



# GREEN PLAN

2022-2026

Version 1 (January 2022)

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Scheduled Review January 2023

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## Foreword

Devon Partnership NHS Trust (DPT) recognises how important it is for us to make sure we are committed to sustainability in everything we do.

Our Strategic Aims include to:

**Make a positive contribution to our environment**

**Make the best use of resources**

We are committed to playing our part in *Delivering a Net Zero National Health Service*, recognising that, left unabated, climate change will disrupt care, with poor environmental health contributing to major diseases and economic disruption.

Our Green Plan (2022-2026) sets out how we will continue to improve the ways in which we use our resources in ways that cause least harm to our environment and benefit those who use our services and our staff. Each year environmental concerns grow in importance as our awareness is raised on the critical importance of changing our behaviours and the effects this is having on climate change and sustainability. Our plan will be updated annually to reflect changes in national requirements and local experience.

Legislation and regulation reflect this priority and more tools are becoming available to help organisations chart their progress. The Greener NHS National Programme is one year on from announcing the target to be the first healthcare service internationally to set a target to become net zero. With around 4% of the country's carbon emissions, and over 7% of the economy, the NHS has an essential role to play in meeting the net zero targets set under the Climate Change Act. Two clear targets are outlined in the *Delivering a Net Zero National Health Service* report:

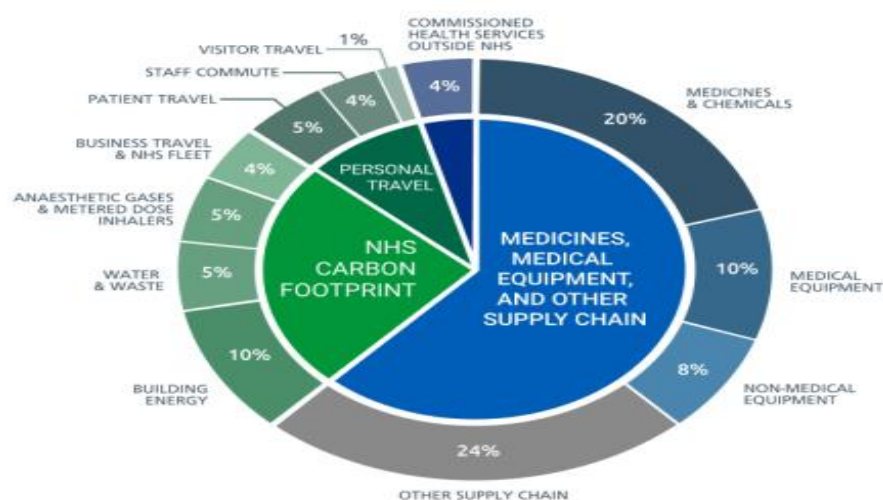
- *The NHS Carbon Footprint: for emissions we control directly, net zero by 2040*
- *The NHS Carbon Footprint Plus: for emissions we can influence, net zero by 2045<sup>1</sup>.*

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<sup>1</sup> <https://www.england.nhs.uk/greenernhs/national-ambition/>



Figure 1 Sources of carbon emissions by proportion of NHS Carbon Footprint Plus



The climate emergency is a health emergency, threatening the foundations of good health, with direct and immediate consequences for our patients, the public and the NHS. The situation is getting worse, with 9 out of the 10 hottest years on record occurring in the last decade and almost 900 people killed by heatwaves in England, in 2019. With over 10 years of experience reducing carbon, the NHS has already reduced its emissions by 26%, (NHS Carbon Footprint Plus including supply chain) exceeding its commitments under the Climate Change Act2.

In addition to setting goals and putting plans in place to achieve them, an important determinant of DPTs' contribution to creating and supporting healthy lives, healthy communities and healthy environments will be continuing to develop a culture where sustainability is part of everything we do. Whether we are thinking of how to travel to work, organising meetings or designing a new service, the opportunities to incorporate a healthy environment will inform the choices we make in order to deliver our Strategic Aims and to contribute to the national NHS commitment.

The Trust has overseen a number of projects over the last 5 years with sustainability at the forefront including:

- working towards Building Research Establishment Environmental Assessment Method (BREEAM) "Excellent" as a minimum
- decarbonising by purchasing an electric vehicles
- evaluating installation of decarbonisation renewable technology outlined in the Net Zero Carbon Roadmap
- decreasing travel with less commuting
- enhancing the scope for healthy travel options and improved cycle facilities.

There are likely to be financial implications associated with initiatives identified in this plan and their full impact and associated costs at this stage are hard to quantify. Where possible we will

<sup>2</sup> <https://www.england.nhs.uk/greenernhs/wp-content/uploads/sites/51/2020/10/delivering-a-net-zero-national-health-service.pdf>



identify additional external sources of funding to help us plan and deliver this Green Plan as well as including sustainability as a factor to influence how we choose to spend our own resources.

In addition to our commitments to *Delivering a Net Zero National Health Service* as part of our overarching strategic aims around sustainability and resources, our 2022-2025 Trust Strategic aims also include our ambition to:

### **Promote social justice and tackle discrimination**

A key part of delivering against all three of these aims is in our role as an Anchor Institution. An anchor institution is one that, alongside its main function, plays a significant role in a locality by making a strategic contribution to the local economy. We commit to maximising the positive Social Value impact we have on our local communities, contributing to improving the economic, social and environmental wellbeing of the local population.

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## Introduction

Every NHS organisation is required to have a Green Plan approved by its Board of Directors which sets out how we will continue to improve the ways in which we use our resources in ways that cause least harm to our environment by:

- taking measurements that will be used to monitor local targets and review against the progress of the Green Plan and associated action plans;
- report regularly to the Trust Board on Trustwide progress;
- publish progression in the annual report and to wider stakeholders;
- provide a detailed 'live' action plan and objectives for sustainable development and decarbonisation;
- support governance and accountability arrangements for ensuring the plan is delivered and benefits realised.

This Green Plan is guided by a range of statutory, regulatory, and policy requirements, including:

### Climate Change Act 2008

Sets in place a legally binding framework allowing the UK Government to introduce measures which will achieve carbon reduction and mitigate and adapt to climate change.

### National Adaptation Programme

Led by DEFRA, the UK Government's Adapting to Climate Change policy culminated in the publication of the National Adaptation Programme (NAP). This programme sets out what government, businesses, and society are doing to become climate ready and the adaptations needed to our infrastructure to respond to greater frequency of adverse weather events. This is especially relevant to our preparedness for emergency situations and our business continuity planning processes.

### Civil Contingencies Act

The Civil Contingencies Act 2004 (CCA) establishes a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. It requires organisations in the health and care system (emergency services, local authorities, NHS bodies) to prepare for adverse events and incidents.

### Delivering a Net Zero NHS

Provides a detailed account of the NHS modelling and analytics underpinning the latest NHS carbon footprint, trajectories to net zero and the interventions required to achieve that ambition. It describes an iterative and adaptive approach, which will periodically review progress and aims to increase the level of ambition over time.

The above list of legislation is not definitive, is correct at time of printing and is liable to change in the future.



## Background

Devon Partnership NHS Trust (DPT) is the major provider of mental health and learning disability services in Devon and Torbay as well as offering a number of specialist services to people in the South West and beyond. Our plan sets out how we will work in partnership with other services to reach Net Zero.

DPT has a current, total operating budget of £320,911,000 which includes both provider and commissioning elements; employs over 4,400 staff and operates from approximately 56 owned and leased buildings serving a population of 890,000. Staff numbers have increased by approximately 46% and the overall floor area of our estate has reduced by approximately 30% over the last 14 years.

The Trust provides a range of mental health, learning disability and neurodiversity services to the population of Devon (Devon County Council and Torbay Council areas) as well as a range of tertiary services for the population of the South West Peninsula and the Bristol Dementia Service.

Figure 2 - DPT locations



**Our vision is to be an inclusive society where the importance of mental health and wellbeing is universally understood and valued.**

**Our mission is to become a recognised centre of excellence and expertise in mental health and learning disability within the next five years.**

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We consume a significant quantity of natural resources annually which contribute to our total carbon footprint directly and indirectly.

- Energy costs for 2020/21 (gas, electricity and oil) totalling approximately £770,000;
- £180,000 on water;
- £142,000 on waste;
- We also use substantial quantities of petrol, food, paper, clinical products and pharmaceuticals.

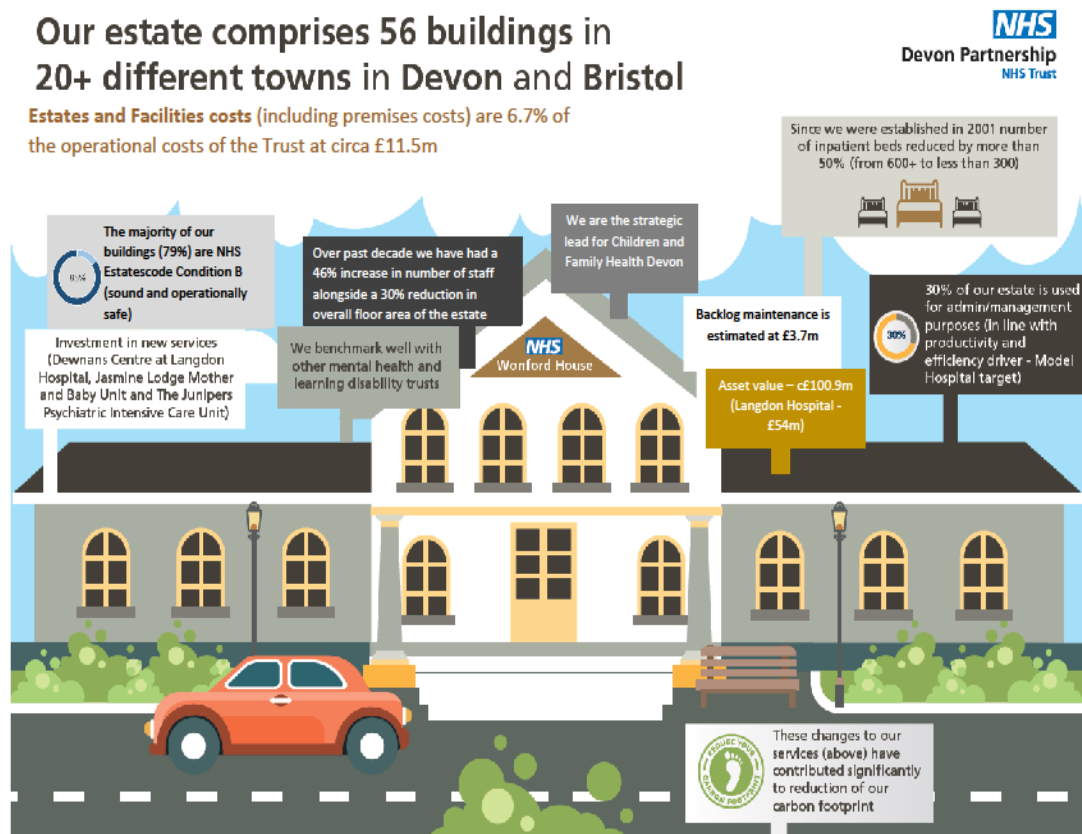


Figure 3 - DPT Estate Overview

We recognise the relationship between our models of service provision, the natural environment, climate change, the wider determinants of health and wellbeing and the increasing demand on our services.

By providing our services more sustainably we can mitigate our contribution to climate change and reduce the impacts of climate change in the way we plan and develop services for the future. Planning sustainability into everything we do can aid the health and wellbeing of patients/clients/service users and our staff.

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Situated on the South West Peninsula, Devon lies between the Bristol Channel to the North and the English Channel to the South. Both coastal areas are predicted to be affected by coastal erosion and flooding.

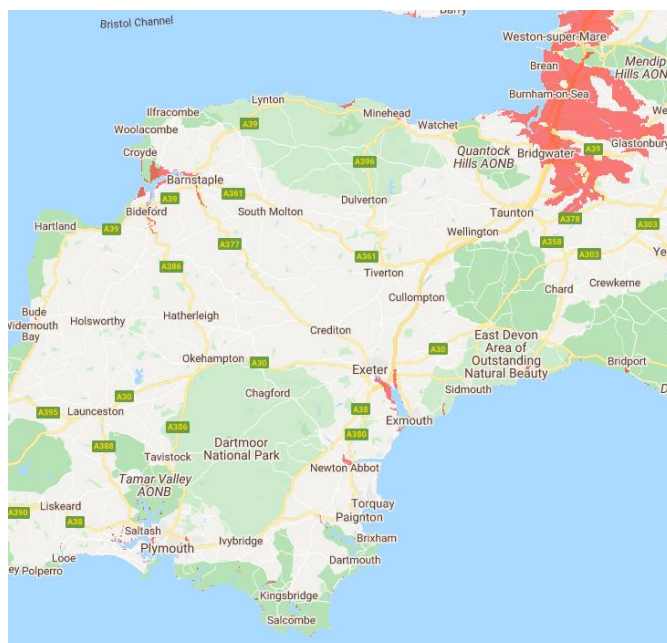


Figure 4 Red Areas highlight locations could be affected by predicted flooding by 2040

## Geographical Data

- 90% of Devon's land area is rural;
- Devon has over 200 miles of shoreline;
- Almost half the population live in the three major urban centres of Exeter, Plymouth and Torbay;
- 35% of Devon is recognised as landscapes of national importance;
- Devon has rich biological and geological diversity which is becoming increasingly vulnerable to the effects of climate change across 2 National Parks and five Areas of Outstanding Natural Beauty.
- Devon has over 8,000 miles of road, the largest road network in the country.

As part of our Green Plan's adaption plan, DPT will consider the locations at risk, plan to mitigate any loss to service delivery, ensure continued access to the working environment, consider the impact on staff and any potential increase in demand to our services due to the effects of anxiety in relation to Climate Change and its effects on all generations, but in particular on the younger generation.



## Organisational Vision for Carbon Reduction

### Statement of intent

Climate change poses a substantial challenge to human health and wellbeing and for the provision of health and social care services. Sustainable development is key to minimising the harmful effects of human activities on the climate and environment. DPT, as one of the key NHS anchor organisations in the county, is committed to sustainable development, reducing any harmful effects of its activities on the environment and working toward the national NHS targets.

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

The Intergovernmental Panel on Climate Change (IPCC) has declared a 'Climate Emergency' and has committed to address this emergency. In 2019 all the Councils in Devon along with the Environment Agency and other local organisations declared a Biodiversity and Climate Change Emergency. Working in partnership with these organisations and with other community and environmental groups in the Devon ICS footprint, DPT can help to reduce the carbon footprint for Devon as a whole.

DPT's Green Plan priorities are:

- Develop an annual report to be endorsed at board level each year.
- Implement sustainable development into all strategic and operational plans
- Ensure climate change is incorporated into Risk Assessments
- Monitor spend on paper with reduction of 30% from 2017/18 on procured volume.
- Be 100% green electricity by 2023.
- Implement decarbonisation recommendations in accordance to Net Zero Carbon Roadmap including additional alternative heat sources such as heat pumps, hydrogen, an updated energy policy, carbon offsetting and electric vehicles.
- Expand services to encourage engagement with natural environment which encourages biodiversity.
- Increase online virtual patient consultations, where clinically appropriate.
- Increase online staff meetings to reduce travel.
- Promote alternative forms of sustainable travel where required.
- Audit locations with the aim to reduce travel, develop Trust and site travel plans and enhance facilities.
- Review the utilisation of premises to adapt to the future need
- Reduce water consumption by units.
- Drive forward a circular economy. Reduce waste tonnage through reuse and increasing recycling. Options to be considered in future tenders.
- Reduce use of pharmaceuticals measured by cost.
- Ensure all purchases over £5m from 2023 have Net Zero Plan aligned within the contract with review on value of contract to be decreased year on year.
- Ensure all new builds meet the BREEAM "Excellent" or Net Zero Carbon Hospital Standard as applicable.
- Reduce number of out of county admissions to avoid travel

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## Workforce and leadership

The Trust is committed to attracting and retaining talented people, creating a great place to work with a shared sense of pride and ambition. Becoming a leader in the field of sustainable mental health and learning disability services will support this ambition.

The Trust currently employs over 4,400 staff and operates from approximately 56 core buildings which are both leased and owned. Home and flexible working is now embedded into the working ethos of the Trust.

The Trust is exploring incorporating sustainability into the staff induction process which will raise awareness of the Trust's environmental commitments and will encourage our staff to make changes in their working and personal lives to benefit our sustainable future from the start of their employment with us. Staff will also be encouraged to raise awareness of the Greener NHS agenda at a local level by volunteering or becoming a 'Green Champion' to spread the sustainability message across our services.

Volunteering within the Trust or partner organisations can help build skills, provide team building opportunities and raise the profile of the sustainability agenda.

## Sustainable models of care

*Climate change is the single biggest health threat facing humanity. While no one is safe from the health impacts of climate change, they are disproportionately felt by the most vulnerable and disadvantaged. Achieving the goals of the Paris Agreement would save millions of lives every year due to improvements in air quality, diet, and physical activity, among other benefits<sup>3</sup>.*

We are committed to developing care models which are designed jointly by clinicians and people who use our services in ways that encourage and support self-care and recovery. We want to ensure that we provide integrated care that is easy and convenient for people to access and makes best use of modern technologies.

Since the pandemic more consultations have taken place virtually and for many clients and staff this has been very successful, increasing productivity and decreasing travel and carbon emissions. Whilst ensuring that patients who need face-to-face services can receive them, we will look for opportunities to reduce travel.

Jasmine Lodge (DPT's Mother and Baby Unit) won the Best Interior Design Award (New Build) at the 2019 Building Better Healthcare Awards, as well as being highly commended in the Clinician's Choice award. The awards recognised excellence in healthcare architecture, estates and facilities management, interior design, and product innovation. Working with Estates to create better environments for patients and reduce energy usage e.g. less noise, light at night, access to green spaces and natural light.

<sup>3</sup> <https://www.who.int/news/item/11-10-2021-who-s-10-calls-for-climate-action-to-assure-sustained-recovery-from-covid-19>



The Trust's workforce and local community are working together to develop green spaces for occupational therapy and green prescribing. Projects currently under development are hedge laying, mini golf, small animal care and gardening.

Eco-anxiety (the chronic fear of environmental doom) is increasing. A study in 2020 showed that over half of the children and young people surveyed were anxious about climate change.

*Ipsos MORI has found that four in five members of the public (82%) are concerned about climate change, with a similar proportion thinking it is a global emergency (80%) and caused by human activity (81%)<sup>4</sup>.*



## Digital Transformation

New technology can help to improve efficiency and value of services as well as support patient safety. Since the start of the pandemic many DPT staff have been flexibly working remotely which has enabled the continuation of services, reduction in travel and attendance at virtual meetings even if isolating.

The Trust has a Building Management System (BMS) working across its managed sites to support the rapid addressing of issues that could otherwise have adverse environmental consequences.

Printing software has been installed to reduce the amount of paper/printing. The software also enables each user to view their own performance to aid understanding of their personal impact on the environment.

The Trust has purchased N365 solution to implement modules that have greatest benefit, replacing costly legacy infrastructure and systems.

<sup>4</sup> <https://www.ipsos.com/ipsos-mori/en-uk/public-recognise-link-between-climate-change-and-health-and-generally-do-not-have-strong-views-role>



## Travel and Transport

We have committed to reduce the impact of our travel and transport on the environment and to using new technologies to support provision of care and treatment. Video software has enabled the reduction of travelling time for staff and relatives. Prior to the start of the pandemic National Transport Data showed:

- 90% travel alone
- 40% could cycle
- 40% could use public transport
- 10m could share a lift with someone within walking distance of homes.
- 3.5% of all journeys on the road relate to the NHS

*Travel is a significant contributor to overall NHS Carbon emissions.*

- Energy 10%
- Water/Waste 5%
- Commuting 4%
- Business travel/fleet 4%<sup>5</sup>

In order to effectively decarbonising our travel and transport, we need to think more broadly than simply replacing petrol and diesel vehicles with electric vehicles. While in some cases our staff will remain dependent on cars, there are significant opportunities to think innovatively about active travel (both business and commuter miles) and our models of provision of care and treatment.

The Trust continues to reduce the number of patients treated out of Devon benefiting staff and patients' visitors in terms of travel distances.

The Trust has purchased an electric vehicle with the remainder of the fleet under review with the aim to lease or procure further electric vehicles when existing vehicles are no longer deemed economically viable. Electric charging points have been installed to start to build towards meeting the future demand as petrol/diesel cars and vans cease production in 2030, although these charging points currently make up less than 1% of the total parking spaces.

Travel audits will help us to understand where investment is required with the goal to invest in additional electric charging for vehicles/bikes and the related infrastructure at each site to encourage staff and visitors to travel more sustainably.

In partnership with Royal Devon & Exeter (RDE), the Trust is exploring software to enable car sharing and create personal travel plans for all staff.

In line with the NHS People Plan, we are developing a comprehensive cycle to work and active travel plan which will include the increased use of E-bikes (for both business and commuter miles), better changing and storage facilities for staff, visitors and patients, maps, guidance and

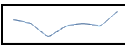

<sup>5</sup> [Mobilityways – Zero Carbon Commuting](#)



information on switching to active travel modes, and the provision of cycle confidence skills and bicycle maintenance session.

## Estates and Facilities

The Trust is responsible for a large estate comprising both office bases, clinics and inpatient services.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Trend
Total gross internal floor space (m2)	57828	56366	50524	55215	56014	54959	61522	Awaiting	
Total no. of staff employed (FTE)	2148	2339	2444	2570	2750	2560	3500	ERICData	

Green denotes an improvement on the previous year, red denotes deterioration

We will endeavour at each step of a capital project to take into consideration Net Zero requirements so as not to adversely affect our overall carbon footprint. The use of energy, water, waste and procurement will be factored into all projects.

Reducing carbon emissions through decarbonisation, improved utility purchasing and management, advances in technology and insulation versus ventilation are some of the best returns to meet Net Zero targets. Future projects will improve on the good work already implemented including ground source heating, air source heating, bore holes, LED lighting, insulation and estates rationalisation. The Trust is working to create feasibility studies on how sites can be utilised to meet Net Zero while ensuring energy security and decarbonisation as outlined in our Net Zero Carbon Roadmap.

The Trust will continue to work towards the best environmental outcomes when constructing or improving buildings with the use of BREEAM and the 'Net Zero Carbon Building Standards' on release. We will look to improve access to active travel, natural light, ventilation and green spaces; developing natural habitats for biodiverse wildlife in conjunction with partner organisations such as RSPB and the Wildlife Trust. In addition DPT will continue working with the NHS Forest; a good practice network run by the Centre for Sustainable Healthcare looking to develop green spaces for environmental care and human wellbeing. We are committed to planting 2 trees for every 1 tree that is felled.

The Trust aims to review new waste contracts to increase recycling and reuse. The pandemic led to an increase in black bags (landfill/waste to energy) and it is hoped that as the use of masks, PPE and social distancing reduces there will be reductions in total waste generation. A waste auditor is being recruited to develop standard operating systems and consistent identifiable disposal systems which will help increase recycling.





## Medicines

Medicines Optimisation is about achieving the best outcomes for people who are prescribed medication. By offering person centred care, involving people in decision making and providing information and advice we help to improve adherence and thus reduce medication wastage.

Consumption of pharmaceuticals is identified as the biggest contributor to carbon emissions. However usage is low within DPT compared to acute Trusts which have higher usage of anaesthetic gases and drugs delivered by propellants, i.e. CFC inhalers.

Stock control of ward cabinets is completed by pharmacy technicians on a quarterly basis as part of a medicines' audits. This is to help minimise wastage by keeping only drugs that are required in the quantities that are necessary.

All locations that hold medication are now monitored by Wi-Fi temperature loggers. This allows for much more robust data, and we can now make fully informed decisions about what should happen to medication following temperature deviation. This should lead to a reduction in waste of medicines as well as delivering financial benefits.

Our Medicines Optimisation Team is working to:

- Incorporate patients own medicines into administration to reduce waste.
- Increase medication reviews and where possible reduce repeat prescribing in conjunction with reduction in polypharmacy.
- Measure emissions from transport of medication from Royal Devon and Exeter and Derriford, and ensure supply to our units is included in their own Green Plans.
- Installation of Omnicell cabinets and electronic prescribing. We anticipate this will lead to less medication errors and less medication wastage.
- Look at incorporating information about environmental impact of medication into prescribing guidelines.
- Work with wards to eradicate single use plastics from treatment rooms, where clinically safe to do so.





## Supply Chain and Procurement

The Trust will ensure that it procures from its suppliers and contractors in a sustainable way and that it reduces the environmental impact of the goods and services we use.

### NHS England Net Zero Supplier Roadmap

From April 2023: the NHS will adopt the Government's 'Taking Account of Carbon Reduction Plans' (PPN 06/21), requiring all suppliers with new contracts for goods, services, and/or works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions.

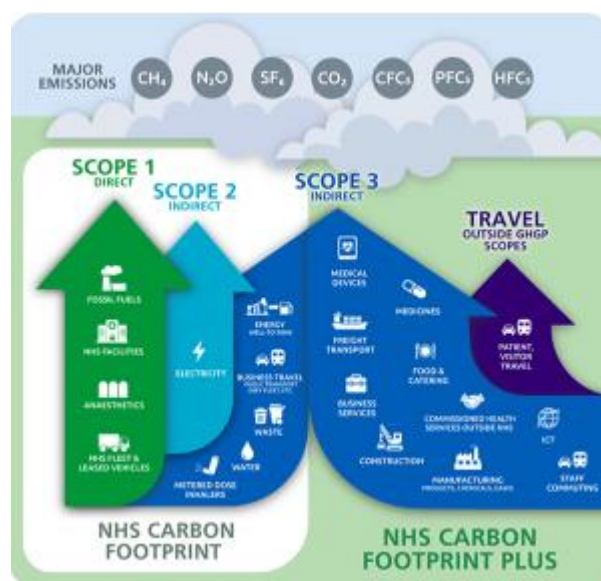
From April 2024, the NHS will expand this requirement for all new contracts, irrespective of value.

From April 2027: all suppliers with contracts for goods, services, and/or works for any value, will be expected to publish a carbon reduction plan that takes into account the suppliers' direct and indirect emissions.

From April 2028: new requirements will be introduced overseeing the provision of carbon foot-printing for individual products supplied to the NHS. The NHS will work with suppliers and regulators to determine the scope and methodology.

From 2030: suppliers will only be able to qualify for NHS contracts if they can demonstrate their progress through published progress reports and continued carbon emissions reporting through the supplier framework<sup>6</sup>.

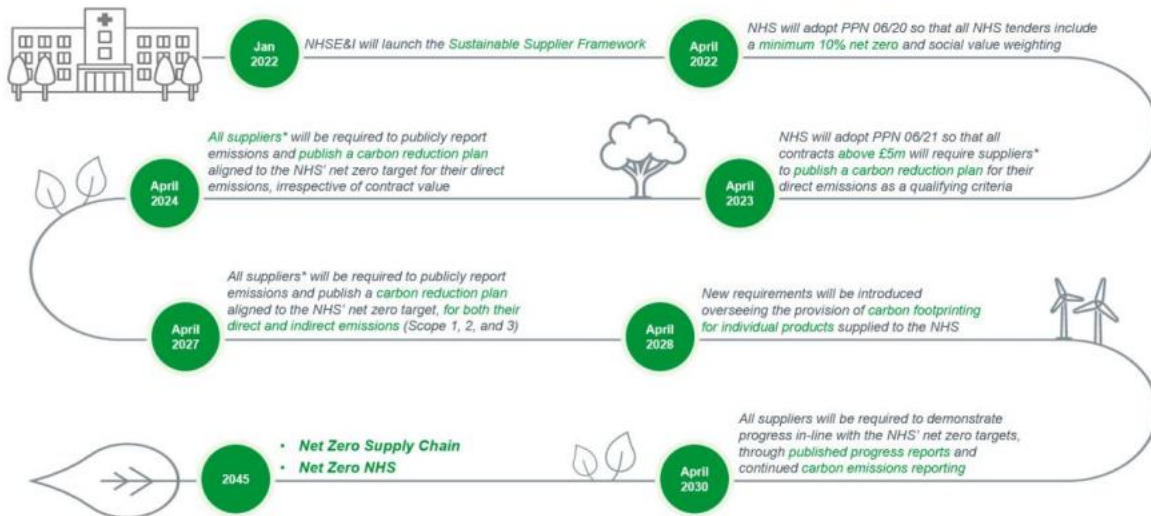
Figure 5 GHGP Emissions from Delivering a Net Zero NHS



<sup>6</sup> <https://www.england.nhs.uk/greenernhs/get-involved/suppliers/>



# Building net zero into NHS procurement



\*To account for the specific barriers that Small & Medium Enterprises and Voluntary, Community & Social Enterprises encounter, a two-year grace period on the requirements leading up to the 2030 deadline, by which point we expect all suppliers to have matched or exceeded our ambition for net zero.

Figure 6 - Building net zero into NHS Procurement

We aim to implement 10% sustainability weighting to all contracts from 2024, regardless of value.

DTP in conjunction with NHS Supply Chain is supporting the plastic pledge sourcing alternative products to phase out avoidable single-use plastic items used in catering and other services.

## Food and Nutrition

The *Food for Life Served Here Award* is an independent endorsement, backed by annual inspections, for food providers who are taking steps to improve the food they serve. The aim of the scheme is to encourage and reward caterers who: serve fresh food, source environmentally sustainable and ethical food, make healthy eating easy, and champion local food producers.

DPT Catering has held the Silver Award from 2015 in recognition of providing healthy options including vegan and vegetarian meals which help to reduce the carbon footprint through reduction in meat consumption. Where meat is purchased, non-intensive sources are procured and sustainably sourced fish.

Up to 10% of the global carbon footprint is made up of food waste. Currently 7% of the total waste tonnage generated per month is from food, there are opportunities to segregate this waste stream and potentially review disposal methods.



Figure 7- Soil Association silver award



## Adaptation

9 out of the 10 hottest years on record have occurred in the last decade with an increase in extreme weather leading to flooding, land erosion, drought, storms, heatwaves and poor air quality. Events happening on the other side of the planet are felt through depletion of supply of goods, increase in cost of services, products and reduction in biodiversity that helps sustain the planet.

We are committed to adapting our services to the impacts of climate change and severe weather events ensuring that we take climate change into account in both our operational planning and the design of new facilities.

Climate change events are predicted to affect those most vulnerable due to deprivation factors. The Index of Multiple Deprivation in 2019 was based on:

- income,
- employment,
- education and training,
- health and disability,
- crime,
- housing and services,
- living environment.

In 2019 there were 27 areas in Devon listed in the English Indices of Deprivation that were in the most deprived 10% of areas nationally.

Pre-existing health conditions make people more susceptible to the impact of climate change, exacerbating health conditions and affecting how people are able to respond. Early intervention identified through service planning can help mitigate against any negative change.

*Improving health systems could help prevent 250,000 additional climate-related deaths per year from 2030 to 2050, mainly from avoidable causes such as malnutrition, malaria, diarrhoea and heat stress<sup>7</sup>.*

The Trust will develop a Climate Change Adaptation Plan which takes into consideration working with other local anchor institutions such as the Emergency Services, Devon Climate Emergency, Met Office, Councils and charities to ensure appropriate cascade of information to implement early warning systems and initiate contingency planning to mitigate delivery of care.

Contingency and emergency planning, resilience and response documents can be located on the Trust's Intranet with actions to mitigate the impact to services.

Encouraging healthy lifestyle choices like walking and cycling not only contribute to reduce carbon emissions but will help to reduce long term health conditions.

Over the years the Trust has rationalised its estate which is a mix of old and new properties, reinvesting where required. Oil fired generators are installed into the large sites within the Trust providing back up for electricity and heating in the event of failure from utility companies

<sup>7</sup> [Key Findings | United Nations](#)



due to adverse weather events. Contingency planning for water supply disruption is required at the local level, within business continuity plans. The Trust will review and create where necessary individual flood plans for each site. Annually assessed by ICS for Emergency Planning Resilience and Response core standards.

At Langdon Hospital during the construction of the new forensic unit a 'hydro brake' was installed to mitigate against further flooding to Dawlish Warren. In 2000 Dawlish Warren was battered by storms. Flood defence work was completed by the Environment Agency. In 2014 the Network rail line at Dawlish was severely damaged affecting transportation in the South West. Sea defences are currently being completed to sustain future adverse weather.

DPT will investigate offsetting opportunities for greenhouse gases as a contingency.

## Conclusion

Devon Partnership Trust is committed to addressing climate change and other environmental challenges, such as reducing our use of water and our production of waste. We will work with partners in the ICS across Devon in order to maximise the impact of our collective efforts.

This Green Plan will be further developed during 2022/23, taking into account the longer term impact of Covid-19 on service provision, including travel, remote consultations and estate utilisation. However, we will act now rather than waiting for that future to become clear – we will implement the Green Action Plan that is summarised in Appendix 2. This Green Action Plan includes some in-year delivery and also some scoping work that will help us to build further commitments for 2023/24 and beyond.

The Trust has a Sustainable Development Steering Group operating already, that is committed to Net Zero and will oversee the delivery of this Green Plan in conjunction with partner organisations. This plan will be reviewed on an annual basis.

If you have any questions please contact:

Email: [dpt.estateshelpdesk@nhs.net](mailto:dpt.estateshelpdesk@nhs.net)



## Appendix 1 – Key Performance Indicators

In order to monitor progress against the targets in this Plan it is proposed to use the following dashboard and report on progress every six months to the Strategic Executive Committee and Trust Board:

Carbon Source	2018-2019	2019-2020	2020-2021	Trend from 2016	Target
Electricity (kWhs)	3,170,593	3,171,516	2,786,703		↓
Gas (kWhs)	21,940,791	9,866,636	10,837,663		↓
Oil (kWhs)	46,915	96,772	5,063		↓
Renewable energy (kWhs)	413,695	583,144	741,082		↑
Water volume incl borehole (m3)	8,274	42,969.3	34,803		↓
Transport (TBC)	0	0	0		↓
Recycling (tonnes)	104.26	65.02	111.01		↑
Domestic (Landfill) Waste (tonnes)	14.3	12	12		↓
Incineration (Domestic) (tonnes)	129.54	121.62	118.11		↔
Incineration (clinical) (tonnes)	12.21	10.18	12.65		↓
Alternative Treatment Plant (Orange) (tonnes)	1	1.36	4		↓
Offensive Waste (Sanitary and Tiger) (tonnes)	18.68	18.67	13.22		↔
Food Waste (tonnes)	12.68	18.8	21.16		↓
Confidential Waste (tonnes)	0	35.8	16.86		↓
Electric vehicle charging points	0	0	6		↑
Paper (£)	17,202	14,293	8,429		↓

Green denotes an improvement on the previous year, red denotes deterioration



## Appendix 2 – Action Plan

Action Plan						
Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Organisational Vision	National	Emissions we control directly (the NHS Carbon Footprint –Scope 1 and 2), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032	Annually	Bi-annual £5,000 review only – investment to be established	In Progress	1,2 & 3
	National	Emissions we can influence (our NHS Carbon Footprint Plus – Scope 3), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039	Annually	Periodic £10,000 – review only investment to be established	In Progress	3
	National	Report on progress to Sustainable Resource Planning (SRP – Dept of Health)	Quarterly	Internal	In Progress	1,2 & 3
	Regional	Maintain and increase where required partnership working with local authorities and groups to implement contingency planning, resilience and mitigate against adverse events.	Annually	Internal	Investigating	3
	Local	Updated Green Plan annually	Annually	Internal	In Progress	1,2 & 3
	Local	Ensure Green Plan is embedded into all strategic and operational plans	Annually	Internal	In Progress	1,2 & 3
	Local	Measure and monitor targets on delivery to Net Zero and maintain a live action plan	Annually	Internal	In Progress	1,2 & 3
	Local	Develop a dashboard for monitoring and reporting progress on our Green Plan	Annually	Admin support required TBC	In Progress	1,2 & 3
	Local	Maintain DAISY webpage along with policies and action plans	Annually	Admin support required TBC	In Progress	1,2 & 3
	Local	Sustainability and climate change incorporated in every key development, particularly capital projects, changes to models of care, staff / contractor induction and procurement	By end 2022	Internal	In Progress	1,2 & 3

Scheduled Review January 2023



	Local	Ensure the effects of climate change are captured in our general risk register as appropriate	By end 2022	Internal	Investigating	1,2 & 3
	Local	Ensure sustainability and implications of climate change included in policies, SOPs and reviewed in risk assessments	By end 2022	Admin support required TBC	Investigating	1,2 & 3
	Local	Further develop the sustainability group and encourage improved attendance	By end 2022	Admin support required TBC		
	Local	Report on progress with our Green Plan in our annual report using ERIC Data	Annually	Internal	In Progress	1,2 & 3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Workforce and Leadership	Local	Communicate our Green Plan widely to our staff, people who use our services and other key stakeholders	Annually	Internal	In Progress	1,2 & 3
	Local	Consider the implementation of workshops to support and signpost staff to improve their mental health and wellbeing reducing sickness	Annually	To be reviewed	In Progress	3
	Local	Maintain high levels of online meetings with staff and stakeholders where appropriate	Annually	internal	In Progress	3
	Local	Recruit green champions and create volunteer opportunities to implement actions from Green Plan	Admin support required TBC	To be reviewed	Investigating	1,2 & 3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
	Regional	Benchmark our Net Zero achievements with other Mental Health Trusts	Annually	Internal	Investigating	1,2 & 3

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Sustainable Models of Care	Regional	Continue to reduce the number of patients treated out of Devon and reduce travelling time for staff and relatives	Annually	To be reviewed	In Progress	1,2 & 3
	Regional	Work with our partners in the local health and social care system to provide a resilient system, collaborating to support each other's resources with coordinated planning and development working towards prevention and early intervention	Annually	Internal	Investigating	3
	Local	Encourage additional green prescribing opportunities	By end 2023	Internal	Investigating	3
	Local	Continue to promote access to virtual consultations and telephone support as alternatives (where clinically appropriate) to face to face appointments	Annually	Link with IM&T	In Progress	3
	Local	Create holistic spaces for patient treatment (alternative to the standard consultation environment where appropriate)	By end 2023	Internal	Investigating	3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Digital Transformation	Local	Continue to develop the use of teleconferencing and video conferencing to reduce unnecessary business mileage	Annually	Link with IM&T	In Progress	3
	Local	Review innovation with aim to increase further use of tele consultation and other forms of technology to communicate to staff and patients	Annually	Link with IM&T	In Progress	3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Travel and Transport	Local	Develop a Trustwide Healthy Transport Survey and Plan (Patient and Staff)	By end 2022	c. £10,000	Investigating	1,2 & 3
	Local	Promote alternative forms of active travel by creating site and individual personal travel plans per site including car sharing	By end 2022	c. £15,000	Investigating	2
	Local	Audit sites with aim to invest in technology to encourage active travel (fleet, business and commuting); to map transport facilities including electric charging points for cars and bikes	By end 2022	c. £50000	Investigating	2

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	Local	Survey and identify the need for cycle facilities including showers and heated lockers for drying clothing.	By end 2022	c. £5,000	In Progress	2
	Local	Review existing fleet transport, SLAs and services to encourage sustainable travel	Annually	To review	In Progress	1

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Estates and Facilities	Local	Ensure energy use and sustainability are key consideration as part of Estates Strategy and business cases for major capital projects	By end 2022	Internal	In Progress	1,2 & 3
	Local	Report on energy and water use in our performance dashboard	Annually	Internal	Investigating	1 & 2
	Local	Continue to assess Estates rationalisation in order to reinvest funds in our retained estate	Annually	Internal	Investigating	3
	Local	Ensure commitment to sustainability is a key criterion in selecting our construction partners and contractors	Annually	Internal	Investigating	3
	Local	Support our Estates team to access any additional training which can enhance our knowledge and understanding of latest developments in the field sustainability	Annually	£5,000	Investigating	3
	Local	Protect the environment on our owned sites and encourage biodiversity for staff and patients in partnership with our contractors, charities and as part of all project developments.	By end 2022	To be reviewed	Investigating	3
	Local	Continue to increase to our recycling tonnage implementing a circular economy	Annually	Admin support required TBC	In Progress	2
	Local	Reduce utilities by 5% by end 2022	By end 2022	Potential savings	In Progress	1 & 2
	Local	Ensure all new builds meet the BREEAM "Excellent" or Net Zero Carbon Hospital Standard as applicable	Annually	Internal	In Progress	1,2 & 3
	Local	Regular tree surveys with commitment to replace 2 trees for every 1 tree felled where appropriate.	by end 2022	Internal	In Progress	3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
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Medicines	Local	Ward based installation of Omnicell and Electronic Prescribing (providing better stock control, reducing pharmaceutical errors and waste)	By end 2022	Internal	In Progress	3
	Local	Reduce use of Trustwide pharmaceuticals and transportation from third party contractors, measured by cost and reduction included in the Green Plan	By end 2023	Internal	Investigating	2 & 3
	Local	Look at incorporating information about environmental impact of medication into prescribing guidelines to help inform choices. NICE etc. will base medication selection on efficacious data based on clinical trials and costs.	By end 2024	To be reviewed	Investigating	3
	Local	Explore Tech led inhaler technique clinics, to help minimise usage and flag potential to move to CFC-Free inhalers where appropriate. The most commonly used inhaler in the UK has a carbon footprint equivalent to 28kg of CO2e. Over the last 12 months, inhalers prescribed by DPT have totalled 43,908kg of CO2e.	By end 2022	Internal	Investigating	2 & 3
	Local	Work with Wards to eradicate single use plastics from treatment rooms, where clinically safe to do so.	By end 2023	Internal	Investigating	3
	Local	Increase medication reviews and where possible reduce repeat prescribing in conjunction with reduction in polypharmacy. Reduces medication waste, supply and associated CO2e burdens.	By end 2023	Internal	Investigating	3
	Local	Incorporating patients own medicines into administration to reduce waste and associated CO2e. There is an opportunity here to use appropriate medication as part of the inpatient stay, and/or used as part of the discharge medication.	By end 2022	Internal	Investigating	3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
	Regional	Ensure sustainability is a key criterion in all our procurement decisions, rationalising to prevent over ordering where possible.	by end 2023	Internal	In Progress	3

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Supply Chain and Procurement	National	Ensure sustainability measured as part of procurements over £5m by 2023	by end 2023	Internal	Investigating	3
	Regional	Implement circular economy and ensure sustainability included in all future procurement tenders	by end 2023	Internal	Investigating	2 & 3
	Local	Increased use of recycled paper, while decreasing unnecessary printing	by end 2022	Internal	In Progress	3
	Local	Source alternative products to phase out avoidable single use plastic items	by end 2022	Internal	In Progress	3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Food and Nutrition	Local	Reduce food waste and encourage composting available where there is food waste	by end 2022	Invest to save examples c. £30,000 onsite food digestion	In Progress	2, 3
	Regional	Consider the options for alternatives fresh, sustainable and local foods where practical.	by end 2022	c. £cost implication unknown in current climate	In Progress	3
	Local	Extend Green Prescribing examples being poly tunnels, provision of tools and mechanisms for growing vegetables as part of patient's occupational therapy and consumption.	by end 2022	To be consulted upon	In Progress	3

Category	Aspiration	Target	Review Date	Investment required	Position	Scope
Adaptation	Local	Develop a Climate Change Adaptation Plan (informed by a Climate Change Risk Assessment and our emergency planning processes)	by end 2022	Internal	In Progress	3
	Regional	Work collaboratively with key partners in our local health and social care system to ensure an integrated approach to adaptation planning	Annually	Internal	Investigating	3

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	Local	Support the development and use of a wider range of evidence based technologies and applications that support self-care and management	Annually	Analysis and projection required	Investigating	3
	Local	Consider the benefits of carbon offsetting and opportunities for investment in our own infrastructure and our services to decarbonise.	by end 2022	Internal	Investigating	1, 2 & 3

Locally Devon Partnership NHS Trust (some actions in partnership across the Devon ICS)

Regionally South West Region

Nationally Government Target

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