



Bath and North East Somerset,  
Swindon and Wiltshire Partnership  
Working together for your health and care



# BATH AND NORTH EAST SOMERSET, SWINDON AND WILTSHIRE PARTNERSHIP

---

**GREEN PLAN 2022/23 – 2024/25**



# CONTENTS

INTRODUCTION .....	3
OUR VISION .....	6
OUR ICS TARGETS .....	7
OUR CARBON FOOTPRINT .....	8
OUR CARBON FOOTPRINT PLUS .....	9
KEY AREAS OF FOCUS .....	10
OUR SUSTAINABLE MODEL OF CARE, THE BSW CARE MODEL .....	11
ESTATES AND FACILITIES .....	14
SUPPLY CHAIN AND PROCUREMENT .....	16
MEDICINES MANAGEMENT .....	18
DIGITAL TRANSFORMATION .....	20
TRAVEL AND TRANSPORT .....	22
ADAPTATION .....	24
WORKFORCE AND SYSTEM LEADERSHIP .....	25
FOOD AND NUTRITION .....	26
DELIVERING OUR GREEN PLAN .....	28
GREEN PLAN GOVERNANCE .....	28
TRACKING AND MONITORING OUR PROGRESS .....	28



# 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. Without accelerated action there will be increases in the intensity of heatwaves, more frequent storms and flooding, and increased spread of infectious diseases such as tick-borne encephalitis and vibriosis.

Over the last 10 years, the NHS has taken notable steps to reduce its impact on climate change. As the biggest employer in this country, there is more that the NHS can do. Action must not only cut NHS emissions, currently equivalent to 4% of England's total carbon footprint, but also build adaptive capacity and resilience into the way care is provided.

This action will lead to direct benefit for patients, with research suggesting that up to one-third of new asthma cases might be avoided as a result of efforts to cut emissions. This is because the drivers of climate change are also the drivers of ill health and health inequalities. For example, the combustion of fossil fuels is the primary contributor to deaths in the UK from air pollution, disproportionately affecting deprived and vulnerable communities. It is for this reason that the NHS has committed to tackle 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 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 patient and staff health, will also be increasingly affected by extreme weather events as they become more common. For this reason, Bath and North East Somerset, Swindon and Wiltshire (BSW) Partnership is fully committed to achieving 'net zero' to respond to the health emergency that climate change brings, which will need to be embedded into everything we do now and in the future.

A greener NHS is not only concerned with reducing CO2 emissions we are emitting but also ensuring that we are working with partners to make BSW more welcoming and safer place to live and work. This will therefore include understanding and reducing carbon in the manufacturing process, distribution use and disposal, and also a focus on plastics and wider issues relating to social value.

Addressing climate change is important to help us meet our system-wide goals of keeping people well, improving health outcomes and addressing the wider social determinants of health that can lead to health inequalities. This Green Plan starts to set out our roadmap to achieving our ambitious net zero carbon target and addressing the role we play in tackling the climate health emergency.

# INTRODUCTION

The Bath and North East Somerset, Swindon and Wiltshire Partnership is an integrated care system (ICS) made up of NHS and local authority organisations working together. Our ICS brings together a Clinical Commissioning Group, three hospital trusts, private providers, a mental health trust, an ambulance trust 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, ensure that health and care services are high-quality and to make the most efficient use of our resources. The BSW Partnership became an ICS in December 2020. Before that time, since 2016, we worked together as the Bath and North East Somerset, Swindon and Wiltshire Sustainability and Transformation Partnership, so we have a long history of integrated working. Collectively, we work towards a vision which guides the organisation and inspires the action needed to make change happen. That vision is: 'Working together to empower people to lead their best life.'

## 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 plains to the south, and Bath and 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 Clinical Commissioning Group
- 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 help provide invaluable support to our populations and our health and care services.

# INTRODUCTION

## BSW Green Plan Purpose of the document

Every Trust and ICS in England is expected to produce a Green Plan by 31st March 2022. In line with this requirement, this BSW ICS Green Plan starts to outline our approach to delivering sustainability across the priorities set out in [Delivering a net zero National Health Service](#) and accompanying [Green Plan guidance](#) which include considerations on estates, travel and transport, use of resources, workforce and future care models across the ICS health and care system.

This plan provides a mechanism to begin discussions as a system on where we are now and where we would like to be, and start working collaboratively on the net zero ambitions and maximising our collective progress and impact on our communities.

### Status of this plan

It is important to note that this plan was developed at pace during the Covid-19 pandemic and while the ICS is in its early stages of forming. It is therefore a high-level strategy and a set of commitments pulled together from individual key anchor institutions and stakeholder Green Plans.

In this plan we aim to build on the great work already done by health and care organisations in the area in developing their own Green Plans and organisation net zero strategies, but also start to identify actions where the ICS can add value and accelerate progress towards net zero across the system through maximising opportunities for joint working, collaboration and sharing best practice.

However, further engagement and discussion is planned with key partners and stakeholders in the coming months in order to make this an ambitious and co-created system-wide plan. As such this submission should be considered as a draft plan, and will be followed-up by a more comprehensive version developed with wider engagement with partners early in 22/23.

This second plan will set out in more detail how we will pave the way to net zero as a system and will establish a clear route to decarbonising our healthcare estate, services and wider activities over the next 3 years, with a view to achieve net zero by 2040. It is anticipated that a final version will be approved by the ICS Executive and published by the end of 22/23.

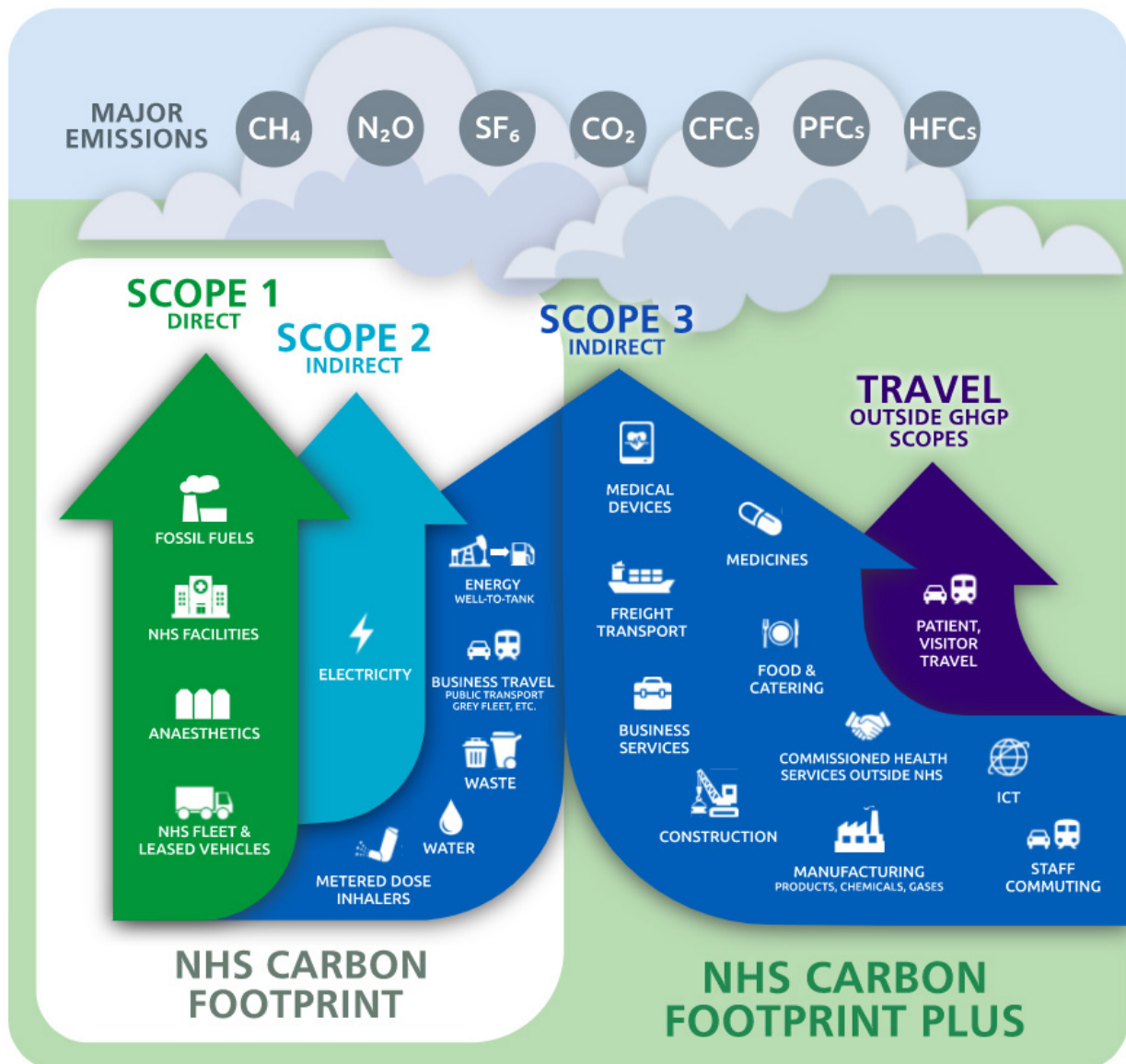


# OUR VISION

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



# OUR ICS TARGETS

BSW ICS 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 health and high quality care for all, now and for future generations.

As anchor organisations the ICS partners will focus on how (through purchasing power and as a large employer) 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 Partnership members will achieve net zero (scopes 1 and 2) by 2030

**100%** of BSW Partnership members will achieve net zero (scopes 1 and 2) by 2040

**100%** of BSW Partnership members will achieve net zero (scopes 1-3) by 2045

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

**2032**

Reduce greenhouse gas emissions by **80%**

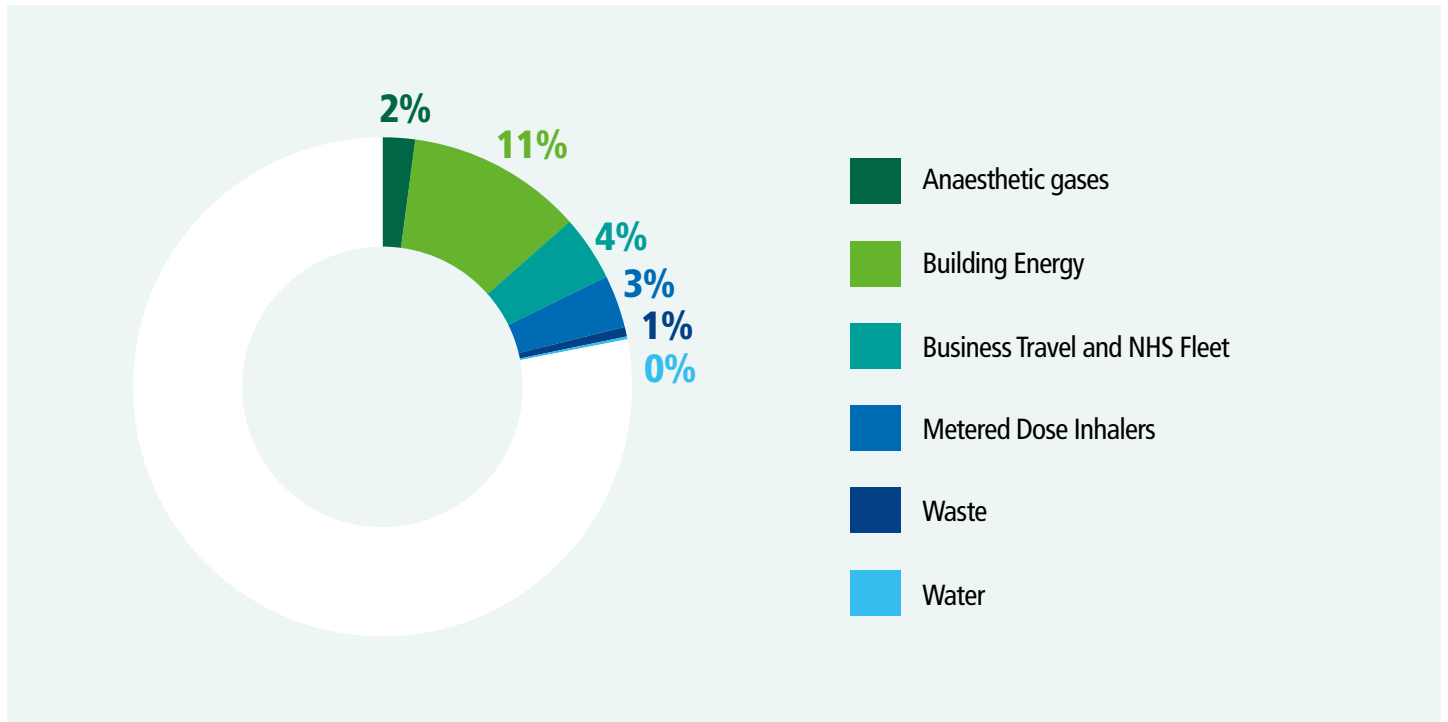
**2040**

Achieve net-zero for the emissions we control

**2045**

Achieve net-zero for the emissions we influence

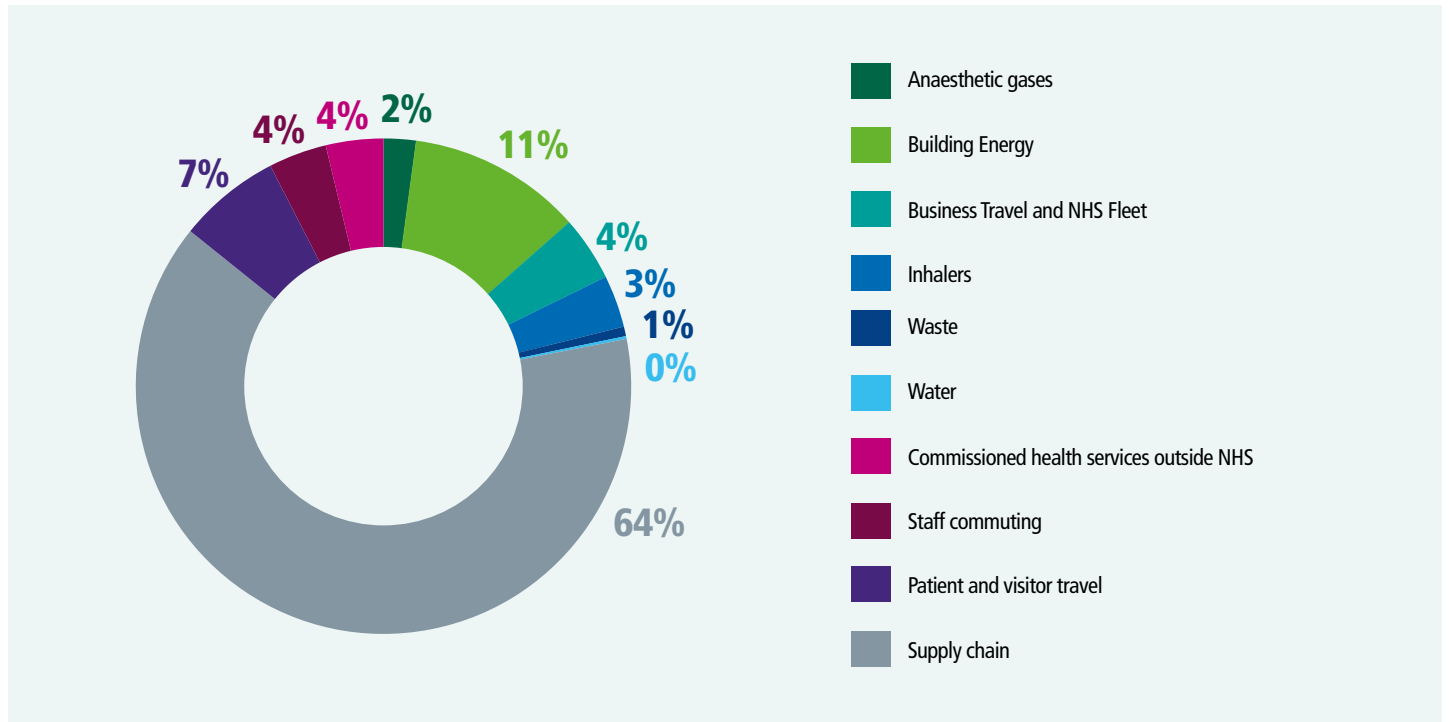
# OUR CARBON FOOTPRINT



- The BSW NHS Carbon Footprint for 2019/20 was **80,490 (tCO<sub>2</sub>e)** – these are the emissions that we can directly control and the target for net zero is 2040
- The categories included in these figures are:
  1. **Scope 1:** Gas and fleet vehicles
  2. **Scope 2:** Electricity
  3. **Scope 3:** Business travel, water, waste, anaesthetic gases & inhalers. It also includes well to tank and transmission and distribution emissions related to fuel consumption.
- This is broadly in line with NHS averages
- Building energy accounts for **11%** and business travel accounts for **4%** of our overall emissions and represents 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 emission



# OUR CARBON FOOTPRINT +



- The BSW NHS Carbon Footprint Plus for 2019/20 was **366,820 (tCO<sub>2</sub>e)** – 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:
  - » BSW Carbon footprint + Scope 3: emissions from wider supply chain, other travel (including staff commuting, 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 and NHS fleet, staff commuting and patient and visitor travel are combined

# KEY AREAS OF FOCUS

**The Action Plan of this Green Plan for the BSW Health and Care Partnership is aligned with the Green Plan Guidance published by the Greener NHS team.**

Within each key areas of focus, some examples and case studies of good progress are highlighted but these are by no means an exhaustive list of all the great work being delivered across the region. In addition to these examples, we set out our system-wide high-level commitments along with the actions to be delivered in order to help achieve them.

## **Sustainable Models of Care**

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

## **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

## **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

## **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

## **Travel and Transport**

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

## **Climate Adaptation**

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

## **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

## **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

# OUR SUSTAINABLE MODEL OF CARE THE BSW CARE MODEL

In 2021/22 the BSW Partnership 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.



## 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 for more information)
- A number of partners offer nature-based interventions and therapy
  - » 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 – encourage 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

# OUR SUSTAINABLE MODEL OF CARE

## THE BSW CARE MODEL

### Our commitments

All of our strategic planning and transformation will be based on delivering the five elements of the model, which are:

#### 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 which 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 take the opportunity to make these sites energy efficient and sustainable

#### 5. Specialist centres

- Our network of specialist centres will develop 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 if centres collaborate to optimise 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.

# OUR SUSTAINABLE MODEL OF CARE THE BSW CARE MODEL

## Our action plan

- We are already using 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
- We are developing a continuing programme of work from April 2022 to adopt the model as our strategic vision and align all our planning and transformation work
- We will 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



# 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 Partnership is fully committed to meeting national recommendations as a minimum and going further where we can.

## Examples of good progress

- Every member of the BSW Partnership 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 – a switch to LED lighting at their Great Western Hospital site has reduced the electrical demand for lighting by approximately 30%
  - » 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 comprehensive initiatives across the partner organisations to measure and reduce water consumption and waste
- A number of partners are already delivering projects to increase biodiversity
  - » 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 work with local partners to improve green spaces available across the estate so they are more biodiverse and are better able to support wellbeing



# ESTATES AND FACILITIES

## Our action plan

- Embed energy efficiency measures and assess opportunities to decarbonise the estate across the system, this will include:
  - » Continuing to switch to LED lighting
  - » Making effective use of building management systems and submetering
  - » Complete switch to renewable electricity suppliers by October 2022
  - » Preparing buildings for electricity-led heating and hot water systems
  - » Investing in on-site renewables generation
- Ensure all partners are aligned to the Greener NHS Estates Delivery Plan and the NHS Net Zero Building standard for new builds and major refurbishments
- Aim for a minimum of BREEAM ratings of outstanding or excellent for new builds and major refurbishments
- Share best practice and support embedding of water efficiency and waste reduction technologies and practices throughout our estate and services
- Work collaboratively across the system to identify opportunities to protect and enhance available green space and support projects which increase biodiversity



# 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

## 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
- 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 by 2030. The Greener NHS team have developed a comprehensive supplier roadmap to support the achievement of this ambition.



# SUPPLY CHAIN AND PROCUREMENT

## 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.

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 to maximise the positive impact 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 minimise 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



# MEDICINES MANAGEMENT

The way we manage medicines has a significant impact on our carbon footprint. 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 which are:

- Metered dose inhalers account for **3%** of our Carbon Footprint
- Anaesthetic gases account for **2%** of our 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 lower-carbon swaps e.g. nitrous oxide
- 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 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.



# MEDICINES MANAGEMENT

## Our commitments

- We will continue to reduce our carbon footprint related to metered dose inhalers – aiming to move from lowest quartile to lowest decile
- 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

- Benchmark prescribing on inhaler carbon footprint against national and/or local averages – using PrescQipp tool
- Benchmark use of desflurane and nitrous oxide against national and/or local averages
- 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 effective medicines waste management to reduce overall environmental impact



# 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 organisations will align themselves to the Sustainable Information and Communications Technology (ICT) & Digital Services Strategy 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 & 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



# DIGITAL TRANSFORMATION

## 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 & Digital Services Strategy align with NHSX's 'What Good Looks Like' framework sustainability requirements and best practice
- We will seek to understand our ICT carbon footprint and reduce the energy requirements of equipment and infrastructure

## Our action plan

- Explore carbon modelling tools to help quantify carbon reductions achieved from switching to digital delivery
- Baseline current alignment with NHSX 'What Good Looks Like' Framework across partners
- Baseline ICT footprint in line with HMG Sustainable Technology and Reporting materials across partners



# 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 **14%** 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 BSW is a mainly rural patch and some of our healthcare delivery teams will likely need to continue traveling by car. Therefore, a big focus will be on switching to greener alternatives such as zero emission vehicles (ZEV's) or ultra-low emission (ULEV), eventually reaching 100% zero emissions vehicles.

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 trailed 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 & e-cargo bikes for colleagues to use.
- 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



# TRAVEL AND TRANSPORT

## Our commitments

- 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 more sustainable modes of travel such as using zero emission and ultra-low emissions vehicles, public transport and ‘active modes’ of travel (e.g. cycling and walking) where appropriate
- We will continue to make secure cycle storage and change facilities available across BSW and develop schemes to make electric bikes & 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

- 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 encourage more sustainable forms of travel e.g. salary sacrifice, cycle to work and season ticket loan schemes where available
- Share best practice and learning across the system in encouraging behaviours that support a more sustainable travel hierarchy through changes to relevant organisational policies e.g. Business travel and expenses and Flexible working
- Undertake a review of current arrangements in place to ensure zero emission and ultra-low vehicles across partner organisations become standard offering for both lease and purchase



# ADAPTATION

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

However, 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 NHS partners to do the same – to ensure we adapt those impacts, as well as working to mitigate them.

### Examples of good progress

BSW CCG's Emergency Preparedness, Resilience and Response team have been working closely with a number of external organisations across the Local Resilience Forums Avon & Somerset and Wiltshire & Swindon to develop plans to mitigate the risks and effects of climate change including severe weather conditions such as flooding and heatwaves. Both Local Resilience Forums with key stakeholders such as the Met Office, Environment Agency, local authorities are pivotal to this work to enable us to better prepare and horizon scan any risks.

### 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

- Undertake Climate Adaptation Risk Assessments where not already existing and share learning that can support the system in its adaptation planning
- Maintain and continuously adapt our emergency preparedness, resilience and response planning and business continuity plans in response to climate change
- Continue to work with Local Resilience Forums to mitigate impacts of climate change events
- Monitor risks associated with climate change through our formal risk management frameworks and will develop action plans in response



# WORKFORCE AND SYSTEM LEADERSHIP

A sustainable ICS health and care system is dependent upon building a sustainability culture and it is important that we provide colleagues with 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 all considered as 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
- There are a number of plans for introducing staff training on sustainability 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 ensure that we have a carbon literate workforce, 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 support collaboration and learning on sustainability across the ICS

## Our action plan

- 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
- Explore the potential for an ICS-wide Green champions network to help drive engagement and learning within the ICS
- Explore options for collaboration on staff training across partners to raise awareness of sustainability e.g. the delivering a net zero NHS e-learning for healthcare module or carbon literacy training
- Promote the ICS Green Plan across all partner institutions via targeted comms campaigns or exploring opportunities for inclusion within induction materials
- Work collaboratively between partners to identify and develop opportunities to coordinate staff engagement and behaviour change activity



# 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 Partnership 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, retailer 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.



# FOOD AND NUTRITION

## Examples of good progress

- Great Western Hospitals NHS Foundation Trust - use Vegware, plant-based compostable food packing, which can be composted
- 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 implement approaches to monitoring and reducing food waste
- We will review and adapt menus to offer healthier, lower carbon alternatives for patients staff and visitors
- We will work towards more sustainable, lower carbon food catering models
- We will utilise collaborative buying power and sustainable procurement standards to influence food supply chains
- We will explore options for reducing single use plastics in catering and looking at more sustainable food packaging

## Our action plan

- Continue to innovate and look for opportunities to collaborate with the use of an electronic meal ordering system such as Menu Mate to help reduce leftovers and waste
- Work towards Soil Association Accreditation 'Food for Life Served Here'
- Introduce low carbon, healthy options for patients, staff and visitors
- Explore opportunities to utilise our collaborative buying power and sustainable procurement standards to influence food supply chains
- Share learning from existing initiatives to reduce single use plastics in catering and explore potential to switch to more sustainable alternatives

# DELIVERING OUR GREEN PLAN

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

Through working together to create this plan, we have acknowledged that there is scope for us to be more ambitious in our aims and more detailed in our planning. We have committed resources as a system to a further programme of work in April-June 2022 with the aim of developing a second iteration of this plan for summer 2022, ready for the launch of the new Integrated Care Board and Integrated Care Partnership.

## Green Plan Governance

Due to the BSW ICS still being in the early stages of officially being formed, with the new national deadline now set for 1st of July, 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 establish formal governance arrangements and report into the relevant ICS governance structures and meetings when established

## Tracking and monitoring our progress

As above, tracking and monitoring arrangements will be subject to the ICS governance structures and governance processes. BSW ICS is currently undergoing discussions with KPMG to explore and agree a monitoring and auditing schedule and process for the ICS as a whole – the Green Plan will form part of these considerations.

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

In developing the next iteration of our Green Plan over the coming months, we will reach agreement on SMART objectives, with KPIs and metrics to track delivery and monitor impact.



# Bath and North East Somerset, Swindon and Wiltshire Partnership

Working together for your health and care

**Produced by** Co-created with SCW CSU

**Published** March 2022

