Please reply to:
FOI Administrator
Trust Management
Maidstone Hospital
Hermitage Lane
Maidstone, Kent
ME16 9QQ
Email: mtw-tr.foiadmin@nhs.net

24 July 2020

Freedom of Information Act 2000

I am writing in response to your request for information made under the Freedom of Information Act 2000 in relation to Sustainability or sustainable development strategy.

You asked:
1. Could you please confirm whether your organisation has a sustainability or sustainable development strategy?
a. If possible, please provide a copy.
2. If you answered yes to the first question can you confirm?
a. Whether there is a strategy group or work/action plan in place to support this strategy?
b. When the strategy was first developed within the organisation (year).
3. Is there an identified Executive Sponsor for sustainability within the organisation?
4. Are any members of staff dedicated to sustainability or sustainable development within the organisation? If so, how many hours per week are dedicated to this area of work, what is their job title and what Agenda for Change pay band are they?
5. Does your organisation have any environmental champions? If so, how many?
6. Do you offer any sustainability training for your staff? If so, what format is this delivered in (e.g. face to face, e-learning, etc.)?
7. Is your organisation 'paperless'?
a. For NHS Trusts and CCGs providing clinical services (such as Continuing Health Care), if not, what year do you anticipate fulfilling the NHS target to fully digitise clinical records?
8. Have you engaged with the NHS Sustainable Development Unit over the past five years? If so, could you provide the names of the project titles that you worked with them on?
9. Does your organisation assess its impact on the environment when making decisions through use of a sustainability framework or another similar tool?

Trust response:

Maidstone and Tunbridge Wells NHS Trust
Sustainable Development Management Plan
V4 April 2020

1. Yes
a. Please see below.

Maidstone and Tunbridge Wells NHS Trust

Sustainable Development Management Plan

Contents

1. Vision, Strategy and Scope

1.1. Sustainability Vision

The Sustainability Vision of the Trust is "The provision of Sustainable and Resilient Healthcare and Buildings to ensure Healthy People and Places in Maidstone and Tunbridge Wells NHS Trust"

1.2. Sustainability Strategy

The Trust recognises that in delivering healthcare services its sites and operations may have adverse impacts on the environment and it is essential that these are minimised and maintained as such through continuous monitoring, mediation and changing culture around the environment and sustainability. The trust is committed to providing healthcare and services to the populations of today without compromising the opportunities of the populations of tomorrow.

The Trust recognises that, to deliver sustainable healthcare, it must achieve positive social impacts, must mitigate its impacts on the environment and must achieve a level of financial efficiency and effectiveness.
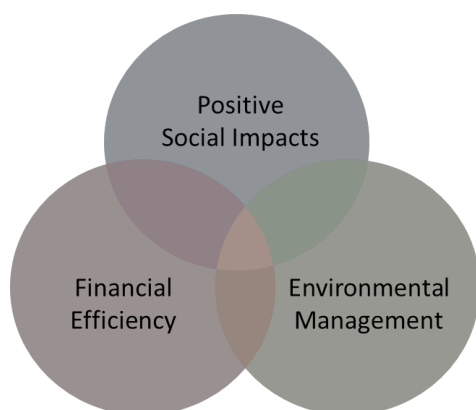
Figure 1: Components of Sustainability

The Trust has developed a Sustainability Strategy that will be implemented through a Sustainable Development Management Plan (SDMP) that comprises of 6 key areas of focus:

- Corporate Vision and Governance
- Leadership, Engagement and Development
- Healthy, Sustainable and Resilient Communities
- Sustainable Clinical Care Models
- Commissioning and Procurement
- Operational Management and Decarbonisation

Figure 2 shows the relationship between the Vision, the Policy, the SDMP and the SDMP Action Framework to form the sustainability strategy.
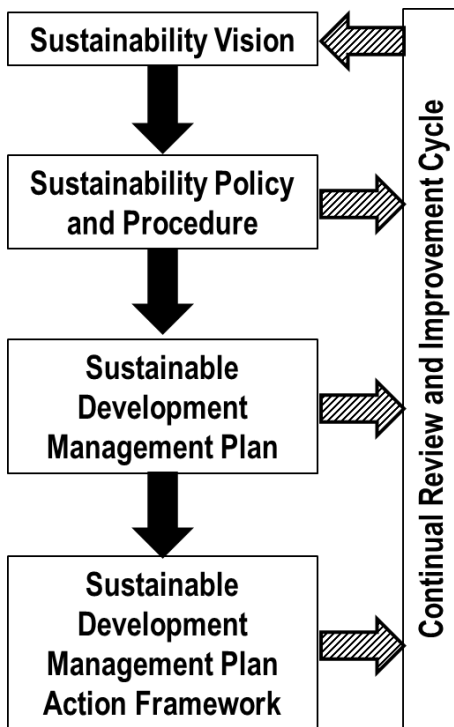

Figure 2: Relationship of the components of the Sustainability Strategy

1.3. Scope

This Plan is applicable across the entire geographical extent of the Trust where the Trust has direct operational responsibility

2. Drivers for Change

The need for an SDMP is driven by different factors, both internal and external to the NHS and the Trust.

The Kent and Medway Sustainability and Transformation Plan (STP), driven by central Government, is reviewing the services that are being provided by each Trust and the ways that they support and interact with each other to ensure they are as sustainable and efficient as possible and to remove duplication and inefficiency.

The Trusts themselves are also required to review *how* they are delivering the services to ensure that they are operating in the most efficient and sustainable manner possible

2.1. Financial

- **Operational Budget Constraints**

The challenge to the health and care system is clear. Kent, like the rest of England, has an ageing population that will put increasing demands on the system, and will require long-term complex care. This, along with unhealthy lifestyle behaviours and

the rising cost of technology means that nationally the NHS faces a £30bn funding gap by 2021.

- **Energy Costs**

The costs of energy are set to remain volatile in the short term and are predicted to rise in the medium to long term. The wholesale energy price is dependent upon many natural and geopolitical variables, none of which are within the immediate control of the Trust.
In 2018/19 the Trust spent a total of £4,913,861 on the procurement of Gas, Electricity, Biomass and CRC Compliance

- **Water Costs**

In 2018/19 the Trust spent a total of £871,493on Water Supply, Sewerage and Effluent Treatment.

- **Material and Services Costs**

The increase in the cost of materials and services, whilst being limited through effective procurement strategies, will continue to increase in line with inflation. External factors, such as Brexit, have potential to adjust the trajectory of increase to an unknown extent.

2.2. Legislation and Performance Targets

- **Climate Change Act 2008**

The Climate Change Act (2008) was introduced to ensure the UK cuts its carbon emissions by 80% by 2050. The 80% target is set against a 1990 baseline.
The act enables the UK to become a low carbon economy. It sets in place a legally binding framework allowing the government to introduce measures which will achieve carbon reduction and mitigate and adapt to climate change.

- **NHS Carbon Reduction Target**

As the largest public sector emitter of carbon emissions, the health system has a duty to respond to meet the targets which are entrenched in law. Contributing to the Climate Change Act target with a 34% reduction in carbon emissions by 2020 against a 1990 baseline is a key measure of the NHS's ambition across the country.

- **Public Services (Social Value) Act 2012**

The Public Services (Social Value Act) was passed at the end of February 2012 and came into force in January 2013. Under the Act, for the first time, all public bodies in England and Wales are required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

- **Modern Slavery Act 2015**

The Modern Slavery Act 2015 is designed to tackle slavery in the UK. The Transparency in Supply Chain Provisions require commercial organisations to publish an annual statement regarding slavery within their supply chain if they have an annual turnover above a threshold (£36 million). However, the Department of Health has confirmed that publicly-funded NHS activities were not intended to be within the scope of the Act, and therefore the £36 million threshold only applies to profit-making activities.

2.3. Demands upon Services

Using resident populations for the districts of Maidstone, Sevenoaks, Tonbridge & Malling and Tunbridge Wells, the following changes are predicted over the next 20 years:

- The overall population of the four districts is expected to increase, with the highest increases in Maidstone for 65 years or over (11% increase) and Tonbridge & Malling for people aged over 85 years (26%).

- The under-five population will remain fairly constant with an increase of less than 4% over 20 years.

- The population aged 5-19 will increase by just over 12.5% across that period. The under 15 population will increase by 12% over his period. The number of people aged between 16 and 64 years will increase by 11% across that period.
- The population of 65+ is set to increase by 58.93% from 2015 to 2035 increasing from 101,000 to 152,600 people and during the same period, within this the population of 85+ group is predicted to increase by 127.3% during the same period, from 12,100 to 27,500 people.

This population increase has serious implications for health and care delivery from both a financial and activity perspective.

- Older people have the greatest risk of their health being affected by cold temperatures. The majority of excess winter deaths are in people 75 years old

- The prevalence of multi-morbidity increases substantially with age

- The prevalence of dementia increases with age and these patients need additional elements in their care

3. Specific Areas of Focus

3.1. Corporate Vison and Governance

The Trust will make carbon reduction and sustainable development corporate responsibilities and will ensure that they are integrated into the governance and reporting mechanism.

The Trust will have a clear vison of its Sustainability Goals and will ensure that responsibility and accountability for sustainable development is clear within its organisational structures.

The Trust will produce evidence of its progress towards targets to satisfy the requirements of its regulators and commissioners. In addition the Trust will publish performance information to provide assurance to its stakeholders that the Trust is managing its corporate responsibility commitments.

3.2. Leadership, Engagement, Partnership and Development

The Trust aspires will be a demonstrable leader within the provision of sustainable healthcare and is committed to engaging and partnering at all levels, both locally, regionally

and nationally to deliver this ambition. The Trust will ensure that the SDMP is adopted by Heads of Department and Senior Management Team members and is cascaded through the lines of control

The Trust will engage with local stakeholders to ensure that its approach is dovetailed to local initiatives and activities as well as to seek endorsement of and support for its sustainability strategy and actions. The trust is committed to ensuring that local feedback and opinion is recognised within its decision making and that local community assets and initiatives are embedded within its care provision. The trust is committed to communicating its vision, goals and strategy to local stakeholders and will put in place a communications plan to ensure the openness and transparency of its programmes. The approach is one of supporting and enhancing local activities where they exist and working in partnership with local groups to achieve a common aim.

The Trust is committed to engaging in local, regional and national forums and platforms, both internal and external to the NHS to ensure that it maximises on all potential leverage that is available and benefits from and demonstrates best practice to the wider stakeholder community.

The trust recognises its own staff members are essential and intrinsic to the delivery of sustainable healthcare and is committed to supporting and developing its staff to have the competencies and skills to deliver sustainable healthcare within their specific areas of operation and to challenge and rectify practices that are not complementary to this aim. This will be achieved through the mainstreaming of sustainability into the recruitment process, into job descriptions and daily activities and operations through a comprehensive review of operational procedures and policies.

3.3.   Healthy, Sustainable and Resilient Communities

The Trust recognises the inherent value of a healthy community and will actively support programmes and schemes to improve the health and fitness of its local community, stakeholders and staff through direct activities, the use of volunteers and the partnership with local organisations.

The Trust recognises that investing in volunteers is investing directly in its stakeholders and seeks to capitalise on positive experiences and feedback to expand the scale and role of volunteers within the operation of the sites.

The Trust is committed to improving the health and welfare of its staff, both in and outside of the workplace, through the promotion of healthy living options, support services and the partnership with organisations that provide specialist services.

The Trust recognises that its grounds and green spaces are an asset, both due to the natural capital that they represent as a habitat and ecosystem but also as a resource for local communities to utilise and enjoy. The Trust will improve access to its green spaces and natural environments for stakeholders and will maintain and enhance the biodiversity capacity of its managed estate. The Trust will develop and publish a Biodiversity Management Strategy for its entire estate and will engage with local ecological partners and volunteers in its preparation.

The Trust recognises that its buildings and facilities have a significant impact on the environment, both due to the embedded carbon and resource depletion involved in their construction and in the energy consumed and carbon produced in their operation. The Trust will ensure that any refurbishment, redevelopment or new development seeks to minimise the environmental impact and associated carbon footprint of the construction process, the materials used and the subsequent operation of the facility through the use of appropriate technologies and strategies.

The Trust will ensure that any redevelopment or new development of its facilities appraises the potential changes to the climate, the potential effects of those changes on the facility and seeks to mitigate them at the design stage.

The effects of climate change to the Trust have the potential to be severe, and the organisational risk register will be updated to include the appraisal of the legal, financial, infrastructure and service related risks and action plans will be developed to manage the risks that have been identified. The Trust will use standard risk assessment tools and externally available guidance and support to assist with the risk assessment process.

The Trust recognises that the process of climate change is leading to the normal patterns of weather changing and severe weather events becoming more frequent and prolonged. These include heatwaves, drought and water shortage, extreme cold events and associated snowfall, extreme rainfall and associated fluvial (surface water) flooding, changes to groundwater levels and associated groundwater flooding, severe storms and high winds.

The Trust will prepare plans for the risks identified and will integrate the process of planning with the existing processes for Emergency Planning and Business Continuity.

3.4. Sustainable Clinical Care Models

The Trust is committed to the transformation of its service to deliver improved health outcomes coupled with social and environmental benefits.

The Trust recognises that the way that healthcare services are delivered will need to change to accommodate the changes associated with rising costs, changing population intensities, demographics and locations. Financial and budgetary pressures will continue to challenge the service provision as well as the ever changing and evolving structure of NHS services within the local and regional setting.

The Trust will ensure that environmental and social sustainability assessments are included as a standard within the templates for business case and service redesign templates and will review the models of care and patient pathways to take into account the overhead use of resources and carbon footprint.

The Trust will consider the most appropriate locations of services and facilities to minimise internal travel and will seek to maximise the opportunities presented by technology to facilitate remote and distance meetings.

The Trust will work in partnership with NHS stakeholders to ensure the realisation of the Health and Social Care Sustainability and Transformation Plan (STP) and the integration and redesign of services across Kent and Medway to deliver better standards of care, better health and wellbeing and better use of staff and funds.

3.5. Commissioning and Procurement

The Trust aims to fully assess the environmental, social and financial impacts of its procured goods and services whilst remaining compliant with the systems and procedures established.

The Trust will minimise procurement of new items and will seek to reuse existing equipment where this is operationally viable. The sharing and internal recycling of resources will be promoted and encouraged to all staff and departments

Where procurement is required the Trust will develop tools to assess the lifetime financial and environmental impact of the required item, to include the manufacture, delivery, operational usage, consumable requirement, maintenance, decommissioning and disposal and will seek to use the assessment to influence the outcome of tender review decisions.

The Trust is committed where possible to sourcing all products from certified sustainable and renewable sources and will specify this as a requirement of its supply chain.

The Trust is fully committed to working within the NHS Procurement and Commercial standards and using the standards as a vehicle for improving the efficiency of the systems it operates and the sustainability of the services it provides.

The Trust is committed to fully complying with all relevant aspects of the Public Services (Social Value) Act 2012 and the Modern Slavery (2015) Act and will publish clear statements and guidance for its partners and supply chain.

The Trust is committed to maximising the local economic benefit of its activities through the use of local suppliers and local labour where the skills and experience are available to undertake the required tasks and where the local selection is permissible under procurement guidelines.

3.6. Operational Management and Decarbonisation

The Trust is committed to operating in a manner that eliminates unnecessary energy and water use, utilises equipment and materials effectively, reduces waste production, maximises waste recycling, accurately assesses and mitigates impacts to the environment and causes no environmental damage through accidental discharges or spills.

The Trust will monitor and report upon its energy and water usage and its Scope 1 and Scope 2 emissions on an annual basis and will set internal targets with the aim of reducing the carbon emissions associated with its activities by 28% by 2020 against a 2013 baseline in line with the NHS Carbon Reduction Target of 80% by 2050.

The Trust will create a tangible culture that is intolerant of energy and water wastage, will optimise equipment and systems for efficient operation and will monitor, record and report on the energy and water performance of different geographical areas and departmental zones.

The Trust will identify opportunities for capital replacement and upgrade of equipment and infrastructure that will have an energy and water saving benefit and will prepare relevant business cases and justification.

The Trust is committed to reducing the emissions associated with transport and providing efficient low carbon transport services across its operational environment and will document this through the publication of a green travel plan.

The Trust is committed to applying the waste hierarchy in all aspects of its operation, including those of subcontractors, to ensure that none of its waste is send to landfill and to maximising the recycling of waste that is produced.

The Trust will regularly assess the environmental aspects and impacts of its operation and will have in place suitable procedures and processes to prevent any unplanned or uncontrolled discharge to the environment. The Trust will maintain and practice emergency response procedures to intercept any spillage or environmental incidents that may occur to ensure that any potential impacts are mitigated.

4. Objectives and Progress

The Trust has established 20 clear objectives through which the Sustainability vision is achievable. The objectives are listed below along with the current progress as of March 2018.

**1**   The Trust has a clear vision of its Sustainability Goals

Starting Out → Working Towards → **Achieving**

2   Responsibility and accountability for sustainable development is clear in the Trust

Starting Out → Working Towards → **Achieving**

3   Leadership has engaged widely and developed a narrative for sustainable development that aligns visions, priorities and delivery

Starting Out → Working Towards → **Achieving**

4   The Trusts approach to environmental and social responsibility is supported and owned by local people.

Starting Out → **Working Towards** → Achieving
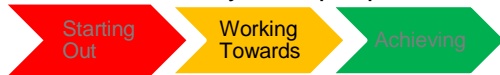
5   The Trust has consolidated partnerships and makes use of its leverage within local frameworks.

Starting Out → Working Towards → **Achieving**

6   All staff are aware of the benefits of acting sustainably, have the competencies and skills to implement sustainability initiatives and are empowered to challenge unsustainable behaviour

Starting Out → **Working Towards** → Achieving
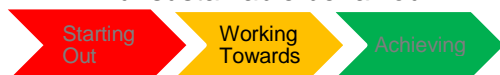
7   The Trust actively supports programmes and schemes to improve the health and fitness of its stakeholders and staff

Starting Out → Working Towards → **Achieving**

8   The Trust has a network of engaged and enthusiastic volunteers form the local community who capitalise on positive experiences and support the operations of the Hospital

Starting Out → Working Towards → **Achieving**

9   The entire environment in which the Trust delivers care will promote wellness, will minimise emissions and will be resilient to changes in climate

10

Starting Out | Working Towards | Achieving

10 The trust understands and minimises the current and future risks to the organisation from climate change

Starting Out | Working Towards | Achieving

11 Adaptation plans are in place that link to business continuity and emergency planning processes

Starting Out | Working Towards | Achieving

12 Transformation of the Trust services deliver improved health outcomes coupled with social and environmental benefits.

Starting Out | Working Towards | Achieving

13 Procurement is undertaken in a compliant manner that takes into account the social, environmental and financial impacts of the service

Starting Out | Working Towards | Achieving

14 The systems and processes for procurement are streamlined and consistent to ensure Trust Wide best value and efficiency

Starting Out | Working Towards | Achieving

15 Materials are controlled, issued, reused and replaced in an efficient manner that minimises loss and the generation of waste

Starting Out | Working Towards | Achieving

16 The Trust operates an environment where non-essential energy use is eliminated

Starting Out | Working Towards | Achieving
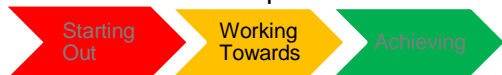
17 The Trust delivers efficient low carbon transport services

Starting Out | Working Towards | Achieving

18 The Trust is operates an environment where non-essential water use is eliminated

Starting Out | Working Towards | Achieving
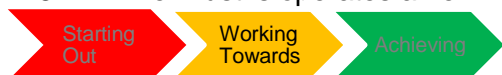
19 The trust applies the Waste Hierarchy in all aspects of its operation, diverts 100% of waste from Landfill and maximises recycling
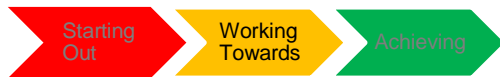
20 The Trust operates in a manner that assesses the environmental aspects of its activities and mitigates any impacts associated with them

Specific actions associated to the objectives are tracked through the Sustainable Development Management Plan Action Framework (appendix 1)

5. Numerical Scope 1 and 2 Emissions Target

The Trust recognises that there is a concerted effort within the NHS to decarbonise the operational footprint of the wider supply chain and stakeholders, and the Trust is fully supportive of these efforts and is committed to undertaking activities to support them.

The specific numerical target of the SDMP is to reduce scope 1 and 2 carbon emissions by 28% by 2020/21 against a 2013/14 baseline in line with the NHS Carbon Reduction Target of 80% by 2050. It is a great achievement to note that the Trust is now operating ahead of the target and has exceeded its target a year early

Scope 1 (direct emissions) emissions are those from natural gas and liquid fuels procured by the Trust and consumed in boilers, generators and vehicles.
Scope 2 (energy indirect) emissions are those from electricity procured by the Trust and supplied via the national grid.

Figure 3 shows the Trust annual electrical consumption in 2019/20 versus 2018/19

Figure 4 shows the Trust annual gas consumption in 2019/20 versus 2018/19

Figure 5 shows the Trust annual carbon emissions per site in 2019/20 versus 2018/19

The graph in figure 6 shows the baseline years scope 1 and 2 emissions in Tonnes of Carbon Dioxide equivalent (TCO2e) and the performance of subsequent years

Figures 7 and 8 show the total breakdown of fuel consumption in 2019/20 and the corresponding carbon composition for 2019/20

	MSH	TWH	Laundry	Accom	Other	Trust Total
This Year (MWh)	9,678	11,043	422	353	81	**21,576**
Last Year (MWh)	10,226	11,794	464	339	75	**22,899**
Variance (%)	-5.37	-6.36	-9.14	+3.76	+7.30	**-5.78**

Figure 3: Trust annual electrical consumption in 2019/20 versus 2018/19

	MSH	TWH	Laundry	Accom	Other	Trust Total
This Year (MWh)	18,398	8,573	5,249	94	764	**32,477**
Last Year (MWh)	17,709	8,336	5,568	90	152	**31,856**
Variance (%)	+3.89	+2.84	-5.74	+4.09	+7.37	**+1.95**

Figure 4: Trust annual gas consumption in 2019/20 versus 2018/19

	MSH	TWH	Laundry	Accom	Other	Trust Total
This Year (MTCO2e)	5,856	4,399	1,073	107	51	11,486
Last Year (MTCO2e)	6,153	4,872	1,156	113	49	12,342
Variance (%)	-4.82	-9.71	-7.18	-4.79	+2.81	-6.94

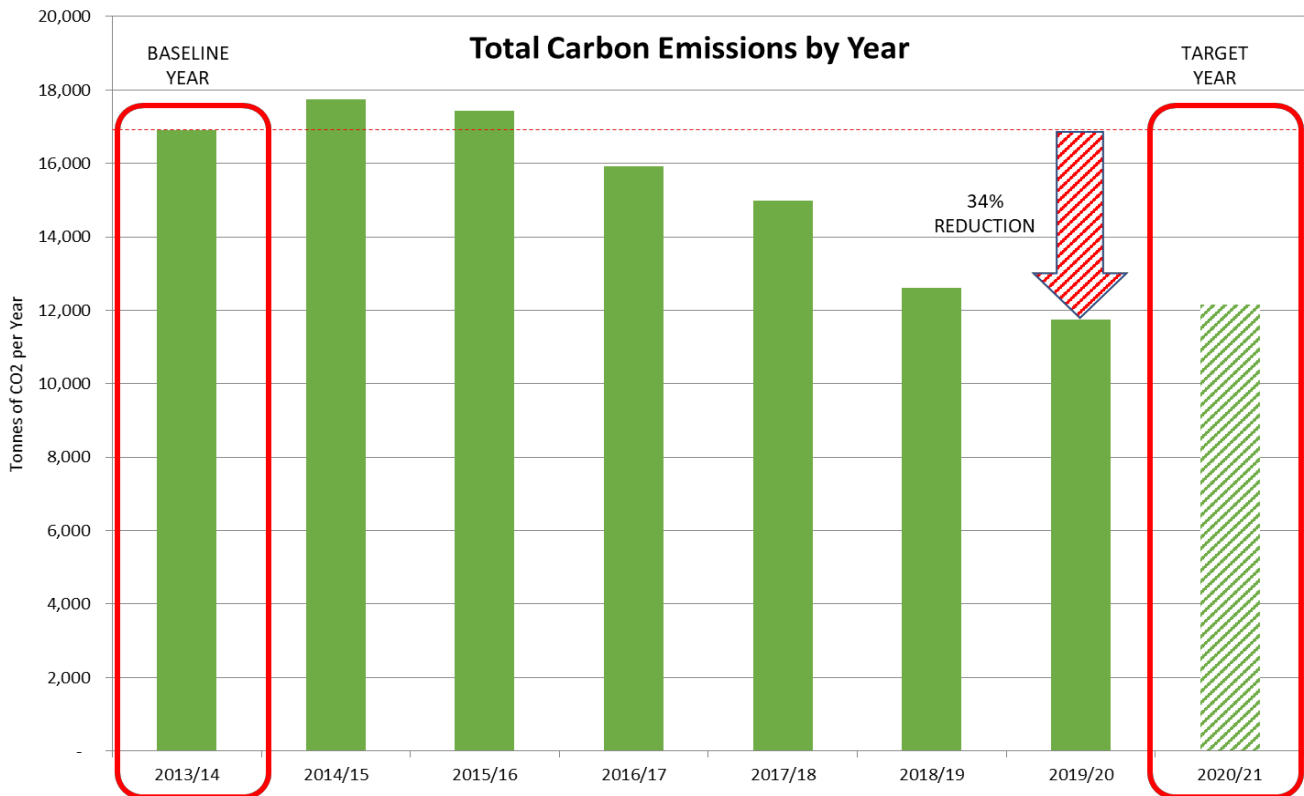Figure 5: Trust annual carbon emissions per site in 2019/20 versus 2018/19

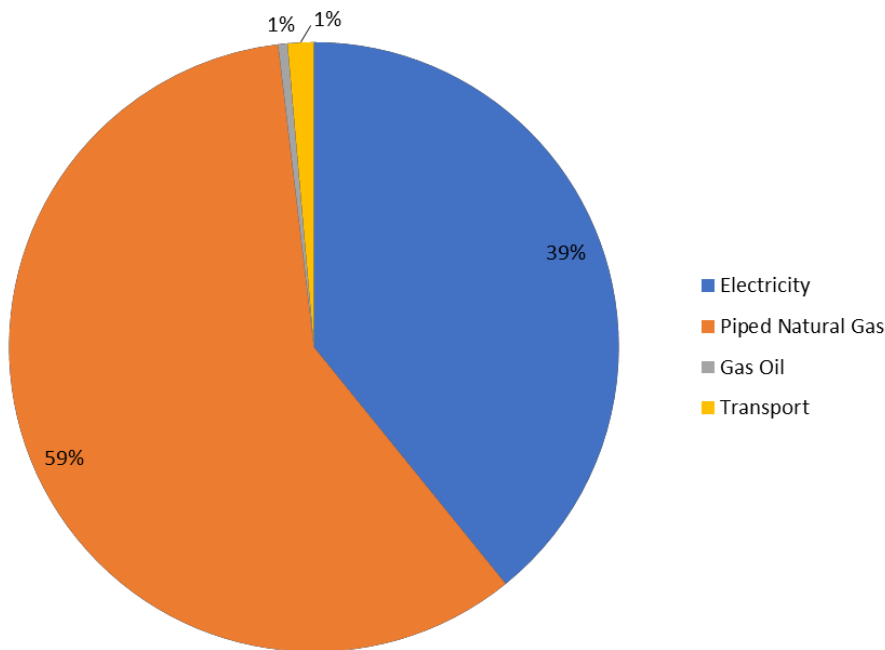Figure 6: Trust progress towards target

Figure 7: Breakdown of fuel consumption in 2018/19
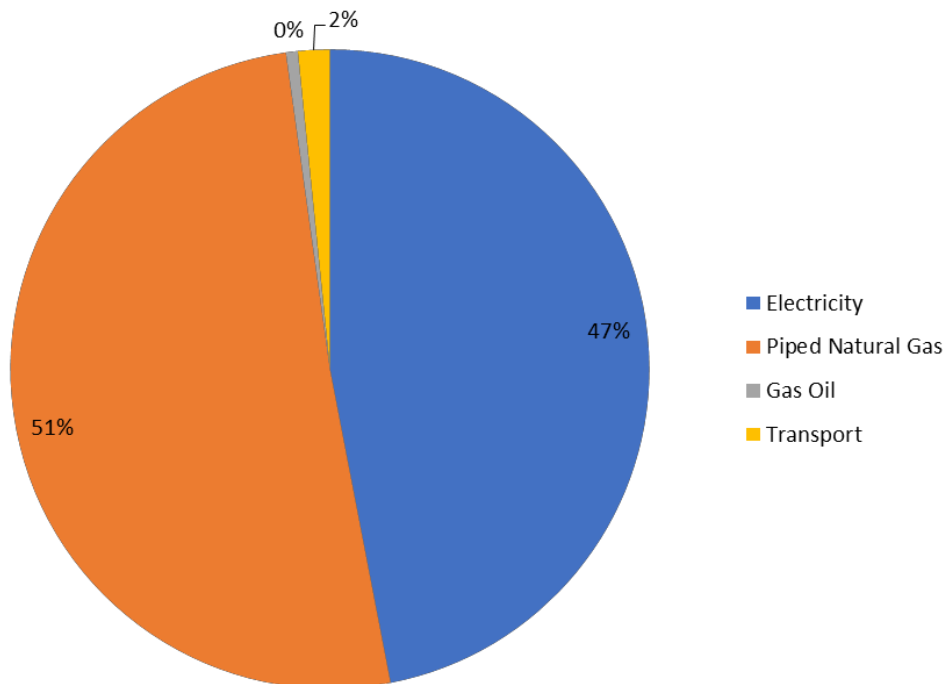
Carbon Composition 2019/20

Figure 8: Breakdown of carbon composition for 2018/19

6. Sustainable Development Management Plan Action Framework

Specific actions arising from and related to this SDMP will be tracked through the SDMP Action Framework.

All actions within the framework will have a member of the committee assigned as lead for the action and will have timeframes for implementation and review timeframes established and recorded.

Progress against actions contained within the framework will be reviewed by the Sustainable Development and Environmental Committee on a quarterly basis.

7. Review

This plan will be reviewed and ratified on an annual basis by the Sustainable Development and Environmental Committee and the Trust Board

8. Conclusion

The Trust has made significant progress in reducing its scope 1 and 2 emissions in the last year and continues to prioritise the delivery of sustainable healthcare in its actions and endeavors.

2.
a. Yes
b. 2016
3. Yes
4. Yes, a contractor for 5hrs/wk. We also work in conjunction with Kent Wildlife Trust
5. Yes, 2
6. Yes, face to face as required, also run campaigns etc.
7. No
a. At the moment we are not paperless. Currently the Trust is reviewing its Digital transformation strategy which includes the aspiration to become paperless for clinical services by the end of 2024.
8. Yes, Carbon reporting / scope 3 reporting
9. Yes