

GREEN PLAN FOR APPROVAL

Trust Board	Item: 14														
Date: 26 January 2022	Enclosure: K														
Purpose of the Report: To present the Green Plan for 2022-23 for approval to be presented to Trust Board in January.															
For: Information <input type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input checked="" type="checkbox"/>															
Sponsor (Executive Lead):	Yarlini Roberts														
Author:	<i>Paul Graham</i>														
Author Contact Details:	Paul.graham9@nhs.net														
Risk Implications – Link to Assurance Framework or Corporate Risk Register:	Nil														
Legal / Regulatory / Reputation Implications:	Requirement by NHS England for each Trust to have a Board Approved Green Plan by April 2022.														
Link to Relevant CQC Domain: Safe <input type="checkbox"/> Effective <input type="checkbox"/> Caring <input type="checkbox"/> Responsive <input type="checkbox"/> Well Led <input checked="" type="checkbox"/>															
Link to Relevant Corporate Objective:															
Document Previously Considered By:	Director of Estates & Facilities & Shared with the following people for review of the action plans. <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 50%;">Yarlini Roberts</td> <td>4.1 (Leadership) 4.8 (Supply chain and procurement)</td> </tr> <tr> <td>Kelvin Cheatle</td> <td>4.2 (Workforce)</td> </tr> <tr> <td>Nichola Kane</td> <td>4.3 (Sustainable models of care) & 4.9 (Food and nutrition)</td> </tr> <tr> <td>Kevin Fitzgerald</td> <td>4.4 (Digital transformation)</td> </tr> <tr> <td>Philip Griffiths</td> <td>4.5 (Travel and transport) & 4.6 (Estates and facilities)</td> </tr> <tr> <td>Bill Oldfield</td> <td>4.7 (Medicines)</td> </tr> <tr> <td>Mairead McCormick</td> <td>4.10 (Adaptation)</td> </tr> </table>	Yarlini Roberts	4.1 (Leadership) 4.8 (Supply chain and procurement)	Kelvin Cheatle	4.2 (Workforce)	Nichola Kane	4.3 (Sustainable models of care) & 4.9 (Food and nutrition)	Kevin Fitzgerald	4.4 (Digital transformation)	Philip Griffiths	4.5 (Travel and transport) & 4.6 (Estates and facilities)	Bill Oldfield	4.7 (Medicines)	Mairead McCormick	4.10 (Adaptation)
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Recommendations:															
Board is asked to accept the contents of this strategic plan including the action plan.															
Note: This plan has been shared in draft with the Southwest London Health & Care Partnership Green Plan Delivery Group to support the creation of the ICS Green Plan. The final Board approved version will be shared with SWL HCP upon approval.															

Enclosure



Kingston Hospital Sustaining our future

GREEN PLAN

2022-23 Edition

This is our strategic plan to be a more sustainable organisation. Within, we outline our vision for 2025 and provide detailed areas of focus for the 2022-23 financial year. Together, we are developing services that will provide social, economic and environmental benefits to our local community for the long-term.

Living our values *every day*





Green Plan 2022/23

1. Introduction

The NHS has set ambitious targets to reduce the amount of carbon dioxide and equivalent gas emissions to a net zero position. This will support the UK's intention to reduce emissions. The NHS has divided emissions sources into two categories; emissions we control directly (burning fuel etc.) and emissions we can influence (supply chain and services).

The goals are:

1. To reach net zero by 2040 for the emissions we control, with an ambition for an 80% reduction by 2028-32.
2. To reach net zero by 2045 for emissions we can influence, with an ambition for an 80% reduction by 2036-39.

This plan seeks to align Kingston Hospital with the system-wide ambition by setting out a vision for 2025, proposing four strategic goals for 2022/23 and detailing specific departmental actions for that year.

2. Vision for a Sustainable Future at Kingston Hospital

The paragraphs below contain the Trust's vision of where we want to be in 2025. This will be revised and updated every year as part of the annual Green Plan review process.

Impact:

The Trust's carbon emissions are well understood, we have reduced them in measurable ways and have a strategy in place to meet the NHS's net zero targets. By carrying out this plan we have taken specific actions to reduce harm to the environment caused by our activities. We have promoted natural cycles, empowered our staff, contractors and patients to live well & support each other and we have managed our financial resources and risks responsibly.

Team:

We have a dedicated sustainability team drawn from a wide variety of disciplines and we work well together to implement the Trust's sustainability plan. We share a common ambition, are keen to implement positive changes and are always looking for ways to do things better. We are well equipped to develop our services into a greener future.

Services:

We design services with long-run sustainability in mind, including;

- Putting the patient first in how we design their experience of our services.
- Preparing our premises for low carbon heating and power.
- Considering the long-term financial impacts.
- Looking after our staff and contractor needs.

We also say no to proposals which do not align with a sustainable future.



Communications:

Our patients can come to us, knowing that by using our services they are participating in the creation of a greener future.

Our staff are proud of our commitment and success in this area. We openly communicate progress and provide specific encouragement alongside practical ways all our staff can contribute.

We share good news with our patients and publicly celebrate success. Other Trusts admire our progress and seek to learn from our example.

The following goals and actions outline our plan to progress towards this vision during 2022/23.

3. Strategic Goals for Sustainability in 2022/23

These are the four goals which will be the focus of our efforts in 2022/23.

1. Develop a governance framework to oversee progress, planning and communications.
2. Identify and implement any effective, immediate actions within our control.
3. Establish our position with regards to emissions we can influence.
4. Start to engage with innovators and early adopters within our staff.
5. Review risks around climate change and any adaptations needed.

The Action Plans below aligns with these goals.

4. Action Plans

The following list contains actions we are planning to complete by April 2023 to move towards the goals. They are grouped into headings derived from the Greener NHS guidance, with each heading overseen by a senior accountable officer.

4.1. Leadership:

Accountable Officer: Board Level Net Zero Lead (Chief Financial Officer)

- i. Establish the Sustainability Committee as the oversight body for this plan. [Goal 1]
- ii. Publish an annual sustainability report within the Trust Annual Report and Accounts for 2021/22. [Goal 1]
- iii. Ensure that this Green Plan is reviewed and re-approved for 2023/24. [Goal 1]
- iv. Engage with our ICS partners on initiatives we can do together. [Goals 2 & 3]

4.2. Workforce:

Accountable Officer: Director of Workforce & Organisational Development

- i. Develop and facilitate a plan to establish improvements to how our people work and implement any quick wins identified. [Goal 2]



- ii. Refresh processes for how the organisation interacts with our staff, patients and the wider community regarding sustainability. [Goal 1]
- iii. Design an engagement programme to identify and gain the support of sustainability leaders within our staff. [Goal 4]

4.3. Sustainable models of care:

Accountable Officer: Chief Nurse

- i. Develop and facilitate a plan to evaluate ways in which models of care can be made more sustainable over the next 3 years. [Goal 3]
- ii. Develop an action plan to deliver initiatives in 2023/24. [Goal 3]

4.4. Digital Transformation:

Accountable Officer: Director of IM&T

- i. Progress the implementation of digital records management. [Goal 2]

4.5. Travel and transport:

Accountable Officer: Director of Estates & Facilities

- i. Develop the Healthy Travel Plan into a Green Travel Plan. [Goal 1]
- ii. Quantify the carbon benefits of the transition to an all-electric pool fleet. [Goal 2]
- iii. Scope the potential for additional electric vehicle charging infrastructure. [Goal 3]

4.6. Estates and facilities:

Accountable Officer: Director of Estates & Facilities

- i. Produce a heat decarbonisation plan to transform the way buildings are heated. [Goal 3]
- ii. Evaluate opportunities to improve recycling rates. [Goal 3]
- iii. Design all new building projects to BREEAM standards of sustainability. [Goal 1]

4.7. Medicines:

Accountable Officer: Medical Director

- i. Review the feasibility of available technology and alternative products to reduce the use of desflurane as an anaesthetic gas. [Goals 2 & 3]
- ii. Assess the case to change inhaler propellants to low-impact alternatives. [Goal 3]
- iii. Develop and facilitate a plan to minimise nitrous oxide escape. [Goal 3]

4.8. Supply chain and procurement:

Accountable Officer: Chief Financial Officer

- i. Commission a specialist consultant to evaluate emissions from products and services procured by the Trust. [Goal 3]
- ii. Introduce a mandatory minimum of 10% of tender evaluation marks for net zero carbon and social value. [Goal 2]

- iii. Review the approvals process and draft a sustainability impact assessment to be included in all business cases. [Goals 1 & 2]

4.9. Food and nutrition:

Accountable Officer: Chief Nurse

- i. Identify any significant improvement opportunities in the way food is produced and delivered to patients. [Goal 3]

4.10. Adaptation:

Accountable Officer: Chief Operating Officer

- i. Work with Southwest London external partners to develop a Climate Change Risk assessment to highlight the risks to the Royal Borough of Kingston, the Trust, patients, staff and visitors to ensure that the Trust can manage and mitigate against these risks. This will be reviewed on an Annual Basis or after an incident. [Goal 5]
- ii. Develop an Adaptation Plan with input from key departments (Finance, Estates and Facilities, HR, EPRR, etc.) and from Southwest London external partners to ensure a resilient and co-ordinated approach, to adapting to the impacts of Climate Change. [Goal 5]
- iii. Invest in adaptation and mitigation measures to ensure the continuity of Trust services during periods of disruption caused by Climate Change. [Goal 5]

These actions will be monitored according to the Governance Plan.

5. Governance Plan

The proposed governance for this plan is outlined below.

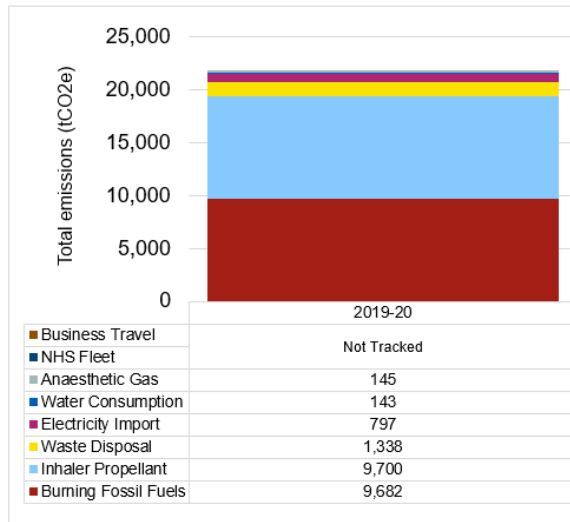
Governing Body	Activity / Frequency	Outputs
South-West London Health & Care Partnership (SWL H&CP)	Annual review and integration exercise	<ul style="list-style-type: none"> • South-West London Green Plan
Trust Board	Annual approval	<ul style="list-style-type: none"> • Approved Green Plan to SWL H&CP
Executive Management Committee (EMC)	Quarterly oversight and pre-approval of plan to Trust Board	<ul style="list-style-type: none"> • Green Plan to Board & • Annual Sustainability Report included within Trust Annual Report and Accounts to auditors.
Sustainability Committee	Quarterly review	<ul style="list-style-type: none"> • Quarterly update report, • Annual Sustainability Report & Annual Green Plan Review to EMC
Accountable Officers	Informal monthly review	<ul style="list-style-type: none"> • Quarterly input to Sustainability Committee



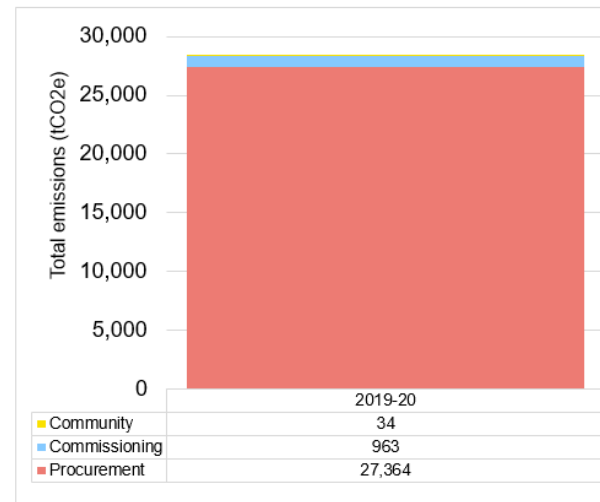
6. Carbon Footprint Model

The Trust is using 2019-20 as a carbon baseline. Our total emissions for that year were 50,166 tonnes of CO₂ equivalent.

6.1. Emissions we control



6.2. Emissions we can influence



This information is included for reference based on the best available data. The Greener NHS team is working on a standardised carbon accounting model for the whole sector which the Trust will include in future versions of this plan once it is available.

7. References

For more information about the national targets and guidance on producing Green Plans, see below.

- Delivering a net zero National Health Service (NHS England, October 2020) <https://www.england.nhs.uk/greenernhs/a-net-zero-nhs/>
- How to produce a Green Plan: A three-year strategy towards net zero (NHS England, June 2021) <https://www.england.nhs.uk/greenernhs/get-involved/organisations/>