Green Plan

2025 – 2028

About us

Contents

North West Ambulance Trust serves a population of more than 7 million people across approximately 5,400 square miles – the communities of Cumbria, Lancashire, Greater Manchester, Merseyside, Cheshire and Glossop (Derbyshire).

Our services are provided by over 7,415 staff across 100+ sites within the North West. Our headquarters is based in Greater Manchester but spread all over the region with 3 emergency operations centres, 3 area offices, 5 NHS 111 sites, 1 support centre, 2 patient control rooms, 2 hazardous area response team (HART) buildings and more than 100 ambulance stations.

North West Ambulance Trust's vision is to be the best ambulance service in the UK by delivering the right care, at the right time, in the right place; every time. Our values form the foundation of and drive the whole organisation, ensuring we lead by example and create the right culture and conditions for patients to receive safe care.

We understand the impact of the environment on health and wellbeing, and believe sustainable healthcare can drive significant social, environmental and financial improvements.
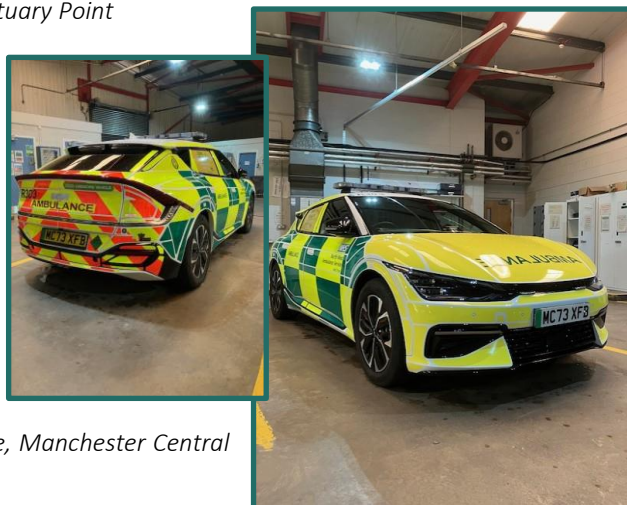
Foreword

Solar panels on the roof of Estuary Point

Electric rapid response vehicle, Manchester Central

1.   Introduction

Delivering a net zero NHS: better health and better care

Action to tackle climate change brings direct benefits for public health, health equity and taxpayers. Reducing the NHS's environmental impact will help to build an NHS fit for the future that provides world-leading healthcare and supports the government's mission to make Britain a clean energy superpower.

North West Ambulance Service Trust is committed to low carbon, sustainable healthcare. We recognise the relationship between our impact on the environment and the impact of climate change on public health and the services we provide.

As a large organisation, the Trust has a responsibility to undertake the actions and investments needed to provide sustainable healthcare, both now and in the future.

Climate change is "the defining issue of our time and we are at a defining moment… without drastic action today, adapting to these impacts in the future will be more difficult and costly".

This Green Plan is a Board approved strategy for sustainable development at the Trust over the next three years and is an updated addition to the 2019-2025 version.

The Trust is taking action to respond to the net zero carbon by 2040 target, as well as engaging with the Greener NHS Campaign, launched in 2020. Developing and implementing an updated 3-year strategy will help the Trust keep on track to hit local and national targets.

In order to ensure the delivery of this plan and continual improvements in sustainability performance, collective action within the Trust community is essential.

2.   Drivers for change

A combination of factors are driving sustainability within the NHS. These have been categorised in the table on the right.

These drivers underpin the delivery of our sustainability strategy, as well as guide our actions to help contribute to wider NHS, national and international change.

Alongside these guidelines and legislative requirements, sustainability at the Trust is also driven by associated environmental, financial and social benefits. This includes generating cost and carbon savings by reducing energy and resource use which in turn will improve the resilience of the Trust against extreme weather events, as well as promote sustainable and perfect healthcare.

As indicated in Table 1, NHS requirements drive us to make change. In early 2020, NHS Chief Sir Simon Stevens announced the NHS will be taking immediate action to work towards net zero through the Greener NHS Campaign.

Collectively, NHS organisations have an opportunity to lead the way in taking action on climate change, whilst simultaneously improving public health.

The table on the right sets out the main drivers for change but is not an exhaustive list all requirements and guidance available.

Table 1

Key category	Drivers for change
Legislative requirements	Climate Change Act 2008
	Public Services (Social Value) Act 2012
	UK Government – Health and Care Act 2022
Mandatory requirements	NHS Standard Contract
	Public Health Outcomes Framework
	HM Treasury's Sustainability Reporting Framework
UK guidance	Department of Environment, Food and Rural Affairs (DEFRA)
	UK Government – UK Climate Change Risk Assessment
Health-specific guidance	Greener NHS Campaign
	NHS Long Term Plan
	NHS England - Delivering a 'Net Zero National Health Service' (2022)
	Net Zero Travel & Transport Strategy (2023)
International guidance	UN Sustainable Development Goals (SDGs)
	The World Health Organisation (WHO)
	Intergovernmental Panel on Climate Change (IPCC)

Greener NHS campaign to tackle climate change 'health emergency'
NHS Standard Contract
The NHS Long Term Plan
NHS England – Delivering a 'Net Zero NHS'

3.   Trust vision

Our vision is to be the best ambulance service in the UK – including minimising our impact on the environment and embedding sustainability into the services we provide.

To achieve this vision, we have three aims: provide high-quality, inclusive care, be a brilliant place to work for all, and work together to shape a better future. The Trust Sustainability Strategy is one of four supporting strategies which outlines what we will prioritise over the next three years to achieve our aims and ultimately, our vision and is a key driver for this Green Plan.

At NWAS, we look at we look at sustainability in four different ways:
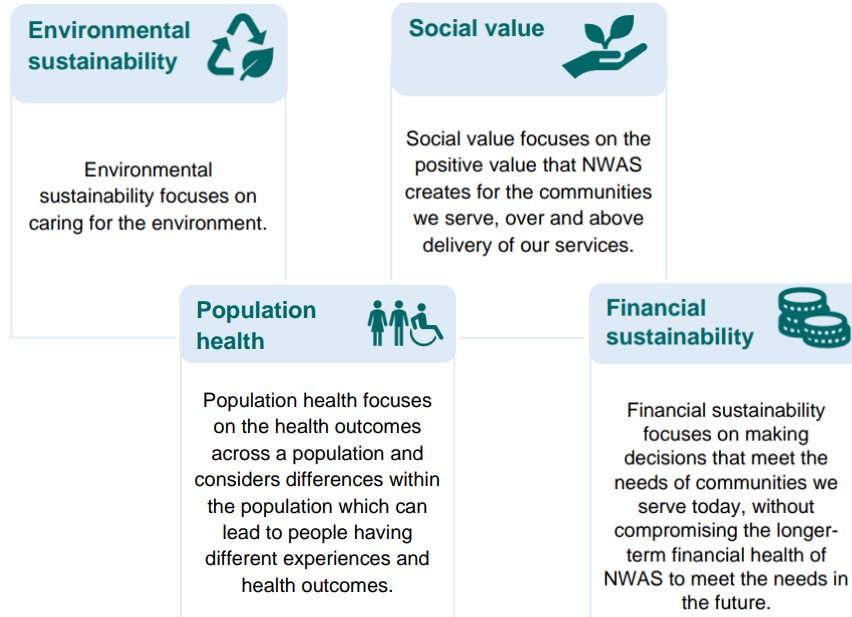
The plan for the delivery of this strategy is described in detail in our Integrated Business Plan. It details how we will achieve the vision, setting milestones to reach each year in order to stay on track, and also brings together a number of other supporting strategies:

- Urgent and Emergency Care Strategy
- Quality (Right Care) Strategy
- Digital Strategy
- Finance plan – long term financial model
- People Strategy
- Communications and Engagement Strategy
- Estates and Fleet strategies

Environmental sustainability

Environmental sustainability focuses on caring for the environment.

Social value

Social value focuses on the positive value that NWAS creates for the communities we serve, over and above delivery of our services.

Population health

Population health focuses on the health outcomes across a population and considers differences within the population which can lead to people having different experiences and health outcomes.

Financial sustainability

Financial sustainability focuses on making decisions that meet the needs of communities we serve today, without compromising the longer-term financial health of NWAS to meet the needs in the future.

4.   Communication and engagement

The Trust engages with patients, Board members, NHS partners, staff and the wider community through a variety of communications platforms. North West Ambulance Trust aims to increasingly embed sustainability within our communications.

The Communications Team will lead on communications supporting the Green Plan. A breakdown of tasks and responsibilities is provided in the Trust's Communication and Strategic Plan.

All sustainability communications will be measured, monitored and governed via the Sustainability Group , which will provide assurance to the Board of Directors.

Monitoring sustainability communications will include energy consumption and carbon reductions, staff engagement survey feedback, social media activity analysis and participation/attendance of sustainability initiatives.

Communicating sustainability with staff

Provide information on sustainability and Green Plan progress updates in 'The Bulletin' and informal comms to staff and stakeholders from the Chief Executive

Host a sustainability platform on Green Room (intranet) – to circulate sustainability issues, initiatives and progress to all staff

Display sustainability posters, leaflets and awareness campaigns in relevant staff areas and strategic locations e.g. waste segregation posters above bins

Travel to work survey 2023/24

Communicating sustainability with stakeholders

Provide guidance materials and progress reports on the Trust's website

Social media – The Trust will provide key sustainability updates, engage with awareness days and celebrate sustainability initiatives

In-house design – continue to design and deliver sustainability posters, leaflets, banners and other engaging materials
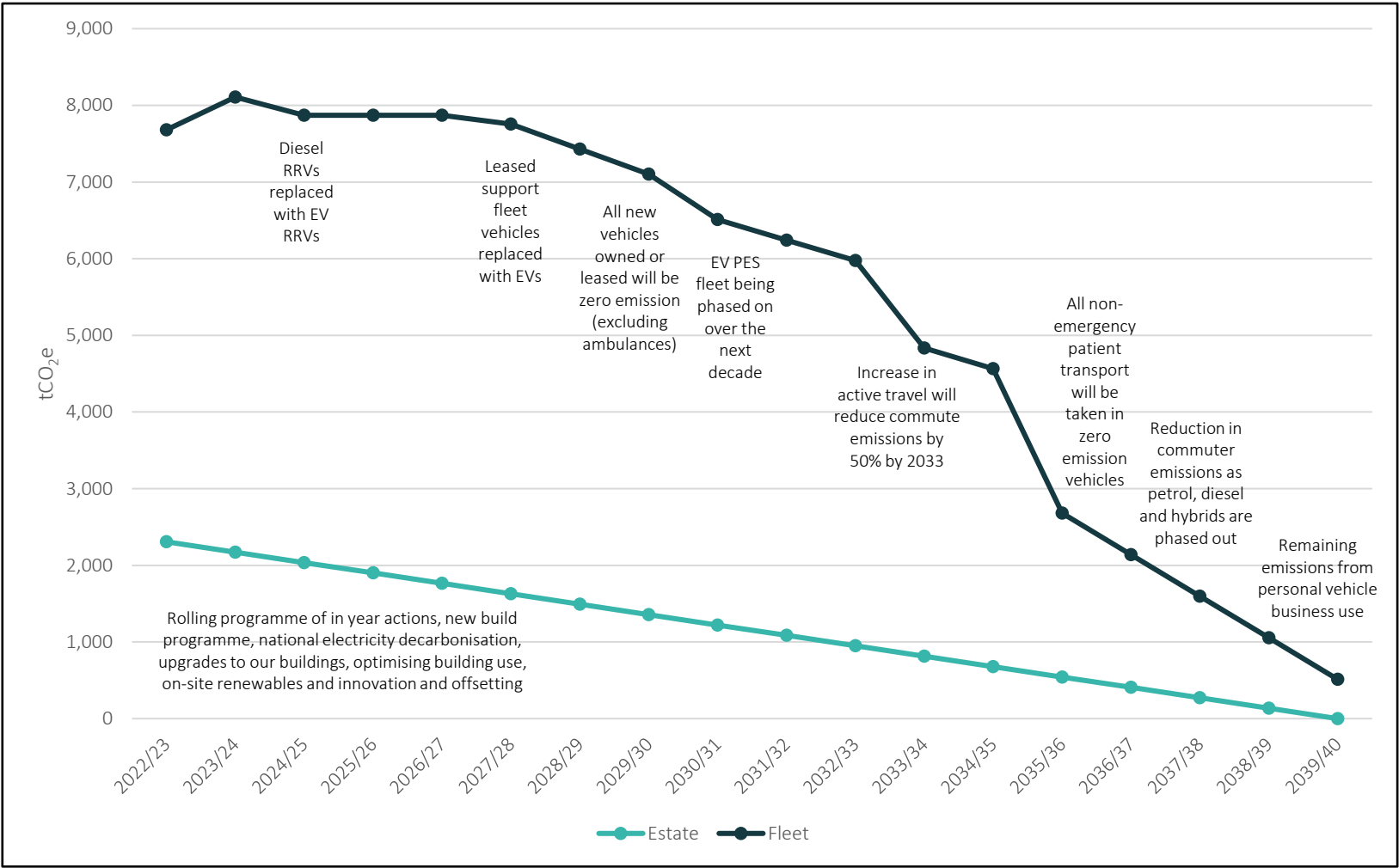
Your Call Magazine –inform patients, staff, volunteers, stakeholders and the public of sustainability targets and initiatives

Introduce sustainability at patient and public panels and general Q&A sessions with Sustainability Champions

5.   What we want to achieve

NWAS carbon reductions to 2040

5.   What we want to achieve

Year	Gas reduction target (kWh per m_2)	Water reduction target (m_3 per m_2)	Trust recycling rate (%)	Procurement emission reduction target (%)	Transport emission reduction target (%)
2024/25	130	0.63	35%	5%	35%
2025/26	122	0.61	41%	10%	41%
2026/27	114	0.59	47%	15%	47%
2027/28	106	0.57	53%	20%	53%
2028/29	98	0.55	60%	25%	60%

In order to achieve net zero by 2040, measurable targets have been set for each of the overarching Trust activities in line with guidance provided by the Health Technical Memorandum 07-02 EnCO2de 2015 – making energy work in healthcare.

We have outlined our prioritised actions below which are areas the Trust has real opportunity to develop sustainability further. All targets and priorities will be reviewed annually to ensure progress and alignment with potential developments.

Reduce air pollution: sustainable travel, electrifying fleet

Transitioning to a circular economy: re-use, recycling, eliminating single use plastics

Energy efficiency

Quantifying environmental impacts and annual carbon emissions (in tonnes)
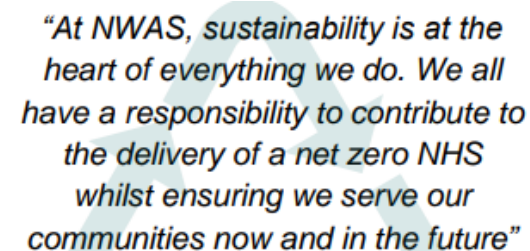
Health Technical Memorandum 07-02: EnCO2de 2015 – making energy work in healthcare

Greener NHS » Suppliers

6. Progress to date

In recent years, external factors have influenced the Trust's carbon footprint, including:

Factor	Change at the Trust
Changes to our Estate	Priorities for the estate is to have fewer but larger operational sites, hence having a planned strategic development rather than an opportunity driven one. Recently completed projects include Blackpool Hub with current projects including Cumbria Workshop relocation and Liverpool HART
Population growth	The population of North West England has grown by 4.6% from 7.08 million in 2013 to 7.42 million in 2023
Number of 999 calls	Increased alongside the Trust's growth, from 1,041,230 calls in 2013/14 to 1,446,701 calls in 2023/24 (+32%)
Number of staff	Increase from 5,100 staff in 2013 to 7,415 WTE employees in 2023/24
Carbon conversion factors	Set by the UK Government, change annually respective to the decarbonisation of the National Grid
Climate change	The latest State of the UK Climate Report indicates the UK has become wetter over the last few decades, although with significant annual variation. 2011-2020 was 9% wetter than 1961-1990

Since our Green Plan of 2019-2025, the Trust has made progress in integrating sustainability into the responsibilities and actions of Trust members. Particular progress has been made in the sustainability of fleet vehicles and new and existing buildings around the management of waste, water, energy and carbon.

The Trust aims to continue delivering high quality, sustainable care whilst minimising our impact on the environment and maximising our ability to improve health and wellbeing through the services we provide.

"At NWAS, sustainability is at the heart of everything we do. We all have a responsibility to contribute to the delivery of a net zero NHS whilst ensuring we serve our communities now and in the future"

Carolyn Wood, Director of Finance
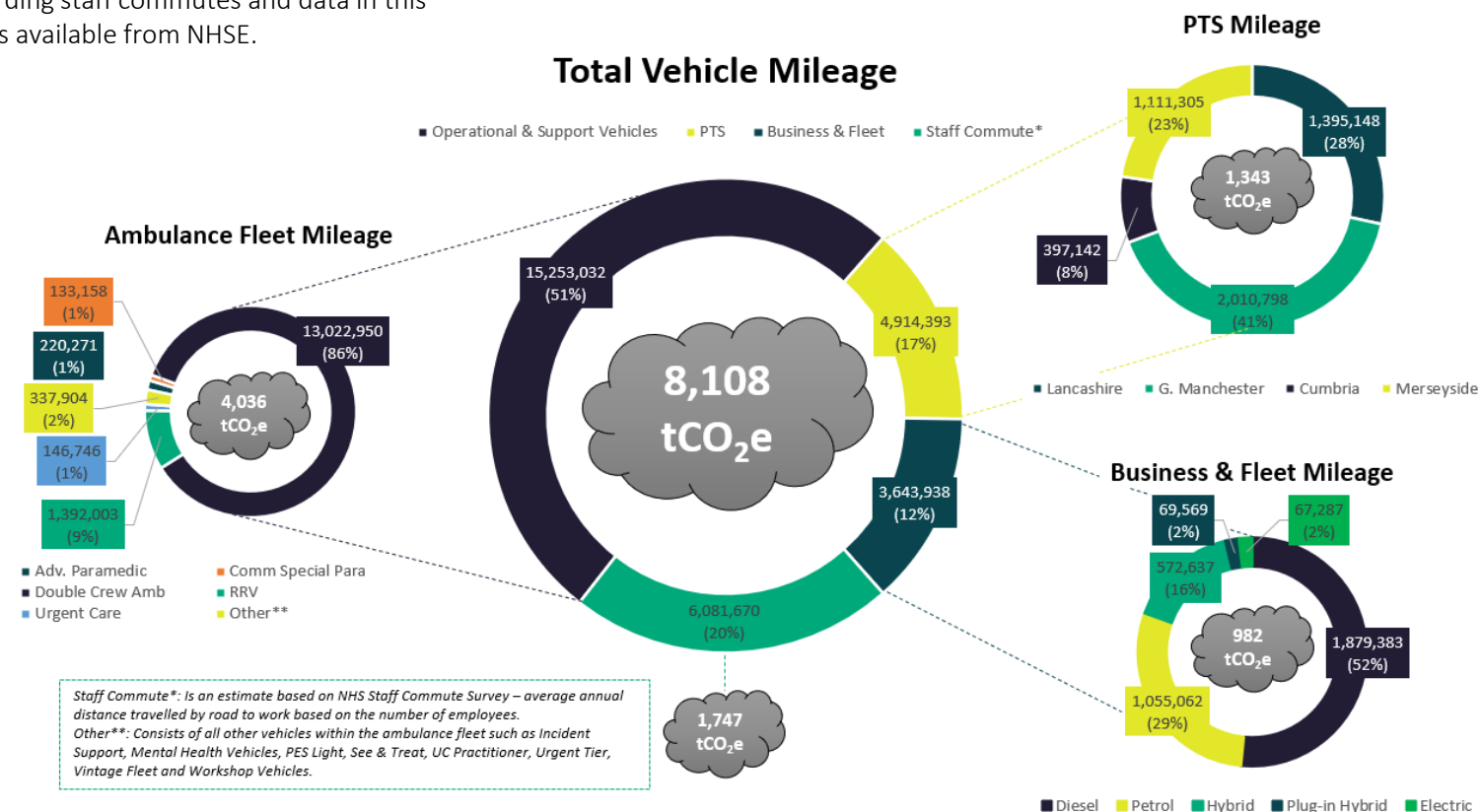
6.   Progress to date

Fleet, Travel and Transport

In 2023/24, almost 1,684,392 million miles were travelled for fleet and business travel. This contributed to a travel carbon footprint of 8,108 tCO_2, accounting for 79% of the Trust's carbon footprint. Road travel accounts for the majority of business travel mileage and the resulting carbon emissions.

Currently, the Trust has limited data regarding staff commutes and data in this area is based on travel surveying and tools available from NHSE.

Breakdown of mileage and carbon emissions from fleet, business travel and transport
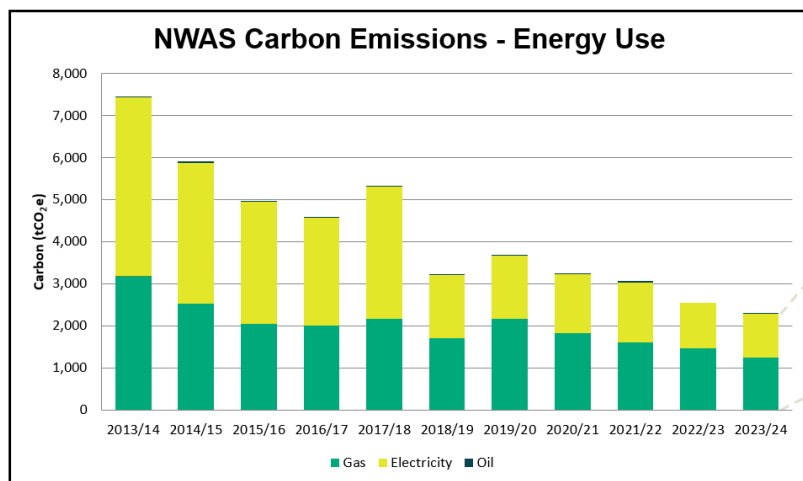

Double-crew ambulances, Manchester Central

Total Vehicle Mileage

- Operational & Support Vehicles
- PTS
- Business & Fleet
- Staff Commute*

15,253,032 (51%)
4,914,393 (17%)
3,643,938 (12%)
6,081,670 (20%)

8,108 tCO_2e

1,747 tCO_2e

Ambulance Fleet Mileage

133,158 (1%)
220,271 (1%)
337,904 (2%)
146,746 (1%)
1,392,003 (9%)
13,022,950 (86%)

4,036 tCO_2e

- Adv. Paramedic
- Comm Special Para
- Double Crew Amb
- RRV
- Urgent Care
- Other**

PTS Mileage

1,111,305 (23%)
1,395,148 (28%)
397,142 (8%)
2,010,798 (41%)

1,343 tCO_2e

- Lancashire
- G. Manchester
- Cumbria
- Merseyside

Business & Fleet Mileage

69,569 (2%)
67,287 (2%)
572,637 (16%)
1,055,062 (29%)
1,879,383 (52%)

982 tCO_2e

- Diesel
- Petrol
- Hybrid
- Plug-in Hybrid
- Electric

Staff Commute*: Is an estimate based on NHS Staff Commute Survey – average annual distance travelled by road to work based on the number of employees.
Other**: Consists of all other vehicles within the ambulance fleet such as Incident Support, Mental Health Vehicles, PES Light, See & Treat, UC Practitioner, Urgent Tier, Vintage Fleet and Workshop Vehicles.
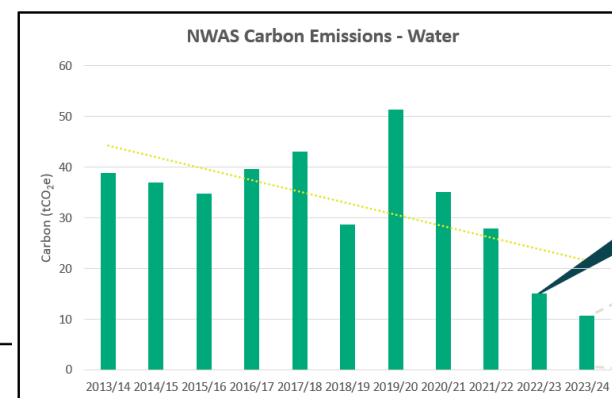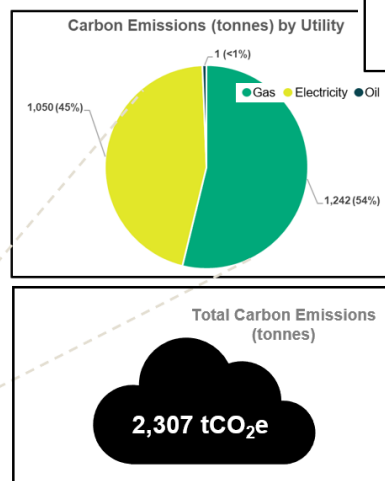
6.   Progress to date

Utilities

The Trust consumes a significant amount of energy. The Trust's carbon emissions from electricity and gas has reduced by 63.4%, from 7,449 tonnes in 2013/14 to 2,307 tonnes in 2023/24. This is largely a result of the decarbonisation of services provided by the National Grid.

Despite the demands from our growing population and services, we must continue to drive reductions and use our resources effectively.

Since 2013/14, water consumption per metre-squared has seen a reduction through continual management and monitoring across all Trust sites, including improved metering and grey water reuse at our HQ location, Estuary Point.

NWAS Carbon Emissions - Water

Since 2022, carbon emissions from water use and treatment have reduced by 57% nationally

28,247 m³

Water carbon emissions from 2013 to 2023/24

NWAS Carbon Emissions - Energy Use

Carbon emissions from gas and electricity from 2013 to 2023/24

Carbon Emissions (tonnes) by Utility

- Gas ● Electricity ● Oil

1 (<1%)
1,050 (45%)
1,242 (54%)

Total Carbon Emissions (tonnes)

2,307 tCO$_2$e

6.   Progress to date

Waste
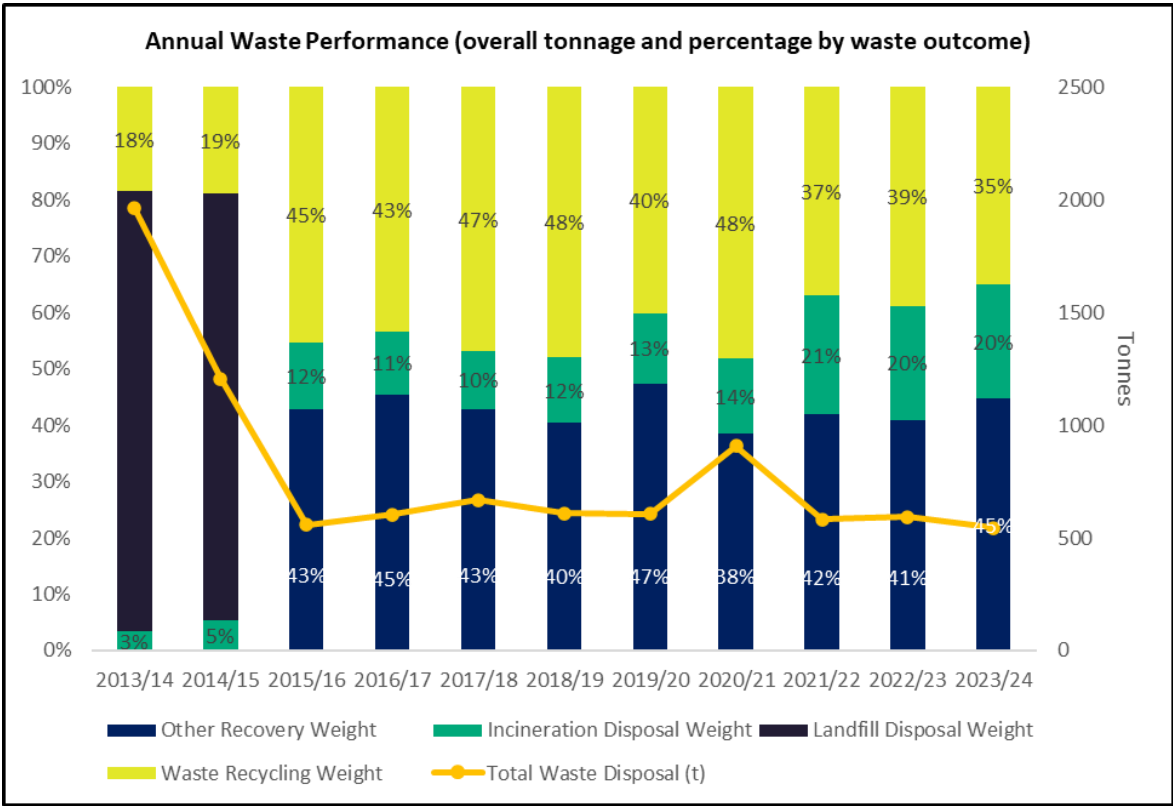
North West Ambulance NHS Trust has made good progress in sustainable waste disposal; no waste has been sent to landfill since 2015 and 35% of waste is currently recycled.

As well as managing how our waste is disposed, the Trust will work to minimise our production of waste and increase reuse and recycling, where possible. By using these more sustainable alternatives and methods of waste disposal, the Trust will continue to reduce costs and carbon emissions.

Tonnage, type and disposal route for waste 2013 to 2023/24

NWAS clinical waste being processed at The Royal Oldham Hospital

Annual Waste Performance (overall tonnage and percentage by waste outcome)

Legend:
- Other Recovery Weight
- Incineration Disposal Weight
- Landfill Disposal Weight
- Waste Recycling Weight
- Total Waste Disposal (t)

8.   Action plan

Our action plan is aligned with the latest NHS Green Plan Guidance as well as the NHSE Carbon Footprinting tool for calculating the impacts. It is structured around ten key areas of focus:

1.   Corporate Approach

2.   Fleet Travel and Logistics

3.   Asset Management and Utilities

4.   Climate Adaptation

5.   Capital Projects

6.   Green Space and Biodiversity

7.   Our People and Culture

8.   Sustainable use of Resources

9.   Digital Transformation

10.   Carbon Emissions and Green House Gases (GHG)

Within each key area, we will outline our current progress, aims, objectives and required actions for the next 3 years. Achieving these actions will allow the Trust to achieve the reduction targets set out in this plan, as well as meet legislative and organisational requirements.

Greener NHS: Green Plan Guidance

NHSE Carbon Footprinting Tool

8.1 Corporate approach

North West Ambulance Service Trust's approach to sustainable development should be clearly evidenced within our corporate strategy, management and policies, including our organisational vision and values. This will help communicate sustainable practice to staff, stakeholders and people we serve.

Aim: To embed sustainability within Trust policies and strategies, ensuring we monitor and report on our progress to the Sustainability Group.

PROGRESS

- The Sustainability Group is accountable for implementing actions within this Green Plan

- We report on sustainability key performance indicators to the Board on a regular basis (at least 6 monthly)

- CO_2e and/or NO_x reduction targets are included in contracts for the logistics associated with goods and services

- We communicate our Green Plan targets with our stakeholders through the Capital Investment arm of Estates

- Sustainability is included as an action and objective in the Trust procurement strategy and tender documents, including whole life costing and value for money, from 2028

- Business cases for all schemes are well informed by our staff, patient panel and local community

PLAN OF ACTION

- Annual report to Board on the progress of the Green Plan

- Measure progress through annual NHS Carbon Footprinting tool and benchmark against similar NHS organisations (within NAA)

- Set annual targets to reduce our carbon footprint year on year and prioritise hotspots.

- Review the People Policy annually e.g. travel, to ensure they promote sustainable development

- Review current community and stakeholder engagement mechanisms and policies and explore options to increasing sustainability to progress the Green Plan

- Undertake an Annual Sustainability Survey

- The monitoring of compliance with, and the effectiveness of, the Trust's Sustainability Plan will be achieved through the programming of quarterly systematic and documented internal progress reports by the Sustainability Manager

RELEVANT POLICIES

- Sustainability Plan (maintained by the Sustainability Manager)

- Fleet Policy and Travel and Subsistence Policy (maintained by Fleet and HR)

8.2 Fleet, travel and logistics

As an NHS organisation, the Trust produces significant carbon emissions from staff travel and the logistics associated with our activities and service provision.

Aim: to reduce emissions from staff, business, patient and non-patient travel.

PROGRESS

- Annual assessment and carbon footprint calculations of our business travel (all road, rail and air) and patient transport services

- Developing a Trust-wide Sustainable Travel Plan

- Senior level approval is required for all high carbon business travel (e.g. flights or high gCO_2/km hire cars)

- Trust Car Lease policy promotes the use of low carbon cars to essential users within the Trust

- All Trust sites are accessible by public transport and active travel facilities are provided on Trust sites, including secure cycle parking, showers and lockers

Travel and Subsistence Policy is reviewed regularly

Electrifying Fleet programme

Electric vehicle charging points

PLAN OF ACTION

- Develop and implement sustainability within the Fleet Policy

- Cut carbon from business mileages, 30%, and fleet emissions, 20%, by 2028

- Convert non-ambulance fleet to low or ultra-low emission vehicles by 2028

- Reduce the number of single occupancy vehicle journeys made to sites by staff by 20% by encouraging car sharing, active and public transport

- Undertake an annual Staff Travel Survey

- Implement annual monitoring and reporting of carbon emissions from business travel, fleet & patient transport

- Introduce electric pool cars and convert all fleet support to electric vehicles

- Encourage staff to use teleconferencing and avoid travel where possible

- Allocate responsibility and resources for implementing and monitoring the Fleet Policy and Travel and Subsistence Procedure

- Monitor the environmental impacts associated with our suppliers' transport and logistics and work with our suppliers to find ways to minimise their traffic burden

- Actively encourage staff and visitors to use sustainable modes of transport by providing information and promoting public and active transport

RELEVANT POLICIES

- Travel and Subsistence Procedure

- Fleet Policy

- Fleet Maintenance Plan

8.3 Asset management and utilities

Large assets of the Trust, mainly buildings, represent a large part of our costs, resource use and environmental impact. We must monitor and evaluate the efficiency of our assets and generate savings where we can.

Aim: to reduce operational resource use and costs, replacing existing assets with more energy efficient alternatives.

PROGRESS

- HH-metering for water and electricity across main sites to improve the management of demand and detect leaks

- Utility meters are monitored on a monthly basis as a minimum across all our sites

- Assess the energy and carbon performance of new buildings to measure energy efficiency (through Sigma) and work with the contractor to rectify any areas of poor performance (via Concerto)

- Developed plans to reduce our energy and water demand in order to improve our water and energy efficiency

- All staff are provided with information on energy saving

All electrical products are procured to A+ standards

Purchase green energy

Wood products are sustainably sourced and FSC certified

PLAN OF ACTION

- Undertake a feasibility study for on-site renewable energy generation across Trust sites

- Explore opportunities for asset sharing to improve efficiencies

- Run awareness campaigns to encourage efficient use of utilities

- Monitor water consumption monthly on site-by-site basis and review for trends, leaks and opportunities for savings

- Use data management systems to regularly monitor energy consumption data on a site-by-site basis to identify opportunities for improvements e.g. encourage competitions between sites on energy use

- Take advantage of funding schemes which support investment in energy efficiency initiatives

- Consider the feasibility of installing automated meter reading (AMR) devices throughout the Trust to provide real-time monitoring of energy usage and control costs

- Employees will be surveyed about temperature, humidity and air movement in order to ensure building energy efficiency

- Maintain appropriate internal temperatures respective of room types using CIBSE, Heating Guide, B1

- Introduce a 'Switch off' policy to reduce energy wastage

8.4 Adaptation

Climate adaptation involves making changes to reduce the risks of climate change on the services we provide and the population we serve.

Aim: to be prepared and resilient to climate change, particularly extreme weather events, by assessing current and future risks and responding through adaptation and mitigation strategies.

PROGRESS

- Attend the Resilience Team meetings and input where all new policy/legalisation is discussed and action plans formulated
- New builds consider green space and projected climatic risks
- Planned exercises in place to test Business Continuity Plans

Climate change risk assessment – reviewed annually

Climate change included within the risk register

Board approved Adaptation Strategy

PLAN OF ACTION

- Designated Adaptation Lead
- Continually identify the key risks related to climate change through the risk assessment and register in terms of both impact on health and wellbeing of local population, operational delivery and infrastructure of the Trust
- Undertake an annual drill of the adaptation strategy
- Provide staff with guidelines for temperature control of Trust buildings
- Explore opportunities for climate change mitigation strategies around the Trust
- Annually review the Trust's Climate Change Risk Assessment

RELEVANT POLICIES

- Adaptation Strategy
- Major Incidents Plan
- Climate Change Risk Assessment
- Business Continuity Plans
- National Adaptation Programme

8.5 Capital projects

In order to generate continuous improvement at the Trust, sustainability must be incorporated into the planning, design and construction of our Estate.

Aim: to embed sustainability into every aspect of capital projects, considering whole life costing where possible, to support the delivery of sustainable models of care.

PROGRESS

- A sustainable capital projects process to ensure all potential opportunities in new builds and major refurbishments consider sustainability

- Efficiency improvement measures undertaken across Trust sites, including boiler replacements, LED lighting upgrades, insulation upgrades, BMS optimisation and electrification schemes

- Where possible, the Trust uses recycled/reused materials, low embodied carbon products for new builds and major refurbishments

Undertake lessons learnt exercise which shapes future plans on major projects

Fully engage with all stakeholders to improve our performance

Design briefs ask for low carbon, low environmental impact solutions from suppliers and partners

PLAN OF ACTION

- Require that all major refurbishments meet the current Building Regulations Part L

- All Government requirements to achieve an *excellent* BREEAM Healthcare rating in new buildings and a *very good* rating in refurbished buildings will be met through the Estates Framework Strategy

- Engage with supply chain through contract requirements and policies to reduce the impact of our capital projects on the environment

- Undertake building fabric improvements e.g. insulation and glazing upgrades

- Continue to engage with the local community in designing capital projects through public panel Q&A sessions

- Utilise the BSRIA Soft Landings Framework[11]

- Develop and implement a Sustainability New Build & Retrofit Guide to reduce carbon and energy

RELEVANT POLICIES

- Health and sustainability considerations guide our building and refurbishments projects through the Estates Roadmap

11. BSRIA Soft Landings

8.6 Greenspace and biodiversity

Greenspace and biodiversity play an important role in the wellbeing and mental health of our staff. Therefore, it is a priority of the Trust to incorporate greenspace into the design of new buildings and refurbishments around the Trust.

Aim: provide areas of greenspace and incorporate greenspace into existing Trust Estate where possible, to promote wellbeing among our staff, patients and wider community.

PROGRESS

- All new builds incorporate green space and outdoor spaces to be enjoyed by our staff

- Gardens and other natural features are included in the design to improve wellbeing, improve biodiversity, protect habitats and act as carbon stores.

- Plan to provide greenspace for leisure activities too.

PLAN OF ACTION

- Annual air quality audit

- Develop and promote walking maps specific to each Trust site

- Encourage wildlife within greenspace through insect hotels, bee bricks, bat and bird boxes etc.

- Integrate greenspace within capital developments, such as green roofs, green walls and wildflowers

- Integrate greenspace into our Estates Strategy

- Provide space offsite for the cultivation of food through allotments, providing opportunities for staff, volunteers and the local community to be involved in growing produce

- Undertake an ecological survey across Trust sites

8.7 Our people

Through behavioural change and development of our workforce, staff engagement with sustainability will play a large part in driving the delivery of sustainable healthcare across the Trust.

Aim: to enhance and develop our relationships with staff, patients and wider stakeholders and embed a sustainable culture across the organisation.

PROGRESS

- Work in collaboration with key partners to ensure sustainability of staff across our organisations with the right skills, values, knowledge and behaviours to work within NHS posts.

- Promoting a sustainable workforce through succession planning and progression

- The Trust works with partnering organisations to source, mentor, train and engage staff

- Carbon Literacy training and certification offered to all staff

- Include local communities in Trust developments

Annual Staff Survey, reported to Trust Board

Friends and Family welcome days

Volunteers from the patient population

PLAN OF ACTION

- Develop and implement a Sustainable Communications Plan

- Introduce sustainability into staff job descriptions, induction and annual training

- Host sustainability awards annually to acknowledge outstanding individuals

- Introduce Green Champions at the Trust

- Promote and inform staff on flexible work policies

- Incorporate sustainability awareness campaigns into our annual awareness calendar available on Trust website

- As we develop new builds we will include clear objectives and benefits to staff as part of our engagement

- Involve staff, volunteers and other stakeholders in all governance arrangements across the Trust, including sitting on various project teams and committees

- Offer up discounts and incentives for active travel

RELEVANT POLICIES

- Public Health Plan

- Flexible Working Policy for a range of roles and contexts

8.8 Sustainable use of resources

To reduce the environmental impact of the goods and services we use, we must move towards a circular economy approach and maximise sustainable use of resources such as water, waste and high carbon materials.

Aim: to deliver year on year reductions of energy, water and single-use plastic by managing our resources more effectively.

PROGRESS

- Assets are considered for re-use prior to disposal

- Introduced Multi-Functional Devices (MFDs) which can print, scan, copy and fax – reducing consumables, maintenance and running costs through energy efficiency

- Recycling and packaging removal included in supplier contracts

- All timber products are sustainably sourced, FSC compliant

- We raise awareness of waste minimisation through clinical waste audits and induction training

- Digitising records and staff related records to be entirely online

PLAN OF ACTION

- Undertake waste audits at key sites to identify potential for further waste reduction / recycling initiatives

- Establish annual waste targets and communicate these with our supply chain and partners

- Maintain zero to landfill

- Commit to NHS Plastics Pledge and run an annual plastic reduction campaign

- Drive sustainability within food e.g. encourage staff to have meat-free days, utilise reusable cutlery and packaging

- Run repair and reuse schemes

- Install water refill stations around Trust sites to reduce plastic bottle use

- Source goods and services locally to reduce emissions from deliveries

- Launch a recycling campaign to increase awareness and work towards recycling targets

- Review Waste Policy every 3 years

RELEVANT POLICIES

- Waste Management Policy

- NHSSC Standardisation Programme

8.9 Digital transformation

To progress toward our sustainability goals we will utilise technology, allowing us to reduce emissions by preventing unnecessary vehicle journeys and reducing our paper use. We aim to ensure our care models make the best possible use of new technology to improve patient experience and support sustainable models of care (including workforce, financial and environmental sustainability). ICS priorities focus on reducing printing and paper as well as promoting use of software to improve efficiency within the system. Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions.

PROGRESS

The pandemic accelerated much of what was already underway in the sector: closer working between ambulance and other health and care partners, a streamlining of priorities and empowering of frontline teams to get on and deliver innovations, such as:

- Paper-light Programme – a reduction in printing across all levels of the Trust

- Electronic patient record keeping

- Information sharing and the ability the pass calls electronically to all other ambulance Trusts

- Remote working

- Digital confidence and satisfaction – to assess the confidence, capability and satisfaction of staff to provide better support as we implement new technologies

- Data warehousing solutions

- An 'innovation lab' for all to use

PLAN OF ACTION

- Reduce printing by 80% by 2028

- Increase time and resource efficiency through the digitisation of workstreams, files and communications

- Become 'Paperlight' then 'Paperless'

- Embrace digital advances and technologies for interoperability, telemedicine and emergency patient flow.

- Recruit more digital champions

RELEVANT POLICIES

- 5 Year Digital Strategy

- Clinical and Digital Innovation Programme

8.10 Carbon and greenhouse gases

All Trust activities result in carbon emissions. The Trust will continue to measure and monitor our emissions. In order to reach net zero by 2040, we must set targets and engage with staff and stakeholders.

Aim: to reduce emissions from targeted sources of carbon hotspots and reduce our total carbon footprint by setting measurable reduction targets.

PROGRESS

- We have set SMART carbon targets in relation to various carbon hotspots (e.g. energy, travel, goods), with a baseline year and clear target date

- Our carbon emissions and trend data are reported to staff and the public annually through our Annual Report

- We are working towards reducing our carbon emissions from travel and transport

- Annually we measure our carbon impact and analyse trends over time to help validate performance and ensure lessons are learnt

- We regularly benchmark our performance/approach to sustainable development and social value with similar organisations (e.g. on carbon reduction, resource use, and ERIC data)

PLAN OF ACTION

- Perform an annual assessment of total carbon footprint of the Trust

- Annual report on carbon emissions made to the Trust Board, staff and public, benchmarking progress towards net zero by 2040

- Undertake monthly monitoring for gas, electricity and water

- Develop and implement a no idling campaign through use of posters and security

- Set year on year carbon reduction targets

- Undertake annual assessment to identify carbon hotpots around the Trust by calculating the carbon intensity of Trust activities outlined in this plan ($kgCO_2e/£000$ or $kgCO_2e/person$ or $kgCO_2e/m^2$)

9.   Governance and reporting

Board of Directors

The Trust Board will ensure the alignment of sustainability with Trust vision, values and strategic objectives, as well as oversee the delivery of this Green Plan.

Sustainability Group (SG)

The SG is responsible for driving the Green Plan and monitoring and reporting the Trust's progress against agreed targets. The group will provide ongoing guidance to the Executive Director of Finance and Performance on priorities regarding the sustainability strategy, policy and investment.

The SG will be comprised of Senior Management representatives with authority to establish, coordinate and implement sustainability objectives in each of the key areas within our action plan:

Energy and Carbon, Procurement and Food, Transport and Travel, Utilities, Estates, Communications, HR

Green Champions

We will establish a network of Green Champions to assist in the delivery of the plan and drive awareness across Trust sites and departments. Green Champions will identify opportunities for reducing the Trust's environmental impact within their department, promote and educate other staff on sustainability initiatives and information.

Communications Team

The Communications Team are responsible for undertaking engagement and awareness exercises around Trust sites targeting staff, partners and the wider community.

Monthly

- Ongoing reporting of Trust activities, including quantities, costs and carbon emissions

Quarterly

- The Sustainability Group (SG) will meet quarterly to review progress against sustainability objectives. This will include ongoing feedback from the Green Champions network

Annually

- Progress reported to the Integrated Governance Committee and the Trust Board
- Sustainability section published within the Trust's Annual Report, developed by the SG to ensure the Trust meets legal, reputational and policy requirements
- The Green Plan will be reviewed and assessed using NHSE Carbon Footprint tool as a proxy for overall sustainability performance
- Report carbon emissions and reductions against Trust targets

10. Risks

11. Conclusion

There are significant risks associated with the delivery of this programme that must be rrecognised and mitigated to ensure successful delivery of the plan.

Owing to the growing size and scale of our organisation, there is a risk we will **fail to comply with legislation**. The Trust will address carbon reduction through implementing the actions, engagement and training to integrate sustainability into all Trust services.

The difficulties faced by NHS organisations involve many potentially **conflicting demands from stakeholders**. The Trust will seek ways to manage satisfying stakeholders whilst reducing our carbon emissions and impact on the environment.

In order to implement all actions outlined within this plan, the Trust must source adequate **funding and resources** to deliver each action. It is the responsibility of the SG and the Executive team to drive the sustainability agenda and inform stakeholders of long-term benefits and value for money, alongside environmental benefits.

Climate change poses significant threats to buildings, businesses and livelihoods which in turn may generate increased demand for healthcare services. Therefore, sustainable development and risk management needs to be updated and accounted for on an ongoing basis to increase our resilience against future challenges.

Through completing the actions stated in this plan, NWAS NHS Trust will make significant progress towards the overarching Greener NHS target of net zero by 2040.

As a large and growing organisation, we have an important role to play in carbon reduction within the NHS. The Trust will review this plan annually, working alongside staff and service users to support the development of greener estate and ways of working.

We must take action now, to prepare for future challenges and further changes in legislation. We are all responsible for making changes in the way we work and in our personal lives, in order to reduce our carbon footprint and generate positive impacts on the environment.