Humber and North Yorkshire
Health and Care Partnership

NHS
Humber and
North Yorkshire
Integrated Care Board (ICB)

Humber and North Yorkshire
Green Plan – 2023-2025

www.humberandnorthyorkshire.org.uk

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Humber and North Yorkshire Health and Care Partnership is **committed to achieving a Net Zero healthcare system**

Foreword from **Stephen Eames CBE**

NHS Humber and North Yorkshire Integrated Care Board and our system partners are resolutely committed to achieving a net zero healthcare system. As climate change poses a pressing challenge for healthcare nationwide, our region faces unique vulnerabilities due to its low-lying geography. The Humber and North Yorkshire area is susceptible to flooding, tidal surges, flash floods, coastal erosion, and the long-term impact of rising sea levels. Moreover, climate change directly affects our health system, manifesting as heatwaves, air pollution incidents, droughts, and even moorland and forest fires.

These events have tangible consequences for our healthcare system, impacting ambulance callouts, primary care services, hospital admissions, and the third sector. To address these challenges, we must act collectively to prevent further harm and prepare for the climate-related trials ahead.

Presenting our vision for decarbonisation, NHS Humber and North Yorkshire Integrated Care Board introduces its updated Green Plan. Our commitment is bold: we aim to eliminate carbon emissions by 2035, a full decade ahead of the Greener NHS target set for 2045. Recognising that this endeavour will be demanding, we cannot afford to falter. The Humber and North Yorkshire region, positioned on the climate change frontline, will bear some of the most adverse effects in the coming years.

Our plan outlines specific actions for the near future, designed to remove carbon emissions within the necessary timeframes. We eagerly anticipate collaborating with all partner organisations to mitigate our carbon impact within the region. Together, we will prepare our healthcare system and communities to face the challenges of climate change.

Stephen Eames CBE
Chief Executive of NHS Humber and North Yorkshire Integrated Care Board

> **Climate change is the single biggest health threat facing humanity.**
>
> WHO, 2021

The climate crisis is a **health crisis**

Climate change is the greatest global health threat facing the world in the 21st century, but it is also the greatest opportunity to redefine the social and environmental determinants of health.

Climate change is already impacting health in a myriad of ways, from increasingly frequent extreme weather events (such as floods, storms and heatwaves), worsening air pollution, the disruption of food systems, increases in vector-borne infectious diseases, increased risk of pandemics and mental health issues.

It's already affecting us: **https://addresspollution.org/**

Furthermore, climate-sensitive health risks are disproportionately felt by the most vulnerable and disadvantaged, worsening health inequalities.

Environmentally sustainable healthcare reduces the carbon footprint of healthcare whilst improving healthcare, through prevention, patient self-care, effective patient pathways and low carbon alternatives – this is completely aligned with the core purpose of our healthcare system in Humber and North Yorkshire to improve population health and reduce health inequalities.

Background

In January 2020, the NHS became the world's first health service to commit to reaching net zero carbon, and in October 2020 the "Delivering a 'Net Zero' National Health Service" report was launched.

The new NHS Standard Contract requires NHS trusts to appoint a net zero executive lead and maintain an approved Green Plan with annual progress reports.

The UK 2050 net zero target was made legally binding by the Climate Change Act 2008 (2050 Target Amendment) Order 2019.

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022.

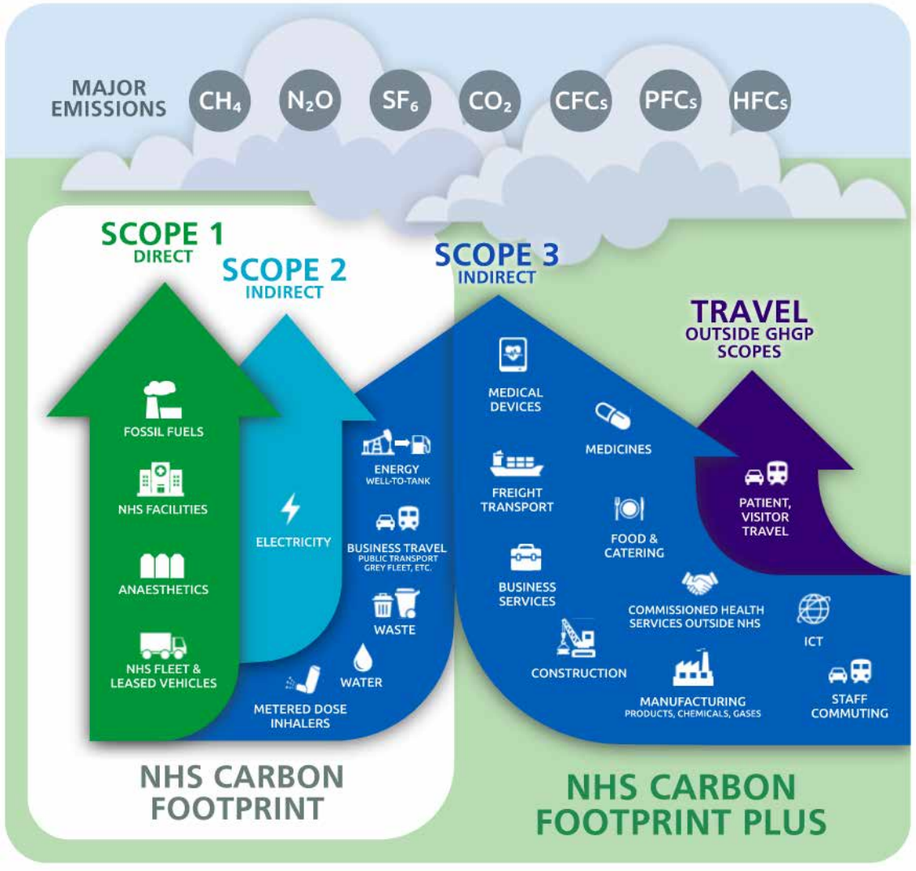
The Humber and North Yorkshire Integrated Care System (HNY ICS) adopted this document as its Green Plan in July 2023, following a review of national guidance and aligning with the green strategies of its members.

NHS carbon footprint

Set against a 1990 baseline, the NHS has set two clear and feasible targets for its net zero commitment:

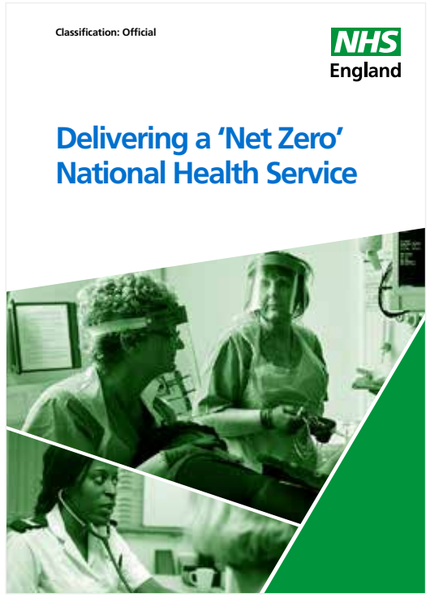
- The NHS Carbon Footprint (emissions we control directly), will be net zero by 2040, with ambition to reach an 80% reduction from 2028-2032
- The NHS Carbon Footprint Plus (we can influence), will be net zero by 2045, with ambition to reach an 80% reduction from 2036 2039.

> **Our Vision:**
>
> **To deliver the world's first net zero health service and respond to climate change, improving health now and for future generations.**
>
> NHS England – Greener NHS

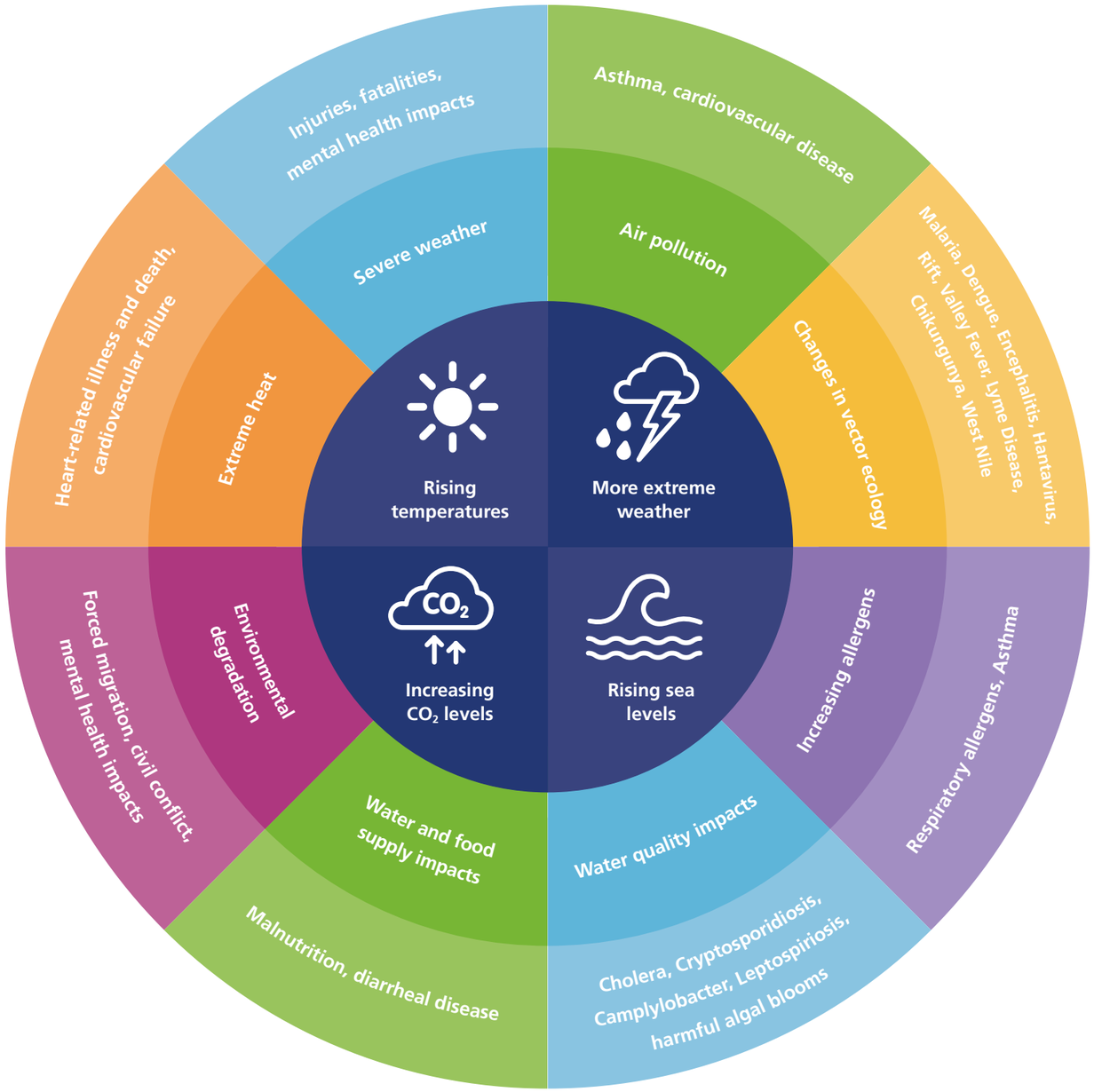


National approach

- Within NHS England there is a Greener NHS Team led by a NHS Chief Sustainability Officer.
- Provides policy, tools, guidance, campaigns, data collections, metrics and other support.
- There are seven operating regions, and a small NHS England regional Greener NHS Team in each region.
- Each year the national team agrees a Memorandum of Understanding (MOU) for regional leadership and delivery with the regions – the regional team works with all parts of the system to support delivery of priorities.
- Priority deliverables include eliminating volatile anaesthetic gases with high global warming potential, reducing emissions from nitrous oxide and inhalers, decarbonising the estate and progressing measures to enhance adaptation (long term climate resilience).



The impacts of **climate change on health**



Four guiding principles for Humber & North Yorkshire

1

To support rapid progress towards net zero carbon emissions.

2

To foster climate resilience and adaptation to climate risks and impacts.

3

To promote climate actions that also protect and restore nature and biodiversity.

4

To encourage a just and inclusive transition that helps reduce inequalities and that leaves no-one and nowhere behind.

For more information visit: **Yorkshire and Humber Climate Commission**

What have we achieved – green plans

All of the following organisations in Humber and North Yorkshire have published green plans.

NHS Trusts
Harrogate and District NHS Foundation Trust
Hull University Teaching Hospitals NHS Trust
Humber NHS Foundation Trust
Northern Lincolnshire and Goole NHS Foundation Trust
Rotherham, Doncaster & South Humber NHS Foundation Trust
Tees, Esk and Wear Valley NHS Foundation Trust
York and Scarborough Teaching Hospitals NHS Foundation Trust
Social Enterprise Providers
City Health Care Partnership CIC
Care Plus Group
NAViGO
Ambulance Trusts
East Midlands Ambulance Service NHS Trust
Yorkshire Ambulance Service NHS Trust

What have we achieved?

Since 2021 five Humber and North Yorkshire Trusts secured £80million of Public Sector Decarbonisation Scheme (PSDS) funding aimed at reducing carbon emissions in public sector buildings through energy efficiency and low carbon heat upgrades.

- Castle Hill (above) – Project "Field of Dreams" saw the installation of 11,000 solar panels providing more than 5MW of power to the hospital site
- HNY worked with Yorkshire and Humber Academic Health Science Network (YHAHSN) to develop **"Sheep Shed"** green award programme – six projects awarded funding
- Hull University Teaching Hospitals (HUTH) wins 2022 HSJ Partnership Award **"Environmental Sustainability Project of the Year"** for the SENTINEL asthma project
- HNY Climate Change and Sustainability Group (monthly) and HNY Sustainable Medicines Group established
- Dedicated Net Zero Clinical Lead appointed
- Humber Generalist School as a regional **"Trailblazer"** for sustainability
- New HNY ICB asthma guidance developed to improve asthma care which prioritises lower carbon inhalers

Areas of **focus**

1. Assurance and governance
2. Workforce, networks and system leadership
3. Sustainable models of care
4. Digital transformation
5. Travel, transport and air quality
6. Estates and facilities
7. Medicines
8. Supply chain and procurement
9. Food and nutrition
10. Climate change adaptation
11. Green space and biodiversity

1. Assurance and governance

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022.

This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions reductions and environmental targets.

The Act requires commissioners and providers of NHS services specifically to address the UK's net zero emissions targets. It also covers measures to adapt to any current or predicted impacts of climate change identified within the 2008 Climate Change Act.

NHS Trusts and the Integrated Care System (ICS) will meet this new duty through the delivery of their localised Green Plans.

No.	Actions
1.1	ICS organisations to designate a board level Senior Responsible Officer (SRO) accountable for achieving net zero targets and overseeing the progress of the Green Plan
1.2	Each "Place" to designate an SRO for sustainability to facilitate collaborative efforts and support partnership working within the local community
1.3	Implement a comprehensive support and oversight mechanism to ensure the successful implementation of Green Plans and provide reassurance of progress reported to the board annually
1.4	Develop a Sustainability Impact Assessment to evaluate the potential impact a proposed project or policy might have on climate and the environment. This assessment will consider both how the proposal might contribute to climate change, for example through greenhouse gas emissions, and how it could be affected by climate changes, such as rising temperatures, sea levels, or altered rainfall patterns
1.5	Annually review and update the ICS Green Plan

2. Workforce, networks and system leadership

Provide guidance, leadership and assurance across the ICS and upskill our workforce at all levels to understand how they can help tackle the climate and health crisis.

The staff who work in the NHS support action on climate change, with a recent survey demonstrating that 98% of all staff believe the health and care system should be acting more sustainably.

No.	Actions
2.1	Our commitment towards achieving net zero emissions is embedded in the values, mission statement and principles of our organisation
2.2	Our Integrated Care System in Humber and North Yorkshire to become a signatory to the **"The Yorkshire & Humber Climate Action Pledge"** publicly committing to work with regional partners to: • protect our communities from climate impacts • commitment to work towards net zero • boost nature, enhancing our region's fantastic natural assets • promotes taking climate action in a fair way that involves everyone
2.3	Enable an enhanced Net Zero carbon training programme, equivalent to Accredited Carbon Literacy Training, for senior leadership throughout the healthcare system to foster sustainability knowledge and commitment
2.4	Promote the adoption and broad utilisation of the e-learning course entitled "Environmentally Sustainable Healthcare" to all staff to encourage the integration of environmentally conscious practices across the healthcare sector
2.5	Establish and promote 'green' staff benefits, including cycle-to-work schemes and access to electric vehicles and promote home energy improvements and low carbon goods/services

3. Sustainable models of care

Sustainable models of care seek to deliver the best possible health outcomes whilst minimising the environmental and financial costs and adding positive social value at every opportunity.

Models of care can be made more sustainable by reducing the need for healthcare (through preventative healthcare, reducing health inequalities and patient empowerment), or improving the efficiency of services (such as reducing duplication of services) and using lower carbon options where possible.

This could include implementing telemedicine to reduce travel related emissions, using more sustainable materials in healthcare facilities, promoting preventative care to reduce the demand for intensive treatments, increasing social prescribing, encouraging walking and cycling and more.

No.	Actions
3.1	Establish clinical leadership, teams, or working groups charged with the creation and implementation of low carbon care models at either the level of clinical specialty or clinical department
3.2	Champion innovative clinical models of care aimed at reducing carbon emissions throughout the healthcare system, utilising avenues such as participation in innovation competitions and collaboration with the Yorkshire Academic Health Science Network (YAHSN)
3.3	Ensure the provision of Sustainable Quality Improvement training to workforce training programmes within the region and hence to the ICB workforce, integrating environmental, social and financial considerations into the realm of quality improvement utilising e-learning course "Environmental Sustainability in Quality Improvement[1]"
3.4	Advocate for and enhance the adoption of social prescribing, green social prescribing, and physical activity initiatives in every local area within HNY by developing opportunities and ensuring social prescribers are trained in the benefits of nature on health

1. Sustainability in Quality Improvement (SusQI) – Centre for Sustainable Healthcare **https://sustainablehealthcare.org.uk/susqi**

4. Digital transformation

The close alignment between the digital transformation agenda and the objective of achieving a net zero NHS is evident. Humber and North Yorkshire (HNY) will leverage digital leadership to identify opportunities for utilising current digital technology to transform clinical pathways to improve patient care, reduce health inequalities and reduce the carbon footprint of care.

No.	Actions
4.1	Establish a baseline for the ICT carbon footprint according to the guidelines set out in the published materials by the UK Government's Sustainable Technology Advice & Reporting (STAR)
4.2	The Digital Strategy of HNY includes a core pledge to achieve the goals of net zero carbon emissions, sustainability, and resilience as outlined in the "Sustainable ICT and Digital Services Strategy (2020-2025)[1]"
4.3	Embed the principles and guidance of the "Technology Code of Practice[2]" across the digital commissioning cycle/relevant policies,including procurement of low power equipment
4.4	Implement a trial and eventually deploy "power down" software designed to automatically turn off unnecessary computer hardware when idle, leading to energy and cost savings
4.5	Prioritise the hosting of data in energy-efficient low carbon local or cloud-based data centres
4.6	Examine the feasibility of integrating circular economy principles into the acquisition and reuse of digital hardware, with the objective of supporting communities and reducing waste

1. **www.gov.uk/government/publications/greening-government-ict-and-digital-services-strategy-2020-2025**
2. TCoP 12 increase sustainability throughout the lifecycle of your technology – **www.gov.uk/guidance/the-technology-code-of-practice**

5. Travel, transport and air quality

Transport accounted for just over a quarter of UK emissions in 2021, making it the largest emitting sector. Approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff and suppliers to the NHS, contributing to around 14% of the system's total emissions.

The following actions support the aspirations of the **NHS Net Zero travel and transport strategy** released in October 2023.

No.	Actions
5.1	Formulate a system wide sustainable "vision" to clearly articulate the long-term goals and aspirations of promoting active modes of transportation and public transit for the benefit of staff, patients, and visitors
5.2	Actively engage in proactive collaboration with local system partners and stakeholders to explore partnership-based solutions that target congestion reduction, promote the health advantages of active travel, and address air quality issues, thereby mitigating the environmental impact of transportation
5.3	Ensure that systems and trusts exclusively procure and lease ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs) for new purchases and lease agreements
5.4	Actively promote and facilitate staff adoption of low carbon travel options, emphasising modal shift principles to transition from private cars to sustainable modes like public transport, cycling, walking, carpooling etc.
5.5	Maximise the environmental sustainability of commissioned goods and services transportation across the system, including patient transport, courier services, and deliveries, to ensure minimal ecological impact

6. Estates and facilities

NHS Estate and facilities has a critical role to play in achieving the ambition for delivering a net zero health service. The NHS estate and its supporting facilities services – including primary care, trust estates and private finance initiatives comprises – 15% of the total carbon emissions profile.

The aim is to reduce carbon emissions from existing building estates, and ensure all new healthcare buildings are energy efficient and net zero carbon.

The **NHS Net Zero Carbon Estates Delivery Plan** has four steps to achieve this.

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 generation

According to the **NHS Estates 'Net Zero' Carbon Delivery Plan** success in reducing the emissions of the NHS estate will lay the foundation for carbon reductions across the NHS. We can lead the way on net zero through decarbonising the estate – helping to give other functions the confidence and direction needed to define their own actions to support our joint progress.

No.	Actions
6.1	HNY Estates Strategy will set out plans for delivering a net zero carbon estate by 2040, in line with guidance incorporating actions and targets from the NHS Estates NZC Delivery Plan and Technical Annex[1]
6.2	Promote awareness, training and support for the implementation of the "Net Zero Buildings Standard[2]" for all eligible developments
6.3	Identify and implement decarbonisation interventions across the primary care estate to deliver benefits to the sector via optimising building usage, onsite generation of renewable energy and heat, building fabric and heating upgrades
6.4	As far as reasonably feasible, all electricity purchased is from Renewable Sources[3]
6.5	Maintain oversight of estates decarbonisation performance across HNY, including specific support to primary care, signposting to and providing support with access to existing and emerging funding opportunities
6.6	Encourage collaborative partnerships among organisations to maximise the potential of renewable technology opportunities
6.7	Enhance the skills of the workforce in energy and waste management across all sectors of the healthcare system, and foster collaboration opportunities to improve overall sustainability

1. Actions & Targets NHS Estates NZC Delivery Plan Technical Annex – **https://future.nhs.uk/Estates_and_Facilities_Hub/view?objectId=151856645#**

2. **www.england.nhs.uk/publication/nhs-net-zero-building-standard/** The Standard will apply to all investments in new buildings and upgrades to existing facilities that are subject to HM Treasury business case approval process and are at pre strategic outline business case approval stage from 1 October 2023 onwards

3. NHS Standard Contract 2024/25 - Service Conditions - Section 18 **https://www.england.nhs.uk/publication/full-length-nhs-standard-contract-2024-25-particulars-service-conditions-general-conditions/**

7. Medicines

Medications contribute 25% of emissions to the NHS carbon footprint. A few specific medicines account for a significant portion of these emissions, with particular attention being given to two groups in Humber and North Yorkshire and nationally – anaesthetic gases (2% of emissions) and inhalers (3% of emissions), where emissions occur during usage.

The remaining 20% of emissions primarily stem from manufacturing, transportation and waste within the supply chain.

No.	Actions
7.1	Humber and North Yorkshire Integrated Care System (HNY ICS) will have a plan to reduce the carbon footprint of inhaler prescribing through reducing clinically unnecessary short-acting-beta agonist prescribing in asthma and prescribing lower carbon inhalers where clinically suitable, thereby reducing the use of environmentally damaging Metered Dose Inhalers (MDIs)
2.2	In all trusts, limit the use of desflurane to only exceptional circumstances, in line with the **NHS commitment** to eliminate its use and facilitate shared learning to reduce carbon emissions associated with all volatile anaesthetic gases
7.3	Medicine optimisation teams have a programme of work to reduce overprescribing
7.4	Medicine optimisation teams have a programme of work to reduce medicines waste, including reducing unused medicine and increasing safe disposal
7.5	All provider organisations have established programs to minimise the use and wastage of nitrous oxide and Entonox, as well as sharing their approaches with one another

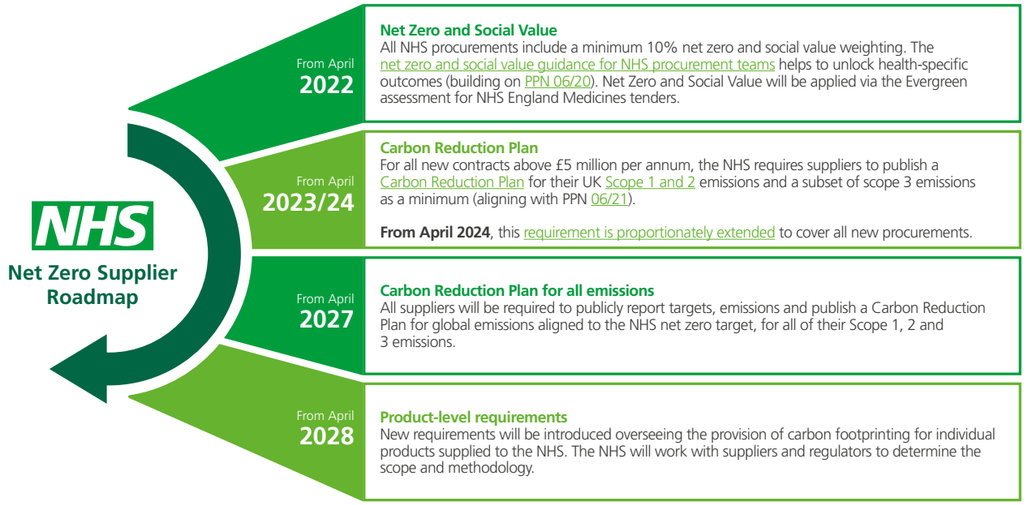
8. Supply chain and procurement

Our aim is to integrate sustainable procurement practices within the process of commissioning to achieve sustainable and net zero carbon supply chains. The NHS supplier roadmap is clear: the NHS will only procure from suppliers that match our net zero commitments and deliver our targets.

Procurement is typically evaluated based on financial savings, quality, and availability of inventory. Environmental sustainability and net zero carbon criteria will now be included in all procurements.

To track our progress and make meaningful comparisons across sustainable procurements, we will create reliable and consistent sustainability focused metrics.

NHS Net Zero Supplier Roadmap



The supply chain of the NHS is responsible for around 62% of all carbon emissions, marking it as a critical area for concerted effort. Our goal is to integrate sustainable procurement practices within the commissioning process. Traditional procurement metrics have been centred on financial savings and availability of stock.

The establishment of metrics for sustainable procurement and our supply chains is crucial for tracking progress and facilitating comparisons.

No.	Actions
8.1	Nominate an ICS lead for sustainable supply chain and procurement to incorporate sustainability into foundations of ICS delivery, ensuring the procurement governance structure aligns to the Greener NHS "Sustainable Procurement" roadmap and programme[1], and ensure Trusts and other partners are ready for implementation of the **Net Zero Supplier Roadmap** requirements, including supporting national and local action to improve supplier readiness for this requirement
8.2	Trusts and ICBs to ensure all new procurements include the Carbon Reduction Plan requirement aligning with Procurement Policy Note (PPN) 06/21
8.3	Trusts and ICBs to adopt PPN 06/20 so that 100% of new NHS procurements where relevant and proportional include a minimum 10% net zero and social value weighting and develop a robust process for managing 'continuous improvement' and net zero commitments
8.4	Develop and implement a sustainability impact assessment to guarantee the inclusion of social, economic, and environmental factors in the evaluation process for all new financial decisions or investments
8.5	Training for all finance and procurement teams in the application and development of meaningful social value criteria, as per PPN 06/20, to develop an understanding of the broad principles of the policy, how to evaluate social value in the context of procurement, and how to integrate these considerations into procurement practices
8.6	Adoption of Evergreen Supplier Framework as a mechanism to benchmark suppliers and shift those that actively support the NHS sustainability principles

1. Greener NHS Net zero supplier roadmap – **https://www.england.nhs.uk/greenernhs/get-involved/suppliers/**

9. Food and nutrition

It is estimated that food and catering services within the NHS generate approximately 6% of total emissions.

By opting for healthier, locally sourced food, we can improve health, wellbeing, local economies while reducing emissions associated with agriculture, transportation, storage, and waste throughout the supply chain and on NHS premises.

No.	Actions
9.1	Encourage food services to actively seek opportunities to enhance menu options by making them healthier and lower in carbon emissions by increasing the proportion of fruits, vegetables, beans, pulses, and other low-carbon ingredients and proteins in the menu offerings
9.2	Ensure that all healthcare providers have implemented programmes to address food waste and facilitate the exchange of knowledge and best practices among them
9.3	Promote the adoption of a digital meal ordering system for patient meals, as suggested by the Independent Review of NHS Hospital Food. This system will enable more precise meal planning, leading to reduced food waste and improved efficiency in meal management
9.4	Organisations should regularly review and adapt their menus for staff, visitor and patient meals, with the objective of prioritising the use of seasonal produce
9.5	Implement strategies to measure and minimise food waste adopting methods to track and quantify food waste, analysing the causes of waste, and implementing measures to reduce waste at every stage of the food service process, from procurement to preparation and consumption

10. Climate change adaptation

Five key risks to public health from climate change:

1. **Flooding**
2. **Higher temperatures**
3. **Emerging infections**
4. **Poor air quality**
5. **Food and water safety**

Climate change adaptation involves adjusting practices and procedures to address expected changes in climate and mitigate their harmful effects, such as enhancing emergency services to combat extreme weather.

In healthcare, adaptation is essential to tackle escalating health risks induced by climate change. This includes preparing for increased demand, managing climate-related diseases effectively, and bolstering resilience against severe weather incidents.

No.	Actions
10.1	Work together with local stakeholders to identify major climate change risks, including threats such as flooding and severe weather conditions. This collaboration ensures that our immediate emergency strategies and long-term plans are jointly developed and effectively coordinated
10.2	NHS Humber and North Yorkshire ICB and all associated provider organisations include climate risks in their risk registers considering both clinical needs and estate and supporting infrastructure
10.3	Coordinate a joint effort with all Integrated Care System (ICS) partner organisations to create a regional strategy for long-term adaptation to climate change
10.4	Training programmes addressing the handling of extreme weather events, such as heatwaves and flooding, are accessible to our workforce

https://commonslibrary.parliament.uk/how-is-the-uk-adapting-to-climate-change/

11. Green space and biodiversity

The Integrated Care System (ICS) of Humber and North Yorkshire is committed to taking a pioneering and proactive stance in creating accessible, good quality green spaces, enhancing biodiversity and the recovery of nature within our Estates.

In alignment with impending planning legislation, we plan to achieve a net increase in biodiversity in new developments and augment the natural capital asset value of our healthcare properties.

Acknowledging the multitude of health benefits that nature provides, we are dedicated to fully incorporating green social prescribing throughout the region.

No.	Actions
11.1	Initiate a comprehensive baseline evaluation of the current provision and quality of green spaces in healthcare, including the assessment of natural capital asset value, to identify and prioritise potential opportunities
11.2	Play an active role in Local Authority biodiversity initiatives, providing valuable input to relevant nature recovery strategies and programmes, distributing opportunities throughout our healthcare networks
11.3	Actively encourage healthcare providers to develop and enhance incidental green spaces and implement small biodiversity measures such as tree planting, pocket parks, bat/bird boxes and beekeeping programmes, identifying relevant funding pots wherever possible
11.4	Advocate for and actively participate in the Centre for Sustainable Healthcare's NHS Forest project. This alliance aims to transform the green spaces of healthcare sites to maximize their contribution to health, wellbeing, and biodiversity, as well as to foster engagement with nature

Proposed **reporting measures**

Area	Principal Aim	Reporting Measures
Assurance and Governance	Robust governance and assurance arrangements in place, to drive and assure delivery across targets, deliverables and work areas.	• Governance plans for all place-based sustainability programmes
Workforce, networks and system leadership	Upskill the workforce to understand how they can save carbon and help tackle the climate crisis	• Percentage of senior leadership who have completed accredited carbon literacy training • Percentage of staff completing net zero carbon training • Take up of 'green' staff benefits such as cycle to work schemes • Engagement of staff with sustainability actions and rewards
Sustainable models of care	Redesign care pathways to be less carbon intensive	• Measurable carbon savings through re-designed care pathways • Number of workforce training staff trained in sustainable quality improvement • Number of workforce training programmes with integrated sustainable quality improvement content
Digital transformation	Embed digital transformation in healthcare pathways to reduce carbon footprint	• Carbon footprint of digital infrastructure • Reduction of power use (kWh)
Travel, transport and air quality	Reduce the need for healthcare related travel and promote sustainable and active travel	• % of LEVs, ULEVs and ZEVs in fleet • Number of cycle parking spaces • Carbon emissions from non-emergency patient transport • Staff travel survey data and change over time • Collaboration with Local Authorities • Schemes in place to support modal shift
Estates and facilities	Reduce carbon emissions from existing building estates and ensure all new healthcare buildings are energy efficient and net zero carbon	• Carbon footprint of building estate • Estates decarbonisation funding secured/spent • kWh of on-site renewable electricity generated • Readiness for low carbon heating systems

Area	Principal Aim	Reporting Measures
Medicines	Focus on preventing rather than treating disease and reduce the use of medicines that have a high global warming potential (GWP)	• Reduction in the carbon footprint of medicines • Percentage of patients prescribed 5 or more short acting beta agonist inhalers in asthma • % non-salbutamol inhalers that are MDIs • The mean life-cycle carbon intensity of salbutamol inhalers in kg • Proportion of desflurane use relative to overall volatile anaesthetic gases • Carbon emissions from nitrous oxide and Entonox • Reduction in tonnes of medicinal waste
Supply chain and procurement	Influence procurement spend to drive down the carbon impact	• Carbon footprint of supply chain • Carbon savings from supplier-led carbon reduction schemes • Adoption of PPN 06/20 so that 100% of new NHS procurements where relevant & proportional include a minimum 10% net zero and social value weighting • Implementation of the Net Zero Supplier Roadmap requirements
Food and nutrition	Work collaboratively on sustainable and ethical food procurement and drive down food waste	• Food waste tonnage
Climate change adaptation	Support the development of plans and infrastructure to mitigate against the impacts of climate change	• Number of organisations with climate change risks on their risk register • Number of Climate Change Adaptation Plans
Green space and biodiversity	Take an active role in the development of new accessible green spaces and biodiversity on our Estate	• Number of nature-based social prescribing interventions • Number of trees planted • Net gain in biodiversity

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