

Green LCD

Our Sustainability Strategy for 2023 - 2025

Introduction from Phil Bromage, LCD's Executive Sponsor of the Green Working Group

As the LCD lead for sustainability, I am delighted to introduce our Green Plan, which details how we will support the NHS to become the world's first net zero health service, which in turn will help our local communities, patients and colleagues to be healthier.

In this plan, we wanted to be honest and transparent about where we currently are and our ability to change. We won't make empty promises when we do not understand our current position. Many NHS organisations have become part of a wide group of providers in declaring a climate emergency. We wish to add our voice to this movement.



Our Green Plan will help us to play a vital role in reducing carbon emissions. With the NHS contributing to 5% of all UK carbon emissions, we must recognise that we are a significant part of the problem and that we can also be a significant part of the solution. Reaching net zero is a key agenda for the NHS at all levels and is also a contractual obligation.

The key to our success will be to ensure everyone understands the important role they can play, both individually and as key members of LCD. Reducing our carbon emissions isn't only good for the health of our planet and of our wildlife but it will significantly benefit our health too. This document will aim to provide useful suggestions, hints and tips on how we could all be greener.

A piece of research published in The Lancet in February 2021 demonstrates the potential health benefits of climate action.¹ It found that if the UK achieved its 2040 climate targets, each year we could save 98,000 lives through better "flexitarian" diets, 21,500 lives by people taking more exercise and 3,500 lives from reductions in air pollution.

By going further and focusing on the health gains from addressing the climate crisis, encouraging active travel will help reduce illness and deaths from air pollution with an estimated 1 year longer life expectancy. Every year 38,400 lives could be saved from more active travel, with 75% of people walking or cycling over the course of a week. Cutting air pollution could save 5,800 lives a year.

Every change we make, no matter how small, makes a difference for our people, friends, families and communities. We care about people at LCD. Together, we act with kindness & respect, fairness & consistency, and honesty & respect. We will use these values in our efforts to implement this plan.



"I'm a firm believer that if you want something to change then you can make change happen, one person can make a difference. For example, if you stop buying the plastic version of a product the big corporations will look to offer green alternatives to get your business back. We all have this power to make change happen. I look back now at how many changes we have made to our lives, and I feel the positive change that this is having." - Sally Blackwell, Assistant Complaints Manager

1. The public health implications of the Paris Agreement: a modelling study, The Lancet, February 2021, [www.thelancet.com/journals/lanplh/article/PIIS2542-5196\(20\)30249-7/fulltext#seccestitle10](http://www.thelancet.com/journals/lanplh/article/PIIS2542-5196(20)30249-7/fulltext#seccestitle10)

About LCD

Local Care Direct (LCD) was established as a community-owned Social Enterprise in 2004 to deliver health services across West Yorkshire. Since then, we have continued to grow to meet the needs and expectations of our patients, and our NHS and social care partners.

Since our formation, we have developed a broad range of services for patients across Yorkshire and the Humber, including a centralised hub (contact centre), GP out of hours services, urgent treatment centres, walk-in facilities, extended access to primary care services, a dental assessment and booking service, as well as several bespoke services for our NHS clients.

With over 400 people working for LCD, we are in a position to make significant impacts on our local communities.

About this document

This document sets out our sustainability agenda and the actions we will take to achieve our goals to ensure we are aligned to the NHS' wider ambition to become the first healthcare system in the world to achieve net zero carbon emissions. The Green Plan sets out our objectives and strategies to improving our sustainability now and in the future.

If you have any questions or would like to provide any comments on this document and the information within it, please email: GreenLCD@lcdwestyorks.nhs.uk.

Why have a Green Plan at Local Care Direct

As an organisation rooted in the wellbeing of our community, we must recognise the climate emergency that we are all facing and take action to do the right thing for our patients, our neighbours and our colleagues.

This plan will support us in making a difference within our local community. Furthermore, to help the NHS become the world's first net zero health service, we have agreed in our contracts to have a green plan.

Our services footprint



Operating 24/7, 365 days a year, LCD colleagues provide people in our local communities with care and compassion when they need it most.

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What is a Green Plan

Green Plans provide a structured way for organisations to set out their carbon reduction initiatives and their targets for the next three years.

Our Plan will prioritise interventions that will enable Local Care Direct (LCD) to continue improving patient care whilst delivering carbon reductions and improving our wider sustainability performance.

Our Green Plan is our commitment to reducing our environmental impact and promoting sustainable healthcare, enabling the NHS to deliver excellent patient care now and in the future.

What will success look like

LCD recognises that tackling the climate emergency is challenging and will involve everyone making changes however great or small. Our aim is always to be honest about these challenges and only provide verified information. We also aim to be realistic in the targets we set across each of our three-year plans. It is important that we are able to quantify our successes and show changes to our Carbon Footprint.

We will establish a baseline for our carbon footprint and reflect success through measurable changes. In addition, we will reflect changes through real life stories of our teams and staff who take action.

Our four key objectives (captured on the following page) are underpinned by a series of actions and have been selected after identifying the areas that we can make significant change. Through these changes we will be able to:

- Develop our understanding of climate change to ensure we focus on the right areas.
- Identify and document the best way to reduce our carbon footprint and make LCD a greener and more supportive organisation.
- Influence a wide audience to increase the amount of change taking place across our local communities.
- Support green organisations with their efforts.
- Evidence the difference we have made through science based targets and measures.

LCD's Green Plan

Our purpose: why the Green Group is active at Local Care Direct (LCD)

We care about people and our local communities who are already negatively impacted by carbon emissions, and we want to do the right thing to support people by taking positive steps to reduce carbon emissions.

Our ambition: what we want to achieve

By 2025, we want to have developed robust knowledge on our emissions so we can work with each other to make meaningful changes for the benefit of our people and communities, now and in the future.

Our strategic objectives: what we will do to achieve our ambition

4. We will share information with patients and support green organisations through our partnerships with community foundations.

1. We will analyse our current carbon emissions and baseline footprint to identify opportunities and risks.

3. We will create a green culture by providing opportunities to make greener choices and achieve quick but significant wins.

2. We will provide training to develop knowledge on what actions individuals, teams and LCD can take to make change happen.

LCDs values: how we will deliver our objectives

Kindness & Respect | Fairness & Consistency | Honesty & Integrity

Below is our declaration recognising the climate crisis

As an organisation that is rooted in the wellbeing of its community, we recognise the climate emergency that we are facing and the impacts it has on our health.

Our declaration:

1. We recognise that the climate and ecological emergency is a health emergency. We will act now by taking steps to reduce greenhouse gas emissions to Net Zero as soon as feasible.
2. We recognise that the health impacts of climate change are unfairly distributed and exacerbate existing health inequalities and we will act to reduce the severe risks to public and global health.
3. We recognise that we all have a role to play so we will communicate the importance of these threats to health to our colleagues, decision makers and the public.
4. We recognise that we are stronger together and will work with others – our staff, patients, healthcare colleagues and local communities – to create new solutions.
5. We recognise that we can have the greatest impact by focusing on the areas that we can change, therefore we will focus on the climate footprint of our travel, energy use, the services we use, and the products we buy and use.
6. We recognise this is a long term commitment so we will review our actions as new technologies and research emerges.
7. We will measure our carbon footprint every three years and the results will be published on our website.

Commitment to achieving Net Zero

Local Care Direct is committed to achieving net zero emissions by 2040.

Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline year: 2023

Additional Details relating to the Baseline Emissions calculations.

This is the first Carbon Reduction Plan for Local Care Direct. We have not previously been in a position to assess or report therefore this will be used as our baseline.

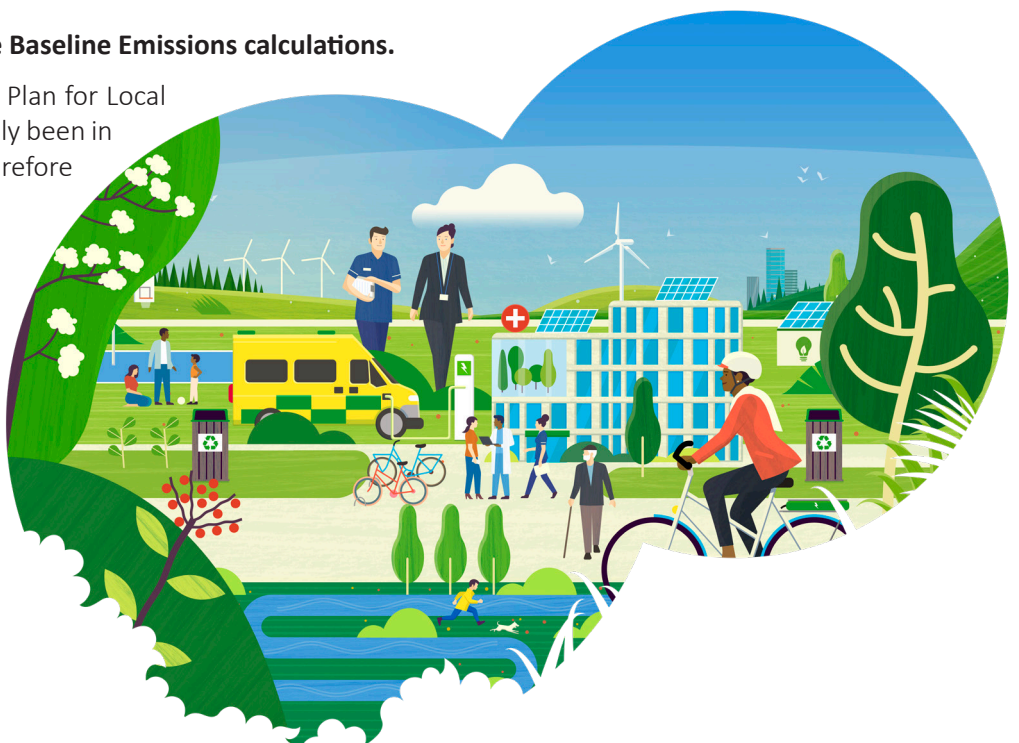
EMISSIONS | TOTAL (tCO₂e)

Scope 1: 12.3

Scope 2: 104.1

Scope 3: 1282.08

Total: 1398.48



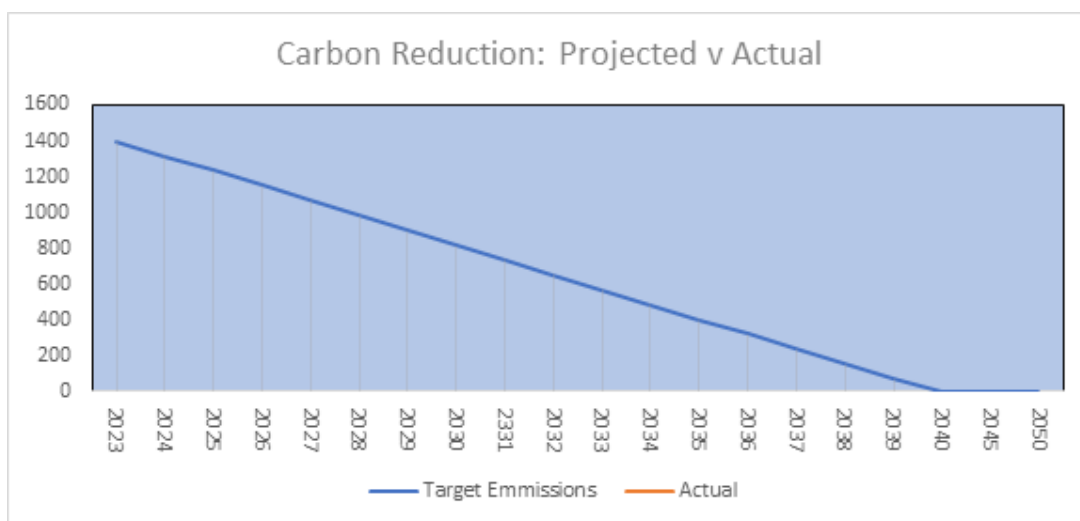
Emissions reduction targets

In order to continue our progress to achieving Net Zero, we aim to adopt the following carbon reduction targets.

- Upgrade our Hybrid Fleet of Vehicles
- Introduction of LED lighting
- Procure 100% renewable electricity for owned sites
- Work with Landlords at non owned sites to improve energy efficiency and switch to renewable sources
- Implement sustainable procurement policies to impact scope 3 emissions
- Support and encourage staff to move to more sustainable modes of transport

We project that carbon emissions will decrease over the next five years to 983tCO₂e by 2028. This is a reduction of 29%.

Progress against these targets will be plotted on the graph below:



Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard⁴ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board.

Phil Bromage

LCD's Executive Sponsor of the Green Working Group

Taking action

Below are some of the actions that we are proposing to carry out. We recognise that some of these actions need to be completed at an organisational level, some by individuals and some by both, so we have captured that information on the side. We have included this because we know that seeing clear, achievable actions that we can progress whilst we complete the analysis of our carbon footprint is vital. Progress cannot wait.

In our next plan we will repeat this table with an update on what we have achieved, what was infeasible and why, and what we plan to do going forwards.

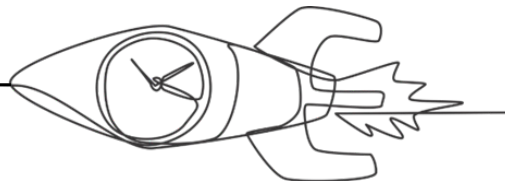
Local Care Direct



Individuals



	Action	Who
Admin and Support Functions	Reduce the amount of paper we use by setting double sided printing as standard in our IT systems and only copying/ printing when necessary.	
	Send less and smaller emails – a single email has a carbon footprint of 4g of CO2 and an email with an attachment has a carbon footprint of up to 50g of CO2.	
	Reduce the amount of paper we use by setting double sided printing as standard in our IT systems and only copying/ printing when necessary.	
	Use laptops instead of desktop computers as they use less electricity.	
	Regularly review and maintain vehicles, ensuring scheduled maintenance is observed.	
Business Travel and Staff Commuting	Use video conferencing platforms such as Teams to reduce business miles.	
	Access portable digital systems in the field, reducing the need to travel additional miles back to site to input data.	
	Use sustainable travel options such as walking, cycling, public transport.	
	Use ULEV and review developments with electric vehicle.	
Waste	Reduce single use plastic products including pens, cups, cutlery, drinks bottle, etc.	
	Reduce products with non-recyclable packaging and switch to non-plastic or fully recyclable packaging.	
	Reuse furniture and equipment before buying new.	
	Upgrade computers instead of buying new.	
	Recycle old computers.	
	Use rechargeable batteries instead of single use batteries.	
	Implement waste segregation.	



	Action	Who
Water	Don't leave taps running.	
	Report leaks.	
Building and Energy	Turn off lights and equipment when not in use including monitors, microwaves, printers.	
	Unplug phones and other chargers.	
	Replace lighting with LED and PIR where possible.	
	Ensure efficient heating by blocking drafts, closing windows/doors, using insulation, etc.	
	Replace single glazed windows where possible.	
	Use natural ventilation in areas where mechanical ventilation and/or cooling is not a service requirement.	
	Move towards more sustainable heating and cooling systems if possible, for example through heat pumps and solar panels.	
Procurement	Implement a first in, first out system of inventory to reduce wastage particularly on perishable items.	
	Review consumables supply requirements and cut out items that we can do without.	
	Reuse furniture and equipment before buying new.	
	Purchase sustainable alternatives for office equipment, furniture, consumables etc.	
	Reduce procurement miles by supporting local businesses where possible.	
	Engage with suppliers to reduce packaging waste and use NHS approved suppliers where possible	
Adaptation	Plan and prepare our facilities, processes and policies for hotter, drier summers; milder, wetter winters; and increased extreme weather events, including flooding and heatwaves.	
	Support vulnerable groups, including the elderly, people with long-term health conditions and those with learning difficulties to understand and prepare for the impacts of climate change by sharing accessible safety netting advice.	
People	Employ people from local communities to reduce commuter miles.	
	Train colleagues on climate change and how to reduce carbon.	
	Influence and encourage people to participate in green activities and campaigns	
	Talk to people and encourage change through discussion	



Objective 1

We will analyse our current carbon emissions and baseline footprint to identify opportunities and risks.

A carbon footprint measures the total greenhouse gas emissions caused directly and indirectly by a person, organisation, event or product. By using a carbon calculator, we will produce a tangible carbon emissions figure that can be used to identify key areas to reduce our emissions.

The figure calculated is the number of tonnes of greenhouse gases emitted by LCD over a year, which uses the metric of CO₂e (carbon dioxide equivalent). This figure will be split into the different categories detailing how big or small the footprint of these categories are and identify those hotspots where emissions can be reduced. The results of our calculations will be shared so that we can reflect back the tangible impact we have made.

By achieving this objective, we will:

- identify the areas we can make the most significant change;
- define learning needs so we can achieve real change; and
- evidence where we have made a difference.

Actions we will take to achieve this objective include:

- engaging with colleagues to understand their carbon footprint and where they would like support to change;
- looking at our supply chain to understand what and where we can make changes;
- enquiring about our suppliers' green plans and ask them about the actions they are taking to make sure they meet NHS standards and make recommendations to change if required;
- reviewing and selecting the most appropriate tools to further our knowledge of LCD's carbon emissions; and
- using the selected tools to complete full analysis of LCD's footprint and taking action to reduce it.

We will measure our progress through:

- monitoring and reporting on changes to our carbon usage, and
- stories and feedback from our colleagues on the changes they have made.

Objective 2

We will provide training to develop knowledge on what actions individuals, teams and LCD can take to make change happen.

As part of our partnership with the NHS we are able to share training and advice from experts in this field who have specifically designed training tools for NHS organisations.

In addition, we will gather evidence and information to give the LCD workforce the knowledge they need to make simple but significant changes to our local environments and beyond.

By achieving this objective, we will:

- positively impact the lives of the LCD workforce and their families;
- help grow our understanding of the impacts of climate change and where best to focus our endeavours; and
- positively impact our local environment

Actions we will take to achieve this objective include:

- inspiring LCD's colleagues to change by sharing information, positive outcomes and benefits;
- providing training opportunities at individual, team and LCD levels;
- encouraging colleagues to do things greener by introducing 'green' requirements in all change documentation, including the Business Case template and Gateway templates; and
- providing everyone with the carbon emission calculator to help them see their own personal impact.

We will measure our progress through:

- feedback from teams that have made a difference;
- the number of colleagues who have completed training; and
- colleagues' stories.





Objective 3

We will create a green culture by providing opportunities to make greener choices and achieve quick but significant wins.

What we mean by having a green culture is defined by having a personal or working lifestyle where people make deliberate choices and decisions to make our homes and workplace as environmentally sensitive, resource efficient and socially responsible as possible.

By achieving this objective, we will:

- maximise our potential to change our carbon footprint and make LCD a greener and supportive organisation.

Actions we will take to achieve this objective include:

- regularly communicating LCD's desire to change;
- creating a Risk, Actions, Issues and Decisions (RAID) log to track the Green team's progress and decision making; and
- actively engaging with all managers at LCD to develop their understanding of LCD's green plan and their responsibilities within it.

We will measure our progress through:

- recording changes made by our teams through an actions log; and
- recording staff members personal stories and experiences.

Objective 4

We will share information with patients and support green organisations through our partnerships with community foundations.

Greener choices will help conserve natural resources and habitats along with decreasing pollution in our atmosphere, rivers and the land around us. By helping communities to make greener choices and implement the 3 R's (Reduce, Reuse and Recycle) we can make a huge difference. Looking to work with organisations with green strategies through our community foundation will help to promote better choices.

By achieving this objective, we will:

- maximise our impacts within our local community by influencing a wider audience;
- support green organisations to go further with their efforts; and
- encourage other organisations to get involved in green activities.

Actions we will take to achieve this objective include:

- using our patient engagement and communication tools to share information to support delivery of greener outcomes and projects; and
- offering encouragement and incentives to other organisations through our work with the community foundations and local charities.

We will measure our progress through:

- evidence based and evaluated feedback from organisations and individuals we have influenced to make a change;
- number of Green Champions; and
- number of Sustainability projects supported and/or completed.



60% of the people who responded to our survey strongly agreed with our draft purpose for our green plan and an additional 29% agreed.

“We care about people and our local communities who are already negatively impacted by carbon emissions and we want to do the right thing to support people by taking positive steps to reduce carbon emissions.”



Creating our LCD Green Plan

To develop a meaningful strategy relevant to LCD, the Green Team sought input from colleagues, worked with department experts, reviewed our scope 1 & 2 emissions, and researched best practice.

Listening to our colleagues

Following initial engagement through our internal communication channels, we asked 78 of our colleagues at our 2022 staff annual awards event about our Green Plan to try and understand what action they would like LCD to focus on, and to gauge their level of buy-in to becoming more sustainable.

Out of the 78 attendees, 61 chose to engage on the topic. From that engagement, we learnt that whilst 98% of them felt responsible for saving energy and reducing waste in their own homes, only 86% felt responsible for the same activities at work. We also learnt that 92% reduce, reuse and recycle compared to only 64% who turn off devices (i.e. computer, TV, microwave) instead of leaving them on standby. This information has proven helpful as the Green Team now have a sense of how much behavioural change we would like to achieve across our workforce, and given us an idea of where to start.

During the event we also asked our colleagues ‘how can LCD help you and your local area/community to become more sustainable/greener’. We received 51 responses to this question. Whilst multiple people asked for LCD to go paper free and to introduce car sharing initiatives, others provided suggestions such as the following:

- Provide more information
- Share knowledge
- Reduce unnecessary travel
- Provide easier access to recycling centres
- Install lights with sensors
- Encourage each other

In addition to the survey, the Green Team have received direct feedback from our colleagues challenging LCD to be better, and we have included a couple of examples below.

“The Climate crisis is something that I personally take very seriously. I do appreciate that bringing LCD in line with the NHS’ Net zero target is going to be no easy task , but I am a little disappointed that LCD is using carbon calculators and possibly off setting carbon emissions...I would have preferred to read about more green initiatives at LCD, like a major encouragement to turn off lights and investment in more environmentally friendly electricity supplies to any of their buildings...Does LCD have a policy on sourcing plastic free items where possible?”

“I’d like us to introduce more recycling initiatives like ‘face your waste’ highlighting exactly how much recycling people are throwing away and then replacing our bins with clear bin liners so people can really see what they’re doing”

We recognise that listening to our passionate colleagues and taking on board their challenges is how we will move forwards as an organisation. Their feedback has given us the starting point to create our first plan. We hope to hear from more of our colleagues as we progress this plan and prepare for the next issue in 2026.

Researching what affects our carbon footprint

In October 2020, NHS England published the Delivering a Net Zero National Healthcare Service report which details the sector-wide approach on delivering carbon reduction. Within this report NHS England and NHS Improvement have established the Scope of the NHS Carbon Footprint and the NHS Carbon Footprint Plus. **The NHS aim is for emissions we control directly (the NHS carbon footprint), we should achieve net zero by 2040 with ambition to reach 80% by 2028 to 2032, for the emissions we can influence (NHS carbon footprint plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039 (Not sure this sentence makes sense)**

The following factors which produce CO₂e emissions are included in our Carbon Footprint: gas, oil, fleet and leased vehicles, electricity, water, clinical and non-clinical waste, medicines and business travel.

Our emissions in terms of reporting can be defined into Scope 1, 2 and 3 emissions. Scope 1, 2 and 3 is a way of categorising the different kinds of carbon emissions a company creates in its own operations, and in its wider aspects and supply chain.

Scope 1 emissions:

This one covers the Green House Gas (GHG) emissions that a company makes directly — for example while running its boilers and vehicles.

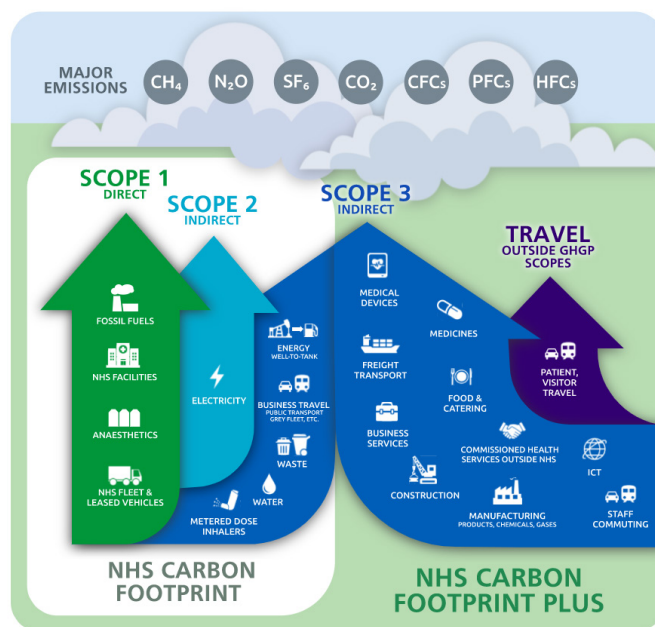
Scope 2 emissions:

These are the emissions it makes indirectly – like when the electricity or energy it buys for heating and cooling buildings, is being produced on its behalf.

Scope 3 emissions:

Now here’s where it gets tricky. In this category go all the emissions associated, not with the company itself, but that the organisation is indirectly responsible for, up and down its value chain. For example, from buying products from its suppliers, and from its products when customers use them. Emissions-wise, Scope 3 is nearly always the big one and more challenging to measure and affect.

Our starting point will be to look at our scope 1 & 2 emissions but also where we can support our colleagues to make savings that will not only help them during the current cost of living crisis but also have an impact on reversing the current climate disaster.



Reviewing best practice: A pathway towards Net Zero

If we are ever to make Net Zero our main objective, we need to have a plan which builds on the four key building blocks which will support our goals. These are the fundamentals that we need to have in place along the road to achieving our ambitions:

- Become Carbon Literate
- Calculate our carbon footprint
- Create a plan for identified carbon hotspots
- Declare a Climate Emergency
- Define our intentions

We have added to these to maximise our ambition by becoming influencers and creating a whole new cultural outlook to the way in which we live and work within our communities. Through this we can build our green plan and commit to developing the green plan further to include additional key objectives:

Workforce and system leadership:

Working with our workforce and system partners in defining and delivering carbon reduction initiatives and broader sustainability goals, where appropriate.

Sustainable models of care:

Embedding net zero principles across all clinical services and considering carbon reduction opportunities in the way care is delivered.

Digital transformation:

We will seek to focus on ways to harness existing digital technology and systems to streamline our service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions eg telemedicine.

Travel and transport: We will look to add to our use of hybrid vehicles to reduce the carbon emissions arising from the travel and transport associated with our organisation.

Estates and facilities:

We will focus on reducing the carbon emissions arising from buildings and infrastructure, including:

- Improving energy efficiency and reducing energy usage
- Waste reduction and the circular economy
- Building design and refurbishments.

Medicines:

Look at key opportunities to reduce the carbon emissions related to the organisation's prescribing and use of medicines and medical products.

Supply chain and procurement:

The NHS supply chain accounts for approximately 62% of total carbon emissions and is a clear priority area for focus in every Green Plan. We will look at how we may use our individual or collective purchasing power and decisions to reduce carbon embedded in their supply chains.



Case Study: Leeds Teaching Hospitals moves closer to achieving net zero objectives with innovative solar canopy installation*

Leeds Teaching Hospitals NHS Trust (LHT) has taken a significant step towards meeting its net-zero targets by installing a cutting-edge solar photovoltaic canopy over the car park at Wharfedale Hospital.

This £1.1 million project will offer sustainable solar power to the hospital, decreasing its dependency on traditional energy sources and, as a result, cutting the Trust's carbon impact.



The 617 solar panels will reduce carbon emissions by 43.7 tonnes per year, saving the Trust £75,000 yearly. The electricity generated will cut the demand of grid electricity by 15%, enough to power 60 UK houses.

This investment is part of the Trust's long-term plans to develop services at Wharfedale Hospital, which also include the projected £15 million Elective Care Hub. This hub will comprise two new theatres, a recovery area, admissions, and discharge areas, as well as the conversion of an existing ward to nighttime operation.

"The solar canopy at the Wharfedale site exemplifies the Trust's dedication to both environmental sustainability and the health and well-being of the communities we serve. It's a real positive that the power required to run Wharfedale Hospital will be partly supplied by green energy, especially as the energy demands for the site will increase with the opening of a permanent Elective Care Hub." - Craig Richardson, Director of Estates and Facilities at LHT

"We are proud to have supported the Trust in delivering the solar photovoltaic canopy. As investor developers, we will continue to support the Trust by fostering positive, collaborative relationships and through the efficient delivery of future variations and management services, which will play a role in helping the Trust achieve their long-term net zero objectives." - Mila Lopez Simon, Managing Director, UK&I at Invesis

**<https://www.leedsth.nhs.uk/news/leeds-teaching-hospitals-moves-closer-to-achieving-net-zero-objectives-with-innovative-solar-canopy-installation/>*



An example of action

We have reviewed a number of accredited carbon calculators to find one that best fits our organisations footprint. Through this we can measure our Scope 1, 2 and 3 emissions. With this information we will identify our carbon hot spots and see where we can start to make measurable differences.

However, we do not need to wait for this information before we can start to change. We know that transport has one of the largest impacts on our environment, and as a service provider that covers over 3000km², we also recognise that our mileage is one of the biggest elements of our carbon footprint. When choosing our cars for mobile visits and patient transport, we must consider several factors alongside environmental impacts, such as reliability, whether there is enough space for the medical equipment we carry and how easily patients can access them. Therefore, a project team was brought together in February 2023 to look at our existing fleet of vehicles. Their agreed objectives were:

- To source new vehicles that meet the needs of the current business.
- Future proof the existing service, allowing for growth in capacity for mobile visiting. Fit within the financial envelope that is currently allocated for vehicle lease in 2023/2024 budget.
- Find a viable option for staff using the vehicles, which offers a comfortable and safe working environment.
- To best meet our Green Plan targets.

During the vehicle testing phase, the following areas were prioritised for vehicle comparison:

- Vehicle emissions
- Miles per gallon
- Range
- Four-wheel drive capability
- Boot space available for medical equipment
- Driver experience
- Sat Nav quality
- Child seat compatibility for our Patient Transport Service vehicles
- ISO Fix capability
- Spare tyre capability
- Rear seat split for 'safe' accessibility and installation
- Availability

Whilst we recognise that fully electric would be our preferred option to meet our carbon reduction plan priorities, we also realise that we must be able to safely deliver a reliable, affordable and responsive urgent care service 365 days a year.

Transport along with energy, equipment, post, IT and waste are all obvious areas we can start to tackle whilst we calculate our carbon footprint. If you look back at our section on "Taking action" on page seven you will see actions we wish to start, as individuals and/or as an organisation. We will need everyone's help with this.



Our Carbon Footprint - mitigation

Climate change is one of the most complex issues facing us today. It involves many dimensions – science, economics, society, politics, and moral and ethical questions – and is a global problem, felt on local scales, that will be around for thousands of years.

Carbon dioxide, the heat-trapping greenhouse gas that is the primary driver of recent global warming, lingers in the atmosphere for many thousands of years, and the planet (especially the ocean) takes a while to respond to warming. So even if we stopped emitting all greenhouse gases today, global warming and climate change will continue to affect future generations. We therefore need to consider how we deal with the existing carbon in the atmosphere.

Because it is inevitable that we will experience some level of climate change, we need a two-pronged approach:

1. Reducing emissions of and stabilising the levels of heat-trapping greenhouse gases in the atmosphere (“mitigation”);
2. Adapting to the climate change already in the pipeline (“adaptation”).

Mitigation measures include, an increased use of renewable energy, the application of new technologies such as electric cars, and changes in practices or behaviours, such as driving less or changing one’s diet.

The goal for adapting is to reduce our risks from the harmful effects of climate change, like sea-level rise, more intense extreme weather events, and food insecurity. It also includes making the most of any potential beneficial opportunities associated with climate change (for example, longer growing seasons or increased yields in some regions).

Through our analysis, we will identify where we are able to make adaptations and mitigate parts of our footprint that we can’t control. This may come from ventures like planting more trees which draw down some of the gases already in the atmosphere and provide shade, and therefore make it possible to better manage daily life. It should be noted that buildings surrounded by trees have a much lower temperature and require less in the way of artificial adaptations such as air conditioning, which adds to the pollution in the atmosphere.

Benefit and value

As a social enterprise providing NHS services, LCD is funded by the public. Therefore, the cost of our Green activities is ultimately passed through to the Taxpayer. Because of this, we will ensure we make responsible decisions that provide real benefits when planning and delivering change for the environment and our communities.

When designing actions to support a greener future, the Green team will research and assess the costs and deliverability of all available options. They will then put in place measures to track the benefits of the agreed action. All budget decisions made by the group are signed off by the Sponsor.

Aligning with our stakeholders

In creating our strategy, we recognise that we cannot do this alone. Some of our colleagues are already engaged in this agenda and have contributed to the development of this Green Plan. However, achieving our sustainability objectives remains a significant task. To become a truly sustainable organisation, we require the support of all our workforce and partner organisations. This strategy will aim to engage with and inform our colleagues to enable them to take action. This is incredibly important in creating a culture of sustainability throughout our workforce.

We will raise awareness of climate change and the health impacts associated with it within our teams and membership so that we can use our influence as an anchor organisation to support our communities and partners to address sustainability.

Through our collaborative working we can influence more significant change within our organisation and localities and lead by example. We will look to engage in wider partnership meetings to ensure that we are sighted on the wider NHS strategies.

Governance

Clear governance and processes are essential to embedding culture change and creating a lasting impact. Our new Green Plan will ensure we have robust controls to deliver.

The green team’s Sponsor will monitor and report on the group’s progress to the Executive Committee and ensure colleagues’ needs are captured and acted on at all levels of the organisation.

Contact details for all Green team members and the Group’s Terms of Reference, which include roles and responsibilities, can be provided.

Share your thoughts

LCD’s Green team needs your input to understand what’s important to you and what you would like us to focus on. This plan has been designed to last until 2025. However, we understand that we are on a journey and the most successful programmes will meet emerging demand and quickly respond to new input. Please send any comments, feedback or suggestions to GreenLCD@lcdwestyorks.nhs.uk



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