NHS
The Tavistock and Portman
NHS Foundation Trust

The Tavistock and Portman
100 YEARS
1920 to 2020

The Tavistock and Portman NHS Foundation Trust

Green Plan 2021 - 2026

Our Manifesto

We live in a time of environmental crisis. The natural world and the finely balanced ecosystem on which all humans depend for our well-being and survival is threatened. As people everywhere engage with this frightening external reality, complex emotional defences may result, leading to an increase in environment related anxiety. People who are directly experiencing environmental disaster may also suffer mental health difficulties as a result of displacement, loss, and threats to their survival.

The Trust acknowledges that the prevailing scientific evidence demands urgent action and significant change in order to avoid environmental disaster. The Trust is committed to making these changes and has established an Environmental Group to support us to achieve them.

As a mental health Trust, with national and international reach, we aspire to be leaders in the field of sustainable healthcare and education. As a Trust which is fundamentally concerned with the emotional wellbeing of our community, we want to create ways of thinking about these frightening realities, whilst offering support and containment to those who are suffering as a result of climate change, and hope that with positive action, we can play our part in correcting the environmental course we are on.

We will use our experience and platform to lead change by striving to influence clinical and educational landscapes and policy decisions, by making explicit links between the environment, mental health and wellbeing. These issues have never been more pressing and it is time they are put centre stage.

We recognise that the Trust and the services we deliver can have a detrimental impact on the natural environment. The Trust is committed to playing its part in addressing the great rebalancing that needs to happen by minimising its impact, reducing its consumption and giving back to the natural world. To achieve this our activities across energy use, procurement and service delivery will need to be refocused to ensure that we are sustainable and we can keep providing our support into the future.

We are challenging ourselves to make serious positive change and are committed to becoming a carbon neutral, and ultimately, carbon negative organisation which actively removes carbon dioxide from the atmosphere, rather than adding it. To achieve this the Trust will implement a three step process:

1) Measure our carbon footprint, understand our impact and identify which changes make the biggest difference
2) Reduce our emissions
3) Offset any emissions which cannot be reduced, through carbon removal projects

To achieve this, change is required at all levels of the organisation. Whilst the Trust must be responsible for driving change at an organisational level, all staff, patients and students have the power to make a difference through the actions and choices they make every day. Through information, support and challenge the Trust aims to inspire and enable all its stakeholders to take positive action and make evidence-based, environmentally conscious decisions at an individual level too.

We know that engagement with, and support from, stakeholders across the Trust will be essential if we are to meet our goals. The Trust will be actively seeking suggestions, views and feedback to support us on this journey.

This manifesto is an opening statement for the development of a new Board-approved Green Plan. Once developed the Green Plan will provide full details of the Trust's environmental aims and objectives, including the specific actions and timeframes required to achieve the broad principles described above.

Green Plan: 2021 - 2026

Contents

1. Introduction

The Tavistock and Portman NHS Foundation Trust is a specialist mental health trust with a focus on training and education alongside a full range of mental health services and psychological therapies for children and their families, young people and adults.

With circa 1,000 staff across a number of sites, we are committed to improving mental health and emotional wellbeing, believing that high quality mental health services should be available for all who need them. We bring a distinctive contribution based on the importance we attach to social experience at all stages of people's lives, and our focus on psychological and developmental approaches to the promotion of health and the prevention and treatment of mental ill health.

We contribute to the pool of ideas through our own research and development, but are also committed to bringing together the best ideas of the time, old and new, from inside and out, together with the most gifted and able professionals in our fields of endeavour. We aim to share our ideas and practice through as many routes as possible.

As a Trust we aim constantly to be evolving in nature and form in relation to the environment in which we work, to ensure that our contribution remains relevant.

This Green Plan is a new, living document that will help guide the Trust to becoming truly sustainable.

Throughout the transition to becoming Net Zero by 2040, this document will be reviewed and updated to set out a clear strategy, with assigned responsibility to ensure continued progress against carbon reduction targets and other sustainability objectives. This will lower business risk, improve resilience, reduce the resources impact and improve wider health outcomes.

The associated sustainability action plan is intended to be organic, changing and developing, reflecting the achievements and progress that is made. Success in the action plan will demonstrate The Trust's commitment and achievements towards being an environmentally responsible organisation, contributing to the minimisation of climate change and increased protection of natural resources. The Trust realise this cannot be done alone and so will be encouraging participation from all employees, patients and visitors. As well as internal stakeholders, the Trust will work in conjunction with other organisations such as other parts of the NHS and local councils, as they will be key to achieving some of these goals.

What do we mean by Sustainability?

'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'

In practice, this means taking decisions which consider the 'triple bottom line' by balancing economic, social and environmental factors. The Government's refreshed vision and commitments for sustainable development build on the principles that underpinned the UK's 2005 sustainable development strategy, by recognising the needs of the economy, society and the natural environment, alongside the use of good governance and sound science. The five principles of sustainability are expanded below.

Living within Environmental Limits
Respecting the limits of the planet's environment, resources and biodiversity, whilst improving our environment. Ensuring that the natural resources needed for life are unimpaired and remain so for future generations.

Ensuring a Strong, Healthy & Just Society
Meeting the diverse needs of all people in existing and future communities.
Promoting personal wellbeing, social cohesion and inclusion, and creating equal opportunities for all.

Achieving a Sustainable Economy
Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (Polluter Pays) and efficient resource use is incentivised.

Using Sound Science Responsibly
Ensuring policy is developed and implemented based on strong scientific evidence, whilst taking into account scientific uncertainty (through the Precautionary Principle) as well as public attitudes and values.

Promoting Good Governance
Actively promoting effective, participative systems of governance in all levels of society engaging people's creativity, energy, and diversity.

Five pillars of sustainable development

What are the Sustainable Development Goals?

In 2017, Public Health England declared its support for the UN's Global Goals for Health. These goals form a global action plan to end extreme poverty, inequality and climate change by 2030, and have been signed by every member of the UN, including the UK.

The 17 goals have been agreed globally as a framework for sustainable development. Research undertaken by PwC suggests five of the goals are a priority for the Health and Care Industry as a whole: Good Health & Wellbeing, Decent Work and Economic Growth, Gender Equality, Quality Education and Industry, Innovation and Infrastructure.

At delivery level The Trust believe other goals are also relevant, including Reduced Inequalities, Sustainable Cities and Communities, Climate Action, and Responsible Production & Consumption.

2. Climate Change & Healthcare

Climate change is widely regarded as one of the greatest challenges facing society today and in the future. In the UK temperatures have been increasing by around 0.25°C per year. Projections indicate that by 2050 what we currently consider as an extreme heat wave may well become the norm. Patterns of rainfall will change with reduced rainfall in the summer exacerbating water shortages and increased rainfall in winter months leading to increased rates and intensity of flood events.

This will have implications for public health including heat stress, reduced productivity, poorer air quality and the direct and indirect impact of flooding.
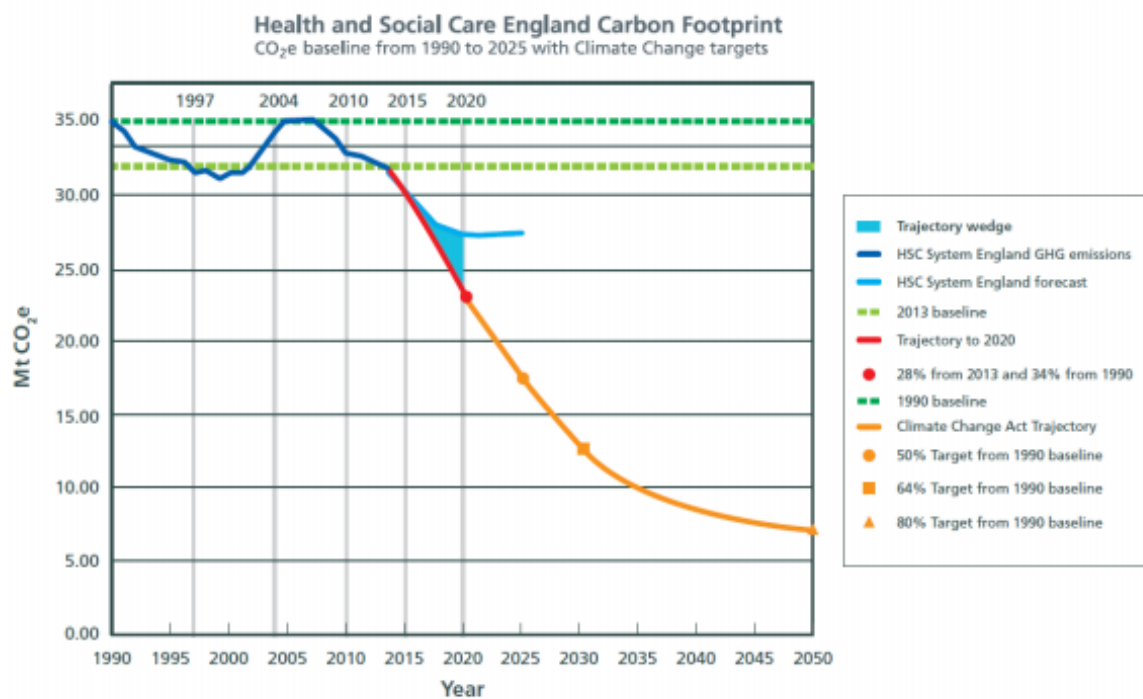

Figure 1: Graph showing the carbon footprint of health and social care in England

The UK Climate Change Act 2008 set out ambitious targets to reduce emission of greenhouse gases by at least 80%, compared to 1990 levels, by 2050. The Trust's carbon footprint in section 7 of this document shows the Trust's progress against this target.

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3.   Delivering Our 'Net Zero'

Following the new announcement of the NHS becoming "Net Zero" by 2040, we are perfectly placed to ensure our Green Plan covers the challenges that this target sets for the NHS.

What do we mean by Net Zero?

Net zero refers to the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere. We reach net zero when the amount we add is no more than the amount taken away.

Net zero means achieving a balance between the greenhouse gases put into the atmosphere and those taken out.

Net Zero can be achieved using three strategies:

Reduce	Decarbonise	Offset
Minimise our effects on the environment	Switch our energy use to renewable sources	Support projects to absorb the carbon we expel
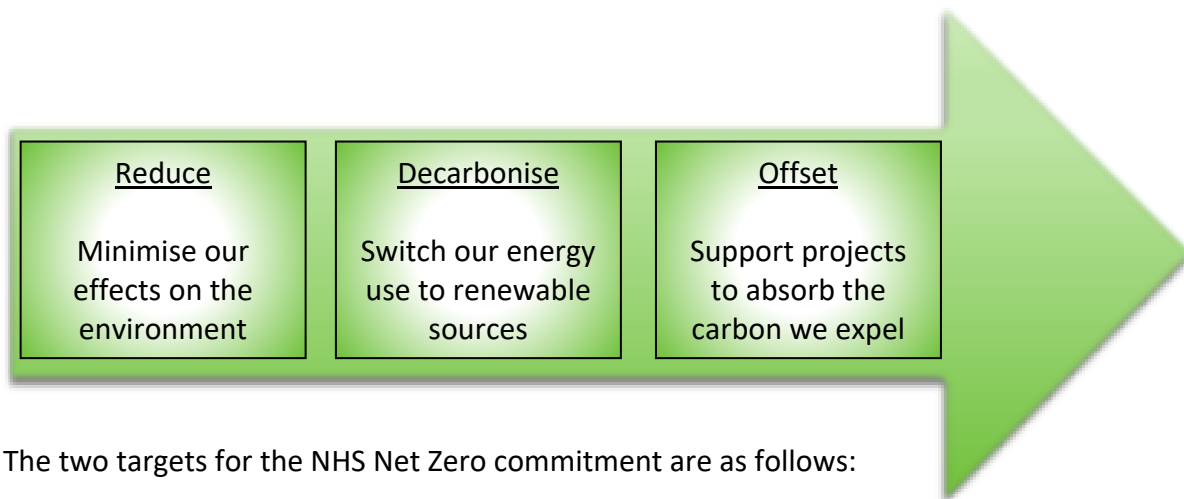
The two targets for the NHS Net Zero commitment are as follows:

• for the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032

• for the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

NHS Carbon Footprint and Footprint Plus

The following graphic defines the different "scopes" of carbon emissions, and what makes up the NHS Carbon Footprint and Footprint Plus.
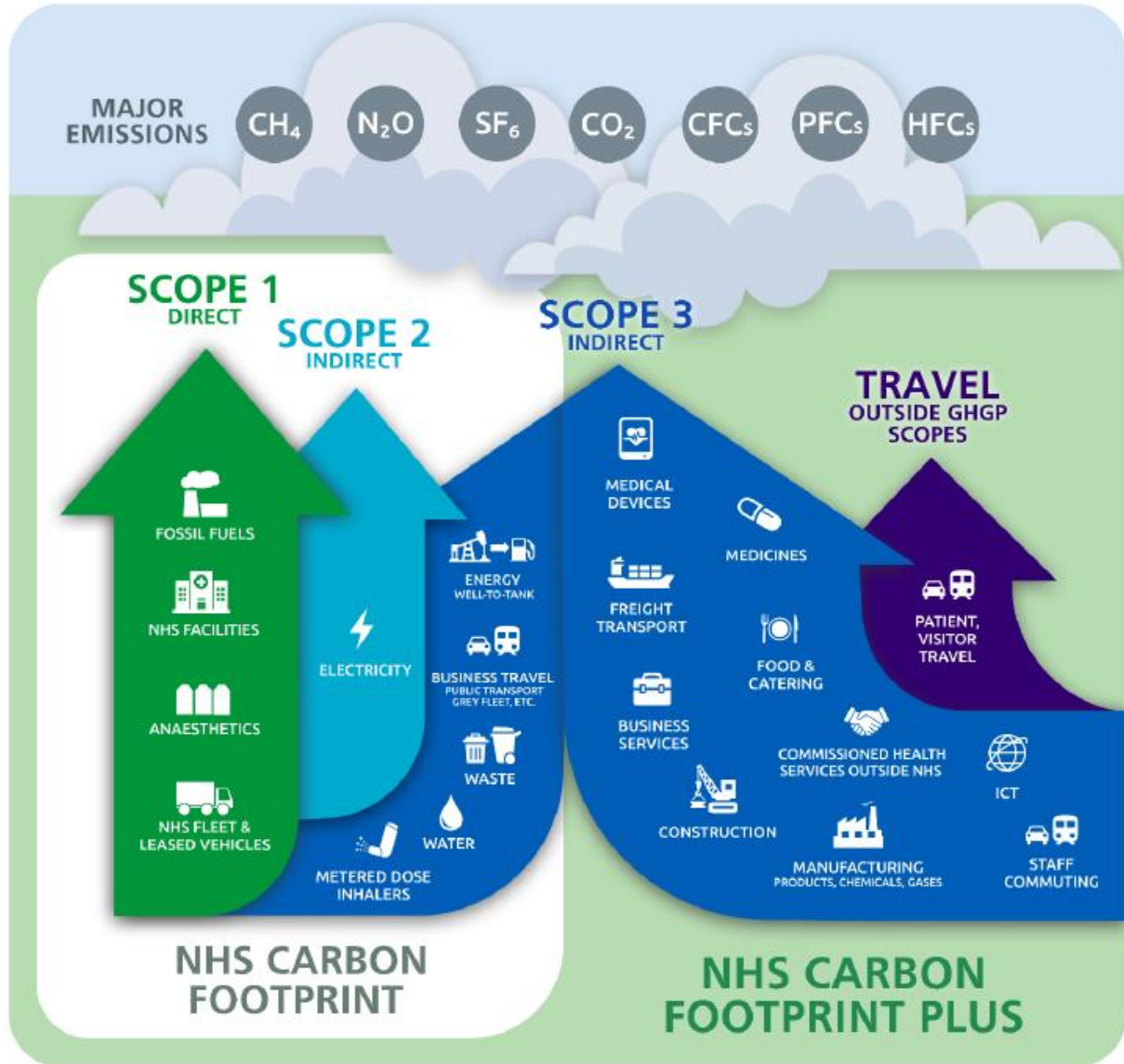
Scope 1: Reduce and Decarbonise

To use this Green Plan to identify our emissions and reduce as far as we can to ensure that decarbonisation is achievable

Across our sites, we use fossil fuels to provide heating and domestic hot water. Over the next five years, we will assess our equipment to inform a new decarbonisation plan. This will involve using new heat pump technology and high efficiency electric boilers to reduce, and eventually eliminate, our dependence on fossil fuels for heat generation.

Alongside this, we will be embarking on an energy reduction strategy that will reduce our overall consumption by 10%, so that when we switch to a low carbon solution, we will not need as much capacity.

On imported electricity, we will switch to renewable electricity sources whilst reducing through operational changes and engagement with our staff, students, patients and visitors.

At all our sites, we are in the process of investigating where heating can be switched to low carbon technologies, or to electricity once we have a renewable supply.

This part of our Net Zero challenge depends on the final specification of our new site, so in the next two years, we will generate a new baseline for reduction and decarbonisation to realise our goals whilst we modernise.

Direct Emissions - Road to 2040
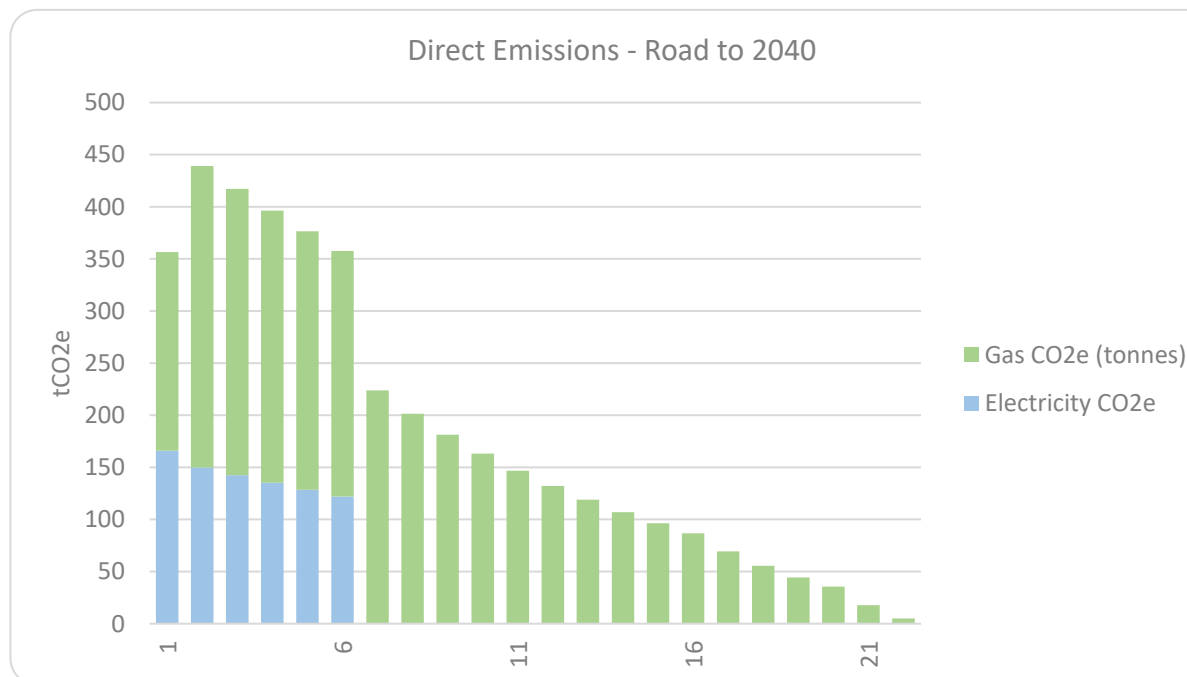
Key Actions

- Utilise low carbon technology on new site
- Switch to renewable electricity tariffs

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Scope 2, 3 and Travel: Measure & Reduce

To use new, recognised tools to measure our emissions to produce a plan for reduction

Following the HOTT and P4CR tools becoming available from the Greener NHS, the Trust now have access to reliable tools to measure, report and analyse our carbon footprint outside of fossil fuels and water use.

By ensuring we have a set of baseline data in place in the next year, we will be in a position to set targets and create actions to reduce and decarbonise as much as possible.

We have already started to reduce our impact, as detailed in later sections of the plan.
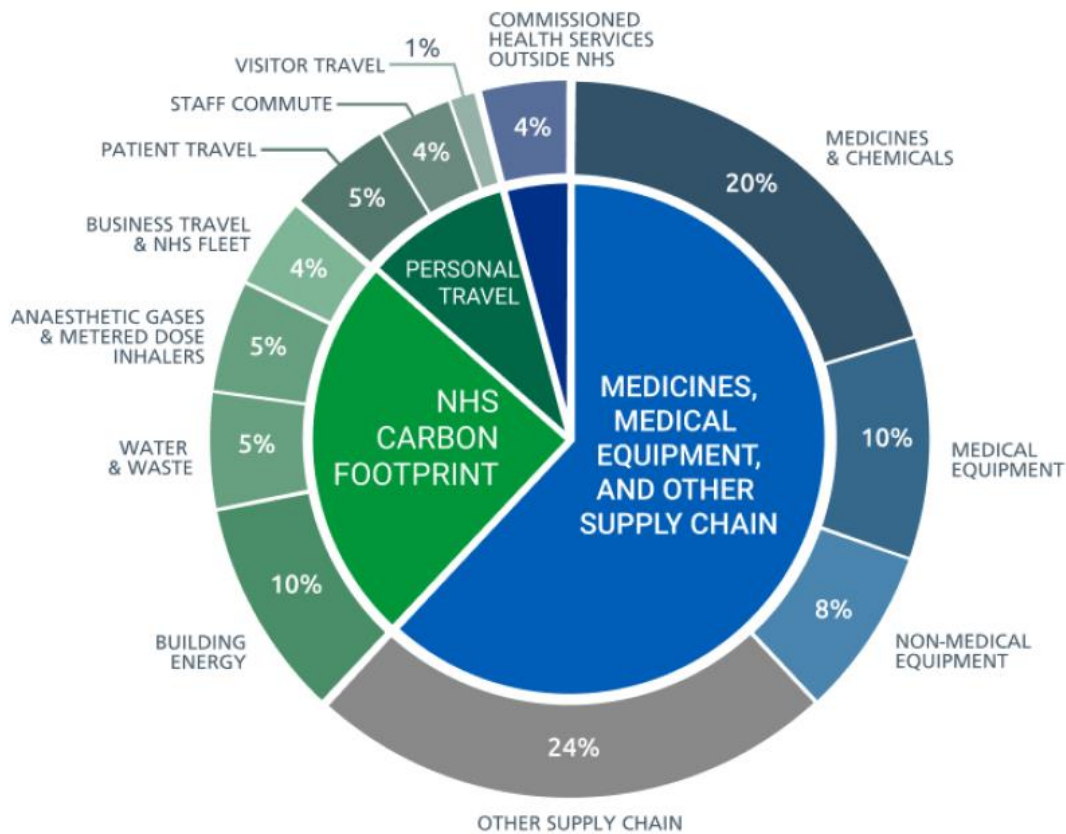
Key Actions

- Utilise new tools to measure our emissions
- Monitor patient and visitor travel
- Set targets for reduction and decarbonisation

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Once Minimised: Offset and Remove

To work with accredited organisations and use our own green spaces to absorb carbon that we have to emit to deliver our services

The Trust recognises that in order to provide a world class healthcare provision, there are some resources that we have to use, such as water. This means that the Trust are always going to have some form of carbon emission. The final step to becoming Net Zero is to recognise those emissions we have, and adopt programmes such as tree planting that can help absorb at least the same amount of carbon the Trust's activities emit.

We will soon be forming relationships with accredited organisations and our local community so that once we get to Net Zero, we can stay there.

Key Actions

- Create relationships with recognised teams
- Incorporate offsetting into our green spaces strategy

4. Drivers for Change

There are a range of national and international policies, legislative requirements and healthcare specific guidance driving sustainable healthcare in the NHS:

- **NHS Long Term Plan** - **NHS published its first ever long-term plan on 7 January 2019**.
  The plan includes the NHS' commitments towards sustainability:
  1. A commitment to the carbon targets in the UK government Climate Change Act (2008), reducing carbon emissions (on a 1990 baseline) by 34% by 2020; 51% by 2025 and 80% by 2050.
  2. The NHS is committed to 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% ultralow emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.
  3. The NHS will ensure 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.

The plan outlines the idea of the NHS as an **'anchor institution'**, which is an important concept to promote an understanding of the NHS' contribution to the local economy, society and environment.

The idea of prevention and more efficient working is threaded throughout the plan, e.g. by promoting earlier detection of illness. Preventing illnesses from happening in the first place is the best possible way for the NHS to become the most sustainable health and care system it can be.

- **Shared Vision for London** - The Mayor of London launched in October 2019
  This is a wider partnership of NHS England and Improvement, Public Health England and the London Councils organisations.

The London Vision identifies 10 priorities that, through collaborative and innovative working, will address the capital's key health issues and ensure that quality of life and life expectancy will match the aspiration to make London the world's healthiest global city.

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The 10 priority areas are:

1. Reducing childhood obesity
2. Improving the emotional wellbeing of children
3. Improving mental health and progress towards zero suicides

4. Improving air quality
5. Improving tobacco control and reduce smoking

6. Reducing the impact and prevalence of violence
7. Improving the health of the homeless
8. Improving services and prevention for HIV and other STIs
9. Supporting Londoners with dementia to live well

10. Improving care and support at end of life.

- **Collaboration and partnerships**

Local councils – Camden Climate Change Alliance network

Global Action Plan

Local NHS Trusts

These drivers provide legal context and policy frameworks for improving sustainability and are outlined below in 5 key groups.

Legislative

Civil Contingencies Act 2004

Climate Change Act 2008 including 2050 target amendment

Public Services (Social Values) Act 2012

Environmental Protection Act 1990

The Waste (England & Wales) Regulations 2011

Mandatory

Standard Form Contracts requirements for Sustainable Development 2017-19

HM Treasury's Sustainability Reporting Framework

Public Health Outcomes Framework

UK Guidance

National Policy and Planning Framework 2012

Department for Environment, Food and Rural Affairs (DEFRA): The Economics of Climate Resilience 2013

Department for Environment, Food and Rural Affairs (DEFRA): Government Buying Standards for Sustainable Procurement 2016

The Stern Review: The Economics of Climate Change 2006

Health Protection Agency (HPA) Health Effects of Climate Change 2012

The National Adaptation Programme 2013: Making the Country Resilient to the Changing Climate

Department for Environmental, Food and Rural Affairs (DEFRA) 25 Year Plan Health Specific Requirements

The Marmot Review 2010: Fair Society, Health Lives ⬜ NHS Long Term Plan 2019

Sustainable Development Strategy for the Health and Social Care System 2014-2020

Adaptation Report for the Healthcare System 2015

The Carter Review 2016

National Institute for Clinical Excellence (NICE) Guidance: Physical Activity, Walking and Cycling 2012 Health Technical Memoranda (HTMs) and Health Building Notes (HBNs), specifically HTM 07-02 Making Energy Work in Healthcare 2015 and HTM 0701 Management and Disposal of Healthcare Waste 2013

Sustainable Transformation Partnerships (STP) Plans

Local strategies and plans

The health and care vision for London, October 2019

London Environment Strategy

The Mayor's Ultra Low Emission Zone for London (ULEZ)

The Mayor's Transport Strategy

Camden's Clean Air Action Plan 2019-2022

International Guidance

Intergovernmental Panel on Climate Change (IPCC) AR5 2013

EU Waste Directive 2008

United Nations (UN) Sustainable Development Goals 2016

World Health Organisation (WHO) Toward Environmentally Sustainable Health Systems in 2016

World Health Organisation (WHO) Health 2020: European Policy for Health and Wellbeing

The Global Climate and Health Alliance. Mitigation and Co-benefits of Climate Change

Healthcare Specific Requirements

The Marmot Review 2010 Fair Society, Healthy Lives?

Sustainable Development Strategy for the Health and Social Care System 2014-2020

Adaptation report for the Healthcare System 2015

The Carter Review 2016

Health Technical Memoranda (HTMs) and Health Building Notes (HBNs)

Local Sustainable Transformation Partnership plans

Delivering a 'Net Zero' National Health Service

Greener NHS Guidance that replaces the NHS Sustainable Development Unit tools

5. Our Mission and Values

Our mission

For 100 years, the Tavistock and Portman clinics have embodied a distinctive way of thinking about and understanding mental distress, mental health and emotional wellbeing. Working with children and families and adults, our approach brings together psychoanalytic, psychodynamic and systemic theory and practice and other approaches and seeks to understand the unconscious as well as conscious aspects of a person's experience and places the person, their relationships and social context at the centre of our practice.

Our creative and skilled staff continue to build on these approaches, welcoming new ideas and developing innovative interventions, services and models of care which respond to contemporary challenges.

Our goal is that more people should have the opportunity to benefit from our approach. We seek to spread our thinking and practice through devising and delivering high quality clinical services, the provision of training and education, research, organisational consulting and influencing public debate.

Our aims

The Tavistock and Portman will:

- continue to deliver and develop high quality and high impact patient services
- offer training and education which meets the evolving needs of individuals and employers and helps transform the workforce in health, care and other sectors
- develop its presence as a centre of excellence in research
- lead the development and evaluation of new models of care and innovative approaches to addressing systemic issues in the delivery of care and other services
- use its insights and expertise to contribute to the development of national debate and public policy.

Our values

As an organisation:

- we work with people with lived experience to co-create and improve our services and inform our decision making
- we are caring and compassionate
- we are passionate about the quality of our work and committed to openness, the use of evidence and the application of improvement science
- we value all our staff, are concerned for their wellbeing and seek to foster leadership, innovation and excellence in our workforce
- we embrace diversity in our workforce and work to make our services and training as accessible as possible
- we work with others, in the UK and internationally, who share our values and can enable us to achieve our mission.

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6. Areas of Focus

The Green Plan is divided into ten areas of focus. These ten areas are selected as they are the standard 10 recognised by the Sustainable Development unit in their sustainable development assessment tool (SDAT). Using these areas of focus allows us to benchmark our progress against others and against SDU best practice. These sections layout a clear pathway to achieve improved sustainability outcomes, by highlighting the key objectives and actions required to make progress in each area. The actions are summarised in the Sustainable Action Plan, with responsibility and timeframes assigned for each.

⚖️ Corporate Approach

To embed sustainability into our organisation, improving our financial stability and health and wellbeing of patients, staff, students and our local community

The Trust are currently undertaking our Strategic Review, and this plan will be embedded within it to provide a clear strategy for the delivery of sustainability objectives and assign responsibility for different workstreams.

We have created our Trust Environment Group to help guide our sustainability, and have produced our Manifesto to highlight our objectives moving forward.

However, we recognise that we cannot be sustainable on our own. So far we have engaged third parties to help us design our Green Plan, as well as reaching out to our community and other NHS institutions for advice and ideas.

Given the size of our Trust, our executive team are also involved in operations, which allows us to affect change in sustainability without relying on a single point of access to the directorate.

However, we are in the process of naming a Sustainability Lead, who will be supported by the rest of our team and the Trust Environment Group.

Key Actions
Trust Board to approve the Green Plan
Assign responsibility for the Green Action Plan points
Develop a Sustainability Network to help drive change
Regularly benchmark our progress against the rest of NHS
Establish a reporting mechanism for sustainability KPIs

Measuring Progress
Create a set of Sustainability KPI's to report to the board in the next 6 months
Review of progress against actions in the action plan on an annual basis
Record of Sustainability Network and Trust Environmental Group meetings
Grow and monitor number of sustainability network members
Staff feedback

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

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⚡ Asset Management and Utilities

To work with the staff, students and estate teams to reduce costs and energy usage, limiting the environmental impact of the Trust's estate

Our Trust operates from several sites, and whilst we report on energy usage on our main sites, we do not yet have a full set of energy data for all of them.

We are creating our strategy for energy reduction and decarbonisation, which includes making sure we know what we're using and where, but we're also looking to develop our thinking to help drive reductions.

On our electricity, we switched to a greener tariff so that 10% of our energy is now from renewable sources, and we will increase this until we have zero carbon emissions form the electricity we use. However, as we know we can do more, we will be looking to submeter our electricity to allow for greater control and efficiency.

On our fossil fuel use, we are undertaking audits of our heat generation equipment, as in line with the newest NHS guidelines, we'll need to decarbonise our heat in the future to get to Net Zero.

The Trust doesn't employ a full time Energy Manager, but even so we are looking to ensure savings are maximised. We will be working with suppliers to ensure that innovative technologies are identified that can help us reduce energy and water on our sites.

Key Actions
Develop plans to reduce our energy and water demand in the next 6 months
Review our building stock and develop a sustainable buildings action plan.
Monitor our energy and water use closely, across all our sites.
Assess the carbon benefits of purchasing green energy

Measuring Progress
Record and monitor electricity, gas, oil and water consumption to enable reporting
Undertake annual carbon footprint for the Trust's activities to measure progress against carbon reduction targets

8 DECENT WORK AND ECONOMIC GROWTH

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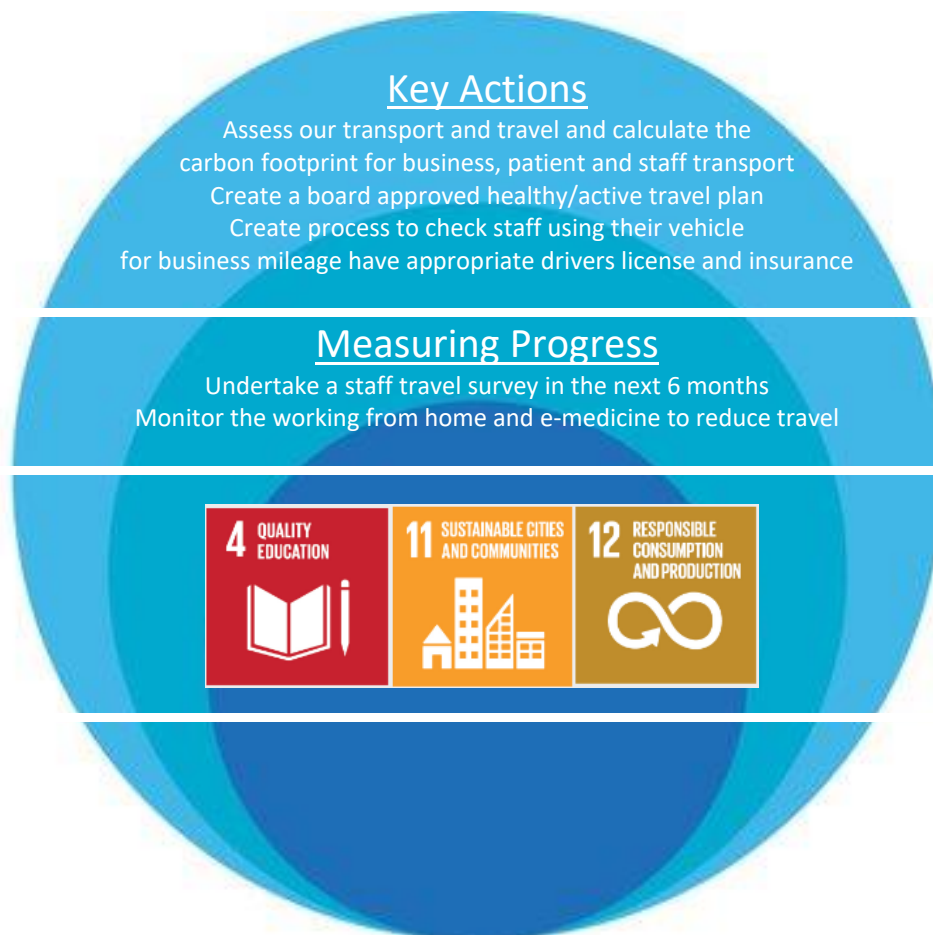
🚗 Travel & Logistics

To reduce the negative impacts from travel by supporting staff and patients to use more sustainable forms of travel to our sites

Sustainable forms of travel, and the reduction in the number of journeys necessary, have a range of benefits including improving health from reduced air and noise pollution, as well as being able to treat a commute as exercise. Reducing single-person vehicle travel can help our sites that experience limits on nearby car parking and congestion, as well as easing late or missed appointments because of lack of parking availability.

The coronavirus pandemic has helped us, along with the rest of the NHS, to increase the use of telemedicine. Combined with our staff working from home whenever they can, our aim is to keep these positive sustainable steps in the future.

We already have our cycling to work policy, which allows our staff to use a bicycle with a value of up to £1000 and pay through a salary sacrifice scheme. We also have details on our site on how to get to us via underground, overground and buses. We also make clear that parking can be challenging and we do not have our own site parking. Building on these steps, we will be producing a green travel plan to ensure that we have a clear hierarchy on how our staff, patients and visitors can get to us sustainably.

We will evaluate the impact of using the Health Outcomes of Travel Tool (HOTT) to reduce our emissions even further.

Key Actions
Assess our transport and travel and calculate the carbon footprint for business, patient and staff transport
Create a board approved healthy/active travel plan
Create process to check staff using their vehicle for business mileage have appropriate drivers license and insurance

Measuring Progress
Undertake a staff travel survey in the next 6 months
Monitor the working from home and e-medicine to reduce travel

4 QUALITY EDUCATION

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Green Plan: 2021 - 2026

🌡 Adaptation

To ensure that the Trust is prepared for the effects of climate change by clearly identifying the risks and responding to them
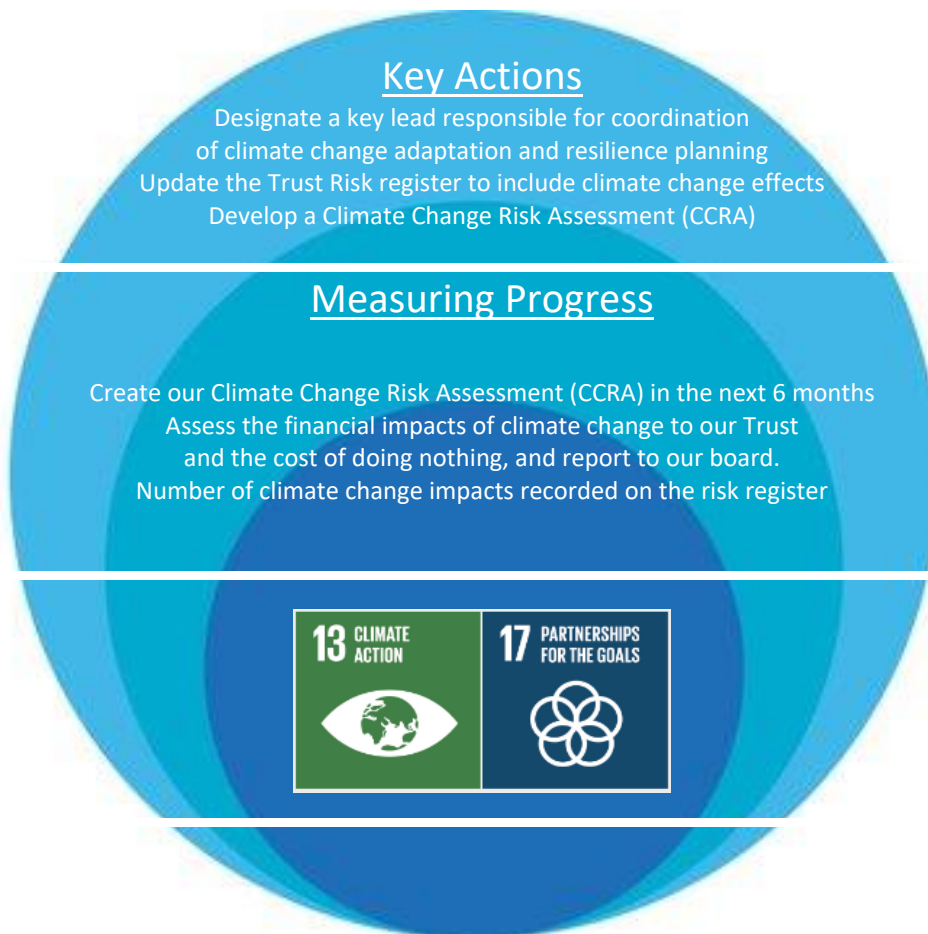
The effects of climate change pose a range of risks to the health of local populations and the ability of our services to operate effectively.

The COVID-19 pandemic has prompted a change in how we deliver our services, with any services switching to telemedicine in the short term.

The Trust has contingency plans in place for major incidents, including an adverse weather plan. However, the risks from climate change should be further integrated into the Trust's risk assessment process and adaptation planning.

Flooding and coastal change
Risk from high temperatures
Risk of water shortages
Risk to natural capital
Risk to food production and trade
New and emerging pests and diseases

With being connected to a school, the Trust have had to put plans are in place to ensure the children are supported in the event of major and extreme events, and have trained our workforce to deal with different extreme weather scenarios.

Key Actions

Designate a key lead responsible for coordination of climate change adaptation and resilience planning
Update the Trust Risk register to include climate change effects
Develop a Climate Change Risk Assessment (CCRA)

Measuring Progress

Create our Climate Change Risk Assessment (CCRA) in the next 6 months
Assess the financial impacts of climate change to our Trust and the cost of doing nothing, and report to our board.
Number of climate change impacts recorded on the risk register

13 CLIMATE ACTION   **17 PARTNERSHIPS FOR THE GOALS**

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🏗️ Capital Projects

To take a whole life costing approach that incorporates sustainability principles in all refurbishment and new building projects

The Trust is in the process of agreeing a new build to take services from the Tavistock Centre. Once approved, this capital project will need to encompass all the sustainability features expected of new facilities, from LED lighting to the use of sustainable materials.

Our Capital Project teams will be trained in how they can develop sustainable outcomes within their roles, such as understanding energy efficiency technologies, use of space, space utilisation and adaptation. On occupation of our new buildings, we can train staff on the way it works and support them to make energy efficiency decisions from the environment controls available.

Our current buildings were not designed as low carbon assets, but have undergone renovation and refurbishments to make them fit for purpose and more energy efficient.

We are also committed to delivering the requirement of the NHS 2020/21 planning guidance that all new buildings must be designed to be carbon neutral.

Key Actions

Create a sustainable capital projects process to
ensure sustainability is maximised on new builds
and major refurbishments
Create a set of scalable sustainability aims
for all capital projects and major refurbishment
Design our capital projects and major refurbishments to be
usable during future projected weather profiles such as extreme heat
Review design briefs to ask for low carbon, low environmental
impact proposals and solutions from suppliers and partners.

Measuring Progress

Agree a set of sustainability certifications to be achieved on the new build
Monitor the performance of existing buildings

6 CLEAN WATER AND SANITATION **7 AFFORDABLE AND CLEAN ENERGY** **8 DECENT WORK AND ECONOMIC GROWTH**
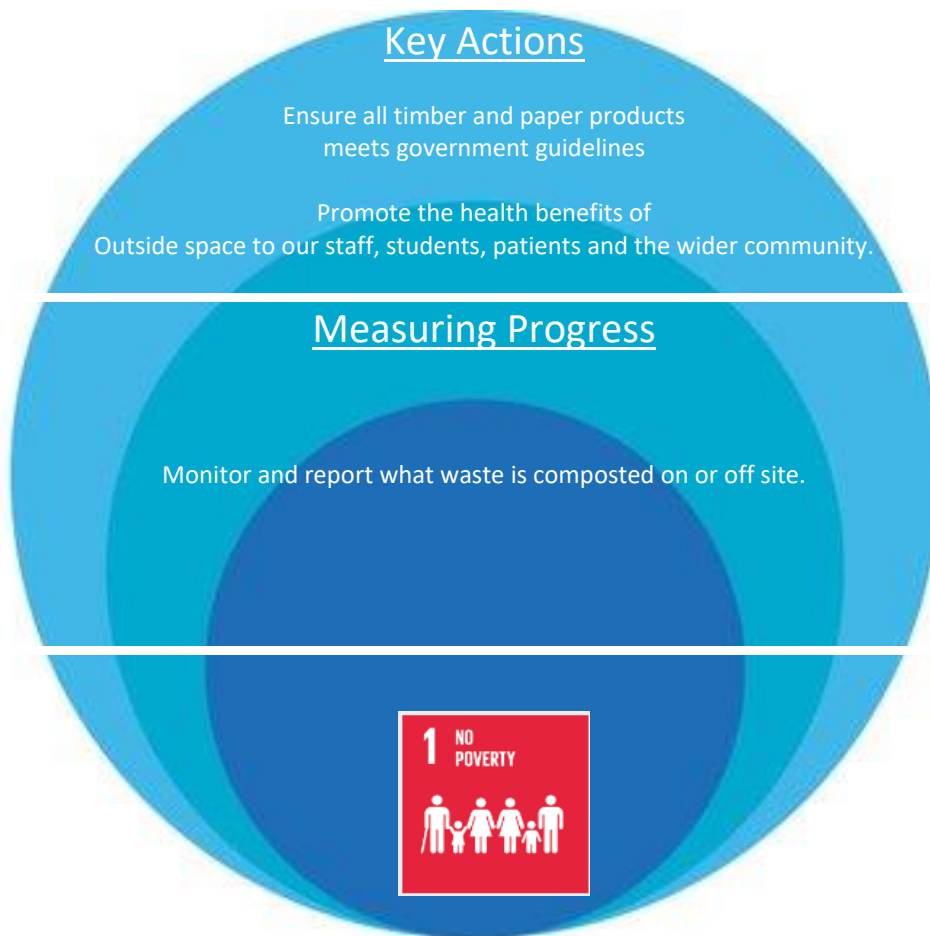
🌳 Biodiversity

To manage out Trust in a way that reflects the importance of the natural environment for people's health

Biodiversity is the complex network of all living things on our planet. To ensure that we are sustainable, we must do all we can to complement the plant and animal life in our communities and reduce any negative impacts we have.

We will look to utilise green spaces for our staff and patients, and the new site will give us the opportunity to assess our impact on biodiversity in that area, and create a plan to sustain and maintain it.

To protect the environment outside of our control, we will ensure all timber and paper products we use meet the government guidelines such as FSC and recycled paper.

Key Actions

Ensure all timber and paper products meets government guidelines

Promote the health benefits of Outside space to our staff, students, patients and the wider community.

Measuring Progress

Monitor and report what waste is composted on or off site.

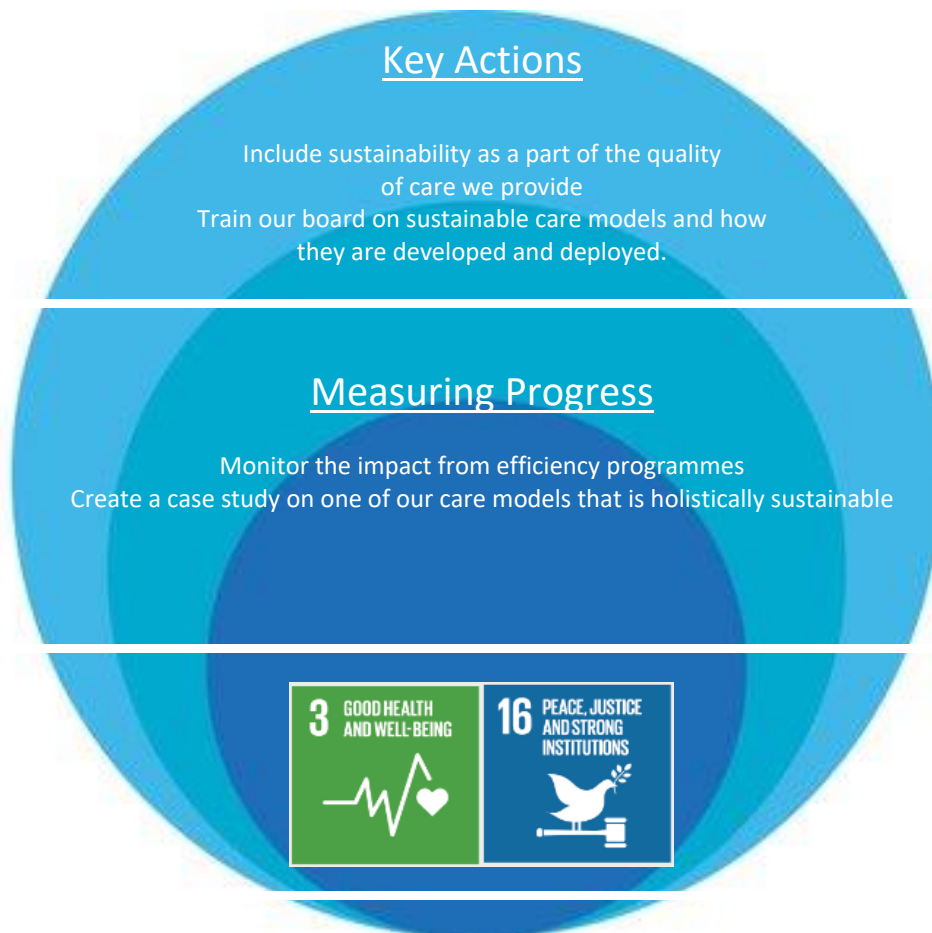**1 NO POVERTY**

Green Plan: 2021 - 2026

🫀 Sustainable Care Models

Pathways that deliver excellent quality and safety of care for patients whilst ensuring efficient use of resources

Given our Trust specialises in mental health and wellbeing, we actively engage with our staff in service design, asking staff to place themselves as the patient, so that our care models we provide are realistic and appropriate, as well as sustainable.

Our approach was tested over the last year as we had to port our care towards telemedicine, and given the success of that, we are now integrating telemedicine into our care models.

We capture and share our learning internally, and will externally in the future, so that our care models are truly future proof, but also are willing to adapt as the future of the NHS becomes clearer.

Key Actions

Include sustainability as a part of the quality of care we provide
Train our board on sustainable care models and how they are developed and deployed.

Measuring Progress

Monitor the impact from efficiency programmes
Create a case study on one of our care models that is holistically sustainable

👥 Our People

Improved wellbeing and productivity of our staff by encouraging healthy and sustainable behaviours

The health and wellbeing of our staff is integral to the sustainability of the Trust and the running of our services. The Trust is committed to finding innovative ways to drive efficiency and productivity through our workforce including delivering new agile ways of working that improve staff experience and maintain staff productivity.

We understand that a good experience at work leads to overall wellbeing. Because of this, we have worked hard to incorporate flexible working, eliminate smoking form site, and pay a fair living wage to give our staff the best chance to feel well at work.

There are significant opportunities to encourage sustainable behaviour among our staff, and we are already incorporating these into our new "people plan". Many of the actions in this area will be covered in our people plan to ensure that wellbeing is not only a mainstay for our patients, but also for our staff.

Key Actions

Produce our People Plan
Publish a clear and publically
available Modern Slavery Statement.
Create an active communications strategy to raise
awareness about sustainability at every level of the organisation.

Measuring Progress

Undertake a staff survey to monitor staff
satisfaction and wellbeing
Monitor and recruit for staff who wish to join the sustainability network
Add sustainability to our staff annual appraisals
Sustainable behaviours will be considered
in all staff personal development objectives.

2 ZERO HUNGER   **3 GOOD HEALTH AND WELL-BEING**   **5 GENDER EQUALITY**

Green Plan: 2021 - 2026

♲ Sustainable Use of Resources

To improve the Trust's use of resources to reduce waste through better procurement decisions and improved waste management

The Trust has a minimal amount of goods that we purchase compared to other NHS Trusts, as we are not an acute Trust. However, one type of goods we do use is very important to sustainability: Food.

We are in the process of introducing Healthy Living Vending machines which reduces the less nutritional choices our staff, students and visitors have. However, for the most sustainable and healthy choices, our catering team excel.

Throughout the pandemic, where lunchtime meals reduced from 300 meals to less than 30, our catering took it upon themselves to source ingredients locally instead of buying in bulk and risking increased waste. Including wild mushroom soup, our team ensures that whether visitors are staff, students, patients or the public, the Trust is using food to promote wellness.

The Trust is in the process of ensuring that correct bins and information is in place across our sites, and further improving recycling rates is a key aim for the Trust.

Key Actions

Work with our supply chain to maximise repair and reuse onsite of durable goods.
Communicate the benefits of sustainable products and services to our staff.
Support staff and students on how to reduce food wastage and avoid food poverty.

Measuring Progress

Report how the Trust approach is leading to a continual reduction in our levels of waste

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

17 PARTNERSHIPS FOR THE GOALS

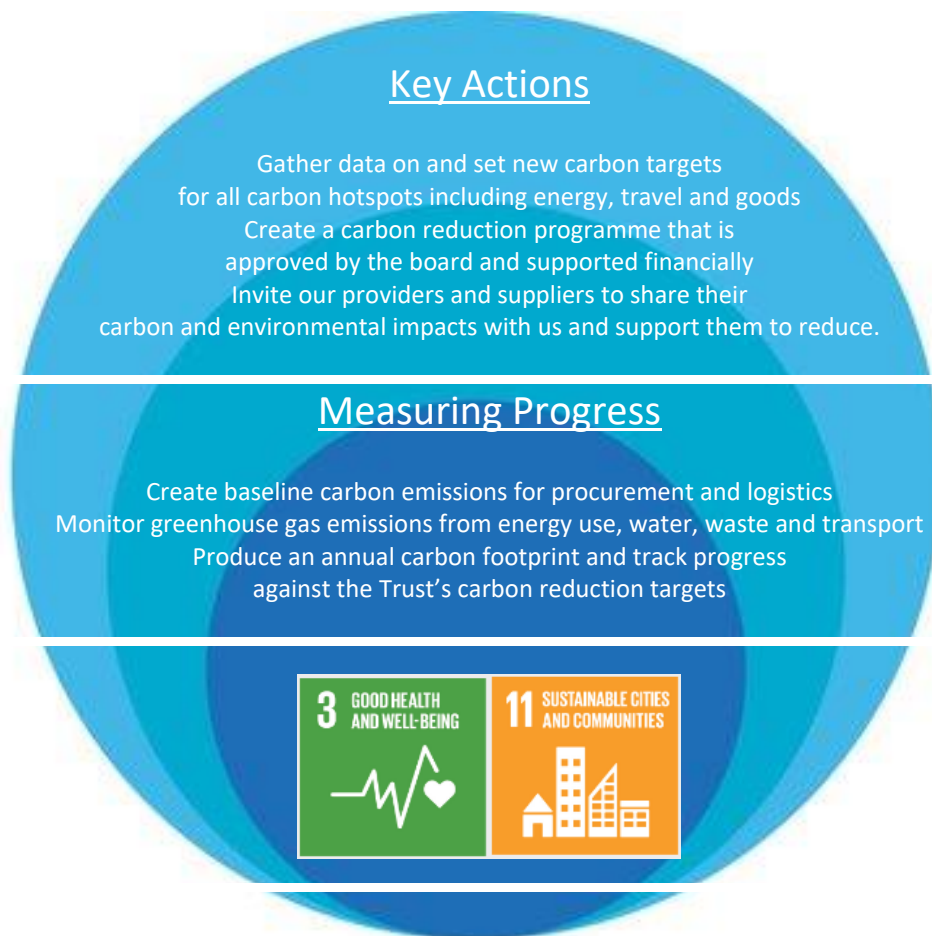Green Plan: 2021 - 2026

☁ Carbon & Greenhouse Gases

Carbon and sustainable development should be explicit and accounted for in every aspect of NHS life

The Trust currently reports on our energy usage in the yearly NHS ERIC system, but do not yet have an ongoing carbon reduction programme. Our first aim is to identify our direct emissions from gas, oil, electricity and water across all our sites, whilst exploring what can be switched to low carbon or zero carbon solutions.

We will also need to measure our indirect emissions using new technology and tools, such as P4CR and HOTT created by the Greener NHS. The Trust's annual carbon footprint in section 7 shows the scale of our emissions so far, but once we have captured all our data, we can move forward to set targets to reduce and decarbonise.

We will measure the carbon impact of each of our activities and the progress we are making towards set targets to reduce emissions. We will include emissions from:

1. Building energy use
2. Building water use
3. Waste generation and treatment
4. Travel, transport and logistics activities

5. Procurement and logistic activities
6. Information Technology (ICT)
7. Clinical service lines
8. Other gases e.g. inhalers and air-conditioning gases

Key Actions

Gather data on and set new carbon targets
for all carbon hotspots including energy, travel and goods
Create a carbon reduction programme that is
approved by the board and supported financially
Invite our providers and suppliers to share their
carbon and environmental impacts with us and support them to reduce.

Measuring Progress

Create baseline carbon emissions for procurement and logistics
Monitor greenhouse gas emissions from energy use, water, waste and transport
Produce an annual carbon footprint and track progress
against the Trust's carbon reduction targets

3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES

Green Plan: 2021 - 2026

7. Tracking Progress

The following table shows our energy emissions for the last two years. Whilst our electricity has increased slightly, our emissions from electricity use has decreased. More concerning is the amount of gas we used due to weather, which has informed our decision to produce an energy reduction plan. Following our move to the new building, this data will change considerably, but we are aware we must act now to reduce.

Description	2018/19	2019/20
Gross internal site floor area (m²)	10,973	11,478
Occupied floor area (m²)	9,849	8,388
NHS estate Occupied Floor Area (%)	81	73
Site Heated Volume (m³)	23,796	24,363
Electricity Consumed - Utility (kWh)	553,549	586,427
Electricity CO2e	166	150
Electricity costs - green energy tariff	9,100	9,356
Electricity consumed - green energy tariff	66,277	61,318
Gas Consumed - Utility (kWh)	1,036,012	1,573,147
Gas CO2e (tonnes)	191	289
Oil Consumed - Utility (kWh)	0	0
Oil CO2e	0	0
Total Energy Cost (all energy supplies, utility, local & renewable) (£)	119,335	140,226
Total Energy CO2e (tonnes)	**357**	**439**
Kg CO2e/m2 GIA	**32**	**38**
Water volume (including Borehole) (m³)	5,250	4,048
Water and Sewage Cost (£)	18,367	13,200

The following tables display our waste in tonnes for the last two years, which influences changes and improvements the Trust can target. We now have to work to increase recycling and reduce overall waste.

Waste 2019	Volume (Tonnes)	Cost	CO2e		Share
Offensive waste	1.58	4,142	379.28	kgCO2e	3%
Domestic waste (landfill)	20.29	7,686	11900.37	kgCO2e	92%
Domestic waste (recycling)	28.59	16,663	610.49	kgCO2e	5%
Domestic waste (food)	0.07	227	0.71	kgCO2e	0%
Confidential waste	0.02	2,472	0.43	kgCO2e	0%
Total waste	**50.55**	**31,190**	**12891.28**	**kgCO2e**	**100%**

| Waste 2020	Volume (Tonnes)	Cost	CO2e Emissions		Share
Offensive waste	1.17	4,373	280.86	kgCO2e	2%
Domestic waste (landfill)	28.08	11,119	16469.31	kgCO2e	95%
Domestic waste (recycling)	5.69	4,907	121.50	kgCO2e	1%
Domestic waste (food)	6.63	872	67.65	kgCO2e	0%
Confidential waste	22.60	22,363	482.60	kgCO2e	3%
Total waste	**64.17**	**43,634**	**17421.92**	**kgCO2e**	**100%**

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As part of this Green Plan, the Trust have benchmarked themselves against the NHS SDU using the Sustainable Development Action Tools, the results of which are below. Moving forward, the Trust will be able to compare scores with other Trusts to take advantage of progress other NHS institutions have made.

The scoring is based on sustainable actions that the Trust can undertake in order to become sustainable healthcare providers. The scoring is based on three points for a completed action, and one point for an action the Trust has started but not yet completed.
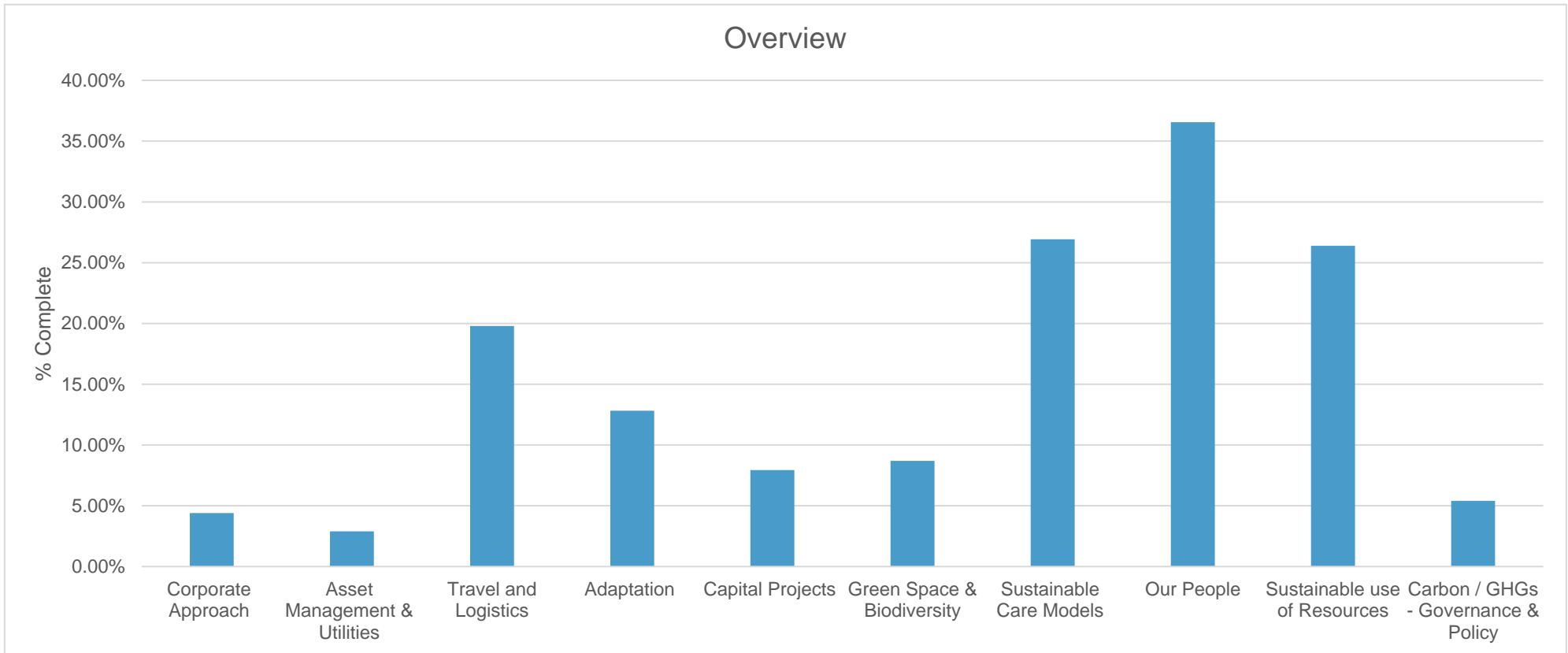
For each of the sections in the above scoring and benchmarking, there are four cross-cutting themes: Governance and Policy, Core responsibilities, Procurement and Supply Chain, and Working with Staff, Patients and Communities.

The following graphs show the Trust's progress in each area across these themes:
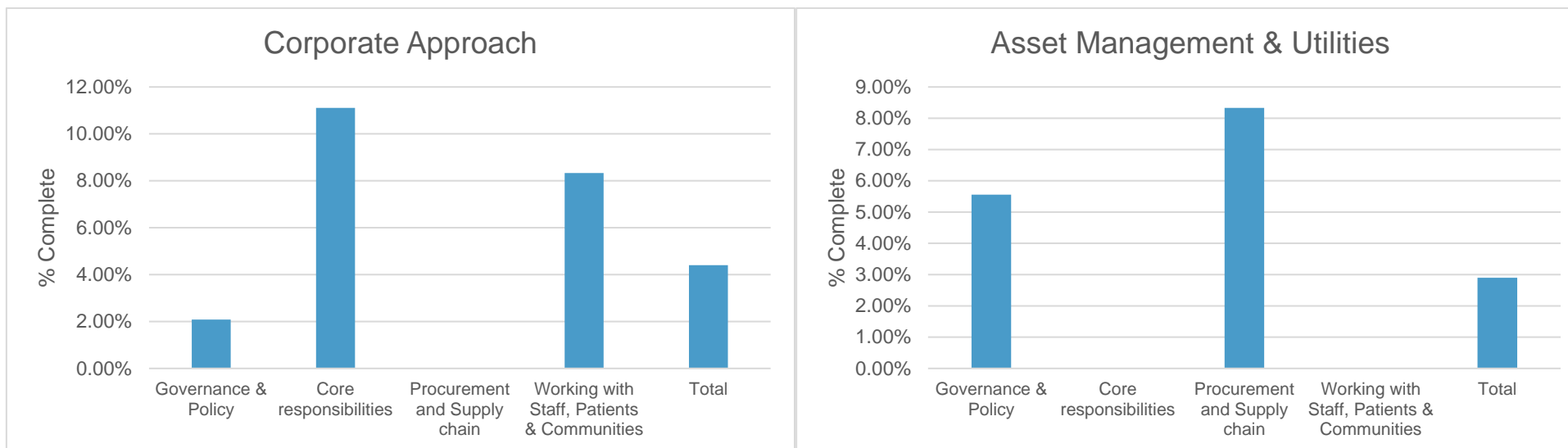
The above graphs show that as a Trust we need to refocus our procurement on sustainable themes, including engaging our suppliers to work sustainably, as well as needing to monitor our energy use clearly and develop ways to reduce.

Travel and Logistics

Adaptation
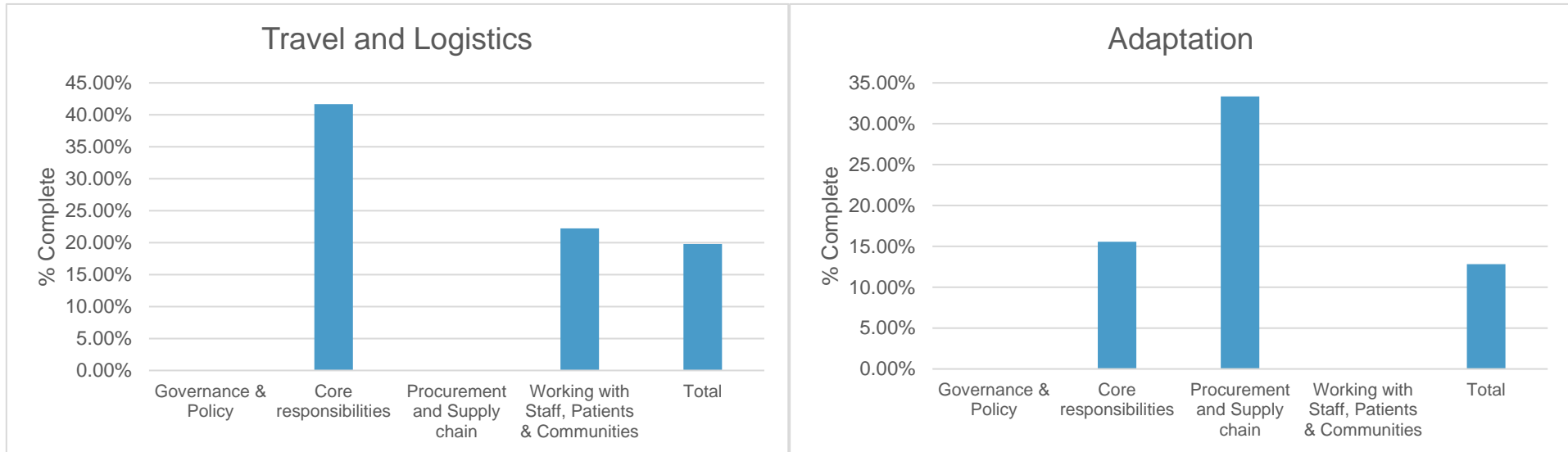
These graphs show that we need to incorporate policies that cover business, patient and staff travel, and work with everyone to inform how the Trust operates as the climate changes. This includes our need to produce our Climate Change Risk Assessment, to sit alongside a board approved Adaptation Plan once our future building stock is set.
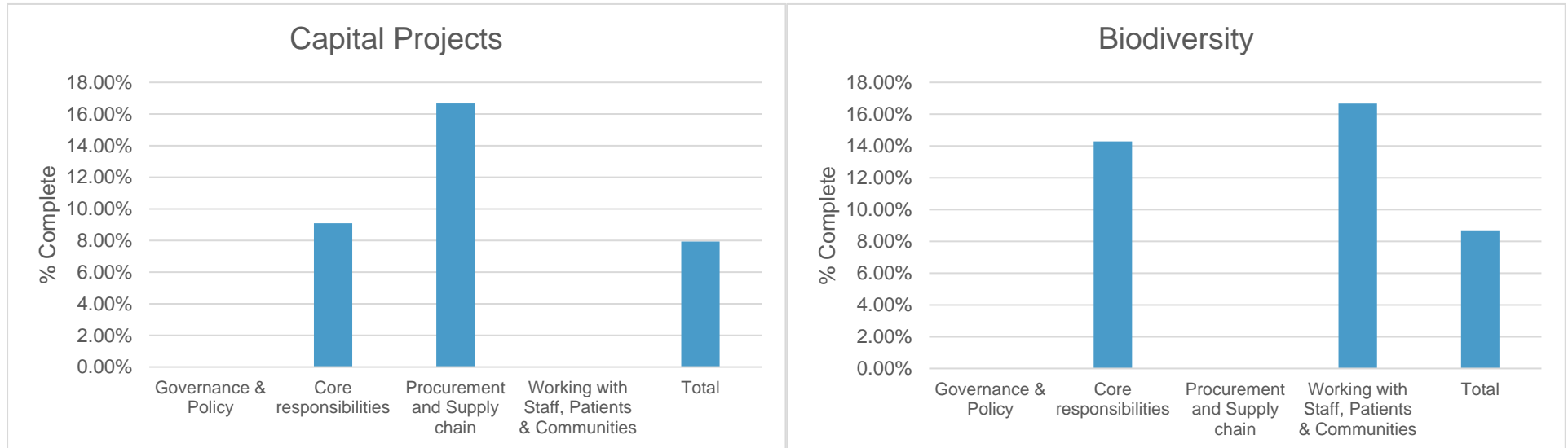
The above graphs show that we need to incorporate sustainable specifications into our procurement during capital works, particularly regarding our new site. We will also need to incorporate biodiversity into our procurement, such as buying responsibly sourced consumables and furniture.
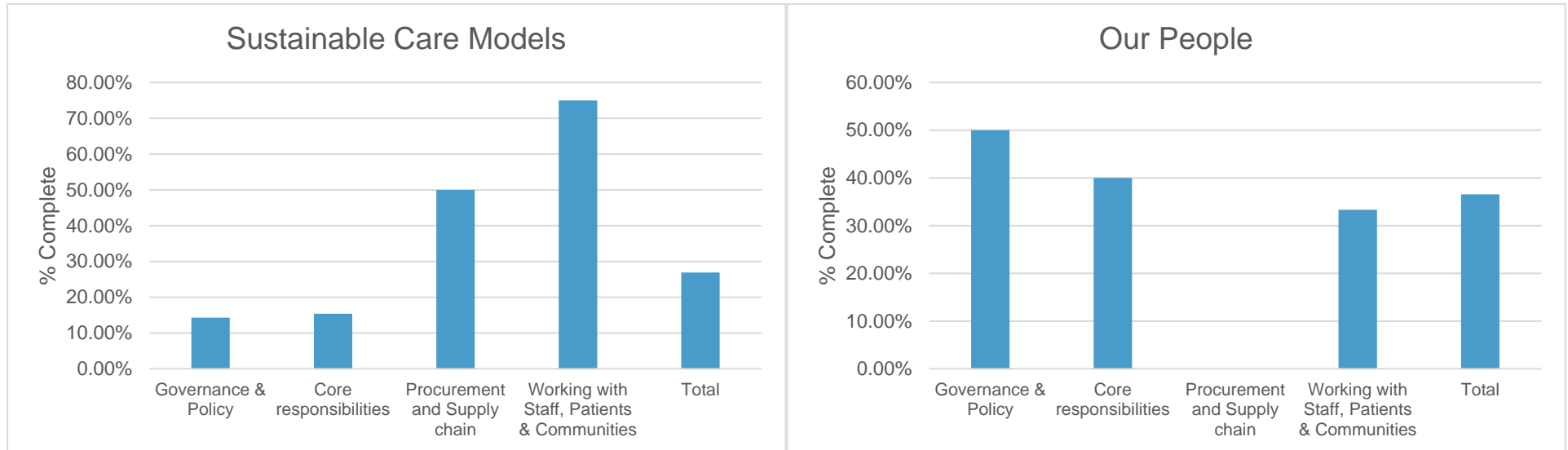
These graphs show that we need to quantify the benefits of our sustainable care models and promote them within our Trust. Using our new people plan, we will ensure that our people's wellness is given centre stage within our organisation, not just our patients.
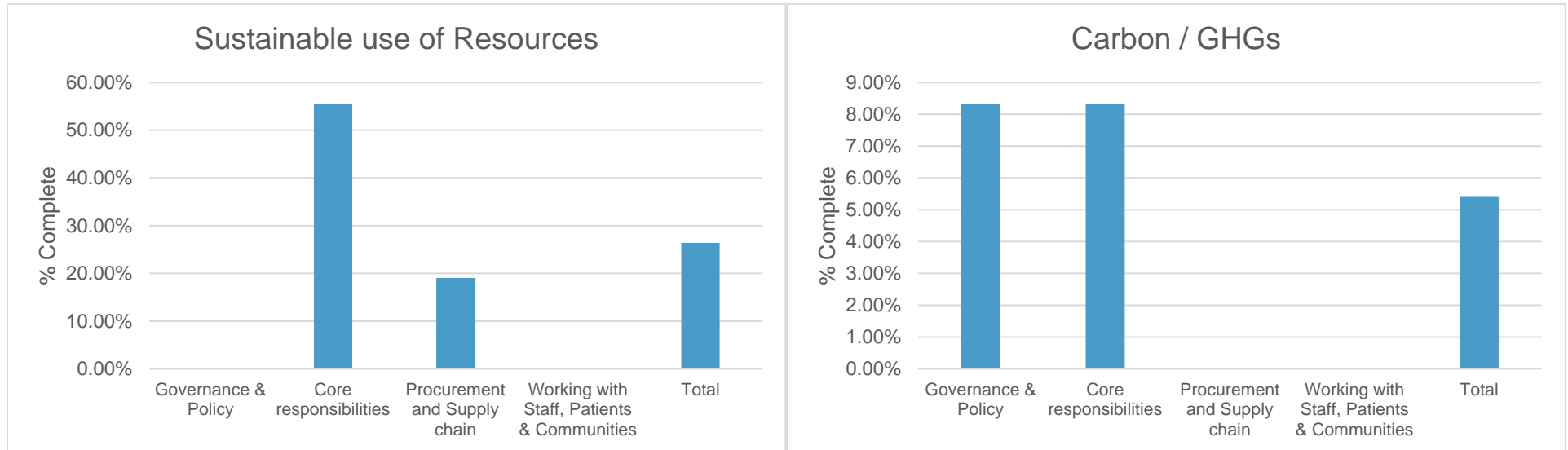
The above graphs highlight a lack of engagement surrounding our use of resources. Rectifying this will reduce waste, improve recycling rates and cut costs.

We we also produce a carbon reduction plan that works for our sites, staff and procurement to ensure we are doing all we can to emit less..

8. Governance

Clear leadership, strategic direction and the support of senior staff, stakeholders and other decision makers will ensure we successfully deliver the actions outlined within the Action Plan. This will require clear assigned responsibility for undertaking actions and a mechanism for reviewing progress against the Action Plan on an annual basis.

The Trust Environment Group is now meeting regularly, and development of the Sustainability Network is a key priority. Gaining input from representatives for key work areas will help to provide a platform for a holistic and proactive approach to sustainable development in the organisation. By holding sustainability network meetings for our staff and community, we can have groups that deliver on many parts of the plan at once, whilst harnessing the passion our members have for a sustainable future.

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Trust Board
   │
Sustainability Lead
   │
Trust Environment Group and Sustainability Network
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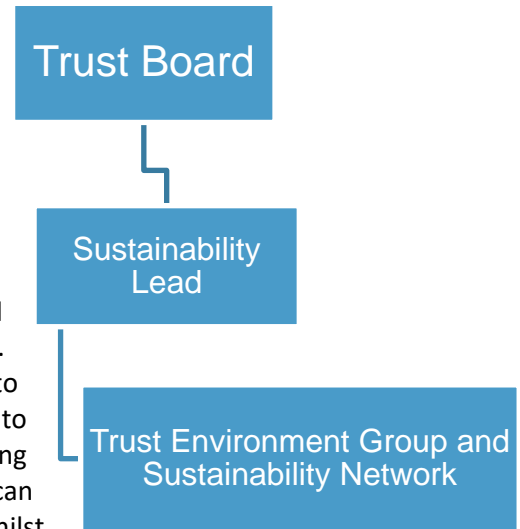
9. Reporting

The Trust reports figures relating to energy, water, waste and transport through Estates Returns Information Collection (ERIC) allowing for the Trust's performance to be benchmarked against similar types of organisations. However, given our aim to understand our emissions, we will develop a mechanism for reporting sustainability KPIs at board level, including energy use not included in ERIC submissions.

Estates Returns Information Collection (ERIC)	Mandatory reporting for all NHS Trusts. Comprises information relating to the costs and figures for operating the NHS estate including buildings, maintenance, equipment, provision of services and utilities
Premises Assurance Model (PAM)	Management tool used to provide NHS organisations with a method for assessing the safety and efficiency of their estates and facilities services.
Trust Annual Report	Sustainability is reported on in the Trust's annual report in a dedicated section. This publicly details the Trusts sustainability achievements and communicates the Trust's carbon footprint
Sustainability KPI reporting	There is a need to implement a mechanism for reporting on sustainability KPIs at board level. This is a key action identified in the Action Plan

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10. Communication

The Trust has started on a structured and engaging approach to communications so that we can effectively drive sustainable development across the Trust.

We will create a collaborative environment by communicating with our staff, patients, visitors and local communities through social media outlets, giving everybody an opportunity to contribute so they will feel a part of our sustainability journey.
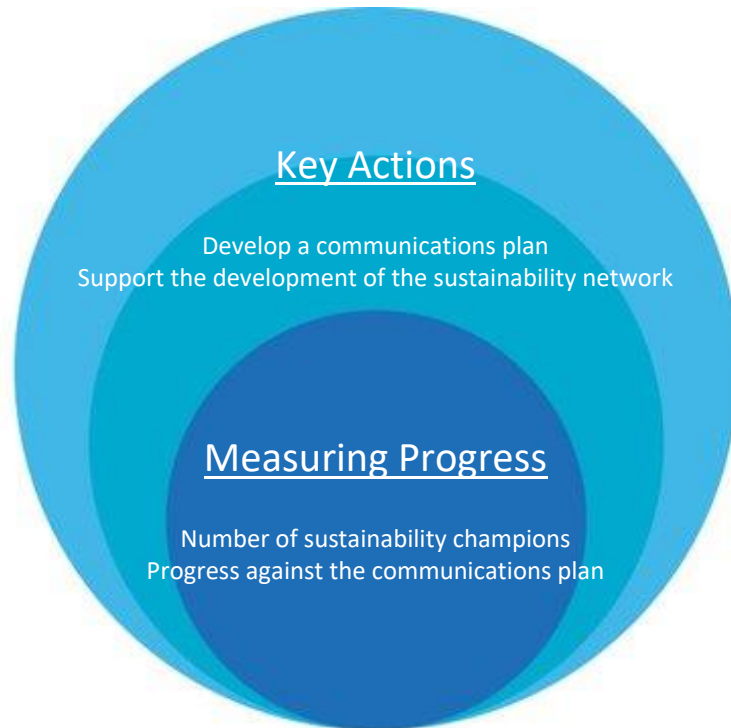
Our communications programme will involve local sustainability champions across the Trust and staff interest groups, with frequent updates and blogs on our intranet.

We will produce newsletters to highlight key achievements and priorities and to encourage our staff to participate in a range of events and activities. Our focus will be on national and international events such as NHS Sustainability Day, Clean Air Day and World Environment Day, all within the reality of Covid-19 restrictions.

We will also link with our service providers and partners to organise events to provide information and raise awareness of topical issues. These activities will be included on our Sustainability Calendar.

We will collaborate with our communications department to inform and engage our various departments to promote progress towards our sustainability targets.

We will continue to provide educational resources to staff through our intranet to enable change in the workplace as well as at home. We will also provide materials such as posters and stickers for staff to use in their own areas.

Key Actions

Develop a communications plan
Support the development of the sustainability network

Measuring Progress

Number of sustainability champions
Progress against the communications plan

Green Plan: 2021 - 2026

11. Risk

There are numerous risks posed by failing to respond to climate change or not complying with associated regulations and legislation. In order to ensure that the Trust is sufficiently prepared for the effects of climate change and increased local demand on services, the likelihood and severity of the risks identified below should be identified and an adaptation plan developed in response to the scale of the risk. Several key areas of risk are summarised below:

Health	Climate change will increase the health risk from higher temperatures and extreme weather events including the mental health impacts of flooding on local communities.
Environmental	Although the environmental risks are difficult to quantify, it is clear that the effects of pollution and climate change will have a profound impact on our organisation and the health of our communities.
Financial	Increasing energy prices and waste disposal costs underline the need to continue to improve efficiency. Even though price increases may cancel out some of the efficiency savings, improving efficiency can help to mitigate against future price rises.
Legislative	There is a risk to the Trust from not complying with legislation, including financial penalties and reputational damage. This risk is mitigated through monitoring systems, auditing and training
Inequalities	Widening inequalities of access and outcome for individuals and communities because of extreme weather events, reduced food security and increased food prices, the impact of sir pollution etc.
Organisational	Sustainable development is not only important in becoming a resource efficient organisation and managing the risks associated with climate change, but it also affects public perceptions of the Trust. Therefore, it is important we take a leading approach with a comprehensive strategy and strong reporting structures.

We have identified risks to the Trust due to climate change and these are addressed through our adverse weather policies and procedures.

As new risks are identified, they will be assessed in line with the standard Trust risk assessment process using the Datix reporting system. All risks below a certain threshold value will be managed locally as appropriate. Risks which are deemed sufficiently high will be escalated through the appropriate group or board and ultimately to the corporate Trust risk register.

12. Finance

Sustainable development offers opportunities to see long term cost savings through a number of avenues such as reduced energy and water consumption, reduced waste production and increased resilience to the effects of climate change.

We should take the following steps to realise these savings:

1. Develop a clear understanding of our carbon emissions and embed carbon reduction in our financial mechanisms

2. Take advantage of local and national schemes which support investment in energy efficiency initiatives

3. Continue involvement in local strategic partnership arrangements and regional economic forums so that we may play a part in developing a sustainable and resilient health economy

4. Work in collaboration the Department of Health and the Greener NHS Unit to suggest and develop further incentives to support carbon reduction.

A number of public and private funds and loans are available in addition to Trust investment into sustainable development and carbon reduction. These are summarised in below:

- Guaranteed Savings Scheme (Energy Performance Contract) - The EPC provider guarantees that the improvements will generate energy savings sufficient to cover the cost of the investment over the period of the contract
- The Mayor of London's Energy Efficiency Fund (MEEF) - MEEF has been developed with the NHS as a core sector given its leadership in the low carbon sector
- The Public Sector Decarbonisation Scheme – Phased Scheme to assist the NHS to become Net Zero

Many of the workstreams discussed within this Green Plan will have a significant financial impact for the Trust and effective management of energy, water, waste and natural resource can bring financial benefits as well as improving environmental performance. In order for some of these actions to make a long-term difference, financial resource will be made available in the short term to facilitate change.

Glossary

BREEAM	Building Research Establishment Environmental Assessment Method
IWBI	International WELL Building Institute
CO2	Carbon Dioxide
CO2e	Carbon Dioxide and equivalent Green House Gases
CQC	Care Quality Commission
CRC	Carbon Reduction Commitment
DECs	Display Energy Certificates
DH	Department of Health
EnCO2de	NHS Energy Efficiency Guidance on healthcare facilities
ERIC	Estates Returns Information Collection
EU ETS	EU Emissions Trading Scheme
GBS	Government Buying Standards
HHM	Half Hourly Meters
HTM	Health Technical Memorandum
KPI	Key Performance Indicator
kWh	Kilowatt hours
NHS	National Health Service
Action Plan	Sustainable Development Action Plan
SDC	Sustainable Development Committee
SDU	Sustainable Development Unit
Greener NHS	New name for the NHS SDU
tCO_2e	Tonnes of Carbon Dioxide Emissions