

Document Control Information

Consultation Schedule

Name and Title	Section	Page No	Date Consulted
Darren Lewis – Head of Strategic Procurement	Sustainable use of Resources	23	8 October 2021
Maleeha Bari - Lead Pharmacist	Medicines	26	8 October 2021
Dr Stella Botchway - Department of Psychiatry	Sustainable Models of Care	25	
Mark Wareing – Head of Operational Capital	Capital Projects	19	8 October 2021
John Upham – Sustainability Manager			
Daniel Maughan – Consultant Psychiatrist	Sustainable Models of Care	25	8 October 2021
Roz O'Neil - Head of Health & Wellbeing Ann Helsdon – Head of Estates	Food & Nutrition Food & Nutrition(Patient) Assets & Utilities	26	8 October 2021
Lynda Dix -Head Of Nursing	Sustainable Models of Care	25	13 October 2021
Rose Hombo – Head of Nursing	Sustainable Models of Care	25	13 October 2021
Natalie Cleveland – Head of Nursing	Sustainable Models of Care	25	13 October 2021
Pete McGrane – Clinical Director	Sustainable Models of Care	25	13 October 2021

Responses received to consultation from the following :

Lynda Dix -Head Of Nursing	14 TH October 2021
Daniel Maughan – Consultant Psychiatrist	13 th October 2021
Dr Stella Botchway - Department of Psychiatry	13 th October 2021
OMT	11 April 2022
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Version Control	
Version 4	15 October 2021 – Revised Targets -Page 27
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Ver 06	11 December 2022 – revised title page include Tiny Forest reference –
Ver 07	Performance indicators /Targets included
Ver 08	Included Sustainability Steering Group in Governance structure
Ver 10	Approved by OMT



Oxford Health
NHS Foundation Trust



OXFORD HEALTH GREEN PLAN 2022 - 2025

THE ROADMAP TO NET ZERO CARBON

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Foreword

Chairman

Chief Executive

Introduction

Oxford Health NHS Foundation Trust provides physical, mental health and social care for people of all ages to population of approximately 2.5million across Oxfordshire, Buckinghamshire, Swindon, Wiltshire, Bath and North East Somerset.

We also provide a range of specialised health services that include forensic mental health and eating disorder services across a wider geographic area including support for patients in Berkshire and from Wales.

We provide services, either in our community hospitals or within local communities, helping to support people both in their homes and as close to their homes as possible.

We work closely with other services such as GPs, community pharmacies, other hospitals, local authorities, and clinical commissioners, to make sure our patients get the best 'joined up' care.

The Trust operates 24/7 365 days of the year, consuming Energy, contributing to carbon emissions and ultimately climate change.



A Board approved Green Plan is requirement of the NHS Standard Contract 2020-21, is key tool for embedding Sustainability within the Trust and sets out 3-year strategy (2022-25) to reduce carbon emissions.

Organisational Vision

The Trust is committed to deliver first class healthcare services to the communities it serves. The Trust recognises that the environment and health are linked and that its day-to-day activities have an impact on the environment. Sustainability forms part of the Trusts four Strategic Objectives:

“To make the best use of our resources and data to maximise efficiency and financial stability and inform decision-making, focusing these on the health needs of the populations we serve, and reduce our environmental impact”

As a Trust we are committed to reducing our carbon footprint to be Net Zero by 2040 for direct emissions and by 2045 for indirect emissions.



This Green Plan is designed to enable the Trust to:

- **Reduce our total carbon emissions**
- **Consider the environmental impact on everything we do**
- **Reduce consumption & Waste**

These main objectives will be met through achievement of key actions detailed in the following Green Plan.

Carbon Footprint of the NHS.

All our activities have carbon footprint, and the NHS carbon footprint is made up of 3 elements (Figure 1):

- **Scope 1** emissions are direct emissions from owned or controlled sources.
- **Scope 2** emissions are indirect emissions from the generation of purchased energy.
- **Scope 3** emissions are indirect emissions that occur in the value chain of the reporting organisation (both upstream and downstream).

We currently only report on our Scope 1 & 2 emissions (NHS Carbon Footprint), as part of the long-term plan we will now develop plans for the measurement of Scope 3 Emissions (NHS Carbon Footprint Plus).

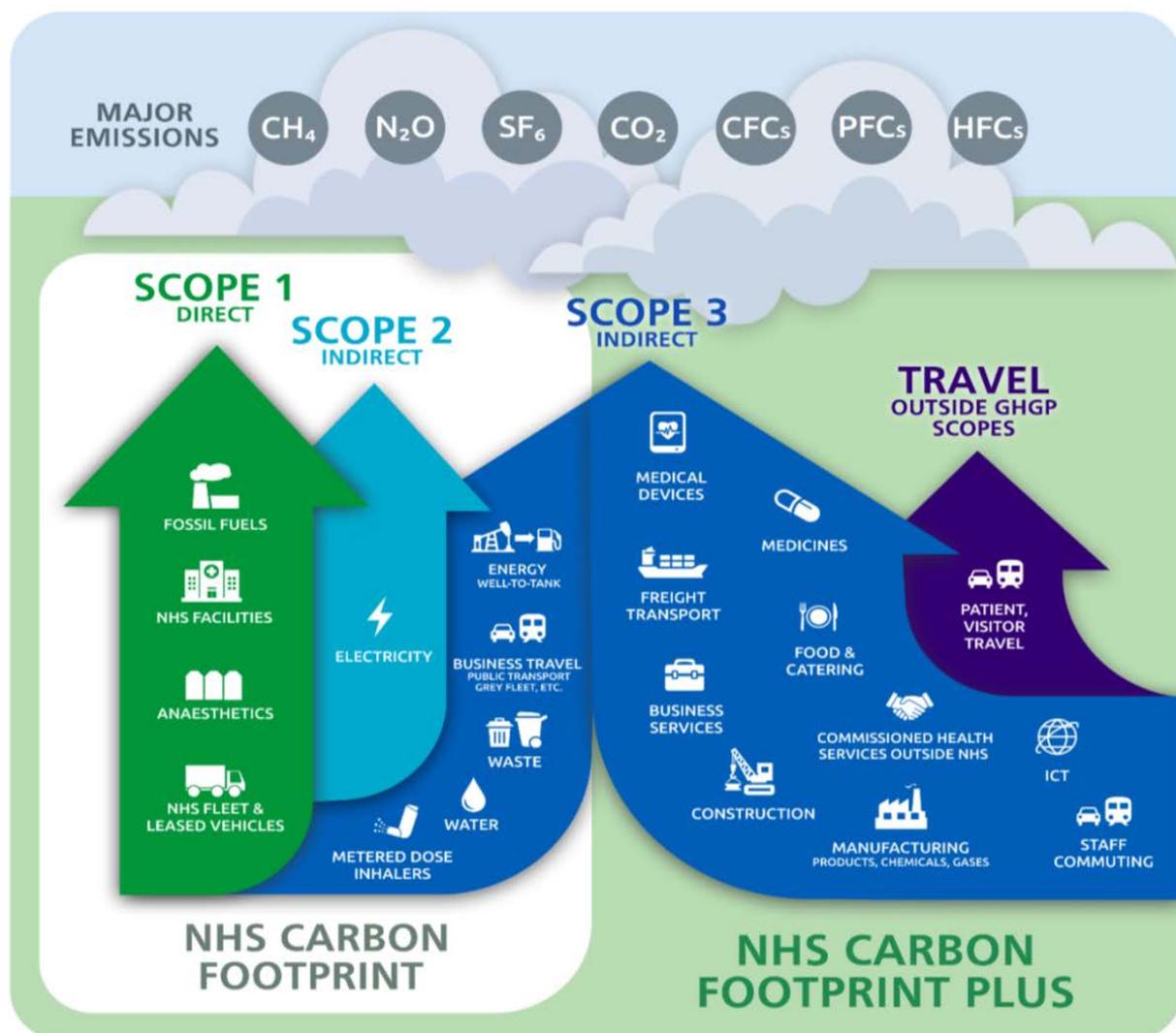


Figure 1 - NHS Carbon emission Scopes

Our Carbon Footprint

The Trust's carbon footprint (Scope 1 & 2) is measured by recording the annual carbon emissions equivalent to our Travel and Energy Consumption in tonnes (tCO₂ e).

The Trust's activities can be seen in the following figure 2 which shows percentage representation of our Travel and Energy consumption.

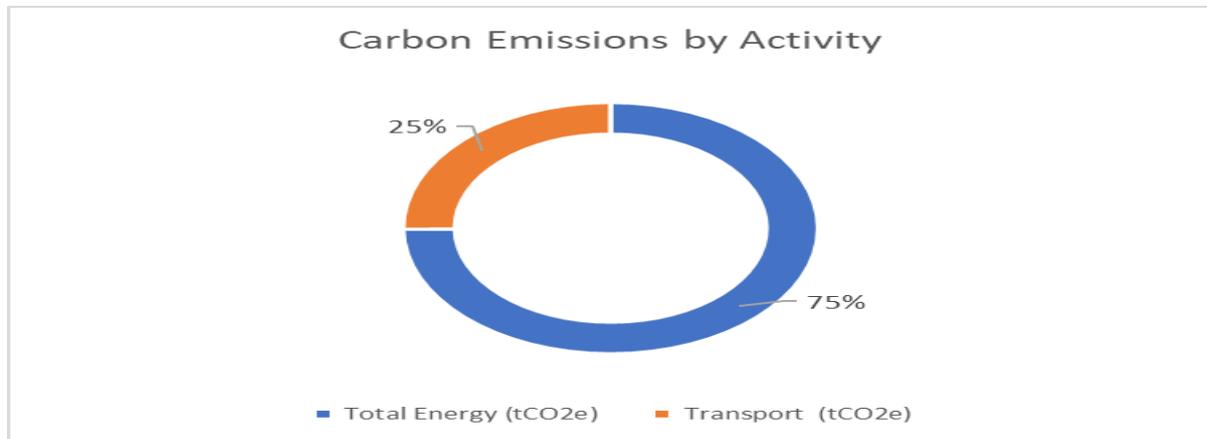


Figure 2

The Trust has long-term target to be Net Zero Carbon by 2040, 38% reduction in carbon emissions against baseline year of 2014 has already been achieved. To make progress against long term target trajectory to Net Zero Carbon by 2040 is shown in figure 3.

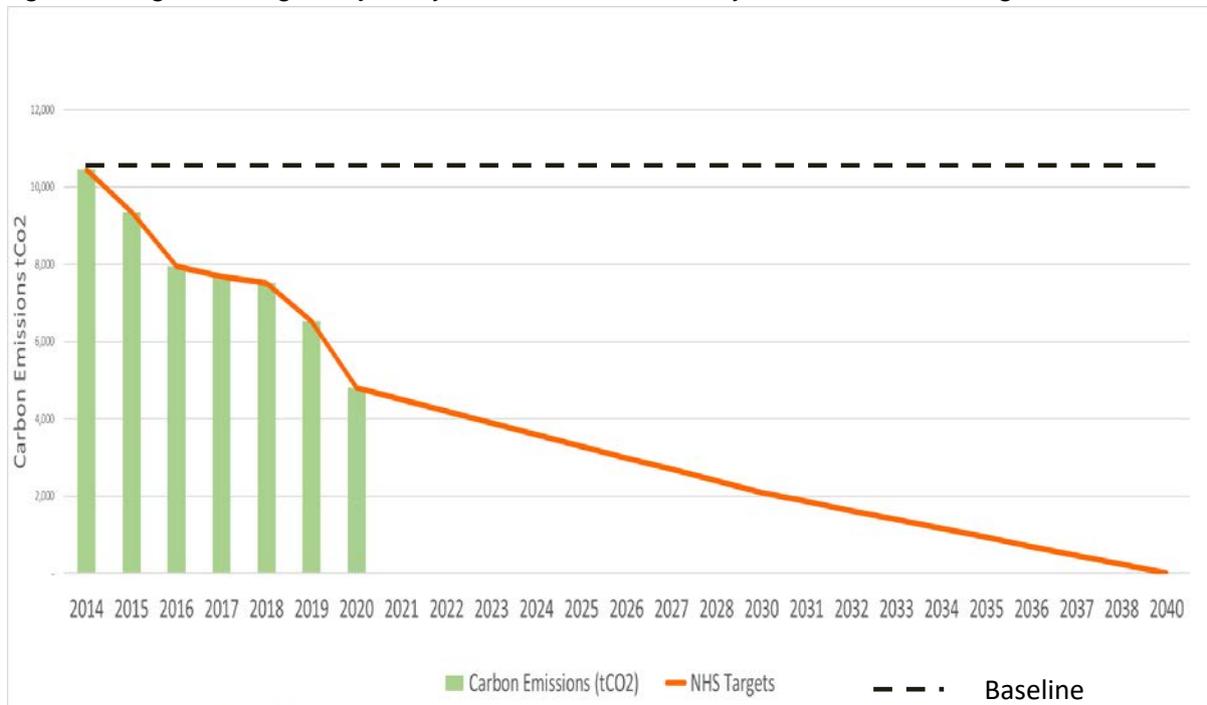


Figure 3

Progress to date

The Green plan has involved discussions with key Trust stakeholders ,ICS partners together with aligning plan with NHS national targets to reduce emissions using the following Methodology:



The Sustainable Development Assessment Tool (SDAT) was used to help the Trust measure sustainable development progress towards the UN Sustainable Development Goals.

Within the previous financial year 2020/2021 the Trust scored 33% with the breakdown of scores within each sub-category shown within Figure 4.

This score demonstrates that current practices and processes are only partially sustainable when broken down in to the ten areas of focus outlined in the SDAT.



Figure 4 – TRUST scores broken down into the Subcategories within SDAT

Achievements to date

We have made progress in reducing our carbon footprint and this has been achieved in following areas:



38% reduction in Carbon emissions which exceeds the NHS target of 34% by 2020.



60% reduction in overall vehicle Business Mileage



100% of electrical power provided from renewable sources offsite .



First Electric vehicle on the fleet. (8,000 miles to date)



Planting of 600 trees for Tiny Forest at Littlemore



Program of installing Low energy LED Lighting following securing of £300k funding from NHS I.

Green Plan - Areas of Focus

The following section outlines the Trusts approach towards embedding sustainability within all activities across the Trust.

Each section illustrates the objectives and actions to deliver Green Plan over the next Three years.

The Sustainable Action Plan is divided into 10 areas of focus:

1. Workforce & System Leadership
2. Climate Adaptation
3. Assets & Utilities
4. Capital Projects
5. Travel
6. Green Space & Biodiversity
7. Supply Chain
8. Sustainable models of care
9. Medicines
10. Food & Nutrition



Workforce and system leadership

The Trust is committed to engaging with staff and ensuring the delivery of sustainable healthcare. Every member of staff has role to play in delivering this strategy and sustainable future.

Sustainability principles do not just apply at work, they apply at home and across the supply chain.

It is important that all senior Leaders are engaged in delivering the Green Plan and that policies, procedures and business cases reflect this.



To Achieve this, we will

- Have a board-level net zero lead making it clear that sustainability is a key responsibility for all our staff.
- Provide staff induction and training on Sustainable Healthcare
- Communicate to all staff our vision and goals to achieve the Green Plan and Net Zero Carbon targets.
- Develop and promote Staff Green Community, sharing good practice on Sustainability thinking.
- Seek opportunities to promote sustainable behaviours and reward staff for participation.

Capital Projects

The Trust is committed to reducing the sustainability impacts from our buildings and infrastructure ensuring that the environmental impact of works is factored in during refurbishment, commissioning, design, and construction of projects.

The Trusts operational capital program for the construction and refurbishment of energy efficient projects.

The Trust will ensure that adequate technology is installed within new developments to ensure modern working practices are embraced and Net Zero carbon at the Design, Construction, and operational stages of building lifecycle.



To achieve this, we will

- Include Sustainability at the Procurement and design stage of new Capital projects (BREEAM Very Good)
- Ensure all New buildings are net zero carbon at design construction and operational stages.
- Prioritise LED Lighting , natural light, ventilation, green space, active travel, and heat decarbonisation in all projects.
- Develop Sustainability training for the Capital Projects team to enhance knowledge of carbon reduction technologies.
- Complete plan to decarbonise Heat within Buildings
- Review opportunities for external grant funding to enable installation of renewable and low carbon technologies

Climate Change Adaptation

Climate change is one of the greatest public health threats, adverse weather events and climate change are affecting people and services now and this is predicted to increase in the future.

Response to this can be summarised as follows:

- **Mitigation: reducing emissions and the impact to the climate**
- **Adaptation: preventing avoidable impacts through preparedness**

The Trust recognises the importance of adapting to climate change to ensure that the Trust continues to provide care during extreme weather events.

We will ensure our workforce is prepared to adapt to impacts of climate change, including anticipated health issues for patients and staff and possible disruption to service.



To achieve this, we will

- Work to protect all sites from current and future risks and impacts of climate change in the assessment of flood risk
 - Include climate change and adaptation within the Board Assurance Framework.
 - Test contingencies for Utility shortages and supply chain failure for business continuity purposes.
-

Assets & Utilities

Our buildings utility consumption represent substantial cost both financially and environmentally to the Trust.

It is essential that we measure our energy and water consumption to ensure value for money and minimising impact to the environment.

Our aim is to ensure that new technologies and improving staff awareness of utility efficiencies are embedded into the Trust to improve efficiencies and reduce our carbon footprint .



To achieve this we will

- Improve monitoring of utility consumption (Water /GAS /Elec) and temperature across the Estate and report on any increases in consumption.
- Reduce energy demand with implementation of Energy Policy.
- Develop communications strategy for staff in order to reduce energy and water demand(e.g practical tips on reducing energy) .
- Increase onsite energy generation from renewable sources (Solar)
- Increase recycling and reduce waste
- Develop Road map for becoming Net Zero Carbon
- Undertake Survey and improve building levels of insulation

Green Space & Biodiversity

The Trust recognises the value of the natural environment which plays a key role in our health, improving patient recovery rates and patient experience.

Green space and biodiversity play valuable role in mental and physical wellbeing, leading to improved air quality, noise reduction and the supporting of biodiversity.

The Trust has Green Spaces group which meets on Quarterly basis, in addition the Trust Charity committee provide funding for Green initiatives supported by team of volunteers.

Other initiatives supported by estates & Facilities include Wildflower meadow at Littlemore and Bee border at White leaf Centre.

Providing greenspace and protecting biodiversity can greatly benefit staff, patients, and the wider community



Support your Tiny Forest

Become a Tree Keeper of the Tiny Forest at the Littlemore Mental Health Centre.



To achieve this, we will

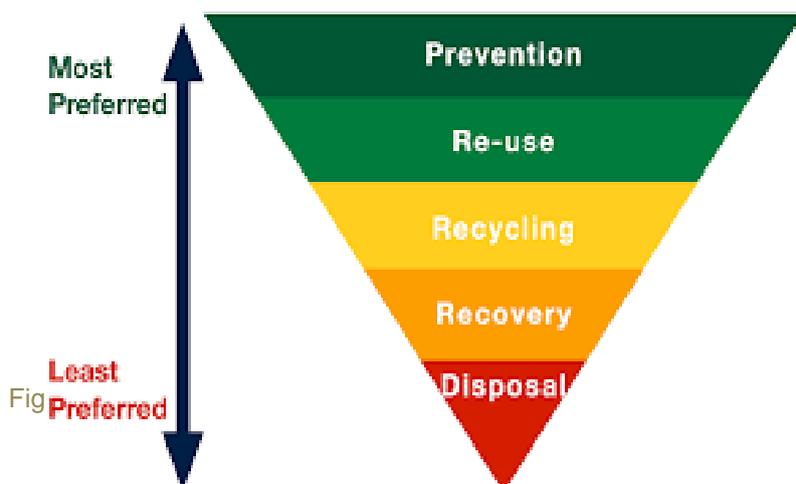
- Encourage the use and benefits of green space as part of Health & Wellbeing for patients, staff, and the wider community.
 - promote the natural environment by planting trees (NHS Forest)
 - create biodiversity management Plan
 - Incorporate green space & biodiversity in Capital projects for new buildings.
-

Supply Chain /Waste Management

We generate large volumes of waste and have legal responsibilities to make sure that it is properly segregated and disposed of.

None of the Trusts domestic waste goes to landfill, waste is sent for incineration with energy from the process fed back into the electricity supply network.

The decarbonisation of the NHS supply chain and waste management are crucial if we are to become net zero by 2045. To meet our commitment, we need to ensure all our suppliers are aligned with this ambition together with improving overall waste management (figure 6).



To achieve this we will

- Support the implementation of the requirement for all NHS tenders to place a minimum 10% weighting on net zero and social value from April 22
 - for suppliers to qualify for NHS contracts from April 2023 (contract over £5M annually) must have carbon reduction plan.
 - develop Sustainable Procurement Policy
 - develop process for measuring supply chain (Scope 3) Carbon Emissions
 - Review and reduce food waste
 - Review Waste streams
 - Review NHS single use plastics pledge and implement actions
-

Travel & Transport

The Trust is committed to reducing local congestion and pollution concerns maximising health benefits whilst minimising environmental impacts.

Since the start of the Covid 19 pandemic, flexible home working arrangements have been promoted and Online Teams meeting where practical. This has reduced both Business Mileage and Staff commuting carbon emissions and air pollution.

The aim of Green Travel plan will be on supporting staff, patients, and visitors to reduce the environmental impact by encouraging active travel and minimise non-essential travel.



To achieve this, we will

- Develop and complete annual staff travel survey
 - Develop Sustainable green travel plan (EV, ebikes, Public Transport, Active Travel)
 - Review Trust Fleet of vehicles (47) and transfer into EV by 2028.
 - Increase number of electric charging points available to staff.
 - Ensure that, for new purchases and lease arrangements by the Trust all lease cars are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).
 - Review cycle storage & facilities, to encourage staff Cycling.
 - Review Cycle to work scheme to include e-bikes
 - Work with ICS partners to develop regional approach to improving air quality.
 - Work with stakeholders to encourage use of public transport
-

Sustainable Models of Care- Digital Transformation

The Trust is committed to delivering high quality care whilst being mindful of its social and environmental impact.

We have identified four initiatives that encompass national recommendations, recent research, and the priorities of the trust in terms of Sustainable Models of care:

1. **Green Care** the Trust currently hosts innovative initiatives centred on the healing power of nature for improved mental and physical health outcomes.
2. **Group work and self-care** as part of the drive to improve secondary prevention, increasing the use of group therapeutic environments and self-care initiatives has been shown to improve self-efficacy and to empower patients to manage their own care.
3. **Choosing wisely** Choosing Wisely is a global initiative to help clinicians and patients hold conversations about their care to avoid tests, treatments or procedures that are unlikely to be of benefit. The campaign is led by the Academy of Royal Colleges.
4. **Digital transformation:** To focus on ways to harness existing digital technology and systems to streamline service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions.



To build on this work we will

- expanding the use of telemedicine to deliver some care remotely and using digital systems.
 - Digitisation of outpatient and primary care appointments
 - strengthen the links between Green Care and prevention with the promotion of green spaces.
 - Encourage Group work and self-care as part of the drive to improve secondary prevention.
 - Design a method for capturing progress. Most likely will be collating financial information and associated carbon implications.
 - Establish ways to improve measurement of co benefits associated with Climate change and sustainable models of care.
 - Work with Communication Team to develop an internal campaign for clinicians within the Trust, with the aim to create general awareness and training of the priorities of sustainable care models.
 - To consider most appropriate community locations to deliver our services to minimise our carbon footprint.
-

Additional Areas of Focus - 2021

Medicines: This area has not been assessed or reported on previously in terms of key opportunities to reduce the carbon emissions related to the organisation's prescribing and use of medicines and medical products.

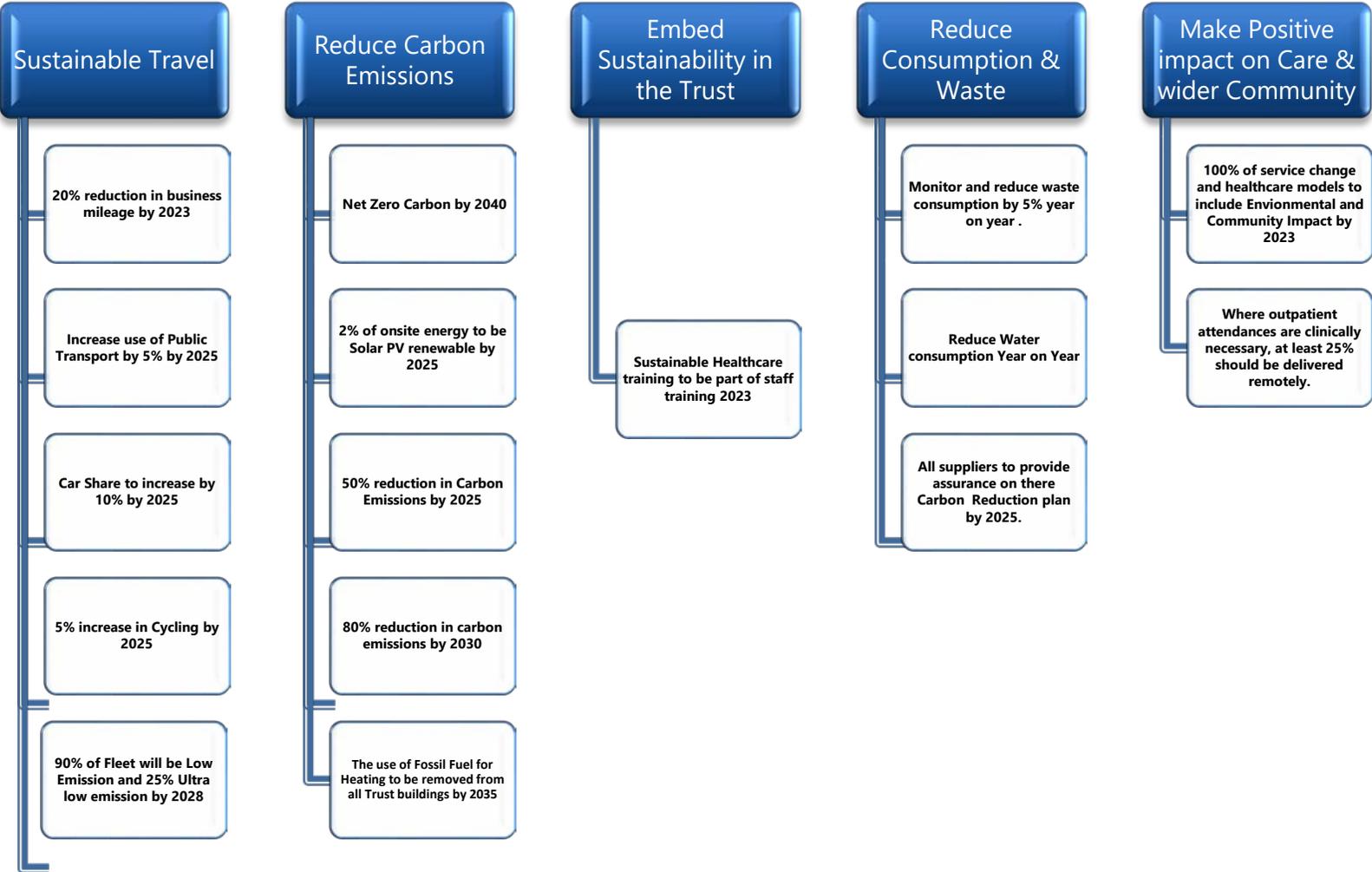
Areas of focus could include measuring and monitoring of pharmaceuticals and reducing waste from supply chain. The 2021/22 NHS Standard Contract identifies a shift to lower carbon inhalers as a way of significantly reducing the carbon footprint of health and social care.

Food & Nutrition: The Trust should consider ways to reduce the carbon emissions from the food made, processed, or served. Where possible, this may include reducing overall food waste and ensuring the provision of healthier, locally sourced, and seasonal menus high in fruits and vegetables, and low in heavily processed foods.

Working group to be considered to include Facilities, Procurement, Wellbeing Team and Dietitians.



Our Targets :



Green Plan Governance

A clear governance structure is vital to ensure delivery of the Green Plan Strategy. A designated board level Net Zero lead will be appointed to be accountable for Sustainability and the implementation of the Green Plan.

This plan has had input from senior staff from a wide range of disciplines and functions including estates and facilities, procurement, and clinical colleagues.

In terms of Governance structure (Fig 5), it is proposed that subgroups will meet on regular basis and report progress into Sustainability Steering Group and chaired by board appointed Executive Lead for Sustainability.

The Green Plan will be incorporated into the Integrated Care Systems (ICS) plan. This will form system-wide Green strategies to support and co-ordinate net zero progress.

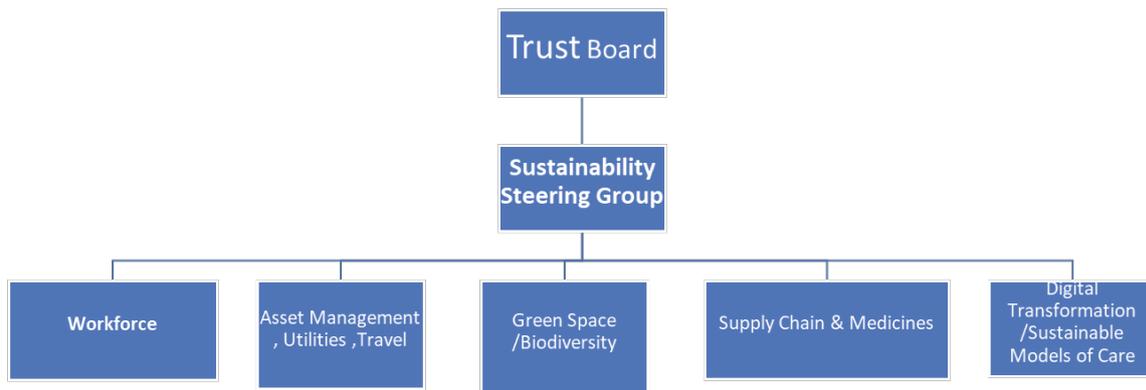


Figure 5

Finance

Management of environmental performance brings financial benefits.

Energy and Transport costs continue to rise and there are ways we can mitigate the impact of this to include reducing energy demand, invest in schemes to reduce consumption and managing utility costs.

To deliver the plan significant innovation and investment is required, which will be approached in the following ways:

- **EXTERNAL FUNDING:** To create a resilient funding stream, the Trust will actively pursue a range of external financing for larger investments in energy and water reduction schemes. This will include Salix, NHS funding and local Community schemes.
- **COLLABORATING:** We will seek to collaborate with external partners including Oxford County Council, Universities, and ICS stakeholders to share best practice and create an economy of scale.
- **REPLACEMENT Plan:** We will work with the Estates Team to ensure any replacements of equipment are appropriate and fit for purpose in terms of delivering the Trusts carbon reduction strategy.
- **CAPITAL INVESTMENTS:** We will work closely with the Operational Capital Team to ensure sustainability is part of the design of new builds and refurbishments.
- **GREEN BUDGET:** Annual budgets will reflect our commitment to sustainability, including a fully resourced Sustainability Team as well as an increase in the Estates budget to improve the sustainability of the Trust's assets on an Spend -to-save basis.

Reporting

Measuring, monitoring, and reporting on sustainability through the annual report supports the assurance process for meeting legal, and policy requirements. Also, the Department of Health requires Trusts to report ERIC (Estates Return Information Collection) data. In addition to the mandatory requirements, mentioned above the following key areas will be monitored to ensure robust management of sustainability:

- **SUSTAINABLE DEVELOPMENT** An annual assessment of the trust, using the Sustainable Development Assessment Tool will be completed to monitor overall progress against each of the high level aims and objectives of the Green Plan.
- **CARBON FOOTPRINT** carbon footprint is measured and included in the Trust's Annual Report. The monthly progress on carbon reduction will be monitored and reported through Estates & Facilities and Reporting up to Senior Management.
- **BUILDING ENERGY, WATER AND WASTE USE** We monitor consumption of energy and water monthly.
- **STAFF TRAVEL AND AIR POLLUTION** An annual travel survey will be undertaken to determine changes in how staff travel to work and collate feedback. We have installed air pollution monitor at Warneford as part of research project with Birmingham University.
- **EMISSIONS FROM PROCUREMENT** We will begin measuring and reporting our emissions associated with our procurement practices (Scope 3), where possible.
- **CLIMATE CHANGE RISKS** We will be reporting Climate Change on the BAF the risk will be monitored and reviewed regularly

Risk

Finance

Increasing costs of utilities will present cost pressures for the Trust. Investment will be required to transfer to sustainable trusts. We will mitigate risk of additional costs, by reducing Energy Demand and increasing Renewable energy initiatives (Solar PV).

Climate Change

The risks of Climate Change are outlined in the Trust Climate Change Adaptation plan, which sets out mitigations for extreme weather conditions in terms of flood, heatwave, and cold weather planning. Climate change and environmental considerations will be included in future decision-making regarding service change and property acquisition.

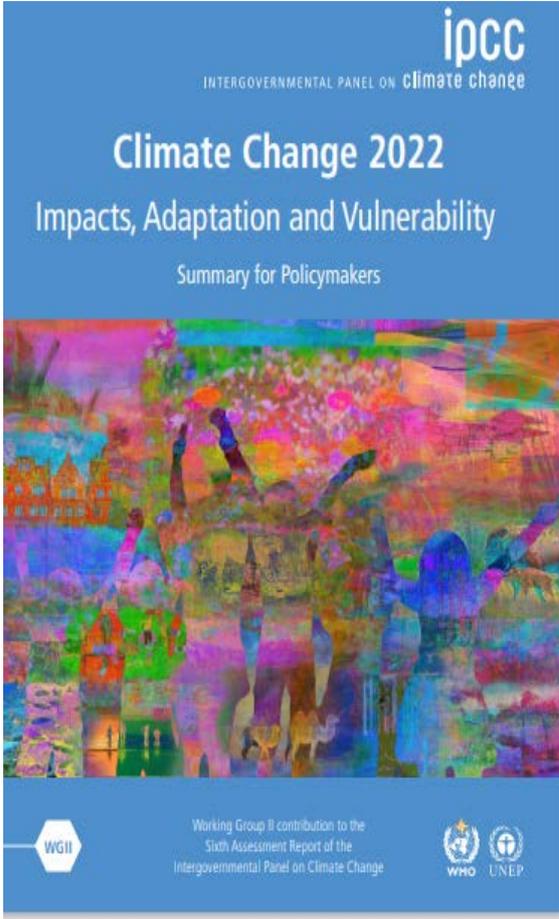
Reputation

Our reputation for sustainability within the wider NHS network and public arena is important. We are required as part of the NHS Contract with commissioners to have in place robust Green Plan. We have duty to meet the challenge of Climate Change and the Trust should be leader in this area.

Appendix 1 – Drivers for Change

The Green Plan is aligned to the NHS Long term plan and the United Nations global Goals in reducing Carbon Emissions.

Global

<p>UN Sustainable Development Goals</p>	 <p>The image shows the 17 Sustainable Development Goals (SDGs) arranged in a grid. Each goal is represented by a colored square with a white icon and a number. The goals are: 1. No Poverty, 2. Zero Hunger, 3. Good Health and Well-being, 4. Quality Education, 5. Gender Equality, 6. Clean Water and Sanitation, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry, Innovation and Infrastructure, 10. Reduced Inequalities, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, 13. Climate Action, 14. Life Below Water, 15. Life on Land, 16. Peace, Justice and Strong Institutions, and 17. Partnerships for the Goals.</p>
<p>Intergovernmental panel on Climate Change</p>	 <p>The image is the cover of the IPCC report 'Climate Change 2022: Impacts, Adaptation and Vulnerability'. It features a vibrant, abstract illustration of people and nature. The text on the cover includes 'ipcc INTERGOVERNMENTAL PANEL ON climate change', 'Climate Change 2022', 'Impacts, Adaptation and Vulnerability', and 'Summary for Policymakers'. At the bottom, it mentions 'Working Group II contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change' and includes logos for WHO and UNEP.</p>

National

The UK Government has committed to pass laws to end its contribution to global warming by 2050 and this is borne out in the legal requirements of the Climate Change act.

Strategies have now been published to underpin the Net Zero commitment by UK Gov as follows:

- EV Strategy
- Energy Strategy



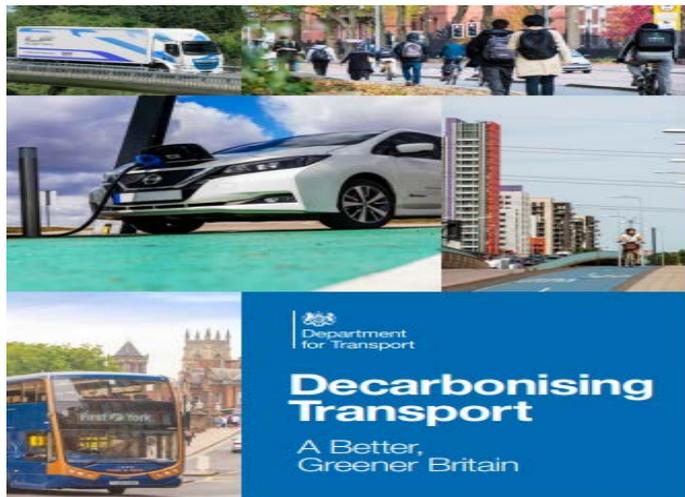
Climate Change Act 2008

HM Government

Taking charge: the electric vehicle infrastructure strategy

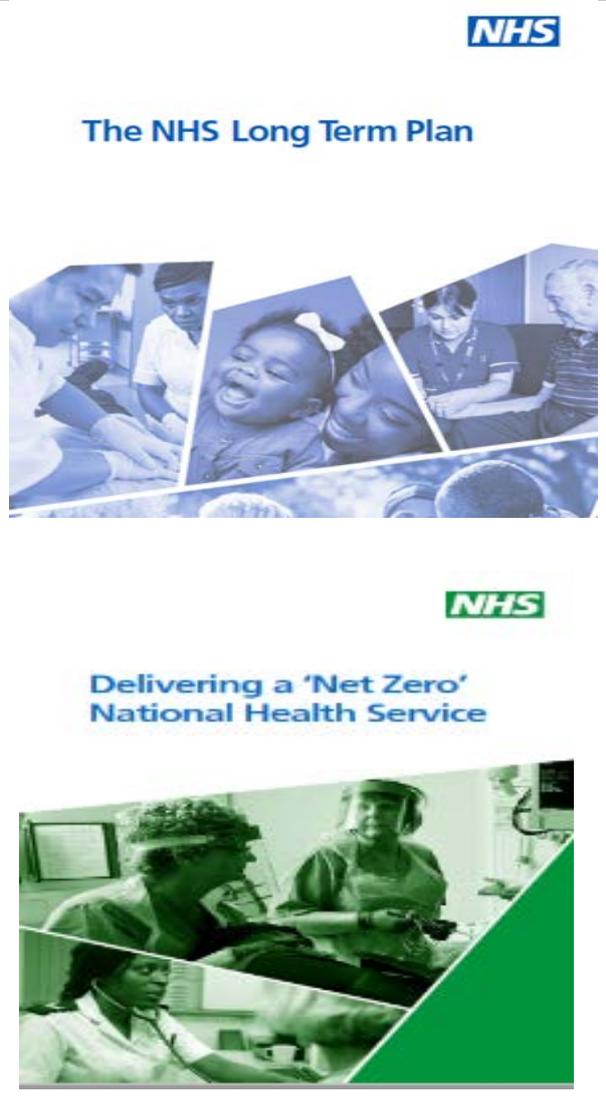


Energy Security Strategy



NHS

The health sector in England is the first globally to issue a collective commitment of intent to deliver climate friendly services and a long-term commitment to sustainability within the NHS Long term plan.



Local

The Zero Carbon Oxford Partnership (ZCOP), comprising of 21 business leaders from the Oxford's universities, institutions, and large businesses, has committed to collaborate on achieving net-zero carbon emissions for the city of Oxford by 2040.

