



**WE MAY BE  
ORANGE  
BUT WE'RE  
GOING GREEN**

NAVIGO Health and Social Care CIC  
Green Plan | 2021-2025  
Declaring a climate emergency

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# A greener future



**“Having been involved with NAViGO for many years, I have borne witness to many exciting developments, projects and initiatives over the years around sustainability.**

Whilst as an organisation we have always had a healthy regard for the Green Agenda in our planning - and whole-heartedly buy in to social value - we have never formally monitored our progress.

I am delighted to be part of the development of our Green Plan which will act as a rudder, steering us on a course towards sustainable health care.

As we plot our voyage, we will take you with us on our journey - reporting highlights in our Green Plan, on our website, in our weekly staff bulletins and as part of our Annual Review to keep us firmly on track towards a greener future, embedding sustainability in all we do.”

Jane Lewington  
NAViGO Chair

# We all have a part to play

**“The activities of an organisation as large as the NHS inevitably have consequences for the environment.**

Carbon dioxide emissions attributable to the NHS in England alone are greater than the total admissions from all passenger aircraft departing and arriving at Heathrow Airport (over 474,000 flights). As financial challenges for the health and social care sector increase, so too does the need for services [to be delivered in ways that are environmentally sustainable](#).

As a frontline NHS provider, NAViGO is already a forward-thinking organisation, leading by example, striving to create equitable benefits for the local community and ecosystem. I am proud to say the creation of our Green Plan affords my senior management team, our boards and myself the means to accurately monitor the impact our endeavours are making towards reducing wastage, minimising our carbon emissions, and building a system of care which is both sustainable and cost effective. The core chapters of our Green Plan align with the focus areas set out by Greener NHS in their ‘How to Produce a Green Plan Guidance’ and give us a structure towards becoming Net Zero.

As a substantial, multi-site organisation, we recognise that we have a significant environmental impact on carbon emissions as part of delivering our inpatient and community services. No stone will be left unturned - our strategy will embed sustainability throughout our services, highlighting any changes required to reduce our drain on the environment.

We all have a part to play, not only within NAViGO but also in how we collaborate with our suppliers, contractors, and health service colleagues. In turn we hope to improve our efficiency, resilience, and our offer to the local community in the face of a challenging, changing climate.”

Simon Beeton  
NAViGO Chief Executive





# Who are NAViGO?



## **NAViGO Health and Social Care CIC is a not-for-profit social enterprise delivering a whole mental health care and support service for the population of North East Lincolnshire.**

NAViGO was incorporated in 2010 and span out of the NHS in April 2011 under the Transforming Community Care Agenda to form the first national Public Service Mutual to deliver a mental health service in this way.

Providing treatment free at the point of delivery for the NHS, we are a leading innovator in our field, having been recognised in over 27 national awards, acknowledging our commitment to providing excellent care for our service users.

The NAViGO 'family' comprises around 750 staff working across clinical services and infrastructure.

Our estate encompasses 9 sites within the borough and is spread across a total footprint of 20,000m<sup>2</sup> (internal and external areas); operational details of [services available at each location can be found here](#).

We support over 4,000 patients within our inpatient units and the community services annually.

The Gardiner Hill Foundation, our charitable arm, offered numerous grants in 2020 and has approved numerous other awards to support vulnerable people to improve both their financial and emotional health since being formed on 16 March 2012.

### **Where are we?**

North East Lincolnshire is a small unitary authority covering an area of 192km<sup>2</sup> with a population of around 160,000. Most of the resident population (around 94.2%) live in the urban towns of Grimsby and Cleethorpes with the remainder living in the smaller town of Immingham, or in surrounding rural villages.

North East Lincolnshire has a distinctive economy, built on expertise in manufacturing, engineering, ports and logistics, and food processing. The local area has some significant advantages stemming from its location, labour force, and transport infrastructure that position it for growth in renewables, chemicals, advanced manufacturing and the food and drink sector. Taken together, Grimsby and Immingham constitute the UK's largest port by tonnage shipped.

# Why do we need a Green Plan?

**The simple answer here could be that we are legally obliged (see Appendix A) to address climate change, playing our part in achieving net zero carbon emissions by 2040 for NHS organisations (2035 in Humber Coast and Vale ICS) as set out in the UK's Climate Change Act (CCA).**

However, not only is adaptation for climate change a legal pressure, changing our practice to foster a more sustainable health care model is quite frankly an urgent, ethical pressure to reduce our impact on the local, national, and global environment.

As a leading local health provider, we play a crucial role beyond our organisational borders, in contributing to a greener, healthier, and more prosperous NE Lincolnshire.

Whilst the general direction of travel for the locality is around improving the environment and perception of the area, NE Lincolnshire does have pockets of high deprivation. Two Wards rank in the top 1% on the IMD (Index of Multiple Deprivation) of deprived sub-areas nationally. According to the National Office of Statistics, around 18.1% of the population have an emotional disorder with 13.8% reporting long term mental health conditions. The NE Lincs JNSA sadly reports over a ¼ of local children and their families below the poverty line.

We will need to work closely with all stakeholders around these and other local environmental issues; it is vital we have a robust plan to enable us to play our part in responding to this complex, interwoven fabric of challenges in a rapidly changing world. Bold new approaches to policy making, research, and business are needed to change course.

An unprecedented challenge demands an unprecedented response. It will take the work of the 7.5 billion people currently alive to ensure that the health of a child born today is not defined by a changing climate.

[Fig 1 below gives a bleak overview of the effects of climate change](#) on our World and why this is a global issue in which we must all play our part.

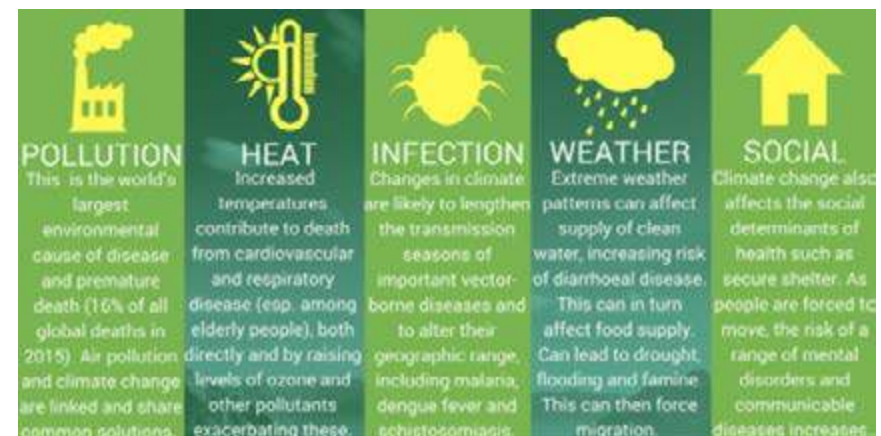


Fig 1: <https://sustainablehealthcare.org.uk/blog/we-work-healthcare>







# The way forward

**To create a meaningful Green Plan, it was necessary for us to identify where we are on net-carbon journey and to create buy-in from our teams.**

The starting point was to analyse our current processes and look for any gaps and improvement plans we could put in place to mitigate for these.

## 5.1 Sustainable Development Goals

The SDU (NHS Sustainable Development Unit) which originally hosted a sustainability assessment tool (SDAT) has now merged to form the Greener NHS who are assisting healthcare organisations to assess where they sit within climate action and their priority areas for improvement.

The SDAT aligned organisational evolution to these goals and our Green Plan continues to map our progress across all relevant agendas.

There are 17 [United Nations Sustainable Development Goals](#), adopted by all United Nation Member States in 2015 which share a blueprint for peace and prosperity across the planet. Whilst these strategies crosscut across poverty, education, and reducing inequality, they are also directly linked to



Fig 2



the climate change agenda. Our Green Plan is also aligned to these priorities; at section 7 below we report on our progress so far towards contributing to the UN SD Goals (Fig 2).

Our Plan will guide our organisational sustainable development over the next 3 years, measuring our impact and reporting on progress annually.

Through necessity, the global COVID 19 pandemic has already significantly changed the way in which some of our services are delivered and has emphasised how those with health inequalities are disproportionately affected.

Being a mental health provider, we have seen a major increase in demand for emotional support brought about by loneliness, social isolation and fear associated with the virus. With climate change likely to bring about the circulation of more infectious diseases, we must use our learning to adapt our services still further and build on any positive changes that have been made.

## 5.2 Consultation and Collaboration

NAVIGO is a membership organisation; consulting with service users, staff and the local community on all major decisions is a matter of course. We annually survey our membership around organisational priorities on 'greening' NAVIGO and hold quarterly Sustainability Meetings in partnership with other local providers.

Our Head of Corporate Affairs and Estates represents NAVIGO at the Humber Coast and Vale ICS Sustainability Network (which includes all Trusts across the patch) and chairs our in-house Sustainability Group which includes local community representatives.

A member of our Business Development Team also attends the NEL Sustainability Network together with the NEL ICP Sustainability Group

which brings together several local health organisations who work collaboratively to deliver the North East Lincolnshire Integrated Care Partnership.

To collate the information for this report, several stakeholder groups were consulted to provide input and visions for the future. These include representatives from the groups/departments detailed below:

- Our Membership (service users/staff/community)
- Estates & Health and Safety Teams
- Workforce (Human Resources & training)
- Finance/Procurement
- Ancillary Services (e.g., catering/cleaning/maintenance etc.)
- Performance Team and ICT

We collaborate externally with a variety of different organisations and will continue to expand our reach; this will include, for example:

- North East Lincs CCG
- N E Lincolnshire Council
- St Andrew's Hospice
- Care Plus Group
- St Hugh's Hospital
- Environment Agency
- NHS Supply Chain
- NHS Sustainable Development Unit
- NHS Improvement
- Our suppliers and contractors
- Funders (e.g., Salix)

# Our Strategy

## 6.1 Reaching Net Zero

A new Government plan in April 2021 ahead of COP 26 Climate Change Conference which aims for at least a 78% reduction in greenhouse gas emissions by the end of the decade, compared to 1990 levels.

This shows a further 10% reduction ambition compared to the Prime Minister's previously announced target on 4th December 2020 to [reduce the UK's emissions by at least 68% indicating the importance placed on the environment](#).

As [the NHS employs 1.5 million people and is directly responsible for around 5% of the total UK carbon emissions](#), as an NHS provider, we have a part to play in reaching this vital target.

Two clear and feasible targets emerge for the NHS net zero commitment, based on the scale of the challenge posed by climate change, current knowledge, and the interventions and assumptions that underpin this analysis:

- for the emissions we control directly (the NHS Carbon Footprint), 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), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Our Strategy, across the period April 2021 – March 2025, will map emissions we create over time aligned to the Greenhouse Gas (GHG) Protocol. We do capture statistics around our energy consumption, company vehicles (fuel and model) etc. in Scope 1 and 2 and do not produce any fugitive emissions. We have, however, not interrogated this in any great depth nor do we monitor all Scope 3 emissions currently, although steps to address this are in our full Action Plan.

Detailed analysis will now begin to allow us to identify and mitigate for negative trends, risks and hotspots within our service and supply chains, helping the World to stay beneath that crucial 1.5oC tipping point which would have catastrophic impacts for humanity. Scrutiny will be as detailed in Fig 3 below; actions necessary to achieve our aims are contained in our detailed, centrally held Action Plan. We have broken this down into 'bite sized' chunks with the specific targets for the 2021/22 year shown in Appendix C; this is also aligned to the HCV sustainability targets.

Fig 3

Scope 1	Scope 2	Scope 3
<ul style="list-style-type: none"><li>• Fuel</li><li>• combustion</li><li>• Company vehicles</li><li>• Fugitive</li><li>• emissions</li></ul>	<ul style="list-style-type: none"><li>• Purchased electricity, heat, and steam</li></ul>	<ul style="list-style-type: none"><li>• Purchased goods and services</li><li>• Business travel</li><li>• Employee commuting</li><li>• Waste disposal</li><li>• Use of sold products</li><li>• Transportation and distribution (up and downstream)</li><li>• Investments</li><li>• Leased assets and franchises</li></ul>

Our baseline year is aligned with our ESOS 2 report as our built estate is now more stable so will be more representative to use these emission levels. Scope 1, 2 and 3 figures collated show our consumption and emissions associated with:

- Gas
- Electricity
- LPG & Heating Oils
- Commercial & Pool cars
- Grey Fleet

Further Scope 3 emissions will be included in our monitoring during the lifetime of this Green Plan to establish baselines and to set targets onward reduction targets for the future – these will be reported on during each annual review:

#### 2021-22

- Water
- Waste

#### 2022-23

- Purchased Goods and services
- Food & Catering
- Employee commuting
- Medicines

#### 2024-25

- Employee commuting
- Visitor and Patient Travel

#### 2026

- Our performance over the last 5 years will be analysed and compared to our committed emission reduction targets. Those statistics, our learning over the last 5 years and any new legislation will inform a new fit-for-purpose Green Plan for the period April 2026 – March 2031.

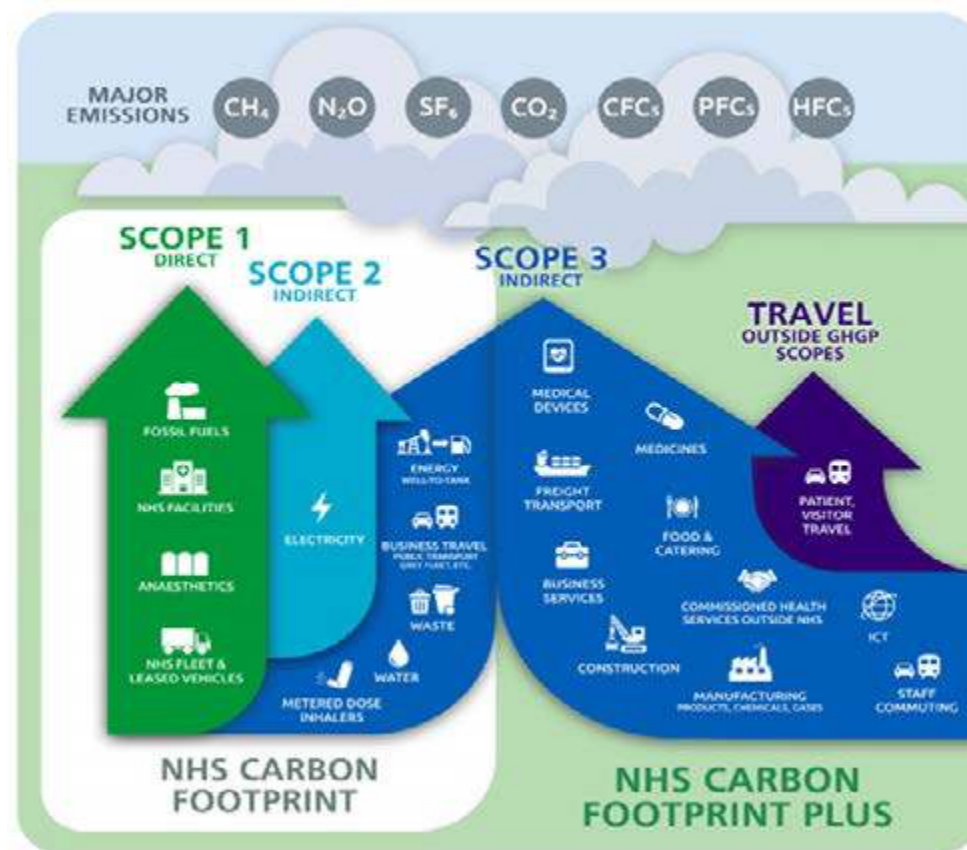


Fig 4 shown above [gives a clarity of which 'scope' different emissions are aligned to as part of the Green House Gases Protocol.](#)



# Our Strategy

## 6.2 Utilities

As an organisation with over 250 employees, NAViGO is required to undertake an ESOS assessment by law.

The “Energy Saving Opportunity Scheme” legislation, ESOS for short, is a mandatory energy assessment and energy saving scheme established by the Energy Savings Opportunity Scheme Regulations in 2014.

With effect from the 2019/20 Financial Year, NAViGO moved into the large organisation status with a turnover of over £36 million.

With effect from April 2022, we will be required to submit carbon emissions data to the Government’s SECR (Streamlined Energy and Carbon Reporting Portal).

Carbon emission data from our ESOS 2 report will be used as a baseline to report on carbon reduction for the period of this Green Plan (2022 – 2025) offering details of emissions in tonnes and reduction projections.



## 6.3 Business Mileage

The graphs and table below show our level of energy consumption associated with the use of commercial vehicles/pool cars and 'grey' fleet (staff business mileage) for the same periods in 2014/15 and 2018/19 – this is adopted as our baseline illustration. Rates in Fig 5 are shown in miles travelled, indicating a slight reduction across our transport fleet but an increase in business miles.

It is expected this will reduce substantially at the next evaluation due to home working and reduction in travel for meetings because of the COVID 19 Pandemic and the on-going replacement of commercial vehicles with completely electric models as leases expire. These new ways of working and adoption of hybrid working models around office-based infrastructure groups are expected to have a positive effect on our emissions relating to business mileage.

This has been so successful, not only in saving money but in quality of life for our teams, it is highly unlikely that there will be any major shift in working arrangements going forward. The pandemic brought into sharp focus the unnecessary methods we were using giving us and all health care organisations an opportunity for positive step-change.

Fig 6 shows this mileage measures as kWh, giving a direct comparison between the two audit periods.

## 6.4 Water Consumption and Waste Management

Measurement of water consumption and waste management baselines will be collected during 2022 and used to monitor on-going reductions in usage over the Green Plan period 2021-2025.

Source	2018/2019	2014/2015	Difference
Fleet	19,526	23,319	-3,793
Grey fleet	447,317	416,615	30,702
		Total	26,909

Fig 5

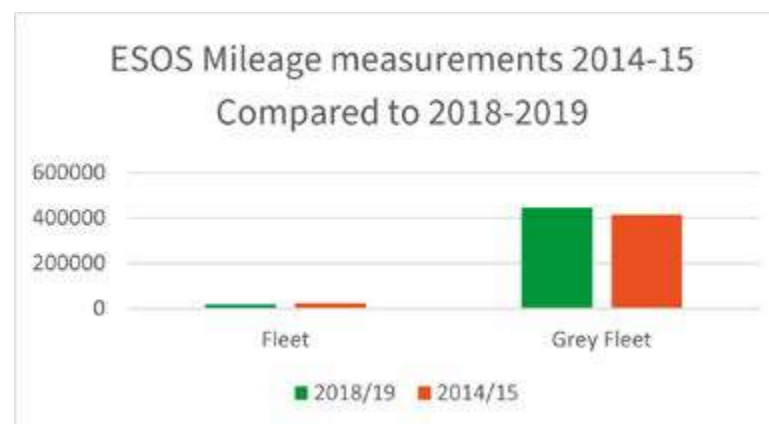


Fig 6

# Our Strategy

## 6.5 Targets

Fig 7 to the right shows the ambitious targets set to reduce carbon to net zero by 2050 across the UK. Achieving this aim is considered so crucial that the original 80% reduction planned by 2050 has now been amended to require a decrease of 100% by the same period.

Individually, NAViGO's own targets against each source are as follows for the 2021-25 period (Fig 8).

It is our intention to reduce our carbon footprint across these four themes during the 2021-2025 period by addressing historical operational processes and choices to adopt a greener approach. Full details of action to be taken can be seen on our Action Tracker at Appendix C.

Metric	Year					
	2020	2025	2030	2035	2040	2050
<b>Reduction target from 1990 baseline (SDU targets/ carbon targets)</b>	34%	50%	64%	78%		100%
<b>Amended Climate Change Act Net Zero Target</b>			85%			100%
<b>Greener NHS Targets</b>				80%	100%	
<b>NAViGO Carbon Reduction Targets</b>			80%	100%		

Fig 7

Source	% Reduction Target
<b>Utilities</b>	<b>At least 5%</b>
<b>Transport</b>	<b>At least 20%</b>
<b>Waste</b>	<b>To be confirmed once baselines set</b>
<b>Water</b>	<b>To be confirmed once baselines set</b>

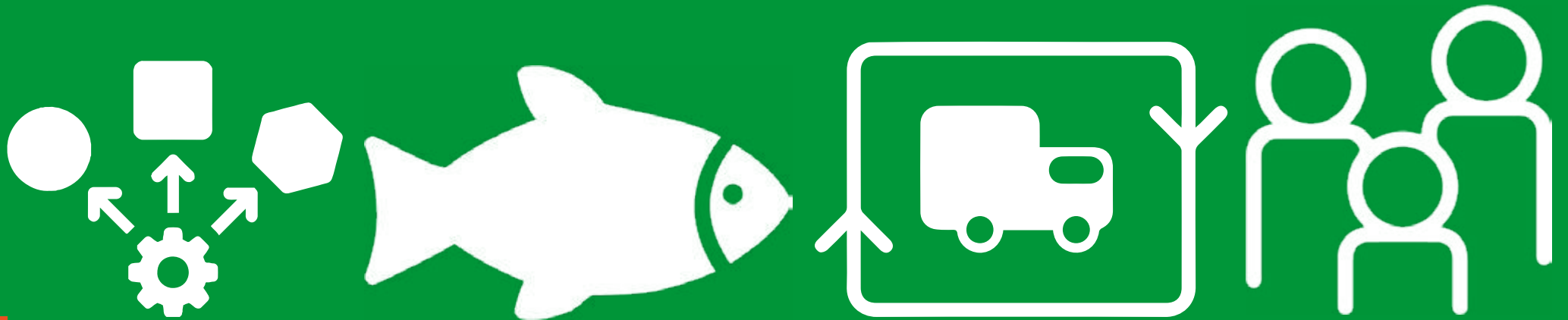
Fig 8



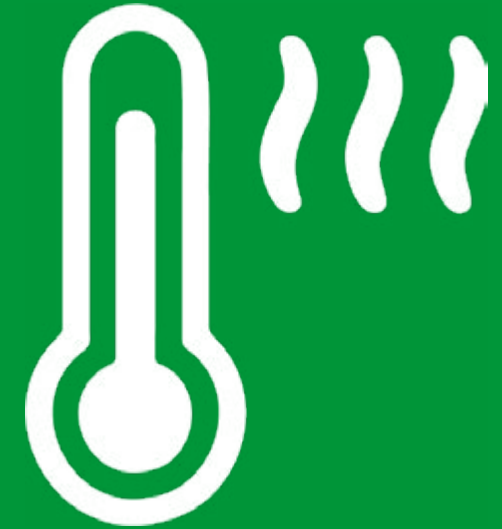
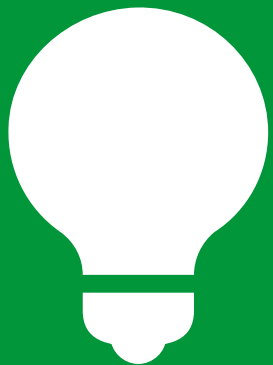




# How are we doing?

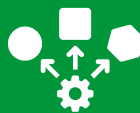


**The following pages show our approach towards each Greener NHS approach and celebrates all that we have done so far together with capturing our future planning on reducing our carbon footprint year on year.**





### What we're doing



#### **NAVIGO is rated 'Good' (and outstanding in some teams) by CQC for Well-Led and this crosscuts all our governance structures.**

We pride ourselves on working with our community to improve opportunities for the people in it.

We are a large local employer and offer excellent terms, conditions, and workplaces for our staff. As part of our membership approach, we are committed to working closely with partner organisations around making a sustainable difference in our area.

As you might expect from an organisation that has been in the Top 100 Companies to Work For and achieved almost 30 national awards our best work so far is in this section.

- Our mission statement and values reflect our commitment to sustainability.
- We take sustainability into account across our business cases and when developing policy.
- We endeavour to spend £1 in every £3 with SME's and always shop local where possible.
- We support ethical labour and adhere to Modern Slavery standards
- We use Accessible Information Standards
- We collaborated with our local authority to produce a Travel Plan.
- We collected for our local foodbanks and support projects aimed at vulnerable people.
- We have our own charity with governance to support vulnerable local people
- We regularly survey our staff for numerous reasons, including

consultation on major decisions. This also extends to the annual NHS Survey and Best Companies to Work for List

- We value equality and diversity with all our staff teams undertaking mandatory training.
- We have a Workforce Strategy that encompasses healthy choices.
- We are a 'Smoke Free' organisation
- We offer fitness classes, provide 'orange bikes' to travel between meetings, promote car sharing, and provide all of our staff with an area to take breaks.
- We offer a variety of staff benefits including flexible working, childcare vouchers, time term contracts, carers leave, Bike to Work Scheme, NHS Fleet options (fixed at vehicles emitting >75g of carbon) and excellent maternity/paternity options
- We pay both Agenda for Change and the living wage dependent on job roles.
- We run our own employment services for those with both low level (IAPT Employment) and serious mental illness (IPS)
- We offer an alternative to day services (Tukes) to give service users/ vulnerable people valued roles in society and help long term unemployed back into work.
- We take part in national campaigns e.g., Sock it to Eating Disorders, Bright Blue Monday etc.
- We have excellent staff retention and sickness absence levels.
- We offer a Credit Union for those people who do not have a traditional bank account.
- We offer volunteering, apprenticeships, a 'grown your own' approach to clinical staff, Kickstart programmes and are a levy organisation.
- We have a Communications Strategy for Sustainability which will make our drive visible across the organisation through campaigns, case studies, development, and key messages

## 7.1 Workforce & System Leadership

### What we want to achieve

- Embedding sustainability into all Board agendas with regular feedback on carbon emissions
- Engaging Sustainability Champions across our sites with adequate training
- Investigate all supplier lists to ensure all purchased products are from ethical sources.
- Set up an annual Award Scheme for innovation around sustainability.
- Factor whole life costings and circular economies into our procurement processes
- Need to include sustainability into our induction programme and in Personal Development Reviews
- Need to incorporate a sustainability training programme into our e-learning offer.
- We will survey our suppliers around diversity.
- We ensure all suppliers comply with the Modern Slavery Act where appropriate.
- Our Workforce Team will analyse our workforce to identify possible upskilling and succession planning and invest in a Social Value Calculator Tool

## 7.1 Workforce & System Leadership

### We are already contributing to...



## 7.1 Workforce & System Leadership

### We will measure our progress through...

- Setting objectives with our membership around sustainability
- Implementing innovations realised through our planned Sustainability Award Scheme
- Through our Sustainability Champion Network and meetings
- Through our collaboration locally through the ICP Sustainability Group and Regionally through the HCV ICS Sustainability Network
- Social Value Calculator Tool (investment)
- % of staff benefits around sustainability
- Number of service users into work
- Number of apprenticeships
- Number of Kickstart placements

## 7.2 Sustainable Care Models

### What we're doing



- We reflect NHS Principle 6 in our missions' statement & values; in fact, any surplus we make through smarter care is reinvested in our services.
- We work closely with partners to offer preventative interventions - e.g., MIND runs our Safe Space crisis café.
- Sustainability is a dimension of our health care provision; for example, WHiSe (Wellbeing Health Improvement Service) offers preventative health checks to those with a serious mental illness.
- We have embedded MECC (Making Every Contact Count) and if applicable, work with service users on weight management, smoking prevention etc. as part of our overall holistic package.
- We have worked with our local authority to produce the most recent JSNA, offering our local knowledge around mental health to highlight local need.
- We are aware of our commitments to the Public Services Social Value Act and have a board approved Social Value policy
- Our staff and service users have designed many of our buildings and interiors, offering their advice around what works best.





## 7.2 Sustainable Care Models

### What we want to achieve

- Work with GIRFT – Getting it Right First Time to tease out any improvements that can be made in our systems of care.
- Report on MECC achievements as part of our annual review
- Train our Board on sustainable care models.
- Quantify how our sustainable care models contribute to financial, economic and health benefits for the local community.
- Calculate our carbon footprint against individual care models to identify where we can improve.
- Create a Social Value Strategy to map our contribution e.g., value to the local community.
- A reduction in travel between sites or use of active travel encouraged.

## 7.2 Sustainable Care Models

### We are already contributing to...



## 7.2 Sustainable Care Models

### We will measure our progress through...

- Patient Feedback – PREMS and PROMS, Friends and Family tests, Star Wards
- Staff absence rates
- Staff retention rates
- Social Value Strategy
- MECC achievements
- Staff Survey and Service User survey results

## 7.3 Digital Transformation

### What we're doing



- We have set our printers to only print in black and white to reduce energy/ink/paper usage
- We have encouraged staff to only print when necessary through a Comms campaign
- We have developed virtual telecare facilities within our community services during the pandemic which will be retained
- We have moved our Safe Space Crisis Café to a hybrid model allowing for a mix of face to face and virtual support
- We employ a Digital Navigator who works with service users and their families to upskill them in IT skills for using our services/telehealth.



### 7.3 Digital Transformation

## What we want to achieve

- We are working towards becoming totally paper free
- We are looking at robotising some of our processes to improve patient experience
- We are upgrading our incident reporting system to improve patient safety
- We are working on reducing health inequalities using a digital platform
- We are working on a digital platform for information sharing across PCN's and secondary care

### 7.3 Digital Transformation

## We are already contributing to...



### 7.3 Digital Transformation

## We will measure our progress through...

- Digital Strategy group
- Practice and Clinical Governance Group



## 7.4 Travel and Logistics

### What we're doing



- We have a policy that promotes active travel, car sharing etc and all our sites are close to public transport access to attend meetings
- All our sites have lockable bicycle facilities and showers
- We use Zoom and Teams to promote virtual business meetings wherever possible, particularly to prevent long distance travel
- We have EV charging points at two of our sites with a plan to extend this to all
- Business mileage is via an electronic system which allows us to plot trends and our mileage system rewards staff for car sharing.
- We have I-Pads available for telemedicine because of COVID but will continue to use these going forward to reduce travel.
- We have begun to replace our commercial fleet with EV alternatives and to begin install EV charging points at all our sites.
- We have 'orange' bikes at all our sites for people to use to attend meetings across town and we operate a Cycle to Work salary sacrifice scheme.
- We have a Lead responsible for all sustainable travel across the organisation.
- We have set low carbon emission targets against business travel.
- We have ensured that cars purchased through our salary sacrifice scheme are good for the environment by capping availability at those creating 75g of carbon or less.



## 7.4 Travel and Logistics

### What we want to achieve

- We want to calculate our carbon footprint for business travel.
- We want to formally approve our Travel Policy through our Board.
- We need to complete the SDU Health Outcomes of Travel Tool annually
- We want to embark on a campaign emphasising cost saving of sustainable travel for our staff and patients.
- We want to complete the change our fleet vehicles for EV/low emission alternatives.
- We want to include air maps in our Travel Plan.
- We want to have EV chargers at all sites, including payable versions for use by patients/visitors.
- Working with Gridserve to assess suitability of our Garden Centre site for a community charging facility (8 EV Chargers for public use).

## 7.4 Travel and Logistics

### We are already contributing to...



## 7.4 Travel and Logistics

### We will measure our progress through...

- Completing the Health Outcomes of Travel Tool (HOTT)
- Annual staff travel survey.
- Annual patient/visitor survey
- Carbon emissions created by our business/operational mileage.
- % of EV operational vehicles

## 7.5 Estates and Facilities

### What we're doing



**Our Estates are spread across 9 sites and have been condensed from an original 14. Sustainability was a factor in our decisions to condense these working environments and is always a part of costings for Estates management going forward.**

Whilst we strive to be carbon neutral in whatever we do it is certain we could do more to monitor this better. As we struggle to overcome challenges around adaptation, it is clear carbon emissions are directly linked to climate change by increasing the prevalence of greenhouse gases in the atmosphere.

It is vital we address our most problematic systems which for NAViGO will be reducing carbon across our estates.

- We have a building management system at our newest site.
- We have a policy of condensing buildings to reduce our estates footprint and subsequently our carbon emissions wherever we can.
- We have Photo Voltaic cells (solar panels) at some of our sites.
- We often publish ideas around energy conservation in our staff magazines.
- We take part in environmental campaigns and promote biodiversity on our Estates.
- All our buildings provide access to green space for our patients which includes flowers, growing vegetables and sensory/bee friendly planting and we have become part of the NHS Forests initiative.
- We educated our service users around managing their budgets around warm homes.

- We encourage active travel and provide showers across our estate for staff
- We ensure all new builds are compliant to BREEAM and LEED and look for sustainability during refurbishments.
- New builds always provide access to green space for both patients/ Carers and staff and have minimum requirements for energy efficiency.
- Buildings are flexible in construction, evidenced by condensing our Estate from 14 to 9 sites.
- Our maintenance team are inducted on how to get maximum efficiency on all new sites.
- We use recycled materials on our sites – Harrison House was built using 100% recycled or carbon neutral build materials.
- Wherever possible be always use local labour to complete our building projects.
- We carry out ESOS assessments of our Estates to map carbon associated with utilities.
- All building works must take sustainability into account e.g., energy usage, green space, insulation etc.
- New builds are carbon-neutral with recycled materials being used wherever possible.
- Link carbon reduction and adaptation in our Green Plan
- We only buy REGO electricity

## 7.5 Estates and Facilities

### What we want to achieve

- Have a clear Estates Strategy and master plan for sustainability.
- We intend to create a Sustainable Buildings Action plan.
- We intend to create an Energy Management Policy and implement across the organisation.
- We intend to invest in Energy Management Systems across our estates including sub-metering.
- Our Estates Manager will be attending forums, conferences, and local events around best practice to seek out innovation.



- We intend to begin reporting on energy/water usage at our Board meetings on a quarterly basis
- We intend to seek out funding to add more renewable initiatives to our Estates.
- We will ensure energy/water consumption and whole life costing is considered as part of estates business planning.
- We will assess our green energy for carbon efficiencies and ensure all electricity purchased is from REGO sources (green electricity)
- We will speak to our landlord to phase out our only oil heating system and will investigate funding for air pump source or other sustainable systems.
- Train our maintenance team in sustainable capital projects/building.
- Estates team as part of role are trained in use of space, energy efficiency technologies etc.
- All buildings are given Excellent or Good rating on BREEAM Healthcare standards or other government legislation.
- Although we have project meetings and snagging lists for building projects, we need to adopt a Soft Landings protocol (e.g., BSRIA) to ensure smooth transition from design to occupation and a whole life costing applied and to apply Net Zero Building standards to all new builds/renovations.
- Annually monitor our carbon created by our estates and report on this.
- Complete the SDU Sustainability Reporting Tool annually to benchmark against other organisations.
- Complete the Health Outcomes of Travel Tool and map our carbon footprint/set targets for business travel reduction.
- Supply bi-annual reports to our Boards on all key sustainability highlights.
- Map water/power usage across our sites to identify trends.
- Use the SDU Securing Healthy Returns Report to identify where we can maximise carbon reduction.
- We have a Board approved Carbon Reduction Plan
- We capture and monitor our waste outputs to see increases and map trends.
- Identify our most sustainable suppliers and condense our procurement lists to those organisations.

- Survey our staff/service users/visitors annually around their citizen footprint (travel to work, travel to appointments etc.)
- Conduct a campaign to make carbon emissions visible e.g., comparison between travel modes, turning off lights/equipment (implement a TLC strategy)
- Begin mapping our scope 3 emissions

## 7.5 Estates and Facilities

### We are already contributing to...



## 7.5 Estates and Facilities

### We will measure our progress through...

- Completing the SDU Sustainability Reporting Portal and benchmarking
- Mapping the percentage of energy from renewables
- Comparing utility use across our sites year on year and reporting this at Board level, mapping trends and identifying cause of increases
- ESOS reports
- BREEAM compliance
- SDU Sustainability Tool
- Annual carbon footprint report to the Board/Annual report
- Monitoring business mileage carbon footprint

## 7.6 Medicine

### What we're doing



NAViGO as a mental health provider does not have use for medical gases such as desflurane.

All medicines are provided via our community pharmacy contract and we continue to work with our provider to ensure optimisation of medicines and purchase from sustainable suppliers.

- We have liaised with our pharmacy provider around supplier mileage
- We have agreed de-nurturing arrangements with our pharmacy provider

## 7.6 Medicine

### What we want to achieve

- We will liaise with our pharmacy provider around supply of lower green house gas emitting inhalers where these are prescribed

## 7.6 Medicine

### We are already contributing to...



## 7.6 Medicine

### We will measure our progress through...

- Pharmacy audits
- Pharmacy contract meetings

## 7.7 Supply Chain and Procurement

### What we're doing



- We have datasheets/secure storage for all COSHH substances and staff are trained in their use.
- We recycle all our unused office furniture and have some donated to local charities.
- We have negotiated a huge number of staff discounts within the community in all different sectors.
- Our Garden Centre improvement plans include a local suppliers 'village' built from recycled lorry containers for local small business creation.
- We control the use of hazardous substances and use only bee friendly pesticides at our Garden Centre

## 7.7 Supply Chain and Procurement

### What we want to achieve

- We will set up a Waste and Resource Management Action Plan and apply the Waste Regulations minimisation hierarchy.
- Implement the NHS Plastics Pledge
- We will have a Procurement Policy which is pan-organisational to minimise waste and ensure best use of resources.
- Implement stock management systems and streamline our product lines to reduce carbon footprint.
- Adopt a peat free agenda within our Garden Centre sales

## 7.7 Supply Chain and Procurement

### We are already contributing to...



## 7.7 Supply Chain and Procurement

### We will measure our progress through...

- Supplier carbon footprint mapping
- Number of suppliers
- Waste Action Plan and Monitoring system and reduction in use of single use Plastic



## 7.8 Food and Nutrition

### What we're doing



#### **We have our own catering teams who provide ancillary services to all our inpatient units, offering employment to many local people.**

We use our Garden Centre to promote healthy eating and encourage local produce growers to engage with the local community.

- We have dietitians who offer nutritional advice where needed and operate a multi-award-winning Eating Disorder Unit
- We have healthy choices as part of our catering, e.g., our Harrison site has a salad bar; our chefs offer vegan/vegetarian options as part of main menus and give cookery lessons to service users.
- We host farmer's markets at our Garden Centre and are setting up a 'green barn' to be able to do this all year round.
- We work with Fair Share and use food that would go to waste in our meal preparation – this food is also offered to service users on occasion.
- Too Good to Go App – selling surplus food from our cafes in 'magic bags' – a surprise to the purchaser but much cheaper than the retail price whilst in tandem stopping food waste and encouraging community engagement
- Run an allotment through our Early Intervention Team supported by a service user representative with a keen interest in gardening
- We have vegetable growing areas on some of our inpatient units to encourage healthy eating.
- All-vegan buffet selection at our AGM.
- Our catering team looks to purchase ethically sourced products.

## 7.8 Food and Nutrition

### What we want to achieve

- Track food miles on all catering products purchased to reduce those which have a high carbon footprint.
- Engage staff in a sustainability campaign around food at home, offering tips around reducing wastage, seasonal cooking etc.

## 7.8 Food and Nutrition

### We are already contributing to...



## 7.8 Food and Nutrition

### We will measure our progress through...

- EPOS System at Garden Centre to track meal purchases
- Service user feedback
- Staff surveys



## 7.9 Adaptation

### What we're doing



- We have a pre-defined list of vulnerable service users which is used in adverse conditions to make sure people are safe.
- We have run a Vulnerable Service User Service during COVID, calling daily and delivering medication and food parcels.
- We are part of the Local Resilience Partnership and have been responsive in Gold Command events such as expected flooding along the Humber.
- We attend local and regional groups on Climate Change e.g., the HCV Sustainability Group
- Our Business Continuity Plans include action planning for adverse weather, heatwaves, flooding, pandemic etc.
- We received and planted trees as part of the NHS Forests initiative (December 2021)
- We own a Garden Centre which includes employment for service users, filters profits back into providing services, provides a local community space, and offers garden/vegetable plot make-overs to the community.
- We offer green spaces on all our sites with planting to attract wildlife and insects.
- We use organic pesticides and compost what we can.
- We provided a recreational area as part of a new build project for the local community.
- Green spaces are assessed for accessibility and follow DDA regulations.
- We have signed up with NHS Forests to plant 200 trees in November 2021.



## 7.9 Adaptation

### What we want to achieve

- We are in the process of developing a Climate Risk Assessment and including in our Corporate Risk Register which will include policy to mitigate for over-heating and shortages of medication etc.
- We will create an Adaptation Action Plan
- Flood risk assessments will be carried out on all Estate through the Environment Agency
- Assess the financial impacts of climate change.
- Ensure we are HTM compliant for water/power/supply chain failures.
- Work with our suppliers to make sure they are climate change ready.
- Complete the <https://www.ukcip.org.uk/wizard/> to assess adaptation/current climate risks/mitigations/vulnerability.
- Erect bird boxes/baths, squirrel and hedgehog houses and owl boxes at our sites
- Work with local Beekeepers to install hives on some of our roofs.
- Draw up a Biodiversity Action Plan
- Biodiversity to become a regular agenda item at us.
- Make our biodiversity objectives public to share best practice.
- Assess our timber and paper products to ensure they meet Government buying standards.
- Planting trees in green areas on all our sites
- Planting a community forest at our Garden Centre as part of our phased improvement plans and working with local communities on tree planting initiatives
- Be a provider of Green Social Prescribing – to this end we have submitted a funding bid to HEY Smile which will be developed once the outcome is known

## 7.9 Adaptation

### We are already contributing to...



## 7.9 Adaptation

### We will measure our progress through...

- Climate Change Risk Assessment
- Climate Change Adaptation Plan
- % of building compliance to Health Technical Memos (HTM)
- Biodiversity Action Plan
- % Green spaces with biodiversity wildlife projects
- Number of trees planted

# Communicating Our Journey

**If we are to succeed in our quest to reduce our impact on the environment, then it is imperative that all our stakeholders come along for the ride!**

That is our staff, our service users and families, our suppliers, our commissioners, our local authority, and any other relevant partners in the community. In fact, it is imperative we engage the community themselves!

To make this visible across the organisation our communications team have created a Communications Sustainability Strategy which embeds our vision across all our communications, both internally and externally.

We have a huge following on our social media sites now, which includes some celebrities. We will use this to publicise the steps we are taking.

Communications will lead on our campaigns. For example; Operation TLC - Turn off (unnecessary equipment); Lights out (where possible); Close Doors (where possible) and hints and tips will appear in our three times weekly staff bulletins.

It is our intention to have a dedicated page on our website which offers tips, case studies, advice on how people can join campaigns, change eating habits, volunteer in their communities etc. The page will also have a link to our entire Green Plan and communicate our achievements going forward.

Communications will ensure that our sustainability







journey becomes an integral part of our AGM and Annual Review, guaranteeing that a spotlight is shone on those people within NAViGO who are going over and above.

We will include development of a ‘Green is the New Orange’ Award as part of our annual staff awards programme, celebrating those who have innovated around sustainability.

Some ideas that have been put forward so far include:

- ‘What can go in the bin?’ feature.
- Borrow a bag: NAViGO borrow a bag station near front door.
- Home screens on computers to publicise environmental advice (e.g., in offices: turn computer off when you are finished) and facilities (e.g., turn off the light, use the radiator thermostat, do not leave chargers in the plug sockets when not in use, report dripping taps or faulty radiators)
- Hints and tips guides
- ‘Good for you – Good for the Environment’ crosscutting messages included in appropriate wellbeing campaigns.
- Branded signage:
  - o To display relevant environmental information: e.g., amount of energy used by that building and advice to reduce this; facilities offering bike racks, discounts for reusable coffee cups in cafes.
  - o Issue reminders in break areas, kitchens, staff rooms, meeting rooms, toilets, parking areas (as well as on line) – e.g., to turn off lights and equipment, limit use of water, conserve energy, minimise waste.
  - o Refill water posters in kitchens and brew areas as well as on windows of all NAViGO cafes

All our communications use simple and meaningful language, to make our work authentic and, where appropriate, fun.

# Governance - Who is responsible?

**Transparent leadership and a clear, scrutinised plan are vital if we are to achieve our objectives on sustainability.**

As NAViGO is rather smaller than major Trusts within Humber Coast and Vale ICS, it is vital that a cross section of our management teams take an interest and some responsibility in driving this agenda forward.

Our Action Plan at Appendix C tracks those who will take an active part in the delivery of the plan, their allocated tasks, and timeframes for achievement.

Throughout this Green Plan, we have talked about several documents which will underpin reaching a sustainable future.

Individual documents/policies will be scrutinised and reviewed at appropriate governance committees (e.g., Practice and Clinical Governance Committee, Policy Groups and our Membership or CIC Boards) determined by the nature of their content.

Key individuals/groups responsible for delivery of our Green Plan are on the next page.





Who?	How?
<b>Sustainability Executive Lead</b>	Simon Beeton, CEO will have overall responsibility for oversight of our Green Plan
<b>Sustainability Senior Manager Lead</b>	Julie Gray, Head of Corporate Affairs and Estates will have responsibility for ensuring implementation of our Green Plan and that on-going targets are met and will attend the HCV Sustainability Network Groups representing NAViGO
<b>NAViGO Sustainability Steering Group</b>	This group meets monthly and comprises Executive level chair, members of the Senior Team, Estates Manager, representatives from Workforce, Finance, Health and Safety, Comms, Tukes, Business Development, partner organisations and a Sustainability Champion representative (rota basis)
<b>NAViGO Estates Meetings</b>	Estate's meetings take place bi-monthly and will include agenda items around sustainable estates. This meeting will feed into the NAViGO Sustainability Steering Group. The Estates Manager will be responsible for collating and analysing information from monitoring tools, surveys etc., and for updating the SDU and other Reporting Tools, and Green Plan on an annual basis.
<b>Sustainability Champions Network</b>	Sustainability Champions (SC's) will be sourced from each area within NAViGO and will meet on quarterly basis. SC's will gather intelligence around practices across our sites and report back any issues, ideas, or challenges. This group will feed into the NAViGO Sustainability Steering Group.
<b>Membership and CIC Boards</b>	Each of our Boards have a quarterly sustainability agenda item which feature key messages fed in from the NAViGO Sustainability Steering Group

# Tracking Progress and Reporting

**Monitoring our journey to a sustainable future will be both qualitative and quantitative.**

We will use all tools available to us to gather information evidencing our achievements and will benchmark this against other similar organisations through completion of the SDU Sustainable Reporting Portal and will complete SECR (Streamlined Energy and Carbon Reporting) once our turnover reaches £36 million.

We will report our progress annually within our Annual Review and use the following methods to ensure we keep on track.

## Reporting Annually

- o Complete SDAT Tool
- o Complete SDU Sustainability Reporting Portal
- o Complete annual staff travel survey and report on the HOTT (Health Outcomes of Travel Tool)
- o Sustainability Report to Board
- o Sustainability Report included in Annual Review

## Reporting Quarterly

- o Reports to all Boards
- o Quarterly statistics produced for utilities, waste, estates, travel (business & procurement)
- o Minutes of NAViGO Sustainability Steering Group/ICP Sustainability Group/HCV ICS Sustainability Group

## Reporting Monthly

- o Monthly collation of statistics to produce quarterly reports.

# Appendix A: Legislation

## **The following is a list of the key legislative drivers (as of April 2020)**

- Civil Contingencies Act 2004
- Public Services (Social Values) Act 2012
- Climate Change Act 2008
- Climate Change Act 2008 (2050 Target Amendment) Order 2019 enacting a Net Zero target by 2050.

### Mandatory

Legislation mandated within the NHS Standard Form Contract requirements for Sustainable Development 2017-19

- HM Treasury's Sustainability Reporting Framework
- Public Health Outcomes Framework

### International

Legislation driven by International Guidance Intergovernmental Panel on Climate Change (IPCC) AR5 2013

- United Nations (UN) Sustainable Development Goals (SDG's) 2016

- World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016
- World Health Organisation (WHO) Health 2020; European policy for Health and Wellbeing
- World Health Organisation (WHO) Europe – Social Determinants and the Health Divide
- The Global Climate and Health Alliance; Mitigation and Co-benefits of Climate Change

### UK guidance

Driven by UK Guidance National Policy and Planning Framework 2012

- Department of Environment, Food and Rural Affairs (DEFRA) The Economics of Climate Resilience 2013
- Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
- The Stern Review 2006; the Economics of Climate Change
- Health Protection Agency (HPA) Health Effects of Climate Change 2012
- The National Adaptation Programme 2013: Making the country resilient to the changing climate
- Department of Environment, Food and Rural Affairs (DEFRA) 25 Year Plan

### Health Specific Requirements

- The Marmot Review 2010: Fair Society, Healthy? Lives
- NHS Standard Contract Sustainable Development requirements
- Five Year Forward View 2014
- Sustainable Development Strategy for the Health and Social Care System 2014-2020
- Saving Carbon, Improving Health: an NHS carbon reduction strategy
- Adaptation to climate change for health and social care organisations
- The Carter Review 2016



- National Institute for Clinical Excellence (NICE) Physical Activity: walking and cycling 2012.
- Health Technical Memoranda (HTM)'s and Health Building Notes (HBN)'s
- Social Value Act 2012
- NHS Long Term Plan aims to reduce fleet air pollutant emissions by 20% by 2023/24 and to support the government's target to reduce emissions by 80% by 2050.
- Principle 6 – NHS Constitution
- Public Health Outcome Framework
- Sustainable Transformation Partnerships (STP) Plans
- Lord Carter's review into unwarranted variation in NHS ambulance trusts 2018.
- NHS Operational Planning and Contract Guidance 2020/21

# Appendix B:

# Glossary

<b>Adaptation</b>	<b>Climate change adaptation is the process of adjusting to current or expected climate change and its effects. It is one of the ways to respond to climate change, along with climate change mitigation</b>
<b>Biodiversity</b>	<b>The variety of plant and animal life in the world or in a particular habitat</b>
<b>BREEAM</b>	<b>BREEAM (Building Research Establishment Environmental Assessment Method) is a sustainability assessment method that is used to masterplan projects, infrastructure, and buildings.</b>
<b>Carbon Footprint</b>	<b>A carbon footprint is the total greenhouse gas emissions caused by an individual, event, organisation, service, or product, expressed as carbon dioxide equivalent.</b>
<b>Carbon Dioxide (Co2) Emissions</b>	<b>Carbon dioxide emissions or CO2 emissions are emissions stemming from the burning of fossil fuels and the manufacture of cement; they include carbon dioxide produced during consumption of solid, liquid, and gas fuels as well as gas flaring.</b>

<b>Carbon Dioxide Equivalent</b>	<b>A carbon dioxide equivalent or CO2 equivalent, abbreviated as CO2-eq is a metric measure used to compare the emissions from various greenhouse gases based on their global-warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.</b>
<b>Climate Change</b>	<b>Climate change is a long-term change in the average weather patterns that have come to define Earth's local, regional, and global climates. These changes have a broad range of observed effects that are synonymous with the term.</b>
<b>COSHH</b>	<b>COSHH stands for the Control of Substances Hazardous to Health Regulations.</b>
<b>Ecosystem</b>	<b>An ecosystem is a community or group of living organisms that live in and interact with each other in a specific environment.</b>
<b>Environment Agency</b>	<b>The Environment Agency is a non-departmental public body, established in 1995 and sponsored by the United Kingdom government's Department for Environment, Food and Rural Affairs, with responsibilities relating to the protection and enhancement of the environment in England.</b>
<b>ESOS Assessment</b>	<b>The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme, introduced by the UK government to make sure large enterprises in the UK are energy efficient. Under the scheme, large organisations are required to assess their energy usage every 4 years and to find new ways to save energy.</b>
<b>EV Charging Points</b>	<b>Electric Vehicle Charging station</b>
<b>Fugitive Emissions</b>	<b>Fugitive emissions are emissions of gases or vapour from pressurized equipment due to leaks and other unintended or irregular releases of gases, mostly from industrial activities.</b>

<b>GIRFT</b>	<p><b>Getting It Right First Time (GIRFT) is an NHS improvement programme delivered in partnership with the Royal National Orthopaedic Hospital NHS Trust.</b></p> <p><b>Getting It Right First Time is designed to improve the quality of care within the NHS by reducing unwarranted variations.</b></p>
<b>Green Agenda</b>	<b>Green Agenda is a broad green publishing project, designed to bring us the big ‘green’ ideas that can help us deal with the modern world.</b>
<b>Green House Gases Protocol</b>	<b>The Green House Gases Protocol establishes a comprehensive, global, standardised framework for measuring and managing emissions from private and public sector operations, value chains, products, cities, and policies.</b>
<b>Green Plan</b>	<b>Green Plans form a key part of sustainable healthcare delivery to help organisations combat the climate emergency by reducing air pollution, cutting carbon emission, and improving health.</b>
<b>HTM Compliance</b>	<b>Health Technical Memoranda (HTMs) give comprehensive advice and guidance on the design, installation and operation of specialised building and engineering technology used in the delivery of healthcare.</b>
<b>Humber Coast and Vale ICS</b>	<b>The Integrated Care Partnership covering Yorkshire and the Humber</b>
<b>IMDO</b>	<b>The Index of Multiple Deprivation 2015 is the official measure of relative deprivation. for small areas (or neighbourhoods) in England</b>
<b>JNSA</b>	<b>Joint strategic needs assessments (JSNAs) analyse the health needs of populations to inform and guide commissioning of health, well-being, and social care services within local authority areas.</b>



<b>LEED</b>	<b>Leadership in Energy and Environmental Design, is the most widely used green building rating system</b>
<b>Local Resilience Partnership</b>	<b>Regional and Local Resilience Partnerships (RRPs/LRPs) are the principal mechanisms for multi-agency co-ordination under The Civil Contingencies Act (2004). They promote co-operation between organisations in preparation for and responding to national emergencies.</b>
<b>MECC</b>	<b>Make Every Contact Count (MECC) enables the delivery of consistent and concise health and wellbeing information and encourages individuals to engage in conversations about their health at scale across organisations and populations to support wellbeing.</b>
<b>Net Zero Carbon Emissions</b>	<b>Net zero emissions refers to achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.</b>
<b>NHS Plastics Pledge</b>	<b>An NHS wide commitment to reduce the use of single use plastics wherever possible.</b>
<b>NHS Sustainable Development Unit</b>	<b>A national unit that supports the NHS, public health, and social care to embed and promote the three elements of sustainable development - environmental, social, and financial.</b>
<b>Photo Voltaic Cells</b>	<b>A solar cell, or photovoltaic cell, is an electrical device that converts the energy of light (sunlight) directly into electricity by the photovoltaic effect.</b>
<b>PREMS and PROMS</b>	<b>Patient-reported outcome measures (PROMs) are questionnaires measuring the patients' views of their health status. Patient-reported experience measures (PREMs) are questionnaires measuring the patients' perceptions of their experience whilst receiving care.</b>

<b>Procurement and Supply Chain</b>	<b>Procurement is the process of getting the goods your company requires, while supply chain management is the extensive infrastructure needed to deliver the goods or services to an organisation.</b>
<b>REGO Electricity</b>	<b>Renewable Energy Guarantee of Origin certificate (REGO) which certifies the energy as being green (from renewable sources).</b>
<b>Renewables</b>	<b>Renewable energy is useful energy that is collected from renewable resources, which are naturally replenished on a human timescale, including carbon neutral sources like sunlight, wind, rain, tides, waves, and geothermal heat.</b>
<b>Salix Funding</b>	<b>Salix Finance provides interest-free, government-backed loans to the public sector for the installation of energy-saving technologies.</b>
<b>SDAT Tool</b>	<b>The SDAT Tool is an online self-assessment tool delivered by the NHS Sustainable Development Unit to help organisations understand their sustainable development work, measure progress, and help make future plans.</b>
<b>SECR</b>	<b>SECR (Streamlined Energy and Carbon Reporting) – Government initiative started in April 2019 which maps carbon emissions produced by larger companies (e.g., over 250 employees with a turnover of £36 million or more).</b>
<b>SDU Health Outcomes of Travel Tool</b>	<b>The SDU's Health Outcomes of Travel Tool (HOTT) helps NHS organisations measure the impact their travel and transport have in environmental, financial and health terms.</b>
<b>SDU Securing Healthy Returns Tool</b>	<b>Securing healthy returns report is a tool that helps NHS organisations to realising the financial value of sustainable development. How they can save money, reduce carbon, and help to improve health</b>

<b>SDU Sustainability Reporting Portal</b>	<b>A mandatory sustainability reporting tool hosted by the SDU to be completed each August. Annual Sustainability Reporting is mandated for CCGs and Trusts through the Department of Health and Social Care Group Accounting Manual (DHSC GAM) and by the Foundation Trust Annual Reporting Manual (FT ARM); and from Arm's Length Bodies through the Greening Government Commitments. Along with regularly updated Sustainable Development Management Plan, annual reporting on sustainability is mandated by the NHS Standard Contract (Service Condition 18).</b>
<b>Soft Landing Protocol</b>	<b>Soft Landings is a building delivery process which runs through the project, from inception to completion and beyond, to ensure all decisions made during the project are based on improving operational performance of the building and meeting the client's expectations.</b>
<b>Star Wards</b>	<b>A Service User-led achievement scheme for mental health care assistants and other support staff.</b>
<b>Sustainability Champion</b>	<b>Sustainability Champions are people within an organisation with an interest and commitment to environmental change.</b>
<b>Sustainable Care</b>	<b>A sustainable health and care system is achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage.</b>
<b>Operation TLC</b>	<b>Operation TLC is an award-winning behaviour change programme developed by Barts Health NHS Trust and Global Action Plan, which has since been adopted by Trusts across the country including Great Ormond Street Hospital, King's College Hospital and Frimley Park. The basis of the campaign is three focused actions of "Turn off equipment", "Lights out", and "Control temperatures"</b>
<b>Travel Plan</b>	<b>A travel plan is a package of actions designed by a workplace, school, or other organisation to encourage safe, healthy, and sustainable travel options. By reducing car travel, travel plans can improve health and wellbeing, free up car parking space, and make a positive contribution to the community and the environment.</b>

<b>UKCIP Adaptation Wizard</b>	<b>The Wizard is a 5-step process to help you assess your organisation’s vulnerability to current climate and future climate change, identify options to address your organisation’s key climate risks, and help you develop and implement a climate change adaptation strategy.</b>
<b>UN Sustainable Development Goals</b>	<b>The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a “blue-print to achieve a better and more sustainable future for all”</b>
<b>United Nation Member State</b>	<b>The United Nations member states are the 193 sovereign states that are members of the United Nations and have equal representation in the UN General Assembly. The UN is the world’s largest intergovernmental organisation</b>
<b>Whole Life Costing</b>	<b>Whole life costing considers the total cost of a product, service or building over its lifetime, from concept through to disposal including purchase, hire or lease, maintenance, operation, utilities, training, and disposal.</b>





# Appendix C:

# Action Plan

Action  
plan  
number:

Theme

To be  
completed by:

## Corporate Approach

CA1	Embedding sustainability into all Board agendas with quarterly feedback on carbon emissions	Dec-21
CA2	Engaging Sustainability Champions across our sites and sourcing adequate training	Aug-21
CA4	Develop Internal Bi-Monthly Sustainability Group and Horizon Scanning (feeding into ICP & ICS networks)	Aug-21
CA5	NAVIGO has Net Zero Board Lead	Aug-21
CA6	NAVIGO Representative sits on HCV ICS Sustainability Group	Aug-21
CA7	NAVIGO Representative sits on NEL ICP Sustainability Group	Aug-21
CA10	Sustainable Development Policy (Green Plan)	Apr-22
CA15	Update to Comms Plan to align with the Green Plan objectives	Aug-22
CA16	Ensure sustainability and NHS Constitution Principle 6 are embedded in Mission Statement	Jul-21
CA17	Commitment and Evidence of spend with SME's (£1 for every £3 spent) by 2020	Apr-21

Action plan number:	Theme	To be completed by:
<b>Asset Management and Utilities</b>		
AM2	Plan to reduce out of hours electricity at Harrison House, Grimsby Garden Centre and other relevant sites	Sep-22
AM6	Comms campaign on warm homes and energy advice - staff and service users	Mar-22
AM8	Estates Policy and Master Plan with SMART targets and linked to Green Plan	Oct-22
AM9	Investigate reusable PPE supplies	Jun-22
AM13	Book ESOS 3 Assessment well in advance for 2023 and source Consultant	Dec-22
AM14	Surplus stock disposal management system - e.g. furniture, PPE, food	Jul-22
AM15	Ensure paper purchased at all NAViGO sites is recycled only	Apr-22
AM16	Ensure all electricity purchased is from REGO sources	Apr-21
AM17	Set Carbon Reduction target for year + Green Plan Period	Apr-22
<b>Travel and Logistics</b>		
TL6	Cap our NHS Fleet choices at no more than 75g of carbon emissions	May-21
<b>Climate Change Adaptation</b>		
CC2	Climate Change to be Added to Corporate & Clinical Risk Registers	Mar-22
CC3	Source Climate Change Training for Champions and key personnel	Aug-21
CC4	Source Climate Change/Carbon Literacy Training for Board Members	Aug-22
CC5	Adaptation Training available on E-learning	Aug-22
<b>Capital Projects</b>		
CP1	Training for identified Sustainability lead & Estates staff on sustainable buildings including space saving and energy use efficiency	Dec-22
CP3	Staff survey to all staff re sustainability in buildings and across sites and how this can be improved	Aug-22
<b>Green Space and Biodiversity</b>		
GB4	Publicise our sustainability and biodiversity objectives on website and social media	Dec-22
GB6	Review of all cleaning, catering, horticulture products with a move to eco-friendly sources	Dec-22
GB10	Planting trees on our site green spaces	Aug-22

Action plan number:	Theme	To be completed by:
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Our People		
OP1	Modern Slavery Act Statement published on our website and in our Annual Report	Apr-22
OP2	Embed wellbeing and sustainability into Workforce Strategy, Induction and PDR literature	Dec-22
OP4	Separate and clear policies on:	Aug-22
OP4.1	Absence Management	Aug-22
OP4.2	Alcohol and Drugs	Aug-22
OP4.3	Stress Management	Aug-22
OP4.4	Healthy Eating	Aug-22
OP4	Our People Sustainability Report (Annual) including:	Sep-22
OP5.1	Absence Rates	Sep-22
OP5.2	Stress Management	Sep-22
OP5.3	Flexible working	Sep-22
OP5.4	Staff retention	Sep-22
Sustainable Use of Resources		
SU2	Implement NHS Plastic Pledge and Comms campaign	Dec-22
SU4	Good to Go App to save waste food at Café sites	Jun-21
SU5	Comms Campaign for sustainability at home	Apr-22
SU6	Full Organisational Log of COSHH substances and their locations	Mar-22
SU6.1	All relevant staff trained in use of minimising chemicals (e.g., cleaners, gardeners etc.) - full reviews have taken place with infection control	Mar-22
SU6.2	Evidence of reduction in use of hazardous substances - full reviews have taken place with infection control	Mar-22
SU6.3	Evidence we have worked with Contractors also use less hazardous substances on our sites - JK has done this - PM to do his contractors.	Mar-22
Carbon and Greenhouse Gases		
CG0	Set up systems to monitor carbon emissions monthly	Dec-21
CG1.1	Complete SECR Government Tool with Carbon Emission Data	Apr-22
CG1.2	Complete SDU Sustainability Reporting Tool and benchmarking (Annual)	Apr-22
CG2.1	Carbon Reduction paragraph/question in all procurement/tenders	Jul-21
CG4	Implement Operation TLC Campaign (stands for: Turning off equipment; Switching off lights; and Closing doors)	Jun-22
CG5	Recycling systems on all sites	Apr-22





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