

Action Plan (To deliver the net zero targets)

1. Workforce and system leadership

Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> To become an exemplar organisation in sustainability is one of the Trust's objectives and part of the Trust's Assurance Framework Trust is registered with Greener NHS and regional sustainability programme The appointment of the Director of Finance, as executive lead for sustainability Webinars are used to engage with staff. The Trust conducts regular staff surveys and provides appropriate feedback on the outcomes. 	<ul style="list-style-type: none"> Embedding sustainability Leading in partnership for carbon reduction across the health and care system Financial savings through resource efficiency Involving patients, carers and service users in planning, including ways the organisation could be more sustainable. Seeking opportunities to develop joint initiatives with key partners to improve local health outcomes, economic development, social cohesion and the environment. Wellbeing and engagement of our staff and communities Reducing sickness absence and workplace stress and measurably improve the overall health and wellbeing of our workforce. Helping all our staff to fulfil their potential and informing, empowering and motivating our workforce to take action to deliver high quality care today that does not compromise our ability to deliver care in the future and show how this is integral to our values. 	<ul style="list-style-type: none"> Raising awareness of climate change and communicate progress with our own CO2 reduction efforts to our Board, our staff, our patients and other external stakeholders Operation of sustainability committees and working groups Standing Board agenda item Leading by example and publish a detailed sustainability report alongside our Annual Report each year, to chart progress Working with all relevant parts of our organisation (e.g. Estates, transformation and procurement) to take a co-ordinated approach to engagement and sustainable development including carbon reduction Developing our understanding of what engagement means and why it is important both for our organisation and in helping our local population build healthy sustainable lives Involving patients, carers and other communities of interest will be able to engage in the strategic development of the Trust and its services, including ways the organisation could be more sustainable and achieve resource efficiencies including reducing waste and increasing recycling Enabling more patients to give feedback about the experience of our services. We will encourage the public to offer ideas on how to improve their NHS environment and NHS Sustainability Improving the ways in which we share learning from our patient experience work Measuring and reporting on the social, economic and environmental benefits of our engagement activities building up evidence base to inform future policy and decisions of our organisation. Contributing to local and regional networks to support sustainable development and monitor the impact of this co-operation Working closely with our local strategic partnership and other key strategic partnerships to promote the delivery of health and sustainability outcomes, when planning the built environment Enabling our assets and resources to be used by the local community wherever possible and appropriate and demonstrate the positive effects of this work on health and wellbeing in our community. Including sustainable development objectives into job descriptions, our staff induction, local orientation checklist, development and appraisal processes and encouraging all clinical staff to include sustainability as a dimension of their daily work reducing waste and improving resource efficiency Providing all new starters with information on our Green Travel Plan, including how to commute to work, public transport and active travel options and information on other Trust schemes (e.g. Cycle to Work scheme) and these are included in the benefits booklet Reviewing the Trust's existing training provision to integrate sustainability training, linked to other training programmes and initiatives, such as the Productive Series and the Quality, Innovation, Productivity and Prevention (QIPP) programme Ensuring that changes to our property portfolio produce an on-going improvement in working environment for staff and the provision of adequate facilities for break and rest periods developing access for all staff to healthy food choices Promoting work life balance and therefore staff health and wellbeing Being alert to employees' personal circumstances and offer additional support and opportunities to assist their wellbeing, where appropriate. Providing adequate resources to enable colleagues to manage their own wellbeing effectively and to learn about new initiatives that may support them e.g. Diabetes Prevention Programme, NHS Health Checks, etc., Enabling staff to have saving and loan deductions from their salary direct to credit unions, in order to

		<p>promote financial inclusion, alleviate stress and support staff on lower incomes who cannot access credit</p> <p>Key success measures:</p> <ul style="list-style-type: none"> Members of the community play an integral role in our sustainability decision making process through effective engagement and involvement in our governance structure. Reduction in the percentage of staff reporting that they have suffered work related stress and increase the percentage of staff participating in physical activity during the working day, including active travel to work - Supporting the delivery of reduced rates of turnover and sickness absence Staff Engagement: 20% of staff engaged through Green Impact or other activity. Sustainability in healthcare, including carbon reduction and climate change adaptation, to be an element of all aspects of staff training regardless of topic.
2. Estates and Facilities		
Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> Both hospitals have Sustainable Development Management Plan (SDMP) that expired in 2020. Combined Heat and Power (CHP) has been installed at Bedford site. Bedford site has invested in energy efficiency through LED (Light Emitting Diodes) Lighting, solar PV (photovoltaics) 	<ul style="list-style-type: none"> Achieve a safe, friendly and modern environment focussed on reducing the carbon emissions of our facilities in line with NHS and national targets, with the ultimate aim of creating a carbon neutral healthcare estate for our staff and patients 	<p>Develop simple 4-step plan for decarbonisation</p> <p>Step 1: Making every KWh count LED lighting - 376 ktCO2e Small appliances - 8 ktCO2e Building Management Systems - 352 ktCO2e Carbon and energy management - 756 ktCO2e Air conditioning and cooling - 21 ktCO2e Building services distribution systems - 31 ktCO2e Ventilation - 80 ktCO2e Space heating - 118 ktCO2e Digitalisation - 15 ktCO2e Investment needed - £1,322m Saving - £346m pa Carbon saving - 1,757 ktCO2e</p> <p>Step 2: Prepare buildings for electricity-led heating Building Fabric - 114 ktCO2e Investment needed - £326m Saving - £15m pa Carbon saving - 114 ktCO2e</p> <p>Step 3: Switch to non-fossil fuel heating Coal boiler removal - 3ktCO2e Hot water - 55 ktCO2e Oil boiler removal - 7 ktCO2e Heat pumps and hydrogen CHP - 454 ktCO2e Investment needed - £1,364m Saving - £ -14m pa Carbon saving - 519 ktCO2e</p> <p>Step 4: Increase on-site renewables PV installation - 278 ktCO2e Investment needed - £1,936m Saving - £131m pa</p>

Carbon saving - 278 ktCO₂e

Immediate to short term

L&D site:

- Delivering the new Energy Centre building by July 2022.
- Three 2.5MW standby generators
- The Energy Saving Measures (ESMs) that are being delivered by Centrica
 - A 1.5 MWe CHP plant
 - 3 no. 2.2MWt and 1 no. 1MWt dual fuel boilers
 - Replacement of circa 6,500 light fittings with LED fittings
 - A full upgrade and optimisation of the BMS system
 - New occupancy controls on a/c units
- Purchasing renewable energy
- Upgrade of the HV network

Bedford site: TBC

Short to medium term goals

L&D site:

- Construction
- BREEAM
- Backlog and Demolition

Bedford site:

- Electrical infrastructure

Medium to long term goals for both sites

- Provision of solar PV panels on the roofs on the main sites
- Development of heat pumps
- Invest in a low loss UPS system to support critical infrastructure in the new buildings to reduce energy losses on standby by over 95%, from about 15%, to 0.5% , to allow for connection to Aggregator Systems to benefit from Grid Services revenues and to optimise the performance of renewable power and CHP installations
- Explore large storage battery solutions

Time frame to be agreed

- Driving energy efficiency and CO₂ reductions through our Estates Strategy, setting challenging energy efficiency targets for our existing estate and achieving the BREEAM Excellent standard for any new build premises (e.g. Redevelopment scheme at L&D)
- Maintaining comprehensive carbon measurement and reporting systems and obtain independent, validation of our carbon footprint each year, publishing the results on our website and Annual Report
- Challenging building contractors to propose cost-effective, low carbon solutions when undertaking refurbishment projects and monitor the benefits including savings from recycling/reusing materials
- Researching new and innovative means of eliminating greenhouse gas emissions from our estate and explore offsetting opportunities to achieve net zero CO₂ emissions
- Liaising with suppliers, waste contractors and relevant support agencies to implement the Waste

		<p>Hierarchy with the ambition of achieving zero waste to landfill across all of our operations and turning residual waste into a resource opportunity wherever possible</p> <ul style="list-style-type: none"> • Increasing the proportion of waste that we recycle • Reducing leaks, introduce water saving technologies and develop an action plan to safeguard the Trust from future water shortages • Developing our Environmental Management System (EMS) with the objective of achieving ISO14001 certification across our operations • Reducing the energy consumption of our IT infrastructure through the introduction of energy efficient technology and power management techniques • Reducing to the lowest practicable level the number of hazardous substances used by the Trust • Ensuring that any electricity we purchase from the national grid is generated from 100% renewable energy sources • Providing green spaces across our estate to support health, wellbeing and biodiversity, even where land is constrained.
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3. Travel and transport

Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> • The Trust has installed electric vehicle charging points at the L&D site. • The Trust has invested in facilities designed to encourage active travel, e.g. cycle lock-ups and showers. • Car sharing initiative: This programme reduced the number of cars parking spaces across the two sites. The pandemic has forced this initiative to pause to ensure compliance with the Covid-19 regulations. 	<ul style="list-style-type: none"> • Reduce travel costs by decarbonising our travel and transport operations and minimise the environmental and health impacts associated with the movement of staff and materials. • Contribute to staff and patient wellbeing by supporting a shift away from car dependency to more sustainable travel options that deliver additional environmental and health benefits. 	<ul style="list-style-type: none"> • Developing the travel plan by April 2022 in conjunction with the two Borough Councils and BLMK ICS. • Update the existing travel plans for both sites for the merged organisation using Modeshift STARS online Travel Plan Toolkit to assist in: <ul style="list-style-type: none"> ○ Creating, developing and implementing Travel Plans ○ Monitoring and evaluating Travel Plans and the initiatives contained within them ○ Recognising and rewarding excellence in the promotion of sustainable and active travel • Delivering our Green Travel Plan and continuing to develop our electric powered fleet and potential for an electric bicycle fleet, improving travel and access information for staff, patients and visitors and support staff with low carbon efficient travelling within our communities • Adapting our commercial fleet through the adoption of cleaner, lower emission technologies and maximise the efficient use of our transport resources • Collaborating with our clinical divisions and transport service to ensure all travel options and impacts are taken into consideration when planning new premises. • Improving data and reporting of CO2 from business travel • Operating an annual staff travel survey to improve engagement with staff and capture data on staff commuting • Strengthening our strategic relationship with local government partners to support implementation of our Green Travel Plan, reducing traffic impacts and promoting the use of public transport and active travel • Increasing access to the Trust's cycle-scheme incentivising active travel and further promote car sharing • Encouraging and supporting active travel through our Health & Wellbeing Framework, ensuring it is aligned to our Green Travel Plan objectives • Increasing levels of active travel and public transport • Investing in ultra-low emission and zero-emission vehicles for owned and leased fleets • Maximising efficiencies in the transport of goods and services commissioned by the organisation, such as patient transport, courier services and deliveries. <p>Key success measures:</p> <ul style="list-style-type: none"> • Cost savings from absolute reduction in CO2 emissions from all travel and transport operations (Trust fleet, grey fleet, commuting and patient travel) that is in line with NHS and UK targets

4. Adaptation		
Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> Trust works with Bedfordshire Local Resilience Forum (BLRF) to develop plans for environmental climate change contingency. 	<ul style="list-style-type: none"> Create infrastructure, supply chain and logistics operations that are resilient to changes in the climate and extreme weather events. Ensure our workforce is prepared and able to adapt to the projected impacts of Climate Change, including anticipated health issues for both patients and staff and disruption to our services. 	<ul style="list-style-type: none"> Employing the UK Climate Change Risk Assessment tools and guidance to assess local risks to our patients and staff, infrastructure, supply chain and clinical services and inform our Emergency Planning & Business Continuity procedures Conducting regular Climate Change impact risk assessments covering the areas and communities we serve and ensure that high level risks are registered on the Trust's Risk Register Developing a Climate Change Adaptation Action Plan to reduce impact on and ensure continuation of care for our most vulnerable patients during extreme weather events including rising temperatures and heat waves, flooding and storm events, cold weather spells, increased pollution and increased UV sunlight exposure. Identify cool spots for use during heat waves Collaborating on Climate Change Adaptation at both a national and local level with relevant partners and stakeholders across the health system and local authorities in order to share information, raise awareness and help prioritise and agree coordinated action Training our staff to recognise and respond to anticipated changes to the local climate and expected increases in the burden on the local health system Ensuring all new and existing infrastructure is able to cope with rising temperatures and floods and minimises the risk to staff, patients and visitors and weigh this as a key consideration when designing, planning or leasing new premises Assessing the risk of disruption climate changes pose to our supply chain and develop appropriate management strategies to ensure continuity of our services Identifying risks of disruption to our transport operations and community services and put in place contingency plans to cope with extreme or unexpected events. <p>Key success measures:</p> <ul style="list-style-type: none"> Reduction in the risk rating of Annual Climate Change Adaptation risk assessment that is undertaken as a routine component of Emergency Planning and Business Continuity procedures.
5. Medicines		
Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> The trust have been encouraging the use of alternative surgical anaesthesia options to reduce the use of desflurane, such as switching to lower carbon alternative sevoflurane. 	<ul style="list-style-type: none"> Reduce the carbon emissions related to the organisation's prescribing and use of medicines and medical products. 	<ul style="list-style-type: none"> Medicines optimisation and reducing waste Responsible capture or disposal of waste medicines and considering lower carbon alternative medicines. Inhalers and anaesthetic gases for early action in this area.
6. Sustainable models of care		
Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> Successful at application of GIRFT and working with community healthcare for patients avoiding admission and early discharge. 	<ul style="list-style-type: none"> Aspire to be a leading NHS services provider for pioneering and efficient sustainable models of care, putting ourselves at the leading edge of research, innovation and transformation. Openly share our experience, expertise and learning with other health and social care providers and develop networks to share best practice on sustainable healthcare 	<ul style="list-style-type: none"> Linking sustainability and quality to clinical strategy Exploring more financially and environmentally sustainable models of care particularly in relation to chronic disease management, elderly care and long term conditions Seeking opportunities to share best practice with other NHS bodies and openly share information on our sustainability initiatives with providers and commissioners Promoting sustainability as part of our decision making and business planning process for the design and delivery of health and social care services Encouraging and support local Clinical Commissioning Groups to develop sustainable commissioning strategies that take an holistic, system-wide approach to sustainable healthcare delivery and pioneer

	delivery.	<p>the development of care pathway approaches to carbon foot-printing and CO2 reduction</p> <ul style="list-style-type: none"> Working in partnership to demonstrate a shift in the way services are delivered and how this contributes to carbon reduction and sustainability across the system Acting in partnership with commissioners to develop initiatives that will enable GP practices to take action in support of sustainable healthcare delivery in the local area, e.g. reducing fuel poverty, reducing drug wastage and promoting active lifestyles. Delivering innovative prevention services for improved health outcomes Working with partners to promote and enhance preventative healthcare and reducing health inequalities Provision of care closer to home Default preferences for lower-carbon interventions where they are clinically equivalent Reducing unwarranted variations in care delivery and outcomes that result in unnecessary increases in carbon emissions. <p>Key success measures:</p> <ul style="list-style-type: none"> Increase in non-contact first specialist appointments, telemedicine interventions, user experience of using services and reducing journeys. Achieve regular carbon foot-printing and assessment of CO2 reduction across the local health system
7. Food and nutrition		
<p>Where are we now?</p> <ul style="list-style-type: none"> Vegan days at both main sites of the Trust 	<p>Where do we need to be?</p> <ul style="list-style-type: none"> Reduce the carbon emissions from the food made, processed or served within the organisation. 	<p>How are we going to get there?</p> <ul style="list-style-type: none"> Ensuring contracts minimise and manage food waste with effective monitoring and processing of waste Ensuring the provision of healthier, locally sourced and seasonal menus high in fruits and vegetables, and low in heavily processed foods. Incorporating health and sustainability benefits into the tender process for procurement of food and ingredients. Consider collaborative procurement with sustainable food leaders
8. Supply chain and procurement		
<p>Where are we now?</p> <ul style="list-style-type: none"> Lower carbon alternative supplies - recycled paper. 	<p>Where do we need to be?</p> <ul style="list-style-type: none"> Achieving cost savings and eliminating waste from our supply chain through the implementation of new procurement policies and tendering processes and proactive collaboration with our major supply chain partners. Demonstrating a clear commitment to ethical trade by integrating ethical trade principles into our core procurement practices. 	<p>How are we going to get there?</p> <ul style="list-style-type: none"> Implement a new 'Sustainable Procurement Policy', ensuring that sustainability and social responsibility considerations are introduced at the earliest possible opportunity as a business-as-usual feature of our procurement activity Incorporating rigorous and measureable sustainability criteria into tendering processes and contracts, actively research sustainable goods and services and encourage the development of sustainability certification schemes to increase the range of products covered Motivating existing and potential suppliers to offer market-leading products and services that achieve sustainability based on functional performance, innovation and best-practice to minimise waste and enable reuse and recycling Developing a programme for managing suppliers and contracts using clear sustainability performance criteria and metrics and outcome-based evidence on sustainability initiatives, guided by the EU Consolidated Procurement Directive Engaging in collaborative initiatives with suppliers to identify and address known carbon "hotspots" to deliver measureable environmental performance improvements and cost savings Developing a Procurement Stock Review programme to reduce waste generated by our clinical services Joining and fully adopting the Ethical Trading Initiative (ETI) Principles of Implementation and incorporate the ETI Base Code into all major tenders Promoting our 'Sustainable Procurement Policy' to all potential suppliers and train staff to ensure that anyone procuring for our Trust understands what is required to procure in a sustainable way.

		<ul style="list-style-type: none"> • Reducing the use of clinical and non-clinical single-use plastic items • Reusing or reprocessing equipment (such as walking aids) • Considering lower carbon alternative supplies
9. Digital Transformation		
Where are we now?	Where do we need to be?	How are we going to get there?
<ul style="list-style-type: none"> • Video consultations during the pandemic 	<ul style="list-style-type: none"> • Harness existing digital technology and systems that were set up during the pandemic to streamline your service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions 	<ul style="list-style-type: none"> • Deploying best-in-class IT technologies through our IM&T Strategy in order to transform the delivery of services and patient care, enabling our staff to be as productive in their roles as they can be and supporting our vision of a mobile, flexible and agile workforce • Increasing where appropriate, non-contact first specialist appointments, telemedicine interventions, user experience of using services and reducing journeys. Providing training to interact with service users using multiple methods and technologies • Use digital systems to reduce the use of paper records, printing and postage.