



Bath and North East Somerset,
Swindon and Wiltshire Together



BATH AND NORTH EAST SOMERSET, SWINDON AND WILTSHIRE TOGETHER



GREEN PLAN 2022-25

Welcome

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FOREWORD

Health and care organisations are facing many challenges - hours spent waiting in A&E, long and growing waiting lists, record numbers of vacancies across the board. Among these high-profile challenges, the climate emergency may not be something that immediately springs to mind as impacting healthcare.

However, as we state clearly in this plan, the climate emergency is a health emergency and requires our immediate attention. If we fail to take coordinated action on climate change, then we are failing to address the biggest health risk that we face as a society.

Coordinating our action is vital. We are proud that BSW Together, our integrated care system for Bath and North East Somerset, Swindon and Wiltshire, brings together brings together NHS trusts, primary care, local authorities, voluntary, community and social enterprise organisations, and many other partners who all share a purpose in serving the 940,000 people who live in Bath and Northeast Somerset, Swindon and Wiltshire.

If we work alone, we can make meaningful local changes. Like every household, we can make sure we are using energy efficiently, we can change the way we power and heat our buildings, we can reduce our waste. But if we work together, we can tackle the fundamental issues that stand in the way of achieving net zero for our population.

We can provide reimagined, greener services by working together in new ways. We can utilise our collaborative buying power to ensure that we are promoting sustainability and adding social value when we buy things or commission services. We can reorganise the way that we travel and transport supplies around BSW to reduce our carbon footprint.

The NHS is under pressure as never before, and it will not be easy, but this plan represents a firm commitment from all of us as partners to achieve net zero and to do our part to avert the climate crisis. We are committing to a shared purpose, to a shared set of goals and to a shared conviction that we must work together to achieve the goals we have set.

We believe this plan, supported by the fantastic people who work in the BSW Partnership, can make a difference. We are proud to publish this plan and we start this journey together with confidence.



Gary Heneage
Chief Finance Officer
BSW Integrated Care Board

Section 1

EXECUTIVE SUMMARY



The BSW Together integrated care system has come together to develop and agree an ambitious and co-created system-wide vision and set of commitments to begin our journey towards delivering net zero health and care services in BSW.

In this document we set out how we will begin to reduce the environmental and carbon impact of our health and care estate, services and wider activities over the next 3 years, with a view to achieving net zero by 2040.

Although most of the actions within this plan are intended for NHS organisations, we have engaged with wider health and care partners such as non-NHS providers, local authorities and beyond, through the development of the plan and we hope that many of the actions can be delivered across the Integrated Care System (ICS).

This plan reflects our discussions as a system on where we are now and where we would like to be, and provides the basis for working collaboratively on our net zero ambitions and maximising our collective progress and impact on our communities going forward.

OUR VISION



60% of BSW Together members will achieve net zero for the emissions we directly control by **2030**



100% of BSW Together members will achieve net zero for the emissions we directly control by **2040**



100% of BSW Together members will achieve net zero for the emissions we can influence by **2045**

Section 1

EXECUTIVE SUMMARY



SUMMARY OF TARGETS BY THEME

SUSTAINABLE CARE MODELS



- Establish and agree target for reduction in carbon impact of care models by March 2023
- Reduction in carbon impact of care models by 2025

ESTATES AND FACILITIES



- Switch to 100% renewable suppliers by October 2022
- Create a high-level roadmap for carbon reduction milestones in estates by March 2023
- Reduce NHS Carbon footprint (including reduction in estates - energy, water, waste footprint) by 80% by 2032*
- NHS Carbon footprint (including reduction in estates - energy, water, waste footprint) net zero by 2040

** All interim carbon reduction targets will be calculated based on the nationally mandated baseline year of 1990 subject to centrally provided data availability (due to data at organisational level not being available)*

WORKFORCE AND SYSTEM LEADERSHIP



- Board-level lead identified at organisational and ICS level by March 2023
- Integrated Care Board to undertake sustainability training by March 2023
- Staff are made aware of the relevant Green Plans (ICS/Trust) via training/ inductions/comms by March 2023
- Staff have access to a sustainability/green peer network by March 2023
- Staff have access to sustainability training/sustainability information within their induction by 2025

TRAVEL AND TRANSPORT



- NHS Trusts signed up to clean air hospital framework by March 2023
- At least 90% of fleet and salary sacrifice cars are ultra low emissions or zero emissions by 2028
- Reduce business and fleet emissions by 80% by 2032*
- Business and fleet emissions net zero by 2040

Section 1

EXECUTIVE SUMMARY



SUMMARY OF TARGETS BY THEME

SUPPLY CHAIN AND PROCUREMENT



- From April 2022, all BSW partners will include 10% social value weighting in all procurement tenders
- 100% paperless or, if essential, using 100% recycled paper content within all office-based functions by 2025
- Reduce carbon footprint from supply chain by 80% by 2039
- Achieve net zero for our supply chain carbon footprint by 2045

MEDICINES



- All NHS Trusts to reduce use of desflurane in surgical procedures to <5% by 2022/23
- Reduce overall carbon footprint of inhalers by 50% by 2028
- Reduce carbon footprint from anaesthetic gases and inhalers by 80% by 2032*
- Carbon footprint from anaesthetic gases and inhalers net zero by 2040

** All interim carbon reduction targets will be calculated based on the nationally mandated baseline year of 1990 subject to centrally provided data availability (due to data at organisational level not being available)*

FOOD AND NUTRITION



- Review and adapt menus at least twice a year to maximise use of seasonal ingredients by March 2023
- Establish and agree target for reduction in single use plastics used within catering by March 2023
- Reduce the use of all single use plastic items used within catering services by 2025

DIGITAL TRANSFORMATION



- 25% of outpatient appointments conducted as virtual appointments online, where clinically appropriate, by 2025
- Carbon footprint from information and communications technology (ICT) energy usage to net zero by 2040
- Carbon footprint from ICT procurement to net zero by 2045

Section 1

EXECUTIVE SUMMARY



SUMMARY OF TARGETS BY THEME

ADAPTATION



- Climate change included as key strategic risk on corporate risk registers and business continuity plans by March 2023
- Undertake additional climate risk assessments and create additional adaptation plans as required by 2025





INTRODUCTION

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. We are already facing significant 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 the climate. As the biggest employer in this country, there is more that the NHS can do. Action must not only cut NHS emissions, which currently equates 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 caused by air pollution, disproportionately affecting deprived and vulnerable communities. It is for this reason that the NHS has committed to tackling climate change by reducing our emissions to 'net zero'. In doing so, our aim is to be the world's first 'net zero' national health service.

As leading health and care providers and employers across Bath and North East Somerset, Swindon and Wiltshire, our activities, travel and use of materials and resources means we have an impact on the environment. All our activities, properties and the health of our staff and patients will be increasingly affected by extreme weather events as they become more common. For this reason, Bath and North East Somerset, Swindon and Wiltshire (BSW) Together is fully committed to achieving 'net zero' in response to the health emergency that climate change brings. This will need to be embedded into everything we do now and in the future.

A greener NHS is not only concerned with reducing the CO2 emissions we are emitting but also protecting the environment and ensuring that we are working with partners to make BSW a safer and more welcoming place to live and work. This will therefore include not only understanding and reducing our carbon impact but also focusing on wider environmental impacts such as chemical pollution and protecting biodiversity, as well as wider issues relating to social value such as tackling inequalities and contributing to a healthy local economy.

Addressing climate change is important in helping us to meet our system-wide goals of developing healthier communities, improving health outcomes and addressing the wider social determinants of health that can lead to health inequalities. This Green Plan lays out the first steps of our roadmap to achieving our ambitious net zero carbon targets, addressing the role we play in tackling the climate health emergency and helping us to meet our commitments to the population of BSW, now and for future generations to come.

Section 2

INTRODUCTION



BSW TOGETHER

Bath and North East Somerset, Swindon and Wiltshire (BSW) Together is an integrated care system (ICS) made up of NHS and local authority organisations working together to deliver Health and Care services for the BSW population.

Our ICS brings together 88 GP practices, three acute hospital trusts, three community health providers, two mental health trusts, an ambulance trust, three local authorities and voluntary sector organisations.

Collectively, we take responsibility to improve the health and wellbeing of local people, tackle inequalities and achieve better outcomes and access for everyone. We ensure that health and care services are high-quality and resources are used efficiently. We have been working together since we formed a sustainability and transformation partnership in 2016 and we established our new integrated care board in July 2022.

This means that we have a long history of integrated working. Collectively, we work towards a vision which guides our collaboration and inspires the action needed to make change happen. That vision is: 'Working together to empower people to lead their best life.'



Section 2

INTRODUCTION

**Our strategic aims:**

- Improve the health and wellbeing of the population
- Reform quality and experience of care
- Reduce health and care inequalities
- Improve the experience of those delivering care
- Maximise the value from the resources we use
- Contribute to social and economic recovery

We serve a population of 940,000 people across a varied geographical area that includes the densely populated town of Swindon to the north, Salisbury plain to the south, and Bath and the rolling Mendip Hills to the west.

Our partners are:

- Avon and Wiltshire Mental Health Partnership NHS Trust
- Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board
- Bath & North East Somerset Council
- Great Western Hospitals NHS Foundation Trust
- Healthwatch: Bath and North East Somerset
- Healthwatch: Swindon
- Healthwatch: Wiltshire
- Medvivo
- Oxford Health NHS Foundation Trust

- Royal United Hospitals Bath NHS Foundation Trust
- Salisbury NHS Foundation Trust
- South Western Ambulance Service NHS Foundation Trust
- Swindon Borough Council
- HCRG Care Group
- Wessex Local Medical Committees
- West of England Academic Health Science Network
- Wiltshire Council
- Wiltshire Health and Care

We are also pleased to work in partnership with a wide range of voluntary and community sector organisations that provide invaluable support to our populations and our health and care services.

Section 2

BSW IN NUMBERS



POPULATION

BSW Together serves a combined local population of **940,000**



MENTAL HEALTH

180,000 people in BSW have some form of mental health condition



DIABETES

In BSW **5.56%** of the population has diabetes yet 20% of the COVID deaths were in people with diabetes



LONG-TERM HEALTH

156,000 people in BSW have 3 or more long-term conditions



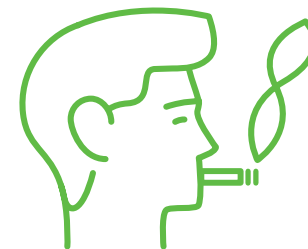
PRESCRIPTIONS

85,000 people in BSW aged 65+ are receiving 10 or more medicines and treatments on prescription



SMOKING

There are approximately **100,000** adult smokers in BSW



Section 2

OUR GREEN PLAN



Purpose of the document

BSW Together has developed and agreed an ambitious and co-created system-wide vision and set of commitments to begin our journey towards delivering a net zero BSW health service.

The BSW Green Plan outlines our approach to delivering sustainability across the priorities set out in delivering a Net Zero National Health Service and accompanying Green Plan guidance. This includes considerations on estates, travel and transport, use of resources, workforce and future care models across the ICS health and care system.

This plan reflects our discussions as a system on where we are now and where we would like to be, and provides the basis for working collaboratively on net zero and maximising our collective impact on our communities. In this document we set out how we will begin to reduce the environmental and carbon impact of our healthcare estate, services and wider activities over the next 3 years, with a view to achieving net zero by 2040 for the emissions we directly control.

The set of actions outlined within each chapter of this document are by no means an exhaustive list of what will need to be delivered in order to achieve this ambition.

This plan is intended to reflect some of the agreed priority actions that will help us on our journey to reducing carbon emissions as a system, and will be reviewed annually to ensure it remains relevant, achievable and ambitious. It is important to note the ability to deliver on these

actions and achieve the NHS net zero ambitions will be subject to increasing capability, capacity, and availability of funding.

Scope of the document

In reading the plan it is important to keep in mind the wider context of its development and implementation. Every NHS Trust and ICS in England has been required to produce a board approved Green Plan by 31st March 2022.

In line with this requirement, each NHS organisation within the BSW system (Avon and Wiltshire Mental Health Partnership, Salisbury NHS Foundation Trust, Royal United Hospitals NHS Foundation Trust and Great Western Hospitals NHS Foundation Trust, Oxford Health NHS Foundation Trust) has developed their own three-year Green Plan.

In this plan we aim to build on the great work already done by NHS trusts to develop their own organisational Green Plans and net zero strategies. Fantastic work has already been achieved and is planned over the next few years across all of our partners, and you will see examples of this progress throughout this plan.

It is important to highlight that this BSW Green Plan does not replace individual organisational plans but it is intended to confirm common and collaborative actions and timelines across partner organisations. This plan builds on individual plans and organisational level actions, and starts to identify actions where the ICS partnership can add value and accelerate progress towards net zero across the system. This includes maximising opportunities for joint working, collaboration and sharing

Section 2

OUR GREEN PLAN

best practice. In this way, this BSW Green Plan is partly a joint plan where aims and targets are aligned and have been signed up to by partners, and also a collection of organisational level actions which are progressed locally by individual partners in support of the BSW Green Plan.

It is also important to note that, all BSW Together partners (including those not required to have Green Plans) have endorsed the vision and high-level commitments set out in this plan. However, due to the lasting impacts of the pandemic and the evolving nature of the ICS, the level of engagement in the development of the plan, and the involvement in the delivery of actions will vary across partners.

Although most of the actions within this plan are for NHS organisations, we are committed to collaboration with wider health and care partners such as non-NHS providers, local authorities and beyond, and we hope that many of the actions can be delivered across the ICS. With this aim in mind, we have engaged with Wiltshire Council, Bath and North East Somerset Council, Swindon Borough Council and other organisations including HCRG Care Group, Wiltshire Health and Care, NHS Property Services and West of England Academic Health Science Network throughout the development of this Green Plan.

Most of these partners have their own sustainability targets and net zero strategies and several have already been leading the way on the sustainability agenda for some time. Wherever possible we have tried to identify opportunities for supporting our common ambitions, working together and scaling our impact across the region.

BSW Together is on a journey towards greater cooperation and cohesion across Green Plan and net zero strategies, and we will increasingly integrate our plans and work collaboratively to deliver our joint ambitions in future.



Section 2

OUR VISION



DEVELOPING OUR VISION

In October 2020, the NHS published its new strategy, delivering a Net Zero National Health Service and committed to deliver the world's first net zero carbon health service.

The report sets out trajectories and actions for the entire NHS to reach net zero carbon emissions:

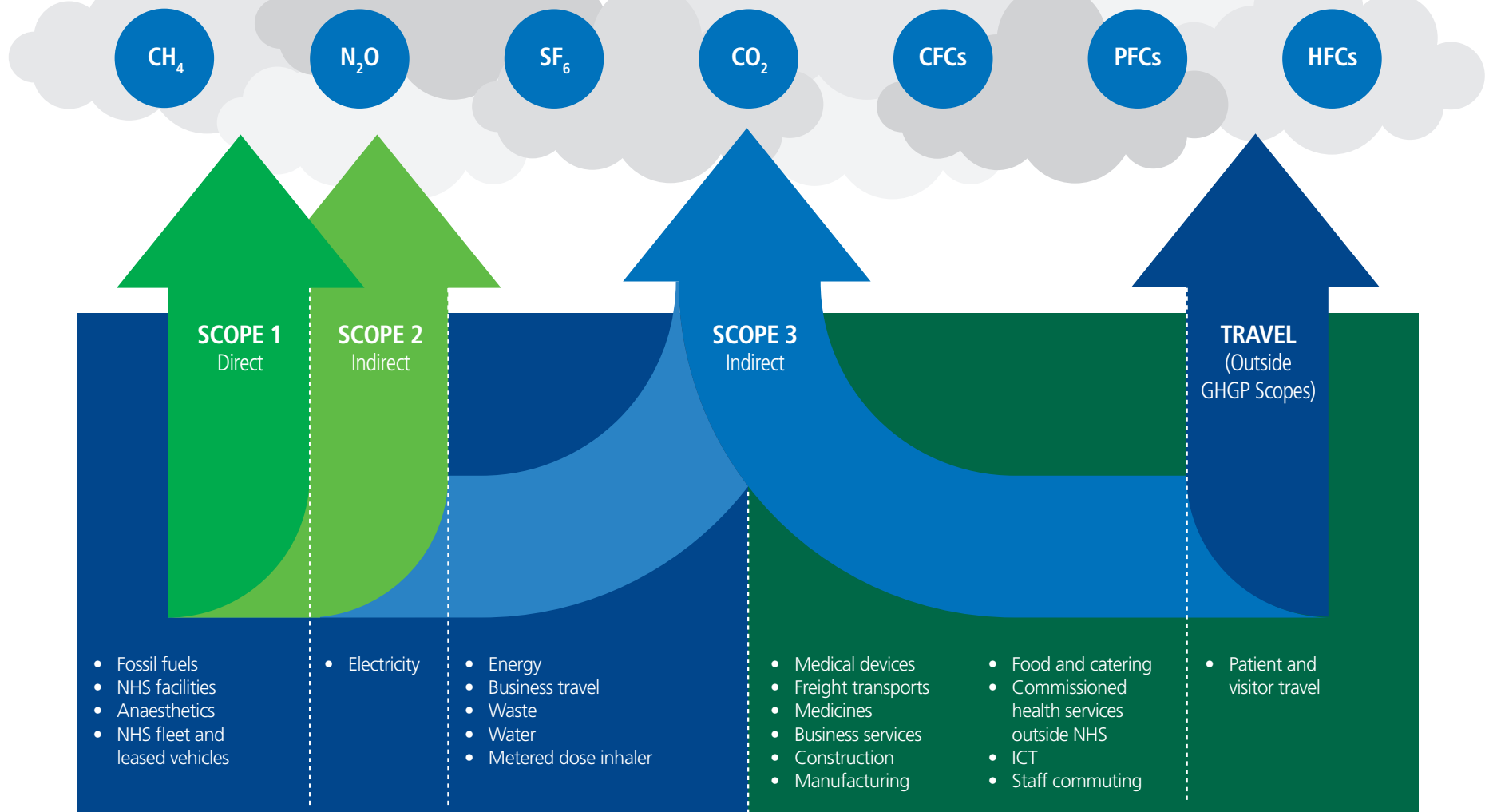
- For the emissions we control directly (the NHS Carbon Footprint) we will achieve net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- For the emissions we can influence such as those embedded in the supply chain (the NHS Carbon Footprint Plus), we will achieve net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.





OUR VISION

MAJOR EMISSIONS



NHS Carbon Footprint (Net Zero by 2040)

NHS Carbon Footprint PLUS (Net Zero by 2045)

Section 2

OUR ICS TARGETS

BSW Together is fully committed to achieving the net zero targets of the NHS, with 60% of the ICS partners already committed to improving on the 2040 national NHS target for NHS Carbon Footprint for emissions we directly control.

Meeting this commitment will only be achievable if every part of the BSW system works together. Whether it is a physiotherapist keeping their patients active with sustainable mobility aids, a mental health nurse providing high quality care via telemedicine or a hospital chef sourcing their ingredients from the local community. We all have a role in delivering a net zero BSW, providing high-quality health and care for all, now and for future generations.

As anchor organisations the ICS partners will focus on how, through purchasing power and as large employers, we can support the mass movement needed to make us all reconsider how we deliver care; by educating people around key facts and helping them to see where the carbon is now in the system, they can make informed choices about how to reduce it.

- **60%** of BSW Together members will achieve net zero (scopes 1 and 2) by 2030
- **100%** of BSW Together members will achieve net zero (scopes 1 and 2) by 2040
- **100%** of BSW Together members will achieve net zero (scopes 1-3) by 2045



We will keep this target under review and seek to accelerate achievement if possible.

EMISSIONS WE CONTROL



2028 – 32

Reduce greenhouse gas emissions by 80%



2040

Net zero

EMISSIONS INFLUENCE



2036 – 39

Reduce greenhouse gas emissions by 80%



2045

Net zero



OUR CARBON FOOTPRINT

The BSW NHS Carbon Footprint for 2019/20 was 80,490 tonnes of CO2 equivalents (tCO2e) – these are the emissions that we can directly control and the target for net zero is 2040.

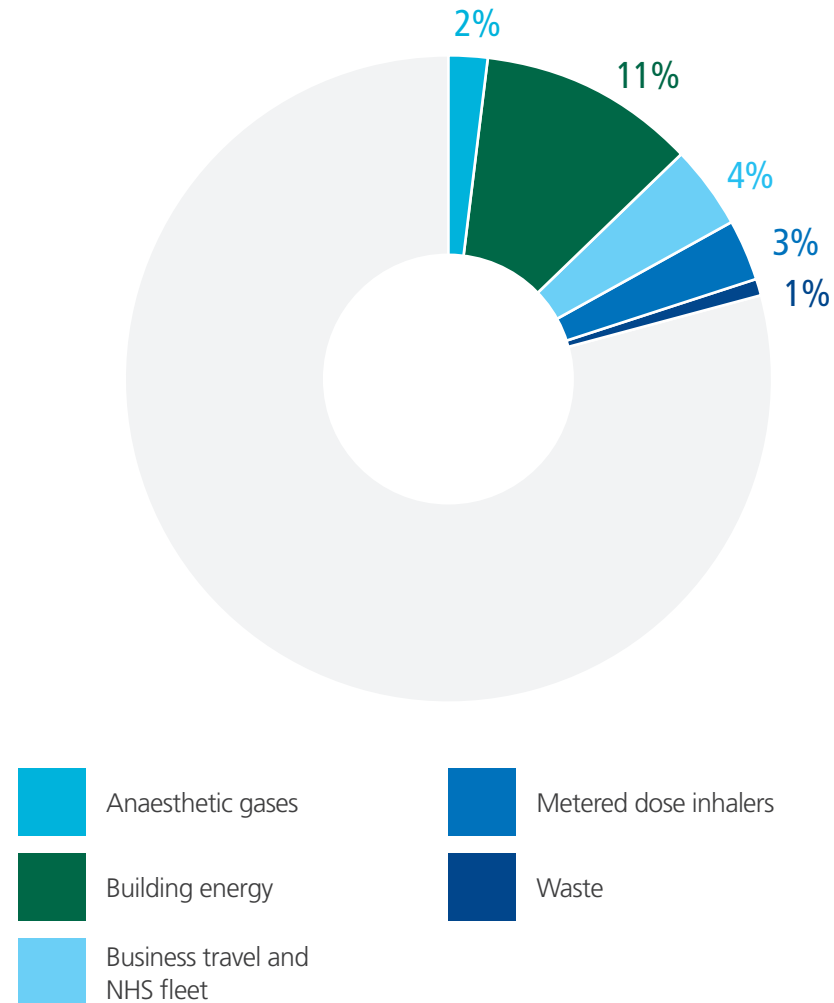
The categories included in these figures are:

- Scope 1: Fossil fuels, NHS facilities, anaesthetics, NHS fleet and leased vehicles
- Scope 2: Electricity
- Scope 3: Business travel, water, waste and inhalers. It also includes well-to-tank and transmission and distribution emissions related to fuel consumption

Building energy accounts for 11% and business travel accounts for 4% of our overall emissions. These represent our biggest opportunities in terms of direct action.

Metered dose inhalers (3%) and anaesthetic gases (2%) also present great opportunities for targeted work to reduce emissions.

These figures are broadly in line with national NHS averages across all categories. It is important to note that this data was provided centrally by the national Greener NHS team. More work on the quality and availability of data will be required to measure and monitor our carbon footprint going forwards and ensure we meet our net zero targets.





OUR CARBON FOOTPRINT PLUS

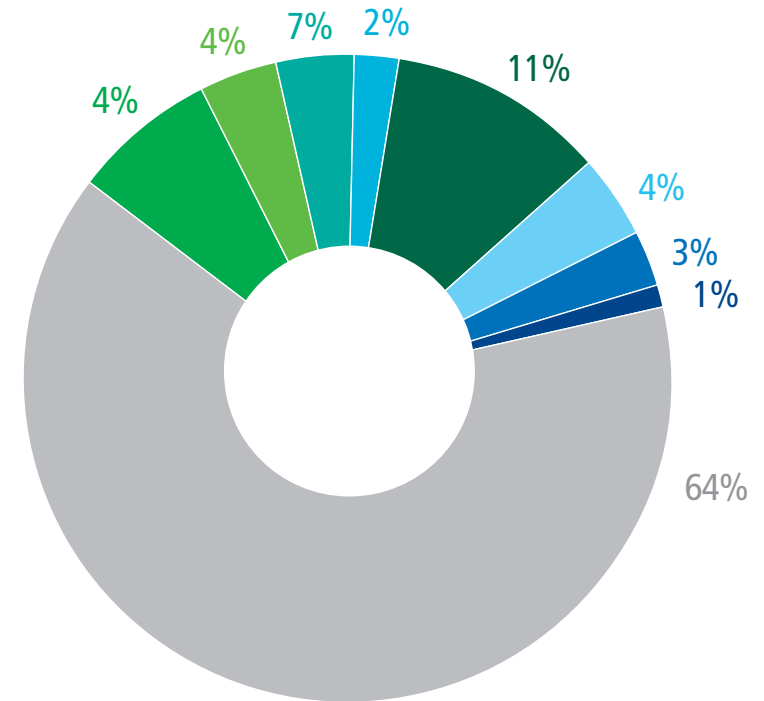
The BSW NHS Carbon Footprint Plus for 2019/20 was 366,820 (tCO2e) – this is our overall carbon footprint including emissions that we can influence and the target for net zero is 2045.

The categories included in these figures are:

- Scope 3: Staff commuting and the wider supply chain including (medical devices and medicines, freight transports, business services, construction, manufacturing, food and catering, commissioned health services outside NHS, ICT)
- Outside of GHGP scopes: Travel (including patient and visitor travel)

Our supply chain accounts for 64% and represents our biggest opportunity to reduce our carbon emissions overall. We also have a big opportunity to reduce emissions from travel and transport, which accounts for 15% in total if business travel, NHS fleet, staff commuting and patient and visitor travel are combined.

Again it is important to note that this data was provided centrally by the national Greener NHS team. More work on the quality and availability of data will be required to help measure and monitor our carbon footprint going forwards. In particular, we need to understand Scope 3 emissions such as our supply chain and other travel, which are not currently measured. Some actions have been identified in the following chapters to help support measuring and monitoring these emissions going forwards.



Section 3

KEY AREAS OF FOCUS

The content in the following chapter outlines the key areas of focus for action in line with the guidance published by the Greener NHS team.

Within each key area, examples of good progress and great work being delivered across the region are highlighted.

We also set out our system-wide commitments along with the priority actions at both system (BSW Together) and organisational (Partners) level to be delivered over the next three years in order to help achieve our ambitions. It is important to note the list of actions is not an exhaustive list and will be reviewed annually to ensure they remain relevant, ambitious and achievable.

SUSTAINABLE MODEL OF CARE

To deliver effective integrated and person-centred care that considers the associated social and environmental impacts



WORKFORCE AND SYSTEM LEADERSHIP

To inform, motivate and empower staff to make sustainable choices at the workplace and home, and enable them to live a sustainable, healthy lifestyle



ESTATES AND FACILITIES

To reduce the environmental impact of our health and care estate and contribute to local biodiversity through enhancing low-carbon and green infrastructure



TRAVEL AND TRANSPORT

To reduce the environmental impact of our travel by encouraging sustainable low-carbon and active travel



SUPPLY CHAIN AND PROCUREMENT

To work with our wider supply chain to optimise our resource use and reduce the associated cost and environmental impacts



MEDICINES MANAGEMENT

To reduce the environmental impact of our prescribing activities and the use of medicines by reducing use and switching to lower carbon alternatives



Section 3

KEY AREAS OF FOCUS**DIGITAL TRANSFORMATION**

To harness existing digital technology and systems to streamline service delivery and support care delivery while improving the associated use of resources and reducing carbon emissions

**ADAPTATION**

To ensure our system is resilient to the consequences of climate change whilst simultaneously investing in mitigation measures

**FOOD AND NUTRITION**

To reduce the carbon emissions from the food made, processed or served by our partners by ensuring the provision of healthier, locally sourced and seasonal menus and reducing overall food waste

**DELIVERING OUR GREEN PLAN**

To measure and reduce our carbon emissions yearly in order to enable us to achieve net zero carbon by 2040



Section 3

OUR SUSTAINABLE MODEL OF CARE



THE BSW CARE MODEL

In 2021/22 BSW Together developed a new, shared model for health and care which is our strategic vision for what we want health and care to be like for the BSW population in the future.



Section 3

OUR SUSTAINABLE MODEL OF CARE



Examples of good progress

- The COVID-19 pandemic saw accelerated digital transformation and a substantial increase in the delivery of care supported by digital technology across the BSW system (see Digital section on page 44 for more information)
- There has been significant work done to date to develop and promote the ICS Health and Care model which will not only improve health and care delivery across BSW for the benefit of patients, but will also deliver a number of environmental co-benefits
- A number of partners already offer successful nature-based interventions and therapy programmes
 - Oxford Health Foundation Trust's 'Marlborough House Going Greener' initiative – focuses on benefits to Children's mental health services and wellbeing when connecting with nature
 - Avon and Wiltshire Mental Health Partnership NHS Trust – encourages the use of green spaces to improve physical and mental health for our patients and service users through various initiatives such as the use of allotments and therapeutic gardens



Section 3

OUR SUSTAINABLE MODEL OF CARE



Our commitments

1. PERSONALISED CARE



- We want everyone who lives in BSW to experience a personalised approach, however they interact with health and care
- Over time we expect this to reduce the demand for treatment and care as people are supported to live healthier lives and have better long-term health outcomes

2. HEALTHIER COMMUNITIES



- We want every community in BSW to be a healthier community with reduced health inequality so that everyone has a better chance to live a healthy life
- This work will focus on the wider determinants of health and supporting wellbeing, including things like travel and transport, access to green spaces, air quality and access to sustainable sources of healthy food – many of which will directly contribute to achieving net zero

3. JOINED-UP LOCAL TEAMS



- Multi-disciplinary teams, designed for and based in healthier communities, will be able to work together seamlessly to serve local people
- Local teams will help to improve health outcomes for populations at neighbourhood and place level which will reduce the demand for health and care services. They will be integral to supporting measures described elsewhere in this plan, for example helping people living with asthma to optimise the use of their inhalers

4. LOCAL SPECIALIST SERVICES



- We will make more specialist services available at home and closer to where people live
- This part of our model is expected to reduce travel to our specialist centres, reducing the overall carbon footprint for travel and transport as well as reducing traffic at specialist sites. This should reduce the production of carbon and improve environmental conditions locally. As we invest in local facilities to develop local specialist services, we will make sure that we will make these sites energy efficient and sustainable

Section 3

OUR SUSTAINABLE MODEL OF CARE



Our commitments

5. SPECIALIST CENTRES



- Our network of specialist centres will be developed to focus more on the most specialist care and less on routine services which we can provide elsewhere
- We plan to invest in our specialist centres and, as we do so, we can bring our estate up to modern standards – as described in our estates section
- We will look for opportunities for our specialist centres to collaborate which may allow for faster, more effective implementation of aspects of this plan. For example through centres collaborating to optimise the transport and supply chain across BSW or to procure more sustainable alternatives to single-use products

All of the above will be supported with inclusive access to digital technologies to support and facilitate care delivery wherever clinically appropriate to do so.



Section 3

OUR SUSTAINABLE MODEL OF CARE



Our action plan

BSW Together

- Use the Health and Care Model to guide our priorities for operational planning and to shape strategies that are currently under development e.g. for diagnostics and our Acute Hospital Alliance
- Develop programme of work from April 2022 to adopt the model as our strategic vision and align all our planning and transformation work
- Explore potential to include sustainability principles in service planning and commissioning and develop approach to assess and reduce the environmental and carbon impact of our care models
- Work collaboratively across the system to develop projects or low-carbon interventions which support wellbeing and add social value e.g. green social prescribing and nature-based activities and therapy
- Explore opportunities to embed sustainability into continuous quality improvement and leadership programmes via the BSW Academy
- Work collaboratively with the West of England Academic Health Science Network (WEAHSN) to support the adoption and spread of local, regional and national clinical carbon reduction innovations as they are developed

Partners

- Deliver plans for embedding the Health and Care Model and carbon reduction principles in the way that all care is delivered, including more personalised and digitally-enabled care, care closer to home and lower carbon interventions where clinically equivalent
- Embed assessment of environmental and carbon impact into decision making criteria in the development of care models and services
- Explore opportunities to embed sustainability into quality improvement programmes e.g. 'Improving Together'
- Work with clinicians locally to consider pathways or clinical specialities that could be decarbonised, and share best practice

Targets

- Establish and agree target for reduction in carbon impact of care models by March 2023
- Reduction in carbon impact of care models by 2025

Case Study

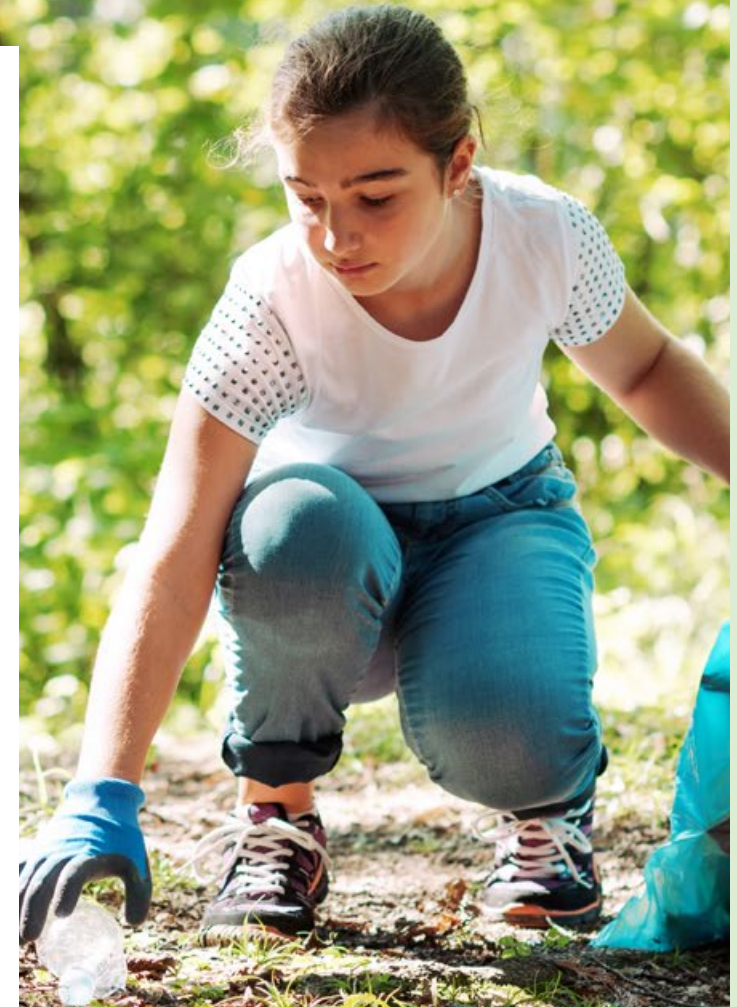
OXFORD HEALTH, MARLBOROUGH HOUSE 'GOING GREENER'

The Child and Adolescent Mental Health Service (CAMHS) Inpatient Service, based in Swindon is called Marlborough House. The unit is self-contained on the hospital site and offers both inpatient and day patient facilities.

Young people at Marlborough House believe it is important to think about the climate in our daily life. The Climate and Biodiversity crisis has a direct impact on mental health; whether this is depression, anxiety, or PTSD (Post Traumatic Stress Disorder) directly linked to weather events, or stress related responses to disrupted social networks and infrastructure.

Marlborough House are therefore 'Going Greener,' running a range of schemes to work towards this, including:

- Working in collaboration with Roger Duncan and Wiltshire Wildlife Trust, staff at Marlborough House adolescent unit and school aim to pilot a nature-based intervention for inpatients and their families based on the successful Families in the Wild programme at Riverside Adolescent Unit, Avon & Wiltshire Mental Health Partnership NHS Trust (AWP).
- Once a month, staff and young people on the ward discuss issues and decide on a theme to pursue for that month. These have included reducing single use plastic in January, improving recycling in February, improving outdoor space in March, and increasing biodiversity in April.
- Looking forward, Marlborough House are aiming to develop their Green Care offer, continue their monthly goals, fix the thermostatic heating control and making progress on the targets set out in the trust Green Plan.



Section 3

WORKFORCE AND SYSTEM LEADERSHIP



A sustainable ICS health and care system is dependent upon building a culture of sustainability which is embedded in everything we do.

In order to achieve this, it is important that we provide colleagues with the skills, knowledge and opportunities to engage meaningfully with sustainability whilst at work and play their role in delivering more sustainable healthcare.

The success of our Green Plan relies on everyone playing a part. All colleagues need to be conscious of how their choices and behaviour at work (and at home) impact the environment. To embed sustainability successfully, it must be a consideration in all ICS planning, activities, processes and day-to-day decisions at every level. Sustainability must be considered everyone's responsibility.

That's why it's important that colleagues who join organisations in BSW are aware of our Green Plan and the role they play in delivering this important agenda.

Examples of good progress

- Most partners have existing or are planning to establish organisational level networks and groups focused on driving sustainability within their organisations
- Most partners have plans for staff training and inductions content on sustainability and Green Plans at organisational level

- There are significant examples of successful staff engagement campaigns and initiatives – already driving measurable action at individual staff and team levels

Our commitments

- We will have a board level lead responsible for our net zero targets and Green Plan
- We will inform and upskill our workforce on sustainability, so that everyone working in BSW can take action in their own area of work to help us to meet our net zero ambitions
- We will commit to sustainability as part of the BSW Academy training pathways and transformation programmes
- We will support collaboration and learning on sustainability across the ICS

Our action plan

BSW Together

- Undertake review of existing resource across partners, identify opportunities for shared roles and consider requirements for ICS-level resource to support delivery of the BSW Green Plan across the system
- Create a dedicated webpage for the BSW Green Plan on the BSW Together website, to act a central point in the system for communication and resources

Section 3

WORKFORCE AND SYSTEM LEADERSHIP



- ICB Board to undertake Net Zero Leadership Training
- Produce regular communications and updates on the BSW Green Plan to be distributed via BSW Together and partner organisations communications
- Explore potential to establish a BSW Green Champions Network and support this through the work of the BSW Academy
- BSW Academy to support collaboration on a system wide process for raising awareness of sustainability through staff training e.g. delivering the net zero NHS e-learning for healthcare module or carbon literacy training
- Explore opportunities to embed sustainability as part of the BSW Academy training pathways and transformation programmes
- Identify roles that could have a major impact on net zero commitments and explore options for more specialist or role specific training e.g. board-level sustainability leads and estates leads

Partners

- Identify a board-level lead for sustainability
- Identify operational-level resource to help drive forward the Green Plan(s) and net zero agenda
- Introduce sustainability training or a cascade for induction content covering the net zero commitments and Green Plans
- Receive and distribute BSW Green Plan communications via internal communications channels

- Capture and share case studies relating to Green Plan delivery – supported as required by the regional Greener NHS team
- Promote the Greener NHS network within the system as an NHS-wide sustainability community to help drive engagement and learning from outside of the ICS

Targets

- Board-level lead identified at organisational and ICS level by March 2023
- ICB board to undertake sustainability training by March 2023
- Staff are made aware of the relevant Green Plans (ICS/Trust) via training/inductions/comms by March 2023
- Staff across ICS have access to a sustainability/green peer network by March 2023
- Staff across ICS have access to sustainability training/sustainability information within their induction by 2025



Case Study

ROYAL UNITED HOSPITALS BATH – EMPOWERING OUR PEOPLE

Royal United Hospitals Bath has delivered a number of successful staff engagement activities in 2021/22 some examples include:

- Setting up training on ESR to educate staff on sustainability
- Launching the Green Impact Programme. There have been nine teams signed up and 102 actions completed
- Celebrating Sustainability Day with a solar powered ice-cream van. Staff were encouraged to pledge in return for an ice-cream and 686 sustainability pledges were made
- Developing a campaign to support Plastic Free July, which included audits completed by sustainability champions

Section 3

ESTATES AND FACILITIES



Building energy and other emissions relating to estates and facilities such as waste and water accounts for 12% of our BSW ICS Carbon Footprint.

Early action – between 2022 and 2030 – will focus on our areas of greatest opportunity, achieving operational reductions in emissions from building energy, water, waste and our estates and facilities fleet. Progress will also be made on longer term goals with buildings as they are upgraded and new buildings are developed, through engaging our suppliers. There is detailed national guidance relating to estates and facilities such as the Greener NHS Estates Delivery Plan and NHS Net Zero Building standard. BSW Together is fully committed to meeting national recommendations as a minimum and going further where we can.

Examples of good progress

- BSW Together is already committed to purchasing or generating 100% electricity from renewable sources. Target date for achieving this ambition is October 2022
- We are already implementing the steps to make every kWh count across all our estate, including:
 - Great Western Hospitals NHS Foundation Trust – 95% of lighting has been replaced with LED bulbs
 - Salisbury NHS Foundation Trust - already produces 4% of energy from solar panels on-site and has invested £100k in LED lighting

- There are a number of initiatives across the partner organisations to measure and reduce water consumption and waste
- A number of partners are already delivering projects to increase biodiversity and improve greenspaces:
 - Wiltshire Council's Community Environmental Toolkit supports local communities to improve biodiversity in their area
 - Royal United Hospitals Bath has carried out a Preliminary Ecology Assessment and a project group has been established to design an edible forest on site, for the benefit of staff, visitors and patients

Our commitments

- We will make every kWh count and implement energy efficiency changes across the estate of all our partner organisations, including primary care
- We will purchase or generate 100% electricity from renewable sources
- We will invest in facilities of the future to make our estate environmentally sustainable
- We will implement a circular economy approach to how we buy, use and dispose of things, minimising waste wherever possible
- We will work with local partners to improve green spaces available across the estate so they are more biodiverse and are better able to support wellbeing

Section 3

ESTATES AND FACILITIES



Our action plan

BSW Together

- Set up energy working group to drive forward considerations and requirements for decarbonising power
- Explore opportunities to decarbonise primary care estate through the rollout of the Primary Care Network (PCN) toolkit
- Rollout of agile working including desk and room usage booking and monitoring across ICS to help rationalise the back office estate
- Share best practice and support embedding of energy, water and waste efficiency and reduction technologies and practices throughout our estate and services
- Create a high-level roadmap outlining key milestones required to reach carbon reduction targets in estates
- Explore opportunities to work collaboratively and pursue joint funding bids across all partners including Local Authorities particularly in areas such as renewable energy projects, decarbonisation of heating systems and protecting and enhancing green space and biodiversity
- Build relationships with external stakeholders which could play a crucial role in the success of these plans e.g. South West Net Zero hub, Western Power Distribution and Scottish and Southern Electricity Networks
- Explore the potential to use analysis and modelling techniques combined with mapping the location of services to understand

potential demands on our future estate and transportation network e.g. the impact of introducing 450 'virtual ward' beds out of hospital and reducing the need for people to travel to appointments.

Partners

- Embed energy efficiency measures and assess opportunities to decarbonise the estate across the system (subject to funding), this will include:
 - Continuing to switch to LED lighting
 - Making effective use of building management systems and submetering
 - Complete switch to renewable electricity suppliers
 - Preparing buildings for electricity-led heating and hot water systems
 - Investing in on-site renewables generation
- Assess requirements to decarbonise estate scope out and cost up implications of achieving the net targets to help with prioritising estate and support bid funding development
- Ensure alignment to the Greener NHS Estates Delivery Plan and the NHS Net Zero Building Standard
- Aim for a minimum of BREEAM ratings of outstanding or excellent for new builds and major refurbishments

Section 3

ESTATES AND FACILITIES



- Where properties are leased from / managed by NHS Property services, work collaboratively with them to deliver on the Net Zero ambitions at those sites
- Review capital bids and business case processes for potential to include sustainability considerations
- Develop approaches to monitoring and reducing waste – with the aim of diverting waste from landfill and increasing recycling / reuse
- Carry out review of estates and identify opportunities to create and improve green space and biodiversity
- Ensure estates strategies and plans developed consider climate change adaptation and mitigation considerations

Targets

- Switch to 100% renewable suppliers by October 2022
- Create a high-level roadmap for carbon reduction milestones in estates by March 2023
- Reduce NHS Carbon footprint (including reduction in estates - energy, water, waste footprint) by 80% by 2032
- NHS Carbon footprint (including reduction in estates - energy, water, waste footprint) net zero by 2040





Case Study

AWP NHS TRUST SUCCESSFUL BEIS FUNDING BID

AWP NHS Trust operates out of around 30 leased or owned sites; this is where they aim to take direct action to reduce building related carbon emissions.

To help them work towards this, the Trust has received £4.5 million in BEIS funding (from the Department for Business, Energy and Industrial Strategy).

The funding has been allocated as follows:

- £2.1million for LED lighting
- £1.1 million for Air source heat pumps
- £1.02 million for Solar Photovoltaic (PV) systems
- £223K for Building Management Systems (BMS)
- £21K for Electric radiators
- £15K for Pipework insulation
- £8K for Air conditioning compressor controls

This will help AWP NHS Trust to achieve their target for carbon net zero by 2030, which they have committed to in their Green Plan.



Section 3

TRAVEL AND TRANSPORT

In the UK transport is the highest emitting sector, responsible for 27% of UK emissions. Within the NHS, transport is responsible for around 15% of total emissions.

These emissions are composed of scope 1 emissions from owned and leased fleet vehicles, along with scope 3 emissions from freight transport, business travel and staff commuting. In BSW, action is being taken to actively reduce emissions across all three scopes as well as those associated with patient and visitor transport which contributes to our Carbon Footprint Plus.

One key enabler to reducing patient and staff travel is a focus on delivering digital care alternatives and care closer to home where clinically safe and appropriate to do so – this is a central feature of the BSW ICS Care Model.

However, we acknowledge that across our BSW partners there will be different challenges around travel and transport related to delivering healthcare. For example, BSW is a largely rural geography and some of our healthcare delivery teams will likely need to continue traveling by cars, often alone.

Therefore, a big focus for our community health care partners will be on providing access to greener alternatives such as zero emission vehicles (ZEV's) or ultra-low emission (ULEV), eventually reaching 100% zero emissions vehicles. For our acute hospital trusts on the other hand, more focus will be given to how people travel to and from their sites

and encouraging and supporting more sustainable choices for example using public transport, cycling, walking or through lift-shares.

As well as reducing overall travel, there are specific initiatives to improve air quality in BSW. Poor air quality has a wide range of impacts on human health; Nitrogen dioxide may cause lung irritation, whilst particulate matter can be particularly problematic for individuals with pre-existing lung and heart conditions. Bath has a Class C Clean Air Zone (CAZ), which restricts commercial vehicles in the central areas of the city intended to improve air quality in the city.

Salisbury also have an Air Quality Management Area (AQMA) requiring efforts to bring air quality within legal limits.

Examples of good progress

Across the ICS a number of initiatives have been trialled and implemented by organisations, with the aim of reducing dependency on single occupancy vehicles and the emissions of our transport related activity. These have included:

- Many of the trusts are continually reviewing and improving 'active' and low-carbon travel facilities and provision such as Secure Cycle Storage and change facilities are available across the ICS, along with the offer of electric bikes and e-cargo bikes for colleagues to use.

Section 3

TRAVEL AND TRANSPORT

- Strides are being made to build upon the electric vehicle charging infrastructure. Plans have been produced to inform a phased approach to building capacity in line with the transition to battery electric vehicles. Installations have commenced demonstrating Trusts' charging infrastructure ambitions.
- A number of the BSW partners are already undertaking reviews of their fleet and salary sacrifice schemes to ensure they are working towards only purchasing or leasing zero emission vehicles or ultra-low emission
- Trusts actively monitor air quality and run campaigns to discourage vehicular idling by staff, patient, visitors and supply chain vehicles

Our commitments

- We will engage as a system on the topic of transport via the BSW Net zero design authority to encourage a systems approach to travel and logistics
- We will embed our care model and new ways of working focusing on digital care alternatives and care closer to home where clinically safe and appropriate to do so – leading to an overall reduction in staff and patient travel
- We will reduce the emissions of our transport related activity through encouraging and incentivising more sustainable modes of travel such as using zero emission and ultra-low emissions vehicles, public transport, car sharing and 'active modes' of travel (e.g. cycling and walking) where appropriate

- We will continue to make secure cycle storage and changing facilities available across BSW and develop schemes to make electric bikes and e-cargo bikes available for colleagues to use
- We will work with partners to understand current provision and build up our electric vehicle charging infrastructure
- We will actively monitor air quality at major sites like hospitals and continue campaigns to discourage vehicular idling by staff, patient, visitors and supply chain vehicles.

Our action plan**BSW Together**

- Engage as a system on the topic of transport via the BSW Net zero design authority to encourage a systems approach to travel and logistics
- Collaborate across the system to maximise opportunities and scale existing initiatives that support more sustainable travel e.g. shared or community electric vehicles for teams that need to travel a lot
- Share best practice and learning across the system in encouraging people to adopt more sustainable travel behaviours and choices e.g. car-sharing, cycling and walking
- Undertake a review of current arrangements in place to ensure zero emission and ultra-low emission vehicles across partner organisations become standard offering for both lease and fleet



Section 3

TRAVEL AND TRANSPORT



- Establish and agree a set of guiding principles around travel across the system e.g. an agreed travel hierarchy
- Explore options to standardise policies and schemes e.g. Business travel and flexible working policies and cycle to work and season ticket loan schemes where available
- Engage and collaborate with local authorities on travel planning and government transport decarbonisation plans
- Explore options for combined procurement and delivery management across BSW through existing central re-procurement programme of work
- Review existing and required charging infrastructure to support transition to zero emissions vehicles and work collaboratively with partners, particularly Local Authorities to understand infrastructure plans across the region

Partners

- Review fleet and lease car schemes and develop agreed plans and timescales for new purchases and lease arrangements to be ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs) where possible
- Deliver activities that help to monitor and reduce emissions from travel:
 - Develop understanding of current travel arrangements e.g. through development of travel surveys and develop targeted plans and interventions to tackle high-impact areas

- Encourage car-pooling, use of shared / community vehicles
- Encourage use of public transport
- Improve facilities available to encourage 'active' travel such as walking or cycling e.g. changing facilities and secure storage
- Ensure that information made available to patients highlights and encourages green travel options
- NHS Trusts to sign up to Clean Air Hospital framework

Targets

- NHS Trusts signed up to clean air hospital framework by March 2023
- At least 90% of fleet and salary sacrifice cars are ultra low emissions or zero emissions by 2028
- Reduce business and fleet emissions by 80% by 2032
- Business and fleet emissions net zero by 2040



Case Study

GREAT WESTERN HOSPITALS TRUST STAFF CYCLE HUB

Great Western Hospitals Trust aims to reach net zero by 2040 for the emissions they control directly, with an ambition to reach an 80% reduction by 2032.

It is an exciting time for the organisation; the net zero agenda has never been more prominent than now, and they are currently working on the delivery of their Green Plan.

The trust has identified a number of initiatives to help meet its sustainability objectives and net zero ambitions, one example of a successful initiative that is already underway is encouraging staff to cycle to work.

This has been supported by making a number of improvements to the staff cycle hub next to Commonhead offices which includes a new bike repair station, enhanced LED lighting, security fencing and new CCTV cameras.



SUPPLY CHAIN AND PROCUREMENT



Our supply chain accounts for 64% of our NHS Carbon Footprint Plus and as such represents the biggest opportunity for us to reduce our emissions.

The NHS Carbon Footprint Plus scope covers all the products procured from all of our suppliers. Whilst we do not control these emissions directly, we believe that we can and should use our considerable purchasing power to influence change. We can reduce our emissions from our supply chain in the following ways:

- More efficient use of resources
- Low-carbon substitutions and product innovation
- By ensuring our people are committed to and supported in their use of sustainable procurement practices
- By ensuring our suppliers are decarbonising their own processes

We believe that the decarbonisation of our supply chain is therefore crucial if we are to become net zero by 2045. To meet our commitment we want to ensure all our suppliers are aligned with this ambition.

The Greener NHS team have developed a comprehensive supplier roadmap to support the achievement of this ambition which BSW ICS is fully committed to delivering at a local level.

Net zero supplier roadmap

- From April 2023:
The NHS will adopt the Government's 'Taking account of Carbon Reduction Plans' (PPN 06/21), requiring all suppliers with new contracts for goods, services and/or works with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions. From April 2024, the NHS will expand this requirement for all new contracts, irrespective of value.
- From April 2027:
All suppliers with contracts for goods, services and/or works for any value, will be expected to publish a carbon reduction plan that takes into account the suppliers' direct and indirect emissions.
- From April 2028:
New requirements will be introduced overseeing the provision of carbon foot-printing for individual products supplied to the NHS. The NHSE will work with suppliers and regulators to determine the scope and methodology.
- From 2030:
Suppliers will only be able to qualify for NHS contracts if they can demonstrate their progress through published progress reports and continued carbon emissions reporting through the supplier framework.

Section 3

SUPPLY CHAIN AND PROCUREMENT



Examples of good progress

Across the system good progress has already been made in these areas. Some examples include:

- Using resources more efficiently and reducing our reliance on disposable products:
 - Reduced reliance on office paper through increased digitisation of services
 - Reducing single-use products and devices and encouraging purchase of remanufactured or recycled assets
- Sustainable procurement:
 - Acting as a group of anchor institutions to accelerate the transition to a circular economy in our communities and to embed the 5Rs principle (Reduce, Reuse, Repair/Reprocess, Renewable, Recycle)
- Decarbonising the supply chain:
 - From April 2022, all BSW partners will include a 10% minimum social value weighting in procurement processes, building on our role as a group of anchor institutions and supporting our local economy

As we develop our integrated care system over the coming months, we will need to determine the precise dates, timelines and mechanisms to deliver our regional objectives. However, our long-term target is clear: before the end of the decade, we will no longer purchase from suppliers that do not meet or exceed our commitment to net zero, in line with the national roadmap.

Our commitments

- We will support collaboration on procurement and supply chain management in BSW and look for ways to use our scale and collaborative purchasing power to maximise the positive impact that we can have
- We will actively engage with suppliers to seek reductions in emissions in the supply chain and seek assurance that they are meeting the standards set out in the Greener NHS Supply Chain Roadmap as a minimum
- We will reduce the use of single-use plastics in BSW
- We will minimise printing and use 100% recycled paper when we do print
- We will use our influence as a group of anchor institutions to accelerate the transition to a circular economy and identify opportunities to enhance social value in BSW
- We will share resources and best practice across the ICS to help drive sustainable procurement

Section 3

SUPPLY CHAIN AND PROCUREMENT



Our action plan

BSW Together

- Explore potential for establishing joint approach to embedding social value and sustainability in procurement tenders. This could be by developing shared templates/resources or a joint sustainable procurement strategy
- Explore opportunities to drive sustainable procurement and supply chain across BSW through existing central re-procurement programme of work
- Explore options for establishing carbon footprint of supply chain and identify hotspots for targeted reduction initiatives at system
- Share best practice and scale up existing sustainable circular economy approaches and projects across the system e.g. existing waste reduction, remanufacture, reuse and recycling schemes
- Establish a target for reduction and support targeted work to reduce single-use plastics – share and rapidly adopt learning across partners

Partners

- Include a 10% minimum social value weighting in procurement processes, in line with the supply chain roadmap announced by NHS England and NHS Improvement
- Establish carbon footprint of supply chain following agreed approach and identify hotspots for targeted intervention at organisational level

- Engage with suppliers to seek reductions in emissions in the supply chain by working with them ensure compliance with the NHS supply chain roadmap and net zero ambitions via completion of the NHS supply chain Evergreen assessment reporting
- Sign up to the NHS Single-Use Plastics Pledge to demonstrate commitment to reducing single use plastics
- Explore potential to embed circular economy principles in procurement and disposal of equipment, furniture and other assets e.g. buying second-hand / reusing / recycling goods
- Plan and deliver projects to reduce single use plastics

Targets

- From April 2022, all BSW partners will include 10% social value weighting in all procurement tenders
- 100% paperless or, if essential, using 100% recycled paper content within all office-based functions by 2025
- Reduce carbon footprint from supply chain by 80% by 2039
- Carbon footprint from supply chain net zero by 2045

Section 3

MEDICINES MANAGEMENT



Medicines account for 25% of carbon emissions in the NHS (5% from inhalers and anaesthetics, 20% from the wider supply chain of medicines and medical equipment). The way we manage medicines has a significant impact on our carbon footprint.

To address the carbon emissions associated with medicines, we need to decarbonise medicine production, reduce the carbon footprint of medicine use and improve medicine disposal and reduce waste. We have already started to reduce our carbon emissions from our use of medical products, particularly for the two specific medical products that have the biggest carbon footprint:

- Metered dose inhalers account for 3% of our Carbon Footprint – because of the gas propellant they use, they have a much higher carbon footprint than other forms of inhalers such as Dry Powder Inhalers (DPIs). Optimising the choice of inhaler, as part of a shared decision-making conversation between the patient and the clinician, will play a significant role in achieving the NHS net zero target
- Anaesthetic gases account for 2% of our Carbon Footprint – gases such as desflurane and nitrous oxide are particularly harmful to the environment. Desflurane is the gas with the highest carbon footprint with a global warming potential which is 2,540 times higher than CO₂. Nitrous oxide contributes 75% of NHS total anaesthetic carbon footprint.

Examples of good progress

We have made good progress already across BSW, some examples include:

- Reducing the use of metered-dose inhalers - national data confirms that we are already in the lowest quartile for prescriptions of metered-dose inhalers compared to the national averages
- Reducing the use of medical gases like desflurane and nitrous oxide – all trusts have plans to significantly reduce or cease altogether the use of desflurane in theatres. Trust-level working groups have been set up to support this work and explore other reductions and more environmentally friendly swaps
- Use of patient decision aid that includes carbon footprint information to help people with asthma and their healthcare professionals discuss their options for inhaler devices

We can still do more and our Medicines Management team has a detailed engagement and support plan with GP practices and individual patients on the use and disposal of inhalers, using data to drive the plan to achieve the biggest possible impact.

The three acute hospital Trusts in BSW all have plans to reduce their use of medical gases and we are supporting all our providers to reduce the carbon footprint of their medicines and medical gases. We are committed to sharing knowledge and learning across BSW to continuously improve the way that we manage medicines to reduce waste and improve sustainability together.

Section 3

MEDICINES MANAGEMENT



Our commitments

- We will continue to reduce our carbon footprint related to metered dose inhalers – aiming to move from the lowest 25% to lowest 10% when compared to other regions
- We will minimise the use of medical gases that contribute significantly to our carbon footprint – notably desflurane
- We will share knowledge and learning across BSW to continuously improve the way that we manage medicines to reduce waste and improve sustainability

Our action plan

BSW Together

- Embed Green Plan ambitions within existing Medicines Management and Optimisation workstreams
- Benchmark prescribing on inhaler carbon footprint against national and/or local averages – using PrescQipp tool
- Provide support to practices to change prescribing behaviour and to initiate patients onto lower carbon footprint inhalers
- Provide resources for the public to explain the change and choices of low carbon footprint inhalers
- Promote greener disposal of inhalers – encouraging return of unused/empty inhalers to practices for safe disposal
- Identify hotspots for potential future lower carbon medicine switches and commit to these through annual business planning

- Promote effective medicines waste management across ICS to reduce overall environmental impact
- Establish multi-disciplinary and cross-organisational working groups on medicines as required e.g. around inhalers and anaesthetic gases

Partners

- Measure and benchmark the use of desflurane and nitrous oxide waste against national and/or local averages
- Continue to reduce use of desflurane by switching to alternatives with a lower carbon footprint where possible (e.g. Sevoflurane)
- Develop approach to optimise use and reduce nitrous oxide waste e.g. through reducing leaks and exploring use of medical gas harvesters/Mobile Destruction Units (MDU)
- Improve medicines waste management through initiatives such as electronic prescribing, prescription reviews, reuse of pharmaceuticals, stock management processes and exploring recycling options

Section 3

MEDICINES MANAGEMENT



Targets

In line with NHS Standard Contract requirements and NHS net zero national targets:

- All NHS Trusts to reduce use of desflurane in surgical procedures to <5% by 2022/23
- Reduce overall carbon footprint of inhalers by 50% by 2028
- Reduce carbon footprint from anaesthetic gases and inhalers by 80% by 2032
- Carbon footprint from anaesthetic gases and inhalers net zero by 2040



Section 3

DIGITAL TRANSFORMATION

Our digital strategy is a key enabler for BSW to deliver our Health and Care Model and to deliver other changes that will allow us to reach net zero carbon emissions by 2040 for the emissions we directly control.

Our partners will align themselves to the Sustainable Information and Communications Technology (ICT) and Digital Services Strategy 2020-25 and contribute to the Green Plan being developed within BSW ICS. Specific initiatives within the strategy that have carbon reducing benefits include:

- Agile working initiatives that reduce commuter miles through supporting virtual working and collaboration
- Virtual and remote consultations that reduce the need for patients to be physically present to receive care
- Advice and Guidance tool roll out which provides primary care clinicians with specialist patient centric advice that may remove the need for onward referral or make sure any referral is sent to the correct organisation/team
- A cloud first approach to new initiatives, where the cloud supplier is identified as using sustainable energy sources
- The use of refurbished equipment has been reviewed and identified as neither cost nor environmentally effective. As a consequence focus will be directed to the supply chain, making sure the equipment procured best minimises the impact to the environment.

Examples of good progress

- The COVID-19 pandemic has accelerated digital transformation across all health and care settings in the BSW system. It has meant exploring new ways of delivering care enabled and supported by digital technology. We've seen great examples of progress in the use of digital means to facilitate health care delivery:
- Video conferencing and digital messaging becoming 'business as usual' in staff communications, resulting in a reduced demand for meeting room space and meeting related travel
- The increased use of virtual and remote patient consultations and clinics in delivery of care where clinically appropriate, resulting in reduced travel for both staff and patients
- The drive towards digitalisation of patient records and electronic health and care record systems, as well as increased use of digital clinical and operational workflow management and messaging, reducing reliance on paper-based records and handovers

Our commitments

- We will continue to make the best use of technology and data as we deliver our BSW Health and Care Model to help reduce carbon emissions
- We will ensure our ICT and Digital Services Strategy aligns with NHSX's 'What Good Looks Like' framework sustainability requirements and best practice

Section 3

DIGITAL TRANSFORMATION



- We will seek to understand and minimise the environmental impact and carbon footprint of our ICT of equipment and infrastructure

Our action plan

BSW Together

- Continue to support the rollout of digital transformation projects that help to reduce the need for travel and support the delivery of care e.g. Integrated Care Record, video/online consultations, virtual wards, patient held records, remote and flexible working for staff
- Explore carbon modelling tools to help quantify carbon reductions achieved from switching to digital delivery

Partners

- Develop case studies which demonstrate carbon reduction from switch to digital service delivery / online consultations
- Continue to digitise care and service delivery where clinically appropriate, taking into account patient preference
- Review 'What Good Looks Like' framework and HMG Sustainability Reporting Materials and consider baselining ICT sustainability and carbon footprint as required to support net zero commitments and targeted actions
- Review supplier alignment to net zero targets when contracting and procuring new ICT equipment and services
- Review current arrangements for reuse or recycling, disposal of devices and accompanying equipment e.g. bags and peripherals

- Identify processes that are still paper-based and explore options to replace with a digital process.

Targets

- 25% of virtual outpatient appointments conducted remotely, where clinically appropriate by 2025
- Carbon footprint from ICT energy usage to net zero by 2040
- Carbon footprint from ICT procurement to net zero by 2045



Case Study

GREAT WESTERN HOSPITALS TRUST AGILE WORKING AND VIRTUAL CLINICS

As within most health and care organisations, the COVID-19 pandemic has accelerated digital transformation in the way that Great Western Hospitals, some examples include:

- An increase in agile working, with around 30% of the workforce being able to work flexibly which has inadvertently reduced commuting miles, carbon emissions and local air pollution.
- Over 88,000 virtual clinics delivered in 21/22 which have meant fewer patient car journeys to the Trust. The mileage saved from these journeys is equivalent to 78 times around the Earth, carbon abatement from over 20,000 trees per year and has saved nearly 6 and a half years in time spent travelling.



ADAPTATION



A resilient, net zero health service is an essential component of the response to climate change.

The NHS must also adapt to the impacts of climate change that are already occurring today, and those that cannot be avoided. Heatwaves, storms and floods are already affecting the way that care is delivered across BSW community, primary and secondary care settings, and the evidence suggests that these events will become more frequent and their impacts will increase over time and broaden to other areas including changing patterns of vector, food and water-borne diseases.

We must build resilience to our changing climate in BSW – and support our health and care partners to do the same – to ensure we adapt to those impacts, as well as working to mitigate them.

Examples of good progress

NHS England and Improvement carry out an annual Emergency Preparedness, Resilience and Response (EPRR) Assurance process which requires all NHS funded organisations to have business continuity plans, cold weather and heatwave plans in place.

BSW CCG’s Emergency Preparedness, Resilience and Response team have been working closely with Local Resilience Forums (Avon and Somerset and Wiltshire and Swindon) and key stakeholders such as the Met Office, Environment Agency and local authorities to develop plans to mitigate the risks and effects of climate change including severe weather conditions such as flooding and heatwaves. In the event of an

incident as a result of the effects of climate change the Local Resilience Forums would implement special measures to support all organisations to mitigate and minimise the consequences of such an event.

Our commitments

- We will understand the risks climate change poses to our BSW health and care system in terms of impacts on healthcare outcomes, health inequalities and health and care delivery
- We will build resilience into health care delivery across BSW by planning effective system-wide climate mitigation and adaptation strategies that will ensure the high-level of health care provision we deliver is available now and for future generations to come

Our action plan

BSW Together

- Clarify responsibilities and remit of existing EPRR teams and estates teams in relation to adaptation at system level
- Review existing climate change risk assessments and climate adaptation and mitigation plans and identify any additional assessments or plans are required for the ICS
- Continue to maintain and continuously adapt our EPRR and business continuity plans in response to climate change
- Continue to work with Local Resilience Forums to mitigate impacts of climate change events

Section 3

ADAPTATION



Partners

- Clarify responsibilities and remit of existing EPRR team and estates team in relation to adaptation at organisational level
- Include climate change as key strategic risk on corporate risk register and business continuity plans (BCPs)
- Monitor risks associated with climate change through formal risk management frameworks and develop action plans in response

Targets

- Climate change included as key strategic risk on corporate register/ business continuity plans by March 2023
- Undertake additional climate risk assessments and create additional adaptation plans as required by 2025





Case Study

WILTSHIRE COUNCIL - SALISBURY RIVER PARK PROJECT

The Salisbury River Park project is a collaborative project between Wiltshire Council and the Environment Agency, with support from both the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) and Salisbury City Council to deliver essential flood alleviation and major environmental improvements through the central riverside spine of the historic city of Salisbury.

The 'River Park' is a joined-up response to a range of challenges facing the city, including responding to flood risk across a large area of the city centre, improving the ecological condition of the River Avon Special Area of Conservation, enabling the city to adapt to climate change and promoting recovery and regeneration in response to both the nerve agent attacks in 2018, and the subsequent COVID-19 pandemic.

The River Park project has been ongoing for approximately 2.5 years. Since 2020, despite the challenges of Covid-19, strong collaborative working has ensured that major progress on the project has been made.

Construction works are expected to commence in early 2022, with completion in 2024.

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FOOD AND NUTRITION

The food we consume plays a significant role in the emissions we produce and the strength of our planet's ecosystems. 6% of NHS emissions are derived from food related operations.

Alongside the opportunity to reduce these emissions, there are also a plethora for wider social and health co-benefits to be realised by ensuring that our food and agricultural processes are sustainable. The BSW Together is a group of anchor institutions and we have a major role to play in embedding sustainable practice.

The new hospital food standards, which are currently under review, will build on the work already outlined in the Independent 2020 Review of NHS Hospital Food.

The review focusses on three key areas from which a series of key principles can be derived:

Procurement

- Utilising collaborative trust buying power
- Sustainable procurement standards (Defra's 'A plan for public procurement: food and catering: the balanced scorecard')
- Soil Association 'Food for Life Served Here' award can guarantee performance

Supply Chain

- Buying British to reduce food miles, support farmers, retailers and those working in food processing. Seasonal British food will also improve nutritional value and support animal welfare

Reduction in Food Waste

- Reducing food waste can bring improve both support all three pillars of sustainability, particularly environmental and financial
- Food waste requires monitoring
- Seek opportunities for collaborate to reduce food waste and work with third parties to distribute leftover food within the community

To become a sustainable system, we will work with stakeholders across the ICS to improve the health of our communities.

Along with the actions below, the system must hold working towards enabling access to nutritious, healthy meals as a golden thread throughout the efforts made to achieve the wider benefits of sustainable food and nutrition.

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FOOD AND NUTRITION**Examples of good progress**

- Great Western Hospitals NHS Foundation Trust - use Vegware, plant-based compostable food packaging
- Salisbury NHS Foundation Trust - Catering Team achieved the 'Food for life' bronze award in 2018, awarded to recognise the use of locally sourced, fresh produce and the use of seasonal menus
- Royal United Hospitals Bath Foundation trust - catering and food contract already exceeds government guidelines and meets Soil Association standards
- All Trusts are already actively working to reduce food miles by increasing the number of goods and services sourced locally, whenever possible

Our commitments

- We will work towards more sustainable, lower carbon food catering models
- We will implement approaches to monitoring and reducing food waste
- We will review and adapt menus to offer healthier, lower carbon alternatives for anyone visiting our sites
- We will utilise collaborative buying power and sustainable procurement standards to influence food supply chains and support a local and seasonal food economy
- We will reduce the volume the single use disposable plastic items used in catering and utilise more sustainable food packaging

Our action plan**BSW Together**

- Explore opportunities to utilise collaborative buying power and sustainable procurement standards to influence the food supply chain within BSW healthcare catering
- Share learning and best practice from existing initiatives that reduce carbon emissions from food, food waste, and the use of catering plastics
- Explore opportunities to work with Local Authority on long-term population health and promotion of healthy and sustainable eating

Partners

- Work towards Soil Association 'Food for Life Served Here' or similar accreditation
- Review available food waste metrics to help understand what is currently being measured
- Review current food waste disposal arrangements and explore different options that make better use of this waste e.g. moving away from macerators or diverting food waste away from general waste and composting
- Consider implementing approaches that help to proactively measure and reduce food waste e.g. electronic food ordering systems

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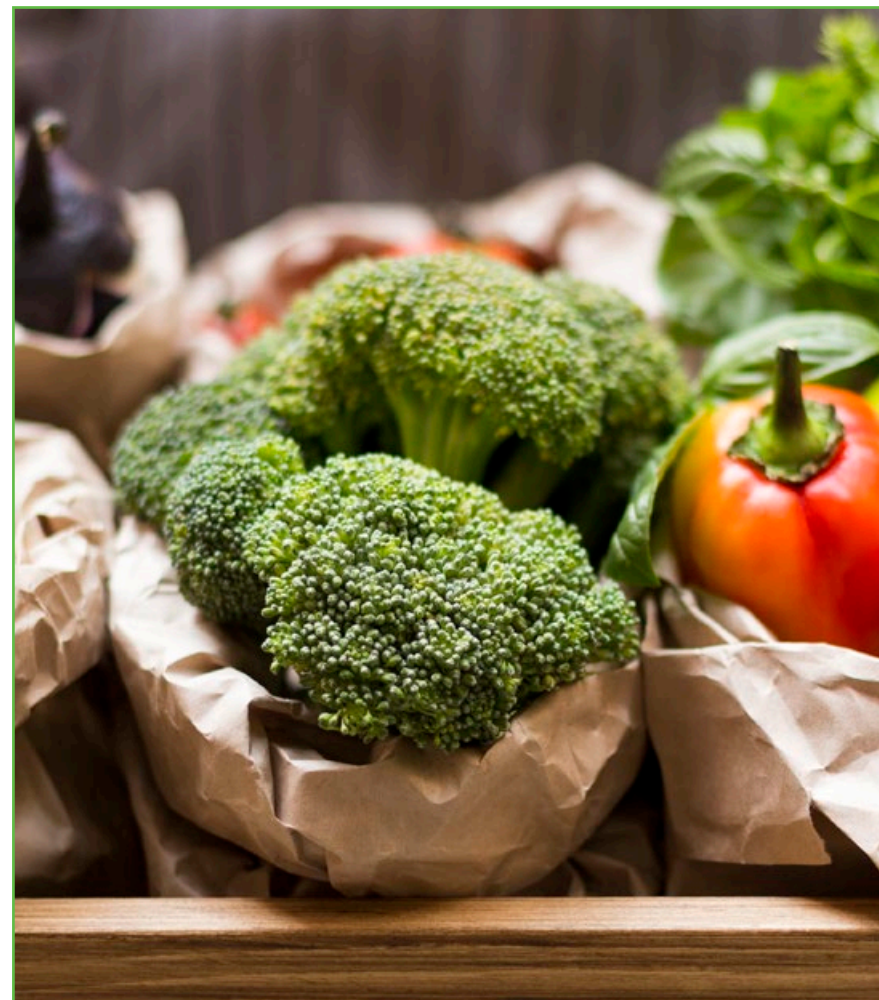
FOOD AND NUTRITION



- Review and adapt menus to offer lower carbon, seasonal, healthier options for staff, patients, and visitors
- Conduct assessment on use of single use catering plastics and explore options to switch to other materials
- Work with external catering providers to support the achievement of the system ambitions and actions as outlined above

Targets

- Review and adapt menus at least twice a year to maximise use of seasonal ingredients by March 2023
- Establish and agree target for reduction in single use plastics used within catering by March 2023
- Reduce the use of all single use plastic items used within catering (and vending) services, including beverage cups by 2025



DELIVERING OUR GREEN PLAN



This plan represents a new first for BSW Together – our first Green Plan written as a whole system. This is just the beginning of our work together.



OUR PLAN FOR THE NEXT THREE YEARS

SUPPLY CHAIN AND PROCUREMENT

From April 2022, all partners will include 10% social value weighting in all procurement tenders

From April 2023: the NHS will adopt the 'Taking account of Carbon Reduction Plans' (PPN 06/21)

100% paperless or, if essential, using 100% recycled paper content within all office-based functions by 2025

DIGITAL TRANSFORMATION

25% of virtual outpatient appointments conducted remotely, where clinically appropriate by 2025

ADAPTATION

Climate change included as key strategic risk on corporate risk registers and business continuity plans by March 2023

From April 2024, adopt PPN 06/21 all new contracts, irrespective of value

Undertake additional climate risk assessments and create additional adaptation plans as required by 2025

FOOD AND NUTRITION

Review and adapt menus at least twice a year to maximise use of seasonal ingredients by March 2023

Reduce the use of all single use plastic items used within catering services by 2025

ESTATES AND FACILITIES

Switch to 100% renewable suppliers by October 2022

Create a high-level roadmap for carbon reduction milestones in estates by March 2023

MEDICINES MANAGEMENT

All NHS Trusts to reduce use of desflurane in surgical procedures to <5% by 2022/23

TRAVEL AND TRANSPORT

NHS Trusts signed up to clean air hospital framework by March 2023

WORKFORCE AND SYSTEM LEADERSHIP

Staff are made aware of the relevant Green Plans (ICS / Trust) via training / inductions / comms by March 2023

Staff have access to a sustainability / green peer network by March 2023

Board-level lead identified at organisational and ICS level by March 2023

ICB to undertake sustainability training by March 2023

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DELIVERING OUR GREEN PLAN



Green Plan Governance

BSW Together established a new Integrated Care Board on 1st July 2022 and, at the time of publication, the governance structure for oversight of this plan has not yet been agreed.

However, the following principles will be in place and will be reviewed and amended as required when the ICS is ready to establish a more permanent governance structure for the delivery of this plan:

- A board level lead has been identified who will have responsibility over the delivery and oversight of this plan
- A Net Zero Design Authority which meets monthly has been set up with representation from key partners across the ICS – this will be the main vehicle for oversight of the Green Plan
- The Net Zero Design Authority will set up formal governance arrangements and report into the relevant ICS governance structures and meetings when established

In line with NHS England's How to Produce a Green Plan: A Three-Year Strategy Towards Net Zero guidance June 2021, we will ensure that any governance arrangements agreed meet the following requirements:

- The Green plan will be led by a designated board-level net zero lead/executive director
- Progress against the plan will be formally reported annually to the Integrated Care Board

- We will review the plan annually to consider:
 - Progress made and the ability to increase/ accelerate actions.
 - New initiatives generated by staff/ partner organisations.
 - Advancement in technology and enablers; and
 - The likely increase in ambition and breadth of national carbon reduction initiatives and targets the pace of implementation of actions as well as new initiatives that have been developed with partner organisations throughout the year.
- We will report at a national level towards the NHS net zero carbon emissions target and work with the regional Greener NHS teams as required.

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DELIVERING OUR GREEN PLAN



Tracking and monitoring our progress

As above, tracking and monitoring arrangements will be subject to the ICS governance structures and processes.

On a temporary basis, any tracking and monitoring required will be undertaken by the Net Zero Design Authority and the Green Plan Board lead. BSW partners will continue to submit the quarterly data collection returns to the Greener NHS team as required to input into national monitoring.

In planning the implementation of the Green Plan over the coming months, we will develop a standard set of KPIs, metrics and targets where not already agreed, so we can establish a system and organisational baseline and then use that to track delivery and monitor the impact of our actions.

Our Action Plan

- Agree governance, delivery and reporting structure
- Agree metrics, KPIs and additional targets





GLOSSARY

Adaptation

The world has already warmed by 1.1-1.2C above pre-industrial levels and some of the impacts of the current heating are irreversible so, even if we succeed in cutting emissions drastically, we will still need to adapt to the impacts of more extreme weather. Things like infrastructure, including transport, telecommunications networks, housing and rural areas will need to be adapted and protected.

Anaesthetic gases

Anaesthetic gases are used to keep patients unconscious during surgery.

Biodiversity

The variety of plant and animal life in the world or in a particular habitat. A high level of biodiversity is usually considered to be important and desirable.

Climate Change

Climate change refers to long-term shifts in temperatures and weather patterns. These shifts may be natural but, since the 1800s, human activities have been the main driver of climate change. This is primarily due to the burning of fossil fuels (like coal, oil and gas), which produces heat-trapping 'greenhouse' gases.

Carbon Footprint

A carbon footprint is the total greenhouse gas emissions caused by an individual, event, organisation, service, place or product, expressed as carbon dioxide equivalent.

Decarbonising

Reducing the amount of carbon emissions released into the atmosphere, due to an environment or process.

Ecology Assessment

Ecological assessment is an assessment of the biodiversity found on a site.

Global Warming

A gradual increase in the overall temperature of the earth's atmosphere generally attributed to the greenhouse effect caused by increased levels of carbon dioxide and other pollutants.

Healthcare Estate

Healthcare estate describes buildings, offices, and sites leased or owned by healthcare organisations. These buildings can be owned by hospitals, health systems or private or public third party groups.

Metered-dose inhalers

A metered-dose inhaler is a device that delivers a specific amount of medication to the lungs, in the form of a short burst of aerosolized medicine that is usually self-administered by the patient via inhalation.

Section 4

GLOSSARY**Mitigation**

The term mitigation refers to efforts to cut or prevent the emission of greenhouse gases - limiting the magnitude of future warming. It may also encompass attempts to remove greenhouse gases from the atmosphere.

Net Zero

Reducing greenhouse gas emissions as far as possible and then offsetting any remaining irreducible emissions. The term “net zero” is increasingly used to describe a broader and more comprehensive commitment to decarbonization and climate action, moving beyond carbon neutrality by including more activities under the scope of indirect emissions, and often including a science-based target on emissions reduction, as opposed to relying solely on offsetting.

Procurement

The process used to purchase goods and services.

Sustainability

Meeting our own needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, we also need social and economic resources. Sustainability is not just environmentalism but includes concerns for social equity and economic development.

Telemedicine

The remote diagnosis and treatment of patients by means of telecommunications technology e.g. by telephone or online.



Section 4

ACRONYM BUSTER

1. AQMA – Air Quality Management Area
2. AWP – Avon and Wiltshire Mental Health Partnership
3. BEIS – Department for Business, Energy and Industrial Strategy
4. BREEAM – Building Research Establishment Environmental Assessment Method
5. BSW ICS – Bath and North East Somerset, Swindon and Wiltshire Integrated Care System
6. CAZ – Clean Air Zone
7. CCTV – Closed Circuit Television
8. CAMHS – Child and Adolescent Mental Health Service
9. DPI – Dry Powder Inhaler
10. EPRR – Emergency Preparedness, Resilience and Response
11. GWH – Great Western Hospital
12. ICB – Integrated Care Board
13. ICS – Integrated Care System
14. ICT – Information and Communications Technology
15. LA – Local Authority
16. LED – Light Emitting Diode
17. MD – Metered Dose Inhaler
18. PCN – Primary Care Network
19. PTSD – Post-Traumatic Stress Disorder
20. REGO – Renewable Energy Guarantees of Origin
21. RUH – Royal United Hospitals
22. SDMP – Sustainable Development Management Plan
23. SWLEP – Swindon and Wiltshire Local Enterprise Partnership
24. ULEV – Ultra-Low Emission Vehicle
25. WEAHSN – West of England Academic Health Science Network
26. ZEV – Zero Emission Vehicle

Section 4

REFERENCES TO OTHER STRATEGIES AND CORE DOCUMENTS



The BSW Green plan has been produced with reference to the following strategies and core documents:

- BSW Care Model
- BSW Estates Strategy 2022-25
- BSW ICT Strategy 2022-25
- GWH Green Plan
- RUH Green Plan
- Oxford Health Green Plan
- Salisbury Green Plan
- AWP Green Plan
- Bath and North East Somerset Council Climate Strategy
- Wiltshire Council Climate Strategy
- Swindon Council Climate Strategy





Bath and North East Somerset,
Swindon and Wiltshire Together



BATH AND NORTH EAST SOMERSET, SWINDON AND WILTSHIRE TOGETHER GREEN PLAN 2022-25

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