

Whittington Health

# Carbon Reduction Strategy

2011 to 2015



## Document History

Version: Revision 3 (Nov 2011)  
Owner: Director of Facilities  
Last edited by: Philip Ient  
Last edit date: 10/02/2012 15:38:00  
Reason for edit: Annual refresh

## Approvals

CRS Group;  
Executive Team;  
Trust Board;

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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 emissions from direct estate power use (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 an annual saving of 900 tonnes (the equivalent of more than 450,000,000 litres of carbon) based upon the total emissions for 2007 of 8,896 tonnes. The Board recognises that this will only be achieved with a significant amount of resource focused on changing the way the organisation currently manages its energy, and input from every staff member.**

#### 1.1 Energy and carbon management

We will review our consumption of energy and carbon emissions at Board level to ensure there is appropriate ownership in the organisation to lead the delivery of the carbon reduction strategy; develop more use of renewable energy where appropriate; encourage reductions in the use of this energy; 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 the 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. We will link the importance of a low carbon lifestyle to healthy living. An increased in long-term conditions such as obesity, high blood pressure and heart disease are partly caused by poor air quality and an over reliance on the car. We will seek to educate and make these linkages where appropriate.

#### 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 set targets, monitor and report 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 empowered 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. We will look at how individual involvement could be recognised and rewarded and how ideas from all members of staff is shared and acted upon. The trust will establish a network of 30 Carbon Champions across all sectors of the organisation. Carbon champions are crucial for ensuring new energy efficient ways of working are adopted by everyone. Champions maintain momentum as they are tasked with seeking out new ways for establishing appropriate workplace behaviours in all parts of the organisation.

### **1.8 Use and Application of IT**

Investment in Information Technology is essential in delivering modern health care. IT has the means to improve outcomes through streamlined communications and increase the quality of healthcare through data capture, storage, retrieval and analysis. However, increasing demands on IT means increasing demands of electrical power and increasing carbon emission. We will ensure that where new technology is adopted, consideration will be given to ensure that carbon emission is identified and where possible reductions made through more use of more efficient equipment, new working techniques (i.e. home working, tele working and teleconferencing) and the full implementation of solutions that allow the withdrawal of legacy systems. We intend to fully explore the opportunities in smart working as the potential benefits in reducing carbon emissions are significant

### **1.9 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 to secure financial and carbon reducing advantage from 3<sup>rd</sup> party agreements i.e. photo voltaic and other renewable energy sources.

### **1.10 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 therefore will be an inherent part of our organisation's performance and governance mechanisms. We will achieve the Carbon Trust Standard

### 1.11 Finance

Finance have signed up to becoming carbon literate, carbon numerate and will ensure appropriate investment. This includes that needed to ensure that there is sustainable behavioural change in the workplace by establishing a permanent role to lead the carbon reduction agenda, 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 used to deliver appropriate incentives, economies and training to support this shift in culture and for the local economy.

### 1.12 Conclusion

This strategy sets the ambition for us to play a leading and innovative role in ensuring the shift to a low carbon society. To support its success we will develop a Board approved sustainable development management plan and 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 timescale 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 Promote Sustainability in it's widest sense by holding an annual week of events to highlight the impact of climate change on the wider environment, and trust actions to reduce it's own carbon emissions
- 2.1.4.3 Develop an investment plan providing details of schemes, the investment needed and the carbon reduction to be achieved.
- 2.1.4.4 Ensure that all capital schemes 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.
- 2.1.4.5 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 and the reward/performance management system
- 2.1.4.6 Help staff and patients reduce carbon emission in travel to work/ care by publishing green travel plans, providing staff and patient with information about how to reduce carbon emissions in their personal lives, and try to minimise their need for travel.
- 2.1.4.7 Actively encourage and reward recycling and reducing the volume of waste through procurement and purchasing plans

- 2.1.4.8 Seek any available additional investment over and above it's own CRL to help support delivery of carbon reduction schemes
- 2.1.4.9 Strengthen collaboration with local and national bodies that support and promote carbon reduction strategies to create new opportunities for carbon reduction
- 2.1.4.10 Actively seek out how smart working could be of benefit to Whittington Health and develop a policy

## **2.2 Governance**

- 2.2.1 The Carbon Reduction Strategy Group (CRSG) will deliver the Carbon Reduction Strategy on behalf of the Trust's Board. A non-executive director will be appointed by the trust Chairman to champion the programme at board level and the Chief Operating Officer will be accountable for the delivery of the programme
- 2.2.2 The membership and terms of reference of the CRSG is attached at appendix A
- 2.2.3 The CRSG will meet monthly 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 November of each year for submission to the trust board in January of each year	Allan Perry	November 2011
	Report made to Islington Climate Change Partnership	To provide them with Carbon Emission data. Feedback annual report once produced.	Allan Perry	January 2012
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. The programme will deliver an annual saving of 350 tonnes of carbon as part of the 10% reduction to be achieved by 2015	Identify an investment plan and carbon reduction arising as part of the Estates Strategy and summarised in appendix B. Carbon reducing schemes will be represented by articles in the monthly Whittington Express newsletter	Steven Primrose Capital funding PFI partners	March 2012
We will develop a series of heating standards designed to encourage staff to monitor and manage the workplace temperatures	Instances of over heating/under heating to be reduced by 20% through careful application of the standard based upon complaints from 2009/10	To develop a trust wide space heating standard that ensures that the environmental needs of patients and staff are met without excessive carbon emissions	Allen Perry	December 2011

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
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 agreed and delivered by the CRSG	To undertake a review to assess the potential to either introduce local renewables or to establish the viability of switching utility supplier.	Allan Perry External support and advice	March 2012



### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
	<p>Recruit twelve volunteers to help support the delivery of strategic objectives.</p> <p>Volunteers will assist in the climate week.</p> <p>Establish a regular competition with prizes based upon green themes and ideas</p> <p>Establish a community based carbon reduction groups to work across the trust and recruit members to the main CRSG</p>	<p>Recruitment and use of volunteers</p> <p>Plan for a week of activities from 6 to 10 February 2012</p> <p>Green ambassador to lead on this project. We will actively promote the role through voluntary interest and have in the region of 10- 12 volunteers going through the process.</p> <p>Each volunteer will be assigned to a department and provided with a staff contact (and internal team of volunteers). Two hours will be released for internal volunteers so they can develop carbon reduction initiatives with their volunteer.</p> <p>Weekly updates of successes will be placed on departmental communal boards and the Trust will develop a competition between departments. Staff members will be actively encouraged to take part and a commitment will be made from the Trust that suggestions from staff will be listened to and acted upon</p> <p>An article will be placed in the Whittington Express newsletter regarding the role and placed on the internet</p>	<p>Deborah Goodhart</p> <p>Antoinette Webber</p>	<p>March 2012</p>

### 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  To ensure that the menu changes and meal choices are publicised within N19 and feedback and suggestions from staff is sought  To ensure that nutritional information associated with cooked dishes are labelled and advertised	Paul Hepworth  Nutrition teams.	September 2011  November 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 and these will be promoted via internal advertising	Paul Hepworth  Nutrition teams.	March 2012
Reduce the number of delivery vehicles to site	To reduce the number of deliveries made by catering vehicles to site by 50% from a baseline of 2010/11 delivery	Increase the size of orders in order to reduce the number of deliveries per week	Paul Hepworth	March 2012

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
Reduce the waste arising from catering operations, and to aspire to achieve 5% waste based upon production	To reduce the amount of catering waste arising from N19 in this current year by 10% by weight	Implement the catering menu database to manage ordering, stock control and production Training staff in terms of portion control and stock management	Paul Hepworth	March 2012
To reduce the carbon emission associated with the top 10 products used in N19	To baseline the top 10 products and ensure that they come from the lowest carbon source	To measure the carbon footprint of the top 10 fresh products and ensure they come from the lowest possible source	Paul Hepworth	March 2012
To publicise and promote activity related to sustainability initiatives being undertaken in food	Whittington Express articles	To ensure that at least three articles a year are published in Whittington Express	Paul Hepworth	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	Internal register of suppliers commitment to carbon reduction published	A register of suppliers and their 'green credentials' will be developed and published internally on the trust intranet	Gary Wingrave	November 2011

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
financial decisions will be considered by the trust, in preparation for the use of carbon as a currency.	a 10% reduction in the number of deliveries associated with theatres consumables and stationery on a baseline assessment of 2009/10	Bulk storage will be further developed, and load reductions to the site calculated	Gary Wingrave	
	Evidence of consideration of environmental factors in adjudication documents and in the tendering process Assessment criteria to be included in future tenders	Environmental assessment criteria will be developed and used in trust tenders	Gary Wingrave	October
	A 10% reduction in waste arising A 5% increase in returns of packaging to suppliers.  All equipment with a residual life will be recycled and the amount published on the trust web site	To ensure that suppliers who make a commitment to reducing packaging on deliveries are identified and used in preference to others who do not  Set up and establish a contract with the Disposals Services Authority for the recycling of serviceable hospital equipment	Gary Wingrave	November 2011

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
The trust will adopt an 'Ethical Procurement for Health' policy to ensure that the environmental and ethical impact of purchasing decisions are understood and minimised through ethical procurement. This will be signed off at Board. It will be available to all staff via the Intranet and individual responsibilities explained	Ethical Procurement for Health policy published on the Intranet	<p>To prepare a draft policy</p> <p>To get the policy agreed by the non executive member of the trust board</p> <p>To get the policy agreed by the CRSG</p> <p>To get the policy agreed at TB and published on the intranet</p>	Gary Wingrave	December 2011
To publicise and promote activity related to sustainability initiatives being undertaken	Whittington Express articles	To ensure that at least three articles a year are published in Whittington Express	Gary Wingrave	March 2012

### 3. Sustainable Development Management Plan

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

Lead; Cecil Douglas:

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
The Trust will have a Board approved active travel plan delivered via the sustainable development management plan. It will include acute and community travel requirements	The trust Board will approve a revised and updated Travel Plan with a committed carbon footprint target reduction	Review progress towards the 2006 objectives	Cecil Douglas	October 2011
		Update the 2006 Travel Plan to reflect the Trust commitment in reducing its carbon footprint by 10%	Cecil Douglas	
The trust is committed to complying with the soon to be published NHS Mileage Consultation and will ensure it dovetails with the trust travel plan and strategies for sustainable development of NHS services	Reduced mileage rates for public transport meeting the NHS Mileage recommendations.	Benchmark mileage allowance with other Trusts	Cecil Douglas	January 2012
		Install electrical charging points for electric cars	Cecil Douglas	
		Promote the cycle 2 work scheme and increase mileage allowance for cyclists to match or exceed that received by car drivers	Cecil Douglas	

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
		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	
To publicise and promote activity related to sustainability initiatives being undertaken	Whittington Express articles	To ensure that at least three articles a year are published in Whittington Express	Cecil Douglas	March 2012
Establish consistent monitoring arrangements so reductions in emissions from road vehicles used for NHS business is measured.	Vehicle carbon reduction measured and monitored	Trust replacement vehicles will be of lower carbon emission to that of its predecessor where possible	Cecil Douglas	March 2012
		Contracts for patient travel must reflect the Trust commitment in reducing its carbon footprint	Gary Wingrave	

### 3. Sustainable Development Management Plan

#### 3.4 Water

Lead; Steven Primrose;

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
Water efficiency technology will be adopted as standard across the trust estate.	<p>The number of conversions and installations of water saving devices to be monitored year on year.</p> <p>Target to have</p> <ul style="list-style-type: none"> <li>• all urinals waterless within 3 years from 2009)</li> <li>• all taps where suitable low flow within 3 years (from 2009)</li> <li>• Dual flush WCs within 3 years (from 2009)</li> </ul>	<p>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</p> <p>Tap conversions will not include patient areas leading on from IC advice</p>	Allan Perry	December 2011
Complete the conversion of all bottled water fountains to main water fountains	<p>Identify bottle fed machines at year start and compare with number converted through the year end</p> <ul style="list-style-type: none"> <li>• 5% Water reduction to be realised</li> </ul>	Identify remaining areas using Bottled Water Fountains and plumb into mains water.	Steven Primrose	Completed May 2011



### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
To publicise and promote activity related to sustainability initiatives being undertaken	Whittington Express articles	To ensure that at least three articles a year are published in Whittington Express	Allan Perry	March 2012

### 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 will 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, Premises and Food Safety Committee.	Steven Packer	A minimum of 6 reports to prepared per year, with publication in Whittington Express
The trust will 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	Steven Packer Allan Perry	To demonstrate year on year improvement by the close of each financial year (March 2012)
		Installation of colour coded waste bins trust wide	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	To increase the number of recycling points around the trust dealing with specific items such as mobile phones, batteries, toner cartridges etc	Steven Packer	To demonstrate a year on year increase in the

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
	waste arising through recycling by 40% by 2013 on the 2011 baseline	Introduce new waste stream for recycling of food waste		number of recycling points with documented evidence of the products disposed by alternative waste streams
To publicise and promote activity related to sustainability initiatives being undertaken	Whittington Express articles	To ensure that at least three articles a year are published in Whittington Express	Steven Packer	March 2012

### 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 explicitly encourage a broader approach to sustaining carbon reduction, including transport, delivery of service and community engagement.	All new refurbishment schemes will show evidence of environmental impact assessments in regards to materials and techniques and incorporate carbon saving measures.	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  To prepare and publish a Carbon Reduction Assessment report based upon out turn emissions of all property capital schemes where the investment exceeds £100k	Steven Primrose	On-going

### 3. Sustainable Development Management Plan

#### 3.7 Organisation and workforce development

Lead; Astrid von Volkhamer

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
Future leadership development will take account of the competencies required to lead on carbon reduction.	All future relevant courses include competencies for leading on carbon reduction	When commissioning leadership courses ensure that carbon reduction is covered as a topic	Astrid Von Volkhamer	March 2012
Every NHS staff member will be encouraged to take responsibility for energy consumption and carbon reduction. This will be reflected in the performance management system with individual contributions being recognised and by the development of a reward/incentives system	Develop a strategy that supports changing the hearts and minds of staff	To carry out a review into what influences staff in relation to environmental sustainability	Fiona Smith	November 2011
	All staff appraisals to include an objective to make a positive contribution to a reduction in carbon emission		Astrid von Volkhamer	March 2012

### 3. Sustainable Development Management Plan

#### 3.8 Use and Application of IT

Lead; Glenn Winteringham

*'All investment in new or replacement IT equipment should consider the impact of carbon as a major factor in the decision making process. Where leading edge technologies are introduced legacy systems must be fully withdrawn'*

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
To reduce direct carbon emissions by informed investment when replacing legacy equipment or investing in new systems	To baseline current emissions from IT equipment and systems and assess the reduction year on year achieved through replacement equipment	<ul style="list-style-type: none"> <li>Baseline current IT energy consumption</li> <li>Assess the swapped out emission rating of new equipment and publish reduction in carbon annually</li> </ul>	Glenn Winteringham	March 2012
To establish and introduce a 'Smart Working Policy' that will set out the means by which the trust will reduce the carbon emission of back office functions by direct and indirect means	<p>All back office space will be adapted to promote open plan working that will allow;</p> <p>Appropriate staff in the trust to work 2 days a week from home</p> <p>Available desks to be reduced by 20% promoting the concept that space is a resource to be used by all and not allocated to individuals</p> <p>back office workspace to go</p>	<p>Preparation of a 'Smart Working Policy' that will</p> <ul style="list-style-type: none"> <li>scope the parameters required to promote home working, reduce attendance of staff on sites where this is not essential</li> <li>identify the requirements of IT systems to support the change in working practices</li> <li>identify and agree the general provision of space to back office staff including</li> </ul>	HR IT E&F	March 2012

### 3. Sustainable Development Management Plan

Specific	Measurable	Actions	Resources	Timescale for progress or reassessment
	paperless through provision of tablet PCs and local scanning with an attendant reduction in the number of print devices	the concept of shared workspace and open plan working		

### 3.9 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*

### 3.10 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.*

### 3.11 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	<b>Philip Ient</b>	<i>(Chair)</i>
Director of Planning and Programmes	<b>Fiona Smith</b>	<i>(Vice-chair)</i>
Assistant Director of Facilities	<b>Cecil Douglas</b>	<ul style="list-style-type: none"> <li>• Travel, transport and access</li> </ul>
Catering Services Manager	<b>Paul Hepworth</b>	<ul style="list-style-type: none"> <li>• Food</li> </ul>
Assistant Director of Facilities	<b>Steven Packer</b>	<ul style="list-style-type: none"> <li>• Waste</li> </ul>
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>• Energy and carbon management</li> </ul>
Environmental and Systems Manager	<b>Allan Perry</b>	Information support
Head of Procurement	<b>Gary Wingrave</b>	<ul style="list-style-type: none"> <li>• Procurement</li> </ul>
Assistant Director of Finance	<b>Eleanor Hellier</b>	<ul style="list-style-type: none"> <li>• Finance</li> </ul>
Human Resources	<b>Astrid von Volkamer</b>	Organisation and Workforce Development
Patient Experience Manager	<b>Antoinette Webber</b>	Green Ambassadors initiative
Director of IT	<b>Glenn Winteringham</b>	<ul style="list-style-type: none"> <li>• Use and Application of IT</li> </ul>
General Manager W&C	<b>Sally Riley</b>	Management community leadership
General manager Medicine	<b>Laura Bell</b>	Management community leadership
Communications	<b>Kathleen Kelly</b>	Communications and publicity
Nursing Management	<b>Kara Blackwell</b>	Nurse community leadership
WFL	<b>Tony Ferdinando</b>	SPV and hard FM provider
Governor	<b>Michael Durham</b>	Client representative
Governor	<b>Penri Morgan</b>	Client representative
	<b>Prof Hugh Montgomery</b>	Special advisor
Climate Change Partnerships Manager	<b>Nicky Freeling</b>	Islington Climate Change Partnership
Environmental Sustainability (Islington Council)		

#### 5. Frequency of meetings

The CRSG will meet monthly to review progress against targets.

**Appendix B**  
**Capital investment plan**

Scheme	2011 /12		2012/13		2013/14		2014/15		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										
Boiler decentralisation phase IV. This includes VSD pumps	1,208	200							1,208	200
Installation of Direct gas fired water heaters to K block			140	40					140	40
Energy efficient lighting			30	9	50	15			80	24
Control system improvements			10	80	50	80	50	80	110	240
Window replacement	75	10	75	20	100	20	100	20	350	70
Heating system improvements			50	15	50	15	50	15	150	45
Purchase of waste bins	5				10	0			15	0
External LED lights			30	12					30	12
Automatic meter reading system	10		5						15	0
Radiator TRV's	20	15	20	15					40	30
Internal LED lighting	10	4					50	15	60	19

Scheme	2011 /12		2012/13		2013/14		2014/15		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			300	350					300	350
Insulation programme	55	20	75		50	10	100	20	280	50
New Burner(s) for PFI Boilers			40	20					40	20
Water saving initiatives					20	0	100		120	0
Daylight lighting control					20	5			20	5
S Block combi-boilers installations x 12			60	40					60	40
<b>Total (£'000)</b>	<b>1,383</b>	<b>249</b>	<b>835</b>	<b>583</b>	<b>350</b>	<b>145</b>	<b>450</b>	<b>150</b>	<b>3,018</b>	<b>1,145</b>

\* 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

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