Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

TRUST BOARD

25th October 2012

TITLE	**Sustainable Development – Carbon Footprint and Management Action Plan Update**
SUMMARY	The purpose of this paper is to update the progress made with the Trust's Management Action Plan to reduce the Trust's carbon emissions.
ASSURANCE (Risk) / IMPLICATIONS	There are financial, reputational and environmental risks in relation to non compliance with Department of Health and NHS guidance and regulations. Potential savings are associated with a reduction in activity but costs would be imposed for poor performance under UK Carbon Reduction Regulations. Increased financial pressure due to not reducing Carbon Reduction Commitment (CRC). The proposed action plan has capital funding implications and will follow the capital bidding process.
STAKEHOLDER / PATIENT IMPACT AND VIEWS	None taken.
EQUALITY AND DIVERSITY ISSUES	None known.
LEGAL ISSUES	Compliance with the NHS Carbon Reduction Strategy is a mandatory requirement.
The Trust Board is asked to:	Note the report.
Submitted by:	Chris Bell, Associate Director, Estates and Facilities on behalf of Valerie Bartlett, Deputy Chief Executive
Date:	18th October 2012
Decision:	For Noting

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

TRUST BOARD

25th October 2012

Sustainable Development – Carbon Footprint and Management Action Plan Update

1. PURPOSE OF PAPER

The purpose of this paper is to update the Trust Board on the Board paper submitted in March 2012 "Sustainable Development – Carbon Footprint and Management Action Plan" and the progress from the Sustainable Development Group (SDG)

2. INTRODUCTION

Estates and Facilities have continued to develop the Management Action Plan through the Sustainable Development Group and the supporting working groups; Estates, Travel and Transport, Procurement, Food and Waste and Organisation and Workforce. A staff communication plan is being delivered and an engagement plan is being further developed together with a Trust Sustainability Commitment.

3. BACKGROUND

The NHS Carbon Reduction Strategy requires NHS Trusts to reduce the Carbon footprint by 10% by 2015 (based on a 2007/08 baseline, as outlined in the previous paper). Further commitments include a reduction of 26% carbon emissions by 2020 and 80% by 2050.

The management action plan required to support the reduction of the Trust's carbon footprint was set up to take forward sustainable development and will evolve over time, for example in-line with the capital programme and business planning.

Components of the baseline figures were in some instances based on previous estimated data, for example gas consumption. Data capture is now being improved with consideration being given to automation of gas meter readings leading to more reliable consumption data and invoicing.

4. PROGRESS WITH THE MANAGEMENT ACTION PLAN AND STAFF COMMUNICATION AND ENGAGEMENT PLAN

The SDG has updated the Management Action Plan. This is attached as Appendix 1. The Staff Communication and Engagement Action Plan has been updated and attached as Appendix 2.

While communications has been undertaken to launch the Management Action Plan and convey agreed key messages to staff, the communications plan has been updated to reflect the fact that since the launch, the Action Plan deliverables have so far been technical

operational estates issues that have not lent themselves to wider communication with all staff.

However, as part of reviewing the communications plan, a meeting was held with Sue Ells, Non-Executive Director, the Director of Workforce and Organisational Development and members of the SDG. The purpose of the meeting was to understand the learning from the successful delivery of a comprehensive staff sustainability engagement plan. This learning, together with guidance from the NHS Sustainability Development Unit, will be used to develop a more robust staff engagement plan going forward.

To date, this wider engagement has been delayed due to other commitment priorities, in particular the Emergency Care Pathway staff engagement campaign.

Taking the agenda forward, the plan will be picked up as our next big campaign, with five initial key actions:

1. Review best practice and information gathered to date
2. Seek views of key stakeholders
3. Re-launch the Sustainable Development Stakeholder sub group
4. Draft a revised communication and engagement plan
5. Identify a number of sustainable champions from our workforce.

The SDG has also proposed the need for the Trust to have a Sustainability Commitment, which would underpin delivery of these action plans going forward.

To measure the effectiveness of the Sustainability Commitment, it is also proposed that the Trust should use the “Good Corporate Citizenship Assessment Model” produced by the Sustainable Development Commission, which would give the Trust a wider focus on corporate social responsibility. The result of the assessment would be monitored by the NHS Sustainable Development Unit with the option to communicate and share the assessment outcome with other NHS Trusts, allowing benchmarking and knowledge sharing.

5. CONCLUSION

The carbon footprint will be re-calculated annually (March 2013) to demonstrate progress with reduction of the Trust’s carbon emissions. The management, staff communication and engagement action plans and the Good Corporate Citizenship Assessment Model will be monitored and reported to the Trust Board annually to demonstrate improvement and progress.

6. RECOMMENDATION

The Board is asked to note the report.

APPENDIX 1 SUSTAINABLE DEVELOPMENT MANAGEMENT ACTION PLAN. **October 2012**

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							
Establish a carbon foot print for 2007 to form a monitoring basis.	• Appoint Consultant. • Evaluate existing data. • Create backdated baseline capturing Estates, Procurement, Waste, Transport.	Head of Capital Development	March 2012	Defining Procurement carbon footprint.	£10k	Completed To be reviewed in 2013	
Develop a Sustainable approach for future site developments.	• Collect information regarding existing systems. • Combine strategy with future Masterplan. • Ensure 10% renewables on all new builds to comply with Masterplan planning condition • Review possible developments of renewable energy sources. • Investigate the use of alternative sources of energy and carbon reducing systems. • Obtain Trust approvals.	Head of Capital Development	March 2013	Internal agreements regarding sustainable approach	£10k	• Energy Survey with AML to define current use. • Sustainability incorporated into future masterplan • Seeking support with council Re. 10% criteria for undertaking improvement on old buildings and plant. • Investigation into alternative energy usage e.g Trigeneration	

Monitoring	• Develop electricity metering to all main building blocks	Estates Manager	March 2013		£15k	• Meters installed in main building blocks at SPH.	
	• Building management system	Estates Manager	Dec 2014	Cost	£100k	• Reviewing with Low Carbon Consultants (AML).	
	• Water leakage detection	Estates Manager	Jan 2013	Cost	£10k	• To be further investigated	
	• Develop steam metering	Estates Manager	Dec 2013	Cost	£15k	• To be further investigated	
Develop energy audits and a league table of buildings energy usage.	• Install further meters. • Collect information • Develop further reporting system. • Report on a monthly basis.	Estates Manager	March 2013 (Review) 2013/14 (Install subject to funding approval)	Cost	£15k	• Meters installed in main building blocks at SPH • Recommendation from AML	
Undertake a BREEAM assessment of all buildings.	• Identify requirements for obtaining a BREEAM report. • Obtain quotations for Consultant to undertake assessments. • Appoint Consultant and undertake assessments.	Head of Capital Development	July 2012 August 2012 Dec 2012	Cost Cost Cost	£30k Unquantifiable at this time. Unquantifiable at this time.	• BREEM assessment replaced with more targeted assessments. E.g. ventilation plant & equipment survey completed. Report by end of Oct 12.	
Complete feasibility of Tri-generation at SPH.	• Undertake energy surveys. • • Develop proposals.	Head of Capital Development	Complete Complete	Cost	£29k £50k	• Energy Survey complete. • Proposal developed. Options to be evaluated.	

	• Business Case.		Dec 2012		£7m		
Identify if automatic computer switch off is available and how implemented.	• Discuss feasibility with IT	Head of Capital Development	30 Sept 2012	nil	£30K	• Product details obtained. Feasibility assessment underway with IT.	
Set criteria for procurement and installation of supplementary cooling.	• 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.	Head of Estates & Facilities Infrastructure Estates Manager Estates Manager	Sept 2012 March 2013 30 Sept 2012	Trust approved None Asset Register	Nil Nil nil	• Included within document “Principles for Managing temperatures”. To be communicated to Head of Dept’s • To be investigated • Asset register to be evaluated	
Develop a process of replacing refrigerant type from R22.	• Identify locations of existing units, type of gas used, efficiency and age. • Trust Policy to be developed.	Estates Manager	Dec 2015 March 2013	Asset Register	£100k per annum for 3 years	• Asset register available • Report and action plan received from Salix. To be evaluated and actioned.	

Development of Site waste management action plans on all capital projects over £200k.	• Trust Policy to be developed.	Head of Capital Development	31 Mar 2013	Waste management plans available for larger projects	£3k per project	• Legal requirement for plan on projects over £300k. Plans produced for each large scheme	
Ensure inclusion of environmental impact assessments in all Business Cases for new developments.	• Assess impact of development on the site taking into account biodiversity, contamination, archaeology, surface water, arboriculture etc and refer back to the Masterplan approval and discharge of conditions.	Head of Capital Development	On-going	Will impact on achieving Planning approvals	Project specific	• Environmental impact assessment available to inform future new build 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.	• 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	Annual Nov 2012 (submit bid)	Cost increases.	Evaluation of benefits when deciding	• Whole life cycle costs investigated when evaluating i.e. lighting	

Evaluate existing building stock to ensure maximum efficiency.	• 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	• Estates strategy currently being reviewed 2014-15	
Waste							
Waste Management – ward level: to reduce unnecessary use of high temperature incineration (most expensive waste stream)	• Improve Waste Segregation at Ward Level to ensure compliance with legislation and control costs: establishing training and awareness sessions – at ward and department level and at team meetings	Portering/Transport Manager	On-going	Staff engagement	None	• Site wide audit of waste completed December 2011 & action plans developed to address areas of non compliance. Annual Site wide audit scheduled in for Dec 12	
Investigate use of containers instead of wrap for packaging instrument trays	• Assess costs and potential savings on disposable wraps • Evaluate reduction in waste	Sterile Services Manager	July 2012	Machine capacity for cleaning containers	tbc	• Meeting with Company Representative & Supplies	
Introduce more environmentally and financially efficient waste streams	• Offensive Waste stream to be introduced, promoted and implemented.	Portering/Transport Manager	On-going	Staff engagement	None	• Implemented in departments and several wards.	

Remove unnecessary items from waste stream.	• Establish procedures for dealing with pallets on site.	Head of Procurement	April 2012	Might require more than one system of pallets.	None	• On-going training.	
Increase printer cartridge recycling	• Increase recycling of printer toner cartridges	Portering/Transport Manager	Oct -12	Not all cartridges are recyclable – segregation required	None	• Trial underway	
Recycle large items	• Establish procedures for re-use/ refurbishment of unwanted furniture	Portering/Transport Manager	Apr- 13	Storage space required	Subject to quantity	• Policy to be developed • Website to be created.	
Recycle Medical devices.	• Establish procedures for re-use/disposal of medical devices.	Estates Manager	Apr- 13	None	None	• Proposals and options to be developed.	
Travel and Transport							
Site-Wide Travel Plan	• Update existing Site-Wide Travel Plan. • Completion of Staff Travel Surveys	Associate Director Estates & Facilities Travel Plan Officer	1st April 2012 Each May until 2015	Car park management part of plan None	n/a £20k each year	• Final Draft sent to SCC awaiting comment • 2012 survey completed report issued Oct.12	
Cycling strategy	• Continue to offer and promote “cycle purchase” scheme	Travel Plan Officer / HR Advisor (Estates & Facilities)	Each May until 2015	None	None	• Scheme operated for three years with Evans Cycles	

Cycling strategy	• Improve cycle parking facilities	Head of Capital Development	June 2012	None	£7k	• Additional cycle rack spaces	
Cycling strategy	• Improve showering/changing facilities	Head of Capital Development	April 2012	None	Inc. in cost of Modular office building	• Modular office in place & new facilities available.	
Cycling strategy	• Set up Bicycle User Group	Travel Plan Officer	June 2012	None	None	• BUG set up two meetings held.	
Cycling strategy	• Cycle to work days	Travel Plan Officer	June 2012	None	TBC	• Further Incentive schemes to be planned.	
Cycling strategy	• Cycle to work buddies	Travel Plan Officer	June 2012	None	None	• Set up under “Travel Buddy” scheme – database accessible through travel website/Trustnet	
Public Transport strategy	Investigate staff discount to travel on local buses	Head of Facilities Support Services	October 2012	Bus operator refusal	None	• Currently reviewing staff and public transport provisions with the council of Governors	
Public Transport strategy	• Review of Trust transport services (Peterbus and Hopper bus services)	Head of Facilities Support Services	Oct 2012	Lack of stakeholder support	None – savings will be made	• Business case being prepared for approval • Engagement with Governor group established • Board paper to be presented reviewing inefficient buses and infrequently used bus routes.	
Walking strategy	• Walk to work buddies	Travel Plan Officer	May 2012	Lack of staff engagement	None	• Set up under “Travel Buddy” scheme –	

				Inclement weather		database accessible through travel website/Trustnet	
Walking strategy	• Fitbug scheme	Travel Plan Officer	May 2012	Lack of staff engagement Inclement weather	Low – small gifts	• Completed with Occupational Health and future walks planned ongoing	
Reduction in staff single occupancy vehicles accessing sites	• Review of current car share scheme to promote car sharing.	Travel Plan Officer	May 2012	None	None	• Review in progress. • Viridian car park area identified for use as car share facility.	
Reduction in staff single occupancy vehicles accessing sites	• 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	• 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	• Implementation of external car parking management	Portering Transport Manager	April 2012	None	£84.3k Contract costs Year 1	• Bidder award January 2012 • Scheme operating from April 2012.	
Reduction in staff single occupancy vehicles accessing sites	• Staff car parking charges	Head of Facilities Support Services	April 2012	None	None – income to be raised from scheme	• 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	• Continue to promote alternative transport options • (maps/timetables)	Travel Plan Officer	2012 until 2015	None	None	• To be made available via Trust Intranet	
Reduce business travel	• 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	• Policy to be developed to promote reduced business travel • Facilities installed telephone conference facility e.g. Epsom transaction meetings.	
Reduce business travel	• Encourage staff to use pool cycles for inter-site travel	Travel Plan Officer	May 2013	Staff engagement	Low – purchase of cycles	• Promote cycling	
Procurement							
Endeavour to control stakeholders demand for goods and services.	• Raise awareness of best value procurement through workshops, forums, Aspire etc.	Head of Procurement	Dec 2015	Availability of resources to run workshops etc	Nil	Top Down flow - engage with Chief Nurse - CD's - NHS SC - Trust Workshops considered - LF / PSG Communication Sep 12	
Awareness and training about Sustainable Procurement	• 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.	• Raise awareness of best value procurement through workshops, forums, Aspire etc.	Head of Procurement	Dec 2013	Staff Resources	Nil	Raise awareness of best value procurement through workshops, forums, Aspire etc. - PSG Jan 13	
Measure supplier performance against sustainable procurement criteria	• Create KPIs and monitor progress.	Head of Procurement	Dec 2013	Sustainable criteria must be relevant to the contract or it can be illegal. challenge	Nil	Trust Education > Long Term Sustainability - Cost Considered	
Nomination of a senior management champion for a Sustainable Procurement subgroup	• Implementing an organisation-specific delivery plan. Monitor Progress	Head of Procurement	Dec 2012	Resources	Nil	To be developed to create a Sustainable Intelligent Trust	
Raise awareness to ensure Procurement is involved at an early stage once a product need is identified.	• Raise awareness of best value procurement through workshops, forums etc. • Economic and ecological savings (Whole life costing)	Head of Procurement	Dec 2013	Lack of procurement staff resources to implement	Nil	Planning - Procurement involved at ground level - Capital Control Group - Market Intelligence - Procurement influencing - LF - BB Dec 12 .	
Identify proven sustainable suppliers.	• Collaborate with and incentivise suppliers • Develop an economic and ecological savings (Whole life costing) approach.	Head of Procurement	Dec 2013	Lack of procurement staff resources to implement	Nil	Longer Term Contracts - move work - all Contractors -inc SME's - considerations - impact on Carbon Footprint	

All suppliers of high value contracts with the accreditation of ISO 14001 must have regular audits and update of their environmental certificate on a yearly basis.	• Contract Monitoring • Environmental benefits	Head of Procurement	Jan 2012	Nil	Nil	• Completed. Contract Review - Yearly extensions - Monitored compliance - SL	
Suppliers of low value contracts must have a regularly updated and signed Environmental Management System	• Contract Monitoring • To achieve environmental benefits	Head of Procurement	Jan 2012	Nil	Nil	• Completed Working with SME's - Local contracts Part of Best Practice Procurement - PQQ Standard	
Reducing the amount of copies of completed tenders required from suppliers	• Amending clause in ITT document	Head of Procurement	Jan 2012	Nil	Nil	• Completed Reducing Paper- Electronic receiving of Tenders - Copies reduced - improving our Carbon Footprint	
Develop Financial and Procurement Systems to reduce waste of resources.	• Develop a single Trust-wide Procurement System to reduce waste and resources	Head of Procurement	Dec 2013	Dependent on type of procurement system in place and supplier capability	Nil	• Out to tender Jan-Feb 2012 • WIP - Epsom Considerations - Transition impact - data merging	

Contracts framework to include local Small to Medium Enterprises (SME's) in tendering for projects that facilitate and promote environmentally friendly products and services.	• 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	• To be developed.	
Catering Contract procurement to ensure the most suitable supplier is chosen	• More nourishing food to support patient recovery	Head of Procurement	Jan 2012	Nil	Investment completed	• Contract let • Continue monitoring KPIs' - Jan 13 -SL	
Collaboration of procurement with other Trusts	• To identify sustainable delivery methods	Head of Procurement	Dec 2012		nil	• Completed. Work on going with Frimley Park - Royal Surrey - Surrey and Sussex	
Reduce waste generated	• Establish procedures for reducing packaging of supplies.	Procurement	Jan 2014	None	None	• Plan to be developed.	
Reduce Delivery Vehicles & Carbon Footprint	• Currently use through NHS Commercial Solutions Preferred Courier Contract. TNT	Head of Procurement	Jan 2012	Completed	Nil	• TNT Collect from Supplier to reduce amount of delivery vehicles coming on site.	

Reduce use of paper within the Trust	• Utilise electronic methods of record storage and communication.	Head of Procurement	Mar 2013	• Change in organisation culture • May be limited by IT storage capacity	Nil Requires clarification	• Plan to be developed	
Catering							
Increase the use of local producers and/or suppliers where local is defined as within 150 miles of delivery point	• 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	April 2013	Access to reliable information. Time	Increase in contract cost	• 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.	
Reduce frequency of delivery from main suppliers	• Total delivery miles from main suppliers for year 2009-10 to be calculated and compared with 2010-11 to demonstrate action already taken. • Reduction in delivery costs and carbon footprint.	Head of Facilities Support Services	November 2012	Access to reliable information. Time	£5k	• Move to the supplier Brakes it's a multidrop for different aspect of food. Reducing mulitdrops from multiple suppliers.	
Increase the proportion of animal welfare produce served which meets the criteria for a	• Collate evidence to apply for 'Red Tractor' accreditation for restaurant.	Head of Facilities Support Services	November 2013	Time	Nil	• We are red tractor on all potatoes – OCS looking into more veg products and working with our meat suppliers.	

recognised accreditation scheme.	• Achieve MSC accreditation for fish served in the restaurant's and a minimum of one item on the patient's menu • Use free range shell eggs in restaurants		October 2012 March 2012	Guarantee of availability at competitive price. Robustness of suppliers due diligence. Supplier willingness to participate as food purchases are via a 3rd party. Timescale subject to completion of change in OCS corporate purchasing policy and appointment of nominated suppliers		To be developed. All eggs are free range.	
Increase proportional purchase of 'Fairtrade' / ethically purchased products	• 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	• 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	• 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	• 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	• Segregate plastics, cardboard, paper, tins and glass for recycling and removal from general waste stream.	Head of Facilities Support Services	May 2013	Staff training	£11k for separat e bins.	• Bins separated in OCS areas further product segregation to be developed.	
Reduce and recycle food waste	• 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	• Proposal to demonstrate a waste to water machine.	
Improve access to fresh seasonal produce	• Investigate the possibility of hosting a weekly “Farmers Market” type local produce stall in the SPH restaurant	Head of Facilities Support Services	October 2012	Finding contacts	Nil	• Seasonal menus in place, local suppliers information. Where products come from in the months of the year. Plan for early 2013 to undertake supplier presentation.	
Promote Health and Wellbeing.	• 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	• Plan to be developed – OCS to present my-good health ideas.	

Staff communications and engagement plan to support the Sustainable Development Action Plan From March 2012

Key Messages:

- 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.

- 'Sustainable Care' means that carbon reduction must go hand in hand with our pledge to put patients first

- The Trust has developed an action plan that will aim to reduce our carbon footprint in five areas:
    - Estates & Energy
    - Waste
    - Travel and Transport
    - Procurement
    - Food

- Project teams are leading initiatives to reduce our carbon footprint in all of these areas. We will be updating you about their work over the coming months and years.

- Our energy consumption across Ashford and St. Peter's makes up over 30% of our carbon footprint.

- The Trust has already undertaken a range of projects to reduce our energy emissions, for example more efficient lighting including daylight saving and motion sensors and installing more energy efficient boilers at Ashford.

- Development of messages to encourage staff to take personal responsibility for reducing our carbon footprint every day during their working lives. Examples could include:

    - Make sure you switch off your computer and your screen at the end of every working day

    - Reduce use of paper, and recycle whenever possible

    - Re-cycle printer toner cartridges

    - We would like to hear your ideas about how you and your team can help to reduce our carbon footprint

Communications Timeline

When	Tool	Audience	Detail	Lead	Status
April 2012	Aspire Ebulletin	ASPH staff	Launch 'Sustainable Care' campaign to reduce the Trust's carbon footprint.	CK	Article published in e bulletin on 23/4/12 http://trustnet/news/home23-04-12.htm
April 2012	Team Briefing	ASPH senior staff and cascade	Propose inclusion of Sustainable Development action plan as one of five key messages for Team Briefing cascade process	GR/CB	Sustainability now planned as one of key messages for Team Briefing 30th November
Ongoing	Articles to be published in e-bulletin/printed Aspire	ASPH staff	Articles on 'Sustainable Care' campaign – what the Trust is doing plus what you can do	CK/AS	Article published in e-bulletin on 4/10/12 re re-usable mug and bottle emphasising sustainability http://trustnet/news/home04-10-12.htm#e Further articles to be included on key milestones in the action plan and publicising the staff engagement plan
July 2012	Members' Matters	Trust Membership	Article on 'Sustainable Care' and what it means for the Trust in Members' Matters	CK	Article now proposed for Winter edition

When	Tool	Audience	Detail	Lead	Status
February 2013	Staff engagement campaign	ASPH staff	Agree a revised communication and engagement plan through review of best practice and information gathered to date, seeking views of key stakeholders, reconvening the SD Communication and Engagement sub group and identifying sustainable champions.	JA/CK	To be progressed by the Sustainable Development Stakeholder Engagement Group
March 2013	Intranet	ASPH staff	Add page on 'Sustainable Care', to give more details on the staff engagement programme – To be included as part of engagement launch	CK/SL	Drafting process commenced
March 2013	Posters	All ASPH staff	Publicise staff engagement programme and sustainable actions staff can take - To be included as part of engagement launch	CK	Design process commenced
March 2013	Staff induction	New ASPH staff and volunteers	Liaison with HR to ensure inclusion of information about 'Sustainable Care' and expectations on staff in induction programme - To be included as part of engagement launch	CB/JA	To be progressed by Sustainable Development Stakeholder Engagement Group