



# Our Green Plan

MCH Green Plan 2023

Presented By  
Christina Caller

November 2023



# Contents page

<u><a href="#">3</a></u>	<u><a href="#">About us</a></u>
<u><a href="#">4</a></u>	<u><a href="#">Our social enterprise</a></u>
<u><a href="#">5</a></u>	<u><a href="#">Foreword</a></u>
<u><a href="#">5</a></u>	<u><a href="#">What is Net Zero?</a></u>
<u><a href="#">6</a></u>	<u><a href="#">Executive summary</a></u>
<u><a href="#">7</a></u>	<u><a href="#">Introduction</a></u>
<u><a href="#">9</a></u>	<u><a href="#">Duties and responsibilities</a></u>
<u><a href="#">10</a></u>	<u><a href="#">Make the change</a></u>
<u><a href="#">11</a></u>	<u><a href="#">Drivers for change</a></u>
<u><a href="#">13</a></u>	<u><a href="#">NHS Long Term Plan</a></u>
<u><a href="#">14</a></u>	<u><a href="#">NHS Net Zero commitments</a></u>
<u><a href="#">15</a></u>	<u><a href="#">NHS Green goals</a></u>
<u><a href="#">16</a></u>	<u><a href="#">Our Green aims and vision</a></u>
<u><a href="#">17</a></u>	<u><a href="#">Communications and engagement</a></u>
<u><a href="#">18</a></u>	<u><a href="#">Communications and engagement: Reporting</a></u>

<u><a href="#">19</a></u>	<u><a href="#">Communications plan: Year 1</a></u>
<u><a href="#">20</a></u>	<u><a href="#">Risk</a></u>
<u><a href="#">21</a></u>	<u><a href="#">Finance</a></u>
<u><a href="#">22</a></u>	<u><a href="#">MCH'S Green Plan key areas</a></u>
<u><a href="#">23</a></u>	<u><a href="#">Theme 1: Buildings</a></u>
<u><a href="#">24</a></u>	<u><a href="#">Theme 2: Transport</a></u>
<u><a href="#">25</a></u>	<u><a href="#">Theme 3: Consumption</a></u>
<u><a href="#">27</a></u>	<u><a href="#">Theme 4: People and partnership</a></u>
<u><a href="#">29</a></u>	<u><a href="#">Conclusion</a></u>
<u><a href="#">30</a></u>	<u><a href="#">Appendix 1 - MCH Emissions from 2017/2018 compared to 2023/2024</a></u>
<u><a href="#">31</a></u>	<u><a href="#">Appendix 2 - Year 1 Project Plan - Buildings</a></u>
<u><a href="#">32</a></u>	<u><a href="#">Appendix 3 - Year 1 Project Plan - Transport</a></u>
<u><a href="#">33</a></u>	<u><a href="#">Appendix 4 - Year 1 Project Plan - Consumption</a></u>
<u><a href="#">34</a></u>	<u><a href="#">Appendix 5 - Year 1 Project Plan - People and Partnership</a></u>



# About us

Medway Community Healthcare (MCH), is an award-winning social enterprise and Community Interest Company established in 2011. We work with lots of local partners to support and improve local communities, keeping people healthy and making sure that we are part of a wider picture of all-round health and wellbeing in Medway and beyond. We are one of the largest employers in the area with over 1,500 staff including bank staff.

We're incredibly proud of what we do, and all of our achievements reflect the passion, dedication and commitment demonstrated by our brilliant, hardworking, passionate staff.

These qualities are supported by our values of:

-  **working in partnership**
-  **delivering quality and value**
-  **being caring and compassionate**

These values underpin everything we do with our staff, users of our services, and partners.

We work together to ensure that we deliver a consistently high quality experience. We strive towards our vision of a successful, vibrant community interest company, that benefits the communities we serve. Our purpose is to provide community services across Kent, Medway and beyond. Our commitment is to 'lead the way in excellent healthcare'.



## Our social enterprise

As a social enterprise any profits we make are used to further improve our services or invested in local communities via our charity Medway Cares. We are owned and run by our employees on behalf of the community, and trade as a business for social purposes.

We have also invested in other social enterprises whose social objectives are aligned to ours and whose services or products could benefit our patients. We have taken on many apprentices since 2010 and where possible, we buy our goods and services from local companies.

Our service users, local stakeholders and our staff, have the opportunity to ensure that we are able to:

-  deliver services according to need and not perceived demand
-  deliver innovative ways to provide care closer to home
-  deliver services in a more flexible, productive and efficient manner
-  deliver services that respect every patient's dignity and right to privacy.

Developing a Green Plan will support MCH to:

-  Deliver the targets set in the NHS Long Term Plan
-  Meet the legal requirements set in the Climate Change Act 2008
-  Improve the health of the communities we serve
-  Improve air quality in the local community
-  Monitor and measure our aims and objectives against legislative targets
-  Achieve sustainable prosperity for present and future generations.



# Foreword

Our Green Plan sets out how we intend to embed environmental stewardship across our organisation and among those we work with, ultimately improving the health and wellbeing of the communities we serve as well as doing our bit to help our planet and protect it for future generations.

We are committed to creating a culture of accountability around our environmental impact. Whether you are a staff member or patient, we encourage everyone to look at what you can do to be 'greener'.

## What is Net Zero?

Net Zero essentially means not contributing to global warming. The total greenhouse gas emissions being added to the atmosphere is less or equal to the amount being absorbed. It is about balancing the amount we emit with the amount we remove.

It is not the same as being 'carbon neutral'.

Carbon neutral means limiting the future increase in carbon emissions whilst neutralising existing emissions.



# Executive summary

Our Green Plan provides us with an organisation-wide strategy that outlines the plan of action, in line with our vision and objectives. Sustainability at Medway Community Healthcare is driven by financial, environmental, social and legislative factors, including the Greener NHS Programme's net zero carbon by 2040 target set in 2020. MCH is part of the "NHS family" and will endeavour to ensure the same level of commitment.

This plan outlines how we will aim to reduce our emissions and improve our monitoring and reporting of emissions. It also provides actions to be taken relating to each module of the Sustainable Development Assessment Tool (SDAT). In order to assist the delivery of this plan, timescales and responsibilities have been specified for each action. Areas of priority have also been provided, which have been influenced by stakeholders' feedback to guide future decision making.

The Green Plan introduces a Sustainability Group (SG) and Green Champions network. These responsible bodies will drive sustainable changes and behaviours at MCH and will ensure progress is being made.

In order to retain and increase engagement with sustainability at MCH our Elected Members Forum will support in the development of a Sustainability Communications Plan with our Communications team, outlining key audiences, communication networks and activities specific to MCH.



# Introduction

Medway Community Healthcare will ensure sustainability is part of all we do. In partnership with patients, staff and the local community, our strategy captures the social, environmental and economic impact of our actions.

Our strategic objectives are:

-  **To provide high quality, integrated community services in Medway and Swale and in the wider Kent and Medway Integrated Care System;**
-  **To be a leading partner in the provision of health and care services in Kent and Medway;**
-  **To invest in our employees;**
-  **To add social value to the communities we serve;**
-  **To invest in efficient, effective infrastructure to support the delivery of high-quality community health and care services.**

This plan establishes a framework for embedding sustainability in line with MCH's environmental and social responsibilities, including a programme of carbon reduction across all services.

It is to provide the groundwork for setting ambitious targets which supports our corporate responsibility to the local and national communities whilst maintaining the highest level of patient care.



# Introduction

We recognise the importance of developing a Green Plan which is both robust and seen as a workable standard at the highest level.

This Plan complements our vision and outlines our strategic objectives.

The climate emergency is a health emergency. It is imperative for the NHS to act towards this via its responsibility to promote health and prevent illness. Action must not only cut NHS emissions - currently equivalent to 4% of England's total carbon footprint - but also build adaptive capacity and resilience into the way care is provided. This action will lead to direct benefit for patients, with research suggesting that the ways in which sustainable models of care can be enacted will have a direct impact on promoting mental health.

Sustainability can be defined as: ***"meeting our needs today without compromising our ability to meet the needs of tomorrow"***

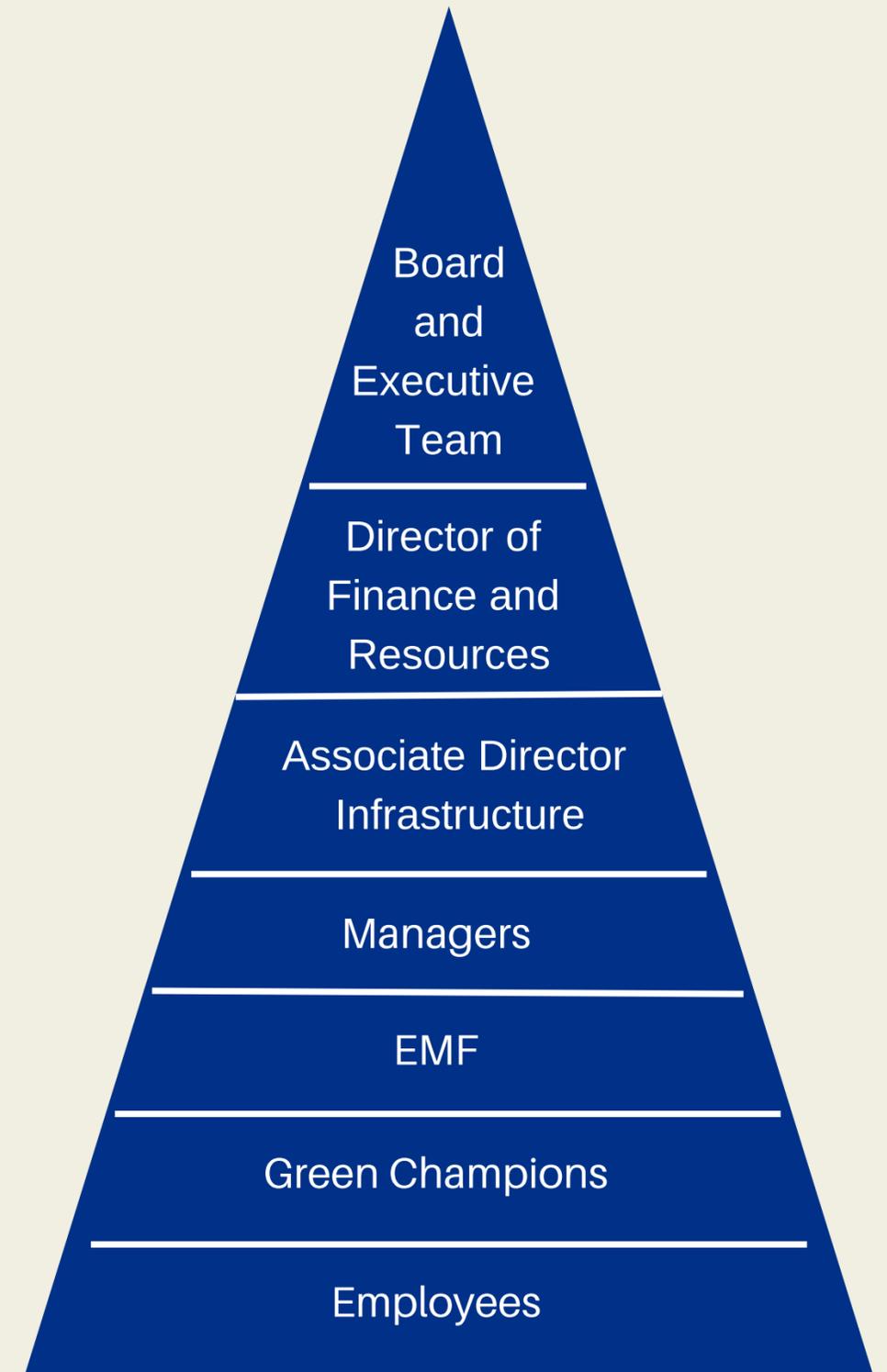
It is only when the social, environmental and economic elements of sustainability are balanced together that an organisation can be truly sustainable.



# Duties and responsibilities

Everyone has the responsibility and a role in delivering this Green Plan. Our future challenges will require changes in behaviour and working culture and acceptance of this by our staff is the key to success. All services will be represented but not all services will have a rep at meetings, eg, 1 representative per pillar.

-  **Board and Executive Team** - will ensure that all parts of the organisation consider the impact on the environment and seek to reduce the impact and improve the sustainability of its operations wherever possible. They will oversee the progress and direction through clear communication with the Green Champion Group.
-  **Director of Finance and Resources** - is the Board-level representative on sustainability and carbon reduction and is responsible for ensuring that the Board is kept fully informed of significant environmental management risks, and any associated significant developments or issues. they will ensure it aligns with MCH values and policies as well as the needs of relevant stakeholders.
-  **Associate Director Infrastructure** - will ensure that environmental issues, including carbon reduction schemes are considered when the organisation commission new build or refurbishments to our properties and that contractors working on development projects are encouraged to implement environmental best practice in their schemes of work. They are also responsible for ensuring that all sustainability and environmental issues are considered when sourcing suppliers and contractors to maintain our buildings and manage the estate.
-  **Managers** - will ensure that local operations consider the impact on the environment and seek to reduce the impact and improve the sustainability of its operations wherever possible and comply with the requirements of this policy.
-  **EMF** - EMF will have a named Green representative to attend the committee meetings. All EMF members will act as Green Champions alongside Champions from across MCH, ensuring all services are represented. The Green Champions will meet to support the Green plan and named objectives. . They will identify campaigns and objectives and engage with the Green Champions to ensure these are shared with all MCH staff.
-  **Green Champions** - There will be a representative in each service who will be responsible for the Green plan and supporting the collation of data.
-  **Employees** - will comply with sustainability and environmental policies and procedures.



# Make the change

Simple changes can be highly effective



Using a refillable bottle for a year saved 64kg of CO<sub>2</sub> compared with single use plastics.



Turning off equipment and lights and controlling temperatures can lead to great savings, as piloted at Barts Health which resulted in a saving of 2,200 tonnes of carbon a year across six sites.



Saving one car journey a week of 16.7 miles (average daily commute) reduces the equivalent of 230kg of CO<sub>2</sub>e per person over a year.



Using the right bin: In 2017, the NHS sent 15% of its waste to landfill, a total of 47,000 tonnes, a weight equal to 650 times the Space Shuttle.



Underinflated tyres decrease fuel economy by up to three percent and lead to increased pollution and higher greenhouse gas emissions.

Keep on top of the small jobs to make your car journeys easier on your pocket and the environment.

# Drivers for change

A sustainable health and care system is achieved by delivering high quality care and improved public health without exhausting natural resources or causing severe ecological damage.

MCH is committed to deliver the NHS Long Term Plan and help to deliver a net zero NHS. We will adhere to relevant legislation that are aligned with the UN Sustainable Development Goals. These national and international plans provide legal and policy context for improving sustainability and inform the content of our Green Plan. They support the NHS wide approach for achieving this and define the activities which will underpin delivery of long term environmental, social, and financial sustainability within MCH.

The motivations can be summarised into five key categories:

-  Legislative requirements
-  Mandatory requirements
-  International guidance
-  UK guidance
-  Health specific requirements.

Our Green Plan will consider global, national, and local plans and we will seek to collaborate with other organisations to achieve common goals.



# Drivers for change continued

Following guidance from NHS England, 'Delivering a Net Zero NHS', the emissions produced by the Organisation can be split into two categories, those produced directly by the NHS (the NHS Carbon Footprint) and those produced indirectly (NHS Carbon Footprint Plus).

The Greenhouse Gas Protocol (GHGP) scopes cover a wider set of emissions, and support international comparison and transparency:

-  **GHGP scope 1: Direct emissions from owned or directly controlled sources, on site**
-  **GHGP scope 2: Indirect emissions from the generation of purchased energy, mostly electricity**
-  **GHGP scope 3: All other indirect emissions that occur in producing and transporting goods and services, including the full supply chain.**

However, there are still some emissions that fall outside these scopes.

As agreed with the NHS Net Zero Expert Panel, the NHS and therefore us, will also work towards net zero for an NHS Carbon Footprint Plus that includes all three of the scopes above, as well as the emissions from patient and visitor travel to and from NHS services and medicines used within the home.



# NHS Long Term Plan

The NHS Long Term Plan sets out the following for sustainability in the NHS. It states the Green Plan must include as a minimum, reducing carbon, waste and water by:



**Reducing single-use plastics**



**Phasing out fossil fuel primary heating systems**



**Switching to lower carbon pharmaceuticals, eg, asthma inhalers, anaesthetic gasses, deprescribing, reusing and recycling of equipment where possible.**



**Improving air quality**



**Cutting travel emissions, from staff, patient, visitor and business fleet emissions**



**Redesign services allowing more virtual appointments**



**Reduce the amount of waste going directly to landfill**



**Reduce water consumption**

# NHS Net Zero commitments

The commitments that have been mandated to be delivered by the NHS are set out in the Delivering a Net Zero document and the NHS standard contract.

Delivering a Net Zero NHS (2020) provides two 'clear and feasible targets':

- For the emissions we control directly (the NHS Carbon Footprint), 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), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

## As per the NHS Standard Contract:

- Every Trust to ensure a Board member is responsible for their Net Zero targets and their Green Plan. Similarly, every Integrated Care System is asked to designate a Board-level lead to oversee the development of their own Green Plan.
- Every Trust to have a Board approved Green Plan by January 2024.
- Every Trust to purchase 100% renewable energy from April 2021, with supply contracts changing as soon as possible.

The Climate Change Act 2008 introduced statutory targets to reduce the UK's carbon emissions (CO<sub>2</sub>e). Carbon reduction targets are in relation to the NHS emissions measured in 1990 (as a baseline) and are as follows:

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

MCH will set annual targets which will be regularly reviewed in order that it can assure itself it is on track to meet the NHS net zero commitments. (See appendices).



# NHS Green goals

Replacing the previous Sustainable Development Management Plans SDMP in 2020, the new suite of Green Plans were set in relation to implement environmental and sustainable aims. These are to :

- Ensure every NHS organisation is supporting the NHS wide ambition to become the world's first healthcare system to reach Net Zero carbon emissions.
- Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues.
- Support organisations to plan and make prudent capital investments while increasing efficiencies.

## National and Local Policies:

**NHS Long Term Plan:** The NHS published its first ever long-term plan on 7 January 2019. The plan includes the NHS' commitments towards sustainability:

- A commitment to the carbon targets in the UK government Climate Change Act (2008),
- The NHS is committed to improving air quality by cutting business mileage by 20% by 2023/24; ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028; and phasing out primary heating from coal and oil fuel on NHS estates.
- The NHS will ensure that all providers adhere to best practice efficiency standards and adoption of new innovations to reduce waste, water, and carbon, in addition to reducing single-use plastics.

The idea of prevention and more efficient working is threaded throughout the plan, e.g., by promoting earlier detection of illness. Preventing illnesses from happening in the first place is the best possible way for the NHS to become the most sustainable health and care system it can be.



# Our Green aims and vision

We aim to address the Sustainable Development Unit's (SDU) vision for a sustainable health and care system by reducing carbon emissions, protecting natural resources, preparing communities for extreme weather events and promoting healthy lifestyles and environments.

Incorporating sustainability into MCH operations will help us achieve our strategic objectives though efficiently using our resources to deliver long term financial, environmental and social sustainability.

We share NHS England's vision of sustainable development: "We recognise that Sustainable Development is a critical factor in our organisation being able to deliver world class healthcare, both now and in the future. We are therefore dedicated to ensuring we create and embed sustainable models of care throughout our operations and to ensuring our operations, and our estate(s), are as efficient, sustainable and resilient as they possibly can be."

As a Community Interest Company, we have a responsibility to make smart and efficient use of resources and improve the health and resilience of the communities we serve. We aim to be a sustainability forerunner and leader in both the public and private sectors. The main challenge we face is to continually improve health and wellbeing and deliver high quality care, within available financial, social, and environmental resources.

The five guiding principles of sustainability which have been adopted by the Department of Health and the NHS Sustainable Development Unit are:

-  Living within environmental limits
-  Ensuring a strong, healthy, and just society
-  Achieving a sustainable economy
-  Promoting good governance
-  Using sound science responsibly



# Communications and engagement

By creating an accessible, engaging and structured approach to sustainability communications, MCH will be able to progress towards our targets and promote sustainable development.

INTERNAL COMMUNICATIONS	EXTERNAL COMMUNICATIONS	GREEN CHAMPIONS	MONITORING
<p>Develop an annual calendar of sustainability promotion campaigns such as Clean Air Day and NHS Sustainability Day</p> <p>Sustainability discussions, for staff, patients and visitors seeking information and/or providing feedback</p> <p>Produce Greener MCH newsletters to highlight key achievements and priorities and to encourage our staff to participate in a range of events and activities</p> <p>Publish updates and success stories in For You magazine and MCH Facebook group</p> <p>Develop Green Champions network</p> <p>Educational signs and posters developed and uploaded to intranet to enable change in the workplace as well as at home</p> <p>Staff awards to encourage and recognise sustainable staff behaviours</p>	<p>Educational signs and posters distributed around sites and on the MCH website</p> <p>Work closely with local agencies, for example, universities, museums and other NHS organisations to contribute to the delivery of area-wide carbon reduction strategies</p> <p>Introduce sustainability into the agenda at Board meetings</p> <p>Communicating the progress of the Green Plan via social media (Facebook) and the website</p> <p>Invite stakeholders to quarterly sustainability discussion groups</p> <p>Working in collaboration with the ICS Sustainability Group</p> <p>Potential establishment of H&amp;CP Sustainability Group</p>	<p>Promote sustainability around the organisation and consider how they could improve energy and resource efficiency in their area</p> <p>Represent sustainability and gather feedback and ideas from staff and patients</p> <p>Attend and promote sustainability initiatives</p> <p>Green Champions involve representatives from all services within MCH who will drive and communicate sustainability initiatives among staff and patients. The group will convene bi-monthly to share ideas and feedback. Quarterly, the group will report back to the Sustainability group</p>	<p>Feedback from staff perception annual survey</p> <p>Annual audit of internal communications</p> <p>Participation rates in sustainability engagement opportunities</p> <p>Social media activity analysis: followers, shares, likes, hashtag use</p>

# Communications and engagement: Reporting

MCH will report progress on the Green Plan, in line with reporting requirements, to review our performance against MCH and legislative targets.

- 🍃 **Annually** - sustainability will be reported on in the Organisations Annual and Directors Report. Sustainability within the annual report will highlight our progress, inform of upcoming plans and inform stakeholders of our commitment to sustainability.
- 🍃 **Quarterly** - the Sustainability Group will submit updates and feedback to the Board, including bi-monthly reports from the MCH Green Champions.
- 🍃 **Monthly** - collation of utilities, waste data and other required data recorded for Key Performance Indicators. Green Champions will convene bi-monthly to report any new ideas or feedback from staff and patients.

Communication is key to raising awareness and encouraging staff engagement. To widen the reach of our message we will use a range of methods to communicate our Green plan to both internal and external stakeholders, including but not limited to:

Email, newsletters, posters, meetings, Green Champions, Elected Members Forum, MCH Facebook Page, Training and Campaigns



# Communications plan: Year 1

By using effective communication we can maximise the number of people who will be engaged throughout our pathway to Net Zero. We can use communication to aid change in behaviours and to inform both internal and external stakeholders of our progress on our Green Plan objectives.

MCH will communicate our Year 1 results to inform stakeholders of our progress towards achieving our objectives.

MCH will share education and knowledge around Net Zero and what it will mean for us as a Social Enterprise Company.

MCH will advertise our 'green days' which will consist of volunteering days to undertake green initiatives across the sites.

Gamification and competitions will be advertised through our communications in order to engage staff and make being green and reducing our carbon footprint fun.

## MONTHLY

Communicate any new initiatives/schemes which have been implemented

Highlight key dates such as national green days

## QUARTERLY

Progress against our year 1 targets

Progress against Green Plan targets so far

Financial savings accrued so far

## ANNUALLY

Progress against our year 1 targets

Progress against the Green Plan

Financial savings accrued so far

New yearly targets

# Risk

We have identified the some key potential risks relating to the delivery of this plan and by assessment and entry onto the MCH risk register, we can state the likelihood and impact of these risks and take actions to minimise them. Potential risks have been categorised below:

- 🌿 Funding and finance. This Plan relies on financial support. If funding isn't allocated, MCH may be unable to invest in sustainability improvements .
- 🌿 Carbon reduction targets. Not achieving our carbon targets can result in financial penalties and negatively impact our reputation.
- 🌿 Legislation. Non-compliance with legislation will result in financial penalties and likely damage our reputation.
- 🌿 Climate change. Climate change threatens our estate, staff, patients, supply chain and services through extreme weather events, i.e. heatwaves and flooding.
- 🌿 Reputation and staff satisfaction. Failing to deliver this Plan may result in a loss of reputation, engagement and morale.
- 🌿 Disruption. Sustainability projects need to be carefully executed to minimise the effect on services, patient wellbeing, buildings, greenspace and habitats.



# Finance

Sustainable development offers opportunities to see long term cost savings through a number of avenues such as reduced energy and water consumption, reduced waste production and increased resilience to the effects of climate change. Delivering longer term financial sustainability will enable MCH to become more resilient to rising utility, carbon and transport costs, as well as funding uncertainty.

## We should take the following steps to realise these savings:

1. Develop a clear understanding of our carbon emissions and embed carbon reduction in our financial mechanisms
2. Take advantage of local and national schemes which support investment in energy efficiency initiatives
3. Continue involvement in local strategic partnership arrangements and regional economic forums so that we may play a part in developing a sustainable and resilient health economy
4. Work in collaboration with the Department of Health and the NHS Sustainable Development Unit to suggest and develop further incentives to support carbon reduction.

A number of public and private funds and loans are available in addition to MCH investment into sustainable development and carbon reduction. These are summarised in below:

-  Guaranteed Savings Scheme (Energy Performance Contract) - The EPC provider guarantees that the improvements will generate energy savings sufficient to cover the cost of the investment over the period of the contract
-  The Public Sector Decarbonisation Scheme - £1bn to assist the NHS to become Net Zero

Many of the workstreams discussed within this Green Plan have a significant financial impact for the organisation and effective management of energy, water, waste, and natural resource can bring financial benefits as well as improving environmental performance. For some of these actions to make a long-term difference, financial resource will be made available in the short term to facilitate change.

It will be a key consideration for The Annual Capital plan in order that we can generate additional revenue savings, some of which can be reinvested in further green initiatives.



# MCH'S Green Plan key areas

Our Green Plan is comprised of four key themes:



# Theme 1: Buildings



## WHAT WE WANT TO ACHIEVE

## HOW TO ACHIEVE IT

Cease combustion of fossil fuel in our control; deliver low and zero carbon construction and refurbishment and pursue energy efficiency and renewable energy opportunities across our estate that we control or influence.

Phase out use of natural gas, replacing with suitable low and zero carbon technologies  
 Ensure new buildings are covered by suitable smart building management controls to support energy efficiency  
 Complete rollout of LED lighting to all MCH buildings by 2024 (excluding legacy locations)

Measure our carbon footprint annually and achieve a Net Zero compliant reduction in emissions. Report our progress annually

Reduce our estate-related emissions on a per-annum basis against our 2017/18 baseline  
 Using SDU's Toolkit, deliver significant CO2 reductions from procurement by 2025 (2017/18 baseline)  
 Will use the Evergreen sustainable Supplier Assessment Tool for Procurements going forwards  
 Publish our Net Zero progress as part of our Annual Report from 2024

Ensure new buildings exceed expected requirements for insulation, energy efficiency and material choices. Make visible sustainability statements with building designs

A target rating of 'excellent' in the BREEAM building sustainability benchmarking scheme for any new sites

Improve adaptive measures to cope with extreme weather

Develop a route map for implementing passive physical interventions across the whole estate by 2024  
 Attenuate runoff and cut water demand by installing rainwater harvesting for landscaping uses

Building and estates integrated habitat

All suitable estates project above £200,000 in size will incorporate at least one wildlife feature, such as integrated structural bee blocks, bat, or bird nesting boxes, with ecological advice taken for projects over £1m  
 Seek to incorporate green walls or roofs on projects over £1m, subject to design advice

Management of landscape contracts and spaces

Seek to specify micro-scale green infrastructure such as green roofed cycle storage facilities or micro-scale integrated planters for cycle security  
 In landscape contracts we require zero use of chemical herbicides or other harmful chemicals from 2024  
 Only mow verges and lawns, when necessary, to promote biodiversity of plant and insect life

Ensure our estate is fit for purpose in the long term to cope with impacts of climate change, while ensuring it conserves or enhances biodiversity. Provide high quality greenspaces across our estate encouraging wildlife and biodiversity, benefits health and wellbeing and improves air quality on site.

Develop and implement a climate change adaptation plan. Embed sustainability into the risk register. Raise awareness of current and emerging climate impacts and risks through posters and articles. Explore options for mitigation and adaptation technologies around MCH sites.

Review our Estates Plan ensuring we have services in the best locations based on population health data

provide services closer to patients homes, reducing patient travel needs. Ensure locations for these services are easily accessible, eg are on a public transport route and meet the demands of the population in that area for the future. Ensure ou Estates Plan is fit for purpose and meets the needs fo the future of this population.

# Theme 2: Transport



## WHAT WE WANT TO ACHIEVE

## HOW TO ACHIEVE IT

Convert our own vehicle fleet to zero emissions

Renew lease vehicles and/or procure MCH-owned vehicles to be ultra-low emissions by 2025.  
Ensure reliable access to charging infrastructure for visitors and staff vehicles across the estate by 2025.  
We will develop an electric vehicle strategy, establish where vehicle charging points will go and how we will transition our sites to support this.  
We plan to review our green travel plan to further support the movement of our colleagues in a low impact manner.

Influence vehicle use for deliveries through our contracts

Explicit credit for use of zero emissions vehicles included in supplier assessment process by 2025.  
Engage with relevant suppliers on future electric delivery options (including use of e-cargo bikes) by 2025

Maximise and continue to promote active travel through our Travel Plan, including by improving cycling and walking friendly measures across our estate

Provide adequate cycling facilities (showers, lockers etc across MCH owned sites.  
Ensure there are parking facilities for bikes across MCH owned sites.  
Raise upper limit of cycle to work scheme to enable staff members to realistically choose e-bikes.  
Produce a business case for an electric pool bike scheme for staff in 2024

Encourage staff to use zero emission options

Extend the use of virtual meeting technologies to reduce the requirement for staff travel  
All vehicles purchased/leased are low and ultra-low emission  
Collect data on staff and patient transport modes and mileage through a travel survey  
Review the business travel policy to ensure sustainable transport where possible  
Collaborate with Medway Council to develop and implement a sustainable travel plan  
Advertise electric vehicles on our salary sacrifice scheme.

# Theme 3: Consumption



## WHAT WE WANT TO ACHIEVE

## HOW TO ACHIEVE IT

Reduce waste from prescribing

Work with pharmacy to reduce pharmaceutical waste from unnecessary prescriptions. Identify opportunities for recycling of pharmaceutical waste such as the MDI recycling scheme. Switch inhalers to DPIs instead of pMDI to reduce the harmful greenhouse gasses emitted from pMDI's.

Provide the highest value treatment opportunities for patients

Focus efforts on reducing polypharmacy among patients. Consider setting up a deprescribing clinic for community teams and GPs to refer into.

Lowest carbon-intensive treatment for the greatest clinical benefit

Expand use of telemedicine/psychology, where appropriate.

Embed new information when available

Share information on the carbon impact of different treatment choices to clinicians.

Phase out of unnecessary single use plastic

Conduct a review of single use plastics across our entire operation for minimisation. Phase out purchase of bottled water (except for clinical and emergency use) by the end of 2023.

Comply with the NHS Plastics Pledge

Remove all plastic (non-clinical) straws, cups, stirrers, and cutlery from our buildings by the end of 2023.

Improve leak detection

Undertake a water leak detection survey, installing water leak detection equipment where possible by the end of 2024.

Promote and apply the waste hierarchy and maintain legal compliance and safe and healthy facilities on an ongoing basis

Conduct a materials audit during 2024 (include a focus on PPE (Personal Protective Equipment) considering Covid-19 related demand and disposal. Set target for reduction. Zero waste to landfill by 2030, with an interim target to reduce waste to landfill by 50% by 2025 (19/20 baseline). Recycle 50% of total remaining waste by 2024 and 80% by 2030.

Tackle resource and waste management to deliver significant cost and carbon savings

Develop and implement digitisation initiatives to reduce paper usage. Identify areas of common wastage and eradicate through a behavioural change programme. Identify and progress opportunities for repair and reuse, such as furniture re-use schemes and donations. Work with our suppliers to reduce waste in the supply chain, especially packaging. Develop and implement a plastic reduction campaign. Continue to drive sustainability in catering through open discussion groups and the Green Champions network. Introduce a weekly separate food waste collection. Switch to 100% recycled paper.

# Theme 3: Consumption continued



## WHAT WE WANT TO ACHIEVE

## HOW TO ACHIEVE IT

Incorporate water efficient appliances and equipment across our estate and consider rainwater harvesting and greywater recycling systems where possible

80% potable water use reduction by 2024 (2017/18 baseline) in new builds. Seek to reduce across existing estate. At the point of asset renewal, procure the most water efficient replacement that is affordable. Provide a costed business case for rainwater or greywater systems for construction/major refurb projects above £500,000

Undertake energy reduction schemes to reduce the consumption, cost and environmental impact of our utilities.

Purchase a 100% renewable energy tariff. Develop a Heat Decarbonisation Plan. Create a plan for implementation of LED lighting across 100% of the estate. Identify and install at potential locations where sub-metering would encourage energy reduction. Run an energy and resource saving campaign, developing guidance for temperature control. Undertake an Energy Performance Contract (EPC) to increase the efficiency of our estate. Integrate whole life costing into the procurement of goods and services. Ongoing develop and implement energy and water efficiency strategies.

Enhance the supporting recycling infrastructure

Upgrade collection points and signage with consistent segregation across clinical, office and communal areas from 2024

Ensure our supply chain is in alignment with, or will exceed our long-term social value goals and develop reporting to monitor the carbon footprint of third-party service provision.

Review our procurement strategy that recognises the benefits of selecting suppliers with a strong environmental and social value and establish a process to capture emissions from our suppliers. working with suppliers and understanding their green plan ethics.

Incorporate sustainability considerations in our procurement processes to achieve positive outcomes in our supply chain.

Conduct a review into our procurement processes and ensure items procured are done so whilst considering the environmental impacts of those transactions.

Use technology to collate data and process information to reduce travel and paper, while also improving decision making processes.

Through all our digital developments we will enable our colleagues to collate and share information more easily without the need to travel or print, targeting inefficient use of resources.

Use technology to collate data and process information to reduce travel and paper, while also improving decision making processes.

Through all our digital developments we will enable our colleagues to collate and share information more easily without the need to travel or print, targeting inefficient use of resources.

Strengthen the use of digital technologies across MCH. Actively explore opportunities for further digital technologies to be implemented.

Reduce the number of patient letters being sent and use email or patient portals where applicable. Implements more virtual consultations,

# Theme 4: People and partnership



## WHAT WE WANT TO ACHIEVE

## HOW TO ACHIEVE IT

Empower patients to promote their mental health.

Expand on staff and patient knowledge of apps to track symptoms associated with mental health conditions  
Make use of local social prescribing and peer mentor groups, with an emphasis on green care and nature-based solutions such as Parks for Health

Understand the barriers towards issues of housing, finance, education, and isolation.

Work with service user groups and staff to establish common reasons for existing interventions breaking down, and identify opportunities for new approaches, e.g, greater collaboration with local befriending services. Expand on strategies for prevention of lengthy inpatient stays, such as those focused on reduction of violence and aggression, or substance misuse on the wards

Support the NHS in providing low impact patient care. Embed sustainability into our processes, systems and services with transparent measurement to track progress, ensuring the services are safe, effective and person-centred.

Where underutilised or vacant space is repurposed for patient care. Work closely with our commissioners and stakeholders to identify and deliver joint sustainable initiatives. Provide training to staff on how we can embed sustainable practice into our care models. Establish a sustainable workforce through a focused and targeted recruitment plan. Involve and engage with patients in the redesign of services through open discussion session. Embed our Green Plan as a key objective in service transformation when undertaking pathway changes either internally or with external partners

Living well in the community

A strategic approach to our collaboration with Primary Care Networks and social prescribing link-workers to provide increasingly varied prevention and recovery support in community settings. A strategy for collaboration with the local voluntary and community sector to provide increasingly varied prevention and recovery support through engagement with nature and action on the climate and nature emergencies

Pursue opportunities for financial savings with sustainability co-benefits and support staff seeking to identify external funding to enable sustainability initiatives

Employ life cycle assessment to consider longer payback periods for projects which help MCH to achieve its sustainability targets. Provide guidance to staff on sources of external funding and maintain a record of opportunities and applications.

Learning from others and sharing our own good practice

Training and development plans for staff at all levels and across divisions include participation in learning opportunities with health and care peers and sustainable health and care expert organisations

Increasing and diversifying access to nature-based community assets and services - contributing to their development and maintenance for all as a result of our support

Increase referrals to varied nature-based opportunities, such as volunteering in parks and nature reserves

# Theme 4: People and partnership (continued)



## WHAT WE WANT TO ACHIEVE

## HOW TO ACHIEVE IT

Embed sustainability within organisational values and behaviours and be accountable for the progression of this plan, with support from the Board.

Embed sustainability in induction, training, and development plans for everyone. Learn from and involve others with sustainability and health expertise, including service users and local communities. E.g. Health Foundation Anchor Institution Learning Network . Engage in local partnerships to contribute our own experience and learn from others

Providing sustainability leadership and engagement opportunities across every aspect of work, making it as easy as possible for people to play their part.

Provide diverse opportunities for involvement in improving our sustainability, at different levels of the organisation and with varying degrees of commitment required. E.g. gardening club for staff wellbeing. Involve champions, service users and others in co-producing organisational development plans and delivering training. Facilitate opportunities for staff, service users and carers to engage in local environmental volunteering

Identifying and implementing guidelines (appropriate to MCH) for minimising environmental impacts of research

Implement identified guidelines in our own research and QI protocols and delivery e.g. NIHR Carbon Reduction. Ensure commitment to sustainability guidelines by our research partners

Establishing a Green Plan governance structure with clear lines of accountability and responsibilities at every level of the organisation

Put a Green Plan Governance structure in place, including board level champion (as described under 'Net Zero'). Set up a Green Champions network for staff and service users with the necessary agency to deliver environmental initiatives, advocating sustainable behaviours and supporting learning

Implementing a comprehensive communications strategy raising awareness of the Green Plan and engagement opportunities internally and externally and promoting self-care through nature connection at MCH and in the community.

Publish regular Green Plan updates within staff, service user and member communications, raising awareness and promoting engagement opportunities. Provide regular updates to stakeholders e.g. patient groups and invite occasional local press features e.g. on green credentials of new facilities

Our risk assessment process will routinely address environmental impacts to our organisation and our stakeholders and set out mitigating actions

Project management risk protocols should be updated to include routine consideration of Green Plan objectives. Sustainability risks should form a routine feature of our departmental risk registers and the quarterly risk scrutiny process

Incorporating a sustainability education and capacity building programme in our organisational development and training offer.

Expand colleague engagement with sustainability and environmental issues through a Green champions network. Recognise and reward staff for sustainable behaviours and actions. Review sustainability and Net Zero progress and benchmark our performance against other NHS providers.

Integrated neighbourhood teams

Working as integrated neighbourhood teams, working on a small geographical area so reducing carbon footprint, improving health and wellbeing for staff and the wider population

# Conclusion

This Green Plan provides a framework for MCH to meet our commitment in reducing our Carbon Footprint. MCH is fully committed to reaching the targets set under the Paris Agreement in order to help deliver a better and healthier environment for future generations and to aid better health outcomes for all.

MCH further recognises that in delivering this Plan it is vital to work closely with our partners, especially NHS organisations and local authorities to develop a community wide approach to sustainability and carbon education.

The success of this plan requires total organisational support therefore the plan will be reviewed on an annual basis and progress reports will be made available to all members of staff.

The Green Plan should not be viewed as an additional thing to do but rather it provides a context for embedding sustainability in everything we do for the benefit of everyone.

## **Breaches of the Protocol**

Failure to comply with this document may result in disciplinary action and may constitute a breach of professional code of conduct.

## **Training Requirements**

Training will be required from the point of induction through continual professional development in order to begin to change the MCH culture and improve our carbon emissions and sustainability.



# MCH Emissions from 2017/2018 compared to 2023/2024

## Emissions: Scope 1

Direct emissions from directly controlled sources on site

2017/2018

EMISSION SOURCE	UNIT	AMOUNT	TCO2E
Natural gas	kWh	1,779,695.71	325.97

2022/2023

EMISSION SOURCE	UNIT	AMOUNT	TCO2E
Natural gas	kWh	1,698,538	305.74

## Emissions: Scope 2

Indirect emissions from the generation of purchased energy mostly electricity

2017/2018

EMISSION SOURCE	UNIT	AMOUNT	TCO2E
Grid electricity	kWh	846,628.6	179.76

2022/2023

EMISSION SOURCE	UNIT	AMOUNT	TCO2E
Grid electricity	kWh	696,040	134.6

Going forward, we will report on Scope 3 emissions after collating the data which will include waste and staff travel

# Appendix 2



MCH has used the Green plan key themes to set targets to be completed in year one which will serve as first steps towards achieving the overall Green Plan targets to enable us to reach Net Zero by 2040.

There will be an end of year progress review and year two targets will be set.

## Year 1 Project Plan - Buildings

ACTION	DATE FOR COMPLETION	INPUT FROM
Implement a survey across the estate for where renewable technology can be implemented as a source of energy.	March 2025	Estates
Complete the roll out of LED lighting across all MCH locations (excluding legacy estates).	March 2025	Estates
Publish our net zero progress as part of our Annual Report.	March 2024	Green Team
Management of landscape contracts and spaces. In landscape contracts we require zero use of chemical herbicides or other harmful chemicals from 2024. We will only mow verges and lawns, when necessary, to promote biodiversity of plant and insect life.	March 2025	Estates / Procurement



## Year 1 Project Plan - Transport

ACTION	DATE FOR COMPLETION	INPUT FROM
Implement a staff survey of travel data, including the vehicle type, fuel type and how far they travel to and from work each week.	March 2025	HR / Green Team
Circulate comms regarding our car scheme, specifically regarding our EV/Hybrid car scheme.	March 2024	Comms
Begin the implementation EV charging points across the workplace.	March 2025	Estates



## Year 1 Project Plan - Consumption

ACTION	DATE FOR COMPLETION	INPUT FROM
Switch to hand dryers in toilets from paper towels	March 2025	Estates/Procurement
Phase out single use plastics	March 2024	Procurement
Expand the use of telemedicine where appropriate.	March 2025	Digital
Comms to go out regarding ways of reducing our consumption, eg, turn off items when not in use, reduce the use of single plastics, recycling etc.	March 2024	Comms
Gamification to be introduced across Teams to see who can reduce their consumption the most.	March 2025	Green Team / Comms
Begin the installation of motion and daylight sensing lighting across the estate in appropriate areas, eg, toilets.	March 2025	Estates
Preparation for the low carbon procurement policy	March 2025	Procurement
Reduce our paper consumption across MCH and be considerate when printing. Implement double-sided black and white printing as a default setting across MCH.	March 2024	Procurement



# Year 1 Project Plan - People and Partnership

ACTION	DATE FOR COMPLETION	INPUT FROM
Encourage sustainable behaviours at work, home and across the supply chain	March 2024	Green Team / Comms
Sustainability training plan for all staff members	March 2025	HR
Start our communications plan, covering sustainability concepts, recycling, annual events, competitions etc to engage staff.	March 2024	Green Team / Comms
Establish a Green plan Governance Structure including a board level champion, Green Champion and Sustainability Group.	March 2024	Exec