

## The 50 Point Estates Plan for Meeting UCLH [Plan A] Targets

### 1. Climate Change

<b>CLIMATE CHANGE</b>			
<p>The Trust is committed to reducing energy consumption and CO2 emissions in line with, and where possible and strategically appropriate ahead of UK Government and NHS Targets, to improve the energy efficiency of the Trust estate, introduce low carbon technology and implement an effective monitoring and communication scheme of energy usage and carbon emissions across the estate.</p> <p>The Trust will undertake the promotion of sustainable travel and seek a reduction in CO2 emissions related to travel including the use of low emission vehicles and optimising the patterns of essential travel. This will apply where possible to staff and patient transport.</p>			
No.	Commitment to doing the right thing	Progress	Status
1	<b>Audited Energy Policy:</b> we will publish a clear policy, endorsed by senior management setting auditable targets for energy performance and scope for actions	Policy has been issued in March 2010	
2	<b>Energy Awareness:</b> we will raise awareness of energy use and achieve quick wins in energy reduction. Raising awareness amongst staff, IFM and sub-contractors, appoint energy champions, deliver the 2010 campaign supported by communications materials, briefings, training and monitoring progress	Energy champions have been appointed and the programme started- 'Mr Switch it' also rolled out to all sites to raise awareness and to attach 'turn it off' stickers on office machines that have been left on	
3	<b>Capital bids for energy efficiency:</b> we will identify projects, funding streams, bid strategies and reporting to enhance energy efficiency in capital projects	Bids have been submitted for decommissioning the large boilers at Arthur Stanley House, Sub-metering improvements a range of bids will follow.	
4	<b>Use of Energy data:</b> We will introduce submetering, powerfactor analysis, voltage control and half hourly data	We have many sites now on ½ hour meters and these are being tracked, we have a comprehensive sub metering strategy and we have a trail voltage optimisation bid that will be submitted in May 2010.	
5	<b>Low carbon Procurement:</b> We will undertake a review of energy procurement, policy, incorporate carbon performance criteria, seek to access grants for viable, onsite renewable energy, and assess purchase of renewable energy contracts	Procurement marks a significant opportunity for carbon reduction. We now purchase some 20% of our energy from renewable sources	
6	<b>Lighting:</b> we will develop a programme of zonal lighting, greater lighting efficiency, lux levels and benchmarks	This will form a core standard for the Trust's 2010/11 Replace and Refresh Programme. Eco lighting tubes will be also standardised to reduce maintenance costs	
7	<b>Heating &amp; Ventilation Review:</b> comprehensive review of requirements, technology, maintenance, controls and timers	We have reviewed the BMS controls of our largest site (UCL Tower and Podium) and the National, but others will follow. Energy saving from changes to set points and free night time cooling are being rolled out by our PFI provider and IFM	
8	<b>Automatic metering &amp; Building Management Systems:</b> we will develop a capital bid programme for AMR and incorporate AMR output into energy management and integrate BMS into platform for central reporting and management	We have a sub metering strategy for all our key sites and we are trailing real time energy dashboards at the Heart Hospital	
9	<b>Combined Heat &amp; Power:</b> Assess CHP feasibility and gain board approval for options	CHP or CCHP bids are being reviewed at present for our two large campuses. These are still in their infancy at present.	
10	<b>Travel Policy, Plans &amp; Awareness:</b> we will introduce a low carbon travel policy with targets for sustainable travel. We will apply this to business travel and use of public transport	We already encourage green and active travel modes (our location aids this). The new policy roll out will help re-invigorate this approach. We do and we will design new spaces to aid bicycle commuters.	
11	<b>Low Carbon vehicles:</b> we will undertake an impact analysis of fleet vehicles emissions, maintenance, servicing and procurement	New technologies are increasingly available to reduce Carbon impact we will seek to bring 'sustainability' in to the supply chain assessment and select replacements based on whole life appraisals.	
12	<b>Whole life CO2</b> we will develop a monitoring tool to assess whole life CO2 footprint and financial cost	All new developments will be required to include a lifecycle model detailing the likely replacement costs of the next 25,30 and 40 years. All major sites will have life cycle models to predict optimum plant replacement periods. We will also require our design teams to demonstrate a 'whole life' approach to key design decisions	

## 2. Waste

WASTE			
The Trust is committed to an overall reduction in waste generation, the development of an effective waste strategy to recover, recycle or re-use waste material and to seek disposal options with a low environmental impact.			
No.	Commitment to doing the right thing	Progress	Status
13	<b>Waste Policy:</b> we will publish a clear policy, endorsed by senior management setting targets for waste management performance and scope for actions	The policy is was issued and is now being rolled out	
14	<b>Waste Awareness:</b> we will promote waste awareness in all staff, including domestic staff, to ensure all adhere to Trust guidelines. We will hold briefings and awareness events to this end.	Waste champions are nominated and trained for each key site New clear bags being used to improve segregation of domestic waste	
15	<b>Waste management:</b> we will endeavour to reduce waste and facilitate effective handling and segregation of waste	This is to be rolled out in 2010	
16	<b>Engagement on waste reduction:</b> we will introduce a competitive element in staff to do well and encourage sustainable waste management	% waste recycling will be increased year on year – we aim to be in upper percentile for NHS Trust's by 2013	
17	<b>Waste Segregation:</b> we will ensure waste is separated and diverted from landfill wherever possible. Recyclates will be channelled appropriately. Other materials will be given a second life.	% waste recycling will be increased year on year – we aim to be in upper percentile for NHS Trust's by 2013	
18	<b>ICT Waste:</b> We will reduce and re-use ICT waste by signing up to computers for charity schemes, considering MOD programme for reuse of e-waste and recycling ink-jet cartridges/using refillable ones.		
19	<b>Food Waste:</b> We will eliminate food waste for landfill by considering charity recipients of surplus food and reviewing alternative treatment options.	Food waste processing is in its infancy in UCLH at present however our menu option seeks to reduce waste to best practice levels	
20	<b>Clinical Waste:</b> dependent on risk assessment outcomes, we will reduce and dispose of clinical waste in a sustainable manner.	% waste recycling will be increased year on year – we aim to be in upper percentile for NHS Trust's by 2013	
21	<b>Construction Waste:</b> wherever possible we will implement a re-use and adaptability plan avoiding new materials, waste and labour.	Some recycling of materials has been achieved but more work is necessary	
22	<b>Waste Management Plan:</b> we will consider lifecycle of all supplies and reduce, re-use, recycle wherever possible. We will demand a high level of sustainability accounting from waste management contractors.	We have recently visited a state-of-the-art waste to energy site. We will review the application of these technologies and affordability for UCLH.	
23	<b>Re-use and Re-cycle:</b> this will become the default option in all waste management decisions	We currently have facilities for recycling paper, glass, and card in most sites. We will extend these facilities to all sites and all areas	
24	<b>Waste contractor procurement:</b> all waste disposal/management contractors will be vetted to ensure safe and secure disposal of non-recyclable items.	We will undertake duty of care audits on all key waste providers	
25	<b>Waste Champion:</b> we will identify an individual, internally or externally, to provide staff training on appropriate waste management.	These are in place – training will be ongoing	



### 3. Natural Resources

#### NATURAL RESOURCES (Water, Pollution, Land Use)

The Trust is committed on all sites and in all properties to an overall reduction in water consumption, the identification and control of leakage, the promotion of water efficiency technology, the use of water recycling and the development of a monitoring scheme and targeting at each key site.

The Trust is committed to ensuring that key raw materials come from the most sustainable sources possible in order to protect the environment and the world's natural resources for future generations

The Trust is committed to operating within legislative limits and seeking to reduce all forms of pollution relating to Trust activities including the management and use of refrigerant gases, volatile organic compounds, the NOx and particulate emissions from heating and generation plant, unnecessary noise and light pollution and the impacts of surface and foul water discharges. The trust plans to produce a breakdown of the pollution it generates.

The Trust in recognition of the importance of maintaining and enhancing opportunities for local biodiversity within the city environment and will encourage opportunities to develop partnerships and initiatives with local organisations and will explore initiatives such as NHS Forest.

No.	Commitment to doing the right thing	Targets	Status
26	<b>Water Management &amp; Policy:</b> we will monitor and report on water consumption and set targets and take the lead from NHS/DH policy and local and national water policy and then establish our own measurement mechanism and reduction targets.	Reduce consumption levels at a rate of 2.5 %/ year (25% by 2020)	Yellow
27	<b>Water Awareness/engagement:</b> we will identify water champions at senior and operational levels, set annual reduction targets per capita, and secure senior level engagement and staff awareness.	Reduce water consumption per person to 3m <sup>3</sup> per person/ year	Yellow
28	<b>Water Metering:</b> we will install meters and sub-meters across the estate	We will monitor water use in real time on all our major sites by 2012	Yellow
29	<b>Hot Water:</b> we will review hot water production, supply and use across the estate	This will form part of the 2010/11 water audits	Red
30	<b>Water efficiency, re-use &amp; recycling:</b> we will strive for integration at the design stage for new build and incorporation of latest technology as part of upgrades and refurbishment.	A check list for designers will be commissioned for new builds and refurbishments	Red
31	<b>Building Materials &amp; Services Procurement:</b> UCLH will set the BREEAM requirements as standard for procurement of construction materials and ensure the reuse of materials from demolition.	This is now in place on all major developments we will also extend these principles to smaller replace and refresh programmes	Yellow
32	<b>Pollution Awareness, Reduction, Prevention &amp; Policy:</b> we will secure senior management endorsement and transparency of definitions, scope and targets	We have a range of anti pollution policies that have been through board approval.	Yellow
33	<b>Sustainable Procurement:</b> we will review requirements and responsibilities in line with NHS PASA and use procurement as a means of enhancing the sustainability of the water and other materials consumed by the Trust		Red

## 4. Community Partner

<b>COMMUNITY PARTNER</b>			
<p>The Trust is committed to the ongoing development and training of staff and the encouragement of a similar approach within supply chain partners to promote the effective and sustainable delivery of services.</p> <p>The Trust in recognition of the importance of developing and maintaining strong, diverse and inclusive links with the local community, will seek community participation and engagement, promote opportunities to support the local economy, including local supply chains, and develop a clear understanding of community needs and aspirations. Opportunities associated with UCLP will also be explored.</p>			
No.	Commitment to doing the right thing	Progress	Status
34	<b>Development &amp; Training:</b> we will identify and agree definitions, scope and targets for sustainability-gear training and development, update policy to reflect sustainability guidelines,	We have invested in 3rd party training in relation to sustainability and energy efficiency – in the future this will be part of a CPD programme for staff.	
35	<b>Local Community Engagement</b> we will review and assess the impact of current UCLH/community projects, including DH/NHS schemes. We will work with local authority to improve regeneration in UCLH area. we will be aware of where UCLH fits into Good Corporate Citizen Assessment Model and review current community health partnerships.	We have made significant progress on this as measured by the Good Corporate Citizen Assessment Model but some work remains	
36	<b>Community Partnerships:</b> We will work with other local partners to engage the community e.g. Social Enterprise scheme.	We have recently been successful in achieving a strategic partnership 'UCL Partners'. This will be an enabler for us to use economies of scale when bring benefit to the community. A framework will be sort with UCLP that brings environmental KPI's into this relationship.	
37	<b>Community engagement in Built environment:</b> we will engage the public in the design of the built environment.	We continue to be active partners, sharing our plans with the public and interested organisations. This is a win-win as we have much local support for our UCLH charities	
38	<b>Travel &amp; Access:</b> we will liaise with the local community on travel plans, the affordability of these and missing transport links.	We encourage active travel where possible whilst maintaining excellent bus links to the hospital from our local communities. We will continue to review local travel plans.	
39	<b>Local Procurement:</b> we will build relationships with local suppliers, considering environmental and economic sustainability.	This is an area that we recognise will be challenging for us. We aim to have 5% of our food supply chain from within the M25 by 2012	
40	<b>Land Use:</b> we will seek central government leadership on land use policy, identify land use champions and undertake a review of landuse management	We have limited 'land' as most of our land is building footprint, but we will endeavour to use what we have in a more positive way for staff. Initiatives such as NHS Forest and gardens will be encouraged	
41	<b>Biodiversity:</b> we will promote biodiversity in the vicinity of the Trust and assess the impact of Trust activities on ecology.	All new builds will be required to promote bio-diversity – new methods of adding diversity such as green roofs are adding value to the city environment we support these applications (UCLH cancer centre).	
42	<b>Pollution Control:</b> we will maintain strict management of oil and fuel	We review all oil stores annually and provide suitable spill kits and level alarms	
43	<b>Contaminated Land:</b> we will establish a structured process to ensure awareness of contaminants and liabilities	We already have a detailed asbestos register for all sites and this is managed and tracked via a MICAD property database. This will be use to manage other potential 'legacy' contaminates if they come to light.	
44	<b>Biodiversity &amp; Air/Water Quality:</b> we will measure and review the impact the Trust has on air and water quality as well as biodiversity.	All new builds and major refurbishments shall adhere to the Considerate Contractor site management approach	

## 5. Health and Wellbeing

HEALTH AND WELLBEING			
The Trust aims to develop a sustainable procurement strategy to obtain supplies, services, and materials from sustainable sources and to reduce the CO2 emissions related to the procurement cycle.			
No.	Commitment to doing the right thing	Targets	Status
45	<b>Accessibility:</b> Issues will be identified and a plan developed for accessibility of staff and patients to UCLH including tele, video and web conferencing	We will install video conferencing facilities in all our key sites by 2013	
46	<b>Active travel:</b> we will promote and enable active travel such as cycling and walking	We will have facilities built into all major refurbishments and re-builds to allow bike storage, changing and shower rooms	
47	<b>Air Pollution:</b> we will set government targets to become the minimum standard for UCLH.	We are fully committed to achieving SDU and SOGE carbon reduction targets	
48	<b>Noise Pollution:</b> we will liaise with departments, external partners and sub-contractors to monitor and limit noise pollution.	Construction Management Plans will manage and restrict noise pollution of plant and equipment	
49	<b>Light Pollution</b> - we will liaise with the local community on light-related impacts the Trust may have. We will monitor trends and report on light emissions.	Light pollution wastes energy and can be a nuisance. We will encourage fit for purpose lighting where needed for security that restricts pollution	
50	<b>Healthy Eating:</b> we will promote healthy eating to staff and patients, introduce a "grow your own" scheme within the community and use food procurement as a means of enhancing healthy eating	We will introduce a grow your own staff incentive scheme in partnership possibly with local councils	