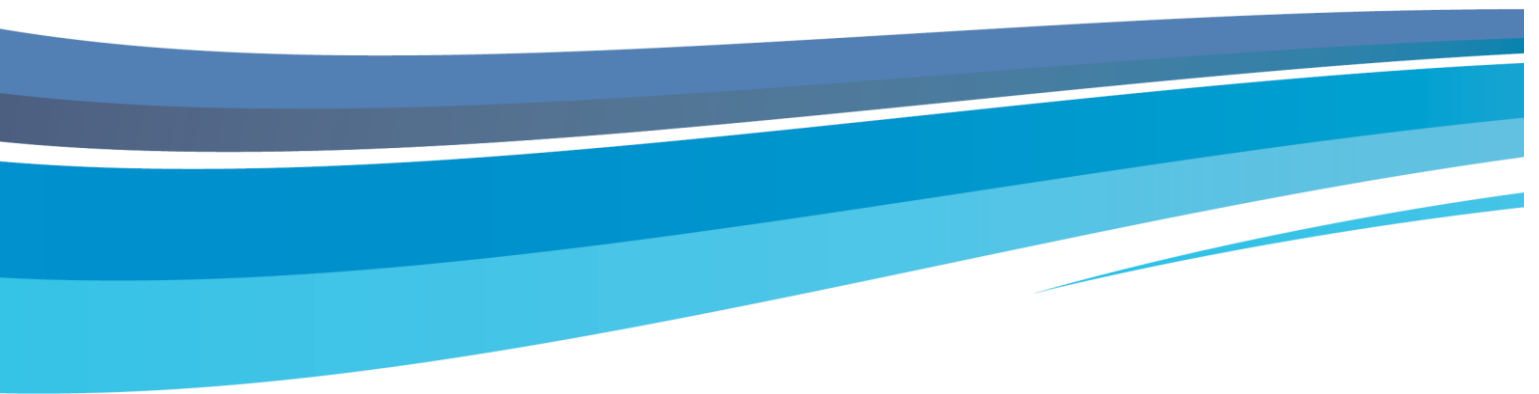




**Bridgewater  
Community Healthcare**  
NHS Foundation Trust

## **Green Action Plan 2022 - 2025**



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## 1. Introduction

Bridgewater Community Healthcare NHS Foundation Trust is a leading provider of community health services in the north west of England. The Trust is responsible for providing community and specialised health services to over 800,000 people living in the boroughs of Halton, St Helens and Warrington and dental services across Greater Manchester, Cheshire and Merseyside. The Trust needs to be resilient and capable of delivering quality care both for today and tomorrow. Sustainability is about using our resources sensibly and striking the right balance between Social, Human, Environmental and Economic considerations.

However, sustainability for the Trust is much broader than this – amongst other things it is about how we deliver care, how we create a healthier, engaged population and how we ensure we can afford to continue delivering care in the future. Developing a sustainable holistic NHS not just for today but the longer objective.

For the Green Action Plan, it's about taking a holistic view of all activities across the Trust and considering their environmental, social and economic implications. This Action Plan for the Trust illustrates how sustainable development concepts and practices can help the Trust save money and have a continual plan to meet the objective by the NHS for zero carbon emissions by 2045.

Encouraging and supporting Trust staff within each service, to see the economic case for operating in a more sustainable way is not always easy, but it is crucial; otherwise, staff will think that sustainability is just about doing good and not also about doing well. The Plan will bring together the various efforts around the Trust to create a cohesive approach to carbon reduction.

Contextually this Plan reflects current International and National Government objectives which in the UK are enshrined within the 2008 Climate Change Act. The NHS, in response to this, identified, in the following strategic policy documents “NHS Long Term Plan” and “Delivering a net zero NHS” its strategic intent to deliver results.

The Greenhouse Gas Protocol (GHGP) referenced in the 2008 Act, identified a number of areas for review (collectively referred to as the NHS Carbon Footprint):

GHGP scope 1 : Direct emissions from owned or directly controlled sources on site.

GHGP scope 2 : Indirect emissions from the generation of purchased energy, mostly electricity.

GHGP scope 3 : All other indirect emissions that occur in producing and transporting goods and services , including the full supply chain.

In addition to the above, the NHS has also committed to work towards reducing emissions from patient and visitor travel and medicines used within the home. (NHS Carbon footprint plus).

To reflect the NHS commitment to a net zero NHS, the NHS constitution will also be updated to include these ambitions with particular reference making it clear that this is a key responsibility of all staff.

The NHS has set ambitious targets i.e. by 2040 for the NHS Carbon Footprint, an ambition for an 80% reduction by 2028 to 2032. By 2045 for the NHS Carbon footprint plus, an ambition for an 80% reduction by 2036 to 2039.

The GHGP scopes referenced above when taken into context with the wider NHS can be expanded as follows:

GHGP scope 1: fossil fuels, NHS facilities, anaesthetics, NHS fleet and leased vehicles.

GHGP scope 2 : electricity.

GHGP scope 3 : oil, business travel, waste, water, metered dose inhalers, medical devices, freight transport, manufacturing and construction, staff commuting, ICT.

NHS additional target : Patient and visitor travel.

It is acknowledged that to achieve these targets then direct interventions will be required and future strategies, policies and work-streams will need to take into account decarbonising strategies. Across organisations it is expected that plans are developed across the following functional areas.

- Estate and facilities
- Travel and Transport
- Supply chain
- Medicines
- Research and innovation

This work will be supported by national and local initiatives including

- Sustainable models of care
- Workforce, networks and system leadership
- Funding and financial mechanisms
- Data and monitoring

Partnership working with strategic ICP partners as well as landlords will be a key component of the Plan specifically as the current Trust footprint remains predominantly landlord driven.

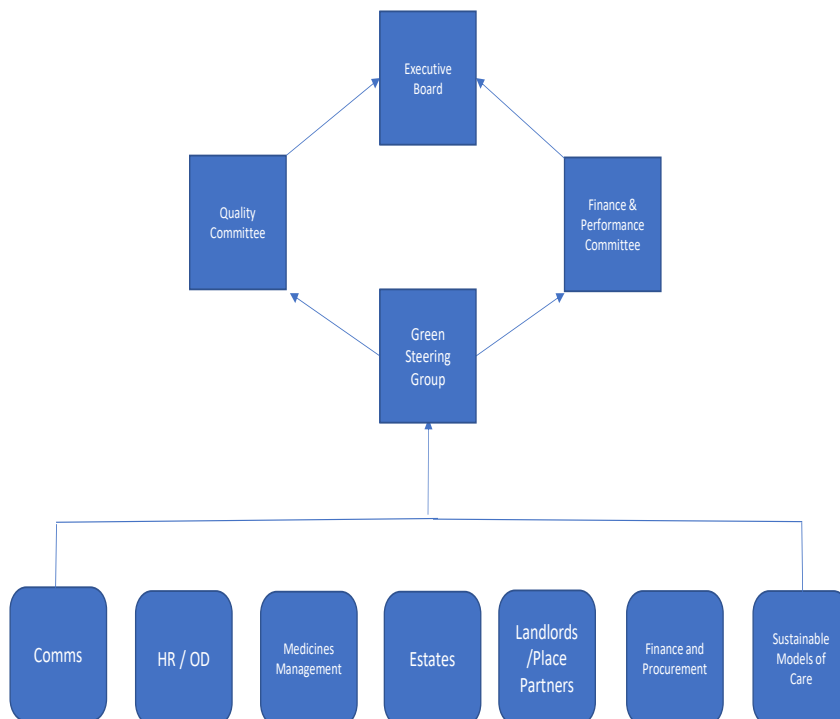
The drive with partners will focus on future place opportunities, working in collaboration, ensuring optimum estate utilisation including New Town deals, health hubs and any future grant opportunities working with the third sector, co-location of staff and services to reduce travel and journey frequency, one stop hubs for the public, all as part of the journey to sustainability. This may also lead to further opportunities to promote the wider health and well being agenda incorporating green space benefits and domestic lifestyle changes.

It is planned to establish a Green steering group, with supporting Task and Finish Groups to oversee the roll out of this Plan and ultimately provide an assurance report into Board. This Green steering group will also look to establish a carbon performance dashboard to allow for baseline setting and subsequent reporting through Performance Council.

## 2. Trust Objectives

The Trust's Green Action Plan provides a number of Trust Sustainability Objectives (TSO) which will provide the framework and direction of travel for the Green Groups to implement through their associated work-stream and action plans. These TSO's and the monitoring and data reporting via Committee will also provide the Trust will appropriate assurance over the timeline period.

The table below presents the proposed Green Steering Group structure.



### 3.Primary areas of focus

The main drivers for change referenced in national publications are embedded within the TSO's. As overarching principles this Green Action Plan will focus on the following areas:

Green Groups	Trust Sustainability Objective
1. Executive Board	The Trust's corporate approach will promote issues of sustainability across all Trust Strategic objectives.
2. Asset Management and Utilities	The Trust will monitor/calculate CO2e emissions associated with utility consumption across the estate portfolio recognizing the requirement to work with landlords in terms of data sharing. The Trust will continue to implement strategies to reduce CO2e emissions associated with utility consumption.
3. Travel & Logistics	The Trust will recognize within its policies and procedures that single occupancy vehicle travel has a detrimental effect on the health of individuals and on the local environment and will endeavour to reduce car travel associated with Trust activity.
4. Adaptation	The Trust will work to protect its sites from current and future anticipated impacts of climate change.
5. Capital Projects	The Trust will incorporate sustainable design into the construction/refurbishment of buildings and associated building infrastructure. The Trust will promote the use of local businesses where this is possible.
6. Green Space & Biodiversity	The Trust will aim to maintain the current level of green space in and around sites and protect and promote biodiversity where practicable.
7. Sustainable Care Models	The Trust will, where practicable, incorporate sustainability decisions into the design of the clinical care models it provides.
8. Our People	The Trust will promote and provide a healthy and active work environment and will communicate the need to instill sustainability across the Trust to all colleagues and impress upon them their own personal contribution in achieving sustainability in practice.
9. Sustainable Use of Resources	The Trust will establish procedures designed to mitigate the excessive use of resources and production of waste across all services delivered.
10. Carbon/GHGs	The Trust will monitor/calculate its emissions of CO2e and report these findings to the Performance Council on a regular basis. The Trust will instigate strategies to reduce CO2e emissions in line with the Government's Climate Change Act 2008 targets.

### 3. Green Action Plan Interventions

The Trust's approach over time will be to embed TSO's into business as usual across all work-streams. To start this process, it is planned to establish an overall Green Group which will be supported by a number of specific project groups tasked with delivering the Green Action Plan Interventions. Over time these will deliver sustainable actions that will become the business norm acknowledging the initial emphasis will be to action the specific interventions listed in the following tables.

#### 1. Executive Board

Board Sustainability Objective	Green Action Plan Intervention
Provide strong leadership regarding sustainability initiatives.	Identify, appoint and support an executive Trust Board member to be the Senior Responsible Officer in respect of the Green Action Plan deliverables.
	Establish a Board approved Green Group
	Develop a clear communication policy designed to support the promotion of sustainable development to staff, patients and local stakeholders.
	Consider future policy and legislative developments so that it is better prepared to promote sustainability
	Incorporate sustainability and social value considerations into business cases.
	Receive quarterly updates from the Green Board
	Receive an annual Progress Report of the Green Action plan.
Adapt procurement decisions to give more weight to sustainability criteria and social value.	Update Trust Procurement Strategy to consider the wider sustainability agenda in accordance with the Green Action Plan objectives.
Engage with local stakeholders and the community to identify opportunities to improve the	Integrate environmental and social criteria into community engagement activities.

social sustainability of service users	Engage with local stakeholders and the community to promote the Trust's sustainable development objectives.
Integrate whole-life costing into decisions concerning capital planning and estate development/refurbishment and procurement.	Revise Trust business case templates and assessment tools to ensure that whole life costs are included. This will place an increasing emphasis on operational and end of life costs as well as up front capital costs.
Recognise and showcase sustainable colleague behaviours and actions through staff awards.	Introduce a sustainability category at the staff awards to encourage and recognise sustainable staff behaviors.
Influence suppliers to improve their sustainability.	The Trust procures large quantities of goods and services from multiple suppliers/contractors. The Trust will include sustainability requirements in its tenders/contracts to influence sustainability across its supply chain.



## 2. Asset Management and Utilities

Sustainability Objective	Green Action Plan Intervention
Invest in technology which will make the assessment and reporting of energy usage more accurate.	<b>Estates</b> will develop a sustainable building action plan and communicate this plan upon completion.
Support individuals and groups to enact sustainability.	<b>Estates</b> will work with staff, patients and onsite contractors to reduce utility consumption.
	<b>Comms</b> will support staff to help conserve resources and utilities through regular campaigns and/or training.
Incorporate sustainability criteria and social value into procurement.	<b>Estates</b> and <b>Procurement</b> will purchase renewable energy and will work with landlords across the estate to adopt this objective across the whole of the estate.
Update The Board on the Trust's energy usage in order to meet the mandatory requirements of the Climate Change Act 2008.	<b>Estates</b> will produce an annual dataset advising on utility consumption and performance.
Invest in technology which will make the assessment and reporting of energy usage more accurate.	<b>Estates</b> will, via its procurement specification, establish consolidated reporting arrangements across its freehold sites.

## 3. Travel & Logistics

Sustainability Objective	Green Action Plan Intervention
Record and monitor staff and business travel.	<b>HR/ OD</b> will determine and benchmark the carbon footprint created by all business travel.
	<b>Estates</b> will assess the air quality impact of travel associated with business travel.

Promote sustainable travel.	<b>Comms</b> will develop a travel plan detailing a 'travel hierarchy', promoting active travel and public transport.
	<b>The Board</b> will formally identify and support a sustainable transport lead.
Recognize within its policy that car travel has a detrimental effect on health, as well as contributing to climate change and will endeavor to reduce car travel associated with Trust activity.	<b>HR/OD</b> will promote and support cycle, run and walk to work schemes.
Encourage active transport.	<b>Estates</b> will look to install more secure bike locking facilities and changing facilities.
	<b>Finance</b> will collect data on staff travel including mileages and/or cost data for different modes of transport.
Support individuals and groups to enact sustainability.	<b>HR/OD</b> will promote and cultivate individual and teams to enact sustainability via the Culture and Leadership forum
	<b>Finance</b> will review its lease car policy and salary sacrifice schemes so that staff are informed about low carbon transport options for consideration.
Utilise position to leverage suppliers to improve their sustainability.	<b>Estates</b> will set targets for reducing GHGs and air pollution caused by the delivery of goods to site and review internal transport arrangements as appropriate.
	<b>Estates</b> will include KPIs relating to CO <sub>2</sub> e, NO <sub>x</sub> and PM associated with the delivery of goods to site.
Aim to decarbonize the vehicle fleet.	<b>Estates</b> will look to lease electric vehicles for its in-house fleet.
	<b>Estates</b> will add more EV charging points across its sites.
Aim to reduce single occupancy car journeys to and from sites	<b>Sustainable Models of Care</b> will utilise digital functionality to replace meetings.

## 4. Adaptation

Trust Sustainability Objective	Green Action Plan Intervention
Recognise the potential impact that climate change could have on the provision of the Trust's services.	<b>The Board</b> to approve an Adaptation Plan linked to the Green Action Plan.
	<b>Estates</b> will complete a Climate Change Risk Assessment (CCRA), focusing on local impacts. The CCRA will consult with representatives of multiple departments across the Trust.
	<b>Estates</b> will carry out a Flood Risk Assessment across the sites.
	<b>Estates</b> will monitor over- heating events, likely to become more common with climate change.
Support individuals and groups to enact sustainability.	<b>The Board</b> will formally identify and support an Adaptation lead.
	<b>HR/OD</b> will provide training to staff for issues related to Adaptation.
Utilise position to leverage suppliers to improve their sustainability.	<b>Procurement</b> will work with our major suppliers to develop contingencies to ensure supply chain is not compromised by extreme weather events.
Recognise the potential impact that climate change could have on the provision of the Trust's services.	<b>Estates</b> will ensure that the Corporate Risk Register is updated to include sudden demand on services, extreme weather events and environmental impacts
	<b>Estates</b> will ensure that its Business Continuity Plans are updated and include Cold Weather Plan and Flood Management Plan.

## 5. Capital Projects

Trust Sustainability Objective	Green Action Plan Intervention
Support individuals and groups to enact sustainability.	<b>The Board</b> will formally identify and support a lead for sustainable capital and refurbishment projects.
Incorporate sustainability into design of buildings/ refurbishments.	<b>Estates/ Finance</b> will design flexibility into buildings to enable evolution through their life cycle.
	<b>Estates</b> will design refurbishment with climate change in mind to ensure that buildings are suitable for the long term. This will include a review of heating, ventilation, lighting systems.
	<b>Estates</b> will utilise environmental standards in future building refurbishments.
Engage with Local Stakeholders/Local Community.	<b>Estates/ Comms</b> will consult local stakeholders in the design process for refurbishments.
	<b>Estates</b> will share successful sustainable capital projects with other healthcare organisations.
Improve the energy efficiency of buildings on site.	<b>Estates</b> will review its estate to assess heating systems, insulation and window upgrades and energy use and will undertake a lighting audit to assess the timing of an LED Replacement Programme.
	<b>Estates</b> will identify and vacate buildings which are no longer fit for purpose. These tend to be older, energy inefficient buildings.
Support the local economy.	Where possible <b>Estates</b> will utilise local contractors to perform refurbishments, thus limiting carbon emissions from travel and providing investment in the local economy.

## 6. Green Space & Biodiversity

Trust Sustainability Objective	Green Action Plan Intervention
Safeguard greenspaces across its sites.	<b>Estates</b> will, as a minimum, maintain the current grounds and garden meterage
Consider the impact of the Trust's activities on biodiversity.	<b>Estates</b> will assess the impact of its services on biodiversity and develop mitigation strategies.

## 7. Sustainable Care Models

Green Plan Intervention	Green Action Plan Intervention
Incorporate sustainability into its clinical services.	<b>Meds Mgt</b> will review prescribing and use of medicines to ensure medicine optimization, reduced waste and potential alternatives. Working across the system the Trust will review inhaler and medical gases infrastructure across the community sector.
	<b>Estates</b> will look to implement the waste hierarchy across all clinical services thereby looking to improve and increase re-use and recycling and reduce plastic usage across medical equipment.
	<b>Sustainable Models of Care</b> will incorporate sustainability into care models with a view to reducing waste, toxic and hazardous substances.
Engage with local stakeholders/local community to reduce the impacts on today's and future generations.	<b>Sustainable Models of Care/patient engagement</b> will engage with staff and patients to design care models to ensure that they are realistic, appropriate and aligned to expectations of patients and their families.
Begin to implement sustainability into medical service design, where appropriate.	<b>Sustainable Models of Care</b> will promote the 'self-care' agenda, leading to fewer follow-up consultations between patients and clinicians, where appropriate.

Develop and implement digital strategies.	<b>Sustainable Models of Care/patient engagement</b> will continue to develop the 'Attend Anywhere functionality', reducing the need for patients to travel to site, instead receiving care closer to home.
	<b>HR/Sustainable Models of Care</b> will update and implement a flexible working policy including the option to work from home.
Engage in 'preventative' healthcare by participating in initiatives outside the Trust.	<b>Sustainable Models of Care/patient engagement</b> will ensure appropriate signposting is in place, aiming to improve the health and well-being of the community and subsequently reducing patient numbers.
Consider the impact of the Trust's activities on biodiversity.	<b>Sustainable Models of Care</b> will assess the impact of its services on biodiversity and develop mitigation strategies.
	<b>Estates</b> will assess its green spaces in line with the DDA.
	<b>Procurement</b> will only procure timber and paper products with environmental accreditations, e.g.FSC.
Engage with local stakeholders and the community.	<b>Estates/Patient engagement</b> will work with local partners and communities to improve biodiversity on our estate.

## 8. Our People

Trust Sustainability Objective	Green Action Plan Intervention
Encourage more staff to engage with sustainability.	<b>HR/Comms</b> will increase communications relating to sustainability issues.
	<b>HR/OD</b> will implement a sustainability category at staff awards to encourage and recognise sustainable staff behaviours.
	<b>HR/OD</b> will seek to increase the number of Green Champions and provide them with senior level support and training.
Promote health and wellbeing amongst its workforce.	<b>HR/OD</b> will encourage staff to be active by encouraging active transport
	<b>HR/OD</b> will promote Mindfulness sessions amongst staff and increase attendance year on year.
	<b>HR/OD</b> will promote the use of the gyms, including Yoga and Pilates classes and increase attendance year on year.
Encourage more staff to engage with sustainability.	<b>HR/OD</b> will, through the Culture and Leadership Programme, develop an action plan to promote and support healthy choices in all parts of the workplace, including off site.
	<b>Procurement</b> will take a responsible approach to selecting suppliers and request to access their procedures on equality and diversity.
Promote health and wellbeing amongst its workforce.	<b>HR/OD</b> will develop strategies/plans that will have a positive impact on health, wellbeing and sustainable development to all staff and third-party personnel working on our sites or on our behalf.

	<b>HR/OD</b> will enhance and evidence staff wellbeing and accommodate their specific needs, through offering support schemes. In turn, this will also have a positive impact on staff turnover.
	<b>HR</b> will work with key partners to improve employment opportunities in our organisation.
	<b>Estates</b> will develop a clear process to manage our duty of care to all contractors and third-party personnel working on our sites or on our behalf.
	<b>HR</b> will engage with local employers and develop schemes that will advance skills and help unemployed people into work.
	<b>HR</b> will offer opportunities to build skills and experience.
	<b>HR/Comms</b> will share our ideas and learning and work in partnership with local organisations, trade unions and staff to develop our working practices.

**9. Sustainable use of Resources**

<b>Trust Sustainability Objective</b>	<b>Green Action Plan Intervention</b>
Adapt procurement decisions to give more weight to sustainability criteria.	<b>Estates</b> will work with onsite contractors to ensure they use best practice and reduce the use of harmful chemicals.
	<b>HR / Finance</b> will actively promote sustainable products within the organisation and local area, offering staff discounts on sustainable products. The Trust will encourage staff to take these practices home with them.



	<p><b>Estates</b> will ensure that all legal requirements are met through recording the use of hazardous chemicals in a COSHH register with an annual assurance report. Providing an annual assurance report to Health and Safety Committee.</p>
Endeavour to improve the segregation of waste streams.	<p><b>Estates</b> will train all relevant staff in minimising the use of chemicals.</p>
	<p><b>Meds Mgt</b> will develop a stock management system and reorganise product lines to reduce waste in all areas of the organisation. For example, ensuring pharmaceuticals are disposed of appropriately and over-prescribing is avoided through e.g. social prescribing.</p>
Adopt and implement the GS1 Standard.	<p><b>Estates</b> will follow Department of Health Guidance to begin implementing the GS1 Standard.</p>
Adapt procurement decisions to give more weight to sustainability criteria.	<p><b>Procurement</b> will incorporate sustainability criteria into procurement decisions, e.g. Green/Eco labels, energy performance criteria, etc.</p>
Endeavour to reduce unnecessary/excessive resource consumption and waste.	<p><b>Procurement</b> will investigate the advantages/disadvantages of reusable surgical equipment (as opposed to single-use items).</p>
	<p><b>Procurement</b> will encourage suppliers to reduce waste production. Many products are supplied to the Trust with excessive packaging.</p>
Endeavor to improve the segregation of waste streams.	<p><b>Estates</b> will provide the necessary training and encouragement to increase the correct use of different waste streams.</p>

## 10. Carbon/GHG's

Measure and report CO <sub>2</sub> e emissions.	<b>Estates</b> will measure its carbon impact, incorporating energy, water, waste and anesthetic gases and business travel emissions on an annual basis and regularly monitor performance. These findings will be reported annually to the Board.
Seek to reduce CO <sub>2</sub> e emissions resulting from its activities.	<b>Estates</b> will assess how all transport and travel contributes towards CO <sub>2</sub> e emissions.
	<b>The green board</b> will set a local carbon reduction target aligned to the Climate Change Act 2008 - 28% by 2025 and 80% by 2050.
	<b>HR / Finance</b> will require senior level approval in order to sanction high carbon business travel.
	<b>Estates</b> will include KPIs relating to CO <sub>2</sub> e and NO <sub>x</sub> into key contracts in Estates and Facilities Dashboard.
Engage with local stakeholders and the community.	<b>Comms</b> will communicate to staff, patients, visitors, suppliers and the local population the value we place on being a low carbon organisation.
	<b>HR / Comms</b> will encourage staff and patients to consider and reduce the CO <sub>2</sub> e impact of high emitting activities, e.g. car travel, energy use, etc.
	<b>Estates</b> will engage with other similar local organisations to share best practice.
Aim to reduce CO <sub>2</sub> e emissions resulting from site activities in line with Climate Change Act 2008.	<b>Estates</b> will continue to improve and optimise heating and ventilation systems across its estate portfolio.
Capitalise upon available technologies to reduce CO <sub>2</sub> e emissions.	<b>Sustainable Models of Care / HR</b> will promote the use of virtual meeting technologies to reduce the requirement for staff travel.

	<b>HR/OD</b> will implement a Workingfrom Home policy to reduce unnecessary travel.
	<b>Estates / finance</b> will review potential investment in renewable energy technology, such as solar panels, solar thermal and CHP units.

## 5. Green Action Plan Governance Framework

With reference to the “Delivering a Net Zero NHS: Memorandum of Understanding for regional leadership and delivery” document published in 21/22, this Green Action Plan will be this organisation’s contribution, alongside all other ICS NHS organisations plans to the overall C&M ICS Green Plan.

The NorthWest Greener NHS Team will be led by Senior Responsible Officer’s (SRO’s) namely the Regional Chief People Officer and the Regional Director of Public Health. At a strategic level these SRO’s will be responsible for ensuring that each organisation within the ICS has

- A Board approved Green Plan that aligns to the ambition set out in national strategic documents
- Have a Board level representative with net zero in their work portfolio
- That each organisation responds to national data collections.
- Provides quarterly updates to the Regional Greener NHS Delivery team and the NHSE/ Public Board
- Implement the Estate and Facilities Net Zero Delivery Plan including ensuring all electricity is purchased from renewable sources by April 2022
- Support the implementation of net zero strategies including procurement and supply chain and COVID recovery.

Internally the Green Steering Group (see chapter 3) will report directly to the SRO but will submit papers as appropriate to councils, committees and the Board.

## **6. Data measurement and reporting framework**

The primary national objective is to achieve a net zero NHS by 2040. Bridgewater's contribution to this objective needs to start within the lifespan of this document and the TSO's provide a framework for this journey to start.

To understand achievement, it is also paramount that the organisation understands its current position, and this in itself will necessitate a separate, though integrated, work programme.

From an estates perspective (reference to the document "Estates Net Zero Carbon Delivery Plan published by NHSE) 60% of all NHS emissions are directly attributable to the Estate infrastructure of the NHS. Bridgewater occupies in excess of 80 sites and the ability to instigate Green Action Plan interventions across this estate will be key. The majority of these premises are leased and partnership working with landlords will be essential in order to achieve these TSO's. Whilst NHS Property Services and Community Health Partnerships are within the NHS family and have the same goals and aspirations to achieve net zero, integrating private landlords to these ambitions will be a key challenge.

In terms of estate data measurement, it is planned to ascertain a carbon footprint baseline for each property although it is acknowledged that the most accessible data will relate to the Trusts freehold and single tenancy properties. For multi tenanted properties the Trust will seek partnership working arrangements with the landlord and other tenants, to seek the best approach to establish a baseline position.

Establishing this baseline will then able the Green Steering Group to review the TSO's, and subsequent action plans to allow performance measurement to be reported.

Similar data baseline exercises will be completed across the Trust e.g. business mileage claims, recycling statistics in order to determine the organisations starting point for carbon footprint measurement.

It is planned to develop a suite of dashboards, working with suppliers, landlords, system interfaces to provide data to provide information and assurance in line with the overall governance framework. It is planned to make this data available to the wider organisation via Qlik, and regular communication bulletins

## 7. Appendices



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