

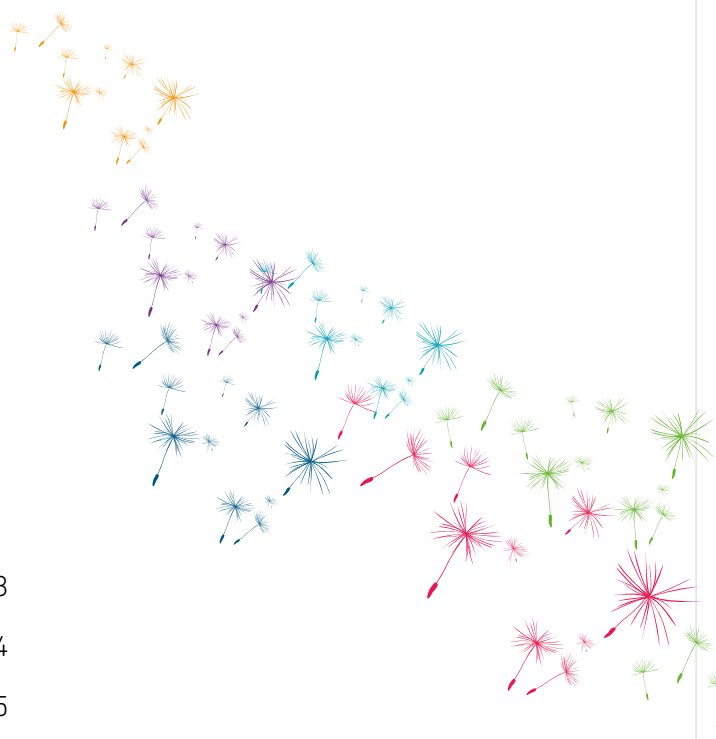


St Andrew's Healthcare

Green Plan 2022

Contents

Foreword: Going Green	3
Introduction	4
Our Vision	5
Our Green Plan	6
Carbon in the Context of St Andrew's	7
Carbon Reduction Target	10
Pathways to Decarbonisation	11
Our Priorities	12
Workforce and System Leadership	13
Digital Transformation	14
Travel and Transport	15
Estates and Facilities	16
Supply Chain and Procurement	19
Food and Nutrition	21
Adaptation	22



Going Green

I am delighted to be endorsing this report and signalling the Board's strong commitment to playing our full part and becoming a genuinely Green Charity.

As a very large Charity, St Andrew's is determined to do everything possible to reduce our environmental footprint and adopt sustainable practices in everything we do. We employ nearly 4,000 people and recognise that we can all play a part in making St Andrew's a green organisation.

The Charity has publicly pledged to achieving net zero emissions by 2035 and a net zero supply chain by 2045. This is part of a major environmental initiative by the Independent Healthcare Providers Network (IHPN).

The challenge is a daunting one, but we are making progress. Recent figures have shown that in just one year, the Charity has reduced its total emissions by 12 per cent. Over the past 12 months, 99 per cent of the Charity's general waste was diverted from landfill, with over 30 per cent being recycled. This adds up to a saving of more than 29 tonnes of CO₂ through downstream emissions. But there is still more to do to decarbonise our services.

We are investing in projects and technology to increase our energy efficiency. This includes LED lighting, movement sensors, swimming pool covers, enhanced building management systems, and exploring how we can end the use of single use plastic products, such as drinking cups and disposable cutlery. We have also launched an energy awareness training module for all staff so that everyone is more aware of their own environmental actions.

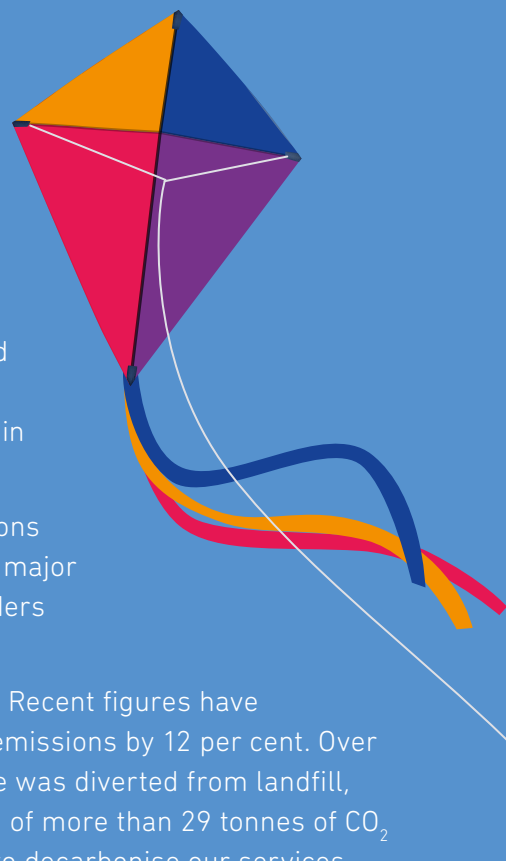
The Charity as a landowner can plant more trees. We know that trees play a crucial role in reducing the effects of climate change, fixing carbon and helping to create better local micro climates. Over 100 saplings have been planted within our grounds in the last year alone. Later this year the Charity will be encouraging patients and staff to take part in the Queen's Green Canopy initiative, planting 70 trees to celebrate Her Majesty's seventy years on the throne.

In response to requests from staff members, the Charity installed electric vehicle charge points and launched a new electric car programme. We have also refreshed our Cycle2Work scheme.

The scale of the challenge can sometimes seem daunting, but we can all play our part, and we can all make a difference.

While there is much more we can do, I hope that the future plans laid out in this document demonstrate our commitment to going green.

Rt Hon Paul Burstow
Chair, Board of Trustees



Introduction

This document sets out our strategy for delivering a 'Net Zero' St Andrew's Healthcare and how we will work towards delivering sustainable healthcare for the benefits of our patients, the local community and the climate.

About St Andrew's Healthcare

St Andrew's is a charity that provides specialist mental healthcare for people with complex mental health needs. We are committed to promoting wellbeing, giving hope and enabling recovery

The people who use our services come from different backgrounds and places, and have various mental and physical health needs. Some individuals need short-term, intensive support following a mental health crisis or breakdown, and some people stay with us for longer periods; for these individuals we can provide not just medical interventions, but therapy and support to help them get their lives back on track. Some patients come to St Andrew's towards the end of their life, and our expert staff care for them in as comfortable an environment as possible.



We have a workforce of around 4,000 people, and provide care across a number of services, including Men's and Women's mental health, Child and Adolescent Mental Health Services (CAMHS), Neuropsychiatry, Autism spectrum disorder and learning disabilities. Our headquarters and largest site is in Northampton, but we also have hospitals in Birmingham and Essex, and a residential home, Winslow, which offers specialist locally-focused mental healthcare.

Our estate comprises of around 35 individual buildings. The main hospital building in Northampton was purpose designed by Mr George Wickett of the Bethlem Hospital in 1835. The original architecture is still appreciated by patients, and many spend time in the parkland which surrounds it. The beautiful 140 acre estate at Northampton includes the Hospital Chapel of 1863, designed by Sir Gilbert Scott, famous for The Midland Grand Hotel at St Pancras Station and the Albert Memorial.

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

Our vision is to use this Green Plan to reduce our emissions as far as we can to ensure that decarbonisation is achievable alongside our charitable purpose “to promote wellbeing, give hope and enable recovery.”

Our strategy is focused on seven core areas:

- | | |
|--|--|
|  Education & Training |  Research & Innovation |
|  Finance & Sustainability |  Workforce Resilience & Agility |
|  Service Innovation |  Partnerships & Promotion |
|  Quality | |



and our underlying four core values, known as our CARE values:

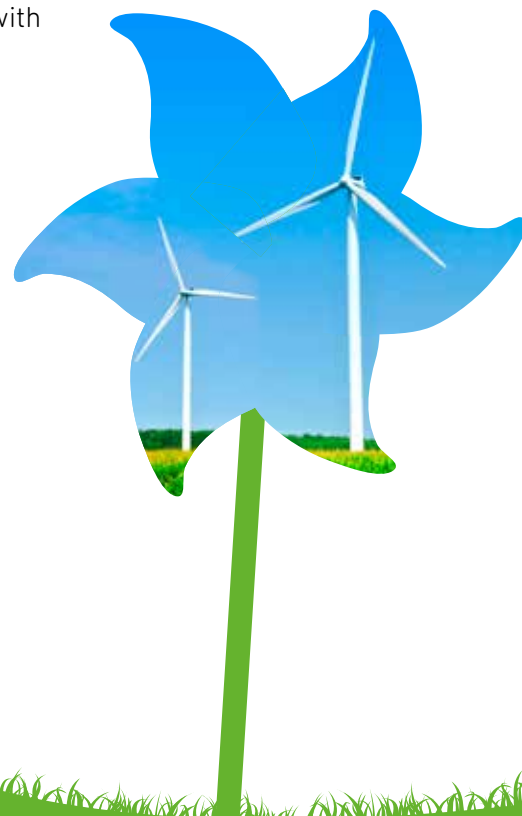
-  **Compassion**  **Accountability**  **Respect**  **Excellence**

We are committed to continuous improvement, and aim to deliver exceptional services that deliver the best healthcare outcomes for our patients, in the most **sustainable** way.

Our Aims

This Green Plan outlines our key aims to:

- Support the NHS to become the world's first Zero Carbon NHS, identifying our trajectory to achieve net zero emissions
- Embed sustainability at the core of the Charity, developing the knowledge of our staff
- Enable the Charity to make decisions and solve problems with due consideration to the 'triple bottom-line' sustainability framework of 'environment, society, and finance'.



Our Green Plan

This Green Plan is a Board-approved strategic document, which sets out our Charity's commitment and approach to achieving net zero and to improving the sustainability of the Healthcare Services we provide. It underpins our overarching Environmental, Social & Governance (ESG) agenda and includes how the Charity plans to achieve several priority objectives to reduce carbon emissions and implement enabling actions to support the reduction in carbon emissions and other sustainability impacts.

The Green Plan is structured into seven 'Areas of Focus' or cross-cutting themes, which are aligned to the main drivers of change and sources of carbon emissions for St Andrew's.

- Workforce and system leadership
- Digital transformation
- Travel and transport
- Estates and facilities
- Supply chain and procurement
- Food and nutrition
- Adaptation



Supporting our NHS

In October 2020, the NHS declared its aim to become the 'World's First Carbon Net Zero Health Service', and set deliverables and milestones to turn this into reality.

To support this, the 2021-22 NHS Standard contract set out the requirements for NHS suppliers (such as St Andrew's Healthcare) to each develop a Green Plan to detail their own approaches to reducing emissions, alongside a number of additional stipulations related to improving the sustainability of the NHS.

We are proud to support the NHS with their aim.

Why a Green Plan?

Human activities, primarily the burning of fossil fuels, have increased the concentration of greenhouse gases in the Earth's atmosphere, warming our planet and leading to a change in climate.

As global temperatures increase, damaging changes to the natural environment will transform humans' way of life, disrupt healthcare and cause a worsening of major diseases, including cardiac problems, asthma, and cancer.

The NHS is responsible for approximately 4% of the UK's carbon emissions and over 7% of the economy, and therefore the NHS and its suppliers, including St Andrew's Healthcare, contribute significantly to the causes of climate change and the associated health impacts.

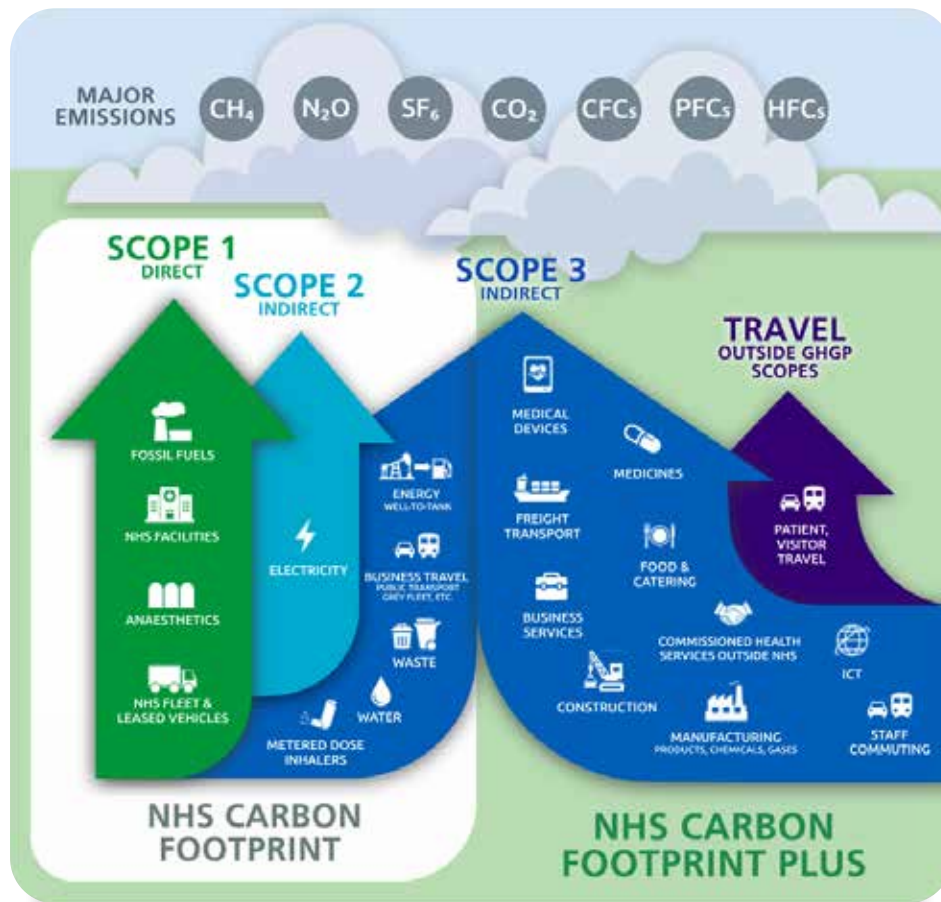
Our Green Plan details our strong desire to limit our impact and contribution to climate change. We have considered both the NHS framework and the United Nations' 17 Sustainable Development Goals in the creation of our Plan.

Investors in the Environment accreditation

We are currently working towards achieving the Investors in the Environment accreditation scheme, in recognition of the work we are undertaking to reduce our environmental impact.

Carbon in the Context of St Andrew's

St Andrew's Healthcare has adopted the NHS Greenhouse Gas protocols and carbon emission boundaries as shown in the below context:



The sources of carbon emissions within the Scope 1-3 as they apply to St Andrew's Healthcare are as follows:

Scope 1:

- Gas use
- Facility Operations
- Vehicle fuel in owned vehicles

Scope 2:

- Electricity use

Scope 3:

- Business Travel (grey fleet)
- Waste disposal
- Water supply and treatment
- Electricity transmission and distribution losses
- Water

Carbon Footprint Data

Our carbon footprint, year on year, is shown below. This is inclusive of building energy (split into Electricity and Gas), Transport and Facility Operations (including Refrigerant Gases).

Emissions resulting from gas consumption have remained relatively level, whereas electricity emissions have shown a reduction since 2014, driven primarily by St Andrew's energy-efficiency works and reductions in the carbon intensity of UK grid electricity.

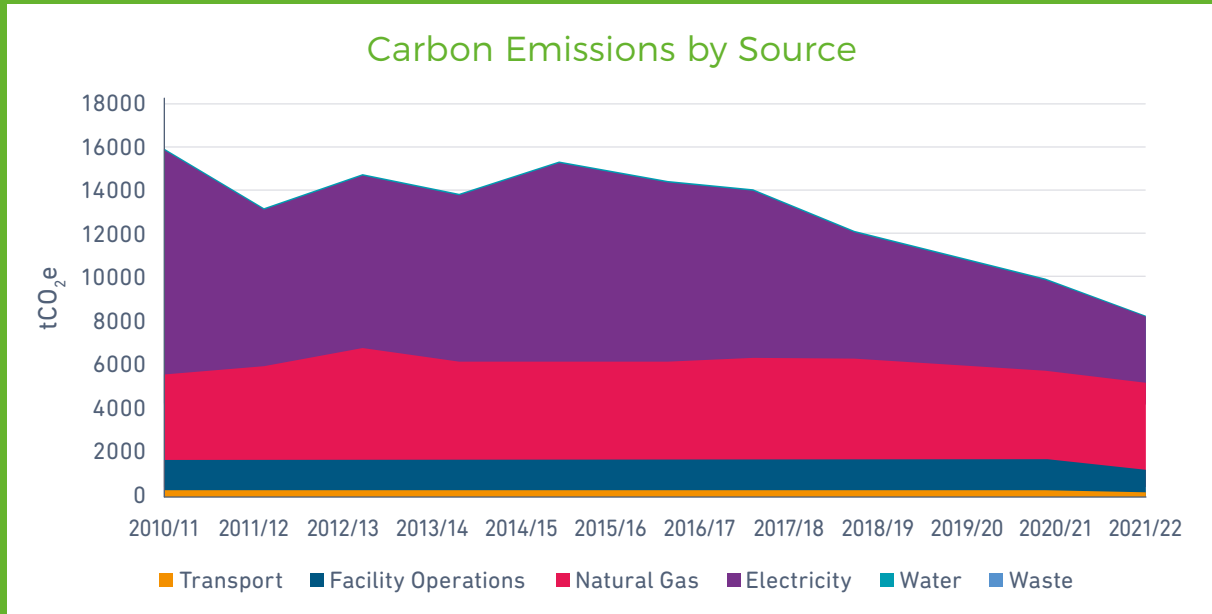


Figure 1: Total Carbon Emissions 2010/11 - 2021/22

Gas and electricity figures are all based on actual data, with other data points being filled with estimates.



Table 1: Total Carbon Emissions 2010/11 to 2021/22

tCO ₂ e	2010/11	2019/20	2020/21	2021/22	2020/21 - 2021/22 Change %
Grid Electricity Consumption	10,252	4,173	3,468	3,008	13%
Natural Gas Consumption	3,969	4,080	4,305	3,808	12%
Transport	Unavailable	275	165	155	6%
Facility Operations	Unavailable	1,374	1,032	953	8%
Water	Unavailable	50	50	50	0%
Waste	Unavailable	22	23	23	0%
Total	14,221	9,924	9,043	7,997	12%

Through investment, awareness and training, St Andrew's has been able to achieve a 12% reduction in carbon emissions in 2021/22 versus the previous year.

This is due to a number of initiatives including LED lighting installations, staff and colleague awareness and training programmes, optimisation of our building management systems, better control of our utilised space, and infrastructure developments incorporating the latest technology.

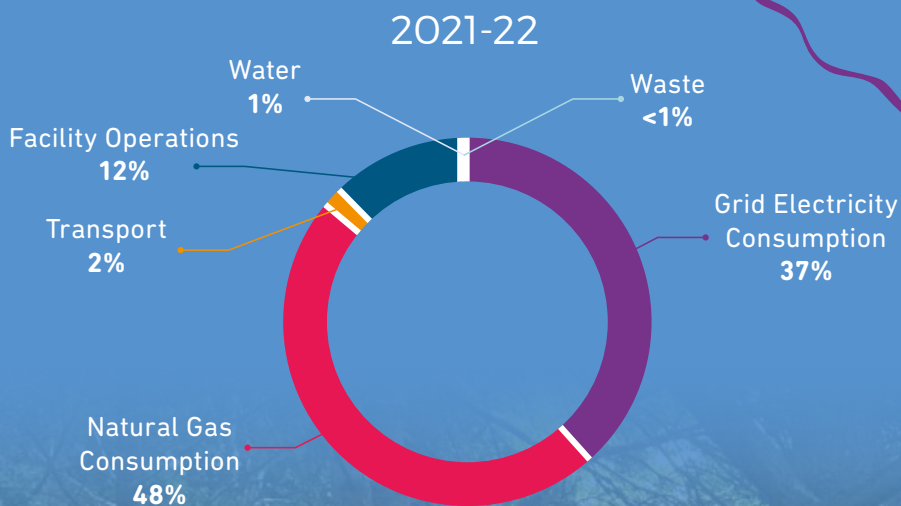


Figure 2: Total Carbon Emissions by Category 2021-22



Carbon Reduction Target

St Andrew's has signed up for the voluntary Independent Healthcare Providers Network industry-wide 'net zero' commitment.

This sets targets for achieving net zero for Scope 1 and Scope 2 emissions by 2035, and net zero for Scope 3 by 2045 (see page 7 for a list of emissions within each scope).

Figure 3 below shows our historical carbon performance and the trajectory needed to meet these challenging targets.

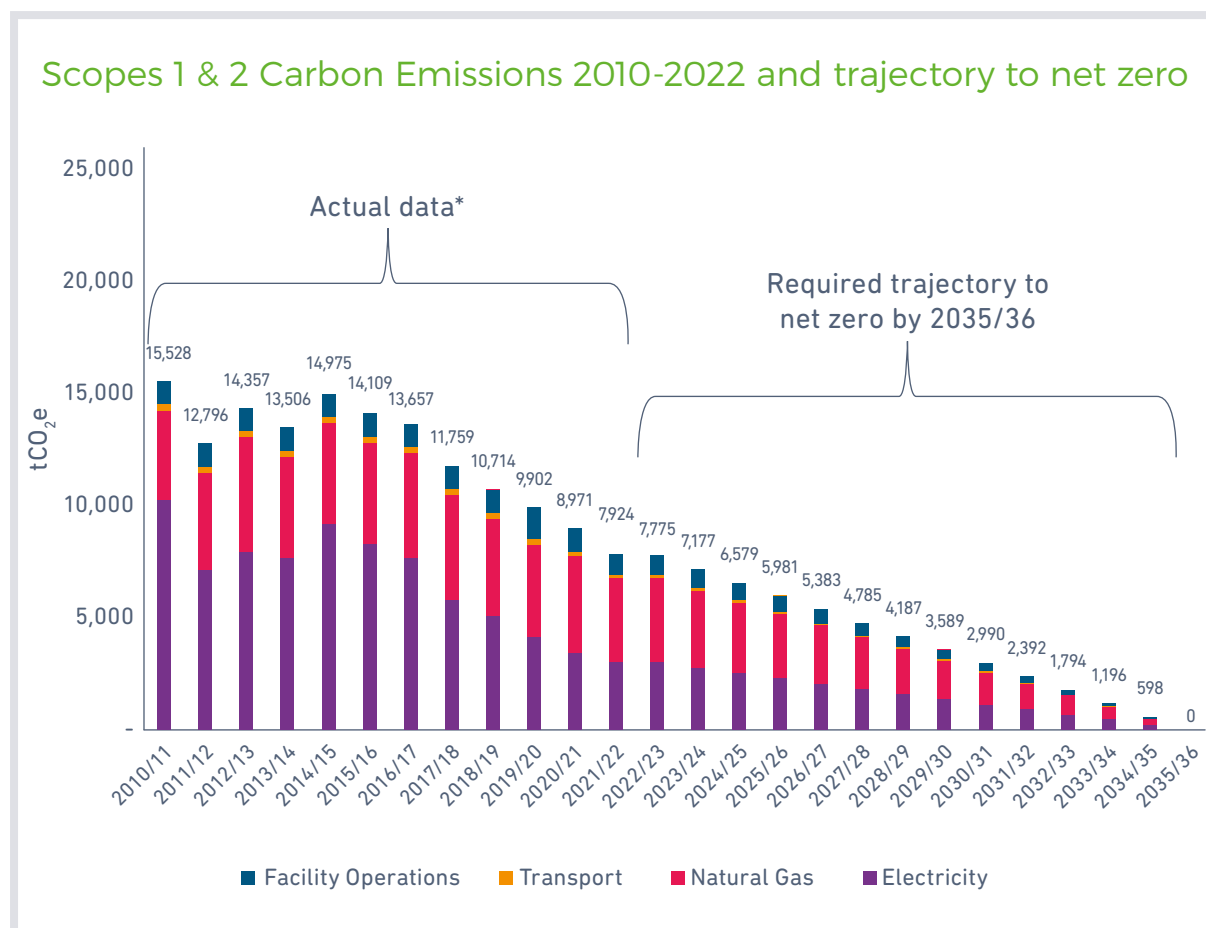


Figure 3: Historical carbon performance and trajectory needed to meet the Independent Healthcare Providers Network net zero targets

* Electricity and Gas data is available from 2010/11, and Transport and Facility Operations (including refrigerant gas) from 2019/2020. Due to the lack of Transport and Facility Operations data between 2010 and 2019, we have used the values from 2019/20 as a replacement.



Three Distinct Pathways to Healthcare Decarbonisation

Decarbonise healthcare delivery, facilities and operations

Reduce energy consumption to a minimum

Decarbonise healthcare's supply chain

Ensure suppliers are reducing their environmental impact

Carbon offsetting

Carbon abatement schemes (last resort)

Examples of current and future Decarbonisation initiatives

Carbon Management	Energy efficiency, metering, monitoring and consumption management
Buildings	<p>Decarbonising the existing estate, boiler removal, LED Lighting, automation technology and controls</p> <p>Requirements for new build developments and major refurbishments (net zero principals should be routinely integrated into all 'business as usual' upgrades and maintenance)</p>
Transport	<p>Improvements to St Andrew's vehicle fleet</p> <p>Improvements to staff, patient and visitor travel</p> <p>Best use of electrification technology and LEV's/ULEV's</p>
Procurement	<p>Improvements to supply chain carbon accounting and engagement</p> <p>Approach to decarbonisation of the supply chain</p> <p>Update of supplier setup forms and St Andrew's terms and conditions to include sustainability</p>
Estate Planning and Land Use	<p>Strategic estate planning and building use – eg consolidating main building use into the central core</p> <p>Using land for offsetting and renewable energy generation – eg solar PV & tree planting</p>
Approach to Healthcare	<p>Climate and decarbonisation education – engagement (eg: reference to environmental responsibilities in job descriptions)</p> <p>Smart working</p> <p>Management of healthcare and medicines</p> <p>Reducing carbon emissions from waste.</p>

Our Priorities

Our immediate priorities are aligned with the NHS and consider the United Nations' 17 Sustainable Development Goals. Additionally, we are currently working towards achieving the Investors in the Environment accreditation scheme.

Our aims and objectives are summarised in the below plan. We have linked our key focus areas to the United Nations' Sustainability Framework.

Summary of Focus Areas and Actions

Workforce and System Leadership	 We will create an action plan and establish working groups to hold responsibility for the delivery of our immediate aims through a wider ESG agenda	
	 We will optimise usage of our building assets, giving due consideration to energy demand	
	 We will identify a board-level officer accountable for actions to deliver on our net zero commitments, and finalise our ESG/Social Responsibility Policy	
	 We will add sustainability training to our induction programme	
	 We will relaunch our energy and climate change awareness training for staff	
Digital Transformation	 We are currently working on a new Digital Strategy; we are currently engaging with our patients on their needs as part of our patient engagement forum	
	 We will promote further reductions in paper usage in our drive towards a paperless operation, using photocopiers/printers only where needed and moving to 100% recycled paper	
Travel and transport	 To build on our car-free agenda, we will install electric vehicle chargepoints for staff and visitors.	 
	We'll relaunch our car scheme to include access to hybrid and electric vehicles, extend our Cycle2Work scheme, endorse electric mobility around our sites and publicise access to electric scooters	
Estates and Facilities	 Our Energy Manager is responsible for all utilities and water from a strategic perspective. We have recruited a Logistics & Waste Manager who, together with our Energy Manager will work towards achieving the NHS Carbon Footprint net zero targets	 
	 We will create a 10-year decarbonisation plan of recommended projects to support the Charity's overall net zero objectives	
	 Develop phased plans to replace lighting with LED over a ten-year period, ensure every significant building is sub-metered for electricity and gas, and embed recycling behaviours throughout our Charity	
Supply Chain and Procurement	 We will publicise our Green Plan to our existing Supply Chain and increase our requirement for an environmentally astute supply base	 
	 Before making new purchases, we will develop new processes to consider re-using items, or purchasing refurbished items	
	 We will develop projects to reduce the use of single use plastics	
Food and Nutrition	 We will create a formal Food and Drink Strategy to capture our existing and future plans in this area	
Adaptation	 We will create a Climate Change Risk Assessment, before working on an Adaption Plan	
	 We will ensure that projected climate change scenarios are considered during building design.	

Workforce and System Leadership

Successful achievement of this Green Plan must be the responsibility of all our employees and partners. We aim to educate our staff to understand their roles in achieving net zero and empower them to create change locally.

Organisational Structures

Having a formal support and oversight process will be key to ensure credibility and longevity of our Green Plan. Starting with the appointment of a board-level responsible officer, we will work towards an accountability structure that includes representation across various functions.

- This group will be responsible for decision-making and be held accountable for progress of initiatives.

We will establish the staff processes and procedures necessary to enable and promote sustainability. The Charity recently extended its Cycle2Work scheme to operate throughout the year, and signed up to a new car scheme that enables staff to purchase discounted electric vehicles. As this Green Plan progresses, additional policy and procedural changes will be explored when required.

Engagement

We want all our employees to feel engaged, and play their part in creating change in our Charity. Therefore we will create opportunities for staff to advocate for sustainability and innovation in their roles. A number of staff have already volunteered to be Energy Champions within the Charity. We will extend this scheme and provide further opportunities for staff to get involved, encouraging all teams to create a local Action Plan linked to our overarching Green Plan.

The Charity already offers employees the opportunity to contribute a portion of their salary towards charitable purposes. We will extend our offer to enable staff to donate towards sustainability initiatives.

We will work closely with our Communications team to ensure that the Green Plan is accessible to all, including the people in our care. As the Green Plan progresses we will share and celebrate the successes internally including creating new staff awards to incentivise sustainable staff behaviours. As we are aware that commitment to sustainability is likely to attract staff to our Charity, we will also invest in our external reputation in this area.

Training and Education

Upskilling the workforce will empower staff to take action against climate change, such as choosing greener travel and transport choices and saving energy by switching off computer monitors. In 2020 we launched an Energy Awareness e-learning course, which is educating employees in how to support the charity to lower its Carbon Footprint. In the coming years we will continue to grow our portfolio of courses, and will include our net zero carbon programme in the staff induction and mandatory training. Additionally we will invest in increasing the carbon-literacy of the Board and our senior-level managers.

Digital Transformation

Innovation and Digital technology play a significant part in our everyday lives and have improved the way we socialise, shop and work. The potential for innovation and technological advances to continue to deliver improvements is significant, and healthcare is no exception. While this is a relatively new area of focus, it is likely to enable us to achieve critical sustainability improvements.

The Covid-19 pandemic accelerated our move towards agile working, as we rapidly put into place the technology required to allow many of our non-clinical staff to work remotely.

Staff

For the staff across St Andrew's there is an urgent need to address current and future capability and capacity challenges and to build a future workforce with the right skills and shape, but nowhere is this more significant than within technology. We have a talented group of people who are on our Future Directors, Programme, who are leading the development of our wider ESG strategy which will include Digital, Data and Technology skills in conjunction with this Green Plan.

Improving Efficiency

We are embracing the use of software and technology applications to improve our care models. Our digital strategy will utilise technology to impact on the green agenda through both the active reduction in use of resources, through the computerisation of paper-based processes and the efficiency of services through new technology. The design stages of this will build in the review and selection of the most appropriate technology available at the time, with sustainability a key part of the decision to invest matrix.

Boosting Efficiency of Devices in use

As part of our overall efficiency programme, we will ensure we have optimised power configuration for all Charity devices, and switched to low carbon impact equipment (within our end user equipment strategy) wherever possible. We will also ensure we maximise our repair, refurbishment, and recycling programmes by embedding in lifecycle assessments for targeted hardware improvements.

Reducing Scope 3 Emissions

The challenge of modern IT is creating advantages using cloud services. However, this moves key change points further away from our organisation. To improve this, we will be engaging with suppliers on reduction roadmaps, encouraging them to experiment with lower carbon design and to look at repair, refurbishment, and recycling as key performance metrics.

Increased Transparency

In the future we will publish an accurate technology footprint based on the services consumed by our estates and suppliers, encompassing embedded carbon. We will also map and account for all technology as it reaches end of life.

Travel and Transport

The priority for St Andrew's is to transition vehicles to low and ultra-low carbon alternatives, and in doing so reducing their environmental impact. In parallel with this we need to optimise the use of the fleet to reduce miles travelled.

In the long-term we need to respond to the UK government's decision to only allow zero-emission cars and vans to be purchased from 2030.

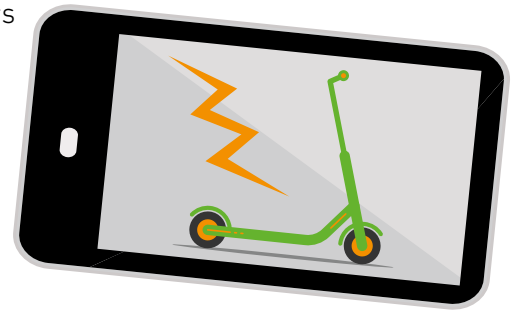
Optimisation of existing travel is also a priority for St Andrew's; we need to ensure that we are maximising the use of our fleet to reduce miles travelled, by assessing journey type and reason and considering digital alternatives to reduce the need for travelling between our sites.

We are conscious that our supply chain and third-party providers of transport services also contribute to carbon emissions. We will request from our service and logistics providers how they plan to address these emissions, and develop to monitor their impact when delivering services to the Charity.

Reducing staff, patient and visitor travel by private vehicle is an important objective for reducing air pollution, which includes reducing staff travel for business in private vehicles. To achieve this, we must encourage and support the selection of sustainable modes of transport and benefits of active travel.

To provide the detail on how we will achieve this we will develop a Sustainable Green Travel Plan that will focus on promoting the transport hierarchy and active travel, with a Travel Policy that envelopes sustainable travel choices. This will detail how we will:

- Reduce the use of private vehicles for our staff, patients and visitors and promote car sharing
- Encourage low/zero emission vehicles are used by private hire/taxi firms
- Ensure that any car leasing schemes restrict high-emission vehicles and promote low/ ultra-low emission vehicles.
- Promote healthier travel choices (eg Cycle2Work schemes) and a modal shift in transport
- Provide travel advice to service users and visitors to and between our sites
- Develop and operate expenses policies for staff that promote sustainable travel choices
- Make improvements to our infrastructure to enable active travel
- Promote the purchase of low carbon vehicles by our staff
- Install electric vehicle charge points for staff and visitors
- Refurbish our golf buggies for staff use around our Northampton campus
- Publicise to staff our access to electric scooters
- Transition St Andrew's owned fleet as quickly as practically and economically viable to the exclusive use of low and ultra-low emission vehicles.



Estates and Facilities

Buildings

The priority for St Andrew's is to continue to provide safe, secure, and high-quality healthcare buildings that support our current and future needs. We are working to improve the sustainability performance of our estate, via refurbishment projects and new building works, while reducing the environmental impact of our infrastructure, buildings and building services. We must continue to ensure our assets are used effectively and efficiently.



As a few examples of this, the Charity is already investigating solar photovoltaic (PV) solutions - also known as solar panels - for parts of our estate, and we are reviewing where these would be best located. Additionally, we are working to identify alternative uses for our Main Building in Northampton to ensure its onward efficient utilisation.

It is the objective of the Charity to take a whole life costing approach that incorporates sustainability principles in all refurbishment and new building projects across the design, refurbishment, construction, operational and decommissioning stages.

To facilitate this, we must have staff who understand the principles of sustainable construction and who are able to work with suppliers to meet this objective. As such it is our intention to use internal Project Managers within a sustainability workstream for large scale refurbishment and new building projects. We will also support the Project Managers with relevant training.

We recognise that our St Andrew's Estates and Facilities Strategy provides the opportunity to implement efficient design principles and new technologies that will help reduce our carbon emissions and resource use. We are working to ensure we improve on our estate whenever possible through our Maintenance department who will consider a lifecycle replacement programme for all major plant items, based on life expectancy for more energy-efficient technologies.

In all our sites we recognise the need to improve our energy efficiency, removing our reliance of fossil-fuelled boilers and upgrading to LED lighting under a rolling Capital Expenditure each year for energy-efficiency projects to work towards net zero. To support this and to ensure Board endorsement, a long-term (10 year) decarbonisation plan will be produced to outline the recommended projects and commitments to achieve 'net zero'.

We continue to review Building Management System (BMS) strategies, Heating, Ventilation and Air-conditioning (HVAC) time and temperature controls, implementing general good energy housekeeping measures and utilising the pool covers which has delivered clear carbon and cost savings. We also acknowledge that understanding individual building energy consumption is vital, and a project to introduce reliable sub-metering will be developed.

Central to demonstrating improved performance is accreditation. We will aim to achieve at least BREEAM 'excellent', where possible on our new developments, and BREEAM 'very good' on any major refurbishments (for information regarding BREEAM - Building Research Establishment Environmental Assessment Method - visit www.bregroup.com). We will also investigate other standards that demonstrate our sustainable performance, for example the London Energy Transformation Initiative (LETI) building design guide as used by NHS trusts and private sector for specifying building refurbishments and new building design.



Biodiversity

A few years ago we commissioned a wildlife survey to gain a better understanding of the biodiversity that exists on our hospital sites. This survey was completed by the Wildlife Trust, and our Horticultural Technical Instructors have now used this information to identify various habitats around our site that could be used to improve our biodiversity. These habitats will be created or enhanced during patient and service user activities sessions.

Our Grounds Maintenance teams are planning to create a new spinney of trees on our Northampton campus, opposite Three Shires Hospital and William Wake House. During Autumn and Winter 2022, we will be encouraging patients and staff to take part in the Queen's Green Canopy initiative, planting 70 trees to celebrate Her Majesty's seventy years on the throne.

To demonstrate our ambition, St Andrew's Healthcare won the prestigious Health Service Journal (HSJ) Awards 2021, under the Environmental Sustainability category for its Growing Spaces to Grow project which was undertaken in Essex.

Waste and Recycling

We plan to implement a joined-up strategic agreement for all sites to segregate waste at source and thereby increasing our recycle waste streams in line with our long term goal of sending 'zero to landfill'.

This will include all aspect of Waste Electrical & Electronic Equipment (WEEE Directive), IT hardware and food waste. We aim to engage our service users throughout this journey and as an example, our Child and Adolescent Mental Health Service (CAMHS) service users are keen to trial recycling segregation bins to include paper, plastics and general waste/food.



We will renew the waste tender for all of our sites and within the tender we require the suppliers to provide an innovative set of options to assist St Andrew's in achieving budget, increasing recycling, and reducing waste to landfill and our carbon footprint. Our current system is a number of years old, and as we all know supplier carbon footprints also affect ours indirectly and directly.

The purpose of this tender is to give St Andrew's value for money, and to achieve an innovative waste collection system that will reduce our carbon footprint. This will be measured by an agreed specific KPI, whereby we would require documented evidence of reduction and a continued targeted performance that shows a trend sustained of improvement.

Food Waste

Food "waste" refers to food that is fit for consumption but consciously discarded at the retail or consumption phases - for example as it is surplus, damaged, or waste items such as teabags or peelings. Food waste should be placed in a compostable bag and placed into a food waste bin, rather than in the general waste.

When food waste ends up in landfill, it breaks down and releases methane. This gas contributes to the greenhouse effect, trapping the sun's heat in the atmosphere and causing the planet to grow dangerously warmer. By cutting down our food waste and disposing of any that is unavoidable in a responsible way, we will minimise the carbon footprint of St Andrew's.

The recycling process for food is called anaerobic digestion. It uses micro-organisms to break down food waste in the absence of oxygen, inside an enclosed system. As it breaks down it gives off methane, which is collected and converted into biogas and used to generate electricity.

Our food waste is collected weekly, and we inspect each bin on collection for contamination and compliance.



Supply Chain and Procurement

Procurement is the process by which we purchase the goods and services the Charity requires to operate, the goods and services we procure then become part of our supply chain. The principle of sustainable procurement is that we should use our purchasing power to influence the sustainability of our supply chain. The NHS and its service providers, such as St Andrew's Healthcare is uniquely positioned to be able to influence a wide area of the private sector to decarbonise by exerting this pressure.

The NHS Supply Chain accounts for approximately 62% of total NHS emissions. To reduce this impact, St Andrew's will meet the NHS carbon reduction targets and become net zero for our Carbon Footprint Plus by 2045. Carbon Footprint Plus is a measure of carbon emissions that includes our supply chain.

We also recognise that our purchasing power and procurement activities have social and economic consequences, as well as environmental impact. The NHS uses products from more than 80,000 suppliers for items such as medicines, medical equipment, food, business and office goods. It is calculated the non-medicines supply chain produces 42% of the NHS Carbon Footprint Plus. Alongside the NHS, St Andrew's Healthcare can use its purchasing power to influence and promote change although we have no direct control over these emissions.



Upcycling, Recycling, and Re-using

Wherever we can we try to avoid the need for new products to be manufactured. As an example, we have been using recycled paper as standard for a while now. We also refurbish and recycle as much ward-based and office furniture as possible which is not only is cost effective, but more environmentally friendly as avoids landfill. In the financial year 2021/22, 454 pieces of furniture were refurbished in this way.

Sustainable Procurement

The Charity will consider the relative efficiency levels of appliances and purchase high efficiency whenever possible, for example triple 'A' rated laundry appliances. Government guidance and tools on sustainable procurement together with the NHS Supply Chain Sustainability Strategy will inform and support decision making.

Social Value

Since April 2022, the NHS has adopted a new procurement policy (PPN06/20) which aims to deliver social value. When making purchasing decisions, organisations should consider whether this procurement decision has an impact on themes such as fighting climate change, equal opportunity, or tackling unemployment inequality.

In line with the government's commitment that £1 in every £3 be spent with small businesses, we encourage SMEs to tender when we undertake a procurement exercise for an appropriate service or product. We don't currently record which of our suppliers are SMEs but we are investigating ways to enable us to baseline and increase our spend with SMEs going forward.

We recognise that local businesses are often best placed to provide an excellent, personalised service. Purchasing from local providers is a great way for us to engage with our communities, so we also seek to encourage local organisations to tender or quote for business where its relevant and appropriate to do so.





Tracking the Performance of our Suppliers

Asking environmentally-related questions to our supply chain will promote their discovery and encourage their development in this important area. We have updated the information we capture when a new supplier is set up on our system to include environmental policies and carbon reduction performance and plans, which will also be referenced in our standard purchase order Terms and Conditions. Furthermore, we will review and update our generic supplier Service Level Agreements (SLAs) to capture wider environmental and sustainable aspects of their contracts during periodic review meetings.

We will assess our supply chain to understand the current sustainability baseline. Ranking suppliers by spend value, we aim to quantify our annual Procurement spend with suppliers who have, for example, an Environmental & Sustainability policy/plan/decarbonisation target and those who participate in carbon disclosure via CDP's climate change questionnaire. This will allow us to target improvements as our percentage of spend with sustainable suppliers increases.

Food and Nutrition

A well balanced, nutritionally adequate diet is fundamental for health and wellbeing. Individuals with severe mental illness have a much higher risk of obesity and associated health conditions such as type 2 diabetes, cardiovascular disease, high blood pressure and raised blood lipids. Prevention of these conditions will contribute to sustainability by reducing the requirement for avoidable healthcare.

The St Andrew's Food and Health Policy was updated in April 2022. This Policy sets nutrition standards for catering and how special dietary needs will be catered for. It highlights the responsibilities of the Charity for health promotion within the hospital environment.

A Food and Health Procedure sits alongside the Policy and sets out how we offer access to healthy eating and drinking options, and how we will achieve the requirements set out in NHS Food Standards, for example how our products provided and/or offered for sale on site must be labelled and in appropriate portion sizes.

The Dietetic team have developed a healthy lifestyle education package called 'NEW You'. This comprises of nutrition education topics, a workbook, a recipe book, health promotion resources and an internal website. An online staff training module has also been created and made mandatory for all staff working in secure areas. This package promotes a diet based on fresh foods and plenty of fruits and vegetables. Physical activity is also fundamental to health and our Physiotherapy and Sport Therapists have created resources within the NEW You package.

A new vegan menu alongside our vegetarian options allows more choice for plant-based meals.

St Andrew's Healthcare is also acutely aware that the transportation of food is also a major source of carbon emissions – sourcing locally can ensure that these emissions are minimised, whilst maximising the benefit to our local community.

Some of the patients at St Andrew's require nutritional products orally or via a feeding tube. During 2020 we considered tenders from suppliers of nutritional products for the St Andrew's enteral feeding contract. The process included evaluating and scoring the companies environment sustainability programmes. Our chosen provider, Nutricia Danone has a strategic plan to achieve zero net carbon emissions by 2050 by addressing issues such as packaging, recycling, manufacturing, waste, reduction of energy use.

Alongside our green strategic vision we will shortly be launching 'Maple', our new electronic patient ordering system that will replace paper menus across all of our sites and help St Andrew's move ever closer towards a paperless operation.

This change to patients ordering directly through a tablet will significantly reduce paper use including the need for photograph menus on all wards and printing menu choices in the kitchens. This transition will also reduce food waste by allowing smarter ordering.





Adaptation

The threat to human health and wellbeing from climate change is the significant driver for the development of this Green Plan. Climate change is real and undeniable with the evidence that as a result, the UK is experiencing increasingly severe and frequent extreme weather events caused by the long-term change in global temperatures.

This Green Plan contains a number of activities that aim to mitigate the impacts of climate change, by reducing carbon emissions. Adaptation requires the Charity to plan for permanent changes in its environmental culture, and not just the immediate risk of extreme weather.

Primarily, we need to manage and assess climate change risks, by conducting regular climate change risk assessments to identify the significant risks facing health and care processes, premises, suppliers, and service providers and to identify the adaptation and mitigation actions required.



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