

Trust Board Meeting

DATE: 26 September 2012

TITLE: Six Month Review of Whittington Health's Carbon Reduction Strategy

SPONSOR: Maria Da Silva

REPORT FROM: Phil lent, Director of Estates & Facilities

PURPOSE OF REPORT:

To provide the Trust Board with a half year review of achievements with respect to delivery of the Trust Carbon Reduction Strategy

EXECUTIVE SUMMARY:

The Trust Board has approved the Carbon Reduction Strategy. The attached report is a summary of performance in the six months to date. Each target has been assessed using a traffic light 'RAG' rating system. In summary these are:

5 projects assessed as : Red (behind target, action required to recover position)
15 projects assessed as : Amber (behind target, action in place to recover position)
16 projects assessed as : Green (on target)

PROPOSED ACTION:

The Trust Board is asked to note the content of the report and the progress being made towards delivery of the strategy

APPENDICES:

Appendix 1 – Energy & Carbon Management
Appendix 2 – ICCP Annual Monitoring Report
Appendix 3 – Heating Standards

DECLARATION

In completing this report, I confirm that the implications associated with the proposed action shown above have been considered – any exceptions are reported in the Supporting Information:

Implications for the NHS Constitution, CQC registration
Financial, regulatory and legal implications of proposed action
Risk management, Annual Plan/IBP
Moving Ahead – how does this report support any of the Trust's 5 Strategic Goals

Supporting Information

Whittington Health

Carbon Reduction Strategy

2011 to 2015

Cutting Carbon



One by One; Ton by Ton

2012 – Half Year Results on
meeting the Carbon Reduction
Strategy Targets

WHITTINGTON HOSPITAL - CARBON REDUCTION STRATEGY

Executive Summary

The NHS has a carbon footprint of 18 million tonnes CO2 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.

Whittington Hospital NHS Trust carbon reduction strategy 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.

In November 2011 the Board signed up to the updated Carbon Reduction Strategy which focuses on changing the way the organisation currently manages its energy, and increasing input and involvement from every staff member. This paper is an update on how the organisation and named work stream leaders are meeting the proposed targets for 2012, in regards to:

- Energy and carbon management
- Procurement and food
- Travel and Transport
- Water
- Waste
- Designing the built environment
- Organisational and workforce development
- Use and application of IT
- Partnerships and networks
- Governance
- Finance

We have provided a RAG rating of specific targets and a summary for each work-stream

RAG definitions

STATUS	DEFINITION	ACTION
Red	The project requires remedial action to achieve objectives. The timeline/ cost / objectives are at risk	Details actions to mitigate the risk. Gain approval from CRSG for budget, time or scope changes.
Amber	The project has a problem but action is being taken to resolve this OR a potential problem has been identified and no action may be taken at this time but it is being carefully monitored The timeline/cost/objectives may be at risk	Raise awareness to the CRSG. To agree if support required.
Green	The timeline/cost/objectives are within plan. The project is on target to succeed	None

1. Energy and carbon management

In 2012 we committed to increasing our use of renewable energy by encouraging reductions in the use of this energy; measuring and monitoring on a whole life cycle cost basis; and ensuring appropriate behaviours are encouraged in individuals as well as across the organisation.

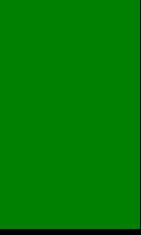
During 2011-12 and for an investment of £1,383,000 we planned to reduce carbon emissions by 350 tonnes per year. In the 12 months to March 2012 emissions have been reduced by 853 tonnes. See appendix I for details and chart.

Significant time and resources has been spent on getting our staff involved in our Carbon Reduction Strategy this includes the (soon to happen) installation of meters which will allow us to create smarter visual updates linking individual energy usage with costs and consumption to our staff

Target	Progress	RAG Status
<p>CAPITAL INVESTMENT</p> <p>A five year investment plan to be ratified by the Trust board as part of this strategy and to 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</p>	<p>The final Capital plan for 2011-12 provided for a 249 Tonne reduction in emissions. This was a reduction due to the Voltage Optimisation project being postponed until the following year. However the target for reduction was exceeded despite this due to a mild winter and better than expected effect of the boiler decentralisation. The target is still for an average of 350 tonnes reduction per year and the current plan for 2012-13 should provide a 583 Tonne reduction, however the Voltage Optimisation project has been cancelled due to our Authorising Engineer (electrical) not being convinced of its suitability. This represents a loss of 350 tonnes from the reduction programme; however a revaluation of the project to re-burner the 2 of the 4 PFI boilers has indicated that a large part of the 350 tonnes, up to 220 tonnes, could be replaced in the reduction programme. Finance is evaluating the payment options. A decision is imminent.</p>	
<p>COMMUNITY ENGAGEMENT</p> <p>Establish a community based carbon reduction group to work across the Trust and recruit members to the main CRSG</p>	<p>During Green Week, Islington Green Living provided a workshop in Holloway Health Centre. The workshop was aimed at staff and patients and focused on how to be 'greener' at home. All Health Centres were targeted before and after Green Week to ensure they were aware of Green Week. Community was invited to take part and they provided representatives to help create Green Week.</p> <p><i>When Carbon Champion training is provided, all community staff will be invited to attend</i></p>	

Target	Progress	RAG Status
<p>ENVIRONMENTAL TEMPERATURES</p> <p>Instances of over heating/under heating to be reduced by 20% through careful application of the standard based upon complaints from 2009/10</p>	<p>A Heating Standards document has been developed with temperature standards improved over ENCODE standards to align with those set for the PFI contract. See appendix III. This document has provided guidelines for the winter of 2011-12.</p> <p>During the period October to May (inclusive) the number of requests to deal with heating problems were as follows :-</p> <p>2009/10 – 660 requests 2010/11 – 621 requests 2011/12 – 502 requests</p> <p>With a reduction of 24% the target has been achieved. A new target of another 20% reduction over the next 2 years, to the winter of 2013/14, will be incorporated into the CRSG plan.</p> <p><i>An article is planned for an autumn edition of Whittington Express to reiterate the accepted temperature norms in working environments and to encourage staff to reduce our heating bills with individual action</i></p>	
<p>REPORTING AND MONITORING</p> <p>Report made to Islington Climate Change Partnership</p>	<p>During the year Islington Climate change Partnership changed the reporting year to April-March (previously Jan – Dec). Our data was submitted and the resulting report can be seen in appendix II.</p>	
<p>RENEWABLE ENERGY</p> <p>A renewable energy resources plan will be agreed and delivered by the CRSG</p>	<p>A review in 2011 indicated that Solar PV offered the only practical possibility for the immediate future. A project to improve the heating and hot water plant in the Mortuary will include a Solar PV element that will deliver a 7.5 tonne reduction in emissions. The £1,800 savings from reduced grid electricity demand will be enhanced by FITs by a further £1,800. This project will complete in 2012.</p> <p>An additional Solar PV installation is being considered for L Block which will save 12.5 tonnes. This is at concept stage and feasibility study is required. Project not likely for 2012-13</p>	

Target	Progress	RAG Status
<p>USING VOLUNTEERS</p> <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 community based carbon reduction groups to work across the Trust and recruit members to the main CRSG</p>	<p>Four volunteers have worked with the Environmental Manager to run energy audits in different areas of Whittington Hospital. During 2011 and 2012 they have helped to create a baseline of information and have helped with the promotion of recycling and distribution of recycling bins</p> <p>6 volunteers helped during Green Week. They managed the crowds when the Deputy Mayor of London and Joe Liddane awarded prizes to St Joseph's School Children and they set up and attended the Climate Lecture</p> <p>Volunteers have managed the setting up of Carbon Aware, Environmental posters throughout year.</p> <p><i>Discussions with UCLH (Andy Bowman/Trevor Payne, Directors of Estates & Facilities) has recommended getting departmental involvement by training Carbon Champions from the actual department (rather than volunteers).. UCLH has offered to provide free training. UCLH NICE consultant has advised we gain support by talking face-to-face with the departments. This is expected to start in October 2012.</i></p>	
<p>STAFF COMMUNICATION</p> <p>Establish a regular competition with prizes based upon green themes and ideas</p> <p>Plan for a week of activities from 6 to 10 February 2012</p>	<p>During 12th – 16th March Whittington Health ran its own Green Week to coincide with Climate Week.</p> <p>Estates & Facilities invited all clinical wards to take part in a competition that ran from Feb 28th – March 28th 2012. Three clinical areas took up the challenge: Montuschi, Theatres and Lfor Ward. They were tasked with reducing their carbon footprint and making sustainable changes. All of the competitors were recognised at Chief Executive Briefing and awarded prizes. The first two teams (Theatres and Montuschi) were invited to pilot energy monitors that will be implemented into their area. Theatres are continuing the good work and now recycle 60 bags of waste – from zero.</p> <p>A green poster competition invited all staff and the local community to artistically depict how they help the environment. An art student won first prize and Estates & Facilities staff came second. Prizes were provided by Whittington Facilities Ltd</p> <p>Rollapaluza (static cycling competition) was run through green week and over 70 people took part.</p>	

Target	Progress	RAG Status
	<p>Whittington Medical students won. <i>We have let TFL know we would be keen to participate in future competitions.</i></p> <p>In the month before and after Green Week there were weekly bulletins highlighting Whittington's Carbon reduction target and inviting staff to get involved. Since April, there have been monthly Carbon Corner articles highlighting different events and including articles on water and recycling.</p>	

2. Procurement and food

In 2012 we are considering 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.

Target	Progress	RAG Status
<p>LOW CARBON SUPPLIERS</p> <p>An internal register of suppliers' commitment to carbon reduction will be published internally on the Trust intranet with effect from September 2012</p>	<p>Being compiled but the target date is likely to slip by a few months in view of other priorities. Trust looking at next generation of ambulances being a mixed fleet of electric, hybrid and traditional with the intent of securing supplier with similar ambition. This may require modest capital investment in charging capability in front of Emergency Department.</p>	<p style="background-color: orange;"> </p>
<p>STAFF ENGAGEMENT</p> <p>Whittington Express articles will be published at least three times a year with effect from April 2012</p>	<p>Three articles will be published in October, December and February issues</p>	<p style="background-color: orange;"> </p>
<p>REDUCING CARBON IN THE SUPPLY CHAIN</p> <p>The Trust will achieve a 10% reduction in the number of deliveries associated with theatres consumables and stationery on a baseline assessment of 2009/10 by</p>	<p>Consolidation of all stationery ordering is complete and central stationery store has been established considerably reducing number of ad hoc deliveries to Trust. Expansion of bulk buying is complete but remains under routine review. The following is a summary of key product areas which have been highlighted and added to the bulk store, therefore reducing delivery frequency:</p> <p style="padding-left: 40px;"><i>Stationery</i> Reduced from 5 deliveries per week to an average of 3 per week.</p> <p style="padding-left: 40px;"><i>Theatres Stock</i> Reduced from 5 deliveries per week to 1-3 per week.</p>	<p style="background-color: green;"> </p>

Target	Progress	RAG Status
September 2012	<p><i>Hygiene Kits</i> Reduced from monthly deliveries to annual</p> <p><i>Printed Materials (Drug Charts, Some Forms)</i> Reduced from Fortnightly to quarterly.</p> <p><i>Ward Labour Packs</i> Reduced from fortnightly to quarterly.</p> <p>For more detail, please see the Delivery Reductions List on the Sustainability Page of the PSS Intranet pages: Whittington NHS Trust Intranet: Sustainability</p> <p>The Buying team now hold orders from different departments and consolidate to reduce delivery frequency. This not only reduces delivery frequency but is a cost saving as many suppliers charge for carriage.</p>	
<p>Environmental impact assessment OF TENDER RETURNS</p> <p>The Trust will ensure that it considers environmental factors in adjudication documents and in the tendering process by September 2012, and these assessment criteria to be included in future tenders</p> <p>the Trust will secure a 10%</p>	<p>Action complete – now SOP.</p> <p>(Sustainability now has its own section within the Pre Qualifying Questions released with all Whittington Health tenders. The results of this questionnaire aid in populating the list of Low Carbon Suppliers.)</p> <p><i>Pallets</i> The Trust receives 5 palletised deliveries from NHS Supply Chain per week. With each new delivery, it has been arranged that Supply Chain collect all pallets from the previous delivery and re-use.</p> <p>An arrangement has been put in place with a pallet supplier to collect and re-use all pallets from all other suppliers. Previously, these were disposed of in the skip.</p>	

Target	Progress	RAG Status
<p>reduction in waste arising from deliveries and ensure that there is a 5% increase in returns of packaging to suppliers by September 2012</p> <p>All equipment with a residual life will be recycled and the amount published on the Trust web site by September 2012</p>	<p>During 2011-12 a number of pieces of medical devices and equipment were sold through a auctioneers which raised £10,000. During 2012-13 this process has been further enhanced. To date in excess of £20,000 has been raised from unwanted items.</p>	
<p>ETHICAL PROCUREMENT</p> <p>The Trust will develop a policy for Ethical Procurement for Health and publish this on the Intranet by December 2012</p>	<p>Action completed</p> <p>Sustainability Page created on PSS Intranet pages in October 2011: Whittington NHS Trust Intranet: Sustainability</p> <p>PSS Sustainability Policy was written in October 2011 and published on the intranet page above.</p>	

Food Status

Target	Progress	RAG Status
<p>REDUCING CARBON EMISSIONS OF DELIVERIES</p> <p>The Trust will reduce the number of deliveries made by catering vehicles to site by 50% from a baseline of 2010/11 by September 2012</p>	<p>We can report that approximately 95% of the target has been achieved. However the Trust has recently directed that departments must reduce the amount of stock held within their service areas, to minimise the level of capital held within stock items and to minimise the risk of losses. This has created a conflict for the Catering services, with regard to the objective agreed by the CRSG to reduce deliveries by 50%. Direction is therefore required with regard to the organisations preferred objective.</p>	
<p>REDUCING WASTE</p> <p>The Trust will reduce the amount of catering waste arising from N19 in this current year by 10% by weight by March 2013</p>	<p>Food waste is recorded using the daily waste record sheets. Changes to production methods and working practices have also helped to manage and reduce waste. The waste record sheets are being entered in to a worksheet for further analysis; through the changes and action taken to date we estimate we are on target to achieve the stated waste reduction.</p>	
<p>COMMUNICATION AND STAFF ENGAGEMENT</p> <p>The Trust will publish articles in Whittington Express at least three times a year with effect from April 2012</p>	<p>Articles will be submitted for the October, December 2012 and February 2013 Trust bulletins.</p>	

Target	Progress	RAG Status
<p>The Trust will ensure that a menu cycle is introduced into the N19 restaurant to reflect more seasonably available produce by March 2013</p>	<p>This is ongoing however we do use seasonal produce as often as possible providing it is at the right price.</p>	<p style="background-color: orange;"></p>
<p>USE OF SUSTAINABLE PRODUCERS</p> <p>The Trust will make a transition to sustainable producers seeking out those who offer organic products by March 2013, and publicise the changes made in N19 restaurant</p>	<p>At present we are using sustainable produce wherever possible. Organic produce is more problematic as it is typically double the cost if not more than non organic. There is no evidence to suggest customers would be willing to pay for this cost especially in the current climate</p> <p>In light of the cost of using organic produce this objective needs to be reviewed.</p>	<p style="background-color: orange;"></p>
<p>SOURCING LOW CARBON ALTERNATIVES</p> <p>The Trust will baseline the top 10 products and ensure that they come from the lowest carbon source by March 2013</p>	<p>We are currently working with our primary suppliers to ensure their continuous commitment to reduce their carbon footprint.</p>	<p style="background-color: orange;"></p>

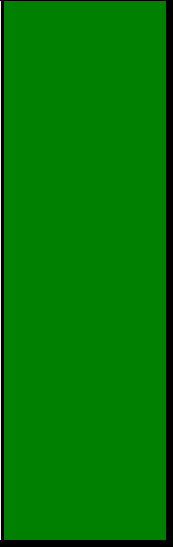
3. Travel and transport

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.

Target	Actions	RAG Status
<p>TRUST TRAVEL PLAN</p> <p>The Trust will approve a revised and updated Travel Plan with a committed carbon footprint target reduction by October 2012.</p>	<p>The then Travel Plan has been revised and approved however work to incorporate Islington and Haringey community sites remains outstanding.</p>	
<p>STAFF TRAVEL</p> <p>the Trust will encourage and promote alternatives to the motorcar for staff travel. This will include reviewing mileage rates offered for car travel, and bicycle travel; it will promote a cycle to work scheme and install electric car charging points by January 2013</p>	<p>Quotations have been requested, for the development of additional cycle storage to be located adjacent to the Emergency Department pedestrian entrance.</p> <p>As part of the Source London initiative 6 electric vehicle charging points have been installed at the hospital, a joint collaboration with TfL .</p> <p>The Trust cycle2work scheme was set up in July 2006 when we had 7 applicants applying to join the scheme, in 2007 an additional 7 took part, in 2008 we had an additional 8 applicants, a further 17 joined the scheme in 2009, 23 new applicants joined the scheme in 2010, in 2011 we had 26 applicants and in 2012 we have had 6 applicants join the scheme. We continue to support the annual bike week events where cyclists who cycle to work are offered a breakfast and a ' Dr bike'</p>	

Target	Actions	RAG Status
	<p>maintenance health check for their bicycle all free of charge.</p> <p><u>Corporate Oyster</u></p> <p>The scheme is now fully operational</p> <p><u>Web Links</u></p> <p>Partnership working with TfL continues, there are now links on the intranet to live bus and tube information and a variety of web links relating to travel in London. We also have links to the Olympic Games travel information portal to help staff in their travel during the Olympic Games</p> <p><u>Countdown Travel Information</u></p> <p>Estimates are being obtained for the installation of plasma screens within the Emergency Department and Magdala Avenue main reception areas, in conjunction with the carbon reduction communication plasma screen initiative. It is anticipated that the costs will be available by end of August 2012/early September 2012. The countdown signs will provide real-time information regarding bus arrivals to assist staff, patients and visitors in their travel from the hospital.</p> <p><u>Cycle Patcher Repair Kit</u></p> <p>An order is being put together to procure a repair kit to be held centrally for use by cyclists. A 5-in-1 jumpstart unit has been purchased; the unit provides the ability to inflate bicycling car tyres. The unit can also be used to jump start vehicles with flat batteries.</p> <p><u>Pool Bikes</u></p> <p>The feasibility of installing Brompton Dock Bikes at the main entrance of the hospital is being</p>	

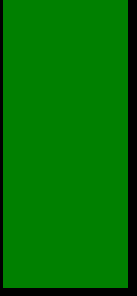
Target	Actions	RAG Status
	<p>considered. The Brompton Dock Bikes would involve the installation of storage facilities, where registered members could hire Brompton cycles, cycles that could also be used by the Trust as pool bicycles. The operation would operate on a similar basis to that of the Barclay Bikes operating in and around central London by TfL.</p>	
<p>FLEET CARBON EMISSION</p> <p>The Trust will ensure that as far as is practical it will replace high carbon emission cars with low emission vehicles.</p> <p>The Trust will also ensure that contracts for patient transport reflect the Trust commitment to reduce carbon emissions through vehicle movement</p>	<p>July 2012 the Trust took delivery of its first electric Smart car for use by the Islington Children's Community Nurse team</p> <p>The Trust has secured a commitment from its current patient transport provider Medical Services Ltd (MSL) to reduce the carbon emission of its the vehicles.</p>	

Target	Actions	RAG Status
<p>INFORMATION AND PUBLICITY</p> <p>Trust will ensure that it publishes at least three Whittington Express articles per year with effect from April 2012</p>	<p>Initiatives advertised within the Trust Bulletin's so far include:</p> <p><u>Bike Week</u></p> <p>Celebrated on 21 June 2012</p> <p><u>Walking</u></p> <p>Living Streets, a fun new campaign to keep people walking through the summer period. The Living Streets ice cream calculator is an interactive tool, which allows individuals to see which ice cream treat they have burned off through walking.</p> <p><u>Home Run</u></p> <p>A series of guided group runs home from central London. Home Run is a healthy and enjoyable alternative to the post work commute.</p>	

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.

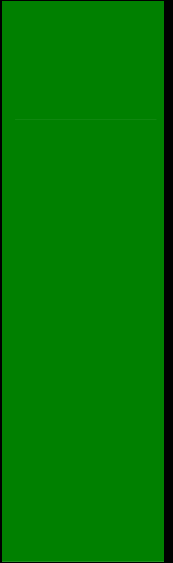
Target	Actions	RAG Status
<p>REDUCING WATER WASTAGE</p> <p>The Trust will ensure that as far as is practical technology will be used to minimise and reduce the volume of water consumed by the Trusts. These include adoption of waterless urinals and dual flush toilets.</p>	<p>Large scale action in the adoption of waterless urinals and dual flush WC.s has been deferred to the 2013/14 capital plan. This has extended the original deadline for implementation by a further year. The low return on value of water use reduction and the low impact on carbon emissions are the reasons for the low priority in this area. In the meantime, whenever the opportunity arises with the refurbishment of appropriate areas, these items will be incorporated,. For example dual flush WC.s installed in the Jenner Building during recent works.</p> <p>In 10 months to May 2011 water consumption was 89,039 m3 In 10 months since May 2011 water consumption was 79,882 m3 A 10% reduction, but annual total for 2011-12 was 2% higher than the previous year at 104,000 m3</p> <p>Recent investigations have uncovered hidden long term leaks that have now been repaired and this should return consumption to previous levels for the current year.</p>	<p style="background-color: orange; color: black; text-align: center;">RAG Status</p>
<p>REDUCING CARBON EMISSION THROUGH TRANSPORT</p> <p>To reduce or eliminate the use of bottle fed water coolers in all patients and staff areas across the Trust</p>	<p>This project was completed in May 2011.</p>	<p style="background-color: green; color: black; text-align: center;">RAG Status</p>

Target	Actions	RAG Status
<p>STAFF COMMUNICATION AND PUBLICITY</p> <p>To ensure that at least three articles are published in Whittington health annually with effect from April 2012</p>	<p>A 'Carbon Corner' article continues to be written for the Whittington Express each edition, with every third/fourth one focussed on water usage and conservation. The last was in the May edition, with the next due in October 2012 issue. (General carbon emissions and impact of CRC planned for September issue)</p>	

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.

Target	Actions	RAG Status
<p>RECYCLING</p> <p>To review waste recycling targets in line with new government policies and to identify strategies to reduce waste arising through recycling by 40% by 2013 on the 2011 baseline</p>	<p>An increase in recycle bins and posters has only had a limited effect on levels of direct recycling, which has remained at the 11%-12% level over the last 3 years. Recently an initiative within Theatres has had a significant effect on increasing recycling from that local area (zero to 60 bags of waste). Future actions will emulate this approach and encourage departmental schemes, gradually increasing to encompass the whole of the Trust.</p>	<p style="background-color: red; color: black; text-align: center;">RAG Status</p>
<p>REDUCTION OF WASTE ARISING</p> <p>To identify the quantum of waste arising within each waste stream and to reduce waste arising on 2008/9 totals by; 10% across the following categories; Clinical Waste, Domestic, Waste, Skip Waste</p>	<p>The data provided in management reporting provides a monthly comparison with a reducing target set to achieve the 10% reductions by the target year of 2015.</p> <p>Clinical waste – requires a reduction of 36 tonnes, or 3 tonnes/month. By March 2012 we had achieved a reduction of 0% compared to 2008/09 although there had been an increase in 2010, which has now been eliminated.</p> <p>Domestic waste, including skip, for larger items, has seen a steady decrease from 748 tonnes in 2008-09 to 600 tonnes last year – a decrease of 20%. The target has been achieved early for this category, and across the total waste arising decrease has been 13% so far. Although the target of 10% reduction has been achieved, an additional target of a further 10% reduction on 2011/12 levels by 2015 will be sought, with more focus on clinical waste in the future. Domestic waste reductions will continue with efforts to increase direct recycling</p>	<p style="background-color: orange; color: black; text-align: center;">RAG Status</p>

Target	Actions	RAG Status
<p>MANAGEMENT AND REPORTING</p> <p>Management of domestic, clinical and hazardous waste will be reported at board level by the Trust as a key part of their sustainability reporting. This will be through the assurance framework committee system; Environmental, Food and Premises Safety Committee</p> <p>Included on the Facilities Dashboard</p>	<p>The tonnages and costs of the various waste streams are recorded monthly and reported on to the Facilities Management Board meetings via the Dashboard. This data, including progress against reduction targets is also included in the CRSG dashboard. The Environmental and Food safety Committee, which meets quarterly, also receives a management report as a regular item.</p>	

6. Designing the built environment

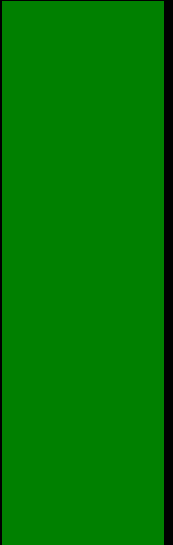
We will design our built environment to encourage sustainable development and low carbon usage in every aspect of their operation. This includes resilience to the effects of climate change, energy management strategies, and a broader approach to sustainability including transport, service delivery and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

Target	Actions	RAG Status
All decisions about design and build of healthcare facilities will explicitly encourage a broader approach to sustaining carbon reduction, including transport and delivery of service.	All capital projects, where technically possible and when they offer a cost effective solution, include carbon reduction within their design and specification. Transport EIA forms part of the tender evaluation documentation	

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.

Target	Actions	RAG Status
<p>LEADERSHIP DEVELOPMENT</p> <p>Future leadership development will take account of the competencies required to lead on carbon reduction.</p>	<p>Managers will be encouraged to discuss carbon reduction and appraisees will be expected to offer evidence of supporting carbon reduction as part of carrying out their work – new appraisal process for 2013/14.</p> <p>Increasing the profile of carbon reduction, e.g. questions and testing of awareness carried out during interviews will be introduced when the recruitment and selection process is reviewed</p>	<p>Orange</p> <p>Red</p>
<p>STAFF DEVELOPMENT</p> <p>Every NHS staff member will be encouraged to take responsibility</p>	<p>The following statement is found in the organisation's standard job description for all permanent staff...</p>	<p>Green</p>

Target	Actions	RAG Status
<p>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</p>	<p>“All staff has responsibility to contribute to a reduction in the organisation's carbon footprint. You should actively encourage others through your own actions to reduce their contribution to carbon emissions. This includes switching off electrical appliances that are not in use, turning down heating, closing windows, switching off lights and reporting carbon waste.”</p> <p>Managers will be encouraged to discuss carbon reduction as part of performance review with appraisees. Appraisees will be expected to offer evidence of supporting carbon reduction as part of carrying out their work and demonstrating their competence through their performance.</p>	

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

Target	Actions	RAG Status
<p>BASELINE THE EXISTING EQUIPMENT EMISSIONS</p> <p>To baseline current emissions from IT equipment and systems and assess the reduction year on year achieved through replacement equipment</p>	<p>Work has started on the Trust information technology inventory in order to baseline carbon emission. The intent is to develop a model for the current inventory, and then work backwards over preceding years to assess whether the increase in the number of devices used has been offset by improvements in power consumption and hence carbon emission.</p>	
<p>CARBON EMISSION REDUCTION</p> <p>To reduce direct carbon emissions by migrating from individual servers per application to sharing</p>	<p>This work has started. Baseline assessment underway.</p>	

Target	Actions	RAG Status
virtualised servers		
<p>'SMART' WORKING</p> <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 paperless through provision of tablet PCs and local scanning with an attendant reduction in the number of print devices</p>	<p>A back office smart working group has been established and has started to develop operational principles intended to support the aims of smart working incorporating guidance on the application and use of IT, office design and home working</p> <p>An estate strategy has been prepared that has established as one of its underlying principles the need to reduce space occupied by back-office functions in order to change the shape of the estate to accommodate improvements in clinical accommodation.</p> <p>All new projects where back office support is a major consideration apply smart working principles including using technology to reduce the use of paper (and the need for storage), reducing the amount of space for desks and opening up work places to accommodate hot desking</p>	

The following three items outline the strategic approach incorporated in the above action plans. The three areas are reviewed on an annual basis as part of the process to maintain the Carbon Reduction Strategy

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 3rd party agreements i.e. photo voltaic and other renewable energy sources.

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

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

Appendix I

The Capital programme for 2011-12 provided some schemes that reduced Carbon Dioxide emission of the Trust. There was some roll over in effects from the previous year's schemes and with the mild winter the emissions for 2011-12 were 853 tonnes - well above target.

Most of the savings have come from the reduced use of gas. The usage of electricity continues to rise slightly despite the inclusion of energy efficient light which has served to keep the rise in check.

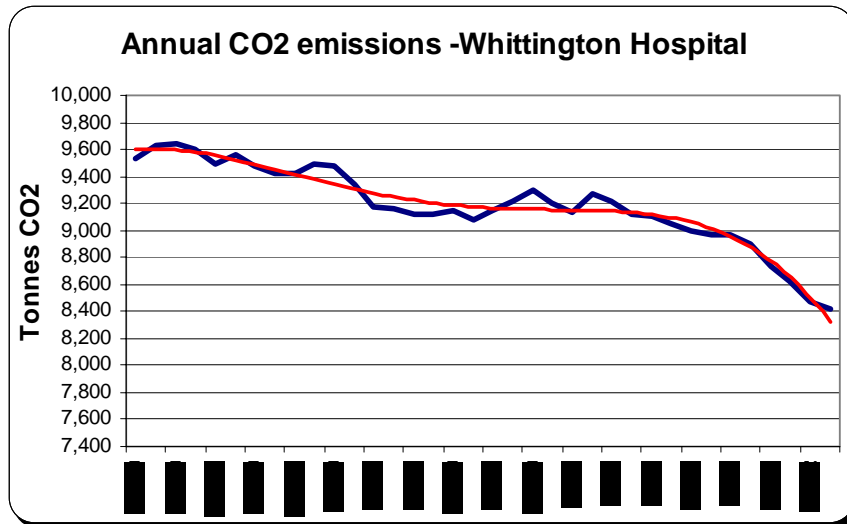


Fig 1

Fig. 1 shows the total emissions from gas and electricity usage for the last 3 years. 2011-12 has been our best result so far. NB the red line is a trend line.

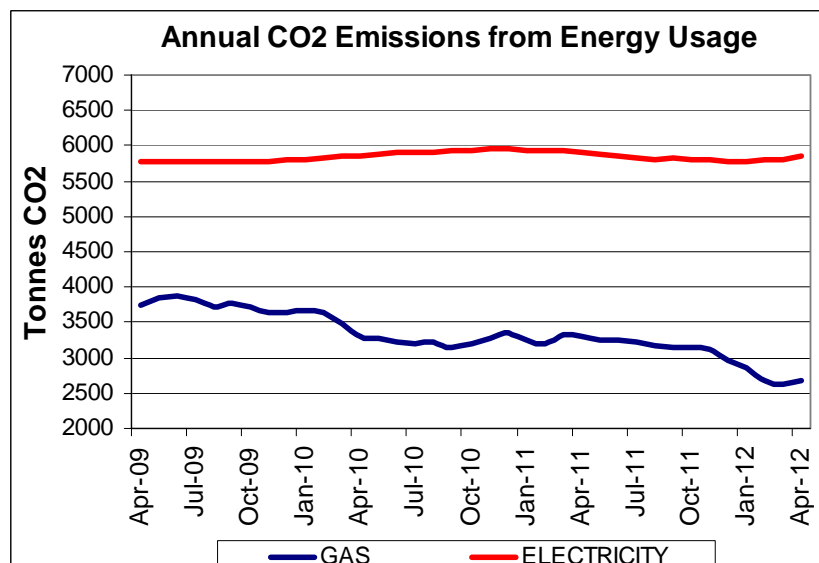


Fig. 2

Fig. 2 shows that while Gas has shown a significant fall over the last 3 years, Electricity remains at 2009 levels, and is showing signs of returning to the peak of October 2010, after the reductions through 2011

Appendix II

ICCP 2011/12 Annual Monitoring Report Whittington Health NHS Trust

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Forward

This report presents your DRAFT annual carbon monitoring results for 2011/12. Please review each of these pages e-mail us by 7th June 2012 to confirm that you are happy for us to take these as your final results for this year. If there is anything you wish clarified please contact us prior to 7th June to discuss: climatechangepartnership@islington.gov.uk

Result for 2011/12

The CO2 emissions as a result of gas and electricity consumption from the buildings which Whittington Health NHS Trust is responsible within Islington were 13% lower in 2011/12 compared to a 2006 baseline when normalised for the weather and occupied floor area.

DETAILS

	Organisation Details	Contact Person Details	
Name	Whittington Health NHS Trust	Allan	Perry
Address line 1	Whittington Health NHS Trust		
Address line 2	Magdala Avenue		
Town	London		
Post Code	N19 5NF		
Telephone	02072883256	TBC	
E-mail	TBC	allan.perry@nhs.net	
Position		TBC	

Join Date	TBC
Baseline Year	2006
Carbon Factor	ICCP Static Factors (CO2e)

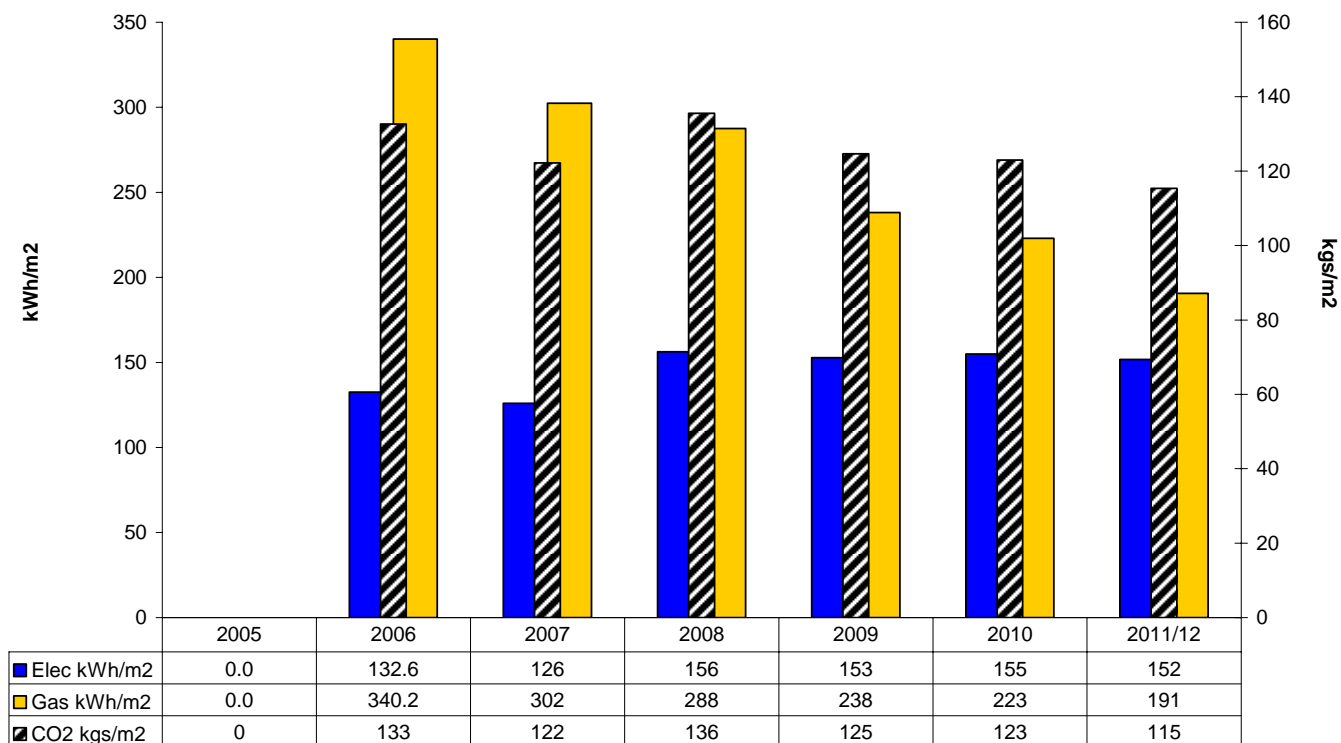
	Pro-Rata Variable	
	Benchmarked Variable	Performance Variable
Name:	Floor Area GIA	Floor Area GIA
Units:	m2	m2

DATA

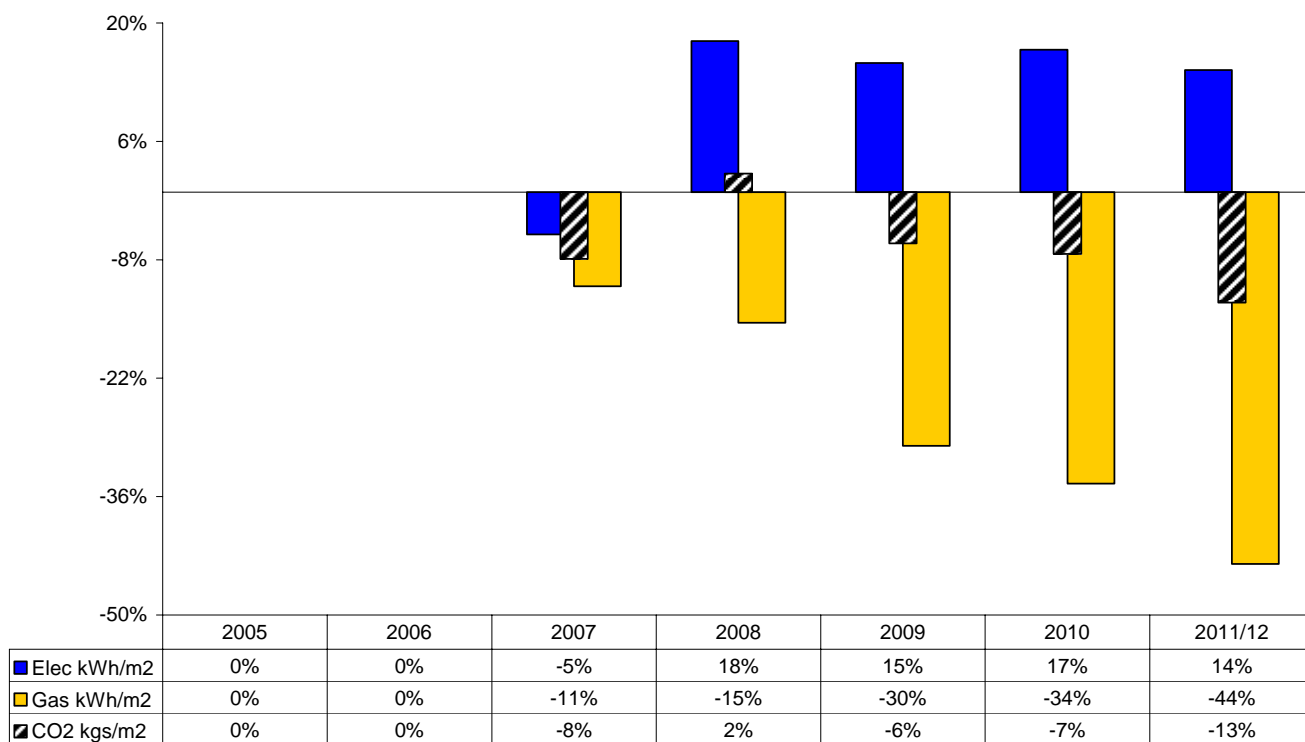
Period	Building Type for Benchmarking	Pro-Rata Variable Values		Average annual % consumption of fuel used to provide heating		Actual kWh	
		Benchmark	Performance	Gas	Electricity	Gas	Electricity
2005	0	0	0	0.0	0.0		
2006	Hospital, Specialist	56,287	56,287	41.0	0.0	18,300,037	7,462,300
2007	Hospital, Specialist	70,683	70,683	37.0	0.0	20,333,881	8,903,320
2008	Hospital, Specialist	70,683	70,683	45.0	0.0	20,382,556	11,044,278
2009	Hospital, Specialist	70,683	70,683	41.0	0.0	16,902,738	10,800,200
2010	Hospital, Specialist	70,683	70,683	41.0	0.0	17,551,793	10,950,233
2011/12	Hospital, Specialist	70,683	70,683	41.0	0.0	13,721,569	10,724,548

Final Energy & CO2 Emission Performance

Whittington Health NHS Trust (ICCP) : Energy & Carbon Annual Trend: Normalised Pro-Rata : Floor Area GIA, m2

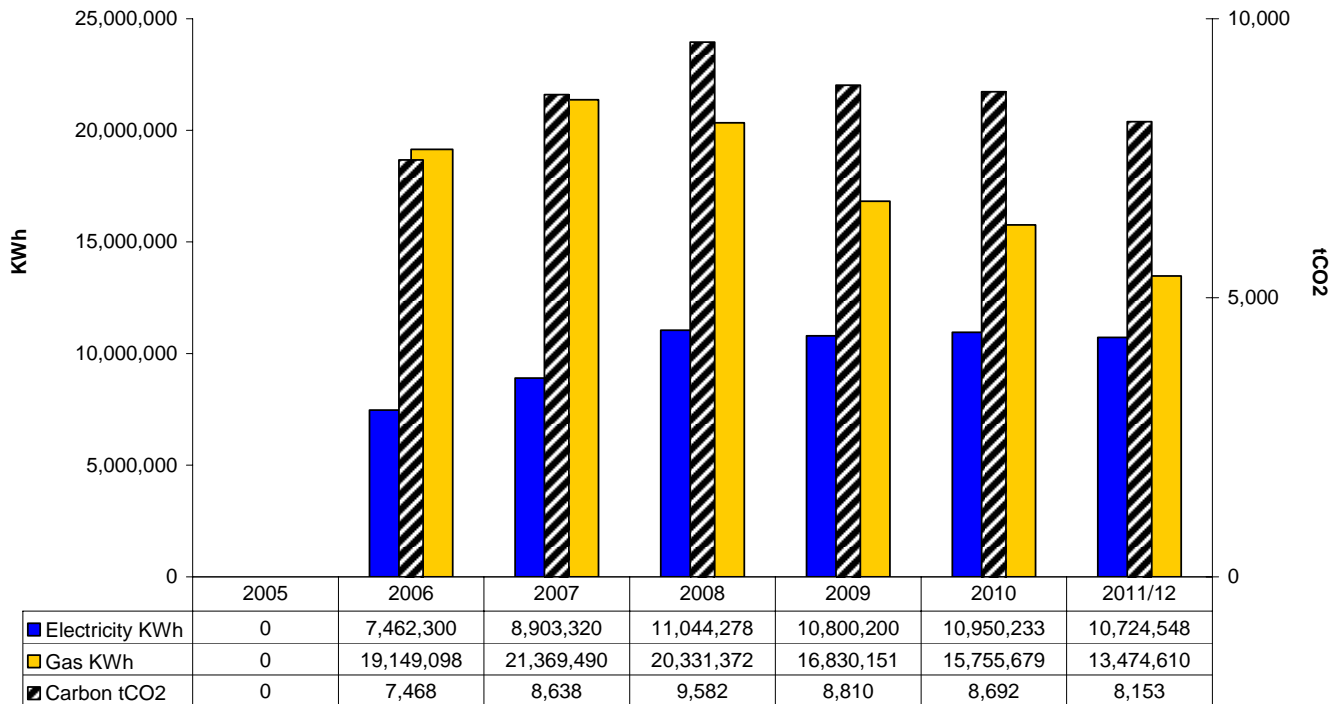


Whittington Health NHS Trust (ICCP) : Norm. Pro-Rata (%) Floor Area GIA, m2

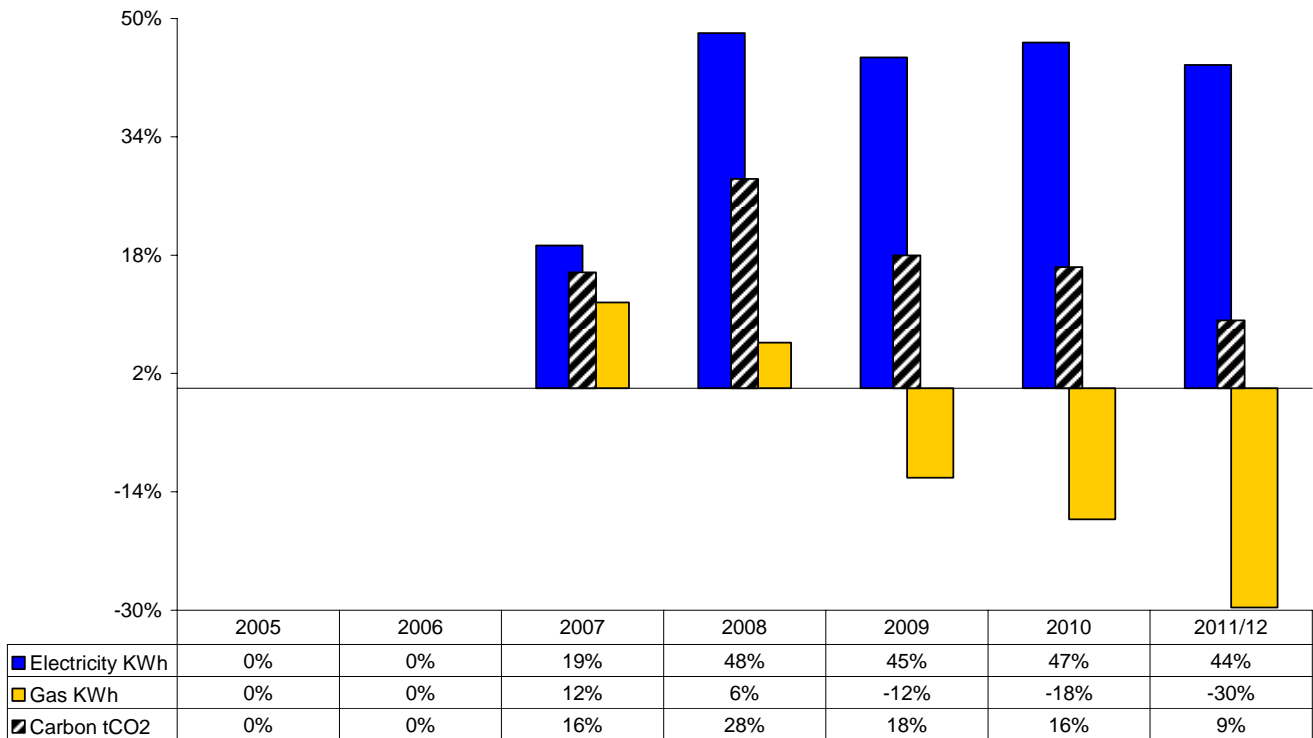


Weather Normalised Energy & CO2 Emissions

Whittington Health NHS Trust (ICCP) : Energy & Carbon Annual Trend: Weather Normalised

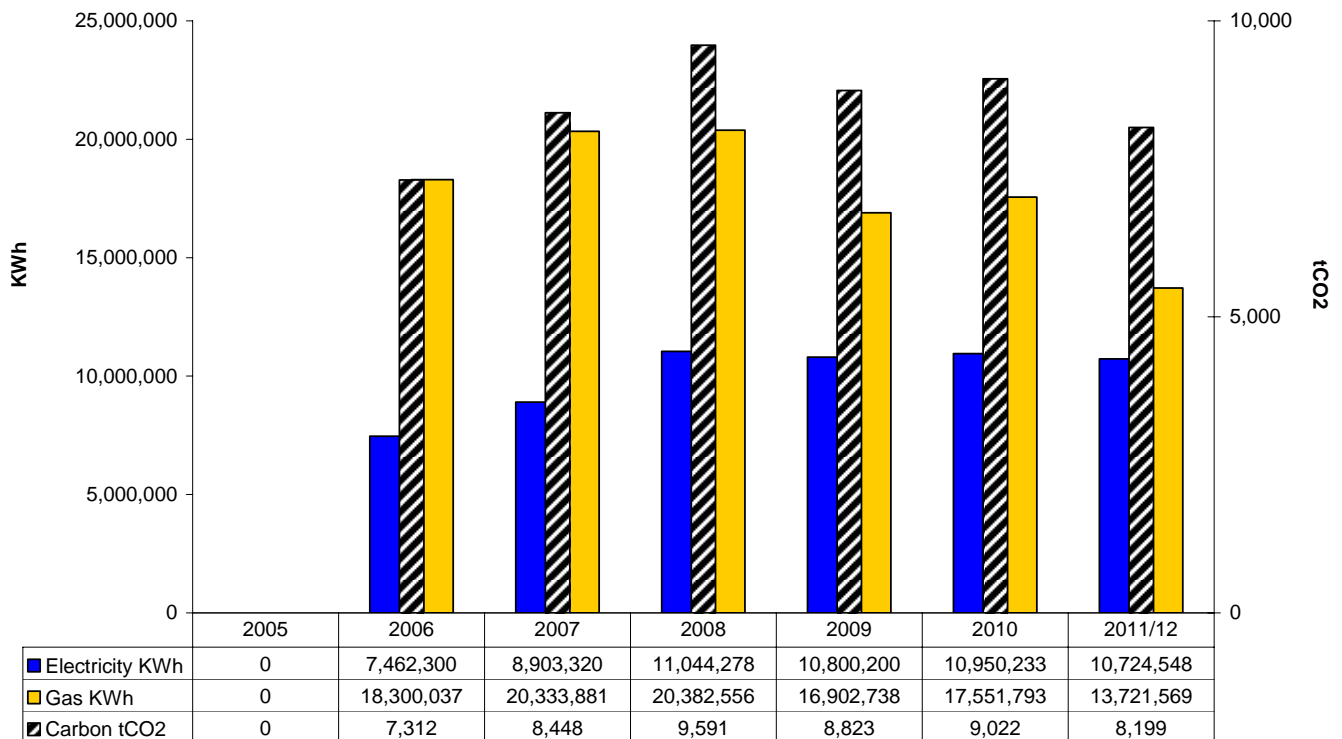


Whittington Health NHS Trust (ICCP) : Weather Norm. (%)

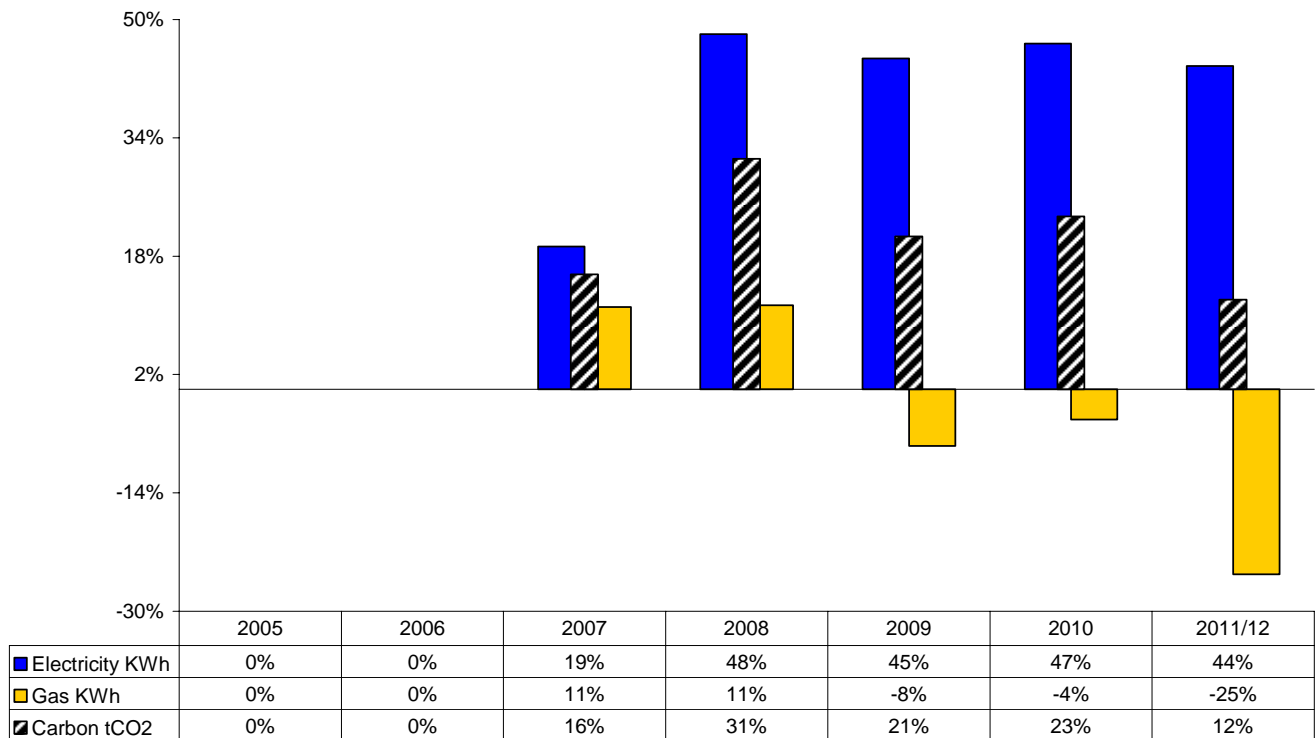


Actual Energy & CO2 Emissions

Whittington Health NHS Trust (ICCP) : Energy & Carbon Annual Trend: Actual

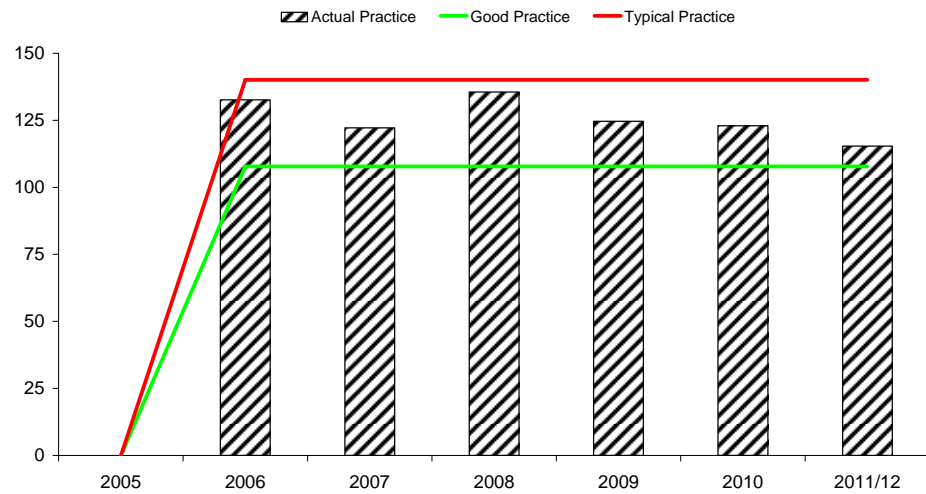


Whittington Health NHS Trust (ICCP) : Weather Norm. (%)

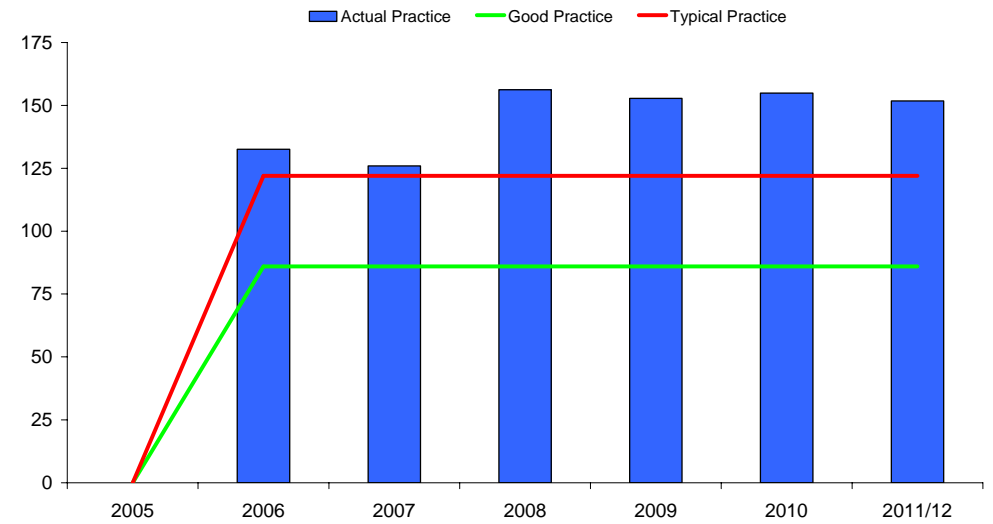


Benchmarked Performance

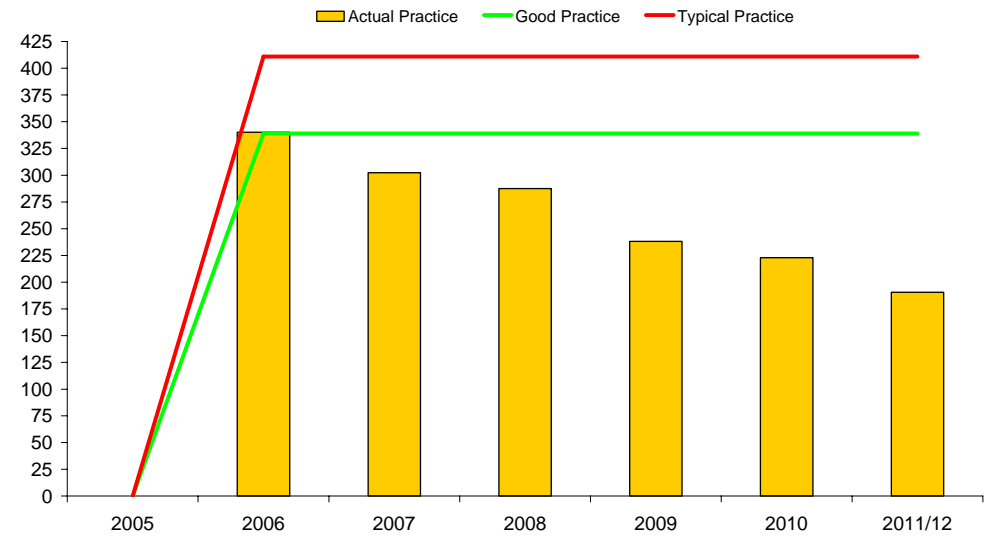
Whittington Health NHS Trust (ICCP) : CO2 Normalised Annual kgs / m2 Floor Area vs CIBSE Benchmarks



Whittington Health NHS Trust (ICCP) : Electricity Normalised Annual kWh / m2 Floor Area vs CIBSE Benchmarks



Whittington Health NHS Trust (ICCP) : Gas Normalised Annual kWh / m2 Floor Area vs CIBSE Benchmarks



APPENDIX III

Heating standards (Winter) - The Whittington Hospital

1. Introduction.

- 1.1 To achieve uniformity, avoid confusion and double standards it is proposed to adopt the space temperatures, as specified in the room data sheets for the PFI contract, throughout the Trust. These will need to be expanded to include specific areas not catered for in the PFI contract.
- 1.2 Allowable variations to these standards will also be specific and the use of portable electric heaters strictly controlled.
- 1.3 The aim is not to compromise the standards necessary for the well being of Patients and staff, but to avoid waste of energy by consistent overheating.

2. Temperature standards

2.1 During the heating season (Winter) all areas will be maintained at 21°C except for those specified below.

- 18°C (Maximum Temperature)
 - Circulation areas/corridors
 - Clean Utility rooms
 - Dirty Utility rooms
 - Toilets,
 - Shower rooms and WCs
 - Pantry / Ward kitchen
 - Filing and equipment rooms
- 16°C (Maximum Temperature)
 - Store rooms
 - Cleaners rooms
 - Hub rooms
 - Dark rooms
 - Waste disposal rooms
- Other special areas
 - Operating Theatres Up to max 24 °C
 - SCBU 21 °C to 30°C
 - NICU 24 °C (± 2 °C)
 - CCU 21 °C to 26 °C
 - Care of the Elderly Wards upto 23 °C

2.2 Allowable Variations

- For non patient areas, such as offices, 21 °C will be a **maximum**, with actual temperature within 2 °C (i.e. 19-21 °C). Staff should be appropriately dressed.
- For patient areas, wards, examination rooms within outpatients, radiology etc 21 °C is **standard** with actual temperature allowed to vary 1 °C above or below (ie 20-22 °C)
- For areas relating to treatment of colposcopy patients then 21 °C will be a **minimum**, with a 2 °C over temperature allowed
- It is recognised that some rooms will be incorporated within larger areas with different temperature standards. In these cases temperature will be maintained at the higher standard and steps taken where possible to reduce temperature in the rooms with a lower



standard, such as down sizing radiators, isolating them, or fitting of tamper proof Thermostatic Radiator valves.

- Radiators in corridors are not normally required and should be removed unless it can be shown that the temperature would fall consistently below the minimum without them. Corridors normally gain enough heat from adjoining rooms to maintain temperature.
- For areas with 24 hour occupation it will be the practice to apply a 'setback' of normal temperature standards during the night-time. This setback (or temperature reduction) may vary between 1°C and 4°C depending on local circumstances.
- Any area which feels that the above standards are insufficient will need to make this known to the Environmental Manager or Maintenance Manager in writing by e-mail. An assessment will be made within 3 days of any such request. Authorisation for any permanent increase in standard temperature will be from Director of Facilities or Director of Nursing and Clinical Education via a member of the Energy sub group of the Carbon Reduction Strategy Group. Temporary adjustment may be made until such change is ratified by the Carbon Reduction Strategy Group.

3. Use of portable Electric heaters

3.1 The use of these heaters is not permitted without the authorisation of a member of the Energy Sub Group of the Carbon Reduction Strategy Group.

- Personal heaters, brought in from home by members of staff are forbidden under any circumstances.
- Portable electric heaters will be issued by the Estates department on a time limited basis, at the end of which they will be collected. This time period will vary and will be made known at the time of issue.
- Portable electric heaters will be issued only under the following circumstances.
 - The temperature of the room cannot be maintained at the temperature standard defined above for any reason.
 - The issue of temporary heaters will only be considered if the underlying cause for failure of the temperature standard cannot be rectified within 24 hrs for non-clinical areas or 2 hours for clinical areas
 - The heater will be collected by estates when the reason for issue no longer applies.

NOTE: For any area not in use 24/7 the temperature standard will only apply after 1 hour of the normal occupation time at the beginning of the working day.

4. The Start of the Heating season

4.1 It is normal that, except for critical areas such as Theatres, CCU and SCBU, heating systems are shut down for the summer period to allow for maintenance work and any improvement works.

4.2 Rather than putting heating systems back into use by a specified date, heating systems will remain off until required by a sustained cooling of weather conditions. To avoid premature implementation due to a short unseasonal cold snap heating systems will be put on as follows;

- In inpatient areas when night-time temperatures on the ward fall below 18 for more than 2 hours on 3 consecutive days. This will require close monitoring of the BMS system during the critical time, normally September.
- In day patient/out patient areas heating systems will be put on when department temperatures fail to reach the standard required within 1 hour of the start of normal activity on 3 consecutive days.
- In non-patient areas heating will be put on when 19°C cannot be achieved with 2 hours of normal occupancy on 3 consecutive days

NOTE

- The above are guidelines and where the controls for boilers and pumps is sufficient to automatically shut down plant when minimum temperature standards are reached and maintain space temperatures under good tight control, then such plant may be enabled to anticipate forecast cold weather of sufficient duration.

- The criteria for the starting of heating systems may be assumed if the drop in temperature is severe (ie working space temperatures below 16°C **and** forecast to remain low for several days