

Board of Directors

9 September 2021

Paper title:	Green Plan	Agenda item 18.1
Presented by:	Mike Woodhead, Director of Finance, Contracting and Estates	
Prepared by:	Emma Clarke, Energy, Waste and Sustainability Manager	

Purpose of the report		
Summary of activity towards achieving the aims of the Green Plan, approved by Board March 2021.	For approval	
	For discussion	
	For information	X

Executive summary		
<p>The Green Plan was approved by BDCFT Board in March 2021. This document summarises the activity between March and August 2021, with further detail in Appendix 1. We have:</p> <ul style="list-style-type: none"> • Calculated our carbon footprint for 2020/21 financial year. • Switched to renewable electricity for all BDCFT buildings where we are the bill-payer. • Installed additional electric vehicle charge points at Lynfield Mount Hospital. • Added a new page on the BDCFT website publicising our sustainability intentions. • Developed internal green champion training; completed by circa 130 colleagues. • Launched a pledge scheme for green champions. • Launched a monthly green newsletter. • Conducted a biodiversity baseline study at larger Trust premises. • Agreed a temperature control policy to ensure thermal comfort but mitigate the proliferation of air conditioning. • Increased recycling provision at some Trust properties. • Convened the first Green Strategy Group meeting quarterly. • Agreed a draft Sustainable Procurement Policy with AGH Solutions (our Procurement provider), and agreed with the BDCFT Procurement Working Group. • Participated in regional workshops and meetings to network with sustainability peers. • Developing a carbon reduction strategy to meet NHS and West Yorkshire Combined Authority net zero commitments. 		
Do the recommendations in this paper have any impact upon the requirements of the	State below 'Yes' or 'No'	If yes please set out what action has been taken to address this in your paper

protected groups identified by the Equality Act?	No	
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Recommendation

The Board of Directors is asked to:

- Take note of the activity to date.
- Be aware that a carbon reduction strategy will be developed in Autumn, and our ability to achieve our internal carbon reduction targets will require the input of all staff. It may require capital funding.
- Consider participating in carbon literacy training when offered to ensure they are aware of the issues and can lead on this important issue.

Strategic vision

Please mark those that apply with an X

Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
X			X	X

Care Quality Commission domains

Please mark those that apply with an X

Safe	Effective	Responsive	Caring	Well Led
				X

Relationship to the Board Assurance Framework (BAF)

The work contained with this report links to the following strategic risk(s) as identified in the BAF:

- N/A

Links to the Strategic Organisational Risk Register (SORR)

The work contained with this report links to the following corporate risk(s) as identified in the SORR:

- N/A

Compliance and regulatory implications

The following compliance and regulatory implications have been identified as a result of the work outlined in this report:

- Compliance with Greener NHS requirements as identified in the Standard Conditions of Contract and NHS Long-term Plan.

Name of meeting: Board of Directors – Public

Date: Thursday 9 September 2021

Green Plan Update

1 Purpose

This paper provides an overview of the Greener NHS' Net Zero campaign, the BDCFT actions since approval of the Green Plan by Board in March 2021 and consideration of the actions required from BDCFT in future.

2 Proposed Outcome

Continued progress towards reducing our environmental impact and meeting our Green Plan targets.

3 BDCFT progress and future actions

There are numerous, extensive and interlinked actions the Trust will need to implement within areas such as leadership, governance, workforce and infrastructure to ensure the Greener NHS carbon net zero targets are met. As well as considering carbon reduction, we need to include social, economic and environmental sustainability in all decision making and all Trust services to be truly sustainable and support Sustainable Development Goals. 'Leadership' actions are key to ensure staff at all levels of the Trust know we are committed to Net Zero and that their support for initiatives and changes are required to enable us to achieve our goals. The table in Appendix 1 shows the 10 priority areas within our Green Plan, what we said we would do and the current status. Appendix 2 illustrates our 2020/21 carbon footprint.

4 Greener NHS activity

The Greener NHS agenda progresses with a focus on carbon reduction. We are responding to more data requests from NHSE and will be expected to report progress via the ICS in future. Shortly the Greener NHS team will launch new campaign material and a request for 1.3 million green pledges – one for every NHS employee. Our pledge scheme will contribute. Further announcements are expected in the run up to COP26 in November.

5 Risks

- There are no risks currently identified on the corporate risk register;
- Consequences of inertia have not yet been identified by NHSE.
- Potential impacts on our ability to care for patients in future if we do not adequately address environmental concerns of the present.
- Potential reputational damage as staff and the public expect us to act.
- Long-term financial risk (circa 10 years), associated with offsetting liability.

Emma Clarke
Energy, Waste and Sustainability Manager
25 August 2021

Appendix 1. Green Plan Progress - July 2021

Area of focus	What we said we would do ¹	Status
Adaptation	<ol style="list-style-type: none"> 1 Use the redevelopment of Lynfield Mount as an opportunity to adapt to climate change. 2 Develop a Climate Change Risk Assessment. 3 Develop an Adaptation Plan linked to resilience planning. 	<ol style="list-style-type: none"> 1 Discussions with LMH design team have taken place. Pace of activity will depend on redevelopment timescales. 2 Risk assessment has been considered but will be regularly reviewed. 3 Adaptation Plan has been developed, the focus is on estate and workforce continuity.
Asset Management & Utilities	<ol style="list-style-type: none"> 1 Monitor utility consumption and plan to reduce consumption. 2 Make best use of our estate, taking account changes following Covid-19. 3 Communicate with staff, patients and visitors how they can reduce utility consumption. 4 Monitor and respond quickly to fluctuations in temperature or supply issues. Implement a temperature control policy. 5 Increase on-site energy generation capacity from renewable resources. 6 Develop a sustainable buildings action plan, including a review of our building stock with relevant stakeholders. 	<ol style="list-style-type: none"> 1 On-going monitoring 2 Will depend on the outcome of the community estate review and hybrid working group. 3 Started communications through green champion training and newsletters. 4 Issue thermometers when asked, and temperature control policy has been approved, but not yet communicated to staff. 5 Quotes received for additional solar panels, installation dependent on capital funding. Alternatively, we wait until redevelopment of LMH. 6 Not yet started, dependent on community estate review.
Capital Projects	<ol style="list-style-type: none"> 1 Work to achieve the highest BREEAM score possible and incorporate WELL building standards. 2 Prioritise access to natural light, ventilation, green space, and active travel infrastructure. 3 Consider social value outcomes when procuring new services. 	<p>This is dependent on the LMH redevelopment or other large-scale projects. The team are aware of our environmental objectives and are incorporating them into the design.</p> <p>Social value will be considered in Procurement from April 2022 to meet NHSE requirements.</p>

¹ Text abbreviated to present as table format.

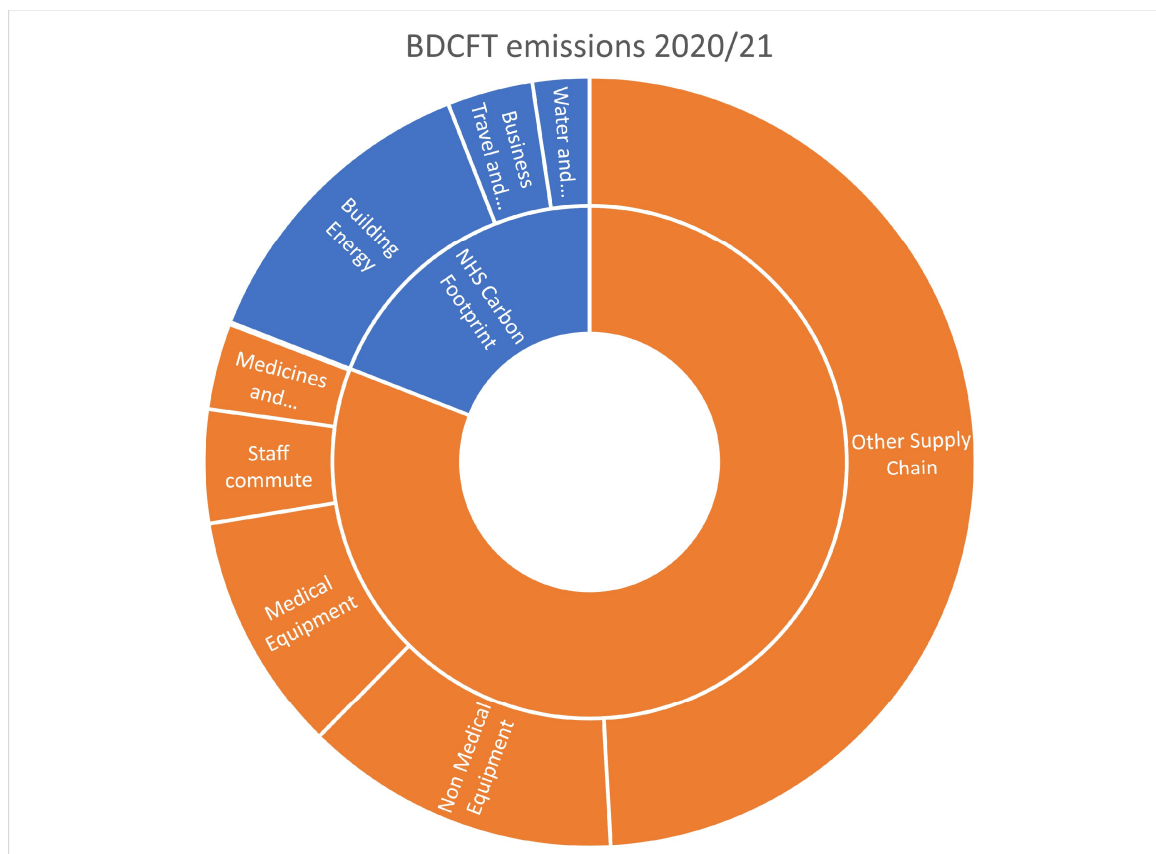
Area of focus	What we said we would do ¹	Status
Carbon and Greenhouse Gases	<ol style="list-style-type: none"> 1 Measure our annual carbon impact. 2 Identify 'hotspots' and target activities to reduce carbon emissions. 3 Engage colleagues in our 'Just One' campaign to change just one habit on just one day. 4 Work with neighbouring Trusts and local authorities on district wide initiatives. 5 Educate patients and colleagues to make low carbon choices at home. 6 Investigate offsetting opportunities for carbon we cannot eliminate. 	<ol style="list-style-type: none"> 1 2020/21 carbon footprint calculated (Appendix 2). 2 Work is on-going to develop interventions for carbon hotspots. 3 Engaged with colleagues through green champion training, communication needs to expand. 4 On-going discussions and collaboration where needed with partners. 5 Engaged with colleagues through green champion training, communication needs to expand. 6 Offsetting not yet required, however discussing what would be accredited and suitable for NHS.
Corporate Approach	<ol style="list-style-type: none"> 1 Report progress regularly to the Senior Leadership Team and Board. 2 Include a sustainability update in the BDCFT annual report. 3 Develop and implement a Sustainable Procurement Strategy. 4 Require large business cases to incorporate a Sustainability Impact Assessment 	<ol style="list-style-type: none"> 1 Not yet required. This report to FBIC can be shared with SLT and Board. 2 Sustainability chapter included in 2020/21 annual report. 3 Sustainable Procurement Strategy developed, to be agreed at next Procurement Working Group. 4 Not yet progressed.
Green space and biodiversity	<ol style="list-style-type: none"> 1 Develop a biodiversity and green space strategy. 2 Provide opportunities for service users to benefit from nature-based activities and therapy. 3 Net biodiversity gain on the Estate, particularly LMH redevelopment. 4 Educate colleagues and patients on the benefits of nature for physical and mental health. 5 Provide opportunities for staff and patients to access green space. 6 Acknowledge that green space is a resource and encourage allotments and food growing at home. 7 Incorporate allotment produce into Trust catering. 	<ol style="list-style-type: none"> 1 Drafted and circulated to interested colleagues. 2 No significant progress made. 3 No significant progress made. 4 Engaged with colleagues through green champion training, communication needs to expand. 5 Highlighted through Staff Wellbeing, will be expanded. 6 No significant progress made. 7 No significant progress made.

Area of focus	What we said we would do ¹	Status
Our People	<ol style="list-style-type: none"> 1 Convene a quarterly sustainability group. 2 Provide regular communications and education through a variety of media channels. 3 Work with staff and patient groups to develop specific projects. 4 Raise awareness through team meetings, CPD, training and induction. 5 Recruit Green champions. 	<ol style="list-style-type: none"> 1 First meeting held July 2021 2 E-update, Connect, twitter and Executive Broadcasts used to communicate. 3 Future activity 4 Ongoing awareness raising activity 5 Circa 100 green champions recruited.
Sustainable Care Models	<ol style="list-style-type: none"> 1 Involve staff, patients and service users and the wider community in decisions that affect when and where they are treated. 2 Develop initiatives to prevent or reduce the length of inpatient stays, for example work with community partners that support vulnerable patients when discharged 	<ol style="list-style-type: none"> 1 Ongoing and led by clinical teams and the LMH redevelopment engagement activity 2 Future activity
Sustainable Use of Resources	<ol style="list-style-type: none"> 1 Implement a Sustainable Procurement Policy. 2 Continue to implement the NHS Plastics Pledge. 3 Increase reuse. 4 Identify single use products that could be eliminated, reduced or replaced. 5 Improve segregation of waste and recycling. 6 Reduce food waste at our inpatient sites. 7 Reduce meat consumption as part of a sustainable diet, taking account of national guidelines. 8 Work with suppliers to reduce packaging/ waste. 9 Educate staff on circular economy principles 	<ol style="list-style-type: none"> 1 Sustainable Procurement Policy to be agreed. 2 Ongoing consideration of the Plastics Pledge 3 Plans identified to increase reuse of office furniture. 4 Future activity. 5 Ongoing activity. 6 Ongoing activity. 7 Menus have been revised, further improvements can be made. 8 Ongoing with Procurement and via Greener NHS procurement lead. 9 Future activity.
Travel and Logistics	<ol style="list-style-type: none"> 1 Develop an electric vehicle strategy. 2 Encourage sustainable travel for Just One Day. 3 Continue to invest in cycle infrastructure. 4 Continue to encourage home working where business and service needs allow. 	<ol style="list-style-type: none"> 1 Future activity. 2 Communications through Green Champions but needs to expand. 3 No opportunities yet presented 4 On-going policy

Area of focus	What we said we would do ¹	Status
	<ul style="list-style-type: none"> 5 Take steps to develop an expenses policy that promotes sustainable travel choices. 6 Work with NHS Fleet Solutions to restrict the lease of high emissions vehicles. 7 Expand the use of electric vehicles within the fleet and reduce fleet mileage. 8 Provide sustainable travel advice. 9 Work with partners to deliver on local ambitions to reduce carbon emissions and improve air quality 	<ul style="list-style-type: none"> 5 Discussions to start through the Next Steps or Hybrid Working Group. 6 Emissions cap identified, to be communicated summer 2021. 7 Ongoing. 8 New guidance on Connect, needs to be communicated to staff and patients 9 Ongoing.

¹ As detailed in our Green Plan.

Appendix 2: BDCFT carbon footprint 2020/21



Emissions Source		Tonnes/ CO2e	Percentage
NHS Carbon Footprint	Building Energy	2,948	13.1%
	Water and Waste	537	2.4%
	Business Travel and NHS Fleet	808	3.6%
NHS Carbon Footprint Plus	Staff commute	1,077	4.8%
	Medicines and Chemicals	814	3.6%
	Medical Equipment	2,262	10.1%
	Non-Medical Equipment	2,978	13.2%
	Other Supply Chain	11,049	49.1%
	Commissioned healthcare	21	0.1%
TOTAL		22,494	100.0%

Note: Patient and visitor travel not yet calculated.