KMPT 'NET ZERO' GREEN PLAN

NHS
Saving Carbon
Improving Health

RESPECT · OPEN · ACCOUNTABLE · WORKING TOGETHER · INNOVATIVE · EXCELLENCE

Brilliant care through brilliant people

Contents

Foreword

I am pleased to support KMPT's Green Plan, formerly the Sustainable Development Management Plan, that has been developed to build upon previous work undertaken by the Trust to reduce the environmental impact of its activities while supporting the NHS long term plan to focus on delivering sustainable healthcare.

As a mental health Trust providing community health care services across Kent, relevant activities and the procurement of materials and services, use of energy and water, staff patient and visitor travel results in significant environmental impacts.

Also, as an organisation serving the population of Kent and Medway, it is important the Trust makes clear its commitment and contribution to the Sustainable Healthcare and Net Zero agenda, both in the interest of improved health outcomes as a consequence of less carbon being fed into the atmosphere, and in terms of a more sustainable, efficient way of delivering Trust services so that funding can be clearly directed at frontline services.

I firmly believe that everyone has a part to play in this work, and it is only by working together as 'Brilliant People' that we will achieve the ambition to deliver high quality, sustainable healthcare for our patients now, and for future generations. I hope that you will join us in supporting our plan and helping deliver the improvements required.

I will fully support the implementation of the Green Plan to help meet our Net Zero Carbon Targets.

Helen Greatorex
Chief Executive

Introduction

Climate change is one of the most serious threats to the continued health and wellbeing of millions of people worldwide. The worst aspects of climate change will impact mostly those who are vulnerable and least able to cope. It is therefore vital that action is taken at all levels to reduce carbon emissions and apply the broader principles of sustainable development. The need to keep worldwide temperature rise to below 1.5 degrees means urgent action must be taken now. Other environmental effects like air pollution also have a direct impact on population health.

KMPT needs to demonstrate commitment to promoting environmental and social sustainability through its actions as a corporate body and healthcare organisation. KMPT faces many challenges as a mental health trust as well as meeting its obligation to corporate citizenship.

More importantly, this plan was also written at the time of a global pandemic, which will impact our communities and around the world for many years. This has highlighted that community health is dependent on a healthy planet and sustainable economic development is dependent on the health of communities.

The added impacts will be in the foreseeable resetting of budgets, NHS and wider objectives and healthcare delivery in response to the pandemic; which will be reflected in flexibility and management of this Green Plan.

Throughout the transition to becoming Net Zero by 2040, this document will be reviewed and updated to set out a clear strategy, with assigned responsibility to ensure continued progress against carbon reduction targets and other sustainability objectives. This will help lower business risk, improve resilience, reduce the resources impact and improve wider health outcome.

This KMPT Net Zero Green Plan supersedes the Sustainable Development Management Plan (SDMP).

**Sirina Blankson**
Sustainability and Environment Manager

Kent and Medway NHS and Social Care Partnership Trust aims to meet the target in line with the NHS to achieve Net Zero reduction by 2040 based on our 2009 baseline.

What does 'Net Zero' mean?

Net Zero means achieving a balance between the greenhouse gases put into the atmosphere and those taken out. Net Zero can be achieved using three strategies;

1. Reducing/minimising our effects on the environment
2. Decarbonise/switching our energy use to renewable sources
3. Offset – support projects to absorb the carbon we emit

Subsequent to the new announcement of the NHS becoming 'Net Zero' by 2040, we as a Trust are perfectly placed to ensure our Net Zero Green Plan covers the challenges that this target sets for the NHS nationally and supporting regional priorities.
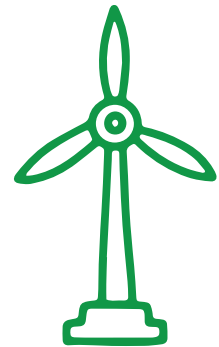
Context and drivers

As stipulated by NHS England, a Green Plan is a Board approved, current and live strategy document outlining the organisation's aims, objectives, and plans for delivering services sustainably.

This Green Plan is also written in the context of the NHS Long Term Plan, the urgent need to support efforts to address the climate health emergency and the transition to'Net Zero' carbon emissions, as enshrined in the updated UK Climate Change Act. This should include implementation of the NHS Long Term plan deliverables.

The national policy context and local drivers below:

1. **Net Zero Carbon Emissions by 2050** - The UK is the first major economy in the world to pass laws to end its contribution to global warming by 2050 in 2019. The target will require the UK to bring all greenhouse gas emissions to Net Zero by 2050, compared with the previous target of at least 80% reduction from 1990 levels.

2. **The UK has already reduced emissions by 42%** while growing the economy by 72% and has put clean growth at the heart of our modern Industrial Strategy. This could see the number of "green collar jobs" grow to 2 million and the value of exports from the low carbon economy grow to £170 billion a year by 2030.

3. **The Climate Change Act** -The UK Government introduced a range of legislation and incentives to encourage public sector organisations to reduce their environmental impact. The Climate Change Act 2008 introduced statutory targets to reduce the UK's carbon emissions (CO2e).

Context and drivers continued

Reduction targets in relation to the NHS 1990 baseline are shown below:

- 34% by 2020
- 64% by 2030
- 80% by 2035

The NHS Context – With around 4% of the country's carbon emissions and over 7% of the economy, the NHS has an essential role to play in meeting the Net Zero targets set under the Climate Change Act (Delivering a 'Net Zero' National Health Service).

Two clear and feasible targets are outlined in the Delivering a 'Net Zero' National Health Service report:

- For the emissions we control directly (the NHS Carbon Footprint), we will reach Net Zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach Net Zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

The NHS is in a strong position with over a decade of expertise and progress in sustainable healthcare, and the knowledge that our staff support our response to climate change.
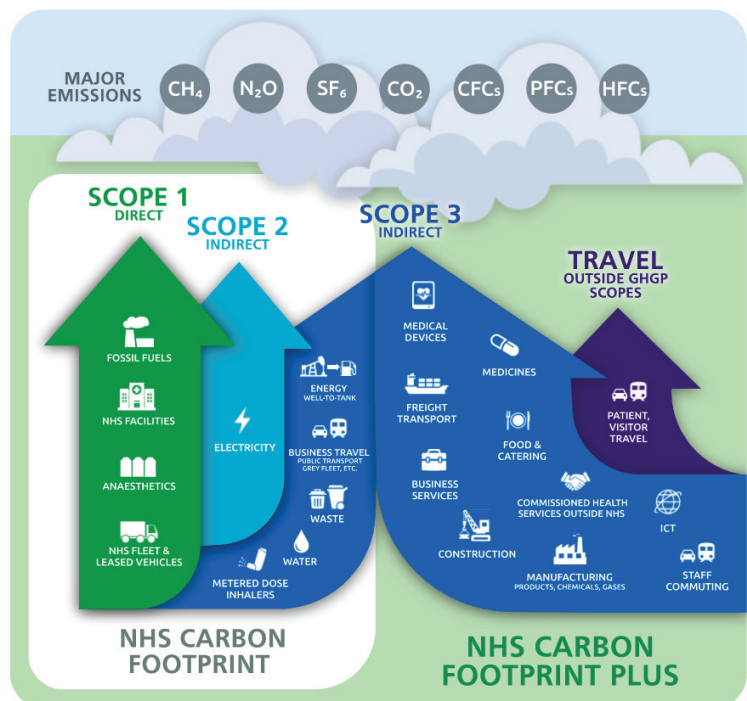
The NHS's first Chief Sustainability Officer indicates that the Greener NHS National Programme exists to drive this transformation while delivering against our broader environmental health priorities. Laid out in the NHS Long Term Plan, these extended sustainability commitments range from reducing single-use plastics and water consumption, through to improving air quality.

NHS Long Term Plan

The NHS Long Term Plan sets out the following deliverables for environmental sustainability in the NHS. The expectation from NHS England states that, at a minimum, the Green Plan must include the following:

Reduce carbon, waste and water by:

- Phasing out coal and oil fuel as primary heating
- Switching to lower carbon asthma inhalers
- Reducing the carbon footprint from anesthetic gases
- Improving air quality
- Cutting business mileages and fleet air pollutant emissions by 20%
- Reducing the use of avoidable single-use plastics

The draft 2022/23 NHS Standard Contract (www.england.nhs.uk/nhs-standard-contract/nhs-standard-contract-2022-23-consultation-documents) which is currently being consulted on, sets out key deliverables for NHS organisations to support delivery of the NHS Long Term Plan commitments. The 2022/23 Priorities and Operational Planning Guidance also includes sustainable development deliverables for NHS organisations:

- Whilst recognising the need for financial sustainability and meeting the needs and practical challenges associated with significant change, this document sets out a number of ways for the organisations to progress towards a truly sustainable healthcare system.
- It builds on the progress already made to reduce carbon emissions and provides a framework with guidance to facilitate continued improvements in sustainable health.
- KMPT's Green Plan team will continue to explore opportunities available to the Trust, using this guidance and other recent publications to bring about the "Transformation" in the way we deliver a sustainable healthcare.

Benefits of developing a Green Plan

Developing a Green Plan will help KMPT as an organisation to:

- Improve the health of the local community
- Meet its legislative requirements
- Deliver on the NHS Long Term plan
- Achieve its financial goals.

Green Plans are required under NHS planning guidance and standard contract. They also support sustainability requirements under the Social Value Act and Local authority contracts. It also reflects the need to support the transition to a circular economy, protect scarce natural resources, improve local air quality and the resilience of our estate, services and supplies, addressing social inequalities within our region and ethical sourcing of goods and services.

This KMPT Green Plan will provide the detail of our approach to sustainable development. It outlines projects and activities including staff awareness and engagement, waste reduction and reducing the carbon emissions associated with our service delivery and operating our estate.

Our Green Plan is structured in the format recommended by NHS Sustainable Development Unit and replaces our previous Sustainable Development Management Plan, reviewed by the Board in 2014.

Our Green Plan will be accompanied by a 'Green Plan: Action Plan', the progress of which will be reported to the Board annually and the Sustainability Programme Board bi-annually. The action plan will be continually updated to reflect latest national guidance and KMPT progress.

We will collaborate with NHS and other partners to develop local and regional solutions to sustainability where these are of benefit.

Purpose of this plan

This Green Plan will further detail the commitment of the Trust to continuous improvement in minimising the impact of its activities on the environment by:

- Ensuring compliance with all relevant legislation (for up to date guidance on relevant legislation please use the following link: www.netregs.gov.uk/netregs/legislation/current/63594.aspx)

- Including climate change in the Trust's risk register, together with the associated financial risk

- Designating a Board lead for sustainability, and allocating additional lead responsibilities

- Developing and implementing plans to address the major components of the Trust's carbon emissions including direct energy consumption, procurement, transport (including business, commuting and patient travel) and waste

- Working in partnership with identified stakeholders under Local Strategic Partnerships to ensure that collaboration aids the integration of this agenda, both within the organisation and also in a wider setting

- Pursuing an active communications initiative to engage all staff, visitors and patients who visit/use the Trust's facilities.

> **KMPT remains committed to continuous improvement in minimising the impact of its activities on the environment while improving positive sustainable healthcare activities.**

Our Net Zero carbon vision

Our vision remains the same as previously stipulated in our Carbon Management Plan and Sustainable Development Management Plan it's even more poignant now that we are developing the Green Plan to build on.

KMPT's performance so far

KMPT still continues to demonstrate its compliance, commitment to sustainability, reducing its carbon emissions and minimising its impact on the environment and climate change through various initiatives and projects. This report covers the sustainability performance of the Trust up to the year 2020/2021.

KMPTs ambitious Sustainable Development Management Plan (SDMP 2015-2020) sets out our clear vision, strategy and objectives for delivering sustainable healthcare across the Kent and Medway and beyond. As we are already aware, we are legally obliged to address climate change, with target to reach Net Zero carbon emissions required by 2050 as set out in the UK's Climate Change Act (CCA). This informs our carbon reduction targets of 34% by 2020 (using the NHS 1990 and KMPT 2009 baseline figures).

The implementation of LED lighting and installation of solar panels across some of our hospital sites is amongst our proudest moments in addressing climate change and reducing our carbon emissions. The LED project has also enhanced light levels in all areas of implementation, creating a brighter and fresher environment for patients and staff alike, thus improving health and wellbeing. Also, this single project is set to reduce the energy consumption for lighting by an average of 69% in the project areas.

Using the Carbon Trust Sustainability reporting metrics for the healthcare sector, for the period of 2018/19, we measured a 30% reduction of the 34% reduction target at the start of 2019/20.

As per Figure A, our core carbon footprint has reduced significantly since 2009 where current emissions for 2020/2021 were estimated to be 3311 tonnes of CO2e.
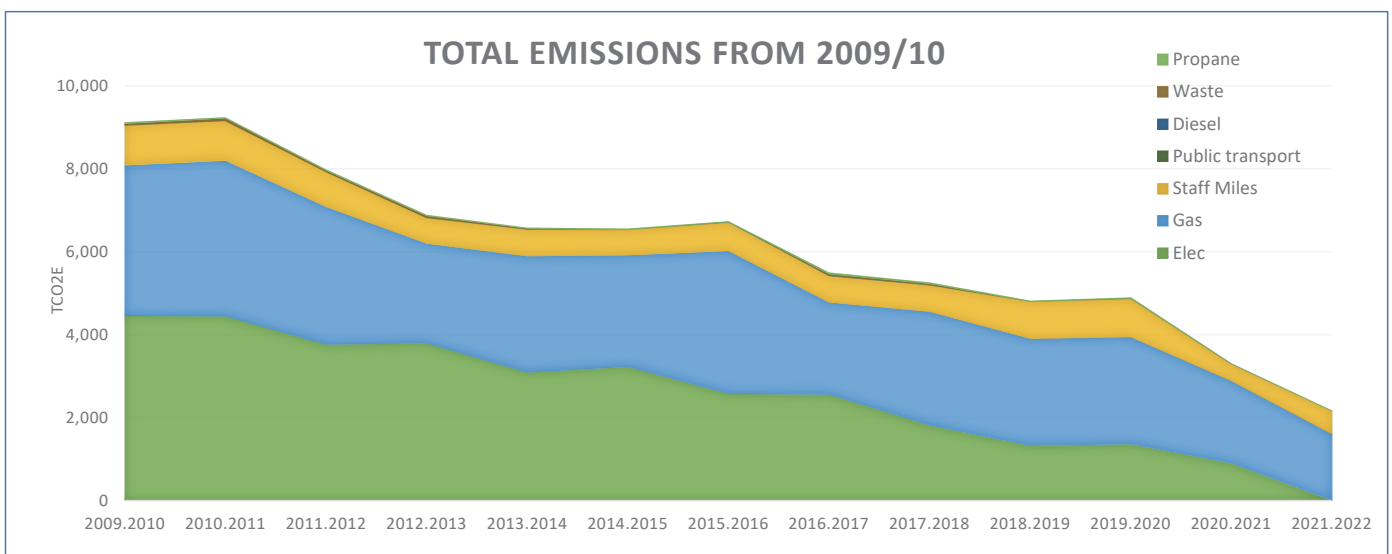

Figure A: Baseline comparison of total CO2e emissions released from day-to-day practices across the Trust.

Figure B shows how the makeup of emissions has changed from 2009/2010 to 2020/2021. There have been significant reductions across all 3 Scopes, with the most notable being Scope 2 emissions. This can be directly attributed to the installation of solar panels and the rollout of LED lighting helping to reduce our draw of electricity from the grid as Scope 2 emissions are all emissions associated to the "consumption of purchased electricity, heat, steam and cooling. These are a consequence of the academy trust's activities but are from sources not owned/controlled"; i.e. grid powered electricity.
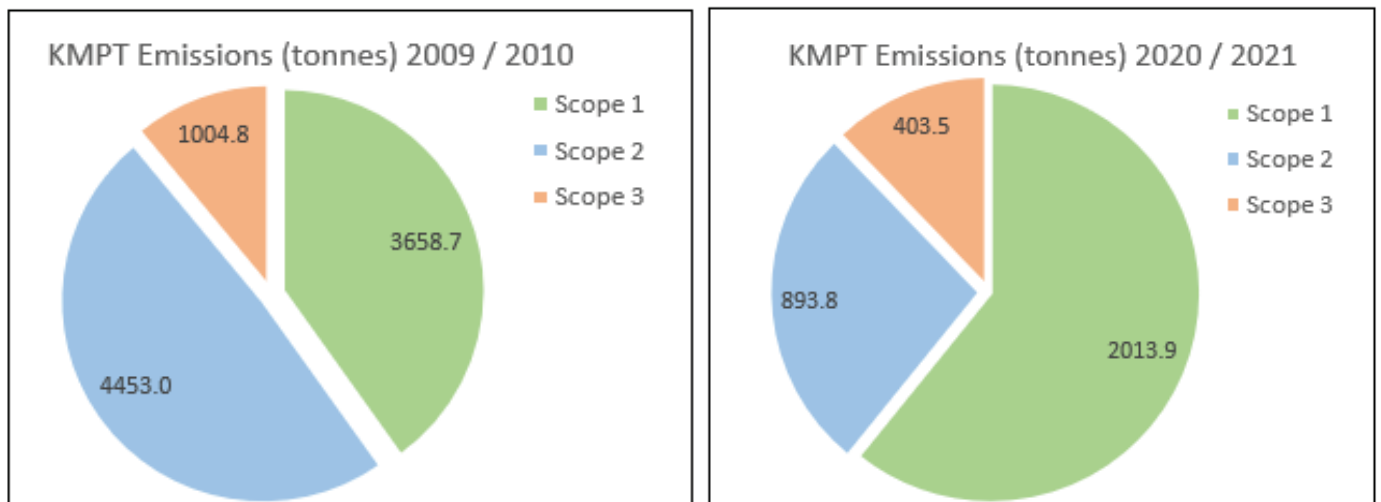
Figure B: Emissions trend from 2009 – 2021 with breakdown of Scopes. For a more detailed breakdown of the 3 scopes and the associated emissions, please see Appendix 1: Scope Emissions Summary.

With the progress that has been made so far and the proposed plans laid out in the 'Green Plan: Action Plan', we are hopeful that we will be able to reach the ambitious Net Zero targets we have set ourselves.

> **We demonstrate our compliance, commitment to sustainability, reducing our carbon emissions and minimising our impact on the environment and climate change through our various initiatives and projects.**

Methods of reaching 'Net Zero' and 80% reduction?

In 2009/2010 it is estimated that KMPT was responsible for emitting over 9000 Tonnes of CO2e into the atmosphere. KMPT and the wider NHS have agreed to reduce the volume of CO2e being emitted as part of day to day practices by 80% by 2035. In practical terms, this means that KMPT must be responsible for emitting no more than roughly 1800 tonnes of CO2e per annum.

In an attempt to reach these challenging targets, Figure C shows how a plan of continued gradual reductions will help not only to ensure that overall reductions targets are met but it also allows time for innovation and adaptation to embed to ensure excellent service delivered across the Trust is maintained. It is on this basis that KMPT will be aiming for a continued reduction of 5% year on year between 2020/2021 and 2035 to enable the Trust to reach the 80% reduction target, and then from 2035 to 2040 a more challenging target of 20% reduction year on year is proposed to see that the Trust reaches Net Zero.
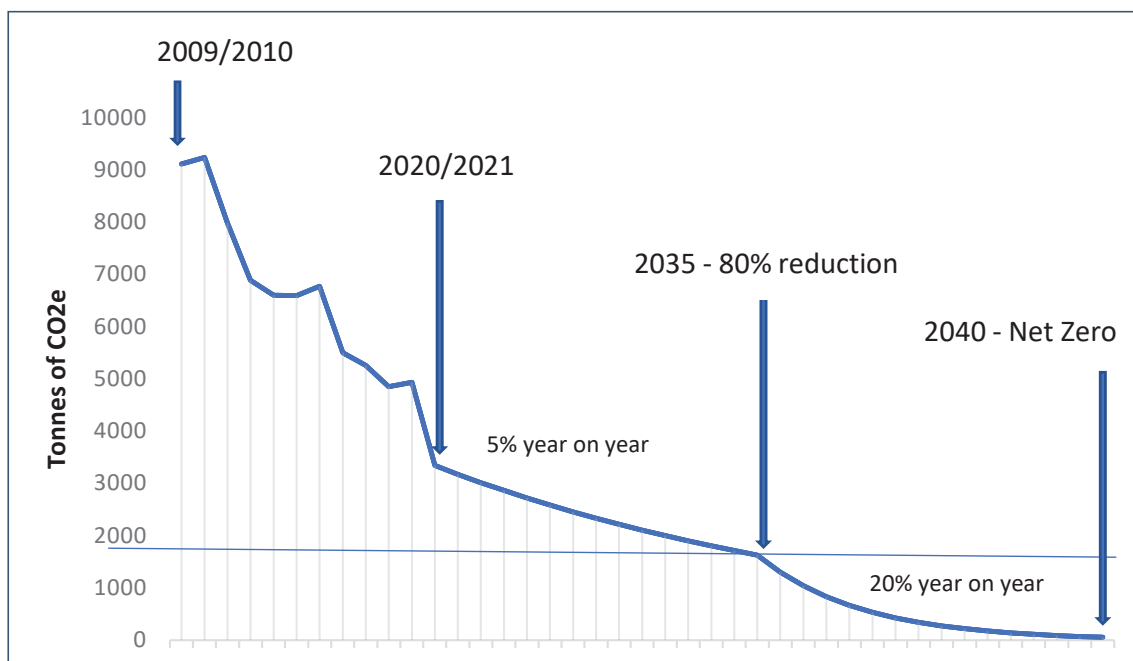
Figure C: Planned emissions reductions target to reach 80% and then 'Net Zero'.

To reach these lower levels of emissions, KMPT must address how and what energy is used across all departments.

The "how" refers to how much energy the Trust are using; improving energy efficiency and reducing energy waste are key aspects to look at.

Examples of how the Trust will be reducing energy usage include:

- Phasing out coal and oil fuel as primary heating
- Replace old boilers and heating systems with more efficient ones
- Increase the level of insulation of all buildings
- Reduce temperature variations between work spaces
- Ensure all light fittings are installed with LED
- Increase use of low carbon/sustainable/recyclable supplies
- Holding virtual meetings wherever possible
- Prioritise the use of local products and services with a lower carbon footprint.

The "what" refers to what energy the Trust is using; using clean source of energy are fundamental in reaching our emissions targets.

Examples of what energy is being used:

- Increase the number of solar panels capable of generating on site electricity
- Switch all grid powered electricity to come from renewable sources
- All KMPT vehicles to be fully electric or hybrid vehicles
- KMPT to ensure electric vehicle (EV) charging points are available at all sites. Carbon offsetting is the third element that will need to be included in the mix. Carbon offsetting refers to techniques used to remove carbon from the atmosphere; these can be natural or technological although the ecological benefits of natural methods of capturing carbon from the atmosphere often means these are the preferred method.

Examples of carbon capture methods KMPT will adopt:

- Improving the quality of the green spaces in and around site
- Planting carbon capturing tree and plant species
- Partner with national charitable organisations specialising in revitalising peatlands, seagrass, moorlands etc; all of which are shown to be huge carbon sponges.

Defining the components of the Green Plan

The Green Plan focuses on 10 areas of focus split across 4 themes which have been identified as being key to embedding sustainability into the operations of the Trust. Figure D below illustrates how the each of the key areas have been groups together under 4 themes. These areas form the foundations of the Green Plan, where each area has been set realistic, measurable targets requiring clear focus to ensure delivery.
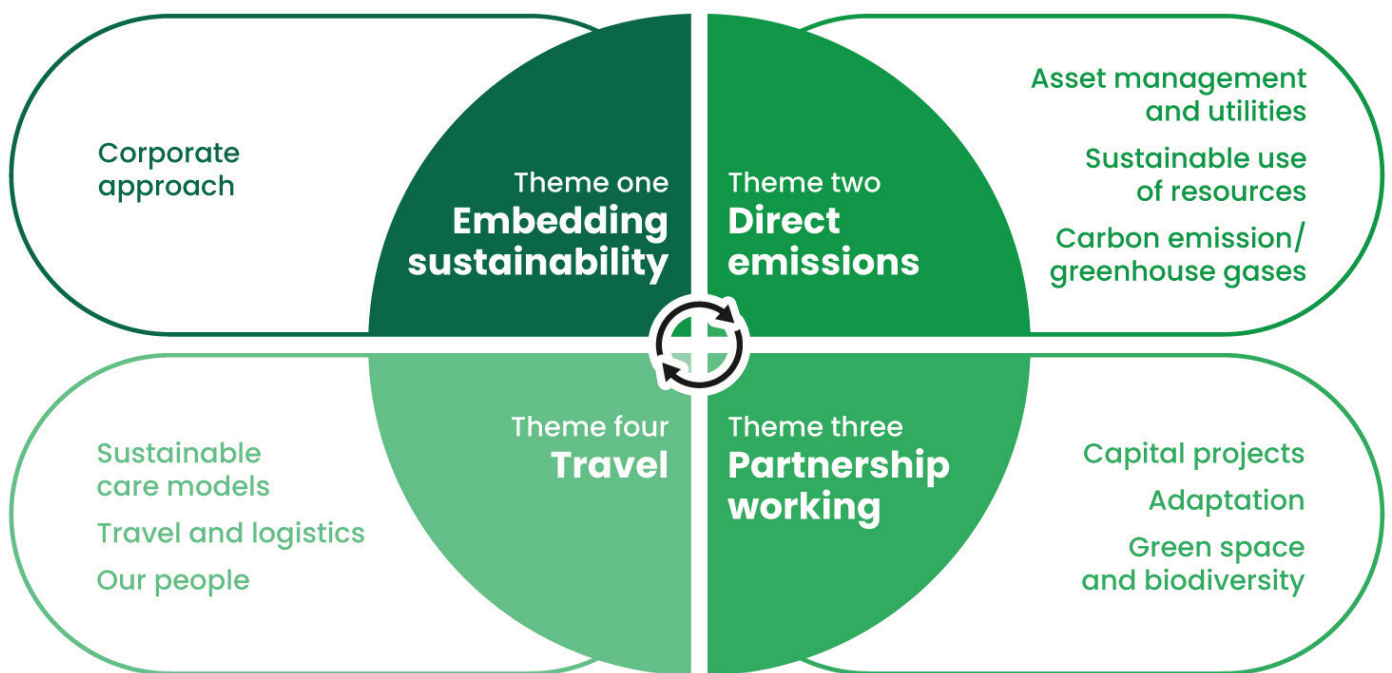
Figure D: The Green Plan four themes and 10 key areas

The next part of the Green Plan dedicates a section to each area of action and describes what we want to achieve, how we wish to achieve it and how we will measure this.

This is the most fluid part of the Green Plan and will require frequent updates to reflect new and better metrics, operational priorities and environmental factors. Individual action plans will be created for each area to provide further detail on how these aims are to be achieved. Year 1 action plans for each of areas to be focused on in 2022/2023 are appended to this Green Plan.

This action plan will also be reflective of the regional and national priorities as well as working with our non-NHS partners to meet our Net Zero Plans. The action plan below will be implemented alongside our Estates Net Zero Plan, see Appendix 4 to ensure all future and ongoing plans for our buildings and infrastructure are aligned.

Embedding sustainability

Corporate approach: The corporate approach is about how we embed green/ sustainability practices and thinking into all aspects of the Trust's work and contract agreements.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
To take a holistic approach to delivering sustainable healthcare driven from the top down.

To integrate an appropriate governance structure, that heavily involves staff and stakeholder engagement, communications and training.

The development of new and the continued use of existing forums and groups open to all staff to actively participate in sustainability and environmental discussions.

Make essential sustainability training available for all staff by 2025. | Ensuring there is a sustainability training for all staff (induction and e-learning) to provide and improve skills, knowledge and support across all staff to drive behavior and culture change.

Ensure there is a dedicated webpage for awareness and updating staff on sustainability initiatives.

Actively engage with the Green Champions more frequently.

Governance structure for the Green Plan to be signed off.

Work with our partners and suppliers to improve knowledge and understanding of the Trust's challenges and mitigation opportunities. | Report on the Trust's sustainability transition against the Green Plan.

Sustainability Group to report to the Sustainability Programme Board.

Include a comprehensive sustainability section in the Annual Report.

Include the financial aspects linked to the carbon reduction commitment energy efficiency scheme in annual reports.

Review the effectiveness of Green Champion meetings with notable completed actions, levels of attendance and improved levels of engagement. |

Direct emissions

Asset management and utilities: The Trust is committed to reducing the environmental impact of our entire infrastructure. This applies not only to reducing the energy consumption of the large assets, such as buildings and operational plant, but also to reducing water consumption and waste.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
Reduce fossil fuel use on our estates over the next 5 years, with the long-term goal of phasing out their use before 2040. Reduce our overall waste volume by 5% per year, thus improving our overall recycling rate and continuing our zero to landfill achievement. Reduce water consumption by 5% year on year and remain within the lower quartile value of our peers.	Install water saving devices as standard into building projects. Influence users, patients and visitor towards water efficiency. Assess and divert existing waste streams to increase recycling where feasible. Encourage paperless offices and other waste reduction indicatives. Co-ordinate feasibility studies to identify the potential areas for the installation of new green technology.	Data collection and regular reporting of waste, water, gas and electricity usage. Create metrics to aid year on year comparisons. Regularly audit sites and buildings to identify potential areas for improvement.

Sustainable use of resources: The Trust is committed to better implementation of the waste hierarchy with the aid of an approved Waste Policy.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
Reduce the emissions associated with procurement purchases. Move the Trust towards a circular economy together with the increased use of WARPIT to avoid "buying new". Cease purchase of single-use plastics (including stirrers, straws, cutlery, plates or cups made of expanded polystyrene or oxo degradable plastic) by April 2023.	Minimise the amount we buy, considering whole life costs and strengthening our requirement for sustainable products. Focus on waste prevention and reuse and ensuring resources are put back into the system for recycling. Evaluate the environmental and sustainability credentials of all goods and services.	Create a sustainable procurement plan to support NHS supply chain. Monitor stock management and streamlining of products lines to reduce waste (single use plastics). Track the food miles, consumption patterns and disposal of food and drink products for staff and patients. Track the carbon and cost savings made by staff using WARPIT.

Carbon emissions/greenhouse gases: We are committed to improving the carbon performance of existing buildings (energy consumption, water consumption, waste production).

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
Exceed the current NHS commitments and reduce carbon emissions from energy consumption by 80% by 2035 (from our 2009/10 baseline). Cut overall emissions by 5% year on year from 2020/2021. KMPT to achieve Net Zero status by 2040. Maintain the current diversion of 100% of domestic waste streams from landfill to energy recovery.	Engage our supply chain in carbon reduction. Improve data collection on supply chain emissions. Engage with all departments across the Trust to encourage staff to make environmentally responsible decisions. Carry out site surveys to identify areas of water or energy wastage.	Use the emissions reporting tool to provide regular updates and track reductions. Annual review of progress being made and put steps in place to overcome any obstacles preventing us from meeting the targets. Identify and monitor direct and indirect emissions sources within the locations where the Trust operates.

DIRECT EMISSIONS

Theme three
Partnership working

Capital projects: We are committed to developing low carbon new builds and major refurbishments and we commit to entering into new leases with low carbon buildings.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
To achieve at least "average" emissions ratings for our newer buildings. Aim to improve the energy rating of all KMPT owned property by at least one unit of measure by 2035.	Use building surveys, advisory reports and project teams to ensure sustainable compliance and develop improvement plans for buildings. Design sustainability in early project specifications, briefs, contract and tender documents. Utilise building management systems to maximise the efficiency of existing infrastructure. Ensure all capital projects have a detailed environmental/ sustainability impact assessment.	Record BREEAM ratings for new builds and refurbishments. Record and monitor energy ratings of all existing buildings. Review all capital project initiatives to ensure a detailed environmental/sustainability impact assessment has been carried out.

Adaptation: The Trust is committed to working with key partners and other local, regional or national stakeholders to develop and implement effective action to mitigate future risks.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
Develop an adaptation and risk management plan to guarantee the future of service provision.	Remain an integral part of our national, regional and local partnership networks; i.e. local councils, Greener NHS, ICG etc. Utilise specialist advice and guidance from peers and external consultants to aid. Implement adaptation strategies across the Trust to ensure the longevity of building, infrastructure and services.	Annual update and review of the adaptation and risk management plan. Active participation in carbon reduction and sustainability group meetings. When feasible, commit to trials on new technology, schemes or processes and report our findings to partners.

Green spaces and biodiversity: The Trust is committed to improving and maintaining green space has positive benefits on mental health and wellbeing whilst supporting cleaner air, noise reduction and supporting biodiversity.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
To empower staff to take pride in and improve their green spaces. Improve the carbon sequestration potential of existing green spaces. Increase the environmental quality of green spaces across KMPT by 2025. Improve our green spaces for the benefit of staff and service user wellbeing.	We will encourage staff to be actively involved in the creation, maintenance and ongoing development of our green spaces. Co-ordinate feasibility studies and site surveys to identify potential areas for biodiversity improvement. Create a board approved green space and biodiversity strategy in partnership with existing stakeholder groups.	Increased volunteering opportunities for staff and increased take up of these opportunities. Increase biodiversity/percentage of green space across the Trust. Report on the quality and accessibility of our green spaces and biodiversity to the board. Gather staff feedback on their wellbeing improvements due to greater access to green space during working hours. Gather patient feedback on their experiences and how they interacted with the green spaces.

PARTNERSHIP WORKING

Theme four
Travel

Sustainable care models: The Trust is committed to delivering the right care, at the right time, in the right place, every time.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
Confidence that, in spite of the increasing severity and impacts of climate change, our services remain fit for purpose. To deliver low carbon, high quality healthcare. The creation and implementation of sustainable care models. Include a sustainability and social value assessment on all business cases.	Include a sustainability and social value assessment on all business cases. Instill elements of sustainability as part of our care services by engaging with clinical services. Quantify the financial, economic, social and health benefits of some of our sustainable care models. Actively engage staff and service users in service design, so that the care models we provide are realistic and appropriate.	Calculate the environmental and carbon impact of specific care models to inform improvement plans. Monitor the impact from efficiency programs. Evidence holistically sustainable care models by way of case studies. Increased and encouraged participation by clinical services in Green Champions events and Sustainability Steering Groups.

Travel and logistics: We will reduce emissions from our fleet by using more fuel efficient vehicles and will encourage cycling, walking and the use of public transport.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
Reduce emissions associated to transport (business mileage) by 25% by 2025 to improve local air quality. All fossil fuel powered transport owned/leased by KMPT to be replaced with electric alternatives. Improved access to EV charging points for staff and patients. Increased use of teleconference and video conference options.	Develop a Green Transport plan to incorporate sustainable travel options. Install EV charging points where possible. Engage with local and regional councils to develop and promote increased use of green travel initiatives, EV charging point rollout programs and increased use of public transport options.	A record and report on business miles and the associated emissions. Produce annual travel information and data to staff. Questionnaires and data collection from Trust staff, patients and visitors to inform Green Travel plan options. Monitor active Green travel take up.

Our people: The Trust is committed to demonstrating Green Plan leadership and involving all levels of management and staff, while reinforcing this in job descriptions.

What we want to achieve	How we are going to acheive it?	How are we going to measure it?
All staff have both the understanding and motivation to embrace the commitments being made in the Green Plan.

Empower staff to make sustainable and environmentally conscious decisions.

Deliver a bespoke green agenda to the Green Champions to encourage and support their efforts in helping to drive change across the Trust. | Supporting staff to adopt more sustainable ways of working which will deliver benefits to patients and the community.

Deliver programs to raise awareness of sustainability and the links between our environment and health and wellbeing.

Ensure sustainability is a standard agenda item throughout the Trust.

Include sustainability in workforce development, reviews and appraisals. | Increase in staff participation of sustainability programs, events and activities.

All job descriptions will refer to personal responsibility within all roles towards sustainability.

Creation of a mandatory training module on sustainability.

Improved attendance at Green Champion meetings and other Sustainability Groups.

Record and log requests from staff for further training, information and ideas. |

TRAVEL

Governance structures

The Board recognise that successful implementation of this agenda will require cross organisational support. The Carbon Management Project Team will therefore monitor the implementation of this agenda. Initially they will prepare the corporate statement and strategic direction of work, which will then be consulted upon and ratified by the Carbon Management Program Board.

Reporting on the Green Plan
The Green Plan Project Team will provide progress reports to the Board at six monthly intervals.

Organisation and responsibilities
The Green Plan should be owned by the entire organisation, with appropriate training arranged and monitoring undertaken at all levels. Figure E below demonstrates the dissemination of responsibility throughout the organisation.

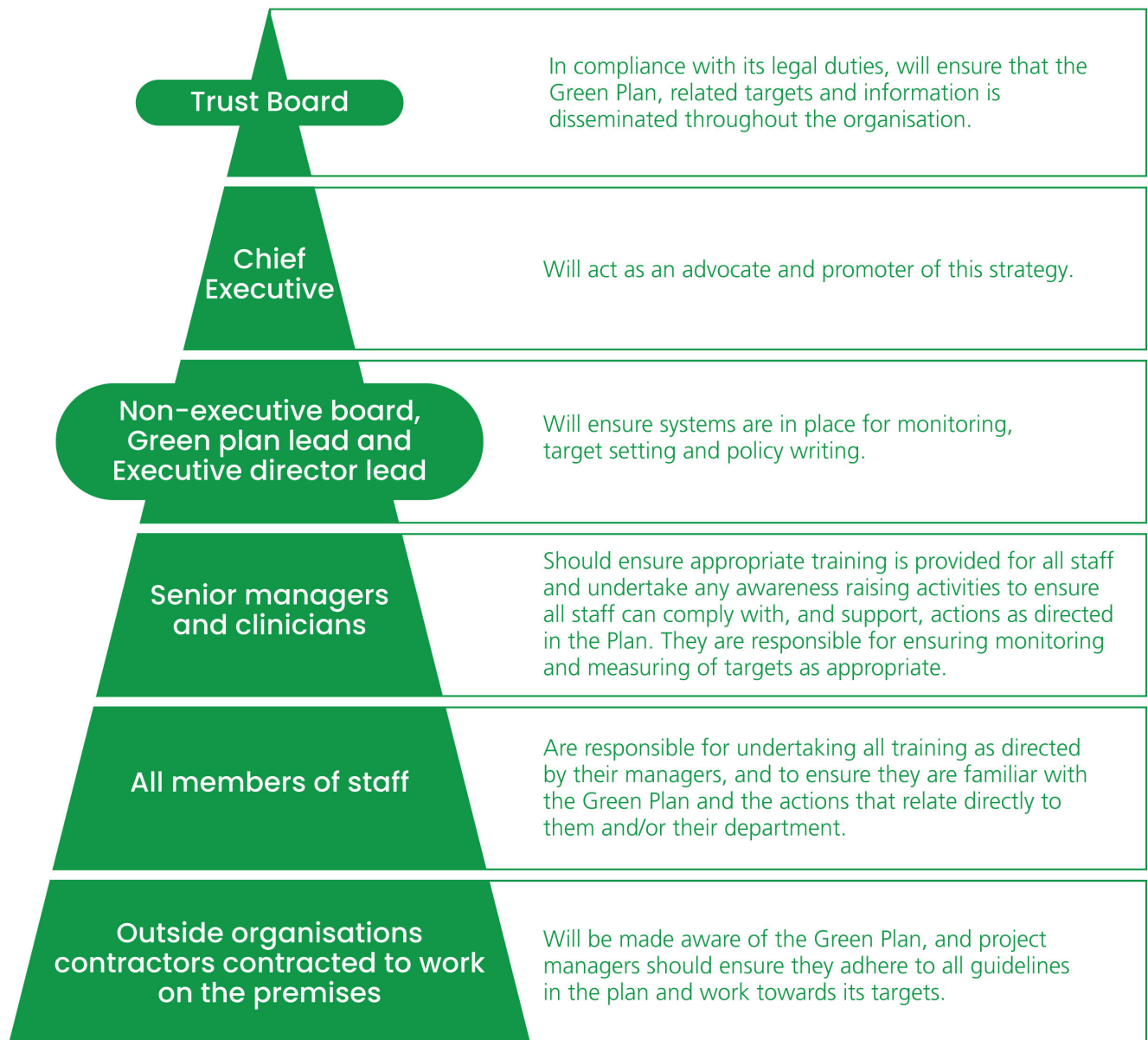|	
Trust Board	In compliance with its legal duties, will ensure that the Green Plan, related targets and information is disseminated throughout the organisation.
Chief Executive	Will act as an advocate and promoter of this strategy.
Non-executive board, Green plan lead and Executive director lead	Will ensure systems are in place for monitoring, target setting and policy writing.
Senior managers and clinicians	Should ensure appropriate training is provided for all staff and undertake any awareness raising activities to ensure all staff can comply with, and support, actions as directed in the Plan. They are responsible for ensuring monitoring and measuring of targets as appropriate.
All members of staff	Are responsible for undertaking all training as directed by their managers, and to ensure they are familiar with the Green Plan and the actions that relate directly to them and/or their department.
Outside organisations contractors contracted to work on the premises	Will be made aware of the Green Plan, and project managers should ensure they adhere to all guidelines in the plan and work towards its targets.

Figure E: Pyramid of responsibility.

Communication of Green Plan

The success of the delivery of this plan will depend on a good communication plan. The communication plan highlights all the forms of communication to be used to raise awareness, engage and educate various levels of staff across the Trust. Please see below the different media with which we will communicate the plan:

Channels of communication:

- Sustainability report to the Finance and Performance Committee
- Sustainability Board engagement session
- i-connect
- Email
- Green Champions
- Twitter
- Trust newsletter bulletin
- Campaigns
- Posters
- Training

Financing the Green Plan

Currently there is no dedicated budget towards sustainability projects; a business case for each project has been written in the past, funding options or existing budgets have also been used to be able to deliver some projects.

In order to successfully deliver the on all the action plan and communications plan and projects required to meet the targets outlined in this plan whilst still maintaining compliance, additional resources maybe needed to support the small environmental team which will need to be explored further.

Revenue funding will be required to deliver an annual engagement program, including the sustainability seminar; this will allow the sustainability team to make small purchases to assist with the behaviour changes required to create a sustainable KMPT.

There is a risk for not undertaking and investing in sustainability in the Trust. Solutions to such challenges (such as Green Infrastructure) offer a significant opportunity to increase climate resilience, whilst potentially also improving health outcomes, economic performance and overall quality of life.

A lack of engagement or contribution from staff poses a risk that would result in the targets and aims of this plan not being met. Reducing consumption patterns, installing new technologies, adapting services and changing organisational cultures for example are not achievable without the support and willingness of all stakeholders to get involved. Training and education will be key to overcoming this risk together with publicised and verbalised support from all levels of the "pyramid of responsibility" (Figure E) to demonstrate the need to take collective responsibility for these targets.

Monitoring and measuring

Without accurate measuring and reporting, organisations will find sustainability and carbon reduction difficult to monitor. Regular feedback and reporting will become standard practice within the Trust, where automated metering and monitoring will play a critical role in allowing the Trust to monitor real time energy consumption and eradicate estimated billing, and further allow the Trust to react early to any potential utility wastage thus contributing to maintaining our organisation carbon and energy reduction commitments.

We will track the progress of this Green Plan using both qualitative and quantitative methods of data collection. We will be using the most appropriate measurement monitoring tool available to the Trust which could easily be adapted to Greener NHS monitoring tool. We will also utilise a number of schemes and UK accredited organisations to aid the Trust in monitoring our sustainable aspects and impacts consisting of:

- Carbon Trust
- Greener NHS Unit (SDU)
- BREEAM (Healthcare)
- ERIC Returns

There are currently a number of mandatory and voluntary reporting streams which Trusts are required to undertake:

ERIC (Estates Return Information Collection)
A mandatory data collection for all NHS Trusts required by the Department of Health and Social Care.

Greener NHS Sustainability Reporting Portal
This requires Trusts to input their annual data collection which then calculates the carbon emissions the various areas of organisational activity e.g. energy, estates, travel and procurement etc. which then informs and helps populate the mandatory sustainability section within the Trust's Annual Report.

It is essential that a series of robust baselines are agreed between all parties before the delivery of any sustainability initiatives. The lack of both an accurate baseline and an agreed monitoring mechanism will make the evaluation of any initiative impossible, hence the mandatory requirement prior to commencement. For the purposes of this Green Plan, the baseline of 2009 will be used.

Conclusion

The Trust is fully committed to climate change adaptation and this strategy provides a vision of why the Green Plan is vital to the Trust's reputation for a range of economic, social and environmental reasons. Government targets and associated penalties put pressure on organisations to reduce carbon emissions; risks of not taking action are listed. However there are many additional reasons why a socially responsible organisation should want to take action – particularly within healthcare where clear public health benefits to the population can be demonstrated in addition to economic drivers.

The benefits of well designed sustainability projects will more than offset the upfront costs, but we will calculate and plan our next steps to realise these benefits and ensure we remain on route to achieving our targets. More importantly, underpinning these actions are the need for Board-level support, clear governance and resource-planning, excellent communications, and full engagement within all departments and from stakeholders across the wider healthcare community.

A document entitled Green Plan Work streams will be drafted to provide greater detail as to how the commitments made by the Trust are to be delivered. The Green Plan Work streams document will serve as the mechanism by which tasks and performance are both planned and monitored.

Once agreement has been reached as to the priority work streams, full project plans will be created and resources identified and assigned.

Appendices

- **Appendix 1:** Emissions summary
- **Appendix 2:** Year 1 action plans
- **Appendix 3:** Communication strategy
- **Appendix 4:** Estates project plan
- **Appendix 5:** Green Plan targets

Appendix 1
Emissions summary

Scope 1 - includes emissions from activities owned or controlled by the academy trust that release omissions into the atmosphere. Examples include emissions from combustion in owned or controlled boilers, vehicles.

Scope 2 - includes emissions from own consumption of purchased electricity, heat, steam and cooling. These are a consequence of the academy trust's activities but are from sources not owned/controlled.

Scope 3 - emissions that are as a consequence of the trust's actions, but the source is not owned or controlled, and which are not classed as scope 2 emissions.

2009/2010

Scope 1 - direct GHG emissions			
Emissions source	Units		tCO2e
Natural gas	kWh (gross CV)	19,743,564	3626.00
Solar	kWh	0	0.00
Diesel	kWh	10,597	2.55
Propane	kWh	140,069	30.19
Total		19,905,230	3659

Scope 2 - energy indirect emissions			
Emissions source	Units		tCO2e
Grid electricity	kWh	8,238,194	4453.00
Total		8,238,194	4453

Scope 3 - other indirect emissions			
Emissions source	Units		tCO2e
Staff travel	km		962.84
Public transport	km		0.00
Waste	tonnes		41.98
Total			1005

2020/2021

Scope 1 - direct GHG emissions			
Emissions source	Units		tCO2e
Natural gas	kWh (gross CV)	10,861,574	1993.32
Solar	kWh	527,200	0.00
Diesel	kWh	10,583	2.55
Propane	kWh	84,254	18.07
Total		11,483,611	2014

Scope 2 - energy indirect emissions			
Emissions source	Units		tCO2e
Grid electricity	kWh	3,868,708	893.83
Total		3,868,708	893.83

Scope 3 - other indirect emissions			
Emissions source	Units		tCO2e
Staff travel	km	2,091,102	403.39
Public transport	km	15,744	0.11
Waste	tonnes	0	0.00
Total		2,106,847	403

Appendix 2
Year 1 project plan

The KMPT Green Plan sets out 10 areas of focus for the Trust to improve sustainability, resilience and reduce the impact of our services on the environment and the local community.

The Green Plan sets out the target areas that are to be completed or integrated into KMPT services over the coming 20 years.

To help focus attention on certain areas of the plan, it is KMPT's ambition to take 3 key aspects of the Green Plan and focus heavily on promoting these 3 key aspects throughout the year.

The following project plans detail what 3 key aspects will be the focus of 2022/2023 and how KMPT intend to promote and integrate these areas within Trust services.

Green space and biodiversity project plan

The commitment
The Trust is committed to improving and maintaining green spaces that have positive benefits on mental health and wellbeing whilst supporting cleaner air, noise reduction and improving biodiversity.

To empower staff to take pride in and improve their green spaces.

How this is to be achieved
A 4-stage approach to meeting this commit is outlined below:

Stages	Action to be taken	Timescales for completion	Who will be involved
Research	Run an exercise to appoint a qualified and certified consultancy to complete ecological surveys across all KMPT sites. Surveys to start April 2022. Complete ecological surveys across all sites to determine: • the existing level of biodiversity • the quality of the ecosystems already on site • identify potential opportunities for improving biodiversity and ecosystem health.	February/March April to May	Procurement External ecology consultancy/ agency to be appointed Estates team Utilities team
Design	Review the recommendations of the ecological survey to identify potential opportunities for improving biodiversity and ecosystem health across KMPT sites. Scope out the feasibility of all potential opportunities for biodiversity and ecological improvements. Determine which opportunities are to be implemented and create a Biodiversity Improvement Plan. Secure funding for these projects.	May June July to August	Estates team Utilities team Capital projects Procurement

Install	Manage the installation of the projects through to completion.	August to March (Some installations may be seasonal and therefore could fall outside of this time frame)	External expert contractors to undertake the necessary works Estates team Utilities team Capital projects
Review	Six to 18 months after installation review the renewed quality of the ecosystems and record the improvements made to biodiversity across all sites.	Up to one month to complete	Utilities team Estates team

Proposed benefits of the green space and biodiversity project

- Supporting and improving habitats for a variety of species
- Improved visual aesthetics of sites which can help to instil a sense of price among staff and service users
- Encourage volunteers to help with the development of the sites to promote engagement, social interaction and inclusion
- An increase in planting and vegetation will improve the potential for carbon capture across the sites, which will help KMPT to offset some of its carbon emissions, improve on site air quality and reduce flood risk
- Improving the quality and accessibility of green spaces across the Trust will help to promote increased usage of these areas by both staff and service users, which in turn can have a positive impact on individual health and wellbeing.

Travel and logistics project plan

The commitment
The Trust is committed to reducing emissions from our fleet by using more fuel-efficient vehicles.

The Trust will encourage cycling, walking and the use of public transport by staff and service users.

How this is to be achieved
A 4-stage approach to meeting this commit is outlined below:

Stages	Action to be taken	Timescales for completion	Who will be involved
Research	Undertake a survey of existing KMPT fleet to better understand the size of the fleet, vehicle types and usage.	March	Utilities team
	Gather together all staff mileage data to understand the miles travelled by staff and the types of vehicles used.	April	Facilities team
	Distribute a survey to all staff to understand the barriers to using sustainable forms of transport.	March	Communications
	Undertake surveys at all KMPT sites to assess what facilities are available to support the use of sustainable transport.	April	Finance team (for mileage data)
	Obtain information on miles travelled to KMPT sites by service users and what methods of transport are used.	April	Kent County Council
	Consult with KCC on what programmes/information the council are able to provide to promote and support increased use of sustainable transport across the County.	April	Green Champions
Design	Review the information collected from the staff survey to understand what barriers staff are experiencing.	May	Utilities team
	Identify which KMPT sites require improvements in facilities or infrastructure to help support the use of sustainable transport by staff and service users.	May	Capital projects
	Create a Sustainable Transport Improvement Plan using the data collected and secure funding where necessary.	June to July	Facilities team / Procurement
Install	Implement the actions from the Sustainable Transport Improvement Plan.	July to September	Utilities team
	Undertake a campaign to promote the improvements being made on sites and the facilities/services available to staff and service users.	September to March	Capital projects / Facilities team / Procurement / Communications
Review	Review the uptake/use of sustainable transport.	March	Utilities team
	Collect data from newly installed facilities to review patterns of usage.		Kent County Council
	Liaise with KCC to review the uptake of county wide schemes and identify ways to improve usage where possible.		

Proposed benefits of the travel and logistics project

- The action to reduce carbon emissions from transport will support the KMPT Clean Air Pledge
- Reduced emissions on KMPT sites and county wide will help to improve air quality
- Increased staff and service user mobility will help to improve both physical and mental health
- Reduced traffic in and around KMPT sites will help to reduce accidents and near miss events and improve staff and service user safety
- Fewer cars and vehicles on sites will reduce the stresses on parking facilities.

Corporate approach project plan

The commitment

The Trust is committed to promoting staff and stakeholder engagement with and awareness of the KMPT Green Plan and Carbon Strategy, improving communication and understanding of sustainable practices and embedding training at all levels throughout KMPT.

How this is to be achieved

A 4-stage approach to meeting this commit is outlined below:

Stages	Action to be taken	Timescales for completion	Who will be involved
Research	Review the sustainability training currently available to staff. Review what information is currently available to staff and how easy this is to access for all staff. Undertake a resource review to ensure all documentation is up to date, relevant and is in line with KMPT pledges and plans.	February and March	Utilities team Learning and development team Communications
Design	Review the quality of the information and training available to staff. Create a Training Improvement Plan and secure funding where necessary.	April May	Learning and development team Utilities team
Install	Implement the improvements to the training material and resources available to staff as recommended in the Training Improvement Plan. Carry out a staff wide campaign to promote the new material available and ensure all staff are up to date with their training requirements.	May to July July to March	Utilities team All staff Green Champions Learning and development team Communications

Review	Once the improvements have been completed, undertake 6 month reviews of the training and resources available to staff to ensure it continues to be maintained, updated and relevant to KMPT pledges and plans.	One month to complete	Utilities team Communications Learning and development team

Proposed benefits of the corporate approach project

- All staff will have the required level of knowledge and understanding of sustainability and what it means for them and the Trust
- Staff will be familiar with KMPT pledges and Green Plans, therefore allowing them to get involved and improve staff engagement
- Staff will have an improved level of understanding of what impact their actions can have on the local and wider environment
- Improved understanding will encourage staff to review internal processes and procedures to incorporate more sustainable methods of working
- Take home messages will help staff to improve their own carbon footprints and to make more sustainable choices at home.

Appendix 3
Communications strategy

A comprehensive communications strategy is vital to the success of the Trust's Net Zero Plan.

By undertaking sustained, creative and targeted communication activity it will be possible to change behaviours and have a positive impact on the Trust's carbon footprint, and possibly that of staff when they are not at work. Communications activity will focus on three key areas:

• Educating and imparting knowledge and understanding of carbon reduction issues
• Prompting voluntary collective action amongst staff and service users
• Informing staff about carbon reducing initiatives introduced by the Trust

2022 - 23 therefore needs to be considered and communicated as a year of action as attached in Year 1 project plan.

To achieve the first two bullet points above, the Trust will work in partnership with the other Trusts, KCC and the ICS to agree a shared timetable for communications activity and to generate the necessary communications material. This collaborative working will not only ensure consistent messages across the NHS in Kent but will also create efficiencies by ensuring there is minimal duplication.

A standard set of communications materials will be produced by a Communications team in turn to support each monthly theme and shared with the other members of the collaborative. This will include, web copy, pictures, newsletter articles, briefing material, posters and other supporting material as appropriate.

Many of the themed months will 'piggyback' national initiatives and action days and will be support by a designated day of action each month. These days will be called "Green Days". These monthly days will be the day people are called to voluntarily undertake a carbon reducing activity – such as walking to work. Publicity throughout the month will support these events and a system for measuring participation and impact will be introduced. As will a mechanism for recognising success – e.g. a CEO Green Certificate.

In addition, all partners will work together with the ICS to deliver a ICS wide Green Plan.

Communications activity will also be undertaken to support the activity in the third bullet point above. As the Trust introduces centrally driven initiatives that reduce carbon use the associated messages can be dovetailed with the messages on the activities described above.

Suitable branding, across Kent NHS organisations, is also being agreed.

Appendix 4
Estates project plan (2021-2040)

Heating	
2021-2025	• Review existing boiler systems and start phasing out as per backlog maintenance. • Investigate and identify potentially suitable sites for the installation of low carbon heating schemes • Identify commercial partners to support this scheme.
2025-2030	• Investigate connecting to district heating source where feasible with other partners.
2030-2040	• Fossil free assets • Renewable energy source at all sites.

Cooling	
2021-2025	• Investigate and identify potential to maximise free cooling within existing systems • Set building specification to ensure that all new builds and refurbishment projects are achieving BREAAM Excellent for new builds and very good for refurbishments.
2025-2030	• Replacement of all Existing R22 units to high efficiency units.
2030-2040	• Full utilisation of free cooling across sites.

BMS (Building Management System)	
2021-2025	• Investigate and identify potential to maximise recommission existing systems • Program to upgrade, expand and integrate BMS.
2025-2030	• Fully optimised BMS covering all major buildings and plant.
2030-2040	• Heating ventilation, air conditioning and lighting fully integrated to building and room usage profiles.

Lighting	
2021-2025	• LED upgrades in buildings
2025-2030	• 100% LED across all sites
2030-2040	• Daylight sensing and presence detection on all lighting

Building insulation	
2021-2025	• Survey existing insulation • Insulation program to upgrade doors, windows, walls and roofs
2025-2030	• 100% insulated doors, windows, walls, roofspaces across all sites
2030-2040	• New buildings to BREEAM and HTM standards, existing buildings to similar where possible

Generation/supply	
2021-2025	• PV surveys and Installation on all buildings
2025-2030	• 100% PV generation across all sites
2030-2040	• New buildings are potentially carbon negative, residual load is met by onsite generation and PPA

Reduction in the use of single use plastics (SUPs)	
2021-2025	• Full SUP audit of Trust sites undertaken
2025-2030	• 50% decrease on non-medical SUP
2030-2040	• No single use plastics in the Trust

Decarbonisation of the value chain	
2021-2025	• Policies to be written for low carbon procurement; Business travel and paper reduction • Low carbon catering enshrined in new catering provision • 10% - 40% reduction in carbon intensive travel and paper use over 4 years
2025-2030	• 50% reduction in carbon intensive travel and paper use
2030-2040	• 50% reduction in influence able scope 3 emissions

Increase in recycling of waste and 100% diversion from landfill	
2021-2025	• Zero to landfill for all waste from KMPT
2025-2030	• 50% - 90% improvement in recycling rate
2030-2040	• 99% recycling rate

Financing the project

- Full project briefs and business case will be will be drawn for each of the projects identified
- Where possible, external funding will be sought.

Appendix 5
Green Plan targets

- Exceed the current NHS commitments towards sustainability, we will: Reduce carbon emissions from energy consumption by 80% by 2035 (from our 2009/10 baseline).

- Aim to cut emissions associated to transport (business mileage) by 25% by 2025 to improve local air quality.

- Reduce overall emissions by 5% per year from 2020/2021.

- Reduce our overall waste volume by 5% per year from 2020/2021, thus improving our overall recycling rate and continuing our zero to landfill achievement.

- Cease purchase of single-use plastic stirrers and straws, single-use plastic cutlery, plates or single use cups made of expanded polystyrene or oxo degradable plastics by April 2023.

- Reduce water consumption by 5% year on year and remain within the lower quartile value of our peers, as determined by the Model Hospital.

- Increase the environmental quality of green spaces across KMPT sites by 2025.

- Make available essential sustainability training for all staff by 2025.

This will place us favourably on the path towards Net Zero carbon emissions by 2040.