



Report of: Leeds Anchors for Sustainability Taskforce

Report to: Leeds Health and Wellbeing Board

Date: 30 September 2020

Subject: Leeds Health and Care Climate Commitment

Are specific geographical areas affected? If relevant, name(s) of area(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

The Leeds Climate Commission was established in 2017 to help Leeds to make positive choices on issues relating to energy, carbon and climate. It brings together key organisations and actors from across the city from the public, private and third sectors. Chaired by the University of Leeds, it is informed by the work of the UK Committee on Climate Change and provides an independent voice in the city.

Leeds City Council declared a climate emergency in March 2019 and set out a commitment to make Leeds carbon neutral by 2030 (informed by evidence produced by the Leeds Climate Commission). This is seen as a great opportunity for Leeds to lead the way in becoming a sustainable, healthy city. Following this, the city's senior health and care leaders commissioned a piece of work to consider "What can Leeds health and care organisations do (individually and collectively) to tackle the effects of climate change and respond to the climate emergency?".

Through listening to what people have said, workshops, a series of 1 to 1 conversations and a task & finish group, a draft Leeds Health and Care Climate Commitment was developed (see Appendix 1); a set of principles and actions to work towards as a system to not only tackle climate change but changes the way health and care services are delivered to be sustainable to make a difference for the people of Leeds. To progress the draft Leeds Health and Care Climate Commitment, the Leeds Anchors for Sustainability Taskforce (LAST) was established reporting to the Leeds Health and Care Partnership Executive Group (PEG) on progress.

Recommendations

The Health and Wellbeing Board is asked to:

- Approve the Leeds Health and Care Climate Commitment

1 Purpose of this report

- 1.1. This paper provides an overview of the draft Leeds Health and Care Climate Commitment for approval and the context for its development and the challenges that will be faced in order to reduce emissions across the health and care sector.

2. Background information

The global perspective

- 2.1. Current evidence states that we are around 10 years away from the point where the damage being done to our global environment will become permanent and irreversible. Global warming of 1.5oC and above will cause sea levels to rise, changing the shape of the world map and displacing millions of people. In October 2018, the Intergovernmental Panel on Climate Change stated that we have to 'act very rapidly to cap the level of global warming and reduce carbon missions to effectively zero over the next few decades'. In the past few years, the European Parliament declared a climate and environmental emergency in Europe and globally, the first continent to do so. This is likely to lead to a renewed commitment to limit global warming to 1.5oC and to reduce carbon emissions by 55% in 2030.

The national perspective

- 2.2. The Climate Change Act (2008) legally obliges the UK to cut its carbon emissions by 80% by 2050 and sets in place a legally binding framework allowing the government to introduce measures to achieve carbon reduction and mitigate and adapt to climate change.
- 2.3. In May 2019, the UK became the first country to declare an 'environment and climate emergency', recognising the need to increase the ambitions of the UK's current carbon emission target and to put in place short term measures to create a zero waste economy. This was laid down in an amendment to the Climate Change Act, with new Net Zero legislation and a target of achieving zero emissions by 2050, eliminating 100% of carbon emissions. This is also applicable to the health system.

Health and care: globally

- 2.4. A report published by Health Care Without Harm and ARUP found that: 'Healthcare's carbon footprint equates to 4.4% of global net emissions (2 gigatons of carbon dioxide equivalent). This is equivalent to the annual greenhouse gas emissions from 514 coal-fired power plants and if the health sector were a country, it would be the fifth-largest emitter on the planet'.

Health and care: nationally

- 2.5. Following the global trend outlined above, the healthcare sector is responsible for 5.4% of the UK's carbon emissions – equivalent to 11 coal-fired power stations – and the NHS is the largest public sector emitter of carbon in the country. Building energy is responsible for 22% of this carbon and 5% of the UK's road transport emissions are attributable to NHS-related journeys. In 2008, the Sustainable Development Unit was launched (funded by Public Health England and NHS

England) in response to the Climate Act. Recognising it must play a significant role in contributing to the UK's overall carbon reduction targets, the Sustainable Development Unit supports the health and care system to mitigate climate change by reducing its emissions and acting more sustainably and monitors progress including the implementation of carbon reduction targets.

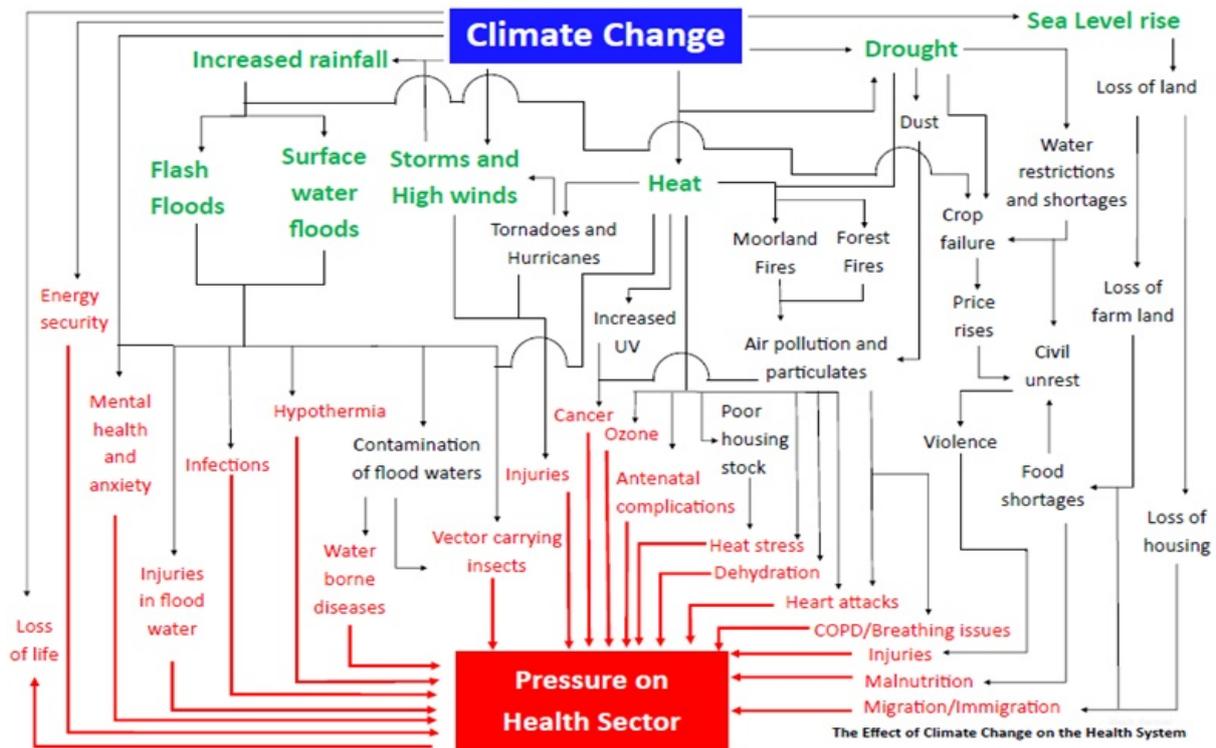
- 2.6. The NHS Long Term Plan seeks to reduce the impact the NHS has on the environment by reducing its carbon footprint, reducing the use of avoidable single-use plastics, and working with partners, including local government, to tackle local air pollution. The NHS Long Term plan and the [NHS operational planning and contracting guidance](#) issued in January 2020 (page 19) has identified the requirement for the NHS to respond to the challenges of climate change. Whilst many already do, in the meantime all systems should have a Green Plan (also known as the Sustainable Development Management Plan (SDMP) or Carbon Management Plan) and a plan to deliver the sustainable development related NHS Long Term Plan commitments. More recently, the Greener NHS programme (<https://www.england.nhs.uk/greenernhs/>) was launched in January 2020 identifying the NHS's urgent need to respond to the climate emergency.

Health and care: city

- 2.7. The city of Leeds has committed to a Climate Emergency, to be achieved by 2030. Following this, the city's senior health and care leaders commissioned a piece of work to consider "What can Leeds health and care organisations do (individually and collectively) to tackle the effects of climate change and respond to the climate emergency?" A draft Leeds Health and Care Climate Commitment was developed (see Appendix); a set of principles and actions to work towards as a system to not only tackle climate change but changes the way health and care services are delivered to be sustainable to make a difference for the people of Leeds. To progress this work the draft Leeds Health and Care Climate Commitment, the Leeds Anchors for Sustainability Taskforce (LAST) was established earlier this year reporting to the Leeds Health and Care Partnership Executive Group (PEG) on progress.

Impact of climate change on Leeds

- 2.8. The impact of climate change is likely to have a high impact on the citizens of Leeds. Many of the impacts will directly and indirectly affect the population through health issues but it is likely that there will be an impact through environmental impacts like wind, rainfall, flooding and heatwaves. Many people within Leeds live in buildings that can be directly affected by climatic changes. The pandemic has highlighted many of the issues that can quickly influence the supply chain, human health and biodiversity of the planet. There is an opportunity to directly influence the emissions from the health and care sector of Leeds through the Leeds Health and Care Climate Commitment.
- 2.9. The diagram below shows the direct and indirect impact climate change can have on people and on the health sector.



3 Main issues

3.1 Developing the Leeds Health and Care Climate Commitment began with the partnership principles; *We start with people, We deliver, We are Team Leeds*. The Leeds health care system is committed to ensuring that people are at the centre of all our health and care plans and decisions. Listening to the ideas, issues and preferences of people is essential to developing and delivering sustainable health and care services in Leeds and achieve our ambition for Leeds to be the best city for health and wellbeing. There have been a number of opportunities to listen to Leeds through:

- *Big Leeds Chat* – In 2018 and 2019, concerns about the environment were raised with many people worried about congestion and air pollution levels in the city, suggesting that fewer cars in the city centre, good, cost effective and reliable public transport and more pedestrian areas would make Leeds a better city for health and wellbeing.
- *Big Leeds Climate Conversation* – Approx. 8,000 residents participated with a report summarising the findings and an action plan presented to the council's Executive Board in December 2019. Conversations indicate that climate change is an important issue for people in Leeds. 90% of residents indicated that they were worried about wildlife loss, biodiversity loss, the effects of climate change on future generations, and the frequency of extreme weather events in the future. Almost all respondents believed that public sector organisations (96.8%) and businesses (96.7%) have responsibility for reducing their own carbon footprint and to make it easier for individuals to make more environmentally-friendly choices.

- *Leeds Climate Commission: Leeds Climate Change Citizens' Jury* – The Citizens' Jury was formed in response to Leeds City Council declaring a climate emergency on 27 March 2019. The jury concluded with 12 recommendations. These included transport, housing and the environment, communication, funding and investment, decision making, green space, housing as well as the role of business and recycling.

3.2 The city of Leeds has committed to a Climate Emergency, to be achieved by 2030. Following this, the city's senior health and care leaders commissioned a piece of work to understand "What can Leeds health and care organisations do (individually and collectively) to tackle the effects of climate change and respond to the climate emergency?" As part of a task & finish group was established and a series of engagements with health and care organisations through:

- *Workshops* – With representatives from local and national health and care organisations based in Leeds, which included sustainability managers, Third Sector advocates and leads for relevant projects or work programmes. The two sessions concluded that positive change was needed and more could be done collectively to mitigate the impact of the sector as a massive emitter of carbon.
- *1:1 conversations* – Further conversations were held with health and care partners across the whole system to get an understanding of what is working well within individual organisations and to get a sense of current progress on this agenda, where there was good practice and opportunities for improvement collectively as large carbon-emitting organisations.

3.3 From the above, it was recognised that as individual health and care organisations in the city, there was already lots of action to limit the system's impact on climate change through programmes of work to reduce our carbon emissions highlighted in the appendix. However, it was recognised more work was needed, which was developed into the draft Leeds Health and Care Climate Commitment with a clearly sets out tackling climate change as a strategic priority for all partners and the following ambition:

To be a climate resilient health and care system. To adapt, evolve, and act to improve the sustainability of the system, mitigate the impacts of climate change – especially within our communities that experience the poorest health outcomes – and better prepare us for future consequences of climate change.

3.4 To achieve this there are a clear set of commitments, steps to reduce impact and create a net-zero carbon health and care system in Leeds by 2030.

3.5 Over 50 senior health and care leaders were engaged on the commitment through the Leeds Health and Wellbeing Board convened Board to Board session on 10 Dec 2019, which included presentations from Extinction Rebellion, where it was supported and endorsed by attendees.

3.6 To progress the draft Leeds Health and Care Climate Commitment, the Leeds Anchors for Sustainability Taskforce (LAST) was established reporting to the

Leeds Health and Care Partnership Executive Group (PEG) on progress. LAST consists of representatives from health and care sustainability leads across the city.

3.7 Despite the impact of COVID-19, progress of the LAST group continues with all partners. While the COVID-19 pandemic has provided some of the most difficult challenges for people, communities, front line staff and much wider, there were some benefits for carbon reductions. Although many of the larger carbon reducing programmes were put on hold in order to support the COVID-19 response, there have been some unseen benefits. Many organisations reacted quickly to:

- Providing staff with the capability of working from home reducing the amount of traffic on the road.
- Reroute telephone requirements to staff so that call centres can be redistributed.
- GP surgeries capitalised in remote triaging and work to talk to patients rather than bringing them into their surgeries.
- Car travel and travel for non-essential work has reduced dramatically.

There are many other benefits that COVID-19 has provided to the city through a more active population that are travelling around in different ways through cycling and walking more. The air was cleaner during the pandemic providing a reduction in air related health problems and there may be many other benefits.

Next Steps

3.8 The Leeds Anchors for Sustainability Taskforce will continue to work together across the wider health and care system to support the delivery of the Leeds Health and Care Climate Commitment with updates to PEG and HWB. Key to this will be addressing the barriers of:

- Understanding the impact of COVID-19 on the health and care system around capacity and maximising the opportunities around stabilisation and reset of health and care services to reduce their carbon footprint as a priority.
- Currently, sustainability in most NHS/healthcare organisations is being led by one or two people. At present in Leeds, there are 6 full time sustainability leads. To achieve the Leeds Health and Care Climate Commitment, action from all of the 57,000 health and care staff in Leeds and wider are needed.
- The Leeds Anchors for Sustainability Taskforce has assessed an outline carbon footprint of the health systems within Leeds to be around 125,000 tonnes per annum, which needs to be eliminated to achieve the Leeds Health and Care Climate Commitment.
- Developing the ability to regularly track and monitor the carbon footprint of health and care organisations to ensure progress.

4. Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 The Leeds health care system is committed to ensuring that people are at the centre of all our health and care plans and decisions. See para. 3.1 as to how this occurred in developing the draft Leeds Health and Care Climate Commitment.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 This report highlights the challenges that will be faced by all parts of society through climate change and the need for us to take action. We will work to ensure that the continued climate work incorporated equality and diversity and encourages cohesion and integration across the city. Although climate change may not be high on the agenda for some economically deprived parts of the city, these will be the areas that will be hardest hit by climatic changes. It is important that our climate agenda incorporates all layers of society, gender, race, disabilities and age.

4.3 Resources and value for money

- 4.3.1 The resources that will be employed as part of this project will be funded by the hosting organisations to ensure that these commitments are implemented. This will ensure that there will be value for money. All the sustainability leads across the city are committed to working together to reduce emissions.

4.4 Legal Implications, access to information and call in

- 4.4.1 There is no legal, access to information or call-in implications from this report.

4.5 Risk management

- 4.5.1 As a partnership risk will identified and managed through LAST in the first instance with reporting to PEG and HWB as appropriate. Risks relating to each organisations will be part of their risk management procedures.

5 Conclusions

- 5.1 The changing climate affects us all, but we all have ways of limiting the impact. This makes climate change a system wide issue that can help to bring us together, as Team Leeds, to take action, learn from each other and make a difference. The actions that we take can help to improve health and ensure that we limit the system's contribution to exacerbating conditions caused by the changing climate.
- 5.2 The Leeds Health and Care Climate Commitment provides the framework to become a climate resilient health and care system tackling climate change as a strategic priority for all partners and mitigate the impacts of climate change – especially within our communities that experience the poorest health outcomes.

6 Recommendations

- 6.1 The Health and Wellbeing Board is asked to:
- Approve the Leeds Health and Care Climate Commitment

7 Background documents

None



How does this help reduce health inequalities in Leeds?

By identifying where we are likely to have health issues in the future, we can work to implement resilience within the system. We can also identify where there will be health inequalities.

How does this help create a high quality health and care system?

By understanding what the future holds, we can work with civic partners and other healthcare networks to ensure we have resilience to support our patients.

How does this help to have a financially sustainable health and care system?

Money invested in sustainability will ensure financial savings going forwards.

Future challenges or opportunities

The largest challenge we face is how we can reduce our carbon emissions across the Leeds healthcare system. Other challenges include engagement with staff across the health and care system for a carbon reduction programme, eliminate air quality contributions from the healthcare estate and fleet as well as the supply chain and we would like to plant trees, one per NHS employee in Leeds. We also need to prepare our healthcare system for the uncertainties of climate change.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	
Promote mental and physical health equally	
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X



The Leeds Health and Care Climate Commitment

1. What is the question?

“What can Leeds health and care organisations do (individually and collectively) to tackle the effects of climate change and respond to the climate emergency?”

2. Who asked it?

The city’s senior health and care leaders commissioned the Health Partnerships Team to do a piece of work to consider this question.

Please
think
before
printing

3. How have we answered it?

Listening to Leeds

Findings from a range of events and conversations with citizens have informed this work.

2 workshops

Colleagues from local and national health and care organisations based in Leeds met on Thursday 25th July 2019 for a planning workshop. A follow up workshop was held on 30th September 2019. Attendees included sustainability managers, Third Sector advocates and leads for relevant projects or work programmes. The two sessions concluded that positive change was needed and more could be done collectively to mitigate the impact of the sector as a massive emitter of carbon.

1:1 conversations

Further conversations were held with health and care partners across the whole system to get an understanding of what is working well within individual organisations and to get a sense of our current progress on this agenda, where we can share learning, and where there are opportunities for improvement collectively as large carbon-emitting organisations.

Task and Finish Group

A small task and finish group, including a Third Sector advocate, helped to refine the commitments and action plan.

Board to Board

Convened on 10th December 2019, Health and Wellbeing Board members were joined by Chairs of Boards, Non-Executive Directors, cross-party Elected Members, Third Sector and regional partners. In this space, more than 60 health and care leaders discussed climate change as a system priority for the first time.

We start with people

4. Why are we asking? Why does the health and care sector need to respond?

"I believe that once we start behaving as if we were in an existential crisis, then we can avoid a climate and ecological breakdown. But the opportunity to do so will not last for long. We have to start today" Greta Thunberg, Time Magazine, May 2019.

The global perspective

Current evidence states that we are around 12 years away from the point where the damage being done to our global environment will become permanent and irreversible. Global warming of 1.5 degrees C will cause sea levels to rise, changing the shape of the world map and displacing millions of people. In October 2018, the Intergovernmental Panel on Climate Change stated that we have to 'act very rapidly to cap the level of global warming and reduce carbon emissions to effectively zero over the next few decades'. In the past few weeks, the European Parliament declared a climate and environmental emergency in Europe and globally, the first continent to do so. This is likely to lead to a renewed commitment to limit global warming to 1.5 degrees C and to reduce carbon emissions by 55% in 2030.

Health and care: globally

A report published by Health Care Without Harm and ARUP found that: 'Healthcare's carbon footprint equates to 4.4% of global net emissions (2 gigatons of carbon dioxide equivalent). This is equivalent to the annual greenhouse gas emissions from 514 coal-fired power plants and if the health sector were a country, it would be the fifth-largest emitter on the planet'.

The national perspective

The Climate Change Act (2008) legally obliges the UK to cut its carbon emissions by 80% by 2050 and sets in place a legally binding framework allowing the government to introduce measures to achieve carbon reduction and mitigate and adapt to climate change. In May 2019, the UK became the first country to declare an 'environment and climate emergency', recognising the need to increase the ambitions of the UK's current carbon emission target and to put in place short term measures to create a zero waste economy.

Health and care: nationally

Following the global trend outlined above, the healthcare sector is responsible for 5.4% of the UK's carbon emissions – equivalent to 11 coal-fired power stations – and the NHS is the largest public sector emitter of carbon in the country. Building energy is responsible for 22% of this carbon and 5% of the UK's road transport emissions are attributable to NHS-related journeys. In 2008, the Sustainable Development Unit was launched (funded by Public Health England and NHS England) in response to the Climate Act. Recognising it must play a significant role in contributing to the UK's overall carbon reduction targets, the Sustainable Development Unit supports the health and care system to mitigate climate change by reducing its emissions and acting more sustainably and monitors progress including the implementation of carbon reduction targets.

More recently, the NHS Long Term Plan set out further measures for the NHS to respond to climate change, recognising that whilst the carbon footprint of health and social care has reduced by 19% since 2007 (despite a 27% increase in activity) there is still more to be done:

- Committing to the carbon targets in the UK government Climate Change Act (2008), reducing carbon emissions by 34% by 2020; 51% by 2025 and 80% by 2050.
- Improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.
- Ensuring that all trusts adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water and carbon, in addition to reducing single-use plastics.

It is useful to note that whilst there is a legal obligation for NHS organisations to act with the Sustainable Development Unit in place to support the sector, this is not the case currently for local authorities, GPs or the third sector. However, this has not stopped over half of the country's local authorities declaring climate emergencies and committing to working towards net-zero carbon emissions by 2030. Interestingly, only two major health players have declared a climate emergency to date: the Greater Manchester Health and Care Partnership and Newcastle upon Tyne Hospital Foundation Trust. It is also noteworthy that the West Yorkshire Combined Authority and Local Industrial Strategy have prioritised gradual transition to a climate friendly economy, and there is a paper aligning health, economy and climate being presented to the West Yorkshire Integrated Care System Partnership Board on 3 December 2019.

The local perspective

Leeds City Council declared a climate emergency in March 2019 and set out a commitment to make Leeds carbon neutral by 2030 (informed by evidence produced by the Leeds Climate Commission) .This is seen as a great opportunity for Leeds to lead the way in becoming a sustainable, healthy city.

The Leeds Climate Commission was established in 2017 to help Leeds to make positive choices on issues relating to energy, carbon and climate. It brings together key organisations and actors from across the city from the public, private and third sectors. Chaired by the University of Leeds, it is informed by the work of the UK Committee on Climate Change and provides an independent voice in the city.

Health and care: locally

The Leeds Climate Commission has compiled a list of the top 10 – 15 carbon emitters in the city. Leeds Teaching Hospitals NHS Trust and Leeds City Council are on this list. Both organisations are working closely with the Commission to build on their existing good practice to reduce their carbon emissions.

5. Why is doing something important to Leeds?

a) Because people of Leeds have told us climate and the environment matter to them

Ensuring people are at the centre of all our health and care plans and decisions is how we want to work in Leeds. Listening to the ideas, issues and preferences of people is essential to developing and delivering sustainable health and care services in Leeds and achieve our ambition for Leeds to be the best city for health and wellbeing. There have been a number of opportunities to listen to Leeds; here are just 3 examples.

Big Leeds Chat

The Big Leeds Chat is a way of listening to people in Leeds. It brings together senior decision makers in Third Sector, health, and care organisations to work together as one team, to have a conversation with the people of Leeds about what matters to them. At the Big Leeds Chat 2018 and 2019, concerns about the environment were raised. Many

There are not enough parks and open spaces in inner Leeds, which is having an impact on the levels of air pollution

people are worried about congestion and air pollution levels in the city, suggesting that fewer cars in the city centre and more pedestrian areas would make Leeds a better city for health and wellbeing. The importance of good public transport for people to live a healthy lifestyle came through strongly in the conversations. The cost and reliability of the public transport network was mentioned by many people, who want to know what we are doing to ensure that people who rely on buses the most have access to a reliable and affordable bus network.

More needs to be done to make it easier and safer for people to actively travel around the city

Big Leeds Climate Conversation

Leeds City Council and Leeds Climate Commission launched the Big Leeds Climate Conversation to raise awareness of the need to tackle climate change, find out whether individuals are willing to take action, and explore what residents think about a number of bold ideas to cut emissions. Over the consultation period, conversations took place with residents at more than 60 public events in every corner of the city. At the time of writing, approximately 8,000 residents have participated in questionnaires and even more have shared their views across a multitude of channels. A report summarising the findings of the conversation and an action plan arising from it will be presented to the council's Executive Board in December.

By some margin, the most popular proposals were those that would improve public transport infrastructure and services, or those that would help to 'green' the city

Conversations indicate that climate change is an important issue for people in Leeds. The live data (which may still change) shows that 90% of residents indicated that they were worried about wildlife loss, biodiversity loss, the effects of climate change on future generations, and the frequency of extreme weather events in the future. Notably, residents are significantly more concerned about the effects of climate change on future generations than on them personally. Almost all respondents believe that public sector organisations (96.8%) and

Nine out of ten residents agreed or strongly agreed that tackling climate change should be a priority for Leeds

businesses (96.7%) have responsibility for reducing their own carbon footprint and to make it easier for individuals to make more environmentally-friendly choices.

Leeds Climate Commission: Leeds Climate Change Citizens' Jury

The Leeds Climate Change Citizens' Jury was put together to consider the question: "What should Leeds do about the emergency of climate change?" The Citizens' Jury was formed in response to Leeds City Council declaring a climate emergency on 27 March 2019, along with a commitment to work to make Leeds carbon neutral by 2030. The Jury was financed by Leeds Climate Commission, an independent advisory group with members from key organisations and businesses in Leeds that are working together to help Leeds take action on climate change. The jury's 12 recommendations are detailed below, which will be used to guide the future work of the Commission and a range of organisations across the city.

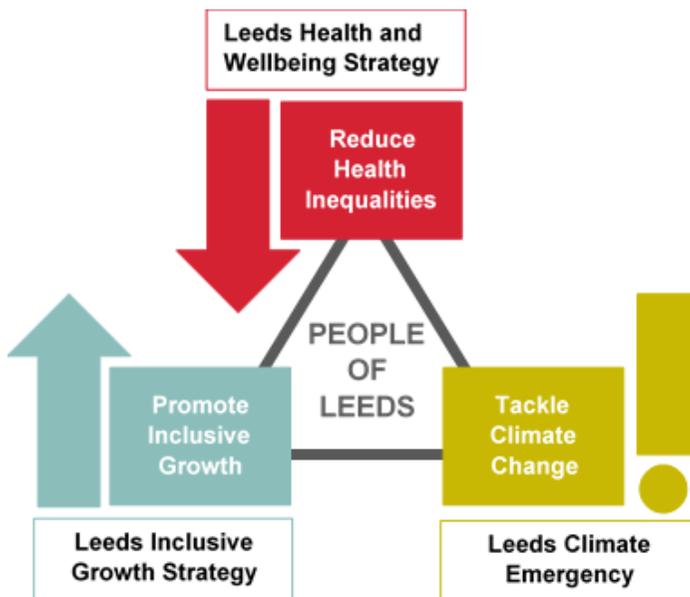
Recommendations (highest number of votes first)	
1.	Transport - for bus provision to be brought under public control (starting with First Bus) alongside "extensive positive action to make the use of private cars a last resort for transportation" in Leeds. Recommendations to support this are a congestion charge, safe cycle lanes and cycle storage, and increased pedestrianisation.
2.	Housing and the environment - All existing housing must be made energy efficient.
3.	Communication - A large-scale communication drive through every possible means is needed with clear, positive and practical messages which emphasise the necessity for individuals, community and organisational action at all levels to tackle the climate crisis. Education in schools is central to this.
4.	Funding and investment - A variety of funding sources should be explored, from an investment fund and a local government green bond to crowdfunding and investment of pension funds. Jurors stated that funding should have a positive effect on people's behaviour and recommend a "carbon budget" for every individual.
5.	Decision making - More locally devolved power: political groups in the Leeds and Yorkshire region should work together to ensure and enable action on climate change.
6.	Green space - Create more green spaces and reclaim abandoned spaces.
7.	Housing - All new housing must be as future-proofed as possible.
8.	Funding and investment - A Leeds Green New Deal to stimulate the development of low-carbon solutions.
9.	Transport - Leeds Bradford Airport expansion should be stopped; specifically Leeds City Council should not approve new road-building or selling land to develop, and "Residents should block expansion and be educated about the impact on the carbon footprint". The jury also said that flying should be discouraged by measures including a frequent-flyer tax (based on income and number of flights and location) and by advertising holidays in the UK rather than abroad.
10.	Role of business and recycling - Pledge scheme for Leeds companies and organisations to be carbon neutral by 2030, encouraged by a "Leeds First" kitemark or badge.
11.	Role of business and recycling - More extensive recycling facilities, which should be available and accessible to all.
12.	Role of business and recycling - Actively discourage single-use plastics across the city with businesses and food and drink outlets having a strong role to play (e.g. refundable deposit cups).

b) Because it's an interconnected strategic theme that helps us to be the best city

To help achieve our ambition of being the best city, we must address three interconnected themes that have an enormous impact on our lives: our health, our economy, and our environment. Focusing our efforts here gives us the best chance of eradicating inequality, making the economy work for everyone, and protecting our environment in order to improve the quality of life of all people in Leeds.

Prof, Sir Michael Marmot: Fair Society Healthy Lives (2010)

“Economic growth is not the most-important measure of our country’s success. The fair distribution of health, wellbeing and sustainability are important social goals. Tackling social inequalities in health and tackling climate change must go together.”



The aims of the three themes are guided by their strategic contexts: the Leeds Health and Wellbeing Strategy, the Leeds Inclusive Growth Strategy and the recently declared Climate Emergency (adopted by some health and care organisations). We know that a resource efficient and climate resilient city will not only be a better place to live, it will also be more competitive and better placed to ride out future economic shocks.

Those that experience the poorest health outcomes are often exposed to circumstances where a lack of access to education, well-paid employment, quality, accessible open spaces, and clean air are negatively impacting.

These challenges not only limit the opportunities for individuals, they hold back the economy. Meanwhile the impacts of a changing climate affect us all, but are felt most keenly by those who already experience the greatest deprivation. Acting now can enable people to break from this interconnected, toxic triangle, both now and for future generations.

Let's take active travel as an example: ↓ more people move more often – ! cars come off the road reducing carbon emissions – ↑ people have more opportunities to access good employment. Triple win!

c) Because it's a driver for integration, prevention of ill health and achieving the 'left shift'

The changing climate affects us all, but we all have ways of limiting the impact. This makes climate change a system wide issue that can help to bring us together, as Team Leeds, to take action, learn from each other and make a difference. The actions that we take can help to improve health and ensure that we limit the system's contribution to exacerbating conditions caused by the changing climate. Crucially, our climate response can also go hand in hand with our 'left shift' ambitions, for example through delivering care closer to where people live and reducing unnecessary outpatient appointments.

We are Team Leeds

6. What are we already doing?

As individual health and care organisations in the city, we are already doing a great deal to limit our impact on climate change through programmes of work to reduce our carbon emissions. It is important to note that everyone is at a different point on their journey to reduce carbon and are not all starting from the same place. The NHS is legally obliged to respond to the targets set in the 2008 Climate Act and, more latterly, the NHS Long Term Plan. Local authorities do not have a legal obligation to reduce their carbon emissions, but as place-shapers and leaders, are well positioned to take action and bring other organisations and citizens along with them. GPs and Third Sector organisations have amazing reach into local communities and are in positions of trust; whilst their opportunities to limit carbon emissions through their own practices may be small, their opportunity to influence the behaviour and choices of local people is great.

Leeds Community Healthcare NHS Trust (LCH)

LCH has recently agreed a Lead Director for Sustainability, and appointed two people to develop the Trust's first Sustainable Development Management Plan (SDMP). This builds on firm foundations laid by climate-conscious members of staff. The Trust has had a Sustainability group for over a year, and in that time there has been a focus on improving recycling facilities and improving the energy efficiency of the lighting in the Trust.

What's next? The Trust hopes to significantly increase the number of sustainability projects, specifically around travel, carbon reduction in buildings, reducing single use plastics, moving towards the elimination of paper and creating a social movement where staff / teams can pledge to help the sustainability / carbon reduction plans.

Leeds and York Partnership NHS Foundation Trust (LYPFT)

LYPFT has had a Sustainability Lead in post for the past 2 years, with their SDMP in place since January 2019, looking at key areas including travel, energy and recycling. A sustainability management group with representatives from across the Trust is responsible for working towards delivering the plan. There is also a Board member with responsibility for sustainable development. LYPFT has seen a number of early successes, including a move to 100% recycled paper, a focus on sustainable travel with MetroCard, cycle to work schemes in place, plans for a more in-depth travel survey to understand how staff move round the city, and a creative approach to recycling.

What's next? LYPFT is exploring options for Electric Vehicles / hybrid pool cars for community staff, working with Procurement to reduce instances of Single Use Plastics, planning to switch to a green energy provider when the current contract runs out next year and embedding sustainability in its business development and service planning processes. LYPFT is also keen to take advantage of digital tech, e.g. digitisation of medical records and to make sure its estate maximises opportunities to reduce carbon emissions through simple measures.

LYPFT uses an innovative approach to recycling: "Warp it" – a resource redistribution network (think eBay!). Staff register and advertise products they no longer need, e.g. office furniture and clinical equipment. This saves money and stops perfectly good resources going to landfill.

NHS Leeds Clinical Commissioning Group (CCG)

The three former Leeds CCGs worked together to develop a shared SDMP as part of the development of the NHS Leeds CCGs Partnership. The CCG is continuing to develop this SDMP which focuses on reducing negative health impacts of travel and transport emissions, while realising cost, carbon and time efficiencies; making buildings more energy efficient; ensuring that social value is embedded into our decision making to create wider community benefits; looking at ways to deliver healthcare services more sustainably and encouraging sustainable behaviour change with staff. Examples of good practice include a cycle to work scheme; using community venues and local caterers who provide plant-based food and drink for meetings and events, and Skype for Business has recently been rolled out to reduce the need to travel for face-to-face meetings.

The CCG encourages home / mobile working: every member of staff has a laptop and there are touchdown points across the city, e.g. at Merrion House. This also encourages greater partnership working.

What's next? The CCG is interested in the environmental impact of the services it commissions and how it can work with and learn from providers to develop more sustainable practices. The CCG is particularly interested in looking at how service models can reduce carbon emissions, e.g. reducing travel through better planning and logistics of visits which would also have the benefit of enabling staff to spend more time with people. The CCG is also exploring the options for electric vehicles and onsite EV charging.

Leeds Teaching Hospitals NHS Trust (LTHT)

LTHT's anaesthetic department has begun a behaviour change initiative to reduce use of Desflurane, a volatile gas used in anaesthesia that has a global warming potential of 6,810. By phasing out use of Desflurane and concurrently increasing use of Sevoflurane (GWP:440), forecasts suggest that the department can reduce their annual carbon emissions by approximately 3,000 tonnes per year.

Central to LTHT's sustainability work is their SDMP which was launched on 2016 with strong Board level support via quarterly reporting. It has six areas of focus: energy / utilities; waste management; procurement; transport; estates modernisation and rationalisation; and environmental management.

LTHT is developing one of the largest and most efficient hospital power stations in the country. The pioneering combined heat and power (CHP) plant located on the Leeds General Infirmary site is being refurbished and upgraded over the next five years. Close working with the energy provider and the University of Leeds will ensure that the latest and most efficient technology is installed, making a saving of 3000 tonnes of carbon per year.

What's next? The SDMP is soon due for review and LTHT will continue to work with other anchor institutions through the Climate Commission programme to look at innovative ways to reduce carbon emissions. Further, building a new LGI is a project which provides a big opportunity to put sustainable development values into practice. There is a commitment to achieving an excellent or outstanding BREEAM rating (a leading sustainability assessment method) through the development of an energy efficient, well-designed, new hospital building.

Leeds City Council (LCC)

Leeds City Council declared a climate emergency in March 2019 and set out a commitment to make Leeds carbon neutral by 2030 (informed by evidence produced by the Leeds Climate Commission). There is a reasonably large team in LCC with predominantly an outward focus, meaning they look at issues such as air quality, sustainable food, citizen engagement and extending influence, e.g. on planning decisions and clean growth. Teams within Public Health also take forward broader environmental and sustainability work.

LCC has used funding from Salix to invest in LED lighting for 43 primary schools. From a total investment of £1.3m, LCC is saving £215k a year and reducing carbon emissions.

There is also work happening within LCC that is closely aligned with the focus of this paper. LCC has rationalised its estate and made many improvements e.g. installing motion sensor lighting. LCC owns over 1000 fleet vehicles, and are gradually moving these over to low carbon versions. Small vehicles are being replaced with electric; larger (e.g. dustbin lorries) with gas on a rolling programme. Some departments have staff forums looking at what can be done, for example staff from the Adults and Health Directorate are meeting to see how they can respond personally and professionally to climate change. At senior decision making level, there is now a requirement to say how a proposed course of action or decision is impacting on the climate emergency. Also when there are some instances of a decision leading to more carbon emissions, this must be recognised and mitigated.

What's next? LCC is now looking to make 'trickier' older buildings, such as the Town Hall and Civic Hall, more efficient and is applying for funding to do some deep energy audits to look at what can be done. There are plans for a staff carbon literacy programme to be rolled out, likely to be an e-learning package, and the Social Value procurement framework is currently under review, with opportunity to strengthen the sustainability section. The LCC climate change team is developing some guidance for Adults and Health, mainly around contracting, commissioning and procurement.

Yorkshire Ambulance Service (YAS)

The PI'YAS'tic free campaign launched in 2018 to reduce plastic use and eliminate plastic from staff canteens. YAS has reduced the amount of plastic waste by approximately 4 tonnes a year and saved over £5000 in a year in procurement costs for plastic.

YAS has had its SDMP in place for 10 years and over that time has installed a lot of successful, creative and award-winning measures to reduce its emissions and rolled out behavioural change programmes and educational activities. Examples of initiatives include LED lighting upgrades across its estate, eco-driver training, the planting of trees and creation of vegetable patches at ambulance stations, the launch of an Electric Vehicle Strategy and signing of the Clean Van Commitment to get all vehicles under 3.5 tonnes to zero emission by 2028.

What's next? YAS has made significant inroads into reducing its carbon emissions but recognises more needs to be done, e.g. through continuing to develop its fleet of Electric Vehicles and further greening of its estate to offset carbon emissions.

The Leeds Health and Care Plan

Several of the Leeds Plan enabling programme groups contribute collectively to the work to tackle climate change as a health and care system:

- The Digital programme is instrumental in working to digitise medical records, developing innovative solutions to needing outpatient appointments, such as Tele-dermatology, and rolling out technology, such as Skype, to reduce the need to travel - if teleconferencing technologies replaced 5% of business mileage, the NHS in England could save £13 million each year!
- Leeds Strategic Estates Group (SEG), comprising resources leads from across partner health and care organisations, has recently added 'climate' to its set of principles guiding its work programme. SEG is carrying out significant estates rationalisation and building efficiency assessments, e.g. lights, water and heating costs both in terms of £ and CO2.

What's next? Using the estates rationalisation and digital infrastructure programmes to help reduce the amount people have to travel for outpatient appointments, potentially working to develop a new, green health centre for Burmantofts and supporting Priority Neighbourhoods work in Lincoln Green to develop cycling and walking routes.

General Practice and the Third Sector

It is not possible to provide a concise picture here. We know there are pockets of good practice, e.g. GPs cycling to carry out home visits and TSL Goes Local Events on Climate Emergency and the Local Community. However, recent work by the BMA found that just by encouraging staff in a standard medical practice to switch off lights and equipment when not in use and print double-sided, they could save up to £1000 and almost 4 tonnes of carbon per practice over a year.

We deliver

7. How do we build on this?

The next 3 pages set out the Leeds Health and Care Climate Commitment. This is a set of principles and actions that we can all agree to, to work towards as a system, to make an impact on this agenda. From our work with Sustainability Leads and other partners, we know there is a real energy and commitment to doing more together, to learn from each other and go further - to not only tackle climate change but change the way we deliver sustainable health and care services to make a difference for the people of Leeds.

Leeds Health and Care Climate Commitment

Our declaration:

As a Leeds health and care system we commit to working together to reduce our collective negative impact on the climate. Tackling climate change is a strategic priority for all partners; we will consider it in every decision we make and every action we take. We are honest when decisions are counter-productive to this commitment and act on opportunities to offset.

Our climate ambition:

To be a climate resilient health and care system. To adapt, evolve, and act to improve the sustainability of the system, mitigate the impacts of climate change – especially within our communities that experience the poorest health outcomes – and better prepare us for future consequences of climate change.

Our commitments:

We will:

1. Work together as leaders, decision makers and trusted community influencers to be a collective voice for change locally, regionally and nationally
2. Develop sustainable models of care that are carbon neutral
3. Use and support our Anchor Institutions to embed social value across our supply chains and through our procurement and contracting processes
4. Improve the way we move goods and people around the city by enabling more effective use of transport and active travel
5. Improve carbon literacy amongst our workforce
6. Invest in the technology and changes within our organisations that tackle climate change



Steps to reduce our impact and create a net-zero carbon health and care system in Leeds

2020					
Commission economic modelling to analyse the cost benefits of changes to tackle climate change					
Develop an organisational plan to improve sustainability, with clear carbon reduction targets (if not already in place)					
Develop a collective carbon literacy campaign to raise awareness and influence behaviour change in both staff and public in our buildings					
Provide information and promote active travel, car sharing to all staff and public		2021 - 2025		2025 - 2030	
Ensure climate change is on the system's risk register		Plant 57,000 trees on our estates, 1 tree for every employee in our workforce			
Consider the impact of climate change within procurement and supply chain processes		Reduce business mileage by 20% by 2023/24		Work towards net-zero target by 2030 with carbon neutral models of care	
Factor climate issues into all strategic decision making, investments and priority setting		Encourage staff to use zero emissions modes of transport		90% of fleets zero emission (including 25% ultra-low emissions) by 2028	
Reduce and eliminate harmful anaesthetic gases with high global warming potential		Investment in and implementation of an electric vehicle infrastructure for all health and care staff to use		Successful lobbying alongside wider partners to agree a mass transport system for Leeds City	
Assess the carbon footprint of your organisation (baseline 2009) and complete the 'quick wins' checklist		Continue to increase carbon literacy within your organisation and for people you work with		Phase out primary heating from coal and oil fuel	

Quick wins checklist

Carbon

Turn off lights and equipment when not in use

Switch to LED or other energy saving lightbulbs

Use the internet search engine Ecosia which plants trees when people use the site

Minimise heat loss, e.g. improving insulation, wrapping pipes in foam and taking steps to reduce drafts from windows and doors

Turn down the thermostat in premises by a few degrees

Energy

Buy energy from a renewable source

Raise capital to incentivise energy saving initiatives – possibly through group funding, e.g. Salix

Travel

Encourage staff members to work from home one day a week wherever possible and safe to do so

Digital solutions to free traffic congestion, e.g. video- or teleconferencing

Provide information and promote active travel and car sharing to all staff and public

Paper

Print only what is necessary and if you do have to print, print double-sided

Move to digital communications as much as possible

Use recycled and recyclable paper

Waste

Provide recycling facilities

Reuse office consumables – from files to furniture – where possible

Food

The carbon impact is printed on all menus or meal options

Plant based options on all menus in canteens, plant based catering for events

Meat and dairy always purchased from sustainable sources

Water

Provide drinking water taps for refills and remove water coolers

Plastics

Single use plastics eradicated from catering outlets, canteens etc.

8. How do we deliver on this?

Through the course of undertaking this work, the following recommendations were identified. These were agreed at the Health and Wellbeing Board: Board to Board session on 10th December 2019.

Raising the profile

1. To endorse the Leeds Health and Care Climate Commitment and publicly declare our commitment at a future Health and Wellbeing Board
2. To champion the climate agenda and raise its profile within organisations and across Health and Care partnership boards and groups
3. To identify a senior lead in each organisation (if there is not one already)

Taking action

4. To take steps to reduce our impact and deliver on the quick wins
5. To promote and embed the commitments within our organisations
6. To deliver on the steps set out in the action plan

Working together

7. To establish a climate change group with responsibility for taking forward these actions which would align to the Leeds Plan and report directly into the Partnership Executive Group (PEG) on progress
8. To explore options to work with the Strategic Estates Group

Being accountable

9. To return to a future Health and Wellbeing Board to update on progress

On the day, Board to Board members were also invited to make further suggestions for action. These included:

Collectively

- Listening to voice of people, particularly children and young people.
- Sharing good practice and working together.
- All partners being on the District Heating Scheme.
- A single sustainable fleet of vehicles coupled with subsidised public transport.
 - Charging points in key community locations.
- Re-wilding of land where tree planting is not possible.
- Using our collective purchasing power to make the environment and sustainability a priority and reflected jointly in our commissioning / procurement processes.
- Investing in alternative technologies – Disrupt the market to invent / innovate climate friendly technologies.
 - Business incubator for green businesses.
 - Diversity farming and subsidies to reduce the amount of red meat provided in meals.

- Implement fully and embed where we already have climate friendly alternatives (e.g. virtual consultations, teledermatology)
- As an enabler of recruitment and retention – Focus on climate ambition as a way to attract new staff.

Within organisations

Organisations	Actions
LYPFT	<ul style="list-style-type: none"> • Check sign up to Leeds Health and Care Commitments • Explore electric vehicles for the fleet for outreach workers • Using virtual technologies where appropriate for appointments • To make it sustainability everyone’s responsibility rather than a single person • Service user led change (incl. therapeutic gardens, allotments, etc.).
LCC	<ul style="list-style-type: none"> • No longer delivering printed copies of committee / board papers (e.g. public HWB) • Greener fleet
Third Sector	<ul style="list-style-type: none"> • Reduce, reuse, recycle
LTHT	<ul style="list-style-type: none"> • Review and reduce • Reduce the amount of red meat for meals
CCG	<ul style="list-style-type: none"> • Increase ambition • Executive lead for climate change to be joined by a non-executive lead. • Reviewing / building on sustainability • Explore using commissioning levers
LCH	<ul style="list-style-type: none"> • Review fleet and reduce travel via better utilisation of visits for its mobile workforce • Explore energy suppliers • Unlock passion and skills of workforce to lead the change • Work with Third Sector sustainability partners
Regional / local partners	<ul style="list-style-type: none"> • NHSE: Use operational planning levers and commissioning for sustainability as well as the national framework.

9. Last words...

“The climate crisis has already been solved. We already have the facts and solutions. All we have to do is wake up and change”.

Greta Thunberg, TedX Talk, December 2018