



Bold visions
for a healthier planet
and community

Sustainability Strategy
2021 to 2024

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This is an investment in the health
and resilience of our communities,
as well as our planet.



Foreword

Taking decisions today to safeguard tomorrow for all our communities – it sounds like a bold statement, because it is.

But that's our vision for environmental sustainability. It means a promise to protect and use our resources wisely, so we don't jeopardise the opportunity for future generations to have their health and social needs met.

While it does mean decreasing our use of carbon and minimising waste – it's more than 'just being green'. It means investing in people to make the right decision in every choice they face, whether that's at home or work.

This is our first Sustainability Strategy and it recognises that we are at the very beginning of our journey. It sets out these two goals and the steps we will take to achieve them.

And, as one of the largest community trusts, I believe we have a real opportunity to make a difference.

Reducing our carbon footprint is vital and our two biggest contributors to these are travel and our estate. From driving to patients' homes in electric cars, supporting home working and virtual consultations to running our community hospitals from solar power – these are just part of our plans.

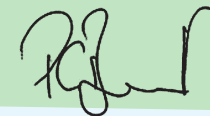
We will also be focusing on buying green; introducing green criteria when we purchase equipment or services from local suppliers. While using fewer resources is a simple way to save costs, one of the most compelling reasons for change is that we know reducing the impact of climate change improves health; cleaner air reduces respiratory disease and extreme temperatures can take lives.

We also want to make better use of the green spaces we have to promote health and wellbeing. Using outdoor space to promote better mental health and for rehabilitation, can make a real difference to the lives of our communities. Among a range of other measures, we've also made a commitment to produce organic food locally for use in our community hospitals, kitchens and clinics.

But most importantly, we need you to make it happen – whether you are a colleague, patient, client or service user. Educating, supporting and enhancing understanding and reviewing our processes and the barriers which prevent people making sustainable choices is key and we can't do this without your involvement. That's why this strategy also sets out how, through various methods including community hubs, we want you to get involved so that the sustainable options available to some, are available to everyone.

If we are to achieve our vision of a community that supports each other to live well, we want to develop a culture where we all become aware of the link between health, care and sustainability and how the actions we take contribute. Because this is an investment in the health and resilience of our communities, as well as our planet.

Chief Executive
Paul Bentley



Strategy in context

Our organisation

We provide wide-ranging NHS care for people in the community, in a range of settings including people's own homes; nursing homes; health clinics; community hospitals; minor injury units and increasingly urgent treatment centres and in mobile units.

We are one of the largest NHS community health providers in England, serving a population of about 1.4 million across Kent and 600,000 in East Sussex and London. We employ more than 5,000 staff, including doctors, community nurses, physiotherapists, dietitians and many other healthcare and administrative professionals.

Our values

Compassionate  Aspirational  Responsive  Excellent 

Vision

Our vision is a community **that supports each other to live well.**

Mission

Our mission is to empower adults and children to live well, to be the best employer and work with our partners as one.

Our goals

- **Prevent** ill health
- Deliver high-quality **care at home and in the community**
- **Integrate** services
- Develop **sustainable** services.

Our enablers

- **Digital** – having accessible and integrated technology.
- **People** – engaging, developing and valuing our people.
- **Environmental sustainability** – improving our environmental impact.
- **System leadership** – improving population health and wellbeing.

Our Sustainability Strategy

We recognise that sustainable choices can enable better health outcomes, at a lower cost, and without compromising future healthcare delivery:

- **Goal 1** – to use resources wisely.
- **Goal 2** – to invest in our colleagues and community, develop knowledge and facilitate opportunity.

Consistent with our goals and values and the Greener NHS Green Plan vision, we targeted ten key questions for further assessment to structure our actions and support a holistic approach to sustainability across the trust:



1. Our people and system leadership:

How do we engage our colleagues and support sustainable choices?



2. Sustainable models of care:

How do we provide healthcare of the highest quality today and tomorrow?



3. Digital transformation:

How can we use new technology to our advantage?



4. Travel and transport:

How do we get to where we need to go?



5. Estates and facilities:

How do we use our buildings?



6. Medicines:

How can we make sure that what we prescribe is good for both our patients and the planet?



7. Supply chain and procurement:

How do we choose what we use?



8. Food and nutrition:

How can we eat better to feel better?



9. Adaptation:

How can we be prepared for change?



10. Wildlife and biodiversity:

How do we support the natural world around us?

1. Introduction

What does environmental sustainability mean?

Sustainability is about looking holistically at the future, doing what is needed today while preserving what will be needed for tomorrow. Earth Overshoot Day^[1] marks the date when humanity's demand for ecological resources and services exceeds what the earth can regenerate that year. Incorporating the effect of the COVID-19 pandemic, in 2020 this was 22 August.

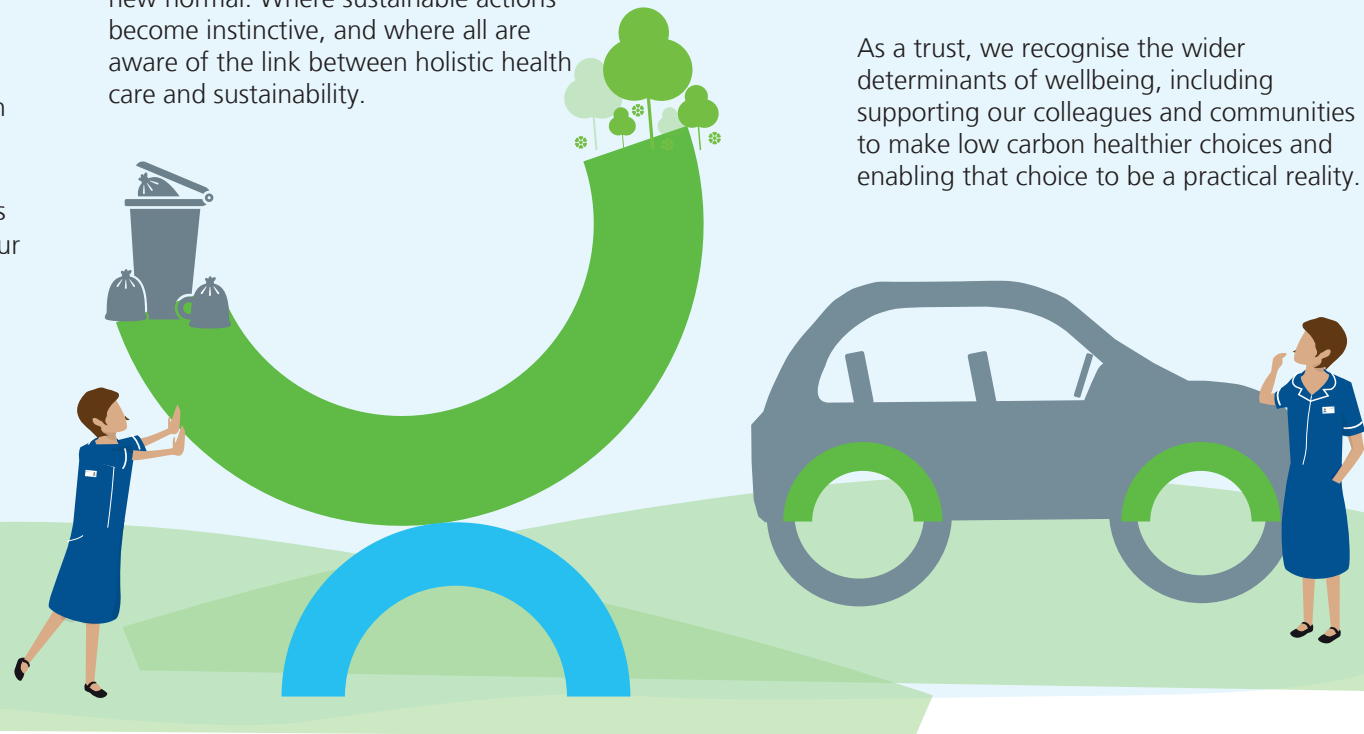
We need to reduce our reliance on limited resources and cut our carbon emissions. We can achieve this by minimising our waste and making the best use we can of the resources available to us. This is only part of our commitment to sustainability.

We recognise that to be truly environmentally sustainable, we need to focus on the needs of our communities and build social resilience while making the best use of our communities' strengths.

Through collaboration with our patients, clients and service users, we will create a new normal: Where sustainable actions become instinctive, and where all are aware of the link between holistic health care and sustainability.

Sustainable choices can enable better health outcomes, at a lower cost and without compromising future healthcare delivery

As a trust, we recognise the wider determinants of wellbeing, including supporting our colleagues and communities to make low carbon healthier choices and enabling that choice to be a practical reality.



^[1] <https://www.overshootday.org/> (Accessed 27/10/2021)

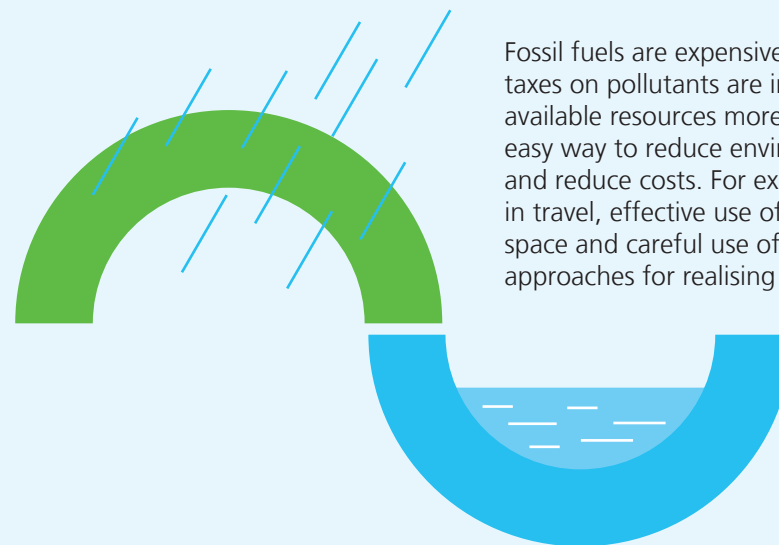


Reducing the impact of climate change positively impacts on health directly

Air pollution is recognised to increase incidence of respiratory disease ^[2] and extremes of heat and cold are highly related to illness and premature death both nationally and internationally ^[3].

Taking sustainable actions makes economic, environmental and ethical sense

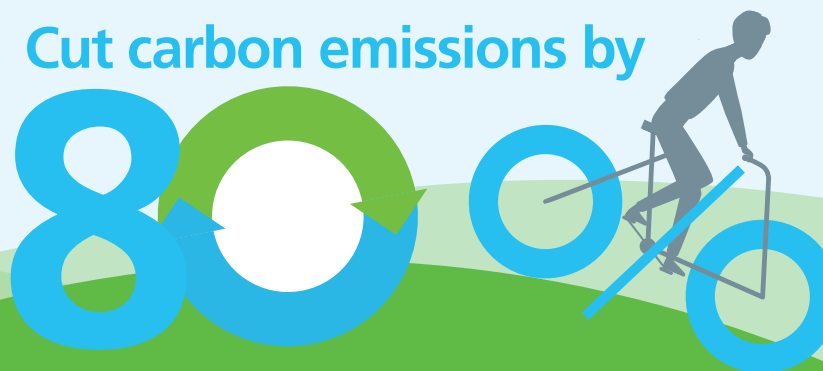
Fossil fuels are expensive and scarce and taxes on pollutants are increasing. Using available resources more efficiently is an easy way to reduce environmental impact and reduce costs. For example, reduction in travel, effective use of building space and careful use of water are all approaches for realising savings.



The trust has a legal duty to reduce carbon dioxide emissions

The Climate Change Act ^[4] requires the UK to cut carbon emissions by 100 per cent by 2050 compared to a 1990 baseline. Following the guidance of the Greener NHS, trusts are required to work to reach net zero carbon emissions by 2045 ^[5].

Cut carbon emissions by



^[2] [Health matters: Air pollution \(Public Health England, 2018\)](#)

^[3] [Heatwaves \(World Health Organisation, n.d.\)](#)

^[4] [Climate Change Act 2008 \(UK Government, 2019\)](#)

^[5] [Delivering a 'Net Zero' National Health Service \(Greener NHS, 2020\)](#)

2. Where are we now?

As we move towards a more sustainable trust, we must consider the impact of our choices on our communities, our colleagues and the natural resources we use. In our first Sustainability Strategy, we focus primarily, but not exclusively, on our own use of natural resources as a building block to have far-reaching, positive impacts on our colleagues and communities. This section reviews where we are in terms of our internal culture, our community impact and our use of natural resources.



2.1 Culture and community

As a major employer in Kent, East Sussex and London, there is an important opportunity to improve the wellbeing and health of the communities we are part of, through engagement with our colleagues. There are recognised links between awareness of pro-environmental programmes in shared spaces and the increase of beneficial choices we make in our homes^[6].

We contact patients more than two million times each year. This presents a significant opportunity to support our communities to be sustainable.

The experiences across our communities and the access to choices and opportunity vary enormously, with people who are less often heard in society being disadvantaged in some areas.

For this reason, the link between community engagement, diversity and inclusion is critical. We want the sustainable options available to some of our colleagues and communities to be available to everyone. As a trust, this is a key focus area in our sustainability strategy. We recognise the enormous potential we have to contribute to beneficial outcomes.

The Participation Team will be tasked with establishing community hubs and focus groups for wider engagement.

We will work with the equality, diversity and inclusion lead to make sure that we hear from people who may not normally speak out. We plan to listen to their views and opinions, use their voices and ideas to help us to shape and change the way we do things. We will make sure sustainability is at the core of our thinking.

The trust's Patient and Carer Council will make sure we hear from our patients, clients and carers. We will use their experiences to develop what we do. Our patient and carer experts will work with our staff to co-design initiatives and specific pieces of work to listen and act upon the insights patient, clients and service users share with us.



^[6] [Links between sustainability-related awareness and behavior: The moderating role of engagement \(Coquit et al., 2019\)](#)

2.2 Measuring our impacts: Emissions and waste

We are striving to make sure the high-quality care we provide today is available tomorrow. As a trust, we are excited to set foot on our sustainability journey to secure this. We are dedicated to reducing both the emissions that we are directly responsible for, the NHS Carbon Footprint, and collaborating with partners to reduce the emissions we can influence, examples provided in the NHS Carbon Footprint Plus (Figure 1).

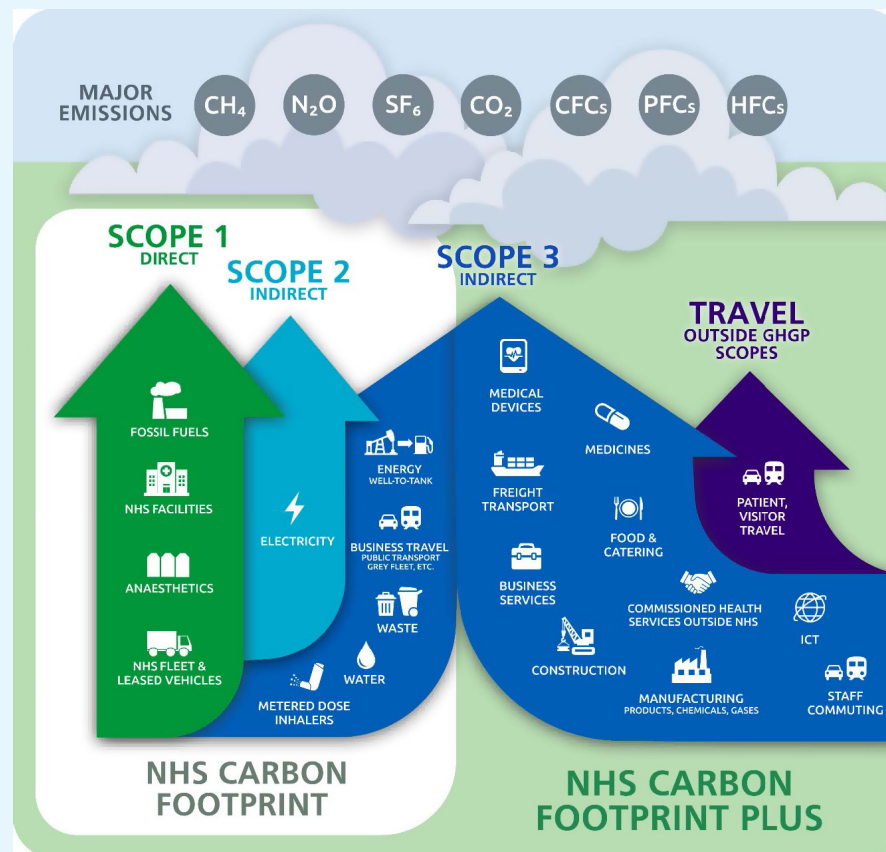
Our targets

We have two targets to meet:

- 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 2028-2032;
- 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.



Figure 1. Sources of carbon emissions most relevant to the NHS within the context of carbon emission 'scope' framework used by the Greenhouse Gas Protocol^[7].



^[7] Delivering a 'Net Zero' National Health Service (Greener NHS, 2020)

Travel

While we have made progress in calculating the carbon emissions associated with delivering our services, we recognise there is much to do. The early steps we have taken include calculating our carbon footprint and devising projects designed to tackle our negative impacts.

Carbon emissions

In 2019, emissions from the NHS totaled 31,100 kilotons of carbon dioxide equivalent (ktCO₂e), with 6,100 ktCO₂e associated with the NHS Carbon Footprint while 25,000 ktCO₂e were in the NHS Carbon Footprint Plus grouping^[3]. This was 6.8 per cent of the carbon footprint of UK in 2019 (454,800 ktCO₂e)^[8].

We calculated our 2019/20 carbon footprint with using historical data from estates energy use and

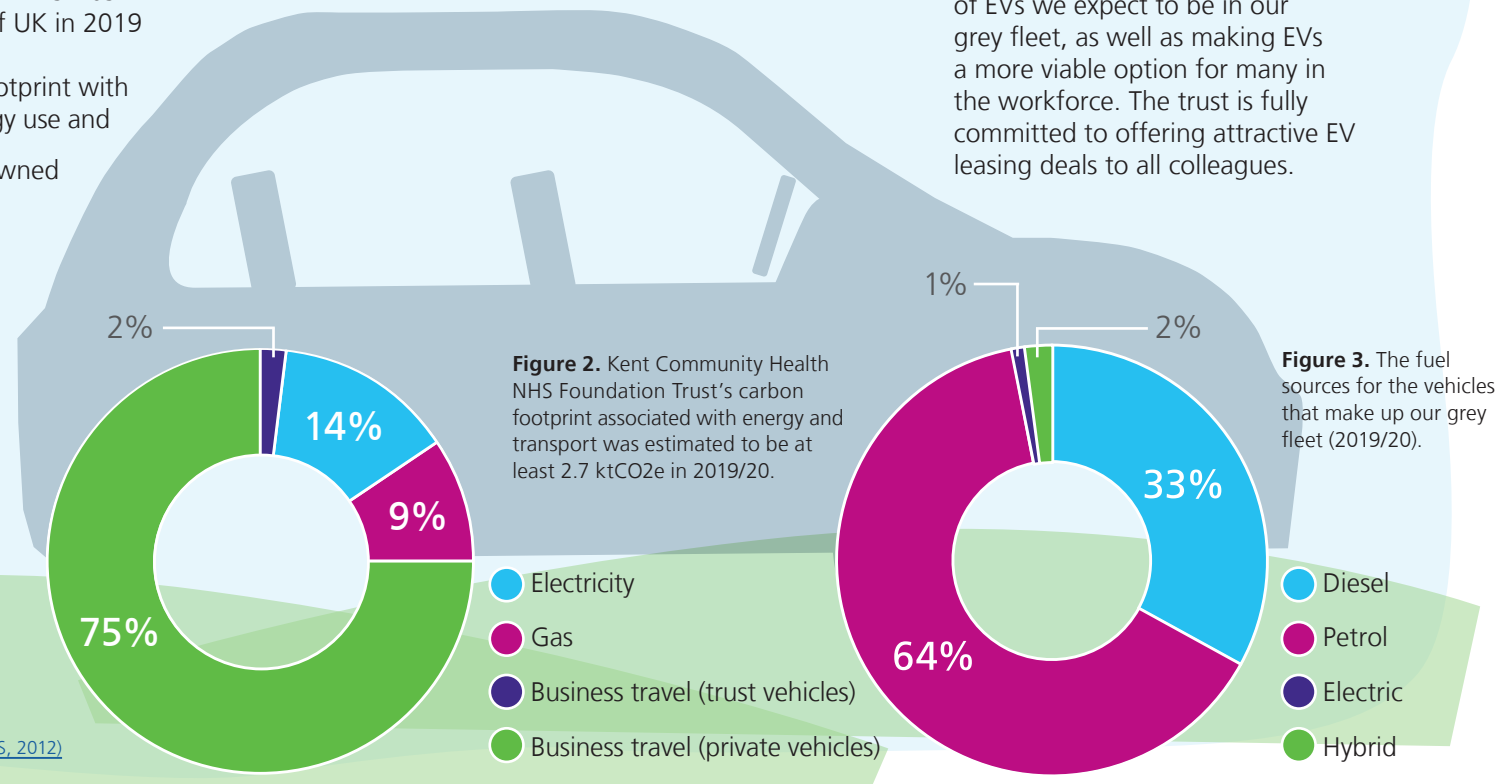
business mileage completed in trust owned or leased vehicles or colleague-owned or leased vehicles, known as grey fleet (figure 2).

We are eager to build the capacity and acquire the tools needed to fully assess the carbon impact of our procurement. We recognise we are in line with other NHS trusts in the use of procurement and it is clear this needs to be an area of focus.

Business travel is the biggest single contributor to our carbon footprint, accounting for 77 per cent of the trust's emissions in 2019/20. In 2019/20, our staff drove more than nine million business miles. The majority of vehicles in the grey fleet rely on fuels, while only 3 per cent are either electric or use a hybrid electric/petrol technology (figure 3).

The trust has 15 electric vehicle (EV) charging points across its sites. Since 2015, the number of public charging points has grown by 312 per cent. The installation of rapid charging points has also grown quickly, increasing by 260 per cent in the same period.

Our objective is to roll out EV charging points across all major trust sites and hubs by 2022, supporting the greater number of EVs we expect to be in our grey fleet, as well as making EVs a more viable option for many in the workforce. The trust is fully committed to offering attractive EV leasing deals to all colleagues.



^[8] 2019 UK Green House Gas Emissions, Final Figures (BEIS, 2012)

Figure 3. A summary of the waste (in tonnes) that was recycled or went to landfill across the trust sites between 2014/15 and 2019/20.

Tonnes of waste recycled

Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Tonnage	141	197	104	79	42	70

Tonnes of waste to landfill

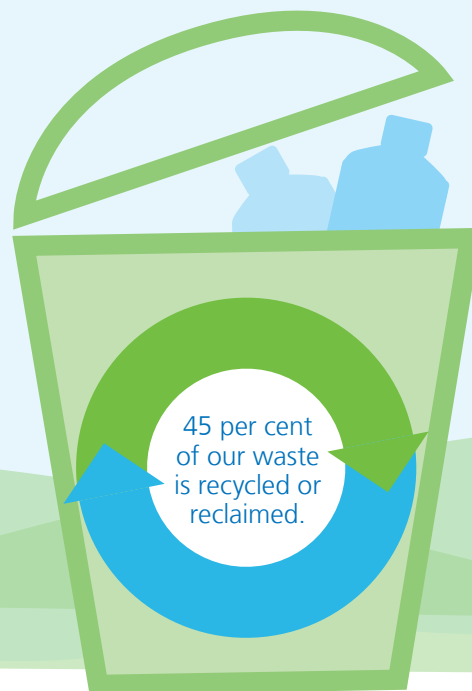
Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Tonnage	400	532	273	150	65	86

Percentage of total waste recycled

Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Percentage	26%	27%	28 %	35%	39%	45%

Waste

The trust has taken significant steps towards reducing the quantity of waste that is created and improving the percentage recycled or reclaimed each year (figure 3). We understand that up to 45 per cent of our waste is recycled or reclaimed. We will seek to better understand what we consume and why, with the objective of reducing the generation of waste, eliminating environmentally harmful waste and assessing our approaches to disposing of waste across the trust.



Procurement

We recognise the progress that needs to be made in this area to assess and target action. We evaluated the most used items purchased by the trust and identified that four of our top 10 procured items are non-clinical. Couch roll and paper are the first and second most procured items. There is a reduction in paper use year-on-year and the trust now uses 100 per cent recycled paper. We are targeting this area for further action.

More efficient procurement of clinical items will be achieved by adopting a more joined-up approach to buying, use and disposal of products. The trust's commercial strategy is due for review and this is a key document to outline how we will consider the sustainability of our procurement choices. The trust seeks to be environmentally and socially responsible when selecting suppliers, however, there is potential to support decision-making using tools that favour low carbon options. For example, contracts may be awarded to suppliers which offset their carbon emissions or are based locally to reduce mileage associated with deliveries.

Locally delivered

Locally delivered

Locally delivered

2.3 Renewable energy

The biggest contribution to the remaining footprint is through our estate, including our community hospitals and our largest base at Trinity House. Our annual tCO₂e figures related to building energy and water consumption have remained relatively consistent over previous years. Our annual electricity use results in emissions of 3,000 tCO₂e, gas consumption has an emission of 1,400 tCO₂e and water use is related to emissions of 55 tCO₂e.

We are aware which sites use the most energy apportioned by staff and area and have started, and will continue, to target these areas to improve efficiency and reduce related emissions. This has included the installation of solar panels across a limited number of sites (Table 1). We endeavour to continue extending our solar energy network and our increase capacity to generate energy locally.

A landmark month for trust solar generation was achieved in July 2020. Hawkhurst Community Hospital locally generated 264 kWh (of electricity) using solar panels while only 204 kWh was used. To improve our understanding of how energy is used across the trust, we are keen to install high-resolution automated meter read (AMR) systems in our buildings. This improved data will allow us to better monitor and manage our energy use in buildings and quantify the effects of both efficiency improvements and behaviour change-focused projects.

Table 1. Approximate generation capacity installed at trust sites from June 2018 to December 2020.

Site	Installation data	Generation capacity
The Oast	June 2018	17 kW
Foster Street, Maidstone	February 2020	25 kW
Coxheath, Maidstone	March 2020	50 kW
Hawkhurst Community Hospital	May 2020	50 kW
Total		142 kW

2.4 Use of our estate

As a community trust, we have a large footprint of properties; 921 across Kent, East Sussex and London. We have a core estate of 99, while we are a major occupier of 46 sites. In terms of outdoor space, this is mainly limited to our nine community hospitals. Except for one, each community hospital has some outdoor space with the largest at Tonbridge Cottage Hospital and Queen Victoria Memorial Hospital in Herne Bay. Some also have small dementia and therapy gardens run and maintained by staff and volunteers.

We run kitchens at eight out of nine community hospitals and all produce is purchased from external suppliers.

Evidence shows that having access to outdoor space and being able to exercise outside has a positive impact on both health and wellbeing^[9]. We will seek to use our outdoor spaces beyond the limited way we are using them now to improve the mental and physical health of our staff, patients and communities.

^[9] [Green space benefits for health and well-being: A life-course approach for urban planning, design and management \(Douglas et al., 2017\)](#)

3. Our commitments

We will meet the needs of today without compromising the ability to meet the needs of tomorrow:

We need to achieve our vision of good health for our community; a community that supports each other to live well and makes sure the resources we have are used efficiently to continue delivering high-quality care without compromising future delivery. We are, therefore, making an explicit and clear commitment to delivering high-quality, low-carbon and sustainable services.

We commit to reducing our environmental impact:

A reduction in carbon use and pollutants is an investment in the health and resilience of our communities and our planet. It is not enough to safeguard resources; we must invest in people and communities to make sure we achieve the best impact and value for the future.

We commit to striving for fairness:

We understand that fairness is central to sustainable services. Communities grow fairer, stronger and more sustainable when all members have equality of opportunity to contribute. In some communities, this opportunity is not as available for some as it is for others, either through lack of access, deprivation, or not being listened to. To achieve our ambitious goals, we need to support and encourage all communities to contribute.

We commit to being a beacon of change for the communities we serve:

We have a significant social responsibility as a major employer, service provider and as part of the NHS. Our ambitions for sustainability are not limited to our direct actions as a trust, but also to support the decisions made by our staff and the values we embody for the patients and communities we serve.

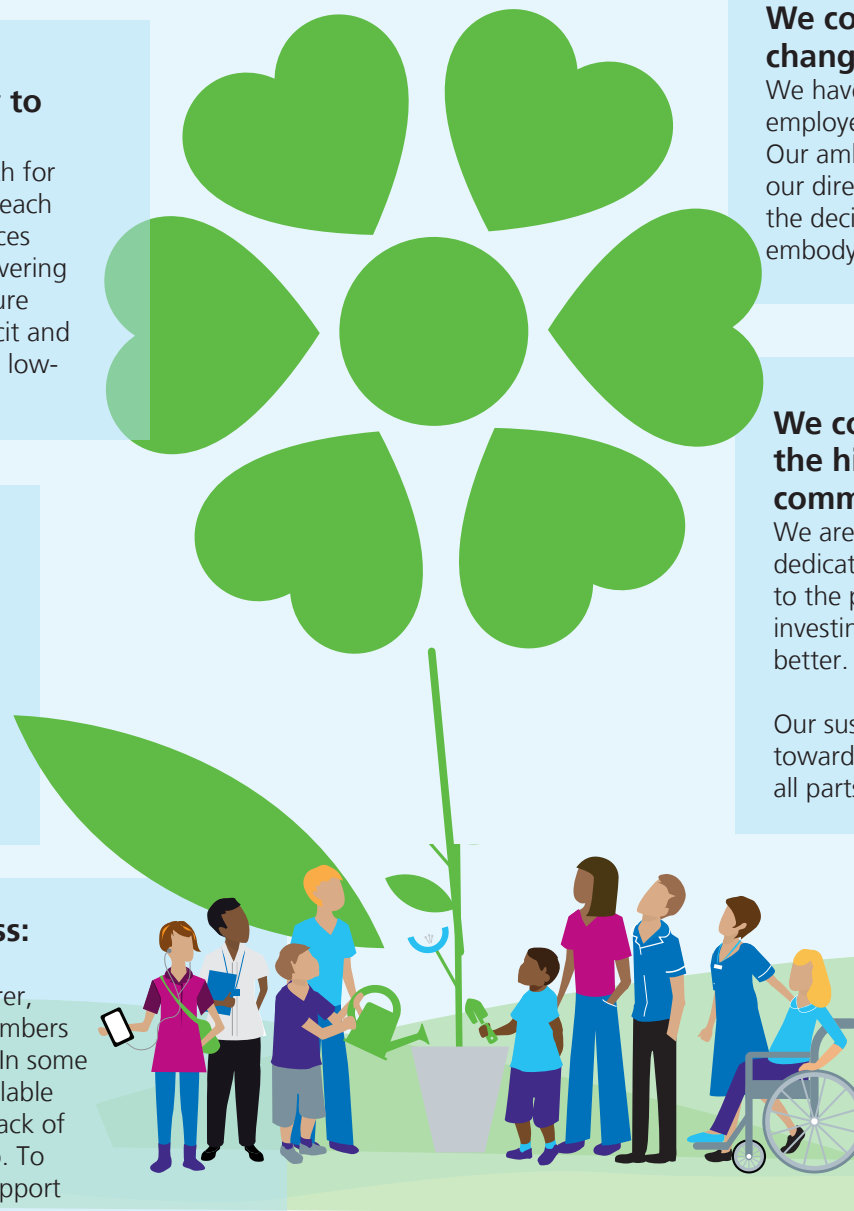
We commit to continuing to deliver the highest quality care to the communities we serve:

We are, first and foremost, an organisation dedicated to delivering the highest quality care to the people we serve and we believe that by investing in staff and communities, we do this better. This is the heart of sustainability.

Our sustainability strategy sets out our journey towards an environmentally sustainable future for all parts of society.

We have two goals:

- 1) To use resources wisely.
- 2) To invest in our staff and community, develop knowledge and facilitate opportunity.



4. Meeting our commitments



To meet our commitments to sustainability, we recognise the need to identify and engage with our wider community and to make sure high-quality and sustainable healthcare provision is a core consideration at each step on our journey towards building a more sustainable trust.

Engagement, inclusion and equality

As a society, we are stronger when all our communities can contribute, be heard and work together towards sustainable outcomes. To increase participation with all the people we serve, including those people we do not often hear from, we will:

- build on our established relationships and increase our engagement with local voluntary organisations, networks and communities
- increase the number of working together groups and the number of services that have an identified patient/carer voice in the delivery of care

- collaborate with the Participation Team to integrate the views and experiences of our diverse community in developing environmentally sustainable approaches to delivering healthcare that improves patient safety, care and experience
- recognise patients and their caregivers as engines for change, who can assist the trust in building a sustainable future through community hubs and working together groups, and by gathering patient and carer experience feedback.

The methods we will use will include, but are not restricted to:

- focus groups
- direct staff and patient interaction
- one-to-one interviews
- co-designed and delivered training
- governance focus groups and meetings
- patient and carer experts by experience
- focused events.

High-quality and sustainable healthcare provision

To build on our reputation as a trust that delivers high-quality healthcare provision, we will:

- implement the *Always Events* methodology across the organisation and incorporate sustainability-related aspects of care, which should always occur when patients interact with healthcare professionals
- link with equality, diversity and inclusion leads across Kent, East Sussex and London to deliver regional and national strategies and engage with communities
- explore opportunities to embrace innovation and introduce new virtual approaches to engagement
- use social media to promote the work of the trust and to engage with patients, public and stakeholders
- continue to implement innovative ways to make sure we have accessible communications, publications and resources
- build on our use of video/ phone appointments with interpreting services accessible on all digital platforms.

- provide video updates on changes to services with subtitles and additional languages, including British Sign Language. These will be available on our public website and our social media
- enable all training relating to equality and diversity, complaints handling, carer awareness and co-design to be delivered using online platforms
- continue to increase the number of phone and digital solutions for collecting patient feedback reducing the number of paper surveys
- increase the involvement of our volunteers in collecting feedback at the point of care
- deliver online forums for carers' working with our voluntary carers organisations
- continue to encourage early resolution of complaints using face-to-face or phone and digital meetings where, appropriate to reduce the use of paper.

These measures will help us to refine and develop our actions and priorities.

5. Our objectives

Through our sustainability strategy, we have targeted five key areas for further assessment and actions to support a holistic approach to sustainability across the trust:



5.1 Our people and system leadership:

How do we engage our colleagues and support sustainable choices?

5.2 Sustainable models of care:

How do we provide healthcare of the highest quality today and tomorrow?

5.3 Digital transformation:

How can we use new technology to our advantage?

5.4 Travel and transport:

How do we get to where we need to go?

5.5 Estates and facilities:

How do we use our buildings?

5.6 Medicines:

How can we make sure that what we prescribe is good for both our patients and the planet?

5.7 Supply chain and procurement:

How do we choose what we use?

5.8 Food and nutrition:

How can we eat better to feel better?

5.9 Adaptation:

How can we be prepared for change?

5.10 Wildlife and biodiversity:

How do we support the natural world around us?

5.1 Our people

Our first theme underpins all the other workstreams. We recognise it is only through the support, action and buy-in from colleagues that we can achieve our ambitious objectives. Integral to all workstreams is engagement and inclusion at all possible points. **We make the following commitments to our workforce:**



- We will build and enhance leadership for environmental health; through engaging, inspiring, mobilising and supporting colleagues to be leaders in sustainability.
- We will create a sustainability-led movement through engagement, support and enhancing understanding throughout our workforce. We recognise there are already champions and enthusiasts for sustainability in our organisation. We will identify them, give them a platform to speak and empower them to make changes.
- We will review our processes to help colleagues consider sustainability as part of their everyday work, through transport choices, the procurement strategy, use of outdoor spaces and disposal of waste.
- We will give an identity to our cultural movement with a communication plan, which will be part of the Communications, Engagement and Patient Experience Strategy.
- We will support the enabling and empowering of our workforce to make sustainable choices by becoming an accredited living wage employer.

Our objectives for 2024:

- To agree and set aside the financial investment required for our staff to be paid the Living Wage.
- To co-design approaches to engaging the workforce with the health, environmental and financial benefits of sustainability
- To support projects identified and spear-headed by the trust's sustainability champions.

5.2 Sustainable models of care

We recognise that our models of care will need to transform to enable us to providing healthcare of the highest quality today and tomorrow. **We make the following commitments:**



- We will promote innovations by our colleagues who are making changes to their services to reduce negative environmental impacts and improving health outcomes.
- We will build a culture of sustainability to embed sustainability throughout our care provision.

Our objectives for 2024:

- To understand the impacts and opportunities for all services across the trust.
- To build links with other trusts to understand cutting-edge new approaches to sustainable models of care.

5.3 Digital transformation

We understand that harnessing new technologies can help us to work more effectively and use resources wisely.

We make the following commitments:



Our objectives for 2024:

- We will develop a roadmap for how the trust's digital strategy can support our sustainability ambitions in collaboration with our information technology colleagues.
- To actively explore opportunities for digital technologies to reduce the amount we need to print.



5.4 Travel and transport

Business travel is understood to be the largest single contributor to the trust's carbon footprint, with more than nine million miles recorded in 2019/20. **To reduce our footprint, realise the benefits of alternative means of travel and take advantage of available technology we make the following commitments:**

- We will minimise the harmful impact of our travel choices by reducing the carbon emissions attributed to the transport of staff, patients, clients and service users throughout the trust's operations.
- We will support and incentivise sustainable travel choices, moving away from use of petrol and diesel-fueled cars to alternative transport options, which can provide environmental, economic and health benefits.
- We will reduce carbon emissions attributed to commuting by enabling home working for our staff where possible and improving the virtual consultation experience for patients where relevant to reduce need to travel to sites.

Our objectives for 2024:

- To support staff, patient, client and service user decision-making through the provision of information around sustainable travel options
- To reduce carbon emissions attributed to travel by supporting alternative means of travel, including promoting and incentivising use of e-bikes and electric cars.

5.5 Estates and facilities

The electricity and gas use throughout our estate makes up the remainder of our carbon footprint quantified to date. **To reduce our carbon footprint and realise the economic, health and environmental benefits of managing and occupying our buildings more effectively, we make the following commitments:**

- We will be forward-thinking and pioneering in proving sustainable indoor environments, which meet the needs of our colleagues and communities.
- We will drive efficiencies in how we operate our buildings, including our own estate and buildings in which we are tenants.
- We will reduce the amount of water we use through the introduction of water-saving technologies and employing best practice approaches.
- We will drive up levels of recycling in our trust with an initial focus on better ways to dispose of waste from our estate.

Our objectives for 2024:

- To have a clear roadmap for our transition away from a reliance on carbon-based energy sources to power, heat and cool our buildings.
- To commit to consulting and co-designing spaces with our colleagues and community, focusing on less-often-heard groups.
- To create indoor and outdoor spaces with accessibility as a core requirement.
- To raise awareness of the impacts of waste throughout our colleague networks and communities and create opportunities to make better choices for disposal.
- To have a programme for reducing our water consumption.





5.6 Medicines

We are eager to understand and reduce the negative environmental impacts of the medicines and medical devices we use. **We make the following commitments:**

- We will adapt existing and develop new systems to gather information about the trust's use of anesthetic gasses and metered dose inhalers.

Our objectives for 2024:

- To baseline the trust's use of anesthetic gasses and metered dose inhalers and develop a programme to reduce and replace.



5.8 Food and nutrition

We understand that eating better can help us feel better and that our choices can improve the quality and reduce the negative environmental impacts of the food we prepare and serve. **We make the following commitments:**

- We will raise awareness of the importance of diet and nutrition for good health and make responsible choices for purchasing.

Our objectives for 2024:

- To explore how food growing at sites can reduce associated delivery mileage and be incorporated in treatment and therapeutic approaches.

5.7 Supply chain and procurement

We recognise the carbon emissions arising through our procurement actions and related supply chain are likely to be high, in line with other comparable trusts. **To reduce the emissions resulting from our direct actions and play our part as a major employer to support the decarbonisation of the wider supply sector, we make the following commitments:**

- We will seek to transform the supply chain by focusing on establishing sustainable procurement. We will introduce enhanced sustainability criteria in our purchasing decisions and tendering processes.
- We will be transparent about our commitment to ethical and sustainable procurement across the trust's departments.

Our objectives for 2024:

- To review our commercial strategy and prioritise sustainability as a guiding factor in decision-making
- To introduce enhanced sustainable criteria into our tendering processes so sustainability is explicitly and meaningfully considered as part of selecting suppliers.
- To seek to reduce mileage by preferring local suppliers, where this is an option.
- To develop and publish a sustainable procurement policy, working with suppliers
- To understand which commonly bought products with a high carbon cost and plan how these can be substituted, use reduced or impact mitigated





5.9 Adaptation

The climate is already shifting as a result of anthropogenic emissions. We understand that we will need to mitigate the effects and risks to the trust from more frequent extreme weather events and higher average temperatures. **We make the following commitments:**

- We will incorporate need for adaptation in how we use, maintain and change our buildings.
- We will collaborate regionally and nationally to bolster the trust's understanding of risks faced and how we can be best prepared.

Our objectives for 2024:

- To measure and monitor air temperatures in our sites to support decision-making around adapting buildings for warmer average temperatures.
- To be actively engaged with regional and national bodies to be involved in the conversation around area-wide approaches to adaptation which would affect our sites, colleagues and the communities we serve.

5.10 Wildlife and biodiversity

We want our indoor and outdoor spaces to exemplify how nature can be included to promote the health and wellbeing of our staff, patients, clients and service users while contributing to the health and wellbeing of the natural ecosystems that surround us.

To achieve this aim, we make the following commitments:

- We will promote the use of our green spaces for therapeutic purposes.
- We will produce organic food locally for use in our community hospitals' kitchens and clinics. This will have the dual benefit of reducing artificial substances in the body and reducing the carbon footprint in transporting food from external suppliers.
- We will enable members of our communities to contribute to these ambitions.
- We will seek to identify employment opportunities for diverse groups.

Our objectives for 2024:

- To co-design green spaces with the different communities we want to be empowered to use it: Our colleagues, patients and the wider population.
- To create and maintain green spaces through a collaboration between colleagues, patients, clients, service users and the local population.
- To raise awareness around the importance of green spaces and engage our communities with the creation of these spaces.



6. Conclusions

As a trust, we recognise that sustainability is essential to enable the continued delivery of excellent care in a changing world.

We are excited to take strides towards a more sustainable future for the trust through the workstreams and actions set out in the Sustainability Strategy for 2021 to 2026. Each year, progress on the targets will be reported and new objectives and actions will be set as we progress towards **our sustainable** vision for 2026.

The values explained through the Sustainability Strategy run throughout the trust's wider strategies.

- Our commercial strategy recognises we are a major business presence in the local community and that the commercial decisions we make and the supply contracts we retain can influence transition towards a more sustainable supply chain.
- Our quality strategy outlines our dedication to improving the delivery of care through a focus on patient and staff experience, population health, and increasing value for money; objectives core to the sustainable delivery of care.
- Sustainability is also integral to our people strategy, which sets out our commitment to nurture leadership, create a culture of support and performance and foster continuous improvement and flexibility.



Appendix One:

Our sustainability action plan 2021 to 2022



UN sustainable development goal icons



End poverty in all its forms everywhere.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Make sure healthy lives and promote well-being for all at all ages.



Make sure inclusive and equitable quality education and promote lifelong learning opportunities for all.



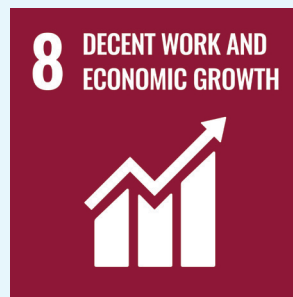
Achieve gender equality and empower all women and girls.



Make sure availability and sustainable management of water and sanitation for all.



Make sure access to affordable, reliable, sustainable and modern energy for all.



Promote sustainable, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



Reduce inequality within and among communities.



Make cities and human settlements inclusive, safe, resilient and sustainable.



Make sure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.



Conserve and sustainable use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Strengthen the means of implementation and revitalise the global partnership for sustainable development.



Target connected to our direct emissions (NHS carbon footprint)










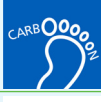











Target connected to emissions we influence (NHS carbon footprint plus)



















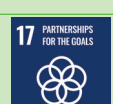
Target connected with the Kent Community Health NHS Foundation Trust mission, vision and values













Our people

SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
01 We will quantify the number of staff cycling to commute or for leisure		
02 We will quantify how colleagues engage with physical activity during work and commuting		
03 We will assess training offered by the trust for whether it has been delivered virtually or locally since 2019/2020	 	
04 We will increase the training delivered virtually by 35 per cent compared to a 2019/2020 baseline	 	
05 We will support at least 20 per cent of colleagues to source their home energy renewably		 
06 We will produce a report on how a collaboration with Kent Supported Employment could support trust kitchen and green space projects		 
07 We will be accredited as a Living Wage Employer		 





































SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
08 We will support the Human Resources Team with the development and introduction of a Direct Loan Deduction Scheme		 
09 We will establish regular reporting of colleague awareness of the trust's sustainability projects		
10 We will establish a network of sustainability champions, with a champion in each service		 
11 We will meet all requirements for reporting from the Greener NHS	 	
12 We will map requirements from awarding bodies with trust project outputs to identify award eligibility and schedule applications accordingly		
13 We will investigate colleague demand and need for training in sustainability-related topics		
14 We will establish regular reporting of how the Sustainability Team are supporting other trusts and the wider system		 












SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
Sustainable models of care		
15 We will develop a case study of how a trust service is transitioning to be more sustainable	 	 
Digital transformation		
16 We will perform 80 per cent of initial consultations virtually where feasible and beneficial	 	
17 We will establish regular reporting of trust paper using and printing spend	 	

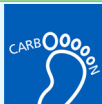















SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
Travel and transport		
18 We will establish regular reporting of carbon footprint associated with trust travel	 	 11 SUSTAINABLE CITIES AND COMMUNITIES
19 We will establish regular reporting of the number of colleagues using electric vehicles for business travel or commuting	 	 11 SUSTAINABLE CITIES AND COMMUNITIES
20 We will identify at least two services to trial e-bikes		 3 GOOD HEALTH AND WELL-BEING  11 SUSTAINABLE CITIES AND COMMUNITIES
21 We will identify which trust sites are eligible for bike parks and investigate colleague demand		 3 GOOD HEALTH AND WELL-BEING  11 SUSTAINABLE CITIES AND COMMUNITIES
22 We will source or develop a webpage to support colleagues, patients and visitors to reach trust sites using alternative methods of transport	 	 11 SUSTAINABLE CITIES AND COMMUNITIES
23 We will evaluate the potential and service interest in a carpool system at trust sites		 11 SUSTAINABLE CITIES AND COMMUNITIES
24 We will develop a group to coordinate trust fleet transition towards electric and hybrid vehicles		 11 SUSTAINABLE CITIES AND COMMUNITIES

SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
Estates and facilities		
25 We will assess capacity and opportunity for electric vehicle charging points at trust-owned sites and tenanted sites with leases of more than 5 years	 	
26 We will purchase at least 20 per cent of KCHFT energy to be from renewable sources at trust-owned sites and sites with leases of more than 5 years		
27 We will require all new trust-led healthcare development projects and refurbishments to achieve BREEAM scores of “excellent” and “very good” respectively.	 	
28 We will achieve a 5 per cent reduction in energy costs across trust-owned and tenanted sites where the trust is responsible for energy billing		
29 We will have a carbon management system in place		
30 We will assess capacity and opportunity for solar panel systems trust-owned sites and tenanted sites with leases of more than seven years	 	

SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
31 We will measure and monitor use of trust estate	 	
32 We will identify how many bins are available internally and external at owned trust-owned sites and tenanted sites where the trust is responsible for waste management.		
33 We will establish regular reporting of trust waste generated		
34 We will measure and monitor utilisation of water across trust-owned and tenanted sites where the trust is responsible for water billing.		 







SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
Medicines		
35 We will develop a baseline for trust anaesthetic gas purchasing and calculate associated carbon footprint		 
36 We will develop a case study of the trust's relationship with the prescription of metered dose inhalers		 
Supply chain and procurement		
37 We will complete a list of how and why single use, non-clinical plastics are used across the trust		
38 We will publish a revised procurement policy which features the trust's commitment to sustainability		
39 We will publish a revised tendering Standard Operating Procured (SOP) which draws on the trust's commitment to sustainability		
40 We will commit to only purchasing sustainably sourced paper where possible		



SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
Food and nutrition		
41 We will establish how many miles are associated with the delivery of food and drink to trust sites		  
42 We will pilot a hospital kitchen garden project	 	    
Adaptation		
43 We will investigate flood risk to trust-owned and tenanted sites	 	  
44 We will investigate historical air pollution records for trust-owned and tenanted sites	 	   
45 We will establish regular reporting of excessive heat incidents across trust-owned and tenanted sites	 	  



SMART targets for 2021/22	Grouped greener NHS target	UN sustainable development goal
Wildlife and biodiversity		
46 We will develop five multi-functional green spaces across trust-owned sites		<div>3 GOOD HEALTH AND WELL-BEING</div> <div>15 LIFE ON LAND</div>
47 We will scope the potential for gardening clubs for trust-owned sites and tenanted sites with green spaces.		<div>3 GOOD HEALTH AND WELL-BEING</div> <div>15 LIFE ON LAND</div>
48 We will develop a plan for the 'dig for health' campaign		<div>3 GOOD HEALTH AND WELL-BEING</div> <div>4 QUALITY EDUCATION</div> <div>15 LIFE ON LAND</div>
49 We will survey all trust-owned community hospitals to understand biodiversity and required ecological management		<div>15 LIFE ON LAND</div>

Do you have feedback about our health services?

Phone: 0800 030 4550, 8am to 5pm, Monday to Friday

Text: 07899 903499

Email: kentcht.PALS@nhs.net

Web: www.kentcht.nhs.uk/PALS

Patient Advice and Liaison Service (PALS)

Kent Community Health NHS Foundation Trust

Unit J, Concept Court

Shearway Business Park

Folkestone

Kent CT19 4RG

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Our values
Compassionate Aspirational Responsive Excellent

