

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

Our Green Plan

2025-2030

Improving care,
transforming lives...for a **better** Bolton



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Our Green Plan

2025-2030



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Foreword

At Bolton NHS Foundation Trust, we are committed to delivering continuously improving, sustainable healthcare. My senior leadership colleagues and I are fully behind our Green Plan and to the work involved in the NHS becoming carbon net zero.

We have already made great progress during the last Green Plan, and the Trust and our staff continue to make small everyday changes to become more sustainable, and through our new Green Plan 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.

Annette Walker

Chief Finance Officer
Net Zero Board Lead



About us

Bolton NHS Foundation Trust provides a range of health and wellbeing services to the people of Bolton, delivering care at Royal Bolton Hospital, in a range of community venues and in people's own homes.

Bolton NHS Foundation Trust is one of the North West's busiest acute NHS foundation trusts, serving people across Bolton and other parts of Greater Manchester and the surrounding area.

We aim to:



A positive partner

A great place to work

Improving care,
transforming lives

A high performing, productive organisation

An organisation that's fit for the future

Bolton NHS Foundation Trust has over 6,000 substantive staff, working across 25 sites in Bolton and providing clinics for various specialities in neighbouring areas.

Executive summary

The UK has committed to reaching net zero carbon by 2050, and the NHS has a legal duty to act on the emissions from its activities.

Climate change is already impacting the health of the UK population, with the most vulnerable being the most affected. The NHS contributes approximately 4% of the UK emissions, and ambitious strategies are needed to reduce these emissions, and limit the effect of climate change.

This is the second Bolton NHS FT Green Plan, spanning 2025-30. A 5-year Green Plan aligns more closely with both the Bolton NHS FT Strategy and the Bolton Locality Plan. The 71 actions detailed in the Green Plan for 2022-25 have been reviewed with internal and external stakeholders, considering the new thematic areas and guidance provided by NHS England. The actions have either been completed, consolidated, or superseded. The priority actions for 2025-30 are outlined in Appendix 1, and there is a detailed internal programme plan to support these actions.

Significant financial investment will be required to complete all the actions detailed for 2025-30. There is currently no fully costed plan, but further work will be undertaken to understand the investment needed. All risks and challenges have been identified and will be monitored throughout the Green Plan. Progress against the plan will be reviewed yearly in the Trust annual report, along with a carbon emission analysis and narrative on environmental sustainability projects undertaken.

Our vision and ambitions

Our Vision Our five core ambitions

To deliver exceptional care to improve the health and wellbeing of our communities.

Our Values

- Vision**
Be Positive
- Openness**
Be Inclusive
- Integrity**
Be Honest
- Compassion**
Be Kind
- Excellence**
Be Bold

A great place to work

We will invest in our staff and support them to develop their skills so they are able to provide the best care. Our workforce will feel a sense of belonging and be reflective of our communities.

What this means in practice:

- Improving staff experience
- Unlocking Our potential
- Reflecting our population

A positive partner

We will embrace and build on the partnerships we have with our communities and organisations in Bolton and across Greater Manchester, and to improve health and outcomes for our population.

What this means in practice:

- Developing our neighbourhoods
- Working as one team
- Partnering for local benefit



A high performing, productive organisation

We will make the best use of our resources and identify opportunities to innovate, develop research and continually evolve so that we can be the best we can possibly be, both now, and in the future.

What this means in practice:

- Improving access to our services
- Being efficient and productive
- Delivering financial sustainability

An organisation that's fit for the future

We will make sure that we have the right infrastructure and technology to allow our systems to work seamlessly, and our buildings will enable us to provide the best care. We will look for opportunities to reduce the impact we have on the environment.

What this means in practice:

- Being digitally enabled & inclusive
- Improving our estate
- Proactively planning for the future

Our partnerships



NHS Greater Manchester Integrated Care Board

The Bolton NHS Foundation Trust Green Plan supports the second Green Plan for Greater Manchester by aligning both with the thematic areas, but with the priority actions and annual work programme.

The partnership with the Integrated Care Board is vital to the success of the Green Plan, and collaboration with other Greater Manchester Trusts will allow us to achieve more over the time frames detailed.



Our partnerships



Bolton Council

"Bolton Council has a Climate Change strategy with the aim of getting to Net Zero as soon as possible as a Borough and which encourages all partners to work together to reduce carbon emissions. I therefore applaud and support the objectives of the Foundation Trust's Green Plan'."

Councillor Richard Silvester

Executive Cabinet Member for Climate Change and Environment

"Bolton NHS Foundation Trust is one of the largest partners in the Bolton Family and this ambitious Green Plan makes a significant contribution to meeting our shared target."

"We have a good, established relationship with The Trust to work on delivering better health outcomes for our residents, and it is a demonstration of the strength of this relationship that our partnership working extends to improving our environment and working to prevent global heating."

Councillor Sean Fielding

Executive Cabinet Member for Adult Social Care & Housing

Our partnerships

iFM Bolton Ltd

Integrated Facilities Management (iFM)


Integrated Facilities Management (iFM) Bolton Ltd is a wholly owned subsidiary of Bolton NHS Foundation Trust. iFM provide a range of services across the Trusts sites, including engineering and equipment maintenance, capital project management, procurement, transport and courier services, and catering among many others.

iFM work closely with the Trust, ensuring that patients are receiving high quality and safe services. It is through this close working relationship that the iFM Bolton team will strive to incorporate sustainability into the everyday running of Bolton NHS Foundation Trust.



Drivers for change

International	National	Local
<ul style="list-style-type: none">• 17 UN Sustainable Development Goals• World Health Organisation• Intergovernmental Panel on Climate Change• 2015 Paris Agreement• The United Nations Framework Convention on Climate Change	<ul style="list-style-type: none">• Climate Change Act 2008• Environment Act 2021• Health and Care Act 2022• UK Government Net Zero Strategy• Powering Up Britain: The Net Zero Growth plan• Delivering a 'Net Zero' National Health Service• NHS Long Term Plan• NHS Standard Contract Service Conditions• NHS England national strategies<ul style="list-style-type: none">○ Clinical waste○ Travel and transport○ NHS Estates new zero carbon delivery plan○ Net Zero Building standard	<ul style="list-style-type: none">• The Greater Manchester Strategy• Bolton Council Strategy• GM level strategies<ul style="list-style-type: none">○ GM Transport strategy 2040○ Manchester climate change framework 2020-2025○ The NHS ICB Green Plan



Trust carbon emissions

As a large and busy acute hospital with ageing buildings and infrastructure, Bolton NHS Foundation Trust consumes a significant quantity of energy through utilities and resources through the supply chain. 2019/20 is the baseline year as defined in the Delivering a Net Zero NHS report, and NHS England provided an estimated contribution of each trust towards the overall NHS carbon emissions for that year to be used as a baseline. This is based on ERIC (Estates Return Information Collection) data and is annually reported.

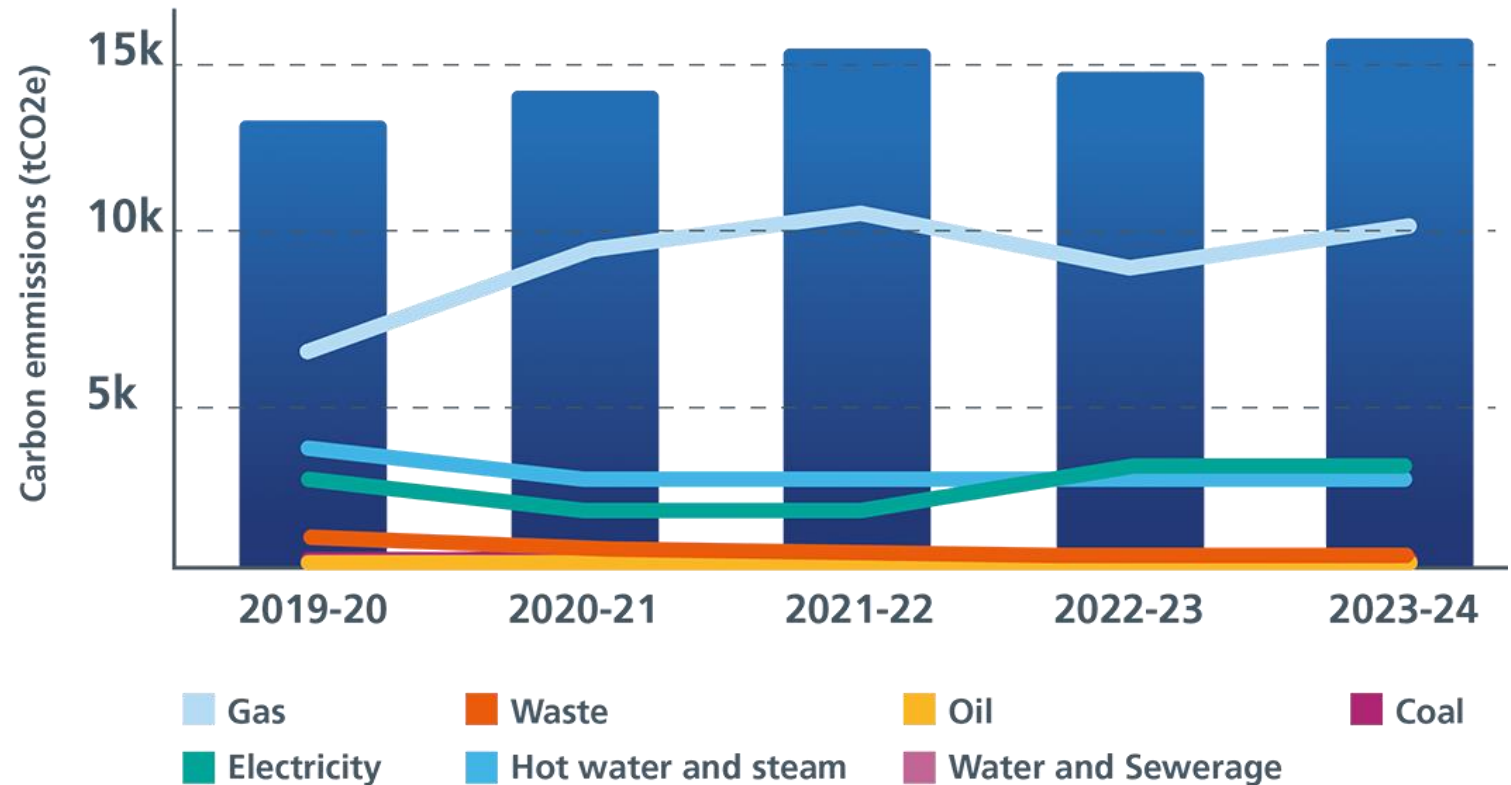


Figure 1 – Bolton NHS Foundation Trust emissions since the baseline as reported by ERIC.

Trust carbon emissions

Bolton NHS Foundation Trust recognises that to meet the NHS England set targets of net zero for the NHS carbon footprint by 2040 and Net Zero for the NHS carbon footprint plus by 2045 (Figure 2), we need to align our carbon emission reporting with the NHS Carbon Footprint Plus, and provide a yearly narrative on the emissions changes.

This Green Plan aims to address this by prioritising robust governance, and data and reporting standards going forward.

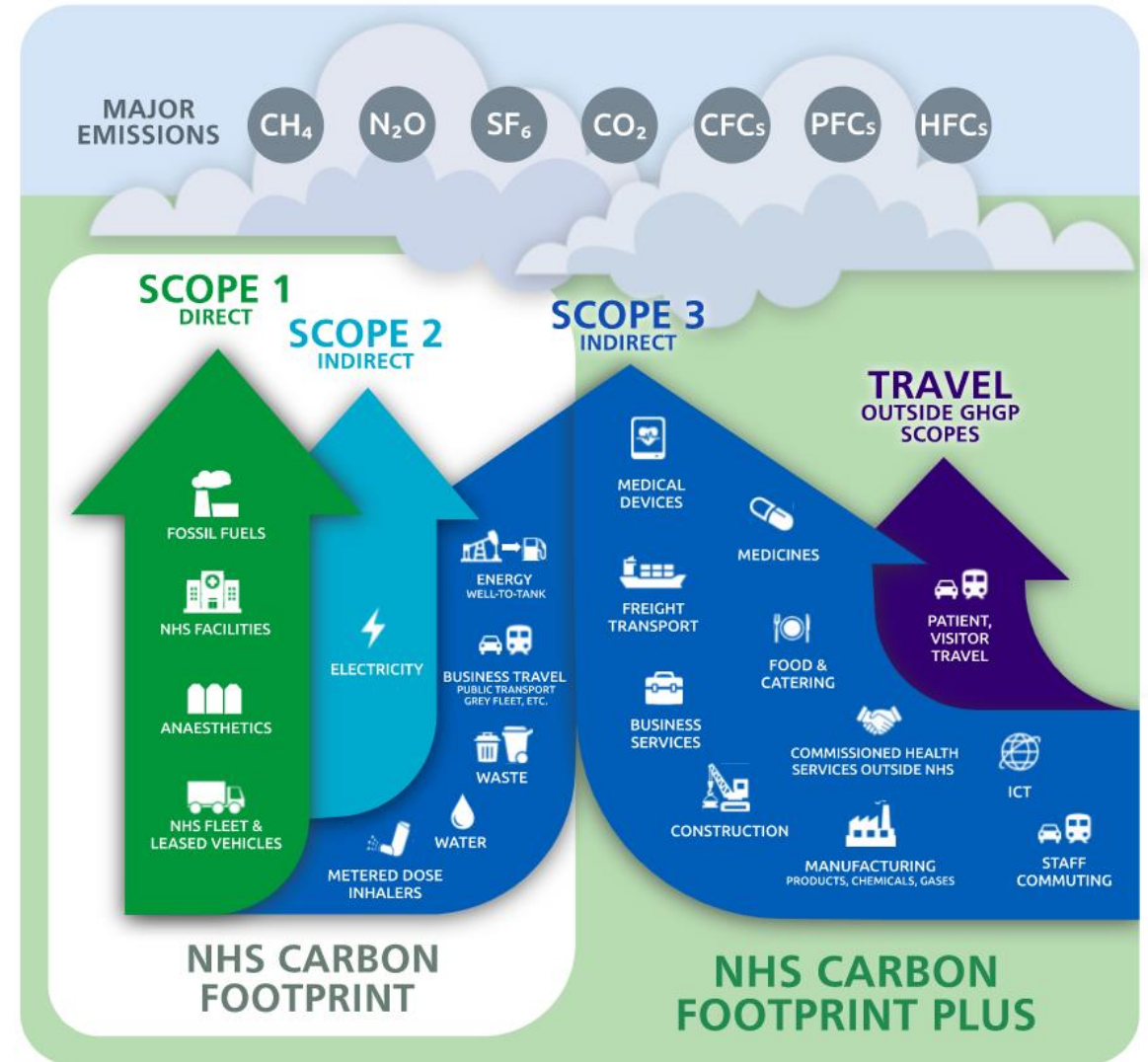


Figure 2 – NHS Carbon Footprint and NHS Carbon Footprint Plus

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Key achievements to date

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Key achievements to date

The previous Green Plan included 71 actions across 10 different areas of focus. Out of those 71 actions, 93% (66 actions) had progress against them, with 23% (16 actions) being completed between 2022 and 2025.

All the actions that were progressing but not yet completed were either superseded by new actions or consolidated into the new areas of focus provided by NHS England. This decision was made on an action-by-action basis throughout the stakeholder engagement progress for refreshing the Green Plan.



93% (66 actions) had progress against them

70% (50 actions) were on track

23% (16 actions) fully completed

Key achievements to date

10%

weighted scoring embedded into tenders for sustainability and social value.



All food waste now sent for anaerobic digestion which produces biogas for electricity generation.



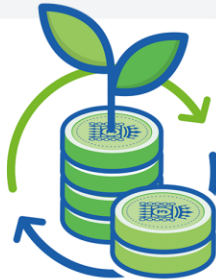
All single-use plastic crockery and cutlery removed.



Plant menu introduced to catering.



Investment in new anaesthetic machines which allow digital dosing.



Removed the volatile anaesthetic agent desflurane in line with national guidance.



x2

Two nitrous oxide manifolds fully decommissioned.



250

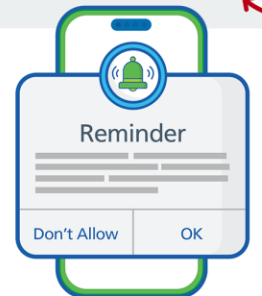
Planted over 250 trees across site.



Switched to **100%** recycled content paper for all office-based functions.



Introduction of the text reminder service.



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Bolton
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Areas of focus

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Areas of focus

Workforce and leadership

Many actions towards a sustainable future rely on ensuring staff are engaged with the Green Plan and have the resources and capabilities to be a part of the solution. NHS staff show strong support for a greener future with 9 in 10 staff supporting the NHS net zero ambition (YouGov, 2023).

Priority actions:

- 1.1 Develop a communication and engagement scheme related to Sustainability.
 - 1.2 Assess workforce capacity and skill requirements for delivering the green plan and investigate training possibilities for sustainability upskilling.
-

Net Zero clinical transformation

All the services at Bolton NHS Foundation Trust aim to deliver the best quality of care within the resources available. Transforming clinical care to ensure they are as low carbon as possible but remain a patient centred approach that prioritises health will propel the NHS towards its net zero goals.

Priority actions:

- 2.1 Identify a clinical lead with formal links into board-level leadership and governance.
- 2.2 Establish a multidisciplinary working group responsible for reducing emissions in clinical areas.
- 2.3 Complete quality improvement project(s) in the clinical area(s) that focus on a measurable reduction in emissions, with co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities.

Areas of focus

Digital transformation

The commitment to deliver a Net Zero NHS must recognise the value of digital transformation to improve the access and quality of care. The NHS England's 'what looks good' framework should be used to find the balance between the increase in digital services and a reduction in carbon emissions.

Priority actions:

- 3.1 Continue the move towards a paperless, technology focused hospital.
 - 3.2 Complete the Digital Maturity Assessment to embed sustainability into all digital services.
-

Medicines

Medicines account for around 25% of NHS emissions, with a small number of medicines accounting for most of these emissions. For example anaesthetic gases (2%) and inhalers (3%). As well as focusing on reducing these specific emissions, wider actions to optimise prescription, use and disposal also require consideration.

Priority actions:

- 4.1 Reduce nitrous oxide waste from medical gas pipeline systems (MGPS) by progressing the actions outlined in the updated nitrous oxide waste mitigation toolkit.
- 4.2 Support patients to choose the most appropriate inhaler(s) in alignment with clinical guidelines, reducing the use of pressurised inhalers and moving towards powdered inhalers where clinically appropriate.
- 4.3 Complete the Greener pharmacy toolkit

Areas of focus

Travel and transport

The carbon emissions from the fleet and business travel form part of the NHS Carbon Footprint and are under the direct control of Bolton NHS Foundation Trust. A robust travel and transport strategy will provide a roadmap to decarbonise the Bolton NHS fleet and business travel, provide active travel options to staff and patients, while also providing cost-savings and health benefits.

Priority actions:

- 5.1 Prepare and publish a travel policy prepared in line with the other Greater Manchester Trust's by the end of 2026.
 - 5.2 Investigate converting the NHS on site fleet to electric by end of 2027.
-

Estates and facilities

Bolton Royal Hospital and the associated community centres consume significant amounts of energy and resources every year, which presents a significant expenditure, and are a significant proportion of the yearly carbon emissions. By embedding sustainability into the existing and future estate, Bolton NHS Foundation Trust will improve resilience and patient care as well as improve operational efficiency while driving down costs.

Priority actions:

- 6.1 Develop a road map to net zero for the Royal Bolton Hospital site and Trust community centres.
- 6.2 Create policies and procedures for all new builds and refurbishments to comply with the NHS zero carbon standards for buildings.

Areas of focus

Supply chain and procurement

Supply chain and procurement make up a large part of the NHS Carbon Footprint Plus. The NHS will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039 for these not direct but influenceable emissions. The NHS net zero supplier roadmap outlines steps suppliers must follow to align with the NHS net zero ambition between now and 2030.

Priority actions:

- 7.1 Explore reliance of single-use products in clinical and non-clinical settings with a view to reduce the purchased volume.
 - 7.2 Align all relevant procurement activities to the NHS net zero supplier roadmap, Carbon Reduction Plan and Net Zero Commitment.
 - 7.3 Ensure suppliers go beyond minimum requirements by engaging with the Evergreen Supplier Assessment.
 - 7.4 Improve the operation of walking aid recycling schemes across the community.
-

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. Bolton Foundation Trust provide almost 700,000 patient meals per year. Healthier, locally sourced food can improve wellbeing while cutting emissions across the supply chain for the NHS.

Priority actions:

- 8.1 Trial innovative ways to reduce food waste across the site in line with the KPI's already in place.
- 8.2 Ensure the digital meal ordering system for patients is available across all wards.
- 8.3 Investigate increasing menu reviews from yearly to quarterly to add seasonal, lower carbon options.

Areas of focus

Biodiversity and greenspace

Having access to greenspace has a positive impact on mental health, as well as illness prevention and illness recovery. Bolton Foundation Trust has a significant area of greenspace across the estate; this must be protected and enhanced for the benefit of staff, patients, and visitors.

Priority actions:

- 9.1 Prepare a biodiversity and greenspace strategy for the estate.
 - 9.2 Enhance the green space across the site to encourage employee wellbeing alongside increasing the environmental benefits.
-

Adaptation

Climate change will adversely affect the world around us and impact on the NHS's ability to care for its patients and staff. Adapting Bolton Foundation Trust's services to be resilient in the context of a changing global climate requires resilience and adaptation to be built into business continuity and longer-term planning to avoid climate-related service disruptions.

Priority actions:

- 10.1 Develop and publish a long-term climate change adaptation plan, which has robust governance and reporting procedures.
- 10.2 Develop guidelines for Estates and Capital teams to factor in the effects of climate change when making infrastructure decisions and designing new facilities.

Green Plan Governance

For Bolton NHS Foundation Trust to successfully deliver this Green Plan, it is essential that all executives, directors, staff and stakeholders across the organisation are committed to delivering the Green Plan by aligning policies, procedures and processes to reflect the sustainability vision and associated targets.

The delivery of the Green Plan is facilitated through working groups and overseen by the Green Group, which is chaired by the Bolton NHS Foundation Trust net zero board lead, which then reports into other committees as detailed here.

Priority actions:

11.1 Document the Green Plan governance and embed into the Trust governance process, including an annual review to ensure updates are given regularly to all stakeholders.



Tracking and reporting progress

Bolton NHS Foundation Trust will report on the progress against the Green Plan in line with national reporting requirements, including an annual summary of progress that will be presented to the board and published in the annual report. This summary will include a narrative on progress, the key achievements and milestones reached, any risks to future delivery and any quantitative progress data against the defined targets. The Task Force on Climate-related Financial Disclosures (TCFD) guidelines will also be followed in the annual reports. Quantitative progress data will be provided via the Greener NHS dashboard quarterly.

Alongside the national reporting requirements, an internal performance report will be prepared and presented to the board. This will highlight achievements, risks and challenges monthly. This report alongside an AAA (Alert, Advise, and Assure) report and KPIs (Key performance indicators) for the Green Plan will ensure that all stakeholders are updated as it will be escalated as required.

Priority actions:

12.1 Adhere to the national reporting requirements, both quarterly and annually.

12.2 Prepare monthly performance reports and AAA reports, alongside updating the relevant KPI's.



Finance, risks and challenges

Bolton NHS Foundation Trust aims to achieve financial sustainability alongside providing world class health and social care across our communities. Achieving this Green Plan will require significant investment, and although the actions detailed in this Green Plan have not been fully costed further work will be undertaken to understand the financial investment required.

External funding opportunities will be identified for any large capital expenditure required. Low-cost projects that have a return on investment due to the efficiencies achieved will be prioritised to reduce energy and procurement costs.

Bolton NHS Foundation Trust will continue to improve its overall economy, efficiency and effectiveness of its current resources while striving towards the NHS England net zero targets through the priority actions detailed in this Green Plan.

Risks and challenges of achieving this plan, and the priority actions, have been identified and will be monitored through the 5-year cycle to ensure that progress is being made and risks are mitigated where possible. A full risk assessment of the plan is required and will be prepared alongside key stakeholders.

Priority actions:

13.1 Prepare a risk assessment for the Green Plan.



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Green plan priority actions

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Appendix 1: Green plan priority actions

Area of focus	Reference	Action	Reporting Measures	Trust ambition alignment
Workforce and leadership	1.1	Develop a Trust level communication and engagement scheme related to Sustainability	Published communication and engagement scheme	A great place to work
Workforce and leadership	1.2	Assess workforce capacity and skill requirements for delivering the green plan and investigate training possibilities for sustainability upskilling	ESR training records	A great place to work
Net Zero clinical transformation	2.1	Identify a clinical lead with formal links into board-level leadership and governance.	Clinical lead in place	Improving care, transforming lives
Net Zero clinical transformation	2.2	Establish a multidisciplinary working group responsible for reducing emissions in clinical areas.	Working group created	Improving care, transforming lives
Net Zero clinical transformation	2.3	Complete quality improvement project(s) in the clinical area(s) that focus on a measurable reduction in emissions, with co-benefits for outcomes and quality of care, efficiency and reducing healthcare inequalities.	Successful projects implemented	Improving care, transforming lives

Appendix 1: Green plan priority actions

Area of focus	Reference	Action	Reporting Measures	Trust ambition alignment
Digital transformation	3.1	Continue the move towards a paperless, technology focused hospital	Reduction in paper usage	An organisation that's fit for the future
Digital transformation	3.2	Complete the Digital Maturity Assessment to embed sustainability into all digital services	Successful projects implemented	An organisation that's fit for the future
Medicines	4.1	Reduce nitrous oxide waste from medical gas pipeline systems (MGPS) by progressing the actions outlined in the updated nitrous oxide waste mitigation toolkit	Greener NHS dashboard	An organisation that's fit for the future
Medicines	4.2	Support patients to choose the most appropriate inhaler(s) in alignment with clinical guidelines, reducing the use of pressurised inhalers and moving towards powdered inhalers where clinically appropriate	Greener NHS dashboard (from Q1 25/26)	Improving care, transforming lives
Medicines	4.3	Complete the Greener pharmacy toolkit	Completed toolkit	Improving care, transforming lives

Appendix 1: Green plan priority actions

Area of focus	Reference	Action	Reporting Measures	Trust ambition alignment
Travel and transport	5.1	Prepare and publish a travel policy prepared in line with the other Greater Manchester Trust's by the end of 2026	Published travel plan	A positive partner
Travel and transport	5.2	Investigate converting the NHS on site fleet to electric by end of 2027	Greener NHS dashboard	An organisation that's fit for the future
Estates and facilities	6.1	Develop a road map to net zero for the Royal Bolton Hospital site and Trust community centres	Published road map Estates Return Information Collection Greener NHS dashboard (from Q4 24/25)	An organisation that's fit for the future
Estates and facilities	6.2	Create policies and procedures for all new builds and refurbishments to comply with the NHS zero carbon standards for buildings	Published policies and procedures	An organisation that's fit for the future
Estates and facilities	6.3	Implement and deliver the NHS waste strategy targets	Estates Return Information Collection	A high performing, productive organisation

Appendix 1: Green plan priority actions

Area of focus	Reference	Action	Reporting Measures	Trust ambition alignment
Supply chain and procurement	7.1	Explore reliance of single-use products in clinical and non-clinical settings with a view to reduce the purchased volume	Reduction in single use products purchased	An organisation that's fit for the future
Supply chain and procurement	7.2	Align all relevant procurement activities to the NHS net zero supplier roadmap, Carbon Reduction Plan and Net Zero Commitment	Greener NHS dashboard	A positive partner
Supply chain and procurement	7.3	Ensure suppliers go beyond minimum requirements by engaging with the Evergreen Supplier Assessment	Evergreen introduced to all supplier on boarding	A positive partner
Supply chain and procurement	7.4	Improve the operation of walking aid recycling schemes across the community	Greener NHS dashboard	A positive partner
Food and nutrition	8.1	Trial innovative ways to reduce food waste across the site in line with the KPI's already in place	Estates Return Information Collection	An organisation that's fit for the future
Food and nutrition	8.2	Ensure the digital meal ordering system for patients is available across all wards	Digital meal ordering in place	A high performing, productive organisation

Appendix 1: Green plan priority actions

Area of focus	Reference	Action	Reporting Measures	Trust ambition alignment
Food and nutrition	8.3	Investigate increasing menu reviews from yearly to quarterly to add seasonal, lower carbon options	Quarterly reviews in place	An organisation that's fit for the future
Biodiversity and greenspace	9.1	Prepare a biodiversity and greenspace strategy for the estate	Published biodiversity strategy	An organisation that's fit for the future
Biodiversity and greenspace	9.2	Enhance the green space across the site to encourage employee wellbeing alongside increasing the environmental benefits.	Successful projects implemented	A great place to work
Climate adaptation	10.1	Develop and publish a long-term climate change adaptation plan, which has robust governance and reporting procedures.	Published climate change adaptation plan	An organisation that's fit for the future
Climate adaptation	10.2	Develop guidelines for Estates and Capital teams to factor in the effects of climate change when making infrastructure decisions and designing new facilities	Published guidelines to factor in climate change	A high performing, productive organisation

Appendix 1: Green plan priority actions

Area of focus	Reference	Action	Reporting Measures	Trust ambition alignment
Green Plan governance	11.1	Document the Green Plan governance and embed into the Trust governance process, including an annual review to ensure updates are given regularly to all stakeholders	Published Green Plan governance	A high performing, productive organisation
Tracking and reporting progress	12.1	Adhere to the national reporting requirements, both quarterly and annually	All national and quarterly reports completed	A high performing, productive organisation
Tracking and reporting progress	12.2	Prepare monthly performance reports and AAA reports, alongside updating the relevant KPI's	Monthly reports completed	A high performing, productive organisation
Finance, risks and challenges	13.1	Prepare a risk assessment for the Green Plan	Risk assessment prepared	A high performing, productive organisation

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Bolton
NHS Foundation Trust



Bolton NHS Foundation Trust
Royal Bolton Hospital
Minerva Road, Farnworth
Bolton, BL4 0JR

t| 01204 390390w| boltonft.nhs.uk

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