# GREEN PLAN

**March 2021**

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**1.0**   <u>**CONTENTS**</u>

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## 2.0 INTRODUCTION

### 2.1    Our Commitment to Sustainability

South West Yorkshire Foundation Trust recognises the scale of the challenge that climate change presents in our region and the impact it will have on our service users, staff, and our local community. The Trust is committed to ensuring that sustainability is embedded throughout all aspects of our organisation so that we can minimise our carbon emissions, air pollution and waste. We are dedicated to adopting sustainable practices to ensure our operations and estate are as sustainable, efficient, and resilient enough to enable us to continue to deliver excellent physical, mental and social care in the future.

This Green Plan developed in conjunction with WRM Sustainability Ltd will serve as an organisation-wide strategy that will act as a framework to enable the Trust to meet our strategic objectives and become a more sustainable organisation.

The Green Plan will build upon our successes to date and outline our targets and ambitions for the future. The Green Plan will stand as the central document to guide the Trust's sustainable development over the next five years. We will use the Green Plan to guide us in reducing our environmental impact, reducing our costs through energy reduction, and adding social value into our community.

### 2.2    About us

We provide mental health, community and learning disability services across Barnsley, Calderdale, Kirklees, and Wakefield. In addition to this we also provide medium secure (forensic) services to the whole of Yorkshire and the Humber and other specialist services including Stop Smoking and Liaison and Diversion across South Yorkshire.

The majority of the care we provide is in the local community, working with people in their own homes or in community-based locations. Our community-based services are supported by in-patient facilities for people who need care or assessment in a hospital setting. In a typical month we make approximately 45,000 mental health and learning disability contacts and 36,000 community health service contacts.  In order to deliver this level of care we employ more than 4,200 staff in both clinical and non-clinical roles.

Our partnerships are an integral part of our Trust. We are an active member of the West Yorkshire and Harrogate Health and Care Partnership and South Yorkshire and Bassetlaw Integrated Care Partnership and use these partnerships to help drive sustainable development in the health and care sector in our community.

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# Our vision

To provide outstanding physical, mental and social care in a modern health and care system

# Our mission

We help people reach their potential and live well in their community

# Our values

We are a values based organisation. This means our values are followed by all of our staff and underpin everything we do:

- We put the person first and in the centre
- We know that families and carers matter
- We are respectful, honest, open and transparent
- We improve and aim to be outstanding
- We are relevant today and ready for tomorrow

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## 2.3    Our Vision, Mission & Values

We recognise that sustainable development is key to being able to deliver outstanding care and we therefore seek to embed our values in our Green Plan. To deliver our vision we must reduce our environmental impact, reduce costs, and increase our social value. To do so we will:

- **Put our service users, carers, families, friends, staff, volunteers, communities and other stakeholders at the centre of our sustainability plans.**

- **Ensure sustainability is a core element in everything we do and is reflected in our policies and strategies.**

- **Work with, develop partnerships with, and use best practice from the NHS and non-NHS organisations.**

- **Have a robust process for planning, measuring, reporting, and progressing our sustainability ambitions that focus on real outcomes; and,**

- **Be open and transparent around our ambitions, celebrate when we have achieved them but equally hold ourselves accountable if we do not achieve them and investigate why.**

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## 2.4    What is Sustainability?

Sustainability has been defined by the United Nations Brundtland Report (1987) as:

*"…development that meets the needs of the present without compromising the ability of future generations to meet their own needs..."*

Sustainability is predicated upon the consideration of three distinct, yet interdependent issues: the environment, the economy and social considerations. These three issues are often referred to as the 'three pillars of sustainability'. To achieve a sustainable future, all three of these 'pillars' must be addressed. An intervention which focusses on the environment but negates economic and social aspects cannot be considered sustainable. Therefore, a sustainability strategy, such as this Green Plan, must fully consider all three pillars.

A sustainable health and care system can be achieved by delivering high quality care and improved public health without excessively depleting natural resources, costing too much or negatively impacting the health and wellbeing of staff and patients (see Image 1).



**Image 1- Model of sustainability for the health and care sector**

**2.5    Strategic Objectives**

The Green Plan has been developed to enable the Trust to improve our sustainability performance. As such, we will adopt the following 10 strategic objectives.

# Climate Change

1. **The Trust will reduce its direct $CO_2e$ emissions by 80% from its 2013 baseline by 2028 and become net zero by 2040.**

2. **The Trust will reduce energy consumption across its estate through changing behaviours, proactive management and investment in more efficient technology.**

3. **The Trust will adapt to climate change to ensure it is a resilient organisation maintaining accessibility for service users, families, carers and staff.**

4. **The Trust will maximise the quality and benefits from our green spaces and reduce biodiversity loss by protecting and enhancing natural assets.**

5. **The Trust will reduce business miles travelled by staff and promote more sustainable methods of transport which will include travel by service users, families, carers and friends.**

# A Sustainable Organisation

6. **The Trust Board will embed sustainability within the organisation.**

7. **The Trust will be a key partner in developing and progressing the sustainability agenda with partner organisations including local authorities and NHS Trusts.**

8. **The Trust will provide opportunities for staff to boost their own health and wellbeing.**

9. **The Trust will measure the sustainability impact of its care delivery and identify quantifiable improvements.**

10. **The Trust will sustainably procure, use and dispose of its resources with the target of reducing cost and environmental impact and increasing social value.**

The 10 strategic objectives have been adopted to address the 17 UN Sustainable Development Goals (Image 2). Adopting strategic objectives aligned to the UN SDGs ensures that the Trust will work towards building a more sustainable organisation.



**Image 2- UN Sustainable Development Goals**

## 2.6    Format of the Green Plan

The key areas of focus for this plan were derived from the national policies and guidance that drive the Green Plan. These policies are detailed in section 3.0 Drivers and Targets.

Section 4.0 *Our Carbon Footprint* explains how we have developed our carbon baseline and the reduction that has been in our total carbon emissions since 2013.

Section 5.0 *Our Progress to Date* describes the actions that have already been implemented and the reductions in emissions that have been achieved because of them.

Section 6.0 *The Pathway to Net-Zero* then details the factors at the Trust and at a national level that may contribute to helping the Trust to reduce our residual emissions and reach net-zero carbon emissions by 2040.

Our *Sustainable Action Plan* will be set out in section 7.0, this section will provide an overview of the specific actions that the Trust will implement over the next 5 years to achieve our sustainability objectives.

As a partnership Trust it is vital that what we do and how we do it is fully collaborative with our stakeholders and section 7.0 *Communication, Engagement and Equality* outlines how we will achieve this.

Finally, section 8.0 *Reporting Progress* outlines how we will measure our journey to becoming a sustainable organisation.

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## 3.0    DRIVERS AND TARGETS

This section describes the key UK legislation and health sector specific policy that shapes sustainable development across the NHS. This section also outlines the Trust's commitment to helping reach national and NHS targets.

### 3.1    National Drivers

In order to meet the 1.5$^{o}$C global warming target in the Paris Agreement the UK needs to reduce carbon emissions to net-zero. This means that the UK will need to eliminate all emissions from activities where possible and offset the residual emissions.

The UK Government has committed to reducing carbon emissions in the UK to net zero by 2050. This is a legal commitment, established through the Climate Change Act 2008. The Climate Change Act 2008 is the primary legislative driver for reducing carbon emissions in the UK and has established a mandate for UK organisations to manage and reduce their emissions. The Act works as a framework which is used to guide carbon reduction in the UK to enable the net zero carbon emissions by 2050 target to be achieved.

The NHS, as the UK's largest employer, recognises the important role they play in helping to achieve this national target. The NHS contributes approximately 4-5% of carbon emissions in the UK. Although significant progress has been made in the NHS to reduce emissions and improve sustainability, the NHS has acknowledged that to achieve net zero will require huge changes. The NHS have therefore committed to achieving net zero carbon emissions by 2040, ten years ahead of the legally binding national target.

To achieve this the *For a Greener NHS* campaign was launched in January 2020. This campaign was developed by an expert panel to address the NHS's impact of climate change, air pollution and waste and will require the full support of NHS Trusts, staff, and partners to ensure its success and achieve net zero by 2040.

### 3.2    Local Drivers

Authorities in the South West Yorkshire region have responded to the growing pressure for action on climate change by outlining the action they will take to reduce emissions. In 2020 the West Yorkshire Combined Authority (WYCA) and Sheffield City Region Authority (SCRA) both formally declared a climate emergency.

All four local authorities in the region which the Trust operates have declared a climate emergency and have set a target to achieve net zero their commitments are outlined below:

**Wakefield Council:**

- Have committed to net zero by 2030

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- Will explore how they can support the wider district to become carbon neutral in the same timescale

**Calderdale Council:**

- Have committed to net zero by 2038 in line with the Leeds City Region target

- Will set up a working party to agree their targets and meet their ambitions

**Kirklees Council:**

- Have committed to net zero by 2038

- Will establish a climate commission and green charter to help achieve this

**Barnsley Metropolitan Borough Council:**

- Aim to become carbon net-zero by 2040 at the latest

- Will work to ensure that the whole borough, including residents, communities and businesses is carbon net-zero by 2045

Achieving the targets set out within these local authority areas will require a sustained effort from all sectors. However, there is a clear commitment to reducing carbon emissions to net-zero throughout the region. The Trust will take a collaborative approach to reducing emissions and will continue to work with local organisations to help achieve net zero by 2040.

### 3.3 NHS Sustainability Drivers

There are four key NHS specific documents that act as sustainability drivers for the Trust:

- NHS Long Term Plan

- NHS Standard Service Contract 2020/21

- NHS Operational Planning and Contracting Guidance

- Delivering a Net Zero National Health Service

The *NHS Long Term Plan* outlines the ways in which the NHS will improve and transform until 2030 and considers aspects of sustainability. The *NHS Standard Service Contract* establishes targets and objectives pertaining to sustainability, meeting these targets is an

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integral requirement for NHS Trusts. In the short term, the *NHS Operational Planning and Contracting Guidance* provides guidance on the action required in 2021 to achieve environmental targets and sustain the future of the NHS. This document provides details on the actions required including operational requirements, workforce transformation requirements, financial requirements as well as the processes and timescales associated with these requirements.

The *Delivering a Net Zero National Healthcare Service* report outlines the immediate actions the NHS will take to reduce emissions and improve sustainability. The report details the modelling and analysis that has been undertaken to establish the NHS carbon baseline and future projections and outlines the actions the NHS must take to achieve carbon net zero by 2040.

The documents above establish the following targets:

- For carbon emissions controlled directly by the NHS (the NHS Carbon Footprint), achieve net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.

- For carbon emissions the NHS can influence (the NHS Carbon Footprint Plus), achieve net zero by 2045, with an ambition to reach 80% reduction by 2036 to 2039.

- Purchase 100% renewable electricity at all NHS organisations by April 2021.

- Transition to zero-emissions vehicles by 2032.

- Adopt the single use plastics pledge.

**3.4    Our Targets**

The Trust will adopt the following targets. These targets have been adopted to ensure that the Trust is compliant with national and local drivers and that we can work towards achieving our strategic objectives.

### 3.4.1  Sustainability

- **We will embed sustainability across our Trust and introduce a Sustainable Impact Assessment to be completed for all business cases, policies, and strategies.**

- **We will be a leading partner organisation across all the areas which we deliver services and develop joint sustainable initiatives around energy, waste, travel, and care.**

- **We will ensure that prevention and wellbeing are the focus of all healthcare activities**

- **We will prepare and respond to climate change, including weather events and support vulnerable people by developing a Climate Change Adaptation Plan informed by a Climate Change Risk Assessment.**

- **We will protect and enhance our greenspaces and promote their use. New developments and refurbishments of existing buildings will seek to incorporate greenspace into their design.**

- **We will appoint a board-level lead within the organisation for the sustainability agenda. We will establish a board-level committee for the management of sustainability at the Trust.**

- **We will cooperate and collaborate with our staff and with peer organisations to deliver sustainability with an inclusive, partnership approach. We will work with local councils, NHS organisations, our workforce service users and carers to jointly deliver sustainability.**

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- **We will adopt a Sustainable Procurement policy to minimise our supply chain emissions, support local businesses and encourage sustainability within our suppliers.**

### *3.4.2  Carbon Reduction*

- **We will achieve a 100% reduction of direct carbon dioxide equivalent ($CO_2e$) emissions by 2040 with an 80% reduction achieved by 2032.**

- **We will achieve a 100% reduction of indirect CO2e emissions by 2045 with an 80% reduction achieved by 2039.**

- **We will target the reduction of electricity, gas and water consumption and business miles travelled year on year through green initiatives and effective management.**

### *3.4.3  Air Pollution*

- **We will cut air pollution emissions from business mileage and fleet by 20% by March 2024.**

- **We will develop a Travel Plan to encourage and promote alternative greener transport decisions and eliminate unnecessary journeys.**

- **We will educate patients and staff about the issues of air pollution and the impacts on human health to encourage fewer polluting behaviours**.

### *3.4.4  Waste*

- **We will stop selling avoidable single use plastics across our catering service and identify sustainable alternatives across all other operational areas including clinical areas.**

- **We will reduce the amount of waste produced by the Trust, increase the amount recycled and identify alternatives to incineration to minimise carbon emissions and reduce environmental damage.**

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## 4.0    OUR CARBON FOOTPRINT

Since 2010 the Trust has been monitoring and working to reduce $CO_2e$ emissions. To enable us to monitor the reduction in our carbon emissions it was important that we established a carbon baseline against which we could compare our annual $CO_2e$ emissions. This section outlines how we calculated our carbon baseline, along with the annual reductions in $CO_2e$ that we have observed to date. This section also explains the annual carbon emissions from each key contributing aspect at the Trust and details the main actions that have been implemented to reduce these emissions.

### 4.1    How our Carbon Baseline was Developed

To estimate our carbon emissions and produce a baseline we have monitored our consumption of electricity, gas, and water as well as our waste and travel over the last 10 years. Although the Trust has been monitoring carbon emissions since 2010, NHS Sustainable Development Unit (SDU) guidance specifies that carbon baselines must start in either 1990 or 2013.  Therefore, 2013 has been selected as our baseline year and will be the year against which all subsequent years will be compared.

Our carbon emissions are calculated by multiplying the consumption data (e.g., kWh for electricity) by a carbon conversion factor. These carbon conversion factors are sourced from the Department for Business, Energy, and Industrial Strategy (BEIS) greenhouse gas reporting figures. Our carbon baseline is then measured by recording the annual emissions of carbon dioxide equivalent ($CO_2e$) emissions.

### 4.1.1  Scope of the Carbon Baseline

Our Carbon Baseline includes the key aspects of the Trust's operations which contribute towards our carbon emissions, these aspects are:

- Electricity consumption

- Gas consumption

- Water consumption

- Waste arisings and disposal

- Business Travel

### 4.2    Our Carbon Baseline

In the baseline year our carbon emissions totalled 10,333 tonnes of $CO_2e$ ($tCO_2e$) (Table 1). During this year electricity and gas consumption were the largest contributors to emissions,

producing 43% and 44% of emissions, respectively. Business travel was responsible for 10% of emissions and both water and waste were responsible for less than 1% of emissions.

| Year | Electricity | Gas | Water | Waste Arisings and Disposal | Business Travel | Total |
|------|------------|-----|-------|------------------------------|-----------------|-------|
| 2013-14 | 4,416 | 4,549 | 77 | 17 | 1,274 | 10,333 |

**Table 1 - Carbon Baseline for SWYT (all data in tCO$_2$e)**

## 4.3    Our Progress Against the Baseline

As displayed in Figure 1, the Trust has achieved a significant reduction in total annual carbon emissions from the baseline year. A 44% reduction in total annual emissions was observed between 2013-14 and 2019-20 with emissions falling from 10,333 tCO$_2$e annually to 5,832 tCO$_2$e.
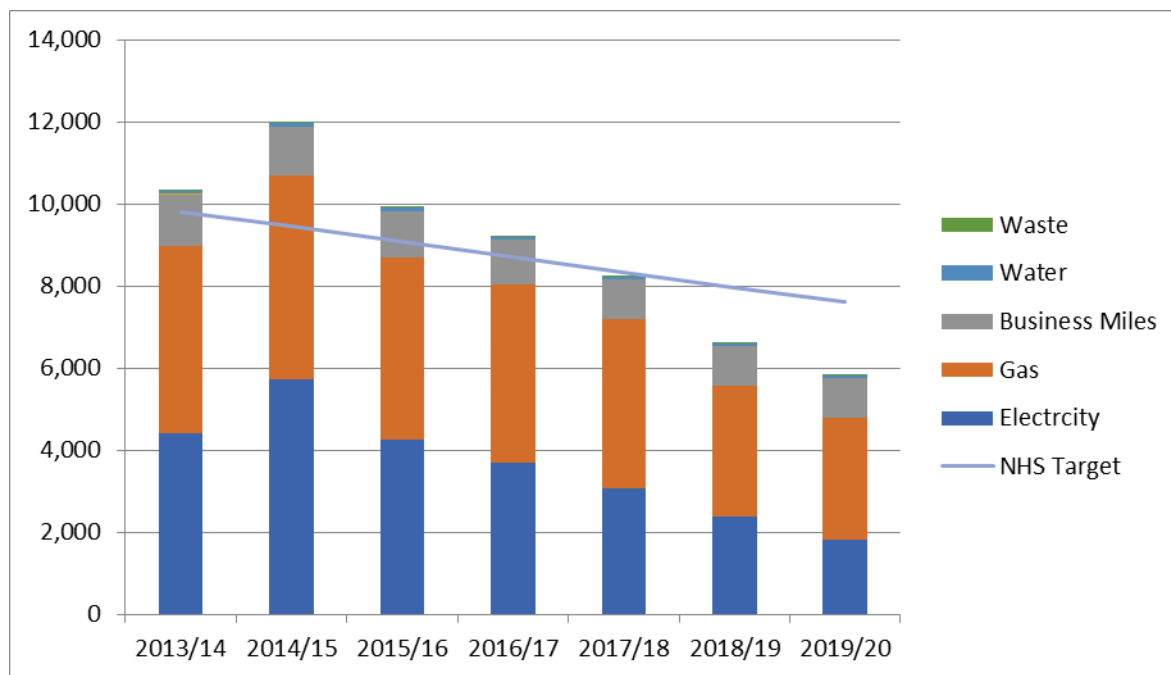


**Figure 1- Total annual tCO$_2$e emissions at the Trust**

This reduction has exceeded the 2020 interim target set by the Climate Change Act (2008) which required a 28% reduction in emissions from the 2013 baseline. To achieve net-zero by 2040 we must remove or offset the remaining 5,832 tCO₂e that we emit annually. Since passing the 2020 interim target, we have worked to further to reduce our emissions and will continue to do so to reach the carbon net-zero 2040 target. The actions we will take to reduce our emissions over the next 5 years are outlined in *Section 5.0 The Road to Carbon Net Zero.*

Emissions have reduced continually since 2014-15 where there was a slight increase in emissions from the baseline. Reductions were achieved in every aspect of the Trust's carbon baseline (Table 2.**Error! Reference source not found.**). Most notably a 2,607 tCO₂e reduction was achieved in emissions from electricity consumption. Emissions from gas were reduced considerably by 1,566 tCO₂e.  A 25% reduction in emissions from business travel was achieved by 2019-20. An overview of how these reductions were achieved for each aspect is given below.

| Year | Electricity | Gas | Water | Waste Arisings and Disposal | Business Travel | Total |
|------|-------------|-----|-------|------------------------------|-----------------|-------|
| Baseline | 4,416 | 4,549 | 77 | 17 | 1,274 | 10,333 |
| 2019/20 | 1,809 | 2,983 | 70 | 14 | 956 | 5,832 |
| Reduction | 2,607 | 1,566 | 7 | 3 | 318 | 4,501 |

**Table 2 - Comparison between emissions from the baseline year and the most recent year with a complete data set (tCO₂e)**

## 4.4    Key Aspects

### 4.4.1  Electricity

Annual emissions from electricity consumption at the Trust have been reduced by 59% since the baseline year.  This reduction was achieved through improvements in efficiency across the estate such as fitting LED lighting in 40% of the Trust owned buildings. The Trust also invested in a staff resource to monitor energy consumption, allowing energy to be managed more proactively and hotspots for targeted actions to be identified easily.

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In addition to the 18% reduction in consumption since 2013 there has been a significant reduction in the carbon intensity of imported electricity since the baseline year. The National Grid generates electricity using a variety of sources such as gas, nuclear, coal and renewables. Each year the percentage of the UK's energy mix generated through renewable sources increases which in turn reduces the carbon intensity of the electricity produced which has resulted in a reduction in emissions that is greater than the reduction in consumption (Figure 2).
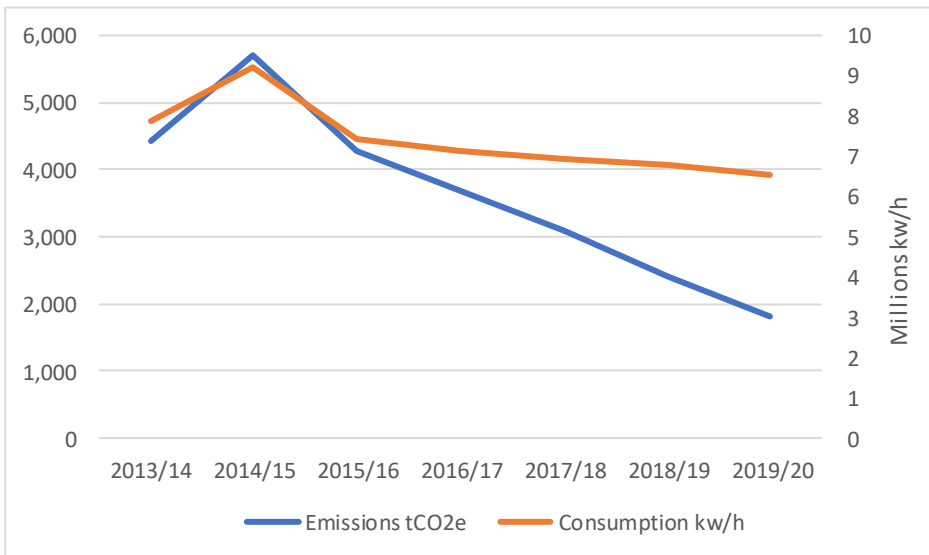


**Figure 2 - Comparison between the consumption in electricity at the Trust and the associated emisisons**

The Trust recognises that further work needs to be done within our estates and through behaviour change to lead to a reduction in energy demand. A reduction in energy demand is crucial if we are to achieve our carbon reduction targets.

### 4.4.2 Gas

The Trust has achieved a reduction in gas emissions of 34% since the baseline year. This equates to a 1,566 $tCO_2e$ reduction over 6 years.

This has been achieved through improvements in efficiency and renewable technologies including solar panels and ground and air source heat pumps. These technologies have reduced our reliance on gas as a heating source and in turn reduced our emissions.

However, planned estate rationalisation has been a major factor in reducing emissions. Since 2015 we have removed 20 non-core properties from our estate which has resulted in a reduction in gas consumption and subsequently carbon emissions. Therefore, the challenge ahead is to reduce consumption from a stable estate.

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### 4.4.3 Water

Emissions from water at the Trust have decreased from 77 $tCO_2e$ per year in 2013 to 70 $tCO_2e$ in 2019/20, a reduction of 9%.

These have a relatively minor impact on our total carbon footprint, producing only 1.2% of emissions. Despite this, reducing our water consumption is still critical as a responsible organisation especially as recent years have seen an increase.

### 4.4.5 Waste

Emissions from waste arisings and disposal at the Trust have fluctuated significantly since the baseline year which can be linked to increased activities such as closing and clearance of buildings etc. However overall emissions have been reduced by 18%, a reduction of 3 $tCO_2e$.

Many actions have been implemented at the Trust, including the adoption of a Sustainable Procurement Strategy to reduce waste at the Trust in line with the waste hierarchy which prioritises the prevention of waste in the first instance and, when waste creation is unavoidable, gives priority to reusing waste, then recycling, then recovery and finally disposal.

To reduce waste arising we have introduced a pilot Materials Management System. The system aims to ensure that we are working at optimum stock levels which reduces over ordering and minimises the risk of products going out of date and being wasted.

As established in the introduction, the Trust have signed up to the *NHS Single Use Plastics Pledge* which has committed the Trust to cutting the use of avoidable plastics starting with straws, stirrers, cutlery, plates, and cups. This has reduced the amount of plastic waste generated at the Trust. To reduce paper waste, we have begun to digitalise our clinical system. This involves using a Scanning Bureau to transfer traditional paper file to digital files. This reduces the amount of paper we consume and reduces the need for transportation of files to costly offsite storage facilities.

We aim to reuse waste as far as possible and have so far reused over 30 tonnes of furniture and diverted it from the waste stream. We also manage waste electricals (WEEE waste) using ReTech to ensure that components of IT products are salvaged, including precious metals.

We now need to ensure that waste which cannot be prevented, reused, or recycled, is disposed of as sustainably as possible.

### 4.4.6  Business Travel

The Trust has achieved a gradual reduction in emissions from business travel since the baseline year. In 2019/20 the annual emissions from business travel were 318 $tCO_2e$ lower than in the baseline year, a reduction of 25%.

Due to the layout of the Trust's estate, which is comprised of buildings spread out across the South and West Yorkshire regions, staff can be required to travel long distances. In 2019/20 staff mileage expenses totalled over 3.3 million miles equivalent to every member of staff travelling from Lands End to John O' Groats.

In 2020 due to the COVID-19 pandemic, the Trust started providing clinical services remotely using secure clinical conferencing software as well as Microsoft Teams. The Trust carried out approximately 700 Teams clinical consultations and 400 Accurix consultations per week. The travel avoided by using these remote services reduces the carbon footprint by approximately 6 $tCO_2e$ per week, based on the assumption of a 20-mile trip avoided per person.

The Trust plans to continue the provision of remote clinical services to reduce staff and patient travel. As well as reducing our carbon footprint it will also free up valuable time normally spent travelling and reduce costs. It is estimated that by providing 1,100 remote contacts a week the Trust could reduce Scope 3 emissions by up to 407 $tCO_2e$ per year.

To facilitate remote working the Trust enabled staff to use Microsoft Teams in 2020. This system helped enable effective home working with approximately 3,500 staff members working remotely at least part of the week. Although carbon emissions from commuting are not quantified within our carbon baseline, this will have led to a reduction in $CO_2e$ emissions from commuting and reduced our contribution to air pollution in 2020. Following the pandemic, the Trust plans to allow working from home where appropriate to reduce the number of staff commuting to work and the associated environmental impacts.

The Trust recognises that employees working from home will still have a carbon impact upon the environment, even though this may not be reported within our emissions. Therefore, we will seek to educate our staff about how to maximise energy efficiency at home to minimise carbon emissions.

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## 5.0   THE ROAD TO CARBON NET ZERO

This section will set out the trajectory that the Trust will follow to reach carbon net-zero by 2040 and will outline some of the national and Trust specific measures that will aid the reduction in emissions.

The NHS has set a target to achieve net-zero carbon emissions by 2040. This is ten years sooner than the mandatory national target of 2050. The NHS has also set an interim target to reach an 80% reduction in emissions between 2028 and 2032.

The targets set by the NHS are outlined in Table 3.  These targets are not legally binding; however, they are a national commitment for NHS England. We will work to reduce our emissions in line with these targets and will report our carbon emissions annually.

| Year | Baseline | 2020 | 2032 | 2040 |
|---|---|---|---|---|
| Target Emission Reduction (%) | n/a | 28 | 80 | 100 |
| Target Emissions (tCO$_2$e) | 10,333 | 7,439 | 2,066 | 0 |

**Table 3 – NHS carbon emissions targets in percentage terms and tCO$_2$e**

Figure 3 below shows the Trust's carbon footprint against the carbon reduction targets set by the NHS. The Trust is ahead of the targeted trajectory towards carbon net-zero and has achieved this through the actions outlined in section 4.  The Trust has achieved a 44% reduction in emissions from the baseline year, which has exceeded the 2020 interim target of a 28% reduction.

In the year 2019-20 the Trust's annual carbon emissions have been reduced to 5,832 tCO$_2$e. Reducing the remaining emissions will require a continuous effort to improve efficiency and adapt.

To achieve carbon net-zero by 2040 we will implement our Sustainable Action Plan which is outlined in *Section 6.0 Sustainable Action Plan.*  This plan will act as a framework to guide the implementation of actions over the next 5 years and will help us to reduce carbon

emissions, air pollution and waste. We will also utilise available national and local schemes and initiatives to help reduce our carbon emissions in the long-term.
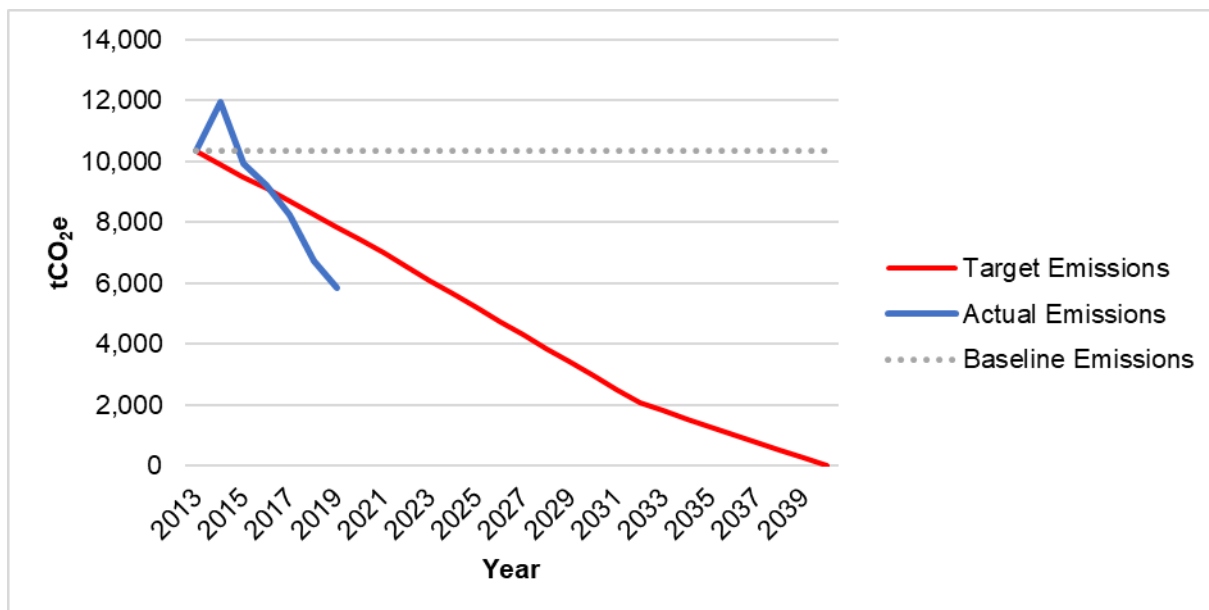


**Figure 3 - Trust emissions against long term NHS CO$_2$e emissions targets**

## 5.1    Green Tariffs

Gas and electricity account for 82% of the Trust's total annual carbon emissions. Reducing the impact of these is therefore the main priority in our effort to reach net zero.

The Trust will switch to a green electricity tariff from April 2021 to address the 1,808 tonnes of CO$_2$e emitted due to imported electricity. Switching to a green tariff will enable the Trust to deliver a reduction in emissions without the significant capital investment that would be required to generate renewable electricity onsite.

Just as important however we will also work to reduce consumption of electricity through active management of the estate and the identification of carbon hotspots. Investment will be made to improve the efficiency of our buildings through a programme of replacing the existing lighting with LED alternatives and boilers with more efficient models. We will also expand our capacity to generate on site electricity though the installation of PV solar panels where infrastructure permits.

## 5.2    Staff Travel

As an organisation that provides community services across a wide geographic area our staff are required to travel. Carbon emissions from staff travel account for 14% of our carbon footprint and contributes towards air pollution. To reduce the impact, we need to focus on limiting non-essential staff travel and promote the use of greener travel options. We will

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publish a Travel Plan which will review the key aspects of our travel and set objectives and actions going forwards.

The reduction in staff travel has been accelerated by the COVID-19 pandemic which resulted in staff having to use teleconferencing software for clinical and non-clinical purposes. Whilst face to face activity and interaction will return, we intend to capitalise on the benefits that the technology has provided to reduce non-essential travel for both staff and service users. We will review mileage claims to identify high mileage staff and provide them with support and advice on how they can reduce their travel.

We are investing in electric vehicle (EV) charging points with 12 to be delivered in 2021 across Fieldhead and Kendray Hospitals with a further rollout across the estate going forward.  This will promote and encourage the use of EV's and assist in the transition of our fleet and Trust car scheme to green alternatives over the coming years.

## 5.3    Decarbonising the Estate

We currently use natural gas to heat most of our estate, which contributes 51% of our total annual carbon emissions, it is therefore essential that we decarbonise our heating and electricity if we are to meet the NHS net zero targets.

Gas and electricity consumption across Fieldhead and Kendray Hospitals accounted for 43% of the Trust's total annual emissions in 2019/20 with 2,900 $tCO_2e$. To achieve the NHS net-zero targets the emissions from these two sites alone must be reduced to 580 $tCO_2e$ by 2032 and 0 $tCO_2e$ by 2040.

To achieve this reduction the Trust cannot continue business as usual rather it must decarbonise the heating systems and reduce electrical demand. Options already identified include the installation of solar photovoltaics (PV) coupled with battery storage, upgrading to LED lighting, increasing submetering and monitoring and upgrading the Building Management System (BMS). These will enable the Trust to significantly reduce its annual consumption of gas and electricity and reduce its $CO_2e$ emissions.

Understanding our consumption through submetering and effective BMS will provide us with much greater insight into key areas for intervention. Once these measures have been installed and data collected, we can then effectively size and scope further decarbonisation options.

The UK Government considers achieving carbon net-zero by 2050 a top priority and have set out their Ten Point Plan which will act as a framework for their Green Industrial Revolution. The plan endeavours to create 250,000 new jobs in the renewable energy sector by 2030 and will support this with over £5 billion in funding.

Whilst these measures are outside of the Trust's control, we will ensure we are ready to take advantage of government, NHS specific and local initiatives which provide grant funding, partnership working and advice to achieving the ambitious net zero targets.

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## 6.0   OUR SUSTAINABLE ACTION PLAN

Following the development of this strategic Green Plan, we will embark on a process of colleague engagement across the Trust in order to develop a Sustainable Action Plan (SAP). The SAP will be developed via a process of consultation with our staff to identify and agree relevant actions that the Trust can take to achieve our strategic objectives. This colleague engagement will be conducted in an inclusive and collaborative manner. As a partnership Trust, it is vital that we engage fully with our colleagues on these issues and this is detailed in section 7.0.

The SAP will act as the framework by which the Trust can move towards our strategic objectives. Individual actions will be identified and agreed, assigned to a relevant person or group for responsibility and given a timescale for implementation.

The Sustainable Action Plan will be divided into 10 different modules, as listed below:

- Corporate Approach

- Asset Management and Utilities

- Travel and Logistics

- Adaptation

- Capital Projects

- Greenspace and Biodiversity

- Sustainable Care Models

- Our People

- Sustainable Use of Resources

- Carbon and Greenhouse Gases

These modules have been developed in order to apply the issues of sustainability included in the UN Sustainable Development Goals (SDGs) to the operations of NHS Trusts (Image 3). Therefore, by identifying, agreeing, and implementing actions with this modular approach, the Trust will ensure that we address the full scope of the sustainability agenda.

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**Image 3 - The UN Sustainable Development Goals (SDG)**

The following subsection provide an overview of the intended focus and aims of each module within the SAP.

## 6.1    Corporate Approach

The Trust requires senior level staff engagement to embed sustainability within the operation of the Trust. Our aim is to ensure that sustainability is embedded within our organisational strategy and processes. To implement the Green Plan throughout the organisation it is crucial that there is top-down awareness of the importance of sustainability and that it becomes a consideration in Trust policies. We will deliver, monitor and report on our progress, supported by our nominated board level lead.

## 6.2    Asset Management and Utilities

Gas and electricity consumption are the most significant contributors to carbon emissions at the Trust, improving the efficiency of our utilities is therefore essential if we wish to meet our emissions targets. It is crucial that we accurately measure and reduce consumption to enable us to minimise our costs and environmental impact. These actions focus on improving efficiency throughout the Trust by improving utilities management and reducing consumption through staff behaviour changes.

## 6.3    Travel and Logistics

Our estate is comprised of over 50 buildings across West and South Yorkshire. The Trust delivers services within these sites and within homes and community settings which means that travel is an unavoidable part of our operation. To reduce the impact of our travel we will adopt a variety of strategies, including facilitating teleconferencing and developing a Travel

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Plan. Travel has significant impacts on our carbon emissions, air pollution and the health and wellbeing of our staff and patients. By optimising how we travel and enabling staff and patients to avoid unnecessary travel we can work towards improving our sustainability.

## 6.4    Adaptation

The Trust recognises that in addition to minimising our contribution to climate change we also need to adapt to ensure that our Trust is resilient to the potential impacts of climate change. Climate change is one of the greatest threats to public health in the 21st century. It is expected to cause an increase in the frequency and severity of extreme weather events which could directly impact the health of our communities and effect our services.

Public Health England and the NHS Sustainable Development Unit have set two objectives to help the NHS adapt to climate change, to reduce mortality and morbidity associated with severe weather events and climate change and to promote resilience and service continuity to ensure sound service delivery. The actions set out in this module will seek to ensure that disruptions to our services due to climate change are minimised.

However, the COVID-19 pandemic has illustrated that climate change is not the only challenge to test the adaptability and resilience of the Trust and the lessons learnt over the past 12 months will undoubtedly provide strong foundations for this work.

## 6.5    Capital Projects

The Trust is dedicated to reducing the environmental impacts associated with our buildings, critical infrastructure and equipment. Modernising our estate ensures that it meets the needs of its users and improves efficiency which reduces our carbon emissions, air pollution and waste. Designing new builds and refurbishments in a sustainable manner will improve the environmental performance of our estate and deliver a better place to work for our staff and a superior healthcare environment for our patients.

## 6.6    Greenspace and Biodiversity

Improving greenspaces not only positively impacts the environment and biodiversity by improving air quality and capturing carbon but, has also been proven to benefit our physical and mental wellbeing. The actions in this section will build on the great work done at the Trust to provide greenspaces for users, staff and the local community and protect the local environment.

## 6.7    Sustainable Care Models

To improve our overall sustainability performance, we must adopt more sustainable models of care. The Trust recognises the importance of considering the social, financial and environmental impact of all our services to ensure that they are sustainable in the long term and allow us to deliver our objectives. It is also vital to the Trust that our sustainable care models improve patient and staff experience.

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### 6.8 Our People

At the Trust we are committed to educating our workforce and increasing their awareness of sustainability. To achieve our strategic objectives and deliver sustainable healthcare we will require staff at all levels of the Trust to engage with the Green Plan and help deliver our actions. We will equip our staff with the appropriate knowledge to allow them to create sustainable changes both at home and at work. We will also continue to support staff through our Wellbeing at Work programme and ensure that we provide a positive working environment for all our staff.

### 6.9 Sustainable Use of Resources

The Trust spends over £60m on non-pay spend to deliver its services. The demand on resources is not something we can eliminate as it is aligned to service user contacts and the organisational support systems in place around this delivery. However, what we need to ensure is that we are choosing the most efficient way to deliver services with a sustainable approach to the procurement, use and disposal of the resources.

Through a sustainable approach to managing resources the Trust can reduce waste, air pollution and emissions.

### 6.10 Carbon and Greenhouse Gases

Every aspect of our Trust generates carbon emissions. We therefore require a Trust-wide approach to emissions reduction in to meet our target of net-zero by 2040.

Our actions will focus on improving the monitoring and management of our consumption to reduce our emissions. We will utilise a partnership approach to addressing this issue by collaborating with local councils, peer organisations and our staff and patients to arrive at actions which both reduce our carbon emission and provide a boost to the health and wellbeing of our stakeholders.

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## 7.0   COMMUNICATION, ENGAGEMENT AND EQUALITY

If our ambition to be a sustainable organisation is to be successful we will need to communicate what we are doing both within and outside of the organisation, engaging with staff and stakeholders, highlighting key priorities and positioning ourselves as an exemplar organisation for sustainable healthcare.

There is 'no one size fits all' approach to communicating sustainability, and we have a large geographically spread and diverse body of staff and stakeholders to engage. As such the challenge for the organisation is to develop and maintain high quality and regular communications across a variety of channels, and to continually review and learn from what we do.

Our communications aim and outputs will be the same as the overall strategy. We will measure our success in the ability to 'nudge' staff, service users, volunteers and visitors towards making the behaviour changes we need to achieve our goals.

To affect behaviour change amongst our staff, service users, volunteers and visitors we will develop an insight-driven campaign along social marketing principles.  We will do this by engaging with key stakeholders, including Staff Side, to shape the look, feel and messages of the campaign.  We will also ensure that this work dovetails with other on-going work such as *our finance matters* and #allofusimprove campaigns.

A comprehensive communications strategy and campaign plan for all of the requirements that fall under this strategy will be produced.

### 7.1   Involving People

The Trust will be inclusive in its approach to involve people in delivering the objectives set out in the strategy.  The objectives have been developed from the insight the Trust already hold.

The Trust will continue to commit to build on this insight and continue to involve people in identifying actions to support the delivery of the strategy.  The approach will be:

- To identify champions in the workplace who are willing to support the delivery of communications within their own workplace setting.  This will include cascading messages and involving and motivating others

- To look at involving volunteers through the Trust volunteer service.  The volunteer's role is to enhance and add value to the work of the Trust and there will be activities which will be suitable for a volunteer led approach. This will compliment and support staff

- To talk to communities and identify solutions together by involving representatives from those communities in discussions or to enable people to raise issues and concerns

- To map existing networks in the local community who are already working on sustainable solutions so the Trust can develop partnerships and work together

## 8.0   REPORTING PROGRESS

We will be measuring the progress of this strategy using both qualitative and quantitative methods. The main way in which we'll measure the qualitative progress is by carrying out an annual assessment using the NHS Assessment Tool. We will set a goal of achieving year on year progress within the five-year lifetime of this plan as we develop and implement our actions.

In addition to the NHS Assessment Tool we will complete the Sustainable Development Unit's Sustainability Reporting Portal which calculates our carbon emissions amongst other areas.  We report our operational estate utilisation and costs annually through the mandatory NHS Estates Return Information Collection (ERIC). Finally, we will produce an annual Sustainability Report updating on progress against this plan.

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# GLOSSARY OF TERMS

**Air Pollution** - the presence and introduction into the air of a substance which is harmful to human health

**Carbon Intensity** - a means of calculating the amount of carbon generated for a specific energy source (e.g. electricity)

**Carbon Net-Zero** - a state in which an organisation emits no carbon emissions from its activities. Or a state in which all carbon emissions are offset

**$CO_2e$ (Carbon dioxide equivalent)** - a unit used to express total greenhouse gas emissions. There are multiple GHGs, each with a different impact on climate change. $CO_2e$ equates all GHGs to the impact of carbon dioxide. $CO_2e$ is used to report all GHG emissions

**Greenhouse Gas (GHG)** - a gas that contributes to the greenhouse effect, leading to climate change (e.g. $CO_2$)

**kWh** - a unit of measurement for energy usage (e.g. gas and electricity)

**Direct emissions** - $CO_2e$ emissions from sources which are owned or controlled by the Trust

**Indirect emissions** - $CO_2e$ emissions from sources which are not owned or controlled by the Trust, but are generated due to the Trust's activities (e.g. purchase of electricity, procurement, waste disposal)

**Scope 1 emissions** - direct emissions from owned or controlled sources (e.g. on-site fuel combustion, company vehicles, anaesthetic gases)

**Scope 2 emissions** - indirect emissions from the generation of purchased electricity, steam, heating, and cooling

**Scope 3 emissions** - all other indirect emissions that occur in an organisation's supply chain (e.g. purchased goods, employee commuting, waste disposal

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