

KMPT 'NET ZERO' GREEN PLAN

2025 – 2028



We are caring, inclusive, curious and confident.

Contents

Foreword	1
Introduction	2
Context and drivers	4
Benefits of developing a Green Plan	7
The purpose of this plan	8
Building on our Progress: Our journey so far	9
Plan for reaching Green Plan Targets?	13
Defining the components of the Green Plan	15
How the Green Plan will be delivered	17
Governance structure	28
Communication of Green Plan	30
Financing the Green Plan	31
Monitoring and measuring	32
Conclusion	34





Foreword

At KMPT, we recognise that the health of our communities is inextricably linked to the health of our planet. Climate change is not just an environmental crisis, it is a public health emergency, with the greatest impact falling on those already facing inequality and disadvantage. As a mental health trust, we have a responsibility to act, not only as healthcare providers but as leaders in sustainability.

Our newly refreshed Green Plan 2025 sets out a clear and ambitious roadmap to align with the NHS's commitment to Net Zero by 2040. It reflects our determination to reduce carbon emissions, build resilience against climate risks, and ensure that sustainability is embedded in every aspect of our work; from clinical care to estates management, procurement to digital innovation.

Most importantly, the Green Plan workstreams mirrors our strategic ambitions as a Trust ensuring we deliver the best care through a framework of reduced impact on climate change while embracing innovation.

The COVID-19 pandemic has shown us how interconnected global health challenges are, reinforcing the need for a sustainable, forward-thinking approach. As we continue to recover and transform our services, this plan ensures that environmental responsibility remains at the heart of our decision-making.

This Green Plan is our commitment to reduce our impact on the environment and to deliver sustainable healthcare, helping to secure better health for our communities both now and for generations to come. We will work with patients, staff, local communities and partners to put our organisation on a path to a cleaner, greener, healthier and more equitable future.

This is not just a policy, it is a collective mission. Success will depend on the engagement of every team, partner, and individuals across KMPT. Together, we can deliver high-quality, low-carbon care, protect the wellbeing of our patients and staff, and contribute to a healthier, fairer future for all.

Sheila Stenson
Chief Executive

Introduction

Climate change is one of the most urgent threats to global health, with severe consequences for vulnerable populations. The NHS is responsible for 5 per cent of the UK's carbon emissions and 3.5 per cent of all road travel. At the same time, climate change is recognised as having a negative impact on health, particularly in deprived areas, exacerbating health inequalities.

By setting ambitious targets, the NHS is set to become the World's first Net Zero national health system, with a commitment to:

- Net Zero by 2040 for emissions under our direct control (NHS Carbon Footprint).
- Net Zero by 2045 for emissions we influence, including supply chains (NHS Carbon Footprint Plus).

Reaching Net Zero, i.e. achieving a balance between the greenhouse gases put into the atmosphere and those taken out, can be achieved using the following strategies;

1. Reducing / minimising consumption
2. Using zero or low emission energy sources
3. Prioritising zero or low emission contracts and Trust partnerships
4. Supporting projects locally and nationally to increase volumes of carbon being absorbed from the atmosphere

As a mental health trust, KMPT recognises our critical role in delivering sustainable healthcare, while ensuring equitable health outcomes. Our updated Green Plan 2025 aligns with the NHS Net Zero Roadmap and is underpinned by 15 areas of focus split across 4 themes; including clinical and digital transformation, reducing energy use through improved building efficiency and promoting smarter travel options.

This updated Green Plan 2025 reaffirms KMPT's commitment to Net Zero, sustainable healthcare and resilience through adaptation. By taking decisive action now, we will help safeguard the health of future generations while delivering efficient, resilient, and high-quality mental health services.

Throughout the transition to becoming Net Zero by 2040, this document will be reviewed and updated to set out a clear strategy as we gain better understanding of the wider impacts of the Trust.

Who is the document for?

- All Staff
- The Public
- Clinical Directorates and Corporate Leadership
- Trust Board and Executives

Links with Other Policy Documents

The following documents interface with this Green Plan where the guidance within them has been considered when creating this document. All documents will be updated accordingly as we progress our plans:

- Waste Management Strategy
- Travel Plan
- Climate Change Adaptation Plan (Draft)
- Biodiversity Action Plan
- Energy Policy

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



Sirina Blankson

Head of Sustainability, Environment and
EFM Compliance Assurance

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.

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:

There are several legislative requirements which the NHS need to adhere to relating to climate change and sustainability. The key legislation and regulation relating to sustainable development in healthcare includes:

Greener NHS Campaign

Delivering a Net Zero NHS report 2020, outlining the roadmap to net zero carbon to tackle the climate health emergency. Document includes actions which have been incorporated into the Green Plan.

NHS Standard Forms Contract (www.england.nhs.uk/nhs-standardcontract/)

Mandated by NHS England which contains a requirement for NHS providers to maintain a Green Plan demonstrating how progress will be made.

NHS Long Term Plan

Sets out a number of actions committed to leading the public sector in the field of sustainability by setting an interim target of 60% reduction in carbon footprint by 2030.

Climate Change Act 2008

Legally binding UK Government targets for the reduction of carbon emissions. The NHS has a duty to respond to meet these targets which are enshrined in law.



The Climate Change Act 2008 introduced statutory targets to reduce the UK's carbon emissions (CO₂e).

Reduction targets in relation to baseline are shown below:

- 34% by 2020
- 64% by 2030
- 80% by 2030
- 100% by 2040

For reporting and targeting purposes, the baselines identified in this Green Plan will echo that of the 2019/2020 baseline as proposed by Greener NHS however our Net Zero journey started from 2009.

Civil Contingencies Act 2004

Requires all NHS organisations to prepare for adverse events and incidents and demonstrate they have undertaken risk assessments and that carbon reduction plans are in place.

Public Services (Social Value) Act 2012

All commissioners of public services to consider social and environmental value, when buying goods and services. Social value is defined as the collective gain to the community from commissioning/procurement.

The National Adaptation Programme 2018-2023

Sets out the actions that the government and organisations need to take within 5 years (2018-2023) to respond to the risks identified in the Climate Change Risk Assessment. Forms part of the five-yearly cycle of requirements laid down in the Climate Change Act 2008.

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.

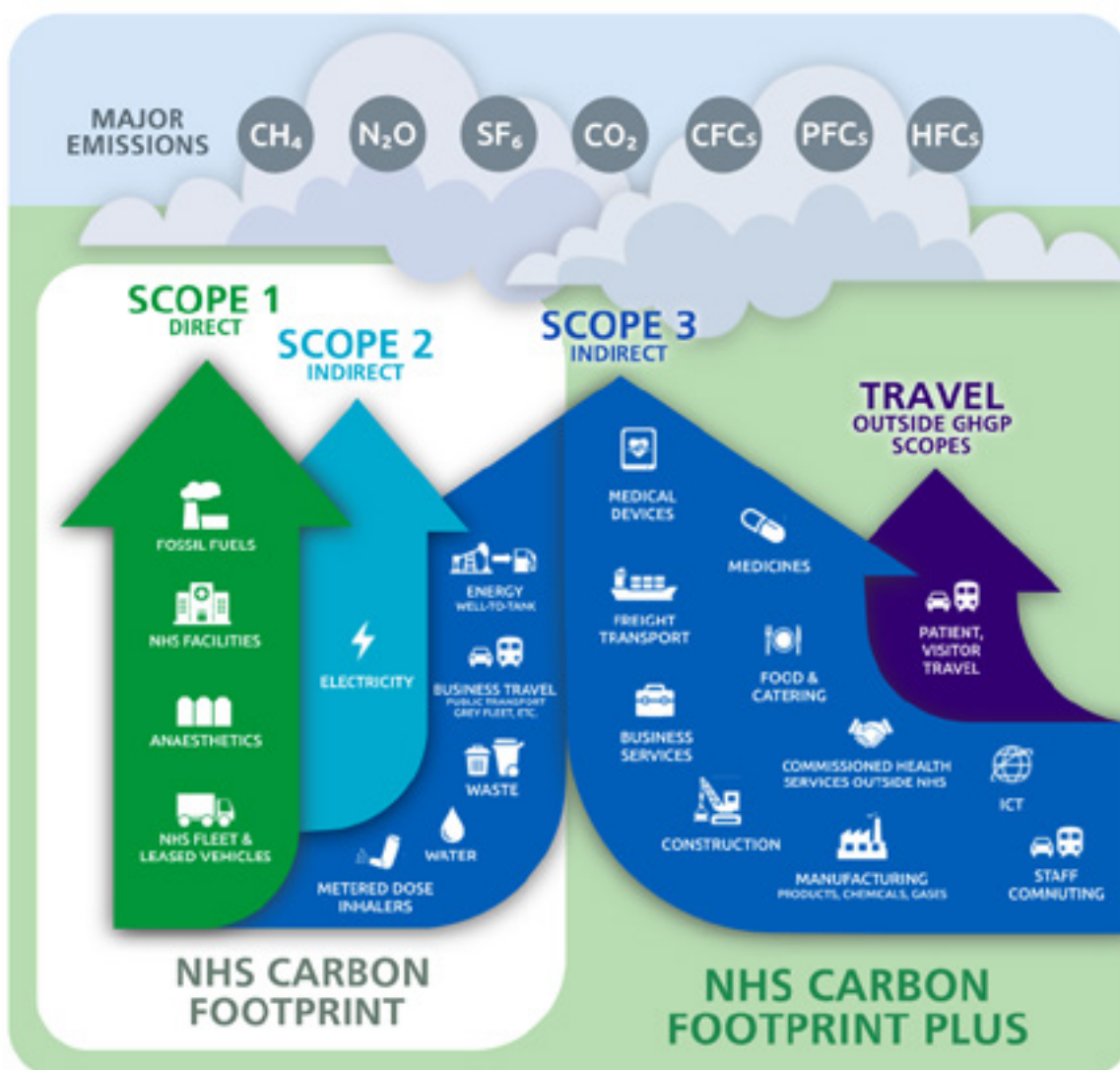
The NHS is in a strong position with over a decade of expertise and progress in sustainable healthcare, and the knowledge that our staff support our response to climate change.

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 gas, coal and oil fuel as primary heating
- Switching to lower carbon asthma inhalers
- Reducing the carbon footprint from anesthetic gases
- Action to improve air quality
- Cutting business mileage and fleet air pollutant
- Reducing the use of avoidable single-use plastics



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.



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



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.

The 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.

Our Net Zero carbon vision

“A healthier future for KMPT staff, patients, the community and our planet.”

At KMPT, we envision a sustainable healthcare system where:

- Every patient receives high-quality, low-carbon care in buildings powered by clean energy.
- Our staff leads by example, embracing eco-friendly practices that protect both mental health and the environment.
- Our communities thrive in a cleaner and greener environment

The aim is to be a Net Zero mental health trust by 2040 inspiring others through innovation and action.

Building on our Progress: Our journey so far

KMPT continues to demonstrate its compliance and commitment to sustainability by working to reduce carbon emissions and minimise its impact on the environment through a variety of projects and initiatives. This report covers the sustainability performance of the Trust up to the year 2024/2025 (see summary in Fig 6.1 below), building upon our first published Green Plan of 2021/2022.

Our Green Plan update

April 24 to March 25

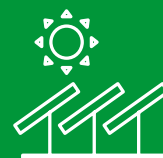
20

heat decarbonisation
plans produced



153,749

kilowatt-hours of solar
energy generated



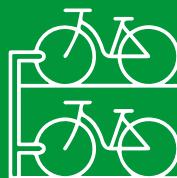
1

Salix PSDS
application submitted



3

improved bike
storage areas



17

EV charge
points installed



18



bicycles were donated to
the trust, complete with
helmets and lights

120

tonnes of
waste recycled



430

trees planted



£135,393

saved by using Warpit



#KMPTGreenPlan

Figure 6.1

Figure 6.1: Infographic summary of Green Plan progress made during 2024/25 KMPT are legally bound to address emissions and climate change impact in accordance with the NHS Long Term Plan of reaching Net Zero carbon emissions status by 2040. This target directly supports the UK Government targets for the UK to reach Net Zero emissions by 2050, as laid out in the UK's Climate Change Act (CCA). KMPT are committed to reaching these targets ahead of schedule and have a robust Estates Plan detailing on how these ambitious targets will be achieved.

The implementation of LED lighting and installation of solar panels across some sites were the first steps the Trust took to reduce carbon emissions. Figure 6.2 shows how emission levels have changed from the 2019/2020 baseline to 2024/2025 where fossil fuels unfortunately remain the largest emissions source for KMPT.

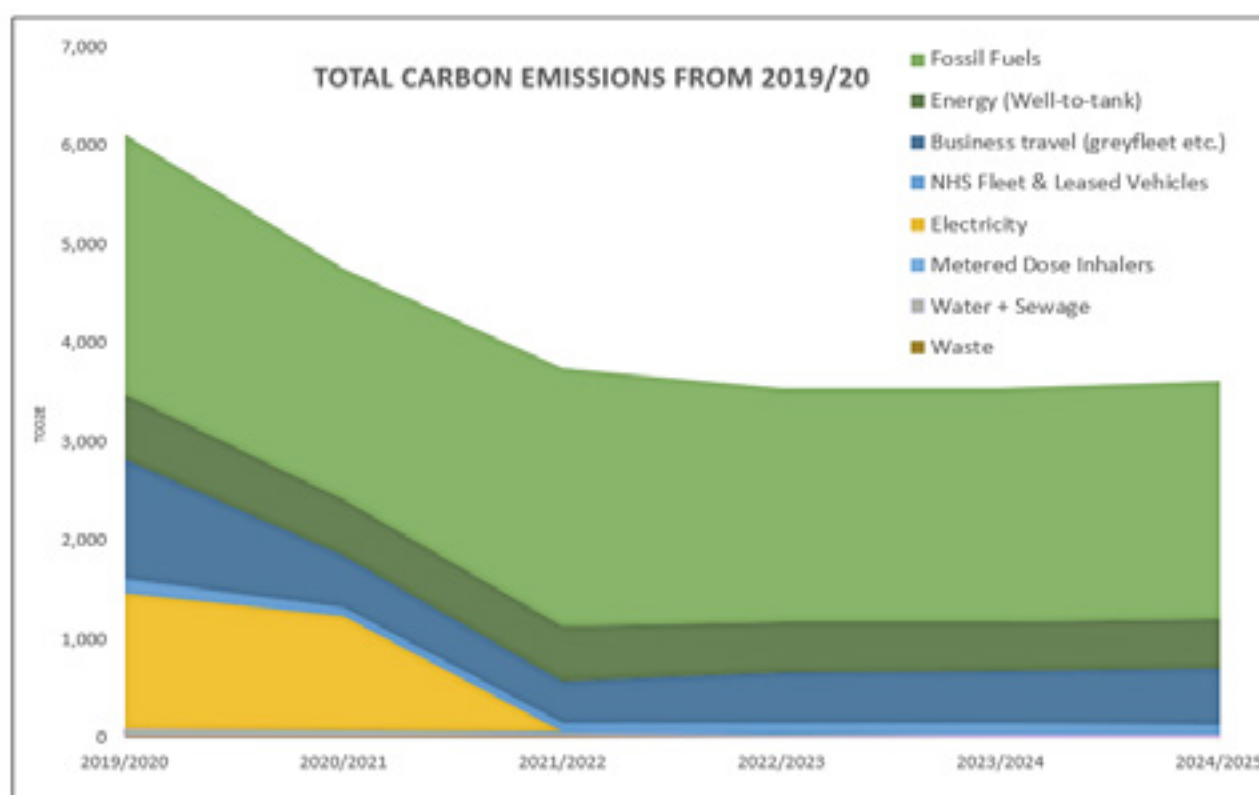


Figure 6.2: Baseline comparison of total CO₂e emissions released from day-to-day practices across the Trust.

Action to reduce emissions continues throughout the Trust with a renewed focus from 2025-2028 on decarbonising the estate portfolio by exploring low carbon heating solutions and improving the thermal efficiencies to provide comfortable indoor environments for Staff and Service Users all year round.

Figure 6.3 below shows how there have been significant reductions across all 3 Scopes of emissions, with the most notable being Scope 2; which are indirect emissions associated to offsite electricity generation. The reduction in scope 2 emissions is the direct result of the Trust making a financial commitment to procuring clean, green energy from UK energy sources.

In addition to the progress being made in emissions reductions, KMPT have been very active in the development of green spaces for the benefit of people and the planet. Having access to safe, species rich green spaces has huge mental and physical wellbeing benefits for our staff, service users and site visitors. KMPT have created 2 new nature conservation areas; one in Dartford and one in Maidstone. Working with Natural England and Kent Wildlife Trust we have transformed 2 previously underused areas of land into spaces that offer food and shelter for wildlife, help to improve and regulate air quality and temperature on site as well as providing site users opportunities for learning, engaging in green prescribing activities, exercise and mindfulness.

Before

After

1. Dartford



2. Maidstone



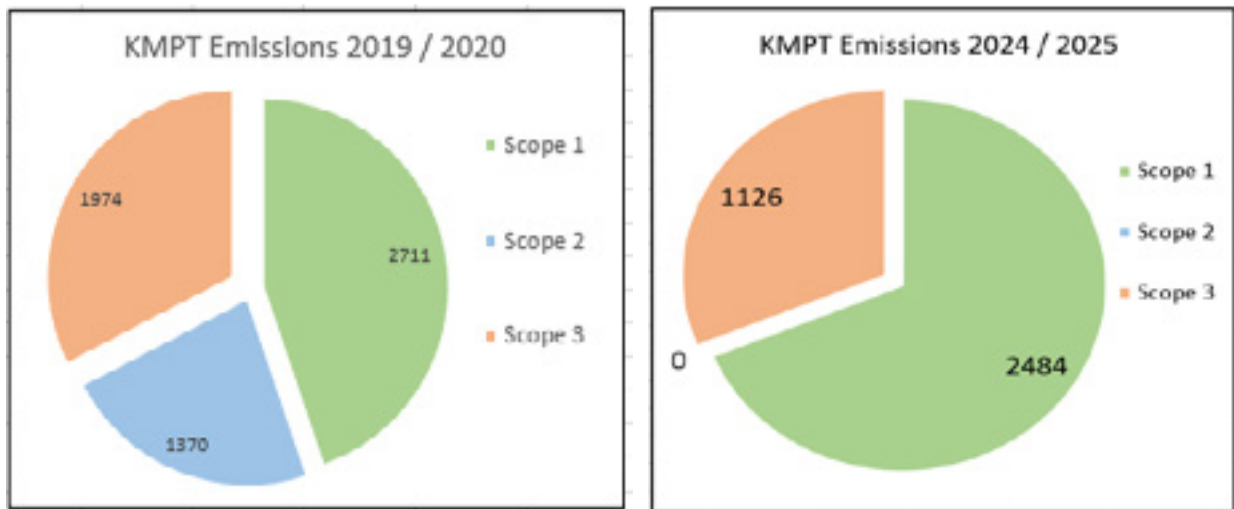


Figure 6.3: Changes in emissions from 2019/20 – 2024/25 broken down by Scope. For a more detailed breakdown of the 3 scopes and the associated emissions, please see Appendix: Scope Emissions Summary.

Significant reductions have also been made in our Scope 3 emissions, which are emissions associated to activities taking place that are outside of Trust control i.e. how patients attend appointments, the emissions associated with dispensing medicines, how waste is incinerated etc. The actions taken by the Trust in response to the first edition of the Green Plan has seen a 50% reduction in emissions from waste, the installation of 18 EV charge points to reduce transport emissions and the phasing out of the dispensing of Ventolin MDI. Each of these actions has directly contributed to reducing Scope 3 emissions.

With the progress that has been made so far and KMPT’s continued commitment to meet and exceed NHS England and Greener NHS targets we have reviewed and revised our targets for 2025 – 2028 (appendix).

“ 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.



Plan for reaching Green Plan Targets?

In 2009/2010 KMPT was responsible for emitting over 10,638 Tonnes of CO₂e into the atmosphere. KMPT and the wider NHS have committed to reducing the volume of CO₂e being emitted as part of day to day practices by 80% by 2030 using 2009/10 as a baseline. In practical terms, this means that KMPT must be responsible for emitting no more than roughly 2130 tonnes of CO₂e per annum by 2030.

In an attempt to reach these challenging targets, Figure 7.1 shows how actions taken by the Trust since the start of our Net Zero journey in 2009/10 has resulted in a stepped reduction in emissions. Continuing this stepped approach will ensure the long-term reduction targets are met whilst also allowing time to access funding and for innovation and adaptation to embed into business as usual practices and therefore maintaining excellent levels of patient care throughout the remainder of our Net Zero journey.

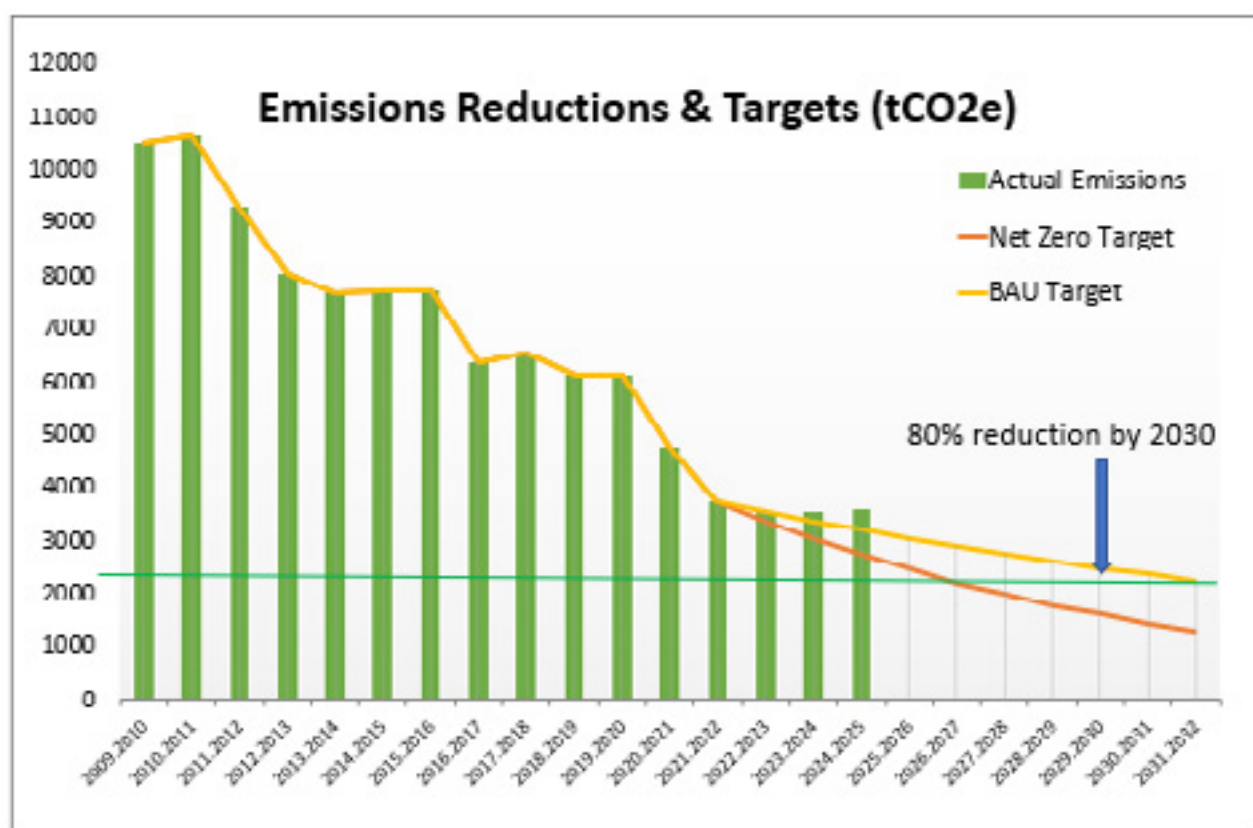


Figure 7.1: Tracking actual emissions against the BAU and Net Zero targets.

To reach these lower levels of emissions, KMPT must address where and how energy is being used throughout the Trust. The “where” and “how” approach outlined below gives examples of where efforts to reduce energy consumption will be focused and the tools the Trust will employ to achieve this.

Examples of where energy is being used include:

- Gas and fuel oil to power heating and hot water systems
- Grid electricity to power buildings
- Diesel to power emergency generators
- Fossil fuel vehicles used for business activity

Examples of how the Trust will reduce energy usage include:

- Phase out gas and oil boilers as part of primary heating systems and replace with more efficient, low carbon technology.
- Make changes to building fabric across the estate to improve building efficiency.
- Introduce sensor lighting and responsive temperature controls.
- Ensure all light fittings are LED.
- Install only A grade energy efficiency products.
- Promote and support the use of virtual meetings where possible.
- Encourage the take up of the KMPT cycle to work scheme.
- Work closely with the local authorities, NHS Trusts and corporate partners to support active travel.

Examples of what the Trust will do to reduce emissions from energy use:

- Continue to procure clean, green energy from UK energy sources
- Transition the backup generators from diesel to HVO or an alternative low or zero carbon fuel solution
- Increase solar generation capacity
- Install additional EV charge points for business use
- Exchange all KMPT fleet to Zero or Low emission vehicles
- Make only low or zero emission vehicles available to staff via the Car Salary Sacrifice scheme

Defining the components of the Green Plan

The Green Plan focuses on 15 areas of focus split across 4 themes which have been identified as being key to embedding sustainability into the operations of the Trust.

Figure 8.1 below illustrates how the each of the key areas have been grouped 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.

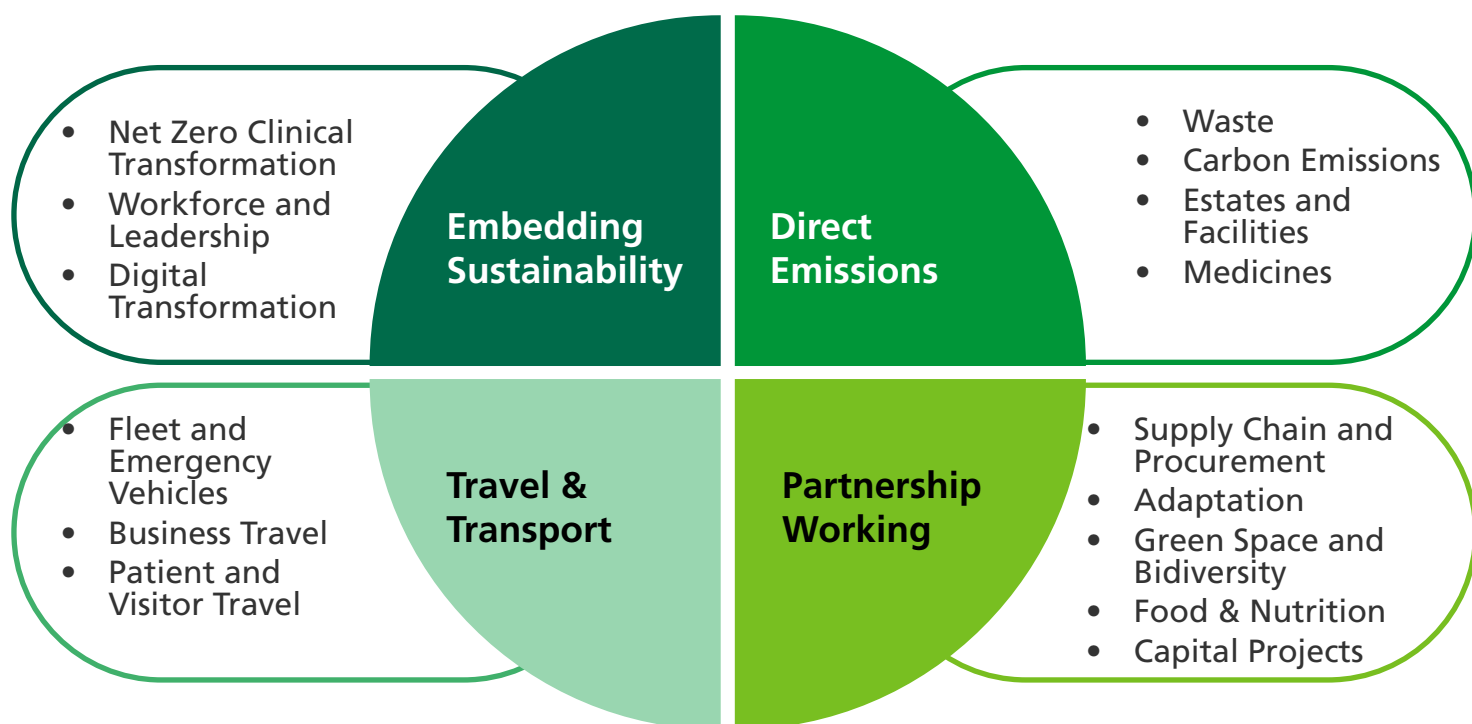





Figure 8.1: The Green Plan 4 Themes and 15 key areas.

The wide-reaching effects and benefits of sustainability and the impact the environment has on healthcare means that the focus areas of this Green Plan are also closely aligned with the Trust Strategic Ambitions.

KMPT Strategic Ambition	Green Plan Theme
 <p>Creating a culture where our people feel safe, equal and can thrive</p> <p>Building a sustainable workforce for the future</p> <p>Creating an empowered, capable and inclusive leadership team</p>	<p>Embedding Sustainability</p> <p>Making sure Sustainability is a part of our shared organisational vision, mainstream strategy and plans</p> <p>Ensuring there is adequate Leadership and board oversight of our Net Zero Green Plan</p> <p>Making it is everyone's ROLE and RESPONSIBILITY to make environmentally conscious and sustainable choices at work.</p> <p>Communicating this shared agenda across all the organisation services and operations</p>
 <p>Improving access to quality care</p> <p>Creating safer and better experiences on our wards</p> <p>Actively involving service users, carers and loves ones in shaping the services we provide</p>	<p>Direct Emissions</p> <p>To manage and improve resources and facilities to increase efficiency and safety for staff and patients.</p> <p>To provide access to patient centred green space that supports green prescribing activities and sustainable care models.</p> <p>Encourage staff and patients to be aware of the impacts their actions have on energy use, waste and the environment</p>
 <p>Bringing together partners to deliver location-based care through the community mental health framework transformation</p> <p>Working together to deliver the right care in the right place at the right time</p> <p>Playing our role to address key issues impacting our communities</p>	<p>Partnership working</p> <p>Forming meaningful relationships with private and public sector organisations and the local community to design adaptation strategies and transform services to mitigate the risks posed by climate change.</p> <p>Working with other public sector organisations such as Kent County Council and ICB to deliver outcomes that benefit the environment, patients and the community</p>

How the Green Plan will be delivered

The following section details the actions KMPT will be taking over the next 3 years to deliver each of the 15 focus areas, how this is going to be achieved and how success will be measured.

Each year 5 focus areas will be prioritised and individual action plans will be created to provide further detail on how these actions will be delivered. The action plans for each of the 5 areas to be focused on in 2025/26 are appended to this Green Plan (see Appendix 2). The action plans for 2025/26 will also be reflective of the regional and national priorities as well as our own Trust priority areas for the year.

The action plans outlined in this Green Plan 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.

Green Plan Focus Areas: Project Plans

Theme one Embedding sustainability

Workforce and Leadership: Embedding green / sustainability practices and thinking into all aspects of the Trust's workforce to ensure the Trust works collectively to meet all Green Plan Targets. The Trust is committed to demonstrating Green Plan leadership and involving all levels of management and staff.



Project Overview	What do we want to achieve?
Deliver sustainable mental health services to support the Trust Strategic Ambitions	Appointment of a designated board-level Green Plan lead
Integrate an appropriate governance structure, that heavily involves staff and stakeholder engagement, communications and training	Green Plan leads responsible for supporting Green Plan delivery are identified at every level of management and within each directorate.
Develop new and review existing forums and groups to increase staff participation in Green Plan discussions and events.	A dedicated intranet page for signposting, raising awareness and providing updates to the Trust
All staff have both the understanding and motivation to embrace the commitments being made in the Green Plan.	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.
Empower staff to make sustainable and environmentally conscious decisions	Deliver programs to raise awareness of sustainability and the links between our environment and health and wellbeing.
Encourage and support increased engagement with the Green Ambassador program.	Deliver a bespoke Green Agenda to the Green Ambassadors to support their efforts in helping to drive change across the Trust
Ensure sustainability is a standard meeting agenda item throughout the Trust	Include sustainability as part of service improvement, work force development, job descriptions, reviews and appraisals
Review all Trust policies in line with the Green Plan agenda to support staff wanting to adopt more sustainable ways of working	Include comprehensive sustainability sections, including highlighting the financial aspects and risks linked to climate change

Net Zero Clinical Transformation: The Trust is committed to delivering the right care, at the right time, in the right place, every time.

Project Overview	How we are going to achieve it?
Instill confidence that our services will remain fit for purpose in the face of climate and societal changes	Appointment of a designated board-level Green Plan lead
Deliver low carbon, high quality mental health services	Calculate the environmental and carbon impact of specific care models to inform improvement plans
Evidence holistically sustainable care models by way of case studies	Actively engage staff and service users in service design, so that the care models we provide are realistic and appropriate.

Project Overview	How we are going to achieve it?
Complete service improvement projects with a focus on removing emissions from healthcare	Identify a clinical lead with oversight of clinical transformation.
The creation and implementation of sustainable care models	Quantify the financial, economic, social and health benefits of existing care models.

Digital Transformation: Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions.

Project Overview	How we are going to achieve it?
Prioritise sustainability in the procurement, design and management of digital services	Reduce the use of paper and single use items and instead prioritise virtual pathways, circular product services and low-carbon approaches to IT hardware management
Embed sustainability and Green Plan objectives in to digital services	Identify a digital transformation / IT lead to drive down emissions from digital services.
Improve data centre efficiency	Opt for low carbon hosting, renewably-charged servers, high efficiency cooling equipment
Reduce the Trust's digital footprint	Review our digital services and cloud storage providers for green credentials and promote good data hygiene across the Trust

Theme two

Direct emissions

Estates and Facilities: 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.



Project Overview	How we are going to achieve it?
Significantly reduce fossil fuel use over the next 5 years, with the long-term goal of phasing out all fossil fuel use by 2035	Co-ordinate feasibility studies to identify the potential for installing low carbon technology and improving the efficiency of existing heating systems
Improve building fabric to improve energy efficiency and performance	Roll out a variety of building fabric improvement measures across the Trust i.e. roof insulation, window film. Utilise Building Management Systems to maximise the efficiency of existing infrastructure
Embed sustainability and Green Plan objectives in to Estates and Facilities services	Identify an Estates lead and a Facilities lead to drive down emissions from KMPT sites.
Improve building performance	Update / improve Building Management Systems to maximise the efficiency of existing infrastructure
Reduce water consumption in line with Environment Agency recommendations: 0.55m3 per m2 per annum	Install water saving devices as standard into building projects, review water harvesting potential of all KMPT buildings, engage with the Aquafund program and promote water efficiency to end users
Increase onsite solar generation by 30% by 2028	Co-ordinate the installation of solar pv across all KMPT owned property where possible

Waste: The Trust is committed to better implementation of the waste hierarchy through an approved Waste and Resources Strategy.



Project Overview	How we are going to achieve it?
Meet the NHS England waste segregation target of 20:20:60 (for HTI, AT and OW respectively)	Generate a Waste and Resources Strategy that utilises the reporting facilities of the waste contractors to monitor and track segregation
Improve waste segregation and the implementation of the waste hierarchy throughout the Trust	Provide regular and relevant training, resources and in person roadshows / events to improve knowledge, skills and confidence amongst all staff
Reduce the volume of clinical waste	Review stock management processes and streamline product lines to reduce wastage due to use by / expiry dates
Move the Trust towards a circular economy	Cease purchase of single-use items (including stirrers, straws, cutlery, plates or cups made of expanded polystyrene or oxo degradable plastic) and assess and divert existing waste streams to increase recycling

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

Project Overview	How we are going to achieve it?
Reduce carbon emissions from energy consumption by 60% by 2028 (from a 2019/20 baseline)	Implement the recommendations detailed within heat decarbonisation plans.
Reduce Carbon Footprint Plus emissions by 10% each year.	Improve the quality and accuracy of scope 3 reporting to support Trust purchasing decisions.
KMPT to achieve Net Zero status by 2040.	Engage with all departments across the Trust to encourage Staff to make environmentally responsible decisions.
Reduce emissions associated to waste disposal	Focus on waste prevention and increase the use of WARPIT to avoid buying new
Reduce Carbon Footprint Plus emissions by 10% each year.	Improve the quality and accuracy of scope 3 reporting to support Trust purchasing decisions.

Medicines: KMPT is committed to continuous review and assessment of the appropriateness of all Service User prescriptions with an aim to reduce the overall environmental impact of pharmaceuticals.

Project Overview	How we are going to achieve it?
Improve appropriate disposal of inhalers and un-used medication	Encourage patients to return their used or expired inhalers / medication to community pharmacies for appropriate disposal
Address overprescribing and oversupply	Review processes relating to medicine dispensing, instill a shared decision-making approach to medication to reduce over prescribing.
Increase the prescription of low carbon solutions	Review the carbon impact of existing prescriptions and switch to low carbon alternatives where appropriate.
Embed sustainability and Green Plan objectives into pharmaceutical services	Identify a pharmaceutical lead to drive down emissions from medicine dispensing.
Improve knowledge and awareness of environmental impact of medicines	Increase staff training / awareness of low carbon medicines, support patients to choose the most appropriate medication in alignment with clinical guidelines



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.

Project Overview	How we are going to achieve it?
Improve the energy rating of all KMPT owned property to a DEC rating of C or above where possible	Use building surveys, advisory reports and project teams to ensure sustainable compliance and develop improvement plans for buildings
Include sustainability and environmental risk factors on all business cases	Regularly review Green Plan and Climate Change risks to ensure they remain relevant and capture all risk mitigation actions made through capital projects
Ensure sustainability and Green Plan objectives are included in each project specification, brief, contract and tender document.	Appoint a Capital Project lead with oversight of all Trust capital projects
Ensure all capital projects have a detailed environmental / sustainability impact assessment	Work with key contractors to improve re-use and recycling of materials and drive down the environmental impact of capital projects

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.

Project Overview	How we are going to achieve it?
Develop an Adaptation and Risk Management plan to guarantee the future of service provision	Utilise specialist advice and guidance from peers and external consultants to develop the adaptation plans. Ensure the continued monitoring of the Climate Change risk.
Remain an integral part of our national, regional and local partnership networks; i.e. local councils, Greener NHS, ICG etc	Active participation in Carbon reduction and sustainability group meetings
Implement adaptation strategies across the Trust to ensure the longevity of building, infrastructure and services	Where feasible, the Trust will invest in implementing adaptation measures across all business services.

Project Overview	How we are going to achieve it?
Look for new technological opportunities that could help to KMPT services to adapt	Commit to trials on new technology, schemes or processes and report our findings to partners
Reduce the climate change risk to the Trust	Ensure the continued monitoring and review of the Climate Change risk in line with adaptation measures having been implemented.

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.

Project Overview	How we are going to achieve it?
Empower staff to take pride in and improve their green spaces.	We will encourage staff to be actively involved in the creation, maintenance and ongoing development of our green spaces
Increase biodiversity / habitats across the Trust.	Co-ordinate feasibility studies and site surveys through the Green Spaces Project Group to identify potential areas for biodiversity improvement
Improve the quality of green spaces for staff, patients and wildlife	Create a board approved Green Space and Biodiversity strategy and improvement plan in partnership with stakeholder groups
Measure the impact of green space improvement on staff and patients	Gather feedback from staff on their wellbeing improvements due to greater access to green space during working hours. Gather patient feedback on their experiences and how they interact with green spaces
Improve access to green spaces to support green prescribing activities	Identify and deliver on improving priority green spaces for patients and for social prescribing activities.



Supply Chain and Procurement: The Trust is committed to embedding circular purchasing solutions that are sustainable and cost saving.

Project Overview	How we are going to achieve it?
Receive Carbon Reduction Plans as part of Social Value requirements for all contracts valued above £5million per annum	KMPT procurement team to capture Carbon Reduction Plans from all new suppliers where contract value is above £5million.
From April 2027 Carbon Reduction Plans are to be sought from all new supplier contracts	KMPT procurement team to capture Carbon Reduction Plans from all new supplier contracts
Reduce purchasing of single-use products	Utilise IT functions (such as masking tools) to influence purchasing decisions and increase awareness to all staff of suitable sustainable alternatives
Reduce the emissions associated with procurement purchases	Minimise the amount we buy, considering whole life costs and strengthening our requirement for sustainable products
Evaluate the environmental and sustainability credentials of all goods and service contracts	Identify a Procurement lead to ensure sustainability and green plan objectives are reflected in all trust contracts.

Food and nutrition: The Trust will continue to implement the National Standards for healthcare food and drink, provide low carbon, high quality healthy food options for all and reduce food waste.

Project Overview	How we are going to achieve it?
Reduce food waste by 5% year on year	Regular monitoring of food waste levels and actively work with our Catering partners to reduce food waste
Reduce the carbon impact of all food and drink options.	Identify a Catering lead who is able to work with our catering supply chain to identify the carbon impact of existing menus, including food miles and food disposal.
Remove ultra-processed food options in favour of lower carbon alternatives	Transition menus to lower carbon food options. Display the carbon impact and health impact of food choices to help educate the end user.

Theme four

Travel and Transport

Fleet and Emergency Vehicles: KMPT will reduce emissions from our fleet by using more fuel efficient and zero emission vehicles

Project Overview	How we are going to achieve it?
All KMPT owned vehicles are electric by 2027	Phase out the use of diesel and petrol fleet and replace with electric.
All new KMPT lease arrangements are to be for zero-emission vehicles only from December 2027	Ensure all new vehicles leased are zero emission vehicles.
Improve onsite EV charging facilities for fleet vehicles	Phased roll out of EV chargers to support owned and leased vehicles switching from fossil fuels to electric.



Business Travel: The Trust is committed to encouraging staff to cycle, walk and use public transport where possible.

Project Overview	How we are going to achieve it?
Develop a Sustainable Travel Plan by December 2026 focusing on active travel, public transport and zero-emission vehicles	Carry out staff survey to inform the Sustainable Travel Plan on staff commuting and barriers to active travel
Increased use of teleconference and videoconference options.	Support staff in the use of technology and IT equipment to reduce the need for business travel
Increase the take up of KMPT Car Salary Sacrifice scheme amongst staff to reduce emissions associated to business miles.	Run campaigns to advertise and improve awareness of the Car Salary Sacrifice scheme.
Support staff in active travel	Introduce incentives and run campaigns for staff who engage with active travel

Patient and Visitor Travel: The Trust will continue to encourage patients and visitors to engage in Active Travel and support the increased use of public transport.

Project Overview	How we are going to achieve it?
Review how patients and visitors travel to KMPT sites	Carry out to understanding what challenges patients and visitors face when travelling to a KMPT site
Identify discounted / bespoke travel opportunities for patients and visitors	Engage with local and regional councils, local transport authorities and local NHS Trusts to develop and promote increased use of green travel initiatives, EV charging point rollout programs and increased use of public transport options.
Increase take up of active travel amongst patients and visitors	Run campaigns to patients and visitors to encourage active 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.

Compliance and Reporting on the Green Plan

The Green Plan Project Team will provide progress reports to the Board at six month intervals. In addition to the Board level reporting, monthly progress updates will be disseminated across the Trust through internal communications and Team meetings.

Progress on our net zero journey is required to be reported on quarterly to the ICB which in turn will feed into the wider annual NHS report. UK government legislation also requires that KMPT disclose their Governance, Strategy, Risk Management and Metrics and Targets related to climate change via Task Force on Climate-related Financial Disclosure (TCFD). Delivery of the Green Plan objectives and meeting the targets laid out in the Green Plan will ensure that KMPT continues to comply with the requirements of the TCFD reporting that is to be published each year alongside the Trusts annual reporting.

In 2023 NHS England introduced the NHS clinical waste strategy which included a waste segregation target of 20:20:60 for all NHS providers and trusts to achieve by 2026. KMPT therefore is mandated to achieve the following segregation targets:

- 20% of waste segregated to be sent to incineration (yellow bag), with only 4% of that being hazardous/clinical incineration
- 20% of waste segregated to be sent for alternative treatment i.e. infectious waste (orange bag)
- 60% of waste segregated to be classified as offensive waste

ERIC (Estates Return Information Collection) is a mandatory data collection exercise for all NHS Trusts to complete annually and is a requirement of the Department of Health and Social Care. The results of the ERIC submission are collated with other NHS Trusts and presented on Model Hospital and is used for benchmarking Trust progress across all service areas.

Organisation and responsibilities

The Green Plan is to be owned by the entire organisation, with appropriate training arranged and monitoring undertaken at all levels.

Across the Trust, each department has some level of responsibility and/or accountability for delivering each of the 15 key areas of focus that underpin this Green Plan. It is therefore a requirement of the Green Plan delivery that senior

managers and clinicians from all business areas acknowledge and integrate the delivery of the green plan into mainstream Trust reporting.

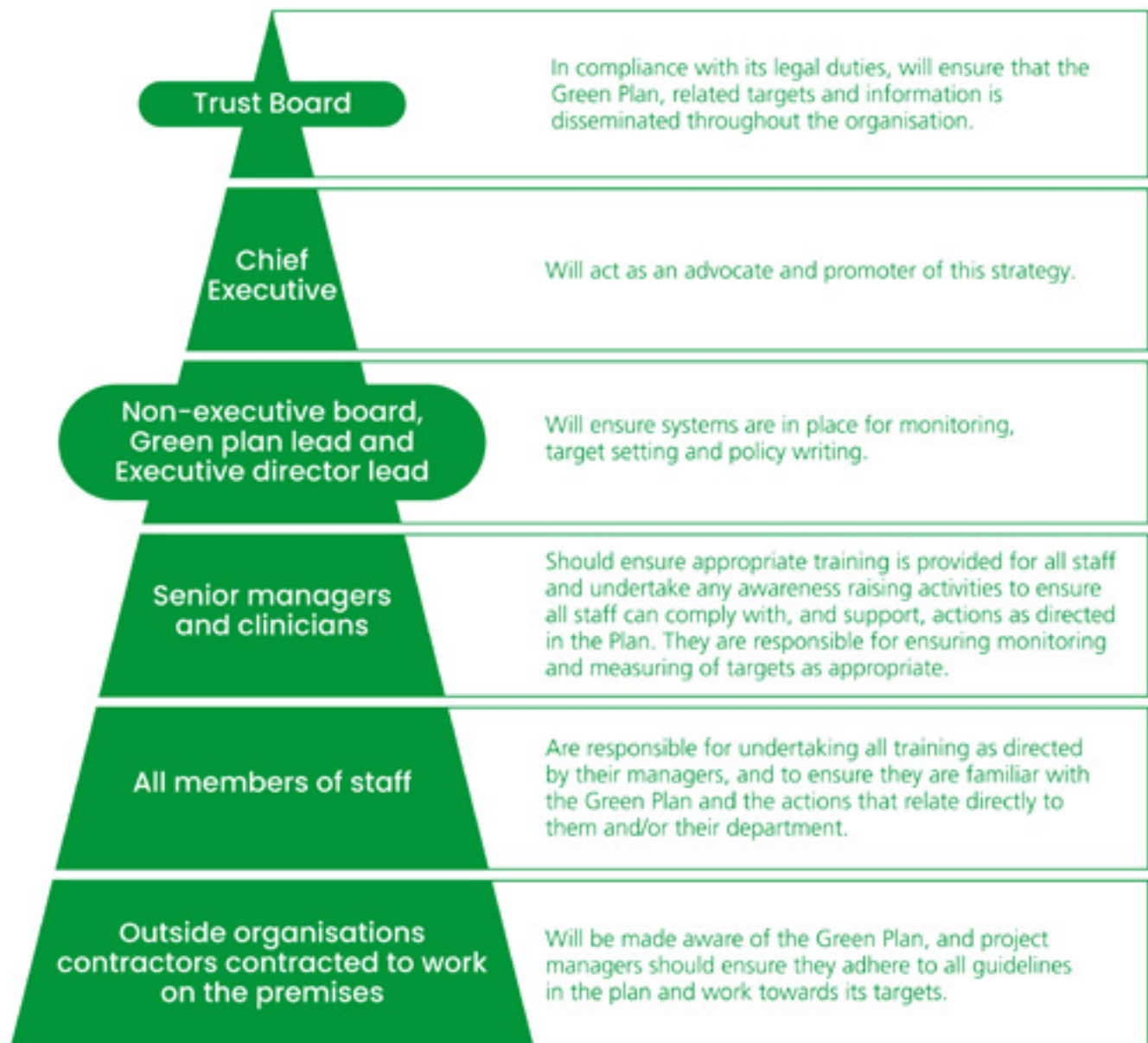


Figure 9.1 Demonstrating the dissemination of responsibility throughout the organisation using a pyramid of responsibility.

Communication of Green Plan

The success of delivering of this plan will depend on a good communication plan. The communication plan below highlights all the forms of communication to be used to raise awareness, engage and educate various staff across the Trust.

See on next page 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
- Staff intranet
- Email
- Green Ambassadors
- Twitter
- Trust newsletter
- Campaigns
- Posters
- Training

A lack of engagement and contribution from staff across the Trust poses a risk that could result in the targets and aims of this Green Plan not being met. Reducing consumption, delivering energy efficiency projects, 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 together with publicised and verbalised support being communicated from all levels of the “pyramid of responsibility” (Figure 9.1) to demonstrate the need to take collective responsibility for these targets.

Financing the Green Plan

There is no dedicated budget for sustainability or energy saving projects identified in the Trust finances; a business case for each project is required to be written at which point either internal or external funding options will be reviewed to deliver the projects that are approved by the Trust.

In order to successfully deliver the projects required to meet the targets set out in this Green Plan, additional resources will be needed. The risks posed to the Trust of not allocating sufficient resources to delivering the Green Plan include:



Key Risk	Potential Impact	Mitigating Measure	Residual Risk
Our response to adaptation is insufficient.	The effects of climate change will significantly impact patient and business services throughout the Trust.	Work with all stakeholders to put in place viable plans to adapt our estate, facilities and services.	High
Insufficient funding is provided to enable decarbonisation of the Trust estate.	We will not meet the government's, nor our own, net zero targets	Additional capital and revenue will be required to deliver the recommendations laid out in the heat decarbonisation plans and invest in new zero or low carbon technology.	High
Limited resources are allocated to implementing the Green Plan.	KMPT will be unable to secure a sustainable future for patient services.	The Green Plan is a mandatory document and as such, KMPT staff at all levels must remain aware of the importance of its delivery and the need to allocate sufficient resources to deliver the Plan in order to preserve patient services.	High
Unable to recruit / contract staff.	Failure to deliver the Green Plan will deter high quality staff from working for the Trust and reduce the wellbeing and retention of existing staff	Evidencing the progress being made in delivering the Green Plan will attract suitable candidates for vacancies and give assurances and value to existing staff.	Moderate
No commitment and buy in from ICS, other NHS Trusts nor corporate partners.	The effectiveness of delivering the Green Plan objectives will be reduced	The Green Plan will be led by KMPT at an executive level and will be widely communicated to all stakeholders for support and commitment.	Low

Monitoring and measuring

Without accurate measuring and reporting, organisations will find sustainability and carbon reduction difficult to monitor. Automated metering and monitoring play a critical role in allowing the Trust to monitor real time energy consumption and enables the Trust to react early to any potential utility wastage, thus contributing to maintaining our organisation carbon and energy reduction commitments.



Regular feedback and reporting are standard practices within the Trust however the Trust is also mandated to report to and are audited by a number of external organisations. To aid the Trust in monitoring our sustainable aspects and impacts, we regularly seek advice and guidance from external stakeholder organisations such as:

- Care Quality Commission (CQC)
- Greener NHS (DEFRA)
- BREEAM (Healthcare)
- NHS England
- Environment Agency

Our Net Zero journey and progress in delivering our green plan is tracked using both qualitative and quantitative methods of data collection. We use the most appropriate measurement monitoring tools available to the Trust which includes the NHS Emission Quantification Recipe Book (NHS-EQRB).

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 2019/2020 will be used, in line with Greener NHS guidelines.

Working Towards Net Zero Healthcare

Providing safer and better experiences on our wards and improving access to quality care are core ambitions driving our Green Plan, therefore assessing progress in relation to service delivery can be used to evidence how we are performing against this Trust ambition.

Emissions per referral	2023/24	2024/25
Number of referrals received	130,948	145,842
KMPT Carbon Footprint (kg)	3,543,409	3,610,146
Metric – Emissions (kg) per referral	27	25

In 2024/25 it was calculated that each patient referral was responsible for 25kg of CO₂e being released into the atmosphere; a 2kg reduction on the previous year. By reporting our carbon footprint in this way, we are able to evidence the progress the Trust is making to remove emissions from healthcare and deliver sustainable, zero carbon mental health services.

Conclusion

The Trust is fully committed to continuously improving and delivering excellent patient care without negatively impacting the local and wider environment. Investing in climate change mitigation measures, adapting services to improve their resilience and ultimately delivering on the targets and objectives in this Green Plan is vital to the Trust's reputation, both internally and externally and its long-term sustainability.



Government targets and associated penalties put pressure on organisations to reduce carbon emissions, however there are many additional reasons why a socially responsible organisation should want to act – particularly within healthcare where clear public health benefits 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.

Appendices

- **Appendix 1:** Emissions summary
- **Appendix 2:** 2025/2026 Action Plans
- **Appendix 3:** Communication strategy
- **Appendix 4:** Estates Progress and 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 emissions 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.

2019/2020

Scope 1 - direct GHG emissions			
Emissions source	Units		tCO ₂ e
Natural gas	kWh (gross)	14,086,098	2590
Diesel	kWh	6,833	2
Propane	kWh	145,436	31
Lease car travel	km	512,448	88
Total		14,750,815	2711

Scope 2 - energy indirect emissions			
Emissions source	Units		tCO ₂ e
Grid electricity	kWh	5,361,140	1370
Total			1370

Scope 3 - other indirect emissions			
Emissions source	Units		tCO ₂ e
Staff travel	km	4,570,820	931
Public transport	km	66,952	3
Waste	tonnes	-	32
Water +Sewage	m ³		67
Other			941
Total			1974

2024/2025

Scope 1 - direct GHG emissions			
Emissions source	Units		tCO ₂ e
Natural gas	kWh	12,939,036	2367
Diesel	kWh	35,578	9
Propane	kWh	119,597	26
Fleet travel	miles	60,098	52
Lease car travel	km	316,267	21
Pool car travel	km	7,157	10
Total		13,470,576	2484

Scope 2 - energy indirect emissions			
Emissions source	Units		tCO ₂ e
Grid electricity	kWh	4,813,514	0
Total			0

Scope 3 - other indirect emissions			
Emissions source	Units		tCO ₂ e
Staff travel	km	-	428
Public transport	km	-	8
MDI	units	-	7
Waste	tonnes	-	19
Water +Sewage	m ³	-	19
Other			646
Total			1126

Appendix 2

2025/2026 Action Plans

The KMPT Green Plan sets out 15 areas of focus that are to be completed or integrated into services over the coming 3 years to improve sustainability, resilience and reduce the impact of our services on the environment whilst maintaining excellent quality mental health services to the community.

To help focus attention on certain areas of the plan, it is KMPT's ambition to take 5 key aspects of the Green Plan and focus heavily on promoting these each year.

Key area of focus for 2025/26	Description
Waste	The Trust is committed to better implementation of the waste hierarchy through an approved Waste and Resources Strategy
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
Net Zero Clinical Transformation	The Trust is committed to delivering the right care, at the right time, in the right place, every time
Estates & Facilities	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.
Green Space and Biodiversity	The Trust is committed to improving and maintaining green space that has positive benefits on physical and mental health whilst providing cleaner air, noise reduction and supporting biodiversity

The following action plans detail how KMPT intend to promote and integrate the above 5 key areas in to Trust services and what the actions the Trust will be taking to deliver these objectives.

1. Waste

The commitment

Ensure sustainable use of resources by minimising the use of single use items, increasing the use of Warpit, improving stock management and streamlining product lines to reduce waste and the use of single use disposable items.

How this is to be achieved

Action to be taken	Monitoring / Evidence	Who is responsible
Report on stock levels across all clinical teams and review current stock management processes	Report quarterly on purchases made through NHS Supply Chain	Clinical lead with oversight of stock control. Supported by Waste lead
Carry out a review of all single use / disposable items being regularly purchased across clinical teams i.e. usable sharps boxes	Report quarterly on purchases made through NHS Supply Chain	Clinical lead with oversight of clinical purchases and processes. Supported by Waste lead and IPC.
Mask single use items on NHS Supply Chain and promote sustainable and reusable alternatives	Report quarterly on purchases made through NHS Supply Chain and use of Warpit	Procurement lead with oversight of Trust purchasing. Supported by Waste lead and IPC
Deliver tailored waste training exercises to teams across the Trust to improve engagement	Increased participation at waste events. Improved waste segregation.	Waste lead with support from Learning and Development lead and Comms lead.

Annual Targets

- Meet offensive waste segregation targets of 60:20:20
- HTI volumes reduced to below 15%
- 15% diversion from clinical bagged waste into general waste and recycling
- Costs associated to waste reduced by over 20%
- Trust wide recycling levels increased to 40% of non-clinical waste stream.

2. Adaptation

The commitment

Embed robust Climate Change Adaptation and Risk Management plans in to Capital Plans and Trust processes to guarantee the future of service provision within a sustainable estate.

How this is to be achieved

Action to be taken	Monitoring	Who is responsible
Ensure that Climate Change is listed on the Trust risk register and non-clinical risk committee agendas	Manage Inphase risk in line with Trust protocol and review agenda items	Environment lead with support from EPRR and Trust Risk Manager
Review and improve the KMPT estate to withstand extreme weather events i.e. temperatures and flooding.	Report quarterly on building fabric improvements	Head of Capital Development with support from Environment lead.
Carry out an assessment of the financial implications of Climate Change for the Trust and generate an action plan to ensure the Trust is prepared for the cost impacts of climate change	Report on assessment findings and action plan (TCFD)	Director of Finance supported by Environment lead.
Review business continuity plans and service resilience in line with predicted extreme weather events	BCPs are reviewed and updated with actions relating to climate change impacts	EPRR lead supported by Environment lead.

Annual Targets

- Establish a robust governance structure to ensure climate change adaptation is considered, acted on and measured across all Trust departments
- Review and assess property portfolio to determine levels of exposure to direct and indirect impacts from extreme weather events.
- Review policies and internal processes to ensure climate change adaptation is considered, impacts are addressed and mitigation measures are in place.
- Review, assess and highlight the budgetary and financial implications that climate change adaptation will have on the Trust.

3. Net Zero Clinical Transformation

The commitment

Review the Net zero clinical transformation strategy and actively engage staff and service users in designing clinical services so that the care models we provide are sustainable, realistic and appropriate.

How this is to be achieved

Action to be taken	Monitoring	Who is responsible
Evidence benefits of holistically sustainable care models by way of case studies	Active participation in clinical research	Research & Innovation lead supported by Transformation lead and Environment lead
Calculate the environmental and carbon impact of specific care models by utilising Patient Portal	Metrics generated for care models	Clinical lead supported by Business Intelligence lead and Environment lead
Complete quality improvement projects with a focus on removing emissions from healthcare	Report quarterly on QI projects	Quality Improvement lead supported by Clinical lead, Transformation lead and Environment lead
Instill elements of sustainability as part of our care services by engaging with Clinical Services	Increased engagement of clinical staff in Green Spaces and Green Ambassador projects	Clinical lead supported by Environment lead and Comms lead.

Annual Targets

- Identify a clinical lead with oversight of net zero clinical transformation
- The creation and implementation of sustainable care models
- Review of social prescribing activity
- Engagement with evidence based research projects hosted by KMPT

4. Estates and Facilities

The commitment

Improve the energy efficiency of 10 worst performing KMPT owned buildings and co-ordinate energy and carbon saving projects in line with existing heat decarbonisation plans.

How this is to be achieved

Action to be taken	Monitoring	Who is responsible
Installation of low carbon heating and heating efficiency solutions i.e. electric heating, endotherm, air pumps, biofuel etc	Report quarterly on heating projects	Head of Capital Development with support from Estates lead, Environment lead and Hard FM lead.
Achieve 100% LED lighting across named sites	Both internal and external lighting is LED	Head of Capital Development with support from Estates lead Environment lead, and Hard FM lead
Co-ordinate an insulation program to upgrade doors, windows, walls and roofs	Report quarterly on building fabric improvement projects	Head of Capital Development with support from Estates lead and Environment lead.
Installation of solar PV to maximum capacity	Report quarterly on Solar install projects	Head of Capital Development with support from Estates lead and Environment lead.

Annual Targets

- Reduce carbon emissions from energy consumption by 60% by 2028 (from a 2019/20 baseline). Target – 1863 tonnes
- Increase on-site solar generation by 30% by 2028. Target - 300,000 kWh per annum
- Reduce water use by 30% by 2028 (from a 2019/20 baseline). Target 49,943m3

5. Green Space and Biodiversity

The commitment

Improve the quality of green spaces across the Trust so that they may have positive impacts on physical and mental health whilst also providing cleaner air, noise reduction and supporting biodiversity.

How this is to be achieved

Action to be taken	Monitoring	Who is responsible
Promote new opportunities for staff and service users to engage with wildlife and conservation.	Monthly newsletter to promote events, information sharing and opportunities.	Environment lead supported by external partners and Comms lead

Action to be taken	Monitoring	Who is responsible
Co-ordinate ecological surveys to evidence biodiversity and habitat improvement.	Report quarterly using species identification tool	Environment lead and Voluntary Services lead
Create or improve 4 green spaces that will have positive benefits on the physical and mental health of patients, staff and visitors.	Reported quarterly via the Green Spaces Action Plan	Environment lead supported by Green Spaces Project Group and Head of Capital Development
Co-ordinate the planting of 100 new trees during 2025/26	Reported quarterly via the Green Spaces Action Plan	Environment lead and Voluntary Services lead



Annual Targets

- Design and deliver 2 new accessible outside spaces for service users to positively impact health, wellbeing and service user experience.
- Create 2 new habitat areas to support a different species.
- Encourage volunteers to help with the design and development of the sites to promote engagement, social interaction, inclusion and build a sense of ownership
- Encourage planting and vegetation cover to reduce flood risk, aid site temperature control and improve carbon capture potential, which in turn will help to improve on site air quality.

Appendix 3

Communications strategy

A comprehensive communications strategy is vital to the success of delivering the Green 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 Green Plan objectives
- Prompting voluntary collective action amongst staff and service users
- Informing staff about Green Plan initiatives introduced by the Trust and progress being made
- Strengthening the Green Ambassador network

To achieve the first two bullet points above, the Trust will work in partnership with 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.

Communications and marketing materials will be produced with support from the KMPT Communications Team turn to promote the Green Plan objectives and events. This will include, but is not limited to; social media updates, newsletter articles, case studies, news articles, briefing material, posters and other supporting material as appropriate.

Many of the Green Plan events will support national initiatives and action days and will be promoted via internal and external channels. A calendar of events will be reviewed annually and will be made available to all staff. The events are to encourage all KMPT stakeholders to participate in sustainable and/or environmental activities – such as walking to work. Publicity throughout the year will be required to support these events and a system for measuring participation and impact will be introduced.

Appendix 4

Estates project plan (2021-2034)

Heating		RAG rating
2021-2025	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Investigate connecting to district heating source where feasible with other partners. Installation of approved low carbon heating solutions 	
2030-2034	<ul style="list-style-type: none"> Fossil free assets Renewable energy source at all sites. 	

Cooling		RAG rating
2021-2025	<ul style="list-style-type: none"> 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 BREAAAM Excellent for new builds and very good for refurbishments. 	
2025-2030	<ul style="list-style-type: none"> Replacement of all Existing R22 units to high efficiency units. 	
2030-2034	<ul style="list-style-type: none"> Full utilisation of free cooling across sites. 	

BMS (Building Management System)		RAG rating
2021-2025	<ul style="list-style-type: none"> Investigate and identify potential to maximise existing systems. Roll out a program to upgrade, expand and integrate BMS. 	
2025-2030	<ul style="list-style-type: none"> Fully optimised BMS covering all major buildings and plant. 	
2030-2034	<ul style="list-style-type: none"> Heating ventilation, air conditioning and lighting fully integrated to building and room usage profiles. 	

Lighting		RAG rating
2021-2025	<ul style="list-style-type: none"> LED upgrades to take place in buildings 	
2025-2030	<ul style="list-style-type: none"> 100% LED across all sites 	
2030-2034	<ul style="list-style-type: none"> Daylight sensing and presence detection on all non-clinical areas 	

Building insulation		RAG rating
2021-2025	<ul style="list-style-type: none"> Survey existing insulation Insulation program to upgrade doors, windows, walls and roofs 	
2025-2030	<ul style="list-style-type: none"> 100% insulated doors, windows, walls and roof spaces across all sites 	
2030-2034	<ul style="list-style-type: none"> New buildings to BREEAM and HTM standards, existing buildings to similar where possible 	

Generation/supply		RAG rating
2021-2025	<ul style="list-style-type: none"> PV surveys and feasibility studies complete 	
2025-2030	<ul style="list-style-type: none"> Installation of solar PV to maximum capacity 	
2030-2034	<ul style="list-style-type: none"> New buildings are potentially carbon negative, residual load is met by onsite generation and PPA 	

Appendix 5

Green Plan targets

- Reduce water use by 30% by 2028 (from a 2019/20 baseline). Target 49,943m3
- Deliver 5 accessible outside spaces by 2028
- Cut emissions associated to transport (business mileage) by 75% by 2028 (from a 2019/20 baseline). Target – 339 tonnes
- Reduce carbon emissions from energy consumption by 60% by 2028 (from a 2019/20 baseline). Target – 1863 tonnes
- Provide Sustainability training for all Staff. Target – 2000 KMPT staff members to have completed “Building Net Zero” training by 2028
- Transition all KMPT Fleet to Zero Emission vehicles by 2027
- By 2028 increase offensive waste to account for 85% of the clinical waste stream
- By 2028 increase recycling levels to account for 60% of the non-clinical waste stream
- Reduce Carbon Footprint Plus emissions 10% each year. Target 17,696 tonnes
- Increase on-site solar generation by 30% by 2028. Target - 300,000 kWh per annum

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



Appendix 6

Evidence of our journey so far

Case study - Let's get growing

Background

Each year KMPT care for over 2000 people in our hospitals, some of whom are in our care for a significant period of time. Whilst in our care, KMPT provides a wide range of services and opportunities to help patients with their recovery and support them in preparation for leaving our care.

KMPT is committed to sustainability; a commitment that is reflected in its Green Plan, which outlines clear objectives around improving green spaces, developing sustainable care models, reducing waste, and reaching net-zero status. This dovetails with the Mears ESG Strategic Approach (2022-2023), which emphasizes becoming carbon neutral and creating safe, sustainable spaces with long-lasting community benefits.

There is strong and growing evidence that access to and engaging with activities outside can have a profound positive impact on an individual's physical and mental health. In a healthcare setting, the practice of supporting people to engage with nature-based interventions is referred to as Green Social Prescribing, and is becoming an increasingly sort after service (*Source: england.nhs.uk*), and one that KMPT are supporting through our Green Spaces group.

The Campaign

In Summer 2024 KMPT launched the “*Let's get growing*” campaign aimed at encouraging staff and patients to grow fruit and vegetables in a variety of spaces across the Trust. Thanks to a grant of £1000 from our contracting partner Mears, the campaign was able to allocate £50 garden centre vouchers to 20 teams across KMPT. This allowed staff to purchase seeds, plants, compost etc; all the things needed to get growing!

What did we grow

The grant funding from Mears allowed for staff and patients from 20 KMPT sites to grow a variety of fruit and vegetables over the summer. The list of produce grown by the patients over the summer ranged from tomatoes, peas and strawberries to salad leaves, chillies and herbs. Some of the herbs (such as mint and peppermint) have since been dried and turned into refreshing, flavoured teas. Below are just some of the items and plants purchased with the funds awarded to us via the Mears Green Spaces Grant.



What did we learn and what were the challenges.

Without doubt the biggest challenge during Summer 2024 was the weather. With record rainfall, it was certainly a challenge stopping the young plants from getting washed away, although it did mean that once established, they were kept well watered.

Patients have benefitted immensely from this campaign which helped to create opportunities for Staff to run new activities for patients. Activities that:

- allowed patients to do something they enjoy
- helped to increase their functional ability and improve motor skills
- encouraged patients to keep active,
- allowed patients to gain new skills and knowledge about sustainability
- gave a sense of achievement to watch the crops grow,
- created new therapeutic spaces
- Supported patient recovery journeys

Final thoughts

The *Let's Get Growing* campaign was able to support 20 teams across the Trust and gave a unique opportunity for patients to experience something a little different. In the majority of cases, the food grown was added to lunch menus providing patients with fresh fruit and vegetables however some were also turned into herbal teas that can be enjoyed all year round and patients were able to share their growing successes with loved ones. It is estimated that the Mears Green Spaces grant was able to positively influence the patient experience of 5 inpatient sites, 2 community sites and 3 mental health hospitals across Kent.

The Mears Green Spaces Grant funding was what allowed this campaign to be such a success and one that the Trust will be looking to try and replicate in future years. Below are some comments from staff demonstrating just how well this funding support was received:

"We are very thankful to Mears for the voucher as our garden area really is now something we are proud of!"

"We managed to get quite a bit including a bag of soil, tomato grow bag, 3x tomato plants, peas, rosemary, lavender, strawberry plants, salad plants, chives and chillies! We have planted them as well making a border and staff contributed pots as well so it is looking lovely! We've been sitting out there for lunch (when it isn't raining!) and can't wait to include some of the crop in our lunches!"

"Our salad leaves are on the menu for this week's lunches"

"We are hoping to spend some of the voucher on more fruit/veg and herb plants. Patients and staff are excited about being able to develop the garden"

"Staff and service users have all enjoyed taking part in the process from planting the seeds, potting on and eventually transplanting them to the garden"

"a patient was supported to go shopping and help choose what to spend the money on. So far we have bought a rhubarb plant and blueberry plant"

Thank you Mears!

The 'Cook' Garden - Tarentfort's Nature Driveway

Project Background

In 2023, in partnership with the Human Nature Partnership (HNP), KMPT carried out a Trust-wide consultation to gather input from both staff and service users on the use and potential of outside spaces. This research revealed that over 80% of KMPT staff wanted to see more biodiversity across the KMPT estate, with a particular emphasis on wildflowers and features that allow patients to safely engage with nature.

In a healthcare setting, the practice of supporting patients to engage with nature-based activities is referred to as Green Social Prescribing, and is a fast becoming an increasingly in-demand service within mental health.

By aligning with KMPT's Green Plan, KMPT's Trust Strategies and the Local Nature Recovery Strategy, the Tarentfort Nature Driveway took a previously underused area of green space and transformed it into a space offering meaningful opportunities for patients to develop skills and confidence through Green Social Prescribing activities as well as improving local habitat connectivity.

The Dartford area continues to be key focus area for [Natural England's Seedcorn Programme](#) and as such funding from Natural England was awarded to KMPT in November 2024 to support the delivery of the Tarentfort Nature Driveway that will help to address gaps in local biodiversity by providing a variety of new habitats for a variety of species.



Photo 1: How the space looked before the project started.

The Design

Engaging patients and wildlife experts in the design process ensured the space is accessible to both wildlife and site users. In November 2024 an engagement session, led by the KMPT Sustainability Team, was held on site whereby 4 members of staff and 7 patients from the Tarentfort Centre were able to directly feed their ideas into the project design.

The funding from Natural England's Seed Corn Programme allowed the space to be expertly designed by Alison Marsden, a trained Social and Therapeutic Horticulture practitioner from [Gardening by Design](#), who attended the engagement session and turned the patient ideas into a bespoke design for the space. The design also included the integration of bug hotels and log pile habitats which will give patients the opportunity to take part in bug identification activities to help build knowledge and improve their understanding of the importance of nature and how to look after it. These are all qualities and skills that our patients can take back out into the community

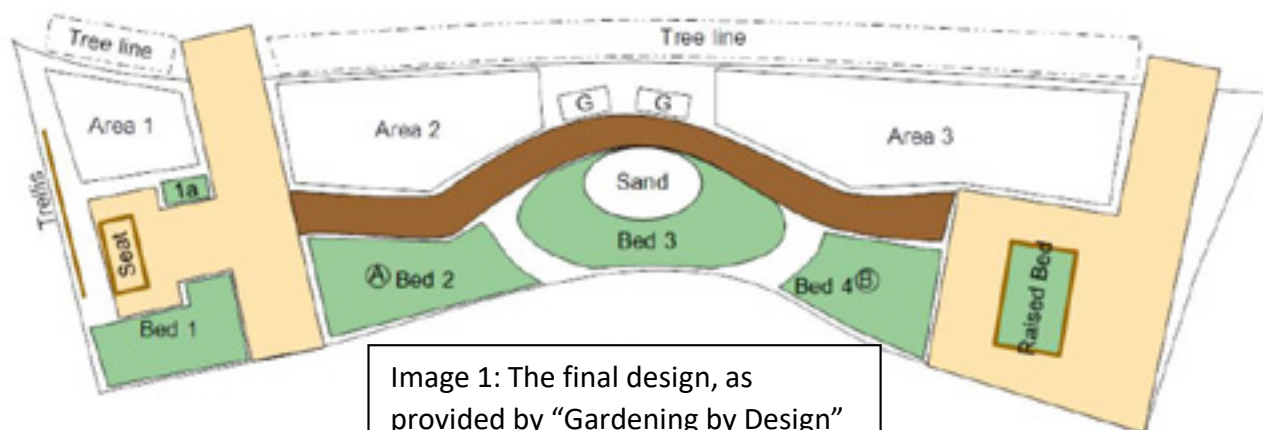


Image 1: The final design, as provided by "Gardening by Design"

The Build

The funding from the Natural England Seedcorn Programme, together with contributions and donations from KMPT's grounds and gardens contractor [Countrywide](#), KMPT's waste provider [Sharpsmart](#), KMPT Estates Team and volunteering from Staff and Patients, meant that the Tarentfort Nature Driveway was delivered in under 4 weeks.

Being experts in grounds maintenance, Countrywide were willing and able to advise and help with much of the ground preparation works, which was invaluable given the hard, stony nature of the ground conditions. Countrywide also allowed KMPT to take advantage of their wholesale purchasing abilities, permitted KMPT use of their yard for the safe storage of items and volunteered their time helping patients plant out the space.

Three volunteers from Sharpsmart dedicated an entire day to digging in 55 bags of compost into the new flower beds. This task not only added much needed nutrients into the soil but it also helped to loosen the soil, making the ground conditions easier for the patients and staff to carry out the planting.

A dedicated team of 12 patients and staff from Tarentfort and Brookfield Centre worked together to plant 38 different species; approx. 200 plants in total, build the seating areas and also fill the purpose-built bug hotel, donated to the space by Martin Stevens, KMPT's Fire Safety Officer, with sticks, leaves and logs.



Photo 2 and 3: Ground works and planting from Countrywide

Photo 4: The Sharpsmart Team



What have we learned and what were the challenges

This project was a first of its kind for KMPT; where an underused area has been sensitively transformed into a space for nature and for staff and to host nature-based therapy activities.

It was only by collaboratively working with KMPT's corporate partners that the Tarentfort Nature Driveway was able to be successfully delivered on time and within budget.

With the ground preparation works being carried out in advance, we were able to provide safe opportunities for staff patients to get involved which in turn:

- Helps to promote a sense of ownership and connection to the space, which is so vitally important if the space is to be used and valued going forward.
- Allowed patients to participate in something they enjoy
- Encouraged patients to get outside and be active
- Created a sense of achievement amongst those who participated

[Photo 5 and 6: Plant delivery and the finished bug hotel]



Summary

The creation of the Tarentfort Nature Driveway was made possible by the funding provided to KMPT by the Natural England Seedcorn Programme and the help, support, contributions and donations of our contracting partners and volunteers. This is a fantastic example of partnership working.

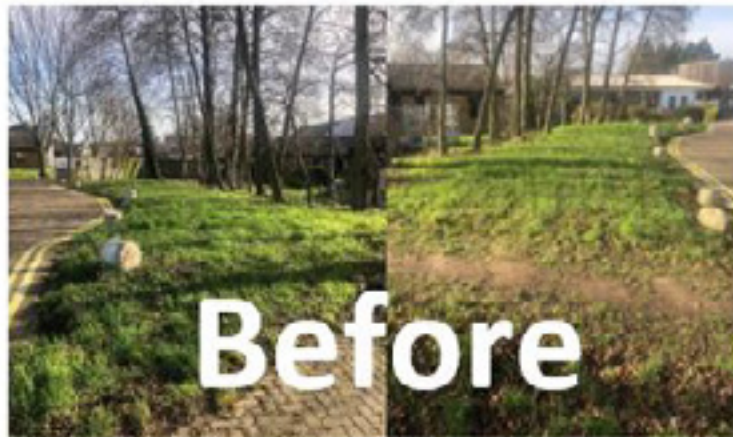
Long term, it is hoped that the space will help to create a feeling of calm and welcome patients, visitors and staff on their approach to the Tarentfort Centre. It is hoped that the space will encourage nature-based conversations to happen organically amongst users of the building therefore spreading knowledge and support for the KMPT Green Plan agenda.

The entire project has been expertly designed to be a low-maintenance, long-term solution for enhancing biodiversity and improving the quality of outdoor spaces, in accordance with the KMPT Green Plan, and creating a lasting positive impact for wildlife and the local community.

The space will directly provide positive wellbeing benefits for the members of staff and patients based at the Tarentfort Centre, as well as indirectly benefiting patients using services across the Greenacres site by providing opportunities for them to also be involved in upkeep and maintenance, species monitoring / identification and nature conservation activities.

[Photo 7 and 8: the planted flower beds and seating area]





Switching from Diesel to a cleaner fuel solution (Pilot)

Project Background

On average, KMPT uses around 2000L of Diesel each year to fuel our generator systems and in 2023/24, this diesel was responsible for releasing 18tonnes of CO₂e into the atmosphere directly onto around the estate. KMPT have made a commitment to reach Net Zero emissions by 2035 and as such, actions must be taken to reduce and remove as many sources of carbon emissions from across the estate as possible.

In April 2024 KMPT embarked on a trial study that involved swapping out the diesel in one of the generators for a cleaner, greener alternative; Hydrotreated Vegetable Oil (HVO). Whilst not widely used in the healthcare sector as yet, the multiple sustainable features of HVO means that it is fast becoming the preferred diesel alternative for many industries looking for low carbon fuel solutions.



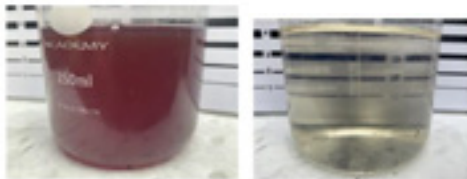
The Process

Located at the Oakwood site in Maidstone, the backup generator used for this study provides temporary power to Farm Villa in the event of an outage to the site.

The process of switching from diesel to HVO fuel was carried out by fuel experts [SDM Fuel Solutions](#); a company KMPT have partnered with to trial the new cleaner, renewable and sustainable fuel option.

Making the switch was really simple and one of the added benefits of HVO; no changing of generator filters or pumps required and no alternations were needed therefore meaning the product would be suitable for any generator system.

Photo 1: the Farm Villa generator.



Photos 2 and 3: the sample of contaminated diesel taken out of the generator (left) and a sample of the HVO that was put in (right).

The Result

This project lead, by the KMPT Sustainability Team and in partnership with KMPT Estates Team, has seen our HVO fuelled generator pump out approximately 75% less carbon than it did the previous year. This is not only a fantastic step towards our Net Zero goals but it has also improved the air quality on site which is great news for the patients and staff who are based at Oakwood.



Photos 4 and 5: Emissions testing before the switch to HVO (left), and after (right) showing a considerable reduction in all emissions.

EV Charge Points installed Supporting Mental Health Rapid Response Services in the South East.

Project Background

In 2024 KMPT were allocated 3 Rapid Response vehicles, courtesy of NHS England, to provide emergency mental health services to the residence of Kent and Medway. In response to the delivery of these electric rapid response vehicles, KMPT completed Phase 1 of the EV charge roll out programme in time for the arrival of the first vehicle.

Phase 1 of KMPT's EV charge roll out programme involved the installation of 9 EV sockets across 3 main sites; Greenacres in Dartford, Oakwood in Maidstone and St Martins in Canterbury. Together these 9 sockets play a vital role in keeping the rapid response vehicles on the road.



Photo 1: the first Rapid Response vehicle to arrive and charging at the Oakwood site

What were the challenges and what have we learned?

With support from our data collector partners [Stark](#) and KMPT's Transport Decarbonisation Report commissioned by the Energy Savings Trust, KMPT were able to identify the most appropriate locations for the EV charge points.

Consideration needed to be given to the geographical location within the County, distance from other KMPT sites and also the electrical capacity available on each of the sites. By positioning the charge points in Dartford, Maidstone and Canterbury, the rapid response vehicles would never be more than 25miles from a KMPT owned charger.

Looking Forward & a step towards our Net Zero Target

The Rapid Response vehicles have now been provided essential services to the community for almost 6months. The forward planning and future proofing of the works that were completed in Phase 1 of the EV roll out programme will allow KMPT to expand on this new infrastructure, easily and efficiently for Phase 2.

The installation of EV chargers across the KMPT estate is also supporting the electrification of the KMPT Fleet which is underway and due to be completed in 2027. The transitioning of KMPT Fleet to electric will be another step towards the Trust meeting its Net Zero emissions targets.

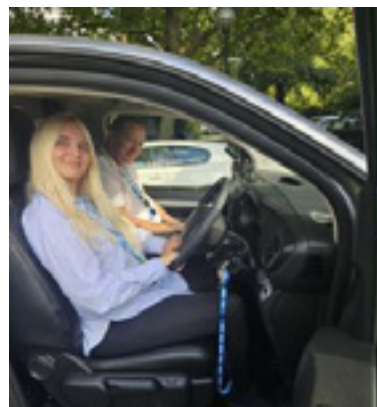


Photo 2: Staff getting ready to carry out essential community services

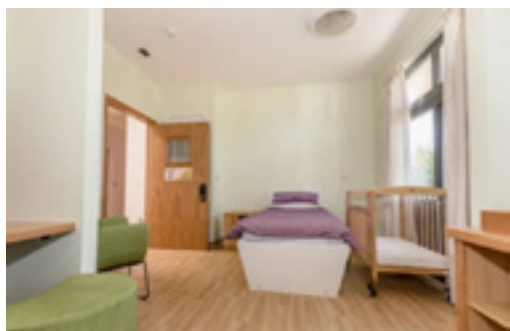
Window film applied to Rosewood Mother and Baby Unit, Dartford.

Project Background

The Rosewood MBU was opened in 2018 and provides specialist inpatient services for new mothers with serious mental ill health. Mothers are admitted with their babies and receive specialist perinatal mental health care and treatment.

There are 8 inpatient rooms on site, together with sensory rooms, a garden and a variety of internal communal spaces however the design and orientation of the building often meant that internal temperatures during the summer would increase to near uncomfortable levels.

With average Summer temperatures gradually increasing and heatwaves becoming more intense, the need to address the ever-increasing temperatures of the inpatient rooms was obvious given the mental and physical impacts that heat stress can have on adults and babies.



The Solution

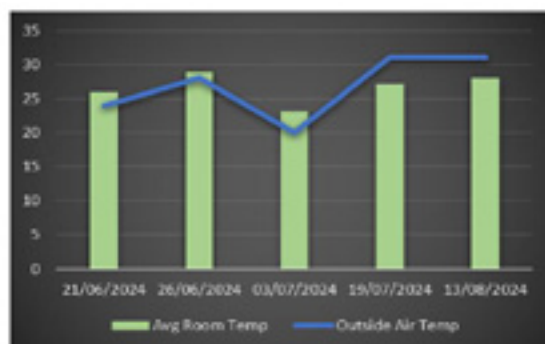
The design of the building meant that there are a lot of windows that, although gave a light and open feel to the spaces also allowed a lot of sunlight to penetrate into the rooms, causing an internal greenhouse effect.

Window film is a tried and tested method of reducing the amount of heat from the Sun entering a space. This unobtrusive, easy to install, low maintenance approach was an obvious solution that would guarantee to instantly reduce internal temperatures.

The Result

The window film was installed at the start of July 2024 and instantly reduced the amount of heat coming in through the windows. This allowed the room temperature to remain up to 5°C lower than the outside temperatures.

In addition to the window film keeping internal temperatures at a more comfortable level during the Summer, the film will also help to keep the heat in during the Winter. This is great news for our Green Plan delivery journey as the air conditioning systems will no longer be overloaded, heating demand will be reduced and KMPT have improved the internal conditions of the building for the benefit of Staff and Service Users.



We are caring, inclusive, curious and confident.

Visit us at www.kmpt.nhs.uk