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Bolton
NHS Foundation Trust

Green Plan Annual Report

2025-26

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Executive summary

Bolton NHS Foundation Trust (FT) have made valuable progress towards the Green Plan 2025-30 priority actions in the first year of publication.

Bolton's carbon emissions continue to increase due to a continued year on year increase in gas usage, but the 2024-25 steam network repairs will reduce this in the 2025-26 figures and the heat decarbonisation plan that is currently being drafted will help generate projects to reverse this in future years.

Of the priority actions set out in the 2025-30 Green Plan, 60% have had progress against them. 10% have been fully completed in 2025-26 with a further 50% in progress. The completed actions were to complete a digital maturity assessment, to fully roll out a digital meal ordering system, and complete monthly sustainability reports that include relevant key performance indicators.

Further key achievements for 2025-26 include publishing and launching the new Green Plan, which also saw the relaunch of the Green Champions network, and the installation of 6 charging points that will allow the fleet to be converted to electric once the lease runs out in May 2026.

Appendix 1 covers initiatives that do not fit neatly into the priority actions but are supporting the Green Plan, including actions that have been completed in 2025-26, and actions that are in progress and are expected to be complete in 2026-27, such as solar panel installation across the hospital. Appendix 2 gives a summary of all the external funding received to support projects (£810k), along with the one-off financial savings (£799k), recurrent financial savings (£685k) and carbon savings achieved (252T).

Trust carbon emissions

The NHS aims to be net zero carbon for the NHS Carbon Footprint by 2040, and net zero for the NHS Carbon Footprint Plus by 2045 (figure 1).

2019-20 is the baseline year, and the NHS England estimated contribution of Bolton NHS FT towards the overall NHS Carbon Footprint for 2019-20 was 15,900 tCO₂e, and for the Carbon Footprint Plus was 55,900 tCO₂e.

Bolton NHS FT will be analysing the NHS England annual data to verify all carbon reduction projects to prove they achieved the expected outcome, and to highlight areas that should be a focus for the coming years.

This data is provided annually but due to data collection timings, are 1 year behind so the latest figures are for 2024-25. This means that projects need to be tracked in terms of carbon emissions saved but also year of expected reductions.

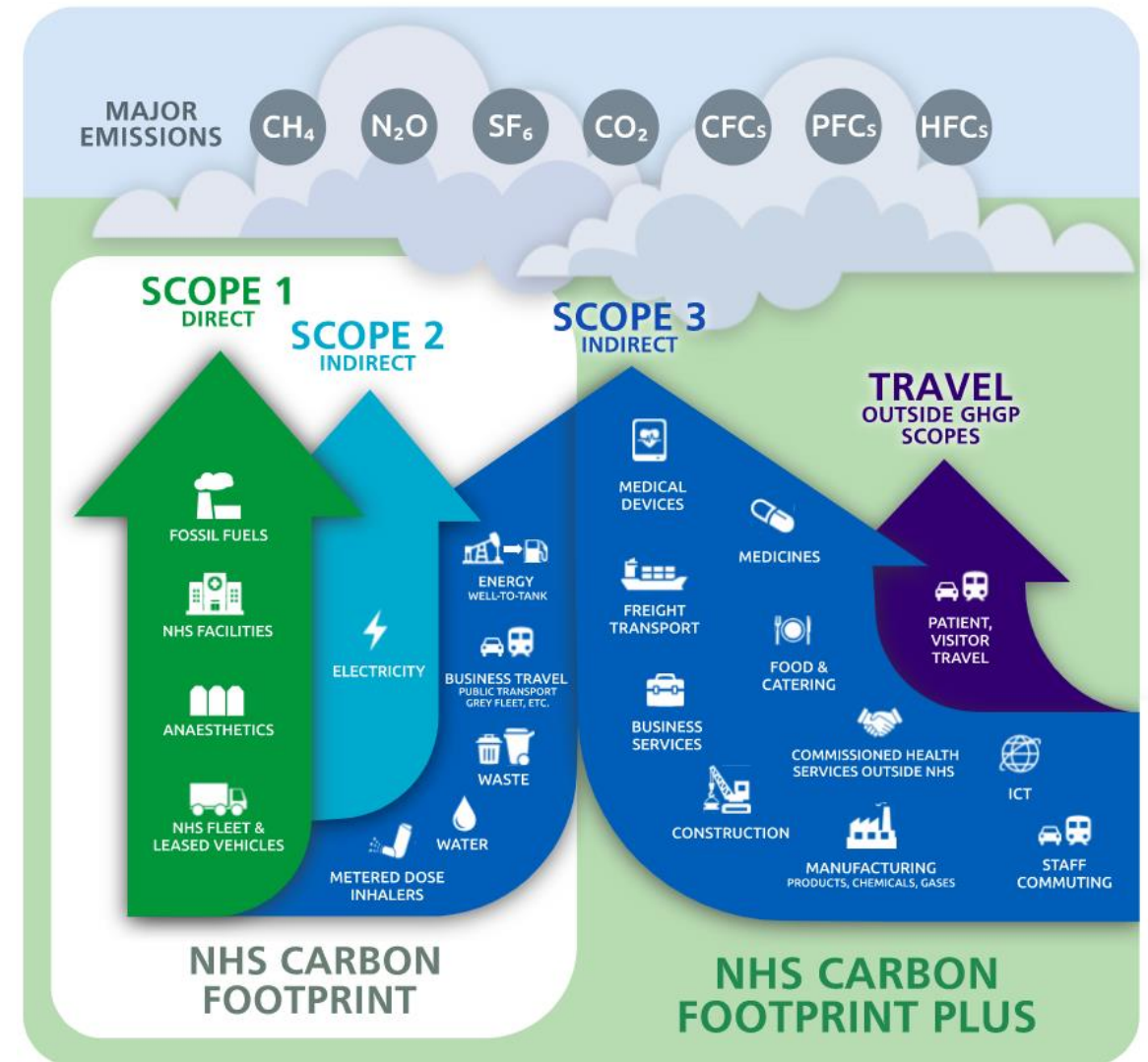
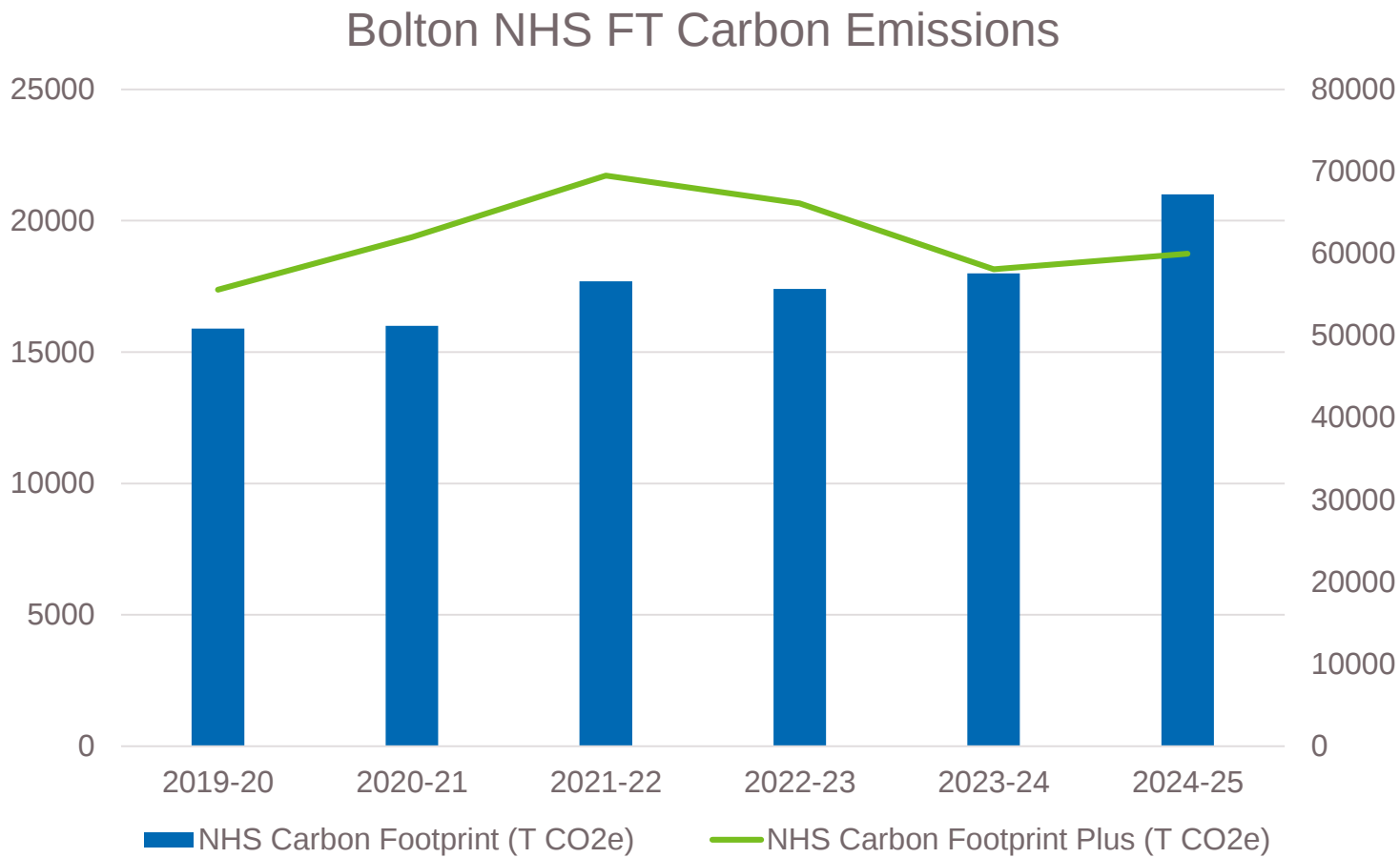


Figure 1 – NHS Carbon Footprint and NHS Carbon Footprint Plus

Trust carbon emissions

Reporting Year	NHS Carbon Footprint* (T CO2e)	NHS Carbon Footprint Plus* (T CO2e)
2019-20	15,900	55,600
2020-21	16,000	62,000
2021-22	17,700	69,500
2022-23	17,400	66,100
2023-24	18,000	58,100
2024-25	21,000	60,000

*Figures rounded to the nearest '000



Trust carbon emissions

NHS Carbon Footprint

The Carbon Footprint figures for Bolton NHS FT continue to increase annually, with 2024-25 being 21,000 tCO₂e. There was a decrease since the baseline year in emissions from the fleet, inhalers, volatile gases (including the elimination of desflurane), waste and water. The year-on-year increase in gas outweighs the decreases resulting in a 32% increase since baseline, and 16% increase since 2023-24.

During 2024-25, significant repair works were made to the steam network which will be reflected in the 2025-26 emission figures.

During 2025-26, a heat decarbonisation plan was started which will give Bolton NHS FT a clear pathway to removing gas from site. Business cases developed directly from this plan will reduce the NHS Carbon Footprint emissions from Bolton NHS FT.

NHS Carbon Footprint Plus

The Carbon Footprint Plus figures for Bolton NHS FT were showing a decrease over the last few years, but 2024-25 has increased again to 60,000 tCO₂e. This is an 8% increase since the baseline, and a 3% increase since 2023-24.

The significant areas of increase are construction and clinical supplies, which could be reduced by completing the following priority actions:

6.2 Create policies and procedures for all new builds and refurbishments to comply with the NHS zero carbon standards for buildings

7.1 Explore reliance on 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

UK-ETS fines

UK-ETS carbon emissions fines

UK-ETS is a cap-and-trade system designed to reduce greenhouse gas emissions from participating industries by putting a price on carbon emissions from the direct burning of fossil fuels (gas).

All boilers with a gas combustion capacity over 3MW need to be declared and if the total across the site is over 20MW, the site is required to join UK-ETS and declare gas consumption for those boilers each year.

UK-ETS auditors provide the participating sites with targets, and the fine is calculated for every tonne of CO₂ over the target. This is done on per calendar year and the latest 2025 data is available.

Bolton have three larger boilers, a combined heat and power plant and associated waste heat boiler with a total of 24.24 MW. Below are the last 5-years targets, emissions and fines.

Year	Target (TCO ₂)	Emissions (TCO ₂)	Carbon Penalty (£)
2021	5201	8862	175,581
2022	5060	8056	157,469
2023	4918	9057	343,661
2024	4777	10852	394,277
2025	4636	9518	204,258

In May 2025, the steam traps project was completed resulting in a reduction in gas for the second half of the year. The heat decarbonisation plan which was started in last 2025, with a June 2026 completion will generate projects to continue this downward trend.

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Key achievements 2025-26

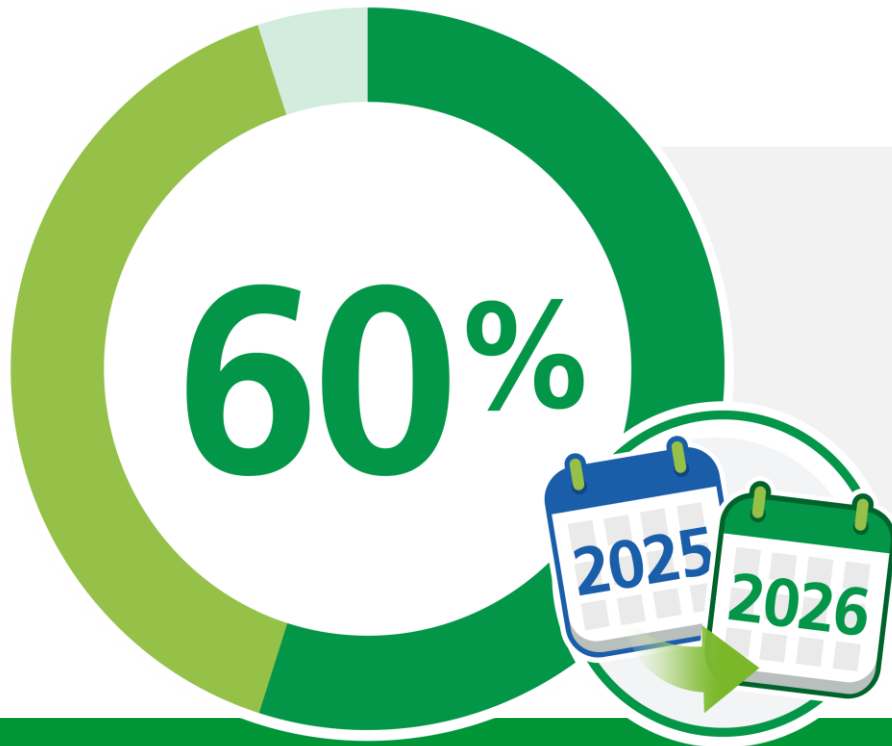
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Key achievements 2025-26

Bolton's Green Plan 2025-2030 includes 26 actions across 10 different areas of focus with an additional 4 actions relating to governance, tracking and reporting, and risk. Out of those 30 actions, 60% (18 actions) had progress against them, with 10% (3 actions) being completed during 2025-26.

The focus for 2026-27 will be to progress actions that have not been started yet and continue to complete actions as projects and initiatives are completed.



60% (18 actions) had progress against them

50% (15 actions) are in progress

10% (3 actions) fully completed

Green Plan relaunch

Governance

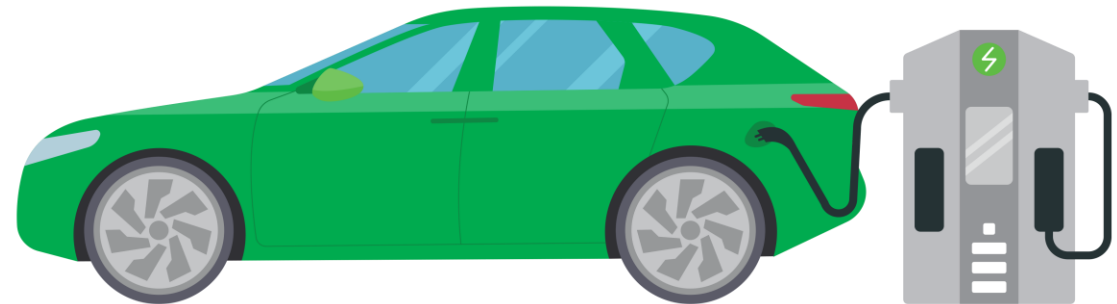
- Green Plan 2025-30 written, approved, and published by the NHS England deadline of 31st July.
 - Internal stakeholder engagement meetings held to understand progress.
 - In progress actions combined into the new areas of focus and priority actions.
- Green Plan 2025-30 priority action tracker and dashboard created along with an ideas and opportunity log.
 - To include all initiatives related to sustainability.
- Green Plan 2025-30 relaunch week organised for w/c 15th September.
 - Staff update piece the week before and the week of the relaunch.
 - Daily BoB post and BoB turned green all week.
 - Two stands in the main entrance.
 - Slides included in the all-staff team briefing.
 - Fiona's Friday Green Plan takeover.
 - Meetings attended: Divisional People Committees, Divisional Directors of Operations.



EV charging point installation

Travel and Transport

- NHS England target is for all new leased vehicles to be electric from 2027.
- Bolton NHS FT lease a fleet of 19 vehicles on an annual lease, due to expire in May 2026.
- Bolton NHS FT needed charging infrastructure to be installed prior to this conversion.
- NHS England provided £38k funding for 6 x 22 kw chargers to be installed outside the John Horlick Energy Centre in preparation for the fleet to be converted to electric.
- A business case is being prepared to convert either all or a part of the fleet to electric in the budget year 2026-27.
 - If the 10 highest mileage vehicles are converted to electric, £700/year will be saved in fuel costs.
 - If the whole fleet is converted to electric, £5,000 will be saved in fuel costs.
 - These savings were estimated using fuel prices in October 2025.



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Priority Action Progress

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Green plan priority actions

Area of focus	Reference	Action	Status	Comment
Workforce and leadership	1.1	Develop a Trust level communication and engagement scheme related to Sustainability	In Progress	Green Champions network relaunched
Workforce and leadership	1.2	Assess workforce capacity and skill requirements for delivering the green plan and investigate training possibilities for sustainability upskilling	Not Started	
Net Zero clinical transformation	2.1	Identify a clinical lead with formal links into board-level leadership and governance	In Progress	New Joint Green Plan Delivery Group will include clinical colleagues
Net Zero clinical transformation	2.2	Establish a multidisciplinary working group responsible for reducing emissions in clinical areas	Not Started	
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	Not Started	

Green plan priority actions

Area of focus	Reference	Action	Status	Comment
Digital transformation	3.1	Continue the move towards a paperless, technology focused hospital	In Progress	Work completed on moving appointment letters to electronic
Digital transformation	3.2	Complete the Digital Maturity Assessment to embed sustainability into all digital services	Complete	
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	In Progress	Two manifolds decommissioned with £8k funding from NHS E
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	In Progress	The % of pressurised inhalers used reduced from 95% in 2024-25 to 92% in 2025-26
Medicines	4.3	Complete the Greener pharmacy toolkit	In Progress	Working towards the Bronze accreditation

Green plan priority actions

Area of focus	Reference	Action	Status	Comment
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	In Progress	Travel and Transport survey complete with 4.6% response rate to support travel policy development
Travel and transport	5.2	Investigate converting the NHS on site fleet to electric by end of 2027	In Progress	6 EV chargers installed for the fleet using £39k funding from NHS E
Estates and facilities	6.1	Develop a road map to net zero for the Royal Bolton Hospital site and Trust community centres	In Progress	Heat Decarbonisation Plan under development using £80k NHS E funding
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	Not Started	
Estates and facilities	6.3	Implement and deliver the NHS waste strategy targets	Not Started	

Green plan priority actions

Area of focus	Reference	Action	Status	Comment
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	Not Started	
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	Not Started	
Supply chain and procurement	7.3	Ensure suppliers go beyond minimum requirements by engaging with the Evergreen Supplier Assessment	In Progress	Evergreen status of suppliers is tracked and monitored
Supply chain and procurement	7.4	Improve the operation of walking aid recycling schemes across the community	In Progress	Improvement plans being prepared
Food and nutrition	8.1	Trial innovative ways to reduce food waste across the site in line with the KPI's already in place	In Progress	Blue plate trial carried out but results were unsuccessful, further trials being discussed
Food and nutrition	8.2	Ensure the digital meal ordering system for patients is available across all wards	Complete	Completed for all wards in October 2025

Green plan priority actions

Area of focus	Reference	Action	Status	Comment
Food and nutrition	8.3	Investigate increasing menu reviews from yearly to quarterly to add seasonal, lower carbon options	Not Started	
Biodiversity and greenspace	9.1	Prepare a biodiversity and greenspace strategy for the estate	Not Started	
Biodiversity and greenspace	9.2	Enhance the green space across the site to encourage employee wellbeing alongside increasing the environmental benefits.	In Progress	Walking routes work progressing along with funding applications for outdoor rest spaces
Climate adaptation	10.1	Develop and publish a long-term climate change adaptation plan, which has robust governance and reporting procedures.	Not Started	
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	Not Started	

Green plan priority actions

Area of focus	Reference	Action	Status	Comment
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	In Progress	Joint Green Plan Delivery Group membership and Terms of Reference drafted for approval
Tracking and reporting progress	12.1	Adhere to the national reporting requirements, both quarterly and annually	In Progress	All reports sent on time
Tracking and reporting progress	12.2	Prepare monthly performance reports and AAA reports, alongside updating the relevant KPI's	Complete	Monthly performance reports now completed, which include AAA reports and KPI's
Finance, risks and challenges	13.1	Prepare a risk assessment for the Green Plan	Not Started	

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Appendices

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Appendix 1 – Other initiatives

A lot of work has been carried out that does not fit neatly within the priority actions, and these are detailed below.

Complete

- Community IV Therapy team won the GM health and care greener award, with savings of 3T/CO₂ per year.
- Tenant recharging process streamlined and discrepancies rectified. Additional income of £36k for 22/23 and 23/24 recovered.
- Meter maintenance contract changed with £1k/year savings.
- Forensic Energy Audit rebate of £763k received due to incorrect Climate Change Levy charges since April 2023.
 - Ongoing yearly savings of £307k.

In Progress

- Installation of substation electrical metering and steam meters, all connected to the BMS (funded by NHSE). Expected completion May 2026.
- Installation of solar panels (funded by NHSE) started with £27k/year and 20 TCO₂ savings per year once complete in April 2026.
- Removal of a gas meter standing charges that was no longer on site, resulting in £300/year saving once verified in May 2026.
- Water Meters moved to automated meter readings for billing accuracy. Expected completion May 2026.
- Variable Speed Drives upgrade (funded by NHSE) started. £350k/year and 229 TCO₂ savings expected once complete in Sept 26.

Appendix 2 - Funding and Savings Summary

Project name	Description	External funding received (£'000)	One off saving (£'000)	Recurrent saving (£'000/year)	Carbon savings (T/year)
EV charging points	6 x 22 kw chargers installed for the fleet	39			
Nitrous Oxide manifold decommission	Two manifolds decommissioned	8			0.006
Heat Decarbonisation Plan	Consultant commissioned to produce a heat decarbonisation plan for the site	80			
Community IV Therapy Team Award project	Greener way for administration of antibiotics in patients' homes				3
Tenant recharging	Streamlined process and found discrepancies		36		
Meter maintenance	Contract changed to reduce expenditure			1	
Forensic energy audit	An audit of 6-year utility bills revealed a rebate was needed from Corona		763	307	
Substation meter upgrades	Electrical metering infrastructure upgraded and connected to the BMS	50			
Steam meter upgrades	Old steam meters replaced and connected to the BMS	100			
Solar panel installation	Installation of 213 panels across four buildings on site	343		27	20
Variable Speed Drive upgrade	Variable Speed Drive upgrade allowing for lower fan speeds	190		350	229
Totals		£810	£799	£685	252T

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