

Meeting	NHS Grampian Board
Date	5th October 2023
Item Number	6
Title	Climate Change and Sustainability Strategy
Responsible Executives	Gavin Payne, Acting Director of Infrastructure Sustainability and Susan Webb, Director of Public Health
Non-Executive	Derick Murray
Report Author	Jillian Evans, Head of Health Intelligence and Learning Health Systems

1. Purpose

This is presented to the Board for:

- Decision
- Endorsement

The Board is asked to:

1. Endorse the papers contained in this paper, specifically approval of the NHS Grampian Climate Emergency and Sustainability Strategy 2023-2028.
2. Approve the arrangements for monitoring and delivery of this Strategy through NHS Grampian's Annual Delivery Plan; the submission of a bi-annual Sustainability Report to the Performance Assurance Finance and Infrastructure Committee and an annual report to the NHS Grampian Board.

This report relates to a:

- Government policy/directive

NHS Grampian's proposed strategy relates to government policy for NHS Scotland bodies, DL (2021) 38. Our local strategy sets out the approach to develop climate change adaptation, environmental sustainability and biodiversity action through NHS Grampian's Plan for the Future, as well as aligning with the national targets set out in NHS Scotland policy. This ultimately allows our organisation in partnership with others, to work towards achieving the targets laid out in the United Nations Sustainable Development Goals.

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective

2 Report Summary

2.1 Situation

NHS Grampian does not currently have a formal strategy recognising the importance of climate change and the impact this will have on population health and the provision of health care. A whole system approach is needed to mitigate and adapt to the impacts of climate change to ensure a sustainable health system where planet and human health are inextricably linked. The NHS Grampian Climate Change and Sustainability Strategy recommended here for approval goes beyond net zero targets. Here we aim to embed a sustainability philosophy and approach across all activities in health care, supporting communities also to do so and working with partners. These are the underpinning principles within Grampian's Plan for the Future and form the stewardship we strive for within our health care system and as an Anchor organisation in the North East of Scotland.

2.2 Background

In 2022 and in alignment with Government policy, the NHS Scotland Climate Emergency and Sustainability Strategy 2022-2026 was published with five core themes to support the overall ambition of net-zero carbon emissions by 2040. We have a statutory requirement to deliver this through:

- Sustainable buildings and land
- Sustainable travel
- Sustainable goods and services
- Sustainable care
- Sustainable communities

2.3 Assessment

The proposed strategy addresses the government policy aims of:

- Ensuring that NHS Scotland bodies, as an integral part of their commitment to the health and wellbeing of the community, contribute to the achievement of the United Nation's Sustainable Development Goals
- Ensuring that NHS Scotland becomes a net-zero greenhouse gas emissions health service by 2040 or earlier
- Ensuring that NHS Scotland's assets and activities are resilient to the impact of a changing climate, particularly extreme weather events
- Establishing a culture of stewardship within NHS Scotland, where natural resources are safeguarded and responsibly used to provide environmentally sustainable healthcare

- Establishing NHS Scotland as part of the circular economy through designing out waste and pollution, keeping products and materials in use and contributing to the regeneration of natural systems
- Increasing NHS Scotland's contribution to tackling the ecological emergency and restoring biodiversity

We need commitment at a whole-system level to achieve the scale of change required. Tackling climate change also presents an opportunity to seize co-benefits i.e. improving the health and wellbeing of our communities, avoiding health harms and reducing health inequalities. The whole-system response needed is reflected in the way our strategy is framed, based on four main themes:

1. Delivery of net-zero
2. Greening health systems
3. Greening places and communities
4. Developing wider collaborations and contributions across local and national systems

2.3.1 Quality/Patient Care

The climate emergency is a global issue with health, workplace and community impacts. The causes of health inequalities and poorer health are intrinsically linked to our response to the climate emergency. If we are to continue providing the healthcare that our communities require, our approach to delivery will benefit from shifting away from hospital-based care to preventative, primary-based care in the community. This is the underpinning philosophy of Plan for the Future and the Sustainability Strategy.

2.3.2 Workforce

Achieving net-zero means looking beyond 'hard' facilities management towards the culture of work undertaken with our organisation. Through the actions of listening, involving, educating and feedback, sustainability will become embedded with staff feeling empowered and supported to create a culture of stewardship and responsibility for our environment.

2.3.3 Financial

We aim to embed sustainability in all that we do and this includes our medium to long term financial planning. There are likely to be tensions between environmental sustainability and cost, however they are not always mutually exclusive and our delivery plans will evaluate this on a case-by-case basis, taking co-benefits, risk and impact into account.

2.3.4 Governance

NHS Grampian's Sustainability Governance Group oversees plans and activities towards net zero targets. In the past year, the group has been developing the Grampian strategy in response to national policy, alongside the development of a Delivery Plan with methods and measures to assure delivery. Bi-annual reporting will take place through the Board's Performance, Assurance, Finance and

Infrastructure Committee (PAFIC) and an annual report will be provided to the NHS Grampian Board.

2.3.5 Measurement

The three year Climate Change and Sustainability Action and Delivery Plan is under development (including a carbon tracker database) with a set of strategic, board-level outcomes already included within Grampian's Annual Delivery Plan. In this way, we will evidence that NHS Grampian, in partnership with others, has reimagined the local NHS for people, places, pathways and planet.

2.3.6 Risk Assessment, Constraints and Management

This is an ambitious strategy and that there are a number of conditions for success. These include:

- Whole-system collaboration and changes in routine practice
- Partnering with other public and private sector organisations
- Securing investment funding to enable the transition to net-zero operations, adapting to the climate change and restoring diversity

As we strive to secure investment funding, active engagement, learning from each other and good stewardship are key to our success in mitigating and managing risk.

2.3.7 Equality and Diversity including health inequalities

Based on existing Equality Impact Assessments and Fairer Scotland Assessments associated with Plan for the Future, we know that a failure to adapt to climate change and to enhance environmental sustainability and biodiversity is likely to affect people across the Grampian population. We can anticipate that is more likely to affect people experiencing existing inequalities more than others. In the context of the Fairer Scotland duty, our approach to net-zero and beyond are developed in a manner that can deliver just transitions. We are undertaking a specific scoping equality impact assessment currently and expect this to lead to a full equality impact assessment, including assessment against the Fairer Scotland Duty to help guide detailed planning and delivery.

2.3.8 Other impacts

NHS Grampian's proposed Climate Emergency and Sustainability Strategy complements the existing Biodiversity Action Plan and Climate Change Risk Adaption Plan.

2.3.9 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage internal and external stakeholders, through a series of inclusive workshops during autumn 2022, and subsequently during August and September 2023. This has meant participation from approximately 100 stakeholders including NHS staff from a range of disciplines, staff Partnership and experts internal and external to the organisation.

2.3.10 Route to the meeting

Staff and Partner engagement workshops (strategy development) October and December 2022

Board Seminar on 6th July 2023

Staff and Partner engagement workshops (strategy awareness and delivery) on 21st, 22nd, 24th August and 1st September 2023

Chief Executive Team on 26th September 2023.

2.4 Recommendations

The Board is asked to:

1. Endorse the papers contained in this paper, specifically approval of the NHS Grampian Climate Emergency and Sustainability Strategy 2023-2028.
2. Approve the arrangements for monitoring and delivery of this Strategy through NHS Grampian's Annual Delivery Plan; the submission of a bi-annual Sustainability Report to the Performance Assurance Finance and Infrastructure Committee and an annual report to the NHS Grampian Board.

3 Appendix

The following appendix is included with this report:

Appendix 1: NHS Grampian's Climate Emergency and Sustainability Strategy: Reimagining the Health Service for People and Planet 2023-2028