# Front Sheet: Board of Directors
# Item number: 17
# Date: 29th January 2025

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| **Private/ public paper:** | Public |
| **Report Title:** | **Sustainability and Green Plan Strategy 2025- 2028 Final** |
| **Author(s) Accountable Director:** | Phillip Easthope- Executive director of finance, IMST & performance |
| **Presented by:** | Sarah Ellison, Sustainability lead |
| **Vision and values:** | The green plan will support delivery of SHSC Vision and values and ensure we are not only delivering high quality healthcare, but we are also delivering sustainable, low carbon, climate resilient and inclusive healthcare. |
| **Purpose and key actions:** | In 2020, the NHS became the world's first national healthcare system to commit to delivering net zero emissions. On the 1st of July 2022, NHS England embedded net zero into legislation, through the Health and Care Act 2022. The Delivering a Net Zero National Health Service report is now issued as statutory guidance. Trusts and Integrated Care Boards (ICB) are expected to meet their statutory duties through the delivery of board-approved green plans, setting out the key actions they are taking to deliver emissions reductions. This report brings the refreshed version of the SHSC Green plan to SHSC Board for review. |
| **Executive summary:** | To support Trust's to refresh their green plan, reflecting the latest guidance and evidence, draw on learning from delivery to date and ensure plans are in line with national ambitions to reduce NHS emissions while improving population health and efficiencies Greener NHS (GNHS) have produced green plan refresh guidance. This was due for publication Autumn 2024 but has been delayed and it yet to be published.<br><br>Sustainable Development Group took the decision to continue with our proposed plan to refresh the SHSC green plan ready for Board review in January 2025, despite not having oversight of the GNHS refresh guidance.<br><br>The refreshed green plan content, including objectives and action plan brings together core asks and targets, drawing on existing publications such as the NHS Net Zero Supplier Roadmap, delivering a carbon net zero estate delivery plan, RcPsych Delivering greener more sustainable and net zero mental health care guidance and recommendation etc. and is aligned to the GNHS green plan support tool sustainable performance self-assessment content. The green plan refresh highlights greater need to prioritise interventions that also improve patient care and population health, reduce inequalities and support efficient use of NHS resources – aligning with wider system priorities. For example, where applicable each focus area action has equality impact considerations highlighted.<br><br>Post Board approval of the green plan refresh work we will continue to make progress developing the green plan action plan (detailed on pages 21- 75 of the Green Plan), to ensure actions are SMART, and align to dependencies and enabling deliverables of wider SHSC strategy objectives. This updated action plan will be monitored and reported on at the Sustainable Development Group. |

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| | For note: the attached version is the word content and proposed design outline, not the intended design for final publication. This will follow alongside other summaries documents such as a plan on a page, post Board approval.<br><br>Appendices attached:<br>Green Plan 2425 2829 V4 Full word Content<br>SHSC Board January 2025 Green Plan and Sustainability Strategy Slide deck. |

| **Which strategic objective does the item primarily contribute to:** | | | | | |
|---|---|---|---|---|---|
| Effective Use of Resources | *Yes* | x | *No* | | |
| Deliver Outstanding Care | *Yes* | x | *No* | | |
| Great Place to Work | *Yes* | x | *No* | | |
| Ensuring our services are inclusive | *Yes* | x | *No* | | |

| **What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.** | |
|---|---|
| Health and Care Act, 2022<br>Delivering a Net Zero NHS Report<br>NHS Net Zero Supplier Roadmap<br>NHS Estates Net Zero Carbon Delivery Plan<br>NHS Clinical Waste Strategy<br>NHS Net Zero Travel and Transport Strategy | NHS Standard Contract, Service Condition 18<br>NHS Provider Licence Standard Conditions<br>Care Quality Commission, Quality Statement: Environmental Sustainability- Sustainable Development<br>NHS SY Sustainability and Green Plan |
| **BAF and corporate risk/s:** | BAF 0030 - There is a risk of failure to maintain and deliver on the SHSC Green Plan, caused by lack of robust plans capability and capacity to deliver targets required resulting in potential to lead to poor patient outcomes, worsening of existing health inequalities, poor service delivery, disruption to services, inefficient use of resource and energy/higher operating costs, legal and regulatory action, missed opportunities for innovation, reputational damage, reduced productivity and increased environmental impact. |
| **Any background papers/ items previously considered:** | • Item 18 Finance and Performance Committee January 25, Sustainability and Green Plan Strategy 2024/25- 2028/29 Final Strategy for review<br>• Item 6e Executive Management Team 9th January 25 Sustainability and Green Plan Strategy 2024/25- 2028/29 Final strategy for review<br>• Item 13 Finance and Performance Committee December 24, Sustainability and Green Plan Strategy 2024/25- 2028/29 Draft for Review<br>• Item 16 Finance and Performance Committee October 24, Sustainable Development Group Quarterly Report and Green Plan Refresh Content Outline. |
| **Recommendation:** | Recommendation: **Approve** the refreshed Green Plan 2025/26-2028/29<br><br>To note: The ongoing delivery of the green plan and subsequent action plan will have implication for the Trust capital programme and revenue implications. Work continues to determine what the financial implications are (e.g. Estates and Facilities Heat Decarbonisation delivery). When identified these requirements will be integrated into Trust processes for prioritisation.<br><br>To note the anticipated national Greener NHS Green plan refresh guidance, which once received may lead to further review and refinement of the green plan either as part current annual refresh processes or sooner if required. |

# Green Plan 2025/26- 2028/29

SHSC Sustainability Strategy

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# Executive Summary

Phillip Easthope, Board Level Green Plan and Net Zero Representative

Climate change is here and the UK climate is already changing. Since the publication of the first Green Plan climate records continue to be broken and we are facing the reality of the impacts of climate change. We are building our understanding of the challenges, risks and opportunities of transitioning to a net zero SHSC. It is clear to protect our own health and wellbeing, and to protect the existence of future generations, we need to prevent further harm and adapt to an environment that is changing.

We are proud to provide care in Sheffield and as an anchor institution we understand it is within our power to not only change how we do things but to lead by example and influence action across the city to reduce carbon, improve air quality and support our communities through the challenging times ahead. Our actions must be balanced in approach and we must ensure we address opportunities to support a just transition to net zero and maximise the potential to prevent or reduce health inequalities. Our Trust vision is to improve the mental, physical and social wellbeing of the people in our communities. A response is needed at every level of our organisation to mitigate and adapt to the threat of climate change. I am confident by living our Trust values and remaining committed to our ambitious Green Plan we can ensure that we not only deliver high quality healthcare but we can deliver sustainable, low carbon, climate resilient and inclusive healthcare.

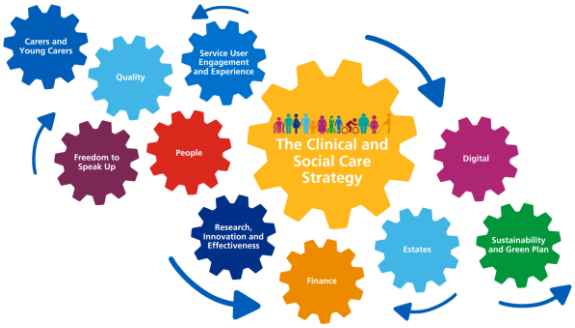
The first SHSC Green Plan marked the start of a journey for not only a sustainable transformation but a cultural transformation too and although the pace of change has been slower than we had anticipated, our carbon footprint is reducing and we are beginning to see the green roots of sustainability embedded as a criterion of quality within the organisation. We will continue to build the conditions to embed sustainable value (financial, social and environmental value), to enable inclusive and equitable change, continually build our knowledge and as the breadth and pace of change demands, maximise opportunities to improve wellbeing and community resilience.

Despite wider strategic priorities and growing pressures across the whole NHS, as reinforced in Lord Darzi's independent report. "Given the global health imperatives, the NHS must stick to its net zero ambitions. There is no trade-off between climate responsibilities and reducing waiting lists. Indeed, often health and climate are mutually reinforcing goals." (Independent Investigation of the NHS in England, Lord Darzi, September 2024). Business as usual remains not to be an option.

Phillip Easthope- Executive Director of Finance, IMST & Performance

# Introduction

This document provides an update on delivery of our Green Plan, 3 year sustainability strategy providing accountability and a commitment to deliver on the NHS Net Zero targets. In addition to ensuring Sheffield Health and Social Care NHS Foundation Trust (SHSC) is building capacity to respond to and reduce our vulnerability to the impacts of climate change, for the benefit of our service users and our local communities.




It forms a part of our Enabling Strategies to deliver on our desire to be the best we can be and our Trust Vision: to improve the mental, physical and social wellbeing of the people in our communities.

## About SHSC; Proud to care in Sheffield

At SHSC we provide a range of mental health and learning disability services to the people of Sheffield. Some of the specialist services we provide support people from across the region, and our gender identity clinic receives referrals from across the country. Our vision is to improve the mental, physical and social wellbeing of the people in our communities.

We will do this by:

- Working with and speaking up for local people
- Making sure our services concentrate on prevention and early intervention
- Always improving what we do
- Locating services as close to peoples' homes as we can and where we can't make it easy and affordable to attend
- Developing a confident workforce with colleagues who are good at what they do and who reflect the population of Sheffield
- Ensuring excellent and sustainable services

Our values are a series of behaviours that everyone at SHSC is expected to follow. We are proud to live and follow our values every day. They outline how we act to make sure we give the very best care to the people we support.

As an integral part of our strategic direction and building on our first Green Plan published in January 2022, this updated plan sets out where we are now and where we need to get to by the end of 2028, working towards our net zero carbon emissions targets and transitioning towards becoming a more sustainable and more resilient organisation. We are continually building our knowledge, gathering evidence and creating the conditions to keep sustainability at the forefront within our decision making and performance measurement.

**Our Populations Health, South Yorkshire**

Health outcomes for the people of South Yorkshire are poor compared to the England average. Average life expectancy is relatively low, and we have significantly higher rates of preventable premature deaths. These poor health outcomes are driven by a variety of factors; the social and economic environment (levels of deprivation, unemployment, education, under-investment in the North etc), the physical environment (e.g. air pollution, availability of green spaces etc), lifestyle factors and adverse experience (both factors which are heavily influenced by deprivation) and genetics.

*NHS SY Sustainability and Green Plan 2022-25*

Climate change poses a major threat to our health as well as the planet. The climate crisis threatens to undo the last 50 years of progress in development, global health and poverty reduction, and to further widen existing health inequalities between and within populations. (World Health Organization, 2024). Climate change is likely to impact health in Sheffield through several direct and indirect pathways. Direct impacts include heatwaves, worsened cold weather, storms and floods. Air pollution alone is linked to 500 deaths a year in Sheffield, with many of the most polluted communities being not only the most deprived, but the ones closest to Sheffield's large hospitals, e.g. Burngreave and Firth Park. The Fair and Healthy Sheffield Plan has been developed to take action on reducing the health inequalities, to close the unfair gaps in length and quality of life by improving the health and wellbeing of those worst off the fastest. It is known that some people in Sheffield die younger and have worse health than others, including those with disabilities, serious mental illness and those living in poverty.

Addressing the climate and environmental crisis is one of the plans eight core building blocks. We have committed to supporting this plan and playing our part. with a key focus of us on this particular building block.

# Drivers for Change

## Greener NHS

The NHS is responsible for 4% of the UK's total carbon emissions. In October 2020, NHS England became the world's first health system to commit to reaching net zero carbon emissions, as outlined in the Delivering a 'Net Zero' National Health Service report, which has two targets:

- **To be net zero by 2040 for directly controlled emissions**
- **To be net zero by 2045 for emissions that the NHS Influences.**

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022. This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions and environmental targets.

The Act requires commissioners and providers of NHS services specifically to address the net zero emissions targets. It also covers measures to adapt to any current or predicted impacts of climate change identified within the 2008 Climate Change Act.

*What is a Green Plan?*

To support our net zero ambition, each trust and integrated care system should have a green plan which sets out their aims, objectives, and delivery plans for carbon reduction. In each case, this should be signed off by the Trust Board, with a board-level 'net zero lead' responsible for overseeing its delivery. Given the pivotal role that integrated care systems (ICSs) play, each system will also need to develop its own green plan, based on the strategies of its member organisations.

## Climate change and the threat to health

The Climate change emergency is a health emergency. It has the potential to affect all of the people we care for, now and in the future. It is our duty to act with urgency to protect the environment. Providing greener, more sustainable and net zero mental health care will not only help to reduce carbon emissions, wider environmental impacts and, potentially, the harmful effects of climate change, but by implementing principles of sustainable healthcare will also enable SHSC to deliver better quality and more efficient healthcare. Sustainable healthcare is good healthcare.

Sustainability in practice must span the entire service user journey and every member of SHSC staff, our partners, our service users and our suppliers have a significant role to play ensuring we meet our net zero duties. The UK Health Alliance on Climate Change 2021, Climate Health Coalition report, states that approximately 1.8 million people in the UK are living in areas at significant risk of flooding - a number which could increase to 2.6 million by 2050. Just under 12 million people in the UK are also dangerously vulnerable to future summer heatwaves, particularly the elderly or people with pre-existing health conditions such as diabetes or heart disease. Increasingly, research and evidence is paying closer attention to the mental health and psychosocial well-being impacts of climate change. As demonstrated in figure 1 below there are multiple direct and indirect pathways by which climate-related hazards, long-term risks, exposure pathways and vulnerabilities interrelate to impact mental health. Most concerning of all, these exposure pathways have the potential to amplify existing health inequalities globally and within the populations we serve. SHSC must and will continue to accelerate action on climate change to not only reduce carbon emissions but will also focus on developing effective interventions to prevent and address mental health impacts, based on our assessments to identify local risks, vulnerabilities and capacities to be resilient to climate change.

*The Principles of Sustainable Healthcare*

1. *Prevention; promoting health and preventing disease by tackling the cause of illness and health inequalities*
2. *Patient empowerment and self care; Empowering service users to play a greater role in managing their own health and healthcare*
3. *Lean systems; Streamlining care systems to minimise wasteful activities*
4. *Low carbon alternatives; Prioritising technologies and treatments with lower environmental impact*

*(Mortimier, F, The Sustainable Physician, Clinical Medicine 2010, Vol 10, No 2: 110–11)*

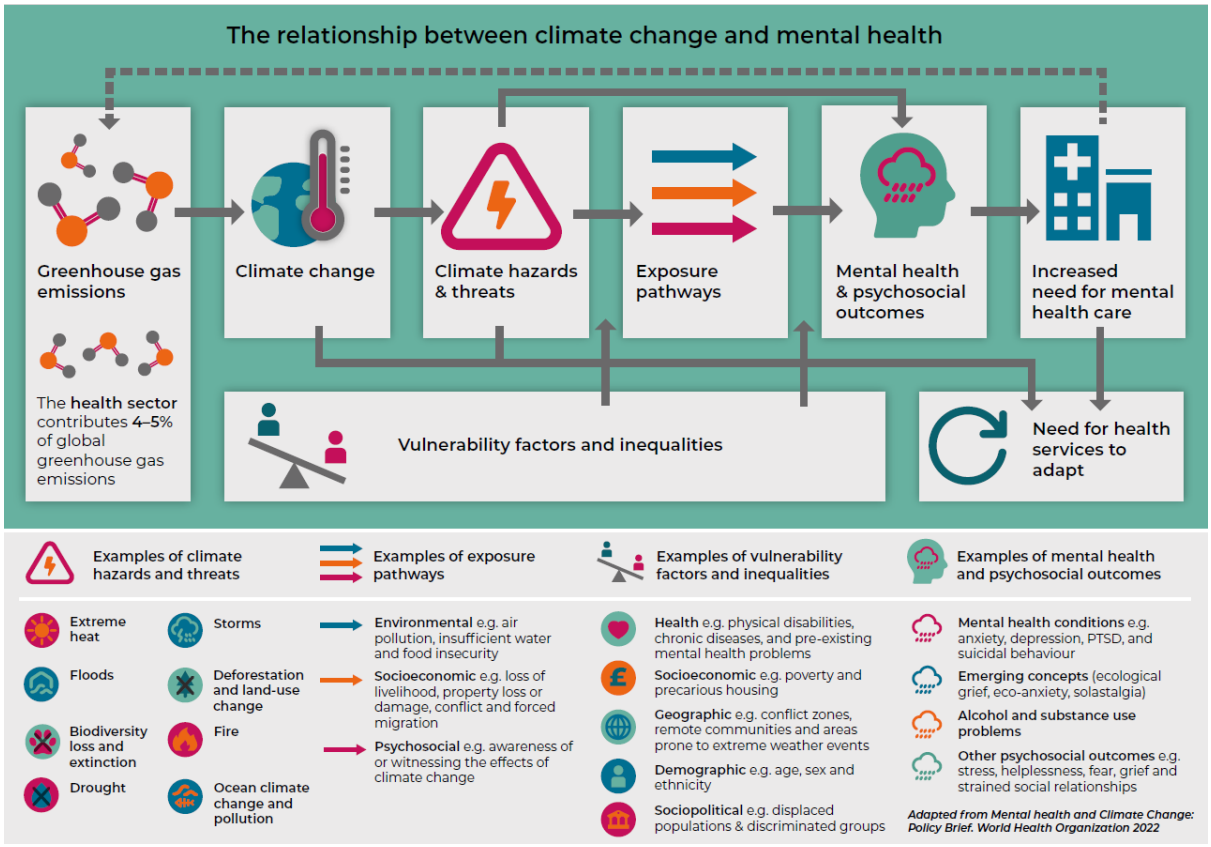



Fig 1, Page 8, National Collaborating Centre for Mental Health. Delivering greener, more sustainable and net zero mental health care: Guidance and recommendations. London: National Collaborating Centre for Mental Health; 2023

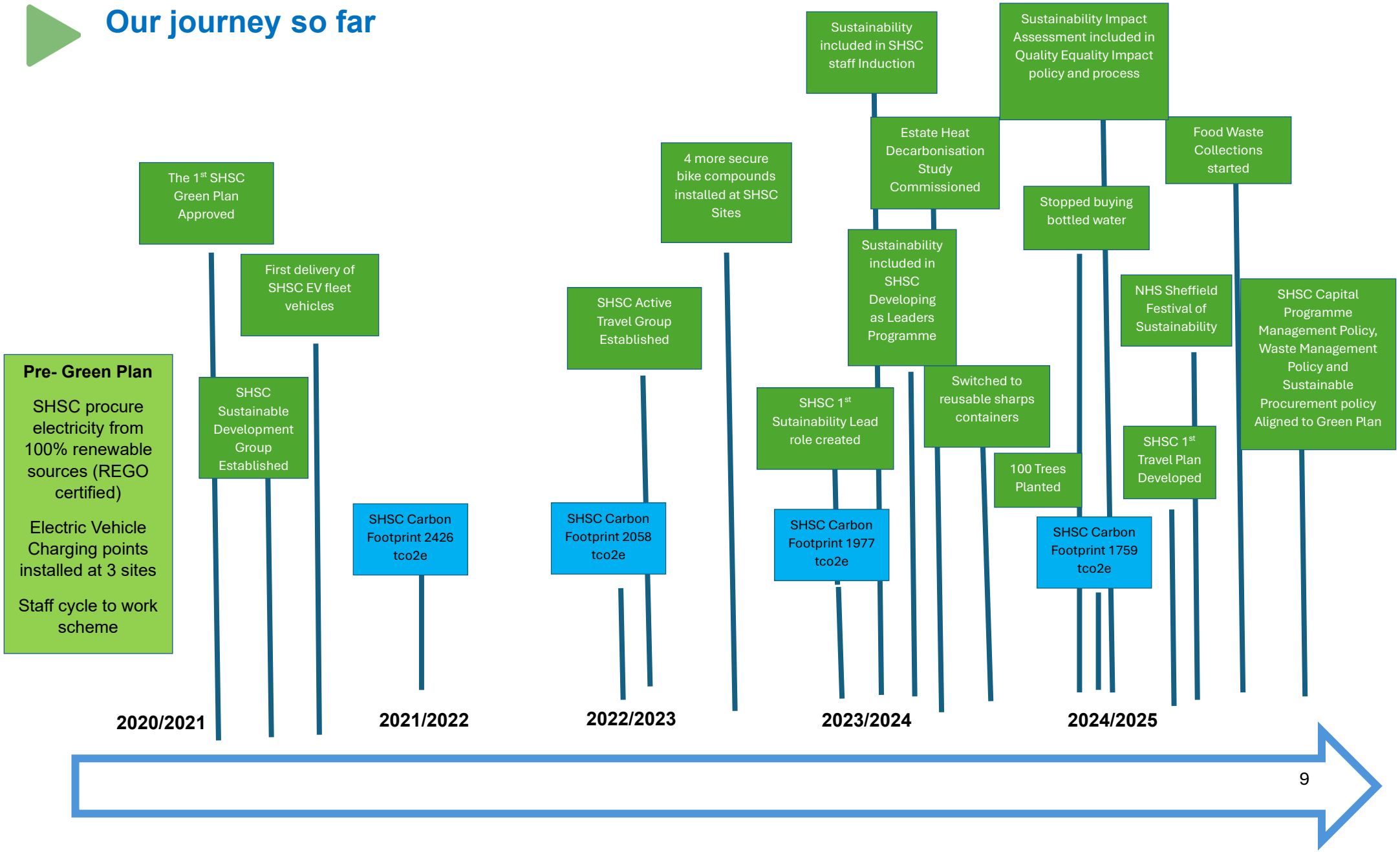
## Great Challenges and Opportunities

Whilst we are paying close attention to climate-related risks we are also aware of the opportunities and co-benefits that we can utilise to enable a future Sheffield with:

- Reduced health inequalities and high levels of improved wellbeing
- Improved air quality
- Healthy, inclusive and resilient communities, ready to react to climate events
- Reduced fuel poverty and comfortable homes and workplaces
- Accessible, protected natural spaces in recovery and thriving

We do not have time to delay as we recognise our actions to tackle the climate crisis also raise significant opportunities to reduce health inequalities and support healthy and resilient communities. Climate action should contribute to a just transition that actively involves people in decision-making, that provides new opportunities for marginalised communities, and that provides targeted support to make sure no one and nowhere is left behind. (Yorkshire and Humber Climate Action Plan, 2024). Our approach will be underpinned by a strong focus on living our values to support our cultural development and truly inclusive behaviours.

# Our journey so far

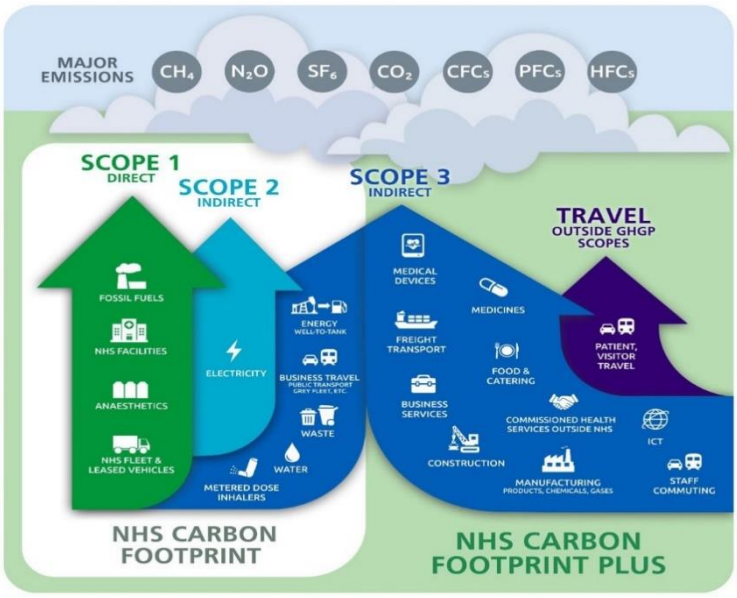


## Our Carbon Footprint

The operation of SHSC generates carbon emissions and consequently we are contributing to the climate health crisis. Identifying a route to net zero emissions in a complex system such as SHSC is challenging and working towards achieving these targets even more so. When developing our first Green Plan we recognised that transformation would require collaboration across our region and we were prepared to match our partner organisations across the city to achieve a net zero footprint for the emissions under our direct control by 2030. Bringing the National Greener NHS Net Zero emissions carbon footprint target forward by 10 years. The graphs below outline our progress so far working towards our 2030 target. Although we are on track to meet the Greener NHS ambition to reach an 80% reduction in our carbon footprint by 2028 to 2032(reduction from 1990 baseline estimate), progress has been slower than anticipated relative to the SHSC 2030 net zero emissions target. We have identified the building blocks to meet our 2030 target. We continue to progress development of a Heat Decarbonisation Plan (HDP) for our estate and further decarbonisation of our fleet.

**SHSC Net Zero Emissions Targets:**

- For the emissions we **control directly** (our carbon footprint) to be net zero by **2030**
- For the emissions **we can influence** to be net zero by **2045**.



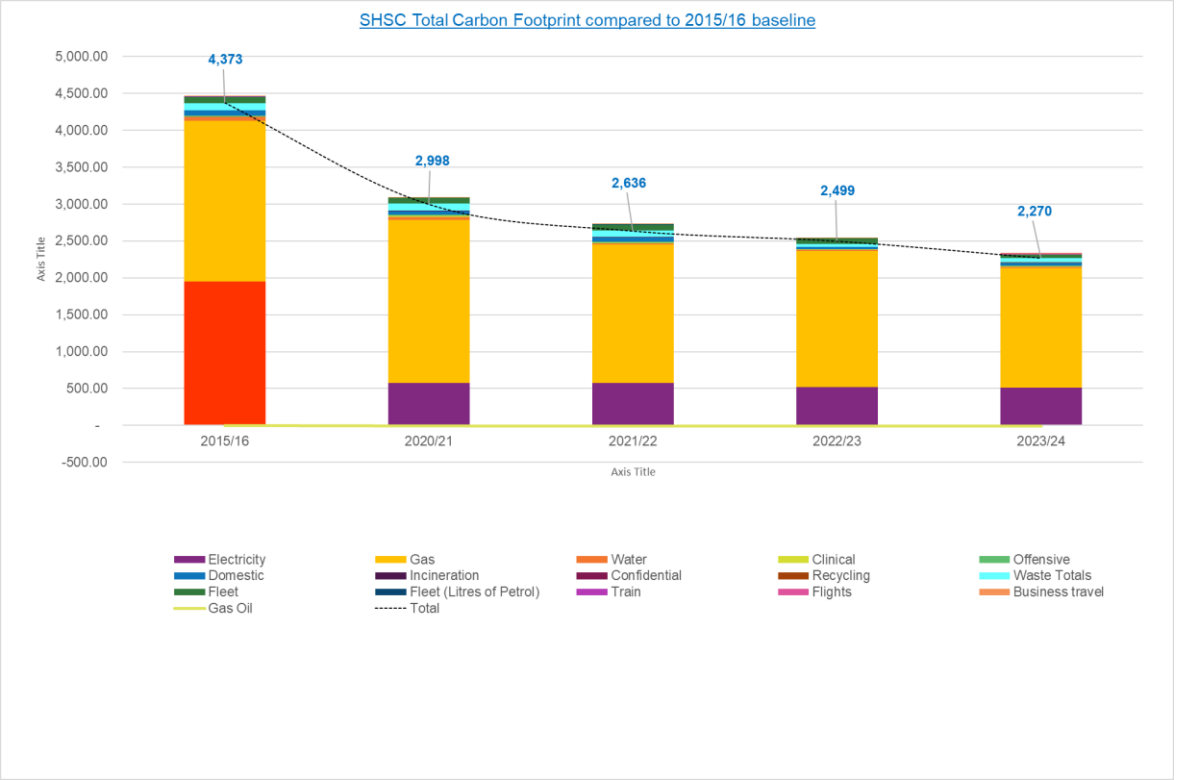

As we have procured REGO certified electricity since 2020 we have subsequently reported a reduction in our NHS carbon footprint. However we continue to review the additionality and value for money for procuring these tariffs compared to investment in onsite renewable technology, in the light of the improving proportion of power generated by renewable sources across the National Grid.

**Decarbonisation and REGO backed electricity procurement**

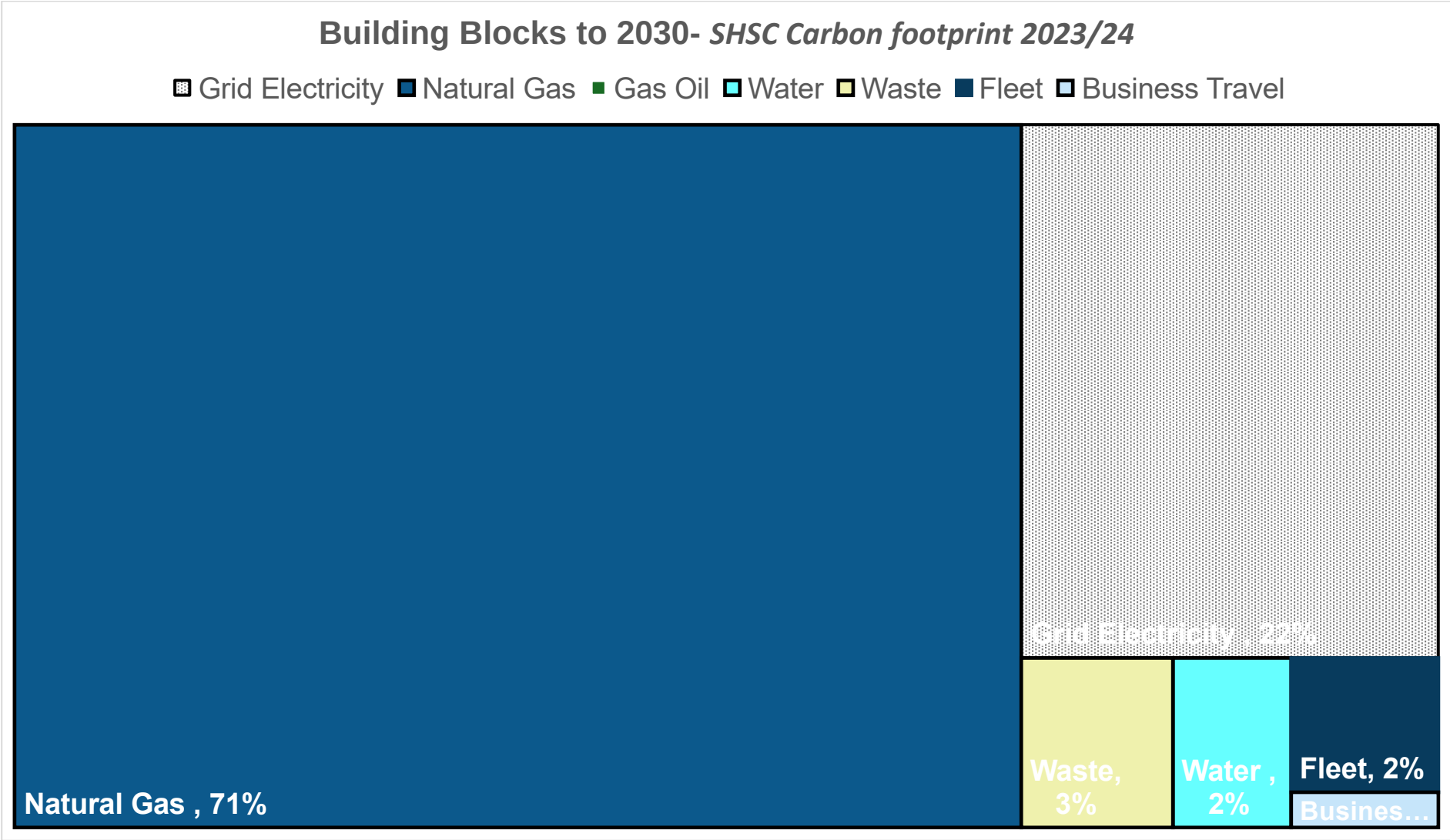
Since April 2020 SHSC have purchased our electricity from a sustainable, REGO certified, source and subsequently have reported a reduction in our direct carbon emissions. We also recognise that REGOs themselves do not show additionality and our energy procurement framework assessed suppliers for their actual fuel mix in addition to this.

Our electricity supplier purchases from >98% renewable sources, exerting a pressure on the grid to green. For full transparency and aligning to BEIS best practice below we have stated what our electricity consumption emissions would be if the tariff was not purchased.

| | |
|---|---|
| 2015/16 | 1,948.54 tCO2e |
| 2020/21 | 571.20 tCO2e |
| 2021/22 | 577.77 tCO2e |
| 2022/23 | 521.80 tCO2e |
| 2023/24 | 510.80 tCO2e |



## SHSC Net Zero 2030 Building Blocks



# Our Green Plan Vision and Priorities 2024/25- 2028/29

## Our vision

The vision for SHSC is to improve the mental, physical and social wellbeing of the people in our communities.

We want to be ambitious as we acknowledge not only our impacts but our power and influence for positive change.

We will do this by:

- Working with and advocating for the local population
- Refocusing our services towards prevention and early intervention
- Continuous improvement of our services
- Integrating care into communities and locating services as close to peoples' homes as we can
- Developing a confident and skilled workforce
- Ensuring excellent and sustainable services
- Making better use of technology in health and care

## Green Plan Focus Areas

Within the Green Plan we have identified 7 focus areas aligned to the main drivers of change and sources of carbon emissions.

## Our Aims- What we are working towards

**We will take urgent action to deliver net zero carbon care and maximise the opportunities to redefine the social and environmental determinants of health. We aim to:**

Reduce the emission under our direct control (our carbon footprint) to net zero by 2030

Reduce the emissions we can influence (our carbon footprint plus) to net zero by 2045

**Workforce and System Leadership**

Inspire, engage and educate to support sustainable choices and delivery of low carbon care

**Low Carbon Care**

Develop low carbon care pathways adapted and resilient to impacts of climate change

**Sustainable Supply chain and procurement**

Using resources responsibly and working with our supply chain to support delivery of low carbon care

**Adaptation**

A SHSC resilient and ready to support our communities through the challenges of climate change

**Estates and Facilities**

Provide, healthy, biodiverse spaces for our service users, staff and visitors, transitioning to a net zero carbon estate with built in resilience to climate change

**Travel and Transport**

Lowering the travel emissions and reducing the travel miles related to SHSC care and operational delivery

**Green Digital Transformation**

Ensuring our digital infrastructures and associated supply chains are working towards net zero carbon targets, rationalised, resilient and free of slavery/exploitation, creating environmental, economic and social benefits for all.

## Our Green Plan Focus Area Objectives

Building on the knowledge and data we have collated over the past 3 years we have reviewed and updated our green plan action plan and have identified objectives we need to meet to achieve the aims for each of our green plan focus areas.

### Workforce and System Leadership

We will do this by:

- Sustainable value as a criterion of quality in our planning, decision making and performance management
- Empower and equip staff & our service users to make sustainable choices
- Demonstrate leadership in sustainable development

### Low Carbon Care

We will do this by:

- We will promote and work with nature, utilising green spaces and social prescribing to enhance and support more resilient clinical pathways
- Improve efficiency and quality of service user care through sustainability, leveraging existing tools and methodologies (e.g. SusQI)
- Use research and innovation to seek sustainable and forward-looking mental health practices

### Sustainable Supply Chain and Procurement

We will do this by:

- Implement the NHS Net Zero Supplier roadmap requirements and monitor our performance against them
- Detect the big carbon emission contributors within our supply chain and work with our suppliers to reduce emissions to support delivery of 2045 emissions target
- Identify and deliver opportunities to reduce resource use, support the circular economy approaches to procurement and consider the whole life costs of the products and service we purchase
- Embed robust processes to identify, manage and mitigate ethical and labour standard risks and working with our suppliers to reduce the risk of exploitation poor ethical practice within our supply chains

### Adaptation

We will do this by:

- Develop a Board approved plan for long-term adaptation to climate change and communicate this plan to our stakeholders
- Assign clear role(s) for responsible person(s) within SHSC responsible for the coordination of adaptation planning

- Risk assess how our infrastructure, operations and financial position may be exposed to climate change related risk.
- Identified climate change-related risks have Board oversight and are embedded within our risk governance structures and risk management processes.
- We have identified who in our communities are most vulnerable to the impacts of climate change and using this understanding to inform future planning and reduce risk of intensifying existing health inequalities
- Our workforce is prepared to work effectively and safely within extreme climate/ environmental events

### Estates and Facilities

We will do this by:

- Developing heat decarbonisation plans, identifying and prioritising the phasing out of existing fossil fuel systems and supporting delivery of our 2030 net zero carbon emissions targets
- Develop a plan to ensure SHSC has an EV ready estate, beyond SHSC fleet deployment
- An enhanced offer of facilities to support our staff, service users and visitors to make lower-carbon travel choices
- Developed a Green Spaces and Biodiversity strategy which identifies co-beneficial interventions to enhance biodiversity, increase opportunities for nature-based interventions and supports climate change mitigation and adaptation
- On track to meet and maintain targets outlined in the NHS Clinical Waste Strategy and drive forward a circular economy approach to avoid or reduce waste

### Travel and Transport

We will do this by:

- Realise relevant milestones outlined within the NHS Net Zero Travel and Transport Strategy and adopting transport actions within the Estates Net Zero Carbon Delivery Plan
- Deliver and meet targeted actions within the SHSC Travel Plan
- Procure and implement improved SHSC fleet management system to continue to deliver reduction in fleet emissions
- We work with our partners and stakeholders to assist with improvement of local air quality
- Promote the health benefits of low carbon travel modes to staff and service users and provide information to support sustainable travel choices.

### Green Digital Transformation

We will do this by:

- Digital governance, planning and risk management processes have sustainable value embedded and considered.
- Work with the digital supply chain to make sure they are supporting delivery of our 2045 net zero emissions targets and are resilient to future climate change related risks
- Continue to explore and exploit opportunities digital can offer to reduce the carbon of our operations and delivery of low carbon care pathways

## Our Approach

### Progress Measures and Metrics

Progressing from our first Green Plan we are beginning to have an improved understanding of the metrics and measures we can use to monitor and measure our performance delivering our green plan targets and actions. We are beginning to see the conditions we need to provide assurance sustainability has been embedded within our business planning and decision making, however accompanied by this is the complexity and the acknowledgement we have gaps in data availability. We are identifying appropriate sources for actual or proxy data we can use to support effective performance measurement. We are developing an SHSC Sustainability dashboard of key metrics, KPIs and measures to enhance reporting and engagement on our performance. Some of the key metrics and KPIs are highlighted within the Focus Areas section of this Green Plan.

### Governance and Reporting

Clear leadership and accountability are needed to ensure progress against this strategy is delivered consistently, efficiently and at pace to meet our ambitious 2030 net zero emissions target. Since April 2022 the

**Supporting a Just transition to net zero**

Climate change and the transition to a net zero society will impact us all, but not equally. It is crucial that with progress achieving our net zero ambitions we safeguard our services are inclusive and support the reduction of health inequalities.

Aligning to the SHSC population health and health inequalities strategy, there are three key principles that will guide us to ensure no one is left behind so we can achieve:

- Equitable access to healthcare
- Excellent experience of care
- Optimal outcomes for service users

With this in mind, each applicable action within this Green Plan has potential equality impact implications to be considered when completing green plan focus area actions (See focus areas section page 21). Our approach has been guided by the RcPsych Delivering greener, more sustainable and net zero mental health care guidance and recommendations (2023).

These considerations, will be utilised in conjunction with;

- Maintaining sustainability as a criterion of quality
- A core focus on a co-production across our organisation and working with our partners
- A people centred approach, valuing the experiences of our staff, service users, people with lived experience, peer support workers and our staff network groups.

SHSC Sustainable Development Group (SDG) has been established to report and monitor the progress and activities of delivering the green plan. Membership includes leaders from across the Trust representing the 7 green plan focus areas. The Group is chaired by the Green Plan Executive Lead, the Executive Director of Finance, IMST and Performance. The group reports on the strategic progress of the Green Plan action plan, ensuring this is integrated alongside SHSC strategic priorities. This group acts as the first point of assurance on Green Plan measures and targets.

Delivering the interventions to support a just transition to net zero can be complex and require engagement with multiple stakeholders at organisation and potentially system level. To support collaboration and strengthen the governance structure delivering on our strategic objectives, focused delivery groups, for example Estates and Facilities Sustainability Steering Group have been established and are reporting progress into the SDG.

The SDG is a Tier II committee and reports into the Finance and Performance Committee (FPC), a Board Sub-committee. On a quarterly basis SDG report progress on green plan action plan delivery, a carbon footprint performance report and an assurance report outlining any significant issues that need to be escalated to Board. SDG will report to FPC annually to report on annual performance on delivery of the green plan and provide assurance on the effectiveness of the governance structure.

Our SDG will, in addition report into our Executive Management Team, chaired by our Chief Executive quarterly to escalate and maintain advocacy for focus on green plan priorities within our operations and service delivery.

### Partnerships and Collaboration

The green plan is one of the enabling strategies supporting our Clinical and Social Care Strategy (CSCS). The bedrock of the CSCS strategy is based on the values of SHSC and the recovery principle, delivering care that is Person-Centred, Strengths-Based, Evidence-Led and Trauma-Informed.

The strategy encompasses key deliverables within the NHS Long Term plan including building further and faster, the partnerships and transformation with other organisations to become a more integrated health and social care system with improved outcomes. The complexity, pace and scale of the transformation required to deliver on our green plan ambitions means seeking opportunities to share best practice, collaborate and share data will be instrumental in delivering common climate change and health inequalities goals across the city.

We continue to make connections and forge strong working relationships with our partners at place and regional level. This includes using our position as an anchor institution to support and promote the shared city goals and the Fair and Healthy Sheffield Plan developed in collaboration by the Sheffield City Partnership. The City Goals serve as Sheffield's 'North Stars' that describe the kind of city we want Sheffield to be and the outcomes we want to achieve by 2035.

Fig 2 Sheffield City Goals 4,5,6, A Green and Resilient Sheffield

The goals include a Green and Resilient Sheffield City goal (see fig 2) Where we will all act urgently on the climate and environmental crisis, prepare for a changing future, and prioritise the health and wellbeing of our city's people and nature.

SHSC, alongside other NHS providers across the city are actively working to advocate for the link between the health of the planet and the health of our population. Our approach includes but is not exclusive to developing advocacy campaigns to highlight the health impacts of climate change and poor air quality, promoting the health co-benefits of mitigating and adapting to climate change, advocating on behalf of our staff and service users within local or regional policy and planning development, to ensure transition programmes are just and promote health and wellbeing. For example engagement with public consultations on active travel planning, public transport system design etc.

Across the city, climate change and air pollution will affect the health of our marginalised and deprived communities the most and will exacerbate existing health inequalities. To raise awareness of the impacts of climate change and support workstreams that improve the capacity of those communities those most vulnerable to the impacts of climate change to react and adapt to climate change events, we need to work closer with our community partners. This will include seeking opportunities to stimulate a positive cultural and societal shift towards a healthier, fairer communities and work to support reduction in the wider social determinants of health.

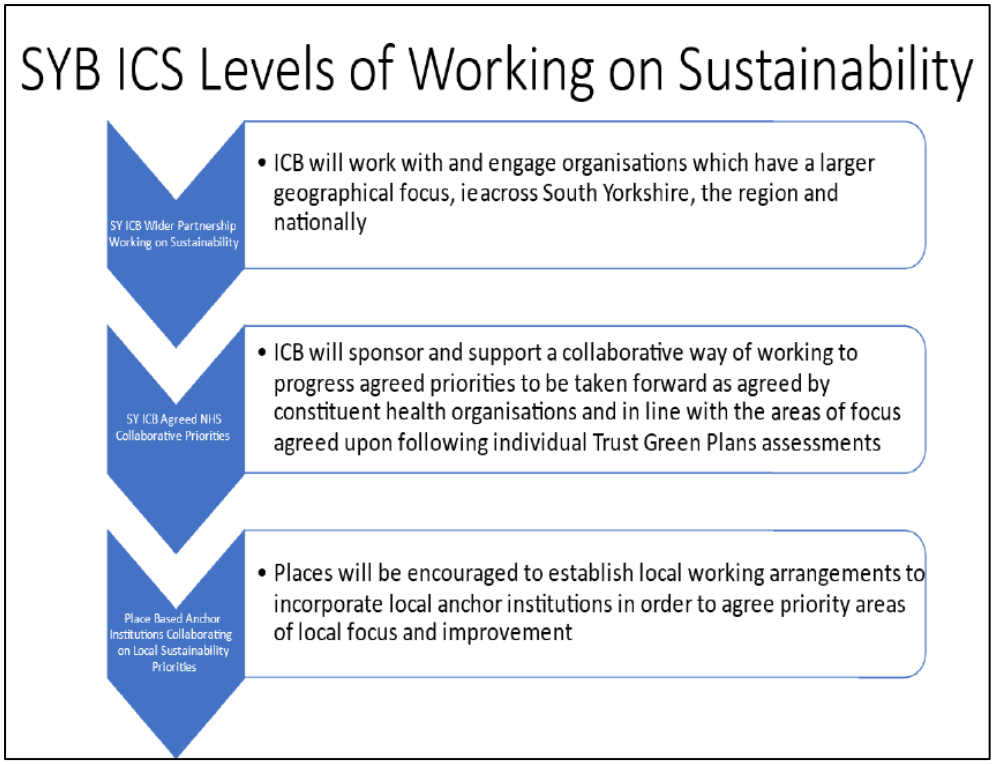



Fig xx SYB ICS Levels of Working on Sustainability, NHS SY Sustainability and Green Plan, 2022-25.

We collaborate with our peers within the South Yorkshire Integrated Care System (SYB ICS) to deliver on system wide priorities and statements of intent outlined in the NHS SY Sustainability and Green Plan 2022-25 and their refreshed green plan for 2025-28,once it is published. This includes a harmonised approach to workstreams delivery such as adaptation planning, sustainable travel planning, medicine prescribing and joint supply chain and procurement exercises and delivering impactful projects that helps us to progress towards our net zero goals , as a system. Through the South Yorkshire Sustainability forum, partner Trusts share approaches, case studies and examples of good practice which can be adopted and used by us. Further, it also creates opportunities for joint working and collaborative projects across the system that can be taken forward if relevant and possible.

## Focus Areas

Delivering our green plan will require work from across the entire organisation. The following section outlines our core deliverables, across our 7 focus areas for green plan 2025/26- 2028/29. The deliverables are split into two sets:

- Greener NHS Goals- goals which align directly to the targeted actions NHS Trust can self-assess against within the Greener NHS, Green Plan Support Tool
- SHSC Goals- Additional goals which are either associated to SHSC's wider strategic priorities or aligned to wider NHSE or Greener NHS strategies and guidance.

**1. Workforce & System Leadership**



We need a knowledgeable and empowered workforce that understands the financial, social and environmental impacts of our operations and is ready to adapt and support our service users through climate change events.

Sustainability must be embedded into SHSC planning and decision making. We must have robust and transparent governance, risk management and metrics to enable us to track our performance as well as evidence we are meeting our statutory obligations under the Health and Care Act 2022.

**2.Low Carbon Care**

We need clear clinical leadership to deliver low carbon mental healthcare. We shall focus on embedding the principles of sustainable healthcare across all of our clinical areas. This workstream will align with other NHS priorities set out in the NHS Long-Term Plan (2019) and Mental Health Implementation Plan (2019) including improving patient outcomes, action on prevention, more integrated and population level health systems and increasing efficiency.

Climate change is a major threat to health, including significant adverse impacts for mental health and wellbeing therefore we need to continue to review the evidence, design our services and work closely with our communities to make sure we are prepared and ready to support.

**3.Sustainable Supply Chain & Procurement**

Supply chain and Procurement makes up the largest component of our carbon footprint plus, so it is crucial we work within SHSC to reduce over consumption and wasteful activities and work in partnership with our supplies to reduce emissions and maximise social value for every £1 we spend.

We are implementing the NHS Net Zero Supplier Roadmap (2024) and our Sustainable Procurement Policy to ensure we are meeting our goals and driving forward sustainable and responsible procurement practices.

**4.Adaptation**

Climate change will have serious consequences for local population health and how SHSC delivers care. Risk and potential consequences for Health and Social Care are outlined in the 3rd UK Climate Change Risk Assessment and SHSC will use this, in conjunction with other tools such as the climate adaptation framework for NHS organisations in England to inform the SHSC climate risk assessment and the development of a long term Adaption Plan for a climate-resilient SHSC.

**5.Estates & Facilities**

Key to our 2030 net zero emissions target will be a transition away from fossil fuels within our estate and our fleet. Our goals in the estates and facilities focus area align to strategic actions outlined in the following:

- Estates Net Zero Carbon Delivery Plan
- NHS Net Zero Building Standard
- NHS Clinical Waste Strategy

**6.Travel & Transport**

Our travel and transport goals will support delivery of our 2030 and 2045 net zero emissions targets as well as supporting actions that lead to improved physical, social and mental wellbeing for our staff, service users and visitors. We have aligned our goals to deliverables contained within the SHSC sustainable travel plan and within the NHS Net Zero Travel and Transport Strategy.

**7.Green Digital Transformation**

Digital transformation of SHSC corporate and clinical functions will be an enabler towards meeting our net zero emissions targets. To avoid unintended negative impacts on our technological carbon footprint we will apply the net gain principle. This principle ensures all new digital initiatives or investments consider carbon emissions when evaluating the overall benefits case.

We will also develop robust and transparent processes to ensure our approach to digital transformation is rationalised, resilient, equitable and free of slavery/exploitation, creating environmental, economic and social benefits for all.

| Workforce and System Leadership- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Assurance and governance: When will your Green Plan next be updated? | (Single select)<br>"The end of the 2022/23 FY (1)<br>"The end of the 2023/24 FY (0.67)<br>"The end of the 2024/25 FY or later (0.33)<br>"We do not have a planned date to update our Green Plan (0) | This is the first updated of the SHSC Green Plan since the first version approved January 2022. | The Green Plan will be reviewed every 3 years or sooner if significant changes to SHSC or wider drivers for change occur. We will make recommendation in annual plan performance updates to Board if a update is required. | No equality impact considerations are applicable for this goal. |
| Assurance and governance: How often do you provide updates to your board on progress against your Green Plan? | (Single select)<br>• Twice a year or more frequently (1)<br>• Annually (1)<br>• Every 18 months to two years (0.25)<br>• We do not regularly provide updates to our board (0) | We will maintain annual progress reporting to Board, in conjunction with quarterly performance reporting against plan into the Finance and Performance Committee This committee provide assurance reporting to board every meeting in the form of Alert, Assure and Advise reporting. | Maintain existing reporting schedule and continuously seek additional opportunities for Board level discussions on SHSC Green Plan delivery and alignment to wider strategic priorities. | No equality impact considerations are applicable for this goal. |

| Workforce and System Leadership- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Does your organisation have a board-level representative with Net Zero work within their portfolio? | (Single-select)<br>• Yes (1)<br>• No (0) | Phillip Easthope, Director of Finance, IMST and Performance is SHSC Board-Level Net Zero Lead. We will seek to improve on Board-level representation with net zero work in their portfolio. | Monitor number of SHSC Board-level representatives with net zero work in their portfolios. | No equality impact considerations are applicable for this goal. |
| We communicate our Green Plan and how to support its delivery to staff, patients, visitors and the local community. | (Single-select)<br>• Yes, the trust has tailored training, induction and communications related to their green plan (1.0)<br>• No, the trust does not have tailored training, induction and communications for related to their green plan (0.5) | Use communications as a tool to reap reputational benefits of this work, to promote lower carbon practices and the associated health benefits, to ease climate anxiety and to increase compliance and support for this agenda.<br>In partnership with peer support workers and service user groups and experience and engagement team to seek opportunities to improve how we communicate our Green Plan to service users, visitors and the local community. | Monitor results of annual SHSC staff sustainability Survey.<br>Monitor internal communication traffic and clicks on extranet sustainability pages, articles and blogs linked to Green Plan.<br>Monitor external SHSC website and social media traffic on sustainability and green plan pages and related articles.<br>Monitor social media statistics and sentiment. | Continue using best practice accessibility techniques and tools at all times. |

| Workforce and System Leadership- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | Educate and raise awareness amongst our audiences on the reasons behind this work and the many benefits that this agenda is aiming to reach. | | |
| Does your organisation encourage all staff to complete the introductory 'Building a Net Zero NHS' e-learning module? | (Single-select)<br>Yes, over 90% of staff have completed 'Building a net zero NHS' (1.0)<br>Yes, over 45% of staff have completed 'Building a net zero NHS' (0.5)<br>Yes, over 20% of staff have completed 'Building a net zero NHS' (0.2)<br>No, less than 20% of staff have completed 'Building a net zero NHS' (0) | We aim to have over 80% of staff to have completed 'building a net zero NHS' by the end of this Green Plan (2028/29) | We will monitor this via ESR staff training records. | No equality impact considerations are applicable for this goal. |
| Does your organisation support those with additional responsibility for delivering net zero such as; Trust leaders, sustainability leads, and green champions to | (Single select)<br>Yes, more advanced training is available to staff with increased net zero responsibility (1.0) | By 2028/29 we want more advanced training to available to any staff with a increased net zero responsibility. | We will develop a system to record and report on the number of SHSC staff who have received sustainability training. | No equality impact considerations are applicable for this goal. |

| Workforce and System Leadership- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| complete more advanced training? | Yes, more advanced training is available to most staff with increased net zero responsibility (0.5)<br><br>Yes, more advanced training is available to some staff with increased net zero responsibility (0.2)<br><br>No, more advanced training is not available to staff with increased net zero responsibility (0) | Our priority areas to provide advanced training are:<br>• Board Level Training<br>• Sustainable Development Group Focus Area Leads<br>• Further integration of sustainability into wider Trust training e.g. QI training, Developing as Leaders Programme, SHSC Manager etc. | | |
| Our Organisation values, mission statement and/or principles reflect our commitment to net zero | (Multi-select)<br><br>Yes, net zero is reflected in the trust values and/or mission statement (0.33)<br><br>Yes, net zero is reflected in job descriptions (0.33)<br><br>Yes, net zero is reflected in staff appraisals (0.33) | By the end of 2026/27 net zero will be reflected through out all stages of employment lifecycle (e.g. from recruitment, induction, appraisal etc.) | | No equality impact considerations are applicable for this goal. |

| Workforce and System Leadership- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | No, none of these (0) | | | |

| Workforce and System Leadership- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| We will measure our carbon footprint quarterly and we will analyse trends over time to help validate performance against our net zero emissions targets and ensure lessons are learnt. | Transparent and accessible reporting of our performance against our net zero emissions targets, alongside with establish governance processes to highlight what is going well and where risks arise for meeting our targets. | Quarterly carbon emissions performance report to Finance and Performance Committee for emissions in our 'NHS footprint' (Electricity, gas and water consumption, water, fleet and business travel emissions) | No equality impact considerations are applicable for this goal. |
| SusQI and consideration of 'Sustainable value' as part of transformation plans, integrated into QI approach and an increased number of QI projects with sustainability measures documented. | We will have a standardised approach to demonstrating the sustainability benefits of QI projects. Where negative impacts are anticipated, steps will be integrated with QI approach to mitigate and reduce where practicable. | >25% QI projects include sustainability measures.<br><br>Monitor via the number of QI referrals which indicate on QI referral form a Sustainability domain the QI project impacts (Prevention, Service User Centred, Lean/Efficient/ Low Carbon Alternative) | No equality impact considerations are applicable for this goal. |

| Workforce and System Leadership- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | | |
| We will increase the number of QI projects with a focus on Sustainability. | We will have a library of sustainability case studies which can be used to share best practice, roll out interventions at scale and demonstrate sustainability leadership.<br><br>We actively encourage net zero/ sustainability projects in staff inductions, during annual business planning and include options to include undertaking net zero projects/behaviours in staff appraisals. | >10 applicants for Sustainability Award at annual SHSC Shine Awards<br><br>>3 applications each year for external sustainability awards | No equality impact considerations are applicable for this goal. |
| Create climate and sustainability networks within SHSC (or encourage staff to join existing networks e.g. at Place/ regional level or via Centre for Sustainable Healthcare) that support staff to champion greener and net zero mental health care delivery, challenge unsustainable practices within teams and promote the health benefits of sustainable practice. | Build on existing sustainable staff networks (e.g. Active travel group) and/ or integrate promotion of sustainable behaviours and environmental advocacy into existing staff network groups. E.g. Implementation of SHSC Sustainability network.<br><br>We provide protected time to staff to engage in internal or external sustainability staff networks to | Merits of establishing SHSC Staff Sustainability Network(s) and place and ICS network increased applied shared best practice, oversight of our interventions to provide guidance on how to ensure transformation is equitable and inclusive, increased opportunities to connect and collaborate on common goals and broader opportunities to engage with staff and partners across the city. | No equality impact considerations are applicable for this goal. |

| Workforce and System Leadership- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | learn and collaborate within areas of interest and expertise.<br><br>We support our sustainability networks with regular updates and training to make their engagement effective and more impactful.<br><br>In addition, we are building partnerships and opportunities to collaborate with our peers at place level and across the ICS driving forward delivery of cross-system interventions, nurturing innovation and sharing best practice. | | |
| We have made carbon emissions 'visible' in key identified high carbon activities. | After mapping where the carbon impacts are of the SHSC mental health care pathway (using guidance and resources from Delivering Greener more sustainable and net zero mental health care guidance and recommendations) we are continually improving the information available on our carbon emissions via the SHSC sustainability dashboard. | An SHSC sustainability data dashboard available on Jarvis and an external version available on the SHSC website, updated quarterly with metrics to highlight green plan and sustainability performance. | No equality impact considerations are applicable for this goal. |

| Workforce and System Leadership- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| We implement engagement campaigns that encourage staff and our service users to be more sustainable at home and promote healthy sustainable lifestyles, including promoting the health benefits of nature and green spaces (e.g. home energy and waste efficiency advice, active travel support, signposting green spaces etc.) | Educate and build knowledge of staff and service users of lifestyle changes that can support reduction of personal carbon footprints as well as support improved wealth, health and wellbeing. This will include targeted support, aligning to our population health and health inequalities workstream. | We will run at least 2 engagement campaigns | No equality impact considerations are applicable for this goal. |
| Increase access to initiatives and discount schemes to purchase sustainable products and services. (E.g. review and enhance our offer of sustainable products, services and initiatives within our staff benefits offer.) for SHSC staff. | Alongside promoting existing staff benefit such as the cycle to work scheme and promoting the environmental benefits of purchasing ZEV/ULEV on salary sacrifice scheme, work within organisation development team and in collaboration with local city partners to development further opportunities for SHSC to access discount schemes and incentives to support sustainable lifestyle choices. | Increased numbers of staff accessing sustainable staff benefits or engaging with local incentive schemes and offers each year. | No equality impact considerations are applicable for this goal. |

| Low Carbon Care- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Has your trust established clinical leadership, teams or working groups responsible for designing and delivering low carbon models of care at a clinical specialty or clinical department level? | (Single-select)<br><br>Yes – we have leadership within the clinical MDT (multidisciplinary team) for the delivery of low carbon care established within every clinical specialty and/or clinical department. (1)<br><br>Partially – we have leadership within the clinical MDT for the delivery of low carbon care established within some clinical specialties and/or clinical departments. (0.5)<br><br>Partially – we have clinical leadership for the delivery of low carbon care established across clinical care in general, but have not yet established specialty- or department-specific leadership. (0.25)<br><br>No, we do not have clinical leadership focused on the design and delivery of low | Alongside our clinical teams being represented within our Sustainable Development Group, we will have established clinical leadership within clinical MDT for low carbon care and within every clinical speciality and/or clinical department.<br><br>Increasing number of clinical staff engaged with and joining existing staff networks or establishing their own bringing together knowledge and sharing best practice on sustainable mental healthcare (e.g. Green Minds, Greener AHP, Mental Health Sustainability Network) | Sustainability principles and sustainable value are considered within design and improvement of our clinical pathways.<br><br>Increasing number of clinical staff engaged with sustainability staff networks | No equality impact considerations are applicable for this goal. |

| Low Carbon Care- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | carbon care pathways in any specialty or department. (0) | | | |
| Within your trust, has the carbon impact of care delivery been considered through a clinical lens?*<br><br>*focused on a specific clinical specialty, care pathway and/or clinical department (excluding inhalers and anaesthetic gases) | (Single-select)<br><br>Yes – we have identified specific practices, products and or procedures with high carbon intensity through a clinical lens. (0.25)<br><br>Yes – we have identified and are implementing changes to decarbonise specific high carbon intensity practices, products and or procedures through a clinical lens. (0.5)<br><br>Yes - we have identified and are implementing changes with demonstrable / measurable carbon reduction of specific high carbon intensity practices, products and or procedures through a clinical lens. (0.75)<br><br>Yes - we have achieved all the above and are sharing this learning with other trusts within the ICB or region (1) | After mapping our clinical services to identify where high carbon intensity practices are apparent, We have identified and are implementing changes with demonstrable / measurable carbon reduction of specific high carbon intensity practices, products and or procedures through a clinical lens. | An extending library of case studies of examples low carbon care in practice at SHSC working towards sharing our knowledge and best practice with other Trusts and our partners. | We need to consider carbon impacts alongside inequalities and population health. |

| Low Carbon Care- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | No – we have not considered the carbon impact of any clinical specialty or care pathway (0) | | | |
| What specific changes have been made to tackle areas of high carbon intensity within clinical specialties or care pathways (excluding inhalers and anaesthetic gases)? | (Multi-select)<br><br>No change implemented yet (0)<br><br>Switched to lower carbon medicine alternatives (0.17)<br><br>Reduced carbon through changes in choice, use, maintenance or disposal of medical equipment (0.17)<br><br>Reduced use of single-use devices or consumables (0.17)<br><br>Decreased staff, patient and visitor travel by optimising care location or increasing use of digital technologies to create clinical efficiencies – e.g. through remote monitoring, virtual appointments (0.16) | Work in in progress to improve areas of high carbon intensity within our clinical specialities and care pathways, including recognition of where wins-wins can be achieved managing wider Trust priorities such as reducing out of area beds, reducing waiting lists, management of co-occurring physical health problems etc.<br><br>Example High carbon intensity areas are:<br><br>Service user, carer and staff business travel, reduction in carbon intensive interventions and the use of technology, equipment ad medical devices. | Evidence of embedded SUSQI approaches and using mechanisms to measure the carbon impact of service practices where available.<br><br>Work is progressing to support the improvement and further development of supplementary tools to address existing gaps in capability to measure ad monitor high carbon intensity areas. | No equality impact considerations are applicable for this goal. |

| Low Carbon Care- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | Redesigned care pathways or treatment plans to lower carbon options (0.17)<br><br>Other (0.16) | | | |
| Medicines: Are you taking action to identify and reduce wasted medicines? | (Multi-select)<br><br>• Yes, by optimising pharmacy stock management (0.3)<br><br>• Yes, by tackling overprescribing (0.3)<br><br>• Yes, by reducing inappropriate polypharmacy (0.3)<br><br>• Yes, by addressing the safe and appropriate return or reuse of medicines (0.1)<br><br>• No (0) | Engage in sustainable prescribing, adhering to principles such as lowest dose or increasing the time between administering doses to the maximum interval, best practice on how and when to stop medications and reducing polypharmacy. | Development and implementation of a mechanism to embed measurement of carbon impacts of prescribed medications.<br><br>Identify a metric or measure we can use to monitor and report on interventions and processes implemented to reduce medicines waste.<br><br>Development an education campaign for service users and/or carers on about not stockpiling medicines, only ordering the repeat medicines they need, appropriate medication and inhaler use and appropriate disposal of medicines. | |

| Low Carbon Care- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | | | |
| Does your organisation considerably adapt its menus for patient meals to use more seasonal produce? | (Single-select)<br>• Yes, at least 4 times a year (1)<br>• Yes, at least twice a year (0.67)<br>• Yes, once a year (0.33)<br>• No (0)<br>• We do not provide patient or staff catering (N/A) | Our nutritionist, catering manager, dieticians and procurement teams are working in partnership with our catering contracts and suppliers to include a requirements to maximise the use of fresh and seasonal food to minimise the need for transportation which exceeds government guidelines. | As a minimum menus for patients meals are adapted to use more fresh and seasonal produce at least twice a year. | Cultural and individual dietary needs should be met for patients and staff |
| In your food service, have you identified opportunities to make menu options healthier and lower carbon by increasing the proportion of fruit, vegetables, beans, pulses or other low carbon ingredients/proteins? | (Single-select)<br>• Yes, we have regular reviews and make continuous improvements (1)<br>• Yes, we have reviewed menus once and implemented the changes (0.5) | We are using the NHS recipes and menu bank, net zero products savings calculator and working with our food suppliers to estimate the carbon impact of our menu options and have identified opportunities to introduce healthier and lower carbon options. | Established a baseline carbon estimate for our menu options and working towards lowering carbon impact as well as improved healthier options.<br><br>Using “Greener by Default” approach to menu options providing patients to choice to opt in/out of meat and diary options. | Cultural and individual dietary needs should be met for patients and staff |

| Low Carbon Care- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • No, but we plan to take action in the next 12 months (0.25)<br>• No and we do not plan to (0)<br>• N/A, we do not offer any food services (N/A) | Aligning to the recommendations in the Independent review of NHS Hospital Food our dieticians are working to build the nutritional knowledge of our service users ensuring they understand the benefits of well-balanced low carbon nutrition and how to make healthy sustainable food choices. | | |

| Low Carbon Care- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| We will promote and work with nature, utilising green spaces and social prescribing to enhance and support more resilient clinical pathways. | Supporting service users to engage safely in activities outdoors as part of their care and treatment (for example, walking or gardening groups delivered as | We have developed a map of SHSC “green estate” accessible for supporting service users to engage with nature safely outdoors. | Consider the accessibility needs of patients with physical disabilities so that engagement in outdoor |

| Low Carbon Care- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | part of inpatient or community mental health treatment)<br><br>Working closely with community services to embed social prescribing into practice and encourage the incorporation of social, community and outdoors activities (such as use of green spaces), into the delivery of routine care.<br><br>Identified and mapped availability of green spaces and nature based interventions across our estate and by local catchment area to ensure clinicians have easy access to details of nature-based interventions available to patients locally<br><br>Training is available to all clinical staff on how to integrate and embed nature-based approaches to mental health care into practice. | We have developed a map, in conjunction with local partners to provide a directory of green spaces and green social prescribing provision local to our acute inpatient sites and community bases across Sheffield.<br><br>We have identified appropriate clinical roles which should incorporate training on nature based interventions and green social prescribing into their CPD and are monitoring an increased uptake of training in this field. | activities is made possible for all.<br><br>Consider the availability of socially prescribed activities, which are likely to vary between geographical locations, so staff's ability to embed these approaches will depend on what is available locally for patients. |

| Low Carbon Care- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| We will increase the amount of research projects with a sustainability focus at SHSC. | Together with our research department we will examine opportunities to participate in research projects that are linked to climate change healthcare interventions, climate resilience or sustainability.<br><br>We actively seek opportunities to partner and collaborate on development of research projects linked to:<br><br>• Low carbon mental healthcare<br>• Impacts of air quality and climate change on mental healthcare delivery and the mental health of our service users/ population health<br>• The health co-benefits of climate change mitigation and adaptation. | >2 research projects per year linked to climate change healthcare interventions, climate resilience or sustainability. | No equality impact considerations are applicable for this goal. |
| We are focused on keeping people healthy, addressing the social determinants of health, with a focus on illness prevention; | Prevention is embedded in the development of all our models of care, both internally and with external partners, to address the | We will identify an appropriate metric or measure to identify where preventative approaches have improved service user care and experience. E.g. .Potential to align to | No equality impact considerations are applicable for this goal. |

| Low Carbon Care- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| determinants include housing, poverty, isolation and employment | wider determinants of health and causes of illness. | Health Inequalities data warehouse and flagging or number of services focused on early access, preventative approach such as At Risk Mental State Team in Early Intervention Service, work programmes within Waiting Well, Waiting Less Collaborative etc. | |
| Making every contact count, to reduce the risk of mental health problems worsening, or preventable problems occurring, as a way to reduce the need for additional healthcare appointments and empowering service users to make positive changes to physical and mental wellbeing | We have a principle and process of using every contact (e.g. Make every contact count) to keep patients healthy, informed, in control, and independent (e.g. supporting patients to live more healthy and sustainable lives).<br><br>All clinical staff knowledgeable and using the YHPHN MECC link website and SHSC Wellbeing resource, to aid a conversation when service users interact with our services to give people information to inspire positive change, and/or directing them where to go for further help. | Established methodology to report and monitor on the number of MECC approach to service user interactions. E.g. recording mechanism on EPR | No equality impact considerations are applicable for this goal. |

| Low Carbon Care- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Our Board is knowledgeable and able to make informed decisions linking the impacts of climate change and health, recognising the holistic health co-benefits of climate change mitigation and climate resilient health systems. | Our board has received training to build knowledge on the link between planetary health and population health, what low carbon and sustainable care models are, what our legal duties are and what they can do to inspire, lead and measure change to support Green Plan Delivery. | 80% Board members received training. | |

| Supply Chain and Procurement- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Our organisation is engaging with its suppliers on the current and upcoming requirements in the Net Zero Supplier Roadmap | (Single-select)<br><br>Yes, we are engaging with our suppliers on current and upcoming requirements (1)<br><br>We are engaging on current requirements, but not the upcoming ones (0.5)<br><br>Not yet, but we will begin to within the next three months (0.25)<br><br>No, we have not started to look at this (0) | We are using tools and guidance available to us engage with all our suppliers on the up and coming requirements of the NHS net zero supplier roadmap as well as how they can support our green plan targets. Mechanisms for engagement could include:<br><br>Sustainability as an agenda item at Contract Review Meetings<br><br>Support and guidance, including signposting tot NHS Evergreen Assessment via SHSC Procurement webpage on SHSC Website<br><br>Support and guidance to SHSC workforce on how to engage suppliers on sustainable supply chain | >50% of SHSC strategic suppliers completed NHS Evergreen Assessment<br><br>Establish our average Evergreen Assessment Score and monitoring for improvements in maturity. | No equality impact considerations are applicable for this goal. |

| Supply Chain and Procurement- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | requirements and net zero supplier roadmap. | | |
| Our organisation has identified all its suppliers that will potentially be impacted by the April 2023 Carbon Reduction Plan requirement (contracts > £5m p/a) as outlined in the Net Zero Supplier roadmap. | (Single-select)<br>Yes, and we shared the list with the Net Zero Procurement team (1)<br>Yes, but we have not shared it with the Net Zero Procurement team yet (0.75)<br>No, but this is in progress (0.5)<br>No, our data does not enable this (0.25)<br>No, we have not started to look at this (0) | We include the CRP & NZC requirements in all relevant procurements and frameworks. | 100% of all relevant procurements and frameworks include CRP and NZC requirements and supplier compliance is monitored annual during contract management reviews. | No equality impact considerations are applicable for this goal. |
| Our organisation ensures the inclusion of the minimum 10% weighting on Net Zero and Social Value in every tender. | (Single-select)<br>Included in every tender, with requirements embedded in our contract management approach and defined KPIs for each contract (1)<br>Included in every tender, with requirements embedded in our contract management process, but no defined KPIs for each contract (0.75) | We are including minimum 10% weighting on net zero and social value on every tender, with requirements embedded in our contract management approach and defined KPIs for each contract. Where appropriate the minimum 10% weighting should be considered for enhanced % weighting where product | 100% tenders and procurement frameworks include minimum 10% net zero and Social Value weighting. | No equality impact considerations are applicable for this goal. |

| Supply Chain and Procurement- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | Included in every tender but not yet embedded in our contract management approach (0.5)<br><br>We have not fully developed our processes around embedding Net Zero and Social Value in every tender (0) | or service procured is deemed to have a high carbon intensity.<br><br>We are ensuring broader workforce awareness of our obligations under the Social Value Act and the NHS net zero supplier roadmap requirements. | Wider SHSC workforce guidance and training on net zero and social value supply chain requirements available and signposted to appropriate job roles e.g. Via SHSC Manager training programme, Developing as Leaders etc. | |
| Is your organisation taking action on copy paper? | (Multi-select, scores capped at 1)<br><br>Yes, we have taken action to reduce copy paper and have a plan to achieve 50% reduction (0.5)<br><br>Yes, we have taken action to reduce copy paper but don't have an agreed plan to achieve 50% reduction (0.33)<br><br>Yes, all purchased white copy paper is 100% recycled paper and we are taking | Where clinically appropriate and practicable (i.e. where reasonable adjustments are not required) we are taking action to reduce the amount of copy paper and coloured paper we use.<br><br>Initiative include: | 50% reduction in paper consumption compared to 2023/24 baseline by 202027/28 | When considering digitisation of paper documents and records consider how digital poverty and digital literacy might affect access to documents and associated systems.<br><br>Reasonable adjustments and accessibility considerations for people |

| Supply Chain and Procurement- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | action to introduce 100% recycled colour copy paper (0.5)<br><br>Yes, all purchased white copy paper is 100% recycled paper, but we haven't changed colour copy paper (0.33)<br><br>Some purchased copy paper is recycled paper but not all (0.25)<br><br>No, but we plan to take action this year (0.1)<br><br>No, and we do not plan to (0) | The procurement of recycled paper products by default<br><br>Reducing paper usage in areas such as research, contract management & invoicing, pharmacy, virtual collaboration tools<br><br>Alongside increased digitisation of paper documents via the implementation of our new EPR system we are exploring options for digital letters and text reminder systems<br><br>Behaviour change campaigns and tools to educate and support staff to avoid paper consumption. | | with Learning disabilities, visual impairment etc. |
| Is your organisation taking further action to move to circular models of supply that cut waste and shift local | (Multi-select, scores capped at 1) | After scoping works we have identified suitable QI projects, applying circular models of supply for: | By 2026/27 SHSC no longer procures single use drinking | No equality impact considerations are applicable for this goal. |

| Supply Chain and Procurement- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| demand to lower carbon products in key intervention areas as set out in the Delivering a Net Zero NHS report? | Yes, for remanufactured medical devices, such as harmonic scalpels or EP catheters (0.2)<br><br>Yes, for reusable catering plastics (0.2)<br><br>Yes, to reduce single use clinical plastics (0.2)<br><br>Yes, for reusable PPE, such as masks and gowns (0.2)<br><br>Yes, for reusable clinical waste bins, such as reusable sharps bins (0.2)<br><br>We are not currently acting on any of the above, but are exploring our options (0.1)<br><br>No, and we have no plans to (0) | • Medical devices<br>• Single use catering supplies such as coffee cups, cutlery etc.<br>• PPE such as masks and gowns<br>• Single use clinical plastics and efficient use of plastic waste bags.<br><br>Trust wide engagement and education campaigns to seek identification and innovation to support further integration of circular models of purchasing. (Recognising the 5 R's of Sustainable Procurement) | cups and dispensing cups unless reasonable adjustments are required.<br><br>10% reduction in single use products used each year based on 2023/24 baseline. | |

| Supply chain and Procurement- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Our Procurement Team have access to training on the how we meet NHS Net zero and Social Value requirements, Procurement Policy note 06/20 and understand and how we can maximise the benefits of whole life costing and circular economy. | All of the procurement team are educated and engaged in delivering our green plan emissions targets and are competent to make sure we are compliant meeting requirements of NHS Net Zero Supplier Roadmap.<br><br>Senior leadership within the procurement team (including the identified Sustainability Champion) and the procurement focus area lead have access to CPD events and local/national forums for sharing of best practice/innovation. | 100% of procurement team have completed the Building a net zero NHS e-learning module and the net zero and social value e- learning module developed by NHS England and hosted by the Crown Commercial Function.<br><br>Procurement focus area lead, procurement sustainability champion and other procurement senior leaders have completed intermediate or advance sustainability, carbon literacy or sustainable procurement training and accessing CPD events. | No equality impact considerations are applicable for this goal. |
| Using the Government buying standards and wider guidance to develop and deliver environmental product specifications (to encourage “greener by default” procurement and accounting for whole life costs of products and services) Products included in Government buying standards include:<br>• Cleaning Products<br>• Construction<br>• Electrical Goods<br>• Furniture | All procurement activities, including tenders and frameworks meet the specified minimum government buying standards. | Implement robust governance processes to record and report on meeting standards to provide suitable data and transparency using specified metrics outlined in each buying standard. For instance minimum specifications recorded in contract specifications and due diligence checks carried out (where practicable) in contract reviews. | No equality impact considerations are applicable for this goal. |

| Supply chain and Procurement- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| • Gardening Services<br>• Office ICT equipment<br>• Paper<br>• Textiles<br>• Transport | | | |
| Embedding robust processes to identify, manage and mitigate ethical and labour standard risks and working with our suppliers to reduce the risk of exploitation poor ethical practice within our supply chains | DHSC Modern slavery risk management guidance on how to manage risks of modern slavery in supply chains is being applied meeting the modern slavery act (2015) and Procurement Policy Note 02/23.<br><br>Our supply chains have been risk assessed to embed considerations of modern slavery into the procurement process (pre-procurement, selection stage, award stage, contract management and supply chain mapping) working with our suppliers using the Modern Slavery Assessment Tool. | Procurement team maintain a risk register of identified modern slavery and ethical labour standard risks within our supply chain. The risks are monitored for developments and mitigations against materialisation of risks.<br><br>Modern slavery and ethical and labour standard risks are added as agenda items at contract review and when engaging with suppliers within high risk supply chain. | No equality impact considerations are applicable for this goal. |

| Adaptation- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Does your organisation have a plan for long-term adaptation to climate change? | (Single-select)<br><br>Yes – long term adaptation plan within our green plan (1)<br><br>Yes – stand-alone long term adaptation plan (0.75)<br><br>Yes – adaptation planning is included in the business continuity plan (0.5)<br><br>No (0) | We have a board approved plan for long-term adaption to climate- change.<br><br>Supporting this we have a robust climate change risk assessment (CCRA) in place and risks and opportunities are integrated into SHSC risk management governance structure. Scope of risk identified includes climate-related operational risks and climate-related finance risks.<br><br>We are proactively working to understand how project-level risk assessment on climate change- related risks can be used to support future resilience e.g. within estates capital project or major refurbishment planning. | CCRA is reviewed annually as a minimum and periodically as required to account for changes in the risk and vulnerability of SHSC e.g. after a climate change related event, enhanced knowledge received from UK climate change committee on future levels of risk, global impacts on climate-related risk (e.g. supply chains) etc.<br><br>Risks and opportunities are assigned into urgency categories and risk and control measures integrated into a climate resilience and adaptation action plan (informing Long-term Adaptation Plan) | Consideration of the inequalities associated with risks and opportunities is required- environmental health inequalities, as well as socioeconomic and demographic inequalities can impact on hazard, exposure, vulnerability and capacity to adapt. |

| Adaptation- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | We are pro-actively working to identify opportunities to include adaptation and resilience in our policies. | We will report on the percentage of identified SHSC policies suitable to include adaptation and resilience have been reviewed and adaptation and resilience have been included. | |
| We have a monitoring process for overheating events and are taking action to mitigate ongoing risk especially in clinical and ward areas. | (Single-select)<br>Yes – we have a monitoring process and are taking action to mitigate risk (1)<br>Yes – we have a monitoring process only (0.25)<br>No (0) | We have a monitoring process and are taking actions to mitigate the risks. We are seeking to continuously improve the monitoring process by encouraging our services and estates teams to record “near miss” overheating events so we have data availability to support and inform future overheating scenarios for our estate based on the latest UK climate modelling and increasing likelihood a of more extreme and pro-longed heat wave events in Sheffield. | Over-heating related risks exposure and vulnerability across SHSC have been identified and risks are managed through Trust risk register. | Consideration of the inequalities associated with risks related to overheating events- consideration required for exposure, vulnerability and capacity to adapt based on growing evidence of the physical and mental health and wellbeing impacts of heat related exposure and stress. |

| Adaptation- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | We have a transparent and coherent process for reporting over heating incidents at SHSC and a process to review impacts and lessons learned post event. | | |
| Training on dealing with extreme weather events (e.g. heatwaves, flooding) is available to our work force. | (Single-select)<br>Yes (1)<br>Under development (0.25)<br>No (0)) | Key staff such as Heads of service, Directorate directors have access to and have completed training to increase their understanding of the climate change impacts and risks to NHS, SHSC and our community's climate risk and vulnerability including training on how to deal with extreme weather events. | By 2028/29 100% SHSC Senior Leadership Team have access to and have completed training/ attended awareness events related to climate adaptation and resilience. | No equality impact considerations are applicable for this goal. |
| We work with local stakeholders to identify key climate change risks (e.g. a local river flood risk) to ensure our contingency strategies and plans are collaborative, support sharing of resource and infrastructure where | (Single-select)<br>Yes (1)<br>In progress (0.5)<br>No (0) | We have identified key internal and local stakeholders that should be considered within our adaptation work. We are working together to form partnerships that recognise shared best practice, shared priorities, where our | We are actively engaged in Local Authority or Local Health Resilience Forums and events working on specific local climate change events- e.g. local flooding to ensure adaptation planning and business continuity planning is aligned. | Consideration of the inequalities associated with risks and opportunities is required- environmental health inequalities, as well as socioeconomic and demographic inequalities can impact on hazard, |

| Adaptation- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| appropriate, and reduce the burden on a single agency. | | individual adaption plans may impact on each other and are seeking opportunities to coordinate joint-action on adaptation in the short and long term. | | exposure, vulnerability and capacity to adapt . |
| The effects of climate change (e.g. extreme weather events) are embedded in our Organisation's risk register, considering both clinical needs and estate and supporting infrastructure. | (Single-select)<br>• Yes (1)<br>• In progress (0.5)<br>• No (0) | The effects of climate change (e.g. extreme weather events) are embedded in our Organisation's risk register, considering both clinical needs and estate and supporting infrastructure and we are working towards developing team /service based risk assessments, feeding into team /service based adaptation action plans. | CCRA risks reviewed as a minimum annually CCRA is reviewed annually as a minimum and periodically as required to account for changes in the risk and vulnerability of SHSC e.g. after a climate change related event, enhanced knowledge received from UK climate change committee on future levels of risk, global impacts on climate-related risk (e.g. supply chains) etc. | Consideration of the inequalities associated with risks and opportunities is required- environmental health inequalities, as well as socioeconomic and demographic inequalities can impact on hazard, exposure, vulnerability and capacity to adapt . |

| Adaptation- SHSC Goals | | | |
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| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Assigning clear role(s) for responsible person(s) within SHSC responsible for the coordination of adaptation planning. | We have engaged with colleagues to identify adaptation risk and opportunities across SHSC functions and have appointed named leads within service areas for specific adaptation actions and responsibilities.<br><br>We have established appropriate governance e arrangements for adaptation planning and reporting against adaptation actions across service areas. | We have integrated a robust governance and risk management structures for adaptation and resilience communication and reporting across service functions. | No equality impact considerations are applicable for this goal. |
| Identifying whom in our communities are most vulnerable to the impacts of climate change and using this insight to inform future planning to reduce risk of compounding existing health inequalities | We are continuously improving our knowledge on the elements of climate-related risk and specifically where hazards are within our communities and who is exposure, vulnerable or has limited capacity to adapt/ react to climate-change events.<br><br>We are working internally and externally with our partners in place to work collaboratively on equitable responses to climate | Working at place level with our stakeholders we have mapped climate event risk across Sheffield. | Consideration of the inequalities associated with risks and opportunities is required- environmental health inequalities, as well as socioeconomic and demographic inequalities can impact on hazard, exposure, vulnerability and capacity to adapt . |

| Adaptation- SHSC Goals | | | |
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| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | change at a local level. We have mapped areas of vulnerability and are working on joint-plans to respond to and offer relief/ support to our communities before, during and after climate-change events. E.g. localised flooding, heat-wave events, air quality impacts etc. | | |
| We communicate our adaptation plans to staff and how they tie into our Green Plan and our major incident plans, ensuring our workforce are prepared to work effectively and safely within extreme climate/ environmental events. | We are regularly engaging and building the knowledge of our workforce on the impacts of climate change on resilience and our adaptation plans.<br><br>Our workforce is prepared and trained to deal with different extreme weather scenarios (e.g. as staff know how to keep clinical and ward areas cool in the event of hot weather, and how to report high indoor temperatures.) and teams/services business continuity plans are reviewed annual or as required to include continuity planning during a climate change event such as | Our sustainability and green plan communications and engagement plan includes activities to promote and educate our work force on climate resilience and our adaptation plans.<br><br>Climate resilience and adaptation is included in Emergency Preparedness Resilience and Response events for seasonal preparedness e.g. Winter Preparedness, Summer preparedness. | No equality impact considerations are applicable for this goal. |

| Adaptation- SHSC Goals | | | |
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| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | heatwaves, flooding, adverse weather etc. | | |

| Estates and Facilities- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Does your organisation purchase 100% renewable 'green tariff'/ REGO certified electricity? | (Single-select)<br>• Yes (1)<br>• No (0) | We shall continue, as far as reasonably feasible, maintain all electricity SHSC directly purchases are from Renewable Sources. We are continuing to assess if the benefits are additional and review alternatives capacity/ feasibility for alternatives e.g. on site renewables generation, power purchase agreements at scale or with local partners. | 100% of SHSC Electricity purchases are REGO certified. (Action under review) | No equality impact considerations are applicable for this goal. |
| Do your sites have building level energy metering (sub meter or fiscal metering) | (Single-select)<br>• Yes, we have building level metering across more than three quarters of our buildings (0.1)<br>• Yes, we have building level metering across more than half of our buildings (0.75)<br>• Yes, we have building level metering across more than a quarter of our buildings (0.5) | We have added improvements to building level energy metering to our capital investment plan and seek external capital/ funding to progress delivery when available.<br>We aim to have building level energy sub-metering across more then 3 quarters of our sites and we have costed delivery plans and are on track to meet the NHS Estate Net Carbon | We have an itinerary list of where all our building meter/ sub-meters are and have identified areas where enhanced sub-metering at floor/department level could be installed.<br>>75% of our sites have building level energy metering (sub meter or fiscal metering) by 2026/27 | No equality impact considerations are applicable for this goal. |

| Estates and Facilities- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • Yes, we have building level metering across less<br><br>than a quarter of our buildings (0.25)<br><br>• No, we do not have building level energy metering (0) | Delivery plan action to install department level energy metering by 2028-2030.<br><br>We are working with our landlords at our rented/leased sites to obtain more accurate and transparent building energy consumption data for our occupied areas. . | | |
| When lighting needs replacing, is it replaced with LED lighting? | (Single-select)<br><br>• Yes, replacement across all sites is with LED lighting (1)<br><br>• Yes, some replacement is with LED lighting (0.5)<br><br>• No, we do not replace any lighting with LED lighting (0) | We are continuing to roll out replacement LED lighting across our estate working towards the NHS Estate net zero carbon delivery plan target of 100% of lighting on NHS premises LED by 2030. | Reporting on total % of SHSC Estate with LED lighting. | No equality impact considerations are applicable for this goal.<br><br>Considerations under the Culture of care work and links to becoming an autism informed organisation. This may have implications on the type and location of lighting across the Trust. LED may also offer opportunities to improve environment as well as reduce carbon impact. |

| Estates and Facilities- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Are you using your Building Management System (BMS) to monitor and manage your energy use? | (Single-select)<br>• Yes, BMS is used to monitor and manage energy use across all sites (1)<br>• Yes, BMS is used to monitor and manage energy use across some sites (0.75)<br>• No, BMS is working but is not used to monitor and manage energy use across any site (0.25)<br>• No, there is no BMS in place or it needs upgrading and is not used to monitor and manage energy use across any site (0) | We are continuously seeking opportunities to improve building energy management systems (BEMS) and building management systems (BMS) software and hardware to increase site coverage and make them compatible with existing installations to enable the systems to operate as intended, allowing Estates and Facilities function to use the information to make improvements to energy efficiency and thermal comfort of our sites. | | No equality impact considerations are applicable for this goal. |
| Do you have plans to increase electricity generated directly from renewable sources (off-site or on-site, excluding green tariff electricity)? | (Single-select)<br>• No, site(s) assessed and there is no potential for solar off-site/on-site installation (N/A)<br>• We have recently completed a project to increase electricity generated from renewable sources (1) | We have costed plans to increase electricity generated directly from renewable sources (off-site or on-site, excluding green tariff electricity) and we are beginning to apply enabling works for renewable energy generation projects across some of our sites. We are | >80% reduction of our emissions by 2028- 2032 (based on 1990 baseline) | No equality impact considerations are applicable for this goal. |

| Estates and Facilities- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • Yes and it is fully funded (0.75)<br>• Yes but it is not fully funded (0.5)<br>• No we do not have plans to (0) | on track to meet the NHS Estates Net Zero Carbon Delivery Plan action for NHS foundation trusts to utilise zero carbon building energy, including renewable on-site or owned sources, to cover at least 80% of their emissions by 2028- 2032. | | |
| What proportion of sites have a plan to decarbonise their heating? | (Single-select)<br>• 100% (1)<br>• A minimum of 75% but less than 100% (0.75)<br>• A minimum of 50% but less than 75% (0.5)<br>• A minimum of 25% but less than 50% (0.25)<br>• Less than 25% (0) | We have developed Heat Decarbonisation Plans for 100% of our sites, utilising the Heat Decarbonisation Study findings, commissioned in July 2023. | Minimum 75% of our estate has a costed plan for decarbonising heating systems by 2026/27 | No equality impact considerations are applicable for this goal. |
| Have you assessed your clinical waste segregation? | (Single-select)<br>• Yes, and we have plans in place to improve it (1)<br>• Yes, but we have no plans in place to improve it (0.25) | We are maintaining compliance with the NHS Clinical Waste Strategy target for our clinical and healthcare waste mix to be | Maintaining We will 20:20:60 waste split | No equality impact considerations are applicable for this goal. |

| Estates and Facilities- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • No, we have not assessed our clinical waste segregation (0) | 20:20:60 (20% HTI, 20% AT and 60% Offensive Waste)<br><br>We have developed a waste minimisation strategy, where we have identified and started to take action to reduce our waste emissions aligning to other NHS clinical waste strategy targets. | By 2028 80% reduction in carbon emissions produced from waste management. | |
| Does your organisation have a digital meal ordering system for patient meals installed, as recommended by the Independent Review of NHS Hospital Food, to enable more accurate meal planning and reduce food waste? | (Single-select)<br>• Yes, at all sites (1)<br>• Yes, but only at some sites (0.67)<br>• No, but we plan to in the next 12 months (0.33)<br>• No and we don't plan to in the next 12 months (0)<br>• N/A, we do not provide patient catering services | We recognise food as a form of medicine, and we have developed a plan and are beginning to roll out a digital meal ordering system across our sites which offer a food service leading to:<br>a. Safe ordering and mapping to patients' care plans.<br>b. Menu offers tailored to patients' dietary needs and personal preferences. | >75% of our sites proving a food service have an operating digital meal ordering system | Consider digital literacy of staff and our service users with access to appropriate training/support as required |

| Estates and Facilities- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | | c. Minimum time between ordering and meal service.<br><br>d. Reduction in waste.<br><br>We are beginning to review the benefits/ feasibility of linking digital food service application to our EPR. | | |
| At the site where you have the largest food service, how does your organisation measure the total amount of food waste produced? | (Multi-select, scores capped at 1)<br><br>• Measured following the Guardians of Grub approach (https://guardiansofgrub.com/) (1)<br><br>• Measured manually at ward level or in the kitchen but without following the Guardians of Grub approach (1)<br><br>• Measured using on site food waste processing technology (0.75)<br><br>• Measured as part of a third-party waste management | We have a food waste minimisation plan that not only recognises the sustainability and financial benefits of reducing food wase but also understands and is committed to addressing the associated malnutrition- related complications plates waste/under eaten meals poses to our service users.<br><br>As per of the food waste minimisation plan we are continuously improving how we measure, record and | We have a food waste minimisation plan and we are seeing a continued reduction in food waste. | No equality impact considerations are applicable for this goal. |

| Estates and Facilities- Greener NHS Goals | | | | |
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| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | solution at pickup or off site (0.75)<br>• We do not measure food waste (0)<br>• N/A, we do not offer any food services (N/A) | use food waste data to inform meal planning etc. | | |

| Estates and Facilities- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Our estates and facilities workforce and educated and engaged with our net zero emissions targets. | We have upskilled estates and facilities staff with resource and specialist knowledge of energy efficiency needed to drive transition to a net zero SHSC estate | Meeting NHS Estates Net Zero Carbon delivery plan actions to have access to energy management expertise (at least 0.5 FTE), funded from our own resources (to be achieved by 2023/24) | No equality impact considerations are applicable for this goal. |
| Continuously improving how we track, monitor and report on carbon reduction progress and trajectories for our 2030 net zero carbon emissions target. | We are continuously improving our approach to tracking, analysing and modelling our carbon emissions to maintain a continued reduction in our carbon emissions and inform future planning and decision making. | Continued total reduction of estate related carbon emissions (Taken from an aggregate of Waste, water, electricity and gas consumption emissions) | No equality impact considerations are applicable for this goal. |

| Estates and Facilities- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| We are able to report on our progress towards achieving the targets and actions outlined in the NHS Estates Net Zero Carbon Delivery Plan. | Embedded within our estates and facilities processes we have a robust governance and reporting structure for providing assurance and alerting to failures to comply with the NHS Estates Net Zero Carbon delivery Plan. E are able to report and escalate risks to delivery both internally within SHSC and within regional governance structures e.g. SY ICS Estates Board. | NHS Estates Net Zero Carbon Delivery plan progress and performance reporting an ongoing agenda items at appropriate Facilities Directorate meetings. | No equality impact considerations are applicable for this goal. |
| We will transition away from all fossil fuels including gas by 2030. | We are prioritising plans reduce gas consumption through a whole building approach (I.e. considering the four-step process for minimising NHS building energy and water use, outlined in the NHS Estates Net Zero Carbon delivery plan) aiming to transition away from all fossil fuels including gas by 2030. | Monitored by the Estates and Facilities Sustainability Sterring Group we can report a continued reduction in gas consumption and associated emissions year on year keeping SHSC to be on track to meet 2030 net zero carbon emissions target. | No equality impact considerations are applicable for this goal. |
| We are driving forward circular economy thinking and are applying innovative approaches to eliminate waste or turn waste into a resource. | We have a waste reduction strategy aligning to the NHS clinical waste strategy targets and incorporating best practice outlined in HTM 07-01 safe and sustainable management of healthcare waste. The strategy | Increasing financial and carbon savings realised from our reuse scheme. (Warp It) | No equality impact considerations are applicable for this goal. |

| Estates and Facilities- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | outlines are actions to reduce our residual waste volume through:<br><br>• Sustainable procurement<br>• Waste prevention and avoidance<br>• Implementing a circular economy<br>• Planning for sustainable disposal | | |
| We are enhancing our green estate and maintaining it is inclusive, accessible and our estates projects consider nature, biodiversity and the incorporation of biophilic design into building spaces. | We have developed a green space and biodiversity strategy with objectives to incorporate new green spaces into existing sites, construction projects and major refurbishments (even where land is constrained) , recognising the mental and physical health and wellbeing benefits of protect and enhance access to green spaces can have for our staff, our services users and our communities. | Our plans for maintaining and enhancing green space and biodiversity and access to such are publicly available and easy to understand (e.g. with clear diagrams, images and maps).<br><br>We are reducing our use of pesticides across our estates and we are sustainable managing organic wastes.<br><br>We can show evidence (e.g. through surveys and staff feedback) that staff wellbeing has been improved by greater access to green space during working hours. | |

| Travel and Transport- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Does your organisation purchase or lease solely vehicles (under 3.5 tonnes) that are ultra-low emission vehicles (ULEVs) or zero emission vehicles (ZEVs)? | (Single-select)<br>• Yes (1)<br>• No (0)<br>• We do not purchase or lease any cars (N/A) | Aligned to the NHS Net Zero Travel and Transport roadmap milestone we aim to have all new or leased vehicle in our fleet to be zero emission by 2027. | We will monitor existing fleet to assess when they are due for renewal and report to Board on an annual basis the percentage of our fleet which are already electric and how many are eligible to transition, outlining our performance against 2027 target and 2035 NHS Net Zero travel and transport strategy targets for all vehicles, owned or leased by the SHSC to be zero emissions. | No equality impact considerations are applicable for this goal. |
| Does your organisation's salary sacrifice scheme for vehicles allow for the purchase of only ULEVs or ZEVs? | (Single-select)<br>• Yes, only ULEV/ZEV are available through our salary sacrifice scheme for vehicles (1)<br>• ULEV/ZEV are available alongside non ULEV/ZEV options through our salary sacrifice scheme for vehicles (0.5) | By the end of this Green plan we will aim to only offer ULEV/ZEV available through our salary sacrifice scheme for vehicles- with due consideration of the implications of an equality impact assessment. | We will monitor uptake of our vehicle salary sacrifice offer and better understand the types of vehicles purchased working with suppliers to find equitable ways to transition to allowing only access to ULEV or ZEV vehicles. | We will need to consider, as far as reasonably practical that we are equitable and inclusive with any amendments we make to the scheme to ensure we are not causing more employees to be unable to access to the scheme due to eligibility or person circumstances. E.g. considering how many low income/ part time employees we have. |

| Travel and Transport- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • We employ staff but do not have a salary sacrifice scheme (0)<br>• We do not employ staff (N/A) | | | |
| What travel-related schemes do you operate across your organisation? | (Multi-select)<br>• Park & Ride (0.125)<br>• Shuttle buses between two or more sites (0.125)<br>• Salary sacrifice cycle-to-work scheme (0.125)<br>• Cycle training (0.125)<br>• Discounted public transport scheme (0.125)<br>• Third-party operated car club (0.125)<br>• e-bike/e-scooter hire (0.125)<br>• Staff travel survey within the last 12 months (0.125) | Aligning to the initiatives outlined in our Sustainable travel plan we will aim to, where reasonably practicable offer as many of these travel related schemes as possible. | We will continue to track all travel related initiatives via a National accreditation scheme- Modeshift, Healthcare stars. | Consider availability and accessibility of public transport, which varies between geographical locations especially urban and rural areas. Using active travel or public transport may not be possible or practical for some staff to work safely and efficiently. |

| Travel and Transport- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • Sustainable travel options included within staff induction: (0.125)<br>• Staff webpage focused on promoting sustainable travel options: (0.125)<br>• None of the above (0) | | | |
| Which local transport partners does your organisation work closely with? | (Multi-select)<br>• Local Transport Authority (0.25)<br>• Local Highways Authority (0.25)<br>• Local Bus Operator(s) (0.25)<br>• Local Authority / council (0.25)<br>• None of the above (0) | We have built on the relationships we have developed between local transport partners, SHSC and other NHS providers in the region to seek opportunities to work collaboratively on local transport schemes and incentives for NHS employees. | Through partnership working we have developed and implemented a regional travel incentive schemes, focused on offering additional support to our staff, visitor and service users to use local transport links to access our sites. | Consider availability and accessibility of public transport, which varies between geographical locations especially urban and rural areas. Using active travel or public transport may not be possible or practical for some staff to work safely and efficiently. |
| What facilities does your organisation offer for people who arrive by a mode of active travel? | (Multi-select)<br>• Cycle parking for staff (0.166)<br>• Lockers for staff (0.166) | Within estates and facilities we have an implementation plan developed to ensure we have a consistent approach, where feasible to facilities we offer to staff who arrive | We will continue to track all travel related initiatives via a National accreditation scheme- Modeshift, Healthcare stars. | Consider availability and accessibility of public transport, which varies between geographical locations especially urban and |

| Travel and Transport- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | • Showers for staff (0.166)<br>• Cycle parking for visitors (0.166)<br>• Lockers for visitors (0.166)<br>• Showers for visitors (0.166)<br>• None of the above (0) | by active travel at any of our sites. | Estates and facilities will report on a dashboard to monitor and track facilities on offer but also to communicate to staff and visitors to inform them of what facilities are available across the estate. | rural areas. Using active travel or public transport may not be possible or practical for some staff to work safely and efficiently |

| Travel and Transport- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Reducing car use for staff commuting and business miles. | We want to report an increasing uptake of active travel, public and shared transport and zero emission vehicles to reduce staff commuting emissions working towards the NHS Net Zero Travel and Transport strategy of a 50% reducing in emissions by 2033 and all business travel mileage to be zero emissions by 2040. | We track business mileage via the trust expense claims systems.<br><br>We will track staff commuting and modal choices via an annual staff travel survey. | Consider availability and accessibility of public transport, which varies between geographical locations especially urban and rural areas. Using active travel or public transport may not be possible or practical for some staff to work safely and efficiently. |

| Travel and Transport- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | We will have data availability on the journeys made by our staff to report trends, implement and measure actions and inform decision making to reduce business mileage. | | |
| Travel plan delivery on track and aligned to NHS Net Zero Travel and Transport Strategy. | Increasing amounts of our sites have improving travel plan accreditation ratings. (Moving up the ratings from an approved accredited travel plan, to good, very good, excellent and outstanding travel plan.)<br><br>Develop impactful communications and content designed to engage our workforce, service users and visitors about our travel plan initiatives. | >60% of our sites have a good or very good accredited travel plan by 2028.<br><br>NHS Net Zero Travel and Transport milestone- all NHS organisations to develop and incorporate sustainable travel strategies into Green Plans by 2026. | Travel plans and SHSC Sustainable Travel strategy must be equitable as far as reasonable possibly. Consider availability and accessibility of public transport, which varies between geographical locations especially urban and rural areas. Using active travel or public transport may not be possible or practical for some staff to work safely and efficiently. |
| All new builds/ refurbishments projects will consider and make commitment to travel plan delivery from the earliest stages of the design and development. | As well as leveraging wider sustainability benefits our sustainable capital projects plan/process will assess all potential opportunities in new builds and major refurbishments that impact/generate significant areas of movement will be informed by the aims, objectives, | Where applicable, 100% of new builds/ refurbishment projects support or facilitate the delivery of travel plan initiatives. E.g. installation of bike compounds, showering facilities, lockers etc. | Consider reasonable adjustment to ensure that support active travel infrastructure is inclusive and accessible. E.g. Consider future considerations for storage of e-cargo bikes, trikes in bike compounds, |

| Travel and Transport- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | and travel issues outlined in site travel plans, aligning to the National Planning Policy Framework (NPPF) | | disabled access to showring facilities etc. |
| We have implemented and advertised electric vehicle charging points at our key sites and they can be accessed by staff, patients and visitors. | Where capacity allows we have a growing infrastructure of electric vehicle charging points and we are able to offer access to vehicle charging points to staff and visitors, where they are not required for charging of SHSC electric fleet. | Ensure we are on track to meet, NHS Estates Net Zero Carbon Delivery Plan Action- By 2025 all Trusts to have installed EV charging infrastructure to support transition of their owned and leased fleet to zero emission vehicles (excluding ambulances)<br><br>We have developed a plan, of deployment of EV infrastructure by identifying local/regional grid capacity and work with ICS, local network operators and/or local authority to plan for increased capacity where necessary to increase staff and visitor access to vehicle charg8ing points | Consideration for how social equity can be evaluated within future EV charging infrastructure provision, addressing the complexity of barriers to equity such as placement distribution, affordability electric vehicle purchases and monetary incentives. |
| We monitor the travel choices for our visitors, and service users and promote active travel and the use of public transport. | We have explored and are adopting an approach to monitor the travel choices of our service users and our visitors and are using data to inform opportunities to promote accessing our services via active travel or public | Information on travel options provided to visitors on our external webpage. | Consider availability and accessibility of public transport, which varies between geographical locations especially urban and rural areas. Using active travel or public transport may not be possible or practical |

| Travel and Transport- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | transport and advocate and support the development of local improvements to transport networks for patient and visitor travel, especially around active travel.<br><br>In addition, we are reviewing approaches, working with our partners across the City for patients to combine appointments or follow ups with other services (e.g. for service users with multiple complex-conditions)) to reduce the need for multiple appointments and journeys. This includes promoting the use of virtual appointment, where clinically appropriate to avoid journeys to a site. | We provide the option of remote care delivery for patients using digital methods, where safe and appropriate. | for some staff to work safely and efficiently.<br><br>Consider how digital poverty affects access to the resources to engage in remote care for some patients.<br><br>Digital literacy should also be considered for both staff and patients to ensure that access and engagement is not hindered by the provision of remote care in place of face-face-treatment.<br><br>Face-to-face treatment should be provided as an option and it's benefits should not be disregarded in favour of remote care. |
| Procure and implement improved SHSC fleet management system to continue to deliver reduction in fleet emissions during the transition to a zero emission fleet. | Opportunities to have improved data transparency for monitoring and reporting of feet emissions will be adopted via the Procurement of a new fleet management system. | Accurate reporting of fleet mileage and fuel consumption, demonstrating a continued reduction fleet emissions. | No equality impact considerations are applicable for this goal. |

| Travel and Transport- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | Data is used to inform optimisation of fleet route planning and future fleet procurement activities. | | |

| Green Digital Transformation- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Does your organisation have a commitment to meet the net zero carbon, sustainability and resilience ambitions set out in the Sustainable ICT and Digital Services Strategy (2020- 2025) | (Single-select)<br>• No: There is no organisation wide commitment or plan in place (0)<br>• Yes: There is some commitment and/or plan in place (0.5)<br>• Yes: There is full commitment and a clear plan in place (1) | There is full commitment and a clear green digital strategy in place incorporating the outcomes outlined in the Greening Government: ICT and Digital Services Strategy 2020-2025 outcomes and objectives. This provides commitment to ensure our ICT infrastructure, services and supply chain are:<br>• Reducing carbon and cost impacts<br>• Increasing Resilience<br>• Operated responsibly<br>• Increasing transparency and collaborative working.<br>• Increasing accountability for social and environmental sustainability impacts | Reporting an increased annual percentage improvement in the procurement of remanufactured/refurbished ICT promoting multiple usage lifecycles.<br><br>We can evidence that ICT and digital services are designed with sustainability in mind via Digital PMO processes and Governance (DAAG) | No equality impact considerations are applicable for this goal. |
| Does your organisation host data in either low CO2 data centres or in hyperscale cloud (e.g. Amazon Web Services, Azure, GCP)? | (Single-select)<br>• Yes (1)<br>• No (0) | Discussions have commenced with Digital Directorate on approach to meet this Greener NHS Goal. | Establish a baseline for how much data is hosted in cloud/ low carbon data centres now to measure carbon impact and monitor for emissions reduction. | No equality impact considerations are applicable for this goal. |

| Green Digital Transformation- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** ***(current position highlighted green)*** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| What circular economy principles does your organisation adopt, where practical, for digital hardware procurement? | Multi-select)<br>• None: (0)<br>• Internal reuse (0.14)<br>• External reuse (0.14)<br>• Leasing (0.14)<br>• Buying refurbished/remanufactured hardware (0.14)<br>• Buying sustainable devices (e.g. TCO certified) (0.14)<br>• Implementation of single-user device policy (0.14)<br>• Implementation of Bring Your Own Device (BYOD) policy (0.14) | Integrated into our Digital Asset Management Strategy we are increasing opportunities to:<br>• Reuse equipment internally and externally<br>• Revieing new models of procurement including leasing of devices or buying refurbished/ remanufactured devices<br>• Where feasible we procure products that are TCO certified sustainable products<br>• After review of job roles and functions we are starting to understand and apply a single-user device policy. | Work with Digital Team to establish metrics and targets for this goal- Potential to utilise data from End User Device Asset Register and hardware review.<br>As part of Digital Strategy Refresh, target development of a digital hardware policy and supporting Standard Operations Procedures (SOPs) for new, broken, decommissioned devices and confirm approach to refresh cycle for new devices. | No equality impact considerations are applicable for this goal. |

| Green Digital Transformation- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| Aligning to the SHSC Digital Strategy we provide education and support to our workforce on how to access and work efficiently on our IT systems to reduce resource use, save carbon and improve digital literacy of our workforce. | We have developed and are implementing a plan to improve the digital literacy of our workforce ensuring all SHSC staff know how to use various digital devices, tools, software and services successfully to support reduced security risks, increased productivity, improved employee satisfaction and the lowering of associated digital carbon emissions.<br>• Within the plan an education and engagement programme has been developed including:<br>• Guidance documents offered at onboarding and induction on how to use the Trusts digital systems.<br>• Offer course and online resources of how to use software such as Microsoft word, excel, MS Teams etc.<br>• Email charter and etiquette policy | Improving rates of employee satisfaction with our digital systems and software.<br><br>Improved Net Promoter Score | Consider digital literacy of staff, with access to appropriate training as required.<br><br>Consider availability of alternative formats of the training documents and supporting training approaches e.g. online, in person, by job role etc. |

| Green Digital Transformation- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |
| | developed and promoted to reduce email traffic.<br>• Assess the digital literacy of workforce via surveys.<br>• Collaboration and sharing of best practice is encourage amongst SHSC workforce with Digital Forums and workshops | | |

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# SHSC Board 29th January 2025

# Green Plan and Sustainability Strategy 2025/26- 2028/29

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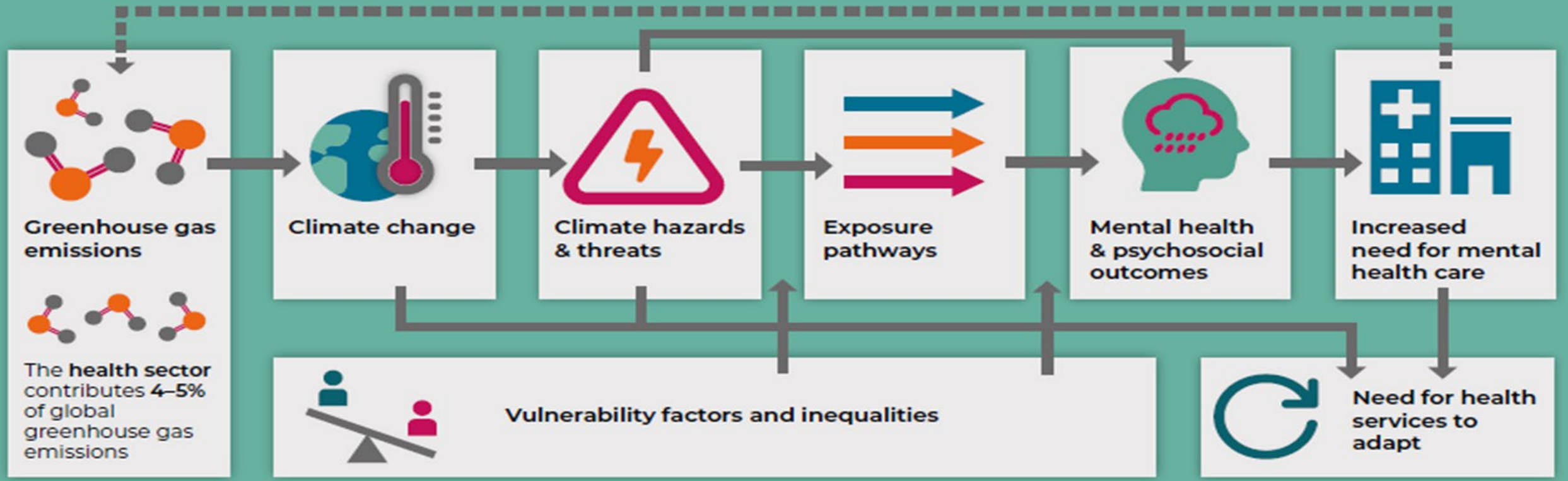
# Overview

- Background- What has changed since the 1st Green Plan?
- Our Carbon Footprint
- Green Plan Refresh- What has been updated?
- Our Updated Approach
- Next Steps Post Plan Approval

# The relationship between climate change and mental health




## Examples of climate hazards and threats

- Extreme heat
- Floods
- Biodiversity loss and extinction
- Drought
- Storms
- Deforestation and land-use change
- Fire
- Ocean climate change and pollution

## Examples of exposure pathways

- **Environmental** e.g. air pollution, insufficient water and food insecurity
- **Socioeconomic** e.g. loss of livelihood, property loss or damage, conflict and forced migration
- **Psychosocial** e.g. awareness of or witnessing the effects of climate change

## Examples of vulnerability factors and inequalities

- **Health** e.g. physical disabilities, chronic diseases, and pre-existing mental health problems
- **Socioeconomic** e.g. poverty and precarious housing
- **Geographic** e.g. conflict zones, remote communities and areas prone to extreme weather events
- **Demographic** e.g. age, sex and ethnicity
- **Sociopolitical** e.g. displaced populations & discriminated groups

## Examples of mental health and psychosocial outcomes

- **Mental health conditions** e.g. anxiety, depression, PTSD, and suicidal behaviour
- **Emerging concepts** (ecological grief, eco-anxiety, solastalgia)
- **Alcohol and substance use problems**
- **Other psychosocial outcomes** e.g. stress, helplessness, fear, grief and strained social relationships

*Adapted from Mental health and Climate Change: Policy Brief. World Health Organization 2022*

# Greener NHS and our legal duties

- October 2020, the NHS became the world's first health service to commit to reaching carbon net zero, in response to the profound and growing threat to health posed by climate change.
- On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022. The Delivering a Net Zero National Health Service report is issued as statutory guidance. This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to evidence a due regard in its contribution towards statutory emissions and environmental targets.
- Greener NHS (GNHS) are developing green plan refresh guidance with recommendations on how NHS organisations should review and refresh green plans. It is anticipated this will include an outline of content that must be included in updated green plans, specifically on how green plans align to existing NHS policy and best practice.
- Guidance was expected Autum 24 but has not yet been published. Sustainable development Group (SDG) took the decision to progress with our planned plan refresh, taking the approach to align the plan closely to wider NHSE and GNHS strategies and guidance documents published since our first Green Plan was approved in January 2022.
- The refreshed green plan has also incorporated recommendations outlined in the "Delivering greener, more sustainable and net zero mental health care guidance and recommendations" produced in collaboration by The National Collaborating Centre for Mental Health (NCCMH) and the College Centre for Quality Improvement (CCQI) at the Royal College of Psychiatrists (RcPsych).

# SHSC Carbon Footprint Targets

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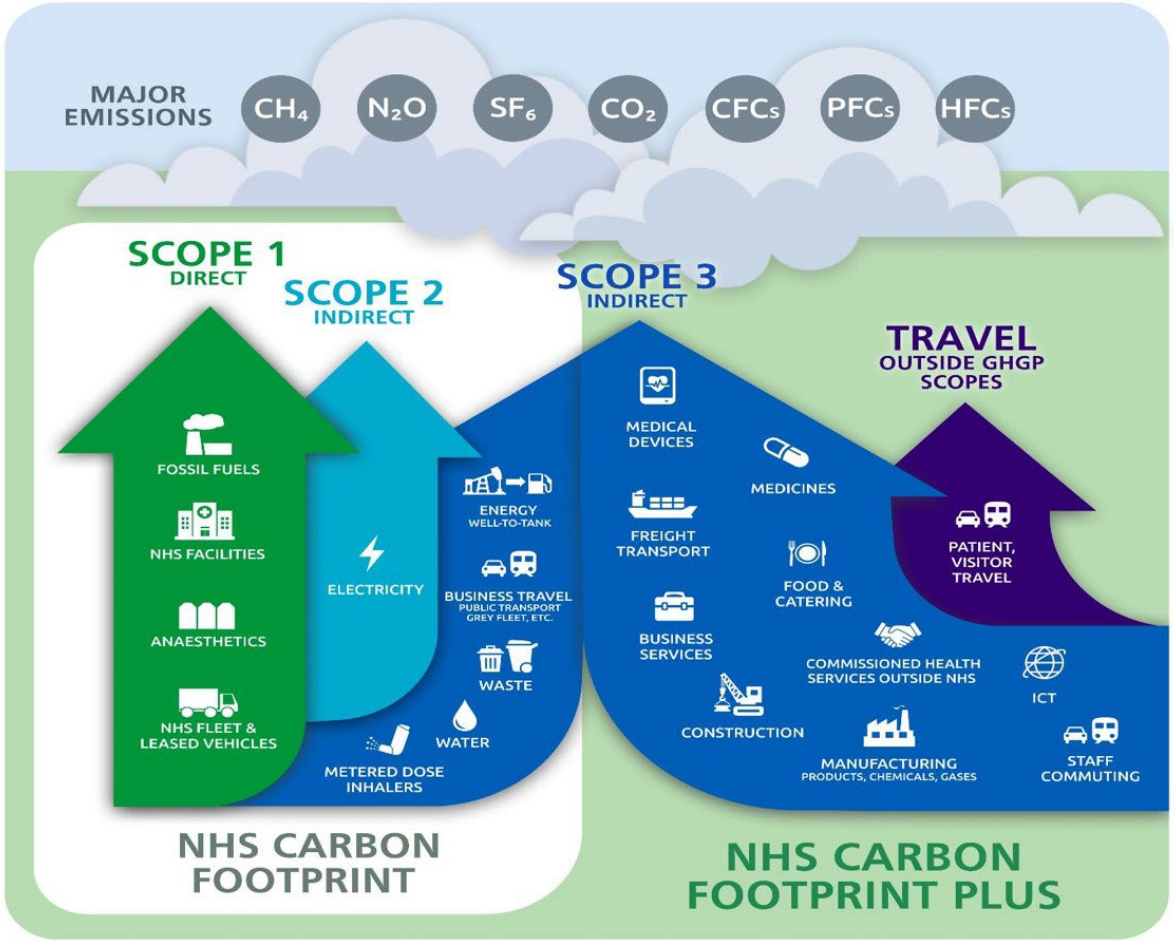
We will take urgent action to deliver net zero carbon care and maximise the opportunities to redefine the social and environmental determinants of health. We aim to:

- Reduce the emission under our direct control (our NHS carbon footprint) to net zero by 2030
- Reduce the emissions we can influence (our NHS carbon footprint plus) to net zero by 2045



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# Our carbon footprint- Building blocks to net zero 2030

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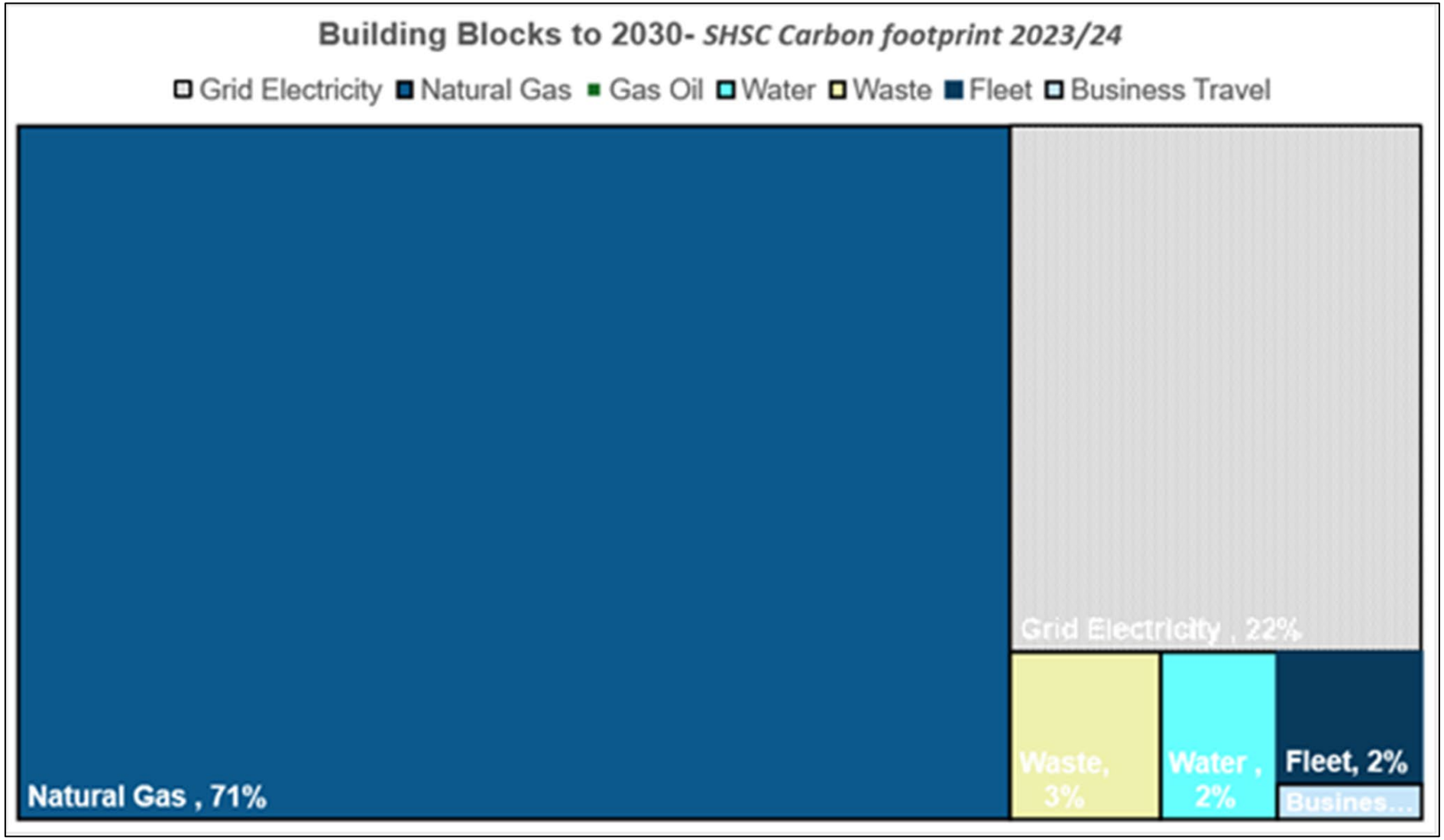

# Our carbon footprint- Baseline to 23/24

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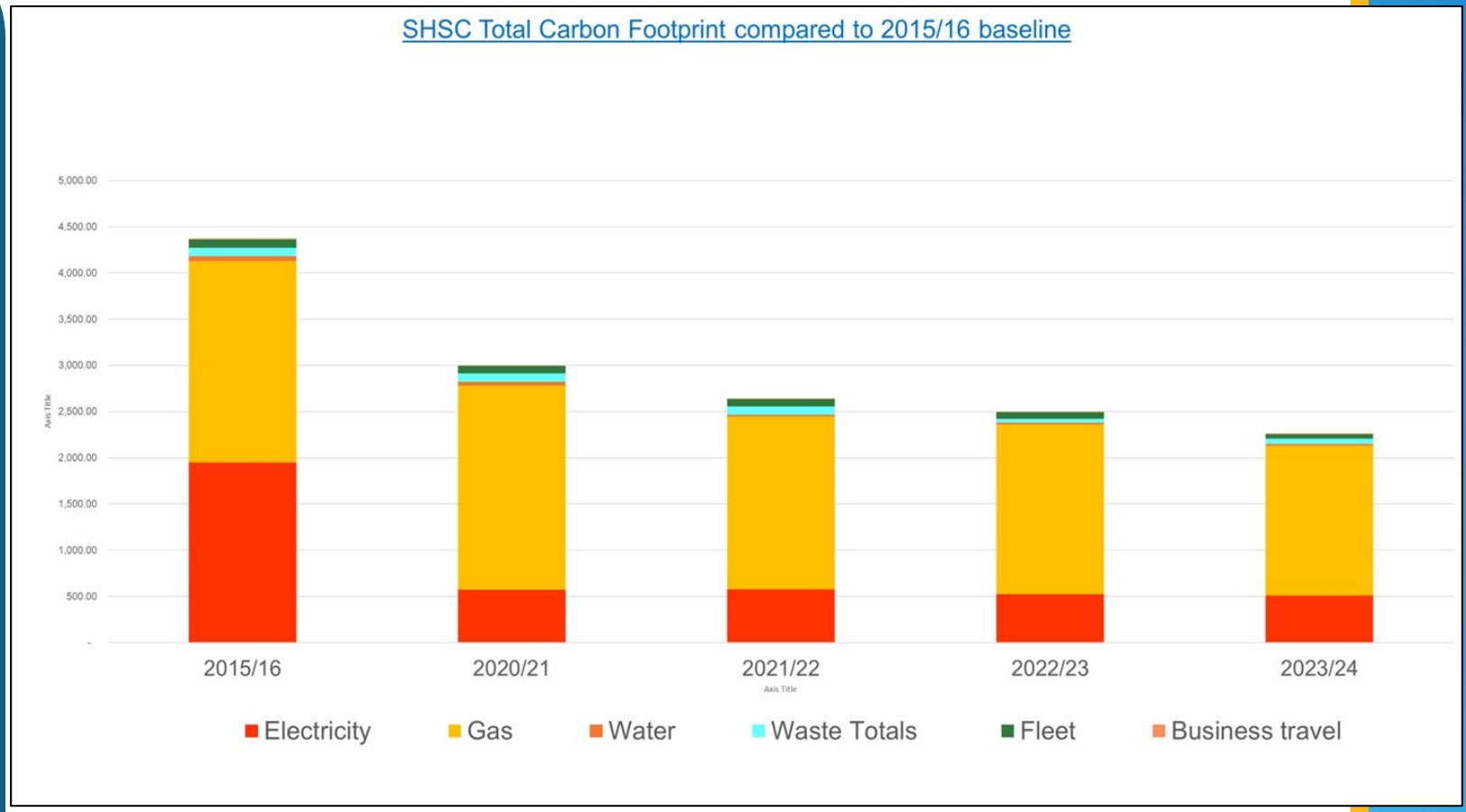
**Decarbonisation and Renewable Energy Guarantees of Origin (REGO) electricity procurement**

Since April 2020 SHSC have purchased our electricity from a sustainable, REGO certified, source and subsequently have reported a reduction in our direct carbon emissions. We also recognise that REGOs themselves do not show additionality and our energy procurement framework assessed suppliers for their actual fuel mix in addition to this.

Our electricity supplier purchases from >98% renewable sources, exerting a pressure on the grid to green. For full transparency and aligning to BEIS best practice below we have stated what our electricity consumption emissions would be if the tariff was not purchased.

| | |
|---|---|
| 2015/16 | 1,948.54 tCO2e |
| 2020/21 | 571.20 tCO2e |
| 2021/22 | 577.77 tCO2e |
| 2022/23 | 521.80 tCO2e |
| 2023/24 | 510.80 tCO2e |



# Green Plan refresh: What has been updaed?

*Focus Areas reduced and refreshed set of aims and objectives*

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**Workforce and System Leadership**

Inspire, engage and educate to support sustainable choices and delivery of low carbon care

**Low Carbon Care**

Develop low carbon care pathways adapted and resilient to impacts of climate change

**Sustainable Supply chain and procurement**

Using resources responsibly and working with our supply chain to support delivery of low carbon care

**Adaptation**

A SHSC resilient and ready to support our communities through the challenges of climate change

**Estates and Facilities**

Provide, healthy, biodiverse spaces for our service users, staff and visitors, transitioning to a net zero carbon estate with built in resilience to climate change

**Travel and Transport**

Lowering the travel emissions and reducing the travel miles related to SHSC care and operational delivery

**Green Digital Transformation**

Ensuring our digital infrastructures and associated supply chains are working towards net zero carbon targets, rationalised, resilient and free of slavery/exploitation, creating environmental, economic and social benefits for all.

# Green Plan 24/25- 28/29 Focus Areas, objectives and example KPIs (Page 1 of 2)

We will take urgent action to deliver net zero carbon care and maximise the opportunities to redefine the social and environmental determinants of health. We aim to:

- Reduce the emission under our direct control (our carbon footprint) to net zero by 2030
- Reduce the emissions we can influence (our carbon footprint plus) to net zero by 2045

## Workforce and System Leadership

Inspire, engage and educate to support sustainable choices and delivery of low carbon care

We will do this by:

- Sustainable value as a criterion of quality in our planning, decision making and performance management
- Empower and equip staff & our service users to make sustainable choices
- Demonstrate leadership in sustainable development

KPIs

Over 50% of SHSC workforce accessed Building a Net Zero NHS eLearning

>10 applicants for Sustainability Award at SHSC Shine Awards

*25*% QI projects include sustainability measures

## Low Carbon Care

Develop low carbon care pathways adapted and resilient to impacts of climate change

We will do this by:

- We will promote and work with nature, utilising green spaces and social prescribing to enhance and support more resilient clinical pathways
- Improve efficiency and quality of service user care through sustainability, leveraging existing tools and methodologies (e.g. SusQI)
- Use research and innovation to seek sustainable and forward-looking mental health practices

KPIs

>2 research projects per year linked to climate change healthcare interventions, climate resilience or sustainability.

Greenspaces and nature-based interventions map available for each clinical area

## Sustainable Supply chain and procurement

Using resources responsibly and working with our supply chain to support delivery of low carbon care

We will do this by:

- Implement the NHS Net Zero Supplier roadmap requirements and monitor our performance against them
- Detect the big carbon emission contributors within our supply chain and work with our suppliers to reduce emissions to support delivery of 2045 emissions target
- Identify and deliver opportunities to reduce resource use, support the circular economy approaches to procurement and consider the whole life costs of the products and service we purchase
- Embed robust processes to identify, manage and mitigate ethical and labour standard risks and working with our suppliers to reduce the risk of exploitation poor ethical practice within our supply chains

KPIs

100% tenders and procurement frameworks include minimum 10% net zero and Social Value weighting.

>50% of SHSC strategic suppliers completed NHS Evergreen Assessment

## Adaptation

A SHSC resilient and ready to support our communities through the challenges of climate change

We will do this by:

- Develop a Board approved plan for long-term adaptation to climate change and communicate this plan to our stakeholders
- Assign clear role(s) for responsible person(s) within SHSC responsible for the coordination of adaptation planning
- Risk assess how our infrastructure, operations and financial position may be exposed to climate change related risk.
- Identified climate change-related risks have Board oversight and are embedded within our risk governance structures and risk management processes.
- We have identified who in our communities are most vulnerable to the impacts of climate change and using this understanding to inform future planning and reduce risk of intensifying existing health inequalities
- Our workforce is prepared to work effectively and safely within extreme climate/ environmental events

KPIs

Over-heating related risks exposure and vulnerability across SHSC have been identified and risks are managed through Trust risk register.

# Green Plan 24/25- 28/29 Focus Areas, objectives and example KPIs (Page 2 of 2)

We will take urgent action to deliver net zero carbon care and maximise the opportunities to redefine the social and environmental determinants of health. We aim to:

- Reduce the emission under our direct control (our carbon footprint) to net zero by 2030
- Reduce the emissions we can influence (our carbon footprint plus) to net zero by 2045

## Estates and Facilities

Provide, healthy, biodiverse spaces for our service users, staff and visitors, transitioning to a net zero carbon estate with built in resilience to climate change

We will do this by:

- Developing heat decarbonisation plans, identifying and prioritising the phasing out of existing fossil fuel systems and supporting delivery of our 2030 net zero carbon emissions targets
- Develop a plan to ensure SHSC has an EV ready estate, beyond SHSC fleet deployment
- An enhanced offer of facilities to support our staff, service users and visitors to make lower-carbon travel choices
- Developed a Green Spaces and Biodiversity strategy which identifies co-beneficial interventions to enhance biodiversity, increase opportunities for nature-based interventions and supports climate change mitigation and adaptation
- On track to meet and maintain targets outlined in the NHS Clinical Waste Strategy and drive forward a circular economy approach to avoid or reduce waste

KPIs

Minimum 75% of our estate has a costed plan for decarbonising hating systems

Continued total reduction of estate related carbon emissions (Taken from an aggregate of Waste, water, electricity and gas consumption emissions)

## Travel and Transport

Lowering the travel emissions and reducing the travel miles related to SHSC care and operational delivery

We will do this by:

- Realise relevant milestones outlined within the NHS Net Zero Travel and Transport Strategy and adopting transport actions within the Estates Net Zero Carbon Delivery Plan
- Deliver and meet targeted actions within the SHSC Travel Plan
- Procure and implement improved SHSC fleet management system to continue to deliver reduction in fleet emissions
- We work with our partners and stakeholders to assist with improvement of local air quality
- Promote the health benefits of low carbon travel modes to staff and service users and provide information to support sustainable travel choices.

KPIs

>60% of our sites have a good or very good accredited travel plan by 2028.

All new or leased vehicles in our fleet to be zero emission by 2027.

## Green Digital Transformation

Ensuring our digital infrastructures and associated supply chains are working towards net zero carbon targets, rationalised, resilient and free of slavery/exploitation, creating environmental, economic and social benefits for all..

We will do this by:

- Digital governance, planning and risk management processes have sustainable value embedded and considered.
- Work with the digital supply chain to make sure they are supporting delivery of our 2045 net zero emissions targets and are resilient to future climate change related risks
- Continue to explore and exploit opportunities digital can offer to reduce the carbon of our operations and delivery of low carbon care pathways

KPIs

We track emissions from where our data is hosted (SHSC data centres, cloud based, low cardon data centres etc.)

# Green Plan refresh Our Updated Approach

Delivering our green plan will require work from across the entire organisation. There will be core deliverables, across our 7 focus area for green. The deliverables are split into two sets:

- Greener NHS Goals- goals which align directly to the targeted actions NHS Trust can self-assess against within the Greener NHS, Green Plan Support Tool
- SHSC Goals- Additional goals which are either associated to SHSC's wider strategic priorities or aligned to wider NHSE or Greener NHS strategies and guidance.

Improvement from previous SDAT Green Plan, reduction from 300 action in Green Plan Action Plan to 72

| Workforce and System Leadership- Greener NHS Goals | | | | |
|---|---|---|---|---|
| **Greener NHS Goal** | **Greener NHS Target** *(current position highlighted green)* | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |

| Workforce and System Leadership- SHSC Goals | | | |
|---|---|---|---|
| **SHSC Goal** | **Where do we want to be** | **How we will monitor progress** | **Equality Impact Considerations** |

**Supporting a Just transition to net zero**

Climate change and the transition to a net zero society will impact us all, but not equally. It is crucial that with progress achieving our net zero ambitions we safeguard our services are inclusive and support the reduction of health inequalities.

Aligning to the SHSC population health and health inequalities strategy, there are three key principles that will guide us to ensure no one is left behind so we can achieve:

- Equitable access to healthcare
- Excellent experience of care
- Optimal outcomes for service users

With this in mind, each applicable action within this Green Plan has potential equality impact implications to be considered when completing green plan focus area actions (See focus areas section page xx). Our approach has been guided by the RcPsych Delivering greener, more sustainable and net zero mental health care guidance and recommendations (2023).

These considerations, will be utilised in conjunction with;

- Maintaining sustainability as a criterion of quality
- A core focus on a co-production across our organisation and working with our partners
- A people centred approach, valuing the experiences of our staff, service users, people with lived experience, peer support workers and our staff network groups.

# Green Plan Refresh: Next Steps

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**After Board approval summary of next steps required to support completion/ delivery:**

- Confirm collective leadership for Low Carbon Care and Adaptation focus areas *E.g. Form working groups to support delivery of focus area actions and embed sustainable development into the BAU of our operations*.
- Glossy version of plan: Final design phase of plan refresh working with our Communications Team to align to Green Plan and Sustainable Development content under development for Jarvis and external webpages.
- An executive summary of the document will be created, alongside plan on a page and other extracts so deliverables within plan such as aims, objectives and performance metrics can be easily aligned to wider strategic priorities and within business, workforce and financial planning.
- Sustainable Development Group will develop updated Green Plan Action Plan to ensure all actions are SMART and action owners and key milestones are clearly identified. This will feed into a Sustainability dashboard.
- Supporting action plan development and to ensure a “just” SHSC transition to net zero, the Green Plan Action Plan will be reviewed by staff network groups and service user engagement team.
- Updated Comms and Engagement Plan to support Green Plan Refresh Launch
- Work continues to align and co-produce the updated SY ICS Green Plan, alongside ongoing engagement with our wider City partners on climate change strategy *e.g. SCC, STH, SCH, SHU, University of Sheffield etc.*