



## Areas of Focus

# Workforce and System Leadership

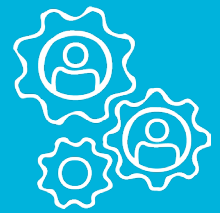
## Context

To drive the net-zero agenda with the urgency that is needed, system leadership and investment in our workforce are essential.

It is important for the leadership team of NHS organisations to show their commitment to address the urgency of climate change and their organisation's own impact on the environment, driving positive change from the top.

It is vital that staff and external stakeholders recognise that carbon reduction is part of the organisation's core business and understand their role in this. Embedding carbon reduction into all operations needs to be inclusive with a particular focus on disadvantaged populations. This is especially important when addressing travel, sustainable models of care, digital transformation, air quality, and green and blue space.

In addition to leadership, staff need to feel enabled and encouraged to implement sustainable change on the ground. Staff training in climate change, health and sustainable healthcare coupled with staff networks, e.g., green champions network, will be important components of supporting staff in embedding sustainability in their everyday work.



### Achievements to date

- The five NHS Trusts and the CCG/ICB have board-level sustainability leads and sustainability operational leads who are actively involved in driving change both collaboratively and in their individual organisations
- The Trusts have recognised the importance of climate-change mitigation for a few years and have already identified and delivered several actions
- Staff networks are in place in each of the Trusts and the CCG/ICB to engage staff in sustainability and carbon reduction
- Training programmes ranging from introductory courses to specialist sessions have been secured and will enable interested individuals across the CCG/ICB, Trusts and primary care to learn more about sustainability and carbon reduction and bring learning back into the organisation
- KCH now includes sustainability as part of all staff job descriptions and inductions
- The ICS has launched a platform which will run at least until March 2023 to encourage and enable staff to make personal pledges to improve sustainability. The platform has a leader board of organisations across the ICS, using friendly competition to encourage action
- A South London Greener Practice group has been established and GPs from South East London are being encouraged to join

### Commitment

- **We will make carbon reduction and sustainability part of our core business**



### Actions for Year 1

1. NHS Trusts and CCG/ICB to have dedicated sustainability resource in place at board- and operational level to help drive the organisational net-zero agenda and grow the resource over time\*
2. Board-level leads at all NHS Trusts and the CCG/ICB to undertake sustainability training
3. CCG/ICB in collaboration with primary care to identify, educate, and resource clinical climate champions aligned with the ICS's 35 PCNs, who will in turn be supported by ICS-level leadership with protected time to work on the primary care green plan
4. CCG/ICB in collaboration with primary care to establish and develop the capacity of a steering group for primary care leadership in environmental sustainability
5. NHS organisations to ensure 1% of staff are given the opportunity to undergo sustainability training, and then annually thereafter until March 2025
6. CCG/ICB to develop an internal communication and engagement plan on behalf of all NHS organisations to influence sustainability changes
7. ICS to achieve 5000 pledges across the ICS for personal sustainability commitments

### Aim 1: All major NHS organisations to have a strong leadership commitment to sustainability

#### Actions for CCG/ICB in collaboration with primary care

- Identify, educate, and resource clinical climate champions aligned with the ICS's 35 PCNs, who will in turn be supported by ICS-level leadership with protected time to work on the primary care green plan by March 2023
- Establish and develop the capacity of a steering group for primary care leadership in environmental sustainability by March 2023
- Explore the opportunities for clinical fellowships, to help support the implementation of the primary care green plan and sustainable quality improvement (SusQI) by March 2025

#### Actions for NHS Trusts and CCG/ICB

- Have a dedicated sustainability resource in place at board- and operational level to help drive the organisational net-zero agenda and help grow the resource over time by March 2023\*
- Board-level leads to undertake sustainability training by March 2023



**Aim 2:** All SEL NHS staff to be aware of the importance of carbon reduction and to be confident to drive sustainable change in their work and personally

### Actions for NHS organisations (coordinated by the CCG/ICB)

- Ensure 1% of staff at all NHS organisations are given the opportunity to undergo sustainability training by March 2023, and then annually thereafter until March 2025
- Offer all staff the opportunity to join a staff engagement forum on sustainability by March 2024

### Actions for NHS Trusts and CCG/ICB

- Promote the e-learning for health module 'Introduction to Sustainable Healthcare' to all staff on an ongoing basis by March 2025

### Actions for CCG/ICB

- Develop an internal communication and engagement plan on behalf of all NHS organisations to influence sustainability changes by March 2023
- Facilitate the dissemination of learning, examples of best practice, and resources for primary care by March 2025
- Develop and implement a rewards scheme (certification) to recognise and acknowledge achievements by individuals, general practices, and PCNs in carbon reduction and sustainable healthcare by March 2025

### Actions for ICS

- Achieve 5,000 pledges across the ICS for personal sustainability commitments by March 2023