



Bedfordshire Hospitals
NHS Foundation Trust





Bedfordshire Hospitals NHS Foundation Trust

Green Plan - Final

OCTOBER 2021



From - Delivering a 'Net Zero' National Health Service report;

"The climate emergency is a health emergency. Climate change threatens the foundations of good health, with direct and immediate consequences for our patients, the public and the NHS. The situation is getting worse, with nine out of the 10 hottest years on record occurring in the last decade and almost 900 people killed by heatwaves in England in 2019.

Without accelerated action there will be increases in the intensity of heatwaves, more frequent storms and flooding, and increased spread of infectious diseases such as tick-borne encephalitis and vibriosis. Over the last 10 years, the NHS has taken notable steps to reduce its impact on climate change. As the biggest employer in this country, there is more that the NHS can do.

Action must not only cut NHS emissions, currently equivalent to 4% of England's total carbon footprint, but also build adaptive capacity and resilience into the way care is provided. This action will lead to direct benefit for patients, with research suggesting that up to one-third of new asthma cases might be avoided as a result of efforts to cut emissions. This is because the drivers of climate change are also the drivers of ill health and health inequalities. For example, the combustion of fossil fuels is the primary contributor to deaths in the UK from air pollution, disproportionately affecting deprived and vulnerable communities."



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1. Abbreviations

A&E	Accident and Emergency Department
AHU	Air Handling Unit
BH	Bedford Hospital
BLMK STP	Bedfordshire, Luton and Milton Keynes Sustainability and Transformation Partnership (BLMK STP)
BHFT	Bedfordshire Hospitals NHS Foundation Trust
CHP	Combined Heat and Power
CO ₂	Carbon dioxide
CSSD	Central Sterile Services Department
EDU	Endoscopy Decontamination Unit
FBC	Full Business Case
HV	High Voltage
ICS	Integrated Care Systems
ISO	International Organization for Standardization
LED	Light Emitting Diodes
L&D	Luton and Dunstable University Hospital
LTHW	Low Temperature Hot Water Heating
NHS	National Health Service
PV	photovoltaics also known as solar electricity panels
SDAT	Sustainability Development Action Tool
SDU	Sustainability Development Unit – to be the Greener plan
SDMP	Sustainable Development Management Plan
STP	Sustainability and Transformation Partnership
ULEV	Ultra-Low Emission Vehicles
ZEV	Zero Emission Vehicles



2. Foreword



The fundamental purpose of the NHS, and of Bedfordshire Hospitals within that Service, is to sustain long and healthy living. This fundamental purpose is at the core of the new policy of “integrated care”. But, in performing that critical health function, we must also be aware of the burdens we can inflict on our broader environment: in the presentation of our living environment, in the burdens we place on those who offer the services, and, most critically, in the cost to the environment - the biodiversity and climate of our country and planet which, ultimately, are the very bedrock for our health.

We must all be aware of these challenges and, as a Trust and a Board; we are determined to address these impacts. We have recently constituted a Sustainability Committee answering directly to the Board which I am proud to chair and this Green Plan is the first product of that Committee’s endeavour.

In that context, particularly, I commend this Plan to all who work in, use and supply this Trust.

Simon Linnett, Chair



It is the Trust’s vision to be an outstanding provider of healthcare and a great place to work. We can only achieve this through balancing the three pillars of sustainability – finance, social and environmental. Consequently, sustainability has been integrated into the Trust objectives, to become a sustainability exemplar organisation in the NHS in order to achieve a culture that supports a carbon neutral future by encouraging sustainable development in all its forms. The Trust will continue to take positive steps to mitigate the effects of its activities in the environment.

The Trust has produced this Green Plan to create a clear and unambiguous plan to deliver a range of core sustainability related objectives and to align with the increased net zero ambition and renewed delivery focus set out in ‘Delivering a net zero National Health Service (October 2020)’ and ‘A three-year strategy towards net zero’ (June 2021) documents.

In April 2020, Bedfordshire Hospitals NHS Foundation Trust was formed, incorporating Bedford Hospital NHS Trust and Luton and Dunstable University Foundation Trust. Historically, both Trusts had respective Sustainability Development Management Plans but this Green Plan replaces the previous Sustainable Management Plans (SDMP) as per the new Green Plan guidance. The merger in April 2020, the challenge of Covid-19 and the redevelopment of the Luton and Dunstable site are all opportunities to make sustainability a fundamental part of our culture, our clinical activities and everything we do.

Our work towards Integrated Care Systems (ICS) and pre-existing strong links with our partners in the local health and care system will support the plan to achieve a more sustainable way of working and I am pleased to endorse the findings and proposals set out in the document.

David Carter. Chief Executive



3. Executive Summary

Sustainability and Green plans for all areas of society are essential for the UK to achieve the commitments agreed in the Climate Change act of 2008. Environmental risks and uncertainties impact to some extent on all organisations, and affect investment decisions, stakeholder behaviour and Government policy.

This Green plan reflects national priorities by aligning with the plans, actions and timescales laid out in Delivering a net zero National Health Service and aligns with the sustainability principles set out in 'Delivering a net zero National Health Service' strategy (October 2020) and 'A three year strategy towards net zero (June 2021)'. The plan also links with the;

- Delivery on the Long-Term plan
- Improvement of the health of the local community
- Achievement of the Trust's financial goals
- How the Trust will meet its legislative requirements

There is an increasing recognition that individual and population health depends on functioning ecosystems, strong social networks and economic opportunity even more than access to good healthcare. In response to increasing awareness of the relationship between health, the environment and the impact that the provision of healthcare can have on the environment and wider society, NHS organisations are expected to protect the health of current and future generations by minimising the health service's contribution to climate change and its ongoing impact on determinants of health. It has also been well demonstrated that actions to improve health and the environment are often synergistic such as active transport or diets.

As global demand for goods and fossil fuels outstrips supply, hospitals that understand their links with the communities they operate in, and their impact on the environment, are most likely to prosper in the long-term.

Management of energy, natural resources or waste will affect current performance; failure to plan for a future in which environmental factors are likely to be increasingly significant and may risk the long-term future of an organisation.

Understanding and reporting on our environmental performance will benefit us in two ways:

- It will provide the Trust with management information to help exploit the cost savings that good sustainable and environmental performance usually brings; and,
- It gives the Trust the opportunity to set out what we believe is significant in our Trusts' environmental performance.

Healthcare organisations that measure, manage and communicate their environmental performance are inherently well placed, as they understand how to improve their processes, reduce their costs and comply with regulatory requirements and stakeholder expectations and change to serve the healthcare needs.

With the development of Greener NHS and the net zero document, the landscape of environmental, sustainability and corporate responsibility reporting can be complex. This Green plan seeks to set out the approach that is consistent with other standards and reporting guidance.

This document sets out;

- The current position of the Trust on sustainability
- Where we need to be
- How we are going to get there

4. Introduction

The National Health Service is committed to reducing its environmental impact and promoting sustainable development in all its forms. In October 2020, the NHS reviewed their ambitions for the NHS, in a report called Delivering a Net Zero National Health Service.

NHS organisations are contractually obliged to produce a Green Plan as per the NHS Standard Contract. The updated guidance on 'how to produce a Green Plan: A three year strategy to net zero (June 2021)' sets out the conditions, format and timeframe to publish a Green Plan for NHS Trusts and ICSs.

Green Plans provide a structured way for each trust and ICS to set out the carbon reduction initiatives that are already underway and their plans for the subsequent three years (for this cycle, 2022/23 to 2024/25). A three-year timeframe should allow Green Plans to strike an appropriate balance between immediate carbon reductions in some areas, alongside strategic development of capability in others.

Green Plan must be approved by the trust board. The publication of the organisation's Green Plan is one of the ways in which it can clearly demonstrate the commitment to improving the sustainability credentials. This plan is a strategic document outlining the aims, objectives, and delivery plans for sustainable development.

Trust-level Green Plans should be submitted to ICSs by 14 January 2022, to be consolidated into system-wide strategies. These ICS strategies should summarise the Green Plans of relevant member organisations, while also commenting on system-wide priorities and co-ordination. They should also focus on the integration of trust Green Plans with the efforts of primary care, local authorities and other local care partners. These, in turn, should be submitted to the relevant NHS England and NHS Improvement regional team for final peer review, ahead of publication.

5. Context

5.1 Sustainability in the healthcare sector

Sustainable Development, in the context of the Green plan, is based upon three core factors.

1. Environmental impact: the impact the Trust activities have on the environment and focusing on activities which reduce or eliminate any negative impact.
2. Social impact: the impact The Trust activities have on local communities and society. How the Trust can positively utilise its influence to address health and social inequalities.
3. Financial impact: from the contribution sustainable development activities have on short, medium and long term financial position, to the impact on actively improving the local socio-economics of your communities through expenditure.

Figure 1: Models of sustainability for the health and care sector





5.2 National context

Sustainability has been defined by the United Nations Brundtland Commission (1987) as:

“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

In October 2020, the Greener NHS National Programme published its new strategy, Delivering a Net Zero National Health Service.

Two clear and feasible targets emerged for the NHS net zero commitment, based on the scale of the challenge posed by climate change, current knowledge, and the interventions and assumptions that underpin this analysis:

- For the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- For the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

There are 2 sources of action defined in the Delivering a 'Net Zero' National Health Service, Oct 2020 document.

1) **Direct interventions;**

- a. Estates and facilities
- b. Travel and transport
- c. Supply chain
- d. Medicines

2) **Enabling actions**

- a. Sustainable models of care
- b. Workforce
- c. Networks and leadership
- d. Funding and Finance mechanisms

5.3 Local Context

Luton and Dunstable University Hospital (L&D) and Bedford Hospital (BH) merged on 1st April 2020 to form Bedfordshire Hospitals NHS Foundation Trust (BHFT). The merged organisation will provide a platform to share expertise and deliver improved services, improved patient care and patient pathways and improve efficiency through economies of scale. The merger will also support BHT and L&D to meet the increasing demands across the Integrated Care System (ICS).

The new integrated Trust will bring together a combined workforce of approximately 8,000 staff and 500 volunteers. BHFT is the largest NHS employer in Bedfordshire - caring for a population of approximately 620,000 people.

Each individual hospital will retain their name and proud heritage along with continuing to deliver a full range of services on both sites. This includes retaining key services such as A&E, Obstetrics-led Maternity and Paediatrics at Bedford.

This is an exciting opportunity for Clinical services to transform and provide services that are efficient, sustainable and fit for the future.



The Trust operates from a variety of Estates in terms of age, clinical functionality and Estate condition, therefore this Estates Strategy covers a disparate stock. Both the current L&D and BHT hospital sites require investment in order to improve the sustainability of the sites and future safety of services over the long term in line with increasing patient demand and need.

The L&D have been exploring options to develop the current L&D site for a number of years. In 2014 it was agreed that a redevelopment of the current site was the best option for the L&D, with a feasibility study and options appraisal undertaken which explored the most appropriate scheme for the hospital site to deliver improved clinical services for patients. The redevelopment of the hospital site was placed on hold in May 2016 due to central funding constraints and pending the Sustainability and Transformation Partnership (STP) programme and alignment of sustainable secondary care objectives for the local population. Following an ongoing review of integrated working across Bedfordshire, Luton and Milton Keynes Sustainability and Transformation Partnership (BLMK STP), in May 2017 the Trust Board agreed to phase the redevelopment of the site. The STP capital requirements were submitted in August 2019 the Government announced an allocation of £99.5m to the L&D to fund part of the redevelopment of the L&D site.

In November 2020, the Outline Business Case for the redevelopment of L&D Hospital was approved for £168m under the Government's capital expenditure in the NHS to invest in priority schemes and the Trust is currently in the process of completing the full business case (FBC). The Green Plan is a pre-requisite for funding the redevelopment plans and the FBC.

The merger in April 2020, the challenges of the pandemic and the redevelopment of the Luton and Dunstable site provide opportunities to focus on Sustainability and incorporate it in to the new Trust's culture and clinical activities.

The Trust is committed to the development of sustainable facilities which contribute positively to improvements in the overall carbon footprint and specific targets for energy and environmental efficiency.

5.4 Organisational vision

It is the Trust's vision to be an outstanding provider of healthcare, research and education and a great place to work. We can only achieve this through balancing the three pillars of sustainability – finance, social and environmental. Consequently, Sustainability has been integrated into the Trust objectives, with an invigorated emphasis and Trust wide support, to become a sustainability exemplar organisation in the NHS that supports a Carbon neutral future by encouraging sustainable development in all its forms. Furthermore, this vision aligns with one of the five priorities for the BLMK ICS Long Term Plan which sees a reduction in the carbon footprint.

The Trust is conscious of the impact of our activities can have on the local community, economy and environment, and of the role we play as a responsible healthcare provider. This Green Plan focuses on the environmental aspects of our impact and acknowledges that by improving them, e.g. by reducing carbon emissions and minimising waste, the Trust will also be contributing to wider population health.

The Trust's existing Sustainable Development Management Plan (SDMP) is being replaced by the Green Plan that matches the increased net zero ambition and renewed delivery focus, with three clear outcomes:

- Ensure our Trust is supporting the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions
- Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues
- Plan and make prudent capital investments while increasing efficiencies.



The Trust is committed to a low carbon management plan and the key elements of the plan are:

- To support a reduction in CO₂ emissions
- To provide a better environment for all
- To encourage healthier low carbon living
- To reduce energy bills
- To reduce backlog maintenance

The Trust has adopted a phased approach towards tackling the targets set down by the NHS. This can be summarised as follows:

- Understand in detail the energy consumption on the site, and review any immediate changes in the short term that could improve the carbon footprint
- Invest in changes and upgrades to the site infrastructure to reduce energy demand
- Identify opportunities for future decarbonisation of the site

As the Trust is expected to expand its estate in the near future with the redevelopment plans at L&D, the next few years will require further investment and continued optimisation of resources to achieve the targets set out in this Green Plan.

Furthermore, funding for the Acute Service Block is predicated on the submission of the Green Plan alongside the full business case for the Acute Service Block. Achievement of the national agenda for sustainable development has been incorporated into the design solution of the redevelopment.

6. About this document

The Green Plan has been developed in response to the Delivering a 'Net Zero' National Health Service, (Oct 2020), a strategy document by the Greener NHS National Programme and other national drivers. The most relevant of these drivers are explained in **Appendix 2**. This plan establishes a set of principles and targeted interventions aimed at addressing our key challenge to maintain and develop the quality of our services sustainably, whilst managing with fewer available resources.

Delivering a 'Net Zero' National Health Service, (Oct 2020) report highlighted that left unabated climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer.

To support the co-ordination of carbon reduction efforts across the NHS and the translation of this national strategy to the local level, the 2021/22 NHS Standard Contract set out the requirement for trusts to develop a Green Plan to detail their approaches to reducing their emissions in line with the national trajectories. Given the pivotal role that integrated care systems (ICSs) play, this has been expanded to include the expectation that each system develops its own Green Plan, based on the strategies of its member organisations.

The Greener NHS team have updated the Green Plan guidance (A three year strategy towards net zero in **Appendix 1A**) which was published in June 2021. There is an expectation that the interventions collated below, should be considered the minimum foundations for all trusts and ICSs to have ensured by the end of the 2021/22 financial year and before the publication of their Green Plans.

In line with the 2021/22 NHS Standard Contract:



- Every trust to ensure a board member is responsible for their net zero targets and their Green Plan. Similarly, every ICS is asked to designate a board-level lead to oversee the development of their own Green Plan.
- Every trust to purchase 100% renewable energy from April 2021, with supply contracts changing as soon as possible.
- Every trust to reduce its use of desflurane in surgery to less than 10% of its total volatile anaesthetic gas use, by volume.
- Every ICS to develop plans for clinically appropriate prescribing of lower carbon inhalers.

As per Delivering a net zero National Health Service:

- Ensure that, for new purchases and lease arrangements, systems and trusts solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).
- Develop a green travel plan to support active travel and public transport for staff, patients and visitors.

As per the 2021/22 NHS planning guidance:

- Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions.

Over the next five years the Trust will face challenges and through implementing this Green Plan it is hoped that sustainable principles will become more embedded to better sustain healthcare services for Bedfordshire and the wider community.

7. Where are we now, where do we need to be and how do we get there

The Sustainable Development Assessment Tool (SDAT) was published by the NHS Sustainable Development Unit (SDU) in October 2017. This replaced the former Good Corporate Citizen tool. SDAT has been designed to help NHS Trusts to self-assess how well they are performing in terms of sustainability and provides a sector – specific measure of sustainability performance.

The SDAT report and baselining for the Trust was reported to the Board on 17 December, 2020 detailing where we are now and where we need to be. The SDAT identified that the Trust is 29% compliant at baseline. SDAT has been replaced by national greener NHS data collection on the environments impacts which was launched in May 2021 to establish the baseline position in each trust and ICS on a broad range of net zero initiatives and enablers.

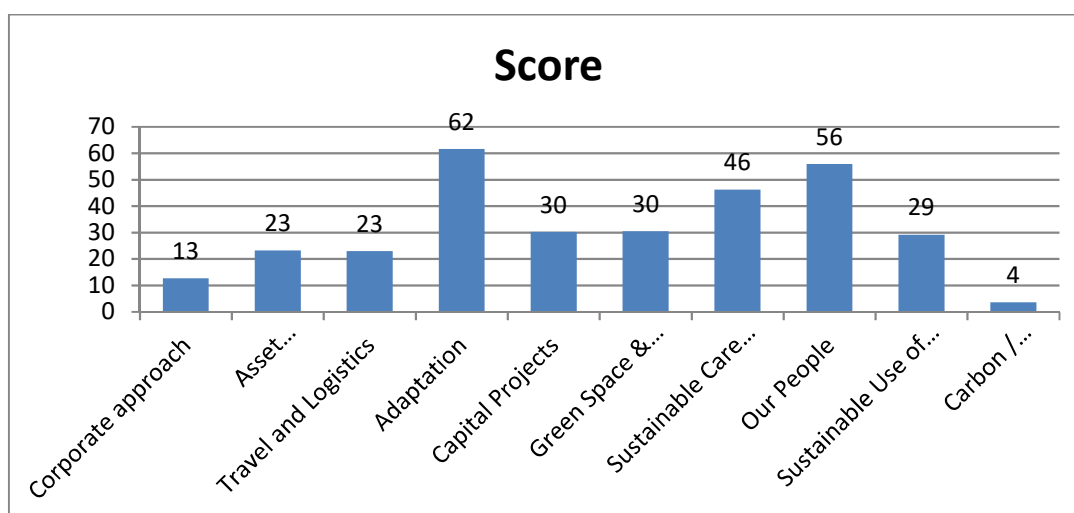


Figure 2: SDAT assessment score



7.1 What are our Trust's environmental impacts?

We use energy to heat and power our buildings, we travel great distances to deliver our services and we produce waste, which needs to be disposed of. All of these issues result in various environmental and social impacts, not to mention a growing financial cost to the Trust at a time when budgets are decreasing.

The primary measure we use to quantify and manage our environmental impact as a Trust is what we call our carbon footprint. A carbon footprint is the total amount of greenhouse gases produced as a direct and indirect result of our activities and is expressed as tonnes of carbon dioxide equivalent (CO₂e)¹. The NHS target was a 10% reduction by 2015 based on a 2007 baseline.

To date we have not included emissions from our waste generation or supply chain activities, principally because we lack effective methods for accurately measuring these emissions and meaningfully tracking progress with reducing them.

Travel by staff and patients is another area we currently do not account for in our carbon footprint. However, we recognise the significant environmental impact that our staff and patient travel has. It is estimated that one in twenty vehicles on our streets are on NHS business as staff patients or visitors.

7.2 Highlights of what we have already achieved

While Green Plans are expected to be three-year strategies, several early interventions have already been taken by a wide variety of trusts and ICSs. Few of the initiatives that have been already delivered by BHFT is itemised below.

7.2.1 Energy efficiency initiatives:

Prior to merger, both Bedford and L&D hospital sites had a clear and proactive view on sustainability through a Board approved Sustainable Development Management Plan (SDMP) for 2014-2020. The SDMPs have been driving the understanding and calculation of the carbon footprint of the two hospitals' activity. Green Plan replaced the SDMPs in 2020 and now drives the net zero carbon agenda.

The Trust has recently invested in energy efficiency through Light Emitting Diodes (LED) Lighting, solar PV (photovoltaics) on both sites and is in the process of delivering the Energy Centre at the L&D site.

The Energy Centre at L&D site is a Heat Led Combined Heat and Power (CHP) scheme, with generated electricity as a by-product. This is the most efficient approach to the use of energy, will meet the future requirements of the Trust and provide a sustainable heating supply and infrastructure for the future. This scheme provides a major contribution to delivering the Trust's Carbon Management Plan, with an expected reduction in the Trust's carbon footprint from 7798 tonnes CO₂e (carbon dioxide equivalent) to 5,773 tonnes CO₂e per year. This equates to a 26% reduction.

This will address current issues with energy consumption and backlog maintenance with the current decentralised heating network as well as providing the resilience required to maintain activity on the site in the event of failures within the local utility networks. It will have capacity to support future site development. This is the most carbon efficient approach in which all the heat is used without the need to 'dump' or waste any of the heat produced.

The Energy Centre will also support a sustainable Hospital Redevelopment Programme in line with the 'Sustainable Development Strategy for the Health and Social Care System (2014 – 2020)'.

The key changes in carbon consumption at the Trust are driven by:



- The adoption of an efficient heat led CHP plant at the L&D site. This is gas fired but will be installed ready for conversion to Hydrogen.
- Replacement of over 70 old gas boilers on the site with energy efficient dual-fuel boilers driving a new primary Low Temperature Hot Water Heating (LTHW) system feeding Plate Heat Exchangers at the L&D site
- Replacement of light fittings across both the sites with LED units
- De-steaming of most of the L&D site.
- Electric autoclaves have been installed within the Microbiology unit allowing removal of 200m of old poorly insulated steam main. New steam generators are being installed to support the Central Sterile Services Department (CSSD) and Endoscopy Decontamination Unit (EDU).

In addition, the Estates team have pursued a number of maintenance activities which have supported the reduction in carbon consumption.

- The Bedford site purchases 100% renewable energy from April 2021 and L&D site is moving to an Energy supply partner generating power from renewable resources.
- Investment in an upgrade of the primary chilled water plant across the L&D site. The future strategy is based on establishing a chilled water network, supplemented by absorption chillers on the roof of the new energy centre, which will interconnect the main chilled water plant and drive increased efficiency in use of chilled water.
- Installation of Variable Speed Drives to Air Handling Unit (AHU) fans and pumps at the L&D site
- Insulation upgrades within primary systems and plant rooms at L&D site. This work is on-going with upgrade works in plant rooms to support the interface work with Centrica
- Upgrade of the High Voltage (HV) network:
 - A major programme of work has been underway to upgrade the 11kV network on the L&D site. This is supported by the N+1 resilience provided by the new standby generators. Two new sub-stations have been built to current standards, and one has been upgraded, with all three delivering path A and path B through new energy efficient transformers. The main site incomer is being re-built to support the increased demand on the site, and a new sub-station will be delivered to support the redevelopment. The Energy Centre will include a further new sub-station which will allow removal of an old sub-station which is currently compromised. An additional sub-station will be delivered through the upgrade to the Emergency Department currently underway. Completion of these projects leaves the site operating energy efficient electrical plant which can support voltage optimisation, and which can also support the drift towards electrical plant during decarbonisation in the future.
 - The electrical infrastructure at Bedford site is currently being reviewed with a view to upgrade the HV network to enable future redevelopments.

7.2.2 Multi-storey car park and cycling facility:

The newly built multi storey car park at the L&D site houses a Cycle Hub with secure storage for 216 staff bicycles and a cycle repair / tool station, as well as toilet, shower, lockers and changing facilities. This facility is aimed to reduce the number of cars used for commuting to work and improves air quality and it encourages staff to improve physical fitness.

7.2.3 Travel and Transport:



Trust is engaging with Luton and Bedford Borough Councils in developing the Travel plan for the merged Trust. The two Borough Councils expect the Travel Plan to include;

- Plans to reduce car journeys
- Active journeys linked to bus and train journeys
- Low or zero emission cars but plans to reduce congestion
- Alternative options such as electric bikes between different sites of the Trust within Bedford and Luton

The Trust is also registered with Modeshift STARS. Modeshift STARS is the Centre of Excellence for the delivery of Effective Travel Plans in Education, Business and Community settings. National STARS accreditation is awarded to these settings that go above and beyond in developing, implementing and monitoring an effective Travel Plan that encourages active and alternative travel to bring about a change in travel behaviour and reduce the number of single occupancy vehicle journeys to, from and between the sites.

The Trust is working with the local bus and train companies to increase the use of public transport and alternative travel such as to help reduce emissions from both patients and staff travelling to site. The Trust is also linking with both the councils in aligning the travel plan for the Trust.

The Trust's has also successfully tendered a new supplier for the car scheme to provide electrical / hybrid / low emission vehicle for staff. Next step would be to replace the Trust vehicles with low carbon emission or electric vehicles.

7.2.4 Other initiatives:

The Trust is procuring only recycled paper for printing since June 2021.

7.3 Actions, measurement and reporting

An action plan has been developed by the sustainability team to deliver the net zero targets and support the Trust's objective to become a sustainability exemplar organisation in the NHS and the vision to be an outstanding Trust, a great place to work and to support the wider Bedfordshire goal of helping citizens to stay happy and healthy.

This action plan considers where the organisation currently is, where it needs to be and how it is going to deliver the targets on key areas of focus as per the guidance. The plan is appended as Appendix 3 for the ease of use and is a live document that will be updated and reviewed regularly to monitor progress against targets.

Further work is needed to engage with the stakeholders and to baseline the initiatives to ensure progress is understood and monitored against the actions. Measuring and monitoring our progress is key to ensuring that we are developing in the right direction and to make sure we keep on track. Transparent public reporting is also recognised as a fundamental principle for improvement and of good governance.

The Greener NHS Data Collection was launched on 30 April 2021 to understand actions that are taking place during 2021/22. The Greener NHS National Programme will use this information to calculate and release regional and ICS baseline carbon footprints by 30 September 2021 (with trust footprints developed thereafter).

In addition, to support the net zero ambition, new data collection methods are being developed by NHSI/E to enable the more granular calculation of carbon footprints at regional, ICS and trust levels to inform priorities for the Trust.



8 Green Plan Governance

The development of the Green Plan is led by the Director of Finance, the Trust's board-level net zero lead. The plan will be approved by the trust board and progress against the approved Green Plan will be formally reported annually to the trust board. Progress should also be reported formally to the relevant regional greener NHS team, in a format and frequency agreed.

While approved Green Plans cover a three-year period, the trust is expected to formally review and update the plan annually to consider:

- The progress made and the ability to increase or accelerate agreed actions
- New initiatives generated by staff or partner organisations
- Advancements in technology and other enablers
- The likely increase in ambition and breadth of national carbon reduction initiatives and targets.

A governance structure has been agreed to deliver the action plan and monitor the progress. A Sustainability Committee has been set up and this group will have oversight of the delivery of the Green Plan. This committee will report on progress against the action plan and escalate any issues or risk items as appropriate. The committee will be supported by a Sustainability Sub-group that oversees a number of working groups, all with a particular interest as detailed in **Figure 3**. The committee will have sight of the Trust Board through the Lead Board Member for Sustainability.

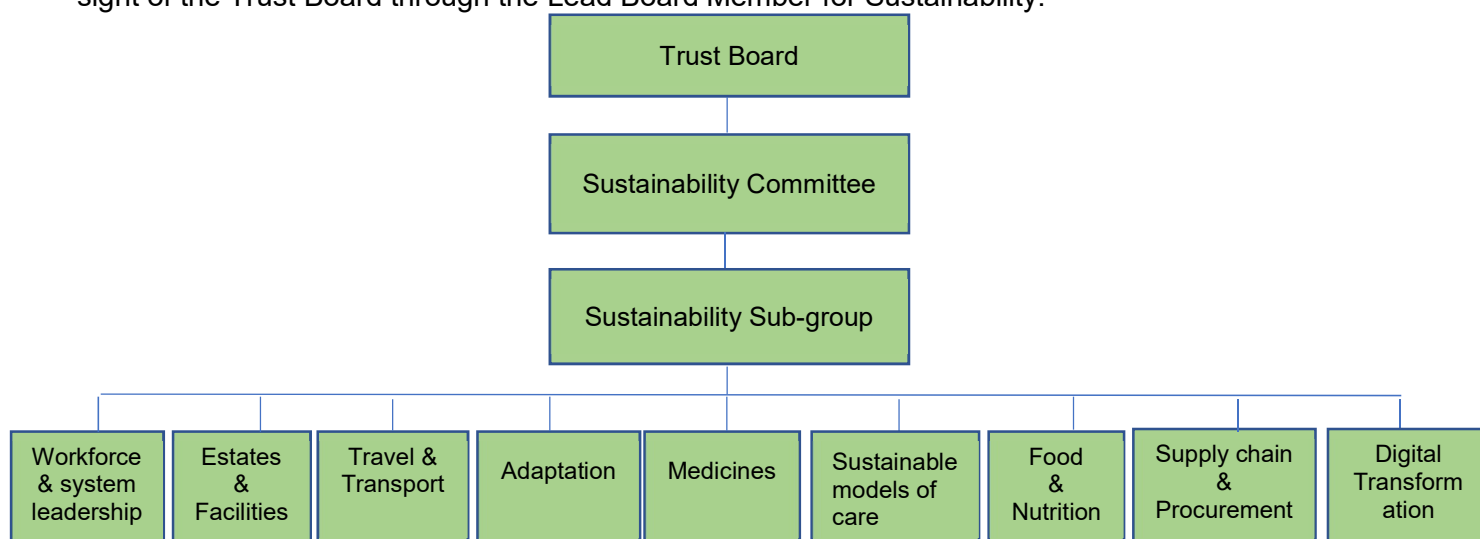


Figure 3: Green Plan Governance Arrangements Green Plan Implementation Group

To achieve excellence in governance for sustainability, the Trust will:

- Provide quarterly reports to Greener NHS Team
- Submit annual performance reports to Trust Board
- Develop a costed carbon management plan for Capital Programme Steering Group for awareness and potential inclusion in future refurbishment schemes
- Seek third party validation through achieving accreditation (such as ISO14001) of our environmental performance each year,
- Publish the results on our website and use the outputs to inform our decision making going forward.
- Publish a detailed sustainability report alongside our Annual Report each year, to chart progress against our action plan.
- Ensure that this strategy is accessible to the public through our website and that it is reviewed and updated annually.
- Benchmark ourselves against other Acute NHS Trusts on a number of key sustainability indicators, including CO2 reduction.



In addition to agreeing the governance structure, a sustainability manager has been appointed to support the Greener NHS agenda at BHFT. The Sustainability Manager will lead on implementing the Green Action plan (**Appendix 3**). This role will also support the Green Champions, a grass root project to encourage staff to volunteer their time to improve the environment in and around the Bedfordshire Hospitals Trust sites.

9 Conclusion

The Trust is committed to sustainable development and recognises the significance of tackling a range of environmental, economic and social issues. The Trust has already made progress in the core areas of sustainability (such as energy reduction) but recognises that a broader approach to sustainability is now required. Consequently, a wider range of improvement measures are necessary, as detailed in this Green Plan document.

This Green Plan provides a comprehensive and structured framework for the Trust to meet its commitment to conducting all aspects of its activities with due consideration to sustainability whilst providing high quality patient care. At corporate and operational levels this requires the cooperation, insight and practical delivery to ensure that sustainability is embedded in all Trust activities. Additionally, it is important to note that the delivery of this Green Plan is not wholly driven by the Trust but may require collaboration with a number of external organisations.

It is of financial, social and environmental importance that the Trust reduces its direct and indirect carbon footprint. This Green Plan helps provide the necessary balance across a range of sustainability development objectives to achieve this incredibly important objective.

Delivering the action plan and the appointment of sustainability team to lead on the delivery, the carbon footprint of the Trust will steadily reduce over 5 years. The most significant impact will be the energy efficiencies from the redevelopment of the L&D site. The redevelopment at L&D scheme carbon saving programme above is expected to deliver financial savings of £917,533 per annum and improve resilience across the Estate, with the Trust's capital investment being repaid in just over 8 years.

10 Appendices

Appendix 1 and 1A: Delivering-a-net-zero-national-health-service



delivering-a-net-zero-
national-health-service



Appendix 1A-
B0507-how-to-produce

Appendix 2: Key legislative drivers

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

Mandatory; those mandated within the NHS

Standard Form Contract requirements for Sustainable Development 2017-19
HM Treasury's Sustainability Reporting Framework
Public Health Outcomes Framework
Delivering a 'Net Zero' National Health Service Oct 2020
How to produce a green plan: A three year strategy towards net zero June 2021

International; those driven by International Guidance

Intergovernmental Panel on Climate Change (IPCC) AR5 2013
United Nations (UN) Sustainable Development Goals (SDG's) 2016
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Appendix 3: Green Action Plan – Available upon request