

Whittington Hospital NHS Trust

# Carbon Reduction Strategy

## Document History

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# WHITTINGTON HOSPITAL

## CARBON REDUCTION STRATEGY

### 1. Executive Summary

The NHS has a carbon footprint of 18 million tonnes CO<sub>2</sub> per year. This is composed of energy (22%), travel (18%) and procurement (60%). Despite an increase in efficiency, the NHS has increased its carbon footprint by 40% since 1990. This means that meeting the Climate Change Act targets of 26% reduction by 2020 and 80% reduction by 2050 will be a huge challenge.

***This strategy establishes that the Whittington Hospital NHS Trust has a target of reducing its 2007 carbon footprint by 10% by 2015. This equates to 900 tonnes based upon the total emissions for 2007 of 8,896 tonnes.***

#### 1.1 Energy and carbon management

We will review our energy and carbon management at Board level; develop more use of renewable energy where appropriate; measure and monitor on a whole life cycle cost basis; and ensure appropriate behaviours are encouraged in individuals as well as across the organisation.

#### 1.2 Procurement and food

We will consider strategies to minimise wastage at the buying stage; work in partnership with suppliers to lower the carbon impact of all aspects of procurement; make decisions based on whole life cycle costs; and promote sustainable food throughout its business.

#### 1.3 Travel and transport

We will routinely and systematically review the need for staff, patients and visitors to travel; consistently monitor business mileage; provide incentives for low carbon transport; and promote care closer to home, telemedicine, and home working opportunities.

#### 1.4 Water

We will ensure efficient use of water by measuring and monitoring its usage; by designing it into building developments; by quick operational responses to leaks; by using water efficient technology; and by avoiding the routine purchasing of bottled water.

#### 1.5 Waste

We will monitor, report and set targets on management of domestic and clinical waste, including minimising the creation of waste in medicines, food and ICT and review its approach to single use items versus decontamination options.

## **1.6 Designing the built environment**

We will design our built environment to encourage sustainable development and low carbon usage in every aspect of their operation. This includes resilience to the effects of climate change, energy management strategies, and a broader approach to sustainability including transport, service delivery and community engagement. A taskforce should be created to develop a blueprint for optimum low carbon healthcare buildings.

## **1.7 Organisational and workforce development**

Our staff will be encouraged and enabled to take action in their workplace. We will support staff by promoting increased awareness, conducting behavioural change programmes, encouraging home working, low carbon travel, the use of ICT, and by ensuring sustainable development is included in every job description.

## **1.8 Partnerships and networks**

We will consolidate partnership working and make use of its leverage within local frameworks including Local Area Agreements, Local Strategic Partnerships and through Comprehensive Area Assessments.

## **1.9 Governance**

We will sign up to the Good Corporate Citizenship Assessment Model and produce a Board approved sustainable development management plan. We will set interim targets and trajectories to meet the provisions of the Climate Change Act. In the first instance, this will be set at 10%, as a minimum, of the 2007 levels by 2015. Carbon reduction and sustainable development are corporate responsibilities and should be an inherent part of each organisation's performance and governance mechanisms.

## **1.10 Finance**

We will become carbon literate, carbon numerate and ensure appropriate investment to meet the commitments required to become part of a low carbon NHS and in preparation for a carbon tax regime. Partnership working will be required to deliver appropriate incentives, economies and training to support this shift in culture and for the local economy.

## **1.11 Conclusion**

This strategy sets the ambition for us to play a leading and innovative role in ensuring the shift to a low carbon society. This requires us to develop a Board approved sustainable development management plan and to start measuring and monitoring progress towards a 10% carbon reduction by 2015 on 2007 levels.

## **2 Sustainable Development Delivery and Governance**

### **2.1 Introduction**

- 2.1.1 A Sustainable Development Management Plan (SDMP) is the embodiment of actions required to deliver a sustained reduction in carbon emissions.
- 2.1.2 Detailed plans are set out in a SMART format, giving Specific objectives that are Measurable, what Actions are required to deliver the objective together with the Resources needed and the Time for delivery.
- 2.1.3 These objectives are set out in detail in the following section, but are summarised below.
- 2.1.4 The trust will;
  - 2.1.4.1 Present a Carbon Reduction Annual Report to the trust board on an annual basis, presenting progress against specific measures.
  - 2.1.4.2 Develop an investment plan providing details of schemes, the investment needed and the carbon reduction to be achieved.
  - 2.1.4.3 Ensure that all capital schemes will have an Environmental Impact Assessment prepared to ensure that measures that can be incorporated to reduce energy consumption and water use are considered and incorporated.
  - 2.1.4.4 Encourage staff to contribute to the CRS through development of proactive groups, and inclusion of carbon reduction as part of job descriptions
  - 2.1.4.5 Will help staff reduce carbon emission in travel to work by publishing green travel plans. It will also provide staff with information about how to reduce carbon emissions in personal lives
  - 2.1.4.6 Will actively encourage recycling and reducing the volume of waste through procurement and purchasing plans
  - 2.1.4.7 Will seek any available additional investment over and above it's own CRL to help support delivery of carbon reduction schemes
  - 2.1.4.8 Will seek to strengthen collaboration with local and national bodies that support and promote carbon reduction strategies

### **2.2 Governance**

- 2.2.1 The Carbon Reduction Strategy Group (CRSG) is responsible through The Executive Committee to the trust Board for the delivery of this Carbon Reduction Strategy.
- 2.2.2 The membership and terms of reference of the CRSG is attached as appendix A
- 2.2.3 The CRSG will meet three times a year to review the progress with the delivery of the strategy and to prepare the annual report to the trust board.

**2.3 Delivery**

- 2.3.1 Delivery of the strategy will be through small groups or delivery units set up to ensure that each of the actions identified in the management plan are performance managed to ensure that resources are identified and used to deliver planned elements to time and budget.
- 2.3.2 The delivery units will meet as frequently as required to ensure that that targets set are being met, and that performance management data is provided to the CRSG in a timely fashion.
- 2.3.3 The generic terms of reference for the delivery units is shown in appendix B

### 3. Sustainable Development Management Plan

#### 3.1 Energy and Carbon management

Lead; Steven Primrose  
Support; Allan Perry

Specific	Measurable	Actions	Resources	Timescale
Regular Board level reviews of performance in energy efficiency and the carbon reduction will be made and reported annually to staff, the public and other stakeholders	An annual report will be made to The Executive Committee and Trust Board	The CRSG to prepare an annual report in May of each year for submission to the trust board in June of each year	Philip lent	May 2010
	The trust Annual Report will contain a short report on work completed to deliver the CRS	Report to include carbon emmited in the reporting year, investment made in carbon saving measues and the impact, water consumption and waste arisings.	Allan Perry	June 2009
	Report to Islington Climate Change Partnership	To provide them with Carbon Emission data. Feedback annual report once produced.	Allan Perry	Current and ongoing
Carbon measurements should replace energy measurements as the target for reduction.	All energy consumption reports will be converted to carbon measurements	Convert current electricity & gas consumption to carbon tonnage	Allan Perry	June 2009
	A five year investment plan ratified by the trust board as part of this strategy	Identify an investment plan and carbon reduction arising as part of the Estates Strategy and summarised in appendix C	Steven Primrose Capital funding £1.27m over 5 years	
We will create a strategic plan to develop resilient and more renewable energy sources to ensure a guaranteed energy supply, whilst managing their overall carbon footprint.	A renewable energy resources plan will be considered by the October meeting of the SESG	To undertake a review to assess the potential to either introduce local renewables or to established the viability of switching utility supplier.	Allan Perry External support and advice	October 2009

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale
Our capital developments will be assessed to ensure options are evaluated on a whole life cost basis. Low carbon options may include renewable energy, passive cooling, ultra-efficient lighting, sustainable transport and natural environment.	All new capital projects will have an environmental impact assessment carried out as part of the planning process. This will be documented and the impact statement published in the Link	CPID amended to include analysis of Carbon & Water usage. Sign off by Allan Perry.	Allan Perry	June 2009
Every NHS staff member should be able and encouraged to take responsibility for energy consumption and carbon reduction.	New focus groups to be developed and supported and to report activities through the Link and to the CRSG	Recruitment to and development of focus groups	Siobhan Harrington CoG membership	October 2009



### 3. Sustainable Development Management Plan

#### 3.2 Procurement and food

Lead; Cecil Douglas  
Support; Neil Thornton

*'The trust will take every opportunity to manage its operations and procurement efficiently, thereby minimising wastage and carbon from the outset.'*

Specific	Measurable	Actions	Resources	Timescale
Local procurement, whole lifecycle costs and the environmental impact of financial decisions will be considered by the trust, in preparation for the use of carbon as a currency.	A short list of products to be prepared for consideration at the June meeting of the SESG identifying potential products that can be introduced that are recycled or have a lower carbon cost	To review the current range of consumables used in the trust to establish availability of using recycled products.	Trust procurement advisor and trust Deputy head of Procurement	October 2009
The promotion of sustainable food and nutrition throughout the trust will become the norm.	A menu cycle in the N19 to reflect more seasonably available produce.	Introduction of menu items/dishes based on the seasonality of main ingredients: subject to affordability	Cecil Douglas Nutrition teams.	August 2009
	The trust will make a transition to sustainable producers seeking out those who offer organic products. We will specifically aim to achieve recognition via the Good Egg Award	Identify product lines in N19 that can be switched to environmentally friendly options without entailing excessive costs	Cecil Douglas Nutrition teams.	March 2009

### 3. Sustainable Development Management Plan

#### 3.3 Low carbon travel, transport and access

Lead; Cecil Douglas

Support; Jenni Karley

Specific	Measurable	Actions	Resources	Timescale
We will have a Board approved active travel plan as part of their sustainable development management plan.	The trust Board will approve a revised and updated Travel Plan	Update the Travel Plan to reflect the Trust commitment in reducing its carbon footprint by 10%	Travel plan emissary's Cecil Douglas	August 2009
Compliance with the NHS Mileage Consultation recommendation once published; to dovetail with the trust travel plan and strategies for sustainable development of NHS services	Harmonized mileage rates for public transport discouraging car use.	Benchmark mileage allowance with other Trusts	Administration support Lisa Smith Eleanor Hellier	October 2009
		Install electrical charging points for electric cars	Steven Primrose Capital funding £5k	April 2010
		Promoting the cycle 2 work scheme and increasing mileage allowance for cyclists to match or exceed that received by car drivers	Continued membership of the London NHS Transport Network Group	June 2009
We will establish consistent monitoring arrangements so reductions in emissions from road vehicles used for NHS business can be measured.	Vehicle carbon reduction to be a key aspect in the delivery and future development of services	Trust replacement vehicles will be of lower carbon emission to that of its predecessor where possible	Cecil Douglas	Immediate and ongoing
		Contracts for patient travel must reflect the Trust commitment in reducing its carbon footprint	Trust Procurement advisor at contract renewal time	March 2013

### 3. Sustainable Development Management Plan

#### 3.4 Water

Lead; Steven Primrose  
Support Allan Perry

Specific	Measurable	Actions	Resources	Timescale
Efficient use of water should be integrated into building developments at the design stage.	Amended CPID document routinely used in scoping capital projects.	CPID amended to include analysis of Carbon & Water usage. Sign off by Allan Perry.	Glenn Winteringham	April 2009
Water costs and consumption will be measured, monitored and reported annually by all the trust as part of the Annual Report to staff, patients and the public.	Consumption details will be made in the annual report to the trust board, and be reported to wider stakeholders in the trust Annual Report	Regular articles in The Link every 3 <sup>rd</sup> month.	Allan Perry	July 2009
		Formal report to Trust Executive Committee to be made annually	Allan Perry	
		Report to public in the Annual report	Allan Perry	
Leaks in trust infrastructure should be identified and fixed immediately.	Helpdesk figures identify number of leaks reported and average response times. A 12 month target to identify 'unknown' leaks in mains infrastructure within 24 hours of occurrence, and response to fix within 28 hours. To repair dripping taps within 24 hours of reporting.	To install Automatic Meter Recording (AMR) system	Allan Perry Capital funding £15k	March 2010
		Analysis of helpdesk figures	Allan Perry	April 2009
		Analysis of response times	Allan Perry	April 2009

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale
Water efficiency technology should be adopted as standard across the trust estate.	The number of conversions and installations of water saving devices to be monitored year on year. Target to have <ul style="list-style-type: none"> <li>• all urinals waterless within 3 years</li> <li>• all taps where suitable low flow within 3 years</li> <li>• Dual flush WCs within 3 years</li> </ul>	To survey the trust and identify all devices and appliances that are suitable for conversion and to develop a programme for delivery of 24 months	Allan Perry Capital funding £100k	March 2012
Routine purchasing of bottled water for hospitality events should be avoided.	Identify bottle fed machines and year start and compare with number covered through the year end	Identify remaining areas using Bottled Water Fountains and plumb into mains water.	Steven Primrose Capital funding £20k	September 2009
	Reduction in expenditure relating to bottled water	Suitable water jugs to be procure to facilitate the provision of water for hospitality events Catering Department to replace bottled water for functions with chilled water from a fountain.	Cecil Douglas	May 2009
	Source alternative to bottled water	Review of current practice of selling drinks in plastic bottles through out the Trust operated retail outlets. Procurer if possible water in acceptable containers	Cecil Douglas	August 2009

### 3. Sustainable Development Management Plan

#### 3.5 Waste

Lead; Steven Packer  
Support Allan Perry

Specific	Measurable	Actions	Resources	Timescale
Management of domestic, clinical and hazardous waste should be reported at Board level by the trust as a key part of their sustainability reporting	Bi-monthly reporting to a sub committee of the board.	To report to Environmental and Food Safety Committee.	Allan Perry	Current and Ongoing
The trust should monitor the quantity and cost of all waste streams and set trajectories to manage and reduce them over time.	To identify the quantity of waste arising within each waste stream and to set the following targets. To reduce waste arisings on 2008/9 totals by; Clinical Waste – 10% Domestic Waste – 10% Skip Waste – 10%	Education, training and publicity campaigns	Allan Perry	March 2012
		Installation of colour coded waste bins	Capital resource £30k	
		Increased use of local networks to increase recycling of obsolete equipment.	Allan Perry	
	To review waste recycling targets in line with new government policies and to identify strategies to reduce waste arising .	To increase the number of recycling points around the trust dealing with specific items such as mobile phones, batteries, toner cartridges etc	Allan Perry	March 2012
		Introduce new waste stream for recycling of food waste		

### 3. Sustainable Development Management Plan

#### 3.6 Design of the built environment

Lead; Steven Primrose  
Support Jerry Burrell

*'All new healthcare buildings should aim to achieve a target of being low carbon by 2015.'*

Specific	Measurable	Actions	Resources	Timescale
All decisions about design and build of healthcare facilities will be explicit about how they encourage a broader approach to sustainability including transport, delivery of service and community engagement.	All new refurbishment schemes will show evidence of environmental assessment on materials and techniques being used, and on carbon saving measures being incorporated	To prepare a list of all measures to be considered and to ensure they form part of the project planning process. To ensure all estate investment is assessed against these criteria	Allan Perry	October 2009
		To separate out the sustainability part of a tender	Need to allow 10-20% increase on basic cost in order to incorporate the technology	April 2010
Trust buildings need to move quickly to have a significantly lower carbon impact, not only in construction but also in their lifetime use and in their decommissioning. Buildings will be designed to promote sustainable behaviours in staff, patients and visitors, and they must be adaptable to support change towards low carbon patient pathways.	An assessment of a buildings in use BREEAM assessment in order to establish a baseline for carbon emmissions, and to plot reductions year on year	Capital expenditure will be planned bearing in mind the need to reduce waste arising from normal operational activates through the promotion of appropriate use of waste streams.	The trust to buy in support to complete assessment process.  Self assessment cost £2k pa  Whole site assessment £25 (by third party)	April 2010

### 3. Sustainable Development Management Plan

#### 3.7 Organisation and workforce development

Lead; Cathy Abery  
Support; Lisa Smith

Specific	Measurable	Actions	Resources	Timescale
Future leadership development will take account of the competencies required to deliver carbon reduction.	To ensure that future relevant courses include competencies	Discussed and agreed at Middlesex University Post Qualification strategy Group.  Monitoring & evaluation next academic year	Lisa Smith Middlesex University	September 2010
The trust will include sustainability and carbon governance as a responsibility on all job descriptions for Chief Executives and Director level posts and on all job descriptions for NHS staff.	All job descriptions amended	Amend all job descriptions	To be identified at Snr HR meet 24. 6.2009	December 2010
Audio, video and web conferencing technology must be made available by the trust and staff will be trained in these technologies to support a cultural shift away from routine care and other high carbon travel and to encourage more home working.		Trust to prepare a feasibility study regarding potential benefits of home working	Adam Smith Flexible working policy	Glenn to complete
		Identify clinical skills videos , confirm appropriateness of content with specialists. Load onto Intranet. Identify & agree pilot topic for podcast training courses and e-learning.	Lisa Smith Develop business case for funding	December 2009

## 3. Sustainable Development Management Plan

### 3.8 Role of Partnerships and Networks

Lead; Siobhan Harrington

- *The trust will use its leverage within local frameworks to promote carbon reduction*
- *The trust will pursue climate change action in their Local Strategic Partnership (LSP).*
- *The trust will take a lead on sustainable development and carbon reduction and be an exemplar organisation within the local health economy*



## 3. Sustainable Development Management Plan

### 3.9 Governance

Lead Philip lent

- *The trust will sign up to the NHS Good Corporate Citizenship Assessment Model and produce a Board approved Sustainable Development Management Plan*
- *which sets out clear measurable milestones to measure, monitor and reduce direct carbon emissions.*
- *The trust will set itself targets and trajectories to at least meet the provisions of the Climate Change Act. In the first instance this should be a 10% reduction of the 2007 levels by 2015, as a minimum.*
- *Carbon reduction and sustainable development are corporate responsibilities for all organisations and will be an inherent part of the trusts performance and governance mechanisms.*

## 3. Sustainable Development Management Plan

### 3.10 Finance

Lead; Eleanor Hellier

- *The trust will develop carbon literacy and embed carbon reduction in their financial mechanisms, notably ensuring capital is made available for investment in environmental measures*
- *The trust will take advantage of schemes which support investment in energy efficiency initiatives through investment in estate renewal*
- *The trust will be involved in local strategic partnership arrangements and regional economic forums in order to play their part in developing a sustainable and resilient health economy*

## Terms of Reference - Carbon Reduction Strategy Group

### 1. The Carbon Reduction Strategy Group

The CRSG is responsible to the trust board for the delivery of plans designed to reduce the carbon emission of the trust to meet nationally set targets.

### 2 Purpose of the strategy

- (i) To contribute to sustainable development by considering the impacts of decisions into purchasing, resource use, resource disposal, planning and design.
- (ii) To enhance the positive impacts on local economical, social and environmental spheres.
- (iii) To improve health and wellbeing of patients, staff and visitors.

### 3 Aims and Objectives

The aims and objectives of the CRSG are;

- (i) To develop a strategy to meet national and international requirements to reduce the emission of carbon arising directly or indirectly from the activities of the trust.
- (ii) To develop a sustainable management action plan, identify actions required to reduce carbon emissions and the resources needed to deliver the reduction.
- (iii) To establish an operating framework within the trust that is intended to deliver the outcomes of the management action plan.

### 4. Membership

Job Title	Name	Role/sub group lead
Director of Estates and Facilities	<b>Philip Ient</b>	(Chair)
Director of Planning and Performance	<b>Fiona Elliot</b>	(Vice-chair)
Assistant Director of Facilities	<b>Cecil Douglas</b>	<ul style="list-style-type: none"> <li>• Travel, transport and access</li> <li>• Food</li> </ul>
Assistant Director of Facilities	<b>Steven Packer</b>	Waste
Deputy Director of Facilities	<b>Steven Primrose</b>	<ul style="list-style-type: none"> <li>• Design of the built environment</li> <li>• Water</li> <li>•</li> </ul>
Environmental and Systems Manager	<b>Allan Perry</b>	Energy and carbon management
Head of Procurement	<b>Eleanor Hellier</b>	Procurement
Assistant Director of Finance	<b>Lisa Smith/Cathy</b>	Finance
Assistant Director of HR	<b>Abery</b>	Organisation and Workforce Development
Voluntary Services Manager	<b>Antoinette Webber</b>	Green Ambassadors initiative
IM&T Consultant	<b>Glenn Winteringham</b>	
General Manager (Ops)	<b>Jenni Karley</b>	
Communications	<b>Deborah Goodhart</b>	
Nursing Management	<b>Camilla Wiley</b>	

<b>Job Title</b>	<b>Name</b>	<b>Role/sub group lead</b>
WFL		SPV and hard FM provider
LBI		External Stakeholder
Islington Public Health		External Stakeholder
Governor	Penri Morgan	
Governor	Michael Durham	

**5. Frequency of meetings**

The CRSG will meet three times a year to review progress against targets and to receive progress reports from CRS delivery units.

## Terms of Reference

### Carbon Reduction Delivery Units

1. **The Carbon Reduction Delivery Unit** is responsible to the CRSG for the delivery of plans designed to reduce the carbon emission of the trust to meet nationally set targets.
  
- 2 **Purpose of the CRDU**
  - (i) To deliver on the targets set and agreed in the relevant Sustainable Development Management Plan (SDMP)
  - (ii) To report on progress at regular intervals to the CRSG
  
- 4 **Aims and Objectives**

The aims and objectives of the CRDU are;

  - (i) to work with the agreed objectives set in the SDMP and implement actions required to deliver the objectives to the agree timescale.
  - (ii) To monitor and measure the impact of the plan and to advise the CRSG of any changes to the plan required to deliver the necessary reduction in carbon emission
  
4. **Membership**

Job Title	Name	Role/sub group lead
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6. **Frequency of meetings**

The CRDU will meet every 6 weeks to review progress against targets and to receive prepare reports from presentation to the CRSG.

**Appendix C**  
**Five year capital investment plan**

Scheme	2009/10		2010 /11		2011/12		2012/13		2013/14		Programme completion	
	Capital £'000	Carbon Reduction (Tonnes)	Capital £'000	Carbon reduction (Tonnes)	Capital £'000	Carbon reduction (Tonnes)	capital £'000	Carbon reduction (Tonnes)	Capital £'000	Carbon reduction (Tonnes)	Total Investment £'000	Carbon reduction (Tonnes)
Boiler decentralisation phase I (completion)	£200	180									£200	180
Boiler decentralisation phase II			£750	180							£750	160
Voltage Reduction		375										375
Housekeeping	£25	100		80		60		60		50	£25	250
Renewable energy sources			£40	10							£40	10
Water conservation			£30		£30		£30				£90	
Waste Management	£10		£10		£10		£10		£10		£50	
Water fountain conversion			£20								£20	
Electric points for cars	£5										£5	
Conversion to LED lighting			£15	12	£15	12	£15	12	£15	12	£60	48
Metering	£10	*	£5	*							£15	
<b>Total (£'000)</b>	<b>£250</b>	<b>655</b>	<b>£870</b>	<b>282</b>	<b>£55</b>	<b>72</b>	<b>£55</b>	<b>72</b>	<b>£25</b>	<b>62</b>	<b>£1,255</b>	<b>1,043</b>

\* savings from metering are indirect as they arise from schemes identified by better monitoring

## **Appendix D**

### **Staff Engagement and Internal Delivery Initiatives**

- The Link
- Energy Saviour/Energy Misbehaviour initiative
- Atrium events, Two during the summer and then monthly between October and March
- Green Ambassadors Scheme
- Emissions barometer – developed for PC desktops

## Plan for Dissemination and implementation plan of new Procedural Documents

To be completed and attached to any document which guides practice when submitted to the appropriate committee for consideration and approval.

Acknowledgement: University Hospitals of Leicester NHS Trust

<b>Title of document:</b>	<b>Carbon Reduction Strategy</b>		
<b>Date finalised:</b>		<b>Dissemination lead:</b>	<b>Philip lent</b>
<b>Previous document already being used?</b>	<b>No</b> (Please delete as appropriate)	<b>Print name and contact details</b>	<b>Via e-mail or ext 5560</b>
<b>If yes, in what format and where?</b>	N/A		
<b>Proposed action to retrieve out-of-date copies of the document:</b>	N/A		
<b>To be disseminated to:</b>	<b>How will it be disseminated/implemented, who will do it and when?</b>	<b>Paper or Electronic</b>	<b>Comments</b>
All Trust Staff	e-mail and hard copy via CRS PA	both	
<b>Is a training programme required?</b>	No		
<b>Who is responsible for the training programme?</b>			



## Equality Impact Assessment Tool

To be completed and attached to any procedural document when submitted to the appropriate committee for consideration and approval.

<b>Impact (= relevance)</b> 1 Low 2 Medium 3 High	<b>Evidence for impact assessment (monitoring, statistics, consultation, research, etc)</b>	<b>Evidential gaps (what info do you need but don't have)</b>	<b>Action to take to fill evidential gap</b>	<b>Other issues</b>
<b>Race</b>	1			
<b>Disability</b>	1			
<b>Gender</b>	1			
<b>Age</b>	1			
<b>Sexual Orientation</b>	1			
<b>Religion and belief</b>	1			

Once the initial screening has been completed, a full assessment is only required if:

- The impact is potentially discriminatory under equality or anti-discrimination legislation
- Any of the key equality groups are identified as being potentially disadvantaged or negatively impacted by the policy or service
- The impact is assessed to be of high significance.

If you have identified a potential discriminatory impact of this procedural document, please refer it to relevant Head of Department, together with any suggestions as to the action required to avoid/reduce this impact.