

LET'S MAKE BCHC



NHS

Birmingham  
Community Healthcare  
NHS Foundation Trust

THE BCHC

GREEN

PLAN

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# 1.0: GREEN PLAN INTRODUCTION

The NHS is the largest public sector organisation in the UK and, as such, has a major part to play in reducing the effect of carbon emissions resulting from daily activities, and leading on approaches that promote long-term health and wellbeing.

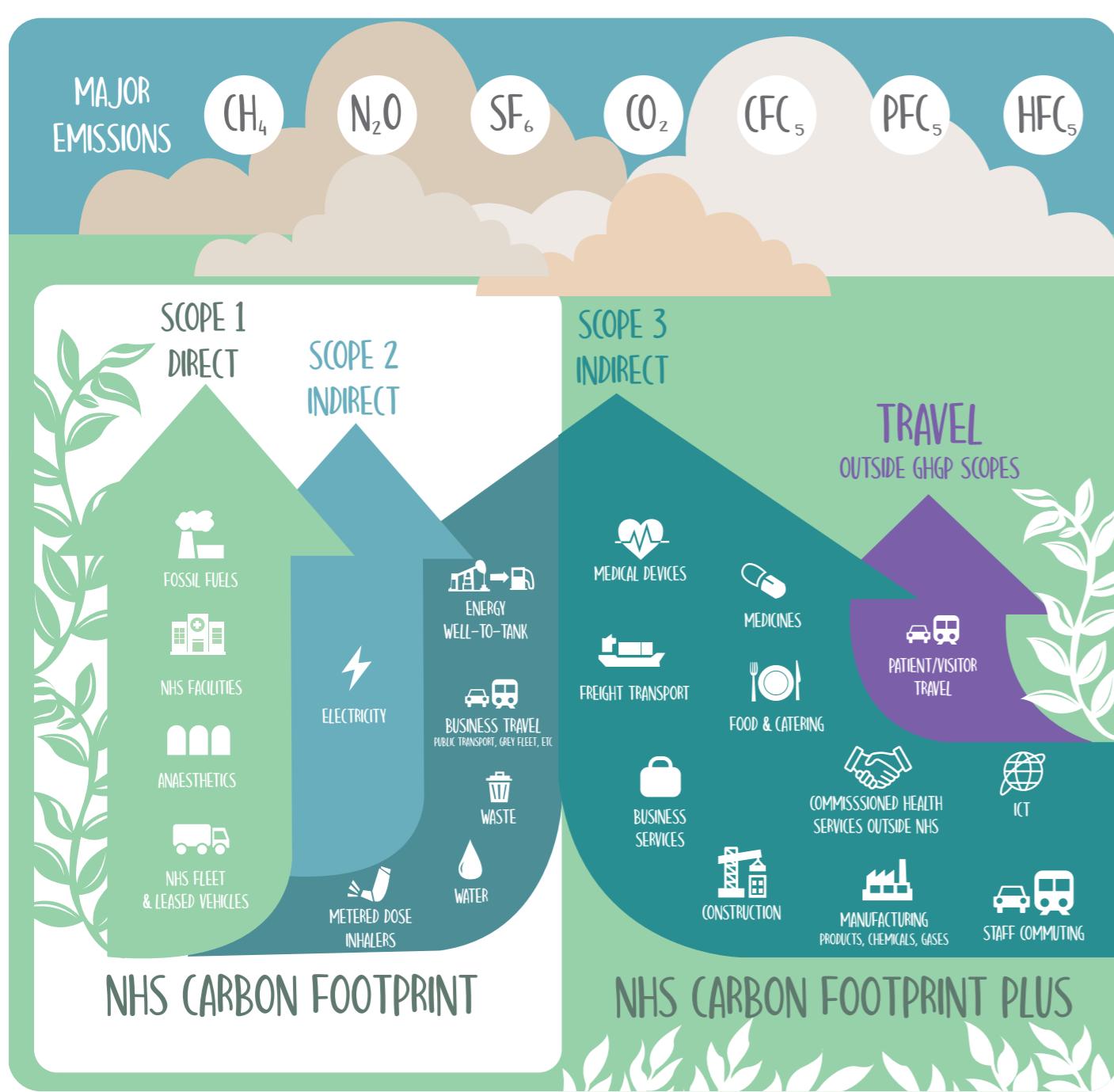
In 2008 the Climate Change Act set national targets for the reduction of carbon emissions in England, against a 1990 baseline. However, these targets do not cover the full scope of emissions from the NHS and the Greenhouse Gas Protocol (GHGP) scopes cover a wider set of emissions, and support international comparison and transparency:

SCOPE	DESCRIPTION	EXAMPLES
GHGP Scope 1: Direct Emissions	Direct emissions from sources that are owned or controlled by the NHS	<ul style="list-style-type: none"><li>• Direct fuel/energy use e.g. natural gas</li><li>• Fuel used from institution owned vehicles</li><li>• Anaesthetic Gases</li></ul>
GHGP Scope 2: Electricity Indirect Emissions	Emissions from the generation of purchased electricity consumed by the NHS	<ul style="list-style-type: none"><li>• Purchased electricity</li></ul>
GHGP Scope 3: Other Indirect Emissions	Emissions that are a consequence of the activities of the NHS, but occur from sources not owned or controlled by the NHS	<ul style="list-style-type: none"><li>• Construction, Water, waste, land-based travel, commuting (both staff and students)</li><li>• Food and catering</li></ul>

<sup>1</sup>Source: Delivering a Net Zero NHS

Since then, the NHS has been working to deliver on these targets:

- The NHS Carbon Footprint (emissions under NHS direct control), net zero by 2040. With an ambition for an interim 80% reduction by 2028-2032
- For the NHS Carbon Footprint Plus (which includes the wider supply chain), net zero by 2045, with an ambition for interim 80% reduction by 2036-2039



<sup>2</sup>Source: Delivering a Net Zero NHS

Birmingham Community Healthcare NHS FT is one of the largest specialist providers of community health services in the NHS with 4,500 colleagues. The Trust owns 22 freehold properties and leases a further 74 properties, 243 further properties are utilised on a sessional or managed basis and includes clinics, nursing and psychological services in Children's Centres, Schools, Nursing Homes, Health Centres and GP practices.

- Birmingham Community Healthcare provides community-based healthcare services to the 1.1 million residents of Birmingham and specialist services to the 5.5 million population of the wider West Midlands region
- BCHC operate from 339 sites in every community across Birmingham, caring for people throughout their lives - from the new-born and their families to the frail elderly and their carer's
- With well over 100 different clinical services, our delivery portfolio is diverse - from healthy lifestyle support to the most complex care for those with highly specialist needs. Birmingham Community Healthcare NHS Trust aims to continually improve the health and wellbeing of the community it serves, delivering quality health care

This Green Plan is a mechanism for BCHC to take a coordinated, strategic, action-orientated approach to sustainability and will form a key part of sustainable healthcare delivery to ensure services remain fit for purpose today and for the future.

## 1.1 WHAT IS A GREEN PLAN?

A Green Plan is a Board approved, current live strategy document outlining the organisation's aims, objectives, and delivery plans for sustainability and sustainable development. This should include implementation of the NHS Long Term plan deliverables. This Green Plan will facilitate BCHC to:

1. Deliver on the Long-Term plan
2. Improve the health of the local community
3. Achieve its financial goals
4. Meet its legislative requirements

This Green Plan is based on a 3-year duration. To ensure a Green Plan has impact, progress against the commitments set out in this plan will be reported to the Board on an annual basis. This Green Plan will be submitted to relevant partners and communicated to staff and the public via intranet, newsletters and the organisation's website.

## 1.2 WHAT WILL BE INCLUDED IN THIS GREEN PLAN?

This Green Plan will set out Birmingham Community Healthcare NHS Foundation Trust's 3-year strategy for the following:

- Reducing carbon, waste and water by:
  - Increasing Low/Zero Carbon Technologies across the estate
  - Switching to lower carbon asthma inhalers
  - Reducing the carbon footprint from anaesthetic gases (Applicable to Birmingham Dental Hospital & Community Dental Facilities)
- Improve Air quality by:
  - Cutting business mileages and fleet air pollutant emissions by 20%
- Reducing the use of avoidable single-use plastics
- This Green Plan will be comprised of 3 key elements:
  - Organisational Vision and Objectives
  - An Action Plan
  - Measurement & Reporting

A **dashboard** of key targets, compliance levels and anticipated or realised benefits and /health outcomes will be included as part of this plan to assist with the required ongoing monitoring of progress.

## 2.0 ORGANISATIONAL VISION

The Trust vision can be summed up by 'Best Care: Healthy Communities'.

BCHC exists to provide the Best Care possible to support the people who use our services, many of whom are among the most vulnerable in our society, to live well in Healthy Communities, a vision that complements the sustainability objective.

The Trust is committed to creating and embedding sustainable models of care and ensuring all operations and the estate are as efficient, sustainable and resilient as they can be. BCHC will reduce its carbon footprint and environmental impact and support Healthy Communities.



## 3.0 CORE DELIVERABLES

This Green Plan contains many detailed priorities described in the following sections that will be addressed over the three year period and beyond. But the core deliverables that will be reported to Board and how they will be measured are detailed in the table below:

DELIVERABLE	MEASURE	TIMESCALE
1 Staff Engagement	<ul style="list-style-type: none"><li>• Staff champions in place</li><li>• Website area with staff comment section</li><li>• Pipeline of staff ideas and projects</li></ul>	September 2022
2 Overall carbon emission reduction from direct operations	<ul style="list-style-type: none"><li>• Energy consultants appointed</li><li>• Carbon reduction strategy produced</li><li>• Reduction target to be defined</li><li>• Annual audit</li></ul>	Targets defined by August 2022
3 Switch to renewable Electricity	100% renewable electricity contracts by April 2022	Completed September 2021
4 Increase recycling	<ul style="list-style-type: none"><li>• Develop a waste reduction and recycling strategy to include:</li><li>• Tier 1 and Tier 2 sites (through partners)</li><li>• Review of recycling contracts, targets and staff information</li><li>• Recycling furniture</li></ul>	June 2022
5 Reduce single use plastics	<ul style="list-style-type: none"><li>• Develop a strategy for single use plastics in line with the NHS Plastics Pledge (e.g. plastic cups, bottles cutlery, food boxes)</li></ul>	June 2022
6 Staff travel reduction through remote working and greener travel	<ul style="list-style-type: none"><li>• Enable home and agile working where appropriate</li><li>• Cut business mileage and vehicle fleet emissions by 20% by 2023/4</li><li>• Promote staff cycling</li></ul>	Ongoing
7 Procurement supply chain sustainability measures	<ul style="list-style-type: none"><li>• Define sustainability criteria for supplier selection and update procurement processes</li><li>• Purchase locally where possible</li></ul>	July 2022
8 Green space improvement	<ul style="list-style-type: none"><li>• Prepare greenspace plan</li><li>• Deliver annual greenspace improvements</li></ul>	Ongoing
		August 2022

## 4.0 AREAS OF FOCUS

BCHC will use the NHS Sustainable Development Unit Assessment Tool (SDAT) to provide a measure of the Trust's organisational progress towards sustainability across the areas of focus. This will enable comparative assessment against other Trusts.

### 4.1 WORKFORCE AND SYSTEM LEADERSHIP

The Trust will embed green sustainability practice and thinking into all aspects of the Trust's work. An appropriate governance structure will be created and a plan constructed to ensure staff and stakeholder engagement, communications and training.

#### We will:

- ☛ Report annually to Trust Board on sustainability matters
- ☛ Build sustainability into all strategies and plans
- ☛ Learn from others in healthcare and beyond
- ☛ Make investment decisions that support sustainability
- ☛ Take targeted action to meet set goals
- ☛ Ensure accountability for putting the Green Plan into action
- ☛ Clearly communicate the plan to staff, patients and communities
- ☛ Involve staff, patients and the local communities to help meet the goals
- ☛ Deliver on all contractual requirements
- ☛ Use local consultancy-based expertise to assist the delivery of this plan
- ☛ Secure wider social, economic and environmental benefits for the local community and population in its purchase and specification of sustainable products and services
- ☛ Involve staff, patients and communities to develop and grow the BCHC Green Plan
- ☛ Set up a network of staff Green champions
- ☛ Enable staff to implement initiatives that support the plan's objectives
- ☛ Ensure that job descriptions, objectives and appraisals include sustainable development for roles where this is relevant and appropriate
- ☛ Deliver more training on sustainable development across the whole BCHC workforce
- ☛ Ensure all HR policies and processes are aligned with BCHC Green Plan and support and incentivise sustainable development
- ☛ Produce a Green Travel Plan to enable the organisation to work towards sustainable/green travel options
- ☛ Engage (and encourage staff to engage) with the 'For a Greener NHS campaign'
- ☛ Encourage and support colleagues in professional functional roles to work "agile" at their nearest BCHC sites or from home using mobile technology



### 4.2 SUSTAINABLE MODELS OF CARE

BCHC is committed to creating and embedding sustainable models of care and ensuring all operations and the estate are as efficient, sustainable and as resilient as possible. Increasingly, these plans focus on joint working and integrating services to provide better care for our patients. The Trust is committed to this agenda and has worked actively to integrate core community services in localities to improve care delivery. Taking account of the environment and social impacts of our services supports the development and delivery of more integrated and sustainable models of care.

#### We will:

- ☛ Capitalise on the expansion of virtual clinic appointments developed as a result of the coronavirus crisis, recognising that some BCHC patients do not have access to IT or the necessary IT skills and so a range of solutions need to be deployed
- ☛ Move towards electronic health resources for families, including health questionnaires, birth packs and letters in our Children's Division
- ☛ Continue to work on initiatives, including agile working, which reduce staff travel journeys and time
- ☛ Implement a patient self-scheduling tool which will reduce the number of patient letters sent by about 30%, reducing the carbon impact of contacting patients
- ☛ Further engage clinicians and patients to identify and deliver sustainable models of care across the Trust

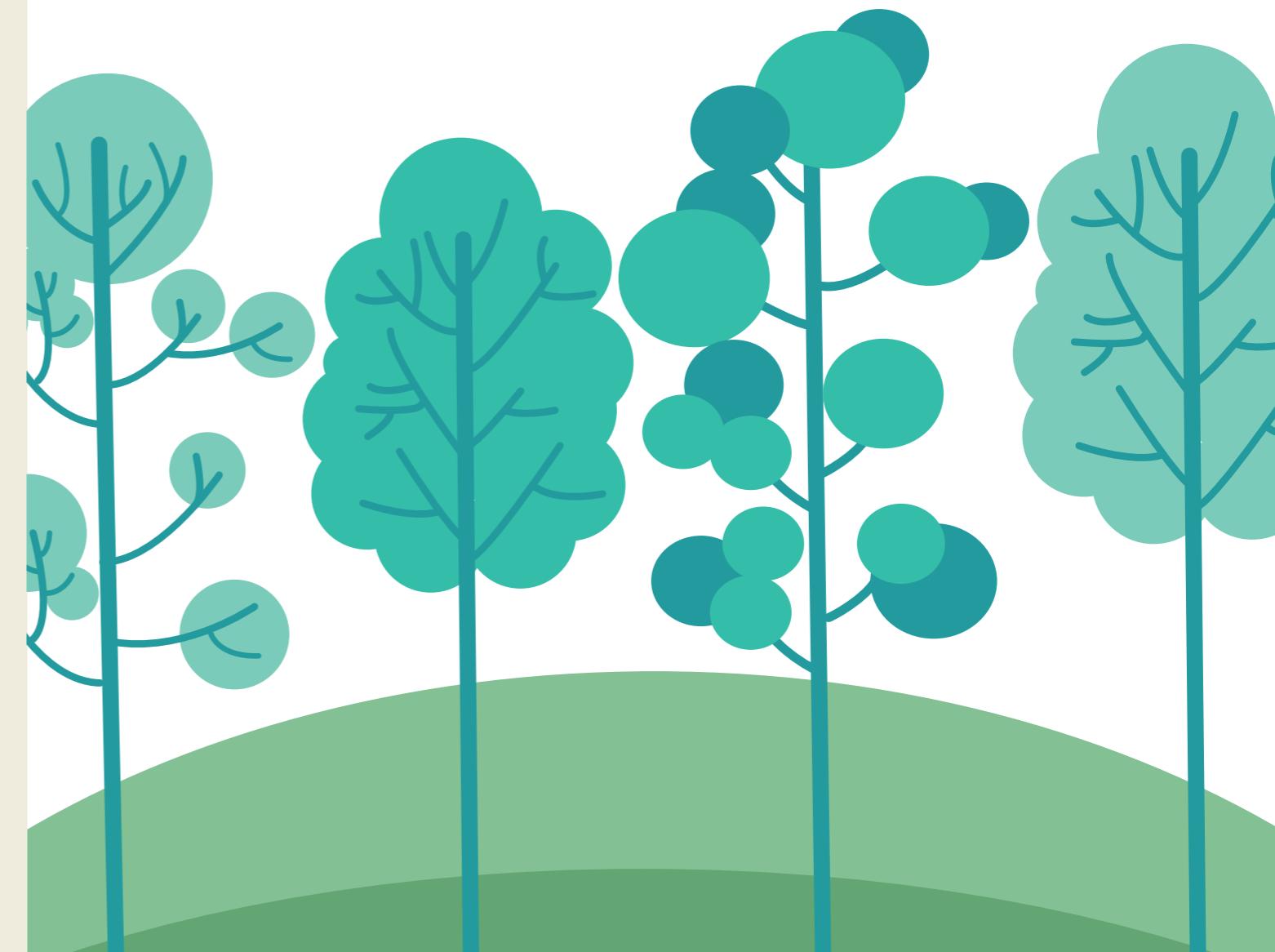
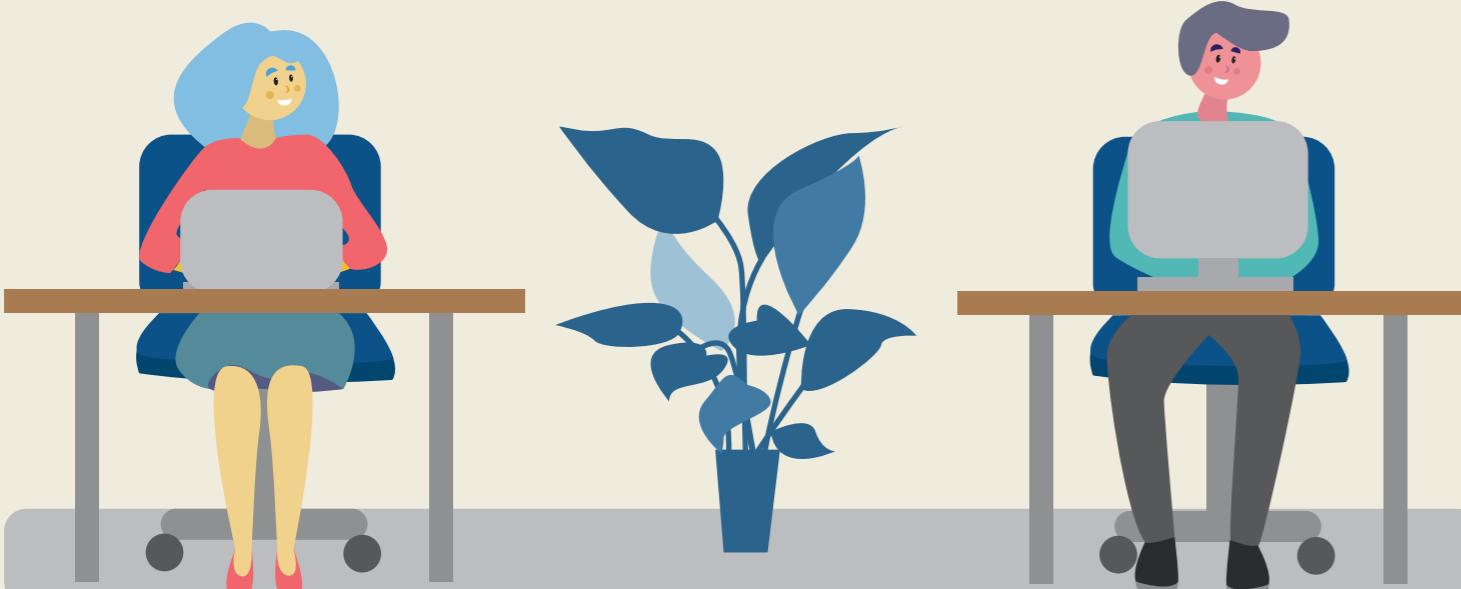


## 4.3 DIGITAL TRANSFORMATION

BCHC will seek to focus on ways to harness existing digital technology and systems to streamline service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions

### We will:

- 🎯 Reduce paper usage and printing by utilising screens and tablets
- 🎯 Continued transition to EPR which will reduce the use of paper in the clinical settings
- 🎯 Further roll-out of remote consultation which impacts on travel and CO2 emissions
- 🎯 Continued use of teleconferencing for corporate functions in BCHC / partner organisations reducing the need for our staff and partners to travel to face to face meetings
- 🎯 Implement a patient portal which will enable us to send patients letters (appointment and clinic letters/reports) via the portal. The portal will be integrated with Synertec (our outsourced document mailing provider) - if the patient reads the letter on the portal then a physical letter will not be sent by Synertec thereby reducing our use of paper
- 🎯 BCHC are part of the local and regional health and social care records which means that clinicians will be able to access records from other providers reducing the need to request information from partner organisations by physical letter
- 🎯 The Electronic Document Management (EDRMS) system will aim to assist in the reduction of the paper used in corporate / operational areas
- 🎯 Look to introduce a Trust wide policy to only accept electronic documents from external partners and enabling electronic notification of newly added documents to prevent internal copies being required. This would be made significantly easier with a fit for purpose EDRMS in place
- 🎯 Review options to digitalise order comms and results reporting to reduce paper requests and paper reports of investigations
- 🎯 Review options to digitalise imaging requests in the two PACs systems in play in BCHC
- 🎯 Move to the cloud for data storage and / or cloud applications which have a significant impact on CO2 emissions as cloud provider data centres already have a lower CO2 footprint than the BCHC running servers on site. All of the major cloud providers are trying to get as close to net zero as they can so if BCHC went down this route the Trust would effectively be outsourcing Digital's carbon reduction / sustainability plan



## 4.4 TRAVEL AND TRANSPORT

Nationally the NHS generates around 5% of all journeys in the UK, resulting in a travel-related carbon footprint of 3½ million tonnes of CO<sub>2</sub> every year.<sup>3</sup>

NHS Operational and Contracting Guidance require BCHC to cut business mileage and vehicle fleet emissions by 20% by 2023/4 and sign up to the Green Fleet review.

Active travel plays a significant part in reducing traffic on the roads while also promoting health and wellbeing through exercise and improving local air quality.

Travel and Transport fall into the following areas:

- Agile working
- Staff commuting
- Staff business travel (e.g. between sites, patient visits, meeting travel)
- Patient travel to appointments

<sup>3</sup><https://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx>

### AGILE WORKING

We Will:

	Reduce the need for motor vehicle travel through implementation of agile working
	Increase the use of digital technologies to reduce our Carbon Footprint

### STAFF COMMUTING

We Will:

	Further reduce the impact of motor vehicle travel by encouraging green travel options (e.g. cycles, walking, car sharing, carbon-efficient vehicles, bus fare subsidies)
	Encourage energy efficiency through greener transport (e.g. electric lease vehicles)
	Maintain and promote the Trust cycle scheme and carry out audits on cycle usage
	Instigate a car share database and aim to increase the number of car sharers each year.
	Investigate the use of the Liftshare app
	Make sites more cycle and pedestrian friendly when reviewing access and exits and provide shower and changing facilities



### STAFF BUSINESS TRAVEL

We Will:

Reduce unnecessary staff business travel by:

	Continuing to encourage teleconferencing and video conferencing where appropriate for patient appointments and also staff meetings; providing the necessary staff training and equipment such as suitable headphones
	Work towards smarter planning of meetings to minimise travel
	Sign up to the Green Fleet review
	Review business travel expenses policy to discourage high carbon vehicles
	Replace Trust vehicles sustainably, either as a capital purchase or by leasing, ensuring that CO <sub>2</sub> -efficient vehicles are chosen
	Monitor Trust vehicle use and routes, including using a vehicle tracking system
	Prioritise parking needs and ensure that parking is fairly enforced
	Encourage rail/underground/cycle travel for business journeys where feasible

### PATIENT TRAVEL

We Will:

	Reduce travel to clinics by increasing the number of telephone and video consultations
	Increase the deployment of patient self-care options
Work with our patient transport provider (HATS Group) to:	
	Increase the number of hybrid/electric vehicles used
	Schedule journeys more efficiently
	Support local transport providers to target carbon reduction



## 4.5 ESTATES & FACILITIES

The Trust is committed to reducing the environmental impact of the entire infrastructure.

Utilities represent a significant cost and environmental impact to the Trust. It is essential that continued management of utility use reviews the potential to reduce year-on-year the resources we consume and the cost of water and energy to ensure best value for money whilst also minimising environmental impact.

BCHC will aim to improve staff awareness, embed more efficient practices and help improve utility efficiency across everyday activities.

Estates will define the baseline position and quantify the targets for improvement in the first six months after the plan is published. Progress will be monitored through a range of mechanisms which will be agreed during the evolution of this plan.

The Trust is committed to fully integrating sustainability measures in all capital works, backlog maintenance, and refurbishment projects.

### We Will:

- 🎯 Rationalise estate, reducing footprint
- 🎯 Commit to installing electric vehicle charging units at Trust sites where feasible
- 🎯 Monitor utility consumption across our estate and deliver targeted energy and water efficiency schemes to manage and drive down use
- 🎯 Move to purchasing only 100% renewable electricity by April 2021
- 🎯 Replace standard lighting for LED (light emitting diode) lights
- 🎯 Inform and educate staff, visitors and patients about how their actions impact upon energy and water consumption
- 🎯 Respond quickly to issues such as overheating or leaks through effective monitoring and leak detection systems
- 🎯 Educate staff about how to improve home energy efficiency through the Trust website and social media
- 🎯 Commit to installing on-site energy generation from renewable resources such as solar photovoltaic (PV) systems, heat pumps and biomass where feasible
- 🎯 Amend the capital planning process so that project approval includes green sustainability criteria
- 🎯 Ensure that we include integration of sustainability measures in the design of projects:
  - Specifying LED lighting
  - Providing motion sensor lighting controls in communal use spaces such as toilets, store rooms and changing rooms
  - Specifying good quality materials and products to ensure longevity and minimise maintenance callouts
  - Specifying sustainably sourced joinery, other materials, and furniture
  - Using standard furniture design for all fit outs that can be easily relocated throughout BCHC's estate as transformation projects are implemented

- 🎯 Fit thermostatic valves to radiators to allow local control and reduce overheating
- 🎯 Replace boilers with the latest energy efficient models
- 🎯 Work on the Annual Footprint Reduction Project, which reduces the size of the BCHC estate as most schemes involve the more efficient use of retained premises; this reduces costs, energy use, and reduces the number of sites that BCHC has to manage. This links to the ongoing development of sustainable care models, agile and remote working
- 🎯 Carry out energy surveys across the Estate to Identify where we can cut Carbon
- 🎯 Recycle NHS furniture: Consider setting up a store to recycle good quality furniture throughout the NHS estate; furniture spare from a number of sources is reused. This improves recycling and reducing waste and also enables fast response times for teams requiring additional furniture
- 🎯 Replace lighting throughout our locations to make it more energy efficient and cut bills and carbon emissions
- 🎯 Replace boilers in our buildings with more energy efficient types.
- 🎯 Build to BREEAM (Building Research Establishment Environmental Assessment Method) excellent standard where applicable and possible
- 🎯 Reduce the environmental impacts of waste by:
  - Increasing waste recovery (energy from incinerating waste)
  - Increasing recycling of IT Waste of Electrical and Electronic Equipment (WEEE), scrap metal and dry mixed recycling
  - Reducing the amount of waste generated that goes to landfill
- 🎯 Ensure all Trust locations have appropriately labelled bins that make it easy for colleagues to recycle waste; where we do not own our location, we will work with landlords to achieve this



## 4.6 MEDICINES

BCHC will review all opportunities to reduce carbon emissions relating to the prescribing and use of medicines and medical products.

We will:

- Reduce the carbon impact of metered dose inhalers by adopting products with lower greenhouse gas content; reducing the number of prescriptions; signposting appropriate disposal
- Reduce the carbon impacts from the use, or atmospheric release, of environmentally damaging fluorinated gases used as anaesthetic agents, including by appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume. (Birmingham Dental Hospital & Community Dental Facilities Only)

## 4.7 SUPPLY CHAIN AND PROCUREMENT

BCHC are committed to working with its key suppliers and contractors to reduce the environmental impact of the goods and services we use. The demand for resources is not something the Trust can control directly; however, using purchasing power the Trust can encourage its suppliers to adopt sustainable practices for the products and services they provide.

We will:

- Continue to select contracting companies on a range of criteria which includes environmental sustainability
- Continue to recycle wheelchairs through the Wheelchair Recycling Project and reusing unwanted items of furniture and equipment
- Replace single use products with reusable alternatives where there is a viable and lower carbon option; we will sign up to the Single Use Plastics Reduction Campaign Pledge in line with requirements of the NHS Operational and Contracting Guidance
- Use our purchasing power wisely, working with suppliers to procure products that minimise packaging and offer innovative solutions to waste reduction
- Promote a culture of reuse and refurbishment of items, if cost effective, rather than buying new
- Review decentralised approach to ordering and logistics to assess whether the number of deliveries can be reduced
- Review storage arrangements so that the number of deliveries can be optimised
- Ensure sustainability of supplier vehicle fleet is included as part of procurement criteria
- Review the current equipment supply (including PPE) arrangements to increase efficiency and reduce environmental impact

## 4.8 FOOD AND NUTRITION

BCHC will review options to reduce carbon emissions in the way that food is made, processed and served.

We will:

- Reduce food waste and develop a sustainable catering policy, only working with suppliers that can deliver our requirements
- Aim to provide healthier, locally sourced food where possible
- Aim to provide seasonal menus high in fruits and vegetables and reduce processed foods





## 4.9 ADAPTION

Climate change is one of the biggest public health threats and challenges that we face. Extreme weather conditions, such as flooding and heatwaves, are becoming more frequent and severe. The Trust is part of a wider NHS system that must consider the following risks relating to climate change:

- People/population risks, e.g. changes to disease patterns, changes to the health needs of population, social and community impacts including vulnerable communities, migration and mental health
- System risks, e.g. resilience to normal ways of protecting health and delivering care, business continuity, workforce and service delivery including training requirements
- Infrastructure risks, e.g. buildings, transport, supply chain, getting to essential services as user or staff, resource use, scarcity and continuity including energy, food and water
- Risks posed by specific event, e.g. heat, cold, floods, air quality

We will:

- Follow NHS policy guidance for climate adaption as it is issued
- Continue to update our extreme weather policy and resilience action plans, including reviewing and updating the Heat Wave Plan
- Improve the estate to ensure insulation for cold weather and cooling for hot weather where feasible

## 4.10 GREEN SPACE AND BIODIVERSITY

BCHC recognises the value of the natural environment, which plays a key role in our health, improving patient recovery rates and patient experience. As a result, including green infrastructure across the hospital estate is vital. Nurturing and improving green space has benefits for mental and physical wellbeing. It also leads to improved air quality, noise reduction, supports biodiversity and helps combat climate change. Trees and plants provide essential shading during extreme heat and reduce local surface water flooding. By collaborating with partners and local communities, The Trust will implement a clear strategy that helps to contribute to local biodiversity and make the best use of available green space. BCHC aims to maximise the quality of, and benefits from, the limited green spaces across the freehold Trust estate and increase biodiversity by protecting and enhancing natural assets.

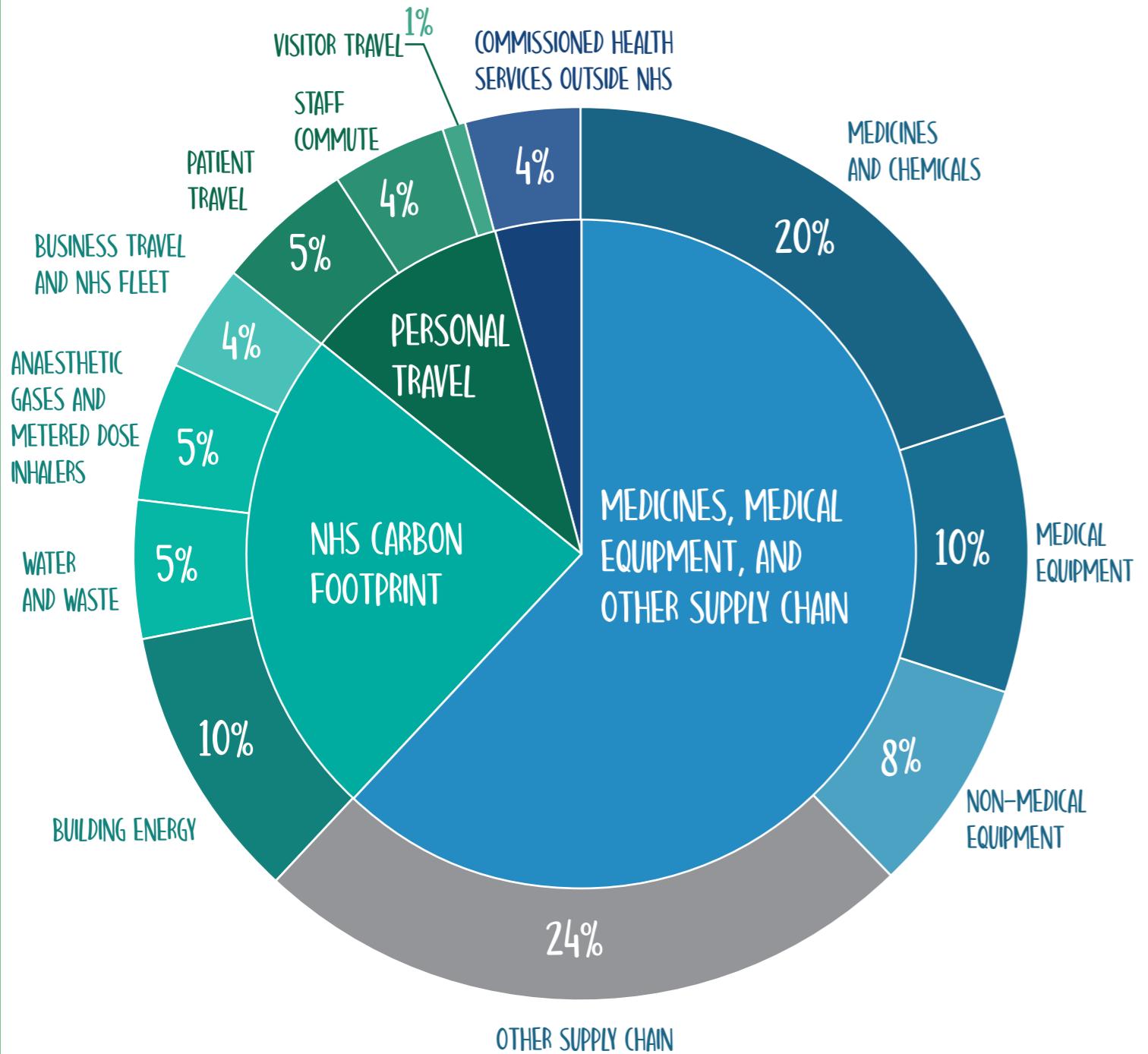
- Establish the baseline of Biodiversity across the estate green spaces and then use the data to both improve and monitor
- Consider how green space can be integrated into the working environment for the benefit of patients and colleagues
- Ensure that green spaces across the estate is well maintained and that patients and staff are encouraged to use them
- Promote the health benefits of access to green spaces to staff, patients and the wider community where possible
- Develop a biodiversity and green space strategy and develop policies that encompass the challenges and opportunities across the estate
- Provide opportunities for staff to get involved in Trust-wide initiatives such as gardening schemes
- Consider how to repurpose unused areas, such as roof space and walls, to improve green space and biodiversity and create wildflower areas
- Work with staff and local community organisations to provide quality accessible urban green spaces and encourage their use
- Plant trees



## 4.11 CARBON AND GREENHOUSE GASES (GHGS)

The health and care system in England is responsible for about 4% of the country's carbon emissions and air pollution is linked to conditions such as heart disease, stroke and lung cancer, directly adding to pressures in the NHS. The majority of carbon emissions for the health and care sector actually come from the supply chain with the main contributors being medical devices and pharmaceuticals. As a community health provider these activities along with building energy are the main sources of carbon emissions.

## SOURCES OF CARBON EMISSIONS BY PROPORTION OF NHS CARBON FOOT PRINT



<sup>4</sup>Source: Delivering a Net Zero NHS

## NHS ACTIVITY TYPE

NHS Carbon footprint	Building Energy	•	●	●	●	●	●
	Waste	•	●	●	●	●	●
	Water	•	●	●	●	●	●
	Anaesthetic gases	•			●		
	Metered Dose Inhalers				●	●	
	Business Travel and NHS Fleet	●	●	●	●	●	●
Medicines, medical equipment and other supply chain	Medicines and Chemicals	•	●	●	●	●	●
	Medical Equipment	•	●	●	●	●	●
	Non-Medical Equipment	•	●	●	●	●	●
	Business Services	•	●	●	●	●	●
	Construction and Freight	•	●	●	●	●	●
	Food and Catering		●	●	●	●	●
Personal Travel	Patient and Visitor Travel		●	●	●	●	
	Staff Commuting	●	●	●	●	●	●
Commissioned Health Services Outside NHS		•	●	●	●	●	●

<sup>5</sup>Source: Delivering a Net Zero NHS

Many of the BCHC projects described in the sections of this report make a contribution to carbon emission reduction. BCHC will put in place systems to measure carbon emissions and the baseline position. Projects and priorities can then be agreed to reduce the Trusts carbon footprint.

## We will:

	Put in place systems to measure and report the direct carbon emissions
	Put in place systems to measure and report carbon emissions from procurement and engaging with suppliers on sustainability and carbon reduction
	Develop a programme of carbon reduction projects, targeting areas in which material progress can be made, including: <ul style="list-style-type: none"><li>• Rationalise lease hold estate property</li><li>• Switch to low carbon energy sources</li><li>• Review the Trust's waste generation and treatment practices and move from landfill disposal to energy recovery disposal</li><li>• Encourage staff to switch to reusable bottles (which could save up to 65kg of CO2 each year across the entire NHS)</li><li>• Ensure printers, computers, lights and other electronic equipment are turned off overnight/when not in use</li></ul>
	Work with stakeholders to reduce carbon emissions from staff and patient travel
	Implement carbon reduction protocols for supply chain purchasing
	Work with third party landlords to support carbon reduction initiatives in sites where BCHC are tenants

## 5.0 MONITORING PROGRESS AND REPORTING

The BCHC Green Group will establish a robust mechanism for measuring the Trusts carbon footprint and measuring the impact each completed project has to reduce this. The BCHC Green Group will commit to benchmarking performance year on year against other providers. Progress against the objectives detailed in the Action Plan will be reported to the Finance and Performance Committee bi-annually and to the Trust Board annually.

The Trust's annual report will provide an overview of sustainability activities in the previous financial year.

The carbon measurement score will be used as a proxy for overall organisational performance, with additional specific reporting provided for:

- Organisational carbon footprint
- Building energy, water and waste use, and associated carbon emissions
- Hot spot procurement emissions, using the Sustainability Reporting Portal
- Staff travel, using the Health Outcomes of Travel Tool (HOTT)
- Climate Change Risk Assessment

The BCHC Green plan is intended as a medium-term document. To ensure that its targets, context and content remain relevant, it will be reviewed halfway through its cycle. At the end of its term, the document, together with the process followed and progress against targets, should be carefully examined and evaluated before a new plan is developed.



## 5.1 GOVERNANCE AND REPORTING

- A Green Group will be formed to facilitate the delivery of this plan
- Approval of this Green Plan by BCHC NHS Trust Board of Directors
- An annual progress review should be completed by the Green Steering Group and escalated through the Trust governance process to ensure implementation is on track
- This Green Plan will be reviewed halfway through its life cycle. This review should consider whether the ambitions, content and context continue to be relevant
- At the end of this Green Plans life, its content, the processes followed and progress against targets should be carefully examined and evaluated before a new Green Plan is developed

## 5.2 ANNUAL REPORTING

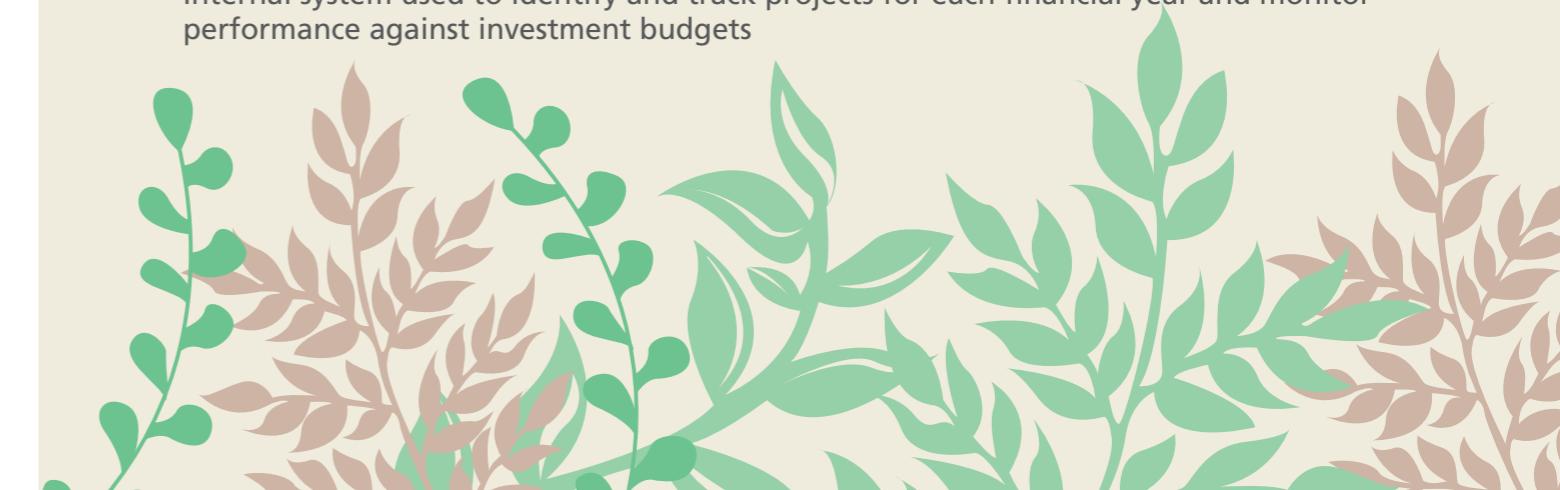
- **Complete carbon emission measurement**  
This will measure the qualitative progress on sustainability for the previous year, inform plans for the coming year, and enable comparative performance against similar Trusts
- **Complete Greener NHS Data Collection Reporting**
- **Sustainability report**  
This reports progress against the BCHC Green Plan and provides highlights of the main activities delivered throughout the year
- **Estates Return Information Collection (ERIC)**  
A mandatory data collection for all NHS Trusts required by the Department of Health

## 5.3 BI-ANNUAL PROGRESS REPORTS

- **Finance Committee - Green Plan Progress Report**  
This will include an action plan with progress reporting focussed on the core deliverables

## 5.4 MONTHLY REPORTING

- Data collation of utilities, waste data and other data required for key performance indicators
- Internal system used to identify and track projects for each financial year and monitor performance against investment budgets



## 6.0 COMMUNICATION

BCHC has a large, geographically spread and diverse body of staff. The approach will involve maintaining high quality and regular communications across a variety of channels, and continually reviewing and learning from what we do. The Trust will maintain a communications plan for all of the requirements that fall under this strategy, and promote a Greener BCHC over the coming months and years.



## 7.0 RISK

Identifying potential risks to delivery of this plan and working to reduce them is essential to effectively deliver the sustainability agenda. Where significant risks are identified, they will be logged and monitored through the internal risk and governance system. There is also an opportunity to explore joint working across the region to reduce combined costs.

The following risks have been identified as being associated with the delivery of the Plan:



### 7.1 DELIVERY FAILURE

Due to competing priorities for management time, including Coronavirus, there is a risk that green sustainability work does not get delivered and there is a general failure of the governance process. This risk will be mitigated by seeking to align the various Trust priorities with the sustainability agenda and ensuring careful review of progress by the Trust Executive Team and Board.



### 7.2 FINANCE

To deliver the commitments in this strategy there will be a financial cost. Increasing energy prices and waste disposal costs may mask some of the efficiency savings that are made from delivering the plan. This risk will be mitigated by maintaining senior support and transparent reporting.



### 7.3 NOT MEETING CARBON REDUCTION TARGETS

Due to the nature of the Trust's services, the absolute carbon emissions may increase as the intensity of Trust activities increases and the estate grows. Because of this we will always measure and report on normalised (e.g. per £m revenue, per patient contact, bed day or per m<sup>2</sup>) emissions, as well as absolute consumption.



### 7.4 NON-COMPLIANCE WITH LEGISLATION OR CONTRACTUAL REQUIREMENTS

Due to the size, scale and complex nature of the organisation, there is a risk we won't comply with legislation and could be faced with a financial penalty as well as damage to reputation. This risk will be mitigated by thorough systems, training and auditing of activities against the relevant requirements.



### 7.5 CLIMATE CHANGE

The risks to the organisation from climate change will be outlined in the Climate Change Adaptation Plan (CCAP). These include risks to buildings, staff, health and wellbeing. Maintaining and delivering the plan is vital to address these risks.



### 7.6 REPUTATION

The Trusts reputation for sustainability is paramount to performance. It is important BCHC take a leading approach and have a robust strategy and reporting structure.

## 8.0 FINANCE

Effectively managing environmental performance brings financial benefits. Energy, carbon and transport costs are rising and there are a number of ways to manage the impact of this.

**The Trust's approach to funding its Green Plan will partly be by realising cost savings from:**

- Driving down utilities and wastes costs by procuring more efficiently and investing in schemes to reduce consumption
- Making sure our utility supplies and waste disposal arrangements are competitively priced
- Managing the way we use energy and water on site - educating staff on best practice and quickly responding to issues such as leaks and overheating

It is recognised that in some circumstances this may result in the approval of spend options that are not the cheapest but are preferred due to green sustainability criteria.

Energy and sustainability projects are going to require significant capital investment. This is likely to be in the form of an "Invest to Save" approach, however it will rely on the continuing support from both the Trust and the ICS when bidding for the capital funding. It is very likely that all capital investment work will see an increase in cost in order to adopt the relevant sustainable solution and renewable technologies.

Most of the pay and non-pay resources required to deliver the Green Plan are already available as part of existing departmental budgets. However, there will be some specific annual expenditure which will be required and will be proposed to Executive Team.

**Examples include:**

- Funding of an energy consultant specialist to advise on energy reduction programme
- Project resource funding
- Additional associated non recurrent and recurrent revenue costs



## 9.0 APPENDICES

### APPENDIX 1: DRIVERS FOR CHANGE

The drivers for change can be summarised into five key categories: legislative requirements, mandatory requirements, international guidance, UK guidance and health specific requirements. These requirements underpin delivery of long term environmental and financial sustainability. These drivers will be reviewed regularly through the lifetime of this Greener BCHC plan.

#### LEGISLATIVE

- Civil Contingencies Act 2004
- Climate Change Act 2008
- Public Services (Social Values) Act 2012

#### MANDATORY

- NHS Standard Contract - requirements for Sustainable Development 2019/20
- HM Treasury's Sustainability Reporting Framework
- Public Health Outcomes Framework

#### INTERNATIONAL

- Intergovernmental Panel on Climate Change (IPCC) AR5 2013
- United Nations (UN) Sustainable Development Goals (SDGs) 2016
- World Health Organisation (WHO) toward environmentally sustainable health systems in Europe 2016
- World Health Organisation (WHO) Health 2020: European policy for Health and Wellbeing
- The Global Climate and Health Alliance: Mitigation and Co-benefits of Climate Change

#### UK GUIDANCE

- National Planning Policy Framework 2019
- Department for Environment, Food and Rural Affairs (DEFRA) Government Buying Standards for Sustainable Procurement 2016
- The Stern Review 2006: the Economics of Climate Change
- The National Adaptation Programme 2013: Making the country resilient to the changing climate

#### HEALTH SPECIFIC REQUIREMENTS

- The Marmot Review 2010: Fair Society, Healthy? Lives
- Delivering a Net Zero NHS
- Adaptation Report for the Healthcare System 2015
- The Carter Review 2016
- Health Technical Memoranda (HTMs) and Health Building Notes (HBNs)
- The Naylor Review 2017
- The NHS Long Term Plan 2019



## APPENDIX 2 – NHS STANDARD CONTRACT 2020/21 – SC18 (EXTRACT) – SUSTAINABILITY

### CLAUSE

18.1	In performing its obligations under this Contract, the Provider must take all reasonable steps to minimise its adverse impact on the environment.
18.2	The Provider must maintain and deliver a Green Plan, approved by its Governing Body, in accordance with Green Plan Guidance and must provide an annual summary of progress on delivery of that plan to the Co-ordinating Commissioner.
18.3	Within its Green Plan the Provider must quantify its environmental impacts and publish in its annual report quantitative progress data, covering as a minimum greenhouse gas emission in tonnes, emissions reduction projections and the way in which those projections will be achieved.
18.4	As part of its Green Plan the Provider must have in place clear, detailed plans as to how it will contribute towards a 'Green NHS' with regard to NHS Long Term Plan commitments in relation to:
18.4.1	air pollution, and specifically, how it will, by no later than 31 March 2021:
18.4.1.1	take action to reduce air pollution from fleet vehicles, transitioning as quickly as reasonably practicable to the exclusive use of low and ultra-low emission vehicles;
18.4.1.2	take action to phase out oil and coal for primary heating and replace them with less polluting alternatives;
18.4.1.3	develop and operate expenses policies for Staff which promote sustainable travel choices; and
18.4.1.4	ensure that any car leasing schemes restrict high-emission vehicles and promote ultra-low emission vehicles;
18.4.2	climate change, and specifically how it will, by no later than 31 March 2021, take action:
18.4.2.1	to reduce greenhouse gas emissions from the Provider's Premises in line with targets under the Climate Change Act 2008;
18.4.2.2	in accordance with Good Practice, to reduce the carbon impacts from the use, or atmospheric release, of environmentally damaging fluorinated gases used and anaesthetic agents and as propellants in inhalers, including by appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume, through clinically appropriate prescribing of lower greenhouse gas emitting inhalers, and the appropriate disposal of inhalers; and
18.4.2.3	to adapt the Provider's Premises and the manner in which Services are delivered to mitigate risks associated with climate change and severe weather;
18.4.3	single use plastic products and waste, and specifically how it will with effect from 1 April 2020 cease use at the Provider's Premises of single use plastic straws and stirrers unless there is clinical need to do so for medical purposes, as would be permitted by the draft Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020, if enacted, and by no later than 31 March 2021 take action:
18.4.3.1	to reduce waste and water usage through best practice efficiency standards and adoption of new innovations;
18.4.3.2	to reduce avoidable use of single use plastic products, including by signing up to and observing the Plastics Pledge;
18.4.3.3	so far as clinically appropriate, to cease use at the Provider's Premises of single-use plastic cutlery, plates or single-use cups made of expanded polystyrene or oxo-degradable plastics;
18.4.3.4	to reduce the use at the Provider's Premises of single-use plastic food and beverage containers, cups, covers and lids; and
18.4.3.5	to make provision with a view to maximising the rate of return of walking aids for re-use or recycling,
18.5	The Provider must, in performing its obligations under this Contract, give due regard to the potential to secure wider social, economic and environmental benefits for the local community and population in its purchase and specification of products and services, and must discuss and seek to agree with the Co-ordinating Commissioner, and review on an annual basis, which impacts it will prioritise for action.

## APPENDIX 3 NHS OPERATIONAL AND PLANNING GUIDANCE 2020/21

### Extract of section 3.8 items related to Sustainability/ Green Plan

1	Cut business mileages and NHS fleet air pollutant emissions by 20% by 2023/24.
2	Consider signing up for a free Green Fleet Review.
3	Reduce air pollution from fleet vehicles, by ensuring all fleet vehicles purchased or leased by the organisation after 1 April 2020 support the transition to low and ultra-low emission (ULEV) in line with Long Term Plan Commitments.
4	Ensure that any car leasing schemes restrict the availability of high-emission vehicles.
5	End business travel reimbursement for any domestic flights within England, Wales and Scotland.
6	Reduce the carbon impact of Metered Dose Inhalers in line with long term plan commitments.
7	Decreasing the percentage of inhaler prescriptions that are for Metered Dose Inhalers where clinically appropriate.
8	Reducing the overall carbon impact of all inhalers dispensed at pharmacy.
9	Encouraging patients to return spent devices for green disposal in pharmacy medicines waste.
10	Appropriately reducing the proportion of desflurane to sevoflurane used in surgery to less than 20% by volume.
11	Local systems and providers assessing the potential to reduce unnecessary emissions of nitrous oxide to atmosphere.
12	Purchase 100% renewable electricity from their energy suppliers by April 2021.
13	Replace lighting with LED alternatives during routine maintenance activities.
14	Ensure all new builds and refurbishment projects are delivered to net zero carbon standards.
15	All organisations are expected to implement the Estates and Facilities Management Stretch programme which will be published by NHS England and NHS Improvement in 2020. This will set out key activity's organisations can take to reduce the environmental impact of their estates.
16	Reduce the use of single use plastics in the NHS, beginning by signing up to and delivering the NHS Plastics Pledge which commits organisations to phase out avoidable single-use plastic items.

