence-based therapies, advice and informatiWon.
Mental Health Services: Primary Care Mental Health Services	Supports individuals 16 and over who are experiencing a range of anxiety, depression and mental health problems. Primary care mental health nurses work from GP surgeries, offering assessment and intervention as part of Dudley’s Integrated Care Teams (ICTs).
Mental Health Services: First Contact Practitioner for Mental Health	Provides instant access for patients to a mental health practitioner without the need for referral from a GP. The First Contact Practitioner is based within general practice and can provide immediate assistance, medication or onward referral to more in-depth support services.

Pharmaceutical Public Health	Team of clinical pharmacists providing support to every GP practice in Dudley with the aim of optimising the use of medicines by the people of Dudley and a focus on improving population health.
Dudley School Nursing Service	Promotes and supports the health and wellbeing of all school aged children from 4 to 19. School nurses are based within secondary schools across the Borough of Dudley, offering a confidential health and wellbeing service to all school age children.
Range of Primary Care Services	This includes services as described in the Primary Care Network Additional Roles Reimbursement Scheme, and includes: <ol style="list-style-type: none"> 1. Care Co-ordinators 2. Dietitians 3. First Contact Physiotherapists 4. Health and Wellbeing Coaches 5. Occupational Therapists 6. Physician Associates 7. Podiatrists 8. Social Prescribing Link Workers

Dudley is a borough covering approximately 35 square miles, with 25% green space, at the southern end of the ‘Black Country’ an area famed for its heavy industry.

Within Dudley we have 43 General Practices, with a long history of collaboration and innovation. They are a key component of DIHC, having actively engaged in the development of our Integrated Care Teams (ICTs). These are teams from many professional backgrounds working to wrap care around our population. All our practices are committed to our motto ‘Community where possible, hospital when necessary.’

Primary care services provide the first point of contact in the healthcare system, acting as the ‘front door’ of the NHS.

Primary care includes general practice and community pharmacy services. Primary Care faces many similar issues to the wider NHS, with the Royal College of General Practitioners (RCGP) state “Most of general practice’s carbon footprint is from its clinical work. Prescribing accounts for over 60% of general practice’s carbon footprint”. (Sustainable Development, Climate Change and Green Issues. www.rcgp.org.uk). Initial progress is being made within the Primary Care sector of the ICS with a drive to prescribe lower impact inhalers which can have significant carbon savings.

Our Practices are grouped into six Primary Care Networks (PCNs), based around historical townships and neighbourhoods. These are the core for our organisation. We believe that the combination of

DIHC with its community focus and the PCNs supporting the development and sustainability of General Practice is unique in healthcare locally and will ensure we have a fantastic opportunity to deliver high quality care and engage with our population to help them to improve their healthy life expectancy. We will provide an intelligent environment that will ensure healthcare is available when needed, however, clear direction/signposting to other solutions and support when as is often the case these are more appropriate.

The Board of Dudley DIHC has two local GPs as Associate Non-Executive Directors, and our organisation will ensure that the clinical voice is always heard in our committees. This provides a

secure foundation for our colleagues who work in all facets of community care and will allow us to make exciting changes for the future of the population of Dudley, including in helping facilitate the Greener NHS agenda.

Being formed when we were, during the early stages of the COVID-19 pandemic, has enabled us to ensure that as we have grown and transferred in a number of services, we have maintained a small estates footprint and utilised technology to support agile and remote working. The NHS accounts for 5% of all road traffic in England and travel is responsible for 17% of the NHS carbon footprint. We have remained committed to minimising the negative environmental and health impacts of workforce and service user travel.

4. Impact of the Coronavirus Pandemic

The pandemic has fundamentally changed the way the NHS operates. We are looking to learn from the experience of the last year and continue to build on and develop the positive changes in service delivery initiated during the pandemic. An example of this being some services being provided in part using technology for 'virtual' appointments, reducing the risk of cross-infection but also reducing the environmental impact of service users travelling to and from face-to-face appointments.

NHS Staff are working from home in much greater numbers and are using information technology (IT) conferencing facilities for meetings. This significant change in how we work will reduce the subsequent carbon and particulate matter emissions associated with travel and in some cases estate. It will have impact on the plan for sustainability for years to come and future discussions in relation to DIHC achieving its sustainability goals will include how the benefits of these changes can be maximised.



5. Areas of Focus



There are 12 key areas we will focus on to developing sustainable healthcare and delivery towards 'net zero' targets.

5.1 Corporate Approach

We will make sure that the importance of sustainability is supported from Board and Executive Directors and that a corporate approach will promote this agenda and consider such issues in any future development. In addition, we will enable accountability arrangements for ensuring that the actions outlined in this plan are delivered and subsequent benefits are reaped.

The Chief Executive Officer is the lead Executive and we have appointed a lead Non-Executive Director for Greener NHS and ensure sustainability and the green agenda are visible at Board level. The Green Action Plan aligns a number of workstreams to the appropriate Executive Lead to ensure embedding of the green agenda in the development of strategy and business as usual process development.

5.2 Capital Projects

Whilst we are not currently undertaking any capital projects over the plan period, if any new build or refurbishment projects are required in the future, the guidance set out in HTM 07-07 Environment and Sustainability; planning, design, construction and refurbishment will be followed.

Where we support the capital plans for primary care, in the main this is provided by general practitioners following the guidance issued from the district valuers, until further guidance is provided by NHSEI.

Furthermore, identification and implementation of measures such as: resource and carbon efficiency (including energy, water and waste), the use of natural materials and the redesign of space and services, will take place to support the delivery of sustainable models of care. NHS England is currently trialling a net zero carbon capital planning tool for NHS trusts and a final version is expected to be published later in 2022.

5.3 Estates and Facilities

We recognise the impact our estate and facilities have on the environment, our workforce, service users and our finances. We are committed to decarbonising and raising awareness to reduce our impact of energy use, waste and water.

At present we lease our properties from a range of landlords and therefore the implementation of these initiatives is subject to agreement with these

landlords, the availability of finance and the limitations of this existing estate in terms of quality and condition. We will however endeavour to encourage and/or support these landlords to achieve the criteria as set out within this green plan to achieve the long-term vision of the NHS.

Develop a Green Estates Strategy supporting by a Green Capital Plan. This will support better access to the NHS Energy Efficiency Fund for projects such as LED replacement lighting and ensure 100% of our energy is through green tariffs that are sources from 100% renewable sources.

Benchmark our leasehold properties against national energy efficiency standards, BREEAM Excellent and/or Good Standard, where the existing estate allows, and develop and implement an energy and carbon reduction programme in collaboration with our partners. This will help us develop comprehensive carbon measurement and reporting systems for publishing within our Annual Report.

Start to manage actively reduce energy by developing plans and accessing schemes to find ways to reduce emissions generated through heating, lighting and air conditioning. Look at ways to implement water saving technologies. Recognising that as occupiers we will work with our partners to achieve

- We will encourage the building owner to utilise photo voltaic technology to reduce energy consumption from natural sources.
- The building owners to be encouraged to install LED lighting where possible and appropriate to do so.

- The building owners to be encouraged to install efficient boilers with modern efficient control systems.
- The building owners to be encouraged to install charging points, where possible, so electric cars can be charged throughout the day whilst being parked at work.
- The building owners to be encouraged to improve the landscaping with a more sustainable and CO2 absorbing planting.
- The building owner to be encouraged to collect grey water to support outside planting schemes through trickle systems.
- The building owners to be encouraged to insulate, address drafts, service boilers and make sure the building is running as efficiently as possible before undertaking the more complex matters noted above.
- New capital works to target passive house ideals where funding permits.



- The building owners and staff to be encouraged to recycle much more in terms of waste.
- Travel miles to be reduced via public transport where possible and appropriate to do so.
- Staff to be encouraged to work in a hybrid manner to reduce the need for travelling.
- E file storage rather than paper storage.
- Continue to improve utilisation within existing facilities to make the best use of the facilities and therefore reduce the quantity.
- Removal older less efficient building stock especially those that are beyond their economic life.

The above is not meant to be an exhaustive list of Green Initiatives but are some of the key aspects DIHC will be pursuing, in regards to estate and capital works associated with the estate. As noted previously it is important to only invest in those properties that have a long-term future and therefore can achieve the appropriate return on investment that provides real value to the NHS. The above initiatives however will improve and promote better use of green spaces across our estate to support health, wellbeing and biodiversity that are priorities for our trust.

5.4 Travel and Transport

Introduce a Green Travel Plan. This will encourage green active travel and supporting staff through walk to work, cycle to work and greener travel options

such as public transport, car sharing, and supporting access to leasing of ultra-low emissions and electric vehicles.

Develop a staff travel survey to improve engagement and capture data on commuting.

We will target solo car occupancy and support the roll out of alternative travel options including publicise use of a car share scheme and promote active modes of transport including subsidised public travel, cycle to work and walk to workdays.

Collaboration between clinical services and Estates and Facilities Team to ensure all travel options and impacts are taken into consideration when planning new premises and to improve the infrastructure to support active travel, including cycle shelters, showering facilities and better access to public travel information. This can be achieved by widening the use of the Sustainable Impact Assessment and using the Health Outcomes of Travel Tool (HOTT).



Review the expenses policy to ensure no domestic flights to be reimbursed, reflect on business mileage rates and consider preferential rates for car sharing and introduce incentives for active travel.

Utilise the electronic business travel claims system to improve data and reporting of emissions from business travel. Including

Introduce a car scheme policy that make available ultra-low emissions and electric vehicles.

5.5 Medicines

We recognise that medicines account for around 25% of the emissions within the NHS and a small number of medicines account for a large proportion of these emissions, anaesthetic gasses and inhalers contributing some 5% of emissions at the point of use.

Develop a Greener Medicines Strategy to support primary care in prescribing greener alternatives, for example inhalers and protective equipment.

5.6 Adaptation

With climate change it is important to ensure that the health and care system infrastructure and process are resilient to the rising temperatures, severe weather patterns and events. We are committed to ensuring that our services are prepared and able to protect our communities.

Ensure business continuity plans are in place for all services and consider the impact of climate change and staff understand and practice these plans. This will inform our Emergency Planning and Business Continuity procedures.

Develop a climate change risk to assess the risk to services, workforce and service users, including infrastructure and supply chain. Strategic risks are reflected within the Board Assurance Framework and on the Corporate Risk Register.

5.7 Green Space and Biodiversity

Partner with NHS Forest to help facilitate biodiversity activities and find partners to support through the scheme. Initiatives include planting schemes, green health routes and evidence-based research on therapeutic gardens and impact on well-being in the workplace.

5.8 Sustainable Care Models

Delivering a Greener NHS and 'Net Zero' agenda has the potential to deliver significant benefits across the population, and particularly for vulnerable and marginalised populations, addressing existing health inequalities. These benefits will only be fully realised through active engagement with those communities most impacted by health inequalities.

Air pollution disproportionately affects people in Dudley, many of whom are already at risk of poorer health outcomes. We will commit to work with our wider stakeholders and partner organisations to reduce air pollution and improve local environments, supporting the development of local economies in geographical areas of deprivation where we can.

Links between climate change, sustainable development and health inequalities are seen across the country. These include:

- Access to green spaces has positive mental and physical health impacts, and these beneficial effects are greatest for those from socioeconomically disadvantaged groups. However, these groups also have the least access to green spaces.
- Black, Asian and minority ethnic groups are disproportionately affected by high pollution levels and children, or women exposed to air pollution experience elevated risk of developing health conditions.
- As climate change worsens the demand for energy will increase, as the price of household energy costs increases, it is likely to make it harder for poorer families to make healthy lifestyle choices needed to support good health.

Better utilisation of the Sustainability Impact Assessment (developed by North Lincolnshire CCG and Gloucestershire CCG) including using the Health Outcomes of Travel Tool (HOTT) for transformation of services and reviewing of policies and procedures.

Building on the lessons learned during the pandemic maintain the progress made in reducing care miles by formalising the approach to remote consultations by utilising technology.

5.9 Digital Transformation

We have implemented digital driven processes that support paperless working across the organisation, providing significant improvements in efficiency and reducing waste.

We are now purchasing only recycled paper through our supplier.

Support workforce with better technology including mobile access devices, cloud-based applications and better videoconferencing technology.

5.10 Our People

Our workforce is key to ensuring DIHC is sustainable, and every person within the Trust has a part to play. We will empower our staff to take responsibility for sustainability.

Implementing training modules. NHSEI are developing tailored induction modules for all staff, to support staff understanding of the links between health and climate change, and interventions they can take to reduce emissions, as well as a dedicated net zero training package for staff working in estates and facilities will be developed at a NHS national level.

Supporting the adequate provision of resource to manage sustainability activities, for example, sustainability



manager, energy and waste manager, sustainable travel coordinator, social value leads.

Embedding a culture that supports sustainability and a Greener NHS into everyday practise, achieved through leadership and engagement, that informs, empowers and supports the workforce to deliver high quality care in a sustainable way. Actively participate in national sustainability campaigns including the NHS Sustainability Day.

Identify opportunities to include 'net zero' and Greener NHS principles in our values, strategic objectives and highlight initiatives in our staff induction programme. Consideration on whether the appraisal process can support embedding 'net zero' in their everyday work.

Aligning to the Health and Well Being Strategy and improvements in the environment including the offices and access to green spaces, promoting adequate break and rest periods. Further development on supporting our workforce

to implement healthy, sustainable food options and minimising waste by signposting to support services that promote healthy lifestyle through advise as well as discounts and benefits.

Initiate a working group to encourage innovation, scheme generations including potential financial savings and consider including in the Staff Awards to recognise those supporting the delivery of a Greener NHS and 'net zero'.

Establish agile and remote working policies that support a reduction in commuter mileage and supported through the expenses scheme.

Ensure that staff training and communications are conducted in a low-carbon manner, minimising travel and printing.

5.11 Sustainable Use of Resources, Procurement and Supply Chain

Procurement is the single largest contributor to carbon emissions in the NHS with around 62% of the health and care system emissions. We are committed to reducing the impacts associated with our own procurement, sourcing and buying processes, including minimising waste.

Implement the Sustainability Impact Assessment for Business Development, Investment and Procurement Decisions (developed by Sandwell and West Birmingham NHS Trust).

Establish working groups for waste and recycling and monitor recycling activity by supporting better access to recycling of materials, including paper, mixed recycling, printer cartridges and batteries.

Introduce a procurement policy that promotes sustainable products.

Establish working groups for procurement and supply chain to share best practice and ideas, including supporting local suppliers to support the local economy and reduce delivery miles.

Promote practices that avoid waste including working with Estates and Facilities and Infection, Prevention and Control to assess potential for high energy efficiency hand dryers to replace paper towels

5.12 Carbon Reduction

As a new Trust, DIHC does not currently have any carbon/GHG data to report on. To help deliver the NHS's overarching target of delivering a net zero health service, and as part of the review of this Green Plan, we will provide an update on our annual GHG emissions to the board in accordance with the NHS Carbon

Footprint and Carbon Footprint Plus requirements during 2022.

Develop a Carbon Reduction Plan to be able to provide an annual GHG emission update to the Board approximated with the NHS Carbon Footprint and NHS Carbon Footprint Plus, helping to work towards targets set out within: 'Delivering a 'Net Zero National Health Service':

- By 2040 for the NHS Carbon Footprint, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032; and by 2045 for the NHS Carbon Footprint Plus, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039.

It is understood that a new energy strategy will be developed this year by NHS England, any learnings from this will be applied to future energy/building management operations that DIHC occupies in the future.

6. Governance

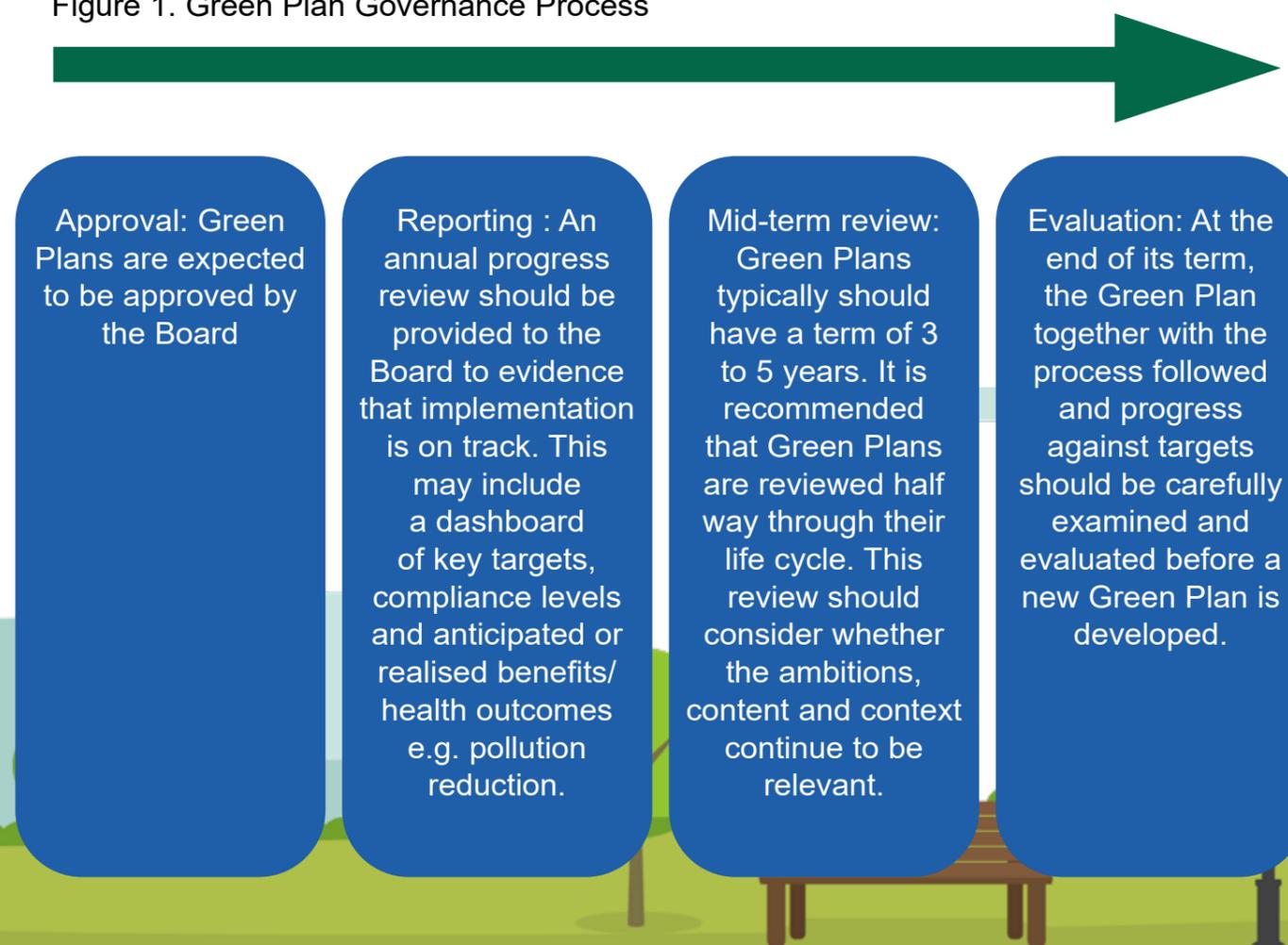
It is fundamental to being a sustainable organisation that we operate with integrity and responsibility and effective governance is critical to ensuring that we deliver on our Green Action Plan, integrating and embedding its principles and processes throughout DIHC.

The Board approves the Green Plan and Green Action Plan and looks to the Finance, Performance and Digital Committee to provide assurance against the delivery of the Green Plan, development of KPIs and monitoring of performance. The Executive Committee leads on the corporate activities that support the achievement of the ambitions and actions within the plan. The Trust

Management Board (TMB) will ensure sustainable development is embedded within the day-to-day activities of the Trust and support alignment with the development of business plans, ensuring the green agenda is considered as part of future business cases. The TMB will also help develop any performance targets and ensure a detailed report is included in the Annual Report and Accounts.

The Estates and Facilities Team will ensure that the ambitions and green agenda are embedded into the strategy and any plan for existing and future estates are aligned to the principles outlined in this plan.

Figure 1. Green Plan Governance Process



7. Risk

The UK Climate Change Risk Assessment (2017) Evidence Report identified six priority risks from climate change within the United Kingdom:

1. Flooding and coastal change risk to communities, business and infrastructure
2. Health, wellbeing and productivity from high temperatures
3. Shortages of public water supply
4. Natural capital – ecosystems, soil and biodiversity
5. Domestic and international food production
6. New and emerging pests and diseases (public and animal health threats)

As we experience more frequent and rapid change of severe weather, the risk to health increases.

We experience hotter summers, colder winters, and more significant levels of rain which our drains, rivers and sewerage infrastructure fail to cope with.

These events become more likely to impact on the quality of life and health and wellbeing of many of the communities we aim to provide care to.

Our Green Action Plan is part of a wider solution to improve resilience to climate change.

Sustainability from a design, build or innovation perspective can also provide a risk when evaluated against a cost benefit scenario, funding can be compromised resulting in a risk to sustainable methods being chosen, so organisations need funding and strict guidance to mandate all sustainable options into healthcare.

Whilst we have not declared a climate emergency, we are committed to undertaking a climate change risk assessment which will assess the risk to services, workforce and service users, including infrastructure and supply chain.

In delivering our sustainability targets and agenda, where significant risks are identified, these will be recorded and monitored through our internal risk and governance process. Risks that have already been identified during the development of this plan include:

- Non-compliance with legislation.

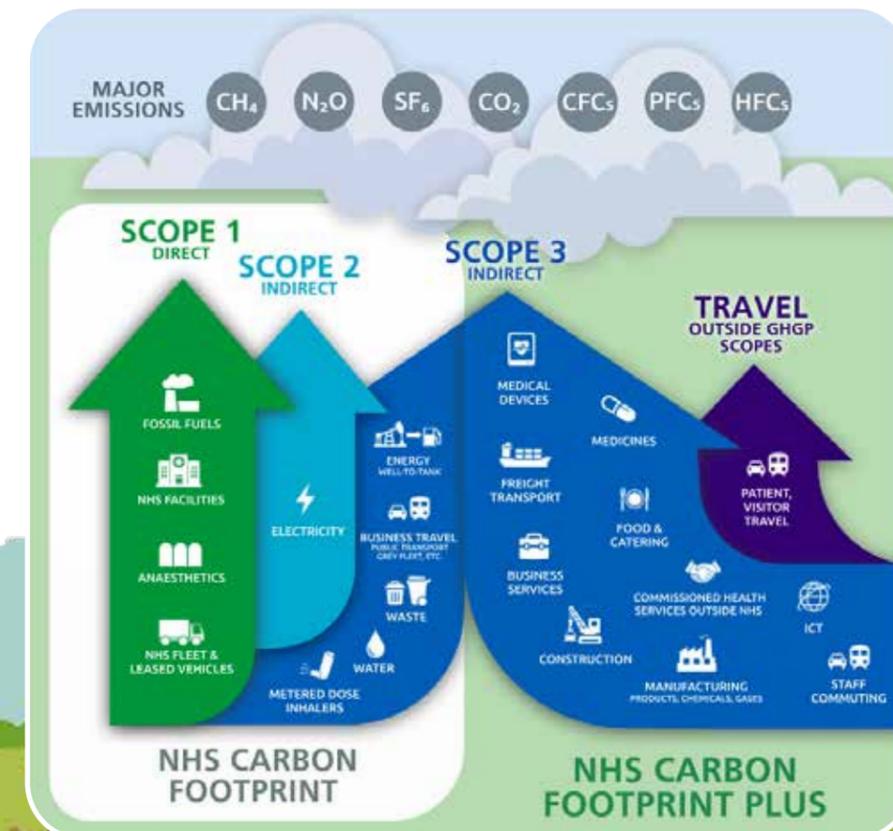
8. Performance Reporting

Annual sustainability reporting is mandated for all NHS Trusts through the NHS Standard Contract (Service Condition 18) and there is a wealth of supporting key performance indicators available to the Trust including performance reported through a number of processes including the Premises Assurance Model (PAM) to provide overall assurance of Estates and Facilities compliance. The NHS PAM is a tool which allows NHS organisations to better understand the efficiency, effectiveness and level of safety with which they manage their estate and how that links to patient experience. Other mechanisms include the Annual Estates Return and Information Collection and the Greener NHS Return to the Department of Health and Social Care.

Development of performance targets is planned for 2022/23 and be developed with the support of the Business Intelligence Team. This is expected to include carbon foot printing and measurement of Greenhouse Gas emissions. There is an ambition to develop this baseline, to understand the impact of models of care, remote and agile working policies and start to capture carbon benefits within business cases and transformation. To facilitate this we will be utilising the Net Zero Carbon Capital Planning Tool (currently being tested with 15 organisations) and the final version will be published during 2022.

Development of improved sustainability reporting within the Annual Report and Accounts will be reflected in the 2021/22 report.

Figure 2. Green House Gas Protocol scopes in the context of the NHS



9. Communication



Engaging with our workforce, service users and wider stakeholders is critical to ensuring delivery of the principles and actions within the Green Action Plan. We are committed to working with our workforce, service users, stakeholders, system partners and other individuals and organisations to help us deliver our strategy and Green Action Plan. We look to promote best practice both within our local communities and with our NHS partners.

By leading by example and opening sharing our experience and learning with our system partners and other NHS organisations we hope to promote the importance of adopting greener lifestyles to the community we serve,

develop networks to share best practice on sustainable healthcare delivery and become recognised as a leading NHS provider for sustainable policy and practice.

To achieve this, we will ensure that the Green Plan, previously titled the Sustainability Strategy (Net Zero Ambition) and the Green Action Plan are accessible to our staff and the public through our website.

Promote our work externally and seek opportunities to learn from best practice and openly share our information with our system partners, and within wider NHS networks.

Be an active in our local ICS network and participate in local and national sustainability and Greener NHS events to promote collaboration and share best practice.

Promote Sustainability Impact Assessments ensuring that are readily available through the intranet to support completion when reviewing policy and procedures, assessing the impact on service transformation and for assessment for business development, investment and procurement decisions. Encourage and invite input from service users and community groups into any future development of the Greener NHS and 'Net Zero' Green Plans.

10. We are part of a System Response

The Black Country Integrated Care System (ICS) serves a population of 1.3 million people in the West Midlands region. The ICS are committed to developing, understanding and reducing our environmental impact and ensure we are part of a co-ordinated system response towards the ambition of the NHS to achieve net zero.

We are included in the ICS Green Plan that sets out our current position and the actions we plan to take over the coming three years to ensure that our part of the NHS delivers its contribution to the national ambition. The Black Country ICS consists of the following NHS organisations:

1. Royal Wolverhampton NHS Trust
2. Sandwell & West Birmingham Hospitals NHS Trust
3. The Dudley Group NHS Foundation Trust
4. Walsall Healthcare Trust
5. Black Country Healthcare NHS Foundation Trust
6. Dudley Integrated Health & Care NHS Trust
7. Primary Care
8. West Midlands Ambulance Service

Within the Black Country Integrated Care System (ICS) there are 181 general practices, of which Dudley accounts for 43, which occupy a number of sites across the region. Primary care services provide

the first point of contact in the healthcare system, acting as the 'front door' of the NHS. Primary care includes general practice, community pharmacy, dental, and optometry (eye health) services. Primary Care faces many similar issues to the larger hospital sites; however, the priorities and strategy may need to differ slightly to achieve the overall goals. For example, the Royal College of General Practitioners (RCGP) state "Most of general practice's carbon footprint is from its clinical work. Prescribing accounts for over 60% of general practice's carbon footprint". (Sustainable Development, Climate Change and Green Issues. (www.rcgp.org.uk)). Initial progress is being made within the Primary Care sector of the ICS with a drive to prescribe lower impact inhalers which can have significant carbon savings.

Acknowledging that each organisation is at different stages of their progress towards Net Zero we are committed to working together as an integrated care system to support each other on our journey towards net zero.

The vision for the Black Country ICS is:

Working together to improve the health and wellbeing of local people

The ICS have defined three priorities that will underpin all their activity:

1. We will deliver our clinical priorities and improve outcomes for our population
2. We will make the Black Country and West Birmingham the very best place to work

3. We will create a sustainable and effective system

The ICS vision for carbon reduction and sustainable development aligns with these priorities.

Working together to reduce the harmful effects of our activities on the environment and to contribute to a sustainable Black Country

The ICS and the constituent NHS organisations within the ICS have identified executive level leads for sustainability.

Each organisation has identified a sustainability operational lead. These have been meeting together regularly as a network since September 2020 and since November 2020 have been formally recognised by the ICS. In addition to organisational leads, the Network has identified several individuals from the constituent organisations to lead on specific workstreams. These individuals are also part of the ICS Sustainability Network. The Network provides a progress report to the ICS Board quarterly. The Network is supported two days a week by the ICS Programme Management Office (PMO).

Current working groups that support the Sustainability Network are:

- Travel and Transport
- Estates
- Medicines
- Greener Clinical Care (supplies and procurement)
- Freecycle



The ICS recognise that the constituent organisations have their own governance arrangements.

The ICS recognise the need to work closely with local government.

The West Midlands Combined Authority has responsibility for certain planning functions across the Black Country, Birmingham, Solihull and Coventry. The West Midlands Combined Authority declared a Climate Emergency on 28 June 2019 with Mayor of the West Midlands, Andy Street stating, “The West Midlands has a moral responsibility to tackle climate change, and that is why it is so important the WMCA Board has agreed to declare a climate emergency.”

Appendix 1 - Driver for Change

Sustainable healthcare in the NHS is driven through national and international policy, legislative and mandated requirements and healthcare specific requirement from the Department of Health and NHS England. Legislative, policy and guidance drivers for change in relation to this Green Plan are provided in Table 1.

The Intergovernmental Panel on Climate Change (IPCC) and the World Health Organisation (WHO) have laid guidelines to ensure sustainable development is adopted into law, policy and practice. These guidelines explain the urgent need to mitigate and to adapt to the impacts of climate change, to realise the wider co-benefits for both environmental and health outcomes.

The importance of sustainable healthcare is reflected within national legislative drivers and mandated sustainability reporting within the public sector. This is the case for the NHS through the NHS Long Term Plan and the NHS Standard Contract and aligns with Her Majesty’s (HM) Treasury Sustainability Reporting Framework and the NHS Estates Return Information Collection.

The Carter Report (2016) reinforced the need for action, highlighting the inefficient use of energy and natural resources as a major concern which requires attention. These areas of work are identified within the NHS ‘Delivering a Net Zero National Health Service’, which also notes the requirement for all NHS Trusts to have a Board approved Green Plan, in keeping with the 2020/2021 NHS Standard Contract terms.

Legislative	Description	How it relates to the Trust
Civil Contingencies Act 2004	Requires certain organisations to prepare for adverse events and incidents (e.g. extreme weather events and their impact upon health and healthcare delivery).	This will aid the Trust to set future targets to include Climate Change in future Contingency plans.
Climate Change Act 2008	Legally binding framework to reduce carbon emissions (80% CO2e by 2050 against the 1990 baseline) and to mitigate and adapt to climate change.	The Trust has targets to reduce GHG emissions from the premises in-line with targets under the Climate Change Act 2008.
Public Services (Social Values) Act 2012	Requires commissioners to consider economic, social and environmental benefits in the procurement of goods and services on a value for money basis.	The Trust is aiming to consider and assess sustainability as a key factor when procuring new services and products.

Mandatory in the NHS	Description	How it relates to the Trust
2020/2021 NHS Standard Contract Service Conditions	Service Condition 18 covers sustainable development, specifically; minimising adverse environmental impacts (18.1), maintaining a Green Plan and demonstrating and providing a summary of progress in its annual report (18.2) , and how the Trust will contribute towards a 'Green NHS' with regard to NHS Long Term Plan commitments.	The Trust has provided a Green Plan. This Plan will demonstrate how the Trust will align with the conditions outlined in Section 18 of the Standard Contract Service conditions.
HM Treasury's Sustainability Reporting Framework	Mandates companies and public bodies to disclose their sustainability and environmental performance.	The Trust has provided a Board approved Green Plan, which will disclose sustainability and environmental performance.
Public Health Outcomes Framework	The Health Protection and Resilience domain within the framework contains the indicator 'Public sector organisations with a board-approved Sustainable Development Management Plan'.	The Trust has provided a Board approved Green Plan.

International	Description	How it relates to the Trust
Inter-governmental Panel on Climate Change (IPCC) AR5 2013	Key IPCC action in the preparation of a comprehensive report on scientific, technical and socio-economic knowledge in relation to climate change.	This will aid the Trust to set future targets to include Climate Change in future Contingency plans.
United Nations (UN) Sustainable Development Goals (SDG's) 2016	17 goals providing a framework for action by 2030.	SDG's will help inform the Trust's future ambitions with regards to sustainable practices.
United Nations (UN) Paris Agreement 2015	Limit the global average temperature to 1.5 degrees Celsius above pre-industrial levels to significantly reduce the risks and impacts of climate change.	The UK has signed up to the Paris Agreement. The Trust will look to reduce GHG and Carbon emissions in the future to align with the 'Delivering a Net-Zero NHS' to aid targets of the Paris Agreement.
World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016	Sets out the benefits of fostering environmental and sustainability in health care systems.	The Trust is looking to improve healthcare sustainability through reducing GHG emissions, travel and logistics, alongside sustainable use of resources.
World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing	Aims to support action to 'significantly improve the health and well-being of populations, reduce health inequalities, strengthen public health and ensure people-centred health systems that are universal, equitable, sustainable and of high quality'	The Trust is committed to delivering high-quality and sustainable healthcare.
The Global Climate and Health Alliance 2011; Mitigation and Co-benefits of Climate Change	Outlines how climate change mitigation measures can be win-wins for people and the planet.	This will aid the Trust to set future targets to include Climate Change in future Contingency plans.

UK Guidance	Description	How it relates to the Trust
National Policy and Planning Framework 2018	Sets out the Government's planning policies for England with a specific section on Promoting Healthy Communities	The Trust is promoting healthy communities through the encouragement of sustainable travel.
Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013	Sets out the UK's capacity to adapt to the future challenges of climate change and the degree to which adaptation action is already being implemented.	This guidance will help the Trust set future targets to include Climate Change in future Contingency plans.
Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016	This guidance sets out mandatory procurement guidance for governmental departments for goods, services, works and utilities in a way that benefits not only the organisation, but also society and the economy, while minimising damage to the environment.	The Trust is working with the Black Country and West Birmingham Sustainability Transportation Partnership to collectively consult on the opportunities to deliver sustainable procurement.
The Stern Review 2006; the Economics of Climate Change	Sets out the economic costs of climate change and concluded the benefits of strong and early action far outweigh not acting.	
Health Protection Agency (HPA) Health Effects of Climate Change 2012	Provides evidence of the risks to public health from climate change in the UK.	The Trust is looking to reduce GHG emissions from the premise to help reduce the future impacts of climate change to people and the environment.
The National Adaptation Programme 2013; Making the country resilient to the changing climate	Sets out what government, businesses and society are doing to become more climate ready. Health and resilient communities has its own chapter.	

Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan	Chapter three is dedicated to connecting people to the natural environment.	The Trust is promoting healthy communities and connection with nature through the encouragement of sustainable travel.
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Health Specific Requirements	Description	How it relates to the Trust
Delivering a 'Net zero' NHS	Provides the scale and pace of change required within the NHS to deliver a net zero carbon health service.	The Trust is looking to reduce GHG emissions.
NHS Long term Plan	Specific commitments on sustainability including the carbon targets in the Climate Change Act 2008, targets to improve air quality and assurances with respect to waste and water. It identified the NHS as an 'anchor institution'	The Trust has targets to reduce GHG emissions from the premise in-line with targets under the Climate Change Act 2008. The Trust are looking to improve sustainability through travel and logistics alongside sustainable use of resources
NHS Operational Planning and Contracting Guidance 2020/21	Commits the NHS to developing a plan to reach net zero carbon as part of the 'For a Greener NHS' Programme, setting out guidance for NHS organisations to develop a 'Green Plan'.	The Trust has developed a Green Plan. This Plan has demonstrated how the Trust will align with the conditions outlined in Section 18 of the Standard Contract Service conditions to help aid a 'Greener NHS'.
The Marmot Review 2010; Fair Society, Healthy? Lives	Independent review regarding health inequalities in England. The proposals align with the objectives of the Green Plan.	This paper aligns with the objectives of the Trust's Green Plan.
Five Year Forward View 2015 and 5YFV: Next Steps 2017	A key inclusion in the 5YFV was a footnote stating that STPs and Integrated Care Systems (ICSs) must assess their contribution to local environmental, economic and social wellbeing.	The Trust is promoting healthy communities and local environments through the encouragement of sustainable travel, reduction of GHG emissions and sustainable use of resources.
Adaptation Report for the Healthcare System 2015	SDU with support from NHSE and PHE nominated as reporting authority for health sector under provisions in Climate Change Act 2008.	The Trust has targets to reduce GHG emissions from the premise in-line with targets under the Climate Change Act 2008.
The Carter Review 2016	Highlights the inefficient use of energy and natural resources as a major concern which requires attention.	The Trust is looking to reduce emissions from GHGs in line with the Climate Change Act 2008.

National Institute for Clinical Excellence (NICE) Physical Activity; walking and cycling 2012	Public Health Guidance 41 addresses local measures to promote walking and cycling as forms of travel and recreation.	The Trust is promoting healthy communities and connection with nature through the encouragement of sustainable travel.
Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s	Gives guidance on standards for healthcare systems with regards to waste, energy, and water.	The Trust is looking to improve sustainability through the sustainable use of resources including waste, energy and water.
The Black Country Sustainable Transformation Partnerships (STP) Plans	A plan to set out how Black Country and West Birmingham will create a sustainable health and care system for the local population.	The Trust is a part of the STP and through this Green Plan is committing to becoming a green trust which will align with the wider goals of the STP Plan.

Appendix 2 - Current Actions and Successes

Standard Contract Condition / Legislation	Green Area of Focus	Condition	Has the condition been met?	What does success look like?	Current Progress, performance to date and supporting actions
18.4.3.2	Corporate Approach	Ensure the tone of sustainability is set from the top management throughout the organisation and considered in all future developments	✓	Keeping the management accountable for considering the green agenda at Board Level	<p>The Chief Executive Officer is lead executive and DHIC has appointed a lead Non-Executive Director to ensure green agendas are visible at Board level and embedded in the development of strategy and business as usual process development.</p> <p>Consideration of Greener NHS principles of all Board and Committee papers.</p>
18.4.2.3	Capital Projects	Following the guidance set out in HTM 07-07 Environment and Sustainability: planning, design, construction, and refurbishment	N/A	DIHC doesn't currently plan to undertake any capital projects over the plan period. If it does, then the guidance will be followed.	<p>DIHC supports capital plans for primary care, in the main this is provided by general practitioners following the guidance issued from the district valuers, until further guidance is provided by NHSEI.</p> <p>Further identification and implementation of green measures such as; resources and carbon efficiency, usage of natural material etc. will take place to support the delivery of sustainable models of care. NHS England is currently trialling a net zero carbon capital planning tool for NHS trusts and a final version is expected to be published later in 2022.</p>
18.4.2.3	Estates and Facilities	To reduce the footprint of Estates and Facilities on the environment by committing to decarbonising and raising awareness to reduce the impact of energy usage and its wastage.	Partial	DIHC doesn't currently own any buildings and premises. It leases its properties from a range of landlords, however we will encourage / support these landlords to achieve the long-term vision of NHS.	Green Estates strategy supported by a Green Capital Plan is in development. We could also benchmark our leasehold properties against national energy efficiency standards, where the existing estate allows, and develop and implement an energy and carbon reduction programme in collaboration with our partners.
18.4.1.3	Travel and Transport	Develop a Green Travel Plan which promote sustainable travel choices	Partial	Monitoring of business travel and related carbon emissions.	<p>Green Travel Plan being developed for launch at Board in June 2022, being developed with staff through Trust Management Board in April and May.</p> <p>Develop a staff travel survey to capture data on commuting. Then target solo car occupancy and support/ promote the use of alternative travel options like car share scheme, subsidised public travel, cycle to work and walk to workdays.</p> <p>Further, in collaboration with other services build / improve infrastructure, including cycle shelters, showering facilities and better access to public travel information.</p> <p>Car scheme policy that makes available ultra-low emissions and electric vehicles has been scrutinised and supported by committees. Currently with Executive for implementation at the appropriate time.</p>

Standard Contract Condition / Legislation	Green Area of Focus	Condition	Has the condition been met?	What does success look like?	Current Progress, performance to date and supporting actions
18.5	Medicines (Carbon/ GHG's)	In accordance with Good Practice, to reduce the impacts from the use, or atmospheric release, of environmentally damaging fluorinated gases used as anaesthetic agents and as propellants in inhalers, including by appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume, through clinically appropriate prescribing of lower greenhouse gas emitting inhalers, and the appropriate disposal of inhalers.	N/A	DIHC doesn't currently undertake any direct procurement of this type of supplies, if in the future it does then this action will need to be embedded within DIHC Medicines Management Strategy.	DIHC has a public health prescribing team, which supports primary care, through development of Medicines Management and Prescription Ordering Service Transformation this team will endeavour to support primary care in reducing the proportion of environmentally damaging gases by prescribing greener alternatives which can have carbon savings.
18.4.2.3	Adaptation	To adapt the Provider's Premises and the manner in which Services are delivered to mitigate risks associated with climate change and severe weather.	Partial	DIHC are developing business continuity plans for services. Estates Strategy is in development.	Occupation of tenanted buildings, any occupied in the future will apply appropriate measures to mitigate risks associated with climate change and severe weather. Inclusion of Climate change risk in the Corporate Risk Register and BAF.
	Green Space and Bio-diversity	Partnering with NHS Forest to promote biodiversity activities		Finding partners to support and facilitate biodiversity activities	Promoting initiatives include planting schemes, green health routes and evidence-based research on therapeutic gardens and impact on well-being in the workplace
18.4.3.5	Sustainable Care Models / Monitoring	The provider must, in performing its obligations under this Contract, give due regard in addressing the health inequalities, particularly for vulnerable and marginalised populations.	Partial	DIHC is introducing Sustainable Impact Assessments (SIA's) for any direct procurement decisions and using the Health Outcomes of Travel Tool (HOTT) for transformation of services	Implementation of the Sustainable Impact Assessment as part of the policy review and implementation process and strategy documents supported by consideration of Greener NHS principles of all Board and Committee papers. DIHC will commit to partner with organisations and wider stakeholders to improve local environment and support the deprived communities.

Standard Contract Condition / Legislation	Green Area of Focus	Condition	Has the condition been met?	What does success look like?	Current Progress, performance to date and supporting actions
	Digital Transformation	Embrace advances in technology and communications to reduce wastage and adopt new innovations	 Partial	DIHC have implemented 100% recycled paper and have a very small paper usage due to its working processes. We also support workforce with better technology including mobile access devices, cloud-based applications and better videoconferencing technology.	Unable to centrally procure paper other than recycled. We also aim to reduce paper use within the medicines and supply chain within the future
18.4.3.2	Human Resource	Embedding the culture of sustainability into everyday practice, achieved through leadership and engagement	Partial 	We empower our staff to take responsibility for sustainability by implementing training modules, tailored inductions, inclusion of greener strategic objectives and alignment to the Health and Well Being Strategy. Established agile and remote working policies.	Developing campaign using the national toolkit. Initiating a working group to encourage sustainable innovation. Inclusion of Staff Awards to recognise those supporting the delivery of a Greener NHS and 'net zero'.
18.4.3.4	Sustainable Use of Resources	Reducing impacts associated with own procurement and within its supply chain.	Partial	DIHC is introducing Sustainable Impact Assessments (SIA's) for any direct procurement decisions. It has an existing procurement policy which prevents single use plastic products, including by signing up to and observing the Plastics Pledge	Future procurement decisions will be undertaken by using a Sustainable Impact Assessment. DIHC have an aim to reduce paper use within the medicines and supply chain within the future.

Standard Contract Condition / Legislation	Green Area of Focus	Condition	Has the condition been met?	What does success look like?	Current Progress, performance to date and supporting actions
18.4.2.2	Carbon reduction	Develop a Carbon Reduction Plan to calculate annual GHG emission levels	Partial	DIHC will provide an update on our annual GHG emissions to the board in accordance with the NHS Carbon Footprint and Carbon Footprint Plus requirements during 2022 doesn't currently own any buildings and premises	As a new Trust, DIHC does not currently have any carbon/GHG data to report on.
18.4.2.2	Carbon/GHG's	In accordance with Good Practice, to reduce the impacts from the use, or atmospheric release, of environmentally damaging fluorinated gases used as anaesthetic agents and as propellants in inhalers, including by appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume, through clinically appropriate prescribing of lower greenhouse gas emitting inhalers, and the appropriate disposal of inhalers.	N/A	DIHC doesn't currently undertake any direct procurement of this type of supplies, if in the future it does then this action is embedded within DIHC Medicines Management Strategy.	DIHC has a public health prescribing team, which supports primary care, through development of Medicines Management and Prescription Ordering Service Transformation this team will endeavour to support primary care in reducing the proportion of environmentally damaging gases within any damaging propellants in inhalers within the future.
18.4.3.2	Governance	Establishing effective governance and accountability for the delivery of the Green Action Plan	✓	Assurance on its Green Plan reported to the Board and through its Committees	Green Plan approved and governance arrangements clearly defined. The Estates and Facilities Team will ensure that the ambitions and green agenda are embedded into any Estates and Capital Funding strategies and any plan for existing and future estates are aligned to the principles outlined in this plan



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