

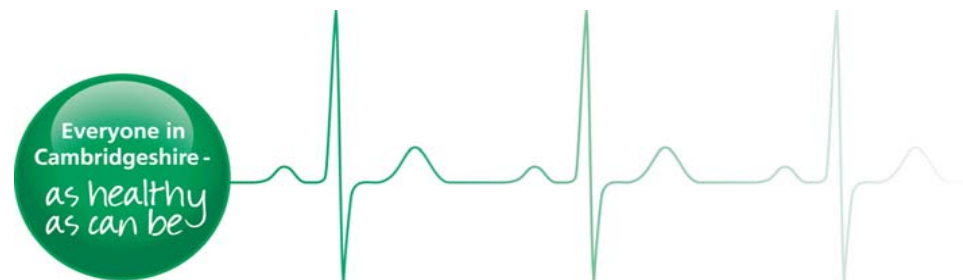


The first year towards Carbon Neutrality



# A Sustainability Development Action Plan<sup>1</sup> for NHS Cambridgeshire

2010/11



<sup>1</sup> Including some elements of Corporate Social Responsibility



## The first year towards Carbon Neutrality

### Introduction

NHS Cambridgeshire (NHSC) has developed a five year Sustainability Strategy (2010 to 2015) which complements the core business strategy for the same time period whilst focusing on the long-term improvements including; better health and reduced inequalities; improved service provision; reduced environmental impact; good community role model and supporter of the local economy and excellent value for money.

Our primary concern continues to be the delivery of quality care and service to improve the health and well being of our patients. However, in recent years it has become increasingly clear that on a planet with changing climate and depleting natural resources the commitment to sustainable development must also be considered. NHSC, as an employer, purchaser of goods and commissioner of services recognises its role to promote sustainability and actively contribute to the Government's sustainable development agenda.

The above is reinforced in our Sustainability Strategy which sets out our commitments to conduct all operations in a sustainable manner. This Sustainability Development Action Plan sets key targets and deliverables for FY 2010/11 against the key areas of work identified in the strategy as follows:

- Energy and Carbon Management
- Procurement and Food
- Low Carbon Travel, Transport and Access
- Water
- Waste
- Designing the Built Environment
- Organisational and Workforce Development
- Role of Partnership and Networks
- Governance
- Finance

The purpose of this document is to implement improvements to the sustainability of our operations by establishing clear objectives and targets which will be used as the basis for the NHSC Sustainability Group (SG). Regular reviews of the Action Plan will be undertaken by the SG, ensuring that our commitments to sustainable development are being fully integrated into all services and activities we deliver. The SG will make periodic and regular reports to the Senior Leadership Team (SLT) with a formal bi annual report to the Board.



## The first year towards Carbon Neutrality

This table illustrates just some of the carbon saving measures that the NHS could implement. Not all are numbered above. Some CO<sub>2</sub> savings are too small to depict on this scale of graph.

	(£/tCO <sub>2</sub> ) - savings + costs	CO <sub>2</sub> Savings (tCO <sub>2</sub> /yr)	£000 Savings (£000/yr)
<b>1</b> Packaging of medical equipment	-40,299	2	+81
<b>2</b> Reduce drug wastage	-3,987	22,430	+89,428
<b>3</b> Teleconferencing to replace 5% of business miles	-2,038	6,827	+13,913
<b>4</b> Decentralisation of hot water boilers in non-acute/PCT	-240	10,612	+2,547
<b>5</b> Combined Heat and Power installed in acute trusts	-213	232,331	+49,487
<b>6</b> Variable Speed Drives	-168	5,508	+925
<b>7</b> Introduce hibernation system for ambulance stations	-135	1,096	+148
<b>8</b> Improve heating controls	-134	26,551	+3,558
<b>9</b> Improve lighting controls	-127	29,686	+3,770
<b>10</b> Energy efficient lighting	-91	30,140	+2,743
<b>11</b> Voltage optimisation	-75	29,364	+2,202
<b>12</b> Improve the efficiency of chillers	-71	7,313	+519
<b>13</b> Roof insulation	-65	25,928	+1,685
<b>14</b> Energy Awareness Campaign	-61	92,549	+5,645
<b>15</b> Building Management System optimisation	-56	20,610	+1,154
<b>16</b> Improve Insulation to pipework, and/in boiler house	-55	11,195	+616
<b>17</b> Install high efficiency lighting/controls - ambulance trusts	-55	2,999	+165
<b>18</b> 1 degree C reduction in thermostat temperature	-53	49,144	+2,605
<b>19</b> Improve the efficiency of steam plant or hot water boiler plant	-52	8,933	+465
<b>20</b> Upgrade garage and workshop heating	-49	214	+10
<b>21</b> Boiler replacement/optimisation for HQ/control centres	-12	171	+2
<b>22</b> Improve building insulation levels in ambulance trusts	-12	951	+11
<b>23</b> Wall insulation	-8	25,928	+207
<b>24</b> Office electrical equipment improvements	-4	7,957	+32
<b>25</b> Travel Planning	0	81,524	0
<b>26</b> Insulation - window glazing and draught proofing	+6	25,928	-156
<b>27</b> Electric vehicles	+19	36,969	-702
<b>28</b> Wind Turbine	+25	245	-6
<b>29</b> Biomass Boiler	+35	30,533	-1069
<b>Total</b>		<b>823,638</b>	<b>179,987</b>

The table<sup>2</sup> illustrates just some of the carbon saving measures that a NHS establishment could implement. Whereas NHSC will not be in a position to implement all of these we will be able to influence NHS providers and suppliers to the NHS in Cambridgeshire to implement strategies and Action Plans to reduce their own carbon footprint.

This Development Action Plan will start to address these challenges with a rigorous approach to our own internal measurement and reduction aligned with a similar approach to all providers and suppliers using performance management tools and contracts.

Some of the objectives set out in this plan will be incorporated into personal objectives of NHSC employees and others will be reflected in contractual obligations with our providers and suppliers.

<sup>2</sup> NHS Carbon Reduction Strategy; NHS Sustainability Unit; Jan 2010.



## The first year towards Carbon Neutrality

The key activity for this inaugural year, whilst acknowledging the improvements already achieved since the inception of NHSC in 2006, will be to establish a well defined baseline by measuring the carbon usage of the day to day operations of the Primary Care Trust (PCT). This measurement will be critical in this first year as our community provider, Cambridgeshire Community Services (CCS), move to their own independent status as a NHS Trust.

Previous baseline measurement of our activities as a PCT has included those of CCS. In addition the Head Office function of the PCT relocated in July 2009 from the Ida Darwin site, a previous hospital site on the outskirts of Cambridge, to a refurbished office block, Lockton House, in Cambridge. Any historic base lining activity for 2007/08 will need to be rebased to take into consideration the solus operation of the PCT and the new location. The base line data for 2010/11 will be critical in reaffirming this rebasing in order to achieve an accurate measurement and subsequent reduction that can be verified.

The total cost of utilities for NHSC<sup>3</sup>, including CCS, rose from £315,391 in 2007/08 to £507,120 in 2008/09 representing an increase of 61% over the year. The breakdown is as follows:

	Electricity GJ	Electricity £'s	Gas GJ	Gas £'s	Total GJ	Water m3	Water £'s	CO2 Kg <sup>4</sup>	Total £'s
<b>Mar 09</b>	9395	252750	33822	254370	43217	14739	13580	3559085	507120
<b>Mar 08</b>	8579	159612	29899	155778	38478	15274	13034	2958028	315391
<b>Mar 07</b>	8207	158559	28947	145641	37154	15692	12877	2864751	304200
<b>Var 07/08</b>	5%	1%	3%	7%	4%	-3%	1%	3%	4%
<b>Var 08/09</b>	10%	58%	13%	63%	12%	-4%	4%	20%	61%

Overall consumption rose from 38478 Gigajoules<sup>5</sup> (GJ) in 2005/06 to 43217 GJ in 2007/08. This shows an increase of 12% from 2007/08.

<sup>3</sup> NHSC Energy and Utilities Annual Report for 2008/09 produced by Anglia Support Partnership (ASP); 21<sup>st</sup> September 2009

<sup>4</sup> This figure includes an allocation of 20% of the carbon emissions from the previous Ida Darwin site



## The first year towards Carbon Neutrality

Where we have a defined baseline measurement already established then we will start to implement actions to reduce our reliance on carbon as we strive to achieve the necessary first year reductions towards the overall 10% reduction required of all government agencies by 2015.

Inevitably this sustainability development action plan crosses over into complementary areas of our annual business plan and includes elements of our Corporate Social Responsibility agenda. This is intentional as the day to day management of carbon and our responsibility as an employer and responsible social commissioner of clinical services merge seamlessly into our day to day modus operandi.

**Stephen Heard**  
Director of Contracts and Performance

March 2010



**1 tonne of CO<sub>2</sub> fills 6 Routemaster buses which is equivalent to 0.27 tonnes**

### **What do we mean by 'Sustainable Operations'?**

All Government Departments have a significant contribution to make to sustainable development, not just through their policies and services, but also through all the support activities that go on every day. Decisions about energy, water and waste management, and the goods and services Departments buy, all say a great deal about the Government's commitment to sustainable development.

<http://www.defra.gov.uk/sustainable/government/gov/estates/>

<sup>5</sup> A gigajoule (GJ) is a metric term used for measuring energy use. One GJ is equal to: 277.8 kWh of electricity or 26.9 m<sup>3</sup> of natural gas or 25.9 litres of heating oil



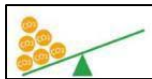
## How to use this Plan

This Annual Development Action Plan complements the five year Sustainability Strategy as NHSC progresses over five years to achieve government targets on carbon reduction and strives to achieve a neutral carbon footprint. In order to enlighten what may seem to some as a dull subject matter, visual thinking techniques<sup>6</sup> (lots of pictures) have been used to bring the subject alive.

Each of the ten key areas of work as identified in the strategy and in the Introduction to this plan has been allocated an Executive Director lead who will be responsible for ensuring delivery of the main objectives and action points denoted under each objective. The Chief Executive has devolved responsibility for the delivery of this plan to the Director of Contracts and Performance who takes on the Executive Lead for this important element of our day to day operations. As chair of the Sustainability Group (SG), he will take overall responsibility for monitoring the progress of this plan over the year.

Each of the key areas of work have, where applicable, existing benchmark data although these benchmarks include CCS and NHSC operating out of the previous head office site at Ida Darwin. There is then, in the green text box, the overall strategic objective link.

Following this text box are a number of actions that need completing in 2010/11 to move NHSC towards achievement of the overall objective. These actions are grouped under the following symbols which indicate whether they are measurement actions or reduction actions:



Measurement of baseline.



Actions to reduce carbon usage.



A number of these key actions will need to be achieved by working closely with our shared services provider Anglia Support Partnership (ASP) who have started to provide support for reducing carbon across all of their customer base. The following symbol will be used to denote the need for NHSC to rely upon ASP to achieve any particular action. These actions will be reflected in the Service Level Agreement between NHSC and ASP and performance managed in the maintenance of the relationship between us.



There are also a number of actions that NHSC will need to carry out internally and these actions will be denoted with the NHS logo.

Finally the work areas has, where applicable, some context to assist in setting personal objectives and to aid understanding.

<sup>6</sup> <http://www.thebackofthenapkin.com/tools.php>



## Energy and Carbon Management - Director of Finance

### Existing Benchmark Data

The cost of electricity for NHSC rose from £159,612 in 2007/08 to £252,750 in 2008/09 representing an increase of 58% over the year.

Electricity consumption increased by 10% from 8579 GJ to 9395 GJ over the year. This was primarily due to increased consumption at the Doddington and Princess of Wales Hospitals.

The cost of gas for NHSC rose from £155,778 in 2007/08 to £254,370 in 2008/09. This represents an increase of 63% over the year.

Gas consumption rose from 29899 GJ in 2007/08 to 33822 GJ in 2008/09<sup>7</sup>. This represents an increase of 13% over the period<sup>8</sup>.

#### Objective

Reduce Carbon Emission from buildings by 10% by 2015 then by 30% by 2020, then by 80% by 2050 relative to 1999/2000 levels.



#### Actions for 2010/1

- Rebase energy benchmarking baseline usage for NHSC excluding CCS and taking into consideration the relocation of the PCT head office function to Lockton House.
- Undertake an Energy Audit across all properties in the NHSC estate.
- Undertake an audit of the boiler, air conditioning/refrigeration unit maintenance documentation.

<sup>7</sup> The winter of 2008/09 was the coldest on record for 20 years. Adjustments can be made to the consumption figures that take into account the extra fuel required for space heating during colder periods. The weather-corrected consumption figures for 2007/08 were 22425 GJ and 20532 GJ in 2008/09. This represents a weather-corrected decrease in consumption of 8% from the previous year. It is likely that a similar weather correction will need to be applied for the winter of 2009/10 which has generally been accepted as the coldest on record for 30 years.

<sup>8</sup> This years figures include the consumption data for the Oak Tree Centre, which was 3405 GJ. There was no gas consumption data recorded for the previous year. If this is taken into consideration then the adjusted figure shows an increase in consumption of only 2%.



## The first year towards Carbon Neutrality

- Develop a monitoring and measurement procedure for NHSC.
- Ensure meter readings for gas and electricity are taken on a monthly basis and readings converted into carbon emissions with regular reports to the SG.
- Review all current contracts with health providers to ascertain evidence of KPI's around carbon management.
- Implement an energy awareness campaign throughout NHSC.



### Actions for 2010/1

- Appoint “Green Champions” for each of our sites to undertake regular audits of computers, monitors, printers, photocopiers etc. to ensure they are switched off after working hours.
- Install energy saving software that will switch off all unnecessary PCs and other electrical equipment during office closure hours at Lockton House initially.
- Routinely check meter readings for anomalies and against invoices utilising the specialist services provided under energy framework contracts on a gain share basis.



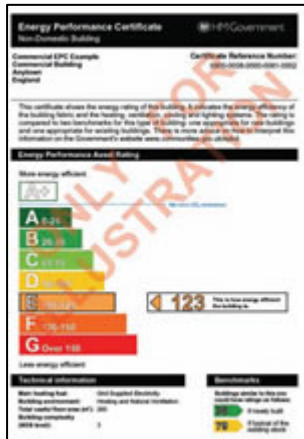
### Actions for 2010/1

- Appoint a dedicated Energy Manager for NHSC and ensure that the Energy Manager is part of the SG.
- Develop an Energy Policy for NHSC and communicate the energy policy throughout the organisation.
- Investigate the opportunity for green electricity tariff for all NHSC sites.
- Develop an evidence pack containing electricity and gas invoices and meter readings for all NHSC sites.



## The first year towards Carbon Neutrality

- Produce a Display Energy Certificate<sup>9</sup> (DEC), as opposite, for NHSC excluding CCS.
- Provide an Energy Performance Certificate<sup>10</sup> (EPC) for each of the relevant buildings on the NHSC Estate.



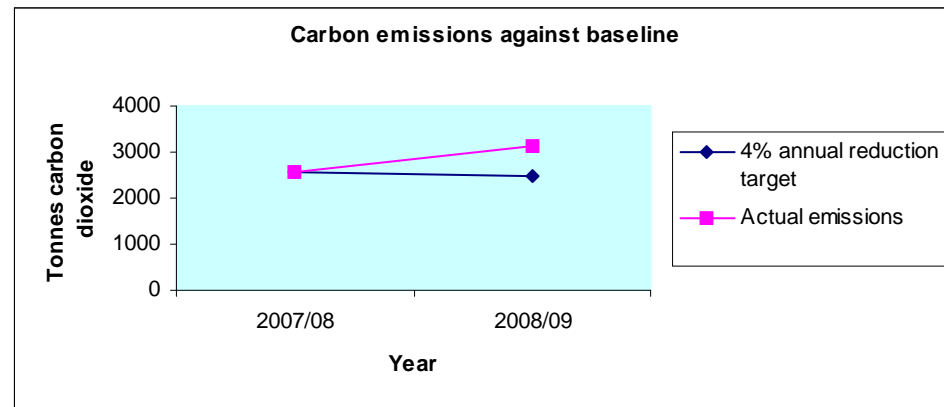
### Context

When the NHS Carbon Footprint Study was produced in 2008 it showed that the NHS had increased its emissions by over 20% on average since the 1990 baseline. Where there is no actual or accurate baseline data available this needs to be taken into account if NHS organisations are to attempt to achieve these National targets. For example, an average NHS organisation will need to reduce their carbon emissions by 46% from a 2007 baseline by 2020 (26% from 1990 baseline target plus 20% to compensate for actual growth in emissions between 1990 and 2007). Without sufficient data it must be assumed that NHSC has increased its carbon emissions by a similar amount and if it is to reach the national targets NHSC will need to achieve a 4%

year on year reduction in carbon emissions until 2020. This target can then be lowered to 2% over the next thirty years.

In order to monitor our performance against these targets the financial year 2007/08 has been used as the 2007 baseline. In that year we emitted 2958 tonnes CO<sub>2</sub> (2958028 Kg) as a result of the consumption of delivered energy across the NHSC estate.

In 2008/09 the overall carbon emissions was 3559 tonnes CO<sub>2</sub>. This represents an increase of 20% from the previous year. The graph above clearly represents this relationship and demonstrates that NHSC is well above the national target.<sup>11</sup>



<sup>9</sup> Since October 2008, all public buildings in England and Wales over 1000m<sup>2</sup> are now required to display a Display Energy Certificate or DEC. Valid for one year, a DEC shows the actual energy usage of a building, including its operational rating, must be accompanied by an advisory report that lists cost-effective measures to improve the energy rating of the building.

<sup>10</sup> The EPC identifies the building's Asset Rating – its intrinsic or 'built-in' energy efficiency standard – and is valid for up to 10 years.



## The first year towards Carbon Neutrality

The financial year 2008/09 saw some extreme volatility of prices on the open market for gas and electricity. This resulted in an increase in the cost of electricity and gas of almost 60% when compared with the previous year. There has been a softening in 2009/10 of the market with a lot less volatility in wholesale electricity and gas prices.

The following is forecast for the financial year 2009/10:

<b>Contract options</b>	<b>%Change *</b>	<b>Sites</b>
Large Gas Flexible option	- 6	Princess of Wales, Doddington, Brookfields, Oak Tree Centre
Small to Medium	+ 12	All other sites
Half Hourly Electricity Flexible option	- 18	Princess of Wales, Doddington, Brookfields, Oak Tree Centre
Non Half Hourly Electricity	+ 3	All other sites

This table clearly shows a forecast 6% decrease in gas prices and an 18% reduction in electricity prices from the previous financial year for all of the larger sites within the estate. These four sites account for over 85% of the overall spend on electricity and gas. Smaller sites on fixed annual contracts are due to face increases of 12% for gas and 3% for electricity.

There is a clear need for the Procurement Strategy for NHSC to understand the vagaries of energy markets, particularly as natural resources reduce or change, and to ensure that the relevant buying expertise is utilised.

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<sup>11</sup> NHSC Energy and Utilities Annual Report for 2008/09 produced by Anglia Support Partnership (ASP); 21<sup>st</sup> September 2009



The first year towards Carbon Neutrality

## Procurement and Food - Director of Contracts and Performance

### Objective

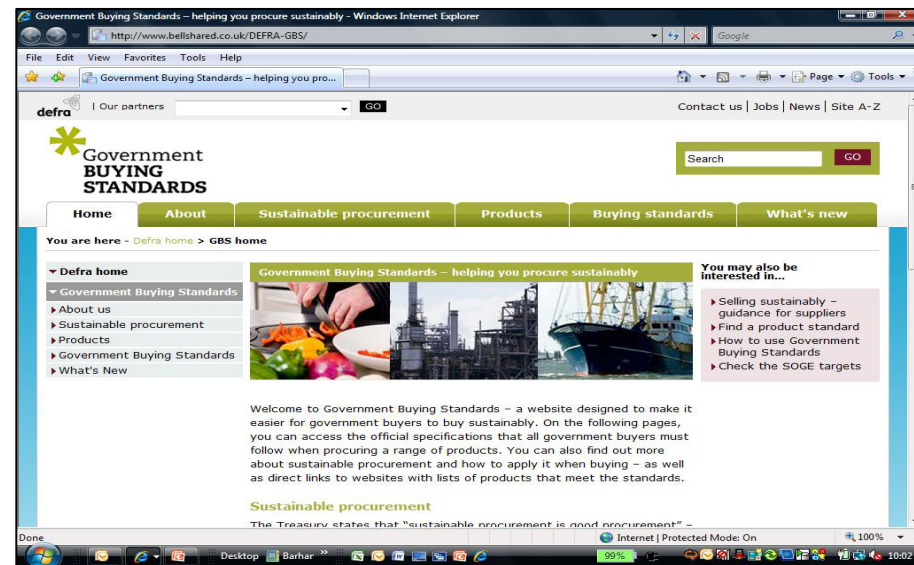
To ensure that the goods and services are procured more sustainably.



### Actions 2010/11



- Develop a Sustainable Procurement Policy for NHSC working with the EoE NHS Collaborative Procurement Hub.
- Undertake audits of all significant service providers to ensure that sustainability clauses outlined in the contract are being adhered to.
- Review all contracts to ensure that suitable “sustainability” clauses and KPIs are included.
- Conduct provider and supplier audits to ensure that a minimum accreditation to ISO 14001 standards has been achieved.



### Actions for 2010/1



- Work with our providers to understand their food sourcing and where possible encourage the use of locally produced products thus reducing “food miles”. Adopt the principles of Sustain – good food on the public plate campaign<sup>12</sup>.

- Work in partnership with Cambridgeshire Food and Health Group on sustainability issues



<sup>12</sup> <http://www.sustainweb.org/goodfoodpublicplate/>



## The first year towards Carbon Neutrality

- Maintain a watching brief on Healthier Food Mark - Promoting Healthier<sup>13</sup>, more sustainable food, a DH pilot initiative.
- Work with NHSC healthy workplace forum to ensure healthy sustainable food options are available to NHSC staff
- Encourage existing and potential service providers to consider undertaking environmental improvements to their day to day operations.
- Investigate the feasibility of NHSC and all providers and suppliers purchasing other sustainability products/materials as identified by the Government Buying Standards and available through framework contracts. Greenticks is a new facility on the Buying Solutions website, which will make it easier for customers to identify and buy Quick Win compliant products:



○ A Greentick next to a product indicates that it meets the minimum mandatory standard.

○ A Greentick-plus next to a product indicates that it meets the higher voluntary Best Practice standard. A Greentick next to a product is the supplier's assurance that this product meets the specification set out by the Defra Buy Sustainable - Quick Wins.



- Achieve Foundation Level 1 of the Flexible Framework as identified in the Sustainable Procurement National Action Plan and tabled below.

Foundation Level 1	
<b>People</b>	Identify a sustainable procurement champion. Provide key procurement staff with basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.
<b>Policy, Strategy and Communications</b>	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.
<b>Procurement Process</b>	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.

<sup>13</sup> <http://www.dh.gov.uk/en/Publichealth/Healthimprovement/Healthyliving/HealthierFoodMark/index.htm>



## The first year towards Carbon Neutrality

<b>Engaging Suppliers</b>	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.
<b>Measurement and Results</b>	Key sustainability impacts of procurement activity have been identified.

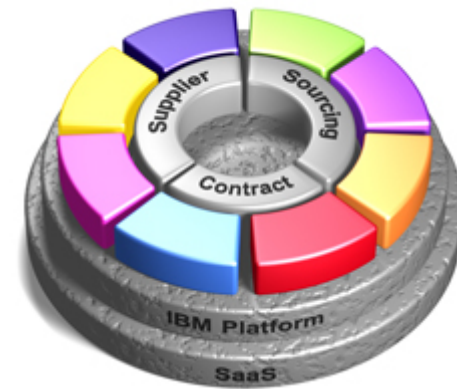


### Actions for 2010/1

- Introduce an environmental appraisal prior to the tendering of significant goods and services.
- Ensure that contracts with the service providers include sustainability clauses e.g. sourcing low environmental impact materials.
- Insist that minimum EU standards are adhered to for the procurement of all goods and services in accordance with the Green Public Procurement (GPP) advice.
- Adopt Due North electronic procurement system as the standard modus operandi for all procurements with effect from 1<sup>st</sup> April 2010 thus saving carbon due to the reduction in paper documents, save time in reduced procurement cycles and reduce travelling with desk top evaluations.

**NHS**  
Cambridgeshire **Actions for 2010/1**

- NHSC will join the Cambridgeshire Procurement Group<sup>14</sup> (CPG) in order to take advantage of any knowledge transfer around sustainable procurement and collaborative procurement opportunities.
- For all suitable procurements we will consider using facilities offered by organisations such as the MOD's Disposal Service Agency to procure refurbished or unwanted commodities.



<sup>14</sup> CPG is a group of public sector organisations based in Cambridgeshire who meet regularly to exchange information and knowledge around procurement.



## The first year towards Carbon Neutrality

- Review "Policy through Procurement" issued by Office Government Commerce (OGC) to ascertain impact on NHSC procurement.
- Review the National Programme on Third Sector Commissioning (NPTSC), established by Office Third Sector (OTS) to ascertain impact on NHSC procurement.
- Ensure that other procurement portals are used in addition to NHS Supply2Health eg
- Participate in collaborative procurement across the East of England and beyond using various facilitating portals such as Collaborative Procurement.<sup>15</sup>



### Context



The European Commission proposes that, by 2010, 50% of all tendering procedures should be green, where "green" means "compliant with endorsed common "core" Green Public Procurement (GPP) criteria. The criteria is:

*"a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured"*



The main GPP categories are:

- Construction (covering raw materials, such as wood, aluminium, steel, concrete, glass as well as construction products and operational and end-of-life aspects of buildings, maintenance services, onsite performance of works contracts)
- Food and catering services
- Transport and transport services
- Energy (including electricity, heating and cooling coming from renewable energy sources)
- Office machinery and computers
- Clothing, uniforms and other textiles

<sup>15</sup> The Collaborative Procurement (CP) mark has been developed as a visual and easy way to signpost where procurement practitioners can find agreements, guidance and best practice that supports the governments procurement programme, leading to value for money savings.



## The first year towards Carbon Neutrality

- Paper and printing services
- Furniture
- Cleaning products and services
- Equipment used in the health sector



**Office of Government Commerce.** In 2008/09 the public sector spent around £220 billion on the procurement of goods and services. There is an increasing desire to see public sector spend being used to deliver wider policy objectives to achieve "Policy through Procurement"<sup>16</sup> or PtP. There are a number of agendas that public procurement is expected to deliver, including environmental issues, removing barriers to SME participation in public procurement, fostering innovation and promoting equality of opportunity. OGC has published a Policy through Procurement action plan which

sets out how Government will deliver these key priority policies. The plan shows how procurement will be used to pursue economic growth through the three specific agendas of supporting small and medium-sized enterprises; encouraging apprenticeships, training and youth employment; and reducing carbon emissions. The plan also includes the announcement of a voluntary charter to be established between Government and key suppliers to further assist in delivering on these prioritised agendas. Not all agendas will be relevant to each procurement, project or programme so OGC is working on a series of initiatives in order to ensure that PtP agendas are delivered more effectively. These are expected to include:

- An assessment tool to help procurers decide which policy agendas should be delivered in which types of procurement activity.
- Key performance metrics to measure success
- A procurement charter between government and its key suppliers setting out commitments on both sides to promote key PtP agendas.



**Food.** The NHS spends around £300 million on food each year. Every £10 spent on local organic food, generates £25 for the local economy. The same £10 spent in a supermarket generates only £14. By spending more of its food budget locally, and opening up its contracting to local suppliers, the NHS could support local economies, contribute towards local employment and play a significant role in regeneration. In rural areas, supporting local farming will help maintain the landscape, which could promote tourism. A strong local economy makes for a healthier population and in areas of deprivation can decrease health inequalities.

<sup>16</sup> [http://www.ogc.gov.uk/documents/PtP\\_Action\\_Plan.pdf](http://www.ogc.gov.uk/documents/PtP_Action_Plan.pdf)



## The first year towards Carbon Neutrality



**Third Sector.** From the Third Sector's point of view, there is a need to ensure that commissioners are aware of the value of third sector service delivery, with the ability to deliver more personalised service based on an understanding of local needs, and the ability to deliver across multiple objectives. The National Programme on Third Sector Commissioning<sup>17</sup> (NPTSC), established by Office of the Third Sector (OTS) in response to recommendations in the last cross cutting review of the third sector. It has already developed a wide range of practical resources for third sector organisations and the public sector with more in the pipeline.

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<sup>17</sup> <http://www.idea.gov.uk/idk/aio/6617745>



## Low Carbon Travel, Transport and Access - Director of Contracts and Performance

**Objective**

Reduce Carbon Emission from transport by 10% by 2015 (compared to 2007 levels), then by 26% by 2020 and 80% by 2050 (compared to 1990 levels).



### Actions for 2010/11

- Develop a Green Travel Plan including a road safety policy for staff



### Actions for 2010/11



- Implement the Green Travel Plan including encouraging staff to use the pool cycles secured in Feb 2010, continuing to provide access to the corporate cycle to work scheme and introducing road safety training



### Actions for 2010/1

- Review and promote the use of technology such as video and teleconferencing both intra site and with external providers and suppliers.
- Continue the ongoing work to capture carbon emission data of the “grey fleet” in NHSC and report carbon usage in tandem with mileage claims.



### Actions for 2010/1

- Work with TFW in developing the NHSC green travel plan and take the next step in the TFW<sup>18</sup> Travel Plan Award building on the ‘Certificate of Commitment’ awarded in 2009.



<sup>18</sup> [www.tfw.org.uk/](http://www.tfw.org.uk/).



## The first year towards Carbon Neutrality

- Investigate the potential to reduce the lease car threshold in the lease car policy to 120g/km of carbon dioxide.
- Investigate the feasibility of the following:
  - introducing a single mileage allowance for staff regardless of engine size to encourage the use of smaller engine cars.
  - increasing the passenger allowance to encourage staff to car share.
  - increasing the public transport rate to encourage staff to use public transport where possible.
  - increasing the pedal cycle rate to encourage staff to use bicycles where possible.
  - setting aside parking spaces at the community and acute hospitals for car sharing.
  - developing policies that forbid the reimbursement for business travel within a 2 mile radius of NHSC sites.
- Set up car sharing scheme and use of the allocated car share parking slots at Lockton House.
- Support the move towards lower carbon vehicles and in particular procure the use of electric vehicles to take advantage of the vehicle power charging points located at Lockton House.
- Undertake an audit of grey fleet usage and make recommendations on reducing carbon by the utilisation of alternative business travel ie use of pool cars, pool bikes, public transport and carbon free travel (walking).
- Explore the options for a major collaborative procurement for Patient Transport Services in tandem with other NHS bodies and local authorities in and around Cambridgeshire.
- Incorporate carbon savings in business cases for clinical “shift” projects that move clinical services closer to patients in the community.





## Water - Director of Finance

### Existing Benchmark Data

The cost of water for NHSC rose from £13,034 in 2007/08 to £13,580 in 2008/09<sup>19</sup>. This represents an increase of 4%.

#### Objective

Reduce water consumption by 25% by 2020, relative to 2004/2005 levels.



#### Actions for 2010/11

- Water meter readings should be undertaken on a monthly basis for all properties owned by NHSC.
- Develop a procedure for the monitoring of water throughout NHSC.



#### Actions for 2010/11

- Routinely check meter readings against invoices and check readings for anomalies.
- Where food waste is being disposed of to foul sewer, the water company should be contacted to establish whether a discharge consent is required.
- Conduct a survey of current usage of grey water and rainwater capture systems on the NHSC estate and make recommendations on how to improve the recycling of water in 2011/12 and onward. Survey to also include compliance with sustainable drainage systems legislation.

<sup>19</sup> NHSC Energy and Utilities Annual Report for 2008/09 produced by Anglia Support Partnership (ASP); 21<sup>st</sup> September 2009



## Waste - Medical Director

### Objective

Ensure legal compliance with waste legislation.



### Actions for 2010/11

- NHSC to produce a waste file for all sites. The file should contain the following:
  - Consignment notes for any hazardous waste produced.
  - Waste transfer notes for all non hazardous waste.
  - Waste carriers licences for all waste contractors.
  - Environmental permits.



### Actions for 2010/11

- Undertake six monthly audits on duty of care documentation obtained by the service providers on behalf of NHSC.
- Ensure appropriate staff are trained to be competent in waste legislation.
- Ensure that all externally stored waste is stored securely and that bins are locked to prevent waste from escaping and reduce the risk of vandalism.



### Actions for 2010/11

- NHSC to ensure, as an integral part of the regular Clinical Quality Review (CQR) that all clinical providers have a published Waste Management Policy, Toolkit and Workbook available to all staff.



## The first year towards Carbon Neutrality

### Objective

Reduce the amount of waste produced by 5% by 2010 and by 25% by 2020, relative to 2004/2005 levels.



### Actions for 2010/11

- NHSC to set board approved waste trajectories for all wastes e.g. domestic, clinical and hazardous.
- Implement a waste minimisation campaign throughout NHSC including a staff suggestion scheme for reducing waste and facilitate a culture that moves towards paperless meetings by utilising video and audio conferencing technology.



### Actions for 2010/11

- Adopt a double sided Eco print policy across all sites with the normal default being double sided on all printers.

### Objective

Increase recycling figures to 50% of domestic waste arising by 2015 then by 75% by 2020 relative to 2004/2005 levels.



### Actions for 2010/11

- The feasibility of recycling cardboard should be investigated.
- The feasibility of recycling other waste streams should be investigated.
- NHSC should ensure that all IT and other electrical waste are compliant with the WEEE<sup>20</sup> Regulations.
- Ensure that staff are aware of waste segregation and that suitable recycling facilities are included at all NHSC sites. Posters and bins labels should be considered to act as a visual reminder of which material goes into which bin.

<sup>20</sup> <http://www.environment-agency.gov.uk/business/topics/waste/32084.aspx>



## The first year towards Carbon Neutrality

- Work with providers to ensure that any surplus clinical equipment is recycled through organisations such as Aid to Hospital Worldwide<sup>21</sup> . (A2HW).

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<sup>21</sup> <http://www.a2hw.org.uk/>



## Designing the Built Environment - Director of Finance

### Existing Benchmark Data

NHSC own the following properties in Cambridgeshire although the majority of these are operated by CCS.

Brookfields Hospital Site	Mill Road, Cambridge
Doddington Community Hospital	Benwick Road, Doddington
Princess Of Wales Hospital	Lynn Road, Ely
North Cambs Hospital	The Park, Wisbech
Bar Hill Health Centre	Hanover Close, Bar Hill
Fulbourn Health Centre	Haggis Gap, Fulbourn
Shelford Health Centre	Ashen Green, Great Shelford
Brookfields Health Centre	Seymour Street, Cambridge
East Barnwell Health Centre	Ditton Lane, Cambridge
Almond Road (Dental) Clinic	Almond Road St Neots Huntingdon
Ramsey Road Clinic, St Ives	Ramsey Road St Ives Hunts
Ramsey Health Centre, Ramsey	Whytfield Road, Ramsey
35 Orchard Rd	Melbourn
58 Stocks Lane	Gamlingay
Chesterton Medical Centre (part)	Union Lane, Cambridge

The ownership of these properties will remain with NHSC after CCS becomes a NHS Trust on 1<sup>st</sup> April 2010. In addition there are 44 leased properties that form the NHSC Estates portfolio. The delivered energy benchmark for existing health centres and clinics is <35 GJ/100m<sup>3</sup>. The average delivered energy for clinics and health centres on the NHSC estate was just above the benchmark at 38 GJ/100m<sup>3</sup>. The following health centres and clinics all performed above the benchmark<sup>22</sup>:

<sup>22</sup> NHSC Energy and Utilities Annual Report for 2008/09 produced by Anglia Support Partnership (ASP); 21<sup>st</sup> September 2009



## The first year towards Carbon Neutrality

- Brookfields - 37 GJ/100m<sup>3</sup>.
- East Barnwell - 56 GJ/100m<sup>3</sup>.
- Great Shelford - 46 GJ/100m<sup>3</sup>.
- Fulbourn - 49 GJ/100m<sup>3</sup>.
- Stocks Lane - 39 GJ/100m<sup>3</sup>.
- Orchard Road - 52 GJ/100m<sup>3</sup>.
- Oak Tree Centre - 39 GJ/100m<sup>3</sup>.
- Soham - 48 GJ/100m<sup>3</sup>.

The benchmark for community hospitals is <50 GJ/100m<sup>3</sup>. The following community hospitals health centres and clinics all performed above the benchmark:

- Princess of Wales hospital - 99 GJ/100m<sup>3</sup>.
- Doddington hospital – 79 GJ/100m<sup>3</sup>.

Only Brookfields achieved a value below the benchmark of 49 GJ/100m<sup>3</sup>.

### Objective

Ensure that all new builds and refurbishments over £2million (capital costs) comply with BREEAM Healthcare requirements.



### Actions for 2010/11

- All new Trust healthcare building to achieve a target of low carbon by 2015.
- All new trust buildings must be designed to promote sustainable behaviours in staff, patients and visitors.



### Actions for 2010/11

- Ensure that any building services commissioned is carried out in a co-ordinated and comprehensive manner and that the following mandatory requirements, needed to score excellent for new builds and very good refurbishments, are achieved:



## The first year towards Carbon Neutrality

- High frequency ballasts are installed on all fluorescent and compact fluorescent lamps.
  - Building services are designed to reduce the risk of legionellosis in operation.
  - Energy sub metering is installed in order to accurately facilitate the monitoring of in-house energy consumption.
  - Water efficient sanitary applications (taps, urinals, wc's etc).
  - Water meters with a pulsed output are installed on the mains supply to each building/unit.
  - Development has a minimal impact of the sites current ecology.
  - All construction sites are managed in an environmentally and socially considerate and accountable manner.
  - Simple building guidance document for the non technical building users is developed.
  - Buildings are designed to minimise the CO<sub>2</sub> emissions associated with their operational consumption. In accordance with the BRE Environmental Assessment Method (BREEAM) Healthcare Assessors Manual<sup>23</sup>.
  - Local energy generation from renewable sources is considered and implemented to supply a significant proportion of the energy demand.
  - Dedicated storage facility for the building's operational related recyclable waste streams is included in the design of the development.
- Evaluate the upgrading of the current steam driven boilers at Princess of Wales Community Hospital<sup>24</sup> in Ely with a de-centralised gas-fired boiler.
  - Conduct a survey on the use of bio diversity across the NHSC estate and make recommendations around future use.
  - Complete a cost benefit analysis for the installation of a Building Management System (BMS) across the NHSC estate.
  - Complete the proposal for the installation of 'smart meters' across the NHSC estate.



<sup>23</sup> The BREEAM Healthcare Assessors Manual can be downloaded from the BRE website; <http://www.bre.co.uk/>

<sup>24</sup> This site accounts for 40% of NHS Cambridgeshire's carbon emissions. The heating is provided by two steam boilers that are substantially oversized and at the end of their working life. It has been shown that if these boilers are replaced with a decentralised gas-fired boiler system a 20% reduction in gas and electricity consumption and a comparable reduction in carbon emissions could be achieved. It is likely that this reduction would be significant and would assist NHSC in achieving the necessary reductions to achieve the 15% reduction in one installation.



## The first year towards Carbon Neutrality

### **Actions for 2010/11**

- Review and refine the existing NHSC Commissioners' Investment and Asset Management Strategy (CIAMS) to ensure compliance with the Sustainability Strategy.
- Continue the work locally with other public sector organisations to maximise the use of the whole public sector estate across Cambridgeshire.

### **Context**

In June 2006, the Prime Minister launched new targets for Sustainable Operations on the Government Estate<sup>25</sup> (SOGE). The targets replace those in the Framework for Sustainable Development on the Government Estate (originally published between 2002 and 2004). The targets can be found at <http://www.defra.gov.uk/sustainable/government/documents/Targets.pdf> and should cross refer to targets in this document.

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<sup>25</sup> <http://www.defra.gov.uk/sustainable/government/gov/estates/targets.htm>



## Organisational Workforce and Development - Director of Corporate Development and Performance

### Objective

Ensure that sustainability is thoroughly communicated throughout the Trust and ensure that appropriate employees receive relevant training.

 **Actions for 2010/11**

- Incorporate sustainability issues within the Trust's induction programme.
  - Develop a staff education and training programme including appropriate Road Safety training.
  - Develop and undertake a sustainability awareness week to launch the Trusts sustainable development agenda.
- 
- Organise an annual sustainable development day to, among other things, explore the options of a corporate sustainability course.
  - Ensure that relevant staff receive the one day IOSH – 'Working with Environmental Responsibilities' Training Course<sup>26</sup>.
  - Incorporate sustainability information into the existing Trust newsletter and websites.
  - Erect sustainability notice boards at each Trust site.
  - Place relevant sustainability information on the notice boards.
  - Campaigns around water and energy efficiency (posters etc.) should be developed.
  - Enhance and improve the Healthy Workplace Staff Engagement Forum to ensure that it links with the Sustainability Group.
  - Encourage staff to take an active role in volunteering in the community.

<sup>26</sup> [http://www.iosh.co.uk/training/training\\_for\\_professionals/find\\_a\\_course.aspx](http://www.iosh.co.uk/training/training_for_professionals/find_a_course.aspx)



## Role of Partnerships and Networks - Director of Public Health

### Objective

Working in partnership with local groups and organisations to support sustainable development.

### Actions for 2010/11

- Leverage the existing relationships with local partners e.g. other NHS organisations and the local authority to address environmental obligations.
  - Develop a coherent plan to link partnership working and define outcomes of this work.
  - Promote the use of NHSC facilities (such as meeting/training rooms) to the wider community.
  - Work in partnership with suppliers to innovate and develop markets for sustainable options.
  - Ensure that all jobs are advertised locally and work with agencies such as Job Centre Plus to attract local people to relevant jobs.
  - Be active members of the Local Strategic Partnerships (LSP) contributing to local sustainable community strategies and Cambridgeshire Local Area Agreement (LAA) through relevant theme groups
  - Be an active partner of the Travel For Work Partnership steering group, working to support employers across Cambridgeshire to promote sustainable and active travel. Commit same level of funding in 2010/11 and work with partners to sustain this project beyond 2011.
- 
- Work with TFW to develop a green travel plan including providing the Annual Travel to Work staff survey and analysing the results.
  - Continue to work with Cambridgeshire County Council and their Strategic Objective 5: Meeting the Challenges of Climate Change and Embracing the Natural Environment ensuring that NHSC contribute as fully as possible.





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**Governance - Director of Contracts and Performance**

**Objective**  
 Ensure that Sustainable development is consistently managed in line with policy requirements and commitments.

**NHS Cambridgeshire Actions for 2010/11**

- Produce bi-annual Sustainability Summaries an Annual Board Reports on sustainability to compliment the information feed on a six

monthly basis to the NHS SDU who will collate and present a national summary to the NHS Operational Board in January and September of every year.

- Develop a Board approved Sustainable Development Policy.
- Develop a Board approved Sustainable Development Strategy.
- Develop a Board approved Sustainable Development Action Plan.
- Measure performance on sustainable development using the measures available in “The guidance on How to Measure and Report Your Greenhouse Gases” published by DEFRA.
- Work with the Eastern Region Public Health Observatory (ERPHO) to support a wider range of outcome measures.
- Input from PPI Forums and PALS should be reviewed regularly by the Board.



and



- Ensure that NHSC continues to complete the Good Corporate Citizen Assessment Model and monitors ongoing performance against this.



## The first year towards Carbon Neutrality



- We will also consider the achievement of a suitable Environmental Management System (EMS) and using the tools developed by the Sustainable Development Commission for the health sector and their Healthy Futures programme<sup>27</sup>.

- Consideration to be given to entering a suitable recognition scheme like the Carbon Trust standard to acknowledge progress to date.



- Continue to support the work of the East of England Carbon Reduction Implementation Group and in particular to meet the following reporting deadlines:

### o Process measures – by 28<sup>th</sup> May 2010

- o Regional action plan in place and approved at SHA Board level
- o Number of Board approved SDMP in place in organisations and number of organisations in region by end March 2010
- o Number of organisations in region that have completed the Good Corporate Citizenship version 2 assessment by end March 2010.

### o ERIC data – by 26<sup>th</sup> November 2010

- o Total of 2009/10 ERIC data amalgamated across all organisations in region/SHA against baseline of 2007 for building energy, waste and water. Using conversion factors, aligned with Department of Health, the Carbon Trust and the Carbon Reduction Strategy, a percentage reduction from baseline to date will be calculated for each region.

<sup>27</sup> <http://www.sd-commission.org.uk/pages/health.html>



## Finance - Director of Finance

### Objective

Ensure that Sustainable development is consistently managed in line with policy requirements and commitments.

 **Actions for 2010/11**

- Develop processes to account for whole life cycle costs and payback periods in business cases and capital developments.
- Develop carbon literacy and embed carbon reduction in the Trusts financial mechanisms.
- Ensure the Trust is involved in local strategic partnership arrangements and regional economic forums in order to contribute to an effective local health economy.
- Utilise the Marginal Abatement Cost (MAC) Curve which provides a clear idea of which carbon reduction measures can be implemented to save the most money. Applying this methodology within an NHS organisation will enable managers to see which measures make the best financial sense<sup>28</sup>.

<sup>28</sup> [www.sdu.nhs.uk/page.php?page\\_id=164](http://www.sdu.nhs.uk/page.php?page_id=164)