

# Green plan 2025/26 to 2028/29

SHSC sustainability strategy



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- Green digital transformation

# Executive summary



Phillip Easthope, board level green plan and net zero representative

Climate change is here. The UK climate is already changing. Since the publication of the first Green Plan climate records continue to be broken and we are facing the reality of the impacts of climate change. We are building our understanding of the challenges, risks and opportunities of transitioning to a net zero SHSC. It is clear to protect our own health and wellbeing, and to protect the existence of future generations, we need to prevent further harm and adapt to an environment that is changing.

We are proud to provide care in Sheffield and as an anchor institution we understand it is within our power to not only change how we do things but to lead by example and influence action across the city to reduce carbon, improve air quality and support our communities through the challenging times ahead. Our actions must be balanced in approach. We must ensure we address opportunities to support a just transition to net zero and maximise the potential to prevent or reduce health inequalities. Our Trust vision is to improve the mental, physical and social wellbeing of the people in our communities. A response is needed at every level of our organisation to mitigate and adapt to the threat of climate change. I am confident by living our Trust values and remaining committed to our ambitious Green Plan we can ensure that we not only deliver high quality healthcare, but we can deliver sustainable, low carbon, climate resilient and inclusive healthcare.

The first SHSC Green Plan marked the start of a journey for not only a sustainable transformation but a cultural transformation too and although the pace of change has been slower than we had anticipated, our carbon footprint is reducing and we are beginning to see the green roots of sustainability embedded as a measure of quality within the organisation. We will continue to build the conditions to embed sustainable value (financial, social and environmental value), to enable inclusive and equitable change, continually build our knowledge and as the breadth and pace of change demands, maximise opportunities to improve wellbeing and community resilience.

Despite wider strategic priorities and growing pressures across the whole NHS, as reinforced in Lord Darzi's independent report. "Given the global health imperatives, the NHS must stick to its net zero ambitions. There is no trade-off between climate responsibilities and reducing waiting lists. Indeed, often health and climate are mutually reinforcing goals." (Independent Investigation of the NHS in England, Lord Darzi, September 2024). Business as usual remains not to be an option.

Phillip Easthope - executive director of finance, digital and performance

# Introduction

This document provides an update on delivery of our green plan, three-year sustainability strategy providing accountability and a commitment to deliver on the NHS net zero targets. In addition to ensuring Sheffield Health and Social Care NHS Foundation Trust (SHSC) is building capacity to respond to and reduce our vulnerability to the impacts of climate change, for the benefit of our service users and our local communities.

It forms a part of our enabling strategies to deliver on being the best we can be and meeting our Trust Vision: to improve the mental, physical and social wellbeing of the people in our communities.

Deliver outstanding care



Great place to work



Reduce inequalities



Effective use of resources



## About SHSC; Proud to care in Sheffield

At SHSC we provide a range of mental health and learning disability services to the people of Sheffield. Some of the specialist services we provide support people from across the region, and our gender identity clinic receives referrals from across the country. Our vision is to improve the mental, physical and social wellbeing of the people in our communities.

We will do this by:

- Working with and speaking up for local people
- Making sure our services concentrate on prevention and early intervention
- Always improving what we do
- Locating services as close to peoples' homes as we can and where we can't make it easy and affordable to attend
- Developing a confident workforce with colleagues who are good at what they do and who reflect the population of Sheffield
- Ensuring excellent and sustainable services



Our values are a series of behaviours that everyone at SHSC is expected to follow. We are proud to live and follow our values every day. They outline how we act to make sure we give the very best care to the people we support.



As an integral part of our strategic direction and building on our first green plan published in January 2022, this updated plan sets out where we are now and where we need to get to by the end of 2028, working towards our net zero carbon emissions targets and transitioning towards becoming a more sustainable and more resilient organisation. We are continually building our knowledge, gathering evidence and creating the conditions to keep sustainability at the forefront within our decision making and performance measurement.

### Our population's health, South Yorkshire

Health outcomes for the people of South Yorkshire are poor compared to the England average. Average life expectancy is relatively low, and we have significantly higher rates of preventable premature deaths. These poor health outcomes are driven by a variety of factors; the social and economic environment (levels of deprivation, unemployment, education, under-investment in the North etc), the physical environment (e.g. air pollution, availability of green spaces etc), lifestyle factors and adverse experience (both factors which are heavily influenced by deprivation) and genetics.

NHS SY sustainability and green plan 2022-25

Climate change poses a major threat to our health as well as the planet. The climate crisis threatens to undo the last 50 years of progress in development, global health and poverty reduction, and to further widen existing health inequalities between and within populations. (World Health Organisation, 2024). Climate change is likely to impact health in Sheffield through several direct and indirect pathways. Direct impacts include heatwaves, worsened cold weather, storms and floods. Air pollution alone is linked to 500 deaths a year in Sheffield, with many of the most polluted communities being not only the most deprived, but the ones closest to Sheffield's large hospitals, e.g. Burngreave and Firth Park. The Fair and Healthy Sheffield Plan has been developed to take action on reducing the health inequalities, to close the unfair gaps in length and quality of life by improving the health and wellbeing of those worst off the fastest. It is known that some people in Sheffield die younger and have worse health than others, including those with disabilities, serious mental illness and those living in poverty.

# Drivers for change

## Greener NHS

The NHS is responsible for 4% of the UK's total carbon emissions. In October 2020, NHS England became the world's first health system to commit to reaching net zero carbon emissions, as outlined in the [Delivering a 'Net Zero' National Health Service report](#), which has two targets:

- **To be net zero by 2040 for directly controlled emissions**
- **To be net zero by 2045 for emissions that the NHS Influences**



### What is a green plan?

To support our net zero ambition, each trust and integrated care system should have a green plan which sets out their aims, objectives, and delivery plans for carbon reduction. In each case, this should be signed off by the Trust Board, with a board-level 'net zero lead' responsible for overseeing its delivery. Given the pivotal role that integrated care systems (ICSs) play, each system will also need to develop its own green plan, based on the strategies of its member organisations.

On 1 July 2022, the NHS became the first health system to embed net zero into legislation, through the Health and Care Act 2022. This places duties on NHS England, and all trusts, foundation trusts, and integrated care boards to contribute towards statutory emissions and environmental targets.

The act requires commissioners and providers of NHS services specifically to address the net zero emissions targets. It also covers measures to adapt to any current or predicted impacts of climate change identified within the 2008 Climate Change Act.

## Climate change and the threat to health

The climate change emergency is a health emergency. It has the potential to affect all the people we care for, now and in the future. It is our duty to act with urgency to protect the environment. Providing greener, more sustainable and net zero mental health care will not only help to reduce carbon emissions, wider environmental impacts and, potentially, the harmful effects of climate change, but by implementing principles of sustainable healthcare will also enable SHSC to deliver better quality and more efficient healthcare. Sustainable healthcare is good healthcare.



Sustainability in practice must span the entire service user journey and every member of SHSC staff, our partners, our service users and our suppliers have a significant role to play ensuring we meet our net zero duties.

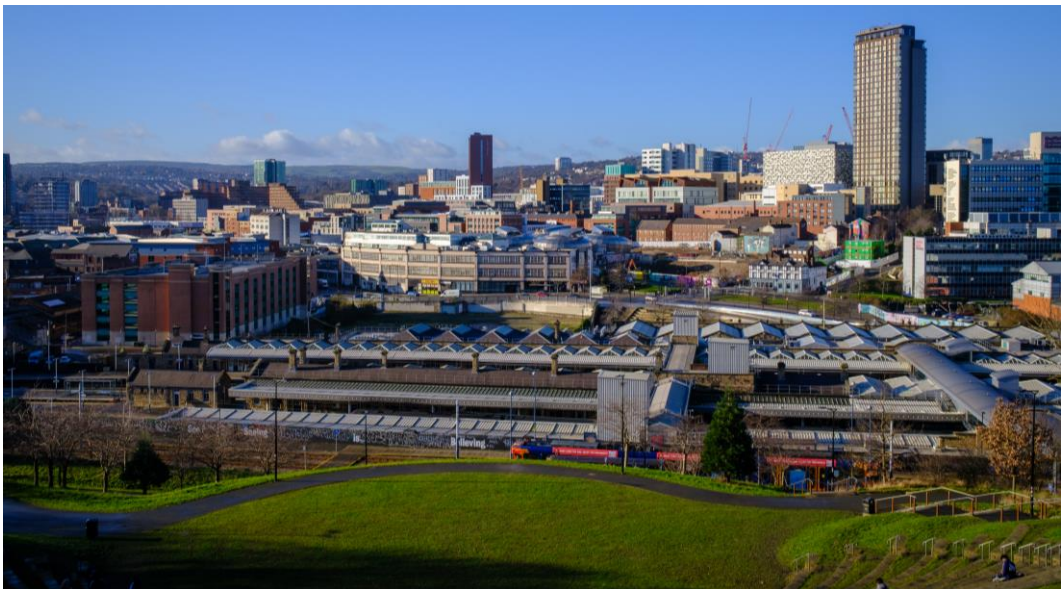
The UK Health Alliance on Climate Change 2021, Climate Health Coalition report, states that approximately 1.8 million people in the UK are living in areas at significant risk of flooding - a number which could increase to 2.6 million by 2050. Just under 12 million people in the UK are also dangerously vulnerable to future summer heatwaves, particularly the elderly or people with pre-existing health conditions such as diabetes or heart disease. Increasingly, research and evidence is paying closer attention to the mental health and psychosocial well-being impacts of climate change.

As demonstrated in figure 1 below there are multiple direct and indirect pathways by which climate-related hazards, long-term risks, exposure pathways and vulnerabilities interrelate to impact mental health. Most concerning of all, these exposure pathways have the potential to amplify existing health inequalities. SHSC must and will continue to accelerate action on climate change to not only reduce carbon emissions but will also focus on developing effective interventions to prevent and address mental health impacts, based on our assessments to identify risks, vulnerabilities and capacities to be resilient to climate change.

### The principles of sustainable healthcare

1. Prevention; promoting health and preventing disease by tackling the cause of illness and health inequalities
2. Patient empowerment and self care; Empowering service users to play a greater role in managing their own health and healthcare
3. Lean systems; Streamlining care systems to minimise wasteful activities
4. Low carbon alternatives; Prioritising technologies and treatments with lower environmental impact

(Mortimier, F, The Sustainable Physician, Clinical Medicine 2010, Vol 10, No 2: 110–11)



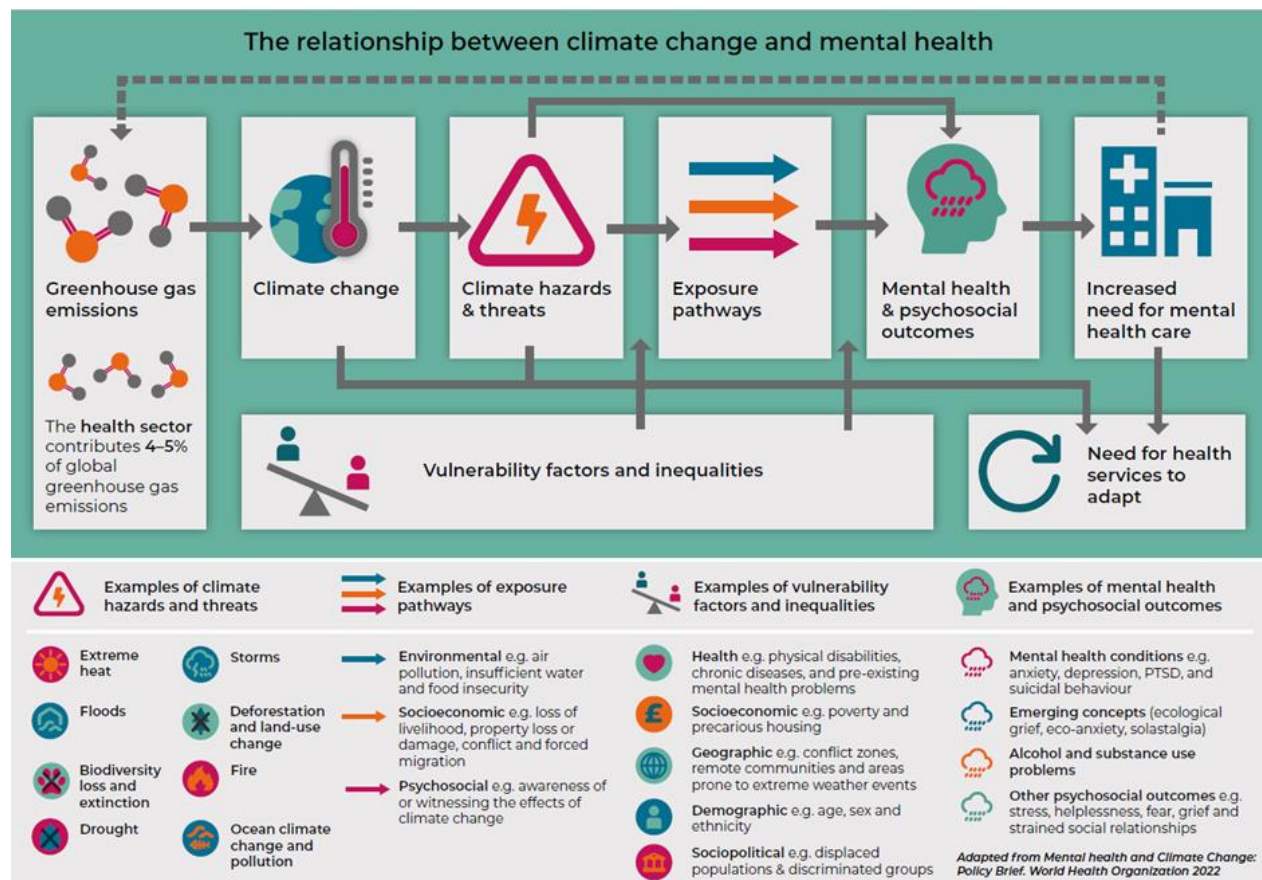


Fig 1, Page 8, National Collaborating Centre for Mental Health. Delivering greener, more sustainable and net zero mental health care: Guidance and recommendations. London: National Collaborating Centre for Mental Health; 2023

## Great challenges and opportunities

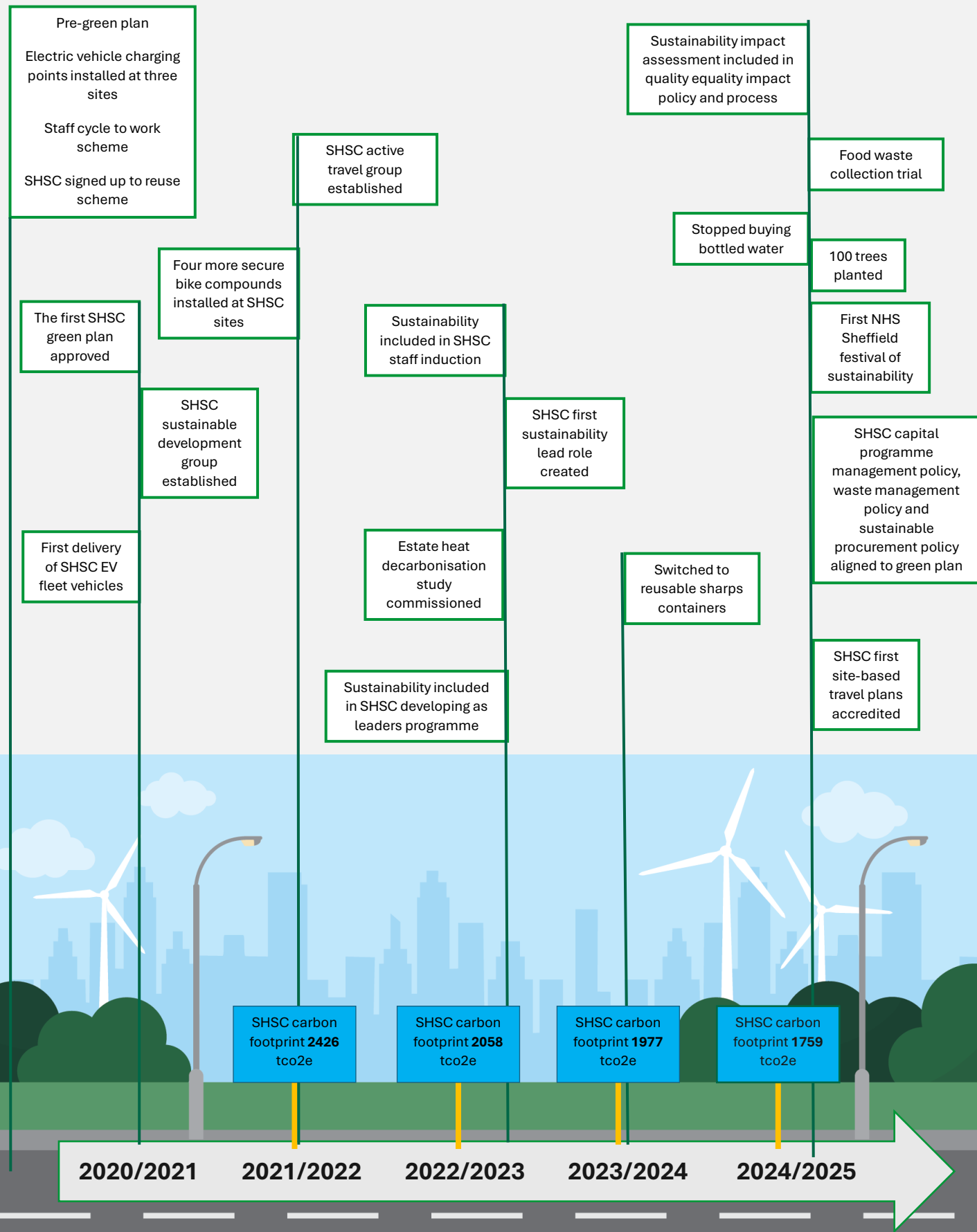
Whilst we are paying close attention to climate-related risks we are also aware of the opportunities and co-benefits that we can utilise to enable a future Sheffield with:

- Reduced health inequalities and high levels of improved wellbeing
- Improved air quality
- Healthy, inclusive and resilient communities, ready to react to climate events
- Reduced fuel poverty and comfortable homes and workplaces
- Accessible, protected natural spaces in recovery and thriving

We do not have time to delay as we recognise our actions to tackle the climate crisis also raise significant opportunities to reduce health inequalities and support healthy and resilient communities. Climate action should contribute to a just transition that actively involves people in decision-making, that provides new opportunities for marginalised communities, and that provides targeted support to make sure no one and nowhere is left behind. (Yorkshire and Humber Climate Action Plan, 2024). Our approach will be underpinned by a strong focus on living our values to support our cultural development and truly inclusive behaviours.



# Our journey so far



# Our carbon footprint

The operation of SHSC generates carbon emissions and consequently we are contributing to the climate health crisis. Identifying a route to net zero emissions in a complex system such as SHSC is challenging and working towards achieving these targets even more so. When developing our first Green Plan we recognised that transformation would require collaboration across our region, and we were prepared to match our partner organisations across the city to achieve a net zero footprint for the emissions under our direct control by 2030. Bringing the National Greener NHS Net Zero emissions carbon footprint target forward by 10 years. The graphs below outline our progress so far working towards our 2030 target.

Although we are on track to meet the Greener NHS ambition to reach an 80% reduction in our carbon footprint by 2028 to 2032(reduction from 1990 baseline estimate), progress has been slower than anticipated relative to the SHSC 2030 net zero emissions target. We have identified the building blocks to meet our 2030 target. We continue to progress development of a Heat Decarbonisation Plan (HDP) for our estate and further decarbonisation of our fleet.

## SHSC net zero emissions targets:

- For the emissions we **control directly** (our carbon footprint) to be net zero by **2030**
- For the emissions **we can influence** to be net zero by **2045**.

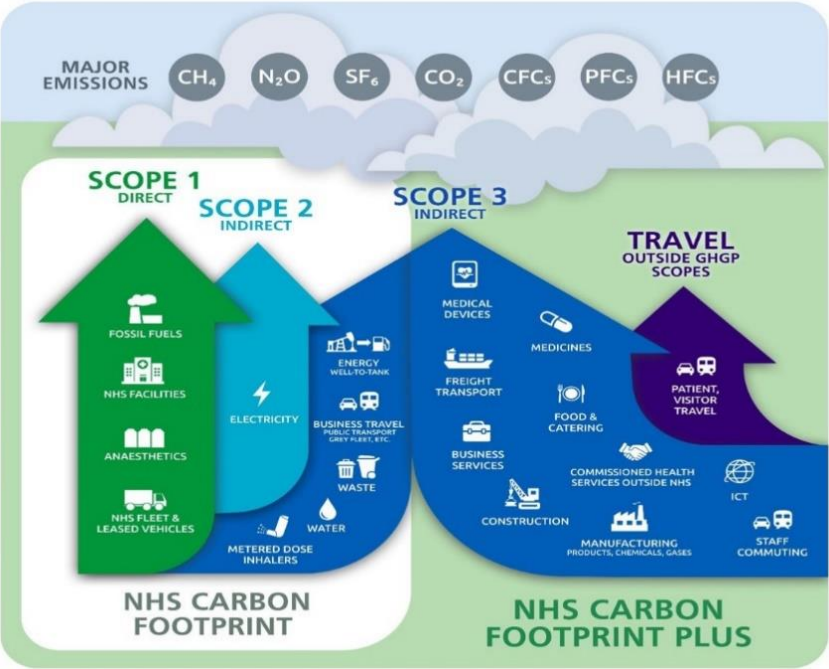
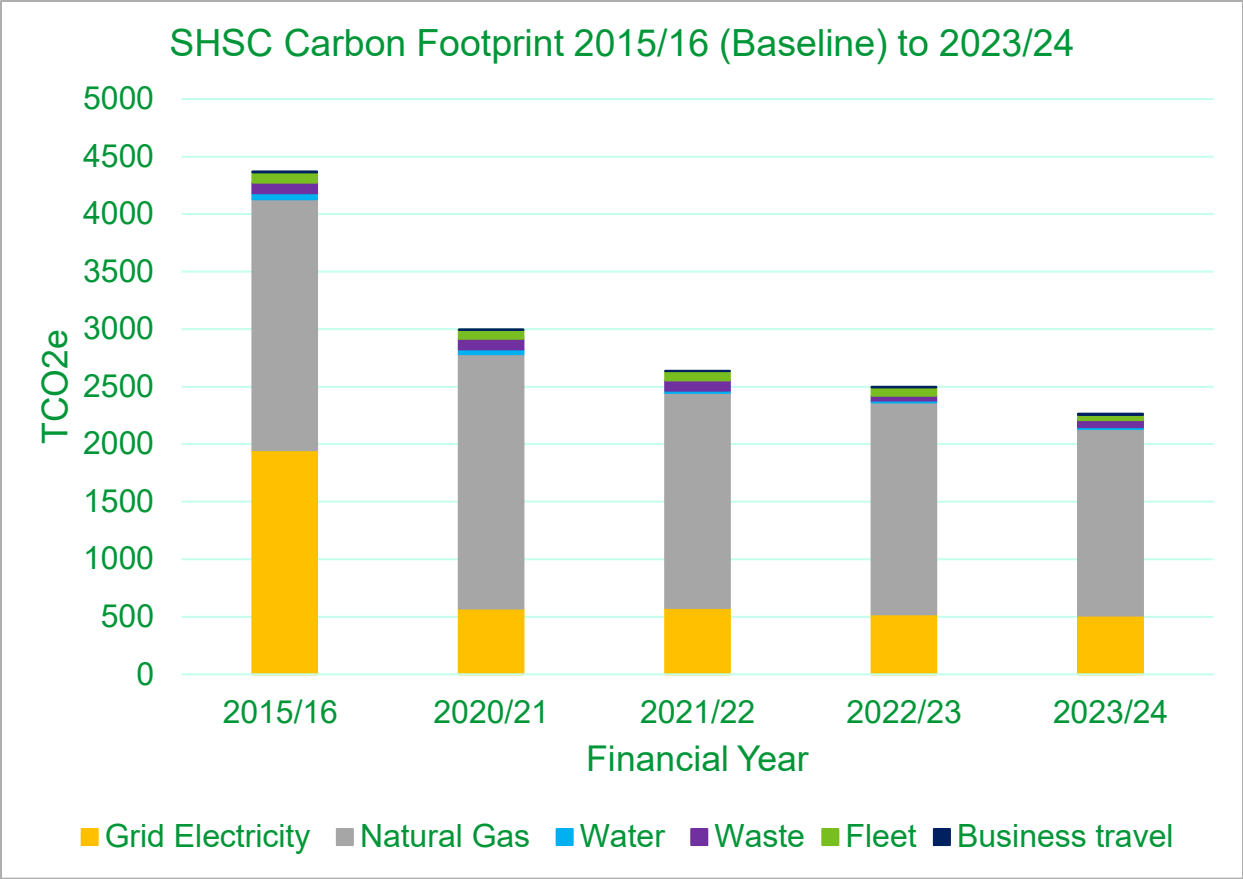
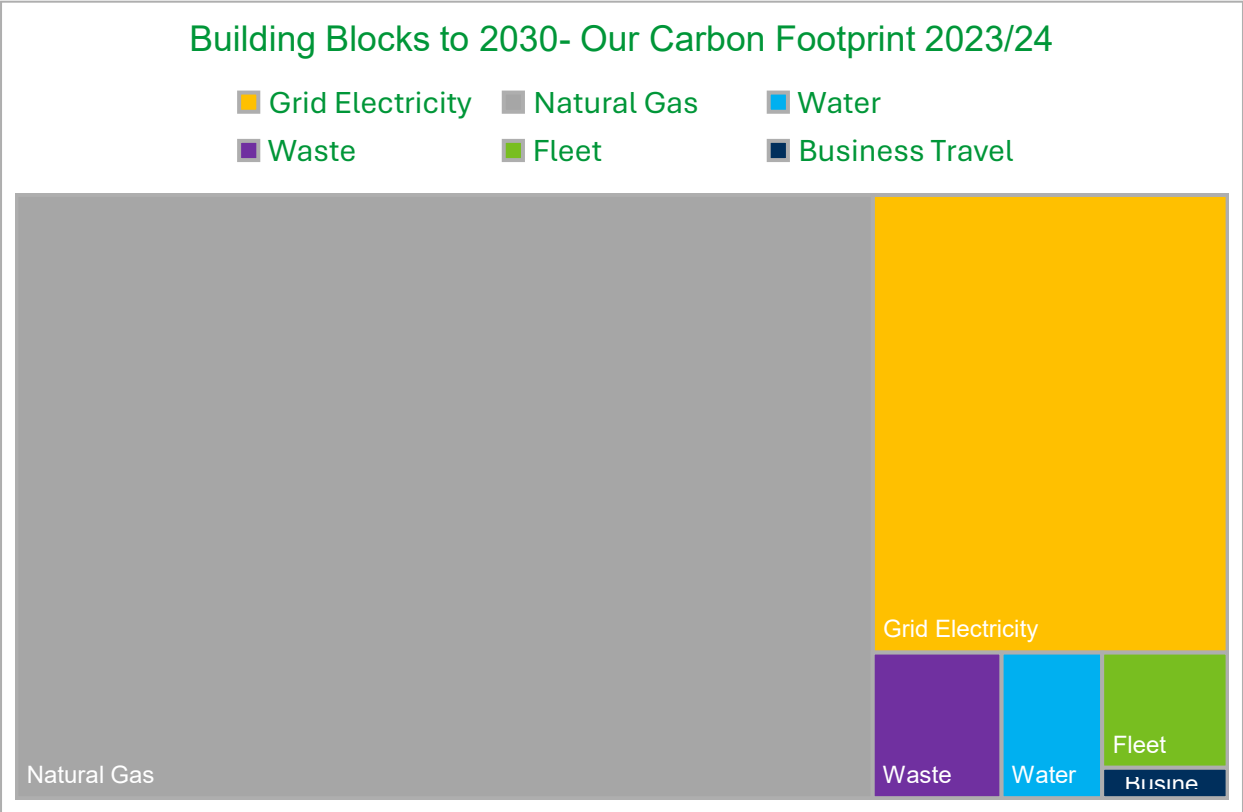


Fig 2, NHS Carbon Footprint and Carbon Footprint plus,  
<https://www.england.nhs.uk/greenernhs/a-net-zero-nhs/>

Since 2020 we had procured Renewable Energy Guarantees of Origin (REGO) certified electricity and subsequently reported a reduction in our NHS carbon footprint. During 2024/2025 we reviewed the additionality and value for money procuring a REGO tariff. The decision was made to not continue purchasing REGO certified electricity to direct investment to onsite renewable technology or energy efficiency schemes, in the light of the improving proportion of power generated by renewable sources across the National Grid.



Graph 1, SHSC Carbon Footprint 2015-2016- 2024-2024.



Graph 2, Building Blocks to 2030, based on SHSC carbon footprint 2023-2024.

# Our green plan vision and priorities 2024/25 to 2028/29

## Our vision

The vision for SHSC is to improve the mental, physical and social wellbeing of the people in our communities.

We want to be ambitious as we acknowledge not only our impacts but our power and influence for positive change.

We will do this by:

- Working with and advocating for the local population
- Refocusing our services towards prevention and early intervention
- Continuous improvement of our services
- Integrating care into communities and locating services as close to peoples' homes as we can
- Developing a confident and skilled workforce
- Ensuring excellent and sustainable services
- Making better use of technology in health and care



## Green plan focus areas

Within the green plan we have identified seven focus areas aligned to the main drivers of change and sources of SHSC carbon emissions.

### 1) Workforce and system leadership



### 2) Low carbon care



### 3) Sustainable supply chain and procurement



### 4) Adaptation



### 5) Estates and facilities



### 6) Travel and transport



### 7) Green digital transformation



Our aims - what we are working towards

**We will take urgent action to deliver net zero carbon care and maximise the opportunities to redefine the social and environmental determinants of health. We aim to:**

Reduce the emission under our direct control (our carbon footprint) to net zero by 2030

Reduce the emissions we can influence (our carbon footprint plus) to net zero by 2045

**Workforce and system leadership**

Inspire, engage and educate to support sustainable choices and delivery of low carbon care

**Low carbon care**

Develop low carbon care pathways adapted and resilient to impacts of climate change

**Sustainable supply chain and procurement**

Using resources responsibly and working with our supply chain to support delivery of low carbon care

**Adaptation**

A SHSC resilient and ready to support our communities through the challenges of climate change

**Estates and facilities**

Provide, healthy, biodiverse spaces for our service users, staff and visitors, transitioning to a net zero carbon estate with built in resilience to climate change

**Travel and transport**

Lower travel emissions and reducing the travel miles related to SHSC care and operational delivery

**Green digital transformation**

Ensuring our digital infrastructures and associated supply chains are working towards net zero carbon targets, rationalised, resilient and creating environmental, economic and social benefits for all



Building on the knowledge and data we have collated over the past three years we have reviewed and updated our green plan action plan and have identified objectives we need to meet to achieve the aims for each of our green plan focus areas.

**Workforce and system leadership**

We will do this by:

- Sustainable value as a criterion of quality in our planning, decision making and performance management
- Empower and equip staff and our service users to make sustainable choices
- Demonstrate leadership in sustainable development



**Low carbon care**

We will do this by:

- We will promote and work with nature, utilising green spaces and social prescribing to enhance and support more resilient clinical pathways
- Improve efficiency and quality of service user care through sustainability, leveraging existing tools and methodologies (e.g. SusQI)
- Use research and innovation to seek sustainable and forward-looking mental health practices

**Sustainable supply chain and procurement**

We will do this by:

- Implement the NHS net zero Supplier roadmap and monitor our performance against key milestones
- Identify the big carbon emission contributors within our supply chain and work with our suppliers to reduce emissions to support delivery of 2045 emissions target
- Identify and deliver opportunities to reduce resource use, support the circular economy approaches to procurement and consider the whole life costs of purchased products and services
- Embed robust processes to identify, manage and mitigate ethical and labour standard risks and working with our suppliers to reduce the risk of exploitation poor ethical practice within our supply chains

**Adaptation**

We will do this by:

- Develop a Board approved plan for long-term adaptation to climate change and communicate this plan to our stakeholders
- Assign clear role(s) for responsible person(s) within SHSC responsible for the coordination of adaptation planning
- Risk assess how our infrastructure, operations and financial position may be exposed to climate change related risk
- Identified climate change-related risks have Board oversight and are embedded within our risk governance structures and risk management processes



- We have identified who in our communities are most vulnerable to the impacts of climate change and using this understanding to inform future planning and reduce risk of intensifying existing health inequalities
- Our workforce is prepared to work effectively and safely within extreme climate/ environmental events

## **Estates and facilities**

We will do this by:

- Developing heat decarbonisation plans, identifying and prioritising the phasing out of fossil fuel systems and supporting delivery of our 2030 net zero carbon emissions targets
- Develop a plan to ensure SHSC has an EV ready estate, beyond SHSC fleet deployment
- An enhanced offer of facilities to support our staff, service users and visitors to make lower-carbon travel choices
- Developed a green spaces and biodiversity strategy which identifies co-beneficial interventions to enhance biodiversity, increase opportunities for nature-based interventions and supports climate change mitigation and adaptation
- On track to meet and maintain targets outlined in the NHS clinical waste strategy and drive forward a circular economy approach to avoid or reduce waste

## **Travel and transport**

We will do this by:

- Realise relevant milestones outlined within the NHS net zero travel and transport strategy and adopting transport actions within the estates net zero carbon delivery plan
- Deliver and meet targeted actions within the SHSC travel plan
- Procure and implement improved SHSC fleet management system to continue to deliver reduction in fleet emissions
- Working with our partners and stakeholders to assist with improvement of local air quality
- Promote the health benefits of low carbon travel modes to staff and service users and provide information to support sustainable travel choices.

## **Green digital transformation**

We will do this by:

- Digital governance, planning and risk management processes have sustainable value embedded and considered.
- Work with the digital supply chain to make sure they are supporting delivery of our 2045 net zero emissions targets and are resilient to future climate change related risks
- Continue to explore and exploit opportunities digital can offer to avoid carbon within our operations and delivery of low carbon care pathways

# Our approach

## Progress measures and metrics

Progressing from our first Green Plan we have an improved understanding of the metrics and measures we can use to monitor and measure our performance delivering our green plan targets and actions.

We are beginning to see the conditions we need to provide assurance sustainability has been embedded within our business planning and decision making. However this continues to be complex and we acknowledge we have gaps in data availability. We are identifying appropriate sources for actual or proxy data we can use to support effective performance measurement. We are developing an SHSC sustainability dashboard of key metrics, KPIs and measures to enhance reporting and engagement on our performance. Some of the key metrics and KPIs are highlighted within the focus areas section of this green plan (Annex A).

## Governance and reporting

Clear leadership and accountability are needed to ensure progress against this strategy is delivered consistently, efficiently and at pace to meet our ambitious 2030 net zero emissions target. Since April 2022 the SHSC sustainable development group (SDG) has been established to report and monitor the progress delivering the green plan. Membership includes leaders from across the Trust representing the seven green plan focus areas. The group is chaired by the green plan executive lead, the executive director of finance, IMST and performance. The group reports on the strategic progress of the green plan action plan, ensuring this is integrated alongside SHSC strategic priorities. This group acts as the first point of assurance on green plan measures and targets.

### Supporting a just transition to net zero

Climate change and the transition to a net zero society will impact us all, but not equally. It is crucial that with progress achieving our net zero ambitions we safeguard our services are inclusive and support the reduction of health inequalities.

Aligning to the SHSC population health and health inequalities strategy, there are three key principles that will guide us to ensure no one is left behind so we can achieve:

- Equitable access to healthcare
- Excellent experience of care
- Optimal outcomes for service users

Each green plan action (Annex A) has potential equality impact implications to be considered). Our approach has been guided by the RcPsych Delivering greener, more sustainable and net zero mental health care guidance and recommendations (2023).

These considerations, will be utilised in conjunction with;

- Maintaining sustainability as a criterion of quality
- A core focus on a coproduction across our organisation and working with our partners
- A people centred approach, valuing the experiences of our staff, service users, people with lived experience, peer support workers and our staff network groups.

Delivering the interventions to support a just transition to net zero can be complex and require engagement with multiple stakeholders at organisation and potentially system level. To support collaboration and strengthen the governance structure delivering on our strategic objectives, focused delivery groups, for example estates and facilities sustainability steering group have been established and are reporting progress into the SDG.

The SDG is a tier II committee and reports into the finance and performance committee (FPC), a board sub-committee. On a quarterly basis SDG report progress on green plan action plan delivery, carbon footprint reduction and an assurance report outlining any significant issues that need to be escalated to board. SDG will report to FPC annually to report on annual performance and review of the green plan and provide assurance on the effectiveness of the governance structure.

Our SDG will, in addition report into our Executive Management Team (EMT), chaired by our chief executive quarterly to escalate and maintain advocacy for focus on green plan priorities within our operations and service delivery.



### Partnerships and collaboration

The green plan is one of the enabling strategies supporting our clinical and social care strategy. The bedrock of the strategy is based on the values of SHSC and the recovery principle, delivering care that is person-centred, strengths-based, evidence-led and trauma-informed.

The strategy encompasses key deliverables within the NHS long term plan including building further and faster, the partnerships and transformation with other organisations to become a more integrated health and social care system with improved outcomes. The complexity, pace and scale of the transformation required to deliver our green plan ambitions includes seeking opportunities to share best practice, collaborate and share data. This will be instrumental in delivering common climate change and health inequalities goals across the city.

We continue to make connections and forge strong working relationships with our partners at place and regional level. This includes using our position as an anchor institution to support and promote the shared city goals and the Fair and Healthy Sheffield Plan developed in collaboration by the Sheffield City Partnership. The City Goals serve as Sheffield's 'North Stars' that describe the kind of city we want Sheffield to be and the outcomes we want to achieve by 2035.

# Sheffield City Goals



Where we all act urgently on the climate and environmental crisis, prepare for a changing future, and prioritise the health and wellbeing of our city's people and nature.

**Goal 4**  
We adapt our economy and city to a changing climate, restore our relationship with nature and safeguard it for future generations, while ensuring a just transition for people of all abilities.

**Goal 5**  
We foster and grow businesses, organisations and local initiatives that look after people, place and planet, and lead the way on decarbonisation, re-use and the rewilding of nature.

**Goal 6**  
We invest in our wellbeing and mental health, and work with nature to create better, more resilient places and communities that can better understand and act on the challenges they face.

Fig 3:Sheffield City Goals 4,5 and 6: A green and resilient Sheffield

The goals include a Green and Resilient Sheffield City goal (see fig 3) Where we will all act urgently on the climate and environmental crisis, prepare for a changing future, and prioritise the health and wellbeing of our city's people and nature.

SHSC, alongside other NHS providers across the city are actively working to advocate for the link between the health of the planet and the health of our population. Our approach includes but is not exclusive to developing advocacy campaigns to highlight the health impacts of climate change and poor air quality, promoting the health co-benefits of mitigating and adapting to climate change, advocating on behalf of our staff and service users within local or regional policy and planning development, to ensure transition programmes are just and promote health and wellbeing. For example, engagement with public consultations on active travel planning, public transport system design etc.



Fig 4: NHS Joint Forward Plan for South Yorkshire, Working vision, shared outcomes, bold ambitions and joint commitments, June 2023



Across the city, climate change and air pollution will affect the health of our marginalised and deprived communities the most and will exacerbate existing health inequalities. To raise awareness of the impacts of climate change and support workstreams that improve the capacity of those communities those most vulnerable to the impacts of climate change to react and adapt to climate change events, we need to work closer with our community partners. This will include seeking opportunities to stimulate a positive cultural and societal shift towards a healthier, fairer communities and work to support reduction in the wider social determinants of health.

We collaborate with our peers within the South Yorkshire Integrated Care System (SYB ICS) to deliver on system wide priorities and statements of intent outlined in the NHS SY Sustainability and Green Plan 2022-25 and their refreshed green plan for 2025-28,once it is published. This includes a harmonised approach to workstream delivery such as adaptation planning, sustainable travel planning, medicine prescribing and joint supply chain and procurement exercises. Through the South Yorkshire Sustainability forum, partner Trusts share approaches, case studies and examples of good practice which can be adopted and used by us. Further, it also creates opportunities for joint working and collaborative projects across the system that can be taken forward where relevant.



# Our green plan focus areas

Delivering our green plan will require work from across the entire organisation. The following section outlines our core deliverables, across our seven focus areas for green plan 2025/26-2028/29. Our green plan action plan is provided in Annex A Green Plan Action Plan.

The deliverables are split into two sets:

- Greener NHS Goals- goals which align directly to the targeted actions NHS Trust can self-assess against within the Greener NHS, Green plan support tool
- SHSC Goals- Additional goals which are either associated to SHSC's wider strategic priorities or aligned to wider NHSE or Greener NHS strategies and guidance.

A summary overview of each focus is given below.



## 1) Workforce and system leadership



We need a knowledgeable and empowered workforce that understands the financial, social and environmental impacts of our operations and is ready to adapt and support our service users through climate change events.

Sustainability must be embedded into SHSC planning and decision making. We must have robust and transparent governance, risk management and metrics to enable us to track our performance as well as evidence we are meeting our statutory obligations under the Health and Care Act 2022.



## 2) Low carbon care



We need clear clinical leadership to deliver low carbon mental healthcare. We shall focus on embedding the principles of sustainable healthcare across all of our clinical areas. This workstream will align with other NHS priorities set out in the NHS Long-Term Plan (2019) and Mental Health Implementation Plan (2019) including improving patient outcomes, action on prevention, more integrated and population level health systems and increasing efficiency.

Climate change is a major threat to health, including significant adverse impacts for mental health and wellbeing therefore we need to continue to review the evidence, design our services and work closely with our communities to make sure we are prepared and ready to support.

## 3) Sustainable supply chain and procurement



Supply chain and Procurement makes up the largest component of our carbon footprint plus. it is crucial we work within SHSC to reduce over consumption and wasteful activities and work in partnership with our supplies to reduce emissions and maximise social value for every £1 we spend.

We are implementing the NHS Net Zero Supplier Roadmap (2024) and our Sustainable Procurement Policy to ensure we are meeting our goals and driving forward sustainable and responsible procurement practices.

## 4) Adaptation



Climate change will have serious consequences for local population health and how SHSC delivers care. Risk and potential consequences for Health and Social Care are outlined in the 3rd UK Climate Change Risk Assessment and SHSC will use this, in conjunction with other tools such as the climate adaptation framework for NHS organisations in England to inform the SHSC climate risk assessment and the development of a long term Adaption Plan for a climate-resilient SHSC.

## 5) Estates and facilities



Key to our 2030 net zero emissions target will be a transition away from fossil fuels within our estate and our fleet. Our goals in the estates and facilities focus area align to strategic actions outlined in the following:

- Estates Net Zero Carbon Delivery Plan
- NHS Net Zero Building Standard
- NHS Clinical Waste Strategy

## 6) Travel and transport



Our travel and transport goals will support delivery of our 2030 and 2045 net zero emissions targets as well as supporting actions that lead to improved physical, social and mental wellbeing for our staff, service users and visitors. We have aligned our goals to deliverables contained within the SHSC sustainable travel plan and within the NHS Net Zero Travel and Transport Strategy.

## 7) Green digital transformation



Digital transformation of SHSC corporate and clinical functions will be an enabler towards meeting our net zero emissions targets. To avoid unintended negative impacts on our technological carbon footprint we will apply the net gain principle. This principle ensures all new digital initiatives or investments consider carbon emissions when evaluating the overall benefits case.

We will also develop robust and transparent processes to ensure our approach to digital transformation is rationalised, resilient, equitable and free of slavery/exploitation, creating environmental, economic and social benefits for all.

