Essex Partnership University NHS Foundation Trust

2021 Green Plan

October 2021

Foreword

The Essex Partnership University Foundation Trust (EPUT), Trust Board are committed to improving the health and wellbeing of our teams and the community we serve, now and into the future. We will achieve this not only from the provision of world class clinical services but by also embedding environmental sustainability into our operations, culture and our spheres of influence. We recognise the enormous responsibility and privilege we carry, and strive to deliver the best possible health outcomes, as well as ensuring that any plans and decisions we make will protect and enhance the environment we live in: it is our duty to protect the community from harm in all ways.

All public services are facing challenges, and the demands on these services and people are increasing in a time when our economy is being challenged, and even if funds were plentiful, we still need to care for our planet, and we therefore have a responsibility to our children and future generations to grant them a legacy of a thriving, healthy environment..

The wider NHS is also facing challenges from the impact of COVID 19 on the physical wellbeing and mental health of our community, and we are striving to deliver the best possible outcomes which are also considered and incorporated, into the longer term sustainability goals of our Plan.

Our Green Plan sets out how we as a Community and Mental Health Trust, will operate in a sustainable manner that benefits both the Trust and the community we serve, and sets out clear targets for measuring success towards achieving a Net Zero Carbon future. This Green Plan is a public document giving our commitment and drive to be a more sustainable organisation that documents our aspiration to reach Net Zero Carbon by 2050, and this document fundamentally outlines how we intend to achieve this.

Contents

Introduction

Essex Partnership University NHS Foundation Trust (EPUT, or the Trust) provides mental health services to over one million residents in Essex. We employ 4,390 staff working across over 60 sites with approximately 750 in-patient beds and 15,000 community patients.

The Trust was created in 2017 through the merger of the North & South Essex Partnership University NHS Foundation Trusts. The merger was completed on 1 April 2017 and represented the first successful merger of two NHS Foundation Trusts.

The Trust's overall vision is to provide care that is outstanding in quality, transforming the lives of individuals and families every day. We want our communities to have total confidence in our services, our staff to feel a strong sense of belonging and satisfaction and our partners to be proud to work purposefully with us.

We are committed to providing high quality healthcare services in an environmentally sustainable manner. A sustainable healthcare service works within the available environmental and social resources protecting and improving the health of the community, now and for future generations. This means working to reduce carbon emissions, minimising waste and pollution, making the best use of finite resources, building resilience to a changing climate, and nurturing community strengths and assets.

This 2021 Green Plan sets out our vision and overall direction to achieve our aims by putting in place a coordinated, strategic and action-orientated approach to sustainability.

Green Plan

This is Essex Partnership University NHS Foundation Trust's **first Green Plan**, given the recent establishment. It covers the period from 2021-2026.

This plan:

- Sets out the national and local **context** of sustainability within the healthcare sector;
- Presents a comprehensive overview of the **drivers** for the NHS and our Trust in becoming more sustainable;
- Provides an overview of **current resource use** by the Trust;
- Estimates the Trust's current **carbon footprint** and sets a **target for reduction**;
- Presents the outputs of the Sustainable development assessment using the **Sustainable development assessment tool**;
- Reflects on progress to date and sets out **actions** to improve sustainability of the Trust;

Progress towards implementing the Green Plan will be reported on annually and, in alignment with NHS guidance, undergo a mid-term review in 2023/24.

It will be updated in 2026 to set an new plan for the following 5 years.

Drivers for action

Left unchecked, the climate emergency will have a catastrophic impact on public health. If infrastructure, such as hospitals and water supplies, struggle to adapt to climate change, this will impact the NHS' capacity to respond to these public health threats. According to the World Health Organisation (WHO), the direct cost of climate change to the global healthcare industry is predicted to be between US$2-4 billion per year by 2030, with an additional 250,000 deaths per year worldwide. It is therefore imperative to act now to protect our healthcare systems from the worst impacts of climate change.

Sustainable healthcare in the NHS is driven and supported by a combination of national and international policy, legislative and mandated requirements as well as healthcare specific requirements from the Department of Health and NHS England.

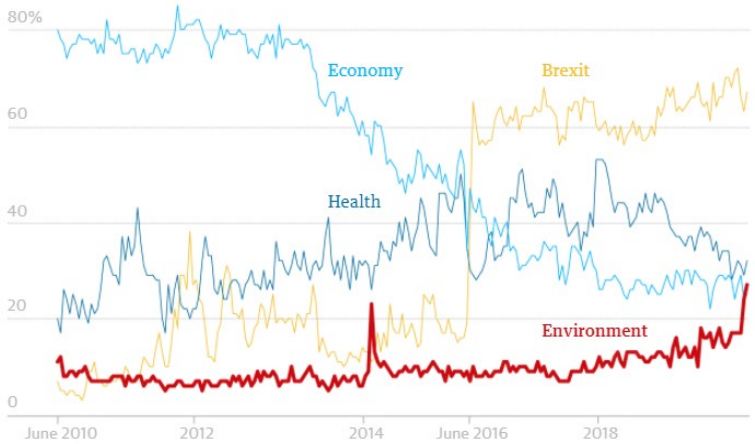
- **Global initiatives** are focused on limiting warming to below 2°C, aligning to the pledges outlined in the Paris Agreement based on the recommendations of the IPCC. The UN Sustainable Development Goals (SDGs) launched in 2015 provide a framework for driving change in addressing poverty, public health and climate change amongst other issues of central importance.
- **National initiatives** are also driving change; In June 2019 the UK Government became the first major economy in the world to pass laws to end its contribution to global warming by 2050 by setting a target of achieving net-zero emissions by 2050. If successful, it will help to reduce climate impacts at both the local and national scale as well as delivering public health co-benefits resulting from cleaner air and leading a more active lifestyle.

Drivers for action

There are also NHS-specific drivers for action:

- **Delivering a 'Net Zero' National Health Service** was published in 2020 and represented a step-change in ambition for the environmental performance of the NHS. It supersedes the targets set out in the 2019 Long Term Plan and makes a firm commitment to a net zero NHS. For controlled emissions, it outlines a target of net zero by 2040 with an interim target of 80% reduction by 2028 – 2032. For emissions not controlled but influenced by the NHS, the net zero target is for 2045 with an 80% reduction by 2036 – 2039.
- The **2018 National Adaptation Programme** provides an overview of requirements and actions relating climate change mitigation and adaptation measures.
- The **2019/20 NHS Standard Contract** makes it a contractual obligation for NHS Trusts to manage their resources sustainably and to have a Board approved Sustainable Development Management Plan (SDMP) or Green Plan.

Another key driver of change is **public concern** for the environment, which has reached record a high. In the face of repeated storms and flooding across the UK, as well as the Extinction Rebellion protests and school strikes, over a quarter of Britons cited the environment as one of the three most important issues facing the country in a 2019 YouGov poll. Furthermore, an NHS SDU survey highlighted that 98% of NHS staff believe it is important for the health and care system to support the environment.



Over a quarter of Britons say the environment is one of the three most important issues facing the country [1]

[1] https://yougov.co.uk/topics/politics/articles-reports/2019/06/05/concern-environment-record-highs

Our environmental impact

Resources consumed by the Trust contribute towards our carbon footprint and wider environmental impact. We can reduce the environmental impact associated with our consumption by either a) reducing our absolute consumption, or b) sourcing sustainable resources. As well as our direct emissions (those that originate from assets we operate) it is important to account for indirect emissions (those that originate outside of the ownership or control of the Trust). This covers a wide range of activities along our value chain, from the production and supply of goods that we use, to the disposal of waste we generate, and the transport of staff and patients to the Trust.

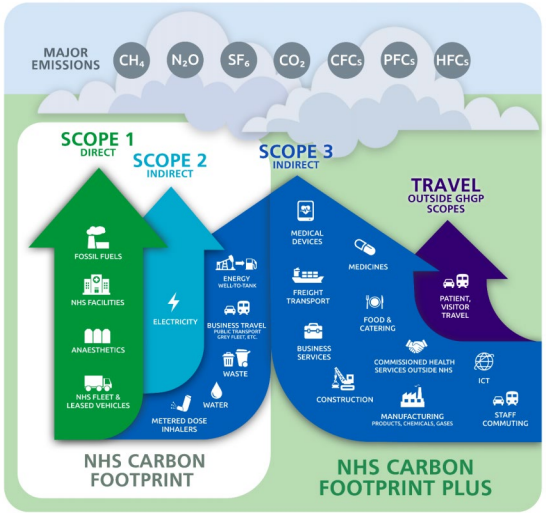
The NHS Sustainable Development Unit defines emissions according to four areas of influence:

Core	Elements in direct control of the Trust, such as our building's energy usage and NHS travel, i.e. utilities, waste, business and fleet travel and anaesthetic gases.
Procurement	Supply chain activities to supply goods, services and capital projects to the Trust.
Commissioned	Core, procurement, and community emissions associated with healthcare commissioned outside of the NHS, where the data is not sufficient to disaggregate between emission sources.
Community	Patient travel, staff community, and the use of GHGs from inhalers.

It is important that we take a holistic view of our environmental impact and try to address all four areas of influence. However, we acknowledge that as emission sources become further removed from our direct influence (e.g. community emissions) it becomes harder to obtain data to accurately calculate the emissions, as well as implementing measures to reduce the emissions. This is recognised in the NHS Sustainable Reporting Portal' (SRP) tool, and the emissions associated with the harder-to-obtain data sources are calculated according to economic proxies.

For target setting, it is important to ensure the availability of quality data going forward to allow for accurate and regular reporting against the target. It is also important to consider the level of influence the Trust has over that emission source, for realistic carbon reductions to be achieved as a result of our action. For these reasons it has been recommended that only core emissions are included in a carbon reduction target alongside a commitment to engage with our staff, supply chain, and community to reduce other indirect emissions.

Clarifying note: emission scopes



For clarity, emission sources can be categorised according to different standards and conventions. The 2020 report *'Delivering a 'Net Zero' National Health Service'* refers to an NHS carbon footprint and an NHS carbon footprint plus, as well as emission scopes 1, 2 and 3. The three emission scopes originate from the Greenhouse Gas Protocol for carbon accounting. They are defined as:

- **Scope 1.** Direct, on-site emissions from owned or directly controlled sources
- **Scope 2.** Indirect, off-site emissions from the generation of purchased energy (predominately electricity)
- **Scope 3.** All other indirect, off-site emissions that occur in an organisation's supply chain

The NHS carbon footprint is analogous to the Core emissions as defined by the SDU. The NHS carbon footprint plus combines all four emission sources: core, procurement, commissioned and community. To maintain consistency with the Sustainable Reporting Portal, this report presents the footprint according to the SDU's classification.

https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf

Current status of resource use

The consumption of resources (energy, water, pharmaceuticals etc.) is required for the Trust to delivery services to the community and achieve our vision. Whilst necessary, we recognise that improper resource management contributes to global and local issues such as climate change and water and air pollution. It is our aim to consume resources sustainably and minimise our impact on the environment as much as feasibly possible without compromising on the delivery of our services. This can be done through enhanced efficiencies, more circular supply chains and procurement of renewable energy sources.

The Trust is transparent with its use of resources and includes a summary of energy and water consumption in our main annual report each year. As part of this Green Plan the Trust used the NHS 'Sustainable Reporting Portal' (SRP) tool to facilitate sustainability reporting and allow for an associated carbon footprint to be calculated for our activities (including emissions originating in the Trusts' value chain outside of our direct control – procurement, community and commissioned emissions – that are sometimes referred to as 'Scope 3' emission).

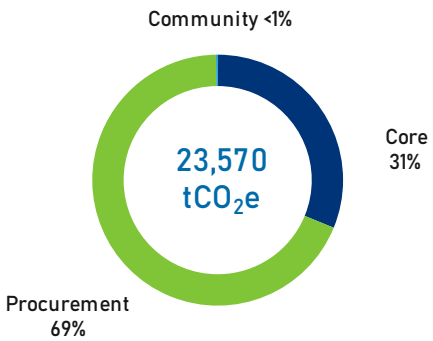
For the purposes of this report, the Trust has collected data and used the SRP tool to calculate the resource use over the previous two financial years (FY 18/19, FY 19/20).

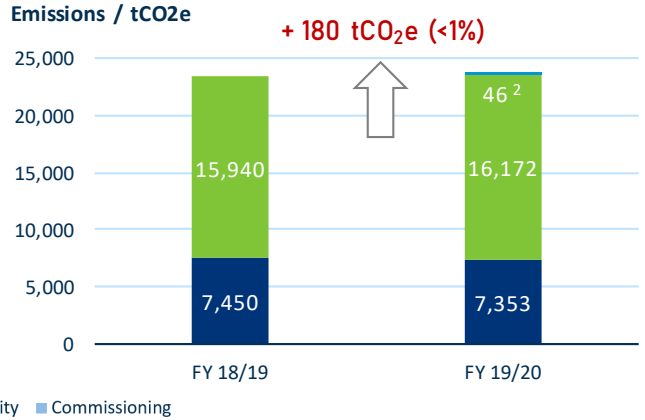
Key indicators of environmental performance:

	Electricity	Gas	Water	Waste-to-landfill
	kWh	**kWh**	**m^3**	**tonnes**
FY 18/19	8,792,542	17,744,769	90,314	272.0
FY 19/20	8,988,287	18,532,199	73,707	709.2
+/-	**+ 195,745**	**+ 787,430**	**- 16,607**	**+ 437.2**

Our carbon footprint

It is important to understand the environmental impact of our resource consumption and identify hotspot areas where reductions can be prioritised. We have calculated our carbon[1] footprint for the two previous financial years using data collected by the Trust and using the NHS 'Sustainable Reporting Portal' tool. Our carbon footprint for FY 2019/20 was 23,570 tCO_2e, which was broadly consistent with our footprint for FY 2018/19. A more detailed breakdown of our emissions is presented on the page 10.



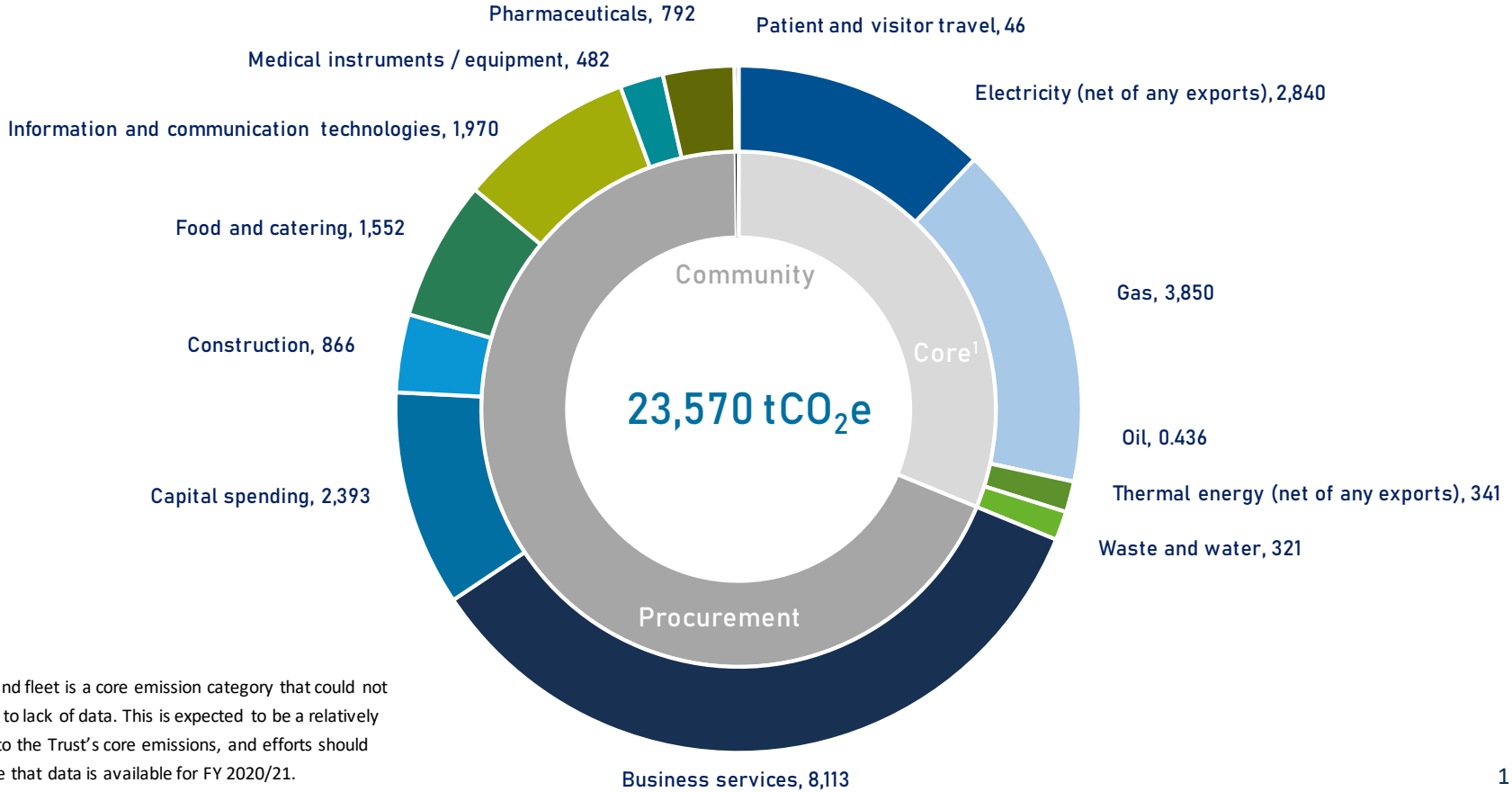


Emissions associated with the procurement of goods & services is estimated to account for over two-thirds of our overall footprint, which demonstrates the need to engage and work with our suppliers to reduce our overall environmental impact (*see 'Corporate Approach'*). Our core emissions are predominately made up of our energy consumption in buildings, and reductions should initially be identified through site-specific energy audits as well as engaging with users of our assets (more details are provided in the later sections).

[1] Carbon in this context refers to carbon dioxide equivalent (CO_2e), a unit used in footprinting to account for the major greenhouse gases.

[2] Community emissions relate to patient transport mileage, which has not widely collected until 19/20; Mid & South Essex CCGs only began collecting this information from April 2020.

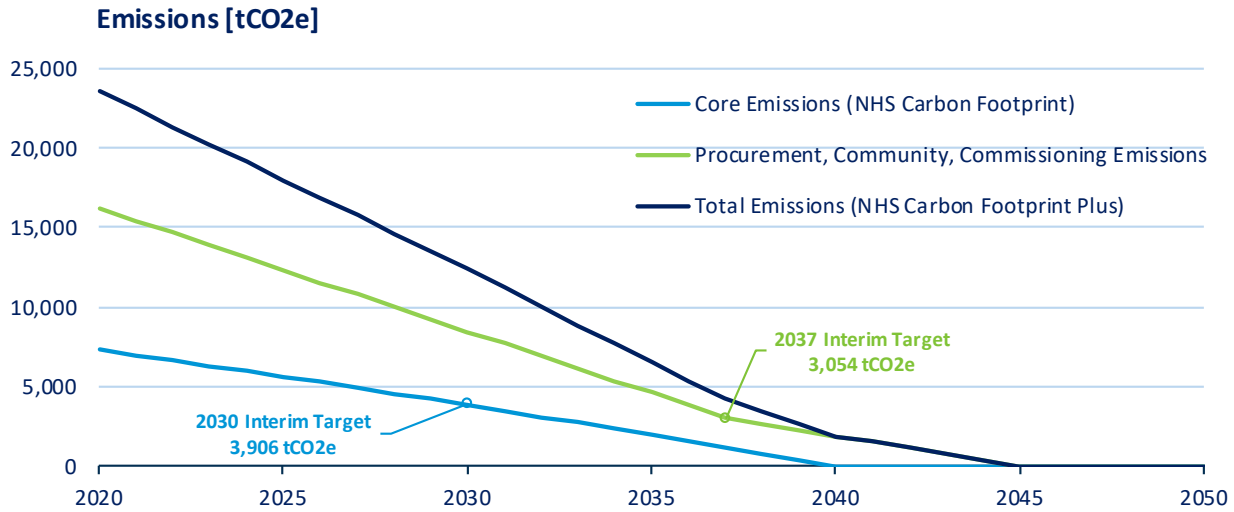
Our carbon footprint – FY 19/20



[1] Business travel and fleet is a core emission category that could not be quantified due to lack of data. This is expected to be a relatively large contributor to the Trust's core emissions, and efforts should be made to ensure that data is available for FY 2020/21.

Greenhouse gas targets

As part of this Green plan, we align to the national strategy of delivering a net zero NHS and **commit to making our activities net zero as soon as possible**. This is an ambitious decarbonisation pathway and will require significant investment and buy-in from all levels to achieve. The scale of decarbonisation required to achieve the target is shown below. **We will report our progress against these targets annually.**



This aligns with the NHS' targets for achieving net zero for controlled core emissions by 2040, with an interim target of 80% reduction by 2028–2032, and net zero for emissions not controlled but influenced by the NHS by 2045, with an 80% reduction by 2036 – 2039.

As the 'delivering a net-zero NHS' report uses a 1990 baseline, the measured footprint for the FY 19/20 year has been adjusted to allow for the 80% interim targets to be calculated. It should be noted that this pathway is inclusive of the data received for the latest financial year and the footprint and subsequent targets should be updated when more data becomes available (e.g. business travel).

Sustainable development assessment tool (SDAT)

The SDAT is a qualitative self-assessment tool developed by the Sustainable Development Unit that allows for organisations in NHS England to monitor their sustainable development work, measure progress, and make plans for the future. The Trust's areas of focus are aligned to the ten modules in the SDAT:

- Corporate approach
- Asset management and utilities
- Travel and logistics
- Adaptation
- Capital projects
- Green space and biodiversity
- Sustainable care models
- Our people
- Sustainable use of resources
- Carbon / greenhouse gases

In each module, organisations are assessed across four themes (governance and policy, core responsibilities, procurement and supply chain, and working with staff, patients and communities) and asked to respond "yes", "no", "in progress", or "N/A" to a series of statements – "yes" meaning the statement has been achieved. A percentage score for each module is generated based on the answers, as well as the Trust's progress towards the UN's sustainable development goals (see below).

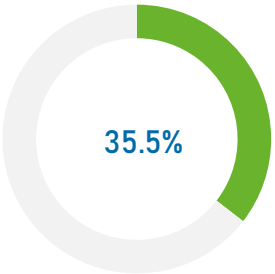
UN Sustainable Development Goals

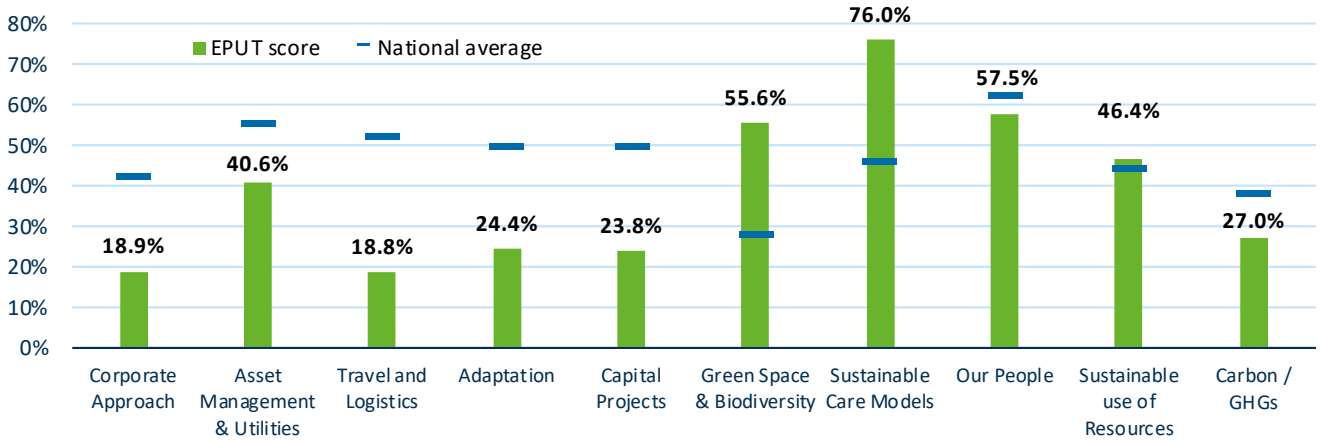
Sustainable development assessment tool (SDAT)

The Trust's overall SDAT score for 2019/20 is 35.5%. We have achieved good results across several areas but recognise that our overall performance falls below the median score for a mental health & learning disability trust (42.9%[1]). This was the Trust's first year using SDAT and so allows us to evaluate underperforming areas to be prioritised for action. As part of this Green Plan, we commit to achieving an average SDAT score of 50% by 2025.

Further detail on each specific module is provided in the following pages. Module scores have been correlated to data availability and internal communication channels. Areas with higher scores were those with structured policies and where formal data collection process exist. Efficient data consolidation and ensuring that the personnel completing the SDAT are fully informed will be critical in the process going forward. As data availability improves, scores are also likely to improve.

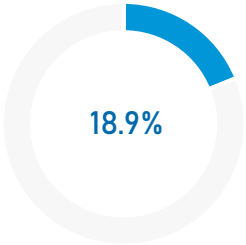
We commit to improving our sustainable performance, but acknowledge that funding and resources will be required to implement recommendations in this report to do so. This report does not look to quantify the level of resource required, and further work to estimate the investment needed should follow.





[1] Sustainable development unit figures – further detail of benchmarking is presented in Appendix A.

CORPORATE APPROACH



We are committed to providing the best quality services, with the best possible leadership and workforce and sustaining EPUT and the health care delivery systems in which we operate. Our corporate approach and strategic objectives are centred around delivering on this commitment, and each year the Trust develops an operational plan to support delivery of our mission and purpose statements.

Sustainable development of the Trust is integral to our strategic planning and is represented throughout the organisation: a named Board sustainability lead; non-executive director champion for sustainability; and a sustainable development manager. However, we recognise that a more holistic approach to sustainability and social value can be integrated within our corporate approach, and will continue to iterate our approach to achieve this in the Trust's delivery of services; upcoming policy reviews (e.g. strategic priorities, procurement policy) will consider these elements, and a concerted effort on reporting & communication will enhance internal and external engagement.

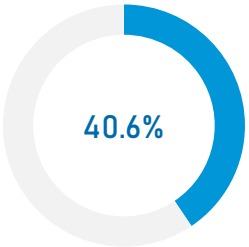
We have

- Engaged with key stakeholders in the development of our strategic direction, including staff, the public, service users, carers, the Council of governors, and Sustainable Transformation Partnership leads;
- Established leads for sustainable development through the organisation, including at Board level, and supported the leads with relevant training.

We will

- Develop a list of Board-approved focus areas, with associated KPIs, relating to sustainable development and social value;
- Biannually report to the Board on the Trust's progress and actions towards achieving the KPIs;
- Align our internal systems to readily monitor and report on the focus areas against the agreed KPIs;
- Include a 5% weighting towards sustainability & social value in tenders, with a set list of questions and quantifiable indicators that relate to the focus areas;
- Establish a group of 'Green Champions' across the organisation.

ASSET MANAGEMENT AND UTILITIES



The efficient operation and management and the Trust's assets and spaces is central to achieving EPUT's sustainability ambitions, as well as realising cost savings.

The Trust has already made inroads to bring sustainability into an asset management strategy – through the procurement of green electricity, formal training of key staff, installation of emerging low-carbon technologies (e.g. ground source heat pumps), and securing external funding for energy efficiency projects.

EPUT should consolidate the work to-date and seek to tailor a methodical approach to asset management that allows for the development and implementation of site-specific measures. Training should be expanded to a wider audience and dissemination of the project outputs, lessons learnt, and key sustainability considerations should support the work to encourage a culture of sustainability across everyone who interacts with the Trusts' assets.

STRATEGIC PLANNING

We have	– Embedded sustainability into our estates strategy and site master plan, which is regularly revised to capitalise on emerging trends (e.g. from COVID – 19).
We will	– Perform energy audits of high-consuming sites to identify energy and waste saving opportunities across energy efficiency, low-carbon heating, renewable energy, and transport; – Develop site-specific energy strategies with a prioritised list of actions, each with an timeline and owner. Align to the ambitions set out in the NHS Improvement Net Zero Carbon Programme.

ASSET MANAGEMENT AND UTILITIES

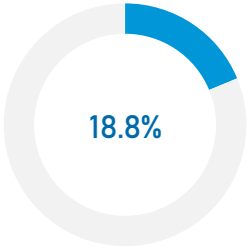
PROCUREMENT. Sustainability should be embedded into the Trust's procurement strategy, with whole-life costing consistently used to support the business case of highly efficient assets.

We have	– Procured 75% of our supplied electricity through a Green tariff for the FY 2020/21; – Successfully secured £470k of NHSI funding for a LED rollout scheme; – Included weighted questions related to sustainable behaviour, working practices and aspirations in all new requests to tender – Procured 100% of our supplied electricity through a Green tariff in 2021;.
We will	– Use whole-life costings as a basis for comparative procurement decisions accounting for the lifetime cost of energy and water; – Meet minimum energy performance standards for new lighting and IT equipment (e.g. monitors); – Continue to seek sources of funding to support the wider rollout of sustainable assets, including the exploration of novel financing mechanisms such as crowdfunding (see '*Finance*').

TARGETED TRAINING & KNOWLEDGE SHARING. Support staff who regularly interact with Trust assets through formalised training, CPD and knowledge sharing exercises that instil best-practice operation and maintenance of Trust assets.

We have	– Enrolled all staff in an environmental awareness online training module, and included it in the induction process for new staff; – Supported the Trusts sustainable development manager with formalised training.
We will	– Offer formal training, CPD, and access to knowledge sharing opportunities for energy managers; – Create an internal knowledge sharing forum for facilities management professionals where best-practice, lessons learnt, and challenges related to energy efficiency can be discussed.

TRAVEL & LOGISTICS



Road transport contributes approximately a fifth (21%) of the UK's total greenhouse gas (GHG) emissions and remains a significant challenge to national decarbonisation. As well as GHG emissions, road transport is a significant source of other air pollutants that are directly damaging to human health (e.g. nitrogen oxides and particulate matter).

As a rural trust we depend upon the use of vehicles to deliver our services, including staff commuting and patient transport. We also acknowledge that there is an environmental impact associated with the delivery of goods and services to our organisation from third-party suppliers, as well as from patients travelling to our sites in their own vehicles. It is our ambition to reduce the environmental impact associated with travel and logistics and draft a formalised Travel Plan and Hierarchy to set out ways of doing so.

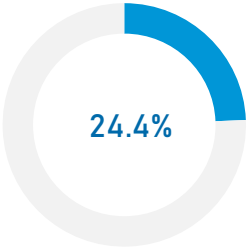
We have

- Effectively shifted working partners due to COVID-19 with reduced transport;
- A cycle-to-work scheme to encourage active staff travel, with the provision of facilities to support active travel (e.g. showers, secure bike parking) at several sites;
- A requirement of Director-level approval for all air travel and leased cars.

We will

- Engage with staff members (e.g. through PULSE survey – see SDAT module *'Our People'*) to understand their commuting habits and explore desire for active travel options, electric vehicle infrastructure etc;
- Draft a Sustainable Travel Plan informed by engagement with staff members (see resources made available by the Energy Saving Trust for reference);
- Seek Board approval for the Travel Plan and disseminate around the organisation;
- Investigate the installation of electric vehicle charging points and seek to electrify our fleet;
- Improve data collection/handling to allow for annual calculation of transport emissions (including business travel and patient transport);
- Complete the Healthy Outcomes Travel Tool (HOOT) to better quantify the impacts of the Trust's travel (inc. air and noise pollution);
- As part of our wider carbon reduction target, commit to cutting business mileage and fleet air pollutant emissions by 20%.

ADAPTATION



The impacts of climate change are beginning to be felt across the UK as the magnitude and frequency of extreme weather events are increasing. The UK Met Office predicts a sustained move towards warmer, wetter winters and hotter, drier summers, as well as rising sea levels. These changes pose a physical risk to us as an organisation and the local community. It is our responsibility to adapt to the changes and increase our climate resilience such that we can continue to deliver our services and keep patients and staff safe.

Although climate change is a global issue its' impact on different regions will often be discrete and localised, with some areas experiencing more severe impacts than others. True resilience should account for the impact of climate change on those the Trust regularly engages with and who are dependent upon to deliver local services (e.g. core suppliers). We will develop an Adaptation Plan that will look to formalise our approach to climate change adaptation, both locally and in supply chain hotspots.

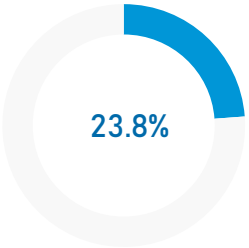
We have

- Emergency Plans in place to respond to some of the main local impacts of climate change (e.g. heat waves) relating to UK Climate Projections 2009;
- Successfully responded to a resilience test exercise involving our main stakeholders (emergency services and local authority) and using the learnings from the exercise to inform our Emergency Preparedness, Resilience and Response (EPRR) strategy.

We will

- Identify a clear Adaptation lead within the Trust, responsible for coordinating adaptation planning, resilience and emergency preparedness;
- Form an interdisciplinary working group to lead work updating our climate adaptation risk assessment and plan, with reference to the latest UK Climate Projections (UKCP18);
- Consider how the affect of climate change will impact stakeholders we heavily rely upon to deliver our services and include mitigating actions in our resilience planning;
- Develop and communicate our Adaptation plan and response strategy to our staff so that they know how to respond to severe incidents.

CAPITAL PROJECTS

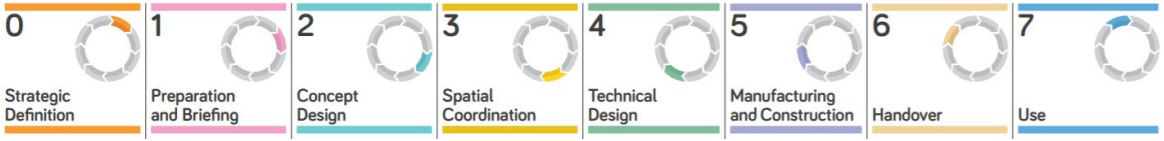


Capital projects involve the construction of new infrastructure or significant adjustment of existing infrastructure. Due to their magnitude and longevity the impact of capital projects are often 'locked in' for years, and it is important that sustainability is considered throughout the project lifecycle to ensure that it results in sustainable outcomes. In the context of the Trust, recent capital projects have involved the adjustment of existing infrastructure and there have been no new-build projects of significance.

We endeavour to put the correct processes in place such that any major refurbishment or new development can be implemented with the appropriate consideration of it's environmental credentials. The process should aim to facilitate effective collaborations at each stage of project development (pre-design → design → construction → handover → in use) to ensure sustainability is embedded into the development and use of any capital project. It is important that we, as the client, engage with stakeholders throughout the development stages to mandate sustainability.

RIBA Plan of Work 2020:

As the client we have to engage with stakeholders involved in each stage to ensure sustainability is embedded in capital projects.



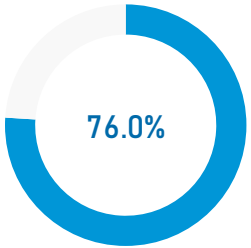
We have

- Pre-qualification questionnaires to seek assurance of social value outcomes (e.g. local business, considerate contractor) from contractors;
- Clearly defined and established responsibilities and processes within the Capital Projects team.

We will

- Develop a set of ambitious sustainability aims and objectives (e.g. kWh/m^2, m^2 $_{greenspace}$ / m^2 $_{total}$) that are clearly defined in the design brief of capital projects and communicated to contractors;
- When published, align to the UKGBC's NHS-specific net zero standard for new builds;
- Where appropriate, use lifecycle costing as a basis for financial decisions rather than capital costs.

SUSTAINABLE CARE MODELS (SCM)



An established care model provides a consistent and targeted approach to delivering health services and instils protocols to be routinely followed in service delivery. For a Trust to habitually operate in an efficient and sustainable manner it is crucial that sustainability is embedded in their care models. As well as the environmental benefits, financial, clinical and social co-benefits are born from holistic and successfully-implemented SCMs.

Recognising their importance, NHS England has undertaken several initiatives in an attempt to optimise and standardise care models across England, most recently the Getting It Right First Time (GIRFT) programme.

The Trust operates *several* care models that are tailored to the local population and specific provision of services, all of which aim to provide the best quality services. Our service delivery is constantly reviewed to ensure that the best care is being delivered in the most efficient way, and it is part of our three strategic objectives for 2021/22 to work with system partners, commissioners and service users to co-produce and co-design service improvement plans.

We have

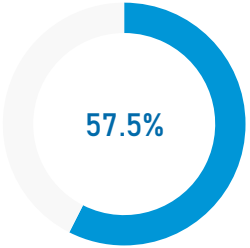
- Engaged with staff and patients to inform some of our most critical care models (e.g. crisis care);
- A corporate objective to transform services through the use of new clinical models and pathways and technology;
- Included environmental considerations into our care mechanisms where suitable (e.g. the use of video assessments to avoid unnecessary travel).

We will

- Include a qualitative assessment of sustainability as a key decision matrix (alongside clinical, social, and financial indicators) in our review of future care models, considering how different models of care impact use of resources, finance and infrastructure.
- Engage with the GIRFT programme to identify areas of good practice and agree where changes can be made to our current care models. This will include adopting appropriate recommendations from the relevant GIRFT report when published[1].

[1] https://gettingitrightfirsttime.co.uk/girft-reports/

OUR PEOPLE



Systemic change across the Trust will be required for us to align to the UK's net-zero target (*see Drivers for Change*), and every person within the organisation has a part to play. To achieve sustained change across the Trust it is important to secure buy-in across the organisation. Therefore, we are committed to ensuring that staff can engage with and support activities within our Green Plan.

In a survey conducted by the NHS Sustainable Development Unit, nearly all respondents (98%) felt it was important that the health and care system works in way that supports the environment, for example through improved resource efficiency, reducing carbon emissions, and reducing waste. It is our responsibility to ensure that EPUT staff members feel they can provide the best quality services in a sustainable manner, and engage with them to improve our service delivery, where it is felt improvements can be made.

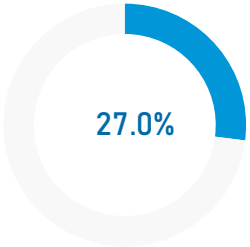
We have

- Continued to prioritise the health and wellbeing of our workforce, for example through the cycle-to-work scheme, fitness classes and wobble rooms. This year we were accredited by Mindful Employers UK as a Mindful Employer for a third year running;
- Extensively engaged with our staff to explore any concerns and issues (one confidential annual staff survey and two weekly PULSE surveys) and prioritised attention areas based on the results.

We will

- Perform a PULSE staff survey on the Trust's environmental performance to identify areas where staff members feel the Trust can operate more efficiently and sustainably in the delivery of care;
- Engage with national sustainability campaigns (e.g. SDU Sustainability health and care campaign, Earth Day) to promote awareness in the organisation and encourage sustainable behaviour;
- Build and disseminate knowledge around the organisation through internal communications, knowledge building events, and targeted training where appropriate;
- Form a staff-led 'Green Champions' group to allow staff members who are passionate about sustainability in health care to engage with the Trust's activities.

CARBON & GREENHOUSE GASES



The man-made release of greenhouse gases is resulting in a warming climate & environmental degradation. Whilst carbon dioxide is the most well-known and significant contributor, there are several other gases that lead to atmospheric heating (e.g. methane, anaesthetic gases) – these are collectively referred to as greenhouse gases.

In 2019, the UK committed to bring all greenhouse gas emissions to net zero by 2050 to end their contribution to global warming. England's health and care system is responsible for 4-5% of the country's total carbon footprint, and has a crucial role to play in achieving the target. In response, the NHS has committed to reaching net zero "as soon as possible" and is currently developing an action plan setting out a pathway to achieving this target. As part of this Green Plan, we have committed to aligning to the NHS target and will look to adopt and personalise the recommendations in the upcoming action plan.

Please refer to Resource use section for more information on our carbon footprint and commitments to carbon management.

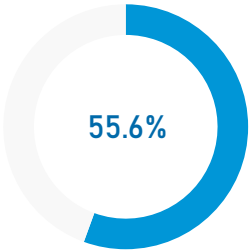
We have

- Formed a working group and completed the Sustainable Reporting Portal (SRP) footprinting tool to calculate our emissions profile for the previous two financial years;
- Identified data gaps and formalised a data collection process to streamline the calculation and reporting of the Trust's emission profile.

We will

- Align to the national strategy of delivering a net zero NHS and commit to making our activities net zero as soon as possible, including interim targets covering our full value chain emissions – see '*greenhouse gas targets*' for more details.
- Develop a GHG reduction plan made up of site-specific energy strategies with a prioritised list of actions for each site;
- Improve our reporting on mileage from our fleet vehicles, so that emissions can be calculated;
- Annually measure and transparently report (both internally and externally) our GHG emissions.

GREEN SPACE AND BIODIVERSITY



The co-benefits provided by green space and biodiversity, both to the environment itself and those that interact with it, are well understood. We have a responsibility to maximise the opportunity potential of green space and biodiversity across our estate. Doing so will increase the Trust's resilience to climate change related events, whilst simultaneously improving the experience of those that interact with the estate (both staff and patients). We also recognise that our procurement decisions can encourage the productive management of biodiversity external from the Trust's own estate, for example by procuring sustainably-sourced food produce.

It should be noted that, in the context of a mental health trust, several measures that could be applied to enhance green space/biodiversity are not appropriate and additional security measures are warranted to safeguard patients. Several SDAT criterion are therefore not applicable to our Trust. However, we will work within these constraints in an effort to maximise the potential.

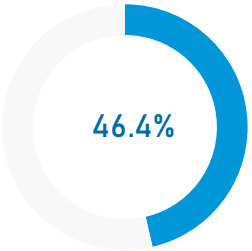
We have

- Minimised the use of pesticide and other toxic substances in the management of our green spaces;
- Used local recycling centres to dispose of garden waste;
- Performed a risk assessment for all green areas and ensure that they are suitable and safe for mental health patients.

We will

- Recognise and favour catering and food providers that can demonstrate their sustainability credentials;
- Develop and seek board approval of a green space action plan that sets out our approach to maximising the use of the Trust's green space. This will recognise the separation required for patients, staff and public spaces and be tailored to their requirements.

SUSTAINABLE USE OF RESOURCES



The efficient and sustainable use of resources is prerequisite for the Trust achieving its' sustainability goals. In addition to the positive environmental impact, there are several co-benefits that can be realised through the sustainable use of resources (e.g. cost savings, local procurement, provision of fresh healthy catering).

Currently, facility managers recognise and implement the waste hierarchy in the Trust's key operations to optimise resource consumption. We aim to expand this across all departments and embed the reduce-reuse-recycle mantra in all Trust activities. To achieve this, there has to be a conscious acknowledgment by those who interact with the Trust as well as the provision of resource to facilitate sustainable behaviour within the Trust.

The waste hierarchy:

We have

- A waste policy that sets out general compliance with regulations and looks to minimise waste to landfill;
- Applied the principles of the waste hierarchy to key procurement activities (e.g. IT equipment, office furniture);
- Provide healthy and sustainable food choices for patients;
- Follow an established system for recording the use of hazardous substances and chemicals on the estate, and provide training to relevant; staff (e.g. cleaning) to minimise the use of hazardous substances.

We will

- Set a target to achieve 'Zero Waste to Landfill' by 2025;
- Communicate our Waste strategy across the Trust and develop initiatives to encourage sustainable behaviour;
- Provide the necessary facilities (e.g. recycling bins) across the Trust to promote sustainable treatment of waste;
- Provide targeted training to all facility managers in the waste hierarchy and it's application.

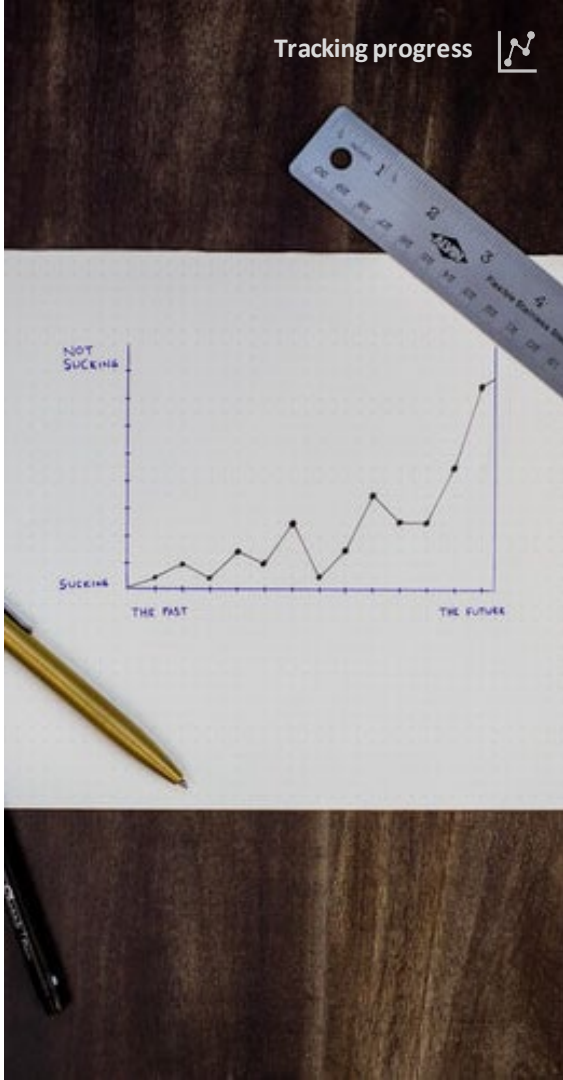
Tracking progress and reporting

This Green Plan represents the Trust's first year of completing the SDAT and SRP tools, and has identified several recommendations to improve our sustainability performance. Tracking our progress in the implementation of these measures and being transparent in our reporting is a core element of the Green Plan approach. Recognising that, we commit to:

- Using the Action Plan (Appendix A) as a basis for a live sustainability action log that will be regularly reviewed and updated throughout the year.
- Completing the SRP and SDAT tools each year, and including the key findings in our annual reporting;
- Annually report to the Board on our progress against key targets:
    - Achieve an average year-on-year GHG reduction of 3% to reach a 15% reduction by 2025, relative to 2018/19;
    - Average SDAT score of 50%
- Annually review and update our climate change risk assessment

Whilst the SDU's bespoke tools streamline the tracking and reporting process, it is important to recognise the additional resource requirement associated with these commitments. The Trust's sustainable development manager will have oversight of the tracking and reporting processes, and it is recommended that the following Groups are formalised to support the process:

- Cross-faculty SDAT working group *(see following slides - Data collection process - SDAT)*
- Cross-faculty SRP working group *(see following slides - Data collection process - SRP)*
- Green champions group *(see 'Communication' section)*



Data collection process – Sustainable Reporting Portal (SRP)

A streamlined and formalised data collection and consolidation process is essential for the Trust to annually report on their environmental performance and monitor progress against targets and KPIs. For this Green Plan, a cross-faculty working group was formed to complete the data collection process. It is the responsibility of the Sustainable Development Manager (SDM) to co-ordinate the process and provide overall oversight.

Taking lessons learnt from the exercise, a formalised data collection process is outlined below that should be followed for the SRP submission in future years:

PROCESS

1. The SDM to issue a data request (based on the template provided by the Carbon Trust) in May each year to the responsible departments

2. Data for the previous financial year to be submitted to the SDM by the end of July each year.

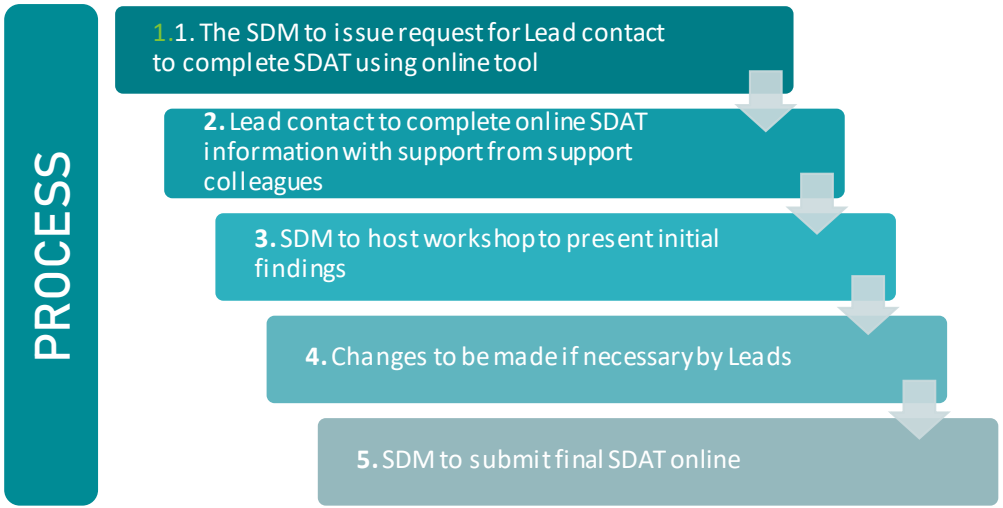
3. The SDM should input and submit the data in the SRP

Data	Responsible department/role
General Trust information	Sustainable development manager
Energy	Sustainable development manager
Water	Sustainable development manager
Waste	Estates and facilities
Plastic	Procurement
Business Travel	Human resources
Other Travel	Contracts manager
Air pollution	Sustainable development manager
Social value	Compliance and Assurance
Anaesthetic gases	N/A (negligible use)
Spend profile	Procurement

Data collection process - Sustainable development assessment tool SDAT

As with the SRP, establishing a data collection and consolidation process is key for the Trust to regularly and efficiently report on their environmental performance using the SDAT. Ensuring year-on-year consistency in the process is harder to achieve due to the qualitative nature of the assessment, however best efforts should be made to ensure that annual consistency is achieved for each module. It is the responsibility of the Sustainable Development Manager (SDM) to co-ordinate the process and provide overall oversight.

The suggested process for completing the SDAT each year is outlined below:

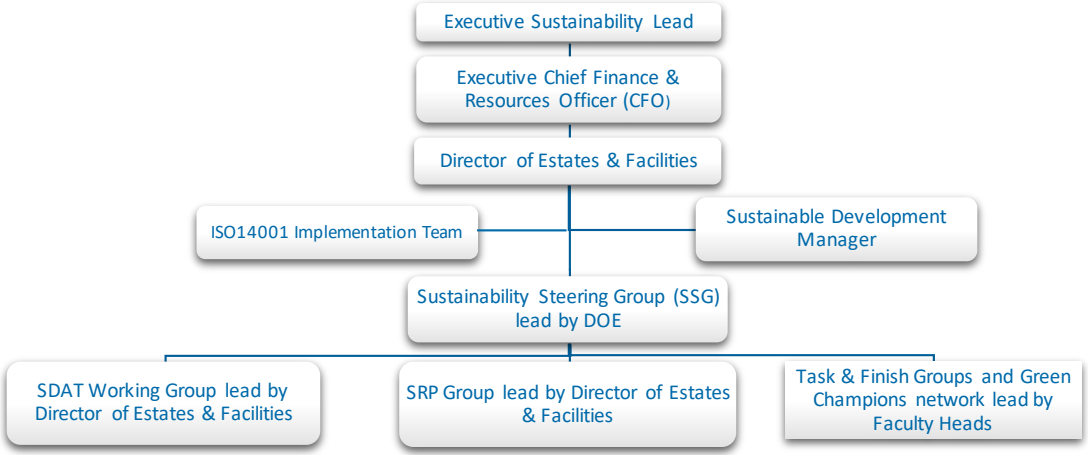


SDAT Module	Lead	Support
Corporate approach	Compliance and assurance	Sustainable development manager
Asset management and utilities	Property and development manager	Sustainable development manager; Procurement; Estates and facilities
Travel and logistics	Fleet manager	Procurement; Grey fleet manager
Adaptation	Sustainable development manager	EPRR Lead; Estates and facilities; Assurance
Capital projects	Capital planning manager	Sustainable development manager; Property and development
Green space and biodiversity	Estates and facilities manager	Procurement and contracts
Sustainable care models	Associate Director	Director of mental health
Our people	Human resources	-
Sustainable use of resources	Estates and facilities manager	Sustainable development manager
Carbon / greenhouse gases	Sustainable development manager	-

Trust Strategy & Operational Implementation

Governance

EPUT's Green Plan is approved by Trust Board on an annual basis, with an annual progress report submitted half way through the year. In addition to this , the executive team are actively supporting the implementation of ISO14001 quality management system as a means of engendering a broader understanding of the collective responsibility while introducing a system of reporting and improvement against an agreed base line that lends itself to external audit with collective accountability



OUR VOICE

Communication

To achieve our interim sustainability targets and ultimately align to the NHS's ambition of reaching net-zero greenhouse gas emissions, we need staff, service users and the public to understand the reasons for taking action and how they can contribute to a more sustainable system. The Trust has already created a culture of staff engagement and use a wide range of communication methods, which we will leverage in our sustainability engagement.

Our communication and engagement strategy should span both internal and external stakeholders, and be owned by our boards and staff members. With a view to achieving this, we will look to:

Internally

- Create a 'Green Champions' group of staff members that are passionate about the delivery of a sustainable health service. The Group will be supported with formal training and access to CPD events, with a view to supporting the Sustainable Development Manager with internal and external communications.
- Seek out opportunities for carbon reduction via a partnership approach with procurement colleagues and copy with excellence, from sister Trusts where appropriate such as furniture recycling and a strategy of re-use of items that have traditionally been sent to landfill.
- Routinely integrate sustainability into our established internal communications (lunchtime learning, intranet portal, weekly e-mail newsletter) to disseminate the knowledge of energy managers, sustainable development managers etc. throughout the Trust

Externally

- Engage with the wider ICS to ensure we move forward with a common purpose and agreed strategy while promoting our efforts regarding sustainability through case studies and articles on our website, as well as

Risk and opportunities

Risks and opportunities related to sustainable development are managed by the Trust sustainability lead in conjunction with estates managers utilising the accepted estates and facilities governance structures .

Significant risks and opportunities associated with compliance obligations, objectives, targets and project delivery are reported through the estates expert group and if necessary escalated upwards to the Trust executive via the appropriate papers and reports.

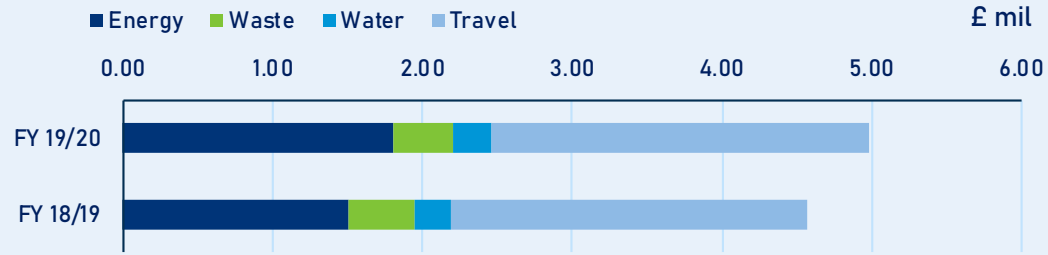
These risks and opportunities are also communicated to the to Trust Board through the annual health and safety report but also by exception in the event that the level achieves that of what is considered to be a corporate risk.

As noted in the Adaptation section of this strategy, the Trust is required to complete a Climate Risk Assessment. This will be a priority to ensure not only the risks are identified but specific approaches to managing those risks are considered and implemented. This is considered a BAU function as the governance processes outlined within this document are in place and are being used to mitigate or manage the risks associated with the environmental agenda.

Finance

The efficient operation of assets contributes to the financial sustainability of the Trust, as well as achieving environmental co-benefits. The Trust's expenditure across core areas (energy, waste, water, and transport) for FY 19/20 was £4,988,000 – a 9.1% increase on the previous year.

Core spending



Energy (across all fuels and suppliers) and travel costs are the two largest contributors to the Trust's expenditure and should be prioritised for cost reductions. Under normal conditions, the operating costs of electric vehicles (EVs) can be significantly lower (~60%) than that of petrol/diesel vehicles[1], and the Trust should identify vehicles suitable for electrification in their travel plan to yield reductions in operating costs *and* emissions. Business cases should consider lifetime cost rather than capital cost, and include available Government grants for both EVs and charging infrastructure.

Whilst beneficial from an emissions perspective, we acknowledge that the changing of fuel types in certain situations (e.g. gas boiler → electric heat pump) can have a social and economic impact, and the improper installation and/or operation of electrified technologies can result in increased costs and reduced user comfort. It is important to *not* consider this type of measure as a like-for-like replacement, and feasibility studies should accompany business cases to ascertain the wider impacts of any change. However, it is expected for the term of this Green Plan that the majority of energy saving measures will be related to energy efficiency (e.g. LED roll-out, enhanced insulation) and the electrification of heat sources will be concentrated in the term of our next Green Plan (2025 – 2030). This will be made clearer in site-specific energy strategies.

[1] https://www.edfenergy.com/electric-cars/costs

Finance

The recommendations proposed in this report create a step-change in the Trust's sustainability ambitions and will require a concerted resource commitment to achieve. Estimating the direct financial commitment requires detailed analysis and should be underpinned by site-specific actions. However, novel and opportune ways of accessing financing are starting to emerge that could support the investment required in tandem with conventional financing. For example:

Covid-19 stimulus

The UK Government announced (July 2020) a £1 billion investment in a Public Sector Decarbonisation Scheme to offer public sector bodies with grants to fund both energy efficiency and low carbon heat upgrades. The Trust should look to pursue this opportunity, and use short term Covid-19 stimulus packages to help facilitate decarbonisation and improve the viability of projects with more marginal business cases.

Crowdfunding and community investment

A 2019 study by the University of Leeds[1] identified that crowdfunding can play a useful role as a new model of flexible and competitive finance for the UK's public sector, and provided three case studies across NHS Trusts. Engagement with these novel financing mechanisms should be conducted to assess their suitability to EPUT's specific requirements.

[1] Financing for Society: Assessing the Suitability of Crowdfunding for the Public Sector

Update on Actions – Developing an Electric Vehicle Charging infrastructure

One of the highest priority actions identified in Annex B, within Travel and Logistics section is to develop a strategy which reduces emissions associated with the vehicle fleet we control, and our 'grey' fleet of vehicles we can influence. Government is commitment to phasing out the sale of all fossil fuel vehicles UK wide by 2030 and moving to zero emissions by 2035. Electric vehicles will play an important role in this endeavour.

As a result, we have committed to providing Electric Vehicle Charging Points (EVCPs) at strategic hubs within our estate. This will be an evolving roll out where we will provide chargers primarily for our managed fleet and we will monitor EVCP usage by employers, patients and visitors to assist with future additions.

To achieve this we will:-

- Conduct feasibility surveys on our main sites and to assist in project managing installation of EVCPs and testing the available electrical capacity in support of this key initiative.
- Provide suitable infrastructure to enable the installation of the chosen EVCPs
- Conduct training so that parking/EV charging data can be usefully managed and utilised
- Ensure that the current managed fleet is replaced with electric vehicles by 2030
- Ensure that fleet mileage and travel data is made available, to inform future roll out of EVCPs

Annex A: SDAT Benchmarking

Overall SDAT score by organisation type:

Organisation Type	LQ	Median	UQ
England (all trust types)	35.4	47.6	58.8
Acute – large	36.2	48.7	64.1
Acute – medium	31.6	37.9	47.6
Acute – small	35.3	46.0	57.0
Acute – specialist	38.4	40.4	42.3
Acute – teaching	40.6	55.1	59.0
Ambulance	38.7	50.8	55.9
CCG	44.0	58.5	59.9
Community	63.4	63.7	63.9
Mental health & learning disability	35.4	42.9	54.4

SDAT module scores (all trust types):

Module	LQ	Median	UQ
Adaptation	36.9	49.4	76.0
Asset management & utilities	38.7	55.1	65.2
Capital projects	28.5	49.2	67.5
Carbon / GHGs	21.6	37.4	55.9
Corporate approach	27.5	41.8	62.9
Green space & biodiversity	19.5	27.4	46.6
Our people	49.2	61.9	72.3
Sustainable care models	27.8	45.5	59.9
Sustainable use of resources	29.2	43.8	64.1
Travel and logistics	38.8	51.7	66.7

- Figures obtained from the SDU and accurate as of 09/09/2020
- Scores only include published assessments (i.e. those where the user has agreed that figures can be shared outside of the SDU)
- Where an organisation has submitted multiple assessments over time, only the most recent assessment is included in the analysis

Annex B: Action Plan

ID	Topic	Item description	Action required	Action owner	Quick win
HIGH PRIORITY					
1	Corporate approach	Define and report progress against core focus areas	**a.** Develop a list of Board approved focus areas, with associated KPIs,relating to sustainable development and social value. **b.** Align our internal systems to readily monitor and report on the focus areas against the agreed KPIs. **c.** Biannually report to the Board on the Trust's progress and actions towards achieving the KPIs.	Compliance and Assurance Sustainable Development Manager	
2	Asset management and utilities	Audit hotspot areas	Perform energy audits of all sites to identify energy and waste saving opportunities across energy efficiency, low carbon heating, renewable energy, and transport.	Estates and Facilities	
3	Asset management and utilities	Carbon reduction strategy for hotspot areas	Develop site specific energy strategies with a prioritised list of actions, each with an timeline and owner. Align to the ambitions set out in the NHS Improvement Net Zero Carbon Programme.	Estates and Facilities	
4	Travel and logistics	Develop a Board approved Sustainable Travel Plan	Develop and seek Board approval for a Sustainable Travel Plan.	Compliance and Assurance Sustainable Development Manager	
5	Travel and logistics	Improve data handling	Improve data collection/handling to allow for annual calculation of transport emissions (including business travel and patient transport).	Fleet Manager Contracts and Procurement	
6	Adaptation	Define a lead	Identify a clear Adaptation lead within the Trust, responsible for coordinating adaptation planning, resilience and emergency preparedness.	Sustainable Development Manager	✓
7	Adaptation	Update climate change risk assessment	Form an interdisciplinary working group to lead work updating our climate adaptation risk assessment and plan, with reference to the latest UK Climate Projections (UKCP18).	EPRR, Estates and Property, Sustainable Development Manager	
8	Capital projects	Define sustainability aims and objectives for all capital projects	Develop a set of ambitious sustainability aims and objectives (e.g. kWh/m2, m2 greenspace / m2 total) that are clearly defined in the design brief of capital projects and communicated to contractors.	Property and Development	✓
9	Sustainable care models	Integrate sustainability into care model selection	Include a qualitative assessment of sustainability as a key decision matrix (alongside clinical, social, and financial indicators) in our review of future care models, considering how different models of care impact use of resources, finance and infrastructure.	Strategy and Contracting	
10	Carbon and greenhouse gases	Report against carbon reduction targets	Annually measure and transparently report (both our GHG emissions.internally and externally)	Sustainable Development Manager	
11	General procurement Asset management and utilities	Prioritise lifetime costs over capital costs	Use whole-life costings as a basis for comparative procurement decisions accounting for the lifetime cost of energy and water.	Contracts and Procurement Estates and Facilities	✓

Annex B: Action Plan

ID	Topic	Item description	Action required	Action owner	Quick win
MEDIUM PRIORITY					
12	Corporate approach	Integrate focus areas into procurement	Include a 5% weighting towards sustainability & social value in tenders, with a set list of questions and quantifiable indicators that relate to the focus areas.	Contracts and Procurement	✓
13	Corporate approach	Employee involvement	Establish a group of 'Green Champions' across the organisation to allow staff members who are passionate about sustainability in health care to engage with the Trust's activities.	Sustainable Development Manager	
14	Asset management and utilities	Provide training for energy managers	Offer formal training, CPD, and access to knowledge sharing opportunities for energy managers.	Human Resources	
15	Travel and logistics	Healthy Outcomes Travel Tool	Complete the Healthy Outcomes Travel Tool (HOTT) to better quantify the impacts of the Trust's travel (inc. air and noise pollution).	Sustainable Development Manager	✓
16	Adaptation	Develop adaptation strategy	Develop an adaptation plan to formalise our approach to climate change adaptation, both locally and in supply chain hotspots.	Sustainable Development Manager	
17	Capital projects	Align to best-practice standards	When published, align to the UKGBC's NHS-specific net zero standard for new buildings.	Property and Development	
18	Green space and biodiversity	Procure from sustainable food providers	Recognise and favour catering and food providers that can demonstrate their sustainability credentials.	Contracts and Procurement	✓
19	Green space and biodiversity	Develop a Green Space Action Plan	Develop and seek Board approval of a green space action plan that sets out our approach to maximising the use of the Trust's green space. This will recognise the separation required for patients, staff and public spaces and be tailored to their requirements.	Compliance and Assurance Sustainable development manager	
20	Sustainable use of resources	Waste facility provision	Provide the necessary facilities (e.g. recycling bins) and signage across the Trust to promote sustainable treatment of waste.	Facilities	✓
21	Other – employee engagement	Conduct a PULSE staff survey	Perform a PULSE staff survey on the Trust's environmental performance to a) identify areas where staff members feel the Trust can operate more efficiently and sustainably in the delivery of care, and b) to understand their commuting habits and explore desire for active travel options, electric vehicle infrastructure etc.	Human Resources Sustainable Development Manager	✓

Annex B: Action Plan

ID	Topic	Item description	Action required	Action owner	Quick win
LOWER PRIORITY					
23	Asset management and utilities	Promote knowledge sharing amongst energy professionals	Create an internal knowledge sharing forum for facilities management professionals where best-practice, lessons learnt, and challenges related to energy efficiency can be discussed.	Estates and Facilities Sustainable Development Manager	
24	Sustainable care models	Engage with the 'get it right first time' (GIRFT) programme	Engage with the GIRFT programme to identify areas of good practice and agree where changes can be made to our current care models. This will include adopting appropriate recommendations from the relevant GIRFT report when published.	Strategy and Contracting Sustainable Development Manager	✓
25	Our People	Enhance knowledge management	Build and disseminate knowledge around the organisation through internal communications, knowledge building events, and targeted training where appropriate.	Human Resources	
26	Our People	Leverage national sustainability events to promote internal awareness	Engage with national sustainability campaigns (e.g. SDU Sustainability health and care campaign, Earth Day) to promote awareness in the organisation and encourage sustainable behaviour.	Human Resources Sustainable Development Manager	
27	Sustainable use of resources	Waste hierachy training	Provide targeted training to all facility managers in the waste hierarchy and it's application.	Human Resources	

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