What will we do today?

CNTWClimateHealth

NTW Solutions

Supporting better care

CNTWClimateHealth Green Plan 2021-2026
Our Journey to Sustainable Healthcare

Contents

Introduction
Climate and ecological change affects us all,

and has been labelled the greatest threat to health in the 21st century by medical journal The Lancet, in March 2020 CNTW's Board joined a growing number of NHS organisations who have responded to pressing environmental issues by declaring a 'Climate and Ecological Emergency'.

The global Coronavirus pandemic has shone a light on existing health inequalities, which we must tackle, yet as we learn to live with Coronavirus we must also continue to act on the long term challenge of climate change.

The environmental impact of disposable personal protective equipment (PPE) will present a significant challenge, however there are also some positive benefits arising from this virus, as we hear about people reconnecting with their communities, developing mutual aid groups and finding a new appreciation for being outside in nature.

This document sets out how we in CNTW intend to reduce our own emissions to 'net zero' by 2040 and our sustainable development goals to be achieved by 2026. These plans support the overall ambition for the NHS to achieve 'net zero' by 2040, as set out in the recently published report 'Delivering a 'Net Zero' National Health Service'.

Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTW) is a large mental health and disability Trust, serving a population of 1.7 million people across a large geographic area and employing more than 8,500 staff.

NTW Solutions is a wholly owned Subsidiary Company of CNTW which offers Estates and Facilities services alongside Finance, Workforce and Procurement services. NB References to the 'Trust' within this plan refers to both the Trust and NTW Solutions.

As a large 'anchor' institution, we have a responsibility to improve the health of our local population, and to use both our influence and £380 million purchasing power wisely to support the social and economic success of our local communities.

We cannot do this alone. We've already achieved a lot, and we must continue to work in partnership with our staff, service users and carers, other health organisations and our local communities to fully deliver the goals we have set out in this plan.

The 'CNTWClimateHealth' programme aims to raise awareness across the organisation of our sustainable development goals, inspiring and empowering staff to take action to tackle issues such as the health impact of air pollution, reducing the use of single use plastics, reducing waste, making the most of our green spaces and adapting to the likely impact of climate change.

Our main carbon emissions that we control are travelling to work and for work, and the energy that we use to power our buildings. Since 2007 we have reduced our carbon emissions by 27% and we intend to further reduce our emissions to 'net zero' by 2040. We do not yet know for sure how we will get there, as our net zero plans are still developing, however we are delighted that the rebuild of one of our units in Northumberland has been approved as one of forty "net zero" hospitals, built to a new net zero Carbon Hospital Standard.

In this document, we will explain:

1. our overall vision of successful sustainable services
2. the goals we intend to deliver by 2026
3. specific actions to be completed by March 2022
4. how we will measure and report progress against these actions,
5. how our plans support the United Nations Sustainable Development Goals
6. how our plans meet the legislative requirements, NHS Standard Contract conditions and NHS Long Term Plan deliverables.

We are also thinking about how to redesign our services so that the care we deliver now does not cause harm to future generations, in line with the principles of sustainable healthcare set out below:

Prioritise prevention	Empower individuals and communities	Improve value	Consider carbon

As the Trust Board Leads for Sustainability, we are passionate about ensuring that we deliver this plan. We are aware that the use of language such as 'climate emergency' or 'climate crisis' could cause anxiety or distress to those we serve, who are among the most vulnerable people in society, and we will try to ease this wherever possible by focussing on hope and recovery, in line with our Trust values.
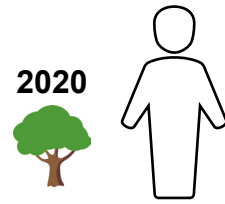

James Duncan
Deputy Chief Executive

Darren Best
Non-Executive Director

Meet Sam, a 20-year-old nursing assistant at CNTW. Still living at home with their parents, Sam is missing going out with friends due to the pandemic but is looking forward to starting a nursing apprenticeship soon. Sam doesn't think about the future too much but is worried about climate change, and the impact of the huge amounts of single use Personal Protective Equipment currently being used. After noticing that the Trust's recycling rate is a mere 7%, Sam is pleased to hear that the Trust has declared a Climate and Ecological Emergency with plans to get to net zero carbon emissions by 2040.

Sam works in an older people's functional mental health ward and often wishes that there was more time to sit and talk with patients. Sam doesn't really pay attention to the hospital's neat, well-tended grounds but was present when an oak sapling was planted on the site as a symbol of the Trust's commitment to delivering sustainable healthcare.
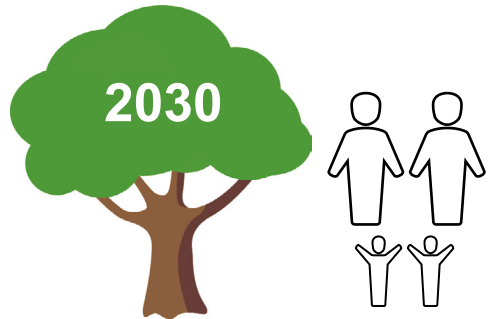
2020

Sam met their partner through work, and they live together in a rented houseshare. They recently became engaged.

2025

Now working as a nurse preceptor on a busy adult acute mental health ward, Sam has noticed that there are improved links with Community Mental Health Teams and care co-ordinators when a patient is admitted to the ward, compared to five years ago. The patients on the ward tend to live in the area and with more peer supporters and volunteers around, patients are more likely to maintain contact with their support networks in their communities.

The oak tree onsite is now three metres tall and surrounded by a rewilded area developed as part of the Trust's biodiversity plan. Sam drives an electric car, is learning to cook and tries to support local businesses and reduce food miles by buying local produce.
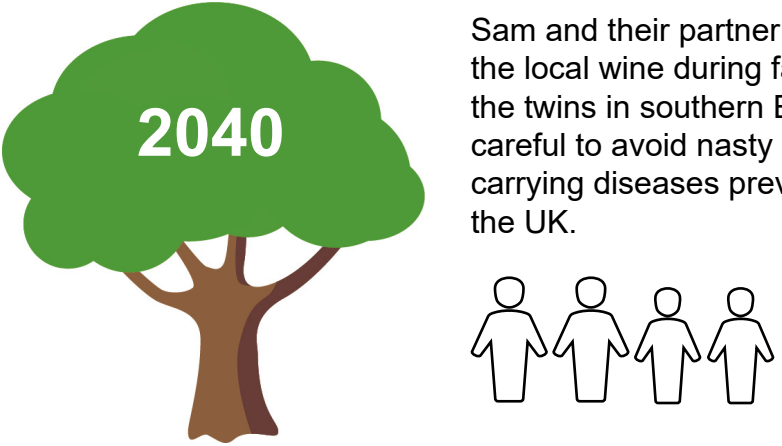
After working for two years as a charge nurse, Sam was thrilled to be promoted to ward manager of a Psychiatric Intensive Care Unit (PICU). Now married with twins, Sam is working part time in a job share after a period of parental leave shared with their partner.

2030

Having bought a house nearer to work which has been retrofitted with new heating and high standard insulation, Sam keeps active by cycling to work whenever possible as the road network has become much cleaner and safer for cyclists. Lower air pollution and more opportunities for active travel have improved the health of many staff and the Trust sickness absence rate has reduced by 25% in a decade. Sam often brings the twins onsite to participate in community activities that take place there frequently.

While working as a clinical manager in a community team, Sam gained an MSC in Leadership and at the age of 40, now works full time as a nurse consultant. This year the Trust achieved net zero carbon emissions as planned and marked the event with celebrations based around the oak trees on each site, which are now 10 metres tall.

After regular heatwaves and a severe drought several years ago, the Trust implemented water saving measures and installed thermal blinds to protect patients vulnerable to the effects of extreme temperatures. Hope and recovery remain CNTW's core ethos.

2040

Sam and their partner enjoy sampling the local wine during family holidays with the twins in southern England and are careful to avoid nasty bites from insects carrying diseases previously unseen in the UK.
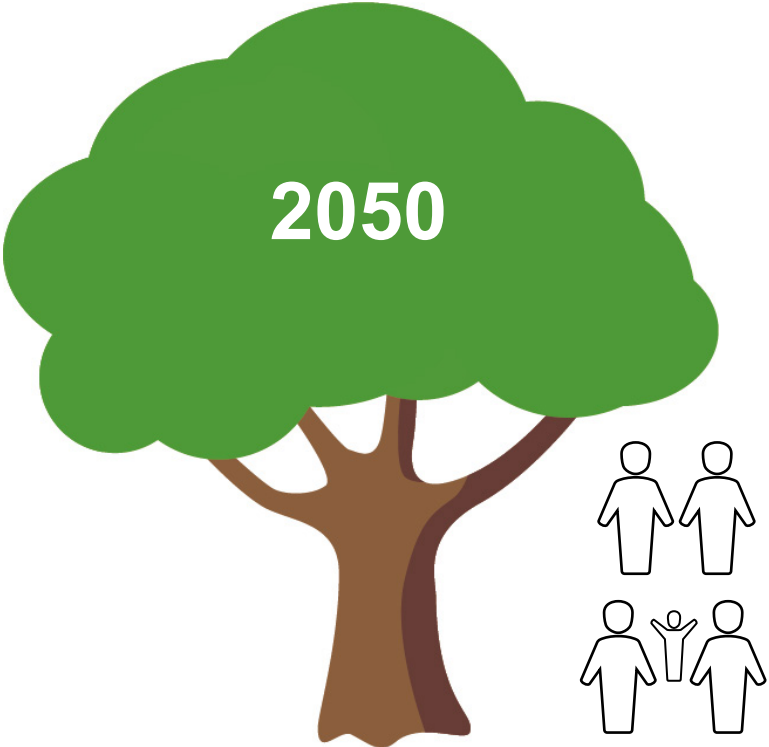
At the age of 50 and now working as an Associate Nurse Director, Sam is proud that mental health stigma has significantly reduced in comparison to when they were starting out in their career. This reduction in stigma, alongside a culture of prevention and self-care, the use of trauma-informed, personalised therapeutic interventions and a wide range of activities including nature-based models of care have led to a reduction in the use of medication and improved mental wellbeing across society. Medication advances have allowed more specific and targeted interventions and reduced side effects for those who still require them.

Sam enjoys reading to their young grandchild and telling them about those animals such as koalas and orangutans which sadly couldn't be saved from extinction, despite the huge efforts made to combat the worst effects of climate and ecological change. Sam and the family live as sustainably as possible, making conscious choices and they fly once a year to Canada to see one of the twins who has relocated there to study.

2050

The CNTW oak trees are now 16 metres tall yet won't be at their potential full height of 30 metres until 2080. Sam hopes that their active lifestyle and healthy diet has ensured they'll still be fit, active and mentally alert at the age of 80 and wonders what life will be like for their grandchild, who will be the age Sam is now in 2098.

Measuring Our Impact

The United Nations Sustainable Development Goals are an urgent call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity, adopted by all member states in 2015.

Throughout this Green Plan we will highlight how our intended actions support specific goals, which are set out below:

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	17 PARTNERSHIPS FOR THE GOALS

We measure our impact and progress by using the **Sustainable Development Assessment Tool (SDAT)** which sets out ten areas of focus. In March 2020, our overall SDAT self-assessment score was 44%, which was an increase from 41% the previous year.

The scores by category (below) show that we have much scope for improvement and we aim to increase the scores in each category over the next five years, especially in Carbon, Green Space and Biodiversity, and Sustainable Models of Care.

Throughout this plan, we will highlight how our intended actions link to each of the SDAT categories.

Corporate Approach 38%	Capital Projects 65%	Asset Management and Utilities 54%	Sustainable Use of Resources 35%	Carbon/Green House Gases 54%
Climate Change Adaptation 49%	Green Space and Biodiversity 28%	Sustainable Care Models 33%	Travel and Logistics 35%	Our People 52%

This Green Plan sets out our actions to be achieved by March 2022. Progress against these actions will be measured and reported regularly to the Trust Board and stakeholders. The Plan will be updated by March 2022 to reflect a new set of actions for the financial year 2022/2023 towards our 5 year goals to be achieved by 2026.

Our Climate and Ecological Emergency Declaration and CNTWClimateHealth Ambitions

"We are declaring a climate and ecological emergency in acknowledgment of the global impact of climate and ecological change, and in accordance with our strategic ambitions, with the aim to deliver our services in a sustainable way, minimising harm to future generations. We will do this by raising awareness of climate and environmental issues among our staff, service users and carers, through role modelling, and by becoming as sustainable as possible ourselves.

Through our sustainability programme "CNTWClimateHealth", we commit to:

1 Reducing our own carbon emissions to net zero by 2040.

2 Training our clinical staff in the health and psychological impact of climate change, to better support anyone who is experiencing significant anxiety or grief caused by these issues.

3 Making the most of our green spaces for service users, carers, staff and local communities to enjoy, encouraging biodiversity and connection with nature.

4 Minimising waste as much as possible.

5 Ensuring we consider the social and environmental impact of any decisions we make.

6 Working with our partner organisations to ensure a co-ordinated regional response to the impact of climate change.

7 Using our influence to support national and international policymakers in responding positively to the challenges to health posed by climate change.

As a mental health and disability provider, we support some of the most vulnerable people in society, and we are aware that the use of language such as "climate emergency", "climate crisis" and "climate chaos" could cause anxiety or distress to those we serve. We will seek to mitigate this risk wherever possible. We believe that by focussing on hope and opportunity for change and recovery, together we can make a positive impact."

Approved by Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust Board, March 2020.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

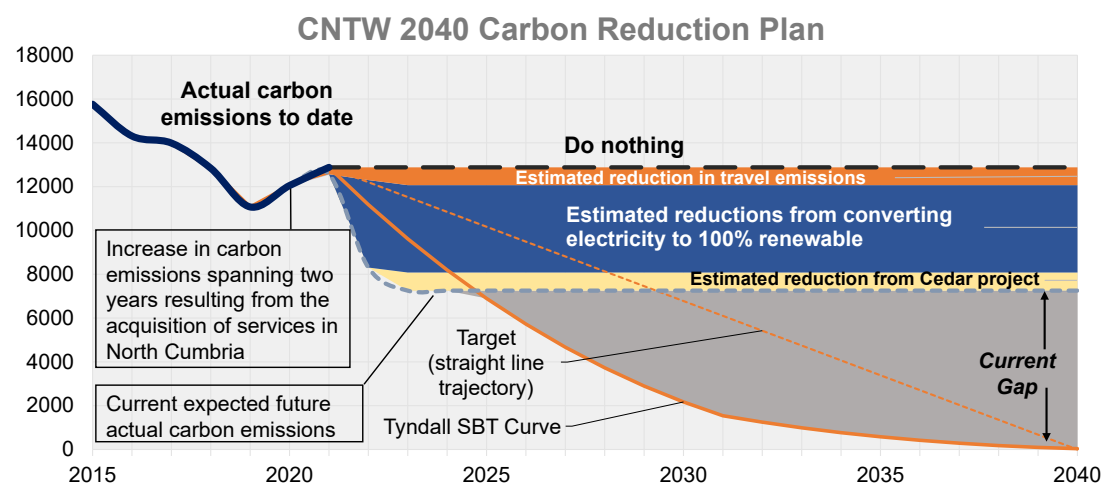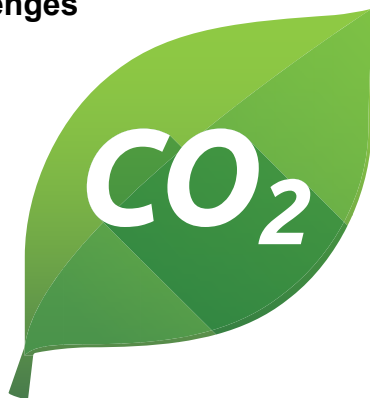Carbon/Green House Gases

Travel and Logistics

Reducing carbon emissions quickly is essential to limit global warming and reduce the threat to human health posed by air pollution, the spread of infectious diseases and more frequent extreme weather events.

Goals to achieve by 2026

1. Reduce carbon emissions from March 2020 baseline of 12,000 tC02e to 7,000 tC02e.
2. Staff are carbon literate and carbon reporting is embedded.
3. Business Mileage from petrol/diesel cars to be 45% lower than 2019 baseline and incentives are in place to encourage active travel.
4. Car and Lift sharing schemes in place and well embedded.
5. All Trust vehicles (including an increased number of pool cars) are electric.
6. The carbon impact of food provided across the Trust is routinely reviewed by the catering team.
7. Sustainable models of care will be making full use of preventative strategies and service user involvement to reduce demand, and where treatments are needed, will use the highest value and low carbon alternatives.
8. The carbon cost of medications will be reduced by increased social prescribing, shared decision making and reduction of waste.

Progress and achievements to date, challenges and opportunities

- Our current energy and travel carbon footprint is 84% emissions from energy use and 16% emissions from business travel.
- It is these emissions that we intend to reduce to net zero by 2040.
- Our current plan takes us halfway to target (see chart below).
- Delivering significant carbon reductions will require the replacement of several old heating systems on various Trust sites.

CO_2

CNTW 2040 Carbon Reduction Plan

Actual carbon emissions to date

Do nothing

Estimated reduction in travel emissions

Estimated reductions from converting electricity to 100% renewable

Estimated reduction from Cedar project

Increase in carbon emissions spanning two years resulting from the acquisition of services in North Cumbria

Target (straight line trajectory)

Tyndall SBT Curve

Current expected future actual carbon emissions

Current Gap

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
1.1	Review travel and transport policy to support sustainable travel options, including an electric vehicle charging strategy. Review the provision of leases for diesel vehicles and increase number of electric Trust vehicles. Implement enhanced reporting of mileage.	NTW Solutions	December 2021	CDT-ClimateHealth via Sustainability, Waste and Transport Group
1.2	Continue to develop realistic plans to decarbonise the Trust energy infrastructure and close the existing "gap" to net zero carbon, reducing emissions to 8,000 tC02e by 2022 and ensuring responsiveness to any funding opportunities identified.	NTW Solutions	March 2022	CDT-ClimateHealth via Sustainability, Waste and Transport Group
1.3	Develop and implement an energy efficiency awareness campaign designed to deliver a 5% reduction in energy consumption.	NTW Solutions	October 2021	CDT-ClimateHealth via Sustainability, Waste and Transport Group
1.4	Establish a high-level service line and pharmaceuticals carbon accounting methodology.	Finance	March 2022	CDT-Business
1.5	Develop a carbon literacy awareness campaign, promoting carbon footprint calculators, developing training resources, reporting CNTW carbon data more widely.	CNTWClimateHealth Steering Group	March 2022	CDT-ClimateHealth

Facts, figures and other information

- Since 2007 there's has been a 27% reduction in Trust carbon emissions.
- Since March 2020 the Trust has purchased 100% renewable electricity.
- There is also a huge embedded carbon impact relating to the goods that we buy, currently excluded from our net zero plans.

What can we as individuals do today?

- Consider how we travel to work, and how we travel for work. Are there sustainable (low carbon) alternatives?
- Reduce your energy consumption by switching off lights and monitors/computers, and not over-filling the kettle when you are making a cup of tea or coffee.

CNTWClimateHealth Ambition 2. Training our clinical staff in the health and psychological impact of climate change, to better support anyone who is experiencing significant anxiety or grief caused by these issues.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

Our People | Sustainable Care Models

Reflecting on climate and ecological change will naturally generate difficult emotions and may exacerbate anxiety or grief. We can use our existing skills to become leaders in promoting the health benefits of tackling climate change, in understanding denial and in how to inspire positive behaviour change.

Goals to achieve by 2026

1. Staff deliver models of care which minimise the detrimental impact on both physical and mental health of air pollution, unhealthy lifestyles, extreme weather events, anxiety about climate change and lack of access to outdoor space.
2. Staff use psychologically informed approaches to promote positive behaviour change.
3. CNTW has developed training resources relating to the emerging field of "Climate Psychology".
4. There is a "CNTWClimateHealth Champion" within every team.

CNTW will support people to deal with trauma and anxiety linked to the changing world and work together to explore community and nature-based solutions, which encourage mental wellbeing.

Progress and achievements to date, challenges and opportunities

Discussions about climate and ecological change must be handled sensitively, as such an emotive issue can be overwhelming to some.

Many people are coping with immediate difficulties, challenges or worries and may not have the emotional space to think about how their actions now may impact on the future. Some may believe that climate change is exaggerated or fake news. Others may be consumed or overwhelmed with emotions such as guilt or grief and may develop unhealthy coping strategies to help with these feelings.

By setting up the CNTWClimateHealth programme, we hope to raise awareness of our duty to reduce the social and health impacts of climate change and to mitigate harm to future generations, to empower staff to take local actions and to develop a supportive community of people with a shared interest in sustainability.

Society is changing with increased awareness and acceptance of mental health and disability issues, and the younger generation who are just embarking on their careers will expect their employers to be serious about proactively tackling climate and ecological change.

Action Plan – what will we achieve by March 2022?

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
2.1	Continue to develop the staff network of CNTWClimateHealth champions by developing a role description and develop a range of monthly discussion events with a range of invited speakers.	CNTWClimateHealth Steering Group	September 2021	CDT-ClimateHealth
2.2	Implement a new award category for "CNTWClimateHealth" at the next Staff Excellence Awards.	Communications Team	June 2021	CDT-ClimateHealth
2.3	Design and provide a range of support materials to the "Working Together, Growing Together" programme, ensuring that sustainability is considered in the redesign of services and models of care.	Chief Operating Officer	September 2021	Working Together, Growing Together Steering Group
2.4	Design and implement a staff training package to raise awareness of the adverse impact to physical and mental health of climate and ecological change.	CNTWClimateHealth Steering Group	March 2022	CDT-ClimateHealth
2.5	Develop and deliver an air pollution awareness campaign.	NTW Solutions	September 2021	CDT-ClimateHealth via Sustainability, Waste and Transport Group

Facts, figures and other information

- There are approximately 40,000 deaths per year across the UK linked to air pollution.
- There is a known risk to the mental health of people who have experienced flooding or extreme weather events.
- Heatwaves in the period 2016-2019 led to more than 3,000 excess deaths in England.
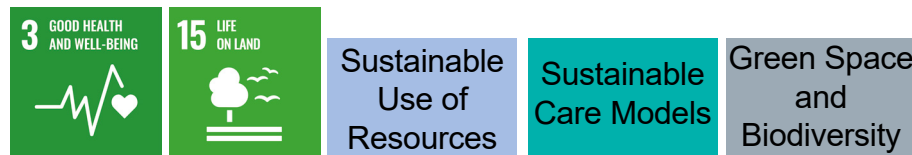
What can we as individuals do today?

- Learn about the causes and health impacts of air pollution, and the mental health impact of extreme weather events such as flooding.
- Reflect on how thinking about climate and ecological destruction affects you emotionally.
- Join CNTWClimateHealth conversations on Teams, Twitter and Facebook to engage with like-minded people.

CNTWClimateHealth Ambition 3. Making the most of our green spaces for service users, carers, staff and local communities to enjoy, encouraging biodiversity and connection with nature.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

3 GOOD HEALTH AND WELL-BEING | 15 LIFE ON LAND | Sustainable Use of Resources | Sustainable Care Models | Green Space and Biodiversity

Our green spaces can be enhanced to support the wellbeing of our service users, staff and local communities through initiatives such as tree planting and vegetable growing schemes, improving biodiversity, facilitating physical activity, delivering therapeutic activities and building communities.

Goals to achieve by 2026

1. Each main hospital site to have a regular, well attended site meetings with representation from staff, service users, carers and local communities to maximise the benefit and use of our land and buildings, incorporating local biodiversity plans.
2. Trust buildings are regularly accessed by local community groups and seen as a valuable community resource.
3. Natural capital accounting is well-embedded (example).
4. The Trust is seen as a leader in advocating the mental health benefits of nature and routinely build outdoor activities into care plans, upholding service users' human rights to access fresh air.
5. All wards have a walking scheme in place and access to cycling facilities. Funding opportunities for equipment are well developed.
6. All main sites have a well-embedded, funded allotment/food growing area, with service users and staff supported to access the space as appropriate.

Progress and achievements to date, challenges and opportunities

There are already some outstanding examples of using the outdoors and green space effectively across the organisation, including:

- The horticulture projects at Hopewood Park, Carleton Clinic and Northgate.
- Gardening activities on various inpatient wards.
- The Mother and Baby walking groups.
- Adapted cycling at Walkergate Park.
- Bike4Health initiative at St George's Park.
- The "A Weight Off Your Mind" walking routes on all main Trust sites.
- Tree planting at Ferndene.
- The allotment scheme in Fenham supporting service users who misuse substances.

We will build upon these firm foundations and develop plans to maximise the use of all our green spaces, and to explore how community services can integrate outdoor initiatives into models of care. We will look for opportunities to participate in researching the benefits of nature-based interventions and implement a "Green Spaces" advisory group.

Action Plan – what will we achieve by March 2022?

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
3.1	Work in partnership with ecology experts to develop an overarching Biodiversity Strategy.	NTW Solutions	March 2022	CDT-ClimateHealth
3.2	Implement a "Green Spaces" advisory group and develop a proposal for developing site-based meetings to maximise the environmental and socially conscious use of our main Trust sites by service users, carers, staff and local communities including the identification of suitable areas on each site for rewilding and tree planting opportunities.	CNTWClimateHealth Steering Group	September 2021	CDT-ClimateHealth
3.3	Develop a proposal exploring the benefits of using a natural capital accounting approach to measure the value of our green spaces.	CNTWClimateHealth Steering Group	March 2022	CDT-Business
3.4	Work with commissioners to explore funding opportunities to purchase equipment for service users to facilitate access to outdoor activities.	Commissioning and Quality Assurance	December 2021	CDT-Quality
3.5	Develop formal links with local authority partners to advocate the mental health benefits of improved access to green spaces in deprived urban areas and sustainable travel infrastructure.	Locality Groups	March 2022	CDT-ClimateHealth
3.6	Promote research into nature-based interventions	Research and Development Team	September 2021	R&D Committee

Facts, figures and other information

- In April 2021, staff, service users and volunteers planted 1,000 trees across a number of our sites to add to the NHS Forest.
- Interacting with nature can be not just enjoyable, but also beneficial to our mental health and wellbeing.
- Bee populations are dramatically declining, affecting the availability and diversity of fresh produce, affecting human nutrition.

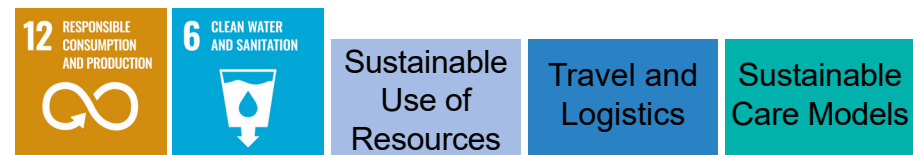4 QUALITY EDUCATION | 11 SUSTAINABLE CITIES AND COMMUNITIES | 13 CLIMATE ACTION

What can we as individuals do today?

- Learn about the health benefits of being outside in nature and notice how it affects your mood.
- Plant flowers that attract bees and other pollinators.
- Look for opportunities to connect with your local community.
- Understand how health inequalities can be exacerbated by lack of access to green spaces.

CNTWClimateHealth Ambition 4. Minimising waste as much as possible.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

6 CLEAN WATER AND SANITATION

Sustainable Use of Resources | Travel and Logistics | Sustainable Care Models

The NHS is a precious resource and faces unprecedented challenge from a growing, ageing population, workforce supply issues and the impact of climate change on health. Minimising waste in the system maximises NHS efficiency.

Goals to achieve by 2026

1. There will be an emerging culture across the health system of prevention, self-care and empowered patients.
2. Sickness absence will have reduced due to lower air pollution and active lifestyles.
3. Clinical pathways will deliver proactive, personalised care with 7-day access as appropriate which reduces health inequalities and minimises Did Not Attends, unnecessary appointments, hidden waiting lists and delayed transfers of care.
4. Inpatients will be admitted as close to home as possible to maintain existing community and support networks and reduce average length of stay.
5. Staff are trained to use therapeutic treatment models which are regularly evaluated using outcome measures to ensure effectiveness and identify variation.
6. Reduced waste volumes, energy and water consumption, single-use plastic and increased recycling rates.

Prevention Empowerment Value

Progress and achievements to date, challenges and opportunities

Due to a range of factors, there is lots of scope to improve the efficiency of the day to day business of the Trust. The Coronavirus pandemic has not only accelerated some efficient new ways of working such as the use of Teams virtual meetings and a platform for offering virtual consultations with service users, but also demonstrated that we can embrace significant change quickly, if need be.

Any review or redesign of clinical services should be conducted jointly with service users and carers, promoting prevention, self-care and empowerment. Care provided should be accessible, human rights based and genuinely personalised, reflecting what matters the most to the service user.

A culture of recording the use of therapeutic activities and interventions and measuring their effectiveness via outcomes should be promoted, with clinical services:

- identifying appropriate therapeutic techniques,
- ensuring that the workforce is appropriately skilled to deliver those interventions,
- establishing how their outcomes are best measured, and
- designing feedback reporting which engages clinicians.

Action Plan – what will we achieve by March 2022?

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
4.1	Reduce the use of single-use plastic across the Trust in line with the NHS Plastic Reduction Pledge and increase the provision of recycling bins across the organisation by at least 50%.	NTW Solutions	March 2022	CDT-ClimateHealth via Sustainability, Waste and Transport Group
4.2	Implement an annual travel survey to measure changes in the ways that staff travel to work and for work.	NTW Solutions	September 2021	CDT-ClimateHealth via Sustainability, Waste and Transport Group
4.3	Develop metrics to measure and report the benefits of efficiency initiatives such as (1) energy and water consumption, (2) the use of remote consultations, appointments not attended (DNA's), contacts, the effectiveness of therapeutic treatments and the identification of unwarranted variation.	(1) NTW Solutions (2) Commissioning and Quality Assurance	March 2022	(1) CDT-ClimateHealth via Sustainability, Waste and Transport Group (2) CDT-Business
4.4	Ensure proposed models of care minimise waste, are based upon the principles of prevention and empowerment and there is a communication plan in place to promote these principles.	Chief Operating Officer	December 2021	Working Together, Growing Together Steering Group
4.5	Ensure the staff health and wellbeing team are represented on the CNTWClimateHealth steering group to align sustainability and staff wellbeing objectives.	CNTWClimateHealth steering Group	July 2021	CDT-ClimateHealth

Facts, figures and other information

- Prior to the pandemic, over 650,000 business miles were travelled by CNTW employees each month (excluding travel to and from work).
- In the three months to June 2020, during the height of the pandemic's first wave, the business miles travelled by CNTW employees reduced by 75%, or the equivalent of nearly 50,000 working hours.
- Many appointments were converted to telephone or video consultations.

4 QUALITY EDUCATION 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION

What can we as individuals do today?

- Reflect on your interpretation of "prevention, empowerment and value" in both your personal life and in service delivery.
- Look for ways to refuse, reduce, recycle, repair, reuse more.
- Avoid using single-use plastic where possible.
- Take your own container and reusable coffee cup to staff cafés.

CNTWClimateHealth Ambition 5. Ensuring we consider the social and environmental impact of any decisions we make.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

10 REDUCED INEQUALITIES

Climate Change Adaptation | Capital Projects | Corporate Approach

Delivering value across the NHS has historically been measured in financial terms only, with the social and environmental impact of decisions often not fully understood or considered.

Goals to achieve by 2026

1. The "Triple Bottom Line" approach is well embedded across the organisations, and staff feel empowered and well-informed to articulate the social and environmental impact of proposals.
2. Services have a thorough understanding of the communities they serve, their demographics and health inequalities and ensure that service delivery and information is culturally appropriate.
3. Values-based procurement is in place, ensuring that the Trust has the flexibility and expertise to evaluate the sustainability of suppliers and to eliminate or minimise purchasing that has a detrimental environmental or social impact, for example through air miles, slave labour, or unsafe working practices.
4. Regional and local "Community Asset Mapping" is well embedded, well used and well maintained and there is an embedded culture of social prescribing.

Progress and achievements to date, challenges and opportunities

We must ensure that any decisions we make do not have any unintended negative consequences on our local communities, staff, service users and the environment – and basing decisions purely on cost overlooks these considerations. We also have emerging, interlinked initiatives across the Trust to:

- improve standards for those with learning disabilities or autism
- promote human rights,
- understand health inequalities,
- embed health literacy,
- provide accessible information,
- provide personalised care,
- ensure co-production and involvement,
- embed sustainability,
- encourage volunteering,
- advance equality and diversity and cultural awareness, and
- develop supportive staff networks.

Bringing these and any other relevant initiatives together and considering these issues from a staff, service user/carer and local community context is our "social contract" with our stakeholders.

Action Plan – what will we achieve by March 2022?

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
5.1	Review the existing business case process to add social and environmental considerations, ensuring guidance is available.	NTW Solutions	May 2021	CDT-Business
5.2	Work with partners to develop Asset Mapping across all areas served by the Trust (example) and promote social prescribing.	Locality Groups	March 2022	Working Together, Growing Together Steering Group
5.3	Develop and implement tools to enable services to understand fully the demographics of the population they serve and the profile of likely health inequalities and cultural differences, using the expertise of relevant staff networks and using a Human Rights based approach.	Commissioning and Quality Assurance	September 2021	CDT-Quality
5.4	The emerging organisational improvement plan includes initiatives such as volunteer schemes and health literacy objectives and explores our social responsibilities as set out on page 16.	Associate Director of Organisational Improvement	September 2021	CDT-Workforce
5.5	Explore values-based procurement and identify opportunities to review the environmental and social impact of current supply chains.	NTW Solutions	December 2021	CDT-Business

Facts, figures and other information

- Sustainable, people-focused public services are key to promoting wellbeing.
- Social value is an excellent way of ensuring local needs are addressed and money spent on public services does deliver maximum value.
- Links well with our Trust values of being caring and compassionate, respectful, honest and transparent.

4 QUALITY EDUCATION 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION

What can we as individuals do today?

- Recognise the power of the £ in your pocket and consider responsible personal spending based on what is important to you.
- Consider switching to an ethical bank.
- Notice where the food you buy comes from and how it's packaged.
- Reflect on what "community" means to you.

CNTWClimateHealth Ambition 6. Working with our partner organisations to ensure a co-ordinated regional response to the impact of climate change.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

| 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 17 PARTNERSHIPS FOR THE GOALS | Corporate Approach | Climate Change Adaptation |

We aspire to be the "Greenest" NHS region and we can only achieve this by partnership working towards a shared goal of sustainable healthcare delivery and resilience against the effects of climate and ecological change.

Goals to achieve by 2026

1. There is a mature, system-wide, Board approved Climate Change Adaptation Plan in place.
2. The Trust has close working relationships regarding sustainable development with relevant local system partners e.g. local authorities, the police, public health, universities, other health organisations etc.
3. The Trust lobbies and influences at a regional level for joined-up solutions to local issues and advocates for improved access to green spaces in urban areas, to reduce health inequalities.
4. The Trust has a named Adaptation Lead.
5. The risks of climate and ecological change are well understood and appropriately recorded, mitigated and measured in the Trust's risk assurance processes.
6. There are well co-ordinated joint responses to localised extreme weather events.

Progress and achievements to date, challenges and opportunities

We cannot deliver our net zero ambition alone – we must work with local partners to redesign and decarbonise local infrastructure. Examples of community initiatives benefitting all local organisations include:

- Sustainable and active travel options for urban areas.
- Improved public transport particularly in rural areas
- Potential community heating systems.
- Shared data centres.
- Joint initiatives to improve staff wellbeing.
- A shared understanding of the adaptation approaches needed to ensure our infrastructure can cope with an increased temperature range and more frequent extreme weather events.

Action Plan – what will we achieve by March 2022?

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
6.1	Increase our organisational influence in the ICS-wide Sustainability Group, ensuring that the mental health and disability perspective is heard. Consider how CNTW can engage with and lobby local partners and identify appropriate topics to improve local systems.	CNTWClimateHealth Steering Group	March 2022	CDT-ClimateHealth
6.2	Complete system level Climate Change Risk Assessment with partners including those within the ICS	Deputy Chief Operating Officer	December 2021	CDT-ClimateHealth
6.3	Ensure CNTW participation in local Climate Change networks across the entire geographic spread of the organisation.	CNTWClimateHealth Steering Group	December 2021	CDT-ClimateHealth
6.4	Climate and Ecological change risk factors are described and added to the risk appetite framework. A relevant risk is added to the Board Assurance Framework.	Deputy Chief Executive	December 2020	CDT-Risk
6.5	Develop a Climate Change adaptation plan based on local projections.	NTW Solutions	March 2022	CDT-ClimateHealth

Facts, figures and other information

- The region has experienced a number of severe weather events in recent years, e.g. "Beast from the East", "Thunder Thursday".
- These type of events are expected to increase.
- To ensure we are prepared for these events we will need to work closely with our regional partners.

| 4 QUALITY EDUCATION | 11 SUSTAINABLE CITIES AND COMMUNITIES | 13 CLIMATE ACTION |

What can we as individuals do today?

- Look into how your local council is addressing climate and ecological change.
- Understand the risk of flooding, sea level rises, heatwaves and other extreme weather events to your local area. How would the existing infrastructure cope?
- Get involved in local campaigning and networks.

CNTWClimateHealth Ambition 7. Using our influence to support national and international policymakers in responding positively to the challenges to health posed by climate change.

Why did we choose this ambition, how does it support the UN Sustainable Development Goals and which SDAT categories does it link to?

Corporate Approach

As a large NHS organisation rated "Outstanding" by the Care Quality Commission, we hope to influence the development of policies which improve wellbeing, promote sustainable healthcare and address the health impacts of climate change.

Goals to achieve by 2026

1. Close working links with organisations such as NHS England/ Improvement, Royal Colleges, professional bodies and sustainable healthcare organisations such as Healthcare Without Harm.
2. CNTWClimateHealth is considered a leading provider in the development of sustainable mental health and disability models of care.
3. CNTW has representation at various sustainability committees or professional and other relevant bodies.
4. CNTW representatives are regularly invited to speak at relevant national and international conferences.
5. CNTWClimateHealth has a strong advocacy social media presence.
6. CNTW Green Plan is seen as a best practice example.

Progress and achievements to date, challenges and opportunities

We have an opportunity to use our influence and reputation wisely, to support improvements in mental wellbeing, to reduce health inequalities and to ensure that the most vulnerable people in society are not disproportionately affected by the impact of climate and ecological change.

CNTW can influence the sustainable development agenda at national and international level by:

- seeking opportunities to speak at conferences,
- submitting articles and letters to journals,
- understanding best practice and keeping up to date with the latest science,
- having established links with sustainability leads in national organisations,
- the appropriate use of social media,
- developing information and resources to be made available across the national health system.

Action Plan – what will we achieve by March 2022?

Ref	Action	Who is responsible for delivering this action?	When will this action be complete?	How will we monitor progress against this action?
7.1	Ensure that CNTW has systems in place to identify and respond appropriately to any relevant local, regional, national or international consultations.	CNTWClimateHealth Steering Group	March 2022	CDT-ClimateHealth
7.2	Consider the benefits of membership of Healthcare Without Harm	CNTWClimateHealth Steering Group	September 2021	CDT-ClimateHealth
7.3	Undertake an exercise to understand NHS England/ Improvement, Royal College and professional bodies approaches to sustainability, identifying opportunities for CNTW involvement.	CNTWClimateHealth Steering Group	September 2021	CDT-ClimateHealth
7.4	Continue to develop the CNTWClimateHealth social media presence by increasing posts and engagement with posts.	CNTWClimateHealth Steering Group	March 2022	CDT-ClimateHealth
7.5	Provide opportunities for students to complete sustainability improvement projects when on placement at CNTW, ensuring that any carbon reduction benefits are quantified and reported alongside any other social or environmental benefits.	Medical Education and Safer Care	January 2022	CDT-Workforce

Facts, figures and other information

- We believe that we are the first mental health and learning disability trust to declare a climate and ecological emergency
- We are part of the NHS Net Zero System Leadership Group.
- During 2020, CNTW representatives spoke at a number of events held by the Royal College of Psychiatrists.

What can we as individuals do today?

- Look into research and quality improvement opportunities related to sustainability.
- Respond to conversations and consultations within your professional bodies relating to sustainability.
- Spread the word about any sustainability ideas you have.
- Use your sphere of influence to highlight the health impact of climate change.

Key Drivers for Change

The decision to declare a climate and ecological emergency arose partly from the ideas of staff within CNTW who are passionate about delivering sustainable healthcare. We have a duty to ensure that the health impacts of climate and ecological change are addressed and that the care we provide today does not affect the ability of future generations to meet their needs.

Our future service users, staff and communities depend upon us doing the right thing and taking meaningful action now.

The actions within this Green Plan meet all regulatory and legislative requirements, healthcare specific guidance, elements of the NHS Long Term Plan and all relevant contractual and operational requirements.