

Your recommendations – Our proposed shared commitments















Refreshing the BLMK ICS Green Plan
6 December 2024



Purpose of the slide-deck

- This slide deck links develops **recommendations** from the Leading for a Sustainable Health and Care system seminar* into **proposed draft commitments** for inclusion within the refreshed Green Plan.
- These commitments have **either been newly-created** following the seminar, or developed through other engagement activities and **shaped by the seminar**.
- At this stage, we are looking to make sure we have as comprehensive a collection of commitments as possible. The proposed commitments in this slide deck are **only suggestions**, at this stage, and will be adapted based on **further feedback**.
- The **final Green Plan will take the reader through the story**, grouping commitments under key themes or drivers for addressing climate change and its health impacts (work in progress).
- Readers are invited to review the proposed commitments and comment on whether they are appropriate. Please review all, or a selection based on your main areas of interest.

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Glossary

| | |
|---|---|
| Anchor | Large organisations (e.g. NHS, LA, university, football clubs, airport, colleges) with a connection to the local community, through history, size or other influence. |
| BLMK | Bedfordshire, Luton and Milton Keynes |
| CEO | Chief Executive Officer |
| CO ₂ e and emissions factors | Carbon dioxide equivalent – a unit of measure, called an emissions factor, to compare the effect of any greenhouse gas, using the impact that carbon dioxide (CO ₂) has as a standard. e.g. 1kg of nitrous oxide (N ₂ O, used in anaesthesia) is equivalent to the global warming impact of 265 kg of CO ₂ . The emissions factor for N ₂ O is therefore 265 kgCO ₂ e |
| EV and ZEV | Electric vehicle and Zero-emission vehicle – vehicles, usually powered by batteries, that emit zero greenhouse gases when in use. |
| HCP | Health and Care Partnership – the joint committee between the ICB Board and the local councils |
| ICB | Integrated Care Board – the organisation that coordinates health services within the ICS |
| ICS | Integrated Care System – the area within which the ICB works with partner organisations to plan and deliver health and care services |
| LA | Local authority (Bedford Borough Council, Central Bedfordshire Council, Luton Borough Council and Milton Keynes City Council) |
| NIHR | National Institute for Health Research – a government funding body for research |
| SRO | Senior Responsible Officer (a senior member of staff with accountability for delivering a particular piece of work) |
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| Sustainable Healthcare Model | A model describing four drivers for environmentally sustainable healthcare: 1. Prevention; 2. Patient empowerment and self-care; 3. Efficient and effective resource use; 4. Using low carbon alternatives. |
| Sustainable Value Equation | A hypothetical “equation” that demonstrates the balance between achieving good health outcomes for individuals and populations against the potential impacts on the environment, society and finances. |
| VCSE | Voluntary, Community or Social Enterprise sector/organisation |

Growing our new Green Plan together – proposed timeline

Feb 2025: Health and Care Partnership – share latest draft

Jan 2025: Updated draft commitments and Green Plan circulated. Environmental Sustainability System Leadership Group* to review.

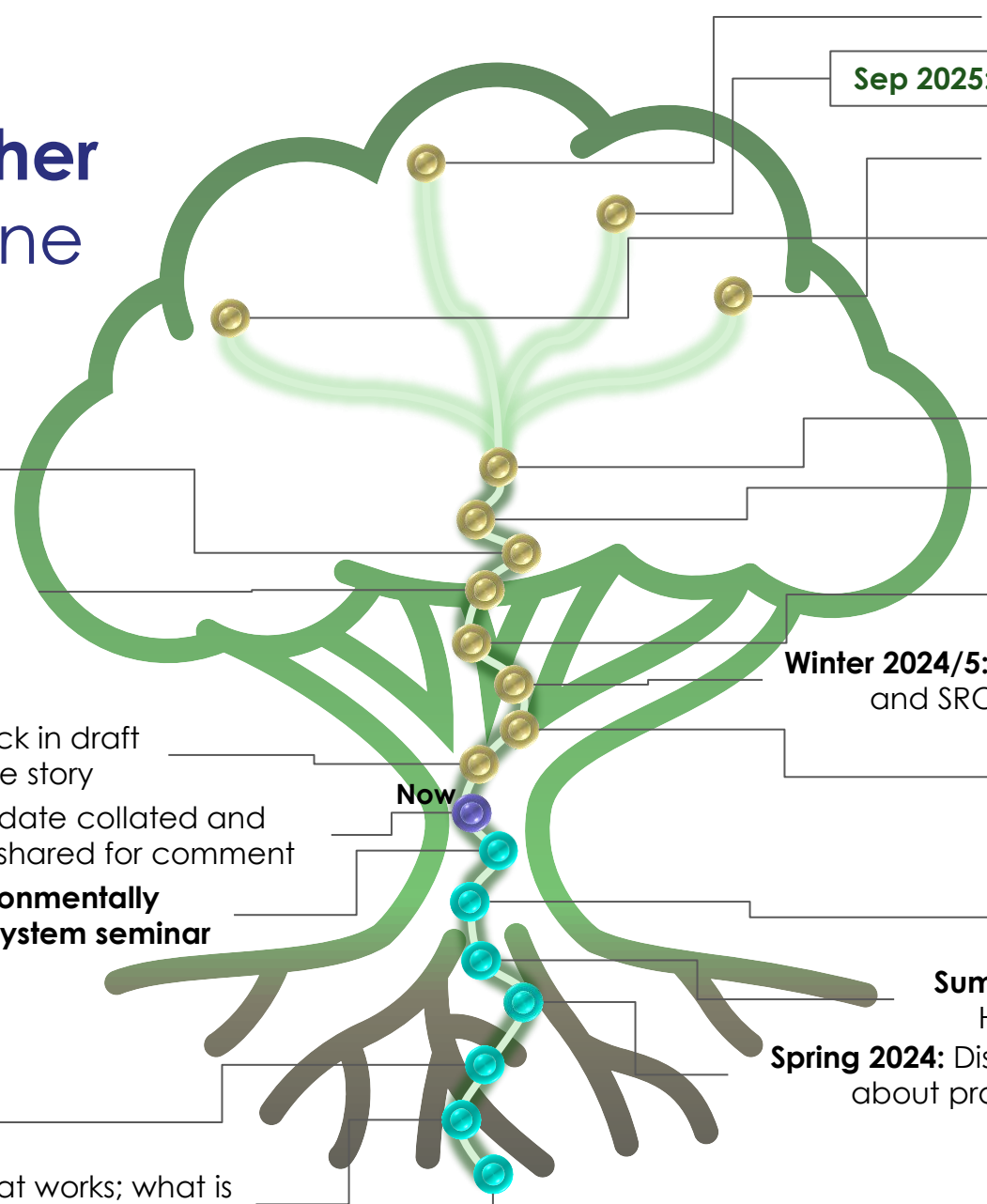
Winter 2024/5: Reflect feedback in draft commitments and describe the story

Dec 2024: All engagement to date collated and proposed draft commitments shared for comment

Nov 2024: Leading for an Environmentally Sustainable Health and Care System seminar

Jan 2023: Health Impact Assessment of Existing ICS Green Plan published

Apr 2022 – now: learning by doing – what works; what is more challenging; what are the best opportunities.



During 2025: Youth Councils – share progress

Sep 2025: Health and Care Partnership – final approval

By Jun 2025: NHS Trusts reflect commitments in organisational Green Plan action plans

Spring 2025: CEO Group (NHS and LAs)

Apr 2025: New Green Plan published

Mar 2025: ICB Board – approve Green Plan

Winter 2024/5: Open offer to invite ICB sustainability team to discuss draft plan

Winter 2024/5: Discussions with NHS and LA sustainability leads and SROs, and ICB theme leads to agree responsibilities




Jan 2025: Green Plan Working Group* discussion – discuss latest feedback and make changes to proposed commitments

Autumn 2024: VCSE engagement (Bedford Borough; MK Alliance; ongoing)

Summer 2024: Discussions on how to incorporate Health Impact Assessment recommendations

Spring 2024: Discussions with NHS and LA Sustainability leads about progress and opportunities for new Green Plans

Apr 2022: Existing Green Plan (2022-2025) published

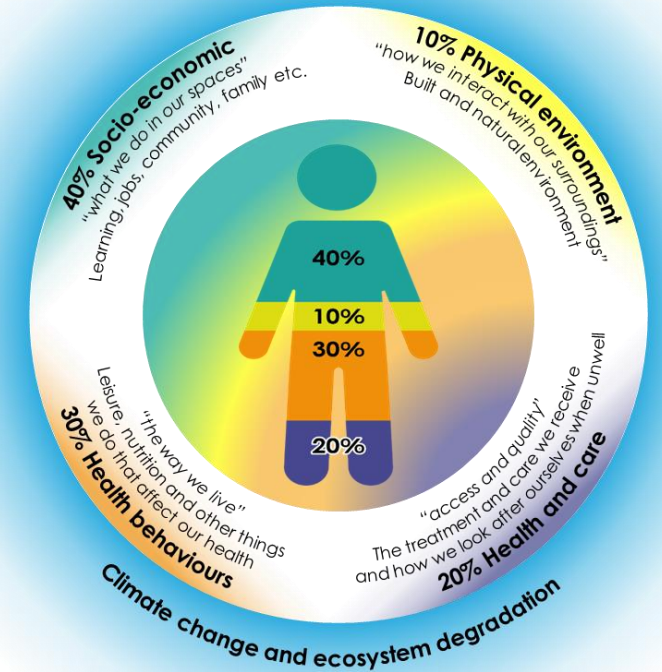
-  Future activities / milestones
-  Now
-  Past activities
- * ICB-led group supporting design and delivery of Green Plan

Our proposed Green Plan vision:

Improving health and wellbeing by working in harmony with the environment, achieving net zero across the system, and remaining within the “ecological ceiling”

Our overarching ambitions:

- **We will develop a Sustainable Health and Care ICS, through:**
 - Environmental sustainability in all conversations and decisions
 - Addressing the wider determinants of health, and health inequalities, through environmental sustainability
 - Applying the Sustainable Value equation and the Triple-Bottom-Line to measure impact and progress
- **The BLMK Health and Care System will be net zero by 2040 (or earlier) for emissions the NHS can control, and 2045 for all other emissions, using the Sustainable Healthcare model to:**
 - Accelerate a move towards prevention, rather than treatment;
 - Empower residents and patients to look after themselves more and be more resilient to environmental impacts;
 - Help the public sector use resources efficiently and effectively;
 - Reduce the environmental impact of services.
- **We will work support everyone to be more environmentally sustainability and resilient to climate change by:**
 - Building expertise, networks, brand and messaging, and tools
 - Creating a movement for climate action within our workforce
 - Working in partnership with other sectors, communities, anchor institutions, and residents



More-detailed commitments supporting these overarching ambitions are given in following slides

Leadership and Culture – Recognition of the knowledge gap Increase Carbon Literacy



Proposed draft commitments

Seminar recommendations

Mandatory sustainability training for all staff

Tailored learning sessions for teams and roles to deliver most impact

Include sustainability in staff objective setting

Use proactive language i.e. “What more can you do?”

Use Green plan as engagement tool to clarify connection of health, business & climate



- The ICS will create a Green Skills faculty to support capability development of all staff, aiming for 3.5% of staff to become Green Champions by 2028 and embedding sustainability into Quality Improvement programmes.
- Organisations will adopt environmental sustainability within core values by 2028, embedding them within services and job descriptions
- Organisations will ensure 100% of staff receive appropriate environmental sustainability skills, dependent on their role, by 2028, including all board members.
- The ICB will refresh the communications and engagement plan supporting the Green Plan during 2025/6, creating a system brand and a repository of information, tools, top tips and best practice to support action by individuals and organisations.
- Organisations will assess progress against good practice guidance and case studies during 2025/6, and commit to adapting and adopting as appropriate.

Leadership and Culture – Recognition of the knowledge gap

Staff as Change Agents



Proposed draft commitments

Seminar recommendations

Staff promote & activate sustainable behaviours

System Sustainability Champions group – incl. Primary Care

Utilise Cranfield University students for health and care projects

Clinical Fellows

System Staff Green Award



- The ICB will develop staff resource with enhanced green skills, including (where possible):
 - Clinical Sustainability Fellows
 - 3.5% of staff as Green Champions by 2028
 - Green clinical leads in secondary and primary care with dedicated time
 - University students to undertake specific projects from April 2026 onwards.
- These groups will be supported by green networks across BLMK, acting as forums for sharing, learning and celebration.
- The ICB will refresh the communications and engagement plan supporting the Green Plan during 2025/6, creating a system brand and a repository of information, tools, top tips and best practice to support action by individuals and organisations.
- The ICB will explore the benefit of commissioning a sustainability engagement app, or alternative approach, to encourage, recognise and reward individuals for sustainability activities.

Note that proposed commitments are suggestions at this stage, and will be adapted based on feedback

Leadership and Culture – Recognition of the knowledge gap



NHS and local authorities work together as change agents

Proposed draft commitments

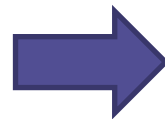
Seminar recommendations

Housing and prevention

Local areas/ neighbourhoods

Bring in expertise where required

Overarching plan with mix of small, medium and larger schemes



- The ICS Green Plan will describe many levels of ambition, from strategic to operational, and from large to small scale. ICS and healthcare organisations will develop “waterfall” plans and charts, demonstrating how each initiative will reduce emissions to highlight gaps and opportunities.
- The ICB will work with Public Health partners and population health / health inequalities programmes, to ensure Population Health interventions deliver the greatest benefits to climate and health, including for specific cohorts such as those living within social and temporary housing, and those most-vulnerable to climate change impacts (e.g. warm homes programmes).
- The ICB sustainability team will work closely with place teams, primary care, neighbourhood teams and local authorities to ensure best local benefit.
- BLMK ICS to create a Social Value priorities and measurement model by end of Q2 2025/6*, linked to and sensitive to place priorities, for adoption by all Trusts by March 2027*.
- The ICS will develop internal expertise in green skills, carbon measurement, and social value, partnering with or commissioning expert organisations.

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Leadership and Culture – Recognition of the knowledge gap Corporate Values



Proposed draft commitments

Seminar recommendations

Ensure include Social Values

Values based recruitment – include sustainability

Sustainability & Social Impact Assessment part of business case assessment process



- BLMK ICS will create a set of Social Value priorities and a measurement model by the end of Q2 2025/6, linked to and sensitive to place priorities, for adoption by all Trusts by March 2027. This will ensure all healthcare organisations can look to maximise their own local social value, including fighting climate change, and influence their supply chains to do likewise.
- ICS partners will adopt Environmental Sustainability within their core organisational values by April 2027, and/or incorporate environmental sustainability as a core requirement of all staff roles, recruitment, and objectives by March 2028.
- The ICS will work with Health and Care Partnership members to each implement an environmental impact assessment as part of their decision-making processes. The ICB has recently developed an Environmental and Social Impact Assessment (EaSIA) tool which could be adopted across the system.

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Economics & Finance – Greater Focus on the Triple-Bottom Line Governance and Investment



Proposed draft commitments

Seminar recommendations

Long-term cost perspective – shift focus from short term “return on investment” (ROI) to lifetime ROI

Definition of value – including both monetary and social aspects

Grant officer role in ICB for funding opportunities

Funding for sustainability projects

Funding and Support for VCSEs for resilience

Funding for Social Prescribing services

ICB/LAs provide support in VCSE governance

Strong leadership emphasis and specific targeting to ensure action



- ICB and Trusts will adopt the Sustainable Value equation, Sustainable Healthcare model, and environmental impact assessments in developing all strategies, relevant policies, care pathway transformation, and decision-making from April 2026 onwards. This will mean understanding the benefits or impacts on the “triple-bottom line”.
- All partners will assess progress against good practice environmental sustainability guidance and case studies, with both short- and long-term financial return on investment and commit to adapting/adopting as appropriate. This will also include using data to find “hotspots” to prioritise.
- ICS partners will help VCSE with their own environmental sustainability plans by providing expertise and/or staff volunteer time.
- The ICB will work with VCSEs, research institutions and innovators to identify key sustainability challenges, identify funding opportunities, and develop a pipeline of innovations and more-sustainable care pathways to apply in BLMK.
- The ICB, as part of its aim to reduce medicines waste and improve prevention activities, will co-develop a plan with VCSE, primary care and local authorities to increase (Green) Social Prescribing rates, based on the expected short- and long-term benefits.

Note that proposed commitments are suggestions at this stage, and will be adapted based on feedback

Economics & Finance – Greater Focus on the Triple-Bottom Line Infrastructure and Improved use of Technology



Proposed draft commitments

Seminar recommendations

Reduce unnecessary activity – better planning for visits, upskilling staff to take on more duties

Infrastructure to enable modal shift – cycle lanes, bike racks, bus routes, bus stops, trains

Infrastructure – Electric vehicle fleet, solar, LEDs, insulation – reduce energy use and make savings

Work with large local organisations – use their ideas



- Through its digital strategy, the ICB is implementing more virtual care and technology to improve direct care. The ICB will explore how to use technology and initiatives such as “Making Every Contact Count” to better plan service delivery.
- The ICS will explore opportunities for better health support for those living in social- and temporary housing in partnership with LAs and Housing Associations
- The ICS will develop a Sustainable, Place-based, Travel Strategy by March 2027, including an assessment of infrastructure requirements (e.g. EV charging, active travel, public transport) for patients, staff and the public, linked to borough Local Travel Plans.
- Air pollution at the three main hospital sites will be reduced by a measurable level (proposed aims: 10% lower by 2028 and 25% by 2035) through application of the [air pollution hierarchy](#).
- NHS Trusts to have fully developed and costed Estates Decarbonisation Plans, which address infrastructure, energy, and energy efficiency initiatives, by March 2027.
- The ICB will, as part of its Anchor development work, will become more structured in its approach to learning from and collaborating with other local organisations (VCSE, innovators, research institutions and other large local organisations).

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Economics & Finance – Greater Focus on the Triple-Bottom Line



Economies of scale – purchasing power, pooling resources for clinical leadership

Proposed draft commitments

Seminar recommendations

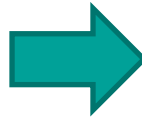
Specific sustainability ambitions in tenders e.g. ownership of recycling of products

Use market force to encourage suppliers to be more sustainable

Environmental, Social and Governance (ESG) considerations in all tenders

Evergreen assessment for all procurements

Look at National Institute for Health Research (NIHR) Funding for system plan



- The ICS partners will apply guidance from NHS England on procurement activities, including:
 - At least 10% Social Value weighting in all tenders, with 5% for Fighting Climate Change.
 - Developing a healthcare Social Value priorities and measurement model by September 2025, to assist with ensuring delivery of supplier social value.
 - Promoting the use of the Evergreen assessment within procurement activities.
 - Identifying high-volume and/or high-emission suppliers with addressable spend and working with them using the Evergreen Sustainable Supplier assessment to promote good practice
- All statutory organisations will apply the Sustainable Value equation and appropriate environmental sustainability and social impact assessment to commissioning and procurement activities.
- NIHR funding call for Decarbonising the Health and Care system opened on 27 November. Currently working with local universities to explore potential bids.
- The ICS is currently developing its Research Strategy - environmental sustainability in healthcare will be recommended for inclusion within this as it develops.

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Economics & Finance – Greater Focus on the Triple-Bottom Line Decision-making - Business cases



Proposed draft commitments

Seminar recommendations

Carbon calculations

Environment and Social Value
impact assessment output

System wide approach. Tie in with
cost improvement

Strengthen the environmental
sustainability or green voice in our
decision-making

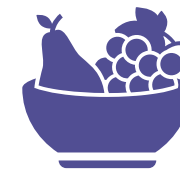


- The ICS partners will develop internal system-wide expertise, and adopt a small set of standard tools, in the measurement of CO₂e emissions and carbon footprinting, allowing all health partners to:
 - Measure CO₂e reductions from initiatives and report annually
 - Determine annual NHS Carbon Footprints
 - Create “waterfall” plans and charts, demonstrating how each initiative will reduce emissions to highlight gaps and opportunities
 - Determine the sustainability impacts of Cost Improvements and transformations
- All partners will assess annually progress against good practice environmental sustainability guidance and case studies, with both short- and long-term financial return on investment and commit to adapting/adopting as appropriate.
- ICB and Trusts will adopt the Sustainable Value equation, Sustainable Healthcare model, and environmental impact assessments in decision-making from April 2026 onwards, to determine the benefits or impacts on the “triple-bottom line”.
- ICS partners will adopt Environmental Sustainability within their core organisational values by April 2027, and incorporate environmental sustainability as a core requirement of all staff roles, recruitment, and objectives by March 2028.

Note that proposed commitments are suggestions at this stage, and will be adapted based on feedback

Climate-Resilient Communities – Positive Conversations

School Engagement and Promoting Healthy Lifestyles



Proposed draft commitments

Seminar recommendations

Tailor the message to different generations

Change the message to promote the immediate positive benefits

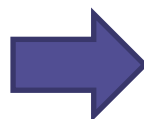
Create more links with young people e.g. mental health links in schools and youth clubs

Raise the youth voice to influence politics

Youth movement – help promote healthy foods, non-processed, veggie/vegan, plant/eat/grow schemes

Infrastructure changes e.g. Bike racks to promote active travel

Provide public transport information when sending appointments



- The ICB will explore how best to create more links with young people, and who is best placed to do it (e.g. Public Health, VCSE etc), including:
 - A re-vamped comms and engagement plan, tools and materials for staff and members of the public.
 - Continued engagement with the Youth Councils
- Promote sustainable diets and reduce the provision of less-sustainable food onsite at public facilities, including:
 - Action on higher-carbon meals and ultra-processed foods provided on-site
 - Ensuring seasonal menus, changed at least 4 times a year
 - Identifying opportunities for local suppliers and shorter food-miles
 - Exploring partnerships with suppliers and VCSEs to support community garden/growing schemes
- Healthcare partners will work with partners in digital teams, public health, VCSE and local authority transport functions to promote the health benefits of alternative modes of transport and enable increased activity levels.

Climate-Resilient Communities – Strengthening our VCSEs

Collaboration and Community Spaces



Seminar recommendations

GPs working with VCSEs to support "frequent attenders" and reduce health inequalities

GP collaboration with leisure centres

Family hubs linking with and signposting to other services

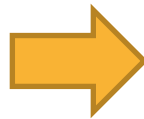
Community Toolkits – knowledge/skills/experience sharing

Neighbourhood teams lead the collaboration for NHS and local authorities (LAs)

Use the skills of VCSEs and develop authentic and meaningful partnerships

Increasing community spaces for interaction to reduce isolation

Condition-led tailored art/ craft/ exercise/ social sessions



Proposed draft commitments

- ICS and partners (including primary care, public health, research institutions, innovators and VCSE) will work together to identify opportunities to develop sustainable care pathways, including:
 - Building on the existing ICS primary care prevention plan
 - Developing a plan to increase (green) social prescribing rates
 - Identifying patients at risk of climate-change and environmental impacts, acting proactively to reduce healthcare use
- All ICS partners will work together to create climate-resilient communities, particularly for those living in areas of higher deprivation, identifying an approach by March 2027.
- All ICS anchor organisations will commit to providing expertise and/or volunteer time to support VCSEs to consider their own environmental sustainability activities.

Partnerships & Suppliers – Using the Green Plan to Harness the power of Anchor Institutions

Simple and Clear Green Plan



DRAFT IN DEVELOPMENT



Proposed draft commitments

Seminar recommendations

Green plan to provide a description of ambition but also a clear call to action

Unified plan – Trusts, ICB and communities

Alignment of goals – financial & sustainability

Targeting the biggest impact areas

Powerful commitments

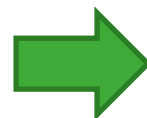
NHS greener guidance a priority

ICS to identify how to measure a baseline in each trust

Meet regularly to network

Build the green message into general comms around promoting healthy living

Ensure a strong comms plan



- The Green Plan document will tell a simple, logical story about how health and care partners will address their contribution to climate change, and the impact it will have on our residents. It will set out:
 - The background, the case for change and progress so far
 - The strategic vision, tactical priorities and operational actions, based on data, best practice and NHS England guidance
 - The system ambition and the level of responsibility and action for each sector.
- ICS partners will enable the cultural shift to a sustainable health and care system through:
 - Adoption of the sustainable value equation and model for sustainable healthcare in decision-making
 - internal expertise in developing green skills and champions
 - Internal expertise in measurement and carbon footprinting, leading to triple-bottom-line annual reporting.
 - Use of data to hotspot priorities, application of best practice, and creation of waterfall charts to identify progress, gaps and opportunities
 - a system-wide brand for environmentally sustainable healthcare in BLMK, providing staff a set of tools and materials to support them to implement and promote sustainability actions, and networks to support collaboration and celebration

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Partnerships & Suppliers – Using the Green Plan to Harness the power of Anchor Institutions

Economies of Scale and Action and Education for biggest impact areas



Proposed draft commitments

Seminar recommendations

Purchasing and contracting power

Pooling resources for clinical leadership

Chamber of Commerce collaboration to inform and influence suppliers

Support call for a Shelf-Life Extension Program (SLEP) for tablets/capsules

Assisting providers to calculate carbon footprints

Community Engagement - schools, VCSEs, communities, councils - needs strong leadership emphasis and specific targeting



- Healthcare partners will develop more prominence of sustainability in procurement decisions, including:
 - specialists in each procurement team, and tools to support decisions
 - a health-system-wide set of social impact priorities and measures to support alignment of supplier social value commitments and delivery
 - alignment to the national net zero roadmap and use of Evergreen assessments
 - identify circular-economy product alternatives
 - consider ways to work with and support local suppliers.
- Healthcare partners will develop greater clinical leadership, including:
 - A green clinical transformation network
 - One identified clinical green lead in each Trust, and a primary care green champion in each borough (working towards inclusion within job plans)
- The ICS will aim to reduce medicines emissions by 10% by March 2028 vs. the 2019/20 baseline, by acting on inappropriate use and waste.
- The ICS partners will develop internal expertise in measurement of emissions and carbon footprinting.
- ICB will, as part of its Anchor development work, become more structured in its approach to collaborating with other sectors.

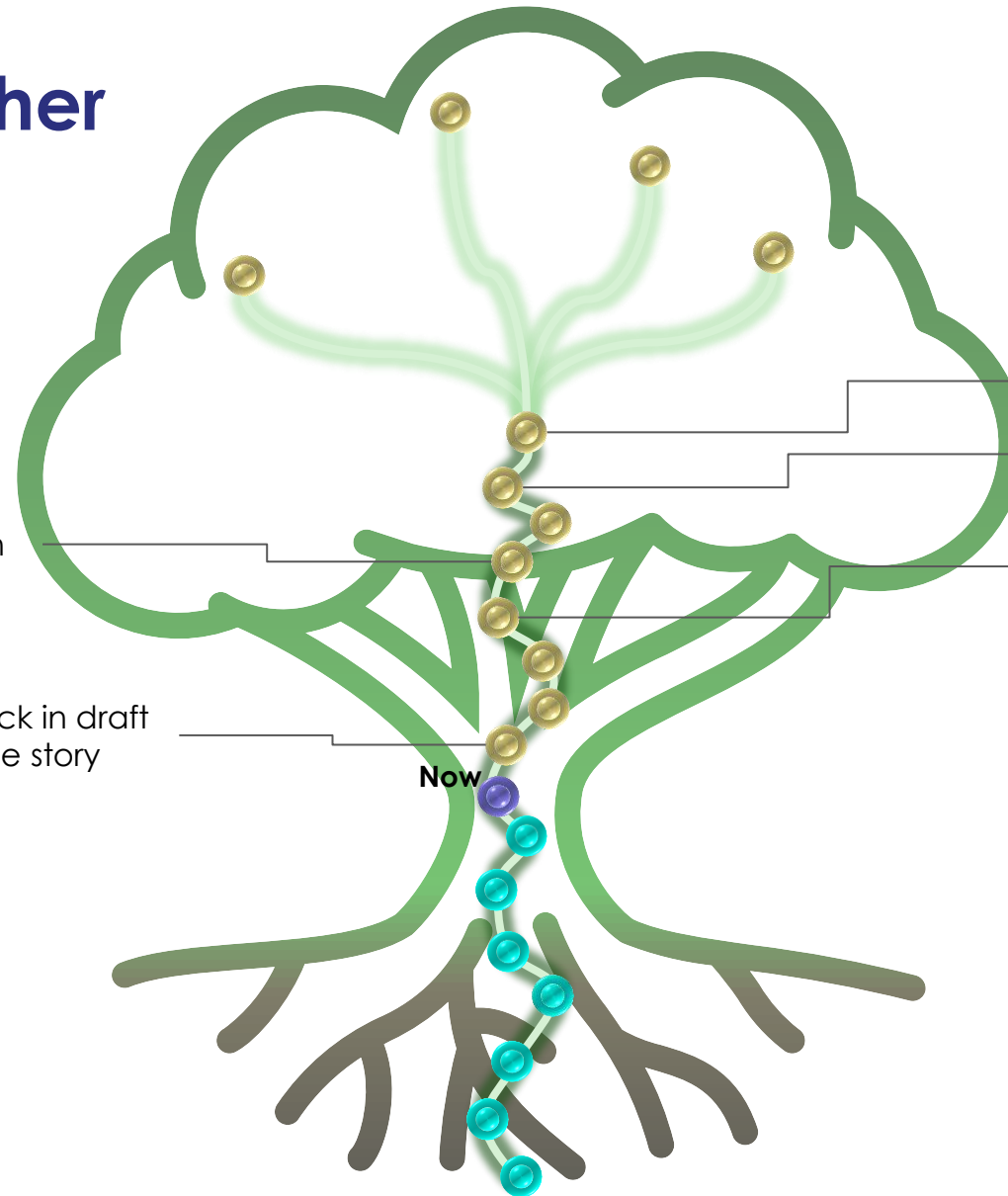
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Growing our new Green Plan together

– next steps

Jan 2025: Updated draft commitments and Green Plan circulated for discussion and comment

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