

NHS

**North East
Ambulance Service**
NHS Foundation Trust



Sustainability Action Plan

(2021-2026)

June 2021

Sustainability Action Plan: June 2021

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Category	Objective	Where are we now?	Lead	Timescale	Resource Required	Trust Strategic ambition aligns to
1. Corporate Approach	1.1 Report progress against the Sustainability Action Plan to the Board on an annual basis	Green Plan submitted to board for approval in April 2021 Any revisions needed to acknowledge changes within the Trust and / or the wider health and care sector to be made on an annual basis	Executive Director	Board approval in April 2021. Dates for reporting as per ECSG cycle of business	Executive Director time to present to the Board. ECSG Group members' time to collate information and update at scheduled meetings	Performance
	1.2 Develop a Communications Plan specifically for the promotion of sustainability to staff, patients and service users	There has never been a formalised approach to communicating Trust wide sustainable development initiatives	Communications lead with support from Environmental & Sustainability and Fleet Operations.	Annual updates from Summer 2021	Utilisation of existing Communications and Environmental & Sustainability and Fleet Operations time and resources.	People
	1.3 Complete the Greener NHS Sustainable Development Assessment Tool (SDAT) or equivalent annually to benchmark performance	Have seen incremental rises in score over 5 financial years Announcement in March 2021 that SDAT would be replaced by the Greener NHS Team for an alternative benchmarking tool later in 2021.	Environmental & Sustainability with support from all category leads	Annual submission by January each year in time for inclusion in Annual Report	Contribution from all category leads Environmental & Sustainability to co-ordinate responses and approve prior to submission	Performance

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	1.4 Annual update of the Trust's Environmental Statement in line with guidance	Annual review & update of Environmental Statement takes place on the ECSG cycle of Business. Updated on NEAS internet post annual review	Environmental & Sustainability	Annually in line with ECSG cycle of business	Environmental & Sustainability current resource	Performance
	1.5 Implement the ICS North East and North Cumbria Sustainability Strategy. Lead the travel and transport workstream with a view to a collaborative approach to charge point infrastructure	ICS strategy due for publication summer 2021. Infrastructure surveys started at NEAS, collaborating with partners in line with vehicle plan.	Environmental & Sustainability Fleet Operations.	As determined by ICS strategy	Environmental & Sustainability (inc 1.6) and Fleet Operations current resource Vehicle transformation resource required	Partnerships
	1.6 Recruit an Environmental & Sustainability Officer role to provide the necessary staffing structure to implement the Green Plan and ensure environmental compliance.	Estates, Facilities & Environment Department under resourced to meet the targets and NHS expectations going forward April 2021 – job description at evaluation panel. Recruitment to commence in May 2021.	Environmental & Sustainability	Summer 2021	n/a	People

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	1.7 Recruit a Vehicle Transformation Manager / Officer post	<p>Need for a specialist role outlined and raised with senior management. Vehicle Transformation Manager would assist with sustainability stream of work, assist in the implementation of the green plan and the updating of the capital and lease vehicle plans that would be overseen by the Fleet Operations Manager (FOM).</p> <p>The role would also produce the vehicle specs and change requests.</p> <p>Instrumental over the next 1-5 years in developing alternative fuel solutions for our fleet which again would be overseen by the FOM.</p> <p>Close links with NEASUS and Vehicle Development Group necessary.</p>	Fleet Operations Manager	Dec 2021	n/a	People
2. Asset Management and Utilities	<p>2.1 Identify and roll out energy saving projects using the 'Invest to Save' capital budget</p> <ul style="list-style-type: none"> - Work towards net zero ambulance station - Achieve 5% reduction on carbon emission per year 2021-26 	<p>150 projects rolled out since 2012/13, saving £390k and 1400tCO2</p> <p>Two properties currently have no gas usage and high solar generation, storing the generated electricity through battery storage / additional solar generation – net zero feasibility work needed on these two.</p>	Estates, Facilities & Environment	<p>Annually</p> <p>Feasibility by Summer 2022</p>	Current resources within Estates and Environmental & Sustainability (including 1.6)	Performance

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	<p>2.2 An ambition to transition the fleet to 90% low emissions vehicles (including 25% ultra-low emissions vehicles) by 2028/29</p> <ul style="list-style-type: none"> - by April 2026 reduce the fleet emissions by 450 tonnes through the transition of ICE cars to EV (operational cars, RRVs and support vehicles). - by April 2026 reduce DCA emissions by 1000 tonnes by moving to a more efficient Fiat. - Assess the feasibility of driver behaviour equipment installation on our non-blue light fleet. - Complete the trial of solar panels on the DCA and assess potential reduction in downtime due to vehicle batteries failing and also the reduction in battery usage. - To build and test an electric RRV in various roles across the trust working with the NAA and nationally to hopefully standardise a 4x4 SUV/Estate RRV solution. 	<p>Lease vehicle and Capital replacement plan carbon calculations complete</p> <p>EST fleet reviews ongoing.</p> <p>National / strategic work is currently ongoing to develop solutions for front line vehicles which will contribute towards the 2028/29 within the green plan timeframe.</p> <p>Ford, LAS & WMAS are currently developing an electric solution for DCA. NEAS will trial when available.</p> <p>Fiat is the national spec</p> <p>Work started in March 2021 on the solar panels vehicle trial</p>	Fleet Operations / NEASUS	<p>In line with vehicle replacement plans</p> <p>Summer 2022</p> <p>Autumn 2021</p> <p>April 2022</p>	<p>Current resources with NEASUS, Fleet Operations and Environmental & Sustainability (including 1.6)</p> <p>Vehicle Transformation resource required (see 1.7)</p>	Performance / Quality & safety / Partnerships

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	2.3 Deliver an annual energy awareness campaign.	No reporting on energy use/efficiency awareness to Trust staff	Environment & Sustainability	Ongoing	Environmental & Sustainability (including 1.6) Support from the Communications Team to raise awareness	People / Performance
	2.4 Purchase Renewable sourced electricity only	The Trust generates some of its own electricity, but the energy purchased is not currently renewable. Procurement as at April 21 negotiating new utilities contracts with YPO.	Procurement Estates, Facilities & Environment	April 2021	Current Environmental & Sustainability & Procurement resource	Performance / Quality & Safety
	2.6 Ensure the best use of Trust owned assets, including re-use and redistribution	Little or local coordination for redistribution of assets Develop or utilise a scheme like "Warp It" using a central database of assets (desks, chairs etc) then when requests are made, an asset "pool" can be accessed. Has been trialled in the past but a lack of storage prevented the trust having a 'holding / pick up / drop off' location.	Estates, Facilities & Environment	1-2 years depending on storage availability in the estate	Estates, Facilities & Environment (including 1.6) Procurement Support from the Communications Team to raise awareness	Performance / Partnerships

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3. Travel and Logistics	3.1 Assess the feasibility in developing a Trust approved Active/Sustainable Travel Plan	The current approach to travel across the Trust is disjointed with different departments having responsibility for different aspects of travel. A combined approach is needed	Environment & Sustainability HR Procurement Finance	Summer 2022	Utilisation of existing resources including 1.6.	People, Performance, Quality & safety and Partnerships
	3.2 Expand the provision of Electric Vehicle charging points across the Trust	A number of charging points are available, but a growing demand requires improved facilities across the trust. Spring 2021 all trust sites being surveyed by Elmtronics. Vehicle plan is the leading document for further installs	Fleet Operations Estates, Facilities & Environment	Ongoing	Vehicle transformation resource required (see 1.7)	Performance, Quality & safety
	3.3 Reduce air pollution associated with business / grey fleet mileage by 20% by 2023/24 from a 2019/20 baseline	Work to identify business mileage savings with NAA took place in 2018. Travel hierarchy in the pool car policy – annual monitoring in place. Savings achieved by the 2020/21 agile working and associated IT infrastructure	Fleet Operations Environmental & Sustainability	End of 2023/24	Environmental & Sustainability (inc. resource 1.6) and Vehicle transformation role resource (1.7).	Performance, Quality & Safety

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4. Climate Adaptation	4.1 Develop a Trust wide Climate Change Risk Assessment	Business Continuity Plan / weather plan in place but these do not specifically mention Climate Change impacts. A national ambulance climate change adaptation plan was prepared in 2014/15 and signed off by AACE however it is very generic and requires updating	Emergency Preparedness Resilience and Response Environment & Sustainability	To be agreed	Time to review existing arrangements and communication of output	Performance
	4.2 Carry out an assessment of risks to our estate, routes, supporting infrastructure and workforce based on current and future projected climate conditions	Flood risk is mentioned in Business Continuity Plan but it does not identify where/which of our properties are at risk from flooding for example	Emergency Preparedness, Resilience and Response Estates, Facilities & Environment	To be agreed	Time to review existing arrangements & requirements going before resource allocated.	Quality & safety
5. Estates Strategy	5.1 In conjunction with the National Heads of Estates Group standardise the design for all future Ambulance Stations	Active role in the National Heads of Estates Group.	Estates, Facilities & Environment	Ongoing as new properties are required	Existing Estates, Facilities & Environment resources	Performance
	5.2 Work with the One Public Estate Group to identify further properties that could be co-located to increase efficiency in the public sector estate.	A quarter of the Trust estate is currently co-located Potential opportunities will be reviewed on an as and when basis. At the time of writing Hebburn and Bishop Auckland being considered.	Estates, Facilities & Environment	Ongoing	Existing Estates, Facilities & Environment resources	Partnership

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	5.3 Modernise the estate over time	Age profile of the estate complete	Estates, Facilities & Environment	Ongoing, annual review	Existing Estates, Facilities & Environment resources	Quality & safety
	5.4 Work with our key suppliers and contractors to increase sustainability engagement	<p>Sustainability is covered at tender stage however longer standing contractors will have not been covered by this.</p> <p>Review each key contractor's sustainability credentials and associated documentation. Identify areas for improvement and engage them on working on these.</p>	Estates, Facilities & Environment	Summer 2022	Environmental & Sustainability (inc 1.6)	Performance / Partnerships
6. Greenspace and Biodiversity	6.1 Complete an estates biodiversity review to identify any areas which could be suitable for tree planting through the NHS Forest Scheme	<p>Much of the property portfolio doesn't lend itself to tree planting as the trust doesn't have the outdoor space available.</p> <p>This should be reviewed, and any suitable areas progressed.</p>	Estates, Facilities & Environment	Autumn 2021	Environmental & Sustainability (including 1.6)	Quality & safety
	6.2 Work with NuToGo who lease space at HQ to ensure products are purchased locally and from sustainable sources, where possible.	Improved communication to staff needed to engage on the improvements already made since Feb 2020. Identify requirements of Green Kitchen Standard in conjunction with NuToGo.	Environmental & Sustainability & NuToGo	Summer 2022	Environmental & Sustainability (inc.1.6).	Partnership & performance

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7. Sustainable Care Models	<p>Transforming anaesthetic practices (Long Term Plan, section 17) and shifting to lower carbon anaesthetic gases:</p> <p>-Collecting and sharing best practice of nitrous oxide reduction strategies, including waste and other unnecessary emissions.</p>	<p>Currently use Entonox. Annual consumption monitored through national Green ambulance group (GrEAN).</p> <p>Research on less polluting alternatives required</p> <p>Benchmarking with other ambulance trusts.</p>	<p>Medical & Clinical Directorates</p> <p>Environmental & Sustainability</p> <p>Procurement</p>	Summer 2022 for identifying alternatives	Current resource provision	Performance and Quality & safety
8. Our People and Culture	8.1 Develop staff communications to improve understanding of the Trust's sustainability agenda through recruitment, selection, induction and appraisal	<p>New initiative to identify a suite of measures.</p> <p>Benchmarking with Green Environmental Ambulance Network (GrEAN) required.</p> <p>Work with People & Development Directorate to identify how measures can be incorporated at NEAS.</p>	<p>Environmental & Sustainability</p> <p>People and Development</p>	Identify potential plans by Summer 2022	Current resource provision	People
9. Resource Use	9.1 Develop a Waste Strategy to improve waste management and provide efficiency savings	<p>Staff are aware of recycling facilities; a drive could be undertaken by appointing Environmental Champions to increase awareness of waste segregation, energy use and water use.</p> <p>Requires communication of waste strategy</p>	Environmental & Sustainability	<p>Recruit environmental champions by Summer 2022</p> <p>Development of a strategy document alongside</p>	<p>Environmental & Sustainability (inc.1.6)</p> <p>Communications</p>	Performance & People

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	9.2 Reduce external packaging of items purchased	Procurement to identify high volume products with a high packaging content and identify if sustainable alternatives are available	Procurement	Ongoing, to be reported into ECSG	Utilisation of existing Procurement resource	Performance
	9.3 Reduce use of single use plastic items in line with Plastics Pledge	<p>Single use plastic catering disposables eliminated out in Feb 2020. 'Vegware' now used as alternative which is 100% plant based.</p> <p>Procurement to identify high volume products sourced which are or use, single use plastics and identify if sustainable alternatives are available</p>	<p>Environmental & Sustainability</p> <p>Procurement</p>	Plastic cups by summer 2022 alongside identifying other non-clinical products by same time.	<p>Utilisation of existing Procurement resource.</p> <p>Environmental & Sustainability (inc.1.6)</p>	Performance
	9.4 Continue to embrace and encourage a greater use of existing / new technology to promote Agile working.	<p>Agile working phase 1 complete.</p> <p>Further work will be delivered via Digital Transformation and under BAU (Technology Strategy)</p>	IM&T	Ongoing	Utilisation of current IM&T resource	Performance
	9.5 Reduce the volume of clean plastics going into clinical waste (cardiac arrest plastics)	Volume of clean cardiac arrest plastic from adrenaline packs going into clinical waste unnecessarily was identified pre pandemic and project put on hold.	<p>Environmental & Sustainability</p> <p>Operations</p>	Spring 2022, pandemic dependent	Environmental & Sustainability (inc.1.6)	Performance

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10. Carbon Emissions and Greenhouse Gases	<p>10.1</p> <p>a) Reduce carbon emissions that we produce directly to a point of net zero carbon emissions by 2040</p> <p>- ambition to reach 80%reduction between 2028-2032</p> <p>b) Reduce indirect carbon emissions (i.e. those we influence) to a point of net zero by 2045</p> <p>- ambition to reach 80%reduction between 2036 and 2039</p>	<p>Vehicle plans Invest to Save Capital Plans and Estates Strategy all reflect this long-term plan.</p> <p>Annual carbon footprint is reported as part of the cycle of business at ECSG board level group.</p> <p>Over the lifetime of this Green Plan 2021 -26 the aspiration is to eliminate at least 25% from the estate and 15% from the fleet carbon footprints from a 2019/20 baseline.</p> <p>Benchmark against other trusts in accordance with guidance from the Greener NHS team.</p>	<p>Estates, Facilities & Environment</p> <p>Fleet Operations</p> <p>Procurement</p>	Ongoing with annual updates as per ECSG cycle of business	Current Environmental & Sustainability Resource along with 1.6 Fleet Transformation resource as per 1.7	<p>People</p> <p>Performance</p> <p>Quality & safety</p> <p>Partnerships</p>
	10.2 Calculate the Trust carbon footprint annually and report in the Annual Report	The Trust has published an environmental update each year within the Annual Report. It is also reported through ECSG as part of the cycle of Business	Environmental & Sustainability	Ongoing	As current	Performance