

Bolton NHS Foundation Trust

Our Green Plan

March 2022



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About us

Bolton NHS Foundation Trust is an integrated care organisation providing care and support in the community at over 20 health centres and clinics across Bolton.

We were authorised as a foundation trust in October 2008 and became an integrated care organisation in July 2011 following the transfer of services from the provider arm of NHS Bolton.

Bolton NHS Foundation Trust is an anchor institution employing over 6500 local people. Our vision is to be an excellent integrated care provider in Bolton and beyond delivering patient centered, efficient and safe services.

We believe in:

- High quality care centered on individual needs rather than the needs of professionals and organisations.
- Integration across health and social care.
- Accessible, convenient and responsive services 24/7.
- Local wherever possible, centralised where necessary.
- Empowering clients and patients to manage their own care and self-care with information.

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Foreword



At Bolton NHS Foundation Trust, we are committed to delivering continuously improving, sustainable healthcare. Myself and my senior leadership colleagues are fully behind our Green Plan and to the work involved in aiming to be a carbon neutral Trust.

The Trust and our staff have already been making small everyday changes to become more sustainable and through our Green Plan and with the help of our Green Champions, we will continue to adapt to more environmentally sound practices.

As a large Trust that touches many areas across Bolton, we have a significant environmental impact and it is important that we address this now rather than later.

Our overall goal is to work closely with our partners across health and care to develop a Bolton wide Green Plan and create a fully sustainable health and care system.

Annette Walker

Director of Finance, Bolton NHS Foundation Trust

Executive summary

Climate Change has been identified as the biggest health threat of the 21st Century (*Source NHS LT Plan). The effects of climate change will affect most populations in the next two decades and put the lives and wellbeing of billions of people at increased risk.

The NHS has been identified as an essential ambassador on health-related environmental issues that include climate change, air quality, pollution, and adaption strategies activities. It has also been identified that the NHS has a crucial role in reducing its own environmental impact, as it has been estimated that the NHS accounts for 5% of the UK's total Green House Gas Emissions (GHG) and has the largest procurement of single use plastic within UK.

Bolton NHS Foundation Trust recognises the importance of its stewardship role on Climate Change and environmental issues. This includes the management of environmental impacts resulting from operational activities and the essential importance of reducing these impacts.

During the last 12 months, the Trust has undertaken some significant advances in gaining a greater understanding of how it can measure and strategically manage its impact on the environment.

Calculating an accurate carbon baseline for a healthcare system is challenging, and the Trust commissioned a review to measure the key environmental impacts associated with energy use, travel, water, use of natural resources, waste, and carbon emissions.

The review has established our 'baseline data' and our **Green Plan** outlines how we will continue to monitor and reduce our emissions.

To assist in the delivery of our **Green Plan**, timescales and responsibilities have been specified for each action. Areas of priority have also been provided, influenced by stakeholders' which will guide future decision making at the Trust.

Our Green Plan introduces a Sustainability Steering Group (SSG) and Green Champions network to the Trust. These responsible bodies will drive sustainable changes and behaviours at Bolton FT and will ensure progress is being made.

Introduction

As a large and busy acute hospital with ageing buildings and infrastructure, Bolton NHS Foundation Trust consumes a significant quantity of resources and consequently has a large carbon footprint; contributing to climate change and its associated impacts on a local and global scale.

Bolton NHS Foundation Trust aspires to make substantial improvements to the sustainability of its operations. We recognise the impact we have on the environment and our responsibility to integrate sustainability within our core business.

Our Green Plan provides an organisation-wide strategy that outlines the Trust's plan of action for 2022-2025, in line with our vision and objectives.

This plan aims to deliver more sustainable healthcare; improving the quality of care while enhancing our resilience, sustainability and wellbeing in preparation for future pressures and challenges.

Sustainable development involves the Trust adopting a holistic view of all its activities, considering the three spheres of sustainability; environmental, economic and social implications.

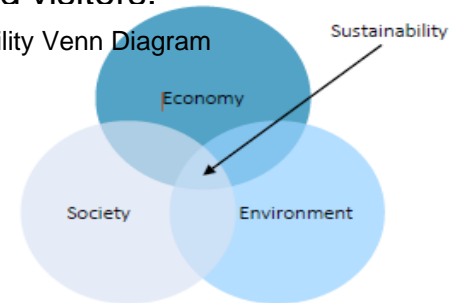
To achieve sustainability, we must balance these three elements to ensure we meet the needs of the present without compromising the ability of future generations to meet their needs.

Seeking financial savings through improved efficiency measures will help the Trust create financial sustainability as well as improve health both now, and in the future.

Delivering sustainable healthcare will improve services to the community and reduce the Trusts environmental impact. It will require collective action from staff, patients and visitors.

Incorporating sustainability into the Trust's approach will help us make more informed, sustainable decisions to benefit the future as well as the present.

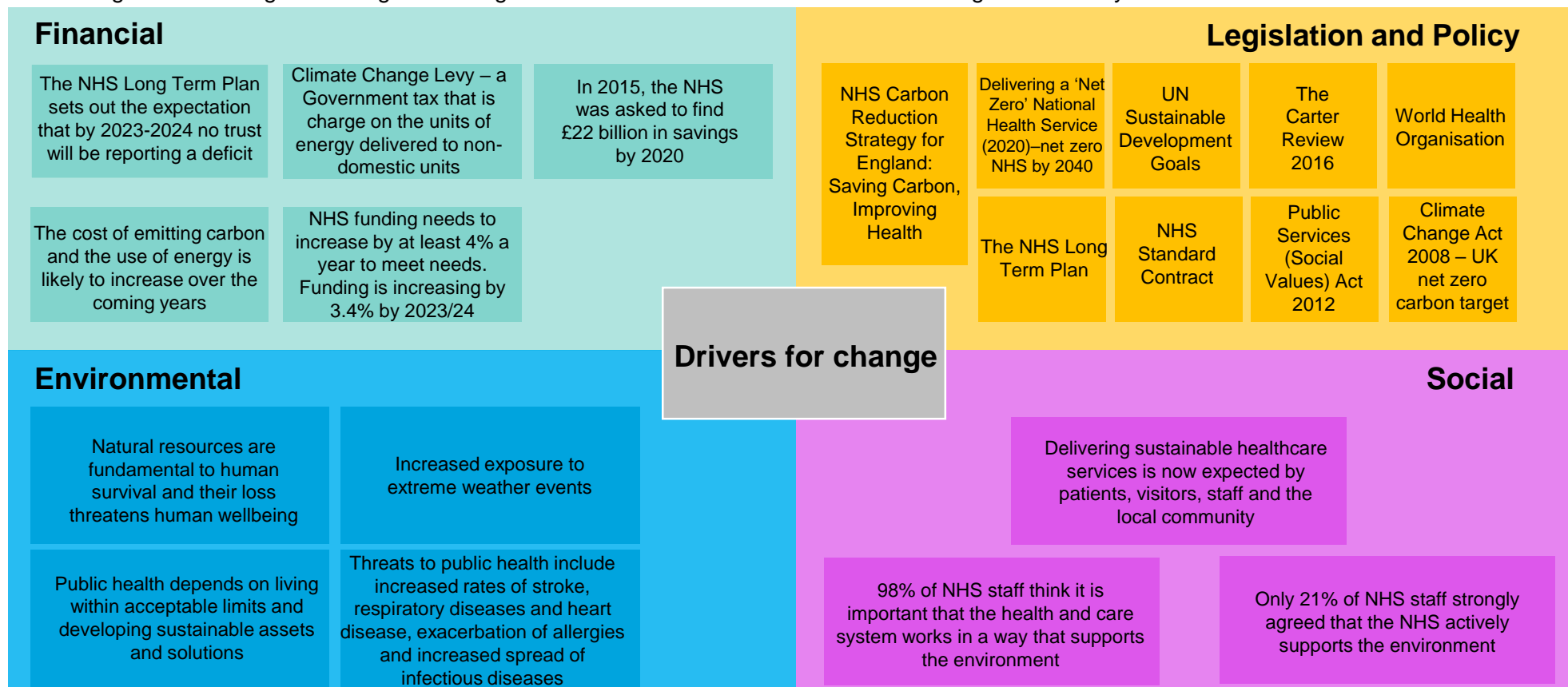
Sustainability Venn Diagram



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Drivers for change

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. The diagram below outlines the different factors driving sustainability within the NHS.



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Our visions and ambitions

Our Green Plan aims to address the **Greener NHS** aspirations for a sustainable health and care system by reducing carbon emissions, protecting natural resources, preparing communities for extreme weather events and promoting healthy lifestyles and environments.

The Trust strives to deliver brilliant care outcomes through brilliant people and be a leading partner within an integrated system of health and social care, providing a patient experience without boundaries. As an anchor organization employing over 6500 local staff members we strive for a **Better Bolton**.



The Trust's overall ambitions are to continually improve our service through our strategic objectives.

Our aims:

- **To provide safe, high quality and compassionate care to every person, every time.**
- **To be a great place to work, where all staff feel valued and can reach their full potential**
- **To continue to use resources wisely so that we can invest in an improve our services**
- **Our estate will be sustainable and developed in a way that supports staff and community health and wellbeing**
- **To integrate care to prevent ill health, improve wellbeing and meet the needs of the people of Bolton**
- **To develop partnerships that will improve services and**

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Our current performance

In **2020/21**, the Trust operational activities emitted 11,647 tonnes of CO₂e, equivalent to the carbon impact of over 2,329 homes' energy use for one year. The 11,647 is a reduction of 868 tonnes since the baseline year of 2019/20.

The carbon footprint was calculated using 12 months data April 2020-March 2021. The total 12-month consumption for each strand acts as an annual baseline. Using the DEFRA 2020 conversion factors, carbon emissions were calculated for each strand in kg CO₂e and Tonnes CO₂e. The Annual emissions in Tonnes CO₂e from each strand are added together to produce a final carbon footprint.



Electricity
899 tCo2



Natural Gas
– 6,994 tCo2



Oil –
20 tCo2



Water
usage –
64 tCo2



Waste
Emission –
507 tCo2



Transport
Emissions
– 354 tCo2

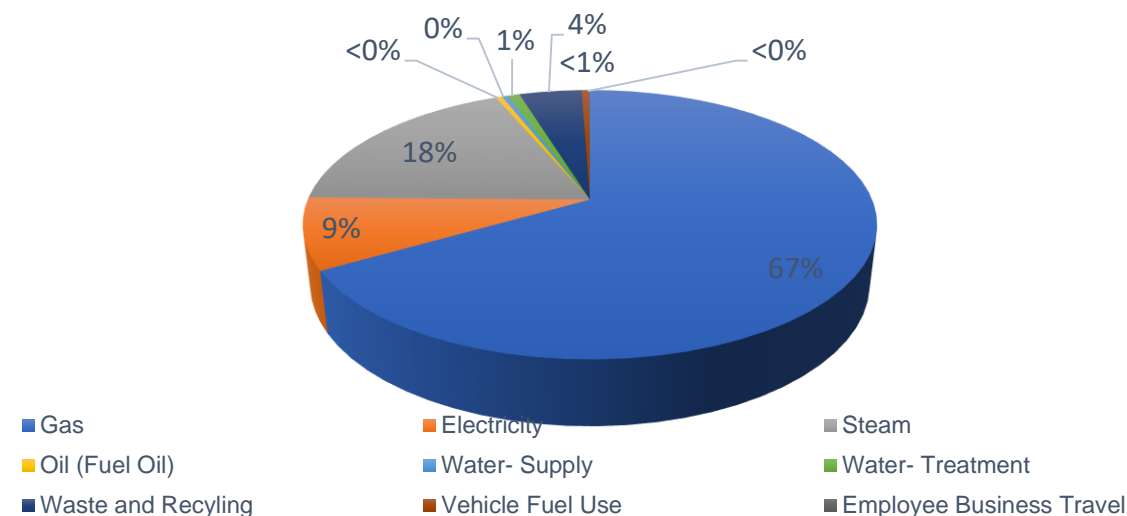


Steam –
2,810 tCo2



Total
Emissions –
11,647 TC02

Carbon Footprint for Bolton NHS Foundation Hospital



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Our current performance

Operational carbon emissions are categorised into 3 scopes:

- Scope 1 emissions (direct from owned resources)
- Scope 2 emissions (indirect, through the generation of purchased energy)
- Scope 3 emissions (indirect, within the value chain)

In 2020/21, the Trust's total carbon footprint from scope 1, 2 and 3 emissions (excluding procurement and travel) was 11,647 tCO₂.

The Trust has made some progress towards reducing its carbon emissions from each of these scopes. However, we recognize that business-as-usual is no longer an option. We acknowledge that more needs to be done if we are to deliver net zero carbon by 2038 and sustainable healthcare.

The Trust has already made in-roads with a number of initiatives to reduce the carbon emissions including:

- Creation of a CHP plant for energy generation, thereby removing the use of coal
- A bore well to reduce the water taken from the main supply
- LED lighting scheme
- Clinical waste incineration partnership



Conversion of coal generation with CHP



Bore well water system



LED lighting scheme (2020)



Clinical waste incineration project

Our current performance: Energy use

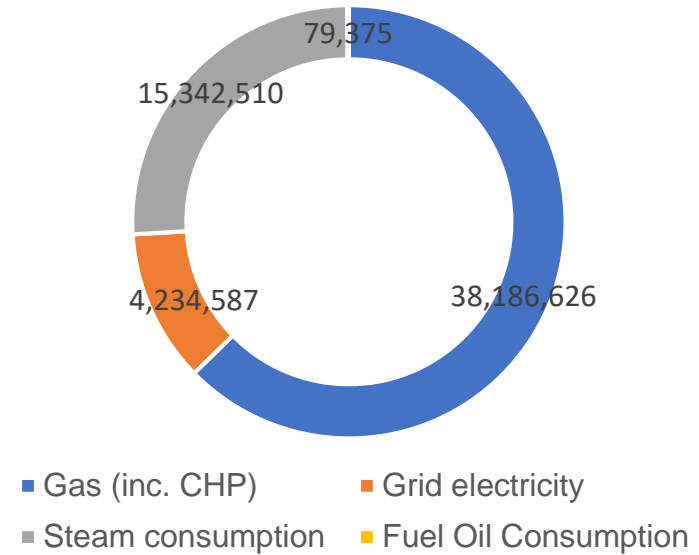
The Trust has an ageing estate with over 33% of buildings built pre 1974 and 57% pre 1994. The ageing estate and infrastructure present considerable challenge when looking to reduce energy usage further.

The annual building energy usage has been collated and calculated to act as a baseline for future reporting years. The energy usage is comprised of numerous energy sources, with the greatest annual energy consumption being attributed by gas (including Combined Heat Power).

The annual grid electricity consumption equates to **4,234,587 kWh**

The annual gas consumption equates to **38,186,626 kW**. This is significant but includes CHP energy generation. Gas consumption is greatest during December 2020 – March 2021. This is due to increased demand for heating during the winter months.

Annual energy consumption (kWh)

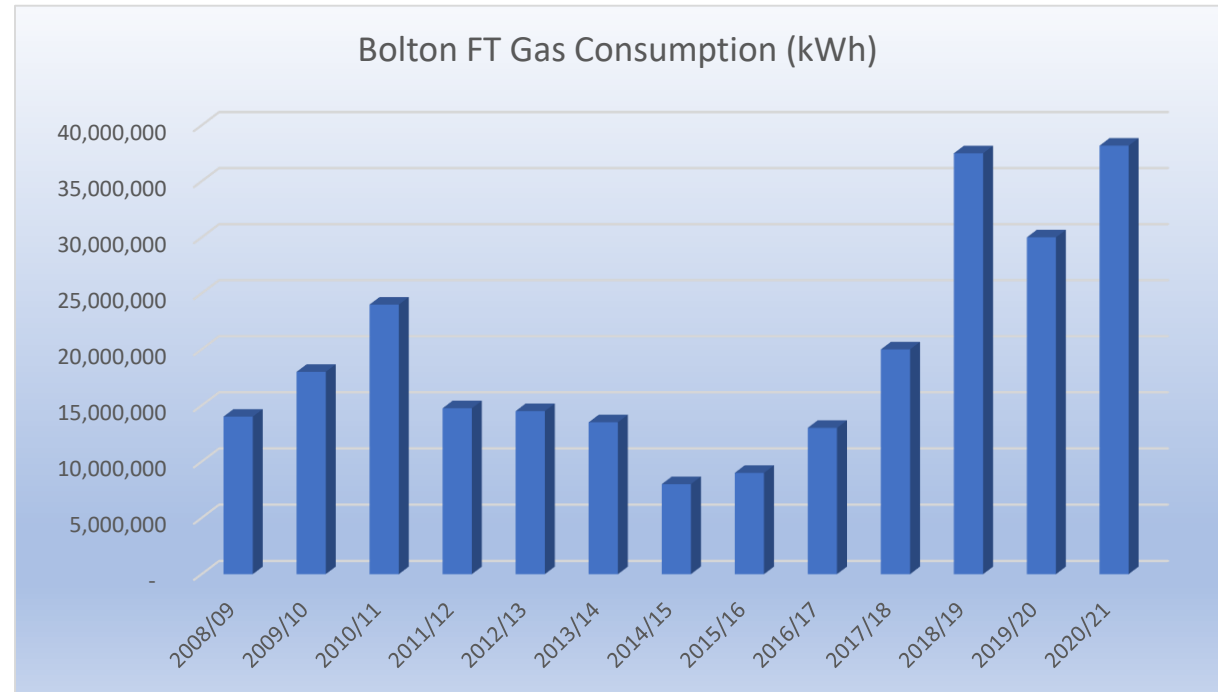


Our current performance: Gas

The annual 2020/2021 gas consumption baseline has been calculated using monthly bills. The annual gas consumption equates to 38,186,626 kWh. The gas consumption has risen significant in recent years because of the introduction of Combined Heat & Power (CHP) energy generation.

With the introduction of the CHP we have removed the use of coal.

Our clinical waste is sent to the on-site incineration plant, the steam generated from the process is recovered and serve the communal heat network, that provides a valuable heat source throughout the site.



Our current performance: Water

In 2018 BFT invested in a bore well; the water analysis and profile indicate the impact of the bore well against the total water consumption.

37% of the Trusts source of water consumption is now drawn from the bore well.

The total annual water use equates to **138,063m³**. This is water volume would fill 55 Olympic sized swimming pools.

The mains water supply infrastructure is prone to failure resulting in leakage, this was identified during the base line period when a significant leak was identified and repaired. New automatic water metering has been recommended to monitor water use and identify quickly excess use from leakage.

There are excellent opportunities to reduce water use through leakage management, capital asset replacement improvements, potential increase in bore well service and filtration etc.

Between 2010 and 2021
Bolton Hospital

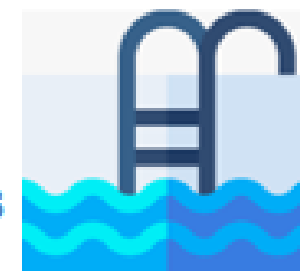
**reduced water
consumption by**



16%

This is the equivalent to around:

12.3
Olympic swimming pools



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Our current performance: Waste

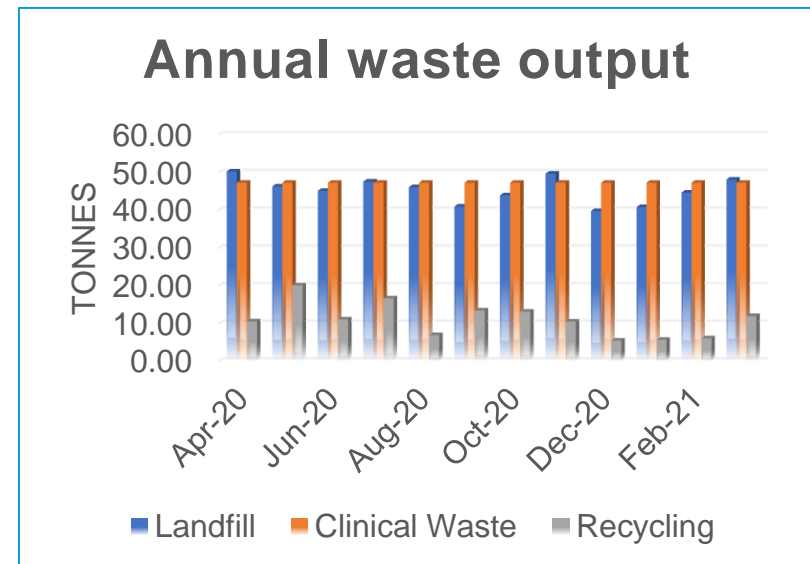
BFT is striving to achieve zero waste to landfill by ensuring that waste is disposed of in the most appropriate and sustainable manner with a reduced number of domestic waste collections.

Due to site constraints with waste segregation this is one of BFT's greatest challenges but one that the Trust can make great inroads in reducing its carbon emissions.

The charts indicate the breakdown of waste streams used in the baseline year. Moving forward, BFT will focus on reducing our impact of waste on the environment through increased recycling rates and re-use schemes and the reduction in single-use plastics.

Already, the Trust has made great strides to reduce landfill waste. Majority of the non-clinical waste is treated at a recycling centre, significantly reducing the impact of landfill. Food waste is now processed through an Anaerobic Digestion Facility (ADF) to produce energy. The emissions reductions of these initiatives will be visible in the next annual report.

Clinical waste is sent to the on-site clinical waste plant and provides steam used to provide communal heating to the hospital buildings.



Our current performance: Travel and Transport



- Total business mileage (grey fleet) 2020/21: 895,527
- Equates to 35 trips around the world



Benchmark: 0.47kg CO₂e per mile travelled

Carbon emissions associated with the Trust business travel (grey fleet) is equivalent to the emissions produced by 49 average homes



Over 23% of Trust business journeys are being made in diesel vehicles



Total carbon emissions to date: 247 TC CO₂e

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Key success measures to be implemented by 2025

The Trust has outlined these 5 key overarching actions required to achieve our targets set out in this plan. These developments will enable long term progress for sustainability at the Trust.

The Trust will review and update these 5 key actions in 2025 in order to set measurable objectives to progress towards our carbon reduction target of net zero by 2038.



Develop and implement a net zero programme



Employee engagement – Sustainability champions



Implement an Energy Performance Programme to deliver guaranteed energy, carbon and cost savings



Develop a sustainable procurement policy



Develop and implement a Green Travel Plan

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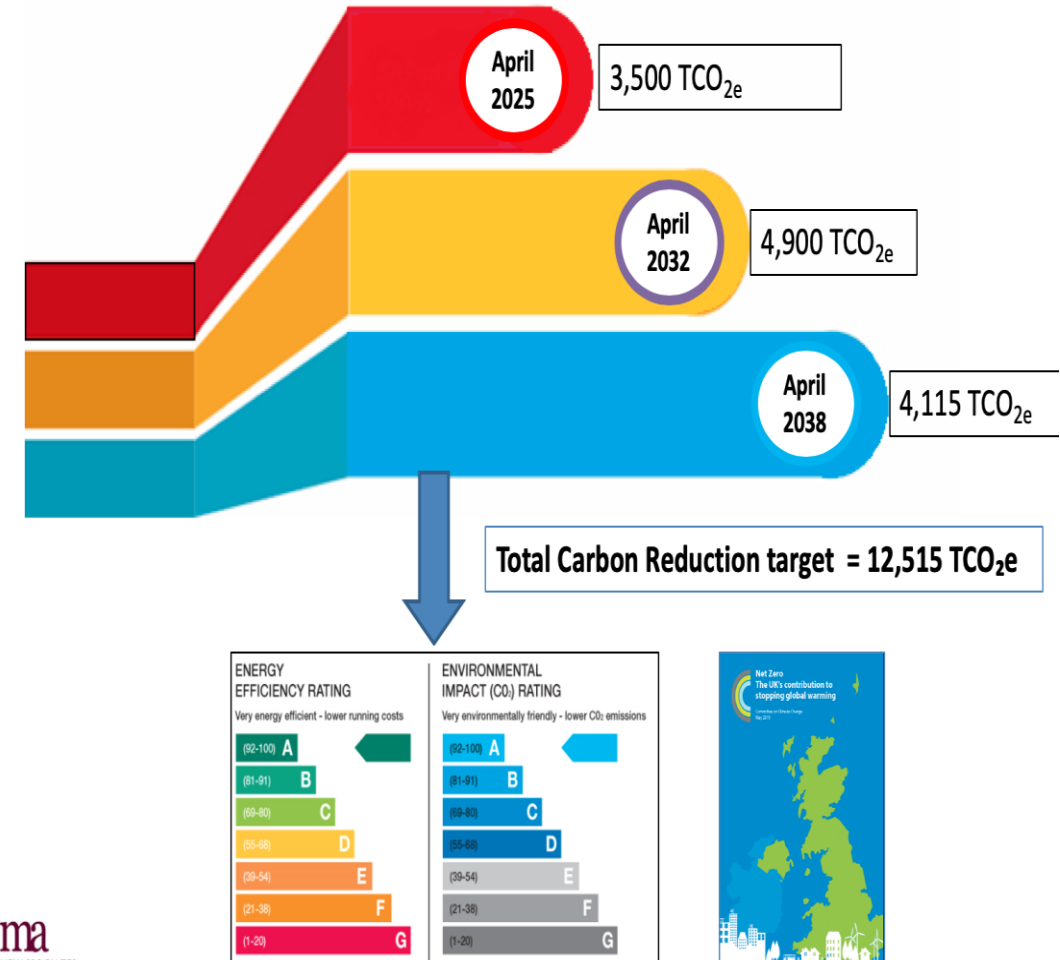
Targets to be achieved

The Climate Change Act 2008 (2050 Amendment Order) 2019 provides a legal requirement to reduce greenhouse gases by 100% against the baseline level by 2050. GMCA declared a climate emergency in 2021 and pledges to reduce greenhouse gases by 100% by 2038.

The illustration shows our roadmap for carbon reduction against our base line of **2019/20** when our carbon emissions were **12,515tCo2**

Bolton NHS Foundation Trust have signed up to this declaration and have committed to achieving net zero carbon emissions by 2038. This review has calculated the Trust's operational Green House Gas (GHG) carbon emissions to allow for the placement of interim milestones, in order for targets and initiatives to be measured and met.

The review provides the Trust with strategic measures to achieve the first interim milestone by April 2025 and the further longer-term milestones.



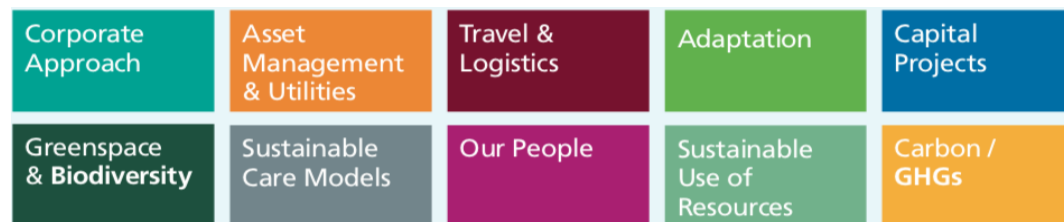
Sustainable development goals

NHS England have recommended that Sustainable Development Goals be aligned to the UK Government's SDG Agenda 2030, published in response to the United Nations Sustainable Development Goals.

It is considered to be best practice for NHS Trusts to be assessed using the Sustainable Development Assessment Tool (SDAT). SDAT identifies the United Nations Sustainable Development Goals that can be integrated into the long term Trust Green Plan.

The Trust will be undertaking an performance assessment on the with the ten key areas included within the Sustainable Development Assessment Tool (SDAT).

An initial assessment has been performed on the Trust's sustainability practice on six key activities. These areas has since undertaken significant improvement measures that will be reported upon within the next annual Green Plan report.



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Corporate Approach

It is essential that senior representatives, staff and stakeholders are committed to delivering our Green Plan by aligning our policies, procedures and processes to reflect our sustainability vision.

Our Aim is to embed sustainability in to our organisational values and behaviours and be accountable for the progression of this strategy, with support from the Trust Board.

Our priorities

1. Develop an environmental policy
2. Embed sustainability within the Trust values
3. Establish a Sustainability Steering Group and a network of Green Champions

Measuring our progress

1. Assess sustainability using SDAT in line with the targets
2. Undertake annual staff awareness surveys
3. Include a progress report of the Green Plan within the Trust annual report

Action	Timescale
Establish the Green Champion network which will allow the organisation to increase colleagues' engagement with the sustainability plan	Annually
Recognise and reward staff for sustainability behaviours and actions	Annually
Review sustainability and net zero progress and benchmark performance against other NHS Trusts	Annually
Undertake an annual sustainability awareness survey for staff and patients	2022/2023
Revise our business case template and assessment tools to ensure that sustainability is embedded into business decisions.	2022/2023
Review our procurement strategy to ensure sustainability is embedded within the tender evaluation process.	✓
Work collaboratively and share best practice with the Bolton Family in order to achieve the targets	Annually
Support the Bolton £ to ensure locality spend and investment within small business	Annually

Estates and Facilities

Bolton consumes significant amounts of energy and resources every year, which represents a significant expenditure to the Trust.

In 2018 the Trust introduced a CHP plant (combined heat and power) and bore well, moving away from fossil fuels. Whilst this has had a significant impact on carbon emissions and cost the Trust will continue to adopt initiatives focused on reducing utilities and facilitate future de-carbonisation.

The Trust is currently implementing a Computer aided facilities management system (CAFM) which will provide a platform for collation of asset information and the scheduling of planned preventative maintenance of these assets. It is anticipated the loading of all the information and creation of reports will be completed by May 2022.

It is essential the Trust has a holistic view of the estate and the condition of the buildings therein. To this end we propose to create a 5-10-year plan incorporating information from various surveys including the Six facet surveys and Structural Surveys of the estates.

Action	Timescale
Purchase 100% renewable energy tariff	✓
Complete the programme for LED lighting across the site.	✓
Review sustainability and net zero progress and benchmark performance against other NHS Trusts	Annually
Establish an environmental monitoring reporting system to measure and report on key environmental aspects Energy (Building) Energy (Transport Scope 1) Energy (Transport Scope 3) Water use Waste and Recycling Carbon Footprint & Scope 1,2 and part 3 Emissions	2022/2023
Energy audits to produce an investment roadmap for short term investments and to meet NHS Climate Change reduction goals. The reviews will provide a detailed investment business case that would be produced for a five-year investment plan which includes the below: Renewable building technology (e.g. solar PV, wind generation , heat pump systems) Heat network improvements (e.g. thermal insulation) Review of performance of CHP Investment plan will be aligned to NHS grant funding and Salix public funding.	Annually

Estates and Facilities

Developing the Trust estate must consider the future needs and pressures faced by the organisation. By continually upgrading and embedding sustainability into existing and developing estate, the Trust will be able to build resilience and improve operational efficiency.

Aim: Improve the environmental and social impact of Trust estates by encompassing sustainable concepts in the development and construction of buildings.

Priorities for the Trust

1. Building fabric upgrades
2. Introduce lessons learnt discussions after projects
3. Develop sustainable design objectives for all new builds and refurbishments

Measuring progress

1. BREEAM excellent rating for all Trust buildings
2. Monthly reporting of gas and electricity
3. Annual reporting of ERIC
4. Monitor heating, lighting, cooling and ventilation systems weekly

Action	Timescale
Comply with the zero carbon standard for buildings	2022
Provide procurement guidance to suppliers on the expected level of Environmental Management systems for new capital schemes.	2022
Achieve a minimum BREEAM excellent for new builds and very good for refurbishment	On-going
Consider all aspects of sustainability by accounting for whole life costings for capital projects	On-going
Develop a sustainable guidance to integrate sustainability within the design of schemes for both new builds and refurbishments	2022/2023

Travel & Transport

Travel accounts for 0.5% of the Trust carbon footprint with 247tCO₂. This excludes travel to and from work but also business travel from taxi and trains.

Whilst the emissions are low there remains opportunities to reduce the emissions further and create health benefits to our employees and the wider Trust communities.

Aim: Reduce the need for healthcare related travel and promote sustainable and active travel

Priorities:

- Install EV charging points
- Transfer the fleet to low emission / electric vehicles
- Develop a green plan for travel
- Provide community based staff with Wi-Fi enabled devices to reduce travel



Action	Timescale
Promote virtual meeting technology to reduce the requirement for staff to travel	✓
Convert the fleet vehicles to electric vehicles.	2022
Collect data on staff and patient travel through a staff / patient survey	2022/2023
Develop a green travel plan – including a review of the business travel policy to ensure sustainable transport where possible <ul style="list-style-type: none"> • Business mileage for cycle use • Encourage walking to work • Collaborate with GMPT for a sustainable travel plan 	2022/2023
Install EV charging points in staff and patient parking areas	2022/2023

Supply Chain and Procurement

The supply chain (scope 3 emissions) are often deemed as “influenceable”. The NHS’ Procurement Target Operating Model (PTOM) encourages integrated sustainable procurement at system level. With the use of the **Procuring for Carbon Reduction tool** (P4CR), the Trust will be able to calculate the carbon emissions from its procurement activities.

Aim: Influence procurement spend to drive down the carbon impact

Priorities for the Trust

1. Ensure a sustainable procurement process is embedded within tenders
2. Implement the P4CT tool

Measuring Progress

1. Carbon footprint of supply chain.
2. Carbon savings from specific supplier-led carbon reduction schemes.
3. Reduction in single-use plastics.
4. Percentage reduction in office paper use.
5. Proportion of recycled paper use.
6. Number of pilots for re-usable or remanufactured products.
7. Number of pilots to reduce supplier-related packaging.

Action	Timescale
Include sustainable procurement into our social value agenda	In progress
Embed within tenders a sustainable procurement process with weighted scores (10%)	✓
Work collaboratively with GM on local tenders	On-going
Reduce single use plastics	On-going
Paper usage Volume reduction • Use of recycled paper	✓
Procure 100% certified renewable grid electricity. This will significantly reduce carbon emissions	✓

Food and Nutrition

It is estimated that food and catering services in the NHS account for approximately 6% of the NHS's Carbon Footprint Plus.

BFT provide over 690,000 patient meals per year and in 2020/21 moved to a cook freeze model. This not only reduced the number of deliveries to site, thereby reducing carbon emissions, but also impacted on the volume of food waste.

Aim: Work collaboratively on sustainable and ethical food procurement, and drive down food waste

Priorities for the Trust

1. Locally sourced foods have the potential to be lower carbon with reduced transportation
2. Engages with the GM Sustainable Procurement Group for joint tenders to provide opportunities for local suppliers
3. Reducing waste and ensuring effective disposal

Measuring Progress

1. Food waste tonnage.
2. Number of food-related social prescribing interventions.

Action	Timescale
Reduce food waste by implementing digital menus	In progress
Recycled food waste – all food waste now sent for anaerobic digestion which produces biogas for electricity generation	✓
Work collaboratively with GM on local tenders	On-going
Endeavour to deliver highly nutritional menu that suits the patients needs	On-going
Remove single-use plastic crockery and cutlery	✓



Medicines

Medicines account for a quarter of the NHS Carbon Footprint Plus, predominantly within manufacturing and transport, however some medicines have a high global warming potential (GWP) at the point of use. Volatile anaesthetic and medical gases (such as desflurane, sevoflurane and nitrous oxide) and propellant gases in metered dose inhalers (MDIs) account for 5% of NHS emissions.

Aim: Focus on preventing rather than treating disease and reduce the use of medicines that have a high global warming potential

Priorities for the Trust

1. Focusing on prevention rather than treating diseases
2. Ensure appropriate prescribing including lower carbon alternatives where appropriate
3. Reducing waste and ensuring safe disposal
4. Avoid /minimise medicines with high GWP

Measuring Progress

1. CO2e reduction from medicines.
2. Proportion of desflurane use / to overall volatile anaesthetic gases,
3. Carbon emissions from nitrous oxide and Entonox.
4. Tonnes of medicinal waste.

Action	Timescale
Investment in new anaesthetic machines which allow digital dosing	✓
Reduce any wastage of medicines with optimal care plans	On-going
Ensuring appropriate prescribing including lower carbon alternatives where appropriate	On-going
Avoid / minimise medicines with high GWP . GMMMG approved Management Plan for COPD that incorporates CO2 equivalents to guide prescribing choices	On-going

Sustainable Models of Care

All our services aim to deliver the best quality of care within the resources available. Transforming healthcare using a whole systems approach to develop and deliver sustainable care models will enable the Trust to best prepare services for future challenges and technological advancements.

Aim: Embed sustainability into our processes, systems and services with transparent measurement to track progress, ensuring the services are safe, effective and person-centred.

Priorities for the Trust

1. Virtual Clinics / Wards
2. Electronic Patient Records
3. Care Closer to Home
4. Provide community based staff with Wi-Fi enabled devices
5. Digital dosage of anaesthetic gases

Measuring progress

1. Annual patient feedback and scores
2. Annual staff sickness rates
3. Record patients' length of stay and number of patients being treated at home (SMART initiative)
4. Annual review of our Quality Strategy

Action

Timescale

Work closely with our Clinical Commissioning Group colleagues and across the STP to identify and deliver joint sustainable initiatives

On-going

Maintain relationships with experts who support the delivery of quality improvement and cultural change through regular communications and monthly meetings

On-going

Develop and implement a sustainable anaesthesia programme

2022/23

Provide training to staff on how we can embed sustainable practice into our care models.

Annually

Establish a sustainable workforce through a focused and targeted recruitment plan

On-going

Involve and engage with patients in the redesign of services through open discussion sessions

On-going

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Digital Transformation

The commitment to deliver the net zero agenda is embedded within the 'What Good Looks Like' framework for digital transformation, recognising the critical role of digital in reducing the NHS's carbon impact.

Aim: Embed digital transformation in healthcare pathways to reduce carbon footprint

Priorities for the Trust

1. Sustainable behavior's campaign
2. Virtual Wards / Clinics
3. Reduced travel for patients
4. Provide our community based staff with Wi-Fi enabled devices
5. Enable effective homeworking
6. Reduce paper resources

Action	Timescale
Provide our community based staff with Wi-Fi enabled devices to avoid unnecessary travel	✓
Increased activity of the virtual wards and clinics – reducing travel for both staff and patients	On-going
Reduce the use of paper <ul style="list-style-type: none"> • Electronic paper records (EPR) • Text reminder service 	On-going
Introduce sustainability into corporate staff induction and job descriptions. Provide flexible policies and roles to provide staff with flexible careers and a better work/life balance	2022/23

Workforce and Leadership

The majority of actions within the Green Plan rely on engagement. Engaging with staff is key in driving change and encouraging the adoption of sustainable practices.

Aim: Encourage sustainable behaviors at work, home and across our supply chain by empowering individuals to make sustainable choices every day.

Priorities for the Trust

1. Sustainable behaviour campaign
2. Host sustainability forums and discussion panels to gather feedback and ideas
3. Include sustainability in staff job descriptions, inductions and training

Measuring progress

1. Staff satisfaction and engagement annual survey
2. Response rate of staff surveys
3. Participation rates in sustainability engagement opportunities/events
4. Ongoing feedback from Green Champions

Action	Timescale
Develop and implement a sustainability communications strategy	On-going
Promote and run at least 6 meetings per year to provide opportunities for colleague discussions and feedback on sustainability initiatives	On-going
Staff awards to encourage and recognise sustainable staff behaviors	2022/23
Introduce sustainability into corporate staff induction and job descriptions. Provide flexible policies and roles to provide staff with flexible careers and a better work/life balance	2022/23
Conduct an annual staff survey to gain an understanding of staff satisfaction	Annually
Promote health and wellbeing through staff and patient comfort, access to greenspace and sharing best-practice	On-going

Greenspace & Biodiversity

Having access to greenspace is vital for health promotion, illness prevention and illness recovery. BFT is fortunate to have a site with significant areas of greenspace. It must protect and enhance the greenspace we have around the Trust site and encourage our community to reap its benefits.

Aim: Provide high quality greenspaces across our estate that encourages wildlife and biodiversity, benefits health and wellbeing and improves air quality on site.

Priorities for the Trust

1. Develop walking maps
2. Integrate greenspace within estate development
3. Undertake air quality audit



Action	Timescale
Undertake an air quality audit to establish a baseline	2022/2023
Promote, establish and safeguard the greenspace on site including grass stands, trees and gardens	2022/2023
Undertake a feasibility study for urban greenspace within the estate	On-going
Encourage the use of greenspace to staff and patients through walking maps and outdoor education and therapy session	On-going
Compost and biodegradable and food waste	2022
Plant Trees	✓

Use of Natural Resources

Evaluating and improving the efficiency of our resources (inc. finance, staff, estates, technology and procurement) can improve the quality of care we provide to our patients, deliver greater value for money, and minimise our impact on the environment.

Aim: Tackle resource and waste management to deliver significant cost and carbon savings.

Priorities for the Trust

1. Single-use plastic reduction campaign
2. Repair and reuse schemes
3. Recycling awareness campaign

Measuring progress

1. Use the Procurement for Carbon Reduction Tool (P4CR) to calculate an estimate for procurement emissions
2. Monitoring and reporting waste streams and volumes, annually
3. Track food miles
4. Record the number of suppliers including sustainability as a key priority

Action	Timescale
Develop and implement digitalisation initiatives to reduce paper use	On-going
Identify and progress opportunities for repair and reuse, such as furniture re-use schemes and donations	On-going
Switch to 100% recycled content paper for all office-based functions	✓
Continue to drive sustainability in catering through open discussion groups and the green champions network	2022/23
Develop and implement a site-wide plastic reduction campaign	2022/23
Work with our suppliers to reduce waste in the supply chain, especially packaging	On-going

Climate Adaptation

Climate Change will adversely affect the world around us and impact on the NHS's ability to care for its Patients and Staff. The Trust is taking a proactive approach in building a resilient organisational equipped with the resources required to operate in a changing world. We have aligned our action plan to reflect the wider NHS guidance and policies.

Adapting the Trust's services to be resilient in the context of a changing global climate requires both short term business continuity planning as well as a longer-term strategic focus on resilience.

The trust are committed to build resilience and adaptation into the heart of our Net Zero agenda.



Action	Timescale
Maintain a business-as-usual adaptation plan	On-going
Review redevelopment options for changes to the estate to mitigate climate change risk	On-going
Ensure climate change risks are included on the Trusts' risk register.	✓
Establish climate change adaptation working group	2022/23
Develop a Climate Change Risk Assessment (CCRA) and maintain a Climate Change Adaptation Plan to highlight risks to continuity and resilience of services, which will be reviewed annually or after an event or near miss	2022/23

Communication & Engagement

By creating an assessable, engaging and structured approach for communicating, Bolton Foundation Trust will be able to promote sustainable developments and achieve the targets.

The Trust aims to develop and implement a Trust-wide sustainability communications strategy which reflects our commitments to sustainability and informs the public, staff and partners.

Internal Communications

- Develop an annual calendar of sustainable promotion campaigns such as re-gifting, swap shop events, clean air days, and NHS Sustainability Day.
- Sustainability forums for staff, patients and visitors seeking information / providing feedback
- Publish updates on performance and achievements
- Develop the Green Champion network
- Use of Trust intranet for educational signs, articles and posters.
- Run interdepartmental competitions to reduce carbon emissions
- Staff awards to recognise and encourage sustainable staff behaviours.

Green Champions

- Promote sustainability around the Trust and consider how they could improve energy and resource efficiency.
- Represent sustainability and gather feedback ideas from staff and patients
- Attend and promote sustainability initiatives

External Communications

- Educational signs and posters distributed around Trust sites and on Trust website
- Work closely with the **Bolton Family** and other NHS organisations on the delivery of area-wide carbon reduction strategies
- Introduce sustainability into the agenda at Governors meetings
- Run public Q&A sessions regarding sustainability
- Social media campaign highlighting our green initiatives and the efforts of staff
- Communicate progress against the Green plan via social media and Trust website.
- Invite stakeholders to regular discussion groups.

Monitoring

- Feedback from the staff annual survey
- Annual audit of internal communications
- Participation rates in the sustainability groups / opportunities
- Social media analysis – likes / shares

...for a **better** Bolton

Governance & Reporting

Effective leadership is built on a clear vision, strategy and the ability to communicate the organisational direction to other staff, patients and public. Allocating responsibility across the organisation will provide a solid foundation to execute this plan.

Bolton NHS Foundation Trust will report progress on our Green Plan, in line with reporting requirements, to review our performance against Trust and legislative targets.

Board of Directors

Ensure senior level leadership and responsibility of this plan, ensure it aligns with Trust values and policies, as well as the needs of relevant stakeholders. The Board will oversee the progress and direction of this strategy through clear communication with the Sustainability Steering group

Sustainability Steering Group

The sustainability Steering Group (SSG) comprises representatives from across the Trust, including

Executive Director
Procurement and Finance
Estates and Facilities
Workforce and Engagement
Clinical representatives
Communications.

The group will integrate sustainability into Trust practices as well as monitoring and reporting on the green Plan progress.

Green Champions

Our green champions are representatives from all directorates of the Trust who will drive and communicate sustainability initiatives amongst staff and patients. The Group will convene bi-monthly to share ideas and feedback.

Our champions will report back to the SSG

Annually

Sustainability within the annual report

Highlight progress and future plans. Inform stakeholders of our commitment to sustainability.

Completion of SDAT

Measure the Trust's year on year progression of sustainability.

Estates Return Information Collection (ERIC)

Annual return mandated by The Department of Health.

Quarterly

Progress reports

The SSG will submit updates and feedback to the Board and Govenors, including bi-monthly reports from the Green Champions

Monthly

Data collection

Collection of utilities, waste data and other required data recorded for KPI's.

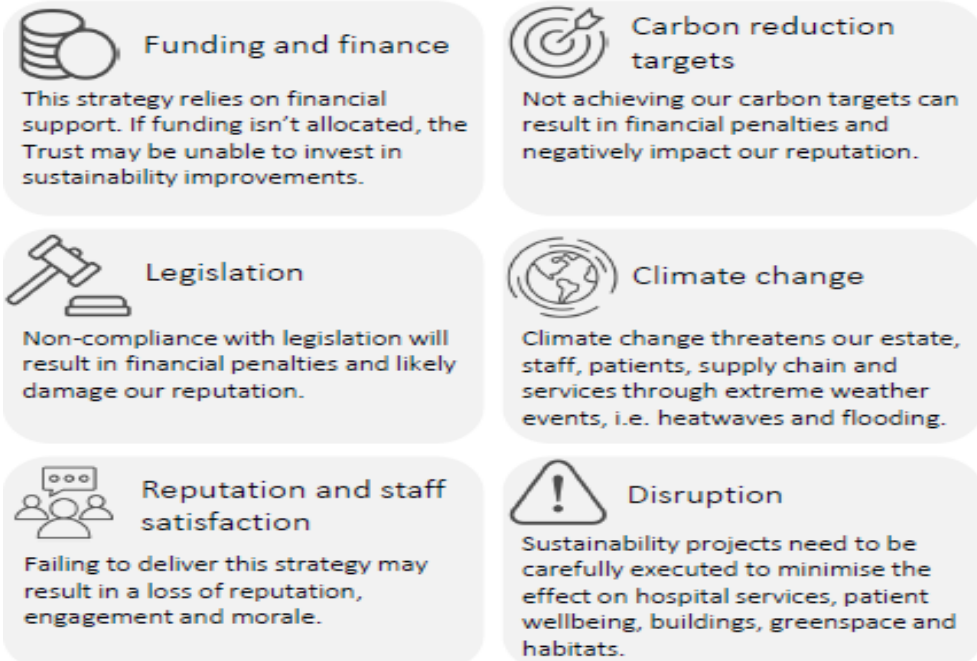
Green Champions

Convene monthly to report any new ideas or feedback from staff and patients.

Finance & Risk

We have identified potential risks relating to the delivery of our strategy. By creating a full risk register, we can assess the likelihood and impact of these risks and take actions to minimise them.

Potential risks have been categorised below:



BFT aims to achieve financial sustainability for health and social care across our communities. By delivering longer term financial sustainability, BFT to become more resilient to rising utility, carbon and transport costs, as well as funding uncertainty.

We will identify external funding options, such as the Public Sector Decarbonisation Scheme, to finance carbon reduction initiatives. The Trust will continue to improve its overall economy, efficiency and effectiveness of its current use of resources. We will reinvest the savings generated from the actions outlined in this plan and seek to obtain grants and work with the local council to implement sustainability measures across the Trust.

Identifying costs associated with sustainability is challenging. This plan outlines sustainability initiatives with a range of costs and savings which can be allocated depending on the funding available to the Trust.

Nonetheless, effective management of procurement and utilities can help reduce costs and environmental impact, through changes in staff behaviors, without upfront cost.

References & Glossary

- *The NHS Long Term Plan*
- *Department of Health's settlement at the Spending Review 2015;*
- *PM speech on the NHS: 18 June 2018;*
- *NHS Carbon Reduction Strategy for England: Saving Carbon, Improving Health*
- *Productivity in NHS hospitals, 2015;*
- *NHS Standard Contract;*
- *Public Services (Social Value) Act 2012;*
- *UK becomes first major economy to pass net zero emissions law;*
- *NHS Sustainable Development Unit Survey*
- *Sustainable Development Unit*
- *Health Technical Memorandum 07-02: EnCO2de 2015 – making energy work in healthcare*
- *BSRIA Soft Landings*
- *Procuring for Carbon Reduction (P4CR) research, tools and guidance*

CHP – Combined Heat and Power

CO₂ – Carbon Dioxide

CO₂e – Carbon Dioxide Equivalent

ERIC – Estates Returns Information Collection

LED – Lighting-emitting Diode NHS – National

Health Service NIHR - National Institute for Health

Research SDAT – Sustainable Development

Assessment Tool

SDMP – Sustainable Development Management Plan

SDMPSG – Sustainable Development Management Plan