

Sustainability - Green Plan Progress Report

2023/2024



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1. Executive Summary

2023/2024 has seen continued momentum for delivery of the Green Plan actions at Salisbury NHS Foundation Trust (SFT). The Green Plan provides us with a framework to deliver sustainable healthcare and has complemented some of the clinical innovations seen this year. The introduction of initiatives such as Electronic Prescribing and Medicines Administration (EPMA) which replaces traditional paper-based ward medicine charts and prescriptions, and the continued roll out of 'Dr Doctor' virtual outpatient appointments, delivering sustainability co-benefits by reducing patient travel and unnecessary appointments.

We have a committed and engaged Sustainability Committee of Ambassadors, focused across 9 areas within our Green Plan. These areas align with national NHS priorities and represent where we will direct our efforts to reduce carbon emissions and improve sustainability alongside health outcomes:

1. Workforce and system leadership
2. Sustainable models of care
3. Digital transformation
4. Travel and transport
5. Estates and Site Redevelopment
6. Medicines/Medical Gasses
7. Supply chain and procurement
8. Food and nutrition
9. Climate Adaptation

1.1 Where we did not achieve our goals – 2023/2024

- An application of £4,000, submitted to the BSW (B&NES, Swindon, and Wiltshire) Health Inequalities Funding 2023-2024, for the purchase and installation of two live air monitoring sensors, was unsuccessful.
- The production of an Adaptation risk assessment has been deferred to early 2024 due to estates capacity.

1.2 Summary of Key Achievements – 2023/2024

- Estates team secured £10million from the Public Sector Decarbonisation Scheme for energy infrastructure investment to improve efficiency/reduce our carbon impact.
- EPMA project completed by Informatics with successful roll out across the Trust.
- Installation of UV sterile chamber to enable recycling of water in Hospital Swimming pools.
- Baselined our carbon footprint for Greenhouse Gases scopes 1 and 2.
- Inclusion of a Net Zero course on LEARN, completed by 2,285 staff thus far.
- Internal and external engagement and communications to highlight and promote the Sustainability agenda, including publication of the public-facing Green Plan.
- Launch of the staff sustainability engagement platform 'ACT' shared with RUH/GWH.
- Improvements in facilities and arrangements for active travel.
- Increased Cycle to Work scheme salary sacrifice to £3,000.
- Evergreen procurement framework for suppliers launched by Procurement.
- Introduction of branded reusable lunchboxes and cups for staff/visitors.
- Commencement of site air quality monitoring.

- Achieved Highly Commended through the Salisbury Business Excellence Awards.
- Achieved the Bronze level award on the Modeshift STARS platform.
- Site visit from the National and Southwest Greener NHS Teams.
- Salary Sacrifice 4 Cars CO2 capped at 75g allowing ZEV and ULEVS only.
- Safer disposal of inhalers scheme launched in Childrens Outpatients.
- Acute Hospital Alliance (AHA) Sustainability Group formed.

2. Introduction

As a leading local anchor Institution, we play an important role beyond the boundaries of our estate, in contributing to a greener, healthier, and more prosperous city.

SFT published its first ever Green Plan in January 2022. Our Green Plan aims to drive sustainable change across the Trust and prepare us for transition to deliver net zero carbon healthcare within two decades.

The progression to carbon net zero through the development of our Green Plan does not aim to capture the full scope of the sustainability agenda, which would also extend to include biodiversity and the promotion and utilisation of green spaces to support health and wellbeing. Our Green Plan does not consider offsetting; but instead, focuses on efforts to tangibly reduce carbon emissions.

This purpose of this report is to outline the progress and challenges of the second year of implementation.

3. Governance

Our Green Plan (2021-2024), identified a governance structure to support delivery, monitoring and reporting of progress. During the second year of implementing our plan we have:

- A Sustainability Committee of 29 Ambassadors/green plan leads.
- Appointed the Chief Finance Officer as Board level lead for sustainability.
- Recruited a Sustainability Officer for Travel & Transport.
- Recruited 32 Sustainability Champions across SFT.
- A Transport & Strategy Steering Group.
- Established a Public Transport User Group.
- Strengthened relationships and joined networks across the ICS to support the delivery of the sustainability agenda, including area of focus working groups with SFT leading on Travel & Transport alongside Oxford University Hospitals.
- Met our National (NHSE/I) reporting obligations.

The Sustainability Manager, working with subject matter leads, is leading the implementation of our Green Plan to ensure change happens as expected.

The Sustainability Committee is monitoring progress through monthly meetings and the monitoring/maintenance of the detailed Green Plan Action tracker.

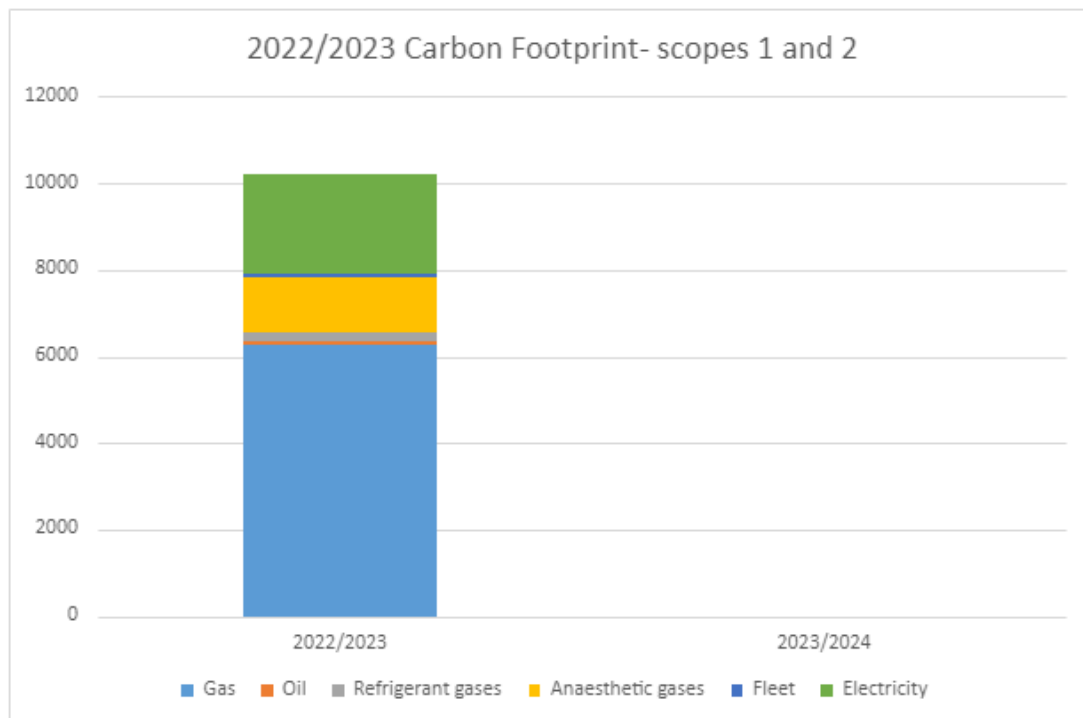
4. Baseline Carbon Footprint

The Sustainability Manager has been working to provide the Trust's baseline Carbon Footprint against the 2022/2023 financial year. The Trust's Carbon Footprint has been measured for scope 1 and 2 emissions and the Trust is working towards measuring the Carbon Footprint Plus which includes all scope 3 emissions. These scopes are defined as:

- Scope 1 - activities owned or controlled by an organisation that directly release emissions straight into the atmosphere.
- Scope 2 - emissions being released into the atmosphere associated with the consumption of purchased electricity, heat, steam, and cooling.
- Scope 3 - emissions that are a consequence of operational actions, which occur at sources which an organisation does not own or control.

The Trust's Carbon Footprint encompasses specific scope 3 emissions including energy generation, business travel, waste, water, and metered dose inhalers. The Trust is working towards measuring these scope 3 emissions and will set interim targets for reduction to track progress towards the target of Net Zero by 2040 for the NHS Carbon Footprint.

Work is underway to further understand full scope 3 emissions for the Trust's Carbon Footprint Plus. The nature of scope 3 emissions means it is challenging to accurately measure, nevertheless these emissions are likely to be far larger than scope 1 and 2 emissions combined which is why it is included as a key target.

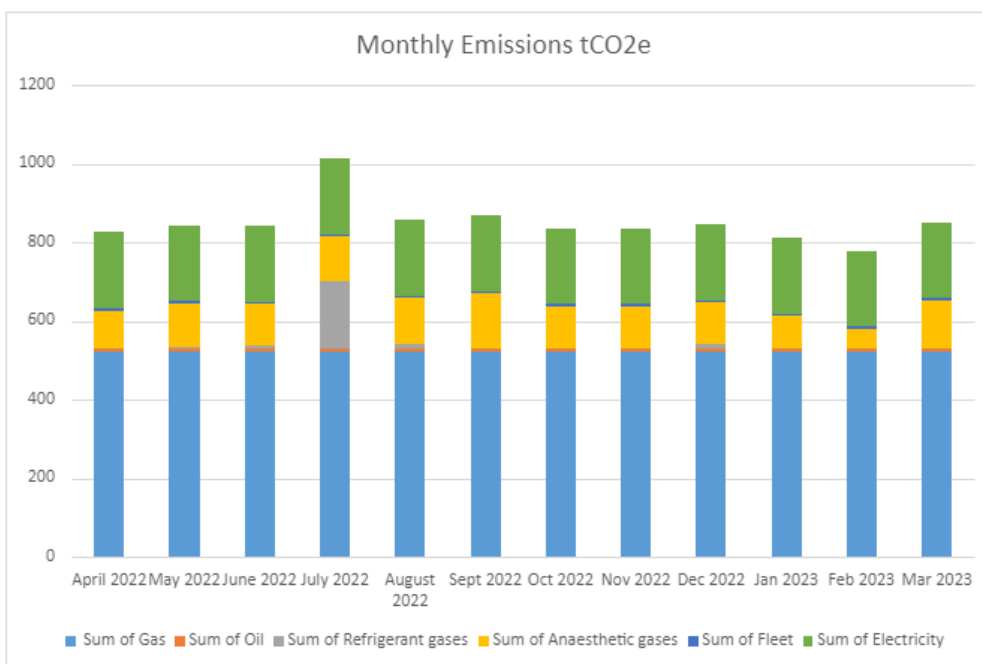
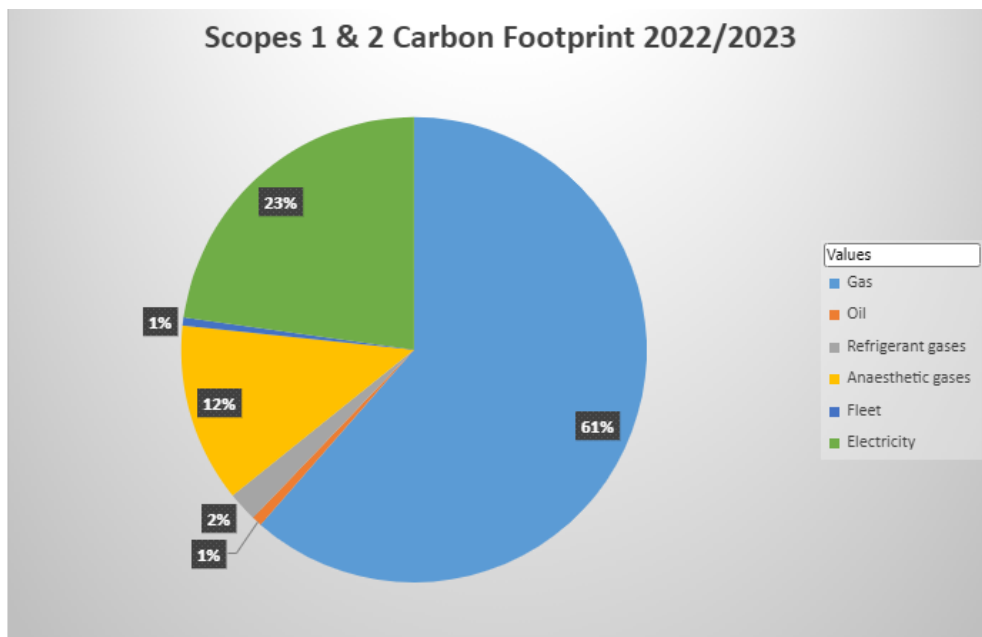


10,219 tonnes of carbon dioxide equivalent (tCO2e).

The footprint has been calculated using the conversion factors provide for use by UK and internal organisations to report on greenhouse gas emissions. With data taken from the following sources:

- Annual Estates Returns Information Collection.
- Greener NHS Dashboard updated through quarterly returns.
- Greener NHS Fleet annual return.

The sources of these carbon emissions are broken down as follows:



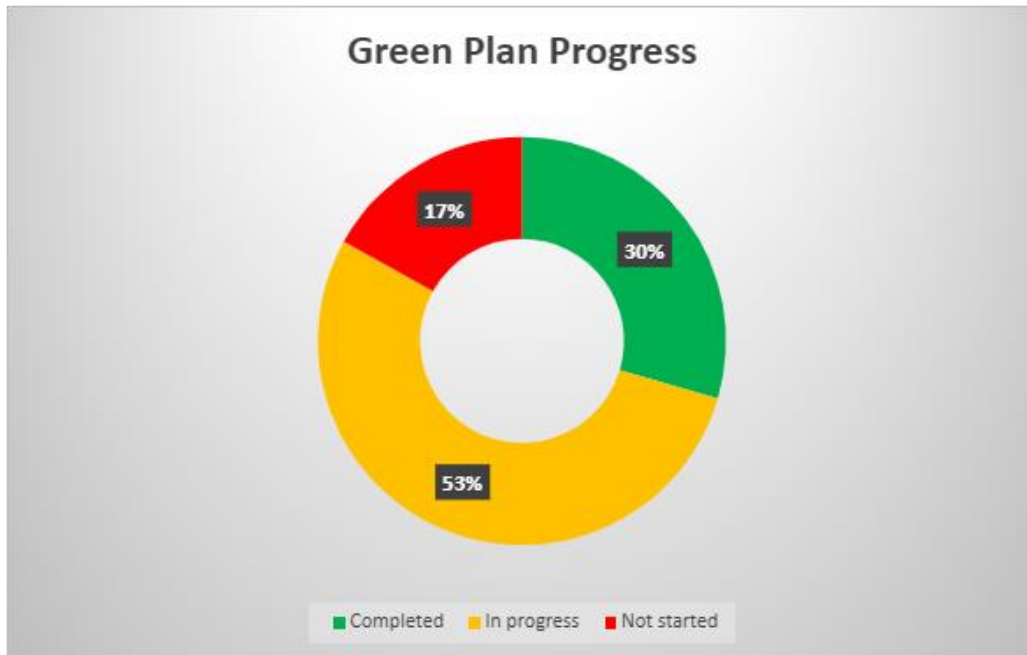
Gas, electricity, oil, and fleet data could only be reported as annual totals, therefore in the monthly graph above the resulting emissions are allocated equally over the twelve months. This does however not allow for an accurate reflection of usage fluctuation, although the total emissions would remain unchanged. Refrigerant gases and anaesthetic gases are reported monthly. Going forward we will report all emissions on a quarterly basis.

Energy is the highest contributor to our direct emissions with gas emissions accounting for 61%. The decarbonisation project detailed at 5.5 will significantly reduce our gas usage, and we should expect to see this reflected in the 2024/2025 footprint.

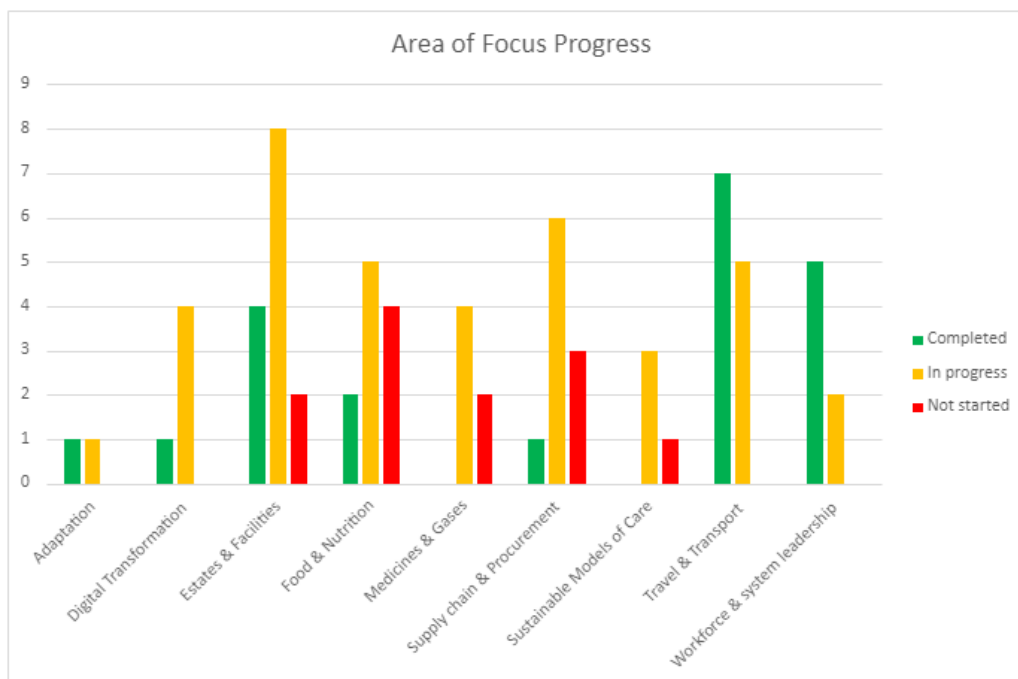
Anaesthetic gases are the largest direct emitter outside of energy accounting for 12%. There is a strong consensus and guidance on how to reduce emissions from medical gases. Details on how we plan to address this can be seen at 5.6.

5. Progress against our Green Plan

We have identified 9 key areas of focus within our Green Plan to deliver on our net zero commitment. To monitor progress across the 9 areas of focus, the Sustainability Committee meets monthly to update a green plan tracker. This tracker provides the following RAG rating for overall progress:



And progress per each of the areas of focus as follows:



During 2023 we have made progress against the 9 areas of focus areas as follows:

5.1 Workforce/system leadership

We aspire to become a 'Carbon Literate' organisation and to support the Greener NHS Teams '*Healthier Planet, Healthier People,*' staff engagement campaign.

- In January we held our first Sustainability Week actively promoting the Green Plan, and sustainable travel options to staff.
- In March we launched ACT, a staff sustainability engagement platform shared with RUH & GWH. SFT has consistently been positioned as the top performing Trust on the leader board.
- We have added a Net Zero training module to staff LEARN platform. As of 30th November, 2,285 staff had successfully completed the module, see Appendix 1.
- The Sustainability Manager is working with the Deputy Chief People Officer and colleagues in Education to understand the best approach to ensure inclusion of Sustainability/Green Plan awareness for all staff at induction.
- Worked with the Communications Team to produce a Sustainable Travel Options information leaflet which will be handed to all new starters at collection of their staff ID badge.
- We have established a team of 32 Sustainability Champions who are assisting with engagement across their wider teams to raise awareness of our Green Plan aims to generate support and ideas/suggestions for change.
- We are working within the ICS to agree a common approach for workforce/system leadership.
- Internal and external engagement and communications to highlight and promote the Sustainability agenda, including publication of the public-facing Green Plan, this can be seen here: [Our Green Plan 2021-2024 - Salisbury NHS Foundation Trust](#)

5.2 Sustainable Models of Care

Sustainable models of care refer to healthcare strategies that balance the need for high-quality patient care with environmental, economic, and social sustainability. Work is continuing to:

- increase the number of non-face to face appointments and establish virtual appointments (where clinically appropriate). The last 6-month average shows that 21% of patients received an Outpatient consultation virtually (phone or video), a little below the national target of 25%. The Transformation team are working with clinical teams to increase the number of virtual consultations offered. See Appendix 2 for monthly virtual outpatient data.
- Several paper lite projects have been established including the digitisation of the 16-page paper nursing assessment booklet, which has removed the need for a staggering 94,571 A4 pages in a year. This is the Digital Care Teams' first real push to remove paper from ward areas through the e-Documentation project.

5.3 Digital transformation

Closely linked to sustainable models of care, digital transformation can assist with the changes needed to ensure changing working practices reflect the Sustainability agenda:

- The Home Working policy has been refreshed to assist staff with remote working. This has a positive impact in reducing the number of staff commutes.
- The rollout of the EPMA project was completed in November 2023, significantly reducing the reliance on ward paper drug charts and prescriptions.
- The Electronic Paper Records (EPR) shared across the ICS is awaiting funding approval early 2024. Expected go-live 2026.
- A desk booking system is in use via Teams for DAC, Transformation, Estates and Procurement teams, and there is a plan to expand this to include all meetings rooms and other areas where hot desking can be applied in early 2024.

5.4 Travel and transport

Several initiatives were progressed during 2023:

- Monitoring of external site air quality with Nitrogen Dioxide (NO₂) detecting diffusion tubes installed in two locations. The monthly results are monitored and are consistently well below the UK air quality of 40 ug/m³. The full results can be seen in Appendix 3.
- A staff travel survey was undertaken in February 2023.
- The Sustainable Travel Plan was updated using the results of the above travel survey with further work on this to be undertaken in early 2024. This can be viewed here: [sft-sustainable-travel-plan-2023-to-2025.pdf \(salisbury.nhs.uk\)](https://www.salisbury.nhs.uk/sft-sustainable-travel-plan-2023-to-2025.pdf)
- An increase in the Cycle to Work scheme salary sacrifice threshold to £3,000 with a 59% increase on the number of orders in 2023 compared to the previous year.
- Joined the Modeshift travel platform and awarded both Green and then Bronze level awards within 6 months.
- PTUG established to enable dialogue between service users/providers to support sustainable travel within Salisbury as a realistic option.
- A new secure cycle hub for staff launched at the Nunton entrance, with lockers and lock bars installed. Need identified through the staff survey.
- Two successful and oversubscribed Dr Bike service days for staff, and a bike security marking day in conjunction with Wiltshire Police.
- Numerous active travel promotions and staff thank you initiatives e.g., golden tickets for cyclists and walker vouchers.
- Launch of a free Umbrella loan scheme for those who commute on foot.
- Amendment to the fire protocol to enable the charging of e-bike batteries at external locations on site. Installation of charging points is imminent.
- Launch of Park & Pedal promotional video to encourage staff to park for free at local Park & Rides and continue their commute to SFT by bike.
- Launch of Personal Travel Plans for staff via the MobilityWays platform to provide staff with information for the most sustainable option for their commute.
- Liftshare membership has increased by 89% since January 2023 with 176 staff now registered to share their journey to work.
- The E-bike loan scheme continues to be popular with bikes regularly out on loan, particularly over the summer months.
- The 40% bus discount with Salisbury Reds continues to be very popular with a 127% increase in tickets sold since January 2023.
- An appointment was made the new post of Sustainability Officer for Travel & Transport.

- Worked with the Communications Team to rebrand promotional literature for all travel options: Liftshare, Cycle to Work, Bus discount, and E-bike loan scheme.
- Trust's first EV fleet vehicle now in operation with the Estates team, saving approximately 1.5 tCO₂e, fully branded to identify green credentials.

See Appendix 4 for travel and transport dashboard data.

5.5 Estates and Site Redevelopment

We are committed to reducing our carbon footprint and our estates team have made significant progress with actions across a range of initiatives, which includes:

- Estates team awarded £10m of Salix PSDS3b funding to improve energy efficiency, reduce carbon emissions and lower energy bills. This includes installation of heat pumps, a Building Management System (BMS), building and fabric upgrades, LED lighting upgrades, and additional PV arrays. Work will complete by 31st March 2024. See Appendix 5 for a summary of the project.
- Plans for a Geothermal energy source onsite have also been prepared with a seismic study due to be undertaken in June 2024. Should predicted temperatures prove accurate, we will have the potential to be 75% off grid, increasing to 100% with funding to allow for the creation of a district heat network.
- Drax energy continue as 100% REGO renewable supplier.
- UV sterile chambers installed in Odstock Health & Fitness Centre swimming pools, and Spinal Unit pool, to enable recycling of water.
- The funding for production of an energy reduction plan was unsuccessful. Estates team will seek other funding in 2024 to write and seek Trust Board approval of a Carbon Reduction Plan.
- Continued rollout of DMR boxes, general recycling, and waste training to groups of staff.
- Hedgerows courtyard space completed Spring 2023. The Green Borders cleared and replanted Oct / Nov 2023. Awarded one hundred blossom trees planted around site in November.
- Launched the Tiger Offensive Waste project in line with the national NHS Net Zero 20-20-60 campaign to reduce environmental impact & disposal costs.

5.6 Medicines and Medical gasses

The Pharmacy team regularly attend Sustainability Committee meetings and continue working towards:

- Reducing the environmental impact of aerosol inhalers.
- Reducing drug waste
- Undertaking a review of medicines that generate high levels of carbon emissions and explore alternatives.

Initiatives to date include:

- The launch of a safer disposal scheme for inhalers in the Childrens Outpatients. The scheme promotes the return of used inhalers so that they can be safely incinerated, thus destroying the harmful greenhouse gas still contained within a used inhaler. The visual scheme also helps to educate children and young people on our green agenda more widely.

- A pressure test of the Theatres Nitrous Oxide manifold is planned for early 2024, to identify any leaks and therefore waste in the potent greenhouse gas. Staff exposure testing is firstly taking place to ensure that any leaks that may be identified through the pressure test, are not causing a concern for staff/patient exposure. We then aim to work towards decommissioning the manifold in the main theatre setting and switching to portable cylinder use only. For Maternity, the Sustainability Manager is seeking quotes for the installation of a Central Destruction Unit which will crack the harmful element of Entonox (nitrous oxide) and only emit oxygen into the atmosphere via the scavenging system. This will require external funding.
- We have ceased using the anaesthetic gas Desflurane, which is ahead of the NHSE target to decommission use in early 2024.

5.7 Supply Chain/Procurement

Our procurement team work closely with all NHS supply chain partners to achieve a sustainable procurement route for the goods and services used across the Trust and the wider ICS. Initiatives to date include:

- The Evergreen framework system was launched towards the end of 2023 to enable suppliers to register on the national e-tendering system to enable the benchmarking of suppliers.
- Procurement team are drafting contract management standard agenda to include sustainability maturity link to the Evergreen framework. Sustainability issues are being considered at specification development stage and will form part of contract management.
- a procurement charter has been launched on the Trust website which advises suppliers of our expectations on net zero [bsw-supplier-charter.pptx \(live.com\)](https://www.bsw-supplier-charter.pptx.live.com)
- All "white" paper purchased contains recycled content.
- Procurement policy updated to reflect PPN 06/20 and PPN 06/21.
- We continue to refurbish walking aids within the onsite Recycling Centre to increase reuse towards a 40% target by 2025.
- Procurement now includes the requirement for a Carbon Reduction Plan for all contracts over £5m.
- A 10% social value weighting continues to be included in all procurement tenders.
- The Sustainability Manager is working on an ICS project to reintroduce reusable theatre caps across SFT early 2024.

5.8 Food and Nutrition

It is estimated that food and catering services in the NHS accounts for approximately 6% of the NHS' Carbon Footprint Plus. Initiatives to date include:

- the setting of KPIs in catering to measure improvements in menu choices e.g., meat free; increase the use of organic products; ensure continued use of seasonal menus.
- Appointment of Almanhall catering procurement providing full management of the food/catering supply chain, delivering sustainable value.

- The provision of an electronic patient ordering system which is currently being scoped with go-live expected in 2024, has been included in the new procurement contract as detailed above.
- Working to implement 'Foodsteps' a carbon impact assessment tool for all items on the retail menu with expected go-live 2024.
- Working to divert our food waste to an offsite Anaerobic Digestion plant, moving away from macerator use prior to UK legislation for ceasing use coming into effect from March 2025.
- Sustainability branded reusable cups and lunchboxes launched in January to reduce single use items in the retail service, with discounts in place to encourage use.

5.9 Climate Adaptation

Using the climate adaptation risk assessment template, we plan to monitor the significant risks facing our organisation and mitigation actions required.

- During the year we appointed an external consultant to produce an adaptation risk assessment. This work was due to be completed in 2023, but due to other Estates priorities this is now scheduled for early 2024.

5.10 Other Achievements

- Achieved Highly Commended through the Salisbury Business Excellence Awards.
- Selected for a visit from the National and Southwest Greener NHS Teams who have been following our sustainability progress via social media posts. The feedback was very positive.

"We all learnt so much and went home buzzing with ideas for how we can extend and scale up some of your initiatives. But to be honest there was also something very special at Salisbury that you don't see everywhere else and that is down to the culture of the place. I was struck by how proud people were of their contribution to getting the NHS to net zero and how much care they took on this. If we could bottle this, then I think we'd be on to a winner."

Nicky Philpott, Deputy Director Greener NHS.
- Awarded one hundred native blossom tree whips from NHS Forest to celebrate 50th National Tree Week. These were planted around the site by staff and volunteers in November.

6. Key Challenges

The sustainability management team have identified several key challenges which they are actively managing to facilitate the development of key sustainability objectives. These can be summarised as follows:

6.1 Capacity and priority

Insufficient clinical project leads/capacity to facilitate change continues to prove challenging. However, with good engagement from the Sustainability Committee, the establishment of the Sustainability Champions network. and the appointment of a part time Sustainability Officer for Travel & Transport, this will enable greater traction and engagement.

6.2 Engagement

Our people are our greatest asset in delivering our Green Plan, and we certainly cannot do it without them! Raising awareness of the environmental impact of our activities, encouraging staff to think differently and to help us 'make it easy to do the right thing.' Whatever their role at the Trust, our people need to know their own responsibilities under the Green Plan and how they can help to deliver our net zero ambitions. Environmental sustainability needs to be embedded into everyday working and decision-making processes within the Trust.

6.3 Capturing relevant information.

There are many improvements and developments across the Trust that support the sustainability agenda, these are not always captured. We are working with the Trust's Communications team to capture these and ensure a focused approach/awareness of the Sustainability agenda.

7. Objectives for 2024/2025

- To access funding opportunities to support Sustainability initiatives e.g., Public Sector Decarbonisation Scheme, Healthier Futures, Health Inequalities.
- Embedding sustainability within staff induction and continuing to organise engagement initiatives for all staff to provide a raised awareness of Sustainability issues.
- The production of an outline plan for energy reduction and conservation. The Estates team will identify funding in 2024 to write and seek Trust Board approval of a detailed Carbon Reduction Plan.
- To support the Geothermal seismic study and associated communications.
- To lead on the Travel & Transport section of the ICS Green Plan to enable ICS opportunities, knowledge sharing, and potential resource/cost savings.
- To work with the Pharmacy team to reduce the amount of wastage generated.
- Write a proposal for the decommissioning of the nitrous oxide manifold system in the theatre setting by the end of 2024.
- Create working groups within clinical areas to develop plans to ensure a reduction in single use items and encourage sustainable models of care where suitable.
- Our IT colleagues have plans to begin work on a shared EPR across the ICS.
- Ongoing monitoring of compliance with the national target of 25% of Out-patients appointments delivered remotely. This will be led and monitored by the Transformation team.
- To produce a detailed risk assessment related to climate adaptation.
- To install a live monitoring system to monitor and record external air quality more accurately.
- Establish connections within the wider community and national bodies to promote the Sustainability agenda.
- Undertake work to refine how we measure the environmental impact of our activities, expanding to include scope 3 as and when guidance is provided from the Greener NHS programme.

8. Conclusion

The breadth of projects represented within this year's annual report demonstrates the start of a new phase for sustainability and reflects the beginning of our journey at SFT. Supported by more specific objectives within our Green Plan, and the addition of Sustainability Champions, we are now better equipped to deliver sustainable healthcare across our hospital.

However, the outlook for energy remains challenging and decarbonising the NHS estate is a major infrastructure challenge for the medium to long term, a concern not unique to SFT.

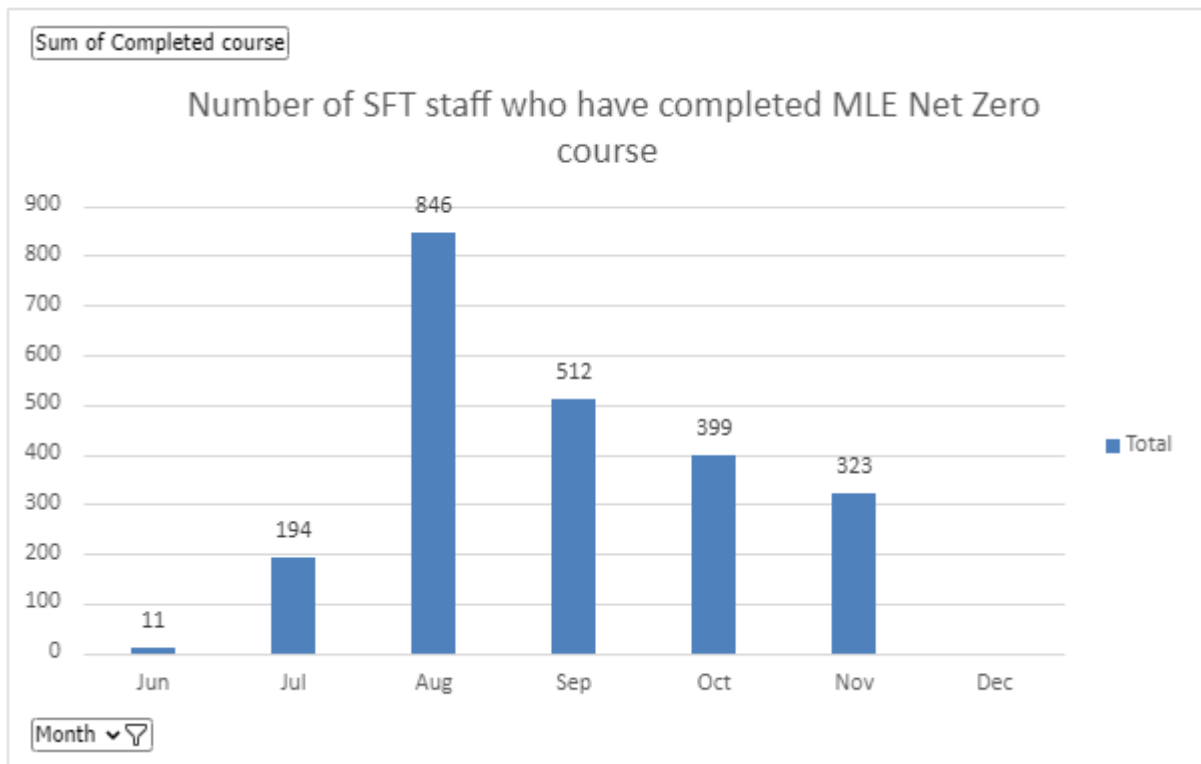
The opportunities for procurement are vast. Whilst we await national developments for carbon reporting scope 3 emissions, as well as more widescale sustainable production across the supply chain, we will continue to focus on reducing wastage and adopting the best currently available products and services to save resources and money.

Furthermore, sustainable action across the Trust cannot happen in silos. A more holistic approach is needed for sustainable business decision making, to ensure activities across the organisation are complementing rather than counteracting each other. We will need leadership, buy-in, and engagement from all parts of the organisation.

We continue to embrace a partnership approach, working across the ICS and with NHS sustainability colleagues, professional groups, and networks. We are also beginning to work across the AHA to better support each other, share knowledge/learning, and benefit from cost savings of shared projects.

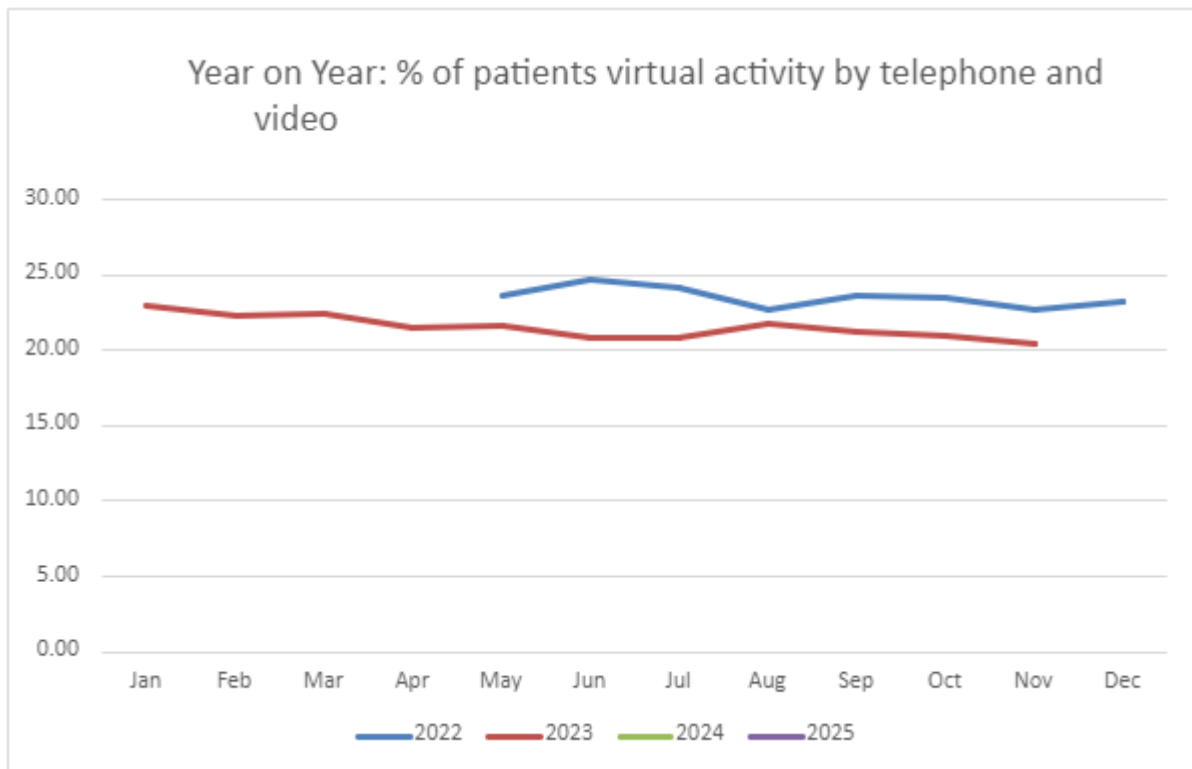
We will report annually to the Trusts Management Committee and provide an interim update to our Green Plan in 2024. In line with guidance received from the Greener NHS team, we will produce a new reiteration for April 2025.

Appendix 1. LEARN module Net Zero Training



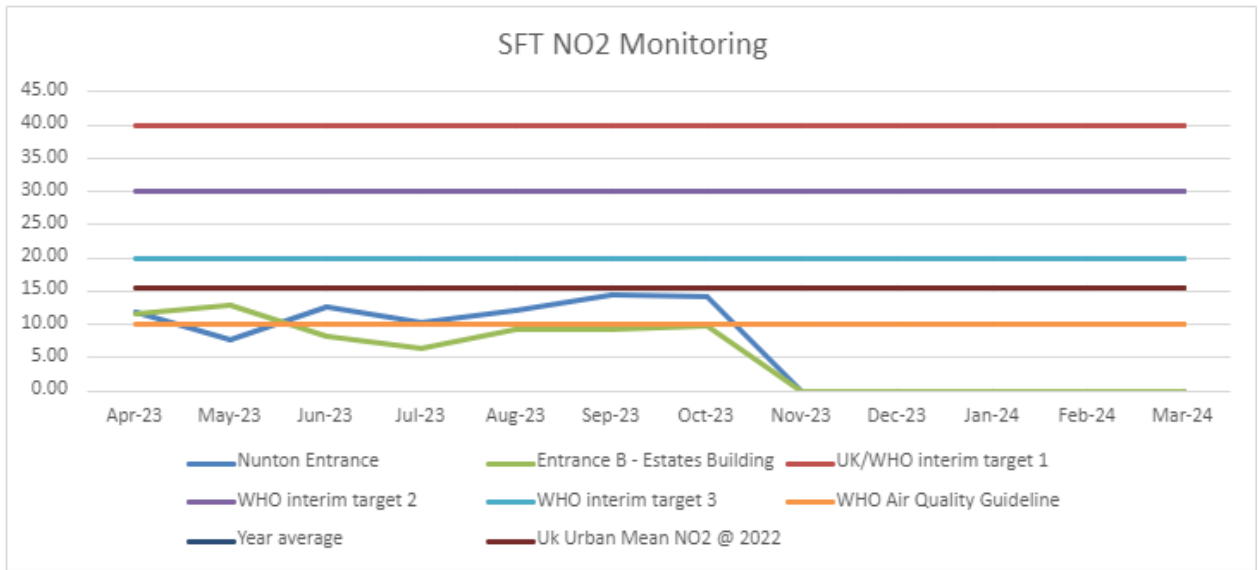
Data as of 30th November 2023

Appendix 2. % of patients seen by telephone and video.



Data as of 30th November 2023.

Appendix 3. Air Quality Monitoring of NO2

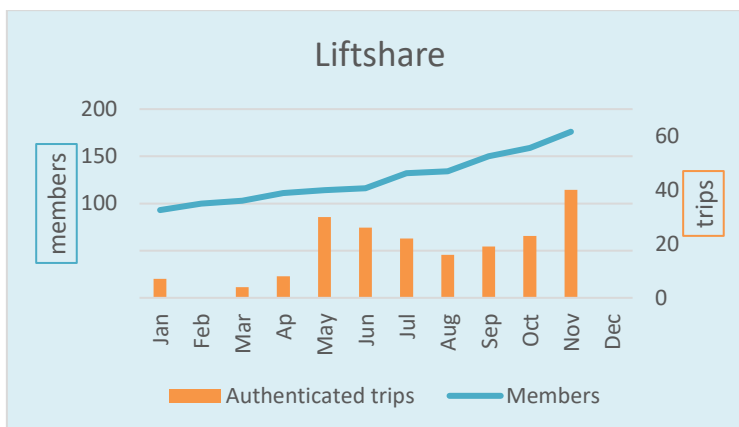
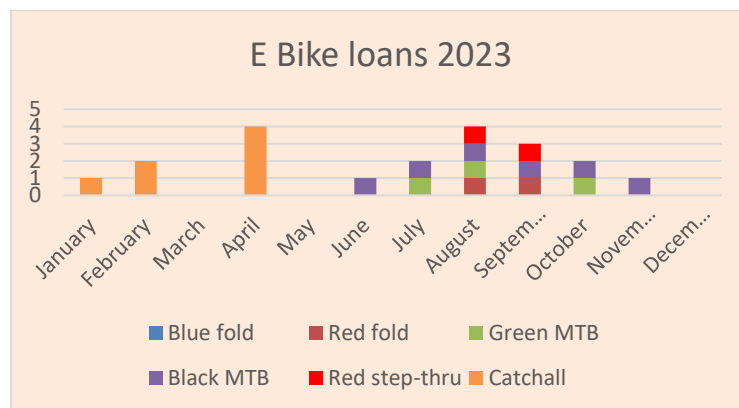
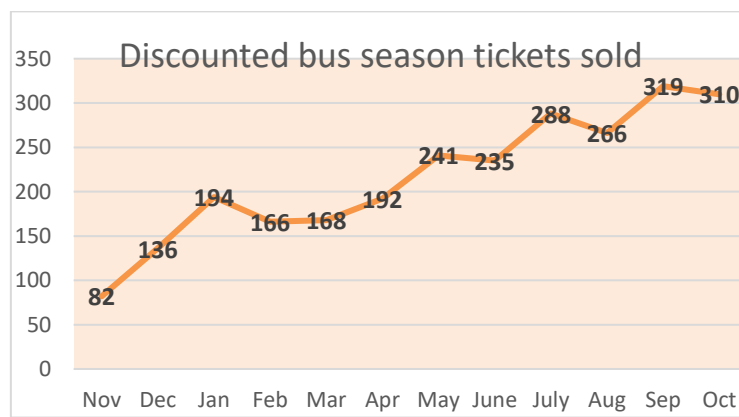
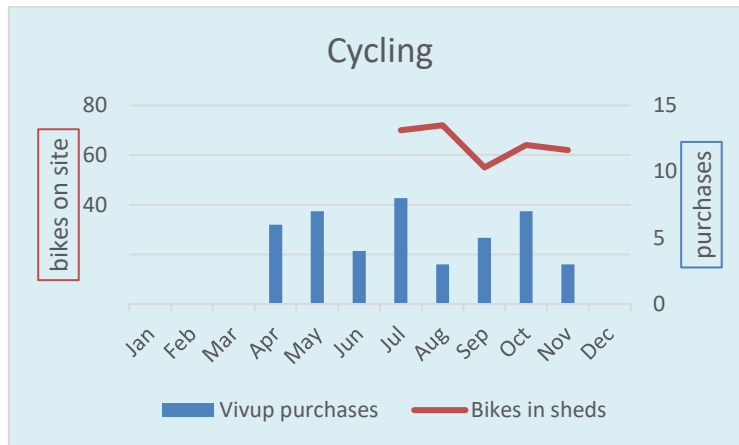


Nunton Entrance tube 1.



Entrance B. tube 2.

Appendix 4. Travel & Transport dashboards



Appendix 5. Public Sector Decarbonisation Scheme (PSDS3b) Summary of project

£10m grant awarded to SFT to improve energy efficiency, reduce carbon emissions, and lower energy bills.

Buildings in scope:

- Spinal Unit (heat building, domestic hot water, and pool water)
- Leisure Centre OHF (heat building, domestic hot water, and pool water)
- SDH North, main hospital building (heat building, domestic hot water)

Replace existing end of life gas boilers with air source heat pumps to water source heat pumps cascade system which will be powered by electric. Some back up boiler will remain gas fed for resilience.

Fabric first approach = so insulating building walls and roof spaces, replacing windows, switching lighting to LED.

Then connecting heat network to new heat pumps.

New energy optimisation system called Open Blue is being implemented to the Building Management System, the system will continuously review and assess the performance of the BMS and make energy optimisation changes.

New solar panels on various buildings around site, all the arrays are designed to generate 869,000 kWhp_a Generations, based on the 2021-2022 usage this would offset 13% of electricity imported to onsite generation.

Will save 2,000 tCO₂e per year - this would require 100,000 trees to offset, equivalent to 243million fewer mobile phones charged each year!

Geothermal

This will investigate the possibility of using heat from the ground as renewable source of energy.

A Geothermal hole alone will get us 75% off grid.

Expected temperatures means that we will only need 25% of the energy produced to cover our systems that can be linked to the geothermal energy centre.

If we can get further funding to link up the energy centre to rest of site, to create a district network, then we will be 100% off grid.