



**Bradford District Care**  
NHS Foundation Trust

# Our Green Plan: Greener Together

BDCFT 2024-27 Green Plan



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## Foreword

This is our second Green Plan, covering our activities between 2024-2027. It builds on the challenges and opportunities from our first Plan, but the overall aim and ambition remain the same: to be recognised as a leader in sustainability and environmental improvements within the NHS and our local community and to achieve carbon net zero in line with NHS targets. We have taken account of NHS England Green Plan guidance and our own carbon emission hot spots. We also learnt what is important to staff via our 'Green Champions' workshop and engagement stalls which has helped us to develop our priority areas.

We are making progress, but we know there is more to do, and fast. It is a challenging landscape for the NHS, with clinical, financial and workforce priorities competing for attention which can often seem at odds with our sustainability obligations. However, if we embed the Green Plan into our work, we believe we can achieve multiple benefits that help address service user needs and financial obligations as well as our environmental impact. I am particularly excited to see how including environmental considerations in quality improvement will help colleagues to create positive change.

The BDCFT Board are supportive of the net zero ambition, hence including 'best use of resources' in our Corporate Strategy. We know that business as usual will not achieve either our environmental, quality or financial goals and that a big shift is needed. We cannot ignore our environmental impact or the impact of the environment on our patients, supply chains and our ability to deliver services. We will continue to collaborate with others and hope to make a positive impact beyond our boundary by working with partners, particularly those in Bradford and Craven and the wider ICS. By doing so, we will influence staff, patients and the wider public to change their behaviour to achieve health and environmental benefits. One partnership that is flourishing is with Natural England, with whom we are working to achieve biodiversity gains and demonstrate the health benefits of nature.

Finally, we will continue to be transparent with our achievements, highlighting where we are doing well and where we are falling short. It is still a long road ahead to achieve net zero but with this Plan and our committed team, I'm confident we will make great strides.

Mike Woodhead

**Chief Finance Officer and BDCFT Board Lead for Sustainability**

# Introduction



Bradford District Care NHS Foundation Trust (BDCFT) is a provider of award winning, high quality mental health, community, dental and learning disability services covering the urban and rural Bradford, Airedale, Wharfedale and Craven areas in West and North Yorkshire.

**3,000  
STAFF**



Work across our Trust



Bradford District has a higher proportion of under 18-year-olds compared with the average for England

**37%**

of the population are ethnically diverse (compared with 19% for whole of England)



Bradford's deprivation ranking out of all 317 authorities in England

**1st** £

## Refs:

Joint Strategic Needs Assessment: The Population of Bradford District: Demographics of Bradford District. Sept 2022.

Available at: <https://jsna.bradford.gov.uk/>

2021 Census figures available from: [www.ethnicity-facts-figures.service.gov.uk](http://www.ethnicity-facts-figures.service.gov.uk)

# Our vision

Our ambition is:

**To be recognised as a leader in sustainability and environmental improvements within the NHS and our local community**

To achieve this, we need the support of the whole Trust, service users and visitors and for change to occur at pace and scale. We will achieve this by implementing our objectives, which are to:

1. Embed a Trust-wide approach to sustainability.
2. Consider the environmental impacts of everything we do.
3. Reduce carbon emissions.
4. Reduce consumption and waste.
5. Make a positive impact on our people and communities.

These large umbrella objectives will be met through achievement of key actions as detailed in each topic area and summarised on page 21.

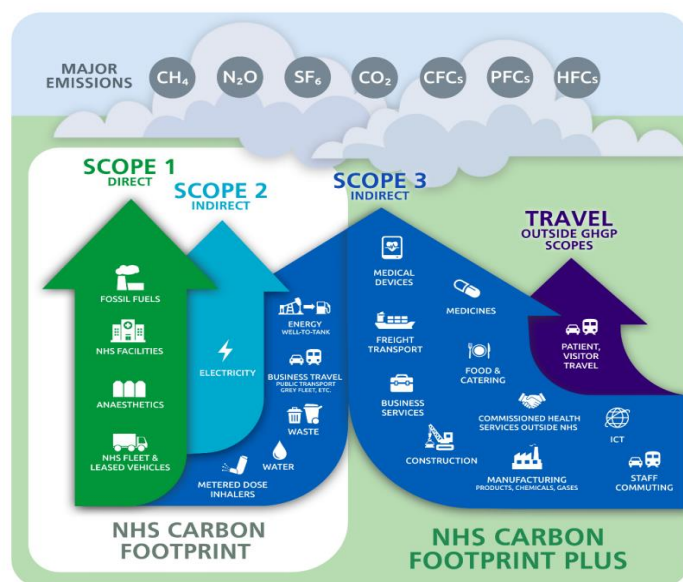
## The BDCFT Carbon Reduction Plan

Everything we do and that we buy, generates carbon. We have calculated our carbon emissions for electricity, gas and business travel annually for many years and we have included our Scope 3 (predominantly procurement emissions) since 2019-20. We produced 18,036 tonnes of CO<sub>2</sub>e in 2019-2020, and after a peak in 2021-22, saw a fall to 13,276 in 2022-23, however, this was 670 tonnes more than our target.

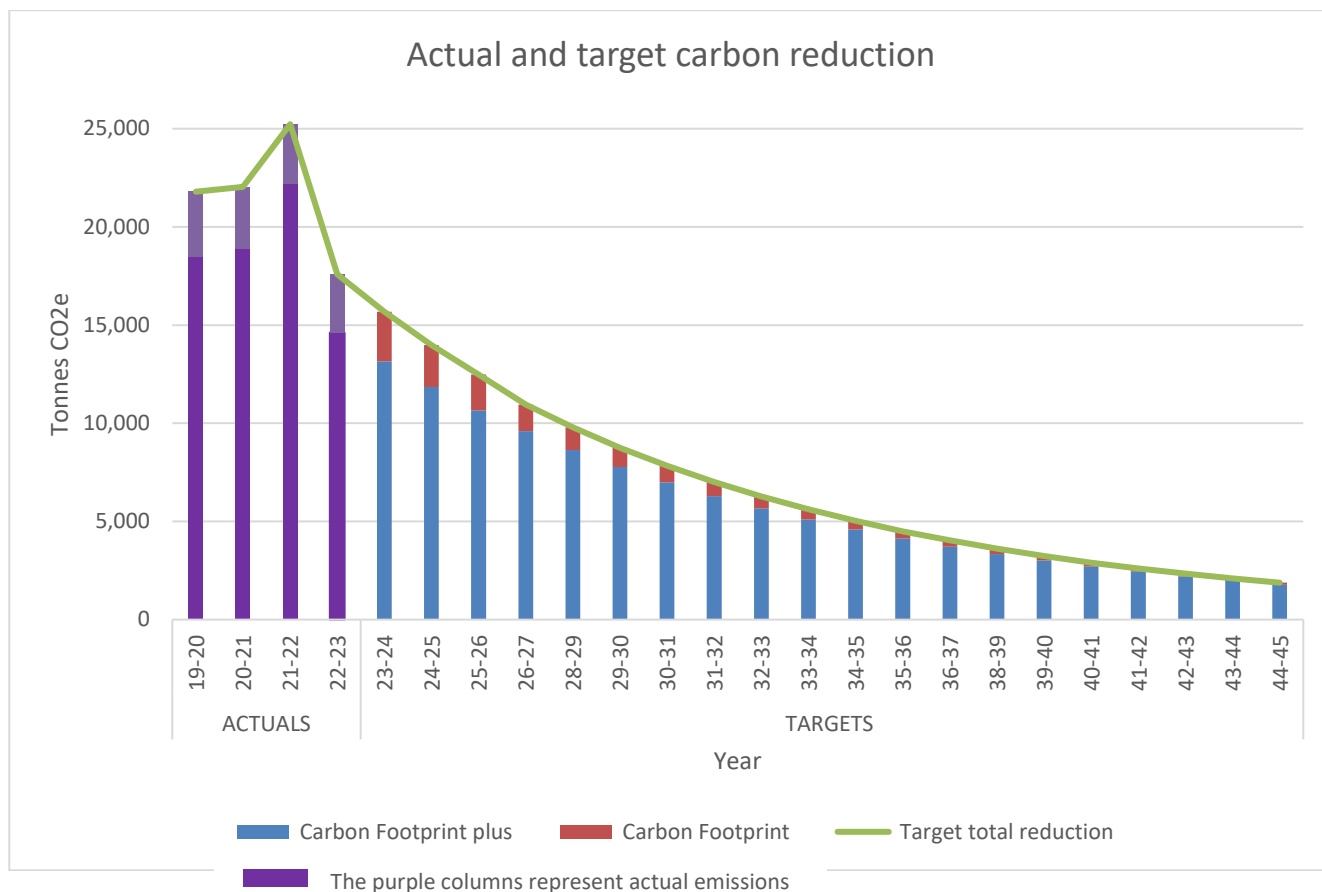
The Delivering a net zero NHS report divides emissions into those we have control over (the NHS Carbon Footprint) and indirect emissions (NHS Carbon Footprint Plus).

We still have significant work to do regarding the emissions we control – predominantly, heat decarbonisation and business travel. The reduction in 2022-23 was mainly due to lower procurement spend than the previous year.

The Trust has confidence in the data as we have had our emissions performance and calculations reviewed by a carbon consultant. The graph and table below show previous performance and our target, which has been adjusted to account for our actual emissions.







Emissions category	Tonnes CO2e/ yr			
	2019-20	2020-21	2021-22	2022-23
<b>Footprint plus</b>	<b>18,466</b>	<b>18,911</b>	<b>22,219</b>	<b>14,618</b>
Commissioned health	26	25	24	21
Staff commuting	2,315	1,761	834	1,448
Supply chain	16,151	17,125	21,361	13,149
<b>NHS Carbon Footprint</b>	<b>3,325</b>	<b>3,124</b>	<b>3,012</b>	<b>2,969</b>
Business travel	740	717	605	685
Electricity	843	722	719	659
Fossil fuels	1,659	1,556	1,567	1,512
NHS Fleet		90	109	91
Waste	8	12	10	9
Water	48	28	3	12
<b>Grand Total</b>	<b>21,790</b>	<b>22,035</b>	<b>25,231</b>	<b>17,588</b>

**To achieve ‘net zero’, we need to aim for a minimum of 15% year on year carbon reduction for our NHS Carbon Footprint, and 10% Carbon Footprint Plus.**

A headline carbon reduction roadmap is included in Appendix A. We have identified opportunities to reduce our emissions, centred on heat decarbonisation, energy efficiency and mileage reduction. There are also opportunities with medication, consumables or other

purchases and the Smarter Spaces project. If for technical or financial reasons we are unable to complete projects, our ability to meet our carbon reduction obligations will be compromised.

We will continue to measure our carbon impact year on year and report to Board and colleagues. We will also continue to work with neighbouring Trusts within Bradford and Craven Partnership as well as the wider ICS on district and regional initiatives.

## Our achievements since the last Green Plan

BDCFT has achieved carbon reductions through installation of LED lighting at New Mill (saving 10t/CO<sub>2</sub>e) and increased use of the Warp-It reuse system (75t/CO<sub>2</sub>e saved). More solar panels have been installed at Airedale Centre for Mental Health, this means we can generate more than 10% of the building's energy requirement, onsite and we have improved the data centres at our two inpatient sites so they now require less cooling and are more energy efficient.

In addition to the carbon savings, we have trained 100 BDCFT staff and a further 128 colleagues from the wider ICS in Carbon Literacy, we have reduced clinical waste arisings by 20%, water usage by 2% and business miles by 10% year on year. We have removed several single use disposable items from our onsite restaurant and the Catering Team has also reduced food waste arisings. We completed the Clean Air Hospitals Framework and are working on an action plan to address areas of concern.

The Trust has completed the Greener NHS Green Plan self-assessment, which has identified areas to focus on:

Green Plan area	BDCFT	National average	BDCFT Previous year (2022-23)
Adaptation	40	37	25
Assurance and Governance	89	81	100
Clinical Transformation	8	23	0
Digital transformation	59	32	21
Estates and Facilities	61	65	79
Food and Nutrition	32	63	52
Medicines	42	38	30
Supply chain and procurement	55	57	59
Travel and transport	36	47	40
Workforce and system leadership	58	30	50



The green cells show where we are performing above the national average<sup>1</sup>, and red, below. We are proud of our efforts on Climate Change Adaptation with our place-based Adaptation Plan receiving regional and national attention. Similarly, our workforce and system leadership, and assurance and governance scores demonstrate we are performing well in these areas.

Future focus will be on clinical transformation, food & nutrition and travel & transport although all areas continue to be of importance. The following sections detail our plans in each area.

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<sup>1</sup> The Green Plan Support Tool is still in a pilot phase and not all Trusts have completed the self-assessment and therefore the national data may not be a true reflection of the national picture.

# Area 1: Workforce and system leadership

## **Responsible Person/Team:**

Energy, Waste and Sustainability Manager and the Green Strategy Group.

## **Current Performance within Green Plan self-assessment:**

Above national average

## **Why it matters**

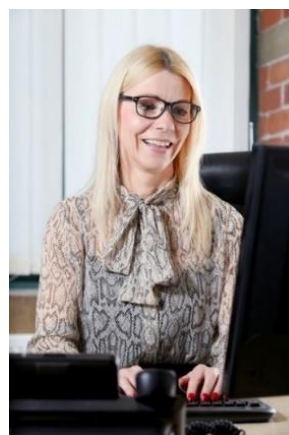
Engaging our 3,000 plus workforce in climate action is essential if we are to meet our Green Plan targets. We want to educate, motivate, and inspire our staff to act both in work and at home. By providing practical information on reducing their carbon footprint, for example through active travel and healthy eating, we can also help our staff to be physically and mentally healthier. This has the potential to support wider Trust objectives regarding workforce.

## **What we'll continue to do**

- Develop and support our Green Champions and Leaders network and promote sustainability at new starter inductions.
- Convene a Green Strategy Group to meet quarterly. The group includes Exec Board members, senior leaders and a service user representative.
- Circulate a monthly sustainability newsletter for staff and active twitter/ X account.
- Report progress regularly to the Finance and Performance Committee and to the Board.
- Include a detailed sustainability update in the BDCFT annual report.
- Offer free, certified Carbon Literacy training to all staff.
- Promote the team/ department sustainability self-assessments.

## **What we plan to do**

- Sustainability Impact Assessment training to be offered by the end of 2024.
- 10% of staff to be carbon literacy trained and become Green Champions by the end of 2025.
- Sustainability team will speak at the team meetings of five different teams per year.



## Area 2: Clinical transformation

### Responsible Person/Team:

KPO Lead and Deputy Directors of Operations.

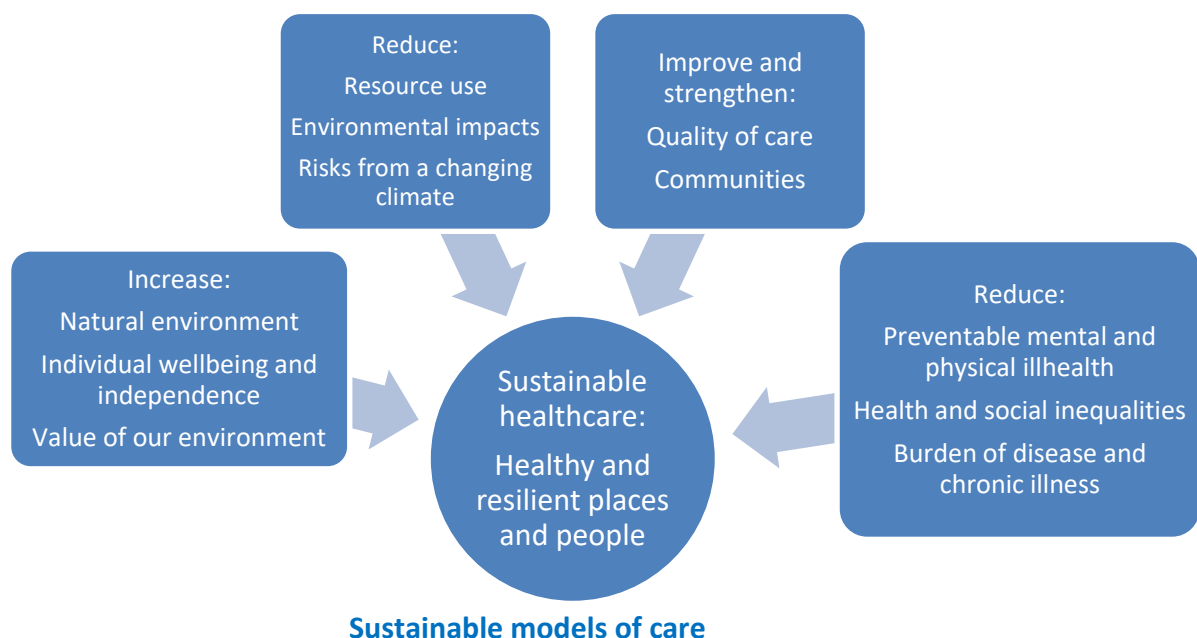
### Current Performance within Green Plan self-assessment:

Below national average

### Why it matters

Sustainable models of care include aspects of all other areas of the Green Plan and should be a key component of clinical transformation. It is important for sustainability to be embedded in decision making by senior leaders and at all levels of management. Consideration of sustainability in transformation programmes and in quality improvement will be key.

We can take a proactive approach to primary and secondary prevention of physical and mental health issues, to keep our population healthy and at home. Any actions we can take to reduce the clinical input required by our service users will help to reduce our carbon emissions, for example by preventing admissions. This could include acting on the recommendations within the RCPsych report<sup>2</sup> such as 'Keeping people healthy' or 'right care, right place, right time' principles. This could include non-medicalised interventions alongside medication and talking therapies such as the promotion of nature-based activities (which also link to the biodiversity actions in this Plan). Shifting to remote consultations in place of face-to-face appointments, where this is appropriate for our service users, or treatment closer to where they live in the community, will reduce the carbon footprint of transport by our staff and service users. It also links to objectives within the NHS long-term plan.



<sup>2</sup> [RCPsych, 2023, Delivering greener, more sustainable and net zero mental health care](#)

**What we'll continue to do**

- Work with our Occupational Therapy teams to promote nature-based activities and social prescribing to both inpatients and outpatients.
- Involve staff, service users and the wider community in decisions that affect when and where they are treated and will build on this.

**What we plan to do**

- Embed the principles of Sustainability in Quality Improvement within the Trust's Quality Improvement processes through participation in the SusQI<sup>3</sup> Academy by the end of 2024.
- Include sustainability metrics in all transformation programmes from 2024-25 and identify sustainability opportunities within operational leadership meetings from 2024-25 with business partners.

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<sup>3</sup> [Sustainability in Quality Improvement \(SusQI\) | Centre for Sustainable Healthcare](#)

## Area 3: Digital transformation

### **Responsible Person/Team:**

Head of Digital Services, Admin Service Manager.

### **Current Performance within Green Plan self-assessment:**

Above national average

### **Why it matters**

Digital transformation will help BDCT to reduce carbon emissions further by reducing the need for staff and service user travel through homeworking and virtual appointments and enabling more efficient use of resources such as reducing paper use and postage. Whilst pursuing these changes we will be mindful not to reduce quality of care for our service users or exacerbate the digital divide and health inequalities. Linking with the Digital Clinical Leads will be important.

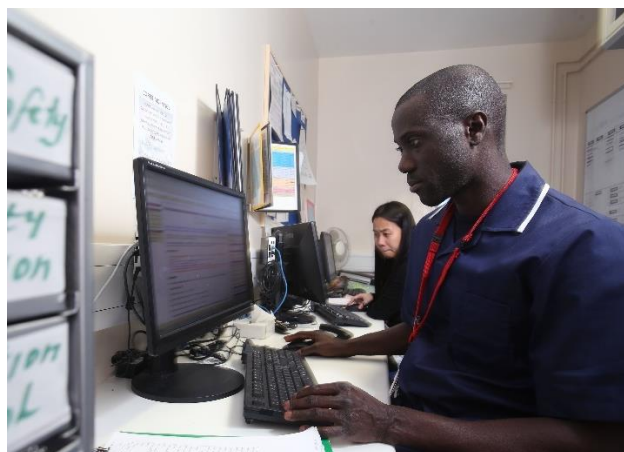
There are many priorities within the Digital Strategy that align with sustainability improvements. The Sustainability and Digital Services teams will therefore work closely to measure the benefits of digital improvements.

### **What we'll continue to do**

- Reduce printer use across the Trust.
- Trial remote consultation software.
- Reduce the number of mobile phones that the Trust purchases.
- Reuse IT equipment where possible.
- Continue to offer hybrid and home working.

### **What we plan to do**

- Assess opportunities to increase digital communications with service users during 2024 and develop a plan to reduce printing and postage to a minimum by 2027.
- Minimum 25% outpatient appointments delivered remotely in 2024-25 and plans in place for at least 50% of outpatient activity to be delivered remotely by 2027 (as per the ICS Green Plan and NHS long-term plan).
- Promote digitally enabled care as per the BDCFT Digital Strategy.



## Area 4: Travel and transport

### Responsible Person/Team:

Energy, Waste and Sustainability Manager.

### Current Performance within Green Plan self-assessment:

Below national average

### Why it matters

As a community Trust, our employees drive around 2 million business miles each year and this makes up 5% of our total emissions (18% of our carbon footprint), plus we generate fleet and commuting emissions, making travel an important area for action. Road travel also contributes to poor air quality. Exposure to air pollution increases risk of premature deaths from heart and lung disease and exacerbates respiratory symptoms such as asthma and chronic obstructive pulmonary disease (COPD). It is also linked to dementia and premature birth. Individuals of all ages can be impacted by air pollution that causes a decline in quality of life and an increase in health care costs.

Bradford's air quality is improving; however there are still areas which regularly exceed limits for nitrogen dioxide (NO<sub>2</sub>). The city has had a Clean Air Zone in place since September 2022 to reduce this<sup>4</sup>. BDCFT can use a range of measures to encourage modal shift by supporting our staff and service users to reduce car usage and change to active travel (e.g., walking and cycling) or public transport.

### What we'll continue to do

- Deliver our BDCFT Green Travel Plan 2021-26.
- Complete the Clean Air Hospital Framework each year and deliver annual improvements.
- Work with community teams to identify where mileage reduction can be achieved.

### What we plan to do

- Develop an electric vehicle strategy by June 2024 and begin to deliver actions.
- 5% reduction in business miles each year of this plan.
- Create a behaviour change campaign in 2024 to encourage modal shift during the duration of the Plan.
- Improve walking and cycling infrastructure at our inpatient sites<sup>5</sup>.
- All new vehicles owned and leased by the Trust will be zero emission vehicles by 2027.



<sup>4</sup> City of Bradford Metropolitan District Council, 2021/2022 Air Quality Annual Status Report (June 2022): [2021-2022 Air Quality Annual Status \(bradford.gov.uk\)](https://www.bradford.gov.uk/2021-2022-Air-Quality-Annual-Status-Report)

<sup>5</sup> Plans at Airedale Centre for Mental Health will be agreed with Airedale General Hospital and may be affected by their new hospital plans.



## Area 5: Estates and facilities

### Responsible Person/Team:

Energy, Waste and Sustainability Manager, Estates Maintenance Manager, Head of Capital and Development.

### Current Performance within Green Plan self-assessment:

Similar to national average

### Why it matters

The electricity, gas and water used by BDCFT, and the waste produced are a substantial financial cost to the Trust. Gas accounts for 17% of the Trust's total carbon footprint, and electricity accounts for 5%. By acting on our heat decarbonisation plan, planning the lifecycle replacement of boilers with low carbon heating, improving energy efficiency of our larger buildings, we will reduce our emissions and provide financial savings to the Trust. Investment in onsite energy generation also supports energy resilience. We will improve the energy performance of our buildings through refurbishment, and ensuring any new building meets the NHS Net Zero Building Standard<sup>6</sup>.

### What we'll continue to do

- Monitor monthly utility consumption.
- Support home working where appropriate, assess space utilisation and make best use of our estate through the Smarter Spaces programme.
- Monitor and respond quickly to fluctuations in temperature and implement the temperature control policy.
- We will follow our Heat Decarbonisation Plan.
- We will continue to promote our Waste Management Policy to staff including the waste hierarchy.
- We will continue to avoid sending any waste to landfill.



### What we plan to do

- Deliver one larger energy efficiency scheme per year<sup>7</sup>.
- Create an energy efficiency behaviour change campaign in 2024 to increase staff engagement and awareness.
- Improve segregation and reduce overall waste by 5% per annum.
- Review the heat decarbonisation plan alongside the estates 6-facet survey and plant lifecycle.
- Review options to install electricity, heat and water meters at building or department level by 2027.

Funding large scale capital projects such as solar power or boiler replacements can be a challenge. We will ensure we are able to take advantage of funding opportunities that arise in year.

<sup>6</sup> [NHS England » NHS Net Zero Building Standard](#)

<sup>7</sup> Capital funding being available.

## Area 6: Medicines

### Responsible Person/Team:

Head of Pharmacy, Community Dental Service Clinical Lead.

### Current Performance within Green Plan self-assessment:

Above national average

### Why it matters

The manufacturing and transport of medicines is a carbon-intensive activity. Reduction of medication use, embracing alternatives such as social or green prescribing, will help to reduce this section of the Trust's carbon footprint. As a community Trust, we do not use anaesthetic gases and prescribe very few inhalers which are currently the main targets for reducing the carbon footprint of medicines within the NHS.

### What we'll continue to do

- Investigate deprescribing, over-prescribing and poly-pharmacy.
- Participate in regional Sustainable Pharmacy meetings and delivery of the ICS medicines Green Plan.
- Reduce paper and plastic use related to prescribing where possible.
- Review medicines stock control to minimise wastage.

### What we plan to do

- Utilise the Medicines Carbon Footprint<sup>8</sup> tool to assess the carbon impact of medicines we prescribe and identify low-carbon alternatives where possible.
- Consider opportunities to reduce the climate change impact of our nitrous oxide use in community dental during 2024-25.



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<sup>8</sup> Created by YewMaker and due for release in 2024: [www.yewmaker.com/smp](http://www.yewmaker.com/smp)

## Area 7: Supply chain and procurement

### **Responsible Person/Team:**

Head of Procurement and Sustainable Procurement Manager (AGH Solutions) and Energy, Waste and Sustainability Manager.

### **Current Performance within Green Plan self-assessment:**

Similar to national average

### **Why it matters**

The items we purchased in 2022/23 accounted for 40% of all carbon emissions for BDCT. We can use our purchasing power to put pressure on our suppliers to reduce their negative environmental impact. By implementing Government sustainable procurement policy, and promoting a circular economy,<sup>9</sup> we can reduce items purchased and disposed, thus saving both money and carbon. We can reduce reliance on single use items, reuse furniture and clothing and reduce the carbon intensity of products purchased.

### **What we'll continue to do**

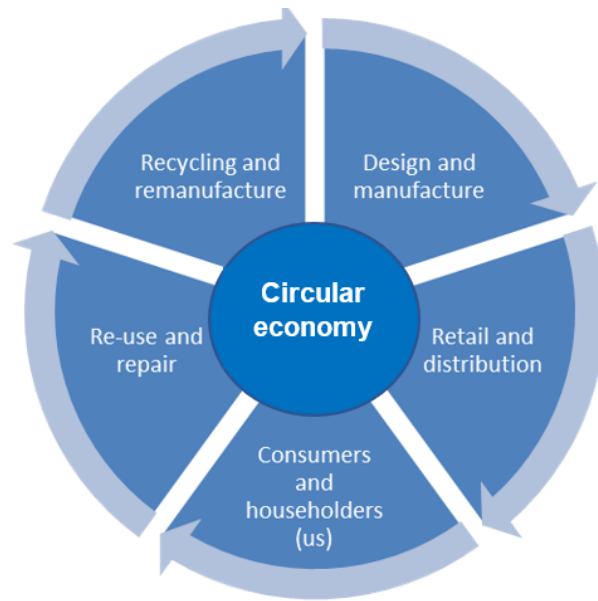
- Embed knowledge and understanding of the Sustainable Procurement and Innovation Policy.
- Continue to collaborate with the West Yorkshire ICS on Sustainability and Innovation.
- Include social value in procurement and implement the NHS Net Zero Supplier Roadmap and where applicable full Carbon Reduction Plans for Suppliers.
- Promote reuse to ensure staff consider this as a first option where feasible.
- Encourage use of the sustainability Product Evaluation tool.

### **What we plan to do**

- Identify (minimum of) one single use product per annum that could be eliminated, reduced or replaced.
- Promote carbon reduction/ net zero plan requirements to suppliers.
- Promote electric vehicle deliveries.

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<sup>9</sup> The Ellen MacArthur Foundation definition of a circular economy is one that is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.



## Area 8: Food and nutrition

### Responsible Person/Team:

Facilities Manager: Food Services Manager, Lead Allied Health Professional.

### Current Performance within Green Plan self-assessment:

Below national average

### Why it matters

The food and drink we serve must be produced, sourced, consumed and disposed of appropriately to protect the environment, provide benefit to society, have high standards of animal welfare and contribute to sustainable healthcare.

Well-balanced nutrition will not only optimise health for staff and service users but will also minimise greenhouse gas emissions. Sustainability is now included in the updated Hospital Food and Drink Strategy. The BDCFT catering team are early adopters of Guardians of Grub to assess food waste in inpatient settings, and are open to opportunities to reduce food waste and carbon across their activities. Food security, because of extreme weather events caused by climate change, also needs to be taken into account.

### What we'll continue to do

- Monitor food waste in wards and kitchens, identifying opportunities to reduce waste.
- Send food waste for anaerobic digestion or in vessel composting.
- Identify additional opportunities to reduce the reliance on catering disposables.
- Work with Bradford Council and partners on the Bradford Sustainable Food Partnership.

### What we plan to do

- Promote sustainable diets as detailed in the Hospital Food and Drink Strategy.
- Assess the carbon impact of a minimum of three meals per annum and identify low carbon options to staff and service users.
- Introduce an electronic patient meal ordering system.
- Provide opportunities to co-create menus with patients and staff through quarterly engagement sessions which promote diets in line with the eatwell guide and encourage plant-based eating.



## Area 9: Adaptation

### Responsible Person/Team:

Energy, Waste and Sustainability Manager, Estates Maintenance Manager, Head of Capital and Development.

### Current Performance within Green Plan self-assessment:

Similar to national average

### Why it matters

Although the focus of our Green Plan is climate change mitigation, some aspects of climate change are happening already, such as weather events resulting in flood risks and heat waves. Such events threaten our ability to deliver high quality care. We need to ensure our buildings and services have the resilience to deal with these changes; for example that our district nurses can continue to visit service users during severe winters, and our inpatients and vulnerable community service users do not overheat during more intense summers.

### What we'll continue to do

- Our Emergency Preparedness team has already considered national heat wave, cold weather and flood plans and these feed into the climate change adaptation plan.
- Monitor over-heating events, especially in clinical and ward areas.
- Communicate with staff how best to deal with different extreme weather scenarios; for example, that they know how to keep clinical and ward areas cool in the event of hot weather, and how to report high indoor temperatures.
- Implement our Adaptation Plan.

### What we plan to do

- Participate in regular meetings with Bradford Council and acute Trust neighbours to address Adaptation needs at place level.
- Complete a Climate Change Risk Assessment by 2025 to highlight risks to continuity and resilience, which will be reviewed annually or after an event or near miss and include significant risks on our risk register. We will consider clinical needs, the quality of our estate and supporting infrastructure.





## Area 10: Green space and biodiversity

### Responsible Person/Team:

Energy, Waste and Sustainability Manager, Estates Maintenance Manager.

### Current Performance within Green Plan self-assessment:

Not measured

### Why it matters

The evidence of physical and mental health benefits of access to green space is clear and therefore as a mental health Trust, it is important for us to recognise and encourage use of green space to improve mental and physical health. We can help to alleviate stress, anxiety and depression by encouraging nature-based therapies and we can mitigate the impact of weight gain as a result of medication by encouraging physical activity outdoors.

Improving our green spaces can also contribute to improved air quality and noise reduction. Green spaces support biodiversity whilst alleviating the impacts of climate change, for example providing shading or slowing rainwater flow to prevent flash flooding.

We are already supporters of the NHS Forest, having planted trees at several of our sites and are developing a partnership with Natural England to enhance our sites. We will continue to review our Biodiversity Duty and our part within the regional Local Nature Recovery Strategy. We will aim to achieve 30 x 30 i.e 30% of our land to be protected for nature by 2030.

### What we'll continue to do

- Implement the actions in our Biodiversity and Green Space Plan.
- Develop our partnerships with Natural England and the National Trust (East Riddlesden Hall).
- Promote use of the BDCFT allotment in Keighley and other opportunities for service users to benefit from nature-based activities and therapy.

### What we plan to do

- Achieve minimum 10% biodiversity gain on Lynfield Mount Hospital when redevelopment plans are submitted to Bradford Council.
- Provide opportunities for service users to benefit from nature-based activities and therapy. We will monitor participation and outcome measures.



# Summary of Headline Targets

The two priority actions per topic area are summarised below. Progress towards targets will be RAG rated annually to show where we are doing well and where more time and resource is needed.

Workforce and system leadership	<ul style="list-style-type: none"> <li>•Sustainability Impact Assessment training offered by the end of 2024.</li> <li>•10% of staff to be carbon literacy trained and become Green Champions by the end of 2025.</li> </ul>
Sustainable models of care	<ul style="list-style-type: none"> <li>•Join the SusQI Academy and implement sustainable quality improvement by the end of 2024.</li> <li>•Include sustainability metrics in all transformation programmes and operational leadership meetings.</li> </ul>
Digital Transformation	<ul style="list-style-type: none"> <li>•Assess opportunities to increase digital communications with service users during 2024.</li> <li>•25% outpatient appointments delivered remotely in 2024-25 increasing to 50% by 2027.</li> </ul>
Travel and transport	<ul style="list-style-type: none"> <li>•5% reduction in business miles each year of this plan.</li> <li>•Create a behaviour change campaign in 2024 to encourage modal shift during the duration of the Plan.</li> </ul>
Estates and facilities	<ul style="list-style-type: none"> <li>•Deliver one large energy efficiency scheme per year.</li> <li>•Review the heat decarbonisation plan alongside the estates 6-facet survey and plant lifecycle.</li> </ul>
Medicines	<ul style="list-style-type: none"> <li>•Assess the carbon impact of medicines we prescribe and identify low-carbon alternatives.</li> <li>•Review the climate change impact of nitrous oxide used in community dental.</li> </ul>
Supply Chain and Procurement	<ul style="list-style-type: none"> <li>•Identify one single use product per annum that could be eliminated, reduced or replaced.</li> <li>•Promote carbon reduction/ net zero plan requirements to suppliers</li> </ul>
Food and nutrition	<ul style="list-style-type: none"> <li>•Assess the carbon impact of a minimum of three meals per annum and identify low carbon options.</li> <li>•Promote the eatwell guide and encourage an increase in plant-based eating for patients and staff.</li> </ul>
Adaptation	<ul style="list-style-type: none"> <li>•Partner at place-level to address climate change adaptation.</li> <li>•Complete a Climate Change Risk Assessment by 2025.</li> </ul>
Green Space and biodiversity	<ul style="list-style-type: none"> <li>•Achieve 10% biodiversity gain on Lynfield Mount Hospital during redevelopment.</li> <li>•Provide opportunities for service users to benefit from nature-based activities and therapy.</li> </ul>

## Appendix A: Carbon Reduction Roadmap

# Carbon Reduction Roadmap

In addition to the below we will also aim for year on year reductions associated with digital transformation, medicines efficiency, out of area bed needs, stock control and sustainable food.

