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

TRUST BOARD
29th March 2012

TITLE	**Sustainable Development – Carbon Footprint and Management Action Plan**
SUMMARY	The purpose of this paper is to report the Trust's Carbon footprint and propose a Management Action Plan to reduce the Trust's Carbon emissions.
ASSURANCE (Risk) / IMPLICATIONS	There are financial 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. The proposed Action Plan has capital funding implications.
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:	Approve the report and Management Action Plan.
Submitted by:	Chris Bell, Associate Director, Estates and Facilities on behalf of Valerie Bartlett, Deputy Chief Executive
Date:	12 March 2012
Decision:	For Approving

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

TRUST BOARD
29th MARCH 2012

SUSTAINABLE DEVELOPMENT – CARBON FOOTPRINT AND MANAGEMENT ACTION PLAN

1. INTRODUCTION

The purpose of this paper is to report the Trust's Carbon footprint and to propose a Management Action Plan to reduce the Trust's Carbon emissions in order to meet the target set by the NHS Carbon Reduction Strategy.

2. CONTEXT

As was reported to the Trust Executive Committee (TEC) on 25th February 2011, the NHS Carbon Reduction Strategy, *Saving Carbon, Improving Health*, was launched in 2009. The Strategy sets out key commitments and timeframes associated with carbon reduction in the NHS. The emphasis for the way forward is focused on corporate social responsibility within the wider sustainability remit, with carbon forming the barometer of sustainability progress.

The NHS Carbon Reduction Strategy states a requirement to reduce the carbon footprint of NHS Trusts by 10% by 2015. The reduction is based on a 2007/08 baseline. Further commitments include a reduction of 26% carbon emissions by 2020 and 80% by 2050. To support this, a carbon emissions 2007/08 baseline estimate has been developed for the Trust. Changes will be measured against the baseline to identify the Trust's performance in future years and these will be reported.

The Trust has developed a Management Action Plan which indicates the physical and managerial changes required to support the reduction of the Trust's carbon footprint. The Management Action Plan is an initial step for taking forward Sustainability Development.

With the introduction of more and more technology there is a consequential increase in energy usage. The Action Plan aims to reduce usage and balance the needs of new technologies.

To date new building works and refurbishments have incorporated sustainable measures including lower energy use lighting. As a consequence, lighting energy usage has been reduced by a third in the areas where this has been installed. Storage of hot water has been reduced to minimise the energy used to maintain water at specific temperatures. The Management Action Plan aims to increase the number of initiatives and embed sustainability into Trust decision making processes.

3. CARBON FOOTPRINT

The Trust's carbon footprint has been defined by using information available from;

- Energy and Utilities.
- Transport (including staff business mileage).
- Procurement (including pharmacy)
- Patient and staff food
- Waste production
- Water and waste water

Measurement of the Trust's carbon footprint relies on the extrapolation of information which is not always readily available. Where data and agreed methodologies are available, precise calculations

have been completed but where data is unavailable (e.g. not previously captured, or too uneconomic or time consuming to capture) assumptions are made e.g. the use of an average figure. Where 2007/08 figures are considered to be too unreliable, assessed figures for 2008/09 have been used where this data has been considered sufficiently accurate. For the calculations to be made the following assumptions were made:

- Fossil fuel (gas) consumption has been estimated where missing data is missing, applying in particular to St Peter's hospital where meter failure has resulted in considerable gaps in recorded consumption.
- Carbon emissions from Procurement and the supply chain have been assessed using Defra/DECC figures for company reporting that are based on spend and emission factors for goods and service.
- Emissions associated with waste treatment and disposal has been determined from figures provided by Grundon.
- Emissions for Waste and waste water are based around recorded values and Defra emission factors to convert to CO2.
- Staff commuting to their place of work has been assessed from data collated from a 2011 travel survey and assumptions regarding distance travelled and vehicle type.
- Business travel data is limited to overall mileages without car or fuel type with the result that emissions are based on assumed emissions based around average values.
- The Total Floor area used for the Trust is a figure of 89,038m^2 from data received from Estates Information.
- Patient transport or travel was not included in this assessment.

The overall baseline Carbon Footprint for 2007/08 has been assessed at 42,536 t CO2 emissions. All future emissions will be compared to this baseline with adjustments where necessary to improve the accuracy of figures submitted as data capture methods improve.

The Trust's carbon footprint is broken down into the following elements;

Site	tCO2	%
Ashford energy	4,370	10.27
St Peter's energy	8,665	20.37
Owned Transport	162	0.38
Business Travel	199	0.47
Staff Travel	3,525	8.29
Waste	16	0.04
Water/Waste	180	0.42
Procurement	25,419	59.76
	42,536	**100.00**

4. ACTION PLAN

There is a clear requirement to integrate all carbon reduction elements into a Sustainable Development Management Action Plan that is agreed by TEC and the Board. It needs to have clear assigned actions, be measurable and ensure progress is regularly reported and regularly updated.

The Sustainable Development Group has developed a Management Action Plan for approval. This is attached as **Appendix 1**.

The Management Action Plan identifies 6 key areas. Each area is a sub-group of the Sustainable Development Committee with designated leads. These are;

- Estates
- Waste
- Travel and Transport

- Procurement
- Food

These sub-groups will report quarterly to the Sustainability Group which then reports to TEC and the Board. It is envisaged that the Management Action Plan will change as it is developed over time.

To support the Management Action Plan a Staff Communication and Engagement Action Plan has be developed and attached as **Appendix 2**. The plan will be further developed as key initiatives are progressed from the Management Action Plan.

5. CONCLUSION

The carbon footprint baseline has been established using available data for 2007/08, and will be re-calculated annually to demonstrate progress with reduction of the Trust's carbon emissions.

The Management Action Plan will be monitored and progress reported to the Trust Board annually.

6. RECOMMENDATION

The Trust Board is asked to approve the Trust's carbon baseline and Sustainable Development Management Action Plan.

SUSTAINABLE DEVELOPMENT MANAGEMENT ACTION PLAN. **Appendix 1**

Estates, Waste, Travel and Transport, Procurement and Food

Work Stream	Action Required	Lead	Target Date	Barriers to Delivery	Cost to Deliver	Progress Report March 2012
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	31 March 2012	Defining Procurement carbon footprint.	£10k	• Consultant interviewed. • Scope of work defined. • Work in progress
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	On-going	Internal agreements regarding sustainable approach	£10k	• Energy Survey to define current use. • Investigation into alternative energy usage (solar).
Monitoring	• Develop electricity metering to all main	Estates Manager	On-going		£15k	• Meters installed in main building blocks at SPH.

	building blocks					
	• Building management system	Estates Manager	31 Dec 2014	Cost	£100k	• Reviewing with Low Carbon Consultants
	• Water leakage detection	Estates Manager	31 Dec 2012	Cost	£10k	• Reviewing with Low Carbon Consultants
	• Develop steam metering	Estates Manager	31 Dec 2013	Cost	£15k	• Reviewing with Low Carbon Consultants
Develop energy audits and a league table of buildings energy usage.	• Install further meters. • Collect information • Further develop reporting system. • Report on a monthly basis.	Estates Manager	On going	Cost	£15k	• Meters installed in main building blocks at SPH
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	1 July 2012 1 August 2012 31 Dec 2012	Cost Cost Cost	£30k Unquantifiable at this time. Unquantifiable at this time.	• Brief to be developed and quotes approved
Complete feasibility of Tri-generation at SPH.	• Undertake energy surveys. • • Develop proposals. • Business Case.	Head of Capital Development	Complete Complete Dec 2012	Cost	£29k £50k £7m	• Energy Survey complete. • Proposal developed. Options to be evaluated.
Identify if automatic computer switch	• Discuss feasibility with IT	Head of Capital Development	30 Sept 2012	nil	nil	• To be discussed

off is available and how implemented.						
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.	Estates Manager	Sept 2012 On-going 30 Sept 2012	Trust approved None Asset Register	Nil Nil nil	• To be completed • To be investigated • Asset register 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	Asset Register	£100k per annum for 3 years	• Asset register available
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 projects over £300k
Ensure inclusion of environmental	• Assess impact of development on the site taking into	Head of Capital Development	On-going	Will impact on achieving Planning	Project specific	• Environmental impact assessment available to inform future new build projects.

impact assessments in all Business Cases for new developments.	account biodiversity, contamination, archaeology, surface water, arboriculture etc and refer back to the Masterplan approval and discharge of conditions.			approvals		
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	On-going	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 up for review 2014-15
Waste						
Waste Management –	• Improve Waste Segregation at Ward	Portering/Transport Manager	On-going	Staff engagement	tbc	• Site wide audit of waste completed December 2011

ward level: to reduce unnecessary use of high temperature incineration (most expensive wastestream)	Level to ensure compliance with legislation and control costs: establishing training and awareness sessions – at ward and department level and at team meetings					
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	• Draft sent to SCC awaiting comment • Surveys for 2010 and 2011 completed
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 building now finished
Cycling strategy	• Set up Bicycle User Group	Travel Plan Officer	June 2012	None	None	• Travel Plan Officer communicating BUG to staff • First meeting – early 2012
Cycling strategy	• Cycle to work days	Travel Plan Officer	June 2012	None	TBC	• Set 2012 dates and incorporate free breakfast.
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	• Held initial talks with bus operator in December and had a positive response
Public Transport	• Review of Trust	Head of Facilities	Oct 2012	Lack of	None –	• Business case being prepared for

strategy	transport services (Peterbus and Hopper bus services)	Support Services		stakeholder support	savings will be made	approval • Engagement with Governor group established
Walking strategy	• Walk to work days	Travel Plan Officer	May 2012	Lack of staff engagement Inclement weather	None	• Target date Spring 2012 to incorporate free breakfast
Walking strategy	• Walk to work buddies	Travel Plan Officer	May 2012	Lack of staff engagement Inclement weather	None	• Set up under "Travel Buddy" scheme – database accessible through travel website/Trustnet
Walking strategy	• Fitbug scheme	Travel Plan Officer	May 2012	Lack of staff engagement Inclement weather	Low –small gifts	• Discuss with Occupational Health
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
Reduction in staff single	• Staff car parking charges	Head of Facilities Support Services	April 2012	None	None – income to be	• Included in Travel and Car Parking policy

occupancy vehicles accessing sites					raised from scheme	• Discussed with Car Park consultation group • Charges by banding agreed
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	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
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	• To be developed
Awareness and training about Sustainable Procurement	• Include as a key part of Procurement staff induction programme	Head of Procurement	Dec 2015	Staff Resources	Nil	• To be developed
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	• To be developed

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	• To be developed
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	• To be developed.
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	• To be developed
All suppliers of high value contracts with the accreditation of ISO 14001 must have regular audits and	• Contract Monitoring • Environmental benefits	Head of Procurement	Jan 2012	Nil	Nil	• Already in place

update of their environmental certificate on a yearly basis.						
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	• Already in place
Reducing the amount of copies of completed tenders required from suppliers	• Amending clause in ITT document	Head of Procurement	Jan 2012	Nil	Nil	• Already in place
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
Contracts framework to include local Small to Medium Enterprises (SME's) in tendering for projects that facilitate and promote	• 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.

environmentally friendly products and services.						
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
Collaboration of procurement with other Trusts	• To identify sustainable delivery methods	Head of Procurement	Dec 2012		nil	• To be developed.
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	• Collate data listing all suppliers and distance from delivery point, and agree target.	Head of Facilities Support Services	April 2015	Access to reliable information. Time	Increase in contract cost	• Catering Contract to be signed

within 150 miles of delivery point	• Source local producers who meet purchasing scheme					
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	April 2013	Access to reliable information. Time	£5k	• To be developed.
Increase the proportion of animal welfare produce served which meets the criteria for a recognised accreditation scheme.	• 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 • Use free range shell eggs in restaurants	Head of Facilities Support Services	June 2012 October 2012 March 2012	Time 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	Nil	• To be developed

				suppliers		
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	• To be developed
Reduce use of disposables	• Baseline to be identified by calculating volume of total purchases by weight for 2011-12 • Introduce initiatives to encourage customers to use own mugs	Head of Facilities Support Services	April 2013	Access to retrospective information. Time Customer buy-in	Potential savings.	• To be developed
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	April 2013	Staff training	£11k for separate bins.	• 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	• To be developed
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	• To be developed

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

Appendix 2

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
Wednesday 28th March **NHS Sustainability Day of Action**	Aspire Ebulletin	ASPH staff	Launch 'Sustainable Care' campaign to reduce the Trust's carbon footprint, to coincide with national 'Sustainability Day'	CK	
Friday 30th March	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/CK	
Early April	Article in printed Aspire bulletin	ASPH staff	Article on 'Sustainable Care' campaign – What the Trust is doing plus what you can do	CK/AS	
April	Intranet	ASPH staff	Add page to intranet on 'Sustainable Care', including what the Trust is doing and 4 things staff can do	CK	
May	Staff induction	New ASPH staff and volunteers	Liaise with HR to ensure inclusion of information about 'Sustainable Care' and expectations on staff in induction programme	CB/JO	
May and monthly	Article in printed Aspire bulletin	ASPH staff	Update on progress with delivering 'Sustainable Care'	CK/AS	
July	Members' Matters	Trust Membership	Article on 'Sustainable Care' and what it means for the Trust in Members' Matters	CK	

When	Tool	Audience	Detail	Lead	Status
Ongoing over the next year	'Sustainable Care' champions	ASPH staff	Identify 'Sustainable Care' champions – teams/staff who have developed significant initiatives to reduce carbon emissions. Programme of articles/visits to team meetings across the Trust by champions to talk about sustainability and what staff can do to aid carbon reduction	CB/Sustainable Development Management Group	

Other ad hoc communications tools:

- Posters/flyers to publicise specific actions we are asking staff to take as a result of Action Plan initiatives
- News releases to be sent to local media for initiatives or carbon reduction results that are of public interest