

Carbon Management Plan

2014 to 2019

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Carbon Management Plan

Our good record

We are proud of our record on environmental matters—already by 2005 we had installed a combined heat and power engine at our Oasis hydrotherapy pool, and in 2007 we put in the first of our low-energy LED lighting schemes to illuminate the access ramp at Farnham Road Hospital. In 2008 we installed biomass boilers at our St Peter's Hospital site and throughout the life of the Trust we have been engaged in a continuing programme of estate rationalisation.

We were highly commended in the Building Better Healthcare Awards 2008 for our Estates Strategy and won the Efficiency in Estates category at the 2013 HSJ Efficiency awards. Our first explicit carbon management plan was compiled in 2008 with assistance from The Carbon Trust and within it we set out an ambitious 'stretch target' to reduce Carbon Dioxide emissions by 48% by 2013, compared to a 2007/08 baseline. Despite two severe winters and some slippage in our property disposals schedule the target was largely achieved.

Some of our notable successes in the period include the consolidation of headquarters functions at our Leatherhead offices, the substitution of investment in mobile IT capability in preference to fixed estate, printer rationalisation, retro-fitting LED lighting at the Leatherhead (and increasing the use of LED schemes elsewhere) and a significant reduction in the old and inefficient building footprint. Berkeley House was opened in Godalming as our first Community Hub.

What's key to us is that we improve the immediate therapeutic environment for people who use our services along with realising the wider benefits of reducing our cumulative adverse impact on the environment.

Whilst the planning horizon in that earlier Carbon Management Plan was 2013 we have carried on working in the same vein so that we have now further developed a Trust Travel Plan and provided access to a low emissions bookable vehicle to reduce the miles travelled by staff in their own generally more polluting cars. We have also participated in two rounds of the Cycle to Work scheme, offering a low cost option for bicycle purchase. Our waste contracts have been re-let with a stronger emphasis on recycling, 'waste to energy', composting and a 'closed loop' for paper waste, all geared to eliminating the need for landfill disposal as far as possible. We have made further headway with our programme of estate rationalisation and have implemented another Community Hub at the Aldershot Centre for Health. Most importantly we have completed our new build in Caterham, the Oakwood accommodation for people with autistic spectrum disorder and complex needs. The design allows for 10% of the building's energy to come from renewable sources, there is much better ventilation and far more natural light than the previous buildings, and superior insulation. Our major inpatient redevelopment at Farnham Road Hospital began and

when finished the new buildings here will also benefit from improved natural light and ventilation and will feature both brown and green roofs as well as employing 10% low energy in the design.

What we are doing now

Our estate rationalisation goes on, with the sales in progress of The Ridgewood Centre and Ethel Bailey Close, both significant sites. We are mobilising a series of Community Hub implementations to cover Redhill, Camberley, Spelthorne & Epsom. Work is also underway to review the fabric and disposition of some inpatient facilities. Any refurbishment projects that we undertake incorporate appropriate & cost-effective carbon reduction solutions, particularly LED lighting.

We now reaffirm our commitment to the environmental agenda and set out below our route plan for taking it forward over the next several years.

What next?

We believe that there is scope for a 17% cut on 2013/14 levels in carbon footprint due to our building energy by 2018/19. We will look for a commensurate reduction in our total waste volume and the emissions arising from waste, and for further efficiencies through 'green' procurement. Pharmacy will be a key area in this regard. Emissions due to our business mileage will be lessened through the reduction of our overall mileage and by the use of cleaner vehicles.

Route plan

Consolidation of services into Community Hubs is a theme that we will continue to work on throughout the period to 2018/19. Other activities will be sequenced as follows;

Between now and 31 March 2015 we will;

- Examine available good practice guidance and assimilate useful principles into our own practice
- Review potential for benefits realisation in our list of possible projects
- Work the best projects up into proper business cases
- Confirm the methods & metrics for quantifying our performance
- Agree & set business mileage reduction targets with each business division

During our financial year 2015/16 we will;

- Use the dialogue around divisional targets as a way into staff awareness & engagement
- Investigate how to reduce the contribution of pharmacy in our carbon footprint
- Pilot dynamic space monitoring and booking with a view to reducing our overall floor space requirement by optimising usage
- Update and where appropriate extend our earlier programme of boiler replacement
- Survey our current lighting and assess whether a mass LED retro-fit across our whole estate is financially viable
- Install electric vehicle charging points where practicable at our sites
- Begin introducing 'smart metering' for real-time building-level utility monitoring. This will provide further means for engaging with colleagues on the carbon issue as well as useful budgetary data and the opportunity to manage usage more effectively, for example by spotting anomalies and taking corrective action.
- Complete our review of the inpatient resource and confirm whether building footprint can be reduced

In 2016/17 we will;

- Finish our 'smart metering' installation and be making effective use of the data generated
- Extend the space booking system to all our premises
- Progress integrated communications systems
- Embed the 'paper light' concept in our working practices

In 2017/18 we will;

- Consider whether as we near the completion of our divestment from old estate the remaining portfolio contains any good opportunities for solar power or other 'micro-generation' options, such as the emerging fuel cell technologies.
- Look increasingly for new working practices such as remote consultations to provide a reduction in carbon footprint, as opposed to interventions in the built estate.

In 2018/19 we will;

- Open the final in our series of Community Hubs
- Review whether carbon management is fully integrated into our regular business and if a further standalone Carbon Management Plan is needed

Ownership

To accomplish the plan we have assigned specific accountabilities, appropriate leadership, monitoring & management to ensure actions and tasks are owned and followed-through. See below;

Our Executive Board	Endorses collectively the route plan as our way forward
Divisional Directors	Will provide leadership across the piece—developing and agreeing Annual Plan targets on business mileage, promoting efficient utilisation of floor space, including the technical means to manage this, relinquishing floor space and supporting the move to Community Hubs and mobile working, releasing resources to ensure business cases are timely and well presented
Steven Turner Site & Facilities Manager	Will action data collection, monitoring & management for waste contracts
Chris Rivers Associate Director of Estates & Facilities	Will implement smart metering on individual buildings across our estate and assess the viability of mass retro-fit LED (compared with reactive maintenance and undiminished lighting energy costs). Also to research and action other mass retro-fit or upgrade potential, for example potential water-saving measures. Also installation of electric charging points in Trust car parks
Benita Mehra Director of Property	Has produced this summary Carbon Management Plan and will review the wider landscape of environmental management guidance for principles or practises we might be missing. As lead on environmental improvements, Community Hubs and estate disposals and acquisitions many refurbishment and relocation projects come under the remit of our Director of Property'
Stephanie Forster	Will advise on internal and external communications issues and staff engagement & awareness in connection with this plan and the activities to be carried out under it
Nicki Rayment Director of IT	Will continue to support technical aspects of mobile working and other innovative information technology means to reduce carbon footprint, for example advising on and implementing technology to enable 'paper light' working style. Also to implement integrated communications
Simon Whitfield Pharmacy	Will quantify carbon footprint of pharmacy service procurement and transport, identify ways and means to make a meaningful reduction in the footprint, and implement these within the timeframe of the current plan
Mandy Morgan Head of Procurement	Will advise and assist Simon Whitfield and continue to action green procurement
Chris Rivers Associate Director of Estates & Facilities	Will continue to work on travel and parking plans, assess and if viable extend the low emission bookable vehicle arrangements

Our 2013/14 Baselines

The data we compiled for our 'ERIC' estates information return showed the following totals;

6,346,120	kWh Electricity consumption...	indicating approximately...	2,827,069	kg CO ₂
20,183,120	kWh Gas		3,714,501	kg CO ₂
38,001	kWh Diesel		9,314	kg CO ₂
423,195	kWh Energy from renewables		nil	
86,609	m ³ Water supply		29,802	kg CO ₂
86,609	m ³ Water waste		61,362	kg CO ₂
910.6	tonnes Landfill waste		181,209	Kg CO ₂
2,467,373	Business miles in own or leased cars		718,118	Kg CO ₂

Other plans & policies

This Carbon Management Plan clearly supersedes and replaces our 2008 version.

Just before we created our first Carbon Management Plan we had adopted a Trust Environmental Policy¹ However this appears to have been largely a statement of our intent and overtaken by events. The roles and structures we envisaged in it were not in fact established in the form described but the spirit of the document was carried forward into the Carbon Management Plan. Therefore this Carbon Management Plan will supersede the requirement for a separate Trust Environmental Policy in favour of today's plan as well as any other documents that are naturally supplanted by the new plan.

¹ SABP/RISK/0027