

TRUST BOARD

29th May 2014

TITLE	Sustainable Development Report
EXECUTIVE SUMMARY	This paper reports annual progress made on the Trust's Sustainable Development Action Plan and carbon footprint. Against the NHS national target of 10% reduction by 2015, the Trust overall has reduced its carbon footprint by just -0.5%, despite significant reductions in five of six areas.
BOARD ASSURANCE (Risk) IMPLICATIONS	There are financial, reputational and environmental risks in relation to non-compliance with Department of Health and NHS guidance and regulations. The action plan has capital funding implications and will follow the capital bidding process.
LINK TO STRATEGIC OBJECTIVE / BAF	SO4: Top Productivity
STAKEHOLDER / PATIENT IMPACT AND VIEWS	A key element of the Trust's Sustainable Management plan is staff communication and engagement. The plan is regularly updated and developed to enable staff ideas and new initiatives.
EQUALITY AND DIVERSITY ISSUES	None known.
LEGAL ISSUES	Compliance with the carbon reduction targets within the NHS Sustainability Strategy are mandatory.
The Trust Board is asked to:	Note and obtain assurance from the report.
Submitted by:	Valerie Bartlett, Deputy Chief Executive
Date:	29 th May 2014
Decision:	For Assurance

SUSTAINABLE DEVELOPMENT REPORT

1. PURPOSE OF PAPER

This paper presents the Trust Board with an annual progress report from the Sustainable Development Group on the Trust's Sustainable Development Action Plan as part of the Trust's Commitment to Sustainable Development.

2. INTRODUCTION

The Trust's Sustainable Development Commitment and Action Plan were developed to meet the government's key sustainable development priorities, whilst taking into account the changing nature of healthcare delivery. Accordingly, the Trust made a key commitment to minimising the overall environmental impact -our carbon footprint- arising from healthcare operations.

This report reviews our carbon footprint for 2013-14 and reports key points from the action plan. By reporting and taking focussed action the Trust will demonstrate good corporate social responsibility, comply with environmental regulation, and mitigate rising energy and waste disposal costs.

The overarching carbon targets fall out of NHS England's Carbon Reduction Strategy and, from 2014-15 the new national NHS Sustainable Development Strategy. These are:

- Achieve a 10% reduction in carbon emissions by 2015 against a 2007/8 baseline.
- Contribute to reduction of 34% UK carbon emissions by 2020 and 80% by 2050 against a 2010 baseline

3. CARBON FOOTPRINT

The Trust uses the measure of a "carbon footprint" to gauge the overall environmental impact and financial cost our activities have on the land, air and water. The footprint considers "direct emissions" that are under direct management control of the Trust, such as electricity use, gas use, waste and transportation, but also it considers "indirect emissions", such as emissions arising from the procurement of goods and services.

The Trust's carbon footprint for 2013/14 has been reviewed and the Trust's emissions calculated to be equivalent to 51,921 tonnes of CO₂ (tCO_{2e}) – refer to table overleaf. Compared against the baseline year 2007/8 our total carbon footprint fell by -0.5%. Excluding outsourced emissions from procured suppliers' goods and services, Trust-managed activities have however delivered a 12% CO₂ reduction – an on-target result. Whilst this increase in emissions from the procurement of goods and services is disappointing, it should be considered in view of the following:

1. At 77% of our total emissions, the procurement of goods and services is by far our largest source of pollution. Even small changes to this provide a proportionately larger net effect on the Trust's footprint total. Use of a revised NHS England reporting

tool and improved granularity of Trust data has given rise to a net increase in emissions as the result of improved reporting accuracy.

2. Although emissions from procurement increased by 4% since 2007/8, the Trust's output and economic activity has grown by a proportional +3.6%.

Tackling outsourced emissions generated by our suppliers is however a challenging target. Clearly there is more work to do to consider sustainability issues arising from our supply chain and achieve the carbon reduction targets set by government. The Trust's action plan for 2014-15 will aim to address this issue.

Carbon Source:	2007/08 (Base year)	2011/12	2012/13	2013/14	Percentage of total footprint	% reduction against base year
Procurement (*outsourced emissions)	38,390	39,774	36,933	39,775	77%	4%
Energy use	13,035	13,606	12,777	11,800	23%	-9%
Business Transport	361	149	158	111	<1%	-69%
Staff Travel	128	106	108	116	<1%	-9%
Waste production	100	24	23	25	<1%	-75%
Water/Sewage	180	171	112	107	<1%	-40%
TOTAL	52,195	53,830	50,111	51,934		-0.5%
TOTAL *excl. outsourced emissions	13,804	14,056	13,179	12,159		-12%

3. SUSTAINABLE DEVELOPMENT MANAGEMENT PLAN

The Sustainable Development Group (SDG) has been working through the approved Management Action Plan. This is attached as **Appendix 1**. Some of the key actions delivered during 2013/14 have been highlighted below:

Governance

- The Commitment to Sustainable Development was approved by the Trust Board and signed by the Chairman and Chief Executive. The Commitment sets out the case for sustainable development, how we will put it into practice and how we will engage staff to get involved and help the Trust achieve its aims.

Estates

- Supporting the SPH redevelopment master plan - The Trust has commissioned consultants to create a business case for a cost-effective means of heating and power whilst, achieving Local Authority imposed CO2 reduction targets.
- A £1.6m Department of Health grant award has allowed the Trust to upgrade and install new building controls, ventilation systems and lighting. This will deliver an expected £400,000 of savings and reduce CO2 by 2100 tonnes or 18% of our direct emissions.
- A Trust-wide introduction of an automatic computer power-off software system was deployed back in August last year, saving up to £20,000 per annum.

Staff Communication and Engagement

- As part of a refresh of the staff communications and engagement programme for sustainability the Trust marked Climate Week 2014 from the 3rd-9th March. More than 100 staff took part in activities including a poster competition, a safer driving course, contributed to a week-long online discussion on the Trustnet's Sustainability Wall via the new intranet and internet pages, or visited our information stands.
- Results of our competitions and a round-up of Climate Week were announced on NHS Sustainability Day on the 27th March. New poster designs and the responses to comments and suggestions the Sustainability Wall will be published on 5th June - World Environment Day. This year's Communication and Engagement plan is attached as Appendix 2

Waste

- A detailed annual waste audit was conducted to monitor and improve waste segregation, ensure compliance and control costs. A revised strategy to improve waste segregation is underway. This involves regular awareness training, new bin designs with improved labelling.
- More environmentally and financially efficient waste streams are being introduced to reduce clinical waste and instead increase sustainable disposal options such as energy-from-waste. The Trust is now considered as having the best performance in the local healthcare area in this field.

Transport

- Real Time information: The Trust is in negotiations with Surrey County Council over the introduction of Real Time Information (RTI) for the bus services entering the SPH site.
- An evaluation of an electric vehicle took place as part of climate week. Cost options for replacement of some of the van fleet are now being considered, as are measures to select lease vehicles with increasingly lower emissions.

Catering

- Local distribution depots are now used to transport fruit, vegetables, dry goods, confectionary and frozen goods
- All meat supplies and dairy used have “The Red Tractor” accreditation meaning a guarantee of quality and origin. Each step of the food supply chain is independently inspected to ensure food is produced to quality standards by assured farmers, growers and producers in the UK, from farm to pack.

3. SUSTAINABLE DEVELOPMENT ACTION PLAN 2014-15 : Key actions

Governance

- Review and quantification of the sustainable management action plan carbon and cost reduction opportunities, setting milestone targets where practicable.
- Engage colleagues and stakeholders in discussion and progress the new NHS National Sustainability Goals

Estates

- Development of site-wide energy strategy for SPH and Ashford. Building on work arising from the SPH redevelopment master plan, priorities and projects will be refocused and ranked to deliver cost-effective carbon savings.
- Further bid applications will be made to attract grant funding for new projects to upgrade existing electricity transformers, cavity wall insulation and install solar electric panels.
- A heating policy is in the process of introduction to reduce waste and improve comfort by improving management of room temperatures in wards and departments

Communication & staff engagement

- Sustainability will be integrated into the new staff induction programme from July 2014
- Maintain staff engagement through events and bi-monthly news via Aspire, bulletins and website updates.

Procurement

- Work to establish a workable whole-life cost assessment method is also planned through the Sustainable Management Plan for 2014/15 in order to secure long-term cost and emissions reductions
- Work to review the effectiveness of financial expenditure as a proxy for direct-measured emissions will be undertaken to ensure reporting accuracy.

Waste

- Improve staff engagement and communication methods to improve recycling rates to secure waste cost reductions.

- Review and target selected waste streams and develop cost-efficient waste disposal options

Transport

- Continue the Trust's master-plan development review and assessment proposals to address on-going issue of staff travel and commuting.

5. NHS SUSTAINABLE DEVELOPMENT STRATEGY 2014-2020

Launched recently this year, The NHS Sustainability Strategy 2014-2020 extends national strategy into targets and policy for NHS Trusts. Three new broad visionary "goals" have been launched which are summarised below.

1. A healthier environment:

Contributing to the Government's Climate Change Act target of a 34% reduction in carbon emissions, the NHS has also made a commitment to reach this target by 2020. The Trust is affected by this target in four ways

Direct taxation: Costs will increase by 37% to an expected annual spend of £220,000 for emissions generated in the financial year 2014-15.

Increased energy costs: Taking 2007/8 as the base year for target measurement energy expenditure is 58% higher with gas rising 9% per year on average; electricity 6%.

Increased Building Regulation standards, and renewable energy targets set by Local Authority Local Development Frameworks will affect the cost and strategy of the Trust's development master plan.

2. Communities and services are ready and resilient for a changing climate:

As set out in the government's National Adaptation Programme, NHS Trusts are expected to prepare for the impacts of climate change and have plans in place to deal with events such as heatwaves, flooding and other weather extremes.

3. Every opportunity contributes to healthy lives, healthy communities and healthy environments:

Health and Wellbeing Boards can inform local strategies that further integrate the principles of sustainable development to achieve public health and sustainable development outcomes and can be reviewed on a regular basis.

6. CONCLUSION

The management action plan has made good progress with many actions completed and taken forward. Although The Carbon Footprint for 2013/14 shows an overall decrease of just -0.5% compared to the 2007/08, five of six sectors have seen significantly carbon reductions. Increases in the Trust's emissions are attributable to increased economic activity and improved reporting of the procurement of goods and services.

For the year ahead, the plan for 2014-15 will evolve to accommodate the new NHS Sustainability Strategy Goals. As further guidance emerges the Trust will look to work with its partners and stakeholders to take this wider sustainability agenda forward. It is envisaged that this work will be met through existing budgets and service provision.

Progress will continue to be monitored within the Sustainability Development Group and reported to the Board annually.

7. RECOMMENDATION

The Trust Board is asked to note and obtain assurance from the report.

Estates, Waste, Travel and Transport, Procurement and Food

Work Stream	Action Required	Lead	Target Date	Barriers to Delivery	Cost to Deliver	Progress Report	RAG Rating
Estates							
Monitor the Trust carbon foot, meeting NHS targets.	<ul style="list-style-type: none"> Acquire and assess data from Procurement, Waste, Transport, energy, water. 	Energy manager	April 2015	Outsourced emissions are difficult to control. Changes and growth to services		<ul style="list-style-type: none"> Emissions have increased by 4% arising from procurement Develop whole life-cost appraisal to improve cost and sustainability impact of procured goods Review of Procurement data and normalising factors such as turnover, temperature necessary to ensure reporting accuracy. 	
Develop a Sustainable approach for future site developments.	<ul style="list-style-type: none"> Collect information regarding existing systems. Combine strategy with future Masterplan. Ensure 10% carbon reduction on all new builds to comply with Masterplan planning condition Review possible developments of renewable energy sources. Investigate the use of alternative sources of 	Head of Capital Projects	April 2015	Internal agreements regarding sustainable approach	£10k	<ul style="list-style-type: none"> Consultants commissioned to conduct feasibility study and business to define current use and investigate low carbon alternative. Sustainability incorporated into future masterplan Seeking support with council Re. 10% criteria for undertaking improvement on old buildings and plant. 	

	<ul style="list-style-type: none"> energy and carbon reducing systems. Obtain Trust approvals. 						
Monitoring	<ul style="list-style-type: none"> Maintain use and report on electricity and gas sub-metering Develop league table of buildings energy usage. 	Energy Manager	April 2014		£5K	<ul style="list-style-type: none"> Meters serviced, repaired and repositioned April 2014 Baseline data now being acquired Data to be shared with Estates team Summary Report to SDG from May 2014 	
	<ul style="list-style-type: none"> Start use of building management system (BMS) to improve control over plant and indoor environmental conditions 	Energy Manager/ Estates Team	July 2014	defective controls to some areas		<ul style="list-style-type: none"> Installation of new BMS near complete. Progress contingent on BMS commissioning and handover (due July 2014) 	
	<ul style="list-style-type: none"> new lighting: apply control settings 	Energy Manager	June 2014			<ul style="list-style-type: none"> Further adjustment to trim use will be made where possible 	
	<ul style="list-style-type: none"> Water leakage detection 	Estates Manager	Sept 2014	Cost	£10k	<ul style="list-style-type: none"> To be further investigated 	
	<ul style="list-style-type: none"> steam metering 	Estates Manager	Dec 2014	Cost	£15k	<ul style="list-style-type: none"> To be deferred until decision on Tri-generation proposal 	
ICT power management system	<ul style="list-style-type: none"> Monitor usage patterns and make settings adjustment to improve savings 	Head of ICT/ Energy manger	August 2014			<ul style="list-style-type: none"> Ensure user settings match requirement and usage patterns. Assumptions shall be reviewed to ensure savings predictions are accurate. 	

Set criteria for procurement and installation of supplementary cooling.	<ul style="list-style-type: none"> Develop a policy to restrict the use of additional supplementary cooling Investigate alternative methods of providing free cooling and heat reduction. Identify locations of existing units, type of gas used, efficiency and age. 	<p>Head of Estates & Facilities Infrastructure</p> <p>Estates Manager</p> <p>Estates Manager</p>	<p>Sept 2014</p> <p>December 2014</p> <p>Sept 2014</p>			<ul style="list-style-type: none"> “Principles for Managing temperatures” has been communicated to Heads of Department A policy is to be created. To be investigated/Awaiting Responses Asset register to be evaluated 	
Develop a process of replacing refrigerant type from R22.	<ul style="list-style-type: none"> Identify locations of existing units, type of gas used, efficiency and age. Trust Policy to be developed. 	Estates Manager	<p>Dec 2015</p> <p>March 2013</p>	Asset Register	£100k per annum for 3 years	<ul style="list-style-type: none"> Report and action plan received from Salix. To be evaluated and actioned. Salix are to start remedial works. 	
Development of Site waste management action plans on all capital projects over £200k.	<ul style="list-style-type: none"> Trust Policy to be developed. 	Head of Capital Development	On-going	Waste management plans available for larger projects	£3k per project	<ul style="list-style-type: none"> Legal requirement for plan on projects over £300k. Plans produced for each large scheme This has now been completed and an action plan created. 	
Ensure inclusion of environmental impact	<ul style="list-style-type: none"> Assess impact of development on the site taking into account biodiversity, 	Head of Capital Development	On-going	Will impact on achieving Planning approvals	Project specific	<ul style="list-style-type: none"> Environmental impact assessment available to inform future new build 	

assessments in all Business Cases for new developments.	contamination, archaeology, surface water, arboriculture etc and refer back to the Masterplan approval and discharge of conditions.					projects.	
Take opportunities to add sustainability factors to all backlog maintenance schemes to ensure the environment is sustainably developed and that whole life cycle costs are taken into account.	<ul style="list-style-type: none"> Evaluate the nature of the Backlog and investigate how this could be best replaced or eradicated adding sustainability as a deciding factor. Evaluate longevity of decisions made to identify approach including recycling, cost and procurement. 	Head of Capital Development / Estates Manager	April 2015	Cost increases.	Evaluation of benefits when deciding	<ul style="list-style-type: none"> Whole life cycle costs investigated when evaluating i.e. lighting On-going on all new projects. 	
Evaluate existing building stock to ensure maximum efficiency.	<ul style="list-style-type: none"> Continual review of Estates Strategy linked to Clinical Strategy. Flexibility of new build projects to extend their life cycle. 	Associate Director Estates and Facilities	On-going	Increase cost of projects	£100k Part of feasibility process	<ul style="list-style-type: none"> Estates strategy currently being reviewed 2014-15 	
Waste							
Waste Management – ward level: to	<ul style="list-style-type: none"> Improve Waste Segregation at Ward Level to ensure 	Portering/Transport Manager	On-going	Staff engagement	None	<ul style="list-style-type: none"> Site wide audit of waste completed December 2013 	

reduce unnecessary use of high temperature incineration (most expensive waste stream)	compliance with legislation and control costs: establishing training and awareness sessions – at ward and department level and at team meetings					& action plans developed to address areas of non compliance. Annual Site wide audit scheduled in for Dec14	
Investigate use of containers instead of wrap for packaging instrument trays	<ul style="list-style-type: none"> Assess costs and potential savings on disposable wraps Evaluate reduction in waste 	Sterile Services Manager	July 2014	Machine capacity for cleaning containers	tbc	<ul style="list-style-type: none"> Meeting with Company Representative & Supplies 	
Introduce more environmentally and financially efficient waste streams	<ul style="list-style-type: none"> Offensive Waste stream to be introduced, promoted and implemented. 	Portering/Transport Manager	On-going	Staff engagement	None	<ul style="list-style-type: none"> Implemented in departments and several wards. 	
Remove unnecessary items from waste stream.	<ul style="list-style-type: none"> Establish procedures for dealing with pallets on site. 	Head of Procurement	On-going	Might require more than one system of pallets.	None	<ul style="list-style-type: none"> On-going training. 	
Increase printer cartridge recycling	<ul style="list-style-type: none"> Increase recycling of printer toner cartridges 	Portering/Transport Manager	On-going	Not all cartridges are recyclable – segregation required	None	<ul style="list-style-type: none"> Trial underway This has now been rolled out across both sites 	
Recycle large items	<ul style="list-style-type: none"> Establish procedures for re-use/ refurbishment of unwanted furniture 	Portering/Transport Manager	Apr- 15	Storage space required	Subject to quantity	<ul style="list-style-type: none"> Policy to be developed Website to be created. Re-launching during 	

						Climate week.	
Recycle Medical devices.	<ul style="list-style-type: none"> Establish procedures for re-use/disposal of medical devices. 	Estates Manager	Apr- 13	None	None	<ul style="list-style-type: none"> Proposals and options to be developed. 	
Travel and Transport							
Site-Wide Travel Plan	<ul style="list-style-type: none"> Completion of Staff Travel Surveys 	Travel Plan Officer	Each year until May 2015		£20k each year	<ul style="list-style-type: none"> 2013 survey completed report issued Oct.13 	
Cycling strategy	<ul style="list-style-type: none"> Continue to offer and promote “cycle purchase” scheme 	Travel Plan Officer / HR Advisor (Estates & Facilities)	Each May until 2015	None	None	<ul style="list-style-type: none"> Scheme operated for three years with Evans Cycles 	
Cycling strategy	<ul style="list-style-type: none"> Operate Bicycle User Group 	Travel Plan Officer	On-going	None	None	<ul style="list-style-type: none"> BUG set up two meetings held. 	
Cycling strategy	<ul style="list-style-type: none"> Cycle to work days 	Travel Plan Officer	June 2015	None	TBC	<ul style="list-style-type: none"> Further Incentive schemes to be planned. 	
Cycling strategy	<ul style="list-style-type: none"> Cycle to work buddies 	Travel Plan Officer	On-going	None	None	<ul style="list-style-type: none"> Set up under “Travel Buddy” scheme – database accessible through travel website/Trustnet 	
Reduction in staff single occupancy vehicles accessing sites	<ul style="list-style-type: none"> Review of current car share scheme to promote car sharing. 	Travel Plan Officer	March 2015	None	None	<ul style="list-style-type: none"> Review in progress. Viridian car park area identified for use as car share facility. 	
Reduction in staff single occupancy vehicles accessing sites	<ul style="list-style-type: none"> To consider the benefits and means of encouraging Home working 	Deputy Director of Workforce and OD.	2012 until 2015	Developing an IT approach to facilitate Home working.	Low – IT set ups	<ul style="list-style-type: none"> Some staff already have home links to their files, email and Trustnet – system may need expansion Home working policy 	

						needs review to identify whether any IT investment is required	
Reduction in staff single occupancy vehicles accessing sites	<ul style="list-style-type: none"> Implementation of external car parking management 	Portering Transport Manager	Ongoing	None	£84.3k Contract costs Year 1	<ul style="list-style-type: none"> Scheme operating from April 2012. 	
Reduction in staff single occupancy vehicles accessing sites	<ul style="list-style-type: none"> Staff car parking charges 	Head of Facilities Support Services	April 2012	None	None – income to be raised from scheme	<ul style="list-style-type: none"> Included in Travel and Car Parking policy Discussed with Car Park consultation group Charges by banding agreed Implemented 	
Reduction in staff single occupancy vehicles accessing sites	<ul style="list-style-type: none"> Continue to promote alternative transport options (maps/timetables) 	Travel Plan Officer	2012 until 2015	None	None	<ul style="list-style-type: none"> To be made available via Trust Intranet 	
Reduce business travel	<ul style="list-style-type: none"> Review mileage rates for inter-site travel to encourage staff to use Hopper bus wherever possible Telephone/video conference 	Travel Plan Officer/ Head of Payroll and Employee Services.	2012 until 2015	Local negotiations	Potential savings to Trust	<ul style="list-style-type: none"> Policy to be developed to promote reduced business travel Facilities installed telephone conference facility. 	
Procurement							
Develop Sustainable Procurement Policy	<ul style="list-style-type: none"> Develop Policy and secure approval by Trust Board 	Head of Procurement	December 2014			Policy Statement produced and circulated to Sustainable Development Group	

Awareness and training about Sustainable Procurement	<ul style="list-style-type: none"> • Include as a key part of Procurement staff induction programme 	Head of Procurement	Dec 2015	Staff Resources	Nil	ALL S&P staff trained by DEC 12 - HR Linked - Induction - Procurement Function enhanced	
Contracts awarded on the basis of best value.	<ul style="list-style-type: none"> • Raise awareness of best value procurement through workshops, forums, Aspire etc. 	Head of Procurement	TBD	Staff Resources	Nil	Raise awareness of best value procurement through workshops, forums, Aspire etc. - PSG Jan 13	
Measure supplier performance against sustainable procurement criteria	<ul style="list-style-type: none"> • Create KPIs and monitor progress. 	Head of Procurement	TBD	Sustainable criteria must be relevant to the contract or it can be illegal. challenge	Nil	Trust Education > Long Term Sustainability - Cost Considered	
Reducing the amount of copies of completed tenders required from suppliers	<ul style="list-style-type: none"> • Amending clause in ITT document 	Head of Procurement	Jan 2012	Nil	Nil	<ul style="list-style-type: none"> • Completed Reducing Paper- Electronic receiving of Tenders - Copies reduced - improving our Carbon Footprint 	
Contracts framework to include local Small to Medium Enterprises in tendering for projects that facilitate and promote environmentally friendly products and services.	<ul style="list-style-type: none"> • Raise staff awareness of sustainable procurement to reduce costs, time and carbon footprint 	Head of Procurement	On-going	Willingness of SME's and staff to engage	Nil	<ul style="list-style-type: none"> • To be developed. 	

Catering							
Increase the use of local producers and/or suppliers where local is defined as within 150 miles of delivery point	<ul style="list-style-type: none"> Collate data listing all suppliers and distance from delivery point, and agree target. Source local producers who meet purchasing scheme 	Head of Facilities Support Services	Ongoing	Access to reliable information. Time	Increase in contract cost	<ul style="list-style-type: none"> Catering Contract to be signed. Completed. Various local depots used a main line suppliers, move to supplier Brakes – Fruit, veg and dry goods. Originally transported from London now Thorpe, resulting in less onsite drops – reducing carbon foot print. 	
Increase the proportion of animal welfare produce served which meets the criteria for a recognised accreditation scheme.	<ul style="list-style-type: none"> Collate evidence to apply for 'Red Tractor' accreditation for restaurant. Achieve MSC accreditation for fish served in the restaurant's and a minimum of one item on the patient's menu 	Head of Facilities Support Services	November 2014 October 2014	Time Guarantee of availability at competitive price. Robustness of suppliers due diligence. Supplier willingness to participate as food purchases are via a 3 rd party.	Nil	<ul style="list-style-type: none"> We are red tractor on all potatoes – OCS looking into more veg products and working with our meat suppliers. <p>To be developed.</p>	
Increase proportional purchase of 'Fairtrade' / ethically purchased products	<ul style="list-style-type: none"> Baseline to be identified by calculating as a % of total food purchases for April 12 	Head of Facilities Support Services	April 2015	Contract may constrain.	Nil	<ul style="list-style-type: none"> There is vista Fairtrade coffee in all retail outlets, Costa in rain forest alliance, sugar fair trade (cooking). Further development needed. 	

Reduce use of disposables	<ul style="list-style-type: none"> Introduce initiatives to encourage customers to use own mugs 	Head of Facilities Support Services	November 2013	Access to retrospective information. Time Customer buy-in	Potential savings - NA	<ul style="list-style-type: none"> Thermal mugs have been introduced with the aim of reducing coffee disposables, water pouches on offer to assist in reduction of plastic water cups & bottles, salad containers now bio degradable, OCS to review substituting other hot food takeaway containers 	
Increase proportion of main kitchen packaging being returned for recycling	<ul style="list-style-type: none"> Segregate plastics, cardboard, paper, tins and glass for recycling and removal from general waste stream. 	Head of Facilities Support Services	On-going	Staff training	£11k for separate bins.	<ul style="list-style-type: none"> Bins separated in OCS areas further product segregation to be developed. 	
Reduce and recycle food waste	<ul style="list-style-type: none"> Investigate opportunities to segregate all food waste from main catering and ward kitchen areas. Measure by volume. Identify recycling facility 	Head of Facilities Support Services	April 2015	Staff training	Nil	<ul style="list-style-type: none"> Proposal to demonstrate a waste to water machine. 	
Improve access to fresh seasonal produce	<ul style="list-style-type: none"> Investigate the possibility of hosting a weekly "Farmers Market" type local produce stall in the SPH restaurant 	Head of Facilities Support Services	Reviewed Annually	Finding contacts	Nil	<ul style="list-style-type: none"> Seasonal menus in place, local suppliers information. Where products come from in the months of the year. 	
Promote Health and Wellbeing.	<ul style="list-style-type: none"> Annual plan of retail promotions to promote seasonality, local produce, healthy eating and calorific information. 	Head of Facilities Support Services	April 2014	Customer buy-in not achieved.	£5k	<ul style="list-style-type: none"> Plan to be developed – OCS to present my-good health ideas. 	

Staff communications and engagement plan to support the Sustainable Development Action Plan 2014

Key Messages:

- Sustainable development is about meeting our needs today without compromising the ability of others to meet their needs in the future. We know we cannot keep using resources in the way we have in the past, because of the cost and the damage we are doing to our planet. In the interests of ourselves, our children and the wider population, we will need to do things differently in future, at work as well as at home.
- Improving the sustainability of the NHS will achieve health benefits for staff, patients and populations, as a sustainable lifestyle is a healthier lifestyle. Sustainability also saves money through energy efficiency, waste reduction and careful use of resources – money that can be ploughed back into good patient care.
- Along with all other NHS Trusts, we must reduce our carbon footprint by 10% by 2015, in line with the NHS Carbon Reduction Strategy, *Saving Carbon, Improving Health*, launched in 2009.
- When we talk about our carbon footprint, 'carbon' is shorthand for a number of greenhouse gases that contribute to global warming. The term 'footprint' is a measurement of the total impact of the greenhouse gases produced by any given organisation or activity.
- The Trust has developed an action plan that will aim to reduce our carbon footprint in the following areas:
 - Estates & Energy
 - Waste
 - Travel and Transport
 - Procurement
 - Catering
 - Workforce – engaging staff and embedding sustainability in our organisational values.
- We want to support staff to develop and implement initiatives in their own working areas that will help us reduce our carbon footprint and protect our environment.
- While reducing our carbon footprint is an important first step, sustainability means more than this. Sustainable health is about working with our partners and the local community to deliver health care in the best way to bring about financial, social and environmental benefits. It includes adapting how we deliver services, developing more sustainable models of care, promoting better health and developing relationships with other local organisations, voluntary bodies, schools etc

Key: Green = completed; Amber = in progress; Red = not happening/been put on hold.

Timeline

When	Tool	Audience	Detail	Lead	Status
COMMUNICATIONS					
Third week in Jan 2014	PR	External	to plug climate week and communicate the signing of our sustainability pledge	BF	Completed
Third week in Jan 2014	Bulletin	Internal	Similar message but giving staff feedback on the initiative from last year's climate week and ask for staff to help get involved with climate week	BF	Completed
Monthly	Regular articles to be published in e-bulletin/ printed Aspire	ASPH staff	Articles on sustainability – what the Trust is doing plus what you can do	BF	These will be picked up again; Jan – signing our commitment Feb – climate Week March – climate week
End of Feb 2014	Website	External	Page on the website with the commitment, staff that work on sustainability at the Trust, PRs and bulletins etc	BF/SL	Completed
End of Feb 2014	Intranet	ASPH staff	Develop page on the staff intranet launching the Commitment and including staff feedback from Team Briefing, Climate Week events and other engagement activities.	BF/SL	Completed

When	Tool	Audience	Detail	Lead	Status
3-9 March 2014	Climate Week	All	See separate Climate Week comms doc	BF	See separate Climate Week comms doc
On-going	Recruitment of sustainability champions	ASPH staff via directorate senior managers	Recruit at least one SD Champion per directorate to undertake the following: - Use stories and pictures for staff and external communications - Attendance at and contribution to SD engagement group - Lead engagement of staff in own directorate through appropriate directorate meetings, to develop carbon reduction initiatives	BF	Champions so far successfully recruited for - Acute Medicine and Emergency Services - Maternity Services - Estates and Facilities - Organisational Development. Another message went out in Aspire asking for volunteers
On-going	PR, Bulletin, Social Media, Members Matters, Aspire Magazine	All stakeholders internal and external	Promotion pre and post climate week	BF	On-going
27 March	NHS Sustainability Day 2014	All stakeholders internal and external	Mark this day with feedback from our successful Climate Week, plus Safer Driving sessions	OS / BF	Complete
From June 2014	Winning poster Campaign	All stakeholders internal and external	Display winning posters and undertake communications around these	BF	Winner identified and poster being formatted. Launch on environment day June 5th
March 2014 On-going	Climate e-bulletin	All stakeholders internal and external	Twice yearly bulletin to update staff and stakeholders of our green developments, this will sit on the intranet and website and	BF	Bulletin issued during climate week

When	Tool	Audience	Detail	Lead	Status
			will be used as our main communications tool		
July/Aug 2014	Wildlife Garden opening/PR	All stakeholders internal and external	Official opening of our wildlife garden once it's in bloom, with a gardening guest to official open	BF	Opening in July. The Bug hotel has been completed. Awaiting signage.
November 2014	Climate e-bulletin	All stakeholders internal and external	Twice yearly bulletin to update staff and stakeholders of our green developments, this will sit on the intranet and website and will be used as our main communication tool	BF	New edition planned for November
STAFF ENGAGEMENT					
From May 2014	On-going staff engagement programme	ASPH wards and teams	SD engagement group to devise a programme based on a taskforce approach to work with wards, departments and champions, to implement ideas generated by the Climate Week events and other engagement activity.	CB	To be progressed by the SD engagement group.
From May 2014	Staff induction	New ASPH staff and volunteers	HR to develop a programme about 'Protecting our Environment' and expectations on staff for staff induction programme	JA	Programme to be developed and introduced by May 2013
From July 2014	Inductee focus groups	Newly inducted ASPH staff	These on-going focus groups will be an opportunity to find out how inductees are getting on and 'test out' the depth of awareness of	JA	Invitations have been issued to the first tranche of inductees and sessions will

When	Tool	Audience	Detail	Lead	Status
			projects/initiatives in the organisation and encourage their involvement now and in the future. SD knowledge and engagement can be tested once it is part of the induction programme		Begins in September
By July 2014	Employee pathway	Potential, new and existing staff	SD will be embedded into the employee pathway from recruitment, induction and through individual and team development.	JA	Induction sessions planned to start from July onwards