



Bradford District Care
NHS Foundation Trust

Our Green Plan: Greener Together

BDCFT 2021-26 Green Plan to improve our environment
and provide sustainable healthcare



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Foreword

Mike Woodhead,
Director of Finance,
Contracting and Estates
BDCFT Board lead
for sustainability



There is widespread recognition that climate change poses a major threat to our health as well as our planet. The environment is changing and the pace of change is accelerating. This has direct and immediate consequences for people, including our patients, staff and the wider NHS. The quotes above are from the Royal College of Physicians¹, NHS Chief Executive Simon Stevens and the Kings Fund² and they demonstrate that the NHS, as both a significant contributor to UK emissions and an anchor institution, can take the lead.

The Covid-19 pandemic has influenced our behaviour, including how we work and interact with our colleagues and patients. Perhaps it has also increased our awareness of the vulnerability of global and planetary health. Environmental issues continue to permeate our lives including single use plastics, air pollution, drought, flood, warming temperatures and food security. We cannot ignore our environmental impact or the impact of the environment on our supply chains and ability to deliver services.

People are living longer but the systems that support life are being degraded to an unprecedented level. That's why here at BDCFT we want to be part of the solution; to support our patients, staff and the wider community to live their best lives.

This Green Plan 2021-26 builds on our environmental strategy for 2016-2020. This Green Plan sets out our aims, objectives, principles and targets to achieve environmental improvements now, and for future generations whilst continuing to provide high quality care and continuously improving the health and well-being of patients and staff.

¹ <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

² <https://www.kingsfund.org.uk/blog/2019/04/nhs-climate-change>

1. Introduction

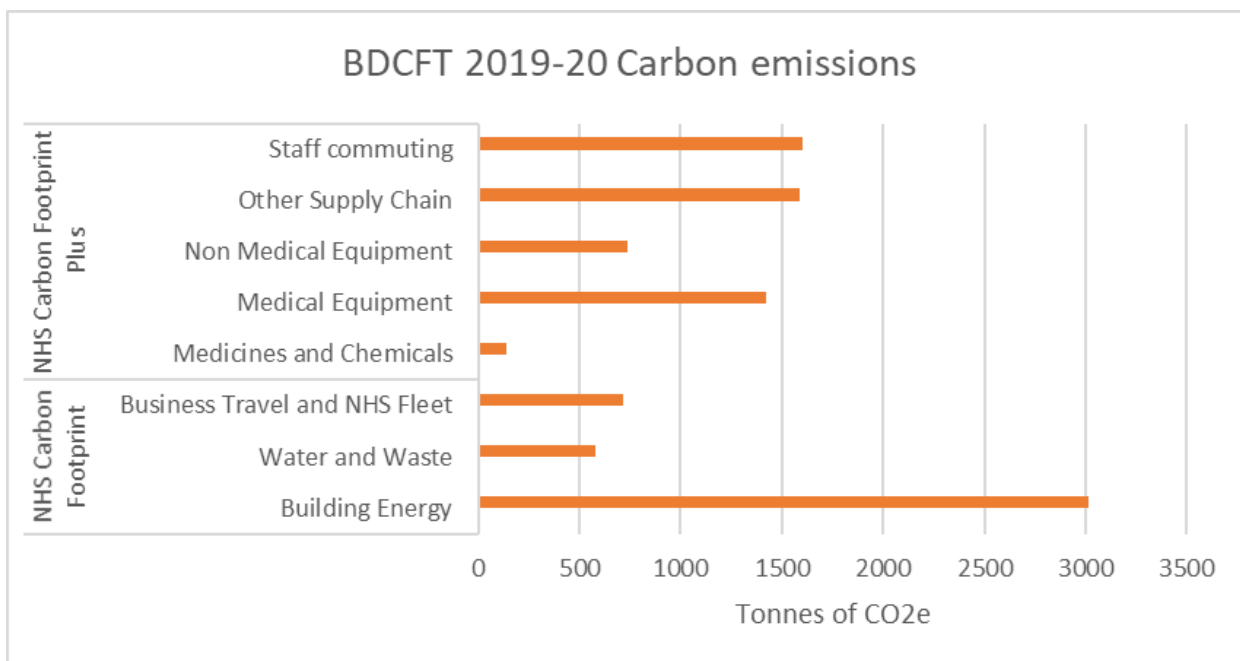
A Board approved Green Plan (and an annual summary of progress towards net zero carbon) is a requirement of the NHS Standard Contract 2020-21 and a key tool for embedding sustainability across the NHS and [Delivering a 'Net Zero' National Health Service](#).

This document is the BDCFT Green Plan. It replaces our Sustainable Development Management Plan and our Environmental Performance Improvement and Team Involvement Strategy 2016 – 2020. It is more than just compliance, it will drive a sustainable future for BDCFT and our community by publicly declaring our aim, objectives and targets. This is a live strategy which takes account of our financial aims and delivering our healthcare services. It considers our social impacts as well as environmental.

2. Sustainability within BDCFT

BDCFT has achieved carbon reduction through a number of factors which include: energy consumption reduction through estate rationalisation; decarbonisation of the national grid; leasing low emission vehicles within the fleet; installation of photovoltaic cells at Lynfield Mount and Airedale Centre for Mental Health; and diversion of domestic waste from landfill. Our carbon emissions in 2019-20 were over 9,799 tonnes of carbon dioxide equivalent (CO₂e). This is the same as 3,062 return flights from London to Cape Town!

Figure 1: BDCFT CO₂e emissions



3. Our aim

Be recognised as a leader in sustainability and environmental improvements within the NHS and our local community

To achieve this aim, we need the support of the whole Trust, patients and visitors and for change to occur at pace and scale. We have identified several objectives to reduce our collective environmental and social impact and to meet our obligations within the NHS long term plan and the NHS Standard Service Contract.

4. Our objectives

We will continue to improve our environmental performance if all staff recognise that business as usual is not feasible. Our objectives are to:

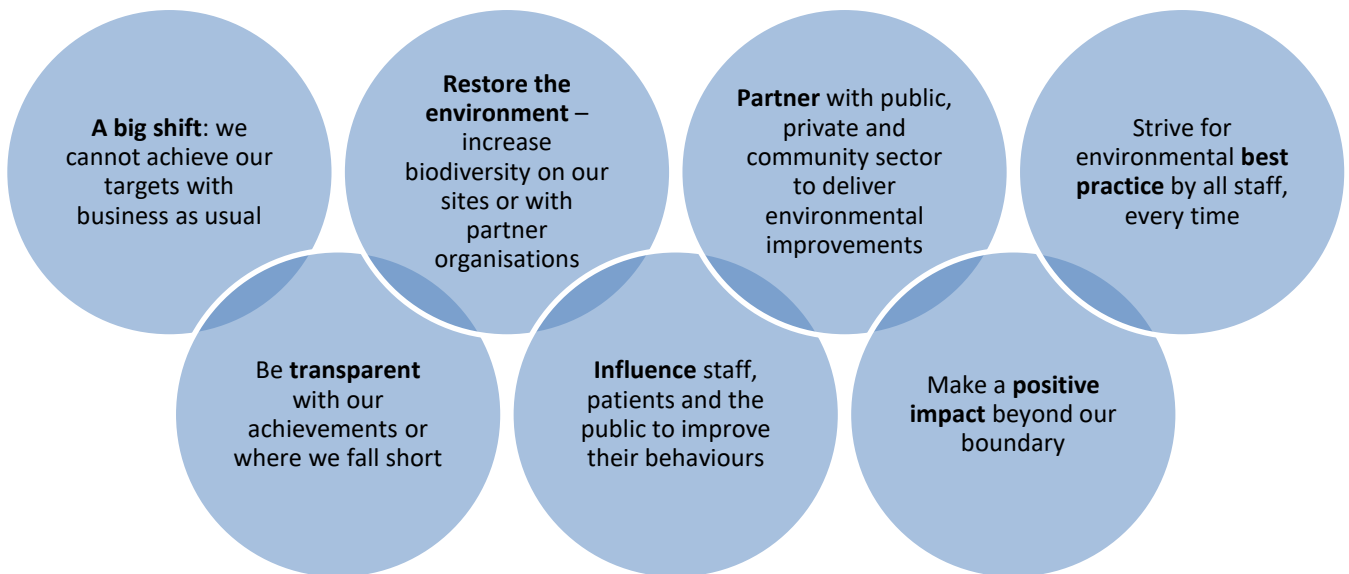
1. embed a Trust-wide approach to sustainability
2. consider the environmental impacts of everything we do
3. reduce carbon emissions
4. reduce consumption and waste
5. make a positive impact on our people and communities.

These large umbrella objectives will be met through achievement of key actions as detailed in the Green Plan, Action Plan whilst adhering to key principles.



5. Our principles

The principles that will guide our work are informed by the Forum for the Future's Net Positive Project. Our sustainability principles are:



Following these principles and working towards the targets will ensure we address all aspects of sustainability (environmental, social and economic):

- net environmental gain
- enhancing health and wellbeing
- delivering social value
- increasing resilience for our future

6. SDAT

Sustainability isn't just about the environment. Sustainability includes social and economic factors. For this reason, the NHS Sustainable Development Unit (SDU) online Sustainable Development Assessment Tool (SDAT) enables Trusts to self-assess their sustainability achievements in ten areas. The ten categories are:

- corporate approach
- asset management and utilities
- travel and logistics
- adaptation
- capital projects
- green space and biodiversity
- sustainable care models
- our people
- sustainable use of resources
- carbon / greenhouse gases

The SDAT is aligned to the United Nations (UN) Sustainable Development Goals (SDGs).

Figure 2: UN Sustainable Development Goals



BDCFT completed the SDAT in 2020 and achieved a score of 28%. There is clearly work to do to improve our position. SDAT from the NHS Sustainable Development Unit is changing, but as with any assessment tool, we will regularly monitor our progress, and where possible, benchmark against similar Trusts.

SDAT provides a framework for sustainability improvements and will require all colleagues to understand that their behaviour will impact on our ability to achieve the targets. Environmental and wider sustainability improvements are no longer just the responsibility of the Estates Department. Individuals and departments across the Trust will need to engage and support delivery.

Further detail on how BDCFT will approach the ten categories of SDAT and how they will help us achieve our aim and objectives are summarised in the following pages.

7. Adaptation

Climate change is one of the most significant public health threats we face. There is an emerging visible reality of extreme weather conditions, such as flooding and heat waves, which are increasing in severity and frequency. We need to act now to mitigate the negative effects of our past actions and to adapt to a changing climate now. Elsewhere in this document we address how we can change to mitigate, i.e. help to reduce climate change, here we also consider how we adapt to changes that are happening now. Therefore we will:

According to the Royal College of Psychiatrists, 57% of child and adolescent psychiatrists in England see children and young people distressed about the climate crisis and the state of the environment.

- use the redevelopment of Lynfield Mount Hospital as a key opportunity to adapt to climate change and develop quality and resilient green space, whilst also enhancing health and well-being of patients and staff.
- develop a Climate Change Risk Assessment to highlight risks to continuity and resilience, which will be reviewed annually or after an event or near miss and include significant risks on our risk register. We will consider clinical needs, the quality of our estate and supporting infrastructure.
- develop an Adaptation Plan linked to resilience planning with input from finance, estates management, emergency preparedness, HR, business continuity and local partner organisations (such as Bradford Council, Bradford Teaching Hospital and the Environment Agency) to ensure a co-ordinated and integrated adaptation plan. This will take account of an assessment of flood risk of our estate, access routes and supporting infrastructure (e.g. utilities, IT and supplies) and workforce based on current and future projected climate conditions. We need to ensure that our district nurses can continue to visit patients during severe winters and our inpatients and vulnerable community patients do not overheat during more intense summers.

Our Emergency Preparedness team has already considered national heat wave, cold weather and flood plans, which are reviewed and will feed into the climate change adaptation plan as necessary. We also monitor over-heating events, especially in clinical and ward areas. We will ensure staff are prepared and trained to deal with different extreme weather scenarios; for example, that they know how to keep clinical and ward areas cool in the event of hot weather, and how to report high indoor temperatures.



8. Asset Management & Utilities

Electricity, gas and water are a substantial cost and environmental impact to BDCFT. We need to improve energy efficiency of equipment we use and our buildings to reduce consumption. From April 2021 we will purchase renewable electricity, but we still need to reduce demand. Increasing staff engagement and awareness will help to embed efficiency and encourage staff to be energy efficient at home too. Our Estates Strategy needs to demonstrate our commitment to sustainability across our portfolio.

Our goal is therefore to increase energy and water efficiency across the Trust and as a minimum we will:

- monitor utility consumption and plan how to reduce consumption year on year.
- assess space utilisation and make best use of our estate, taking account changes to working locations and practices following Covid-19.
- communicate with staff, patients and visitors about how they can reduce utility consumption both at work and home.
- monitor and respond quickly to fluctuations in temperature or supply issues. Implement a temperature control policy.
- increase on-site energy generation capacity from renewable resources.
- develop a sustainable buildings action plan, including a review of our building stock with relevant stakeholders.



9. Capital Projects

Sustainability and efficiency will be embedded in refurbishment and new build projects. With the redevelopment of Lynfield Mount Hospital, we aim to incorporate sustainability principles including carbon net zero, green spaces, 'smart' buildings and to mitigate and adapt to the impacts of climate change. However, it doesn't stop with the build; we will ensure that staff know how to operate the heating, cooling, lighting and ventilation in their ward or office and how to maintain optimal performance.

Our goal here is to reduce the environmental impact of construction at design, refurbishment, construction and operation and as a minimum we will:

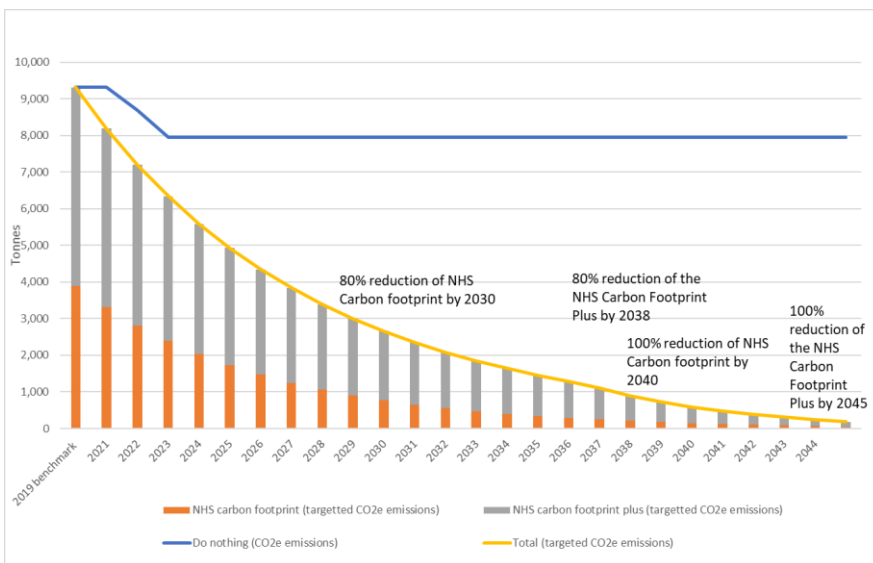
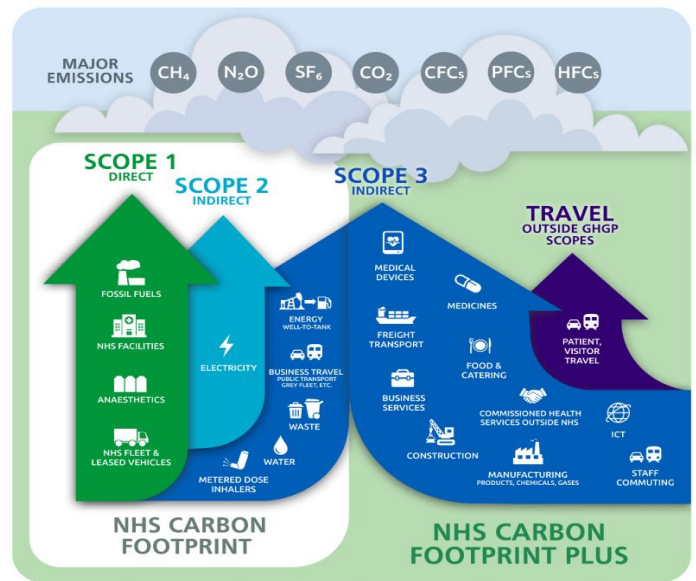
- work to achieve the highest [BREEAM](#) score possible and incorporate [WELL](#) building standards where appropriate.
- we will prioritise access to natural light, ventilation, green space, and active travel infrastructure.
- consider social value outcomes when procuring new services in the design and build, using local suppliers and small and medium sized businesses.



10. Carbon and Greenhouse Gases

Everything we do and everything we buy, generates carbon. We have calculated our carbon emissions for electricity, gas and business travel annually for many years but we have now measured a more comprehensive carbon footprint for 2019-20. We produced around 9,799 tonnes of CO2e in 2019-20, which is equivalent of 3,062 return flights to Cape Town from London.

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



To achieve 'net zero', we need to aim for:

- 15% year on year carbon reduction from our NHS Carbon Footprint, and
- 10% year on year carbon reduction from our NHS Carbon Footprint Plus

The reduction in 2021 in the 'do nothing' scenario shows the mandatory purchase of renewable electricity from April 2021.

As a minimum we will:

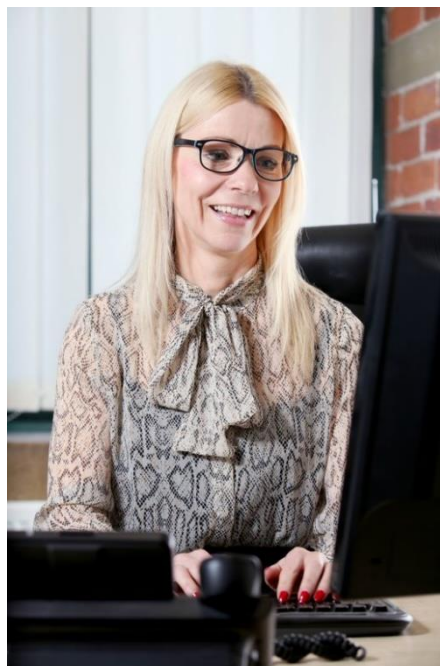
- measure our carbon impact year on year and report to Board and colleagues.
- identify 'hotspots' and target activities to reduce carbon emissions, for example with key suppliers and contractors.
- engage colleagues in our 'Just One' campaign to change just one habit on just one day.
- work with neighbouring Trusts and local authorities on district wide initiatives.
- educate patients and colleagues to make low carbon choices at home.
- investigate offsetting opportunities for carbon we cannot eliminate.

11. Corporate Approach

To succeed we need a corporate approach to sustainability to demonstrate commitment to and the importance of improving planetary health in order for people and communities to thrive. This Green Plan is Board approved and they will hold us to account. Senior staff will be accountable for ensuring that the policies, procedures, processes and any business cases take account of sustainability across the whole Trust.

Our goal here is to ensure that sustainability is embedded within BDCFT strategies and processes, and that we deliver, monitor and report on progress to the Board with a Board level champion. As a minimum we will:

- report progress regularly to the Senior Leadership Team and Board for them to support corrective action if needed.
- include a detailed sustainability update in the BDCFT annual report.
- develop and implement a Sustainable Procurement Strategy.
- require large business cases to incorporate a Sustainability Impact Assessment.



12. Green space and biodiversity

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



Improving our green spaces can also contribute to improved air quality and noise reduction, and supports biodiversity whilst alleviating the impact of climate change, e.g. slowing down rainwater flow to prevent flash flooding. We are already supporters of the NHS Forest, having planted trees at Lynfield Mount Hospital around 10 years ago and recently planted more trees at Waddiloves, Somerset House and Lynfield Mount Hospital.

We will:

- develop a biodiversity and green space strategy and associated action plan.
- increase biodiversity and green space on our Estate.
- work internally with Estates, nursing staff and allied health professionals, and with the local voluntary and community sector, neighbouring Trusts and the Council to provide opportunities for service users to benefit from nature-based activities and therapy.
- aim for net biodiversity gain on the Estate, particularly with the redevelopment of Lynfield Mount Hospital.
- educate colleagues and patients on the benefits of nature for physical and mental health.
- provide opportunities for staff and patients to access green space.
- acknowledge that green space is a resource and encourage allotments and food growing at home.
- Work with Food Services to incorporate allotment produce into Trust catering, where possible.



13. Our People

The success of the Green Plan relies on everyone playing a part. All staff need to be conscious of how their choices and behaviour at work impact the environment.

Many people are more aware of environmental issues than ever before. We need to harness this interest and encourage them as well as engage with staff and patients who are just starting the journey. No matter our interest and experience, we can all do something to take ownership and make positive influences.

As an anchor institution³ our reach extends beyond our Estate. We recognise we have a role to play in embedding sustainability behaviour at home as well as work. This is more important than ever with many staff working from home some or all of the time.

As a minimum for Our People we will:

- convene a quarterly sustainability group with representatives from patient groups, clinical, corporate, community and estates.
- provide regular communications and education through a variety of media channels for staff to provide advice and guidance on a range of environmental topics, e.g. through Connect.
- work with staff groups and patient groups to develop specific projects that address our Green Plan action plan.
- raise awareness of sustainability through team meetings, continual professional development opportunities (CPD) and training and induction.
- recruit internal sustainability champions to help disseminate key messages within their teams.

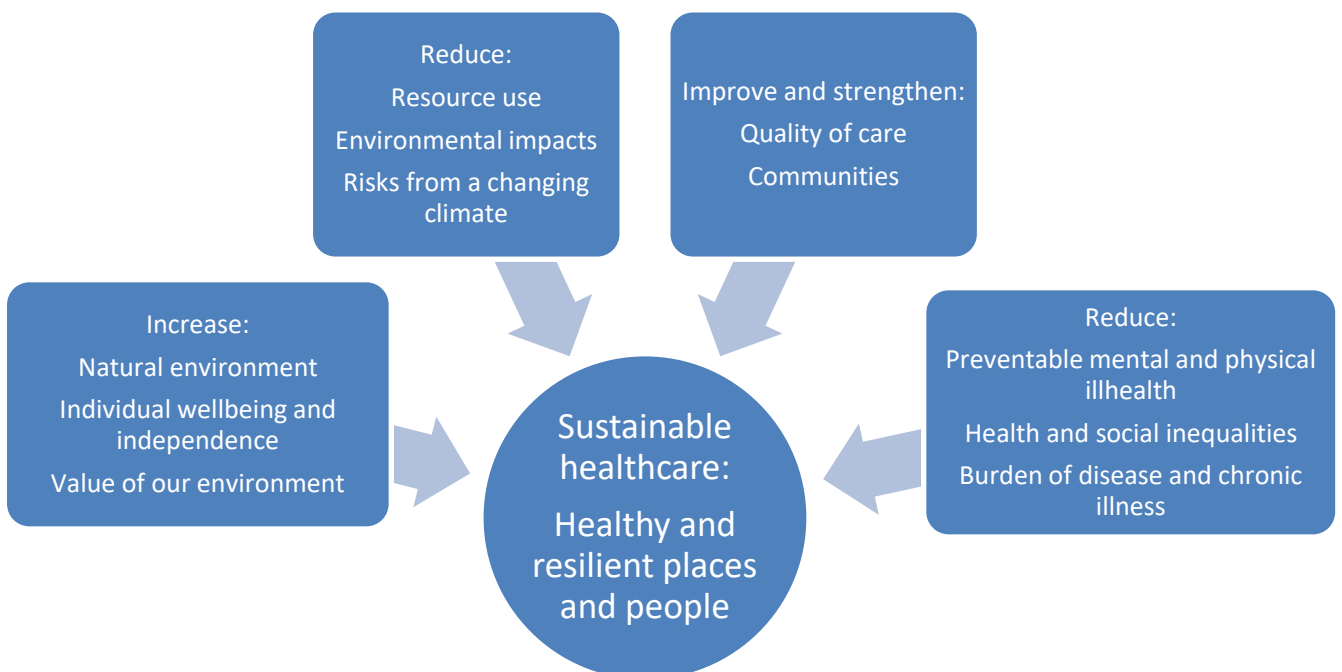


³ An anchor institution is a large, public sector organisation whose long-term sustainability is tied to the wellbeing of the populations they serve.

14. Sustainable Care Models

The pandemic has accelerated digital changes within our services but there continue to be more we can do to influence and embed sustainable care models. With more patients being treated in the community, sustainable care will be even more important to ensure operational efficiency too. However, equity of service is important and we recognise digital methods will not always be appropriate.

Recognising our impact on the environment will help us to improve patient care. Identifying and supporting activities that prevent clinical intervention and reduce demand will lead to healthy and resilient people and places.



To achieve sustainable care models we will aim to:

- involve staff, patients and service users and the wider community in decisions that affect when and where they are treated, for example in the design of the hospital redevelopment, to ensure it is an appropriate, patient-led, healing environment.
- develop initiatives to prevent or reduce the length of inpatient stays, for example work with community partners that support vulnerable patients when discharged.



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15. Sustainable Use of Resources

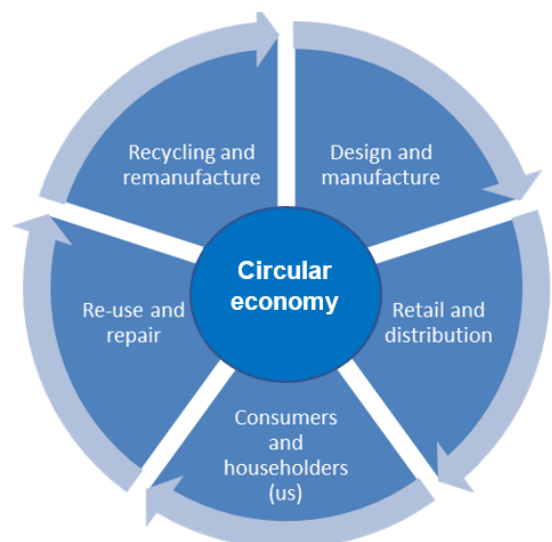
There are numerous regulations for waste management which are detailed within the Trust waste management Policies and Procedures. The purpose of these is to ensure that what we generate, we also segregate, handle and dispose of correctly. This includes clinical and non-clinical wastes.



Purchasing goods is a large proportion of our carbon footprint and we need to reduce unnecessary use of resources as far as possible. For everything else, we need move to a more circular economy⁴. We need staff and patients to be conscious of what they are purchasing, using and how/ where they dispose of waste. Staff should be aware of the waste hierarchy to reduce, reuse and recycle as much as possible.

Our goal here is to reduce waste and reduce the proportion of hazardous/ infectious waste year on year. As a minimum we will:

- develop and implement a Sustainable Procurement Policy.
- continue to implement the NHS Plastics Pledge.
- increase reuse and ensure staff consider reuse as a primary option where feasible.
- identify single use products that could be eliminated, reduced or replaced, where possible.
- improve segregation of waste and adherence to national guidance; minimising infectious waste and general waste in favour of offensive and dry recycling.
- reduce food waste at our inpatient sites.
- reduce meat consumption as part of a healthy and sustainable diet, taking account of national guidelines.
- use our purchasing power to work with key suppliers to reduce packaging and waste.
- educate staff on circular economy principles both for home and work.



⁴ The Ellen MacArthur Foundation definition of a circular economy is one that is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.

16. Travel and Logistics: Our Green Travel Plan

A requirement of the *Delivering a Net Zero NHS* is for Trusts to have a Green Travel Plan and many of the environmental requirements of the NHS Standard Contract relate to transport.

We recently published our BDCFT Green Travel Plan 2021-26, which aims to significantly reduce carbon emissions and improve local air quality. It is also in line with the NHS People Plan; whereby if staff can have flexible working patterns, there will be more opportunities to choose sustainable methods of transport for their commute.



Implementation of the Green Travel Plan will provide cost savings and health benefits for staff, including mental health by eliminating commutes and time spent in congestion. There are also financial savings for BDCFT associated with lower business miles.

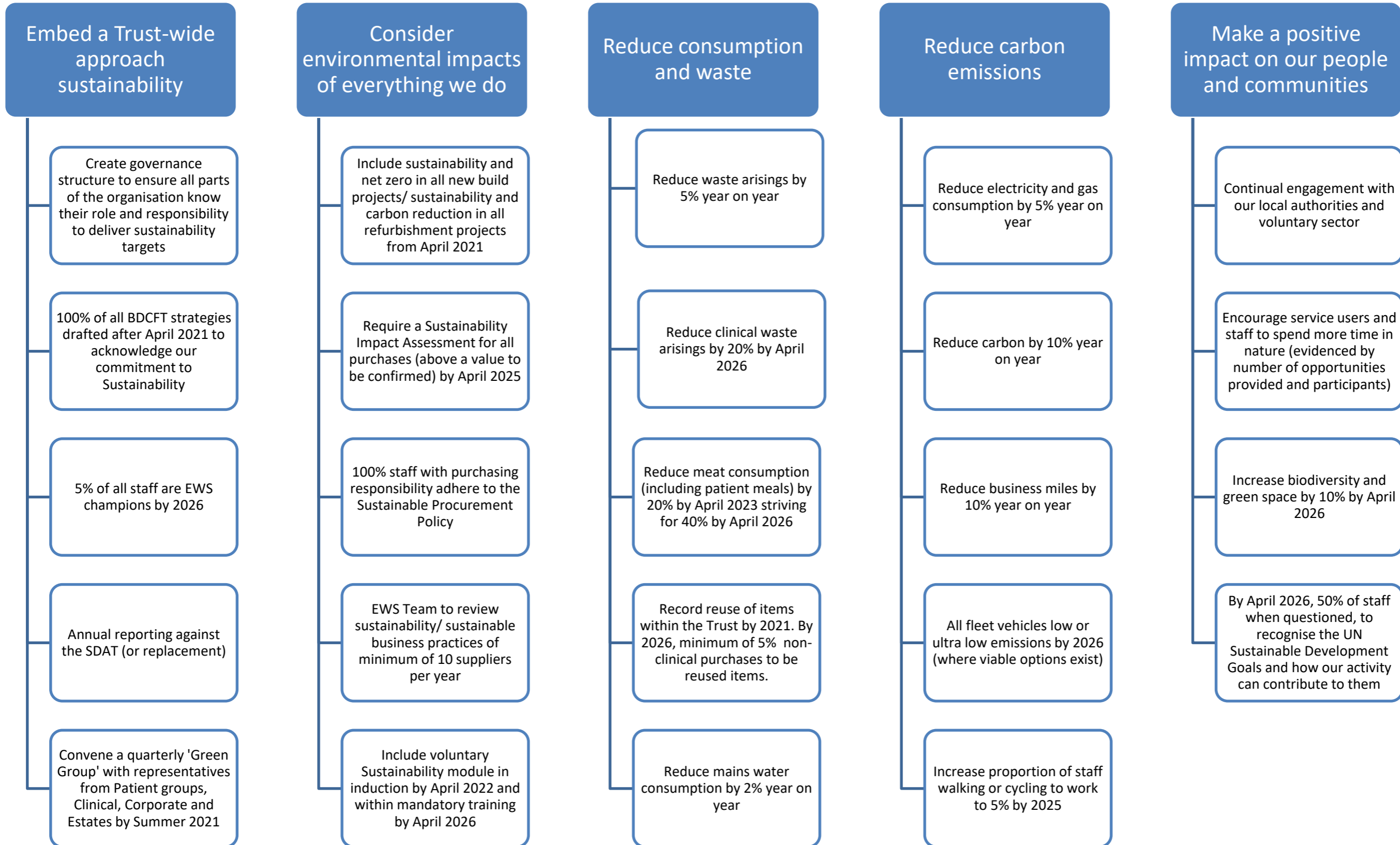
Leaving the car at home is extremely challenging and for many, they have no option. However for those that can use active travel, public transport, or that can reduce the number of days they commute, we will provide advice and support, as well as infrastructure (e.g. bike lockers) where necessary.

With regards travel and logistics we will:

- develop an electric vehicle strategy so colleagues understand when and where they can charge an electric car, taking account of electric supply capacity and demand.
- encourage staff to amend their travel habits for Just One Day.
- continue to invest in cycle infrastructure when and where appropriate.
- continue to encourage home working where business and service needs allow.
- take steps to develop an expenses policy that promotes sustainable travel choices.
- work with our car leasing scheme to further restrict the lease of high emissions vehicles whilst ensuring staff are not disadvantaged.
- expand the use of electric vehicles within the fleet and reduce fleet mileage.
- provide sustainable travel advice for service users and visitors to our sites.
- work with partners to deliver on local ambitions to reduce carbon emissions and improve air quality.

17. Our targets

From the sections above, we can distil a number of targets. These Green Plan targets are not binding but help to provide a structure and reportable performance indicators. As more guidance is developed by NHS England on Green Plans and net zero requirements these targets will be modified with the agreement of the Board.



18. Our plan

To achieve our aim and objectives, and the targets which we will monitor progress against, we need a plan. Details are in our action plan which accompany this Green Plan and the Green Travel Plan. Key actions for the first two years of the Plan focus on NHS England requirements.

Figure 3: Objective and priority actions



19. Measuring Success

There is no fixed and permanent solution; we need to constantly evolve and improve. To do this we need to monitor and evaluate our performance, and inform staff, patients and the public how well we are doing against our commitments. For any qualitative targets, we will survey staff to identify how well we are doing.

We will continue to publish an annual report, submit data to ERIC⁵ and use other reporting tools such as Sustainable Development Assessment tool (SDAT) replacement.⁶ We know it will be difficult, but fear of failure and missing targets is no justification for inaction. If we miss a target, we will reflect on how we can adapt and plan to achieve it in future.



Estates Return Information Collection (ERIC) 2018/19 Data Quality Report 2019

Published 17 October 2019
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Information and technology for better health and care

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Sustainability Report

Environmental sustainability

Sustainability is defined by the Brundtland Commission as follows:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"

Sustainability includes not only environmental impacts such as use of resources and emissions from our activities, but also Social Sustainability (communities, education, and wellbeing) and Economic Sustainability (poverty and its physical and psychological effects). This report seeks to address all three pillars of Sustainability: Environmental, Social and Economic.

In 2019, the Trust was awarded a certificate of excellent sustainability reporting. This certificate awarded by NHS Improvement, the Sustainable Development Unit and HFMA demonstrates our commitment to environmental, social and financial sustainability.



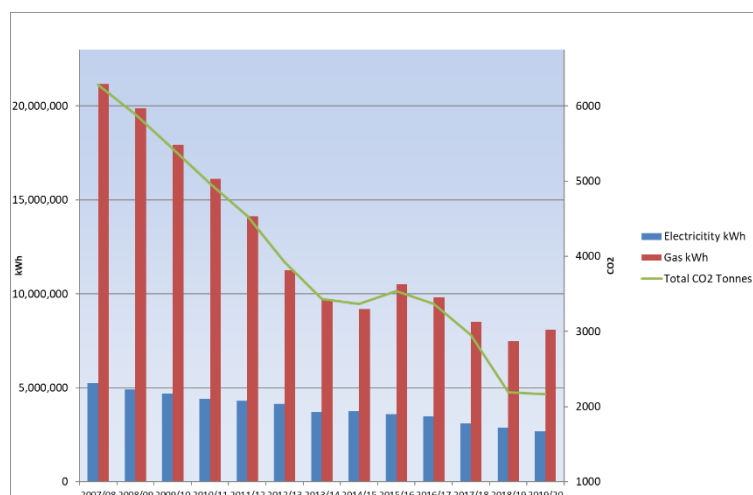
Carbon reduction and energy efficiency

Under the Climate Change Act 2008 the UK has a statutory target to reduce carbon emissions by 80% by 2050 compared to 2007/08. As the largest UK employer, the NHS has an important role in developing actions that will help to achieve this target. Each NHS organisation has been tasked to identify actions to improve its own sustainability and reduce energy consumption.

In response to this challenge we are working hard to reduce the amount of energy we use. We are using 40% less electricity and 59% less gas than in 2007/08. We are also emitting 3,326 fewer tonnes of carbon dioxide per year, a 56% reduction in our historic baseline emissions, as shown in the consumption table and trend chart below.

Other activities improving our environmental performance in the last year include:

- installation of solar panels at Lynfield Mount Hospital;
- ongoing Airedale Centre heating and building improvements; and
- ongoing programme of improvements to Building Management Systems (BMS).



⁵ Estates Return and Information Collection

⁶ From the Sustainable Development Unit

20. Why we need a Green Plan

But why do BDCFT even need a Green Plan?

Under the Climate Change Act 2008 the Government set a target to reduce emissions by 80% (of 1990 levels) by 2050. This was amended in 2019 to be net zero greenhouse gas emissions by 2050. This is to keep rising global temperatures under 1.5C by 2100, widely accepted as a threshold beyond which significant environmental degradation will occur. In December 2020, the Government further announced a [new plan](#) targeting a 68% reduction in greenhouse gas emissions by 2030.

This means emissions from transport, agriculture, industry, businesses, homes and of course the NHS will have to be avoided completely by 2050 or offset (removing CO2 from the atmosphere) to support national efforts.

There are four key NHS documents that establish sustainability drivers for the Trust:

- Delivering a Net Zero NHS
- NHS Long Term Plan
- NHS Standard Service Contract 2020/21
- NHS Operational Planning and Contracting Guidance 2020/21

The NHS Long Term Plan sets out how the NHS will transform and improve over the next 10 years and includes sustainable development considerations. The NHS Standard Service Contract contains a series of targets and objectives which are an integral requirement for NHS Trusts. Deliverables for sustainable development include:

| Sustainable development deliverable | BDCFT response |
|--|---|
| Cut business mileage and NHS fleet air pollutant emissions by 20% by 2023/24. | Mileage has reduced considerably in 2020/21. Our Green Travel Plan 2021-26 aims to meet this deliverable as we recover from the pandemic. |
| Complete a Green Fleet Review. | BDCFT received a free Green Fleet Review from the Energy Savings Trust in 2020 and will act on recommendations. |
| Ensure all fleet vehicles purchased or leased after 1 April 2020 support the transition to low and ultra-low emission (ULEV). Measure (environmental, financial and health) impacts of travel using the Sustainable Development Unit's Health Outcomes of Travel Tool (HOTT). | Estates and Facilities are investigating further options for ULEV within the fleet whilst taking account of service requirements, for example delivering out of hours services. We will utilise HOTT to support our Green Travel Plan. |
| Ensure that any car leasing scheme restricts the availability of high emission vehicles. | We have included this requirement in our Green Travel Plan. |

| Sustainable development deliverable | BDCFT response |
|--|---|
| Purchase 100% renewable electricity from their energy suppliers by April 2021. | BDCFT has instructed our energy broker to purchase renewable electricity from April 2021. |
| Replace lighting with LED alternatives during routine maintenance. | BDCFT do and will continue to install LED fittings during maintenance, when possible. |
| Ensure all new builds and refurbishment projects are delivered to net zero carbon standards. | BDCFT are engaging contractors to support major refurbishments and new build projects. Net zero carbon is discussed within the brief. |
| Reduce single use plastics and commit to the NHS Plastics Pledge. | BDCFT signed up to the NHS Plastics Pledge in 2019 and is meeting the requirements of this pledge. |

Other requirements, e.g. for reduction in metered dose inhalers and anaesthetic gases are not relevant to BDCFT and have therefore been excluded from the above list.

In 2021 further supporting documents and strategies are expected from NHS England and Improvement to help Trusts to reduce carbon emissions across a range of activities. These are set to include: Clinical Waste Strategy; Estates (Workforce) People Plan; NHS Energy Strategy and Stretch Programme; Net Zero Carbon Client Brief; and Green Leases Framework. Some guidance and standards documents (HBN and HTM) will also be updated. All of this will help us to set out key activity's we can take to reduce the environmental impact of our estate.

This all supports the *For a Greener NHS* campaign which launched in 2020 to address the NHS' impact on climate change, air pollution and waste. Success in this campaign and meeting national targets will require action from all BDCFT staff, including clinical and corporate. We all need to be conscious of how our actions impact our environment and we need to start to make things right in everything we do before the mountain is too big to climb.

Annette Kennedy, President of the International Council of Nurses

COVID-19 has forced the world to pause and take stock, providing us with a unique opportunity to make changes that will benefit the planet and all the people on it. Climate change poses an imminent and serious threat to the health of the world's population. We are calling on governments to make sure that pollution levels do not return to previous levels, so that our children and grandchildren will be able to grow up healthily in a liveable and sustainable climate. It may be the only chance we have for anything positive to come out of the COVID-19 pandemic, and to let this opportunity slip by would be unforgivable.

UK Health Alliance on Climate Change

How the NHS operates in relation to procurement and waste, food, transport and air pollution, energy and advocacy and leadership, could help the health service to realise greater co-benefits to planetary health, finance, and society.

British Medical Journal

A [“science-based approach”](#) to a healthy recovery from Covid-19 must mean decisions by international governments that reduce both air pollution, which damages every organ in the body, and greenhouse gas emissions, which drive climate change – causing drought, heatwaves, flooding, changing patterns of infectious diseases and a multitude of other threats to health.

Royal College of Physicians

Without a sustainable environment, healthcare costs will rise and delivery will be made more difficult by the changing climate.

West Yorkshire and Harrogate Health and Care Partnership

The [WYHHCP](#) has signed up to an ambition to be global leader in responding to the climate emergency.

APSE

Informed by scientific evidence, the contribution of local reductions in emissions can be significant, and should be actioned as soon as possible.

[A cut today is better than the same cut tomorrow and is worth as much as a large cut later.](#) The priority should be to begin cutting emissions as soon as possible, rather than worrying about how to eliminate them altogether.