Camden & Islington NHS Foundation Trust Green Plan

Achieving Net Zero Carbon Targets by 2030

Introduction

Welcome to our first Green Plan.

Our ambition is to be London's greenest mental health trust and to achieve Net Zero carbon by 2030.

This target is in line with the commitments of the London Mayor and our home councils of Camden and Islington.

Our Green Plan will put us at the forefront of innovation in sustainable mental healthcare, building on our deserved reputation as leaders in quality improvement and research. Our new buildings and facilities will be community assets of the highest environmental standards, and we will provide care in ways which ensure service users, carers and our staff can thrive – now and in the future. We are working with partners across the North Central London ('NCL') ICS (Integrated Care Systems), both NHS, local authority and third sector to co-ordinate our efforts and ensure that our plan is linked to the ICS plan.

C&I is part of a national health service, but we are also a local organisation, with strong connections to the people and places of Camden and Islington. Our Green Plan will help us play our full part in the social, environmental and economic sustainability of our communities.

We developed our Green Plan jointly with staff, service users and our local authority and voluntary sector partners. Any success in fulfilling our ambition will depend on continuing to work closely together, drawing on their expertise and passion to deliver our commitments and taking inspiration from their leadership.

Our strategy presents the outcomes that we are determined to achieve and is evidence of our commitment to improvement. The strategy focuses how we will reach our targets and the work programmes that will deliver them with particular regard to patient experience and patient access, ensuring we have supportive and engaged staff and volunteers who are representative of the patients we serve, and an environment that reflects the pressing needs of the climate emergency. We want this strategy to feel real and will continue to involve as many stakeholders as possible in new and innovative ways to ensure that we have the highest possible levels of engagement and corresponding outcomes and experience.

This strategy sets out our vision, aim and principles for achieving the zero-carbon target and how we will work to achieve this working alongside other Trust strategies and plans in the coming months and years.

We will also share our progress at regular intervals and look forward to celebrating the progress we are making.

Contents

INTRODUCTION | **PLAN ON A PAGE**

CUT CARBON, IMPROVE AIR QUALITY

Cut carbon emissions and increase our resilience to climate extremes

SUSTAINABLE MODELS OF CARE

Focus on prevention, empower patients, permit efficient, low carbon treatment choices

WASTE AND RESOURCES

Treat all waste as a resource and all environmental resources, including water, as finite

SUPPORTING NATURE'S RECOVERY

Protect and enhance urban wildlife habitat to provide nature and health co-benefits

PART 1: NET ZERO AND OUR ENVIRONMENTAL AGENDA
The environmental topics which comprise the first part of our plan are those most immediately recognisable as ones over which the Trust has significant control. Joint working is critical to making progress on otherwise intractable issues such as eradicating single use plastic. There are many points of connection between Parts 1 and 2.

PARTNERSHIP WORKING

Connect with local partners to provide long-term, sustainable solutions to clinical and logistical activity

RESEARCH AND INNOVATION

Lead research and quality improvement linking mental healthcare and sustainability

CULTURE AND BEHAVIOUR

Incentivise and support sustainability at every level of the organisation

FINANCE AND RISK

Ensure core financial and risk management support for our Green Plan

PART 2: EMBEDDING SUSTAINABILITY IN NHS C&I
In recognition of the interconnected nature of much of the sustainability agenda, we describe the actions we will take to fully embed sustainability across our organisation. In particular, enabling all our people to play their part. Many of these actions are less tangible than Part 1 and require partnership working and influencing through leadership.

NHS
Camden and Islington
NHS Foundation Trust

Context

'Our patients are particularly at risk from the health impacts of climate change, and we work for an organisation (the NHS) that has enormous potential to reduce the UK's carbon emissions. As part of the health community, we have a strong and trusted voice which should be used.' [i]

Climate Change and Mental Healthcare

The climate emergency is a health emergency. The NHS has an imperative to act towards this via its responsibility to promote health and prevent illness. Action must not only cut NHS emissions - currently equivalent to 4% of England's total carbon footprint - but also build adaptive capacity and resilience into the way care is provided. This action will lead to direct benefit for patients, with research suggesting that the ways in which sustainable models of care can be enacted will have a direct impact on promoting mental health. The drivers of climate change are also closely tied to health inequalities, and hence are disproportionately felt by patients under mental health services. For example, it has been shown that the effects of flooding and heat waves are much more acutely felt by those with mental health diagnoses, leading to increased hospital admissions as a consequence of these in the UK.

Developing our Green Plan

We developed our Green Plan collaboratively with staff, service users and local stakeholders. We took this approach for two main reasons:

- We were able to draw on the expertise and experience of people across the Trust and from partner organisations such as Camden and Islington Councils and local environmental, health and social care groups and neighbourhood fora.
- We know that success depends on the engagement of our people – staff and service users – in deciding where we should focus our efforts, working out the best ways to deliver our objectives and agreeing credible measures of progress.

Setting our priorities

The findings of our engagement activity were analysed using a 'materiality assessment' which considered their importance to ourselves and our stakeholders and their impact on our ability to achieve our ambition. For further information about this process, see **Appendix 2**.

The resulting Green Plan sets out our environmental goals, how we will achieve them and how we will measure our progress (Part 1). These goals are complemented and supported by further activity across the Trust to embed sustainability in everything that we do (Part 2).

Your partner in
care & improvement

1. Drivers for Change

Drivers provide a legal and policy context for improving sustainability and inform the content of our Green Plan. They support the NHS wide approach for achieving this and define the activities which will underpin delivery of long term environmental, social, and financial sustainability within C&I.

The drivers can be summarised into five key categories: legislative requirements, mandatory requirements, international guidance, UK guidance and health specific requirements. Some of the most relevant drivers for change are listed in **Appendix 1.**

Our Green Plan will consider global, national, and local plans and we will seek to collaborate with other organisations to achieve common goals.

Delivering a Net Zero NHS

### NHS Carbon Footprint and Carbon Footprint Plus

The emissions produced by the Trust can be split into two categories, those produced directly by the NHS (the **NHS Carbon Footprint)** and those produced indirectly (**NHS Carbon Footprint Plus**)**.**

The Greenhouse Gas Protocol (GHGP)[ii] scopes cover a wider set of emissions, and support international comparison and transparency:

- GHGP scope 1: Direct emissions from owned or directly controlled sources, on site
- GHGP scope 2: Indirect emissions from the generation of purchased energy, mostly electricity
- GHGP scope 3: All other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.

However, there are still some emissions that fall outside these scopes. As agreed with the NHS Net Zero Expert Panel, the NHS will also work towards net zero for a **NHS Carbon Footprint Plus** that includes all three of the scopes above, as well as the emissions from patient and visitor travel to and from NHS services and medicines used within the home.

Your partner in
care & improvement

The figure below outlines how the different scopes fit into the **NHS Carbon Footprint** and the **NHS Carbon Footprint Plus,** as well as different examples of what makes up these scopes.
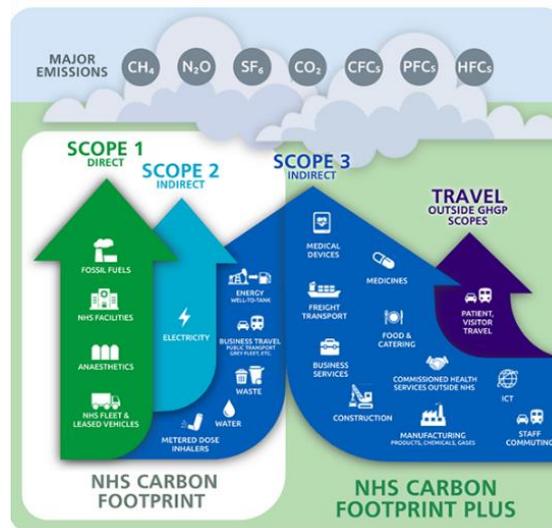
GHGP scopes in the context of the NHS - from the Delivering a Net Zero NHS document

NHS Net Zero Commitments

The commitments that have been mandated to be delivered by the NHS are set out in the Delivering a Net Zero document and the NHS standard contract.

Delivering a Net Zero NHS (2020) provides two 'clear and feasible targets':

- for the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- for the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

As per the 2021/22 NHS Standard Contract:

- Every trust to ensure a board member is responsible for their net zero targets and their Green Plan. Similarly, every ICS is asked to designate a board-level lead to oversee the development of their own Green Plan.
- Every trust to have a Board approved Green Plan by January 2022.
- Every trust to purchase 100% renewable energy from April 2021, with supply contracts changing as soon as possible.

Your partner in care & improvement

NHS Green Goals

The NHS has a set of green goals that were set out in relation to implementing green goals and sustainability.

- Ensure every NHS organisation is supporting the NHS wide ambition to become the world's first healthcare system to reach Net Zero carbon emissions.
- Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues.
- Support organisations to plan and make prudent capital investments while increasing efficiencies.

National and Local Policies

NHS Long Term Plan

The NHS published its first ever long-term plan on 7 January 2019. The plan includes the NHS' commitments towards sustainability:

- A commitment to the carbon targets in the UK government Climate Change Act (2008), reducing carbon emissions (on a 1990 baseline) by 34% by 2020; 51% by 2025 and 80% by 2050.

- The NHS is committed to improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.

- The NHS will ensure that all trusts adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water, and carbon, in addition to reducing single-use plastics.

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

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

Your partner in care & improvement

Collaboration and Partnerships

Our local councils have both declared a 'climate emergency' and are engaged in major initiatives to reduce carbon emission and improve air quality. We have much to learn from pioneering work in Camden and Islington and can only achieve the goals of our Green Plan by working closely together. Camden has been asked by the mayor to take a lead on efforts to address London's air quality, in line with the 'London Vision'; while Islington's pioneering multi-agency work on energy efficiency and seasonal health is being rolled out across other boroughs.

Improving and sustaining the good mental health of adults and children are also priorities for both councils. Their joint strategies with their clinical commissioning groups aim to address the wider determinants of health and health inequalities, including increasing accessing to nature and good quality green space for all.

See Appendix 3

2. Organisational Vision

We want to be London's greenest mental health trust and to achieve Net Zero carbon by 2030.

We share NHS England's vision of sustainable development:

> *"We recognise that Sustainable Development is a critical factor in our organisation being able to deliver world class healthcare, both now and in the future. We are therefore dedicated to ensuring we create and embed sustainable models of care throughout our operations and to ensuring our operations, and our estate(s), are as efficient, sustainable and resilient as they possibly can be."*

As a publicly funded NHS organisation, we have a responsibility to make smart and efficient use of resources and improve the health and resilience of the communities we serve.

We aim to be a sustainability forerunner and leader in both the public and private sectors. The main challenge we face is to continually improve health and wellbeing and deliver high quality care, when necessary, within available financial, social, and environmental resources.

The five guiding principles of sustainability which have been adopted by the Department of Health and the NHS Sustainable Development Unit are:

- Living within environmental limits
- Ensuring a strong, healthy, and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

Your partner in care & improvement

3. Tracking Progress

As part of this Green Plan, the trust have benchmarked themselves against the NHS SDU using the Sustainable Development Action Tools (SDAT). Moving forward, the trust will be able to compare scores with other trusts to take advantage of progress other NHS institutions have made.

The assessment is divided into 10 modules:

- Corporate Approach
- Asset Management and Utilities
- Travel and Logistics
- Adaptation
- Capital Projects
- Green Space and Biodiversity
- Sustainable Care Models
- Our People
- Sustainable use of Resources
- Carbon/Green House Gases

Within the SDAT modules there are four cross-cutting themes: Governance and Policy, Core Responsibilities, Procurement and Supply Chain and Working with Staff, Patients and Communities.

The scoring is based on sustainable actions that the trust can undertake to become sustainable healthcare providers. The scoring is based on three points for a completed action, and one point for an action the trust has started but not yet completed.

Our SDAT scores will be used as a proxy for overall organisational performance, with additional reporting for the following areas:

1. Organisational carbon footprint against Climate Change Act reduction requirements
2. Building energy, water and waste use, and associated carbon emissions
3. Patient and Staff travel; monitoring and reporting using the SDU Health Outcomes of Travel Tool (HOTT)
4. Progress against the high level aims and objectives of the Green Plan
5. Create a set of Sustainability KPI's to report to the board in the next 6 months

Your partner in
care & improvement

4. Areas of Focus

Part 1: NET ZERO & OUR ENVIRONMENTAL AGENDA

Cut Carbon

We are responding to the climate emergency to safeguard physical and mental health and the environment that sustains life. Our trust covers two inner-city boroughs, where air quality is also a key determinant of health. Our patients, carers and staff will be affected by climate change, with associated extreme weather events such as heatwaves or flooding being shown to increase the burden and severity of a variety of mental disorders. These impacts will continue to worsen as carbon emissions continue to rise. To avoid the most threatening conditions to society, the global temperature increase must be restricted to a heating of as close to $1.5^{\circ}C$ as possible. We can do this by achieving 'Net Zero' emissions, in line with the launch of NHS England's Delivering a Net Zero NHS. Our greatest potential mitigating the effects of climate change is in making our estates greener, by ending our use of fossil fuel and maximising efficiencies. We can also influence others' emissions in tangibly committing to do so.

What do we want to achieve?

- Become a Net Zero trust by 2030
- Continually improve the resilience of our buildings and facilities to weather extremes; improve air quality for our patients and local residents
- Implement an effective package of measures to assist our suppliers, partners, staff, and peer organisations to cut their carbon emissions.

How will we get there?

Estate-related emissions

- We will continue to vigorously pursue energy efficiency opportunities across our estate.
- We will cease all combustion of fossil fuel where possible. This is partly dependent on others. For instance, more rapid deployment of hydrogen technology for heating would facilitate this.
- We will deliver low and zero carbon construction and refurbishment projects or future-proof for later retrofit of measures and technologies where not immediately possible, supported by taking a Whole Life Costing approach on all our estates projects.

Supporting active travel and air quality initiatives

- Promote active travel for staff and service users
- Ensure air quality and active travel considerations are embedded in redevelopment activities
- Work with local government partners to support joint action to improve air quality and promote active travel

Your partner in care & improvement

- Collaborate where appropriate with our NHS colleagues across Camden and Islington, learning from their experience of, for example, the Clean Air Hospital Framework.

How will we measure progress?

- Monitor the performance of existing buildings
- Produce a record of sustainability certifications already achieved (e.g. BREEAM (Building Research Establishment Environmental Assessment Method)) for new build and refurbishment projects, complete in the next 6 months
- Create a baseline for fleet mileage and target for improvement
- Carbon emissions from travel using the SDU Health Outcomes Travel Tool (HOTT) Tool

Improve Air Quality

Travel constitutes 14% of the NHS carbon footprint, making it a key area of focus towards Net Zero. Air quality is also a particularly important determinant of health in inner London. There are evidenced health benefits associated with encouraging active transport among staff and patients and their care networks.

Poor air quality can be highly localised and results from emissions of various gases from diverse sources including buildings, construction projects and, most significantly, vehicle travel.

What do we want to achieve?

- Reduce our negative impacts in line with *Delivering a Net Zero NHS* and London travel-related emissions targets
- Embed this improvement by progressively removing all sources of air pollution controlled by the Trust
- Realise the health benefits of taking action by facilitating increased active travel by staff and service users

How will we get there?

Taking action on air quality is well aligned to action on climate change. The same sources of pollution typically contribute both greenhouse gases as well as the particulate matter and other gases most harmful to health. The strategy to progressively move to zero combustion therefore supports both priorities in tandem.

Removing our own sources of air pollution

We will look to cut emissions of pollutant gases arise from various sources currently in control of the trust, such as deliveries of goods to the trust, dust arising from construction activity and flue gases from gas boilers. The specific type of air pollution varies in terms of significance for health and varies by source.

Your partner in care & improvement

How will we measure progress?

- Undertake annual carbon footprint for the trust's activities to measure progress against carbon reduction targets
- Undertake a staff travel survey in the next 6 months
- Track progress against the trust's carbon reduction target

Sustainable Models of Care

Sustainable care is good care. It enables mental health providers to focus on what they are already good at doing; working with their patients in a holistic way, considering their needs in relation to the world in which they live, and addressing the social determinants of their health.

A focus on prevention will stop the need for more intensive forms of mental healthcare to arise. Empowering patients to monitor and manage their mental health via connecting them in with nature-based solutions will help reduce reliance on secondary mental health services. We will cut carbon by using efficient use of resources and by choosing the lowest carbon-intensive strategies when the need arises.

What do we want to achieve?

- Enable our patients to address the social determinants of their mental health, and to work towards addressing issues of isolation, housing, financial pressures, and education.
- Offer patients the latest in strategies for taking ownership of their mental health and connect them in with nature, or environmental-based solutions to mental health.
- Become an efficient trust, reducing clinical and pharmaceutical waste, with a focus on providing the greatest clinical value from any interventions for our patients.
- Enable clinicians to choose treatment choices with the most positive environmental impact possible.

How will we get there?

- Understand the current, common barriers that staff face when attempting to work with clients towards issues of housing, finance, education, and isolation. Work towards addressing these with local partners. Maximise opportunities for this via the new Core Teams structure.
- Understand and implement best practice for preventing the need for more intensive forms of inpatient care, such as strategies for reducing violence and aggression on the wards, or substance misuse which may lead to step-backs in patients' progression towards discharge.
- Work with patients to develop their skills managing their own conditions, such as using apps for self-monitoring and connecting in with peer support networks.
- Enable staff to make use of social prescribing initiatives and link in with local green-space solutions to mental health.

Your partner in
care & improvement

- Work with prescribers and pharmacy to reduce unnecessary prescribing and pharmaceutical waste. Understand local opportunities for recycling pharmaceutical waste, such as Mixed Dose Inhalers (MDIs).
- Expand the use of telemedicine, where appropriate, and embed the ability to offer an appropriate mix of face to face and distance clinical encounters.
- Understand the carbon impact of prescribing choices when information becomes available.

How will we measure progress?

- Use modified versions of the RCGP's Green Toolkit for Healthcare to measure progress towards more sustainable outpatient and inpatient service delivery.
- Use a Sustainable Quality Improvement (SusQI) framework to approach projects in specific areas, such as prescribing, clinical waste and patient travel and review progress at meaningful intervals.

Waste and Resources: Treat all waste as a resource and all environmental resources, including water, as finite

Our careful use of resources underpins several positive sustainability outcomes. Whether it is water or materials, over-consumption has placed excessive pressure on the environment. It can come as a surprise to learn that London is ranked as one of the most water stressed cities globally.

The NHS is a major generator of waste, including a high volume of hazardous waste streams that need to be carefully handled to ensure safety and minimisation of environmental harm.

What do we want to achieve?

- Achieve zero waste to landfill and zero waste entering the external environment
- Continuously reduce our demand for fresh water and encourage the recognition of its scarcity as a natural resource
- Take strong steps to reduce single use plastics

How will we get there?

Zero waste to landfill and the circular economy

Our March 2019 Waste Management Policy contains detailed guidance including promotion of the waste management hierarchy whereby waste is considered as a potential resource.

We will continue to apply the waste hierarchy:

1. Waste prevention
2. Preparing for re-use

3. Recycling
4. Other recovery
5. Disposal

Clinical waste, confidential materials, catering waste, construction waste and IT waste are all subject to particular regulation which restricts our options. It does not, however, prevent us having a zero waste to landfill objective as these materials need not reach the final step in the waste hierarchy. Our procurement process will routinely apply the waste hierarchy.

Water efficiency and consciousness

- We will encourage staff to recognise the value of conserving water and identify leaks to ensure they are acted on promptly, supported by installing leak detection equipment.
- We will ensure efficient use of water is integrated into building developments at the design stage using BREEAM benchmarks. This will lead to further roll-out of water efficient equipment, such as dual flush WCs, low flow taps and automatic urinal control systems or waterless systems.

Single use plastic

- We will phase out the routine purchase of bottled water except for use in circumstances which threaten health, such as heatwaves
- In compliance with the NHS Plastics Pledge, we will implement a series of measures to remove single use plastics from our catering services in partnership with service providers, such as a coffee cup re-use scheme, removal of all plastic spoons and stirrers.

How will we measure progress?

- Continue to monitor electricity, gas, oil, and water consumption to enable reporting
- Monitor and report what waste is composted on or off site
- Report how the Trust is achieving a continual reduction in our levels of waste and hazardous substances
- Monitor stock management and streamlining of products lines to reduce waste

Your partner in
care & improvement

Supporting Nature's Recovery: Promoting Health Benefits

Despite being located in the heart of a densely populated and highly developed city, we can still have a role to play in tackling the nature emergency. There are a series of co-benefits to taking action. We know that nature is important for peoples' health and that London is home to a surprising diversity of (sometimes rare) species that delight us, such as the Stag Beetle. 'Green infrastructure' also plays an economically and socially valuable role – helping to keep buildings and streets cool in summer, reducing the pressure of excess rainfall on wastewater infrastructure, improving air quality, and storing carbon.

What do we want to achieve?

- Enhance the green infrastructure across our estate to achieve these multiple benefits
- Maximise the therapeutic and enjoyment benefit for staff and service users

How will we get there?

Incorporate natural and green design elements throughout our estate

Plans for our new inpatient facility at Highgate include high quality landscaping, new mature tree planting and the provision of a significant area of green wall which will host native species, helping to provide foraging habitats for birds and bats.

At other sites we will maintain the same principles of maximising space for nature, however small these may be – it all adds up. We will explore opportunities for 'meanwhile uses' of vacant space like Global Generation's Skip Garden at King's Cross.

Facilitate and encourage initiatives which promote green infrastructure and biodiversity

Our estate includes little in the way of available open space, but as creative examples of green infrastructure projects prove, it does not mean we cannot make space for nature and participate in national initiatives such as the NHS Forest. For instance, we will abstain from mowing our verges and grassy areas wherever possible.

We will also make changes to our procurement of services contracts and specifications, for instance banning the use of herbicides, including Glyphosate, and specifying street furniture with embedded green infrastructure, like cycle parking produced by Camden-based company PlantLock. Through procurement we can reduce our negative impact on biodiversity internationally, by stating preferences for products which avoid high risk ingredients such as palm oil or come with certification (such as FSC for paper).

How will we measure progress?

- Report on the quality and accessibility of our green spaces and biodiversity to the Board in the next 6 months to benchmark and make future improvements.
- Gather staff and patient feedback on the impact of greater access to improved, biodiverse green space.

Your partner in
care & improvement

Part 2: EMBEDDING SUSTAINABILITY IN NHS C&I

We need to embed sustainability across our organisation. This requires buy in from both organisational and individual buy in to work. This will require partnership working and influencing through leadership.

Best Possible Care: Partnership Working

Our *Clinical Strategy 2020-2025* puts a greater emphasis than ever on working with primary and social care, public health, and community organisations in order to achieve our strategic priorities of early and effective intervention and helping people to live well. For clinical services, co-production with service users, carers and staff is also key.

Why sustainability?

There is growing evidence that community-based approaches to care are more sustainable, including 'social prescribing' which connects people to local assets. For example, activities in parks and gardens which provide contact with nature, reduce isolation, and offer volunteering and skills development opportunities. Climate change is resulting in more frequent extreme weather, such as heatwaves, which impacts most on vulnerable groups including those with mental health problems.

Additionally, early and effective intervention and preventing or slowing progression of ill health are associated with more efficient use of NHS resources.

What do we want to achieve?

Reduced need for acute services and potentially some medications by provision and referral to community and nature-based services and resources. These services and social prescribing will be an important part of our holistic and personalised approach to mental and physical health. We want to encourage resilience and empowerment of service users over their conditions, in response to the effects of climate change.

Engagement with community-based partners, particularly around early intervention and living well, will help us address the social determinants of serious mental ill health and reduce inequalities.

How will we get there?

Trust policies, strategies, and plans

Outcomes measures for our new Clinical Strategy will take sustainability into account with an emphasis on prevention and an avoidance of the need to use more intensive forms of mental healthcare by meeting their needs appropriately first time around. Service user involvement and co-production opportunities will diversify.

Greater alignment with the objectives of borough environmental, health and social care plans **(See Appendix 3)**.

How will we measure progress?

- Share successful sustainable projects with other healthcare organisations through the Greener NCL programme
- Benchmark against and share progress with local public and private sector organisations via continued membership of the Knowledge Quarter Net Advisory Group for Camden
- Use a Sustainable Quality Improvement (SusQI) framework to measure progress with regard to referrals to local greenspace and social prescribing initiatives

Research and Innovation: Lead research and quality improvement linking mental healthcare and sustainability

'Research and innovation' is a Trust strategic priority leading to improved care, as well as enhancing our reputation and motivating our staff. We are a member of UCL Partners, collaborating with academia, commissioners, and other healthcare providers. Our Quality Improvement (QI) programme focuses on giving staff, service users and carers the skills, knowledge, and empowerment to bring about improvement.

Why sustainability?

Engaging in research and QI projects which promote sustainability and deepen our understanding of our environmental impacts will lead to improved and more resilient healthcare delivery for both present and future generations.

What do we want to achieve?

Our research partnerships will make a significant contribution to the evidence base and good practice guidelines for sustainable health and care.

Our sustainability-focused QI initiatives will improve the environmental and broader socioeconomic impacts of our care.

Our reputation for excellence and innovation in sustainability will help attract and retain current and future leaders.

How will we get there?

Trust policies, strategies, and plans

Our Recruitment, Training and Development Strategies will promote and reward skills and experience in sustainability research.

Our stakeholders' policies, strategies, and plans

We will work with research partners to increase their sustainability focus and reduce their negative impacts.

Sustainability in Quality Improvement

The Sustainability in Quality Improvement framework (SusQI) is an approach to improving healthcare which assesses quality and value through the lens of a 'triple bottom line' of environmental, social, and economic costs and impacts. We will aim to embed SusQI as part of our QI offering within the trust

$$\text{Value} = \frac{\text{Outcomes for patients and populations}}{\text{Environmental} + \text{social} + \text{financial impacts}}$$
$$(\textit{the 'triple bottom line'})$$

How will we measure progress?

- Track the number of projects undertaken using a SusQI framework quarterly
- Quantify carbon and financial costs saved via SusQI projects annually and present at relevant meetings to share progress

Culture and Behaviour: Incentivise and support sustainability at every level of the organisation

Many of our staff and service users have a strong interest in sustainability issues. They are often aware of and engaged with environmental campaigns and initiatives across Camden and Islington. Many would like to contribute more to environmental sustainability at the trust.

Why sustainability?

Sustainability benefits the health of staff, service users and the communities we serve.

Staff wellbeing is enhanced by a green environment as well as the opportunity to participate in environmental activities for activity, respite, skills development, and volunteering.

Organisational commitment to sustainability is known to help attract and retain staff in the 21st Century workplace.

Your partner in
care & improvement

What do we want to achieve?

Our organisation-wide Green Plan will be the shared responsibility of the board, executive team, staff, and service users – everyone will understand how they can contribute and will act on this.

We will be recognised as a local 'anchor institution' through our commitment to social, environmental, and economic sustainability in everything that we do.

Our reputation as London's greenest mental health trust will help attract and retain our outstanding workforce.

How will we get there?

Trust policies, strategies, and plans

- Our organisational governance structure and board meeting programme will incorporate sustainability responsibilities and reporting.
- Our communications strategy and programme will be broadened.
- Our organisational development and HR strategies will incorporate additional sustainability aspirations and requirements.

Our stakeholders' policies, strategies, and plans

Borough environmental, health and social care objectives will be further supported. **(See Appendix 3)**.

Aligning with the Trust's Digital Plan

- Set up a shared working group between estates and digital services aimed at identifying opportunities for systems to save carbon.
- Move all data for storage in The Cloud where this provides for a carbon saving.
- Cease all storage of paper records by digitising historical records currently stored at Iron Mountain by 2023.
- Enable staff members to feel confident in delivering telemedicine where appropriate by running literacy sessions on platforms available.
- Continue to progress towards digital prescribing and greater integration with local pharmacies

How will we measure progress?

- Review of progress against suggested actions on an annual basis
- Monitor number of sustainability network members
- Monitor feedback to the working group and sustainability members
- Quantify carbon saved via digital measures e.g. moving records to The Cloud or offering more telemedicine appointments annually.

Your partner in care & improvement CRI

Finance and Risk: Ensure core financial and risk management support for our Green Plan

Underpinning our Green Plan is the need to ensure that investment cases, risk management and budgeting processes feature sustainability in order to ensure opportunities for improvement in all areas of the trust's activities are considered.

Why sustainability?

Our shared procurement service with two neighbouring trusts strengthens our ability to achieve efficiencies, sustainability benefits and carbon reduction. For example, local event catering suppliers can provide fresh, healthy food with lower mileage while supporting local employment – a major determinant of health.

What do we want to achieve?

To ensure that trust sustainability initiatives, and relevant sustainability requirements of the NHS Long Term Plan, are appropriately funded.

To ensure our risk management processes routinely take a balanced approach, considering sustainability outcomes alongside other core considerations.

To develop our finance policies and protocols in order to optimise sustainability outcomes for the benefit of the environment and health.

How will we get there?

We will pursue opportunities for financial savings with sustainability benefits, particularly in waste management, energy, water, and procurement.

We will explore sources of finance to support our sustainability targets, including grants and favourable lending arrangements.

We will use a Whole Life Costing approach and consider longer payback for projects which help us to achieve our sustainability targets.

We will find ways to further use our purchasing power to support our Green Plan.

How will we measure progress?
- Assess the financial impacts of climate change to our trust and the cost of doing nothing, and report to our board.
- Develop a set of "minimum sustainability standards" for the trust's financial interactions and procurement activity and use these to benchmark future direction.

Your partner in
care & improvement

6. Governance

The responsibility for delivering this Green Plan and realising the opportunities it offers lies with all our staff members. Everyone has a role in this. Agreement and commitment to the Green Plan's aspirations from the C&I Board and the Senior Directors Team will demonstrate our ambition to be an exemplar organisation with regards to sustainability in the health sector.

The implementation of the Green Plan will be a management responsibility, with support from our network of local sustainability leads and champions. This network will be supported by the Green Plan Working and Steering Groups, reporting to the Estates Strategy Programme Board.

Overall carbon reduction focuses on the most urgent aspect of sustainable development and can only be tackled successfully if it is recognised as not just an "estates issue", but a trust wide responsibility. Many of our future challenges will require changes in behaviour and working culture, and acceptance of this by our staff is the key to success. These changes will not only be driven by the Green Plan but also by other associated trust strategies and plans. For example, the Digital Plan will increase the availability of telemedicine which will have a direct effect on the sustainability of the trust. **See appendix 4** for opportunities and suggested actions that the trust could deliver in line with other strategies and plans.

We will cover a wide range of themes, shown in the chart below, and the sustainability programme will be monitored by the Green Plan Steering Group and reported to the various committees and boards as indicated below.
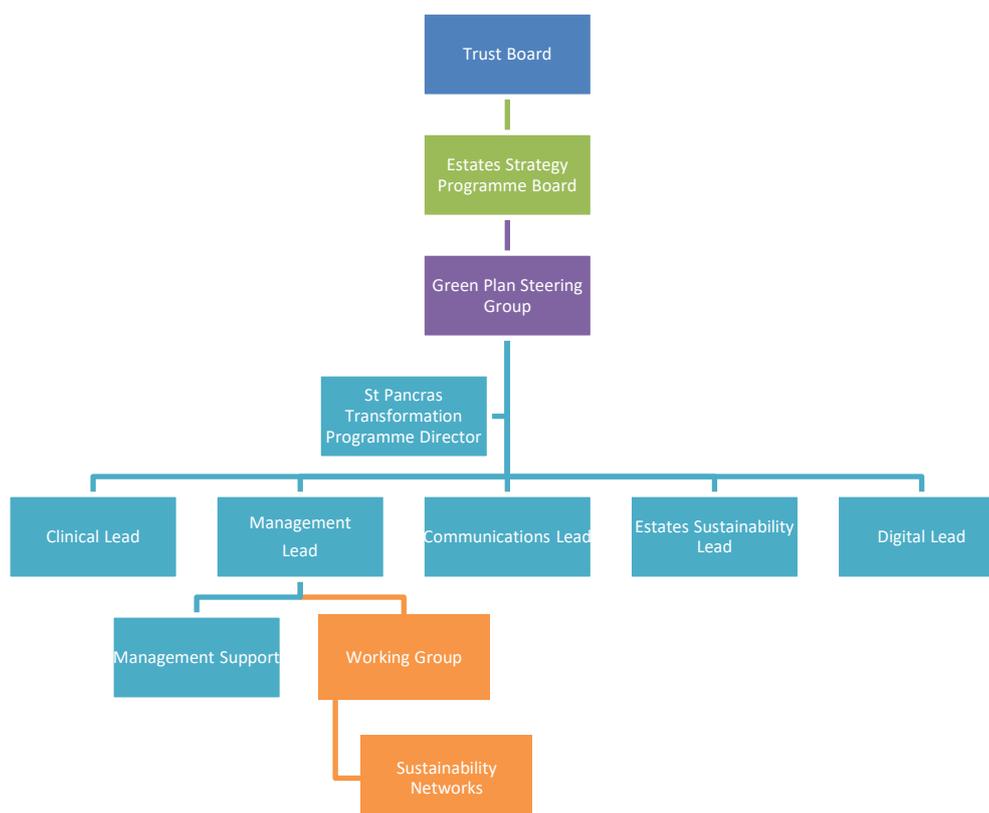
7. Reporting

Estates Returns Information Collection (ERIC)

This is mandatory for all NHS trusts. Comprises information relating to the costs and figures for operating the NHS estate including buildings, maintenance, equipment, provision of services and utilities. The trust reports figures relating to energy, water, waste, and transport allowing for the Trust's performance to be benchmarked against similar types of organisations.

Trust Annual Report

Sustainability will be reported on in the trust's annual report in a dedicated section. This publicly details the trust's sustainability achievements and communicates the trust's carbon footprint.

Trust Board

As outlined in section 7 on Governance, the Green Plan will report into the trust board. Key actions and performance indicators will be recorded and monitored at the trust board meetings.

Premises Assurance Model

Management tool used to provide NHS organisations with a method for assessing the safety and efficiency of their estates and facilities services.

8. Engagement/Communications

Engaging the Wider C&I Community

The trust has started on a structured and engaging approach to communications so that we can effectively drive sustainable development across C&I.

We will create a collaborative environment by communicating with our staff, service users, visitors, and local communities through social media outlets, giving everybody an opportunity to contribute so they will feel a part of our sustainability journey.

Our communications programme will involve local sustainability champions across C&I and staff interest groups, with frequent updates and blogs on our intranet.

We will produce Greener C&I newsletters to highlight key achievements and priorities and to encourage our staff to participate in a range of events and activities. Our focus will be on national and international events such as NHS Sustainability Day, Clean Air Day, and World Environment Day.

We will collaborate with our communications department to inform and engage our various departments in order to promote C&I progress towards our sustainability targets.

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

Equality and Diversity Impact/Single Equalities Impact Assessment

In applying this strategy, Camden and Islington NHS Foundation Trust will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, on the grounds of the following nine protected characteristics by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation.

Your partner in care & improvement

9. Finance

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

We should take the following steps to realise these savings:

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

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

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

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

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

- Salix Finance (interest-free Government funding to the public sector) – focus to reduce carbon emissions from activities such as heating, cooling, and lighting
- Guaranteed Savings Scheme (Energy Performance Contract) - The EPC provider guarantees that the improvements will generate energy savings sufficient to cover the cost of the investment over the period of the contract
- The Mayor of London's Energy Efficiency Fund (MEEF) - MEEF has been developed with the NHS as a core sector given its leadership in the low carbon sector
- The Public Sector Decarbonisation Scheme - £1bn to assist the NHS to become Net Zero

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

Your partner in care & improvement C&I

10. Next Steps

In the short term we have outlined the immediate next steps in order to ensure that the Green Plan begins swiftly and can work towards its targets without delay:

- Develop and finalise KPIs

- Set up sustainability networks

- Act as an anchor institution - Meet with local organisations to implement sustainability measures in a collaborative approach delivering a joint up approach across Camden and Islington.

Appendices

Appendix 1: Drivers for Change

Category	Drivers
Legislative	• Civil Contingencies Act 2004 • Climate Change Act 2008 including 2050 target amendment • Public Services (Social Values) Act 2012 • Environmental Protection Act 1990 • The Waste (England & Wales) Regulations 2011
Mandatory	• Standard Form Contracts requirements for Sustainable Development 2017-19 • HM Treasury's Sustainability Reporting Framework • Public Health Outcomes Framework
UK Guidance	• National Policy and Planning Framework 2012 • Department for Environment, Food and Rural Affairs (DEFRA): The Economics of Climate Resilience • 2013 • Department for Environment, Food and Rural Affairs (DEFRA): Government Buying Standards for • Sustainable Procurement 2016 • The Stern Review: The Economics of Climate Change 2006 • Health Protection Agency (HPA) Health Effects of Climate Change 2012 • The National Adaptation Programme 2013: Making the Country Resilient to the Changing Climate • Department for Environmental, Food and Rural Affairs (DEFRA) 25 Year Plan Health Specific • Requirements • The Marmot Review 2010: Fair Society, Health Lives NHS Long Term Plan 2019

Your partner in
care & improvement

|	
	• Sustainable Development Strategy for the Health and Social Care System 2014-2020 • Adaptation Report for the Healthcare System 2015 • The Carter Review 2016 • National Institute for Clinical Excellence (NICE) Guidance: Physical Activity, Walking and Cycling • 2012 Health Technical Memoranda (HTMs) and Health Building Notes (HBNs), specifically HTM 07- • 02 Making Energy Work in Healthcare 2015 and HTM 0701 Management and Disposal of • Healthcare Waste 2013 • Sustainable Transformation Partnerships (STP) Plans • Department for Environmental, Food and Rural Affairs (DEFRA) 25 Year Plan Health Specific Requirements • NHS Long Term Plan 2019 • Health Technical Memoranda (HTMs) and Health Building Notes (HBNs), specifically HTM 07-02 Making Energy Work in Healthcare 2015 and HTM 07- 01 Management and Disposal of Healthcare Waste 2013
Local Strategies and Plans **(See Appendix 3)**	• The health and care vision for London, October 2019 • London Environment Strategy • The Mayor's Ultra Low Emission Zone for London (ULEZ) • The Mayor's Transport Strategy • Camden's Clean Air Action Plan 2019-2022
International Guidance	• Intergovernmental Panel on Climate Change (IPCC) AR5 2013 • EU Waste Directive 2008 • United Nations (UN) Sustainable Development Goals 2016 • World Health Organisation (WHO) Toward Environmentally Sustainable Health Systems in 2016 • World Health Organisation (WHO) Health 2020: European Policy for Health and Wellbeing • The Global Climate and Health Alliance. Mitigation and Co-benefits of Climate Change
Healthcare Specific Requirements	• The Marmot Review 2010 Fair Society, Healthy Lives? • Sustainable Development Strategy for the Health and Social Care System 2014-2020 • Adaptation report for the Healthcare System 2015 • The Carter Review 2016 • Health Technical Memoranda (HTMs) and Health Building Notes (HBNs) • Local Sustainable Transformation Partnership plans • Delivering a 'Net Zero' National Health Service

Your partner in care & improvement CRI

Appendix 2: Materiality Assessment

The issues and proposals put forward through our engagement activity so far were analysed using a 'materiality assessment' which considered their importance to ourselves and our stakeholders and their impact on our ability to achieve our sustainability ambitions. We were guided by the ten topics for consideration recommended by the NHS Sustainable Development Unit.

Our ambition, strategic objectives, goals, and priority activities reflect the relative 'materiality' of these topics for us – at this time.

At the start of our Green Plan, it is clearly essential to put our own house in order. For example, ensure that our organisational policies and governance processes support our sustainability ambitions. Similarly, the timetable for submitting planning applications for our new facilities means that robust environmental specifications for our buildings are a priority.

Once these things are in place, the development of sustainable care models will become of primary importance.
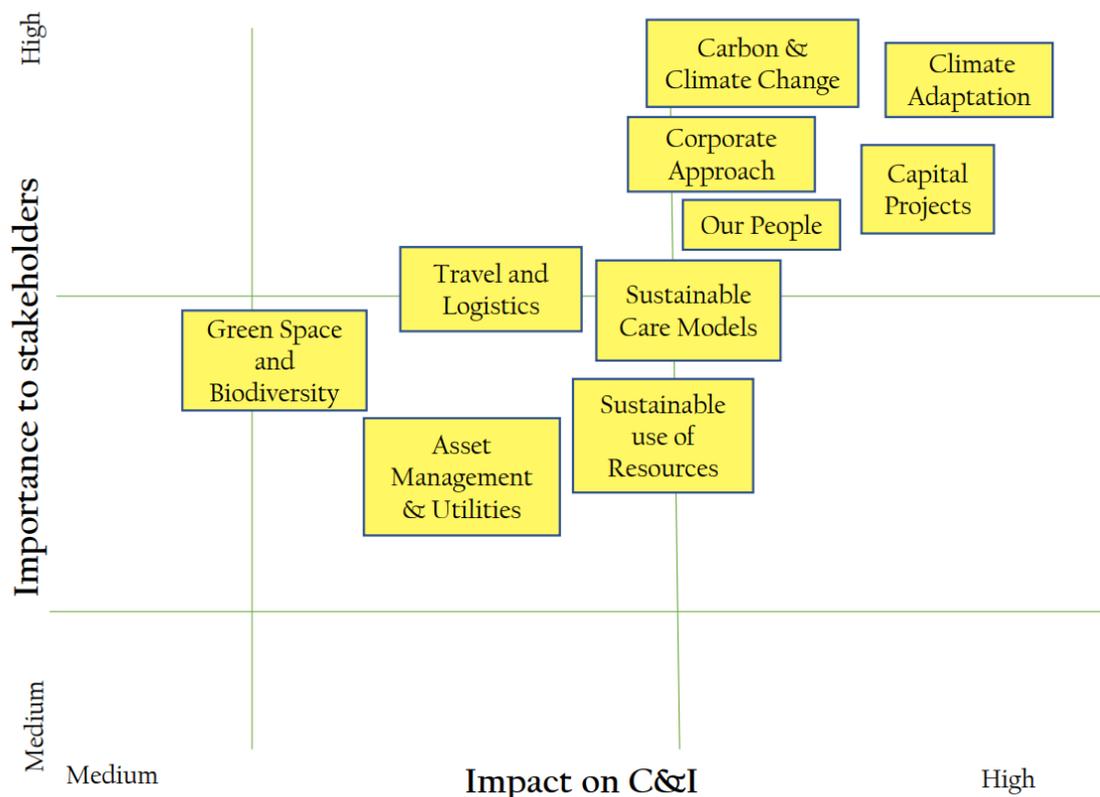
Appendix 3: Camden and Islington Boroughs

Camden Council achieved the same target a year early, albeit against a later baseline year of 2009/10.

Camden Council: Key Strategies and Priorities

Our Camden Plan – Camden 2025
Focus areas include:
- Clean, vibrant, and sustainable places
- Healthy independent lives

Climate Action Plan 2020-2025

Camden Clean Air Action Plan 2019-2022

Camden Biodiversity Action Plan (Consultation 2020)

Camden Joint Health and Wellbeing Strategy (Refresh March 2019)

Supporting People, Connecting Communities (Adult Social Care Strategy)

Children and Families Strategy 2018-2021

Islington Council is on target to reduce carbon emissions in Islington from 2005 levels by at least 40 per cent by 2020.

Islington Council: Key Strategies and Priorities

Vision 2030: Creating a Net Zero Carbon Islington by 2030

Islington Air Quality Strategy 2019-2023

Islington Council Biodiversity Action Plan 2020- 2025

Islington's Joint Health and Wellbeing Strategy 2017-2020

Giving Children the Best Start in Life: Islington Children and Families Prevention and Early Intervention Strategy 2015-2025

Links accessed 12 November 2021.

Appendix 4: Opportunities and Suggested Actions

CUT CARBON, IMPROVE AIR QUALITY	
How?	**Opportunities**
ESTATE-RELATED EMISSIONS	
Cease combustion of fossil fuel in our control; deliver low and zero carbon construction and refurbishment and pursue energy efficiency and renewable energy opportunities across our estate	Phase out use of natural gas*, replacing with suitable low and zero carbon technologies
	Ensure new buildings are covered by suitable smart building management controls to support energy efficiency
	Complete rollout of LED lighting to all Trust buildings by 2023 (excluding legacy locations)
Measure our carbon footprint annually and achieve a Net Zero compliant reduction in emissions. Report our progress annually	Reduce our estate-related emissions on a per-annum basis against our 2016/17 baseline
	Using SDU's Toolkit, deliver significant CO_2 reductions from procurement by 2025 (2019/20 baseline)
	Publish our Net Zero progress as part of our Annual Report from 2022
IMPROVING THE RESILIENCE OF OUR BUILDINGS	
Ensure new buildings exceed expected requirements for insulation, energy efficiency and material choices. Make visible sustainability statements with building designs	A target rating of 'excellent' in the BREEAM building sustainability benchmarking scheme for the new Highgate site.
	Installation of solar photovoltaic panels and high efficiency Air Source Heat Pumps at the new Highgate site.
Introduce measures to reduce summer-time temperatures buildings to improve thermal comfort. Improve adaptive measures to cope with extreme rainfall	Publish Climate Adaptation Plan by 2022, including joint actions with the local boroughs
	Develop a route map for implementing passive physical interventions across the whole estate by 2022
	Attenuate runoff and cut water demand by installing rainwater harvesting for landscaping uses

Your partner in care & improvement

How?	Opportunities
EMISSIONS FROM TRAVEL	
Convert our own vehicle fleet to zero emissions	Renew lease vehicles and/or procure trust-owned vehicles to be ultra-low emissions by 2025
	Ensure reliable access to charging infrastructure for trust, visitors, and staff vehicles across the estate by 2022
Influence vehicle use for deliveries through our contracts	Explicit credit for use of zero emissions vehicles included in supplier assessment process by 2022
	Engage with relevant suppliers on future electric delivery options (including use of e-cargo bikes) by 2022
Minimise emissions from building and construction projects	Contractors required to sign up to achieve 'beyond best practice' standards with the Considerate Constructors Scheme
ACTIVE TRAVEL AND AIR QUALITY INITIATIVES	
Ensure our actions support London and borough strategies and plans to improve local air quality	Seek opportunities to participate in local government or NHS-led local air quality action groups
Maximise and continue to promote active travel through our Travel Plan, including by improving cycling and walking friendly measures across our estate	Provide adequate cycling facilities (showers, lockers etc.) across our sites.
	1 secure cycle parking space per 5 building occupiers, plus 1 standard cycle parking space per 20 site visitors
	Raise upper limit of cycle to work scheme to enable staff members to realistically choose e-bikes
	Produce a business case for an electric pool bike scheme for staff in 2022
Encourage staff to use zero emission options	Join e-vehicle salary sacrifice scheme to allow staff members to choose electric vehicles

Your partner in care & improvement

SUSTAINABLE MODELS OF CARE	
How?	**Opportunities**
EMPHASIS ON PREVENTION	
Understand the barriers towards issues of housing, finance, education, and isolation.	Work with service user groups and staff to establish common reasons for existing interventions breaking down, and identify opportunities for new approaches, e.g., greater collaboration with local befriending services.
	Expand on strategies for prevention of lengthy inpatient stays, such as those focused on reduction of violence and aggression, or substance misuse on the wards.
EMPOWER PATIENTS	
Empower patients to understand their mental illness and take action to promote their mental health.	Expand on staff and patient knowledge of apps used to track symptoms associated with mental health conditions
	Make use of local social prescribing and peer mentor groups, with an emphasis on green care and nature-based solutions such as Parks for Health
ELIMINATE WASTEFUL ACTIVITY	
Reduce waste from prescribing	**Work with pharmacy to reduce pharmaceutical waste from unnecessary prescriptions** (e.g. TTAs, use of own patient's home supply of medication when admitted where possible).
	Identify opportunities for recycling of pharmaceutical waste such as the MDI recycling scheme
Provide the highest value treatment opportunities for patients	Focus efforts on reducing polypharmacy among patients
	Consider setting up a deprescribing clinic for community teams and GPs to refer into
Lowest carbon-intensive treatment for the greatest clinical benefit	**Expand use of telemedicine/psychology, where appropriate.**
Embed new information when available	**Share information on the carbon impact of different treatment choices to clinicians via teaching and training**

WASTE AND RESOURCES	
How?	**Opportunities**
ZERO WASTE TO LANDFILL AND THE CIRCULAR ECONOMY	
Promote and apply the waste hierarchy and maintain legal compliance, and safe and healthy facilities on an ongoing basis	Conduct a materials audit during 2022 (include a focus on PPE (Personal Protective Equipment) considering Covid-19 related demand and disposal). Set target for reduction.
	Zero waste to landfill by 2030, with an interim target to reduce waste to landfill by 50% by 2025 (19/20 baseline)
	Recycle 50% of total remaining waste by 2022 and 80% by 2030
Enhance the supporting recycling infrastructure	Upgrade collection points and signage with consistent segregation across clinical, office and communal areas from 2022
WATER EFFICIENCY AND AWARENESS	
Improve leak detection	Undertake a leak detection survey, Installing leak detection equipment where possible by the end of 2022
Incorporate water efficient appliances and equipment across our estate and consider rainwater harvesting and greywater recycling systems where possible	80% potable water use reduction by 2022 (2014/15 baseline) in new builds. Seek to reduce across existing estate.
	At the point of asset renewal, procure the most water efficient replacement that is affordable.
	Provide a costed business case for rainwater or greywater systems for construction/major refurb projects above £500,000
SINGLE USE PLASTIC	
Phase out of unnecessary single use plastic	Conduct a review of single use plastics across our entire operation, with recommendations for minimisation
	Phase out purchase of bottled water (except for clinical and emergency use) by the end of 2022
Comply with the NHS Plastics Pledge	Remove all plastic (non-clinical) straws, cups, stirrers, and cutlery from our buildings (including suppliers) by the end of 2022

Your partner in care & improvement

SUPPORTING NATURE'S RECOVERY	
How?	**Opportunities**
INCORPORATE NATURE AND GREEN DESIGN ELEMENTS THROUGHOUT OUR ESTATE	
Building and estates integrated habitat	All suitable estates project above £200,000 in size will incorporate at least one wildlife feature, such as integrated structural bee blocks, bat, or bird nesting boxes, with ecological advice taken for projects over £1m
	Seek to incorporate green walls or roofs on projects over £1m, subject to design advice
Use of meanwhile spaces	For major construction projects, require a schedule of space availability that can be employed for temporary staff or community-led 'meanwhile space' activities such as horticultural or wildlife projects
Management of landscape contracts and spaces	Seek to specify micro-scale green infrastructure such as green roofed cycle storage facilities (such as Green Rooff Shelters) or micro-scale integrated planters for cycle security (see for example Camden-based PlantLock)
	In landscape contracts we require zero use of chemical herbicides or other harmful chemicals from 2022
	Only mow verges and lawns, when necessary, to promote biodiversity of plant and insect life
FACILITATE AND ENCOURAGE INITIATIVES WHICH PROMOTE GREEN INFRASTRUCTURE	
Support for staff, service users and the local community initiatives to protect and enhance local green space and biodiversity.	Identify spaces for staff/community urban horticulture projects – spaces of $1m^2$ and above are suitable
	Produce a map of potential locations and communicate the opportunity to agreed stakeholder groups
	Ensure a responsible officer is in place to provide necessary co-ordination by 2022
Commit to third-party campaigns to promote nature and the role of nature in protecting and improving health	Support the London National Park City initiative and communicate it in internal newsletters

Your partner in
care & improvement

PARTNERSHIP WORKING	
How could we achieve this?	Opportunities
Nature-based health and wellbeing	
Increasing and diversifying access to nature-based community assets and services - contributing to their development and maintenance for all as a result of our support	Referrals to varied nature-based opportunities, such as volunteering in parks and nature reserves, are increased
Resilience to climate change impacts	
Increasing the capacity of all our people to stay well and maintain good mental health in extreme weather	Partnerships with stakeholders supporting local communities e.g. the SHINE Team at Islington Council whose services include a severe weather broadcast system and telephone check-up service to reach vulnerable residents
Living well in the community	
Broadening our local partnerships to create more responsive and diverse community-based opportunities to live well and aid recovery through social and environmental connection	A strategic approach to our collaboration with Primary Care Networks and social prescribing link-workers to provide increasingly varied prevention and recovery support in community settings (such as at the Caversham Practice's Listening Space)
	Further development of our partnership with the Camden and Islington public health team to maximise the benefits for our service users and carers of the Parks for Health programme
	A strategy for collaboration with the local voluntary and community sector to provide increasingly varied prevention and recovery support through engagement with nature and action on the climate and nature emergencies e.g. Think & Do Camden, parks groups, health walks, Kentish Town, and Freightliner city farms

Your partner in care & improvement

RESEARCH AND INNOVATION	
How could we achieve this?	**Interventions**
Sustainability research and innovation	
Incentivising and supporting staff, service users and carers to engage in sustainability research and develop sustainability QI projects	QI projects increasingly address environmental sustainability for improved care
	C&I staff initiate and engage in research/research collaborations linking mental health and sustainability
Learning from others and sharing our own good practice.	Training and development plans for staff at all levels and across divisions include participation in learning opportunities with health and care peers and sustainable health and care expert organisations e.g. Q Community special interest group, Centre for Sustainable Healthcare Sustainability School
Using our influence to stimulate sustainability research and good practice development for mental health care and improvement	Opportunities are explored with UCL Partners (and partner members) to fund, deliver and evaluate research and practice in sustainable mental healthcare
	Making the case to North London Partners for sustainability research and improvement across the STP footprint
Reduce negative environmental impact of research and QI activities	
Identifying and implementing guidelines (appropriate to Trust) for minimising environmental impacts of research	Implement identified guidelines in our own research and QI protocols and delivery e.g. NIHR Carbon Reduction Guidelines https://www.nihr.ac.uk/documents/the-nihr-carbon-reduction-guidelines/21685
	Ensure commitment to sustainability guidelines by our research partners

Your partner in care & improvement

CULTURE AND BEHAVIOUR	
How could we achieve this?	**Opportunities**
Governance and engagement	
Establishing a Green Plan governance structure with clear lines of accountability and responsibilities at every level of the organisation	Put a Green Plan Governance structure in place, including board level champion (as described under 'Net Zero')
	Set up a Green champions network for staff and service users with the necessary agency to deliver environmental initiatives, advocating sustainable behaviours and supporting learning (or merge with Green Plan Committee)
Providing sustainability leadership and engagement opportunities across every aspect of work, making it as easy as possible for people to play their part.	Provide diverse opportunities for involvement in improving our sustainability, at different levels of the organisation and with varying degrees of commitment required. E.g. gardening club for staff wellbeing
	Involve champions, service users and others in co-producing organisational development plans and delivering training
	Facilitate opportunities for staff, service users and carers to engage in local environmental volunteering
Organisational development	
Incorporating a sustainability education and capacity building programme in our organisational development and training offer.	Embed sustainability in induction, training, and development plans for everyone.
	Learn from and involve others with sustainability and health expertise, including service users and local communities. E.g. Health Foundation Anchor Institution Learning Network (launching Autumn 2020)
	Engage in local partnerships to contribute our own experience and learn from others e.g. Camden Climate Change Alliance, Islington Council's Zero Carbon Steering Group (invited)

Your partner in
care & improvement

How could we achieve this?	Opportunities
Communications	
Implementing a comprehensive communications strategy raising awareness of the Green Plan and engagement opportunities internally and externally and promoting self-care through nature connection at the Trust and in the community.	Publish regular Green Plan updates within staff, service user and member communications, raising awareness and promoting engagement opportunities
	Provide regular updates to stakeholders e.g. patient groups and invite occasional local press features e.g. on green credentials of new facilities
Reduce emissions from servers and storage of data	Move all data for storage in The Cloud where this provides for a carbon saving.
	Cease all storage of paper records by digitising historical records currently stored at Iron Mountain by 2023.
	Permit clinicians to go truly paperless by switching to electronic communication only for clinical information by 2023.
Foster a culture of digital healthcare provision	Enable staff members to feel confident in delivering telemedicine where appropriate by running literacy sessions on platforms available.
	Support staff to meet virtually and to make use of video conferencing platforms for meetings and teaching sessions.
	Develop staff and patient confidence in the use of self-monitoring apps
	Continue to progress towards digital prescribing and greater integration with local pharmacies
	Develop opportunities for greater use of health informatics to better target the needs of our population

FINANCE AND RISK	
How?	Opportunities
Financial management, procurement, and investment	
Pursue opportunities for financial savings with sustainability co-benefits and support Trust staff seeking to identify external funding to enable sustainability initiatives	Employ life cycle assessment to consider longer payback periods for projects which help the Trust to achieve its sustainability targets
	Provide guidance to trust staff on sources of external funding and maintain a record of opportunities and applications
Incorporate sustainability considerations in our procurement processes to achieve positive outcomes in our supply chain.	Include specific sustainability clauses in contracts (where appropriate)
	Encourage spend with local suppliers where this is likely to result in positive social or environmental outcomes, actively seeking to support social enterprise
	Establish minimum standards for service areas which pose a high risk to people or the environment (for example deforestation, modern slavery, carbon emissions) – such as food and catering (e.g. Red Tractor, Rainforest Alliance); timber, paper, and board (e.g. FSC)
Risk management	
Our risk management process will routinely address environmental impacts to our organisation and our stakeholders and set out mitigating actions	Project management risk protocols should be updated to include routine consideration of Green Plan objectives
	Sustainability risks should form a routine feature of our departmental risk registers and the quarterly risk scrutiny process

Your partner in care & improvement

Acknowledgments

We would like to thank the many staff, service users and partners who gave their time and expertise to help us develop this Green Plan. In particular:

- Argent
- Camden and Islington Trust Divisions/Services
- ISS Facility Services
- London Climate Change Partnership
- NHS Sustainability Development Unit
- Somers Town Neighbourhood Forum
- The London Climate Change Partnership
- The public health, environmental and transport teams at Camden and Islington councils
- The Service Users' Alliance
- The Side-by-Side Network
- Think & Do Camden

For further information or questions about our Green Plan, contact: stpancrastransformation@Candi.nhs.uk

[i] Dr Lisa Page, *Sussex Partnership NHS Foundation Trust and Royal College of Psychiatrists Sustainability Committee* Why Climate Change is a Mental Health Matter, Insight Magazine **Issue 6 Winter 2018**

[ii] World Business Council for Sustainable Development, World Resources Institute. The Greenhouse Gas Protocol: a corporate accounting and reporting standard (revised edition). 2015.

Your partner in care & improvement