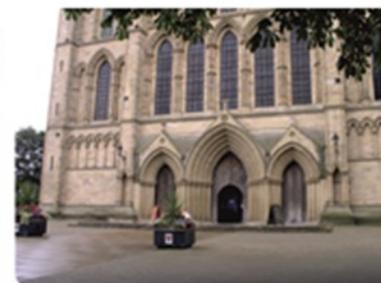


NHS North Yorkshire Clinical Commissioning Group Green Plan 2020—22



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1. Overview

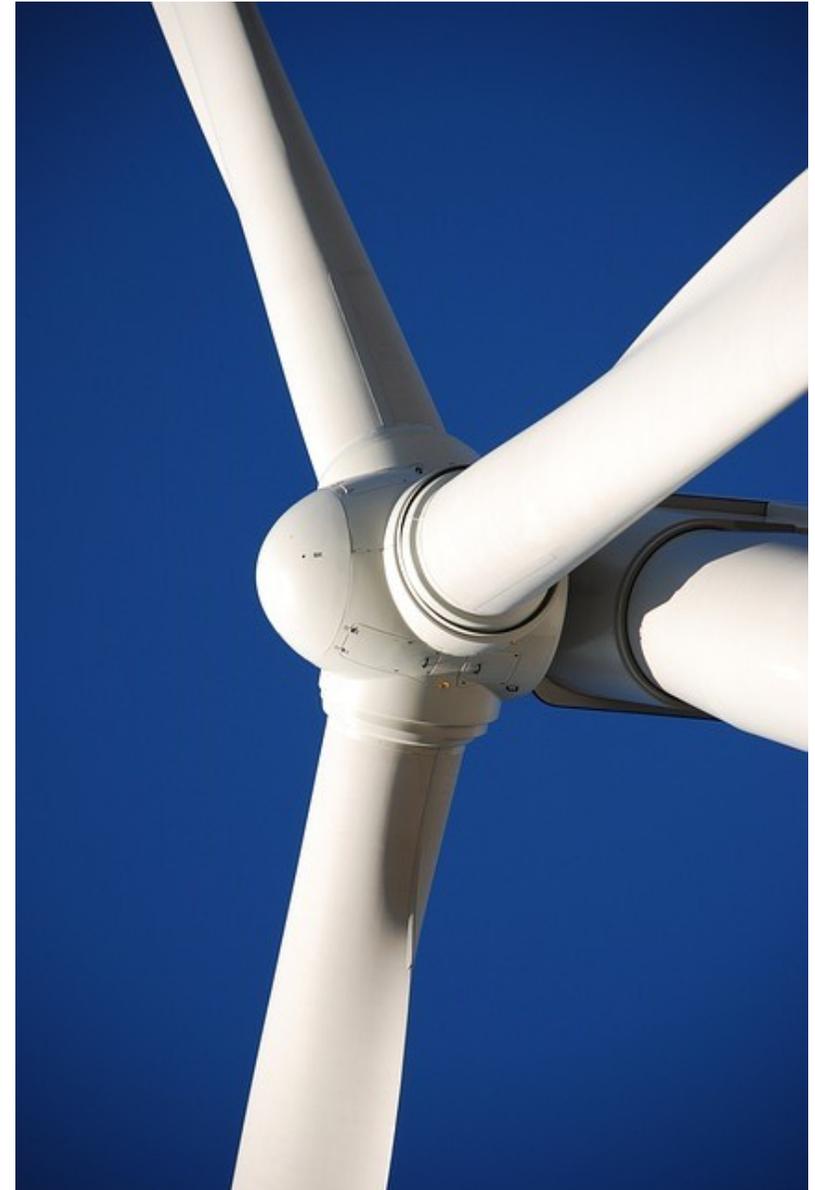
Green Plans are strategic organisational plans which set out the organisation's ambitions for its sustainable development activities. Sustainable Development, in the context of this plan, is based upon three core factors;

- Environmental impact; the impact the organisation's activities have on the environment and focusing on activities which reduce or eliminate any negative impact.
- Social impact; the impact the organisation's activities have on your local communities, and society. More broadly, how your organisation can positively utilise its influence to address health and social inequalities.
- Financial impact; the impact the organisation has on how it controls and spends its money; from the contribution sustainable development activities have on our short, medium and long term financial position, to the impact you have on actively improving the local socio-economics of your communities through the way you direct your expenditure.

Projects and/or programmes which balance the three aspects can have a positive benefit on; the environment, the local community and the finances of the organisation.

The format of this Plan has been aligned to that of the Sustainable Development Assessment Tool (SDAT).

The SDAT is used by the CCG to monitor progress and actions. This ensures that our actions are linked to, and measured against, the United Nations (UN) Sustainable Development Goals (SDG's) many of which have a direct link to health. Further information about the SDAT and SDGs are available in Section Six



2. Introduction

About the CCG

NHS North Yorkshire (CCG) is a clinically-led organisation established 1 April 2020, We replaced NHS Hambleton, Richmonshire and Whitby CCG, NHS Harrogate and Rural District CCG and NHS Scarborough and Ryedale CCG which have now been disestablished.

The organisation employs approximately 166 members of staff at four sites across North Yorkshire. It is responsible for the commissioning of health care services across most of the North Yorkshire area.

As a commissioning organisation and a public body the CCG has a statutory and ethical duty to recognise the impact that its activities (including those of our provider) and decisions have on the resources available to us, the

communities in which we function and the wider environment.

The CCG represents 51 GP practices based in North Yorkshire with a registered list of approximately 425,700 patients.

The main role of CCGs is to identify and commission the most appropriate services to meet the health needs of the local population. We are responsible for:

- planning services, based on the needs of the local population;
- securing services that meet those needs; and
- monitoring of the quality of care provided
- Commissioning various health related services

Sustainability at the CCG

As commissioners and a statutory body, our activities and decisions have potential to affect the resources available to us, the communities in which we function, and the wider environment.

Sustainability means recognising, measuring and managing the impact of our business activities, including commissioned services delivered by providers.

The CCG recognises that good maintenance and care of the environment contributes a great deal to the long term health of people, their social wellbeing and economic prosperity.

Our local strategy demonstrates the importance of sustainable development and the commitment of the CCG and its staff to ensure that we act now to promote initiatives which help us meet the challenges facing the NHS, including our legal duty to cut carbon emissions under the 2008 Climate Change Act.

This plan reviews our current position as a newly established organisation and sets out how we will pursue our goals in relation to sustainability over the next 2 years.



3. Drivers for Change



The following drivers for change detail the requirements which underpin the delivery of long term financial, environmental and social sustainability within the CCG as well as across the healthcare system, and support the NHS wide approach for achieving this.

Legislative and Mandatory

- Civil Contingencies Act 2004
- Climate Change Act 2008
- Public Services (Social Values) Act 2012
- Standard Form Contract requirements for Sustainable Development 2017-19
- HM Treasury's Sustainability Reporting Framework
- Public Health Outcomes Framework

UK

- National Policy and Planning Framework 2012
- Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013
- Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
- The Stern Review 2006; the Economics of Climate Change
- Health Protection Agency (HPA) Health Effects of Climate Change 2012
- The National Adaptation Programme 2013; Making the country resilient to the changing climate
- Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan

International

- Intergovernmental Panel on Climate Change (IPCC) AR5 2013
- United Nations (UN) Sustainable Development Goals (SDG's) 2016
- World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016
- World Health Organisation (WHO) Health 2020;
- The Global Climate and Health Alliance; Mitigation and Co-benefits of Climate Change

Health Specific

- The Marmot Review 2010; Fair Society, Healthy? Lives
- Five Year Forward View 20a14
- Sustainable Development Strategy for the Health and Social Care System 2014-2020
- Adaptation Report for the Healthcare System 2015
- The Carter Review 2016
- National Institute for Clinical Excellence (NICE) Physical Activity; walking and cycling 2012
- Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s
- Sustainable Transformation Partnerships (STP) Plans

5. CCG Strategic Objectives



Working Together for Healthier Lives in North Yorkshire

Strategic Commissioning

- To take the lead in planning and commissioning care for the population of North Yorkshire by providing a whole system approach and to support the development of general practice.
- To make the best use of resources by bringing together other NHS organisations, local authorities and the third sector to work in partnership on improving health and care.
- To develop alliances of NHS providers that work together to deliver care through collaboration rather than competition.
- To develop alliances of NHS providers that work together to deliver care through collaboration rather than competition.

Acute Commissioning

We will ensure access to high quality hospital-based care when needed.

Engagement with patients and stakeholders:

We will build strong and effective relationships with all our communities and partners.

Financial Sustainability

We will work with partners to transform models of care to deliver affordable, quality and sustaina-

Integrated Community Care

With our partners and people living in North Yorkshire we will enable healthy communities through integrated models of care.

Vulnerable People

We will support everyone to thrive [in the community].

Well Governed and Adaptable Organisation

In supporting our objectives we will be a well governed and transparent organisation that promotes a supportive learning environment.

What this means for Sustainability at the CCG

We can shape a more sustainable local healthcare system by:

- Developing a “whole systems” approach to commissioning.
- Using the commissioning cycle to increase sustainability and to implement the NHS Carbon Reduction Strategy.
- Setting objective sustainability measures and targets for providers in contracts.
- Assessing provider sustainability performance at performance management meetings.
- Considering providers’ sustainability credentials as part of tendering process.
- Working with local authorities, providers and health and wellbeing boards to reduce health system carbon emissions.

Sustainability will:

- provide assurance and security to the CCG’s population that its services are safe, consistent, and not vulnerable to threat.
- aid the development of a much stronger, integrated community system.

4. Our Challenges

The CCG's Challenges

- Continued support in the response to the COVID-19 Pandemic
- We commission services for a wide area, parts of which are very rural and other parts of which are highly urban
- Increasing demand for health services.
- Increasing financial pressures
- There is a higher than average proportion of older people in our population with diverse needs
- Levels of disadvantage and health inequalities in some areas are very high
- The gap in life expectancy between the CCG's most deprived and least deprived wards can be as much as 11 years for men and 13 years for women
- Many people have longstanding health problems across the region



Challenges Facing the NHS

Being sustainable will help us meet the challenges facing the NHS which include:

- We have a legal duty to cut carbon emissions under the 2008 Climate Change Act
- There is an increasing number of older people with multiple health problems
- The cost of medical technology is rising
- People have higher expectations around clinical outcomes and user experience
- We are working within financial restraints
- We need to use diminishing resources wisely
- The climate is changing, bring more extreme weather which has an impact on health

Commissioning for sustainable development means:

- Planning services which are efficient and effective
- Buying services which provide highest quality at best value and which have less impact on the environment
- Avoiding duplication and waste
- Stopping services which do not meet these criteria.

Sustainability is not just about using financial resources carefully. It is also about making sure that we make the most of existing social and community resources and ensuring that we do not have an adverse impact on the local environment.

6. Areas of Focus

Sustainable Development Assessment Tool

The Sustainable Development Assessment Tool (SDAT) is the national benchmarking system on behalf of Public Health England and NHS England.

The assessment determines progress against the implementation and delivery of sustainable development across the health and care system. SDAT replaces the Good Corporate Citizen Assessment and a more streamlined system aligned to the UN Sustainable Development Goals (SDG).

The tool is designed to help the NHS and other health and care organisations understand their work, measure progress and help create the focus of and action plans.

SDAT consists of the following ten modules which the CCG self assesses against:

Corporate Approach	Asset Management & Utilities	Travel & Logistics	Adaptation	Capital Projects
Greenspace & Biodiversity	Sustainable Care Models	Our People	Sustainable Use of Resources	Carbon / GHGs

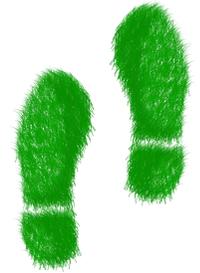


Sustainable Development Assessment Tool at the CCG

NHS North Yorkshire CCG is committed to completing the SDAT to ensure introduce a collaborative approach to Sustainable Development. During 2020/21 will undertake an assessment to identify the initial position of the CCG in relation to sustainability.

The following sections demonstrates the CCG's current position against the key areas of the SDAT. Each page also outlines the CCG's aim in the area, what actions it plans to take and how success will be measured.

7. Corporate Approach



It is essential that Governing Body, Senior Management Team, staff and stakeholders are engaged in and accountable for, delivering our Green Plan and that policies, procedures, business cases and processes reflect this.

Aim:

To ensure that sustainability is embedded within organisational strategy and processes and that we deliver, monitor and report on progress supported by a nominated board level sustainability lead

Achieved so Far

- The CCG's strategic objectives reflects its commitment to sustainability
- Sustainability Impact Assessments are embedded into business case proposals
- The CCG's Communications and Engagement Strategy demonstrates a commitment to engage with the public in respect of sustainability of services

Actions:

- Complete the SDAT
- Develop a clear Sustainability Action Plan with SMART actions identified from the SDAT and named responsible leads
- Establish and support a Governing Body and an organisational lead to champion sustainability and social value
- Provide quarterly reports to the Quality and Clinical Governance Committee (QCGC) on the CCG's Green Plan 2020—2022
- Review accessibility of data to enable better monitoring of progress made and reporting to the Governing Body and in the Annual Report
- Ensure sustainability and social value commitments are reflected in our procurement frameworks
- Integrate Sustainability into the Staff Engagement Group in order to develop initiatives for office efficiency, healthy workforce, and social value.
- Recognise and maintain positive outcomes achieved from the challenges of COVID on establishing alternative ways of working and delivering services

3 GOOD HEALTH AND WELL-BEING



10 REDUCED INEQUALITIES



17 PARTNERSHIPS FOR THE GOALS



Measuring Progress:

- Assess SDAT score in line with targets
- Carry out annual sustainability surveys to measure staff awareness levels
- Access to data which allows monitoring of progress

8. Our People

Making sure that staff are engaged with the sustainability agenda is essential for the delivery of sustainable healthcare. Every single member of staff has a role to play in delivering this strategy. Engaging staff to adopt sustainable practices will enable them to take ownership within their own area of influence.

Sustainability principles do not just apply at work, they apply at home, across our supply chain and beyond

Aim:

To support staff to improve sustainability at work and home and empower them to make sustainable choices in their everyday lives

Achieved so Far

- We have a clear and publically available Modern Slavery Statement
- We have policies in place which promote and support health lifestyle choices and wellbeing in the organisation



Actions:

- Provide opportunities for staff to boost their own health and wellbeing taking into account new remote working arrangements as a result of COVID
- Provide staff with a variety of development and training opportunities that support our Green Plan
- Use our media outlets (newsletters/social media) to raise sustainability awareness to staff and the public, providing opportunities to participate



Measuring Progress:

- Number of environmentally focused staff benefits
- Staff participation in sustainability programmes
- Reach rates on social media
- Staff Survey
- Social Value Calculator

9. Sustainable Care Models

The CCG recognises the need to improve the environmental sustainability of care pathways and better integration of healthcare services to improve efficiency.

Delivering the best quality of care within the available environmental, social and economic resources is a growing challenge. Ensuring that we have a healthcare system that is fit for the future is increasingly important as climate change starts to effect how we care for patients and how diseases are spread.

Aim: To deliver the best quality of care while being mindful of its social, environmental and financial impact and take a whole system approach to the way it is delivered

Achieved so Far

- Prevention is embedded in the development of all our models of care
- We use the JSNA to help us improve local systems of care
- We have staff trained in Making Every Contact Count to support them to live more healthy and sustainable lives and we support the education of patients on healthy living
- We actively engage patients in service design so care models are appropriate and aligned to expectations of patients
- Sustainable Impact Assessments are embedded in business cases for services
- Sustainability is embedded in contracts and will be in every contract going forward

3 GOOD HEALTH AND WELL-BEING



Measuring Progress:

- Patient feedback through surveys and engagement
- Review of financial and social benefits of initiatives

Actions:

- Continue to focus on system transformation with our Strategic Plan and supporting the delivery of the North Yorkshire Health and Wellbeing Board Strategy with health and social care partners
- Examine how the Primary Care Networks will support Sustainable Care Models using alternative medical and social support such as social prescribing to reduce pressures on GPs and Practices
- Measure and report on the financial and social benefits of work we have undertaken to support sustainable care models
- Embed sustainability in the CCG Procurement Policy and apply the principles of the Social Value Act 2012 when procuring
- Identifying where care models have changed as a result of COVID and where this is having a positive impact on the delivery of the service



10. Travel and Logistics

The CCG recognises importance of reducing travel both for staff and service users. Staff are often expected to attend meetings at various locations in the North Yorkshire area and this expectation is being challenged by senior management. Technology is being introduced/improved to assist staff to attend meetings remotely via video and teleconferencing.

At the time of writing this report NHS North Yorkshire CCG did not collect the required level of data to be able to undertake completion of the Health Outcomes of Travel Tool (HOOT). However a new electronic system for claiming travel expenses has been introduced which will allow for better data collection and measurement of business miles and the carbon impact of this.

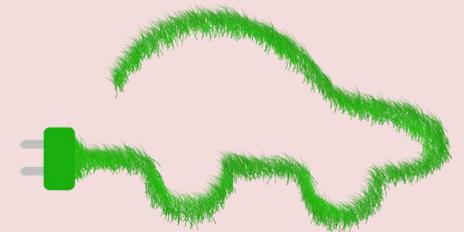
Aim: We will seek to mitigate the amount of travel undertaken by our staff and also by our patients through commissioning services, where appropriate, in the community, thereby reducing the need to travel.

Achieved so Far

- The CCG has a travel and expenses policy. The use of passenger rate encourage car sharing and there is also a mileage rate for pedal and motor cycle use.
- Staff utilise technology such as Microsoft Teams to meet virtually, reducing the need to travel for meetings
- We can evidence work in the community and use of technology which reduces the need for patients to travel for treatment

Actions:

- To use the new expenses system to obtain detailed data for business miles, to establish a baseline and continue to monitor and report on.
- Continue to improve technology to ensure that all staff have access to facilities for video/teleconferencing to reduce business miles
- Continue to use sustainable impact assessments as part of business cases
- Maintain reduction in travel as restrictions as a result of COVID begin to lift



3 GOOD HEALTH AND WELL-BEING



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Measuring Progress:

- E-Expenses data monitoring
- Health Outcomes Travel Tool (HOOT)
- Introduce an annual staff travel survey

11. Carbon/Green House Gases (GHGs)

Reducing carbon dioxide emissions is the law in the UK. The Climate Change Act 2008 sets legally binding targets for the UK to reduce its carbon dioxide (CO₂) emissions by 80 per cent by 2050. All public sector organisations in the UK have a responsibility to put in place plans to meet this target. There is a strong business case for taking action to become more sustainable as this can lead to significant financial savings. The NHS must help to mitigate the negative impact of Climate Change on health.

Aim:

To measure our carbon emissions and take targeted action to reduce in line with NHS targets

Achieved so Far:

- An assessment of health service providers' sustainability strategy is included within tender documentation
- Monitoring of providers performance against their Green Plans
- The majority of desk top computers have been replaced with laptop devices. This will support a move towards more agile and flexible working practices as well as paperless or 'paper-lite' working.

Actions:

- Ensuring the CCG business processes are improved so as to continually reduce our carbon emissions
- Encouraging energy conservation behaviour amongst staff (turning off equipment when not in use)
- Reduce waste and consumables
- Reduce paper waste by implementing paperless working practices
- Maintain reduction in travel, waste and consumables as restrictions as a result of COVID begin to lift



Measuring Progress:

- Carbon footprint measurements

12. Sustainable Use of Resources

The CCG has limited control over the use of utilities such as gas, water and electricity in the CCG offices. However the CCG is committed to ensuring that we reduce our environmental impact wherever possible through initiatives such as recycling and *think before you print*.

Aims

Reduce the volume of waste generated from CCG Offices

Achieved so Far

- Recycling bins are available in the office alongside general waste bins
- Posters in the office prompt staff to use the recycling bins
- The printers default setting are to print black and white and back to back
- The CCG have successfully campaigned to reduce pharmaceutical waste

Actions:

- Review accessibility of data to enable better monitoring of reduction in waste
- Prompt staff with posters etc. to turn off light and electrical equipment
- Prompt staff to *think before you print*
- Identify opportunities to be innovative and use technology to introduce paperless systems
- Identify opportunities to reduce waste in the office
- Maintain reduction in waste and consumables as restrictions as a result of COVID begin to lift



Measuring Progress:

- Waste volumes

13. Asset Management and Utilities

NHS North Yorkshire CCG does not own any property, vehicles or significant assets such as boilers or chiller plants.

The CCG predominately uses standard IT equipment supplied and maintained by North of England Commissionings (NECs). IT is replaced and renewed as required.

The CCG rents its offices as described below and the landlords of the offices are responsible for the buildings and associated facilities, including the utilities.

- Grimbald Crag Court, Knaresborough—Leased from NHS Property Services
- York House, Scarborough – leased from Scarborough Borough Council
- Kingswood, Harrogate – leased from York Hospital NHS Foundation Trust
- Civic Centre, Northallerton – leased from Hambleton Borough Council

Aims:

- Reduce water and electricity consumption in the CCG offices
- Promote energy efficiency and healthy sustainable lifestyle messages to staff and the local community

Achieved so Far

- The CCG has had limited achievements in this area so far. Staff are encouraged to switch off electrical appliances when not in use and key messages regarding sustainability messages are circulated to staff and the public but more efforts could be made in these areas

Actions:

- Review estates with the intention to optimise our use of estate and space.
- Work with office landlords to understand how water and electricity usage can be measured or and reduced
- Promote 'Think' messages to staff to encourage them to switch off electrical equipment when not in use
- Implement a sustainability communications plan utilising staff newsletter and social media to promote messages to staff and the local community about sustainability initiatives such as:
 - ⇒ Reducing water consumption
 - ⇒ Energy efficiency advice
 - ⇒ Warm homes support
 - ⇒ Active Travel

Measuring Progress:

- Waste volumes



14. Climate Change Adaptation

Climate change is one of the biggest public health threats and challenges that we face.

Extreme weather conditions, such as flooding and heatwaves are increasing in severity and frequency and are now a visible reality. We must act now to adapt to a changing climate and mitigate the negative effects of past and future climate-altering actions.

Aim:

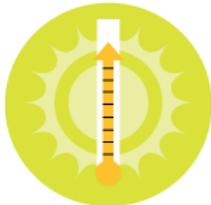
To ensure that our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather

Achieved so Far

- We have developed local protocols aligned to national heat wave plans, cold weather plans and multi agency flood plans
- We work with stakeholders to identify and assess specific climate change events to ensure harmonious contingency strategies
- We regularly test our business continuity plans and review our business impact analysis.

Actions:

- Review business continuity plans and business impact analysis considering the potential impacts of climate change on the CCG's work
- Ensure that emergency plans consider that vulnerable people are supported during any extreme weather events



Measuring Progress:

- Monitor and report on to the Governing Body

15. Capital Projects

As a CCG we do not own any buildings. We are however in a position to influence some of the investment that is committed to capital schemes. We aim to use our influence to ensure that buildings for the provision of health services, either newly constructed or in the receipt of NHS funding for refurbishment, are designed with consideration around sustainability. We are particularly concerned that consideration is given in terms of; planning, design, construction and refurbishment and utilising natural materials wherever possible.



16. Green Space and Biodiversity

The Kings Fund report in 2016 found “Increasing people’s exposure to, and use of green spaces has been linked to long-term reductions in overall reported health problems (including heart disease, cancer and musculo-skeletal conditions); it has also been linked to reduced levels of obesity and high physical activity, and higher self-rated mental health”.



Aim:

To ensure that our whole organisation is prepared to deal with the effects of climate change, particularly extreme weather

Actions:

Promoted the health benefits of our green spaces to our staff, service users and the wider local community through various health and wellbeing activities.



Measuring Progress:

- Assess SDAT score in line with targets
- Carry out annual sustainability surveys to measure staff awareness levels

17. Communications and Engagement

The CCG has a Communications and Engagement Strategy which reflects the CCG's commitment to Communications and Engagement with the public, staff and partners.

The Strategy recognises the CCG's role in improving sustainability and a plan for 2020/21 includes a sustainability communications plan to include key messages regarding sustainability in internal and external communications via staff newsletters and social media.

The following are the key methods the CCG uses to communicate and engage with public, staff and stakeholders:

Internal Communications

- Staff Newsletter
- Team Meetings
- Committee Structure
- Accountable Officer Briefings

External Communications

- Social Media
- Press Releases
- Website
- Annual Report
- The Loop
- Patient Rep Groups
- Engagement Events
- Public Meetings
- Patient Views and Insights



Looking ahead the CCG will:

- Using events such as Sustainable Health and Care Week, NHS Sustainability Day and Clean Air Day the CCG will actively promote sustainability initiatives through its internal and external communication channels.

18. Governance

Clear leadership is vital if we are to successfully deliver the commitments outlined in this plan. The governance structure and support network for the work is outlined in the diagram below



Governance Structure

- The CCG's Green Plan is approved by the CCG's Governing Body
- The CCG's lay member with responsibility for Patient and Public Participation, has sustainability in their portfolio
- The Quality and Clinical Governance Committee reviews the Green Plan and associated action plan on a regular basis during
- Coordination of sustainability work is provided by the Corporate Services Team
- All staff have a responsibility for reviewing sustainability in their areas of work through Sustainability Impact Assessments

19. Reporting

The CCG has an obligation to report progress on sustainable development in line with national reporting requirements.

Annual	Quarterly
<p>Completion of the SDAT—Measure qualitative progress against sustainability and compares progress with previous year</p>	<p>Progress Reports to the Quality and Clinical Governance Committee—A summary of progress made against the Green Action Plan</p>
<p>Annual Sustainability Report—Included in the CCG’s Annual Report</p>	

20. Risk

Identifying risks relating to the delivery of this strategy and working to reduce their likelihood and severity is an essential requirement to effectively deliver our sustainability agenda. Where we identify risks they will be logged and monitored through out internal risk management process

21. Finance

The CCG recognises that effective management of environmental performance can bring financial benefits.

As all of the CCG’s office buildings are rented spaces there is limited opportunity to make savings by reducing utility usage.

However the CCG can make savings and reduce it’s carbon emissions by supporting sustainable travel and logistics.

In the coming years, the CCG will seek to mitigate the amount of travel undertaken by our staff and also by our patients through commissioning services, where appropriate, in the community, thereby reducing the need to travel.

