Mid and South Essex Integrated Care System

NHS
Mid and South Essex

Mid and South Essex HCP / ICS Green Plan:

Our Strategy towards Net Zero

Dated: March 2022

Contents

Foreword

With a population of over two million, a 350-mile coastline of beautiful beaches, picturesque villages and towns and two vibrant cities, Essex is a popular place to live, work and visit. It is important that such a population is resilient, and through excellent and sustainable healthcare provision and choices, lives longer and is happy and healthy.

Health and social care regionally in mid and south Essex are planned and provided by various CCGs, local authorities, trusts, NHS providers, anchor institutions and other communities. This three-year strategy sets out a new shared vision for all these member organisations, instigated by the Mid and South Essex Integrated Care System (ICS).

It is an ambitious, all-inclusive collaborative Plan that aims to transform health and care services in response to the health emergency and climate change, embracing sustainable development at every opportunity to make a difference socially, environmentally and economically.

Our Plan supports the NHS Net Zero strategy commitment to become the world's first health service to reach net zero carbon and reflects the national priorities and focus areas. It showcases our achievements and sets our aspirations while at the same time ensuring public money is spent cost efficiently.

Good progress towards our ambitious goal is already taking place. Across mid and south Essex we are delivering more sustainable ways to provide health and care through the following:

- The development of our ICS estates strategy to rationalise and consolidate the use of buildings.
- The uptake in digital tools such as Microsoft Office 365 and virtual appointments, enabling all member organisations to adopt agile ways of working and how they see patients.
- The removal of single use plastic cutlery and cups across all our sites.
- The roll out of carbon literacy training amongst senior level staff.
- The increase in recycling bins within many of our Trust sites.
- The installation of Electrical Vehicle charging points in some of our sites.

These initiatives are not only helping to reduce our carbon footprint but also prompting behaviour changes that are important in moving forward in our delivery of a net zero health service.

Jonathan Dunk
Chief Commercial Officer

2 Introduction

This is Mid and South Essex Integrated Care System's (MSE ICS) inaugural Green Plan. This document sets out the reasons why the plan is being produced, the commitments to the agenda and the timescales for delivering on them.

2a The Greener NHS National Programme

In October 2020, the Greener NHS National Programme published its new strategy, Delivering a Net Zero National Health Service. This report highlighted that left unabated climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer. The report set out trajectories and actions for the entire NHS to reach net zero carbon emissions by 2040 for the emissions it controls directly, and 2045 for those it can influence (such as the supply chain).

To support the co-ordination of carbon reduction efforts across the NHS and the translation of this national strategy to the local level, the 2021/22 NHS Standard Contract set out the requirement for trusts to develop a Green Plan to detail their approaches to reducing their emissions in line with the national trajectories.

Given the pivotal role that Integrated Care Systems (ICSs) play, this has been expanded to include the expectation that each ICS develops its own Green Plan, based on the strategies of its member organisations.

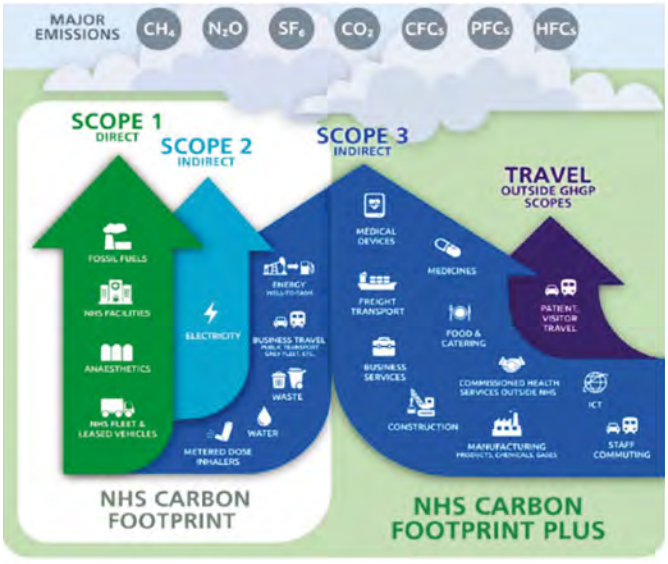


Figure 1: Illustrates the NHS Reporting against scopes 1, 2 and 3 nationally

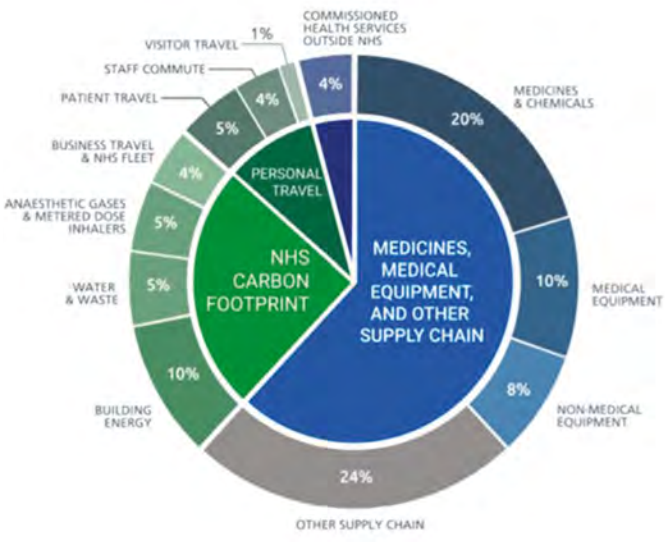


Figure 2: Sources of carbon emissions by proportion of NHS Carbon Footprint Plus (emissions from patient and visitor travel and medicines)

MSE ICS's 'Green Plan', is a plan that will align itself with the NHS Long-Term Plan. As part of the NHS, MSE ICS must play its part in reducing the environmental impact and carbon footprint of its operations. This inaugural Green Plan is a high level, strategic document that should be viewed as a 'living' document. As the ICS and ICB develop, and work programmes become clearer, the areas of focus of this Green Plan will be developed, and sustainability will be seen as business as usual.

In England, the NHS is estimated to account for 5.4% of the country's greenhouse gas emissions. The health and social care system reduced its carbon footprint by an estimated 62% between 1990-2020, however, drastic action is now required.

Figures 1 and 2 in the Plan illustrate the key areas of focus that the NHS must deliver on in order to reduce its carbon footprint. MSE ICSs approach to this is set out in clear chapters, in this Green Plan, presenting a targeted approach to meeting the Greener NHS targets of being a net carbon zero health care service by 2045. MSE ICS's Green Plan has been written in alignment with NHS England's 'How to produce a Green Plan' guidance. Case studies demonstrating the great projects that are already underway have been included.

It is important to note that this is very much considered a 'plan for a plan' and as time goes on, we will ensure to align ourselves with wider system priorities in the local areas, which will require data, metrics, funding and capacity.

This plan will be reviewed on a 12-month basis to ensure that intended actions are being carried out and it remains relevant. This plan has been written and intended for a system wide audience and is currently owned by Jonathan Dunk, Chief Commercial Officer and Exec Lead for Sustainability, supported by Sarah Gill, Director of Specialist Services.

2b Mid and South Essex Integrated Care System

The Mid and South Essex Integrated Care System (MSE ICS) is a partnership of health and social care organisations working together with local communities across Mid and South Essex. Through working together, it aims to transform health and care services, so they are clinically, socially, and financially sustainable.

This ICS Green Plan will deliver a series of identified priorities that meet the needs of the populations across MSE and in order to be successful, this will require the partnership of health and care organisations across the county: NHS trusts and clinical commissioning groups, local authorities, GPs and primary care colleagues, voluntary and independent sector partners, can only provide the type of care that people really need by working together.

The Mid and South Essex Integrated Care System includes the main health and care organisations working with a network of 149 GP practices, which deliver their services from 27 Primary Care Networks (PCNs). Each of the main organisations has a representative on our Partnership Board, which oversees several

working groups to deliver our Green Plan. There are also a number of advisory groups, which ensure expert input from professionals, patients and local people.

Partners in the HCP/ICS:

NHS Clinical Commissioning Groups (CCGs), which plan and buy healthcare with funds from national Government. CCGs work closely with GPs, pharmacies, dentists, opticians, hospitals, community services, local authorities and voluntary services across MSE[1]:

- Basildon and Brentwood CCG.
- Castle Point and Rochford CCG.
- Mid Essex CCG.
- Southend-on-Sea CCG.
- Thurrock CCG.

Local authorities, which provide social care and plan and buy services from care agencies, care homes and voluntary services:

- Essex County Council (ECC).
- Southend-on-Sea City Council.
- Thurrock Council.

Organisations that provide health services planned by CCGs:

- Mid Essex, Southend and Basildon Hospitals, working together as one Trust, known as the Mid and South Essex NHS Foundation Trust.
- East of England Ambulance Service NHS Trust.

Organisations that provide health and care services planned jointly by CCGs and local authorities:

- Essex Partnership University NHS Foundation Trust (EPUT), which provides community, adult mental health services and children's inpatient mental health services.
- North East London NHS Foundation Trust (NELFT), which provides community services and children's community mental health services.
- Provide, a social enterprise, which provides community and social care services.
- East of England Ambulance Trust.

Other main partners:

- Local independent watchdog bodies – Healthwatch Essex, Healthwatch Southend and Healthwatch Thurrock.
- NHS England Specialised Commissioning, which buys the most specialised services for the whole of the Midlands and East region.
- Health Education England, which is responsible for the development of the NHS workforce.
- NHS England and NHS Improvement, the national regulators of the NHS.
- NHS Property Services and Community Health Partnerships also provide services to the ICS.
- A wide variety of Voluntary, Charity, Faith and Social Enterprise organisations.

[1] Until July 2022 when the Integrated Care Board will be established, replacing the CCGs

Figure 3: Mid and South Essex Integrated Care System footprint

3 Organisational vision and ICS priorities

3a Our Green Vision

To achieve net zero healthcare within MSE ICS in line with the Greener NHS programme. We want to develop greener health and social care systems which strive to deliver high quality services and improve the health and wellbeing of the population.

In order for the NHS to reach net zero carbon emissions by 2040 for the emissions it controls directly, and 2045 for those it can influence, we are aiming to achieve the following:

Reduce Carbon Emissions

- Reducing gas, electricity, and water usage to cut carbon emissions.
- Ensuring 100% green electricity supply to all sites.
- Actively support and promote travel that does not use petrol/diesel-powered vehicles.
- All suppliers of goods and services to be aligned to net zero target, aligned with procurement frameworks.

Decrease Pollution

- Reduce waste to protect the environment.
- Eradicate single use plastics.
- Reduce causes of air pollution across the system and identify best practice.
- Procure products with an environmental lens, choosing low/no carbon options where possible

Improve Health and Wellbeing

- Support on site health and wellbeing opportunities.
- Invest in green site enhancement and green spaces.
- Support and encourage active travel.
- Create an environment that promotes a highly motivated, engaged workforce.

Increase Financial Efficiency

- Reduce gas, electricity, and water consumption to save money.
- Reduce waste to cut costs.
- Review all Board/Committee templates to include a sustainability dimension.
- Ensure all future financial decisions have sustainability as a key driver in decision making.

Enhance Reputation

- Maintain our high reputation as individual organisations of an ICSs and other partners by sharing information and promoting action.
- Support and encourage green champions by creating a culture that enables compassion and inclusivity to thrive.
- Ensure our staff feel informed and empowered to consider sustainability as part of their decision making.
- Ensure we work in collaboration as a system and with other external partners.

3b Regional greener priorities

As a key element of delivering on the Greener NHS Programme, each region has identified its own priorities. For Mid and South Essex ICS, the Green Plan must cover the following four themes as a bare minimum:

Travel & Transport

The ICS is working with local authorities in support of the development & implementation of ultra-low emissions or clean air zones, support for active travel (e.g. cycling routes), as well as local installation of charging infrastructure.

Medicines

The ICS plan describes primary care's work to shift towards dry-powder inhalers where clinically appropriate, participate in or run an "inhaler disposal scheme". The ICS supports sharing of learning within the system in reducing the use of desflurane, and other emissions relating to anaesthetic gases.

Supply Chain & Procurement

The ICS is working with suppliers to encourage sustainable procurement practices. This may involve ICS-level communication of the new NHSE/I supply chain roadmap and sharing of resources & learning within the ICS on driving sustainable procurement.

Estates & Facilities

The ICS will need to work towards utilising the estate more efficiently and purchasing energy jointly

3c Greener NHS quarterly returns

In order to measure the progress against the Greener NHS Programme, national targets have been identified, that need to be reported on quarterly. These questions include:

- Does your organisation have a long-term climate adaptation plan in place separate from your business continuity plan?
- Does your organisation have a walking aid refurbishment and reuse scheme?
- Does your organisation purchase only recycled paper?
- Does your organisation have a plant-based menu that is readily available and accessible to staff and patients?
- Does your organisation have a board representative with net zero work within their profile?
- Does your organisation purchase 100% of its energy from renewable sources?

Each ICS and Trust has to report back on these questions, on a quarterly basis. For the East of England region, which MSE is located in, the following areas provide opportunities to improve:

- Having a board level lead with net zero in their portfolio (79% vs 87% nationally)
- Leasing solely vans under 3.5t that are ULEV or ZEV (29% vs 38% nationally)
- Offering salary sacrifice cycle-to-work schemes (79% vs 92% nationally)
- Use of only recycled paper (52% vs 63% nationally)
- Having an adaptation plan separate to business continuity plans (7% vs 17%)

3d Local authority commitments

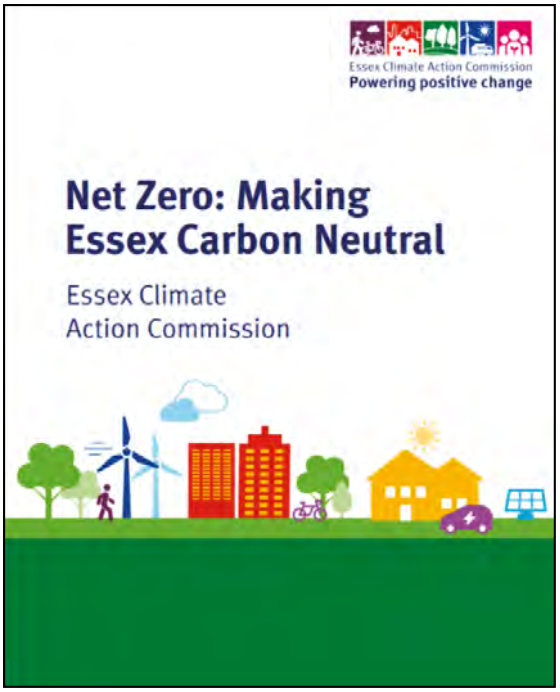
MSE is a large ICS, providing care for 1.2 million people. This is achieved through health and local authorities, together with other associated organisations, including the voluntary, faith and charity sectors, working closely together, with a focus on the people. This approach is true when considering the green agenda, on which Essex Councils have a joined-up approach to achieving stretching net carbon zero targets.

There are 10 local Councils, including borough, district, City and County Councils, that provide a variety of services for the residents of Essex and they have come together to support the Essex Climate Action Commission.

Launched in May 2020, Essex Climate Action Commission is an independent, voluntary, cross party body, which brings together experts from the field, including a UN Chief Scientific Advisor, senior academics from all three Essex Universities, representatives from business, charities, trade associations and the public sector. Its co-chairs are members of the Young Essex Assembly.

The Commission's work, which continued on-line through the pandemic, led to a deliverable plan for tackling the climate crisis in Essex. It brought together extensive evidence and research. Britain Thinks conducted a large-scale telephone survey of 1,800 Essex residents to understand their attitudes towards climate change and climate action: 66% said they were 'extremely' or 'very' concerned'.

In July 2021, the Commission published its report Net Zero, Making Essex Carbon Neutral[2], with technical annexes, which gave over 100 recommendations and measurable milestones across six core themes (Waste, Transport, Built Environment, Energy, Land Use and Green Infrastructure, and Community Engagement) and sets out how the county can adapt to build climate resilience and achieve its target of becoming net zero by 2050. The report aligns with this Plan.



In November 2021, Essex County Council's (ECC) Cabinet declared support for the Commission's Net Zero report, and unveiled a £200 million climate action plan[3] which set out detailed strategies and initiatives showing how ECC is acting directly and in concert with partners, with the recommendations set by the Commission.

[2] https://www.essexclimate.org.uk/sites/default/files/DS21_7178%20ECAC_Commission_Report-Final.pdf

[3] Essex County Council's Response to Net Zero: Making Essex Carbon Neutral'

ECC has identified Environment one of four key strategic priorities in its Everyone's' Essex[4] strategy for the next four years. Environment is one of the four areas where outcomes really matter for the quality of life for all people in Essex.

Performance against Everyone's Essex objectives will be reported quarterly against a detailed set of environmental performance indicators. The first report was published in February 2022. The council is committed to providing an annual update of the progress towards reducing Green House Gas across Essex.

Please see **Appendix 2** for each Council's commitment to achieving net carbon zero.

3e Our commitment to social value and anchor institutions

Whilst this document refers mainly to environmental elements of sustainability, it is important to also align to the social and economic elements. As the ICS and ICB is being moulded and developed, and the focus changes from competition to co-operation, reducing health inequalities will be an integral element of all the work that is carried out. Work is already taking place across MSE to deliver on these areas and this ICS Green Plan will align completely with them.

Social value and anchor institutions are a big part of the way that the NHS views the wider remit of sustainability. Social value requires organisations to consider the economic, environmental and social impacts of decisions and activities that are taken and is regulated through the Social Value Act 2012 and Policy Procurement Note (PPN) 06/20. This requires suppliers to explicitly demonstrate the social value of all tenders, which will become a requirement within the NHS through national NHSE/I guidance, and expected to be in place from 1st April 2022.

Anchor institutions are large organisations, based in a local area, unlikely to leave and are viewed as an integral part of the local community. This definition applies to the NHS, and means that NHS organisations and ICSs can become anchors, using their own local definitions, with a focus on supporting the local community through opportunity, purchase and employment.

This work aligns with the net zero agenda and the supplier roadmap, bringing together the social, environmental and economic elements of all that we do.

[4] https://www.essex.gov.uk/plans-and-strategies/everyones-essex

4 Trust areas of focus

The green boxes highlight where there are joint areas of focus as identified in Trust Green Plans. All Trust Plans have been approved through their internal processes and this was the first requirement of the Greener NHS Programme. Primary care areas of focus will be developed in time.

	Essex Partnership University NHS Foundation	Mid and South Essex NHS Foundation Trust	East of England Ambulance Service NHS	Emission scope*
Estate carbon footprint e.g. improve insulation and space utilisation Install LED's				**1**
Energy usage (gas & electricity) e.g. increase use of renewable sourced power				1
Transport (patients) e.g. increase options of virtual and telephone patient consultations				**3**
Transport (fleet & staff) e.g. introduce flexible working for staff; replace fleet vehicles with low/ultra low emission vehicles, EVs				**2/3**
Recycling e.g. eliminate use of single use plastics				**1**
Waste e.g. work with suppliers to reduce packaging. Provide recycling bins/signage				**1**
Food & nutrition e.g. increase use of local suppliers				**1**
Estates biodiversity e.g. have green spaces available to workforce and patients				**2**
Supply chain e.g. include sustainability criteria in procurement, tender evaluations				**3**
Training & communications e.g. engage staff and encourage involvement throughout the organisation				**1**

	Essex Partnership University NHS Foundation	Mid and South Essex NHS Foundation Trust	East of England Ambulance Service NHS	Emission scope
New build and refurb sustainability e.g. Meet BREEAM standards				**1**
Benchmarking e.g. compare and share with other organisations				**1/2/3**
Medicines e.g. reduce and recycle				**1**
Adaptation e.g. plans to mitigate future impact				**2/3**

***These are:**

- Scope 1 – Direct emissions (NHS Carbon Footprint)
- Scope 2 – Indirect emissions (NHS Carbon Footprint)
- Scope 3 – Supply Chain (NHS Carbon Footprint Plus)

5 Local authority areas of focus

	Basildon Borough Council	Southend-on-Sea City Council	Thurrock Council	Chelmsford City Council	Essex County Council	Castle Point Borough Council	Rochford District Council	Brentwood Borough Council	Emission scope
Total Carbon Footprint Reduction	■	■	■	■	■	■	■	■	**1**
Buildings and Estate									
Improve insulation & general energy efficiency	■			■	■	■		■	1
New developments & retrofits to be low carbon or carbon neutral		■	■	■	■			■	2
Introduce LED lighting throughout council buildings & social housing		■						■	1
Urban greening		■		■			■	■	2
Power									
Use more power from renewable sources e.g. solar farms	■	■	■	■	■	■	■		1
Increase installation of energy efficient LED street lighting		■			■		■		1
Introduce low-carbon heat networks									2
Transport									
Improve infrastructure e.g. EV charging points	■	■			■		■	■	2/3
Invest in walking and cycling infrastructure	■	■	■	■	■			■	2
Organise public transport in a low-carbon way		■			■				2
Council fleet to be low or ultra-low emission				■				■	2/3

	Basildon Borough Council	Southend-on-Sea City Council	Thurrock Council	Chelmsford City Council	Essex County Council	Castle Point Borough Council	Rochford District Council	Brentwood Borough Council	Emission scope
Waste									
Increase public and council staff engagement (reduce-reuse-recycle)									1
Increase recycling rates – set targets									1
Remove single use plastic usage from council activities									1

6 Area of Focus

6a Workforce and System Leadership

Our People

The Greener NHS staff campaign - Healthier Planet, Healthier People - has been developed to empower all of us to come together to build a more sustainable NHS, with an ambition to become the world's first net-zero health service by 2040.

As part of the Green Plan, MSE ICS recognises that the workforce is key to ensuring our organisation is sustainable, and every person within the organisation has a part to play. We will do this by engaging with our staff and partners to define and deliver initiatives and broader sustainability goals.

We will also support the Greener NHS staff campaign, Healthier Planet, Healthier People to help employees in discovering how to become greener and how to improve health now and in the future. The campaign encourages all staff to join in and create a greener, sustainable health service in a way that is meaningful to them. With more than 1.3 million NHS staff, small actions from all of us will add up to make a big difference.

Figure 4: Advertisement from NHS 'Healthier People, Healthier Planet' Campaign

Case Study:

Green Champions East of England Ambulance Trust have setup a sustainability working group and recruited over 40 Green Champions highlighting how highly staff across the ICS value this agenda.

6a.i Leadership

MSE ICS have identified, Jonathan Dunk, Chief Commercial Officer, as the net zero Exec Lead with responsibility for ensuring the organisation develops a green plan and for leading its implementation.

By introducing an Exec level lead, it ensures that the plan is adopted at the highest level, which will create a trickle-down affect amongst the workforce. This will also increase the support amongst the wider leadership team and ensure the final action plan is taken seriously.

As part of establishing the governance, the following individuals have been identified as leads for each area of focus:

Area of Focus	Lead
Workforce & System Leadership	TBC
Sustainable Models of Care	TBC
Digital Transformation	Martin Callaghan, MSE
Travel & Transport	Paul Bailey, EPUT
Estates & Facilities	Chris Howlett, MSE
Medicines	Paula Wilkinson, ICB
Supply Chain & Procurement	Tracey Leforte, MSE
Food & Nutrition	Ify Nwonwu, MSE
Adaptation	TBC

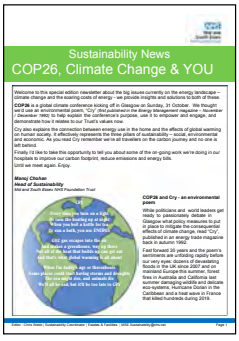
These leads will form part of the wider governance structure and will be vital in carrying forward and implementing actions for each area of focus.

6a.ii Training

Our ability to deliver on this ambitious Green Plan will be dependent upon all parts of MSE ICS pulling together as one team. It will be the actions of our thousands of staff members that will make the plan real. The role of our leaders in role modelling and demonstrating a clear commitment to sustainability and Net Zero will be crucial. For clarity: when we talk about "sustainability" this includes the Net Zero carbon emission objective.

MSE ICS will be supporting staff by setting expectations in job descriptions and staff inductions and delivering training. There will be additional support for specific roles such as our sustainability leaders and quality improvement team to enable them to help further embed sustainability as the business-as-usual approach for everything we do. In addition, the ICS, working with partner organisations, will need to invest in sustainability programs to pull upon learning from outside of the organisation to inspire and offer new ways of working.

MSE FT have a sustainability group and produce Sustainability Newsletters. Please click below for the January and March 2022 editions. It is expected that, in time, this will develop into an ICS wide initiative.


Sustainability News
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www.midandsouthessex.ics.nhs.uk/content/uploads/2022/07/Sustainability-Newsletter-March-2022-FINAL.pdf

www.midandsouthessex.ics.nhs.uk/content/uploads/2022/07/Sustainability-Newsletter-COP26-Edition-A4-Final.pdf

6b Sustainable Models of Care

The NHS Long Term Plan (LTP) set out a commitment to deliver care in new ways for the 21st century. This must also include a focus on reducing carbon emissions and will involve using environmental impact as an additional factor in care design.

Other principles that improve quality of care and patient experience can also help to decarbonise care pathways:

- Optimising the location of care.
- Earlier and quicker detection, diagnosis and treatment.
- Embedding the best clinical practice.
- Treating for the long-term.
- Digital technology.

Carbon savings will mainly come from reduced presentations in A&E, primary care and outpatients, reduced staff and patient mileage, reduced bed days, fewer pharmaceuticals prescribed, and less intensive procedures. A net zero framework will be developed to help consider and evaluate carbon reductions associated with new models of care as well as a central procurement team to ensure a consistent sustainable purchasing across the ICS.

MSE ICS will deliver the best quality of care while being mindful of its social, environmental, and financial impact and take a whole systems approach to the way it is delivered.

Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions, at Trust level.

The environmental sustainability of care pathways will be improved, and better integrated healthcare services will improve efficiency.

MSE ICS will need to:

- Work with partner organisations to support vulnerable patients upon discharge such as improving home energy efficiency, including through retro fit.
- Work with our transformation team to support the redesign of selected care pathways to drive out unnecessary stages and low value activities.
- Work with stakeholders to deliver solutions that reduce the number of hospital visits and consider the impact of different travel options when planning service changes.
- Recognise the importance of prevention of ill health and build preventative medicine into our long-term health strategy.
- Work with partners and stakeholders to identify and deliver solutions that reduce the number of hospital visits, such as the provision of treatment closer to home.
- Ensure the Green Plan is wholly consistent with the ICS Digital Strategy.

It will be measured by:

- Ratio of face-to-face appointments to overall patient activity including NHS 111 calls.
- Feedback relating to the care environment (e.g. temperature, light, services using PLACE surveys).
- Recognition and awards for quality improvements in sustainable care.

- Reduction in hospital admissions and delayed discharges.
- CO^2 and financial indicators.

6c Digital Transformation

There is a major role that digital technologies play in meeting the NHS net zero targets. For example, during the Covid-19 pandemic virtual appointments were introduced from June 2020-2021, this action alone is estimated to have saved carbon equivalent to taking 40,000 cars off the road for a year.[5]

The coronavirus pandemic proved to be the catalyst for NHS organisations to achieve truly remarkable digital transformation at an unprecedented pace and scale. MSE ICS's Digital and Data Strategy aspires to build on that progress by focussing on ways to further harness digital technology and systems to streamline service delivery and supporting functions, and improve use of resources and reduce carbon emissions. The programme will be based on NHS X's What Good Looks Like (WGLL) framework.

This programme draws on local learning. It builds on established good practice to provide clear guidance for health and care leaders to digitise, connect and transform services safely and securely. This will improve the outcomes, experience, and safety of our citizens.

6c.i Virtual appointments

Case Study:

The NHS estimates that, in the 12 months to 23 August 2021, the benefits of running virtual appointments saved patients more than 277,679 hours in travel time and staying at home led to a reduction of over 2,500 tonnes of the greenhouse gas carbon dioxide. Reducing air pollution through patients making fewer car journeys can also directly impact on people's health.

Video and telephone consultations are also popular with many patients. Feedback from Trusts have shown patients saved time and money in travelling, were less reliant on others to get to appointments and that people found the experience less stressful and felt more comfortable in their own home.

The Coronavirus pandemic forced many hospital appointments to take place virtually via video calls or telephone. Easing of restrictions means more appointments are taking place face to face. However, where appropriate, virtual appointments will continue to be used to benefit patients and staff.

Virtual appointments benefit the environment and are part of the NHS commitment both nationally and locally to reduce carbon emissions.

[5] NHS Digital Blog (https://www.nhsx.nhs.uk/blogs/the-role-of-digital-technologies-in-meeting-nhs-net-zero-targets/)

6c.ii The Adoption of Digital Tools

Case Study: Warp-IT (Waste and recycling scheme)

Warp-IT is a procurement tool as it stops staff buying items that are already surplus. It is also a waste reduction tool, as it finds new owners for items that may have been skipped. The platform current covers 35% of the NHS in England, including MSE FT and 100% of NHS Scotland. Immediate benefits to customers:

- Internal marketplace to encourage peer to peer trades across the organisation, which stop staff buying items the organisation has (See here)
- Better management of assets coming out of buildings. The system finds homes for the assets prior to the building clearance dates. (See here)
- If customers are currently scrapping assets, the system helps to reduce the waste cost liability by finding homes for assets being scrapped.
- Reduce procurement costs across the budgets. (See here)
- Link up with Organisations and NHS Trusts in the area- and trade between organisations and sectors. (See here)
- Link up with local charity/ schools to donate surplus in a safe and legal manner.
- Tracking the savings and demonstrating sustainability credentials (see here) in order to tell the story better and get even more buy-in to sustainability and circular economy.

Since introduction, MSE has saved £40,532, 16,468kg of Carbon Dioxide and avoided 6,766kg of waste. When considering 1 tonne of CO^2 is the average amount emitted by one person in a month, this is a positive step in the right direction. The below images also highlight the impact that this saving has had.

Despite these savings, there was low uptake across the CCGs for the Warp-IT tool. MSE are currently exploring a central warehouse system to store all unwanted and surplus items. This will ensure a full, updated inventory of items as well as an audit trail of where items came from and where they were issued to. Where appropriate, this store will be the first port of call for furniture and equipment before purchasing anything new and will be managed by a centralised team.

6d Travel and Transport

Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff, and suppliers to the NHS, contributing around 14% of the system's total emissions. The travel and transport workstream of Greener NHS is implementing a range of interventions to reduce carbon emissions from travel relating to patients, visitors, staff, and suppliers to the NHS. This includes transitioning the NHS transport fleet to zero-emission vehicles, reducing unnecessary journeys, and enabling healthier, active forms of travel such as cycling and walking. The NHS has committed to having a zero emission non-emergency patient transport fleet by 2035, one of the recommendations set out in the report of the Non-Emergency Patient Transport Review, published on 2 August 2021.

Sustainable travel plays a significant part in reducing traffic on the roads, promoting health and wellbeing through exercise, and improving local air quality. Therefore, it is important that the locations from which our NHS services operate are well-served by bus, rail, and other public transport links, have good and accessible pedestrian facilities and are reachable by safe cycle routes, have secure cycle storage and provide charging points for electric vehicles.

ECC is delivering a step change in sustainable travel by growing passenger transport and active travel. All work is achieved in partnership. The approach is "Avoid – Shift – Improve" - avoiding unnecessary motor vehicle trips; encouraging residents to shift to sustainable transport by improving bus provision; and improving sustainability of any essential journeys by developing active travel options and a strategy for electric charging points.

ECC spends around £9m annually supporting uncommercial local bus services, representing around 15% of the overall bus network. It focuses on services in the evenings, at weekends and in rural areas.

ECC spends around £1m supporting community transport services to allow those who cannot access conventional bus services to make the journeys they need. The Council will reimburse commercial operators around £17m this year for the use of concessionary bus passes by older people and people with disabilities.

These are long term, sustained investments at a higher level than most comparable councils and have been maintained despite the massively increased pressure on Local Government funding since 2008 and demonstrate Essex's commitment to supporting public transport.

Case Study: EV Charging Stations

The UK's first Electric Vehicle (EV) charging station, opened in Braintree in December 2020, supported by a £5.83m Innovate UK grant to ECC, GRIDSERVE, Brunel University and Upside Energy. The EV charging station is powered solely on renewable energy. ECC is rolling out electric charge points and electrifying its car fleet as part of an Alternative Fuels Strategy.

Case Study: EV Charging Stations

Working with partners ECC launched Essex Pedal Power, a community-based bike project giving 1,300 residents in Jaywick Sands and Clacton a new bike free of charge. The inclusive programme – which plans to extend to other districts - makes cycling accessible and provides access to employment, services, and education.

Case Study: Behaviour Change Campaigns

ECC launched Safer, Greener, Healthier (see new video) and Stop. Swap. GO! behaviour change campaigns to communicate the sustainable transport ambitions with residents. The Stop, Swap and Go! campaign saw 35,503 unique website visits, and 428,000 unique users on Facebook alone. In a survey of challenge participants 84% stated that they were driving less and walking and cycling more.

Case Study: Active Travel Schemes

ECC published its first walking strategy in 2021 and is rolling out £8m investment in 2021/2022 into five active travel schemes to make walking and cycling easy and fun. ECC has further committed £4.7m to new cycling and £3m to maintaining existing cycling networks. The new Bus Implementation Plan will be published in 2022.

Case Study: Digital Demand Responsive Transport (D-DRT)

During 2019 and 2020 ECC gained funding from DfT for the development of a DDRT project to allow flexible operation where you want, when you want, much like the UberPool shared taxi offer in London. This uses a mobile phone app to let you book your journey, see in real-time when the vehicle will arrive and make payment. For those without a smartphone, telephone booking remains a back-up option.

ECC successfully submitted two D-DRT proposals to the DfT's Rural Mobility Fund in Summer 2020; incorporating an ambitious concept to deliver a digital, fully electric DRT, in partnership with District Councils and GRIDSERVE, that would serve rural and sub-urban areas and complement high-frequency, commercial bus and train services. This is aimed at developing a future where Essex residents can leave their cars at home, or give them up entirely, because they can reliably and confidently use public transport to reach their destinations anywhere within the County. D-DRT offers a critical, final piece of the jigsaw.

https://consultations.essex.gov.uk/iptu/resident-survey-for-digital-demand-responsive-tra/

Case Study: Southend-on-Sea City Council Initiatives

Some further great initiatives from Southend-on-Sea City Council:

- They won £12,000 through the Climate Change Skills Fund. It helps to promote the use of electric bikes throughout the borough in order to reduce short car journeys.
- They won £4.8m through the Local Sustainable Transport Fund in July 2011. This is boosting sustainable travel in the borough and reduce carbon emissions.
- They won a £1.6m bid from the Better Bus Area Fund. This fund is helping to get more people to use buses, cut traffic and promote a low carbon transport network. This was topped up by Arriva and First Essex Buses and Southend's Local Transport Plan funding.

This plan summarises the commitments and outlines the journey ahead in helping staff, patients, and visitors to reach our sites and communities safely, sustainably and with the benefit of improved health and reduced cost both in monetary and in environmental terms.

MSE ICS will:

- Minimise the environmental and health impacts associated with the movement of goods and people through MSE ICS activity.
- Increase use of sustainable and active modes of travel that deliver environmental and health benefits.
- Decarbonise the travel and transport relating to our operational activity.

6d.i Lease Car Scheme

MSE ICS will develop a Green Travel Plan that facilitates active and sustainable travel options for staff patients and visitors. The MSE ICS plan will need to meet NHS and National guidance with regards to purchasing, leasing and operating Low and Ultra Low emission vehicles. A green fleet review will be required to be undertaken and staff will be incentivised to use electric vehicles, with increased access to them.

6d.iv Cycle to Work Scheme

MSE ICS will introduce a Cycle to Work Scheme for staff which enables them to purchase a bicycle via a salary sacrifice scheme. An annual staff travel survey will take place, measuring uptake not only of the cycle to work programme, but uptake of all staff schemes. The ratio of cycle storage, changing and shower facilities to staff numbers will be allocated accordingly. MSE ICS aspires to become a gold standard 'Cycle Friendly Employer' to encourage uptake on the scheme and reduce the number of individuals travelling to work via higher polluting transport such as cars.

As more employees adopt this scheme, we would expect to see a further reduction in carbon emissions across travel and transport.

6d.v Working from Home Policy

Since the Covid-19 pandemic and the Government's advice to work from home where possible, the mileage for employees has reduced, both in going to and from work and also travel to meetings.

Meetings are now routinely held remotely using such technology as Microsoft Teams, Zoom and other video applications. Whilst travel is a core part of business and face to face meetings are often the best way to build relationships with customers and colleagues, ever increasing travel brings with it significant costs to the business and amounts to a high proportion of what can often be quite unproductive time.

The MSE ICS also recognises that significant amounts of travel have a negative impact on staff wellbeing and actively encourages employees to look at ways to minimise travel and adopt a balanced approach to working from home on a regular basis.

This way of working also aligns with MSE ICS's target of improving air quality. By reducing total travel (business and commuting), switching to lesser polluting transport modes, and making use of technology and agile working we are aiming for an 80% reduction in miles travelled by polluting modes by 2028- 2032.

6d.vi Businesses

ECC are working extensively to support businesses, with a £6m grant programme for SMEs to invest in energy efficiency, solar and electric vehicles. In March 2021 they established the Net Zero Innovation Network which brings together over 80 Essex businesses and Universities to drive innovation and investment.

ECC are committed to ensuring that businesses in Essex have the right skills to unlock the opportunities that the move to net zero will bring. The changes in construction, not least the move to low carbon heat and the energy transition will both unlock thousands of new jobs in Essex the right skills can be identified.

In Braintree the I-Construct Innovation Hub, a £2.3 million center of excellence for construction innovation in Braintree, Essex. Braintree District Council is investing £1.5 million into the build of the center and the remaining funding is being provide by the European Regional Development Fund.

ECC has been awarded £700k to work with the retrofit academy to support retrofit skills development.

6d.vii Community Engagement

An ECC communications strategy and plan have driven engagement with Essex communities, including the public sector, local parish councils, residents, business and schools. Activity included, in early 2021, extensive research to underpin future communications and a public consultation found support for the Commission's key recommendations.

Case Study: Launch Event

The online launch event for the Commission's report was held in July 2021 and enabled communities to learn more about the positive action being taken, future plans and how to get involved. There were 650 event registrations and TV, radio and press coverage reached 2.5 million people.

Case Study: Essex Climate Action Commission website

A new website essexclimate.org.uk is a growing resource for the community to understand how they can take action.

Case Study: Social Media engagement

Essex is Green social media channels actively engage and inspire thousands of residents online to get involved and reached over 10 million newsfeeds since their launch in July 2020 and over 9,000 followers. Essex is Green Changemakers group was established where over 200 Essex admins and community group leaders can meet together to actively address how to tackle climate change. During the first year, the Facebook page reached 3.1 million people.

Case Study: ECC Essex Climate Action Challenge Fund

To involve communities in climate action, a £500,000 ECC Essex Climate Action Challenge Fund provides up to £20,000 grants for schools and community groups to deliver activities which tackle climate change. Since the announcement of the fund in July 2021, there have been 10 applications and over £145,000 funds requested.

Case Study: Webinars

A year-long webinar series for Essex Association of Local Councils is helping encourage action at parish and town council level.

Case Study: SME Net Zero Innovation Network

ECC is working extensively to support businesses, with a £6m grant programme for SMEs to invest in energy efficiency, solar and electric vehicles. In March 2021 they established the Net Zero Innovation Network which brings together over 80 Essex businesses and Universities to drive innovation and investment.

6e Estates and Facilities

The NHS' Estates and Facilities Net Zero Carbon Delivery Plan published in November 2021 sets out a clear, sequential four step investment approach to decarbonising NHS sites:

1. Making every kWh count: investing in no-regrets energy saving measures
2. Preparing buildings for electricity-led heating: upgrading building fabric
3. Switching to non-fossil fuel heating: investing in innovative new energy sources
4. Increasing on-site renewables: investing in on-site energy generation

Emissions relating to the estates and facilities services span both the NHS Carbon Footprint and the NHS Carbon Footprint Plus (see figures 2 and 3), accounting for over 60% of the NHS Carbon Footprint (mostly due to emissions from energy use) and also a significant proportion of the Carbon Footprint Plus, through staff travel, construction, catering plastics and capital spend, food and the wider £9 billion estates and facilities annual supply chain spend.

There is an MSE wide Strategic Estates Group, which will be carrying out a review of the capital projects required as a part of the refreshed Estates Strategy. Sustainability of the estate will be considered as a part of this process.

6e.i Built Environment

ECC has committed to being a net zero organisation by 2030 and is developing a new property strategy to deliver this ambition, while implementing a new Ways of Working programme introducing hybrid home / office working reducing staff travel. This is something which could be rolled out across the ICS.

Case Study: Net Zero Housing & Schools

Building for the future is a key priority. Council owned Essex Housing is bringing forward an innovative housing development that will be net zero carbon in both operation and construction. In 2021 ECC opened its first school buildings designed to be net-zero in operation. These were at Sweyne Park School, Colne Community School, and Clacton County High School. These projects are benefitting from post-occupancy performance reviews to ensure the buildings are performing as expected. A further pipeline of net zero schools is in process.

ECC has developed programmes to retrofit schools in Essex, including the roll out of solar panels and smart meters which enables schools to track their energy usage. A new team is being set up now to support schools in developing their own net zero plans.

Retrofitting local homes is also critical. The Warm Homes Essex website in partnership with Citizens Advice Essex, gives advice on energy efficiency and support to Essex households who are struggling with fuel bills. ECC initially secured £800,000 funding from the Green Homes Grant Local Authority Delivery Scheme which provides a grant of up to £10,000 to make energy improvements in fuel poor homes, and in January 2021 launched a campaign to promote the funding. It has seen 82 homes upgraded last year. A grant pot of £5.2m is being rolled out now and in 2021, ECC co-ordinated a bid with partners across Essex which secured a further £17.2m to vastly increase the number of households which will benefit from this scheme.

ECC has conducted a skills review of the buildings sector in Essex and has secured a £700k grant to establish a Retrofit Academy in Essex to help this industry support new heating and building retrofit requirements.

Case Study: ReallySmartHouse initiative

Southend-on-Sea City Council secured £1.2m of funding for the ReallySmartHouse initiative. This design helps reduce the carbon emissions of 60 properties in the St Luke's Ward by 40%. In turn, creating the first 'Low-Carbon Zone' in Essex

6e.ii Primary Care

GP Practices have engaged in a survey process advising on the initiatives that they have taken to reduce their carbon footprint and widen their social value. Please see Appendix 1 for a copy of the survey, the results of which will be assessed and form the baseline for further primary care discussions.

6e.iii Agile Working

MSE ICS are committed to providing a flexible and supportive working environment for colleagues through 'Agile Working.' Agile working is a way of working in which the organisation empowers its employees to work where, when, and how they choose; with maximum flexibility and minimum constraints to deliver "best in class" value and customer service. Agile working is reliant on digital communications to enable individuals to work in ways which best suit their needs, without the traditional limitations of where and when tasks must be performed.

Going forward, this will allow MSE ICS to work smarter and eliminate all barriers, implement a range of measures to working efficiently, meet customer needs, reduce costs, maximise productivity, and improve personal carbon footprint. Building occupancy levels will be easy to measure with introduction of a room/desk booking system, enabling control of spaces and occupancy by estates, especially whilst the COVID-19 infection is present.

6e.iv Building Energy Use

A key priority for estates going forward has to be energy efficiency. In Southend University Hospital alone, it is estimated that energy bills will be increasing by approximately £1.5m due to price increases. Ever increasing energy bills are having a real impact on NHS finances, meaning money can't be spent on the much-needed services, adding increased pressure to already pressurised services.

£1 in every £187 spent in the NHS is on building energy, which is the single biggest area estates and facilities can influence as it makes up 41% of the NHS' carbon footprint. It is an ambition of the ICS to ensure that the power of nature is harnessed, with only green energy and renewable energy sources being used at NHS buildings across MSE.

Renewable technologies including solar panels, wind turbines, ground source heat pumps, biomass installations, air source heat pumps, and solar water heating have already been incorporated within several provider trusts and in general practice.

The ICS will have joined up discussions as to how to identify alternatives to reduce both energy consumption and bills. An example of this is through applying for funding from the Salix Public Sector Decarbonisation Scheme, which offers cash grants and support to the public sector to support with energy costs. Through tackling this as a system, opportunities for savings through bulk purchasing and sharing of ideas and lessons learnt, will be possible.

6e.v Asset Management and Utilities

MSE ICS has numerous opportunities to increase sustainability across the estate. Through improvements to existing operational assets, buildings, critical infrastructure and the equipment which is essential to the smooth running of services, and through carefully considering the sustainability credentials of assets and utilities yet to be procured.

Improvements and opportunities can stem from relatively large capital investment, or from individuals identifying simple changes which can be implemented across similar departments, or indeed the estate as a whole. The development and implementation of relevant plans and strategies will see sustainable development integrated into all areas and activities within MSE ICS.

6e.vi Recycling Waste

MSE ICS will reduce consumption, utilise data better, buy longer lasting electronic equipment and improve recycling capabilities at all sites.

ECC has committed to zero waste to landfill by 2030 and is bringing Recycling Centres in-house. The new Essex Waste Strategy being developed with partners puts carbon at the centre of the new strategy and the future focus is on a generational shift in how waste is viewed and managed. This is something that the ICS should consider rolling out.

Case Study: the BLUEPRINT to a circular economy

In April 2020, ECC launched the BLUEPRINT to a circular economy. This Interreg-funded project helps local authorities in England and France transition to a circular economy and provides training opportunities to help people secure jobs in the circular economy.

Key initiatives include The Library of Things, where residents can borrow DIY tools, tents and other items from their local library, instead of purchasing them and using once.

Case Study: Reusable menstrual products

The Love Your Period initiative has involved 1,200 residents to date pledging to try reusable menstrual products. ECC provided £15 vouchers to enable 650 residents to purchase reusable sanitary items to try. The campaign was promoted through targeted communications channels including webinars and engagement with Food Banks.

Case Study: Waste reduction and recycling

ECC delivers a series of initiatives including cloth nappies and composting under the Love Essex Brand used across the Essex Waste Partnership to promote waste reduction and recycling. ECC has established Love Essex Champions – a network of volunteers who support reduce, reuse and recycling messaging and activities.

MSE ICS will be supporting the implementation of the Regional plastic project 'Developing a circular approach for single use clinical plastics' in the following ways;

- **Sharing the plastics project** widely across our ICS - and sharing the knowledge and learning that has been developed from (Phase 1) research and (Phase 2) Ideation workshops.
- **Support pilots** & feasibility studies. The ICS will be encouraging and supporting our Trusts to take part in feasibility studies and pilot programmes in order to test and develop our thinking about the type of sorting processes that we need to introduce to enable our trusts to sort and retain the value of their clinical plastics.
- **Coming together to find system level solutions across the supply chain.** Engaging with with/providing representation on the planned 'Single Use Plastics Circular Economy Innovation and Awareness Group' to ensure ICS partners (sustainability, procurement

and waste leads, clinicians and suppliers are connected and able to benefit from and respond to the learning gained during the pilots and feasibility studies).

- **Improve staff awareness** – redefining waste as an asset, understanding where it goes, and influencing staff behaviour around purchase, use and disposal.

Summary of the project:

- **Phase 1:** Developed an understanding of the type of plastics being consumed by Trusts and the current journey that plastics takes through our system to disposal, by tracking and analysing the composition and end destination of the top 200 clinical plastic items ordered by Trusts (this is referred to as defining the 'as is position').
- **Phase 2:** The project brought together over 70 organisations across the eco system across 3 'Ideation Workshops' to discuss the current position, barriers, challenges and missed opportunities, creating a view on what carbon and cash savings could be made if we moved to a circular approach to single use clinical plastics (tis is referred to as the 't0 be scenario'). We are now moving into.
- **Phase 3:** Where the ICS, in partnership with the region, trusts and external partners are seeking to implement the road map.

6e.vii Recycling equipment

Many medical devices (e.g. walking aids) are durable products whose useful life greatly exceeds use by a single patient, and can be refurbished and reused repeatedly, reducing waste to landfill and avoiding carbon associated with new products. Reuse schemes have tended to be limited due to concerns around liabilities, limited resource available to set up a scheme, and the perceived low-cost benefit.

In 2019, 66 NHS Trusts in England spent over £14m on 560k walking aids. With some 5.7 kt CO2e generated to purchase new aids, there is substantial opportunity to increase return rates further.

Device reuse and refurbishment could save the NHS 202 kt CO2e or 1.4% of supply chain emissions. Crutches, frames and walking sticks are in the top 20 of medical device / equipment categories for carbon footprint due to the high Green House Gas intensity of aluminium manufacture.

Case Study – MSE Trust

In-house reuse programme

Mid and South Essex NHS Foundation Trust achieves rate of return of up to 40% for its Walking Aids reuse programme, which involves staff inspecting, cleaning and repairing equipment onsite, saving around £27,000.

Organisation

Mid and South Essex NHS Foundation Hospital Trust

Issue

Broomfield hospital with over 800 beds and over 6,000 employees treats a variety of injuries and conditions. In a year they spent £60k on walking aids (£24k on walking frames and £36k on crutches), mainly issued through the Therapies Departments, who established and coordinated the reuse scheme.

Action

An equipment return area was established in reception, staff then transfer items to designated rooms for cleaning and assessment. A member of staff pairs, inspects the for functionality and faults, cleans them following local agreed SOP, and replaces worn feet bungs. Any walking aids that fail checks are treated as waste and allocated for metal recycling.

Impact

- Around 40 walking aids are reused each week
- 21% of crutches and 61% of frames are returned
- Reusing more than 3,000 pieces of equipment and saving around £27,000 across two hospitals, with a third joining in 2022.
- The refurbishment process is quick and easy, taking one person around 5-10 minuets per walking aid.

Lessons learned

- The reuse scheme needs a clear owner and coordinator
- A dedicated room is needed to inspect and recondition equipment along with a member of staff supporting this work - 5 hours per week at each hospital
- A set and agreed procedures to follow simplifies the task and ensures appropriate checks are completed
- Communicating a simple returns approach to patients is important for success (the team used labels on equipment to encourage patients to return items)

6e.viii Social Prescribing

Social prescribing is a key component of Universal Personalised Care but also has close links to sustainability. The GP's surgery is often a place people go to when they don't know where else to turn. It is estimated that 20% of people visit their GPs for what is primarily a social rather than a health problem. And this is where social prescribing link workers can make a difference, by taking referrals from GPs and other care professionals. This approach increases wellness and reduces the need for medicines.

Social prescribing is a way for local agencies to refer people to a link worker. Link workers give people time, focusing on 'what matters to me' and taking a holistic approach to people's health and wellbeing. They connect people to community groups and statutory services for practical and emotional support. Link workers also support existing community groups to be

accessible and sustainable, and help people to start new groups, working collaboratively with all local partners. Social prescribing works for a wide range of people, including people:

- with one or more long-term conditions
- who need support with their mental health
- who are lonely or isolated
- who have complex social needs which affect their wellbeing.

When social prescribing works well, people can be easily referred to link workers from a wide range of local agencies, including general practice, pharmacies, multi-disciplinary teams, hospital discharge teams, allied health professionals, fire service, police, job centres, social care services, housing associations and voluntary, community and social enterprise (VCSE) organisations. Self-referral is also encouraged.

A standard model of social prescribing has been developed in partnership with stakeholders, which shows the key elements that need to be in place for effective social prescribing across MSE. These can be accessed through Live Well Link Well and Connect Well.

6e.ix Green Space and Biodiversity

An important element of social prescribing is reconnecting people with their local communities and getting involved in outdoor activities. MSE are keen to engage with the Royal Horticultural Society (RHS) who are working in partnership with health organisations across the country, to support gardening as a form of social prescribing. MSE put forward several outdoor sites to be transformed as part of a recent initiative and hope to continue work with the RHS long-term.

"Social prescribing does not replace medical treatment, but it gives a new future to people who need connection rather than just medication. And so more people could discover what keen gardeners have always known – that the feel of soil on your hands and a cup of tea with fellow enthusiasts really does make the world a brighter place." Royal Horticultural Society, 2019

NHS Forest

NHS Forest distribute trees/whips to NHS sites to help them create forests or increase biodiversity on their sites. New Leaf are looking to offer to help them create this initiative, growing regionally sourced trees in NHS locations across England. (more info: https://nhsforest.org/)

6e.x Land Use and Green and Infrastructure

Case Study: Essex Forest Initiative

In October 2019, ECC launched the Essex Forest Initiative. The £1 million investment is planting 375,000 trees, across 150 hectares, over five years. The project has already made excellent progress. During 2020/21, 38,615 trees were planted, 154% above target. In 2021/22, 73,012 trees were planted, 146% above target. The scheme continues to grow with a recent award of £300,000 to plant urban trees from the Forestry Commission.

Case Study: Essex Green Infrastructure Strategy

In 2020, ECC's Essex Green Infrastructure Strategy was awarded a Building with Nature Accreditation of Excellence - one of only eight authorities to achieve this accreditation. ECC is working with partners to create a 'climate focus area' to accelerate best practice in sustainable land management.

Chelmsford City Council has committed to increasing the biodiversity of the City by creating new natural open spaces and country parks in North East Chelmsford and Sandon, establishing a 'green wedge' through the Chelmer River Valley and planting woodland and significantly increasing the number if trees planted to absorb more carbon emissions. This is something that should be looked at rolling out across the wider ICS.

Case Study: Growing Spaces to Grow - HSJ Environmentally Sustainable Project of the Year Award winners!

St Andrews Healthcare won the prestigious Award in November 2021 with their inspiring project. Located at the hospital site in North Benfleet, is a green space which was created from recycled materials and features a green gym, polytunnel, wood store and raised flower beds. Originally, this was an overgrown piece of land which, over the last three years, has been transformed using 80 per cent recycled materials which were all sourced within a 15 mile radius, into a sustainable garden and therapeutic space.

It has a low-carbon footprint and has made use of donations from local charities and recycling organisations from within the local area. Some of the planters were made from light fittings and the bike shed was constructed using recycled plywood board.

The project was started to help service users build confidence and achieve qualifications, while promoting a healthy lifestyle and has now expanded so patients can enjoy the use of the garden which also supports their emotional needs. Gardening and being outside gives our patients an opportunity to engage in self-soothing and multi-sensory activities, such as gardening, cloud watching, and outdoor yoga in an appropriate, off-ward environment.

Patients and staff are now growing plants from seeds, rather than purchasing them and they are gradually creating wildlife habitat areas around the hospital site, encouraging more birds, bees and butterflies into the area. They are using donated water butts to harvest rain water and recycling garden waste to make their own compost to fertilise the soil. The plan is to expand so they can start to compost all their kitchen waste too.

The benefits are longer lasting than the planting season, as service users have been able to get involved with growing seedlings and creating small construction projects in conjunction with undertaking certified courses at the education department. By planting vegetables on site, the hospital is also promoting healthy food choices and helping patients to get excited about meal preparation.

6e.xi Air Pollution

While wider action on air pollution is for government to lead, the NHS will work to reduce air pollution from all sources. Specifically, it will cut business mileage and fleet air pollutant emissions by 20% by 2023/24.

- Almost 30% of preventable deaths in England are due to non-communicable diseases specifically attributed to air pollution.
- More than 2,000 GP practices and 200 hospitals are in areas affected by toxic air.
- In 2017, 3.5% (9.5 billion miles) of all road travel in England was related to patients, visitors, staff and suppliers to the NHS.
- At least 90% of the NHS fleet will use low-emissions engines (including 25% Ultra Low Emissions) by 2028, and primary heating from coal and oil fuel in NHS sites will be fully phased out.
- Redesigned care and greater use of 'virtual' appointments will also reduce the need for patient and staff travel.
- Promote EV vehicle use by providing local EV (electric vehicle) charging points and infrastructure.

6e.xii Capital Projects

MSE ICS will reduce the environmental impact of building works during the design, refurbishment, construction, operation and decommissioning stages. Sustainability and efficiency will be embedded through policies and procedures, including whole life costing, smart design and technology across our new build and refurbishment works. Energy and water efficient technologies and practices will be incorporated throughout our Estate and services. Year-on-year reductions in consumption will be delivered while protecting and enhancing biodiversity across the estate.

Sustainability Impact Assessments will need to be a decision factor in all capital

business cases. Sustainability guidelines will be developed for all capital projects, including major refurbishments, driving resource efficiency through the estates strategy, standard specification and whole life costing.

Capital Staff will be appropriately trained in terms of sustainable building design. Utilities monitoring systems will be introduced alongside an ongoing programme of energy and water efficiency schemes. New developments and major refurbishments will be net zero carbon. A Biodiversity Action Plan will be developed and implemented and supported by a decarbonisation investment programme and funding plan which will also need to be put in place. The ICS also has an ambition to develop guidance for third party development builds in the community.

6e.xiii Lighting

As many of our partners across MSE have already discovered, LED lighting is one of the sustainable 'quick wins'. LED lights use less energy than traditional light bulbs and have a longer lifespan, having a positive impact on greenhouse gas (GHG) emissions and our environment as well as being significantly cheaper to run.

Case Study:
Low carbon technology

MSE Trust have pioneered innovative low carbon technology on their sites such as heat pump schemes, digital twinning and the use of advanced energy storage, having successfully secured investment finance circa £30 million.

6f Medicines

Medicines account for about 25% of emissions within the NHS in England. A small number of medicines account for a substantial proportion of these emissions, particularly anaesthetic gases, and nitrous oxide which account for around 2% of NHS emissions, and inhalers which account for around 3%.

The long-term NHS plan pledges to reduce the negative effect the NHS has on the environment to help to build a more sustainable NHS. Part of this negative effect can be managed through the identification and encouragement to prescribe medicines which limit damage to the environment.

MSE ICS will reduce CO^2 emissions associated with areas of high impact such as pharmaceuticals and anaesthetic gases.

MSE ICS will:

- Identify carbon hotspots such as medical equipment and pharmaceuticals and ensure that action plans identify and mitigate environmental impacts.
- Reduce and recycle medical devices (inhalers).
- Educate staff and encourage lower impact alternatives.
- Stop the use of Desflurane in Surgery. Reduce the Trust's use of Nitrous Oxide to use in Maternity only and minimise Nitrous Oxide waste from leaks in the supply infrastructure.
- Consider lower carbon alternative medicines in particular Metered Dose Inhalers (MDI) and anaesthetic gases. Reduce medicine wastage and ensure

best available technology is used for disposal, including recycling anaesthetic gases when this technology becomes available.

- Introduce point of use recycling technology for anaesthetic gases.

It will be measured by:

- Monitor number of low carbon inhalers prescribed as a % of total prescribed.
- Monitor medicine wastage through the weight collected in community pharmacies.
- Monitor use of anaesthetic and other gases by volume and CO^2 impact.

6f.i Anaesthetic gases

Anaesthetic gases have extremely high global warming potential, for example one litre of Desflurarane has the equivalent CO^2 emissions of driving a diesel car from Lands' End to John O'Groats and back seven times. In addition to this issue, less than 5% of inhalational anaesthetic gases are metabolised by the body. This means that 95% of the administered gas goes into the atmosphere.

6f.ii Inhaler Prescriptions

The NHS Long Term Plan has set an ambitious target to reduce absolute inhaler emissions by at least 50% by 2028. Certain inhalers contain a potent greenhouse gas as a propellant to administer the medicine into the patient's lungs. These types of inhalers are known as MDIs, or metered dose inhalers. While the gas itself is not harmful to inhaler users, the emissions from exhalation and in disposal of the devices, has a powerful carbon footprint effect.

There are, however, alternatives to MDIs, such as dry powder inhalers (DPIs), which are dry powder inhalers. These alternative devices can reduce the carbon footprint of inhalers by up to 95%, the equivalent of a journey of 175 miles for an MDI, to a journey of 4 miles for a DPI.

Greener inhaler prescribing

Use dry powder inhalers wherever clinically appropriate as they have a much lower carbon impact.

- Optimising patient care and ensuring they are using the inhalers properly.

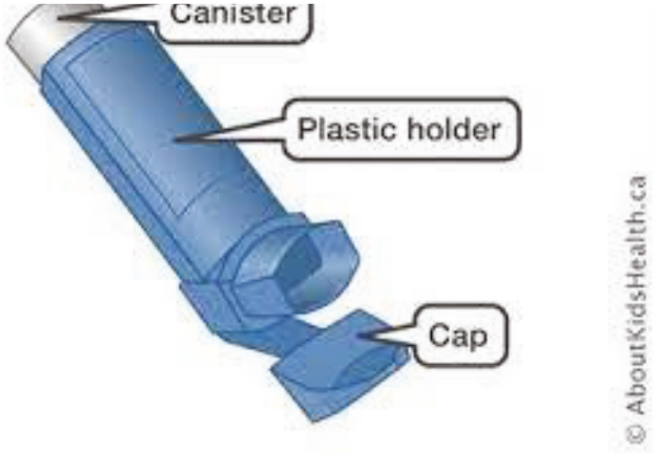

Figure 5: Meter Dose Inhaler (MDI)

Figure 6: Dry Powder Inhaler

6f.iii Wasted Medicines

It is estimated that medicines waste or unused medicine costs the NHS around £300 million every single year, with an estimated £110 million worth of medicine returned to pharmacies, £90 million worth of unused prescriptions being stored in homes, and £50 million worth of medicines disposed of by Care Homes according to a Department of Health report.

Causes of medicine waste:

- Over-ordering of medicines.
- Continuing requests for repeat medication that is no longer required.
- Patients not taking medicines as prescribed.
- Poor repeat prescribing systems.
- The increased workload associated with issuing 7-day prescriptions and use of compliance aids when medicines are dispensed, leading to an increased number of journeys either by the patient to collect the medicines or the pharmacy delivery driver delivering medicines.
- Many compliance aids are made from single use plastics or cardboard, meaning that often they cannot be recycled.

Ways to minimise waste:

- Encourage patients to feel able to confide in clinicians if they aren't taking their medicines.
- Regularly review all medications patients are prescribed and check for the continued need for these medications.
- Focus on procurement to reduce footprint.
- Enable appropriate disposal; encourage patients to take any un-used medications to their local pharmacy so that they can dispose of it safely.
- Review all 7-day prescriptions and compliance aid requests.
- Reduce amount of packaging.

6.g. Supply Chain and Procurement

The NHS uses products such as medical equipment, food and other business goods from more than 80,000 suppliers. Over 60% of the current carbon footprint can be found in the NHS supply chain, making it important that the NHS support their suppliers in creating a positive change, to meet the Net Zero target that has been set.

- In 2021 the NHS public board approved the 'Net Zero supplier roadmap' which sets out environmental guidelines and expectations working with suppliers moving forward. A further framework to support reporting on this map will be published in 2022. The roadmap can be seen below:

Figure 7: The NHS Net Zero Supplier Roadmap (www.england.nhs.uk/greenernhs/get-involved/suppliers)

MSE ICS will implement a step change in education and awareness of sustainability best practices across ICS service delivery staff involved in procuring good and services. There will be a move to sustainable procurement

approaches, such as taking an active role in developing the circular economy. There will be a direct sustainable use of resources: minimising unnecessary procurement and resource use and maximising re-use of materials and equipment where appropriate. Indirect sustainable use of resources: A sustainable procurement culture and processes that shift consumption to sustainable products and services and considers broad criteria including:

- Materials
- Workforce
- Buy locally where possible
- Manufacturing and transport.

Ways in which it can be achieved within the specific legal frameworks:

- Fulfil obligations under the NHS plastics pledge.
- Promote a culture of reuse and refurbishment of items.
- Regularly audit waste and follow up on issues identified.
- Develop and implement e-learning modules for waste and sustainability.
- Include sustainability criteria in procurement, tender evaluations, framework design and selection, product selection.
- Use accreditation programs to support our procurement strategy e.g. Soil Association Food Standards. Work innovatively with NHS partners and suppliers on sustainable approaches.
- Meet NHSE/I Greener NHS immediate interventions targets.
- Develop robust internal procurement policy and procedures that support the sustainability agenda, whilst in compliance with UK procurement frameworks.

It will be measured by:

- Tracking the CO^2 impact from waste and supply chain initiatives.
- Tracking procurement CO^2 footprint.
- Measuring quantity of packaging and single use plastics reduced or removed from services.
- Monitoring number of suppliers engaged in sustainability improvement plans, including achieving net zero.
- Owning greener NHS Data Collections.

In addition to this, Essex County Council has embedded carbon reduction fully into Governance, with climate impacts required in every decision paper. A detailed corporate impact assessment toolkit is being rolled out across the Council alongside carbon literacy training for 1000 staff and members and this should be rolled out across the ICS.

Tackling how we use energy is a fundamental part of adapting how services will be delivered in the future. There has been significant work taking place to increase renewable energy capacity. ECC is currently procuring 100% renewable electricity for its own use and MSE Trust has been using REGO (Renewable Energy Guarantees of Origin) energy since 2020.

In 2020, ECC introduced a weighting up to 20% for social, economic and environmental impacts in procurement decisions with a range of climate focused TOMS (themes, outcomes and measures).

Further work is ongoing to fully map their scope 3 emissions, green their supply chain and work with their existing suppliers to reduce their emissions. This aligns with other activities taking place across the ICS. Please refer to APPENDIX 3 for the specific legislative and policy frameworks that will need to be followed.

6h. Food and Nutrition

It is estimated that food and catering services in the NHS accounts for approximately 6% the NHS' Carbon Footprint Plus (see figure 2). A healthy balanced diet, with reduced processed foods high in sugar, salt and fats is also a low-carbon diet.

The Greener NHS programme is working closely with the Hospital Food Review and the new National Review of NHS Food Standards. Collaboration with NHS catering leads, dieticians and suppliers will help provide healthier, locally sourced food to patients, staff and visitors, while cutting emissions related to agriculture, transport, storage and food waste across the supply chain and on our NHS estate.

MSE ICS will need to reduce the CO^2 emissions from food made, processed or served within the organisation by ensuring food is from sustainable sources, providing healthy food choices and reducing unhealthy foods on offer.

Ways in which it will be achieved:

- Use local suppliers.
- Combining therapy with sustainable food generation e.g., 'grow your own'.
- Provide and promote interesting and attractive plant-based meals.
- Deliver on NHS Plastic Pledge obligations.
- Effective waste management: appropriate waste disposal routes available and a focus on moving waste up the waste hierarchy.
- Procure food in line with our sustainable procurement objectives.
- Deliver on the Food and Nutrition Policy and Food and Drink Programme.

It will be measured by:

- Food waste auditing.
- Appropriate waste receptacles in all areas.
- Performance against Food and Nutrition Policy and Food and Drink Programme.
- Cost savings, enabling monies saved to be spent on greater patient benefit.
- Community benefits from the local community growing food locally which can be given free of charge to local residents/community groups.

6i. Adaptation

As the NHS tackles climate change there is also a need to adapt to the immediate consequences it brings. As climate change accelerates globally, in England we are seeing direct and immediate consequences of heat waves and extreme weather on our patients, the public and the NHS.

Adaptation is the process of adjusting our systems and infrastructure to continue to operate effectively while the climate changes. It is critical that the NHS can ensure both continuity of essential services, and a safe environment for patients and staff in even the most challenging times.

Many of the changes required to adapt to increasingly severe weather have the potential to impact on carbon emissions positively in the long term, such as increased use of remote monitoring in the community, and more efficient cooling systems. However, some changes needed to adapt may impact negatively, such as short-term increase in air conditioning units.

The long-term ambition is most of these measures will offer resilience not only to climate change but to other continuity risks, such as pandemic flu.

MSE ICS will need to ensure our infrastructure, services, procurement, local communities and colleagues are prepared for the impacts of climate change, such as heat waves and flooding. The impacts of climate change will be assessed and adapted to mitigate the negative effects of past and future climate-altering actions. The impact on public health from climate change will be reduced as much as possible.

Ways in which it will be achieved:

- Nomination of an adaptation lead and incorporate adaptation into our sustainability governance structure, corporate risk register and reporting processes.
- Creation of a climate change adaptation risk assessment.
- Work with key internal and external stakeholders to develop a Climate Change Action Plan
- Ensuring that our emergency plans for extreme weather, consider support for vulnerable communities during any extreme weather events.

It will be measured by:

- BREEAM Building Standard or other sustainable buildings methodology scores.
- Monitoring and reporting the progress of our Climate Change Adaptation Plan.
- Post project evaluation survey to gauge patients comfort etc.
- The overall risk rating in our climate change risk assessment.
- Testing of emergency planning policies.

Case Study: Reducing Flood Risk

Over the next 4 years, ECC has a £12m Flood Resilience Capital Programme to reduce flood risk to residents across the county, with a focus on innovative nature-based solutions. Examples include leaky dams in Thorndon Country Park, a water garden in Basildon Hospital and the 'Make Rain Happy' project installing sustainable drainage in Canvey Island.

Case Study: Solar Together Essex

Solar Together Essex, an ECC supported collective purchasing scheme, helps residents and small businesses to access high quality, affordable solar panels from trusted suppliers. In 2021, 5,605 registrations of interest led to 814 participants who took up Solar PV, with 296 participants adding battery storage to their solar installation. The auction achieved an average saving of 37% on market prices and will result in around 2MW total solar capacity installed.

ECC is providing first steps support to establish new community energy groups to enable communities to develop and deliver their own local efficiency and renewable energy projects. Four new community energy groups have been launched including Saffron Walden Community Energy, Colchester Community Energy, Tollesbury Climate Partnership and Danbury Park Community Energy Group. By March 2022, a total of eighteen groups will have received support.

Case Study: Business energy saving grants

Southend-on-Sea City Council has provided £223,566 of energy saving grants to businesses across Southend as a part of their commitment to net zero and becoming a Green City.

7 Aspirations

As is clear from this Plan, there is a great deal of work already taking place in this area, and a great number of examples of best practice. However, there is always more that can be done and that is why this section is in the Plan.

Some actions the ICS will implement are:

- To become a net carbon zero ICS.
- To have all ICS employees, including the exec level team, undertake the carbon literacy training and commit a pledge to deliver their own carbon changes. This should also include primary care.
- To implement an ICS wide cycle to work scheme, underpinned by safe cycle lanes that cross geographical boundaries.
- To have shared net carbon zero priorities with all local schools, universities, faith, voluntary and charity organisations and local businesses to truly be a net zero area.
- Understand patient attendance data and provide bus route information within health care facilities to encourage use of public transport to attend medical appointments.
- To have EV charging points in all hospitals and all public buildings (where appropriate).
- Implementing a Carbon Management Plan to measure, monitor and reduce the ICS carbon footprint.
- Implement a Public Health Plan which commits to reducing landfill use by 5%.
- Install PC energy saving shutdown software to reduce electricity wastage.
- Replace steam boilers to reduce our gas consumption.
- Install energy efficient lighting and controls across the estate.
- Install solar panels across the entire NHS estate.

Whilst it is recognised that some individual organisations are already carrying out some of these actions, the aim is that they be carried out as one ICS system, with all component organisations playing their part in delivering the vision.

8 Action Plan

Area of Focus	Target	Owner	Timeline
Workforce & System Leadership	Establish Governance in the form of a 'Green Board', involving key activists, voluntary sectors, trusts, local authorities, primary care leads and other key stakeholders.		By July 2022
	Write role description for Green Champions programme to be approved by the board.		From July 2022
	Launch Green Champions programme and set up a process to communicate, raise awareness and promote involvement in green plan targets.		September 2022
	Develop a sustainability training programme for all MSE ICS staff.		By April 2024
	Review induction training for new starters to include how we are meeting the green agenda and overview of the MSE ICS green plan.		By September 2023
	Ensure board members complete the 'Healthcare Leadership course' or equivalent.		By April 2025
	Ensure board level sustainability leadership across the ICS.		By April 2022
	Encourage all staff, including the exec level staff, to undertake climate change awareness training, e.g. the Delivering a NZ NHS "e-Learning for Healthcare" module and/or carbon literacy training as a part of mandatory training.		By April 2024
	Develop ICS wide intranet/communications sites.		By April 2025
Sustainable Models of Care	Promote new ways of working and alignment to sustainability to residents.		By April 2025
	Progress with virtual wards to enable a more 'home' focused approach to care.		Ongoing

	Develop plans for embedding carbon reduction principles in the way that all care is delivered, including digitally enabled care, default preference for lower-carbon interventions where clinically equivalent, and reducing unwarranted variation in care delivery and outcomes resulting in unnecessary carbon emission.		By July 2024
	Ensure alignment with this Green Plan across all partner organisations.		From April 2023
Digital Transfor-mation	Investigate digital tools for managing impact of our investment decisions and present outcomes to board.		From April 2024
	Conduct an internal awareness campaign to encourage greater collaboration and agile working.		From July 2023
	Maximise the use of digital technology across the ICS partners.		From July 2023
	To increase/allow patients to access virtual outpatient and primary care appointments, where clinically appropriate.		Ongoing
	To follow NHSX's "What Good Looks Like" framework.		Ongoing
	Increase flexibility to allow for staff to work remotely where feasible.		Ongoing
Travel and Transport	Continue to monitor travel and transport statistics and set reduction targets on a yearly basis.		From July 2022
	Promote the use of sustainable travel.		Ongoing
	Promote the benefits of the 'cycle to work scheme' to increase uptake and usage of it.		Ongoing
	Change the current 'lease car scheme' to only include Battery Electric Vehicles and Ultra Low Emission Vehicles.		Ongoing
	Only Ultra Low Electric Vehicles or Zero Electric Vehicles are made available to staff through car sacrifice schemes.		From July 2023

	Identifying a cycle-to-work lead in every trust to reduce car usage and increase fitness levels.		From April 2023
Estates and Facilities	Review recycling facilities across estates and work to increase options to recycle.		From July 2023
	Establish regular meetings with NHS Property Services to understand viability of switching to renewable energy sources across all estates. Make a plan to move this forward.		Ongoing
	Continue to identity and run behaviour change campaigns around energy e.g., 'switch off the lights' signage and keep electrical items for as long as possible before replacing and roll out across the ICS.		From September 2022
	Develop plans to introduce an internal system for centralised storage of furniture and equipment across the ICS.		Ongoing
	Identify funding opportunities for GPs to become sustainability leads and have some focused time to develop a joined up approach to sustainability, from a primary care perspective.		Ongoing
	The system should describe how its member organisations will purchase or generate 100% electricity from renewable energy sources from April 2025.		From April 2025
	Ensure the system plan is aligned with deliverables in the Estates Delivery Plan. Including replacing lights with LED, removal of coal and oil boilers, renewable energy generation across all Trusts.		From April 2023
	Work towards having an MSE NHS wide, joined up approach to energy procurement.		From July 2024
	Carry out an MSE NHS carbon foot-printing exercise to have one baseline figure.		From July 2023
Medicines	Create an internal campaign to increase awareness amongst clinicians about prescribing 'greener medication'. Work with colleagues to create incentives around this.		From July 2023

	Create a working group with primary care clinicians and pharmacies to propose and implement ways of reducing medicine wastage.		From September 2022
	Develop systemwide plans for clinically appropriate prescribing of lower carbon inhalers, in line with the commitment of a 50% reduction by 2028 and a 6% reduction in 2021/22 on a 2019/20 baseline (IIF).		From July 2022
	Develop systemwide approaches to optimise use of medical gases, including reducing nitrous oxide waste.		From July 2022
Supply Chain & Procurement	Identify and report all single use plastics across MSE ICS sites and replace with recyclable, low carbon alternatives.		Ongoing
	Review supply chain engagement tools and tender process to ensure that sustainable practice is being actioned throughout. Make amends to process if necessary.		From July 2023
	Implement training for all procurement teams across MSE ICS to ensure they are aware of the sustainable procurement policy and green priorities.		From July 2023
	Make a commitment to purchasing on a wider scale – starting with Trusts, and then looking to be whole system purchasing.		From July 2023
	Inform suppliers and adhere to the commitments in the supply chain roadmap announced at the NHSE/I Sept 2021 board, including the 10% minimum social value weighting from April 2022.		Ongoing
	All providers within the ICS purchasing 100% recycled paper, and be reducing paper usage.		From July 2022
	Take action to address single use plastics, and specifically eliminate unnecessary catering plastics		From July 2022
	Ensure resources and learning are shared within the ICS on driving sustainable procurement.		Ongoing
	Encourage wider sign up to 'Get Warp It' to increase savings opportunities.		Ongoing
	Recycle items of clothing used across the ICS, where possible.		Ongoing

Adaption	Update all existing risk registers to include climate related risks including floods and heatwaves.		Ongoing
	Complete an NHS estates review, across the Trust and GP estate, identifying whether changes are required to deal with extreme weather conditions such as floods and and heatwaves.		From April 2023
Food and Nutrition	Implement approaches to measure and reduce food waste.		From July 2023
	Review and adapt menus at all patient sites to offer healthier lower carbon and plant based options for patients, staff and visitors.		Ongoing

9 Appendices

Appendix 1

Summary for primary care sustainability questions, sent out in the weekly GP Bulletin, w/c 14th February 2022.

The Greener NHS Programme, established in 2020, has 2 clear targets to make the NHS the first net zero carbon health service in the world. These targets are:

- for the NHS Carbon Footprint (emissions under NHS direct control), net zero by 2040, with an ambition for an interim 80% reduction by 2028-2032, and;
- for the NHS Carbon Footprint Plus, (which includes our wider supply chain), net zero by 2045, with an ambition for an interim 80% reduction by 2036-2039.

The first element of delivering on these targets was for all NHS Trusts to have a Green Plan in place by 14th January 2022. The second element is for an ICS Green Plan to be in place, referencing Trust Green Plan priorities, as well as local authority sustainability commitments, by 31st March 2022. For this to be a truly ICS plan, though, it also needs to reference primary care sustainability priorities and commitments.

Please tell us if your practice or PCN has any, has any sustainability commitments by completing the attached template below. These could include, but are not limited to:

- Determining the carbon footprint for your practice (https://seesustainability co.uk/carbon-footprint).
- Switching your business banking to a green bank.
- Declaring a Practice Climate and Nature Crisis.
- Consider switching to 100% renewable energy tariff.
- Optimise inhalers – where possible, prescribe DPI, rather than MDI.
- Promote social prescribing and active travel.
- Embed the 3 'Rs' into Practice culture – Reuse, Reduce, Recycle.

Sustainability objective/action objective	Description of scheme/	Any further comments
Name of Practice completing template:-	Contact details:	Date:.

Please return your template to Becky Jones, Head of Corporate Social Responsibility and Sustainability on behalf of the MSE ICS Green Planning Team - becky.jones@gbpartnerships.co.uk

Appendix 2

Essex councils' net zero commitments

Basildon Council

Basildon Council is fully committed to developing an ongoing programme of greenhouse gas reduction measures, with an ambitious target to deliver zero carbon emissions across the borough by 2030, and net zero emissions by 2050.

Following the adoption of the Council's Climate Policy in March 2021, the Draft Climate Strategy[7] has been adopted by the Leisure and Environment Committee in July 2021. There are already a number of major projects in progress arising from the Strategy including the way the Council collects waste; works to make their buildings, including homes, more energy efficient; and thinking about the way services are delivered. The Council realises that this is a time of significant change and is continuing to review the detail on the plans to deliver their ambition.

The Council are actively working with its residents, through their website, to develop the Plan and ensure the commitments can be achieved.

Our net-zero greenhouse gas emissions target

Basildon Council has set an ambitions target to achieve net-zero carbon emissions by 2030.

Reducing emissions from buildings and homes

Our climate Staregy and Action Plan considers actions to reduce greenhouse gas emissions from our building stock

Getting involved in the Green Economy

Reducing emissions by changing what we eat, how we use products and services and by avoiding waste.

[7] https://www.basildon.gov.uk/media/10899/Climate-Change-and-Strategy-Action-Plan-Adobe-PDF-Basildon-Borough-Council/pdf/75.2_-_Climate_Change_Strategy_and_Action_Plan.pdf?m=637735133625570000

Getting involved in greening Basildon

Increasing the number of trees in Basildon will help reduce the impact of climate change.

Small changes you can make that have a big impact

Some of the key steps you can take to help Basildon become a zero carbon borough.

Reducing carbon emission from transport

19% of Basildon's greenhouse gas emissions come from petrol and diesel.

Apply for Grant Funding to Insulate your Home

If you're a homeowner with a household income below £30,000, you may be eligible for up to £10,000 of work to make energy efficient improvements to your home.

Make your Climate Change pledge

Basildon's Climate Change Action Plan is our effort to make the Basildon borough net-zero carbon by 2050. As part of that we are asking residents and local businesses to consider taking positive actions of their own.

Braintree District Council

The Council declared a Climate Change Emergency in July 2019 and announced a target to be carbon neutral as a Council as far as practical by 2030. The Council is also actively supporting its communities to reduce the impacts of climate change across the Braintree District.

Building on the first strategy in 2015, the Council carried out a public engagement exercise between May and July 2021 on its draft climate strategy. The purpose of this strategy is:

- To make Council activities carbon neutral as far as practical by 2030.
- To support partners, residents, and local businesses to achieve carbon neutrality by 2030.
- To build resilient communities that adapt to the impacts of climate change.

The Braintree District Council Climate Change Working Group and Essex Climate Action Commission are bringing partners together to provide collective leadership on climate change.

More information can be found here: https://www.braintree.gov.uk/advice-environment/climate-change/2 as to how the Council identified its priorities and how it plans to deliver them.

Brentwood Borough Council

Brentwood Borough Council has yet to declare a climate emergency and is preparing an Environmental Strategy aimed at taking the Council and the Borough towards Zero Carbon 2040 and have appointed a Climate and Sustainability Officer to lead on this journey.

Castle Point Borough Council

Castle Point Borough Council has yet to declare a climate emergency and is working towards the UK government target of being net carbon zero by 2050.

Chelmsford City Council

In July 2019, the Council declared a climate and ecological emergency[8] (C&EE) and pledged to take action to make their activities net-zero carbon by 2030.

The Declaration also expressed an ambition to create a Climate Change Partnership. This would encourage residents, community organisations and businesses to work together to shape and contribute to a more sustainable future for Chelmsford and surrounding areas.

In January 2020, the Council agreed a Climate and Ecological Emergency Action Plan with an initial focus on fifteen key areas of activity. It is aimed at:

- reducing carbon emissions
- lowering energy consumption
- reducing waste and pollution
- improving air quality
- greening Chelmsford
- increasing biodiversity
- encouraging more sustainable travel choices

[8] https://www.chelmsford.gov.uk/news/video-chelmsford-city-council-declares-a-climate-and-ecology-emergency/

Maldon Town Council

In February 2022, Maldon Town Council unanimously voted to declare a climate emergency, supporting its aim of developing a climate strategy to become carbon neutral by 2030.

Rochford District Council

In July 2020, Rochford District Council made a commitment to work towards becoming carbon neutral by 2030 for its own operations. The Council is also committed to supporting local residents and businesses reduce their own carbon footprint. The Council has adopted two key documents to ensure this commitment is delivered on: the Carbon Neutral 2030 Policy[9] and Carbon Neutral Action Plan[10].

Southend-on-Sea City Council

The Council declared a climate emergency in the autumn of 2019 and has introduced a series of measures to tackle this, including a commitment to be net carbon zero by 2050 and to be a Green City. The Council is focusing on 5 key areas to achieve this:

Focus Area One: Leadership and Strategic Approach

To create the necessary leadership framework across the Council that will enable Southend to be recognised as a 'Green City'. This will include the delivery of new strategies; leadership training; reporting mechanisms; and regular communication around our progress. Our overriding objective across this focus area is to ensure that we are transparent with our progress and to demonstrate that we are on track to become a 'Green City'. This approach will also help us identify the areas where we need to take further action in the future.

Focus Area Two: Establishing a Pathway to Net Zero Carbon

To ensure that we create a clear pathway for our borough to achieve and support national net zero carbon targets. Our work will focus on the actions we can take to improve the energy performance of our own estate (including South Essex Homes properties) and how we can influence others (including local communities, residents and businesses) to support our ambition to become a net zero borough.

Focus Area Three: Building Climate Resilience across Southend

To build and increase the climate resilience of Southend's urban landscape and coastline. We will identify how a proactive approach to climate resilience and urban greening can result in avoided costs from the future impacts of climate change (e.g. flood damage). We will prioritise action on enhancing and improving our green and open spaces in Southend, so that we can benefit from associated impacts around health and well-being, air and water quality for our communities.

Focus Area Four: Future Generations

To ensure that future generations in Southend are actively engaged throughout the process to see the borough recognised as a 'Green City'. This will include supporting schools and colleges to become centres for environmental excellence, while creating a greener, healthier and climate resilient borough that future generations can be proud of.

[9] https://www.rochford.gov.uk/rochford-district-council-carbon-neutral-policy-%E2%80%93-july-2021
[10] https://www.rochford.gov.uk/carbon-neutral-action-plan-%E2%80%93-september-2021-update

Focus Area Five: Building Partnerships

To ensure that we build solid partnerships with a range of organisations who are actively engaged with us in moving forward to fulfilling our Climate Change commitments and moving forward as a 'Green City'. This will include working with local charities, interest groups and other citizen-led organisations to cocreate and deliver solutions that will see Southend prioritise work on climate action and sustainability.

The Council is committed to delivering on the actions to prevent the effects of climate change on the borough and has implemented a number of initiatives. These include:

- The Carbon Reduction Energy Efficiency Scheme.
- A commitment to having sustainable schools.
- A Cool Town initiative.
- A Sustainable and Resilient Coastal Cities commitment.

More information can be found here: https://www.southend.gov.uk/protecting-environment-emergencies/climate-change-2

The Climate Emergency target is 2030 for both the council and the borough.

The Council is working out its carbon baseline and carbon trajectory and will update its action plan based on this data. It is also planning to publish Zero Carbon Strategy, an Adaptation Strategy and update the Green City Action Plan in 2022 and is also finalising its EV Infrastructure strategy.

Thurrock Borough Council

As a riverside borough with low-lying areas the borough of Thurrock has experienced the impact of severe weather on people, industry and wildlife and the Council has been working to tackle climate change since 2007. The Council views their approach to reducing the impact of climate change and reducing the emissions that cause climate change, as a local focus. The Council has established the Climate Local initiative[11]. Climate local is the Climate's commitment to taking action in a changing climate, supporting national carbon reduction targets. Growth could see an increase in emissions but the Council will work towards an overall 35% reduction in emissions from 1990 levels by working towards:

- reducing emissions per job by 22% by 2022.
- reducing emissions per resident by 15% by 2022.
- reducing emissions per daily road movement by 15% by 2022.

A reduction in carbon will be achieved by helping to reduce emissions in areas such as:

- local transport
- housing
- industry and commercial buildings
- renewable energy
- land use
- climate resilience planning
- council emissions

[11] https://www.thurrock.gov.uk/greenhouse-gases/climate-change

Appendix 3

Procurement frameworks for public services

The following are the regulatory frameworks that MSE ICS will need to work within when making these procurement decisions: The Public Contracts Regulations 2015 as amended by The Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 – currently applicable to all 'light touch' (health care/ clinical) and 'non-light touch' (non-health care) procurements falling above a certain threshold.

- Social Value Act – states authority(s) must consider—
    - how what is proposed to be procured might improve the economic, social and **environmental well-being** of the relevant area, and
    - how, in conducting the process of procurement, it might act with a view to securing that improvement.
- A mandatory requirement is due to come into force for all NHS bodies from April 2022, to place 10% weighting on 'social value criteria' meaning factors such as local employment and decarbonisation will need to be considered when procuring anything from consumables to entire services.
- The Procurement Policy Note 05/21: National Procurement Policy Statement which states that Public procurement should be leveraged to support priority national and local outcomes for the public benefit. It mandates that Contracting Authorities consider the following national priority outcomes alongside any additional local priorities in their procurement activities:
    - creating new businesses, new jobs and new skills;
    - tackling climate change and reducing waste, and
    - improving supplier diversity, innovation and resilience.
- Crown Commercial Services – Social Value Model application
    - Guide to using Social Value Model
    - Social Value Model
- **NHS Health & Care Bill – Provider Selection Regime** (forthcoming legislation, not yet enacted)
- Purely for 'health care services; Decisions would have to be clearly justified based on the decision-making criteria:
    - quality and innovation
    - value integration and collaboration
    - access
    - inequalities and choice
    - service sustainability
    - social value

And be subject to appropriate transparency and scrutiny requirements.

All of which (once the act is enacted c. July-Oct 22) would support the MSE ICS to make net zero friendly decisions in awarding health contracts.

Legal considerations

Contracting authorities have considerable flexibility to consider social and environmental aspects during the award stage of the procurement process and to build social and environmental requirements into their contracts. They can also apply breaches of certain environmental and social laws as grounds for discretionary exclusion of a supplier at the selection stage of the procurement.

The Public Contracts Regulations 2015 allow contracting authorities to incorporate social and environmental aspects into the evaluation criteria as part of the assessment of the most economically advantageous tender, as long as these are linked to the subject-matter of the contract. They also allow contracting authorities to require specific labels as proof that the works, services or goods meet the award criteria, including those relating to social or environmental characteristics. Furthermore, they allow contracting authorities to include social and environmental considerations as conditions relating to the performance of the contract, as long as these are linked to the subject-matter of the contract.

Contracting authorities must also comply with the general principles of equal treatment, non-discrimination and proportionality. Social and environmental considerations in this context could, for example, include promoting innovation, employment and social inclusion, protection of the environment, habitat creation, energy efficiency and/or combating climate change.

Appendix 4

Risk Register

No.	Description of risk	Level of risk	Type of risk	How the risk will be managed and/or mitigated	Owner of risk
1	Failure to get HCP/ICS sign off of the Green Plan	Minor	Compliancy	Plan taken to Strategic Estates Board on 18/03/22, then to SLEG and HCP for final sign off through March and April	ICS Sustainability Lead
2	Staff are apathetic and fail to engage in the Green Plan	Moderate	Behavioural	Continuous staff awareness campaigns to promote the green agenda including a robust sustainability communications plan	ICS Sustainability Lead
3	Communication Team do not support education and awareness campaigns	Minor	Resource	Seek agreement on project implementation and monitoring through formal channels, ensuring the communications team are engaged and update staff	ICS Sustainability Lead and Comms Lead
4	Failure to seek funding to take forward identified projects and initiatives	High	Costs	Identify and apply for national funding bids, seeking approval at the earliest opportunity	ICS Estates Lead
5	Raising demands for energy, waste etc. continue due to site activity and growth	High	Achieving savings	Ensure low carbon measures and/or best practice are incorporated in new build, major refurbishments and procurement tenders. Carry out ongoing analysis, capture, monitoring and measurement of data from sub-meters, procurement spend etc. Identify sustainable care and delivery pathways	ICS Estates and Finance Leads
6	Projects lack social value and/or sufficient availability of green skills and green jobs	Minor	Supply chain	Ensure social value is included in relevant procurement teners	ICS Procurement
7	Lack of viable alternatives to fossil fuels	High	Supply chain	Use existing targets to pump prime technologies such as hydrogen and anaerobic digestion and/or use external funding sources e.g. Small Business Research Initiative, Smart Grants	ICS Estates and Finance Leads