



St Andrew's Healthcare
Green Plan 2025 - 2028

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Executive Summary

The Green Plan 2025 is a continuation of the 2022 plan, where we, St Andrew's Healthcare, set out our commitments towards becoming a greener and more sustainable Charity.

The goals outlined in this plan are designed to be met by the year 2028, supporting our wider commitments to be Net Zero Carbon by 2035 in Scope 1 and 2 emissions and to have a net zero supply chain by 2045.

This revision supports our original commitment to delivering sustainable healthcare for our service users, employees, the local community and to reduce its impact on the wider environment. St Andrew's Healthcare recognises our role in supporting the NHS to meet its target of becoming a net-zero healthcare system by 2045 and to comply with the NHS Net Zero Supplier Roadmap published in 2022.

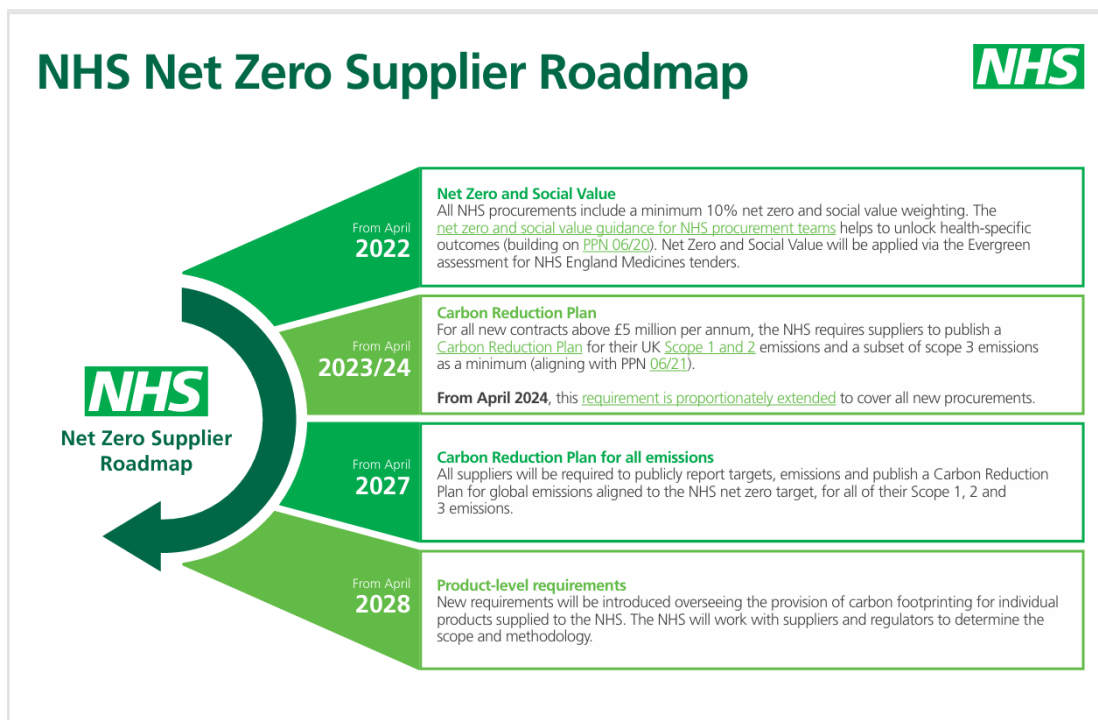


Figure 1: NHS Net Zero supplier roadmap

In the three years since the Green Plan was published, we have achieved excellent progress and have delivered on projects that have helped us to pave the way for 2030 and beyond. As of financial year 2024/25, we have achieved a reduction of 38% in our carbon emissions since our baseline year of 19/20 and 24% since 2022 when the first Green Plan was published. We are currently ahead of target and have reflected these changes in our most recent Carbon Reduction Plan by increasing the target.

About us

St Andrew's is a charity that provides specialist mental healthcare for people with complex mental health needs. Our purpose is hope. Our vision is a society in which everyone living with complex mental health need should be heard, valued and have hope for their future.

Our part in achieving this vision is our mission – to help people with complex mental health needs transform their lives. This is our Hope Strategy where we will:

- Champion people with complex mental health needs
- Be a specialist provider of care and excellence
- Be an expert in delivering great services and sharing our expertise
- Enable this through IT, new business, our estate and finance.

Our strategy



Figure 2: Our Hope Strategy

The Green Plan strengthens our Hope Strategy through its dedication to our core values and ongoing efforts toward sustainability and responsibility, helping us reduce our impact while supporting our patients, staff, and community.

Our main campus is located in Northampton with hospitals also in Birmingham, Essex and Nottingham. The main Northampton hospital building was built in 1835 when St Andrew's Healthcare was established. The listed building still exists today within the 140 acre grounds. St Andrew's Healthcare is a charity providing specialist mental healthcare for patients with some of the most complex, challenging mental health needs in the UK. We provide care across a number of [services](#), including [Men's Mental Health](#), [Women's Mental Health](#), [Neuropsychiatry](#), [Autistic Spectrum Disorder](#) and [Learning Disability](#), with the majority of our patients referred to us via the NHS.

St Andrew's Healthcare is fully licensed by NHS Improvement and fully registered by the Care Quality Commission (CQC) to provide regulated activities and healthcare services.

Our Vision

In the three years since our Green Plan 2022 was published, we have seen unprecedented levels of change around the world. From increasing extreme global weather events, displacement and conflict, these all contribute to emerging risks. We have witnessed and felt the impacts of rising energy costs since the energy crisis in 2021. The cost of living crisis continues to affect inflation and costs for businesses and people everywhere and we have experienced the hottest year ever recorded in 2024.

Our vision continues to be one that embeds our goals to reduce emissions and environmental impact across the organisation. Now, more than ever it is important to strive for ambition, deliver on decarbonising the estate and being a leading healthcare provider that inspires hope for our service users and for our employees.

This strategy is underpinned by our core values of:



We lead and live by our CARE values...



Figure 3: Our core values

Our Aim

We aim to reach net zero carbon emissions in our operations (scope 1 and 2) by 2035 and a net zero supply chain by 2045. We have publicly pledged to meet these targets as part of the voluntary initiative by the Independent Healthcare Providers Network (IHPN).

Our progress so far

Since the Green Plan 2022 was published, we have made some significant progress in reducing our carbon footprint and delivering impactful projects across the organisation. This is a great achievement, but we recognise there is still a long and ambitious journey ahead to reach our commitments for 2035 and 2045.

This Plan will help us monitor and track progress towards this commitment by setting clear actions and SMART goals to achieve by 2028.

To highlight some of the excellent work already achieved, we have outlined some of the key projects delivered below:

- ✓ **LED lighting Upgrades:** In March 2024, we completed phase one of our LED project, upgrading William Wake House, Malcolm Arnold House and our Birmingham site to LED

lighting. Sensor controlled LED lighting in these buildings is estimated to make 1.2MWh reduction in electricity per year, saving c.200 (t) CO₂e (using 2025 carbon factors). Overall, 36% of our Estate including all sites have full LED, with 50% of buildings having partial LED lighting. This is excellent progress and we will continue to upgrade the remainder of the estate.

- ✓ **Boiler replacements:** We have replaced old, inefficient boilers with new, energy efficiency condensing boilers across William Wake House and Smyth House in 2023/2024 and in Spencer and Isham House in 2025. These upgrades save an estimate of 720,000kWh per year compared to the previous gas consumption and demand of the old boilers. Using 2025 carbon factors, this is the equivalent of around 128 (t) CO₂e saving. We are currently underway with our decarbonisation plan which will include feasibility studies and solutions for low carbon technology in buildings for when gas-based assets come to their useful end-of-life.
- ✓ **Telephony upgrade:** We made significant improvements to our telephony supporting our digital transformation. We reduced the number of desk phones by 65% by switching to Teams for non-clinical and back-office staff. Remaining phones were replaced with newer, more energy efficient models. Overall, this project has made considerable energy reductions, saving around 67,300kWh per year, equating to approximately 14 (t) CO₂e.
- ✓ **Building Management System Optimisation:** We continuously work on the optimisation of our BMS, ensuring it is working for us and enables us to make pro-active decisions to ensure our buildings are performing efficiently whilst meeting the needs of our service users and staff. Since 2022, hardware upgrades and strategy enhancements, together with settings adjustments have been implemented alongside temperature and occupancy timing reviews. Improvements to Malcolm Arnold House inverters and controllers, connecting 80 Billing Road and replacing controllers in Support Services Building are a few examples of measures delivered. This work combined is expected to save around 240,000kWh of energy and 43 (t) CO₂e per year (using 2025 carbon factors).
- ✓ **Silver Accreditation:** We achieved Silver Accreditation for the Investors in the Environment audit in 2025. This is a big achievement for the Charity as it recognises the great work we are doing to reduce our carbon emissions and environmental impact. Our resource data (energy, water, waste, travel) including action plans and our Environmental Management System is reviewed annually to provide evidence of our progress and how we plan to continue making improvements. The next step will be working toward Green Accreditation.

- ✓ **New Policy:** Improving on our sustainability Governance, a new and updated Environment Policy was implemented in 2025. This policy covers and holds us accountable to our environment, energy and sustainability commitments, responsibilities and ambitions. The Policy is available to view on our website [here](#).
- ✓ **Biodiversity:** We planted more than 100 sapling trees in 22/23 as part of the Queens Green Canopy Project at our Northampton site. In February 2025, we partnered with Anglia Ruskin University to collaborate with students on a phase 1 habitat survey of our Northampton grounds. This project offered students real world experience whilst providing invaluable outputs for us to support us in our development of biodiversity management planning.

A closer look at our carbon footprint

Since our baseline year of 2019/20, we have reduced our carbon footprint by 38% - around 4,500 (t) CO₂e saved – as of the most recent annual report in 2024/25. This is a significant achievement in itself, and that we are currently ahead of our projected target to get us to Net Zero by 2045/46 (Figure 4).

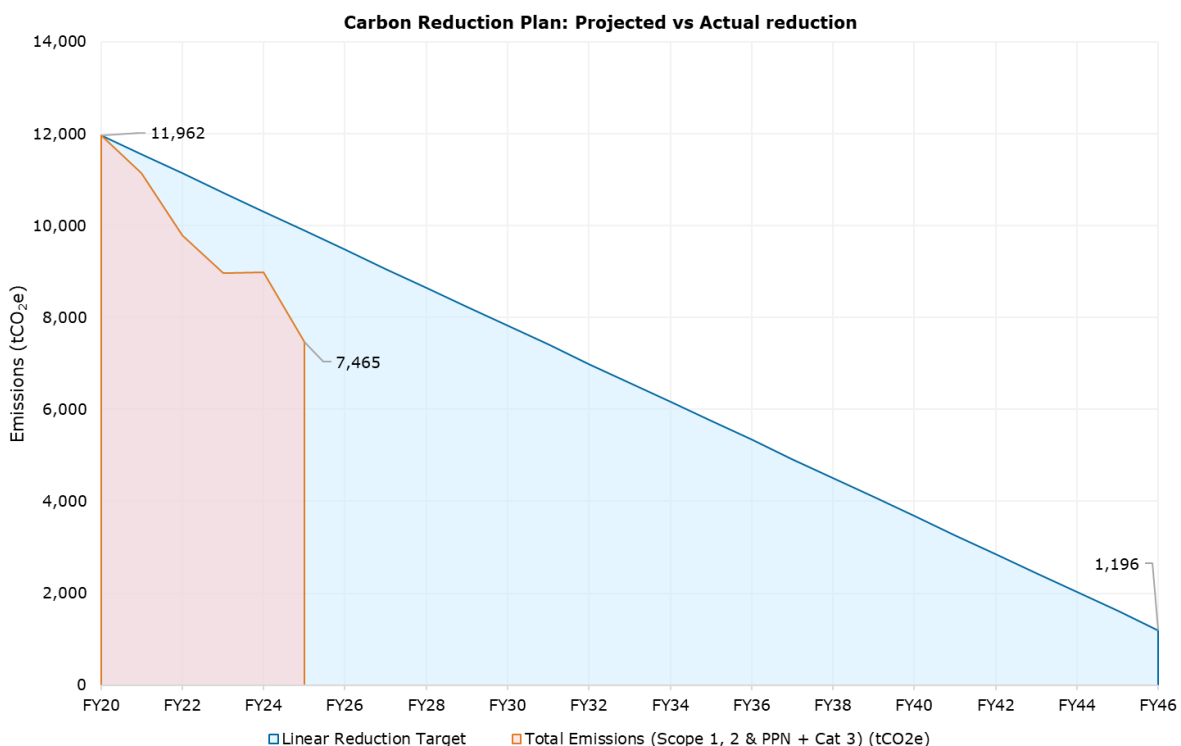


Figure 4: Carbon Reduction Plan. Does not include water carbon emissions.

Our carbon footprint includes reporting on Scope 1, Scope 2 and limited Scope 3 emissions. Scope 3 is limited as per requirements of PPN06/21 for all NHS Suppliers. Water is not included in PPN06/21, but as of 24/25, we have started to include this within our internal carbon

emissions reporting for greater visibility and accountability – but it is excluded from the Carbon Reduction Plan (Figure 4). We can see the progress of year on year carbon emission reduction compared to the baseline in Figure 5.

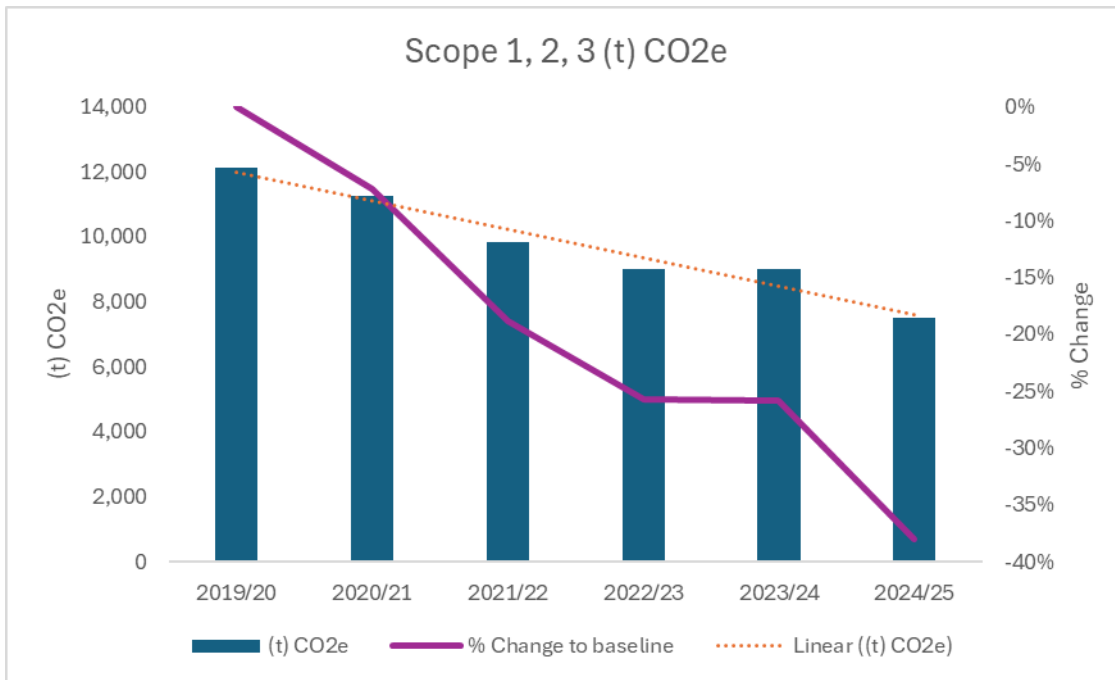


Figure 5: Year on year carbon emissions compared to baseline 19/20. Includes water carbon emissions.

Table 1 below outlines each category included within these three scopes and the total annual carbon emissions for each in 2024/25.

Table 1: Breakdown of emissions categories and totals for 2024/25

2024/2025	
Carbon Emissions Source	(t) CO2e
S2 Electricity	2209
S1 Gas	3328
S1 Oil	30
S1 F-Gas	294
S1 Business Travel	116
S3 Electricity T&D Loss	195
S3 Upstream transport and distribution	71
S3 Waste generated in operations	5
S3 Business travel	164
S3 Employee commuting*	1029
S3 Water	45
S3 Business Travel Accommodation	26
*now includes WFH.	

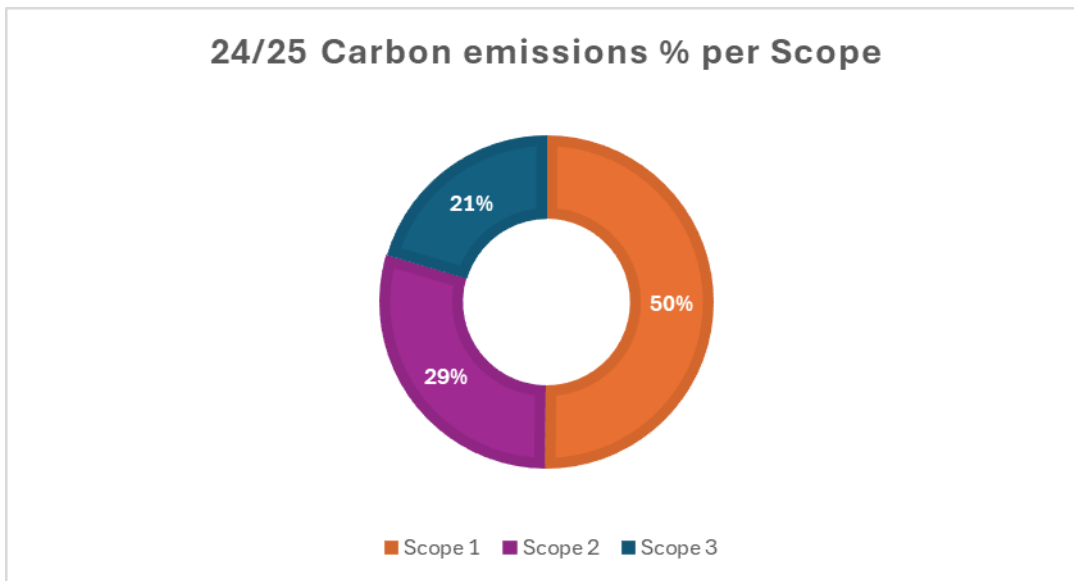


Figure 6: Breakdown of emissions by Scope 24/25

The reduction in emissions is attributed to a variety of different reasons. Mostly, this has been achieved through energy efficiency improvements and upgrades across our estate including LED lighting, improvements to our heating, ventilation and air conditioning (HVAC) systems and BMS, and better technology deployed across departments. We have also had improvements in data quality and reporting, providing a better and more accurate representation of our operations and impacts. Alongside ongoing organisational efforts, there have also been changes to the Government Carbon Emission Factors that are used to calculate an organisations carbon footprint, and the greening of the electricity grid.

Scope 3 contains more voluntary categories and is the largest scope for the majority of organisations as it includes procurement and the supply chain. This is currently not included in our footprint, but we have set out goals to help us reach our target of delivering a net zero supply chain by 2045.

1.1 At a regional glance

Our Net Zero targets are set based on an organisational wide approach. Our mandatory and voluntary carbon emissions reporting therefore combine the operations of all of our sites, producing our total carbon footprint and reduction plan.

We believe it is important to include a regional breakdown of our carbon footprint for further transparency and clarity when attributing our emissions relative to our sites. Northampton is a much larger site and contributes to the majority of our carbon emissions across all three scopes (Figure 7). A closer look at the three scopes across the regional sites helps us to identify

the primary sources of emissions. For example, we can see that the majority of St Andrew's Healthcare's emissions can be attributed to scope 1 at Northampton, but as Birmingham's primary energy source is electricity, we can see that scope 2 emissions account for the majority of Birmingham's carbon footprint (Figure 8).

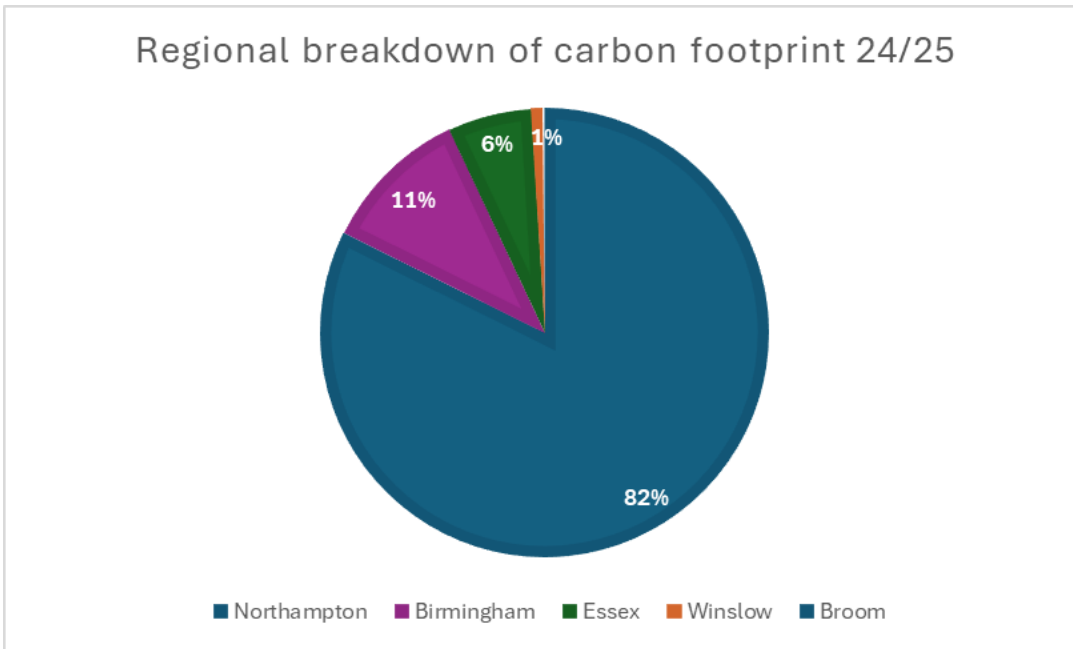


Figure 7: Split of the total carbon footprint per regional site 24/25

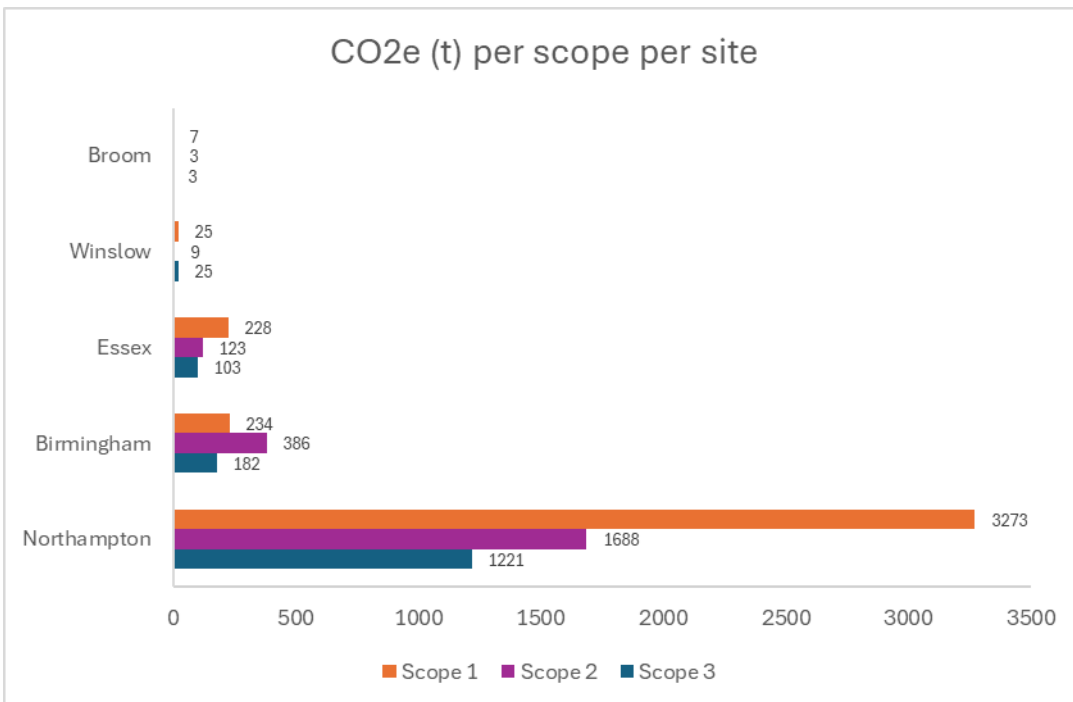


Figure 8: Breakdown of carbon emissions per scope at each site 24/25

The breakdown of categories within each scope when reviewing the regional carbon footprint, uses a combination of actual and estimated data due to how we currently collect and report at an organisational level. The estimated data is based on the total footprint allocated to the % of the annual FTE per site for 24/25 (Table 2).

Table 2: Breakdown of categories included within carbon scopes per site

2024/2025						
Carbon Emissions Source	(t) CO2e					
	Total	Northampton	Birmingham	Essex	Winslow	Broom
S2 Electricity	2209	1688	386	123	9	3
S1 Gas	3328	3028	113	157	23	7
S1 Oil	30	30	0	0	0	0
S1 F-Gas	294	122	109	63	0	0
S1 Business Travel	116	93	12	8	2	0
S3 Electricity T&D Loss	195	141	40	13	1	0
S3 Upstream transport and distribution	71	57	7	5	1	0
S3 Waste generated in operations	5	4	0.56	0.33	0.04	0.00
S3 Business travel	164	132	17	11	3	0
S3 Employee commuting*	1029	829	109	70	19	2
S3 Water	45	37	5	2	0	0
S3 Business Travel Accommodation	26	21	3	2	0	0

*now includes WFH.

Data unavailable per region, organisation wide only. Calculated on a FTE % basis.

Areas of focus

Our areas of focus, or priorities, continue on from the Green Plan 2022 with updated objectives and actions within each area. These focus areas are aligned with the NHS Green Plan guidance.

Our objectives and key results are summarised below. SMART targets have been developed for each objective across supporting action plans.

	Objective	Key Results
Workforce and System Leadership	To support staff and leaders to learn, innovate and embed sustainability into everyday actions.	We will establish a Sustainability Working Group to oversee the delivery of the Green Plan by 2027.
		We will aim for 10% of employees to complete the E-Module sustainability training in 26/27 and 20% by 27/28 through active promotion and top-down support.
		We will include sustainability in the corporate induction with support from the Green Champions network.

Digital Transformation	Objective	Key Results
	Embed sustainability into our Digital Transformation to reduce emissions	<p>To upgrade the network for greater capacity, connection and energy efficiency by 2028.</p> <p>To include digital sustainability requirements into Digital and IT contracts and bids.</p>
Travel and Transport	Objective	Key Results
	Reduce pollution and emissions from travel and transport	Ensure EV charging provision remains aligned with staff demand and organisational size through an annual review of charger utilisation, workforce projections, and site needs.
		Annually assess fleet needs to guide a practical and sustainable transition to electric vehicles.
		Introduce EV journey requirements into all taxi contracts awarded by 2028.
Promote and increase active and public transport by completing 4 campaigns per year.		
Estates and Facilities	Objective	Key Results
	To reduce operational carbon emissions and environmental impact of our estate	Reduce our carbon emissions by 45% by 2028 compared to baseline emissions
		Increase recycling rate to 35% by 2028 by implementing measures in the Waste Action Plan
Embed decarbonisation into Estates Masterplan to futureproof resilience and meet net zero targets		
Supply Chain and Procurement	Objective	Key Results
	To embed sustainability into our supply chain and Procurement	<p>Include sustainability requirements in tenders and contracts across all categories by 2028</p> <p>Develop a carbon emissions baseline for category 1 by 2027</p>
Food and Nutrition	Objective	Key Results
	Deliver high-quality, healthy and sustainable food and minimise waste	Reduce food waste by 10% by 2028 through improved data quality and efficient ordering processes.
Increase uptake of plant-based meals on the main menu		

		Integrate sustainability into food and nutrition governance by embedding requirements in procurement and pursuing recognised industry accreditation by 2028
Climate Adaptation	Objective	Key Results
	Improve the organisation's approach to climate adaptation	To develop the Climate Change Risk Assessment by 2028 To increase education for staff and senior leaders on Climate Change and Adaptation through 20% of staff completion of E-Learning by 2027

Workforce and system leadership

The commitment and transition to becoming a Net Zero Carbon organisation is driven by our people and accountability through strong Governance. This includes top-down support from our Executive teams and a bottom-up approach to empower all staff through training and education.

It is essential that we implement a formal governance structure to ensure we are transparent, motivated and accountable for delivering on the Green Plan and any supporting sustainability ambitions. This is why appointing a responsible officer for sustainability at Executive level, accountable for clinical and non-clinical departments, is our number one objective in this focus area. Through this formalised structure, we will increase our collaboration, co-production and understanding of the importance in being a sustainable organisation and meeting our commitments. Strong leadership is fundamental to delivering the Green Plan and by supporting our staff through training, education and engagement, we are empowering all staff to be leaders.

Progress update

Since the Green Plan 2022, we have made some good progress in this area, primarily through strategic decisions.

We have:

- ✓ Adopted a new Energy, Environment and Sustainability Policy, providing the overarching Governance for all supporting strategy, action plans and reporting. The policy strengthens our accountability, ensuring that our Leaders embed and distribute the policy amongst their relevant teams.

- ✓ Relunched the Green Champions staff network. We took the decision to rebrand our Energy Champions to Green Champions to provide a clearer message that the network is for anyone interested across all elements of environmental and sustainability. The next step of the re-launch is to grow the network through a recruitment campaign.
- ✓ In 2024, we recruited a Net Zero and Sustainability Manager, dedicating resource to enhancing, monitoring and delivering on our decarbonisation and sustainability projects and strategy.
- ✓ Refreshed the E-Learning training module to update to the latest information and data of our organisation’s sustainability performance, and to enhance it by adding contextual information of climate change awareness, net zero carbon and sustainability, to help increase employees of what these key terms and concepts mean and its importance to the Charity.
- ✓ We recruited an Estates Property and Workplace Analyst to work with our Head of Estates Strategy on the optimisation of our usage of building assets, fundamental to the development of the Estates Masterplan.

These achievements have contributed to us achieving most of the ambitions we committed to in 2022, however, we recognise that there are still areas needed to improve and have therefore included them in this update with the addition of SMART targets for greater tracking and accountability.

2025 – 2028 Objectives, Key Results and Actions

1.1. OKR

Workforce and System Leadership	Objective	Key Results
	To support staff and leaders to learn, innovate and embed sustainability into everyday actions.	We aim to establish a Sustainability Working Group to oversee the delivery of the Green Plan during FY 26/27.
		We will aim for 10% of employees to complete the E-Module sustainability training in 26/27 and 20% by 27/28 through active promotion and top-down support.
We will include sustainability in the corporate induction with support from the Green Champions network.		

1.2. Actions and KPI's

Action	Measurement
Achieve a 10% employee completion of the sustainability E-module in 26/27 and 20% by 27/28	<ol style="list-style-type: none"> 1. Insights taken from E-Learning platform of the number of completions per year 2. Number of communications sent to promote and encourage staff to complete the module
To attend the networking lunch at 75% of the total corporate induction days per year	<ol style="list-style-type: none"> 1. The total number of induction sessions attended by Green Champion or other staff representatives. 2. Number of sign-ups to Green Champions (to have sign-up register at the session)
To establish a Net Zero and Sustainability Working Group by the end of FY 26/27 to provide ongoing oversight and monitoring of Green Plan and sustainability objectives.	<ol style="list-style-type: none"> 1. Terms of Reference approved and group established by March 2027. 2. Working Group meets 6-weekly basis once implemented. 3. Project action log maintained and performance insights produced for annual reviews.
By 2028, we will embed sustainability into our Project Governance framework by ensuring it is a consideration at project initiation and a key factor in impact assessment and prioritisation	<ol style="list-style-type: none"> 1. Governance and process implemented within the PMO team.

Digital Transformation

The world of technology and digital innovation is moving rapidly, transforming the healthcare sector and in our daily life. At St Andrew's Healthcare, digital transformation offers significant benefits, and we must ensure that sustainability is embedded within our strategic development and digital service delivery to reduce emissions associated with our digital footprint where possible.

Progress update

An updated digital strategy is in development to reflect the fast-paced innovation of AI technology, and how we can optimise our digital transformation to support us in being an Enabled and Leading Provider. During this development stage, sustainability will be part of the stakeholder engagement process to ensure that the new strategy aligns with the Green Plan and the actions outlined below.

Whilst we have more progress to make in our Digital Transformation for improvements to our efficiency in resources such as equipment, paper and devices, we have implemented several practices and continuously improve our service delivery, including:

- ✓ We have reduced printers across the estate with the goal of reaching 1/3 reduction by the end of 2026 to enable the reduction of printing.
- ✓ Have a robust and well-established process in place for Waste Electrical and Electronic Equipment (WEEE), ensuring that any IT and digital equipment follows the most sustainable disposal route, avoiding any landfill. All equipment undergoes this process by our IT team, where it is then taken by a designated WEEE contractor to sort into refurbishment or recycling.
- ✓ Only purchasing remanufactured laptops instead of buying brand new since 2022, equating to c.600 laptops per year. This reduces virgin materials, resources and embodied carbon emissions.
- ✓ Transitioning from onsite server rooms containing physical hardware that requires high energy consumption for power and cooling, to offsite cloud-based server farms.
- ✓ Completing an upgrade to telephony as previously mentioned in the report, saving energy, emissions and costs.

For the next three years, the focus for our Digital Transformation will be upgrading our network across the Charity which is a significant and large project that will provide us with greater capacity and efficiency.

2025 – 2028 Objectives, Key Results and Actions

1.1. OKR

	Objective	Key Results
Digital Transformation	Embed sustainability into our Digital Transformation to reduce emissions	To upgrade the network for greater capacity, connection and energy efficiency by 2028.
		To include digital sustainability requirements into Digital and IT contracts and bids by 2028.

1.2. Actions and KPI's

Action	Measurement
Reduce digital carbon footprint of email storage through implementing efficiency processes such as a retention policy of deleted items by 27/28.	<ol style="list-style-type: none"> 1. To obtain a baseline of carbon emissions provided by One Advanced and subsequent reports to measure performance of measure(s) implemented 2. Implementation of tools within software that minimise data retention to appropriate levels.
Reduce printing across the organisation by 50% by 2028	<ol style="list-style-type: none"> 1. Data analytics produced from printing portal extracted into custom monthly printing report that monitors number or prints per cost centre. 2. Policy development (inclusive of data protection, audit and risk) and implementation by 2028 to restrict non-essential printing 3. Reduction of assets (printers) across the organisation compared to 2025/2026 4. Number of behaviour and information awareness communication campaigns to promote reduction in printing distributed per year

Travel and Transport

Emissions from the transport sector contribute 30% of the UK's greenhouse gas emissions (as of 2024). Transport emissions also contain pollutants that contribute significantly to air pollution and are harmful to human health. In 2023, transport was responsible for 49% of Nitrogen Dioxide and a combined 46% of particulate matter¹. These pollutants can cause, or worsen, cardiovascular and respiratory illnesses and diseases. The Royal College of Physicians released a report in 2025 evidencing that around 30,000 deaths per year in the UK are estimated to be linked to air pollution, costing between “37 and £50 billion to the economy through healthcare costs, productivity losses and reduced quality of life².

With significant impacts and constraints on the healthcare sector, the NHS has published its [Net Zero travel and transport strategy](#) which sets out pathways to decarbonise its fleet. Here at St Andrew's, we recognise the importance of reducing harmful emissions contributing to climate change and to public health. Our priority remains to transition our fleet to electric and low carbon vehicles, reduce the miles travelled in single occupancy vehicles for business travel, encourage sustainable commuting for staff and ensuring that our service users have access to safe and sustainable travel choices.

Progress update

In our 2022 Green Plan, we set out a number of priorities and ambitions to reduce our travel and transport related impacts. We have made good progress towards these; in some cases we have met or exceeded our ambitions and in other areas we continue to make good progress. Below outlines some of the key measures we have taken and a status update:

- ✓ Developed our Travel Plan and associated action plan to deliver a range of social, environmental, economic and health benefits. It covers three key areas of business travel, patient transport and employee commuting.
- ✓ Developed our Business Travel Hierarchy as part of the Travel Plan implementation.
- ✓ Conducted our first annual employee commuting travel survey, improving our data quality for calculating our carbon footprint of employee travel and obtaining key insights into current and future travel choices for staff.
- ✓ Refurbished two electric buggies bringing our total buggy fleet to six. These two additions support the Physical Healthcare Team to travel across the Northampton site

¹ [Domestic air pollution emissions from transport \(GOV.UK\)](#)

² [RCP: 'A breath of fresh air' \(2025\)](#)

when attending patient appointments or emergencies, arriving much quicker than on foot but without the impact of vehicle emissions.

- ✓ Signed a pledge with West Northamptonshire Council to work in partnership with them and other local stakeholders to promote and encourage bus use in the area.
- ✓ In partnership with Stagecoach (Northampton), we are now able to offer our staff the same NHS 10% discount on bus travel.
- ✓ Continue to run our Cycle 2 Work scheme. We have seen a decline in sign-ups year on year and have therefore set a new SMART goal in this plan to promote the uptake of the scheme.
- ✓ Continue to run our EV salary sacrifice scheme in partnership with Octopus.
- ✓ Progressing with a phased approach to transition to an electric and low carbon vehicle fleet. A phased roll-out enables us to be financially sustainable as we ensure that we balance the needs of our environment with our business operations. The first seven vehicles are expected to join the fleet in 2026. These new vehicles will save an estimated 26 (t) CO2e per year (scope 1).
- ✓ We have not increased the number of EV chargers since 2022, but this will change in response to the above measure. EV chargers for staff also needs to be addressed and is included in our SMART actions below.

2025 – 2028 objectives, key results and actions

1.1. OKR

	Objective	Key Results
Travel and Transport	Reduce pollution and emissions from travel and transport	Ensure EV charging provision remains aligned with staff demand and organisational size through an annual review of charger utilisation, workforce projections, and site needs.
		Annually assess fleet needs to guide a practical and sustainable transition to electric vehicles.
		Introduce EV journey requirements into all taxi contracts awarded by 2028.
		Promote and increase active and public transport by completing 4 campaigns per year.

1.2. Actions and KPI's

Action	Measurement
<p>Develop a baseline (25/26) for car journeys taken for business travel, and reduce by 4% year on year through communications and promotion of the business travel hierarchy</p>	<ol style="list-style-type: none"> 1. Baseline data for business travel car journeys completed by March 2027. 2. Mileage expense data collected and analysed quarterly 3. % reduction in car journeys compared to baseline (annual review) 4. Number of campaigns and communications issued promoting the travel hierarchy
<p>Develop and implement a Fleet Transport and Efficiency Policy, inclusive of the travel hierarchy, anti-idling and guidance and definition of “essential and non-essential journeys”, by the end of 26/27, and achieve organisation wide adoption and compliance by 27/28</p>	<ol style="list-style-type: none"> 1. Essential journey and anti-idling guidance developed and issued by end of 26/27 and shared via comms channels. 2. Fleet Efficiency Policy developed and implemented organisation wide, inclusive of the new guidance (measure 1) and existing travel hierarchy by 26/27. 3. Annual checks per fleet user departments beginning 27/28 to assess and review adoption of the policy. 4. To repair and utilise the buggy fleet at Northampton by end of 26/27 and distribute to teams that frequently travel across campus with goods (restricting ability to walk) to use instead of personal or ICE fleet vehicles. 5. Annual reporting and monitoring of total litres of fuel purchased per year to review reduction in fuel and carbon emissions for fleet.

<p>Reduce carbon emissions from commuting by 5% by 2028 compared to a 24/25 baseline.</p>	<ol style="list-style-type: none"> 1. Carbon emissions calculated annually via staff travel survey 2. Number of campaigns and promotions of sustainable commuting as per the Travel Action Plan
<p>Develop and implement a Travel Plan as a framework for sustainable travel for staff across all sites by year end 26/27</p>	<ol style="list-style-type: none"> 1. Accreditation received by Investors in the Environment to recognise the Plan 2. Published on the website in 26/27 to increase awareness and visibility of the Travel Plan for all staff, including senior leadership and external stakeholders to view.
<p>Conduct annual staff survey and increase response rate, normalised per FTE figures, compared to the 24/25 baseline</p>	<ol style="list-style-type: none"> 1. Number of responses recorded for each survey (annual review).
<p>Review key transport contracts (e.g., taxi's, vehicle leasing, patient transport) with procurement and embed sustainability requirements from 26/27 onwards.</p>	<ol style="list-style-type: none"> 1. % of targeted transport contracts reviewed and updated with sustainability clauses 2. % of taxi contracts awarded in 26/27 and 27/28 that include EV journey requirements

Estates and Facilities

Our buildings and estate are at the core of our Charity fundamentals and sustainability goals to provide a safe and secure high-quality service enabling us to be a Leading Provider. We are in the process of developing our Estate Masterplan that will outline the future of our built estate, allowing us to plan more efficiently and pro-actively to ensure optimal, sustainable building performance whilst meeting the needs and welfare of our service users.

Our facilities services play an important role in achieving our sustainability goals, incorporating many areas including waste, housekeeping, maintenance, grounds and the projects teams. Since we published the Green Plan in 2022, we have made some significant progress in these areas but know we can do even more. We have set stronger, more ambitious targets for the next three years across our Estates and Facilities teams.

Progress update

- ✓ Achieved Silver accreditation from Investors in the Environment in our first annual audit in 2025.
- ✓ We continue to upgrade our lighting to LED across our estate. So far, 86% of our total GIAm² (at the time of publishing this plan) has either fully or partial LED upgrades (36% & 50% respectively). 14% of our estate currently has zero LED lighting. Across this next delivery period, we aim to focus on the remaining areas without LED. This will be informed as the Estates Masterplan is shaped and implemented.
- ✓ We recruited a Net Zero and Sustainability Manager and secured budget to onboard specialist consultants to support us on the development of our decarbonisation plan.
- ✓ A rollout programme of energy efficiency improvements including BMS optimisation, boiler replacements and enhanced performance settings across HVAC systems.
- ✓ Zero waste to landfill. All construction waste and large bulky items are now separated into waste streams and are no longer sent to landfill, alongside all other waste generated at St Andrew's.
- ✓ Food waste is now separated across our largest buildings in Northampton and across our regional sites. A phased roll out across Northampton for the whole estate is expected to be completed by end of financial year 26/27.
- ✓ Embed a circular economy approach to our furniture, fixtures and fittings by reusing or repairing existing items instead of new. We have avoided an estimated 30 (t) of embodied

carbon across 23/24 and 24/25 by repairing furniture instead of disposing of it, as well as saving c. £50k per year on avoided costs of purchasing new.

- ✓ Installation of Aqua Teck technology at Birmingham, Essex and four buildings at Northampton. This solution provides an environmental, COSHH-free alternative to sanitising and cleaning chemicals. The refillable system also reduces the amount of plastic packaging associated with standard cleaning products. As of May 2025, we have approximately 10,500kg CO2e from using this solution instead of bleach based cleaner.
- ✓ Conducted a phase one habitat survey of our Northampton grounds working with university students in preparation for further Biodiversity Management Planning.
- ✓ Sanitary waste for all St Andrew’s sites is now managed inhouse saving the Charity over £2,500 per annum and the associated supply chain emissions.

2025 – 2028 Objectives, Key Results and Actions

1.1. OKR

Estates and Facilities	Objective	Key Results
	To reduce operational carbon emissions and environmental impact of our estate	Reduce our carbon emissions by 45% by 2028 compared to baseline emissions
		Increase recycling rate to 35% by 2028 by implementing measures in the Waste Action Plan
		Embed decarbonisation into Estates and wider organisational strategy to futureproof resilience and meet net zero targets

1.2. Actions and KPI’s

Action	Measurement
To appoint a consultant to commence the development of a Decarbonisation Plan and begin site surveys by the end of 25/26	<ol style="list-style-type: none"> 1. Contract signed and Purchase Order raised 2. % of surveys and reports issued against total buildings in project scope by end of 25/26

<p>Reduce gas intensity (kWh/m²) by 10% in 25/26, 15% in 26/27 and 20% in 27/28 compared to 24/25 (Annual review).</p> <p>Reduce electricity intensity (kWh/m²) by 3% in 25/26, 5% by 26/27 and 10% by 27/28 compared to 24/25 (Annual review).</p>	<ol style="list-style-type: none"> 1. Meter reads and invoice data monitored by the Energy Manager and monthly utility tracker. 2. Improve energy monitoring of buildings or sites that do not have tariff or sub-meter readings by implementing a meter read process. 3. Number of energy efficiency projects delivered that result in verified energy savings
<p>Increase LED lighting by ensuring that all new replacements and repairs are LED</p>	<ol style="list-style-type: none"> 1. % LED lighting coverage against GIAm2 of estate (Annual review)
<p>Reduce total water consumption by 25% compared to our baseline year 19/20 through improved data quality, enhanced monitoring and proactive prevention of minor and major leaks (Annual review).</p>	<ol style="list-style-type: none"> 1. Meter reads and invoice data monitored by the Energy Manager using the monthly utility tracker 2. Improved water monitoring of buildings or sites without tariff or sub-meter readings by implementing a meter read process. 3. Number of minor and major leaks reported via Micad. 4. % of Micad tickets for minor and major leaks completed.
<p>To decrease general waste by 15% by 2028 through improved behaviour and awareness, including more efficient order processing (Annual review).</p>	<ol style="list-style-type: none"> 1. % rate changes from data analysis of waste collection reports received from contractor 2. Number of projects delivered to increase awareness and behaviour change 3. % of departments with a named “Ordering Champion” (could be a Green Champion role)

<p>To increase recycling rate from 21% to 35% by 2028 through improved waste signage and resources (Annual review).</p>	<ol style="list-style-type: none"> 1. % rate changes from data analysis of waste collection reports received from contractor 2. Number of projects delivered to increase recycling separation
<p>To review renewable energy tariffs or PPA's and incorporate into our energy procurement strategy by 2028</p>	<ol style="list-style-type: none"> 1. Outputs from discussions with energy broker 2. Contract approval (pre or post implementation)
<p>To improve biodiversity and green spaces across our sites through biodiversity-enhancing features (e.g., wildflower patches/verges, pollinator planters, wildlife corridors/habitat creation) by 2028</p>	<ol style="list-style-type: none"> 1. Number of new biodiversity features created year on year between 2026 – 2028.

Supply chain and procurement

As a trusted NHS partner, we adhere to and follow the requirements set out in the NHS Net Zero Supplier Roadmap (see figure 1). We currently report on limited scope 3 emissions relevant and compliant with the Government procurement policy PPN06/21. This plan sets out the goals working with procurement and our suppliers on how we will look to report on our supply chain emissions and meet the milestones set by the NHS.

Supply chain and procurement scope 3 emissions make up the largest part of an organisation's carbon footprint at around 80%. Therefore, it is important that we look to include this in our reporting to boost transparency and identify areas where we can make improvements, reduce our carbon footprint and minimise financial waste.

In our 2022 Green Plan, we set ambitions that would support us with embedding sustainable processes into our supply chain including adopting a re-use or repair first approach and reducing single use plastics. Due to the nature of our services, removing all single use plastic is a complex challenge and is not something that can be easily eliminated. It requires a strategic and sustainable approach and we are investigating this by working across teams in procurement, purchasing and clinical services.

Progress update

- ✓ We practice a circular economy led approach with our furniture and IT equipment, and wherever possible (and safe) with other assets.
- ✓ We have removed the majority of single use plastic items from our catering services in-house and in our retail outlets. Remaining plastic items include lids to take away boxes and/or drinks and are currently the only option available. Where plastic is still used, it is a recyclable plastic.
- ✓ We have included sustainability within tender processes and contract management across Estates and Facilities. This includes environmental, carbon, social value and governance.

2025 – 2028 Objectives, Key Results and Actions

1.1. OKR

Supply Chain and Procurement	Objective	Key Results
	To Embed sustainability into our Supply Chain and Procurement	Include sustainability requirements in tenders and contracts across all categories by 2028 Develop a carbon emissions baseline for category 1 by 2027

1.2. Actions and KPI's

Action	Measurement
Remove non-essential single use cups on wards by 2028 through communications and governance	1. % reduction in single use cup orders (purchasing database) 2. Number of communications issued to staff about reducing cup use 3. Single-use cups removed from the e-catalogue by 2028
To make the environmental requirements in Section 1 forms and tender selection forms mandatory by 27/28 so all suppliers must meet minimum environmental sustainability requirements.	1. Implementation of mandatory environmental section

<p>Identify and review top 10 highest volume or highest spend single use items (e.g., cleaning, PPE, catering products) by year end 26/27 and replace (with ethical alternatives) or reduce by at least 10% by 2028</p>	<ol style="list-style-type: none"> 1. % of items reviewed by March 2027 2. Baseline of usage/spend established for the priority items 3. % reduction in usage of items (target 10%) 4. Tonnes and costs saved from reduced purchases
<p>To have completed a full scope 3 carbon baseline by 2027 in adherence to the NHS Net Zero Supplier Roadmap</p>	<ol style="list-style-type: none"> 1. Full scope 3 included within PPN/0621 annual reporting

Food and nutrition

St Andrew’s Healthcare’s intention is to recognise good nutritional care as a core responsibility for the physical and mental health of our patients. Furthermore, it is important to recognise the importance of a positive mealtime experience. The Charity’s food service and environment play an integral part in supporting patients in making informed choices for good health. We have adopted a Food and Health Policy to ensure oversight and governance of best practice identified from National guidelines created by NHS England, Public Health England, the Care Quality Commission and the British Dietetic Association (BDA).

People with severe mental illness (SMI) die on average 15 to 20 years earlier than the general population and have a rate of obesity over 20% higher than the general population. Two thirds of deaths amongst people with SMI are from preventable physical diseases, typically those linked with obesity such as cardiovascular disease, type 2 diabetes and hypertension. This highlights the importance of ensuring that we provide high-quality, healthy food and specialised dietary expertise for our patients.

It is also important that we understand and recognise the impact of our food provision due to the environmental factors associated with food production, delivery and waste. Food waste is a significant contributor to greenhouse gas emissions, specifically methane, a potent greenhouse gas produced by the breakdown of organic matter. Food waste can be collected in its own waste stream where it can then be sent to anaerobic digestion which generates a form a

bioenergy, preventing the release of emissions and producing a low carbon energy. First and foremost, we must reduce the volume of food waste produced by our operations. We must then ensure food waste collections are rolled out across the entirety of our estate.

Food production has a large impact on the environment through industrial agriculture, energy use and intensive farming practices. Whilst innovative practices such as regenerative farming are helping to reduce these impacts, we must be responsible in our food sourcing. Since 2025, we have partnered with a local plant-based food supplier to incorporate a greater portion of plant-based ingredients, reducing the harmful effects of the meat and dairy industry, without restricting the availability of these products, ensuring that we provide a holistic menu range to meet our patients needs and embedding sustainability across our food supply chain.

Some of the patients at St Andrew's require nutritional products orally or via a feeding tube. During 2026 we will consider tenders from suppliers of nutritional products for the St Andrew's enteral feeding contract. The process includes evaluating and scoring the companies environment sustainability programmes.

Progress update

- ✓ Electronic food ordering via MAPLE is fully operational which results in significant reduction in paper use and streamlined ordering to reduce food waste. Recent inclusion of option to indicate meal not required for patient has reduced waste.
- ✓ New winter menu includes increased use of plant-based sources of protein
- ✓ Our new menus are now smaller whilst still providing plenty of choice for our patients. Smaller menus reduce the volume of food purchased for meals that are rarely selected.
- ✓ Food waste collection has been rolled out in full at our Birmingham and Essex sites, and we have increased collections at our Northampton site, giving us greater insight into food waste levels and ways to reduce it. This is a phased roll out and we are aiming for all buildings where food is provided to have a collection point.
- ✓ The Food and Health Policy (2025) has been updated and now incorporates sustainability, embedding this into our culture and improving our governance and accountability.

2025 – 2028 Objectives, Key Results and Actions

1.1. OKR

Food and Nutrition	Objective	Key Results
	Deliver high-quality, healthy and sustainable food and minimise waste	Reduce food waste by 10% by 2028 through improved data quality and optimisation of MAPLE electronic food ordering system
		Increase uptake of plant-based meals on the main menu
Integrate sustainability into food and nutrition governance by embedding requirements in procurement and pursuing recognised industry accreditation by 2028		

1.2. Actions and KPI's

Action	Measurement
To increase food waste collections based on an annual review of our operational estate	<ol style="list-style-type: none"> 1. Number of bins in situ and added to collection. 2. Food waste data monitored and reported using monthly data reports provided by Waste Contractor.
Eliminate manual paper meal checks at serveries and transition to a digital process that improves data collection and quality of meals not consumed by the end of 26/27.	<ol style="list-style-type: none"> 1. Digital process implemented and operational 2. Reduction of paper used for meal-check processes compared to before digitisation
Increase uptake of patient meals on main menu that are: <ul style="list-style-type: none"> - meat free - meat and dairy free 	<ol style="list-style-type: none"> 1. Improved reporting functionality and capabilities on the Maple portal 2. Develop baseline to show current uptake of meal choices to set an increase target 3. Initiatives implemented to encourage PB/Veg meal choices e.g., menu design that prioritises non-meat options, naming conventions of meal options 4. Data analysis of meal choices to show ongoing performance

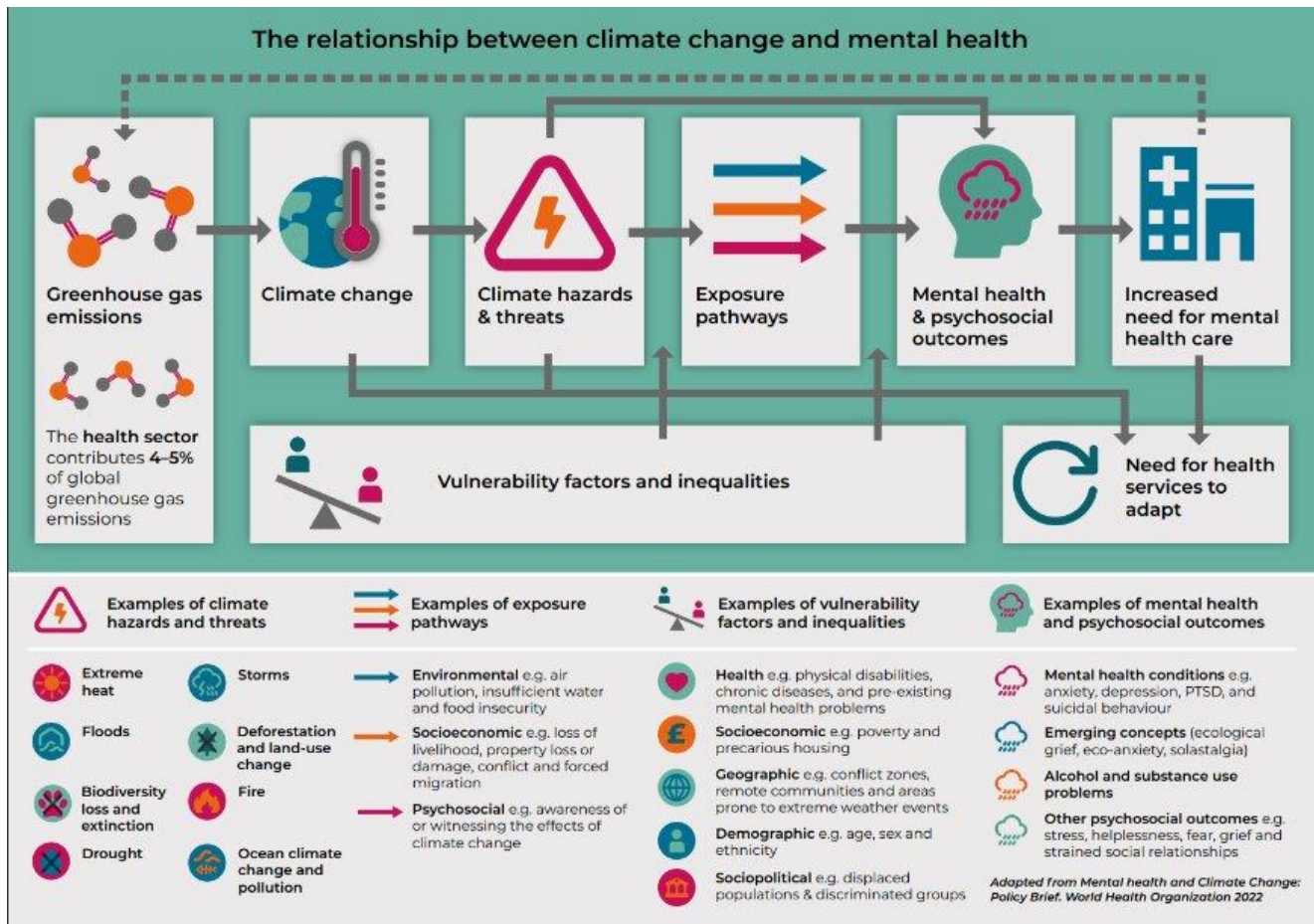
<p>To include sustainability requirements in the enteral nutrition contract renewal tender.</p>	<ol style="list-style-type: none"> 1. Sustainability is included within the new enteral nutrition contract scoring
<p>To enhance seasonal food offerings by focusing on our monthly themed menus to ensure these are designed with seasonal produce from 2026</p>	<ol style="list-style-type: none"> 1. Number of seasonal menus designed and offered from 2026 2. Annual targets set each year based on performance of measurement 1.
<p>To improve in-house catering sustainability through replacing the use of bottled water with jugs/glasses of tap water for orders and training events and</p>	<ol style="list-style-type: none"> 1. Data of bottled water purchased and ordered per internal division 2. Data of packaging ordered with supplier
<p>To improve in-house catering sustainability by reducing non-recyclable and/or single use plastic packaging, with a data driven reduction target implemented by FY 27/28 at regional sites.</p>	<ol style="list-style-type: none"> 1. Embed a sustainable packaging requirement for all catering supplier contracts starting from 27/28 2. Set a data driven reduction target by Q1 27/28 and implement from Q2 27/28 onwards.
<p>To investigate feasibility in rejoining the Soil Association and gaining accreditation during FY 26/27</p>	<ol style="list-style-type: none"> 1. Discussions and investigations completed with the Soil Association and internal stakeholders 2. Submission of data required for accreditation, based on the outcome of measure 1 if it is deemed feasible.
<p>To increase the number of products sourced with ethical accreditation across provided amenities of tea, coffee, sugar, hot chocolate, confectionary.</p>	<ol style="list-style-type: none"> 1. Data analysis of amenities ordered to obtain a baseline of annual order quantity and spend 2. Cost comparison study of baseline data against ethical alternatives to review feasibility of replacements. 3. % of products replaced with an ethical alternative compared to the baseline.

Climate adaptation

Climate change is a threat and a risk to society, our environment and to organisations, and St Andrew's is not excluded from this. Mental health is greatly affected by climate change and around 1 million more people are now accessing mental health services in 2022/23 compared to 2016/17.

A closer look at how the climate crisis can impact on people with mental health conditions includes, but is not limited to:

- Extreme heat can exacerbate conditions such as schizophrenia, resulting in an increased risk of those with the condition dying during heatwaves.
- Long-term exposure to air pollution (caused by things such as transport and construction emissions and limited green space) is linked with depression, anxiety and psychosis.
- Anxiety and PTSD cases have been found in people who have experienced flooding.
- Food insecurity caused by rising temperatures and severe weather events is linked to higher levels of psychological distress and leads to increased food prices adding further stress.



The more we all understand how climate change impacts affect mental healthcare; it will help to support and empower us to be a Leading Provider. The NHS committed to being the world’s first net zero healthcare system in 2020, recognising that it contributes 4-5% of the country’s emissions, with mental healthcare services being a significant portion of that.

The Royal College of Psychiatrists followed suit, recognising the adverse effects of climate change on mental health and declared a climate and ecological emergency in 2021.

Delivering greener, more sustainable, and net zero mental health care will help to mitigate the harmful effects of climate change and lessen our environmental impacts. In doing so, we may also prevent the further escalation of mental health challenges. Moreover, embedding sustainability into our approach enables us to provide higher-quality, more efficient care.

Progress update

- ✓ We have implemented an Adverse Weather Plan as part of our Emergency Preparedness, Resilience and Response (EPRR).

- ✓ Launched a new, updated E-Learning module that includes information about climate change, the impacts of climate change on mental health and its importance to St Andrew's and our staff and patients.

2025 – 2028 Objectives, Key Results and Actions

1.1. OKR

	Objective	Key Results
<p>Climate Adaptation</p>	<p>Improve the organisation's approach to climate adaptation</p>	<p>To develop the Climate Change Risk Assessment by 2028</p>
		<p>To increase education for staff and senior leaders on Climate Change and Adaptation through 20% of staff completion of E-Learning by 2027/28</p>

Governance and accountability

The successful delivery of the Green Plan is underpinned by our Governance structure to hold us accountable, monitor progress and to report with transparency. We understand the importance of delivering sustainable and quality care and have ensured this Green Plan aligns with the Care Quality Commission's Well-Led Quality Statement on Sustainable Development.³

Our Finance Contracts Programmes and Estates Group (FCPEG) is the group that will oversee progress of the projects and focus areas outlined in this plan. The FCPEG is made up of Senior and Executive members and meet on a quarterly basis. In the event of a project or business case requiring further approval or scrutiny, the FCPEG will escalate it to the Finance Committee group which sits at Board Level (Figure 9).

The Charity aims to introduce a Sustainability Working Group during FY 26/27 (see focus area 'Workforce and System Leadership'). This group would oversee the operational delivery of the Green Plan and will include key stakeholders for each focus area. This group will meet on a regular basis and follow a project delivery plan to enable regular updates to FCPEG. The frequency of meetings for the sustainability working group would be set out in the Terms of Reference once the group has been established.

Our accountability includes a commitment to report an annual summary to measure against the KPI's addressed in this Green Plan, including actions taken and planned, with quantitative progress data. This should include:

³ [CQC Assessment Framework Well-Led Sustainable Development](#)

- Narrative updates on progress to date and key achievements
- Delivery of key milestones and risks to future delivery
- Quantitative assessment of progress against defined targets

A stakeholder mapping exercise, including a RACI analysis, has been completed to ensure that key staff members are included in the Sustainability Working Group with clear roles and responsibilities identified. The workstreams for each of the focus areas will have autonomy to meet the specific and variable needs across the different disciplines.

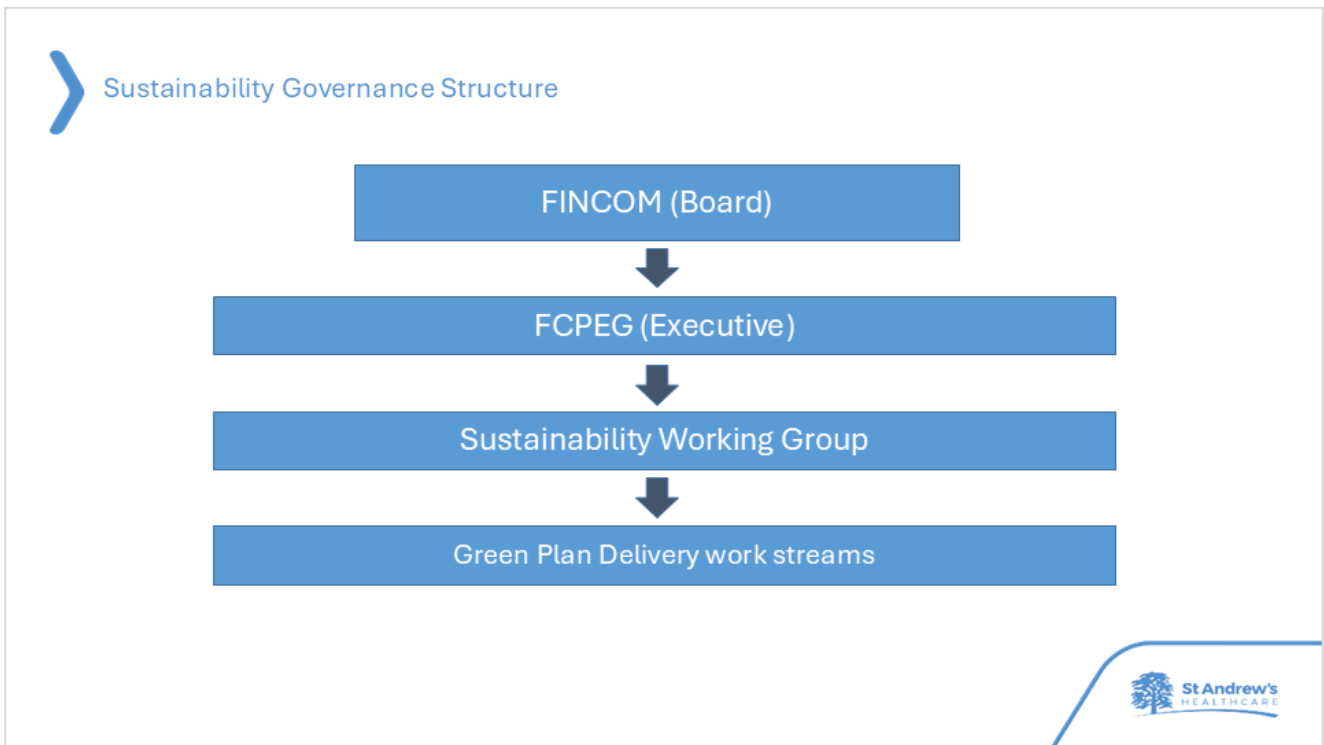


Figure 9: Sustainability Governance Structure

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