



Committee and Date

Cabinet 27th April 2022

Item

Public

Integrated Care System: Approval of Draft Joint 'Green Plan'

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1. Synopsis

- 1.1 The Shropshire ICS Board has committed to preparing and adopting a joint 'Green Plan' to provide a joint response to the challenge of climate change. Officers have worked with ICS colleagues to prepare the draft plan attached for approval by individual ICS organisations prior to its adoption by the Board in May 2022.

2. Executive Summary

- 2.1. Shropshire, Telford and Wrekin Sustainable Transformation Partnership (STP) became an Integrated Care System (ICS) from 1st April 2021. In an integrated care system, NHS organisations, in partnership with local authorities and other partners, take collective responsibility for managing resources, delivering NHS care, and improving the health of the population they serve. Health and social care services will need to respond to the health emergency that climate change brings, which will need to be embedded into everything we do now and in the future.
- 2.2. The ICS Board has established a 'Climate Change Working Group' which reports to the Population Health Board and has been supported by Shropshire Council officers. The Working Group has drafted the draft 'Joint Green Plan' attached as Appendix 1 to identify opportunities in the system where we can share learning, optimise efficiencies, and capitalise on collaborative working.
- 2.8 The draft joint 'Green Plan' outlines the progress made so far, key targets, timeframes and collaboration opportunities between system partners for the following topics:
- Leadership and Workforce
 - Sustainable Models of Care
 - Digital Transformation
 - Travel and Transport
 - Estates (Hard Services)

- Facilities (Soft Services - including Waste)
- Medicines
- Supply Chain & Procurement
- Food & Nutrition
- Adaptation

2.9 The 'Green Plan' includes an action plan which outlines collective goals not only at system level, but at organisation level with appropriate support from the ICS. For each action, the plan identifies what resource is needed, a target delivery date and the means of measuring progress.

3. Recommendations

- 3.1. That Cabinet approves the draft ICS Green Plan attached at Appendix 1
- 3.2. That Cabinet supports the principle of collaborative working on relevant actions in the Action Plan contained in the document

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1. The climate crisis is a serious threat to the lives of millions of people both globally nationally and locally. The mitigation of greenhouse gas emissions and adaptation measures to build resilience is now urgent and essential to prevent the worst outcomes. Even if we are successful in mitigating the worst effects, we will continue to experience more pronounced and frequent episodes of extreme weather effects. The much greater frequency of extreme weather events will significantly increase insurance risks and threaten the health, wellbeing and future resilience of our communities.
- 4.2. The climate crisis therefore represents a significant strategic risk to public health and wellbeing and the delivery of health and social care services across Shropshire. This risk is most likely to manifest itself in terms of increases in the demand for health and social care services, financial impacts such as operating costs and impacts on the health and well-being of staff and residents as service users.
- 4.3. The Equality and Social Inclusion Impact Assessment (ESIIA) completed for Shropshire Council's corporate Climate Strategy (December 2020) indicates that taking co-ordinated action across the ICS System is likely to have a positive effect on all groups in society. The climate emergency will have significant impacts on the whole of Shropshire and all its diverse communities, from those

living or working in our rural areas to those living or working in our market towns, as well as those that travel into our county and across our porous borders.

- 4.4. Individual ICS System partners will need to progressively engage with their staff and service users to explore the need for, and implications of, service changes which may result from the adoption of carbon reduction measures and will need to adopt an agile approach keep abreast of national good practice in order to maximise opportunities for equality and social inclusion within the overall policy context of addressing the climate emergency. We will continue to liaise with Telford and Wrekin Council to ensure that actions by local authorities to maximise positive equality impacts across communities are complementary to each other, as for example with the current work led by Public Health colleagues on health inequalities plans for each area, and that they link in with actions by health colleagues in terms of NHS policy drivers.
- 4.5. Taking active steps to collaborate as part of the adoption and delivery of a joint approach across the ICS will make a demonstrable contribution to reducing the carbon footprint of the wider county. Through their service delivery and procurement decisions, Shropshire Council's health and social care services are in a position to 'lead by example' and make a strong positive contribution to the delivery of the joint ICS Green Plan.

5. Financial Implications

- 5.1. Measures to reduce the carbon footprint of the ICS system and adapt service delivery to address the impacts of extreme weather events will significantly reduce future financial risk and may potentially generate revenue savings as well as delivering against NHS England policy and the respective corporate responsibilities of ICS system partners, including Shropshire Council. However, improving carbon performance and resilience will require significant capital investment in energy efficiency, low carbon technologies and renewable energy generation.
- 5.2. The majority of Shropshire Council's carbon footprint for health and social care services is derived from work which is commissioned from external organisations and the Climate team are working closely with the Procurement team to identify the carbon impact of specific contracts and to discuss these further with suppliers as part of the procurement process. Any specific initiatives relevant to Shropshire Council in the Green Plan would need to be evaluated on its their merits prior to inclusion in the Council's Capital Programme.
- 5.3. However, failing to reduce carbon emissions and implement climate change adaptation measures represents a significant financial threat to the revenue costs of health and social care services. This means that there is an incentive for the Council and other ICS System partners to 'Invest to Save' to mitigate the risk of future costs.

- 5.4. The significant forecast increases in the cost of fossil fuels, inevitably means that diversification into other forms of energy usage (of which renewable energy is a significant part) mean that the viability of invest to save schemes for the implementation of renewable energy are becoming more and viable and the long-term financial merits of decarbonisation are becoming more compelling.
- 5.5. The Council has set aside a budget of £0.500m to fund the Climate change task force in 2022/23 and it is not anticipated that this paper will give rise to additional pressures on revenue budgets.

6. Climate Change Appraisal

- 6.1. **Energy and fuel consumption:** The Action Plan section of the draft ICS Green Plan identifies a range of projects and initiatives which would contribute positively to the reduction of carbon emissions by facilitating improved energy efficiency and carbon performance across the health and social care services delivered by ICS System partners;
- 6.2. **Renewable energy generation:** The draft Green Plan summarises the existing generation of renewable energy by system partners and the Action Plan commits partners to further investment in on-site renewable energy generation as part of their Estates Strategies;
- 6.3. **Carbon offsetting or mitigation:** Whilst the draft Green Plan does not explicitly address carbon offsetting (the main focus is on reducing emissions), it does commit ICS partners to managing their estates in a way which reflect the need to protect and improve biodiversity;
- 6.4. **Climate Change adaptation:** The draft Green Plan recognises the need for Adaptation and resilience measures and identifies opportunities for ICS Partners to work together to provide contingency, support or mutual aid from the wider system.

7. Background

- 7.1. Shropshire, Telford and Wrekin Sustainable Transformation Partnership (STP) became an Integrated Care System (ICS) from 1st April 2021. In an integrated care system, NHS organisations, in partnership with local authorities and other partners, take collective responsibility for managing resources, delivering NHS care, and improving the health of the population they serve.
- 7.2. The NHS aims to provide health and high-quality care for all, now and for future generations. This requires a resilient NHS, which also needs to respond to the health emergency that climate change brings, which will need to be embedded into everything we do now and in the future.

- 7.3. The ICS has established a 'Climate Change Working Group' which reports to the Population Health Board and has been supported by Shropshire Council officers. The Working Group has drafted the draft 'Joint Green Plan' attached as Appendix 1 to identify opportunities in the system where we can share learning, optimise efficiencies, and capitalise on collaborative working.
- 7.4. The next three years will be fundamental in building collaboration on this agenda across the ICS and establishing early investment to maximise benefits later. During 2022 the ICs will identify a Sustainability Lead for the ICS - a person accountable to the board lead and responsible for providing support to the respective organisations within the ICS, holding those organisations to account and ensuring that their respective action plans are being addressed in the agreed timeframes.
- 7.5. Establishing an accurate baseline is also a priority. To do this, the aim is to determine the carbon footprint for the overall ICS system from scopes 1 & 2 emissions by April 1st, 2023, with scope 3 emissions later in 2023. The ICS will also review waste metrics, travel and medicines to provide a point of reference from which to measure progress.
- 7.6. Adopting a collaborative approach to both the actions at organisational and system levels will ensure that the system can maximise benefits and realise any financial saving opportunities. It will also provide consistency in reporting and some resilience in terms of team member movement.
- 7.7. The draft ICS 'Green Plan' sets out a number of key objectives:
 - i. Establish system baseline positions
 - ii. Ensure that the right people are delivering our net zero agenda
 - iii. Consider how we can deliver care in a sustainable, balanced way
 - iv. Harness digital technologies to approach a multifaceted challenge of delivering quality care outcomes, improving the quality of our care and diagnostics, reducing waste, and optimising our building services
 - v. Encourage our communities to avoid contributing to our carbon output
 - vi. Focus on our supply chain's commitments to achieving net zero
 - vii. Develop decarbonisation plans, continuing our transition to renewable energy, and in the interim making every kilowatt of fossil fuel energy count
 - viii. Adopt practices to avoid creating waste that persists in nature, and recycling those we cannot

- ix. Adapting our services to meet the challenges of climate change and extreme weather events
- x. Encourage biodiversity at our properties

7.8 The draft joint 'Green Plan' structure follows the relevant NHS England guidance on Green Plans and focuses on opportunities for collaboration on the following topics:

- Leadership and Workforce
- Sustainable Models of Care
- Digital Transformation
- Travel and Transport
- Estates (Hard Services)
- Facilities (Soft Services - including Waste)
- Medicines
- Supply Chain & Procurement
- Food & Nutrition
- Adaptation

7.9 This structure forms the basis of the 'Green Plan' strategy, which discusses under each of the sub-headings above, the progress made so far (and baselines, where applicable), key targets, timeframes and collaboration opportunities between system partners.

7.10 The 'Green Plan' also includes an action plan which outlines collective goals not only at system level, but at organisation level with appropriate support from the ICS. For each action, the plan identifies what resource is needed, a target delivery date and the means of measuring progress.

7.11 Named Executives will have oversight with a local or named lead for each individual action. The target dates and completion of the actions will be monitored by the ICS Climate Change Working Group and assurances/escalations will be provided to ICS Board. Executive leads are to be agreed for each area over the next 12 months.

8. Conclusions

8.1. The ICS has established a 'Climate Change Working Group' which has drafted a 'Joint Green Plan' to identify opportunities in the system where we can share learning, optimise efficiencies, and capitalise on collaborative working.

8.2. The 'Green Plan' includes an action plan which outlines collective goals not only at system level, but at organisation level with appropriate support from the ICS. For each action, the plan identifies what resource is needed, a target delivery date and the means of measuring progress.

- 8.3. The target dates and completion of the actions will be monitored by the ICS Climate Change Working Group and assurances/escalations will be provided to ICS Board. Executive leads are to be agreed for each area over the next 12 months.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

- Shropshire Council Climate Strategy & Action Plan (December 2020)
- Shropshire Council Climate Strategy & Action Plan Equality and Social Inclusion Impact Assessment (ESIIA) (December 2020)

Cabinet Member (Portfolio Holder)

Ian Nellins

Local Member

n/a

Appendices

- 1 Draft Shropshire, Telford and Wrekin Integrated Care System 'Green Plan'