

Whittington Hospital NHS Trust

Carbon Reduction Strategy

2009 to 2015

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CONTENTS

Section		Page
1	Executive Summary	1
1.1	Energy and carbon Management	1
1.2	Procurement and Food	1
1.3	Travel and transport	1
1.4	Water	1
1.5	Waste	1
1.6	Designing the built environment	2
1.7	Organisational and workforce developments	2
1.8	Partnerships and networks	2
1.9	Governance	2
1.10	Finance	2
1.11	Conclusions	2
2	Sustainable Development Delivery and Governance	3
2.1	Introduction	3
2.2	Governance framework	3
3	Sustainable Development Management Plan	
3.1	Energy and carbon Management	4
3.2	Procurement and Food	5
3.3	Travel and transport	7
3.4	Water	9
3.5	Waste	10
3.6	Designing the built environment	11
3.7	Organisational and workforce developments	12
3.8	Partnerships and networks	13
3.9	Governance	14
3.10	Finance	15
Appendix A	CRSG Terms of Reference	16
Appendix B	Capital investment plans	18
Appendix C	Document control and dissemination	20
Appendix D	Equality Impact Assessment	21

WHITTINGTON HOSPITAL

CARBON REDUCTION STRATEGY

1. Executive Summary

The NHS has a carbon footprint of 18 million tonnes CO₂ 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 Carbon Reduction Strategy (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.

3. Sustainable Development Management Plan

3.1 Energy and Carbon management

Lead; Steven Primrose

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
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	October 2011
	The trust Annual Report will contain a short report on work completed to deliver the CRS	Report to include carbon emitted in the reporting year, investment made in carbon saving measures and the impact, water consumption and waste arisings.	Allan Perry	October 2010
	Report to Islington Climate Change Partnership	To provide them with Carbon Emission data. Feedback annual report once produced.	Allan Perry	January 2011
We will continue to invest capital in specific projects aimed at reducing carbon emission through use of fossil and secondary fuels	A five year investment plan will be ratified by the trust board as part of this strategy and will be reviewed annually	Identify an investment plan and carbon reduction arising as part of the Estates Strategy and summarised in appendix C	Steven Primrose Capital funding	March 2011
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 CRSG	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	March 2011
Every NHS staff member should be able and encouraged to take responsibility for energy consumption and carbon reduction.	Output from communications aimed at keeping information in the public domain about our activities	Regular articles in trust communications Recruitment and use of volunteers Annual Green Day	Jon Falcone Antoinette Webber	March 2011

3. Sustainable Development Management Plan

3.2 Procurement and food

Lead; Paul Hepworth (Food)

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
The promotion of sustainable food and nutrition throughout the trust.	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	Paul Hepworth Nutrition teams.	March 2011
	The trust will make a transition to sustainable producers seeking out those who offer organic products.	Identify product lines in N19 that can be switched to environmentally friendly options without entailing excessive costs	Paul Hepworth Nutrition teams.	March 2012

Lead; Gary Wingrave (Procurement)

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
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.	Internal register of suppliers commitment to carbon reduction	A register of suppliers and their 'green credentials' will be developed and published internally	Gary Wingrave	March 2011
	a reduction in vehicle movements to and from site established	Deliveries will be consolidated and fewer orders raised	Gary Wingrave	June 2011
		Bulk storage will be further developed	Gary Wingrave	June 2012
	Evidence of consideration of environmental	Environmental assessment criteria will be	Gary	March 2011

3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
	factors in adjudication documents	developed and used in trust tenders	Wingrave	
	A reduction in waste arising and increase in returns of packaging to suppliers	We will explore ways to reduce packaging and encourage waste and equipment repatriation to suppliers	Gary Wingrave	March 2013

3. Sustainable Development Management Plan

3.3 Low carbon travel, transport and access

Lead; Cecil Douglas:

Specific	Measurable	Actions	Resources	Timescale for progressor reassessment
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	Review progress towards the 2006 objectives	Cecil Douglas	March 2011
		Update the 2006 Travel Plan to reflect the Trust commitment in reducing its carbon footprint by 10%	Cecil Douglas	July 2011
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	Cecil Douglas	June 2011
		Install electrical charging points for electric cars	Cecil Douglas	March 2012
		Promote the cycle 2 work scheme and increasing mileage allowance for cyclists to match or exceed that received by car drivers	Cecil Douglas	October 2011
		Increase Cycling in the work place by having the most up-to-date information and being able to access the best resources and advice	Cecil Douglas Continue Corporate Partner membership to the London Cycling Campaign	March 2011 and ongoing
We will establish consistent monitoring arrangements so reductions in emissions from road vehicles used for NHS business	Vehicle carbon reduction to be a key aspect in the delivery and future	Trust replacement vehicles will be of lower carbon emission to that of its predecessor where possible	Cecil Douglas	March 2015

3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progressor reassessment
can be measured.	development of services	Contracts for patient travel must reflect the Trust commitment in reducing its carbon footprint		

3. Sustainable Development Management Plan

3.4 Water

Lead; Steven Primrose;

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
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 rd issue.	Jon Falcone	Ongoing
		Formal report to Trust Executive Committee to be made annually	Allan Perry	October 2011
		Report to public in the Annual report	Jon Falcone	May 2011
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"> • all urinals waterless within 3 years • all taps where suitable low flow within 3 years • Dual flush WCs within 3 years 	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	March 2012
Complete the conversion of all bottled water fountains to main water fountains	Identify bottle fed machines at year start and compare with number converted through the year end	Identify remaining areas using Bottled Water Fountains and plumb into mains water.	Steven Primrose	March 2011

3. Sustainable Development Management Plan

3.5 Waste

Lead; Steven Packer

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
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.	Steven Packer	On-going
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	Jon Falcone	March 2011
		Installation of colour coded waste bins	Allan Perry	
		Increased use of local networks to increase recycling of obsolete equipment.	Steven Packer	
	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 Introduce new waste stream for recycling of food waste	Steven Packer	March 2011

3. Sustainable Development Management Plan

3.6 Design of the built environment

Lead; Steven Primrose

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

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
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	Steven Primrose	Ongoing

3. Sustainable Development Management Plan

3.7 Organisation and workforce development

Lead; Lisa Smith

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
Future leadership development will take account of the competencies required to deliver carbon reduction.	To ensure that future relevant courses include competencies	When commissioning leadership courses ensure that carbon reduction is covered as a topic	Lisa Smith	October 2011

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*

3.9 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.*

3.10 Finance

Lead; Eleanor Hellier

- *The trust will develop carbon literacy and embed carbon reduction in their financial mechanisms, notably assisting in business case development for capital 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
Director of Estates and Facilities	Philip Ient	<i>(Chair)</i>
Director of Planning and Performance	Fiona Smith	<i>(Vice-chair)</i>
Assistant Director of Facilities	Cecil Douglas	<ul style="list-style-type: none"> • Travel, transport and access
Catering Services Manager	Paul Hepworth	<ul style="list-style-type: none"> • Food
Assistant Director of Facilities	Steven Packer	<ul style="list-style-type: none"> • Waste
Deputy Director of Facilities	Steven Primrose	<ul style="list-style-type: none"> • Design of the built environment • Water • Energy and carbon management
Environmental and Systems Manager	Allan Perry	Information support
Head of Procurement	Gary Wingave	Procurement
Assistant Director of Finance	Eleanor Hellier	Finance
Assistant Director of HR	Lisa Smith	Organisation and Workforce Development
Patient Experience Manager	Antoinette Webber	Green Ambassadors initiative
IM&T Consultant	Glenn Winterigham	IMT investment decisions
General Manager (Ops)	Sally Riley	Management community leadership
Communications	Jon Falcone	Communications and

Job Title	Name	Role
Nursing Management	Kara Blackwell	publicity Nurse community leadership
WFL	Tony Ferdinando	SPV and hard FM provider
Governor	Penri Morgan	Client representative
Governor	Michael Durham	Client representative
	Victoria Howes	Islington Climate Change Partnership

5. Frequency of meetings

The CRSG will meet three times a year to review progress against targets.

**Appendix B
Capital investment plan**

Scheme	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)	Total Investment £'000	Carbon reduction (Tonnes)
Boiler decentralisation phase III	1,200	180							1,200	120
Boiler decentralisation phase IV			1,000	180					1,000	60
Energy efficient lighting	150	70	50	15	50	15	50	15	300	115
Control system improvements	50	80			50	80	50	80	150	160
Window replacement	50	10			100	20	100	20	250	50
Heating system improvements	125	50	35	15	50	15	50	15	270	95
Purchase of waste bins	15	0			10	0	10	0	25	0
External LED lights	30	17							30	17
Automatic meter reading system	15	*							15	0
Radiator TMVs	35	20							35	20
Internal LED lighting	5	1							5	1

Scheme	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)	Total Investment £'000	Carbon reduction (Tonnes)
Voltage optimisation			250	460					250	460
Insulation programme					50	10	50	10	100	20
Water saving initiatives					100	0	20	0	120	0
Total (£'000)	1,675	428	1,335	670	410	140	330	140	3,950	1,378

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

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

Title of document:	Carbon Reduction Strategy		
Date finalised:		Dissemination lead:	Philip lent
Previous document already being used?	Yes (Please delete as appropriate)	Print name and contact details	Via e-mail or ext 5560
If yes, in what format and where?	Electronic via Intranet		
Proposed action to retrieve out-of-date copies of the document:	Mount revised document onto intranet replacing old version		
To be disseminated to:	How will it be disseminated/implemented, who will do it and when?	Paper or Electronic	Comments
All Trust Staff	e-mail	electronic	
Is a training programme required?	No		
Who is responsible for the training programme?			

Equality Impact Assessment Tool

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

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