

## Board of Directors – Meeting held in Public

**11 May 2023**

<b>Paper title:</b>	Green Plan	<b>Agenda Item</b> <b>21</b>
<b>Presented by:</b>	Mike Woodhead, Director of Finance, Contracting and Estates	
<b>Prepared by:</b>	Emma Clarke, Energy, Waste and Sustainability Manager	
<b>Committees where content has been discussed previously</b>	Finance, Business and Investment Committee	
<b>Purpose of the paper</b> Please check <b>ONE</b> box only:	<input checked="" type="checkbox"/> For approval <input type="checkbox"/> For information <input type="checkbox"/> For discussion	
<b>Link to Trust Strategic Vision</b> Please check <b>ALL</b> that apply	<input checked="" type="checkbox"/> Providing excellent quality services and seamless access <input checked="" type="checkbox"/> Creating the best place to work <input checked="" type="checkbox"/> Supporting people to live to their fullest potential <input checked="" type="checkbox"/> Financial sustainability, growth and innovation <input checked="" type="checkbox"/> Governance and well-led	
<b>Care Quality Commission domains</b> Please check <b>ALL</b> that apply	<input type="checkbox"/> Safe <input type="checkbox"/> Caring <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input type="checkbox"/> Responsive	

<b>Purpose of the report</b>
Summary of activity towards achieving the aims of the Green Plan. Track changed Green Plan for approval at Public Board May 2022

<b>Executive Summary</b>
<p>Progress towards the Green Plan must be reviewed internally and by the Board. Recent highlights below:</p> <ul style="list-style-type: none"> <li>• 46.7 tonnes of carbon dioxide equivalent saved through reusing surplus furniture and other items, saving circa £84,000.</li> <li>• Joint Climate Change Adaptation Plan with AGH and BTHFT approved by each Trust.</li> <li>• Additional solar panels fitted at Airedale Centre for Mental Health taking onsite generation capacity to around 30% of the electrical needs of this building.</li> </ul>

- Created internal tools for teams to self-assess sustainability performance and encouraging completion of sustainability impact assessments.

The Green Plan has been track changed to show annual updates for 2023.

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?

- Yes** (please set out in your paper what action has been taken to address this)
- No**

### Recommendation(s)

The Board of Directors is asked to:

- Take note of the content of the paper.
- Approve the track changes in the Green Plan.
- Recognise the challenge we face in achieving our targets.

### Relationship to the Board Assurance Framework (BAF)

The work contained with this report links to the following strategic risks as identified in the BAF:

- SO1:** Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC)
- SO2:** Prioritising our people, ensuring they have the tools, skills and right environment to be effective leaders with a culture that is open, compassionate, improvement-focused and inclusive culture (WEC)
- SO3:** Maximising the potential of services to delivery outstanding care to our communities (QSC)
- SO4:** Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board)
- SO5:** To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC)
- SO6:** To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC)

### Links to the Strategic Organisational Risk register (SORR)

The work contained with this report links to the following corporate risks as identified in the SORR:

- Risk 2634 – Financial risk associated with utility price volatility – Risk closed as Trust has accepted the position.

### Compliance & 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, Health and Care Act 2022 and NHS Long-term Plan

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### **Green Plan**

#### **1 Purpose**

The Green Plan (separate document) has been reviewed as per the requirements of Greener NHS and track changes show the amendments suggested. 2023-24 will be the final year of this Green Plan, with a more significant review proposed for spring 2024.

#### **2 Proposed Outcome**

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

#### **3 Options**

N/A

#### **4 Risk and Implications**

No new risks. Previous risks listed below.

- There are no risks currently identified on the corporate risk register associated directly with the Green Plan however there is a financial risk as a result of utility markets and price volatility for our gas and electric contracts;
- Consequences of inertia have not yet been identified by NHSE (or BDCFT).

- Potential impacts on our ability to care for patients in future if we do not adequately address environmental concerns of the present and adapt.
- Potential reputational damage as staff and the public expects us to act.
- Long-term financial risk (10 years plus), associated with offsetting liability.

## **5 Results**

Continued monitoring of progress to targets.

**Emma Clarke**  
**Energy, Waste and Sustainability Manager**  
**March 2023**

## Appendix 1:

### Board of Directors – Meeting held in Public

March 2023

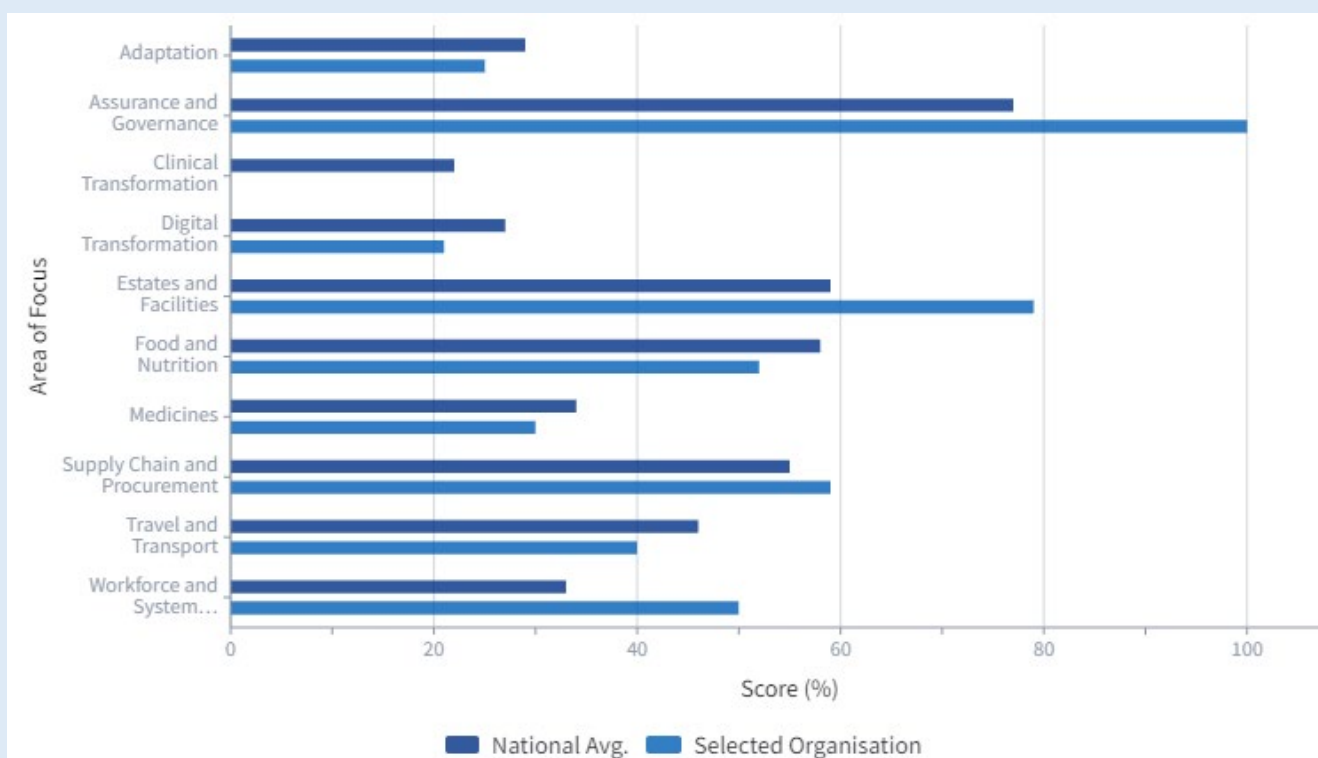
#### Sustainability summary of progress

The Green Plan was approved by BDCFT Board in March 2021 and revised in March 2022. The annual review for 2023 is presented today. Historic detail can be found in the Sustainability section of our annual report.

Recent highlights are:

- Participation in national and international projects:
  - NHSE pilot climate change risk assessment tool – to review a new tool to be rolled out across the NHS in 2023 (further detail below).
  - Completion of the pilot Green Plan Support Tool to identify bugs and errors that can be fixed prior to wider adoption across the NHS (further detail below).
  - Continued participation in Race to Zero, a UN FCCC initiative.
  - BDCFT is a new recruit to the European Healthcare Without Harm scaling network for the Life Resystal Project to create a more resilient healthcare system. This is a three-year project helping hospitals to adapt to climate change.
  - BDCFT is a founding member of the Green Minds forum to share ideas and experiences in net zero and sustainable mental health and learning disability services. From this, our Energy, Waste and Sustainability Manager has joined the Expert Reference Group of the National Collaborating Centre for Mental Health (NCCMH) and the Royal College of Psychiatrists (RCPsych) to develop a report and educational resources on delivering net zero mental health care.
  
- Received significant assurance from Audit Yorkshire regarding our approach to implementing processes for the effective management of resources, in an efficient and sustainable manner. Four recommendations received and being actioned.
- Analysis of energy bills at New Mill has shown a reduction of circa 10% in April-December 2022 (compared with the same period of 2021), expected to be due to the installation of LED lighting and despite increased occupancy. Energy efficiency continues to be a priority as our utility costs will more than double in 2023-24.
- A joint Climate Change Adaptation Action Plan (lead by BDCFT) with Airedale General Hospitals Trust and Bradford Teaching Hospitals Trust has been completed. This includes consideration of key risks, predominantly heatwaves and flooding. Activity during 2023 will aim to raise awareness of the need for Adaptation as well as practical changes we can make to the estate and service delivery.
- Installation of additional solar panels at Airedale Centre for Mental Health will be operational from April 2023.
- Carbon Literacy training continues and at the request of the ICB is being offered to colleagues at other NHS Trusts within the ICS. The Energy, Waste and Sustainability Manager has now trained circa 150 people, of whom 60 are from outside BDCFT which supports the ICS Green Plan action to increase knowledge of the workforce.

- Reuse of surplus equipment continues with an additional The total savings to the Trust since starting the scheme in February 2022 are £84,000 and 46.7 tonnes CO2e.
- Engagement with Adult Physical Health Transformation leads, Estates Transformation and Community Mental Health Transformation to identify sustainability benefits that can be achieved from these projects. Work will continue into the new financial year.
- Participant in the Bradford Sustainable Food Network, actively looking to reduce the impact of our Food Services activity, including offering a greater range of plant-based meals following a successful taster session for staff at Lynfield Mount.
- Hosting Bradford University occupational therapy students to encourage the use of green/ nature-based therapy within our care models.
- Following a green champions workshop the Sustainability Team created a 'what does good look like' self-assessment tool to enable teams to RAG rate their contribution to our Green Plan objectives.
- The Trust has completed a self-assessment of the Greener NHS' Green Plan Support Tool where we score favourably compared with other pilot organisations as the chart shows. A key area of improvement will be clinical transformation.



Further planned activity this year includes:

- Trial of reusable face masks to reduce the volume of PPE waste.
- Increased service user engagement, in particular opportunities to co-develop sustainable menus within inpatient sites.
- New solar panels installed on the roof of Moorlands View.
- Continued work on heat decarbonisation, prioritising Airedale Centre for Mental Health.

- Assess air pollution at Lynfield Mount Hospital as part of our Clean Air activities.

Improvements are still needed in some areas:

- Key carbon reduction opportunities remain for our estate (heat decarbonisation) and travel. Reviewing individual products and care models will also be important.
- Unfortunately, we were unsuccessful in attracting internal expressions of interest for a part-time clinical sustainability lead. Greater consideration of sustainability in transformation plans will help however we also need to consider how we embed sustainability in clinical practices that are not undergoing transformation plans.
- The Sustainability Impact Assessment and Sustainable Procurement Policy are still not well known and used. Greater clinical buy-in should help with this.