

# Green Plan delivery/Net Zero (1/2)

## Vision

In 2025, NHS South East London Integrated Care Board will lead a refresh of the ICS Green Plan; the system-wide sustainability strategy that addresses the NHS net zero targets. The 2025-2028 Green Plan will include refreshed priorities and objectives - owned by delivery partners and established contributor workstreams – which will direct system-wide programme delivery for the next three years. The new plan will include an enhanced focus on collaboration with system partners, engagement with research and innovation activities and enhanced programme governance. The new plan will keep its focus on daily operations but will also significantly increase its focus on sustainable models of care; inviting greater clinical leadership and innovation, to embed sustainable practice in patient treatment. Programme metrics will be reviewed to enable stronger measurement and reporting of delivery, with increased efforts to convert delivery outcomes to carbon emission measures, so to evidence achievement against net zero targets. The refreshed Green Plan will be published in July 2025.

Additionally, sustainability impact assessments will be required when identifying ICS System Sustainability workstream initiatives. This significant partnership recognises the *Sustainable Value Model*, in which financial impacts, people impacts and environmental impacts are linked. This partnership will deliver true and complete sustainability, and will contribute to the reduction of unnecessary treatment (moving patients away from treatment and to prevention), waste and emissions, whilst also improving the environment for the people of south east London.

## Deliverables / Improvements since 2023/24

- Continued, strong level of Green Plan delivery against an increasing number of actions and objectives. Notable delivery from within SEL trusts and from established ICS workstreams – medicines, digital transformation and estates.
- Consistent uptake of sustainability training offers and an expanding course catalogue (internally and with the support of London Greener NHS)
- Launch of the first nationally funded inhaler recycling pilot scheme across trusts and community pharmacies.
- SEL ICB was amongst the first ICBs to host a Chief Sustainability Officer Fellow; hosted and mentored by the ICB Medicines Team.
- Continued internal engagement to promote net zero and sustainability and organic growth of the SEL Green Champions network.
- Enhancement of key relationships, including with the SEL Anchor Alliance, Risk Leads Forums, GLA London Estates Delivery Unit, NHSE Finance, Greener NHS and London ICBs; with whom once-for-London sustainability workstreams are being identified for collaborative approaches.

## Key Challenges / Opportunities Remaining

- The Green Plan refresh process offers the opportunity to set new, relevant objectives and invite involvement from sectors under-represented in the original plan. The process and timeline for refresh is a significant challenge for 2025 but will be met.
- Constraints in resource (finances and people) and subject matter expertise on emerging priorities such as climate adaptation.
- Significant opportunities to be realised through working with the ICS System Sustainability workstream. Partnership formed and yet to be tested in practice.
- Significant opportunities for collaborative working with Local Authorities, transport partners, procurement colleagues/collaborations and the voluntary sector.
- NHSE supporting London ICBs to explore the possibilities for using private sector funding (not previously compatible with the NHS funding model).
- Requirement to meet the recommendations of the London Climate Resilience Review – which will act as a springboard for development of climate adaptation strategies for SEL and London. London Greener NHS to provide leadership.

# Green Plan delivery/Net Zero (2/2)

## Please describe any other key priorities for your area in 2025/26

Key priorities for 2025/26, aligned with Green Plan areas of focus and NHSE Green Plan guidance:

**Workforce & System Leadership:** ICB leadership and support of Green Plan refresh and delivery, facilitating governance structure and networks, ensuring alignment with strategic plans, assessing/meeting workforce capacity and skills requirements.

**Travel & Transport:** development of sustainable travel plans, promotion of active travel, collaborative working with transport partners, electrification of NHS fleet, move to offering low/zero emissions vehicles only in staff salary sacrifice schemes.

**Estates & Facilities:** decarbonisation planning across NHS estate, further energy efficiency measures, solar panel feasibility studies, replacement of fossil-fuel heating systems, ensuring compliance with sustainability standards and alignment with estates strategies, actively accessing funding opportunities.

**Sustainable Models of Care/Net Zero Clinical transformation:** supporting work to reduce emissions across pathways, identification of clinical leadership, SusQI.

**Digital Transformation:** maximising the benefits of digital transformation in emissions reductions, embedding sustainability in digital services, reducing digital exclusion.

**Medicines:** higher quality, lower carbon respiratory care, reducing overprescribing/polypharmacy, reducing nitrous oxide waste, ceasing use of volatile anaesthetic gases.

**Supply Chain & Procurement:** embedding net zero supplier roadmap requirements, encouraging suppliers to undertake Evergreen assessments, reducing single use products.

**Food & Nutrition:** reducing food waste and promotion of healthy, low-carbon menus.

**Climate adaptation:** development of adaptation plans in response to increased recurrence and severity of climate events, embedding climate risk, factoring adaptation into planning decisions, cascading weather alerts.

## How will this contribute to population health and inequalities?

Growing environmental and climate challenges exacerbate health and access inequalities. By addressing how the NHS in south east London contributes to emissions and climate change we:

- Mitigate the impacts across a wide range of acute and long-term health conditions that result from increased frequency and severity of extreme weather events.
- Reduce the health and social impacts of climate, environmental and ecological change – which tend to fall disproportionately on those who are disadvantaged. This supports wider ICS work on reducing inequality and inequity.
- Act to counter the increased prevalence of mental health disorders driven by the impacts of environmental crises.
- Address and plan for the direct impacts of climate change, and by doing this ensure that our buildings and services are resilient and fit for the future.
- Improve south east London's environment to allow and encourage outdoor activity and enjoyment of nature, which is proven to support good health and recovery.

## How will this contribute to system sustainability?

A healthy, clean environment supports better outcomes for patients and the south east London population – which actively supports the prevention agenda through, for example, cleaner air, healthier homes, safer climate and outdoor activity.

By following the principles of reducing treatment activity by preventing ill health, empowering patients and implementing sustainable 'lean' pathways, the system will reduce waste, reduce our use of valuable resources and reduce emissions, which is 'paid back' into the system as a healthier, cleaner environment. It is a virtuous cycle, and directly complements ICS work on system sustainability.