Working together to improve Carbon & Energy Performance
The Carbon and Energy Fund

Launched by Greg Barker MP in 2011

96% Project Success Rate

Delivering ~90% of NHS Energy Performance Contracts*

NHSi Recommended and OJEU Compliant

Guaranteed Savings for all Members

Contractors held accountable throughout project life

Proven to work with PFI hospitals

Available finance over 30% less than market rates
**Why we are here**

The CEF was set up provide authorities with an answer the following questions:

- How to respond to requirement to improve energy, reduce carbon and other CIP savings
- How to manage significant resilience and availability risks against a background of the erosion of the profession and funding
- How to reduce backlog maintenance/ stop assets deteriorating
- How to unlock savings inherent in inefficient plant
- How to deal with increasingly onerous procurement regulations
- How to prove savings in an age when energy managers are rare
- How to manage contractors who are increasingly required to monitor their own services
- How to obtain expertise with the current pressure on consultant fees
- How to get the benefits of P21/Lift/Prime but in the world of engineering services
- How to safeguard against ever decreasing work skills base
- To help Trusts meet the Lord Carter Challenge (efficiencies), and Naylor Report (backlog)
### How does it Work?

<table>
<thead>
<tr>
<th>In summary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Capital investment into infrastructure with all O&amp;M, lifecycle and finance costs paid for by savings generated over time</td>
</tr>
<tr>
<td>• Contract secures savings guarantee (Contractor pays if he misses target)</td>
</tr>
<tr>
<td>• Full independent M&amp;V during operational term</td>
</tr>
</tbody>
</table>
The CEF and its role in the NHS

- The CEF was created with the Department of Health
- It reports to Trustees

- The CEF has an agreement with the NHS via NHS SBS.
- The CEF has been procured by the COCH and has an agreement to deliver the Framework
- It is NHSI approved
- It has intergovernmental MOU with Ireland

- The CEF is a membership organisation
- The CEF supports its members in delivering revenue and carbon savings
Governance

Board of Trustees

Directors

Clive Nattrass, CEO
• Founder of the CEF
• NHS DoE
• Implemented over 50 projects
• CEng, and specialist in contract law and procurement

Peter Fairclough, Director
• Responsible for CEF operations
• Extensive NHS capital project experience, incl P21
• Member of RICS and APM

David Mackey, Commercial Director
• Responsible for origination and finance
• Previously director at MITIE developing Public Sector EPC projects
• MBA, Cass Business School

Pete Sellars, Chair of Trustees
• President of IHEEM
• Recent Head of Estates for DoH
• Worked with Lord Carter on the Model Hospital

Steve Taylor, Trustee
• Previous Director of Estates Southport and Omskirk
• Over 35 years experience in NHS Estates

Bronwen Vearncombe, Trustee
• Previous South Central Strategic Health Authority and Lloyds Bank
• Led innovative energy projects in the south

Andrew O’Connor, Trustee
• Director of Commercial Procurement at Countess of Chester
• Working with Lord Carter on procurement efficiency

John Nangle, Trustee (Pending)
• Crown Commercial Energy Lead for the Cabinet Office
• Previous head of energy trading at Government Procurement Service
In-House Team

**Solicitors**

**Project Managers**

**Technical Advisors**

**Monitoring and Verification**
Existing CEF Members

York Teaching Hospital NHS
NHS Foundation Trust

Wirral University Teaching Hospital NHS
NHS Foundation Trust

Nottinghamshire Healthcare NHS
NHS Trust

Mid Essex Hospital Services NHS
NHS Trust

North West Ambulance Service NHS
NHS Trust

Aintree University Hospital NHS
NHS Foundation Trust

Airedale NHS
NHS Foundation Trust

Harrogate and District NHS
NHS Foundation Trust

Gloucestershire Hospitals NHS
NHS Trust

The Royal Wolverhampton NHS
NHS Trust

Royal Berkshire NHS
NHS Foundation Trust

Warrington and Halton Hospitals NHS
NHS Foundation Trust

The Walton Centre NHS
NHS Foundation Trust

Yeovil District Hospital NHS
NHS Trust

Liverpool Women’s NHS
NHS Foundation Trust

Salford Royal NHS
NHS Foundation Trust

The Leeds Teaching Hospitals NHS
NHS Trust

Oxford University Hospitals NHS
NHS Trust

Dartford and Gravesham NHS
NHS Trust

Northampton General Hospital NHS
NHS Trust

Royal Cornwall Hospitals NHS
NHS Trust

Great Western Hospitals NHS
NHS Trust

Nottingham University Hospital NHS
NHS Trust

Sheffield Children’s NHS
NHS Foundation Trust

University Hospitals Coventry and Warwickshire NHS
NHS Trust

East Cheshire NHS
NHS Trust

Isle of Wight NHS
NHS Trust

East Sussex Healthcare NHS
NHS Trust

Hull and East Yorkshire Hospitals NHS
NHS Trust

Royal Free London NHS
NHS Foundation Trust

Basildon and Thurrock University Hospitals NHS
NHS Foundation Trust

IHEEM

Oxford Academic Health Science Network

CEF
Who are the members of the CEF?

INSTALLATION COMPLETE – IN M&V
New Cross Hospital, Wolverhampton
Royal Berkshire Hospital, Reading
Good Hope Hospital, Sutton Coldfield
Arrowe Park Hospital, Wirral
Clatterbridge Hospital, Wirral
Airedale General Hospital, Keighley
Yeovil District Hospital, Yeovil
York Hospital, York
Rampton Hospital, Retford
Macclesfield District General Hospital, Macclesfield
Cheltenham General Hospital, Cheltenham
North West Ambulance Services
Warrington Hospital, Warrington
Halton General Hospital, Runcorn
Northampton General Hospital, Northampton
Queen’s Medical Centre, Nottingham
Darent Valley Hospital, Dartford
Scarborough Hospital, Scarborough
Bridgwater Hospital, Bridgwater
Harrogate District Hospital, Harrogate
Ninewells Hospital, Dundee
Perth Royal Infirmary, Perth
Strathcare Hospital, Brechin
Salford Royal Hospital, Salford
John Radcliffe Hospital, Oxford
Churchill Hospital, Oxford

PREFERRED BIDDER CONFIRMED
St Mary’s Hospital, Isle of Wight
Broomfield Hospital, Chelmsford
Great Western Hospital, Swindon
Manchester City Council CQHN
Dorset County Hospital, Dorchester
St John’s Hospital, Livingston
Wythenshawe Hospital, Manchester
University Hospital Coventry

MEMBERSHIP AGREEMENT SIGNED
City Hospital, Nottingham
Hull Royal Infirmary, Hull
Castle Hill Hospital, Hull
Basildon University Hospital, Basildon
Mater Hospital, Dublin
Kettering General Hospital, Kettering
Conquest Hospital, Hastings
Royal National Orthopaedic Hospital
Rotherham General Hospital, Rotherham
Beaumont Hospital, Dublin
Chesterfield Royal Hospital, Chesterfield

CONTRACT SIGNED – IN INSTALLATION
Royal Cornwall Hospital, Truro
West Cornwall Hospital, Penzance
Aintree University Hospital, Liverpool
Liverpool University Women’s Hospital, Liverpool
The Walton Centre, Liverpool
Royal Cornwall Hospital and Aberdeen Royal Infirmary, Aberdeen
Dr Gray’s Hospital, Elgin
Chase Farm Hospital, Enfield
Leeds GSC
Gloucestershire Royal Hospital, Gloucester
Sheffield Children’s Hospital, Sheffield

PIPELINE
Royal Stoke Hospital, Stoke
Southmead Hospital, Bristol
Royal Derby Hospital, Derby
Queens Hospital, Burton
Colchester General Hospital, Colchester
Ipswich Hospital, Ipswich
North Tyneside, Northumbria
Sussex STP
### What are we doing - CEF Contract Overview

|                                 | Placed | Further Committed | In Procurement | Sub-total | Pipeline | Total    |
|                                 | (£177m) | (£56m)            | (£38m)          | (£271m)   | (£79m)   | (£350m)  |
| Capital                         | (£33m)  | (£9m)             | (£8m)           | (£50m)    | (£16m)   | (£66m)   |
| Guaranteed Savings p.a. (15-25yrs) | (£131m) | (£48m)            | (£29m)          | (£208m)   | (£59m)   | (£267m)  |
| NPV (Guaranteed net savings over term) | 151,000 tonnes | 30,000 tonnes | 15,000 tonnes | 196,000 tonnes | 31,000 tonnes | 227,000 tonnes |
| Carbon Savings p.a. (15-25yrs)   |         |                   |                 |           |          |          |
The Carbon and Energy Fund: Key Points

OJEU procured framework
Bespoke contract
External long term funding
Financial model
Independent Monitoring and Verification
Detailed process
**The Carbon and Energy Fund: Key Points**

<table>
<thead>
<tr>
<th>OJEU procured framework</th>
<th>Procured through Countess of Chester NHS Trust</th>
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</thead>
<tbody>
<tr>
<td>Bespoke contract</td>
<td>SOPC4 compliant</td>
</tr>
<tr>
<td>External long term funding</td>
<td>CEF written into the Framework documents</td>
</tr>
<tr>
<td>Financial model</td>
<td>Framework documents include contract template, evaluation matrix, caps and liabilities</td>
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<tr>
<td>Monitoring and Verification</td>
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<tr>
<td>Detailed process</td>
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<tr>
<td>Framework Contractors</td>
<td>Ireland</td>
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<td><strong>UK</strong></td>
<td><strong>Ireland</strong></td>
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<td>Ameresco</td>
<td>Ameresco</td>
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<tr>
<td>Bilfinger</td>
<td>Asset Plus Energy</td>
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<td>Bouygues</td>
<td>Aramark</td>
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<td>Breathe</td>
<td>Cynergin</td>
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<td>Cynergin</td>
<td>Doosan Babcock</td>
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<td>Ener-G</td>
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<td>EDF</td>
<td>ESB</td>
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<td>Ener-G</td>
<td>FC Energy Solutions</td>
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<td>Engie</td>
<td>Imtech</td>
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<td>Imtech</td>
<td>Veolia</td>
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<td>Kier</td>
<td>Vital</td>
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<td>Mitie</td>
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<td>SSE</td>
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<td>Veolia</td>
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<tr>
<td>Vital</td>
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The Carbon and Energy Fund: Key Points

OJEU procured framework
Bespoke contract
External long term funding
Financial model
Monitoring and Verification
Detailed process

Operational and Performance contract
Derived from PFI
Specifically written for energy performance requirements
Front end PA plus schedules
Operating lease contract, and off balance sheet
Proven, fair and effective

It is NOT:
- a design and specification contract
- a traditional construction contract
- a contract with LAD’s, DLP’s or retentions

It IS:
- a performance contract with a guaranteed output
The Carbon and Energy Fund: Key Points

- OJEU procured framework
- Bespoke contract
- **External long term funding**
- Financial model
- Monitoring and Verification
- Detailed process

Made available to Clients if they wish to use it

Specialist funding for long term contracts

Funders presently include:
- Aviva
- Macquarie
- DLL

Specialist Bidder funding welcomed

Model allows for Client funding
The Carbon and Energy Fund: Key Points

OJEU procured framework  Base Data/ Reliance data
Bespoke contract  Capital costs
External long term funding  Framework percentages
Financial model  O&M costs
Monitoring and Verification  Energy savings
Detailed process  Non energy savings
NPV

“the model is NOT a labour saving or labour reducing model. The extent of operational maintenance to be carried out by the 3rd party is wholly at the Trust’s discretion, as is the extent of the risk transfer”.

The above was used at Tayside, Harrogate and Scarborough in discussions with the workforce, and to engage Hospital staff on more front line maintenance services.
What you should expect - Typical Scheme (av across 15 schemes)
Illustration of pay mech. principles only. See latest contract for full details.

NOW

Present cost (from PC)

O&M, Backlog, Cap Charges, Risk (O&M1)

Baselines heat and power (Energy kWh1) x base tariff £/kWh

"Base Data", also used as "Reliance Data"

NEW

Gross saving

Nett savings guarantee (pro forma cell E27) A-B

New cost

Finance + O&M + Fees + Risk (O&M2)

New plant and re-modelling gives: Energy saving guarantee = (Energy kWh2) x base tariff £/kWh

TERM

NPV, total of guaranteed savings over term (pro forma cell E28)

X (guaranteed savings)

U.P. (pro forma cell E26)

1: If X Actual < X Guaranteed (Bidder misses target, by poor performance of equipment etc): Bidder pays difference to Client (at base tariff £/kWh indexed).

2: If X Actual > X Guaranteed from extra savings (kWh2 and / or O&M2) (Bidder exceeds target by better than expected performance of equipment):

   = EXCESS SAVINGS = X actual - X guaranteed x base tariff £/kWh indexed.

   Excess saving shared 40/40 Client / Contractor + 20% pot (£50k cap, then shared).

3: If Actual tariff > base tariff indexed: X actual > X guaranteed. Client benefit, no share of increased savings (most likely case).

4: If Actual tariff < base tariff indexed: X actual < X guaranteed. Reduced actual saving offset by import costs reducing. Overall saving improves. Double benefit as contract guarantee value remains the same (if Bidder misses target).

5: If actual kWh consumption > Baseline kWh1: X actual may increase up to limit of project equipment capacity. Otherwise, do nothing or instigate variation. Contract guarantee value remains same on each option.

6: If actual kWh consumption < Baseline kWh1: X actual may decrease. Contract Guarantee reduces (short term) or instigate variation (longer term).

15-25 years
The Carbon and Energy Fund: Key Points

- OJEU procured framework
- Bespoke contract
- External long term funding
- Financial model

**Monitoring and Verification**
- Detailed process
- Independent audit throughout term of contract
- Raw data, not contractor corrected
- CSV files/ monitoring points
- Half hour feeds to CEF
- Monthly reports
- Quarterly reconciliations
- KPI’s
- Availability deductions
- Gain share
- Guaranteed savings

A genuine proof of performance to feed into a PPE
The Carbon and Energy Fund: Key Points

- OJEU procured framework
- Bespoke contract
- External long term funding
- Financial model
- Monitoring and Verification

Detailed process

- Phase 1: Membership
- Phase 2: Invitation to Mini-Competition
- Phase 3: ITT and Contract Close
- Phase 4: Construction ("Enabling")
- Phase 5: Performance Contract Management with Independent Monitoring and Verification ("Savings")
# The CEF Procurement Process

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Viability</th>
<th>Site liaison &amp; Planning</th>
</tr>
</thead>
</table>
| 4 Weeks | - Feasibility Study  
|         | - Initial Planning  |

<table>
<thead>
<tr>
<th>Stage 2</th>
<th>Invitation to Mini-Competition</th>
</tr>
</thead>
</table>
| 10 Weeks| - Issue ITMC  
|         | - Bidders Open Day  
|         | - Bidder Interviews  
|         | - Bidder Shortlisting  
|         | - Technical Meetings |

<table>
<thead>
<tr>
<th>Stage 3</th>
<th>ITT and Contract Close</th>
</tr>
</thead>
</table>
| 10 Weeks| - Issue ITT  
|         | - Mid Tender Review  
|         | - Bidder presentations  
|         | - Evaluation & Clarifications  
|         | = OBC Approval  
|         | - Appointment of Preferred Bidder |

<table>
<thead>
<tr>
<th>Stage 4</th>
<th>Construction (9-12mths)</th>
</tr>
</thead>
</table>
| 16 Weeks| - Contract Close  
|         | - FBC Approval  
|         | - Issue Certificate of Commencement |

12-18 Months
Delivering Successful Energy Performance Contracts
NHS Tayside and NHS Grampian

2nd November 2017
Ashley Malin – Project Development Director
Scottish Health and Social Care Facilities Conference
Crieff Hydro Hotel, Perthshire
Agenda

- Overview of Vital Energi
- Approach to Successful Performance Contracts
- Lessons learned
- NHS Tayside Project Overview
  - Ninewells
  - Perth Royal Infirmary
  - Stracathro
- NHS Grampian Project Overview
  - Foresterhill Campus & Royal Cornhill Hospital
  - Dr Grays Hospital
- Questions & Answers
Overview of Vital Energi
Key Facts
- Privately owned company
- 30 years experience in project development and service delivery
- "in house" project delivery teams
- Employs >386 staff
- Autonomous of any manufacturer, supplier or technology provider
Approach to Successful Performance Contracts
from Concept Design to Project Delivery
Innovation Through Collaboration

Approach to Successful Contracts

Lessons Learned

- The project development team will stay close to the project throughout:
  - Final design and contract closure
  - Construction phase
  - Commissioning
  - Interim Operation and Maintenance
  - Performance reporting
  - Operation phase (after practical completion)

- Health Board and Vital to operate as one team not as traditional “contractor” “client” approach

- Need to fully understand Health Board policies to ensure we are able to achieve our project programme (mainly lighting and BMS upgrades)
  - SHTM’s are different from HTM’s

- Create strategic local partnerships rather than use of unknown supply chain
  - Scaffolding, Welding, Electrical, Civils etc….
Innovation Through Collaboration

NHS Tayside Project Overview

- Agreement signed July 2015
- 18 month construction programme took 20 months to complete (1st March 2017)
- 25 year ongoing guaranteed savings project
- Vital undertaking interim operational services on the energy centre during construction and now have full operation and lifecycle control of
  - Energy Centre
  - Steam and condensate distribution centre
  - Cylon BMS working with MCE
- Full lifecycle on steam distribution system at Ninewells and Perth
- A full energy centre upgrade “25 year fix”

<table>
<thead>
<tr>
<th></th>
<th>Capital Cost</th>
<th>Annual Unitary Payment</th>
<th>Guaranteed Savings</th>
<th>CO₂ Saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ninewells</td>
<td>£14,386,458</td>
<td>£1,972,610</td>
<td>£2,488,616</td>
<td>10,815</td>
</tr>
<tr>
<td>Perth</td>
<td>£925,846</td>
<td>£162,579</td>
<td>£120,753</td>
<td>660</td>
</tr>
<tr>
<td>Stracathro</td>
<td>£40,884</td>
<td>£3,146</td>
<td>£4,553</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£15,353,188</strong></td>
<td><strong>£2,138,335</strong></td>
<td><strong>£2,613,922</strong></td>
<td><strong>11,506</strong></td>
</tr>
</tbody>
</table>
## SUMMARY OF EQUIPMENT AND SERVICES

| Upgrade to 22,185 light fittings to high efficiency LED units (Ninewells, Perth, Stracathro) |
| Replacement of 54 steam traps (steam distribution system) |
| Provision of a number of energy demand side energy reduction measures, including |
| - VSD upgrades |
| - Pump replacements |
| - Insulation upgrades (Ninewells and Perth) |
| - BMS optimisation (of existing BMS equipment being retained) |
| Provision of all operation, maintenance and comprehensive life cycling to |
| - Energy centre plant (new and retained) |
| - Steam distribution system, up the point of use at the plant rooms |
| - Oil tanks |
| - Chimney (including concrete internal flues and concrete structure) |
| - New chiller plant |
| Installation of a state of the art SCADA plant control and optimisation system (Ninewells and Perth) |
| Provision of standby fuel for the boiler plant (guaranteed thermal energy supply) |
**SUMMARY OF EQUIPMENT AND SERVICES**

Removal of redundant plant:
- Gas turbine and associated gas compressor unit
- Gas turbine waste heat recovery boiler
- 1 x life expired steam boiler (vintage 1983)
- 3 x life expired hotwell tanks and associated boiler feedwater pumps
- 1 x life expired gas oil storage tank
- 3 x 300kW chillers (West plant room)

Installation of new plant:
- 1 x 4.0MWe gas fired CHP engine (external to the boilerhouse)
- 1 x 8MW dual fuel combined waste heat recovery / fired boiler
- 1 x 8MW dual fuel packaged steam boiler
- 1 x 70,000 litre gas oil tank
- 2 x new hotwell tanks c/w new boiler feedwater pumps
- Integration of CHP generated power and heat into the hospital services
- 3 x 500kW chillers

BMS system:
- Complete upgrade to an open protocol system
- Provision of comprehensive BMS maintenance services
- Provision of comprehensive BMS life cycle warranty
Out With The Old

Innovation Through Collaboration
In With The New

Innovation Through Collaboration
NHS Grampian Project Overview

- Agreement signed December 2015
- 25 Year Agreement
- A ‘white collar’ approach, with NHSG providing all of the operation and maintenance of the energy centre
- Vital have full life cycle responsibility on all Aviva owned assets

<table>
<thead>
<tr>
<th></th>
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<th>Annual Unitary Payment</th>
<th>Guaranteed Savings</th>
<th>CO2 Saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foresterhill Health Campus</td>
<td>£8,342,266</td>
<td>£1,152,120</td>
<td>£1,645,972</td>
<td>5,837</td>
</tr>
<tr>
<td>Dr Grays Hospital</td>
<td>£293,721</td>
<td>£24,898</td>
<td>£48,049</td>
<td>298</td>
</tr>
<tr>
<td>Royal Cornhill Hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£8,635,987</strong></td>
<td><strong>£1,177,018</strong></td>
<td><strong>£1,694,021</strong></td>
<td><strong>5,902</strong></td>
</tr>
</tbody>
</table>
NHS Grampian Project Overview

- Vital Energi have been employed by NHS Grampian to provide a new Energy Link between Foresterhill Health Campus and the Royal Cornhill Hospital.
  - The purpose of the Energy Link is to share the low carbon heat and electricity from the highly energy efficient combined heat and power unit currently installed at Foresterhill Health Campus to the Royal Cornhill Hospital;
- The Energy Link is an integral component of the Carbon and Energy Fund project and in order to achieve the objectives there will be an underground service trench covering a distance of 2,450m
- The system will provide:
  - Significant reductions in annual carbon emissions;
  - Improved heat and power supply resilience to both Hospitals;
  - Ability to connect additional NHS Grampian facilities to the Energy Link in the future;
  - Removal of ageing and inefficient heat generation equipment by decommissioning and the demolition of the Old East Boiler House
- The new Energy Link will provide further reductions of
  - 5,700 tonnes annually
  - Over the term of the 25 year contract will see NHS Grampian set to reduce carbon by more than 140,000 tonnes.
### SUMMARY OF EQUIPMENT AND SERVICES

<table>
<thead>
<tr>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Reconfigure HV network</td>
</tr>
<tr>
<td>Connect Royal Cornhill Hospital with an energy link</td>
</tr>
<tr>
<td>- LTHW and power distributed from Foresterhill Health Campus to optimise heat and power usage on the Gas Turbine</td>
</tr>
<tr>
<td>Optimise Energy Centre performance (SCADA) (Foresterhill Health Campus, Royal Cornhill Hospital and Dr Grays Hospital)</td>
</tr>
<tr>
<td>- Includes for Vital Energi taking life cycling responsibility for</td>
</tr>
<tr>
<td>- All newly installed chiller plant (R22 replacements)</td>
</tr>
<tr>
<td>- All lighting upgrades throughout the site</td>
</tr>
<tr>
<td>- All metering in the energy centre</td>
</tr>
<tr>
<td>Provide on-going operational support (Account Manager)</td>
</tr>
<tr>
<td>- Managing agent - Centrax, Kohlbach, etc.</td>
</tr>
<tr>
<td>- CHPQA : maximise CCL avoidance</td>
</tr>
<tr>
<td>- RHI accreditation and ongoing administration</td>
</tr>
<tr>
<td>- Generate regular information for regulatory bodies</td>
</tr>
<tr>
<td>- (OFGEM, DECC, SEPA, HMRC etc...)</td>
</tr>
<tr>
<td>Budgeting / forecasting with regard to energy and energy plant performance</td>
</tr>
<tr>
<td>PPM management (energy centre plant)</td>
</tr>
<tr>
<td>Compliance management</td>
</tr>
<tr>
<td>Upgrade condensate return system from remote parts of the site</td>
</tr>
<tr>
<td>Install of new high efficiency hot water boilers (Dr Grays Hospital)</td>
</tr>
</tbody>
</table>
Innovation Through Collaboration
Thank You for your time
Any Questions?