NHS

Lancashire Teaching Hospitals
NHS Foundation Trust

Together | Our Big Plan

Green Plan

A three-year strategy towards net zero

Excellent care with compassion

@LancsHospitals

Contents

Foreword

The serious threat that climate change poses to the environment has been well documented. What is perhaps slightly less recognised is the damaging impact this also presents for the delivery of high quality patient care and the health and wellbeing of our communities.

This is why the National Health Service has a clear ambition to become the world's first healthcare system to reach net zero carbon emissions. Outlining the NHS's pledge at COP26 to reduce to zero by 2040 those carbon emissions which the NHS is directly responsible for, and by 2045 for indirectly responsible aspects for its suppliers, as two thirds of the carbon emissions come from within the global supply chain.

The Lancashire Teaching Hospitals Green Plan sets out our blueprint for delivering this target with the support of our colleagues and the communities we serve.

The development and delivery of the Green Plan is fully embedded in Our Big Plan which sets out the strategic ambitions of our organisation. Our Deputy Chief Executive and Director of Finance is the Board lead for this area of work and has co-produced our proposals with colleagues across all areas of the Trust.

As one of the largest employers in the local area, we understand that we have a corporate responsibility to champion those working practices which promote greater sustainability and efficiency right across our organisation, from transport and energy to utilities and waste.

The pandemic has had an effect on our progress but despite the many challenges this has caused it has, in some ways, accelerated programmes of work. We've been hugely grateful to our local communities and businesses for their generous support and charitable donations which have enabled us to improve showers, changing rooms and sleep and recreation facilities for colleagues at our hospitals during 2020/2021. These new facilities have played the dual role of enhanced wellbeing whilst providing practical solutions for those wishing to cycle or walk to work.

We have also increased access to virtual clinics and invested in virtual consulting rooms, significantly reducing the need for patients to travel. Our agile working plans are also coming to fruition with many colleagues now working from home on a regular basis, minimising the need to travel and providing opportunities to reduce the length of the working day and more flexible working to fit in with home commitments.

We will continue to work collaboratively with other health organisations in Lancashire to achieve our Trust ambition to be 'Fit for the Future' and share in best working practices which promote greater efficiency and enhanced saving opportunities.

I am proud of the improvements we have collectively made to date, but we all recognise there is much more to do to make the difference needed to preserve our planet.

Our colleagues are ready to help play their part in ensuring that we are as environmentally, economically and socially sustainable as we possibly can be and we also work closely with our local communities to ensure that as an anchor organisation and major teaching hospital trust we take every opportunity to provide the employment and educational opportunities that can have such a positive effect on individual and collective health, wealth and fulfilment.

Professor Ebrahim Adia

Chair
Lancashire
Teaching Hospitals

Introduction

Lancashire Teaching Hospitals NHS Foundation Trust provides general hospital and some community services to 370,000 people in Central Lancashire and specialist care to 1.7 million people across Lancashire and South Cumbria.

The Trust employs over 9,000 staff and has a volunteer workforce of over 650 people, most of whom live within our area, all of whom work collaboratively across a range of roles and services to ensure that our hospitals continuously provide excellent care with compassion.

As one of the largest organisations in the area we have a significant impact on the local environment. The activities and services we deliver create considerable amounts of waste as well as greenhouse gas emissions, all of which contribute to air quality and climate change.

This Green Plan sets out our vision, strategy and objectives for reducing the Trust's environmental impact, improving its resilience and helping us manage resources effectively. It is underpinned by **Our Big Plan** and progress will be reported in the annual report. The Plan will enable us to deliver high quality sustainable healthcare with the available social, economic and environmental resources.

Here at Lancashire Teaching Hospitals we believe our long-term sustainability is tied to the wellbeing of the population we serve; we are committed to collaborating with other stakeholders to deliver a common goal of using our resources responsibly to help protect the needs of future generations. All of us have a part to play in delivering this plan and by working together, we can provide sustainable healthcare which is fit for our future.

Photo by **Mark McNeill**

The UN Sustainable Development goals

The United Nations' 2030 Agenda for Sustainable Development identifies 17 sustainable development goals to ensure *"peace and prosperity for people and the planet, now and into the future"*.

We identify how our plan will address as many of these goals as possible.

|		
1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	

Progress on sustainable development

We have previously measured our progress on sustainable development using the Sustainable Development Assessment Tool (SDAT). This tool allowed us to assess our progress on an annual basis. In 2021/22 we showed movement towards an improved position as the number of completed objectives increased.

SUSTAINABLE DEVELOPMENT ASSESSMENT TOOL RESULTS

The chart below shows how we performed in our latest SDAT assessment; this has enabled us to identify our contribution and priority areas for maintaining and developing a sustainable future.

2019/20 SDAT Performance

Yes ● No ● Partial ●

2%
7%
91%
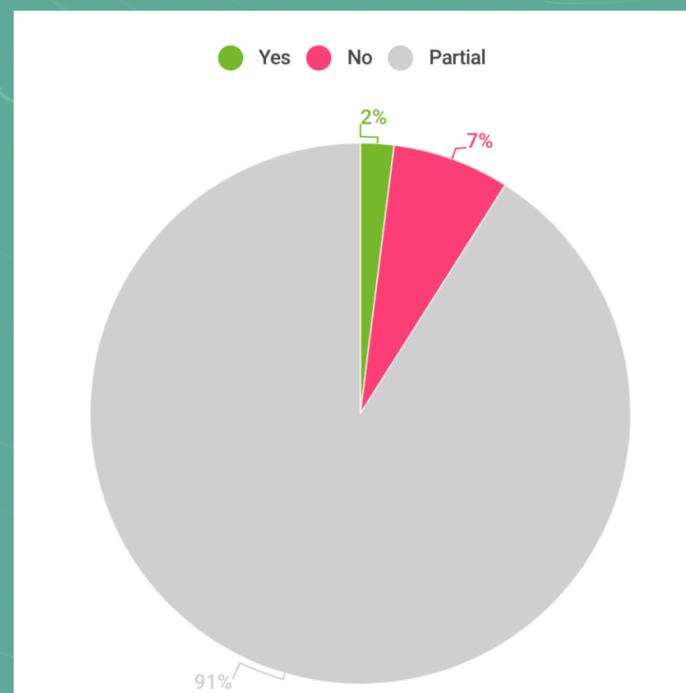
2020/21 SDAT Performance

Yes ● No ● Partial ●

10%
20%
70%

CURRENT SDAT PERFORMANCE

18
16
14
12
10
8
6
4
2
0

Active travel
Awareness
Capital Projects
Governance/ Policy
Procurement/Supply Chain
Sustainable Care
Waste
Welfare
Working with Communities

● - Number of SDAT Statements completed / in progress
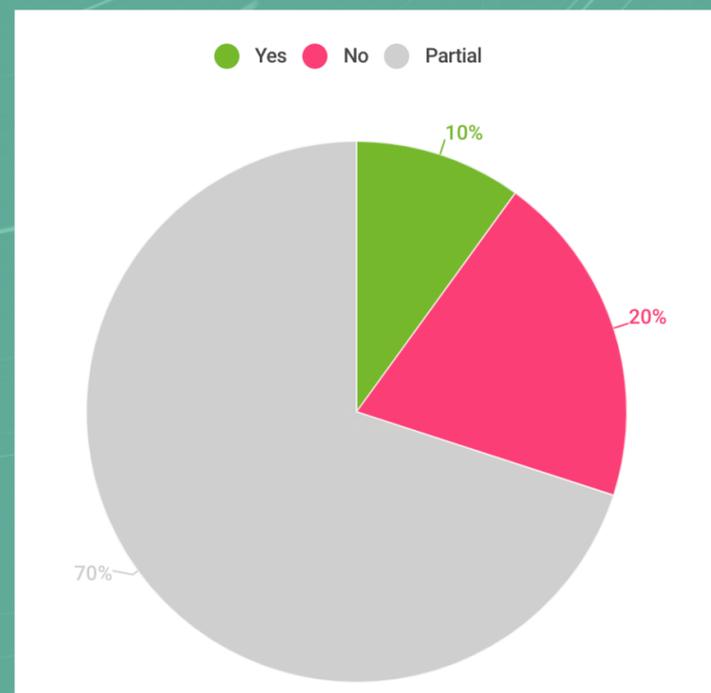
Some areas scored more highly than others, but overall there remains a large opportunity for improvement in our contribution to the UN Sustainable Development Goals. Our target is to achieve 70% by 2023 in our overall SDAT and in each theme area. Our approach to achieve this is outlined in this Green Plan.

Organisational vision and strategy

The Trust's vision is to provide Excellent Care with Compassion. Within the strategic ambition of 'fit for the future', there is an objective for Lancashire Teaching Hospitals to develop a Social Responsibility Strategy (to incorporate the Green Plan) giving full consideration to the potential for formalising our position as an Anchor Institution*.

Operating in a way that reduces environmental impact is a key responsibility of anchor institutions and this Green Plan facilitates implementation to deliver against this strategic objective.

The creation of a social value framework supports the Trust in aligning associated priorities, agreeing improvements, mobilising change and celebrating improvement. The framework for Lancashire Teaching Hospitals has three main lenses: people, environment and procurement (incorporating the Green Plan). Each of these lenses have a number of facets where positive change can be accelerated, from improving diversity and inclusion through to leveraging the benefit of big building projects and increasing the opportunity for local suppliers. Importantly whilst many of the aligned workstreams

are not new by bringing them together under the focus of the social value framework the Trust can be better sighted on the impact that it is making across a wider range of benefits for its community. It is anticipated that this framework will evolve over time.

> * 'Anchor institutions' are large public sector organisations rooted in and connected to their local communities. They can improve health through their influence on local social and economic conditions by adapting the way they employ people, purchase goods and services, use buildings and spaces, reduce environmental impact, and work in partnership. HEALTH FOUNDATION, Anchors in a Storm. 2021

LANCASHIRE TEACHING HOSPITALS SOCIAL VALUE FRAMEWORK

Social Value Framework

People	Environment	Procurement
Diversity and inclusion / Employment / Health Equality / Training and Education	Waste reduction / Emissions reduction / Transport / Digital	Local supply chain / Faster payments / Capital Investment
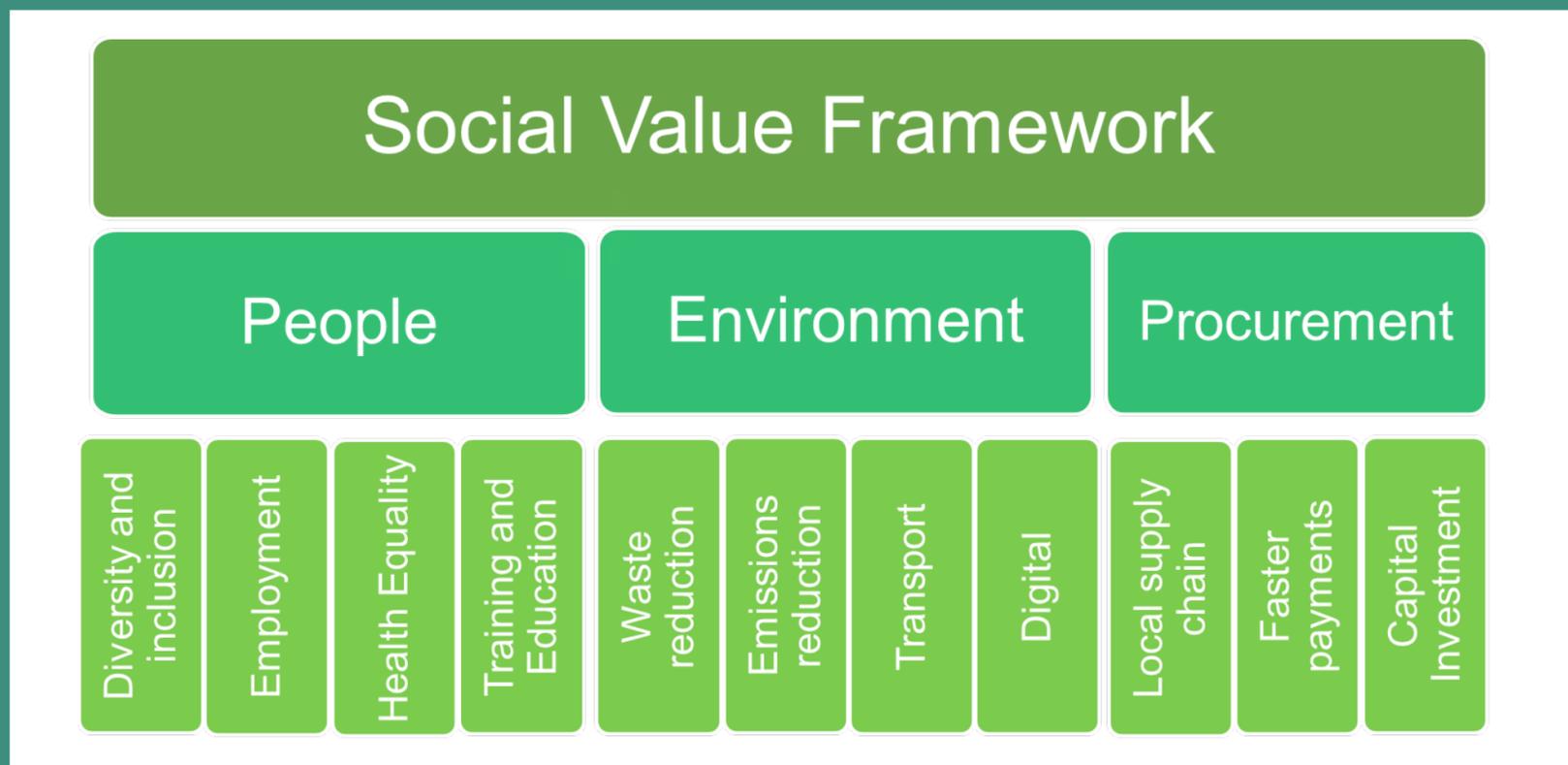
Green plan purpose and direction

What we want to achieve

We will have positive and engaged staff who believe in the value of sustainability and are enabled to deliver it. We will be recognised as delivering excellent social value by our place-based partners.

By placing sustainability at the heart of all we do, we can better serve our community and promote positive changes in respect of protecting our environment, and the care we deliver. Reducing our environmental impact, protecting the natural environment and enhancing social value will place us at the forefront of delivering sustainable healthcare. We will set ambitious goals around carbon emissions, air quality, plastics and waste reduction and through the development of policies and practices we will drive forward sustainable healthcare.

Aim

Our aim is to better serve the community and promote positive change in respect of protecting our environment and the care that we deliver, by placing sustainability at the heart of everything we do.

We plan to be at the forefront of delivering sustainable healthcare by reducing our environmental impact, protecting the natural environment and enhancing social value. We will set ambitious goals around carbon emissions, air quality, plastic and waste reduction and through the development of policies and governing practices progress and monitor our delivery against these goals.

Outcome

We will improve the health and wellbeing of all who live and work within the Lancashire and South Cumbria communities we serve.

Areas of focus

Our Green Plan is arranged around nine key areas. Set out below are our goals for each area and how we will measure our success in achieving these.
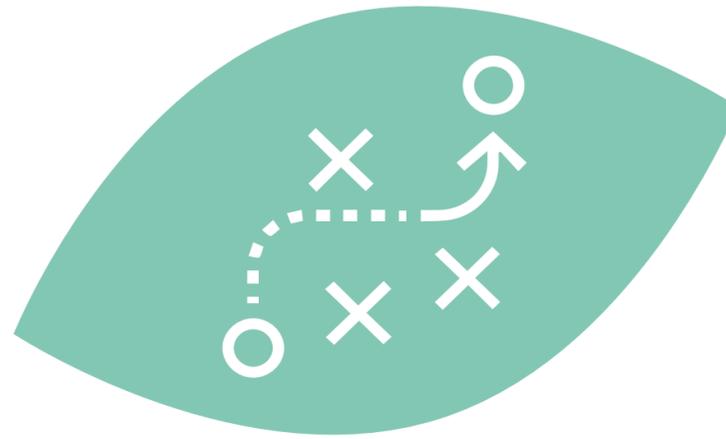
Workforce and System Leadership

This chapter considers our approach to engaging and developing our workforce in defining and delivering carbon reduction initiatives and broader sustainability goals.

SUSTAINABLE DEVELOPMENT GOALS

3, 4, 11, 13, 15, 16, 17

WHAT HAVE WE ACHIEVED TO DATE?

- Establishment and representation at the ICS Sustainability Collaborative
- Established the Lancashire Teaching Hospitals Green Group
- Rest and Recreational Area Steering Group which to date has delivered a break room refresh project, introduction of sleep pods, introduced more than 15 outdoor seating areas, developed walking routes close to hospital sites, run regular physical activity campaigns, promote and ensure healthy eating options availability on site
- Executive sustainability lead
- The development and delivery of a Social Responsibility Strategy (incorporating the Green Plan) is embedded in the Trust's Our Big Plan organisational strategy and business cycle

WHAT DO WE WANT TO ACHIEVE?

- Our people are active partners in defining and delivering our green strategic areas and are empowered to take action

HOW CAN WE ACHIEVE IT?

- Identify a workforce lead for sustainability and work together to link the sustainability strategy themes and areas in job descriptions and professional development reviews
- Provide employees with a variety of green leadership, development and training opportunities so they feel empowered to implement sustainability
- Support the setting up of sustainability stakeholder input and involvement where colleagues can steer positive change, focus on areas of specific interest, and work with other established groups and forums
- Boost staff health and wellbeing through environmental and ecosystem initiatives, including active travel and outdoor volunteering
- Improve services and facilities provision to enable staff and patients to make sustainable choices and purchases when on site
- Deliver sustainability training to all new starters at induction and an advanced training programme for Sustainability Ambassadors
- Leadership providing the right systems and opportunities that encourage and promote pro-environmental behaviours
- Launch a pledge scheme to encourage sustainable staff behaviours
- Launch a Climate Emergency Action Fund and access to charitable funds to help kick start staff sustainability projects

HOW WILL WE MEASURE OUR SUCCESS?

- Workforce and system leadership SDAT score
- Percentage of leaders completing sustainability training (%)
- Percentage of staff completing sustainability training (%)
- Percentage of staff aware of Green Plan efforts through the Annual Staff Survey (%)
- Number of projects funded through the Climate Emergency Action Fund and charitable funds
- Number of Green Champions
- Number of sustainability projects completed by staff
- Number of followers on Twitter

Sustainable Models of Care

Embedding net zero principles across all clinical services is critical, with this section considering carbon reduction opportunities in the way care is delivered. Key opportunities include the provision of care closer to home; default preferences for lower-carbon interventions, reducing unwarranted variations in care delivery and outcomes that result in unnecessary increases in carbon emissions, prescribing and use of medicines and medical products and ways to harness existing digital technology and systems. Two key areas for action in this area are inhalers and anaesthetic gases.

SUSTAINABLE DEVELOPMENT GOALS

- 3, 7, 11, 12, 13, 16

WHAT HAVE WE ACHIEVED TO DATE?

- We have implemented electronic prescribing and medicines administration (EPMA)across all adult wards
- Robust EPR and Electronic Document Management System (EDMS) in place that has supported the implementation of an Electronic Patient Record
- Implementation of Hospital Home Care service, preventing patients needing to travel to hospital sites
- The move to remote outpatient appointments
- Securing community beds
- Commencement of system wide key integrative pathway reconfigurations, supporting care closer to home
- We have identified leads and begun conversations about sustainable anaesthesia projects
- An ICS group meeting regularly looking at respiratory conditions and green inhaler devices

WHAT DO WE WANT TO ACHIEVE?

- Deliver the best quality care while reducing the social, environmental and financial impact
- Divisions are engaged and own their own ambitions to be sustainable

HOW CAN WE ACHIEVE IT?

- Embed the sustainability strategy themes and areas in each division through tailored action plans of specialist projects that are considered at key departmental meetings
- Continued implementation of system wide integrative pathway reconfigurations which will provide care/medicines closer to home
- Develop a sustainable anaesthesia programme, raising awareness of the impact of anaesthetic gases on the environment and taking actions to reduce this by reducing and capturing most polluting gases
- Deliver an ambitious annual programme of carbon reduction projects targeting carbon hotspots including medical equipment and pharmaceuticals, and increasing greener alternatives of prescribed Metered Dose Inhalers

- Identify and replace single-use items used in clinical practice, including personal protective equipment, with viable reusable alternatives or more sustainable disposables where reuse is not an option
- Projects to deliver reduction of waste in medicines
- Increase digital and other options for outpatient care and prescribing
- Roll out of electronic prescribing and medicines administration (EPMA) across ED and paediatrics

HOW WILL WE MEASURE OUR SUCCESS?

- Sustainable care models SDAT score
- Carbon emissions from anaesthetic gases (tCO2e)
- Carbon emissions from inhaler prescribing (tCO2e)
- Proportion of outpatient appointments delivered by virtual clinics
- Annual expenditure on paper
- Patient miles negated
- Employee miles negated
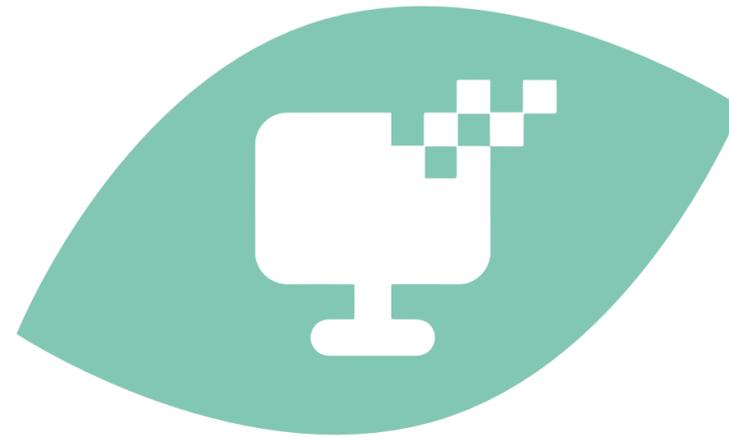
Digital Transformation

The digital transformation agenda has the potential to reduce carbon emissions significantly supporting the move to a net zero NHS. This section seeks to focus on ways to harness existing digital technology and systems to streamline service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions.

SUSTAINABLE DEVELOPMENT GOALS

- 9, 11, 12

WHAT HAVE WE ACHIEVED TO DATE?

Videoconferencing, teleconferencing and MS teams all help to reduce the amount of travel required by patients and staff. This can reduce demands on parking and our estate, can increase access, reduce exposure to further pathogens, improve experience and increase choice and efficiencies. Outpatient clinics are already saving large amounts of carbon and we estimate that from a single specialty (colorectal cancer) more than 16 tonnes of carbon has been saved in the last year alone. Examples where we are seeing benefits from these technologies include:

- Video/teleconferencing between in-patients and their families
- Increased availability of technology and an agile working policy leading to increased home working
- MS Teams greatly enhancing the ability for staff to access meetings within the trust and beyond
- On demand availability of on-line training
- Videoconference Outpatient Clinics

Technology can improve resource utilisation by ensuring care is more likely to occur in the correct place, with earlier intervention or even prevention. Example

supporting technology includes:

- Advice and Guidance minimising unnecessary secondary care appointments
- Business Intelligence and a focus on data to understand where care efficiencies can be targeted or where variation of care is leading to wastage
- Telehealth/telecare can support patients to remain in their home, for instance pulse oximetry
- Technology collaboration and modernisation has brought efficiencies, for instance:
- Reducing paper and paper-based processes
- Structured data transfer between organisations reducing re-work and error (for instance assessment, discharge and withdrawal data automatically transferred to Social Care)
- Sharing data centres (e.g. between hospital trusts and across primary care)
- Moving to cloud-based data centres proving greater energy efficiencies
- Utilising cloud-based technologies such as virtual servers

WHAT DO WE WANT TO ACHIEVE?

- Increase Video conferencing/teleconferencing to 25% of all outpatient clinics
- Increase Advice and Guidance utilisation (breadth of

specialities and volume of requests)

- Maintain high levels of home and agile working
- Maintain high levels of MS Teams meetings
- Increase digital training availability and ensure staff are up to date using the latest technology improvements
- Improve patient experience and family communication through bed side monitors and access to social media/video conferencing capabilities for patients
- Increase our population health capabilities and improve health inequalities through greater use of Data Science and collaboration with the Integrated Care System, Integrated Care Partnership, Academia and Industry
- Increase our use of structured data when transferring information between organisations or systems reducing variation and re-work and increasing efficiency
- Increase our use of robotic process automation to reduce inefficient processes
- Improve our technology efficiency through greater use of cloud computing and technologies such as Office 365 and virtual desktops
- By working with the continuous improvement teams and utilising technology, empower our teams to introduce efficiencies and reduce variation
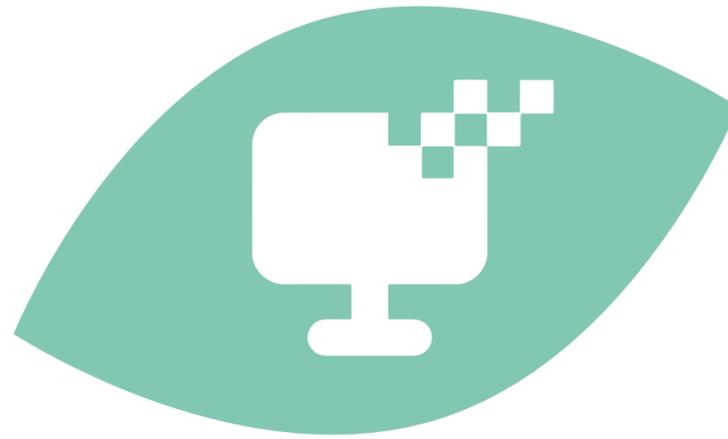
Digital Transformation (continued)

HOW CAN WE ACHIEVE IT?

- Through the LTH Information Management and Technology strategy
- By collaborating with the National, Integrated Care System, and Integrated Care Partnership digital teams
- Through the Continuous Improvement strategy
- Through programme boards within Lancashire Teaching Hospitals and beyond e.g.
  - Outpatients Improvement Board
  - Determinants of Care system delivery board
  - The Integrated Care System digital design authority

HOW WILL WE MEASURE OUR SUCCESS?

- Digital Transformation SDAT score
- Through the existing governance structure and programme boards and through clear measurable targets within these existing boards

Travel and Transport

Many of our staff and patients travel on-site in single-occupancy cars. By working with local authorities and public transport operators, encouraging car sharing, promoting and using electric vehicles and monitoring our supply chain, we can greatly reduce emissions whilst improving local air quality and health. This chapter outlines plans to reduce the carbon emissions arising from the travel and transport associated with Lancashire Teaching Hospitals. Interventions will be implemented to reduce carbon, by: increasing levels of active travel and public transport; investing in ultra-low emission and zero-emission vehicles for owned and leased fleets; and maximising efficiencies in the transport of goods and services commissioned by the organisation, such as patient transport, courier services and deliveries.

SUSTAINABLE DEVELOPMENT GOALS

- 3, 7, 11, 12, 13, 14, 17

WHAT HAVE WE ACHIEVED TO DATE?

- Shuttle buses are provided between Trust sites to minimise staff car use
- Bike storage, shower/changing facilities and lockers are provided to facilitate cycling to work schemes
- Employees have access to a cycle to work scheme via salary sacrifice
- Discounted bus tickets are available to encourage use of public transport as an alternative to private car use
- Electric vehicle charging points have been introduced on both hospital sites
- Our Travel Plan has been updated for both main hospital sites
- Agile working policy in place which supports home working by staff who do not need to travel to a 'place of work'

WHAT DO WE WANT TO ACHIEVE?

- We make progress towards net zero emissions from our own fleet.
- We support our staff and patients to reduce their emissions whilst improving their health and wellbeing

HOW CAN WE ACHIEVE IT?

- Ensure that, for new purchases and lease arrangements, systems and trusts solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).
- Develop a green travel plan to support active travel and public transport for staff, patients and visitors. Encourage car sharing
- Become a Clear Air Hospital – rated Excellent on the Clean Air Hospital Framework by 2025
- Explore and consider opportunities to transition to a fleet of electric vehicles, accessing electric bicycles and scooters, whilst increasing access to electric charging points
- Work with our business and staff lease car provider to ensure only low and zero emission vehicles are available for our staff
- Work with our civic partners to reduce the impact of vehicular traffic on our air quality, promoting active travel and the use of public transport to achieve this Increase access to the Trust's cycle-to-work scheme and discounted public transport passes
- Improve facilities to encourage more staff to actively travel to work
- Provide information to patients and visitors on active and sustainable travel options available to those accessing our sites

HOW WILL WE MEASURE OUR SUCCESS?

- SDAT score for journeys
- Staff travel survey
- Clean Air Hospital framework score
- Health Outcomes of Travel Tool
- Carbon emissions from transport (tCO2e)
- Number of staff using the cycle to work scheme
- Number of staff accessing discounted public transport passes scheme

Estates

Our buildings must be efficient and resilient to withstand the effects of climate change and reduce our impact on the environment. This means refurbishing existing and designing new buildings with sustainability as the core focus; reducing emissions and saving money over time. Increasing green space is also essential to mitigating climate change. Furthermore, improving access to green spaces help us to increase biodiversity, encourage outdoor activity and reduce stress, air pollution, noise pollution. The chapter focuses on reducing the carbon emissions arising from the organisation's buildings and infrastructure, including: improving energy efficiency and reducing energy usage; decarbonising heating and hot water systems; waste reduction and the circular economy; building design and refurbishments.

SUSTAINABLE DEVELOPMENT GOALS

- 9, 11, 12

WHAT HAVE WE ACHIEVED TO DATE?

- All our new build and refurbishment projects specify modern efficient plant and equipment to reduce energy consumption
- Established a replacement programme for out-dated and inefficient facilities with new or refurbished estate – for example our 1960s Chorley Maternity Unit has recently been demolished and replaced with modern refurbished Birth Centre

WHAT DO WE WANT TO ACHIEVE?

- Reduce the environmental impact of building works
- Capital projects consider whole-life costs of materials

HOW CAN WE ACHIEVE IT?

- Develop a sustainability policy and design criteria for new builds and refurbishments
- Develop a sustainability decision-making tool for capital projects, including refurbishments and decommissioning, to encourage estate repurposing, material reuse, resource efficiency and a culture of reducing raw material consumption. Embed this into procurement processes for design and construction teams
- Deliver sustainability training for our Capital Projects staff to enhance sustainability knowledge and carbon literacy
- Develop space management plans to focus on vacation and disposal of the oldest and least energy-efficient buildings across the estate to reduce energy usage and carbon emissions
- Work with contractors to take a whole-life carbon and costing approach to the design and construction of new buildings, and refurbishments, to maximise in-use energy and water efficiency, and allow building adaptability and flexibility
- Apply certifications such as BREEAM and WELL building standard to guide selection of appropriate measures and maximise benefits, including the installation of best-in-class technologies that improve our carbon performance
- Embed sustainable travel and efficient delivery of goods and services into estate design and development.

HOW WILL WE MEASURE OUR SUCCESS?

- New builds and refurbishments assessed against relevant standards such as Passivhaus, EnerPHit, BREEAM or WELL
- SDAT score for capital projects

Energy and Water

SUSTAINABLE DEVELOPMENT GOALS

- 6, 7, 9, 11, 12, 13, 14, 15

WHAT HAVE WE ACHIEVED TO DATE?

- Electricity imported from the grid is from renewable sources backed by renewable energy guaranteed of origin (REGO) certificates
- Lighting has been replaced with LED across large portions of sites to minimise electricity use
- Technologies to minimise energy use, such as heat recovery in air handling units, controlling car park lighting and optimising building management systems (MBS) are employed extensively
- Measurement of services entering the site are all connected to logging equipment, providing accurate measurement for billing purposes and consumption profiling

WHAT DO WE WANT TO ACHIEVE?

- Reduce emissions from energy and water use

HOW CAN WE ACHIEVE IT?

- Improve energy and water use data, availability, analysis and reporting through implementation of automatic meter reading for energy sub meters within the property portfolio
- Strategic review to identify alternative fuel sources, which can provide a valuable commodity to the Trust while minimising carbon emissions and reliance on external generation
- Monitor water consumption across our estate and use this data to support proposals for targeted energy efficiency schemes to manage and reduce use
- Identify opportunities to reduce energy through improvements to plant room equipment and building infrastructure such as lighting.
- Develop a programme of targeted energy and water efficiency projects and develop any immediately available opportunities

HOW WILL WE MEASURE OUR SUCCESS?

- Increase in SDAT score for energy and water
- Annual ERIC returns
- Total energy use (kWh)
- -Energy use intensity (kWh per m2 and kWh per patient contact)
- Carbon emissions from energy use (tCO2e)
- Carbon emissions from energy use intensity (kgCO2e per m2 and kgCO2e per patient contact)
- Total water consumption (m3)
- Water use intensity (m3 per m2 and m3 per patient contact)
- Carbon emissions from water use (tCO2e)
- Carbon emissions from energy use intensity (kgCO2e per m2 and kgCO2e per patient contact)
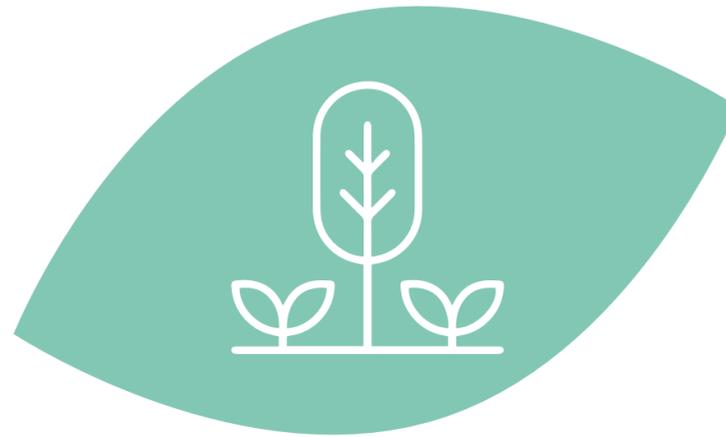
Green Space and Biodiversity

There are significant opportunities across the Lancashire Teaching Hospitals estate to develop space and reconnect with nature. The Trust contains much vegetation, outdoor space and habitats to ecological systems. Developing our green space can conserve these groups and also support the health and wellbeing, recovery and resilience of patients, employees and communities.

SUSTAINABLE DEVELOPMENT GOALS
- 3, 11, 15

WHAT HAVE WE ACHIEVED TO DATE?
- Developing outdoor green spaces; interior green courtyards, art installations
- Redeveloping space into a nature trail walk
- Biodiversity on the Royal Preston site for planting and wildlife
- Reconnecting with nature as part of treatment; dog therapy, treatments in outdoor green space
- Smokefree estate

WHAT DO WE WANT TO ACHIEVE?
- We maximise the quality of our green assets and use them to improve staff and patient wellbeing and support biodiversity

HOW CAN WE ACHIEVE IT?
- Document the extent, type and quality of our natural assets so we can inform our plans to extend and protect these

- Develop a green space and biodiversity plan, which includes the diversity of habitats of wildlife
- Promote and deliver holistic health and wellbeing through green social prescribing and offering staff and patients opportunities to take part in food growing, care of wildlife and other physical activities and therapies in nature
- Link into NHS Forest scheme
- Create an edible wellbeing garden for staff and patients
- Work with greenspace partners to ensure our estate developments offer bountiful outdoor spaces with varied natural textures, even where land is constrained
- Seek to provide biodiversity net gain through our new building developments
- Work with our local strategic partnership towards adequately maintaining, connecting, protecting and promoting our local green and blue spaces
- Repurpose unused areas, such as roof space and walls with a focus on improving green space for biodiversity including wildflower areas and installing beehives
- Work with employee and local community organisations to provide quality accessible urban green spaces and encourage their use
- Develop mindfulness in nature programmes to support employee health and wellbeing

- Maintaining a good environment; litter picking, encouraging a reduction of smoking on site to support the Trust's smoke free estate policy
- Secure charitable funds and volunteer support to implement initiatives

HOW WILL WE MEASURE OUR SUCCESS?
- SDAT score for green space & biodiversity
- Establish a metric to track our progress towards our aim of enhancing the biodiversity of our buildings and land
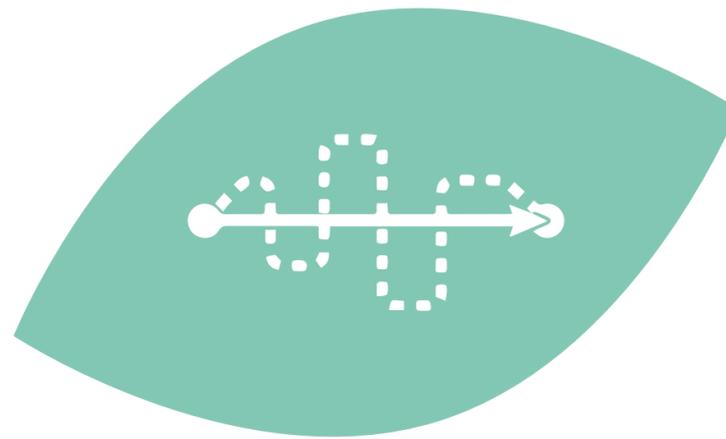
Waste

We must reduce greenhouse gas emissions every year in order to meet our targets. Therefore, close tracking, measuring and reporting of emissions alongside the implementation of sustainable technologies and practices is vital to reducing our carbon footprint. Utilities make up a large proportion of our carbon footprint, and are easy to track, measure and control. By implementing the most efficient technologies and use of utilities, we will both reduce our impact on the environment and make significant financial savings. The chapter focuses on reducing the carbon emissions arising from the organisation's buildings and infrastructure, including: improving energy efficiency and reducing energy usage; decarbonising heating and hot water systems; waste reduction and the circular economy; building design and refurbishments.

SUSTAINABLE DEVELOPMENT GOALS

- 6, 9, 12, 14, 15, 17

WHAT HAVE WE ACHIEVED TO DATE?

- The Trust has appointed a 'Chartered Waste Manager'.
- Recycling or recovery of all domestic waste produced by the Trust
- Reduction in single-use plastics within catering services
- Warp-It system in place for re-use of surplus furniture and equipment
- Electronic patient menu system introduced in Catering to reduce food waste

WHAT DO WE WANT TO ACHIEVE?

- Reduce our waste through reduce, reuse, repair and recycling
- Meet legal responsibilities on waste handling and disposal

HOW CAN WE ACHIEVE IT?

- Develop a waste management plan
- Ensure we recycle the products we buy by streamlining product lines, including clinical consumables, and continually upgrading our recycling facilities
- Segregate more waste streams at source to improve recycling rates of our suppliers and on-site retailers, as well as our own waste
- Consider whole-life costs when assessing equipment for purchase or lease by prioritising those we can fix, recover or refurbish to use again and again
- Work with suppliers to procure products that offer innovative solutions to waste reduction, including take-back schemes, and promote sharing platforms for staff and patients
- Move towards being paper-free and favour products with high recycled content
- Develop the metrics required to report on existing clearing, repairing, reusing and refurbishment systems
- Deliver waste reduction projects focusing on single-use plastics, food and consumables

HOW WILL WE MEASURE OUR SUCCESS?

- SDAT score for sustainable use of resources
- Total waste disposal (tonnes)
- Waste disposal intensity (kg per patient contact)
- Volume of waste repaired and reused (tonnes)
- Percentage of waste reused and recycled (%)
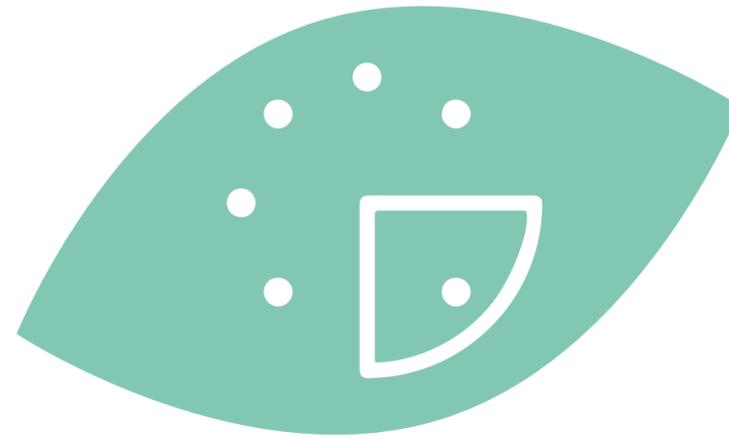
Procurement

The NHS supply chain accounts for approximately 62% of total carbon emissions. Unsustainable consumption and procurement of materials has a huge impact on the planet and on our carbon footprint. Sustainable Procurement has the most positive environmental, social and economic impact possible, across the entire life cycle of a consumable, medical device, service or building works and strives to minimise adverse impacts.

Working together, staff procuring across the Trust have a leading role in encouraging re-use of goods, specifying more sustainable products, works and services, and encouraging manufacturers to recycle, reduce waste, use fewer damaging materials and processes and incorporate social value into the organisation.

This chapter considers how Lancashire Teaching Hospitals can use our purchasing power and decisions to reduce carbon embedded in supply chains.

SUSTAINABLE DEVELOPMENT GOALS

- 8, 9, 11, 12, 14, 17

WHAT HAVE WE ACHIEVED TO DATE?

- The trust is part of a procurement consortium with East Lancashire Teaching Hospitals and Blackpool Teaching Hospitals – the Lancashire Procurement Cluster (LPC).
- The Lancashire Procurement Cluster have developed and implemented business strategies including:
- A Sustainability Policy
- A Modern Slavery and Human Trafficking Statement
- Use of NHS Standards Terms and Conditions for all procurement processes
- A quadruple aims methodology of reporting process that incorporates environmental, sustainability, localised procurement and compliance with the Social Value Act

WHAT DO WE WANT TO ACHIEVE?

- Embed sustainability and support for climate change action in all purchasing decisions, working towards a net zero supply chain

HOW CAN WE ACHIEVE IT?

- LPC will collaborate with Lancashire Teaching Hospitals to embed sustainability into the Trust by offering expert advice on sustainable purchasing solutions
- Move towards being paper-free and favour products with high recycled content
- Work with NHSE&I on an ICS regional strategy looking at reducing single use products and increasing the use of re-usable products
- Ensuring tender processes award on whole life costs whether purchasing for goods, services and or works
- Work with NHS Supply Chain who are the primary supplier to the NHS of products

HOW WILL WE MEASURE OUR SUCCESS?

- Procurement SDAT score
- LPC quadruple aims reporting tool
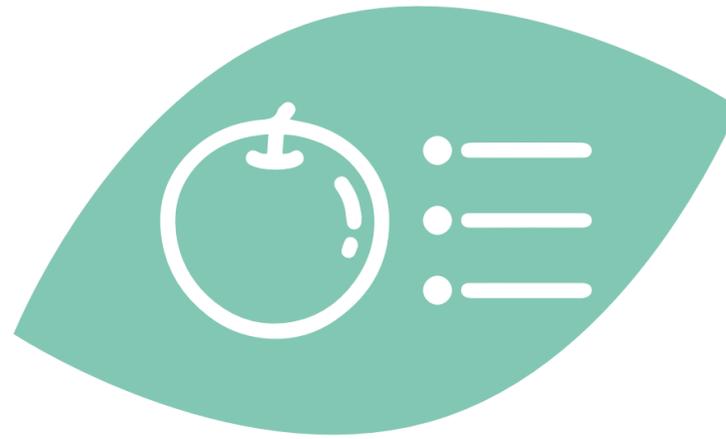
Food and Nutrition

This considers ways to reduce the carbon emissions from the food made, processed or served within Lancashire Teaching Hospitals. Where possible, this may include reducing overall food waste and ensuring the provision of healthier, locally sourced and seasonal menus high in fruits and vegetables, and low in heavily processed foods.

SUSTAINABLE DEVELOPMENT GOALS

- 14, 15

WHAT HAVE WE ACHIEVED TO DATE?

- Support home food growing as part of our health and wellbeing calendar

WHAT DO WE WANT TO ACHIEVE?

- We reduce the environmental impact of our food whilst improving nutrition
- Identify a local trader who can deliver a fruit and vegetable stall for staff

HOW CAN WE ACHIEVE IT?

- Promote healthy and nutritious plant-based meal options and reduce the consumption of animal products in our foods outlets, as much as possible
- Follow the food waste hierarchy so food waste can be used to make animal feed, converted into energy or used to make compost. Landfill is a last resort
- Recycle kitchen waste materials including cooking oils and packaging materials

- Deliver initiatives to reduce food waste in cooking, in our restaurants and cafes, and in our wards
- Work with suppliers and commercial outlets on our sites to minimise food and packaging waste and promote ethical farming practices
- Source ingredients from our local community
- Achieve a Silver Food for Life Award for our in-house catering services

HOW WILL WE MEASURE OUR SUCCESS?

- SDAT score for food and nutrition
- Soil Association Food for Life Award assessment
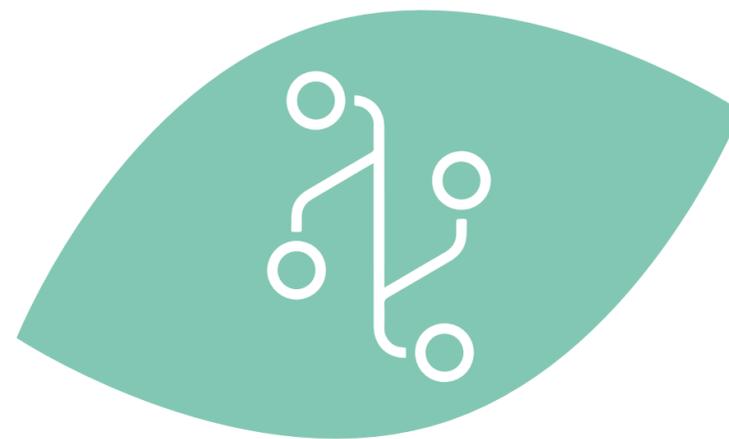
Adaptation

This section summarises Lancashire Teaching Hospital's plans to mitigate the risks or effects of climate change and severe weather conditions on the organisation's infrastructure, patients, and staff.

SUSTAINABLE DEVELOPMENT GOALS

- 3, 7, 11, 12, 13, 16

WHAT HAVE WE ACHIEVED TO DATE?

- We have an adverse weather plan which addresses severe weather events and is directly linked to the healthwave and Cold Weather Plans for England and details specific actions for various alert levels according to national, LRF and organisation risk registers. Climate change adaptation is covered in the risk registers
- We have an emergency planning, resilience, and response strategy and lead
- A multidisciplinary team has been established to develop a coordinated and integrated adaptation plan
- Integrated Emergency Management and multi-agency response plans ensure communities are supported during extreme weather events
- Our ICT systems use various innovative technologies to improve the resilience, flexibility and adaptation of our systems and infrastructure. These include fleet-managed multi-functional devices, co-location and replication of data centres, pared-down air conditioning systems and "Attend Anywhere" communication systems to support service continuity. The Trust's ICT equipment transportation fleet is

being replaced with electric vehicles
- Flood attenuation and building ventilation mechanisms are designed with consideration of the impact on local communities and actions are taken to minimise risk

WHAT DO WE WANT TO ACHIEVE?

- To ensure that the Trust is prepared to manage the effects of climate change, particularly extreme weather events, including, but not limited to, coastal flooding, surface water flooding, high winds, extreme high temperatures, storms, and droughts.

HOW CAN WE ACHIEVE IT?

- Nominate an Adaptation Lead with responsibility for coordination of adaptation planning, resilience, and emergency preparedness
- Incorporate climate change adaptation into our sustainability governance structure, corporate risk register and reporting processes
- Conduct a climate change risk assessment
- Create, and obtain Board approval for, an integrated, prioritised climate change adaptation plan linked into our Green Plan and resilience planning and communicate the plan to our staff

- Continue our work to install a monitoring system for overheating events, train staff how to monitor and report events

HOW WILL WE MEASURE OUR SUCCESS?

- Monitor and report the progress of our Climate Change Adaptation Plan (CCAP)
- Reduce risk rating in our climate change risk assessment
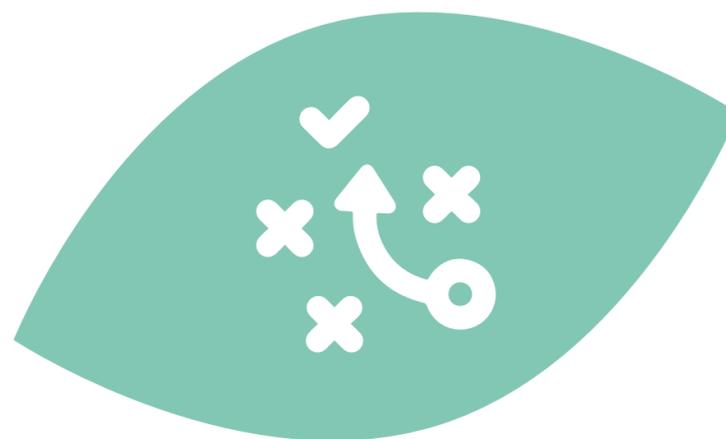
Our Approach

This chapter considers how we can enable our workforce and system partners in defining and delivering carbon reduction initiatives and broader sustainability goals.

SUSTAINABLE DEVELOPMENT GOALS

- 1, 3, 8, 11, 12, 13, 16, 17

WHAT HAVE WE ACHIEVED TO DATE?

- Identified a board-level lead on sustainability
- The development and delivery of a Social Responsibility Strategy (incorporating the Green Plan) is embedded in the Trust's 'Our Big Plan' organisational strategy and business cycle
- Established a working group to develop and deliver the Green Plan
- Collaborative working across the ICS sustainability groups to work as a partnership in delivering the Social Responsibility and Green Plan strategies
- Established links with other anchor organisations to explore projects to achieve shared sustainability goals

WHAT DO WE WANT TO ACHIEVE?

- Ensure sustainability is embedded within organisational decision making:
- Deliver, monitor and report on sustainability progress
- Senior staff, stakeholders and governors are engaged in, and accountable for, delivering our

Green Plan, and policies, procedures, business cases and processes reflect this

HOW CAN WE ACHIEVE IT?

- Maintain an up to date and ambitious Green Plan
- Report progress to the Executive Directors and the Board in accordance with the business cycle
- Incorporate sustainability into organisational processes, i.e. equality and quality impact assessment, business cases, quality improvement
- Establish a process to seek ideas from staff on how to improve our environmental and sustainability performance and a budget line to fund ideas
- Measure our baseline carbon impact, identify hotspots for intervention and develop a trajectory to reach NHS net zero targets
- Play an active role as an Anchor Institution, creating opportunities for local communities such as work experience and access to employment, thus contributing to the local economy and improving local population health
- Identify opportunities to work with other anchor organisations to deliver sustainability projects across the Integrated care system

HOW WILL WE MEASURE OUR SUCCESS?

- Assess SDAT score in line with target of 70%.
- Percentage of reports and business cases including a sustainability impact assessment
- Percentage of quality improvement projects using a sustainability quality improvement methodology
- Clear, measurable targets in annual Divisional Business Plans
- Carry out annual sustainability surveys to measure staff awareness levels
- Include a comprehensive sustainability section in the annual report

Communicating and embedding the plan

To ensure we drive change across the organisation, we will take a co-production and structured approach to developing and disseminating the plan and embedding our approach to sustainability. We want everyone to know what we are doing, what we have planned and how they can contribute to developing and implementing our green agenda. We will support pro-environmental behaviour change and action by harnessing capability, motivation and opportunities within Lancashire Teaching Hospitals.

It is important for the Trust to communicate its progress on delivering this plan to its staff, patients and to the wider community as this will show our commitment to becoming greener, environmentally sustainable and future ready.

Governance and reporting

Clear leadership is needed to ensure we successfully deliver our Green Plan. The Green Plan is a living document outlining how we will fulfil our responsibility as an anchor institution and mitigate our impact on climate change. It is broad in scope and a more detailed action plan will be developed which comprises a set of deliverables, defining what we will achieve over the next three years.

Clear reporting will ensure robust monitoring and successful delivery of our strategy, reporting mechanisms are outlined below:

Annual reports

- Sustainable Development Assessment Tool – the SDAT or its replacement will be used to measure our progress on sustainability and to inform annual plans

- Trust sustainability report (Our Big Plan reporting) – there is a requirement for sustainability to be reported annually to the Board. This report will outline progress and exceptions over the annual planning year

- ERIC (Estates Return Information Collection) – this is a mandatory data collection for all NHS trusts, required by the Department of Health

- Transport return

- Annual staff survey

Progress reports

We will produce bi-annual progress reports for the Finance and Performance Committee, with national 'Greener NHS' quarterly reporting undertaken via the OKTA data collection portal.

Governance structure

A clear governance structure for accountability and reporting on progress towards this strategy is vital. Our Executive lead for sustainability is Jonathan Wood, Deputy Chief Executive and Finance Director who chairs our Green Plan Working Group, which reports into Trust Board via the Finance and Performance Committee. The Green Plan working group is a well-attended, multidisciplinary committee with senior representatives from estates and facilities, procurement, finance, workforce, organisational development, business intelligence, operations and planning departments.

Green Plan

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